

Sports Strategy Key Performance Indicators – CLIFTON HILL TENNIS CLUB 2021-2022

Context

Many of the KPIs set by Council encourage coaching and the club to work together. The club believes that a healthy relationship must exist between the coaching staff and tennis club committee to serve the community well. A healthy relationship requires both parties to be committed to making the relationship work. It requires communication and responsiveness among other things.

For nearly three years we have tried to build this relationship with Racquet Lab coaches and have been rebuffed at every turn.

- We have invited Racquet Lab coaches to attend socials, Club Championships and Open Community Socials and they have declined on every occasion.
- Racquet Lab does not tell the club which coaches work at Mayors Park
- There is no identification of these coaches, in contravention of working with children best practice guidelines, which suggest that identification should be made available to users.
- We have requested on numerous occasions information from Racquet Lab regarding coaching activities and participation data. Such data was not provided even when it was documented in Council minutes as an action item.
- Racquet Lab refuses to provide Clifton Hill Tennis Club with information that they have willingly provided to Fitzroy Tennis Club on a quarterly basis for more than three years.
- We requested de-identified information on players being coached at CHTC so we could check it against our membership base but Racquet Lab refused, citing privacy concerns. Tennis Victoria stated that such information would normally always be available to the club.
- Racquet Lab cancelled at the last minute the planned January Mayors Park Holiday clinic; Racquet Lab ran two holiday clinics at Fitzroy Tennis Club. RL said it was a business decision to cancel the January clinic. However, it is completely against the local community which is represented by the CHTC. This was the first time in at least 20 years that a junior holiday program at Mayors Park was cancelled just before the Australian Open.
- CHTC was not advised as to whether Term 1, 2 or 3 School holiday clinics would be running, nor the start dates of the tennis coaching program.

Racquet Lab should communicate these programs to the club, to operate clinics for the local community, to get involved with the club to deliver free programs to social housing and work through client concerns with respect to their programs. This has not happened and the local community is not being served by this organisation with the current structure.

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The Council has had three years to sort this problem out. Unfortunately, they seem to lack the basic understanding of how relationships work, power imbalances and how contracts work and how tennis works. This continues to work against the community's interests.

Every time we raise with Council the fact that the club is not receiving basic, fundamental information from Racquet Lab, we get the same answer: "It is in the best interest of the local community for CHTC and Racquet Lab to be engaging in regular communication."

When we raise the fact that our requests are being ignored, we get the same answer. Yarra Council is either wilfully ignorant or is choosing to ignore the root of the problem. Racquet Lab's contract is with Council, not the club, so has no need to consider the club's interests.

Tennis Victoria reports that it does not know of any other tennis club where the Council has the contract with the club coach.

A structural change in the relationship is required to make improvements in this area. We propose that Racquet Lab's contract be extended for 12 months but that its contract is with CHTC. Along with new KPIs, we will hopefully see an improvement in this area.

Our programs are so well received that at least three committee members of FTC and committee members of other tennis clubs prefer to play at CHTC. We are now the largest tennis club in the City of Yarra with 574 active members and our participation hours and program offering exceed FTC. We have achieved this without building new courts but through better understanding of the demographic trends, operational data and innovative membership and programming.

We should be allowed to manage the facility to ensure high-quality programs support the local community for years to come.

CHTC Committee

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Objective 1: Planning - to plan for and deliver quality sport and physical activity programs that meet the changing needs of the Yarra community and result in increased levels participation and wellbeing

KPI	Council Actions	Club Actions	Timeline	Expected Outcomes	Measures	Outcome
1.1	Work with peak sporting bodies, sports clubs and community organisations to strengthen and expand opportunities for residents to participate in sport and physical activities.	CHTC to develop a strategic plan.	Review due again in 2024	Clear direction/priorities for the club and reference for decision making.	Strategy presented to Council Officers within timeline.	Strategic Plan developed by the committee, issued to members for review and feedback. A copy was provided (on request) to Tennis Victoria who reported back that it was one of the best they have seen . A copy of the strategic plan was issued to Council.
1.2	Conduct an annual on-line resident and club member survey to analyse sports and physical activity needs and measure participation rates in sport and physical activity amongst Yarra residents.	Survey members and facility users on a periodic basis in collaboration with coaching provider relating to member experience, facility use and relevant operational items.	Annual survey	CHTC collate data and share with CoY as a reference to guide future direction.	Data is shared with CoY on an annual basis and/or as requested.	Members' survey conducted annually. Quick polls are conducted frequently on various issues to inform decision making. Latest annual survey and quick polls attached. A copy of the 2021 survey has been provided with the submission of this report.

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1.3	Ensure that social obligation initiatives and expectations are included in usage agreements with clubs and community groups.	Establish relationships with local community organisations in partnership with the coaching provider. Including social housing tenants, all abilities groups and schools.	Jun 2022	Delivery of inclusive programs catering for underrepresented groups.	Regular programs established and attendance monitored to ensure continued success.	Social obligation initiatives have been identified and the club has launched the Open Community Socials once a month from March to November each year. Court access, including the use of equipment plus experienced players on hand to provide tips on how to play. The club launched a free pickleball initiative for 4 weeks in September which was free to the public and now entered into a feasibility phase with users paying for sessions. Issued 10 free holiday passes to social housing groups during extended breaks which coincides with low usage periods. We have also worked with Social Health Australia.
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Objective 2: Participation - to increase access to and participation in sport and physical activity for the Yarra Community. The following are new actions arising from feedback received during the consultation and research stage

KPI	Council Actions	Club Actions	Timeline	Expected Outcomes	Measures	Outcome
2.1	Work with peak sporting bodies and local sports clubs to develop new sports programs aimed at enhancing participation by people with disability.	CHTC to facilitate Able Australia bookings with access to equipment and support as required. CHTC support tennis coaches with delivery of all abilities programs (e.g. promotion).	June 2022	Able Australia provided with access to the equipment they need. Participants feel welcomed and supported.	Increased participation of people with a disability across a range of club activities.	<p>We have worked with Able Australia and provided tennis tubes, balls and racquets.</p> <p>We continue to top up on racquets, balls and tubes to pick up balls.</p> <p>We have members who are wheelchair users who regularly play at the facility.</p>
2.2	Work with aged services, local community agencies and community groups to develop sports and physical activity programs for older adults including some introductory classes.	Support tennis coaches to deliver a strong program aimed at including older adults in consultation with community organisations.	Annually	Welcoming environment at MPTNC for older adults to attend lessons, play casually and be involved at CHTC.	Increase in older adult's participation in CHTC club competition, social programs and events.	<p>Fully supported adult clinics that coaches have scheduled.</p> <p>We also have a strong intake of senior players.</p> <p>We will be launching a senior player competition called Metro Masters from August 2022.</p>

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2.3	<p>Work with Sports with low junior participation rates to promote and increase junior participation.</p> <ul style="list-style-type: none"> • Lawn bowls • Tennis • Golf 	<p>Support tennis coaches to deliver a strong junior coaching program which increases the number of junior tennis players.</p>	Annually	<p>Welcoming environment at MPTNC for juniors to attend lessons, play casually and be involved at CHTC.</p>	<p>Increase in junior participation in CHTC club competition, coaching, social programs and events. Retention of juniors throughout age groups and transition to senior activities.</p>	<p>Executive have attended coaching programs and discussed membership with parents.</p> <p>This year we had a number of children attending Mayors Park wanting to join the junior competition and they ended up at Fitzroy Tennis Club.</p>
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Objective 3: Promotion - to increase residents' awareness and knowledge of local sport and physical activity opportunities

KPI	Council Actions	Club Actions	Timeline	Expected Outcomes	Measures	Outcome
3.1	Develop a "Free Activities in Parks Program" to promote local sports and physical activity opportunities.	Liaise with CoY and tennis coaches to plan and promote a free tennis day event.	September 2022	Delivery of an inclusive day with tennis activities in consultation with tennis coaches. Potential for Council staff and/or Councillors to be in attendance	More people in the community introduced to tennis.	<p>We have implemented "Open Community Social Tennis" which includes beginner lessons. We have operated eight this year and they have been popular.</p> <p>We have invited Racquet Lab coaches but they declined to attend these events or to support community initiatives.</p>

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3.2	Council work with local sports clubs, schools and peak sporting bodies to promote female sporting opportunities.	Prioritise female participation within club strategy and work with coaching provider to grow representation.	Ongoing	Prominent involvement and inclusion of females to create a diverse club environment.	Increase number of female members and participants at CHTC. Develop diversity of the committee including gender balance.	<p>We have four female committee members and would like to encourage additional females to the committee.</p> <p>We have added an advanced women social for young women with high ability given that there is a shortage of programs for this group of people.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Female participation has increased from 34.2% to 35.4% this year • 177 to 203 female members
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3.3	Continue to ensure that information on Council's website is comprehensive and up to date.	Provide high quality email, website and social media communication to CHTC members.	Ongoing	Club members and casual players are well informed. All stakeholders project a positive, clear and concise message to the community.	All information distributed is professional, accurate and current.	<p>We provide high quality and timely communications to our members. We have over 750 subscribers. Since our last report we have delivered over 300 emails to the membership. We continue with communication packs where members can elect content they want to receive. Engagement is well up from last year.</p> <p>See our latest annual report</p> <p>Metrics:</p> <ul style="list-style-type: none"> • 630 plus subscribers • 52% is average open rate • 13% is the click through rate • 97% satisfaction with communications
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Objective 4: Capacity Building - to work with local schools, sports clubs, community organisations and other Council units to develop and deliver quality sports programs that meet the changing needs of the Yarra community and result in increased levels of participation and wellbeing

KPI	Council Actions	Club Actions	Timeline	Expected Outcomes	Measures	Outcome
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4.1	Work with sports clubs to assist them to develop inclusive culture and environments.	Create an environment where all community members feel welcome.	Ongoing	Improved culture and community atmosphere at MPTNC.	Demonstrate programs, initiatives or events the club has run to promote an inclusive environment.	<p>The culture as described by members is that the club is inclusive, respectful and diverse.</p> <p>Membership continues to surge based on word-of-mouth promotion.</p> <p>All social programs are open to the public.</p> <p>We have also transitioned all programs to ClubSpark bookings to keep track of attendance and gather statistics.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Demand for Friday and Sunday socials have grown significantly • Wednesday & Friday morning social numbers have grown
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4.2	Support local sports clubs in the development of strategic plans, policies and procedures.	Complete a Tennis Australia Operational Health Check (OHC) in partnership with coaching provider and use results to populate the OHC Action Plan.	August 2022	Benchmarking of CHTC strengths and weaknesses for future planning.	OHC Survey and OHC Action Plan completed and results used to guide strategic planning.	<p>We completed this survey in August at the request of Tennis Australia on the provision that other stakeholders would contribute to the data. Report by Tennis Victoria suggest that the club is very healthy with programs and utilisation of 62% is the best they have seen. We pointed out that understanding the data allows opportunities to further improve utilisation.</p> <p>Extensive benchmarking exercise was conducted in February 2022 of all tennis clubs within 5 km of Mayors Park.</p> <p>We are now larger than FTC in membership numbers, club hours of play and overall facility usage. We run more social programs and AAA programs than any other tennis club in City of Yarra.</p>
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4.3	That Council continue to facilitate sports club training to develop and enhance the capacity of volunteers.	Participate in development opportunities for the committee and members (e.g. Victorian Community Tennis Forums).	Ongoing	Improved operational and administration skills of club personnel.	CHTC Committee and members attend development opportunities.	<p>Committee members are involved in the Tennis Forums.</p> <p>Committee members' backgrounds include members of Boards and other committees with strong governance experience.</p>
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Objective 5: Facilities - to plan for and manage Yarra sports facilities and open spaces in a manner that maximises opportunities for participation in sport and physical activity whilst protecting and improving the facilities and open spaces

KPI	Council Actions	Club Actions	Timeline	Expected Outcomes	Measures	Outcome
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5.1	Enter into negotiations with local State Schools for the joint usage and development of sport facilities to cater for school and improved access for community use.	Work collaboratively with the coaching provider to develop strong relationships with local schools.	Ongoing	Continuous improvement of junior coaching program and Club competition.	Increase in number of junior teams and general participation. Retention of junior players in sport.	<p>The coaching staff are not involved with the club. Racquet Lab coaches are more invested in Fitzroy Tennis Club where at least 6 of the coaches are members of that club and participate in regular social and competition activities. We learnt this year that they provide a regular quarterly report to that committee and despite many requests they have not done the same with CHTC.</p> <p>We have developed independent relationships with nearby schools and NGOs. For example, LiveWires in Collingwood and Social Health Australia. We have provided a number of children with free racquets, balls and Holiday Pass to book courts during school vacation periods. These children have also received a free</p>
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						lesson from club members. Metric: <ul style="list-style-type: none"> • Capacity is to have 8 teams but currently we are operating with 4 • The referrals from coaching continue to be hit and miss • Early this year they told us that coaches at Mayors Park were coaching more juniors than FTC, yet FTC has 8 full junior teams
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5.2	Identify opportunities to provide multi-purpose sports courts in open space locations, as indicated by demand and community support, to cater for social sports participation.	Support the use of courts for a variety of sports and physical wellbeing activities.	Oct 2022	Work with key stakeholders to promote the use of courts for purposes such as Cardio Tennis, netball, futsal and other community activities.	Diversification of court usage by sports/activities other than tennis.	<p>We are happy to promote the multi-purpose use of the facilities.</p> <p>We keep detailed and cleaned statistics on all activities at Mayors Park.</p> <p>We are happy to provide these numbers but at this stage we do not have this information and all external bookings are managed by CoY.</p> <p>We host football social and this year we have promoted Pickleball through the club.</p>
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5.3	Upgrade sports lighting to meet Australian Standards and sport functionality requirements.	Liaise with Council to explore options for improving lighting at MPTNC. Ensure CHTC court bookings reflect actual usage.	Jun 2020	Identify grant opportunities to improve court lighting to LED. Work with Council to improve internal lighting and reduce energy usage.	Functional, reliable court lighting. Reduced energy usage.	<p>This has become a critical issue at the facility and we are keen to have it resolved as quickly as possible.</p> <p>Sanity should prevail here where the Council should understand that replacing old metal halide lights with LED lights is a better proposition than new and bigger metal halide lights!</p> <p>We encourage members to use their PIN codes, we educate them that activation is only possible in a window which is 15 minutes before their booking and 15 minutes after their booking. We encourage members to cancel courts if they know they can no longer commit to the session and we follow up with compliance with PIN code activations against bookings made to</p>
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						<p>determine 'no shows.' We educate these people to do better and use the resources responsibly.</p>
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October 7th, 2022

To Whom It May Concern:

Social Health Australia has been pleased to help bring awareness to the sport of pickleball in conjunction with the Clifton Hill Tennis Club. Our deductible gift recipient charity was founded two and a half years ago to combat loneliness by fostering social connection, which is how we got involved with this initiative.

As you may be aware by the recent media coverage, the sport is beginning to be recognised, not just for providing a way for people to get a bit of cardio and improve hand-eye coordination in a manner that is easy on the joints, pickleball is beginning to be understood for its unique ability to bring together people who don't often have the opportunity to engage with each another.

Our sessions over the past two months have involved more than 60 different people, ranging in age from 10 to 80 and representing every skill level imaginable, including the state's number one ranked player. I've played recreational and competitive sports most of my life, and can honestly say that I have never come across anything activity as accessible, egalitarian and just plain fun as pickleball.

Not only does our organisation hope that the local council sees the wisdom in allowing pickleball to continue at the club, we would also be happy to explore grant opportunities through entities like Vic Health in order to promote the sport as a means of promoting social health.

Regards,



Bobe Sehee
Executive Director
Social Health Australia

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LiveWires were also happy to provide a supporting letter but we did not receive this letter before the last minute deadline.