



City of
Norwood
Payneham
& St Peters

CITY OF NORWOOD PAYNEHAM AND ST PETERS TENNIS FACILITIES STRATEGY



The Strategy

Suter & Associates Leisure & Tourism Planners

November 2005

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BACKGROUND

Basis of the Study

The City of Norwood Payneham and St Peters currently has eight tennis court facilities with a total of 35 courts. Some of the facilities are in a declining condition and others have been upgraded over recent years. These upgrades have occurred in response to requests from tennis clubs and community members. Three courts in St Peters are in poor condition and not used regularly.

Council requires a longer term strategic direction to determine the need for facilities, how facilities should be developed in the future and the appropriate approach to management, community access and ongoing improvements. Otherwise, future provision and improvements will be ad hoc and resources may not be appropriately allocated.

The Tennis Facility Strategy aims to benefit tennis clubs, the community and the sport of tennis, as well as Council. The Strategy will provide a balanced approach to appropriately providing for the community and effectively managing assets.

The Study Approach

Previous reviews of the tennis facilities have been undertaken by Council and the related information and findings have been drawn on in this study.

The study has also involved an independent analysis by Suter & Associates Leisure & Tourism Planners and appropriate consultation with the stakeholders, i.e. Tennis SA, Eastern Districts Tennis Association, tennis clubs, schools, Council staff and councillors.

The main study tasks have involved the following:

- Review previous reviews and other background information, including demographics and participation data to understand demand.
- Undertake site visits and an assessment of provision (including facilities, condition, access, car parking).
- Meet with Tennis SA representative to understand State strategic directions and opportunities.
- Hold a planning session with tennis clubs to discuss issues and opportunities.
- Meet with Eastern District Tennis Association representative to discuss needs and opportunities from a regional perspective.
- Analyse the supply and demand findings and develop a strategy and report.
- Consult with the community, Council staff, councillors, tennis clubs and tennis organisations on the recommended strategy and 'finetune' as appropriate.

ASSESSMENT OF SUPPLY

Level of Provision

It could be argued that the City of Norwood Payneham and St Peters has an over supply of tennis courts and facilities for its population size. As at 2001, the population in the local government area was 32,617, and with 32 usable courts, this represents one court per 1,019 people (not including schools). Recent planning in NSW (City of Blacktown) uses a figure of one court per 3,500 people to determine facility requirements.

Norwood Payneham & St Peters Population 2001	No. of Courts (usable)	Ratio of Provision NPSP	NSW Comparison (2005)
32,617	32	1: 1,019	1: 3,500*

* This figure is provided for comparative purposes only. It is acknowledged that the City of Blacktown is a distinctively different city than the City Norwood, Payneham and St Peters.

Australian Bureau of Statistics and Australian Sports Commission participation data for 2003 shows that participation for children aged 5-14 years is 8.6% and participation for people aged 15 years and over is 9.5%. In the City of Norwood Payneham and St Peters, this would be 362 5-14 year olds potentially playing tennis and 2,516 people aged 15 years and over potentially playing tennis, i.e. a total of 2,878. With a total of 32 usable courts, this represents one court per 90 potential players. Given that a large number of people would play irregularly, this is a relatively high level of provision.

Based on actual club member participation in the City of Norwood Payneham and St Peters, it would appear that only around one person in every 15 tennis players is a club member and the remainder are likely to play socially or with schools.

Indicative Potential Players (based on participation data social and competition)	Ratio of Provision *
2,878	1: 90

* Based on existing 32 usable courts

Based on the above figures it would be reasonable to argue that the number of courts could be significantly reduced. However, this would be a mistake from a regional perspective. As outlined under 'demand', a number of clubs have good and increasing membership numbers and participation is high in surrounding council areas. This suggests that players are joining the clubs from outside the local government area and there is demand for facilities from a regional perspective. In 2000, Burnside Council provided 18 courts for competition and 430 club member players resided in that area. This represents one court per 24 competition players and suggests that these players would also need to utilise courts in the wider area, including the City of Norwood Payneham & St Peters.

Whilst there could justifiably be some reduction in courts, recognition of the regional value of the tennis facilities in the City of Norwood Payneham and St Peters is recommended. In adopting a regional approach to planning and supporting key facilities in the area, there would hopefully be regional funding opportunities to help resource facility improvements.

Facility Distribution

Tennis facilities are not spread equitably across the City of Norwood Payneham and St Peters. Fifteen of the courts are located very closely together in the suburbs of Trinity Gardens, St Morris and Firle and a further six courts are located nearby at Payneham Oval.

Only one facility with four full sized courts and one single court is located in the Norwood area and there is a lack of provision in the Joslin and St Peters areas, particularly for competition tennis. However, there are a number of tennis facilities to the north of Joslin and St Peters, i.e. at Walkerville Oval, Levi Reserve and Ascot Vale.

Whilst schools also have courts, including Prince Alfred College, St Ignatius Junior College and St Peters College these facilities are not readily available to clubs and the general public.

Analysis of Council Facilities

The eight Council owned tennis facilities in the City of Norwood Payneham and St Peters include:

- Burchell Reserve, Sixth Avenue, St Peters
- Buttery Reserve, Portrush Road, Norwood
- Cruickshank Reserve, Phillis Street Maylands
- John Horrocks Memorial Reserve, Breaker Street, St Morris
- Joslin Reserve, Third Avenue Joslin
- Payneham Oval, Rosella Street, Payneham
- Syd Jones Reserve, Sullivan Street, Firlie
- Trinity Gardens Soldiers Memorial Reserve, Albermarle Avenue, Trinity Gardens

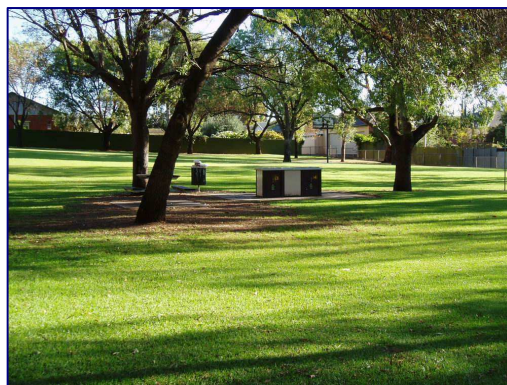
There exists a concentration of facilities in the eastern sector of the local government area, i.e. around the suburbs of Trinity Gardens, St Morris and Payneham.

The character of each facility differs, with some providing a focus for competition tennis and others having a community focus. Quality also varies with some courts being newly resurfaced and others being in quite poor condition and facilities having different standards of amenities.

A strategic analysis of each facility has been undertaken through site visits, previous reviews and consultations with the clubs. This analysis is outlined on the following pages and provides a framework for the Strategy.

Burchell Reserve, Sixth Avenue, St Peters

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none">▪ 3 bitumen courts in declining condition▪ Small club room▪ Public toilets in park▪ Link to park▪ Street car parking▪ No current tennis club use	<ul style="list-style-type: none">▪ Declining surface condition (safety and appeal issues)▪ No lights▪ Need to consider whether facility is required▪ If required, what is the appropriate level of development and use	<ul style="list-style-type: none">▪ Possible community use court/s (although Joslin community courts nearby)▪ Competition and club use is less appropriate due to small number of courts and resident setting



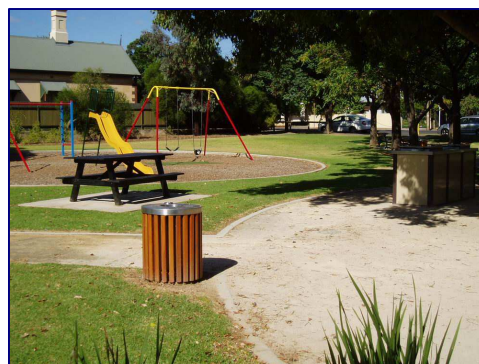
Buttery Reserve, Portrush Road, Norwood

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none">5 acrylic based courtsLights on 2 courts (and poles ready for a third court)Toilet facility and part of clubroomStreet parkingUsed by Norwood Tennis Club	<ul style="list-style-type: none">1 court reduced to single due to road wideningLimited parking and busy roadClub has identified the need to upgrade lights (where exist) and establish lights on other courtsPoor condition toiletsSetting is not 'family friendly' due to lack of space for social activity and play by childrenPoor disability access (identified by club)Lack of clubroom space due to building use by arts groupSmall site shared by three groups (tennis, croquet and arts group)	<ul style="list-style-type: none">There is no ideal alternative location for a tennis facility in the Norwood areaIn the longer term it may be beneficial for other users of the site (croquet and/ or arts group) to relocate to other suitable facilities and if so tennis could be the main activity and improvements could be undertaken.It is noted that a strong Croquet Club is based at this reserve.



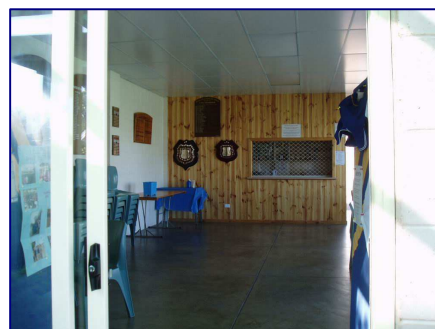
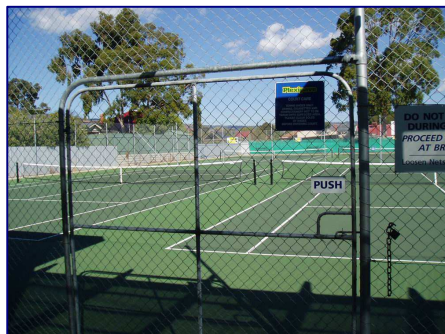
Cruickshank Reserve, Phillis Street, Maylands

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none">▪ 4 tennis courts (multi-use with 3 netball courts)▪ Recently resurfaced and good quality acrylic courts▪ Lights and sound system▪ Small clubroom and toilets▪ Link to quality park▪ Street parking▪ Used by St Peters Tennis Club	<ul style="list-style-type: none">▪ Resident setting (although hotel nearby which is likely to have a greater impact)▪ Number of courts limits club growth (identified by the club)▪ Clubroom in need of some upgrade (identified by club)	<ul style="list-style-type: none">▪ Maintain quality facility with strong community focus



John Horrocks Memorial Reserve, Breaker Street, St Morris

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none"> ▪ 6 acrylic based courts (recently resurfaced and good quality) ▪ Upgraded clubroom and paved area ▪ Separate toilets ▪ Entrance by alleyway ▪ Street parking ▪ Used by Holmesdale Tennis Club 	<ul style="list-style-type: none"> ▪ Surrounded by housing and development ▪ No lights (and are they appropriate given surrounding residences) ▪ Poor quality toilets ▪ Need to replace fencing (identified by club) ▪ Issues with trees impacting on the court surface, safety and drains (roots, debris and falling limbs) raised by the club ▪ No street frontage (poor profile) ▪ Close to Trinity Gardens tennis facility 	<ul style="list-style-type: none"> ▪ Council property adjoining alleyway has been demolished to give a wider entrance and some street frontage ▪ Using this space for an attractive park ▪ The club has submitted a DA for lighting. However, the appropriateness of lights where courts are surrounded by backyards is questionable



Joslin Reserve, Third Avenue Joslin

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none"> ▪ 2 acrylic based courts ▪ Quality and valued courts ▪ Link to large quality park ▪ Community use (no club or competition use) 	<ul style="list-style-type: none"> ▪ No lights (but may not be required or appropriate) 	<ul style="list-style-type: none"> ▪ Maintain as a quality community resource



Payneham Oval, Rosella Street, Payneham

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none"> ▪ 6 acrylic based courts ▪ Lights on all courts ▪ Access to oval clubroom ▪ Storage area ▪ Off street car parking ▪ Link to oval and recreation areas ▪ Use by East Adelaide Payneham Tennis Club ▪ Hired out by Council to the public 	<ul style="list-style-type: none"> ▪ Cricket nets adjoining the courts (previous conflicting uses and limited expansion of tennis facility) 	<ul style="list-style-type: none"> ▪ High profile location and position of facility supports further enhancement and possible expansion (if there is demand) ▪ Opportunity for more integrated use of clubroom facilities



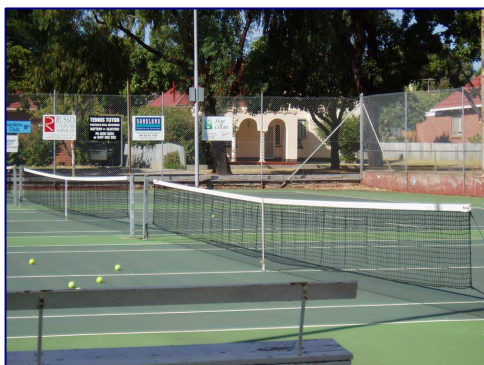
Syd Jones Reserve, Sullivan Street, Firl

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none">▪ 2 bitumen courts in declining condition▪ Link to halls and park▪ Limited off street car parking▪ Used by small social tennis club	<ul style="list-style-type: none">▪ Poor condition courts▪ No lights (but question whether appropriate in residential setting)▪ Need to consider whether facility is justified given other courts nearby	<ul style="list-style-type: none">▪ If courts were removed the park could be enhanced and additional car parking for the halls could be considered



Trinity Gardens Soldiers Memorial Reserve, Albermarle Avenue, Trinity Gardens

Description and Use	Key Issues	Opportunities
<ul style="list-style-type: none">▪ 7 acrylic based courts▪ Lights on three courts▪ Clubroom and pergola▪ Adjoins bowling club▪ Street parking▪ Used by Trinity Gardens Tennis Club	<ul style="list-style-type: none">▪ Some cracking of courts and need for repair (courts 3,4 and 7 are identified as poor by the club)▪ Lighting on court 2 is average (identified by club)▪ Need to upgrade fencing (identified by club)	<ul style="list-style-type: none">▪ Club has recently received funding for development of adjoining disused bowling green for three new courts with lights▪ Potential for upgrade of existing courts and additional lighting



Wider Provision

There are a number of tennis facilities located just outside the City of Norwood Payneham and St Peters and particularly to the north of St Peters and Joslin. The main tennis facilities in adjoining local council areas are:

Walkerville Council

Walkerville Lawn Tennis Courts

4 lawn courts located in Stephens Terrace, Walkerville, leased to the Walkerville Lawn Tennis Club

Walkerville Oval Tennis Courts, Warwick Street Walkerville

2 courts (hardcourts) that are available for community hire at \$7.50 per hour

Levi Reserve Tennis Courts

2 courts that are leased to and managed by the Caravan Park

Ascot Vale Tennis Courts

2 courts (hardcourt) that are available for community hire at \$7.50 per hour

Gilbert Street, Gilberton

1 court (hardcourt) that is available for community hire at \$7.50 per hour

Burnside Council

Mellor Reserve Tennis Courts, Beulah Park

2 courts (hardcourt)

Salop Street, Beulah Park

2 courts (hardcourt)

Tusmore Park, Tusmore

5 courts (hardcourt)

Kensington Gardens Reserve, Kensington Gardens

6 community courts (hard court), West Terrace side

2 clubs (one lawn and one hardcourt) with at least 20 courts, East Street side

Where courts are not leased to clubs, residents can obtain a full day permit or use the courts casually at no cost (if no permit has been allocated)

City of Campbelltown

Daly Oval Tennis Courts, Fisher Street, Magill
4 courts (hard court)
Leased to Hectorville Sporting Club

Samuel Street Reserve Tennis Courts, Samuel Street, Tranmere
4 courts (hard court)
Leased to Eastern District Tennis Association and used by schools and for social tennis

Schools

A number of schools have tennis courts in the area. Some of the key facilities include:

Marryatville High School
4 hardcourts that have been newly surfaced and 4 older courts of which 2 are synthetic
The school is planning for the upgrade of the 4 older courts and has a hire agreement with Norwood TC, where they use the Buttery Reserve courts on Saturday mornings

Prince Alfred College
12 synthetic courts in summer (used for hockey field in winter)
Hired to coach and available for community hire if not used by school or coach (times are limited)
No club use

St Peters College and St Ignatius Junior College courts are for school use only

Findings

This strategy has not considered the appropriate provision and spread of facilities in the wider region (this would require a regional strategy). However, it is important to consider the nearby provision of tennis courts and the implications for the City of Norwood Payneham & St Peters. The information on surrounding provision highlights that:

- The St Peters area is relatively close to community courts in the adjoining Walkerville Council area.
- The larger facilities in other Council areas are generally leased to clubs and receive good usage.
- School facilities are generally not available for clubs and the wider community. However, there has been some discussion of joint use agreements at public schools in the past and opportunities for community use could be investigated.
- Not all schools (particularly public schools) in the area have tennis courts and some could require access to Council facilities.

ASSESSMENT OF DEMAND

Demand for Existing Facilities

The current use of tennis court facilities and the number of club members in each club gives an indication of the demand for facilities.

The club numbers for the six clubs in the City of Norwood Payneham and St Peters, past trends in growth and the expected status of membership over the next 5 years is outlined below.

Juniors

Club	East Adelaide Payneham TC*	Firle TC	Holmesdale TC	Norwood TC	Trinity Gardens TC	St Peters TC
No. of Members	12	3	40	1	101	50
Past Trend	Increase	Not stated	Increase	Static	Increase	Increase
Expected Trend (5 yrs)	Increase	Not stated	Increase	Increase	Increase	Increase

Seniors

Club	East Adelaide Payneham TC	Firle TC (social focus)	Holmesdale TC	Norwood TC	Trinity Gardens TC	St Peters TC
No. of Members	17	-	59	52	94	35
Past Trend	Decrease	-	Increase	Increase	Increase	Static
Expected Trend (5 yrs)	Increase	-	Increase	Static	Increase	Increase

Social Members

Club	East Adelaide Payneham TC*	Firle TC (social focus)	Holmesdale TC	Norwood TC	Trinity Gardens TC	St Peters TC
No. of Members	17	17	24	n/a	57	10
Past Trend	Static	Static	Static	-	Increase	Increase
Expected Trend (5 yrs)	Increase	Not stated	Static	-	Increase	Increase

The East Adelaide Payneham TC has provided additional information that indicates that it conducts a number of programs that attract non-member participants.

Other Junior Programs: 88 participants

Other Senior Programs: 47 participants

In addition, some of the clubs support other participants, such as:

- Firlie Tennis Club - casual use by friends and family
- Norwood Tennis Club – 14 regular hirers of courts (non club members)
- Trinity Gardens Tennis Club – life members, Tuesday women's group and night tennis (20 additional participants)
- East Adelaide Payneham Tennis Club - 32 night tennis participants

There is potential for further growth and increasing demand. For example:

- Holmesdale Tennis Club and Trinity Gardens Tennis Club have indicated that they hire additional courts outside the City of Norwood Payneham and St Peters to support team competitions and ideally additional courts would be available.
- St Peters Tennis Club has indicated that its growth is constrained by the number of courts.
- Norwood Tennis Club is keen to establish junior competition and pursue junior development opportunities and links to schools.

Tennis clubs that have less demand are:

- East Adelaide Payneham Tennis Club, although the club believes it has the capacity to increase demand.
- Firlie Tennis Club, which has a small number of members and a social tennis focus. The club believes that membership could increase if the courts were a higher quality.

The level of demand suggests that the loss of competition courts in the City of Norwood Payneham and St Peters would be an issue for clubs and particularly for Holmesdale Tennis Club and Trinity Gardens Tennis Club.

Participation in Tennis

The Eastern District Tennis Association has advised that membership numbers are increasing, particularly for junior tennis. The current number of teams in the Association is around 150. Whilst the number of teams 20 years ago was around 176 (tennis was experiencing a 'high' as baby boomers were younger and participating in higher levels of sport), there has been a significant increase over the last 5 years.

The growth of tennis and the potential for further growth is reinforced by Tennis SA, with a commitment to the development of the sport at the school and junior level. Tennis SA recognises that the majority of players are not members of clubs and believes that the demand for community access to courts for casual use and night tennis is likely to be particularly strong in the future.

An understanding of potential participation and participation trends can be obtained by considering Australian Bureau of Statistics (ABS) and Australian Sports Commission participation data. For example:

- National participation figures for 2003 were:

Age Group	Participation	Source
5-14 years	8.6%	ABS, Children's Participation in Cultural and Leisure Activities, April 2003
15 years +	9.5%	Australian Sports Commission, participation in Exercise Participation and Sport, 2003

- Using the above figures linked to City of Norwood Payneham & St Peters demographics, the potential number of participants could be as follows:

Age Group	Population	Participation Rate	Potential Number of Participants
5-14 years	4,208 (12.9% of 32,617)	8.6% (ABS)	362
15 years +	26,485 (81.2% of 32,617)	9.5% (ASC)	2,516

The above figures for children relate to organised participation, e.g. through schools and clubs, while the figures for 15 years and over also include casual participation.

- Comparable statistical data shows an increase in participation over recent years as outlined below.

Age Group	Participation 2003	Participation 2000/2001	Participation 1995/97
5-14 years	8.6% (ABS)	8.5% (ABS, 2000)	7.8% (ABS, 1996/97)
15 years +	9.5% (ASC)	9.2% (ASC, 2001)	2.6%* (ABS, 1995/96, 18 yrs +)

*The ABS 1995/96 participation figure is for organised sport and does not include casual tennis or the 15-17 year age group.

Given that the City of Norwood Payneham & St Peters is a higher income area and a large proportion of children could attend private schools and schools that have tennis courts and programs, the actual participation in the local government area could be greater than the figures suggest.

Regional Demand

As with most sports people travel across local government boundaries to participate in tennis and planning for facilities should consider regional requirements and opportunities as well as local needs.

Facilities in the City of Norwood Payneham and St Peters draw from beyond the area and this is indicated by the profile of club members below.

Club	East Adelaide Payneham TC	Firle TC	Holmesdale TC	Norwood TC	Trinity Gardens TC	St Peters TC
% Juniors NPSP Residents	58%		50%	-	50%	80%
% Seniors NPSP Residents	24%		24%	43%	50%	50%
% Social NPSP Residents	24% and 42% for night players	40%	38%	70%	50%	50%

The above figures suggest that the provision of tennis courts in the City of Norwood Payneham and St Peters is higher than it would need to be to cater for local residents. However, the demand for courts from the wider area is quite high and the local government area has a regional role to play.

Tennis SA has indicated demand for a small number of regional facilities in metropolitan Adelaide (12-16 court complexes) to support tournaments and provide tennis hubs in key locations.

MANAGEMENT OF FACILITIES

Current Management Approach

The current management approach for the tennis facilities varies depending on the facility use and 'historical' approaches.

- Holmesdale Tennis Club, St Peters Tennis Club and Trinity Gardens Tennis Club operate under a lease arrangement. The clubs are responsible for general improvements and court resurfacing and Council is responsible for structural works, including the base structure of courts.
- Norwood Tennis Club is part of a management committee arrangement, established by Council under Section 41 of the Local Government Act. The club partners the croquet and art group users to jointly manage the facility.
- Payneham Tennis Club and Firle Tennis Club are hirers of their courts and do not have a formalised arrangement or responsibility to maintain facilities. The courts are managed by Council.
- Joslin Reserve and Burchell Reserve do not currently have formal user groups.

A Tennis Facilities Policy has recently been developed by Council and provides guidance in relation the provision, development, management and maintenance of tennis facilities.

Risk Management

From a risk management perspective the Council should assess its tennis facilities in order to demonstrate a reasonable and practicable process to minimise risks presented by the facilities. Advice provided by the Local Government Mutual Liability Scheme recommends that the Council should develop risk criteria to help determine the priority and extent of any maintenance works for these facilities.

Management Issues

The main management issue facing most tennis clubs (in this and other local government areas) is funding constraints and the never ending cost of maintaining facilities to a safe and appealing standard. Clubs need to balance affordable fees with quality facilities and often struggle to do so. The lack of funds was particularly raised by Norwood Tennis Club.

In addition, the reliance on volunteers to manage facilities is an issue as not all clubs have the required volunteers or management skills required. This is particularly an issue for smaller clubs.

It would appear that the East Adelaide Payneham Tennis Club does not currently have the resources to manage its facilities. However, the club is confident that it can increase members and believes it will have the capacity to play a management role in the future. This could possibly be achieved with support and advice from the Eastern Districts Tennis Association.

Each of the clubs in the City of Norwood Payneham and St Peters are mainly focussed on competition tennis. Whilst some support other activities such as night and social tennis and coaching occurs at a number of courts, the level of broader use is limited. There could be potential for a wider range of organised activities weekdays including programs for schools, and some courts could be made available for general community use. However, having the time and skills to generate this additional use could be difficult for most clubs.

Future Management Options

The greatest issue with the existing approach to management, where facilities are managed and promoted by clubs, is that club volunteers may not have the time or skills to coordinate a range of activities and increase community access and value.

Ideally the existing facilities would be better utilised, particularly weekdays, and an alternative approach to management or greater commitment by clubs may be required.

Some options to consider for future management are:

- The management could be outsourced to an independent group managing all tennis court facilities or at least the larger facilities e.g. Trinity Gardens and Payneham Oval. The clubs would then become key users rather than managers and the managing group would be responsible for increasing facility use and facilitating a range of programs. The issue with this is that clubs are likely to lose any sense of ownership or responsibility and the 'passion' for the club and the game could be lost.
- The clubs could collectively employ a coordinator to facilitate a range of activities and establish joint initiatives including regional competitions and events. This development person could possibly be supported by Tennis SA and the Office for Recreation and Sport grant funding. There would need to be very close negotiation with clubs and there could be issues such as conflicts with events being arranged that clubs do not support and clubs feeling that they are losing control over activities and facilities.
- The clubs could continue to manage their own facilities but with a greater requirement to run a range of activities during the day, link to schools and support broader community use. The issue is that volunteers may not have the time or skills to achieve this.

KEY FINDINGS

The analysis of supply and demand highlights the following main findings:

- Payneham Oval and Trinity Gardens tennis facilities have potential to be key facilities due to their location, the size of the sites and the existing quality of facilities.
- From a strategic perspective the recent upgrade of John Horrocks Reserve may not have been ideal. The courts are quite close to the Trinity Gardens tennis facility and there are a number of courts in the immediate area. However, the upgrade has occurred and any strategy should integrate this facility, at least in the short to medium term.
- The Norwood area would be without a facility if the tennis courts at Buttery Reserve were to be removed. Whilst the tennis facility is on a tight site that is shared with two other activities and is located on a busy road that lacks car parking, there are few alternatives to provision in the area. As such, the facility should be retained and consideration given to enhancing its function and community value, rather than removing the facility.
- Whilst it could be argued that the tennis facility at Cruickshank Reserve is not viable due to only being four courts and its proximity to Trinity Gardens, significant improvements have been undertaken and the club provides an alternative tennis experience (social and family orientation). As the facility also caters for netball it should be retained.
- Joslin Reserve tennis courts provide the only quality courts that are available to the community at any time and at no cost. The potential for other community courts should be considered, either as separate community focused facilities like Joslin Reserve or as part of larger tennis facilities.
- If tennis courts in Burchell Reserve are removed, there will only be two community courts in the Joslin and St Peters area. However, this may not be a major issue as courts are located nearby in Walkerville and the lack of a tennis club in Burchell Reserve is contributing to the increased membership and viability of St Peters Tennis Club at Cruickshank Reserve. The greatest issue is whether there is justification for additional community tennis courts in the area and whether Burchell Reserve is the best location.
- There is potential to increase the use of tennis facilities through different management approaches and activity initiatives. Most of the club facilities do not receive a high level of use weekdays, particularly during the day time.
- There is need for a consistent management approach that considers the capacity of clubs to generate revenue and the level of benefit to the community.
- Overall, there is potential for a hierarchy of provision that builds on and benefits existing facilities and clubs in the council area and encourages increased use of facilities.

SUGGESTED STRATEGY

Suggested strategies are outlined in this section for:

- Facility Provision
- Facility Access to the Community
- Facility Use by Clubs
- Facility Management
- Facility Development (a development strategy for each existing facility and consideration of other facilities)
- Funding and Resources

A rationale is included to assist Council and clubs in their adoption of each strategy. The strategies do not commit the City of Norwood Payneham and St Peters or any other body to allocate funds and achieve the strategy. Instead, they will guide Council and other strategic and funding bodies to make decisions and adopt strategies as funds become available and in accordance with other priorities.

Facility Provision

Strategy	Rationale
<ul style="list-style-type: none"> ▪ Maintain the existing courts and facilities used for club tennis as part of a regional commitment to the sport. 	<ul style="list-style-type: none"> ▪ It could be argued that from a local perspective the City of Norwood Payneham and St Peters may have a relatively large number of courts. However, the local government area has a regional role to play and the loss of facilities would impact on the sport.
<ul style="list-style-type: none"> ▪ Provide a hierarchy of tennis facilities in the City of Norwood Payneham and St Peters with three levels as follows: <ul style="list-style-type: none"> – District (8-12 courts, lights, high standard courts and amenities) – Local Club Oriented (generally 4 courts, could have lights, good quality) – Local Community Oriented 1-2 courts, no lights, good quality) 	<ul style="list-style-type: none"> ▪ It is not considered to be appropriate to remove any key facilities and instead establish one larger facility, as: <ul style="list-style-type: none"> – Substantial funding has previously been allocated to existing key facilities – Since there are a number of strong clubs in the local government area there is a need for more than one key facility
<ul style="list-style-type: none"> ▪ Allocate a hierarchy level to existing tennis facilities as follows: <p>District:</p> <ul style="list-style-type: none"> – Payneham Oval – Trinity Gardens <p>Local Club Oriented:</p> <ul style="list-style-type: none"> – Buttery Reserve, Norwood – Cruickshank Reserve, Maylands – John Horrocks Reserve, St Morris <p>Local Community Oriented:</p> <ul style="list-style-type: none"> – Joslin Reserve – Burchell Reserve (subject to further consideration by the Council) – Other reserves identified in planning including those to cater for social tennis groups such as Firlie Tennis Club (see Facility Development) 	<ul style="list-style-type: none"> ▪ Payneham Oval and Trinity Gardens are key facilities in a good location with potential for some further development. Trinity Gardens will soon have 9 courts and Payneham Oval could potentially have 8 courts if demand exists. ▪ John Horrocks Reserve has a low profile and potential impacts on adjoining residents. As such, the facility is not ideal as a key facility. ▪ Buttery Reserve and Cruickshank Reserve are relatively good quality facilities that support committed clubs. They provide a more localised experience compared to the larger facilities. Further development is limited by the size of the sites. ▪ Joslin Reserve is a valued community facility that is too small for club use. ▪ The community has expressed very strong support for the courts at Burchell Reserve. ▪ The future of the courts at Burchell Reserve will be subject to further consideration by the Council.

Facility Provision (continued)

Strategy	Rationale
<ul style="list-style-type: none">Recognise and promote the Payneham Oval and Trinity Gardens tennis facilities as a collective regional resource.	<ul style="list-style-type: none">Collectively, and with support from John Horrocks Reserve, these facilities could be used for key tournaments.Whilst it is not considered to be appropriate to establish a larger 16 court facility in the City of Norwood Payneham and St Peters, the key facilities in the local government area may collectively be able to play a regional role in catering for tennis.

Facility Access to the Community

Strategy	Rationale
<ul style="list-style-type: none"> ▪ Investigate establishing one or two courts at a number of the district and local club facilities as community oriented courts. This could involve: <ul style="list-style-type: none"> – The courts being available for free community use at designated times. – These courts to be separated from the club courts by fencing that will protect the club courts from damage. – The courts being unlocked to enable access. – Clubs having access to the courts at times agreed to between Council and the clubs. – Signs being erected to stipulate club use times. – All costs associated with these courts being borne by Council. – Clubs paying a user fee for these courts (rather than being responsible for management). 	<ul style="list-style-type: none"> ▪ With casual participation in tennis being potentially much higher than club tennis participation, there is a need for additional courts that are available for casual community use. ▪ With the already high level of tennis court provision in the City of Norwood Payneham & St Peters, it should not be necessary to establish additional courts for community use. As club courts receive lower levels of use during the week and on Sundays, the strategy should be to better utilise these courts for casual use. ▪ There will be a reduced need to fund additional “stand alone” community courts like Joslin Reserve.
<ul style="list-style-type: none"> ▪ Liaise with schools and investigate opportunities for establishing community courts in schools (particularly public schools). This includes: <ul style="list-style-type: none"> – Courts that are available to the community at no cost in accordance with the above strategy. – Courts that could be used by clubs where demand is greater than supply. – A possible linkage with Marryatville High School that has tennis as a “special interest activity”. <p>This could require a joint use agreement between the schools and Council and a contribution to maintaining courts.</p> 	<ul style="list-style-type: none"> ▪ Schools provide an additional potential community resource and can contribute to achieving an equitable spread of community courts. ▪ Public schools may be more open to community access than private schools, although a number of schools could be approached. ▪ A joint use agreement may be required to support the maintenance of courts to a good standard.
<ul style="list-style-type: none"> ▪ Investigate the feasibility of making community courts available at night time (with lights). 	<ul style="list-style-type: none"> ▪ The difficulty of managing free community use of courts with lights and the cost of provision will need to be assessed. Demand will be high and there could be conflicts between users, there is a risk of damage to the lighting operations and the availability of free courts with lights could impact on income generating opportunities at other courts.
<ul style="list-style-type: none"> ▪ Encourage clubs to broaden their events and activities and make courts easily available to the general community and schools at a low cost (in addition to free community courts being provided at some club facilities). 	<ul style="list-style-type: none"> ▪ Club facilities should be well used and benefit the wider community.

Facility Use by Clubs

Strategy	Rationale
<ul style="list-style-type: none"> ▪ Allocate the use of the two district level facilities (Payneham Oval and Trinity Gardens) as follows: <ul style="list-style-type: none"> - Trinity Gardens Soldiers Memorial Tennis Club will continue to use its existing facility (Trinity Gardens) - East Adelaide Payneham Tennis Club will continue to be supported with 4 courts at Payneham Oval to assist the club to raise its profile and strengthen membership. - The two additional courts at Payneham Oval should be considered as community oriented courts that are maintained by the Council, available free of charge to the community and able to be booked by Homesdale Tennis Club at designated times at the appropriate hourly hire rate. 	<ul style="list-style-type: none"> ▪ The Trinity Gardens Tennis Club is a long standing strong and well managed club. ▪ The East Adelaide Payneham Tennis Club is confident it will have the capacity to play a management role in the future at the Payneham Oval. ▪ If the East Adelaide Payneham Tennis Club is unable to become a main club in the future, consider an alternative club as a main club that can manage the Payneham Oval tennis facilities. One option could be the relocation of Holmesdale Memorial Tennis Club to upgraded facilities at Payneham Oval in the medium to longer term and John Horrocks Reserve could then be used as a further facility for Holmesdale Memorial Tennis Club and other clubs.
<ul style="list-style-type: none"> ▪ Continue to allocate the local club oriented tennis facilities to the existing clubs, i.e.: <ul style="list-style-type: none"> - Buttery Reserve to Norwood Tennis Club - Cruickshank Reserve to St Peters Tennis Club - John Horrocks Reserve to Homesdale Memorial Tennis Club 	<ul style="list-style-type: none"> ▪ The existing clubs are well managed and have the potential to increase members and contribute to these facilities.
<ul style="list-style-type: none"> ▪ Investigate allocating two existing club courts to Firlie Tennis Club (e.g. John Horrocks Reserve, Trinity Gardens, Payneham Oval). This may require shifting the activity to another day (when courts are less used by other clubs). 	<ul style="list-style-type: none"> ▪ Club courts are already fully used and may not be available on a Saturday. ▪ The allocation of community courts would limit casual community use on weekends. ▪ The level of use does not justify establishing or maintaining two club based courts for this group.
<ul style="list-style-type: none"> ▪ The suggested main users of community oriented tennis facilities are: <ul style="list-style-type: none"> - The community - Firlie Tennis Club (if other club courts can not be allocated) 	<ul style="list-style-type: none"> ▪ Ideally Firlie Tennis Club will be allocated club courts so that community courts are always available to the community.

Facility Management

Strategy	Rationale
<ul style="list-style-type: none"> ▪ Formalise a lease arrangement with all tennis clubs that use district or local club oriented tennis facilities. 	<ul style="list-style-type: none"> ▪ To maintain facilities to a good standard there will need to be a commitment to improvements by both Council and clubs.
<ul style="list-style-type: none"> ▪ Consider partnerships between all the clubs in generating additional activities and increasing the use of facilities where club coaches could play a lead role in activities. The Eastern Districts Tennis Association could also be a key partner. 	<ul style="list-style-type: none"> ▪ There is a need to increase the use of the tennis facilities on weekdays (especially during the day) and individual clubs may not have the time or expertise to do so.
<ul style="list-style-type: none"> ▪ If courts in club facilities are allocated as community courts (available to the community free of charge), these courts will be managed as follows: <ul style="list-style-type: none"> – Council will bear all costs of management and upgrade for the court/s. – Clubs will have access to the court at agreed times. – Clubs will pay an appropriate user fee for the times used. – A sign stating the times the courts are used by the club will be erected. 	<ul style="list-style-type: none"> ▪ Clubs should not be responsible for courts that are used by the community at no cost and are primarily community based. ▪ Clubs should have reasonable access to courts that are linked to their club facilities.

Facility Development

A guide for the future development of each existing tennis facility that is consistent with the other strategies is provided below.

Strategy	Rationale
<u>Burchell Reserve</u>	
<ul style="list-style-type: none">Consider whether one or two courts should be retained and upgraded at Burchell Reserve to support the local community. If courts are also established at Linde Reserve, which is higher profile and more centralised, Burchell Reserve may only justify one court to provide a focus for the surrounding local community.	<ul style="list-style-type: none">Joslin Reserve courts are nearby and are well utilised by this community.Linde Reserve has a district focus and higher profile that should support a larger number of people. However, the appropriateness of courts at this location would need to be further assessed.The local community have expressed a strong desire for community courts at this location.
<u>Buttery Reserve</u>	
<ul style="list-style-type: none">Retain the tennis facility at the existing location.If there is potential to better service other users of the site at other locations in the longer term and the other groups support relocation pursue opportunities accordingly.	<ul style="list-style-type: none">There are no alternative options for a tennis facility in the area and there would be a gap in provision if the facility were to be removed.The site is over developed for its size and ideally it would only cater for one or two main activities.The poor toilets and club space.It is noted that a strong Croquet Club is based at this reserve.



Linde Reserve (potential community courts)

Facility Development (continued)

Strategy	Rationale
<u>Cruickshank Reserve</u>	
<ul style="list-style-type: none">Retain the facility as it is (including the focus on netball) and maintain it to a good quality. This could include enhancement to but not expansion of the club facility.	<ul style="list-style-type: none">The facility is appealing and good quality and supports local level participation.
<u>John Horrocks Reserve</u>	
<ul style="list-style-type: none">Retain the facility and maintain to a good standard.Manage development in accordance with the local nature of the facility and the residential surrounds.	<ul style="list-style-type: none">Substantial funding has recently been allocated to this facility and the courts are good standard. Whilst there is demand to utilise the courts, this standard should be maintained.
<u>Joslin Reserve</u>	
<ul style="list-style-type: none">Retain the facility as community courts and maintain to a good quality.	<ul style="list-style-type: none">The facility is well used and valued.

Facility Development (continued)

Strategy	Rationale
<u>Payneham Oval</u>	
<ul style="list-style-type: none"> ▪ Initially improve the quality of the existing six courts (based on Council staff advice, this is likely to require a reconstruction). ▪ Facilitate opportunities for shared-use of the oval club facility to enable income generating opportunities (i.e. a link between tennis clubs and the sports association). ▪ In the longer term, and providing there is demand, consider an additional 2 courts. This may require relocating the cricket nets. The Payneham Cricket Club must be consulted in relation to this matter. 	<ul style="list-style-type: none"> ▪ The existing courts are in need of upgrade. ▪ If the facility is to be a home base for a strong and growing club as suggested there is likely to be demand for a further two courts. ▪ To achieve a district level focus the facility would ideally be a larger complex of 8 courts.

Trinity Gardens Reserve

<ul style="list-style-type: none"> ▪ Establish an additional two courts with lights. ▪ Upgrade the existing courts and lights and consider additional lights if there is demand. ▪ Consider a 12 court facility at Trinity Gardens subject to continued support by Tennis SA and EDTA, provision of appropriate State Government funding and space being available in accordance with International Tennis Federation Guidelines. 	<ul style="list-style-type: none"> ▪ The club has recently received funding for the development of two courts with lights. ▪ Existing courts and lighting is in need of upgrade. ▪ Should the bowling greens not be required in the future, the club and the EDTA have expressed the desire to pursue the possibility of a 12 court facility at this location.
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Payneham Oval Cricket Nets



Trinity Gardens Tennis Facility Disused Bowling Green

Facility Development (continued)

Strategy	Rationale
<u>Syd Jones Reserve</u>	
<ul style="list-style-type: none">Remove courts at the reserve and create a larger park. In addition, car parking could be increased to better support the hall use.Assist the Firle Tennis Club to relocate to an alternative facility. Ideally the Firle Tennis Club will be allocated club courts so that community courts are always available to the community.	<ul style="list-style-type: none">The existing courts are poor quality and dominate the site.The park and the halls should be more functional without the courts.
<u>Community Courts</u>	
<ul style="list-style-type: none">Consider establishing other community courts where there is a gap in provision and high demand is expressed in the community. This would only occur where there is a high need and a gap that can not be met by existing courts or where there is justification to relocate existing community courts.	<ul style="list-style-type: none">The City of Norwood Payneham & St Peters already has a high level of tennis court provision for its population size and ideally additional community courts would not be established.There could be some areas that are not serviced by existing courts and may justify the provision of community courts in the future.Existing community courts that are relocated to a more appropriate community park such as from Burchell Reserve to Linde Reserve would be an exception.

Funding and Resources

Strategy	Rationale
<ul style="list-style-type: none"> ▪ Seek regional funding for improvements to Payneham Oval and Trinity Gardens facilities through the Office for Recreation and Sport. 	<ul style="list-style-type: none"> ▪ Collectively these facilities provide a regional focus and could be used for key events.
<ul style="list-style-type: none"> ▪ Consider partnerships between the clubs in generating additional activities and increasing the use of facilities where club coaches could play a lead role. The Eastern Districts Tennis Association could also be a key partner. 	<ul style="list-style-type: none"> ▪ Individual clubs are unlikely to have the capacity to resource a coordinator on their own.
<ul style="list-style-type: none"> ▪ Adopt a strategic approach to obtaining and utilising a facility coordinator in partnership with Tennis SA and the Eastern District Tennis Association. 	<ul style="list-style-type: none"> ▪ Tennis SA and the Association are key players that could guide and support the concept of a coordinator.
<ul style="list-style-type: none"> ▪ Pursue other partnerships and funding through the Office for Recreation and Sport and Tennis SA. 	<ul style="list-style-type: none"> ▪ The cost of maintaining and improving facilities is high and partnerships should be pursued to achieve the Tennis Facilities Strategy.

IMPLEMENTATION PLAN

Timing and Priorities

A summary of the strategies that will need actioning and the indicative priority and timing is provided below with higher priorities listed first. The timing is based on a 10 year implementation schedule with the following timelines:

High Priority	1 –2 Years
Medium Priority	3 – 6 Years
Low Priority	7 – 10 Years

Facility/ Item	Action	Priority
Lease arrangements	Review and formalise lease arrangements	High
Burchell Reserve	Determine the future of existing courts	High
Investigate community court options	Consult with clubs on options for allocating one or two courts at some facilities for community use	High
Trinity Gardens court expansion	Develop two additional courts with lights	High (due to commitment made)
Risk Management	Undertake an annual risk and maintenance audit of tennis facilities	High
Support to Firlie Tennis Club	Allocate alternative interim courts	High
Syd Jones Reserve court removal	Remove existing courts following consultation with users and the community	High
Broaden use of facilities	Investigate coordinator for facilities	Medium
	Encourage clubs to broaden activities and increase community use	Medium
Payneham Oval court upgrade	Reconstruct the existing tennis courts at Payneham Oval	Medium
Linde Reserve	Consider establishing community courts (further investigate potential use and the appropriateness of courts)	Medium
Buttery Reserve use	Investigate potential to better service other users of the site at other locations in the longer term and if other groups support relocation pursue opportunities accordingly.	Lower
Payneham Oval court expansion	Expand to eight courts	Lower

Other Considerations

International Tennis Federation Guidelines for Club Play adopted by Tennis SA will need to be considered in the future upgrade and development of tennis courts. In particular, the guidelines require a greater run off than most existing courts have and the reconstruction of existing courts and the development of new courts could be affected by this requirement. The guidelines could result in a reduction of courts although Tennis SA has advised that each proposal for reconstruction or development of new courts will be assessed on a case by case basis. Further consultation with Tennis SA will be required and consideration given to risk insurance and liability.

Cost of Provision

This strategy did not require a costing and this will need to be undertaken as a 'next step' to the planning. The following indicative costs do not commit the Council to funding these proposals. However, indicatively, the construction of a new court is around \$50,000. This strategy proposes the following possibilities:

- 6 reconstructed courts at Payneham Oval
- 2 community courts at Linde Reserve (possible provision following further assessment)

A further two courts at Payneham Oval if they are developed would bring the figure to at least \$500,000.

Two new courts will also be developed at Trinity Gardens tennis facility but these are already funded through the club and grant funding. The Trinity Gardens Tennis Club has also indicated that it will be approaching the Council for financial support to upgrade the existing courts.

There may also be additional costs for removing or upgrading exist courts at Burchell Reserve and Syd Jones Reserve and the cost of landscaping and car parking where suggested. The total cost could easily be at least \$1m-\$1.2m. It is important to note that these figures do not take into account any possible regional funding from the State Government. Further, these indicative costs are spread over a minimum of a 10 year timeframe.

There will also be additional ongoing operational and upgrade costs if Council manages courts linked to club facilities as community courts, i.e. courts that are made available to the community at no cost and therefore are fully maintained by Council. However, should the Council successfully implement this strategy the need to expend funds on "stand alone" community courts (such as at Joslin Reserve) will be reduced.

The relatively high cost associated with the directions in the Tennis Facilities Strategy highlights the need for state government funding support and the need to establish partnerships with clubs. Without this support and if Council can not afford to maintain and upgrade facilities, Council may need to revise the Tennis Facility Strategy and consider having fewer facilities.

It is important to note that the Tennis Facilities Strategy does not commit the City of Norwood Payneham & St Peters to fund or implement any suggested direction. Instead it will guide Council in undertaking actions as resources become available, including through partnerships with State Government and clubs.

The Next Steps

This strategy provides a framework for further planning and decision making. It aims to guide the future provision and development of tennis facilities in the City of Norwood Payneham and St Peters.

Particular 'next steps' that will be required are:

- Direct 'one on one' consultation with each club on the recommended directions and their implementation.
- Consultation with the Firlie Tennis Club and the community (including hall users) regarding the removal of the tennis courts at Syd Jones Reserve and redevelopment of the park.
- Determination of the appropriate option for courts at Burchell Reserve.
- A review of the lease arrangements.
- Further liaison with Tennis SA and the Office for Recreation and Sport on the funding of improvements and initiatives.

The Tennis Facilities Strategy is the 'first step' to planning and an ongoing commitment will be required by Council, the tennis clubs and key organisations to achieve the directions.