

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

20 February 2018

Agenda Item 7.3 Whole of Sport Plan for Tennis

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GREATER SHEPPARTON WHOLE OF SPORT PLAN TENNIS

Let's work together to create inclusive and supportive clubs with quality facilities

Let's improve liveability by exercising and enjoying a social environment with teammates

Council

- Explore funding opportunities
- Foster relationships between clubs, associations and Tennis Victoria via networking workshops
- Encourage clubs to participate in funding and grant workshops

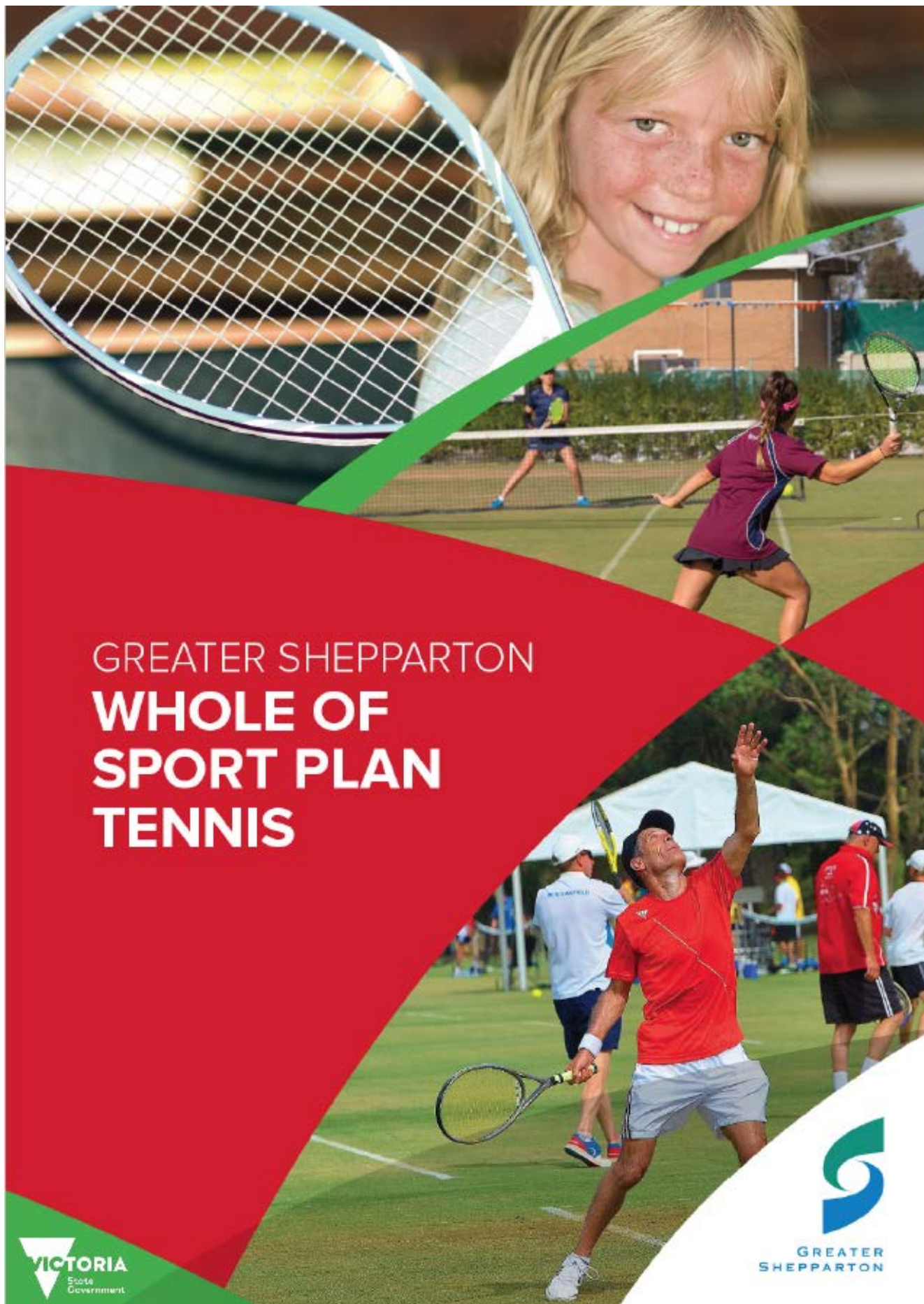
Clubs – Associations – Tennis Victoria

- Expand playing opportunities for juniors, masters & veterans and multi-cultural community
- Look at collaboration options with other clubs, users and facilities
- Support opportunities for clubs to provide flexible access to facilities
- Pursue funding to undertake a feasibility study and comprehensive condition, functionality and use study of the local tennis facilities
- Explore the possibility of centralised administration for the local region

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GREATER SHEPPARTON
**WHOLE OF
SPORT PLAN
TENNIS**



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1. Introduction

This Whole of Sport Plan for Tennis (“the Plan”) has been developed to provide Greater Shepparton City Council with a vision for supporting tennis at a local and regional level, and to guide the development of improved facilities that will meet current and future community need.

The Plan considers the needs and expectations of the local tennis community, the vision Tennis Victoria has for the future of tennis and the role tennis plays in helping Council to achieve its priority of improving liveability through social and recreational opportunities.

The process of developing the Whole of Sport Plan for Tennis has included four distinct steps:

1. **Reviewing key planning documents** to understand the strategic priorities of Greater Shepparton City Council, Tennis Victoria and Tennis Australia.
2. An **assessment of the demographic characteristics** of the Greater Shepparton community, general sport and recreation trends, along with tennis participation rates and trends
3. **Consultation** with Tennis Australia, Tennis Victoria, and local tennis clubs and associations
4. An **assessment** of the existing tennis facilities within the Greater Shepparton municipality looking at the type of courts i.e. grass or hardcourt

The information gathered through this research has been used to:

- **Develop guiding principles** to assist Council in making decisions and establishing priorities for the development of tennis infrastructure
- **Analyse local participation demand**, including latent demand and to identify opportunities for increasing tennis participation
- **To identify issues and opportunities** associated with linkages, connections and partnerships.

2. Tennis in Shepparton

Tennis in the Goulburn Valley has been played for well over 90 years. One of the largest clubs, Shepparton Lawn Tennis Club can trace their club history back to 1924.

At present there are four associations that operate and organise tennis in the Shepparton district:

- Goulburn Murray Lawn Tennis Association (GMLTA)
- Shepparton District Tennis Association (SDTA)
- Shepparton Junior Tennis Association (SJTA)
- Shepparton and District Ladies Midweek Tennis Association (S&DLMTA)

Each association has organising committees for each of the competitions. Many local clubs have teams in three of the four competitions, with a couple of clubs having teams in all four competitions.

In 2015/2016, there were 24 tennis clubs in Greater Shepparton who were affiliated with Tennis Victoria and they had a total of 1,169 members. This figure does not include the 8 clubs within the area that are not affiliated with Tennis Victoria or casual players. While it is more difficult to obtain information about casual players, a 2016 survey of tennis clubs in Greater Shepparton suggests there are more than 200 casual players who make use of tennis courts in Greater Shepparton. This figure is likely to be higher as only 13 of 24 clubs completed the survey.

3. Strategic Context

In planning for tennis in Greater Shepparton it is important to understand previous planning completed by Council and Tennis Victoria to ensure the Whole of Sport Plan reflects and responds to existing Council priorities and the broader context for tennis in this region, and Victoria as a whole.

Strategies and plans reviewed include:

- Greater Shepparton Council Plan 2013 – 2017
- Greater Shepparton Municipal Health and Wellbeing Action Plan
- Greater Shepparton Sport 2050 Strategic Plan
- Tennis Victoria Strategic Plan to 2020
- Tennis Victoria's Places to Play Key Directions to 2020
- Tennis Australia's Tennis 2020 Facility Framework
- The Future of Australian Sport, Australian Sports Commission 2013.

A review of key strategic documents prepared by Council has identified that Council has a clear focus upon building an active and engaged community. Improved liveability is essential to this and will be achieved through building community capacity, providing quality community infrastructure and focusing on social inclusion.

Specific priorities Council has that are relevant to the Whole of Sport Plan include:

- Developing Shepparton as the regional sporting capital of Victoria
- Valuing and supporting the economic and tourism benefits that come from attracting regional, interstate and intrastate sporting events
- Investing in sporting facilities, particularly where;
 - participation is maximised,
 - strong partnerships are formed and maintained,
 - multiuse and a community hub approach will be implemented, and
 - facilities are not used exclusively by clubs.

These aims, along with Council's strategic priorities provide an important framework for identifying the future vision and direction for tennis in Greater Shepparton.

Specific Tennis Australia & Tennis Victoria priorities that are relevant to the Whole of Sport Plan include;

- The importance of junior participation and in particular, the Hot Shots program in increasing participation
- Crucial in responding to community demand is how casual participants get access to play tennis, without necessarily being a club member. The Tennis Book A Court program is an important strategy to respond to this changing community expectation.
- The importance of court lighting to increase usage in popular ‘after work’ times
- The critical role coaches play in ‘teaching the game’ and increasing participation
- The four ‘Pillars’ of welcoming and sustainable tennis venues:

Accessibility	Community Benefit	Sustainability	Accountability
<ul style="list-style-type: none"> • Provide community access to courts • Offer flexible programs, playing options and scheduling • Provide fair and equitable pricing options 	<ul style="list-style-type: none"> • Deliver quality community programs • Engage at all levels and with all sectors of the community • Provide opportunity for social interaction 	<ul style="list-style-type: none"> • Implement business model and practices to achieve financial sustainability • Keep well managed and maintained buildings, grounds and court infrastructure • Put plans in place for the future 	<ul style="list-style-type: none"> • Deliver and support national programs • Work with the tennis community to deliver agreed outcomes • Report regularly and consistently

More detailed information about each of the planning documents reviewed can be found in Attachment A.

4. Community and Participation Profile

4.1 Demographic Characteristics

Located approximately 180 kilometres north of Melbourne, Greater Shepparton covers over 2,400 square kilometres. Shepparton is the major town centre with a series of smaller townships and rural land making up the remainder of the municipality.

Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 60,442 in 2011 to 83,782 by 2036, however the location of the growth will be variable. The Shepparton Urban Centre is projected to account for over 75 percent of all population growth between 2016 to 2036, with an average annual increase of 1.7 percent. The rural areas will also experience growth, but this is much more variable with those areas located closer to the Urban Centre projected to experience reasonably significant levels of growth, whereas those further away will experience minimal or very modest growth.

While there is some evidence the population will age between 2016 and 2036, this will be minimal with one third of the population aged between 0 and 24 years, while those aged 60 years and over will account for less than one quarter of the population. This, combined with consistent population growth (the number of people aged 0 – 24 years will increase by nearly 5,000 people between 2016 and 2036), suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase. This demand will be strongest in the Urban Centre where the age profile of the community is younger, and where the most significant levels of population growth are projected.

There are however, a number of other factors that impact upon the demand for sport and recreation opportunities, and influence an individual's capacity to participate. These include education and income levels, and the ethnicity and cultural background of the population. Participation rates are generally lower where household income and education levels are low. In addition, people born in non-English speaking countries are less likely to participate in traditional sport and recreation pursuits such as tennis, as are people from an indigenous background.

Greater Shepparton is characterised by:

- Declining household incomes
- Low but increasing education levels
- High and increasing levels of ethnicity, and
- A significant Aboriginal and Torres Strait Islander population.

These factors suggest that intervention may be required to support some members of the community to participate in sport and recreation activities, particularly to overcome barriers such as access including the cost of participation, lack of knowledge about the benefits of participating in sport and recreation pursuits and cultural barriers.

See Attachment B for more detailed information about the demographic profile of Greater Shepparton.

4.2 General Sport and Recreation Participation Trends

In the last two decades there have been significant changes in the leisure and recreation interests of the boarder Australian community and in the types of leisure and recreation opportunities available. These changes have been driven by higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive and passive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits, rather than a commitment to a small number of activities. This has resulted in declining participation in some traditional team and small group sports such as tennis, lawn bowls, cricket and football, and a move towards non-competitive but active pursuits such as walking, fitness / gym classes, running and cycling.

Overall participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to weekday evening sports participation. There is also far greater diversity and variety in the recreation opportunities available, and a growing trend for families to share recreational activities or to pursue related activities at one venue, rather than pursuing a wide range of different activities. The highest rates of participation for people aged 15 and over are for walking, followed by gym / fitness activities. Others with high rates of participation include swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. This pattern reflects broader changes in work and leisure trends which has seen a greater demand and uptake of activities offering flexibility about when people can participate in them. By its very nature, organised sport is limited in its ability to offer flexible participation options. Although tennis is one of the few organized sports that has reasonable capacity to offer flexible participation options.

Another key participation trend to understand is that participation rates for children are typically higher than for adults, particularly in organised sport. This means that in communities with high proportions of people aged between 0 and 25 years, the rates of participation are likely to be higher. Conversely participation in physical activity declines as people age, although the rates of participation for people aged 65 years and over have generally been increasing.

4.3 Tennis Participation Trends

Participation in tennis by adults has declined notably over the past 10 – 15 years. This is evident at the state, national and local level. ERASS data shows that between 2011 and 2010 participation in Australia declined from 9.2 percent to 6 percent, and more recent Ausplay data shows a further decline to 4.8 percent. While it is important to understand the 2016 data is a different data set from the earlier data, this pattern of decline is also consistent with ABS data which shows adult male participation decreasing from 4.9 percent in 2011/2012 to 3.4 percent in 2013/2014, and adult

female participation decreasing from 3.4 percent to 2.7 percent. In Victoria, participation has declined from 9.2 percent in 2001 to 5.2 percent in 2016.

This pattern is also very evident at the local level with significant declines in participation by adults and in competitive tennis:

- The number of players participating in weekend senior competitions delivered through the Shepparton District Tennis Association and the Goulburn Murray Lawn Tennis Association has declined by more than half in the last 10 – 15 years
- The number of players participating in the Shepparton and District Ladies Midweek Tennis Association has declined by 40 percent since 2005/2006

At a national level, participation in organised tennis by children up to 14 years of age has remained relatively stable with some decline in the past few years, however this is notably different from what is occurring at the local level with the number of players participating in the Shepparton Junior Tennis Association declining by just under half between 2001/2002 and 2016/2017.

See the table below for more detailed information about local participation data.

Adding to this pattern of declining participation, several local country tennis associations have disbanded in the past 10 years including the:

- Goulburn Valley Lawn Tennis Association
- Tatura and District Tennis Association
- Katandra and District Junior Tennis Association

Further, there is a significant number of tennis clubs in the Greater Shepparton area who no longer field teams in any of the local associations including Congupna, Dookie, Invergordon, Violet Town, Katandra West, St Marys, Toolamba, St Augustine's, Wesley, St Mels, Kialla West, Central Park, Tallygaroopna, Old Students, St Andrews, Baulkamaugh and Currawa.

There are however, some isolated instances where local participation appears to be relatively strong and there is some growth being experienced. This is occurring where more flexible participation options are being offered:

- The Shepparton Lawn Tennis Association has conducted a Wednesday Night Twilight Tennis competition for many years. While this program has still experienced some decline, it has undergone a resurgence in recent years as a consequence of reduced and flexible entry fees (pay as you go), opening up the program to all ages (not just adults), and offering social activities as part of the experience. The program has around 200 participants per week.
- The Dhurringile Tennis Club's Friday night ANZ Hot Shots Tennis program has been running quite successfully for a number of years. Hard work from a number of committed volunteers at the Club has seen the program run successfully.

Greater Shepparton Participation Data

Year	Season	Grades	Teams	Players
Shepparton District Tennis Association (Weekend Senior / Adult Competition)				
1992 / 1993	Summer	11	88	704
	Winter	6	48	384
2002/2003	Summer	10	77	616
	Winter	5	40	320
2016/2017	Summer	5	24	120
	Winter	2	10	40
Goulburn Murray Lawn Tennis Association (Weekend Adult Competition)				
Note: Murray Lawn Tennis Assoc. and Greater Goulburn Lawn Tennis Assoc. amalgamated in 2012.				
2005/2006	Summer		70	560
2015/2015	Summer		44	264
Shepparton and District Ladies Midweek Tennis Association				
2005/2006	Summer & Winter		50	250
2015/2016	Summer & Winter		30	150
Shepparton Junior Tennis Association (Weekend Junior Competition)				
2001/2002	Summer	15	130	780
2016/2017	Summer	10	71	355

Table: Greater Shepparton Tennis Participation Data provided by Shepparton Lawn Tennis Club

See Attachment C for more detailed information about the participation trends for both physical activity and tennis participation.

4.4 Implications for Tennis in Greater Shepparton

The increasing population within Greater Shepparton and the consistently large proportions of children and young adults will provide a strong population base to draw tennis participants from, however, the high levels of cultural diversity, low incomes in the community, the trend towards non-competitive and non-organised sport and recreation activities, and the notable decline in local tennis participation, presents significant challenges.

1. Programming and community development responses which reduces barriers to participation will be more critical than new or redeveloped infrastructure. Offering more flexible participation options will be key to the future of tennis in Shepparton. The Wednesday Night Twilight Tennis offered by Shepparton Lawn Tennis Club and Friday night Hot Shots Tennis delivered by Dhurringile Tennis Club are clear examples of how more flexible participation programs can attract children, adults and families. Many clubs remain wedded to traditional forms of participation, and if they continue along this pathway are likely to experience further declines in participation.

2. As part of considering more flexible participation options, consideration also needs to be given to providing easy pathways to transition from structured competitions to less formal types of participation.
3. The aging population may see an increased demand from older members of the population seeking opportunities to remain active and involved in their local community. However, their interest is more likely to be in non-organised and less structured recreation pursuits, requiring tennis clubs and associations to explore opportunities to cater for this demand.
4. A similar opportunity exists to increase participation amongst culturally diverse communities in Greater Shepparton, with a particular emphasis needed on creating environments which will encourage participation by culturally diverse communities.
5. Changing patterns of volunteerism are placing a strain on the ability of not for profit clubs to implement constructive operational and governance practices, and attract and retain players to the sport. Possible solutions include employing paid administrators, particularly at larger venues and the merging of smaller clubs and associations to operate more effectively.

5. Stakeholders in Tennis

Council have worked closely with the governing bodies for tennis, Tennis Victoria and Tennis Australia (Tennis) and the local clubs during the development of this plan. This ensures the plan reflects both Council and Tennis' strategic directions and has provided the opportunity to develop a partnership for implementation of key areas of this plan.

Tennis Victoria has provided valuable up-to-date participation data and has delivered valuable insights into the broader context of tennis within the Greater Shepparton region.

5.1 Tennis Victoria

Tennis Victoria is the representative body of all affiliated clubs, centres, associations, regions and their members throughout Victoria. As the central administrative body of tennis in Victoria, it is Tennis Victoria's role to manage, co-ordinate, promote and unify the diverse facets of the sport. In carrying out this role it is Tennis Victoria's aim to support and service the affiliates it represents. It ensures the commercial viability of tennis, oversees the development of grassroots programs, manages competitions and tournaments and promotes tennis at all levels.

5.2 Council

Greater Shepparton City Council is the land owner or manager of approximately 67% of the tennis facilities in the Greater Shepparton area. Council do not have any direct involvement in the day to day management of these facilities. Council will work with sports clubs to improve facilities through Council's normal budgetary process and with relevant grant funding programs.

5.3 Clubs and Associations

Local Tennis Clubs manage the day to day operations of the tennis facilities in Greater Shepparton either through a direct lease with Council or a Committee of Management arrangement at the Recreation Reserve where the club is located. The Clubs manage the access arrangements to the tennis courts and are responsible for the maintenance of the court facilities.

5.4 Regional Sports Assembly

Valley Sport is a not-for-profit organisation located in Shepparton, which supports grassroots sport and recreation clubs in the local government areas. Valley Sport provides information, advice, support and club development opportunities to grassroots sport and recreation clubs. They deliver the following programs: Regional Sport Program, Regional Sport and Recreation, Access for All Abilities and Good Sports Program.

6. Consultation Outcomes

To ensure the Plan for Tennis considers a wide range of issues and opportunities, consultation was conducted with Tennis Victoria (TV), Tennis Australia and the local tennis clubs and associations in the City of Greater Shepparton.

All tennis clubs based in Greater Shepparton were invited to complete a short online survey, and participate in a workshop discussion. There was a good response from the clubs with 13 of the 24 active clubs completing the survey and 10 clubs attended the workshop.

Key areas explored were:

- The governance arrangements and capacity of committees within clubs
- The challenge of maintaining and increasing participation

6.1 Committees and Governance

Many of the clubs view the capacity and make up of their committees along with the financial stability of the club as a real strength. Key reasons for this include the fact that many of the clubs have a few very committed long standing committee members who do the bulk of the work for the club, and that there is a strong sense of ownership from the long standing volunteers. Another strength that was identified by the clubs was the involvement of family members and the intergenerational involvement of these families.

According to the survey, 9 of the 13 clubs rated the makeup and capacity of their committee as a strength of the club. Only 3 clubs identified the makeup and capacity of their committee as a limitation.

During the workshop a number of ideas were identified by the clubs to strengthen the capacity of their committees and approach to governance including:

- Spreading the voluntary load among more club members
- Breaking larger roles into more manageable ones
- Having paid support for specialist roles e.g. managing larger events
- Training for committee members from Tennis Victoria and others such as the regional sports assembly Valley Sport

6.2 Changing Participation

Over 80% of the clubs that completed the survey are experiencing difficulties with declining or stagnating participation. Some reasons this is occurring include players leaving the area for work or tertiary education, changing demands about work life balance and the time people have available for recreation.

Ideas identified by the clubs to help increase participation included:

- Offering more flexible playing times
- Having a more social atmosphere/more social tennis opportunities
- Catering for varying abilities
- Helping casual participants to progress to competition tennis.

6.3 Tennis Infrastructure

Every club has different priorities for improvements or changes to the facilities they use depending upon the condition of facilities and their plans for the future. The club survey showed that over 60% of the clubs agreed their facilities meet Club need. However, many of these clubs still identified that the off court facilities require some upgrade and maintenance and create ongoing issues for the club.

See Attachment D for more detailed information from the consultation with clubs.

7. Tennis Facilities in Greater Shepparton

Understanding the quantity, quality and location of the sporting infrastructure that supports tennis is a key to clarifying the existing conditions for tennis in Greater Shepparton and helping to plan for infrastructure that will strengthen tennis participation opportunities.

What Tennis Infrastructure Does Greater Shepparton Have

In Greater Shepparton there are total a total of 169 tennis courts. There are 44 grass courts, 17 synthetic grass and 108 hard courts (concrete or asphalt with or without an acrylic covering).

- 20 (113 courts) facilities are located on Council land. Council do not directly manage any of the 20 sites used for tennis, with most under a lease or under a Committee of Management arrangement
- 1 facility is located on Department of Education land
- 2 facilities are located on Roman Catholic Diocese land
- 8 facilities are located on crown land and are managed by the Department of Environment, Land, Water and Planning

There are five facilities in the municipality that have 10 or more tennis courts available at the facility.

- Kialla Park Tennis Club – 6 synthetic and 4 hard court
- McEwen Reserve Tennis Club – 12 hard court
- Mooroopna Lawn Tennis Club – 10 lawn and 6 hard court
- Shepparton Lawn Tennis Club – 22 lawn and 4 hard court
- Tatura Lawn Tennis Club – 12 lawn and 4 synthetic

There are three tennis facilities in Greater Shepparton that have multi-use courts, co-existing with netball. These are located at Dookie Recreation Reserve, Merrigum Recreation Reserve and Tallygaroopna Recreation Reserve. This works well at these reserves as the multi-use court is used predominately for netball in the winter and tennis in the summer. At many of the reserves where there are netball and tennis courts the netball/tennis club house is now also multi-use, being used during winter as the netball club rooms and summer as the tennis club rooms.

The facilities used for tennis in Greater Shepparton are located fairly evenly across rural and urban areas (see Map 1 in attachment E). Just over half the courts (85 of 169) are located in the urban area of Greater Shepparton and Mooroopna, and the remainder are located in rural townships.

Statistics clearly show that over the last 15 years participation in tennis in Greater Shepparton has declined significantly. Over all though, many clubs have managed to halt this decline in the last couple of years. The current level of participation suggests there is no demand for additional courts and there is most likely an oversupply of tennis courts.

With the decline in the tennis participation rates since the early 1990's there may be some opportunity to repurpose the underutilised tennis courts. A very good example of this is a project that was undertaken in the Surf Coast Shire Council.

“Tennis Play Space” Case Study – Surf Coast Shire Council

The Freshwater Creek Tennis Club folded ten years ago due to the decline in the popularity of Saturday tennis. Gradually, three of the four asphalt courts became unplayable. Only one court was available for social play, even though it was also in average condition with weeds and cracks. An adjacent playground also became unusable due to safety concerns. Funds were available to resurface only 1 court and to relocate the play and picnic area to a more suitable site. In redeveloping and reactivating the underutilised tennis court space into a welcoming and accessible ‘tennis play space’, the Council hoped that families would return to the reserve thus creating social connectedness to the area. The space now includes a new resurfaced Plexipave tennis court, upgraded fencing around the court space, a BBQ/picnic area, a netball and basketball goal area, a new playground and a cycle circuit.

With a total of 169 tennis courts in the Greater Shepparton municipality there has been no formal audit conducted on the tennis facilities. A comprehensive study would need to be undertaken to understand not just the conditions of the tennis facilities but also the functionality and level of use. The survey completed by some of the tennis clubs indicated that many clubs have very low levels of use and these venues may benefit from repurposing or being multipurpose venues into the future. This body of work could also look at the management of the facilities and also the capacity of the tennis clubs to provide a capital replacement program of facilities into the future.

Please see Attachment G for a summary of the tennis facilities in the Greater Shepparton.

Facilities into the Future

To support and grow participation it is important that tennis clubs and associations have access to the right facilities in the right locations. Reflecting on both Council's and the community's existing priorities and commitment to sporting infrastructure and the priority areas identified by local tennis clubs, the following criteria is proposed for investing in infrastructure to support tennis:

1. **Multi-use facilities:** Clubs who work with other sports and the wider community to improve infrastructure will be supported. Council will actively seek opportunities to partner with the Department of Education and DELWP to improve infrastructure where multi-use outcomes can be achieved that include tennis.
2. **Sporting infrastructure that meets community need:** Council and Tennis Victoria will actively support the development of infrastructure in the right location and of the right standard for the community it serves.
3. **Maximised participation:** Particularly for participation by juniors, multi-cultural communities, and older adults.
4. **Access to facilities:** Historically tennis facilities were open to the public and community members to enjoy a hit of tennis at their leisure. Unfortunately, over time, community access has been restricted due to safety concerns for the facilities. Council and Tennis Victoria will actively encourage clubs to look for solutions that enable better access for all members of the community to be able to enjoy a hit of tennis.

These criteria are also consistent with the strategic direction and priorities of Tennis Victoria and is reflected in their document *Places to Play Key Directions to 2020*.

8. Planning for the Future

In developing the Whole of Sport Plan for Tennis three focus areas have been identified for planning for the future of tennis in Greater Shepparton. These are:

- Participation
- Infrastructure
- Capacity Building

Participation

Declining or stagnating participation is a key issue for tennis clubs in Greater Shepparton and this is impacting upon the viability of clubs in relation to player numbers, volunteers and financial sustainability. There is however, significant opportunity to grow tennis participation in Greater Shepparton with an increasing population, expanding multicultural community and a younger age profile, along with an increasing number of older adults looking for opportunities to remain fit and active as they age.

Strategic Direction: Provide inclusive, accessible and welcoming playing environments that will support increased participation in tennis	
Focus Area 1:	Implement the Tennis Victoria participation programs
Focus Area 2:	Identify initiatives to support increased local participation in tennis
Focus Area 3	Investigate any barriers to accessing tennis courts

Infrastructure

Greater Shepparton have a large number of tennis courts throughout the municipality with just over 50% located in the Shepparton/Mooroopna urban area and 50% located in the rural areas. What is not clear is the condition and functionality of many of the courts, along with the extent of use they receive. Developing this understanding will assist in determining where infrastructure investment or repurposing should be considered.

Strategic Direction: Provide access to facilities of the right type and the right quality in the right locations to support and grow tennis participation	
Focus Area 4	Undertake research to understand the condition, functionality and use of tennis facilities in Greater Shepparton
Focus Area 5	Assess the feasibility of developing a regional tennis facility in Greater Shepparton
Focus Area 6	Adopt a criteria for decision making on investing in or repurposing tennis facilities

Capacity

Local tennis survives because of the army of volunteers, administrators, and coaches . The quality of the experience that the individual club provides to its members is often reflected in all aspects of the club. It is vital that tennis attracts, develops and retains talented, passionate people to fill the many volunteer roles that it takes to run a successful tennis club.

Strategic Direction: Support volunteers, administrators and clubs in making sure that community tennis is well run, vibrant and relevant.	
Focus Area 7	Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to centralise administration and organisation of tennis in the region
Focus Area 8	Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities

9. Implementation Plan 2017 - 2022

Integral to the Plan for Tennis is identifying the actions required to deliver on the strategic directions and focus area outlined in chapter eight. The following table identifies the recommended actions including the organisation responsible for leading or implementing the action and the priority for each action. This implementation plan covers the next five years and will be reviewed at the end of that five year period.

The following priority ratings have been applied to the actions:

Priority 1	The highest priority with an anticipated timeframe for implementation of 1-2 years.
Priority 2	A medium level priority with an anticipated timeframe for implementation of 3 - 5 years.
Ongoing	Those actions which are currently being implemented and/or will continue to be implemented on an ongoing basis.

Focus Area	Actions	Priority	Responsibility
Implement the Tennis Victoria participation programs	Expand delivery of participation programs such as HotShots, Tennis in Schools, Fast 4 and Community Play	Ongoing	Tennis Victoria, Local Tennis Clubs and Associations
Identify initiatives to support increased local participation in tennis	Work with local clubs to expand opportunities for masters/veteran tennis	1	Tennis Victoria, Local Tennis Clubs and Associations
	Work with the multi-cultural community to provide opportunities for multi-cultural groups		
Investigate any barriers to accessing tennis courts	Support opportunities for clubs to provide flexible access to facilities such as 'Book A Court' program	2	Tennis Victoria, Local Tennis Clubs and Associations
Assess the feasibility of developing a regional tennis facility in Greater Shepparton	Pursue funding to undertake a feasibility study to develop a regional tennis facility in Shepparton	1	Council, Local Tennis Clubs and Associations, Tennis Victoria
Undertake research to understand the condition, functionality and use of tennis facilities in Greater Shepparton	Pursue funding to undertake a comprehensive condition, functionality and use study of Tennis Facilities in Greater Shepparton	1	Council, Local Tennis Clubs and Associations, Tennis Victoria
Adopt a criteria for decision making on investing in or repurposing tennis facilities	Work with local tennis clubs and Tennis Victoria to develop a criteria for prioritising infrastructure improvements based around criteria including: multi use facilities and groups/clubs working together collaboratively that addresses/responds to community need.	Ongoing	Council, Local Tennis Clubs and Associations, Tennis Victoria
Focus Area	Actions	Priority	Responsibility
Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to	Investigate the feasibility of having a paid, centralised administration position responsible for the day to day administration of the various tennis associations in Greater Shepparton	2	Tennis Victoria, Local Tennis Clubs and Associations

centralise administration and organisation of tennis in the region	Promote discussion of opportunities for club and association mergers	2	Tennis Victoria, Local Tennis Clubs and Associations
Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities	Support tennis clubs to complete the 'Operational Health Check' as provided by Tennis Victoria	Ongoing	Tennis Victoria
	Encourage Clubs to participate in the Council run annual grant and fundraising workshops targeting planning and facility development	Ongoing	Council

Attachment A

1. Strategic Documents

- 1.1 Greater Shepparton Council Plan 2013-2017
- 1.2 Municipal Health and Wellbeing Action Plan 2015 - 2016
- 1.3 Greater Shepparton Sport 2050 Strategic Plan
- 1.4 Tennis Victoria Strategic Plan to 2020
- 1.5 Tennis Victoria's Places to Play Key Directions to 2020
- 1.6 Tennis Australia's Tennis 2020 Facility Framework
- 1.7 The Future of Australian Sport (ASC) 2013

1.1 Greater Shepparton Council Plan 2013-2017

The Council Plan is the key tool Council uses to guide resourcing and determine how Council can achieve the community's vision for the City. It is important to consider this Plan in relation to the Whole of Sport Plan for Tennis because it identifies Council's aspirations for the community and provides the strategic context for Council's decision making. In a new initiative, the Council Plan 'reflects the integration of health and wellbeing matters at a strategic level to strengthen Council's commitment to building a healthier community'. A Municipal Health and Wellbeing Action Plan has been prepared and this is discussed in the below section.

The Council Plan has five strategic goals and these are:

- Active and engaged community: We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
- Enhancing the environment
- Economic prosperity
- Quality infrastructure
- High performing Organisation.

While all of these goals are important, of greatest relevance to the development of the Whole of Sporting Plan for Tennis are:

- *Active and engaged community:* We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
- *Economic Prosperity:* We will promote economic growth through working with existing businesses and industries, encouraging new business development and diversification,

attracting and supporting education within our city, and strengthening the agricultural industry.

- *Quality infrastructure:* We will provide and maintain urban and rural infrastructure to support the development and liveability of our communities.

Key priorities in relation to these goals are:

- *Continue to enhance community capacity building:* We will work with all our communities to assist them to create opportunities whereby the community can develop, implement and sustain actions which allow them to exert greater control over their physical, social, economic and cultural environments.
- *Ensure liveability options are always considered in our decision making activities:* Council will work with the community in partnership and collaboration, to enable the provision of infrastructure that reflects the needs of the community.
- *Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination:* Through ongoing development of high quality sporting infrastructure throughout Greater Shepparton and facilitating the conduct of regional, intrastate, interstate and national sporting events we will become the sporting capital of Victoria.
- *Ensure the community has access to high quality facilities:* Council will continue to provide for the development and maintenance of high quality facilities to enhance the opportunities for community participation in a broad range of activities at both a passive and active level.

Specific relevant strategies include:

- Pursue opportunities for Greater Shepparton to be the location for major sporting events.
- Continue to implement master plans that have been prepared for recreation reserves and sports facilities.
- Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.

1.2 Municipal Health and Wellbeing Action Plan 2015-2016

The Municipal Health and Wellbeing Action Plan identifies specific goals and strategies Council and other lead agencies have committed to in order to improve the health and wellbeing of the Greater Shepparton community. Goals include:

- *Social Environment - Active and engaged communities:* Provide equitable access to health services, increase civic engagement, volunteering and leadership, promote community health and wellbeing, improve health literacy, prevent family violence, in socially inclusive, resilient and supportive community environments
- *Natural Environment – Enhancing the Environment:* Increase smoke free environments, decrease pollution, raise awareness of climate change and promote river health strategies that continue to celebrate the cultural significance of our local heritage and significant landmarks.
- *Economic Environment – Economic Prosperity:* Encourage supportive learning environments and education opportunities, to improve school retention rates, expand retail trading opportunities adding value to local tourism, community events and local business.

- *Built Environment – Quality Infrastructure*: Improve open spaces, urban environments and places to encourage healthy lifestyle choices, social inclusion opportunities, pedestrian mobility and universal access; including safe public amenities
- *Governance and Leadership – High performing organisation*: Encourage cross-sector collaborative partnerships across Greater Shepparton to advocate for improved safety, tourism, refugee settlement services and inclusive workplace improvements

1.3 Greater Shepparton Sport 2050 Strategic Plan

Adopted in 2011 the Sport 2050 Strategic Plan provides important information about the demographic profile of the community and the implications for the provision of sporting infrastructure and opportunities, examines what Council's role should be in relation to sport, and identifies key principles and strategic directions for sport in Shepparton. It highlights that:

- Increasingly people are moving towards participating in unorganised sport / physical activity and 'pay as you play' sport, resulting in declining club based participation. This change has been driven by aging infrastructure, and changes in volunteering and employment.
- The population is increasing and will likely retain a younger age profile, resulting in increased participation in sport. However, key factors that will impact upon the participation rates for sport in Greater Shepparton are cost (particularly for low income households), cultural background (particularly people born overseas), disability and indigenous people.
- Council has a key role in providing local and district level facilities, supporting the development of regional sporting facilities as a driver for economic development and tourism in the City, and pursuing partnership opportunities that focus upon supporting participation in sport and funding for sporting infrastructure.
- All facilities should be incrementally made accessible to people with a disability, both genders, and people of all cultural backgrounds.
- Sports facilities with multiple playing fields / courts and hubbed together with other community facilities will be more viable, and more easily maintained to a higher quality than others.
- Shepparton Sports Precinct should primarily cater to the higher levels of competition sport.
- It is advantageous for a range of sports to be supported by Council in order to enhance opportunities for the greatest range of the population to find suitable and enjoyable activities in which to participate. However, Council cannot support all sports equally, and provide infrastructure at all levels of the hierarchy.
- Council's investment in sports facilities will give priority to maximising and supporting participation rates.
- Smaller sports can share facilities with larger sports.
- Sportsgrounds should generally be licensed not leased to ensure sharing and flexibility of use.
- If facilities are available to the community and not used exclusively by a club/sport, local or state government should generally share the cost for capital works.

1.4 Tennis Victoria Strategic Plan to 2020

This strategy builds upon previous successful strategic plans of Tennis Victoria and has four pillars which provide the fundamental framework to continue to grow Victorian tennis:

- Opportunities to Play – Programs and pathways for all
- Places to Play – Facilities and their management
- Support – Enhancing grassroots tennis
- Partnerships – Sharing the court for success

Underpinning all of these are the three all-encompassing functions of:

- Good governance – Tennis Victoria is committed to employing good governance practise in line with the Australian Sports Commission, and to having a Board with great skills and diversity.
- People and culture – Tennis Victoria strives to be an employer of choice by providing a safe, inclusive and fun working environment that sets high standards.
- Effective communications – Our continual aim is to grow the interest and engagement in Victorian tennis by providing active, timely, informed and engaging two-way communications for stakeholders, affiliated bodies and players.

1.5 Tennis Victoria’s Places to Play Key Directions to 2020

Places to Play Key Directions to 2020 builds on the strengths of the Victoria Tennis community and sets the direction for staff, stakeholders and partners to provide and develop quality, welcoming and accessible tennis facilities across Victoria.

Places to Play Key Directions to 2020 aligns with *Tennis Australia’s Tennis 2020: facility development and management framework for Australian tennis* and *Tennis Victoria’s strategic plan*.

To provide guidance and achieve mutually beneficial outcomes, Places to Play has four pillars of successful tennis venues:

Accessibility	Community Benefit	Sustainability	Accountability
<ul style="list-style-type: none"> • Provide community access to courts • Offer flexible programs, playing options and scheduling • Provide fair and equitable pricing options 	<ul style="list-style-type: none"> • Deliver quality community programs • Engage at all levels and with all sectors of the community • Provide opportunity for social interaction 	<ul style="list-style-type: none"> • Implement business model and practices to achieve financial sustainability • Keep well managed and maintained buildings, grounds and court infrastructure • Put plans in place for the future 	<ul style="list-style-type: none"> • Deliver and support national programs • Work with the tennis community to deliver agreed outcomes • Report regularly and consistently

Tennis Victoria, with the help of our stakeholders, has identified four key directions, underpinned by strategic actions to guide our resourcing.



- Build and share knowledge – build, develop and share our knowledge of places to play needs and requirements
- Plan collaboratively with our partners – support government authorities and industry partners to plan for future growth, diversity and innovation in tennis
- Attract investment – drive investment, support activities and resources initiatives with key partners
- Improve venue sustainability, use and capacity – create a culture of sustainable, welcoming and accessible venues with a customer focus.

Tennis Victoria's Places to Play team aims to support the transition of tennis venues into vibrant, social, welcoming, inclusive, innovative, sustainable and customer-focused community assets.

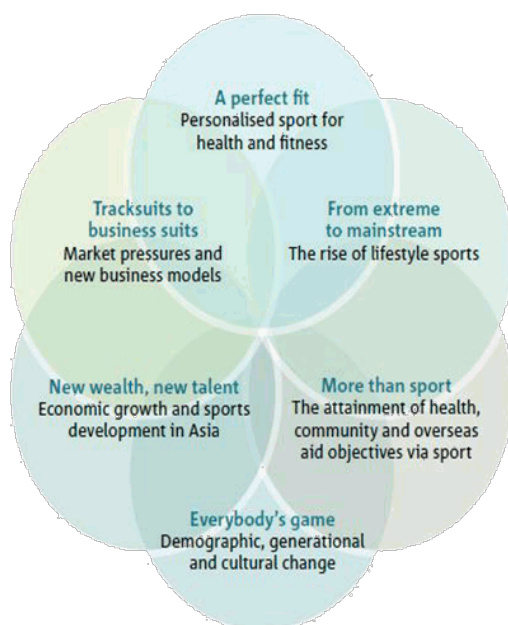
1.6 Tennis Australia's Tennis 2020 Facility Framework

The *Tennis 2020: facility development and management framework* for Australian tennis provides an overview of how Tennis Australia and its Member Associations intend to support all stakeholders to create a sustainable and viable future for our facilities, clubs and communities.

The key themes of the framework are performance and partnerships. Tennis Australia seek to provide world class sport service and facility model, in partnership with all stakeholders, that is well planned and delivers operational peak performance within tennis facilities throughout Australia.

1.7 The Future of Australian Sport – Australian Sports Commission 2013

This report by CSIRO for the Australian Sports Commission identifies six megatrends likely to shape the Australian sports sector over the next 30 years. A megatrend represents an important pattern of social, economic or environmental change. Megatrends occur at the intersection of multiple trends and hold potential implications for policy and investment choices being made by community groups, industry and government. The megatrends are shown below in an interlinked and overlapping Venn Diagram. This captures the connection between the different forces potentially shaping the future.



Attachment B Demographic Profile

Area	Population Size (See Table below for detailed population data)
Greater Shepparton	Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 63,366 in 2015 to 83,782 by 2036. On average the population will increase by 1.3 percent annually.
Shepparton Urban Centre	<p>Shepparton Urban Centre is projected to account for over 75 percent of all population growth in the City of Greater Shepparton between 2016 and 2036 with an average annual increase of 1.7 percent. However, the location of this growth is expected to vary.</p> <ul style="list-style-type: none"> • In Shepparton North East, the population is projected to almost double between 2016 and 2036 from 5,113 to 9,594. • The next highest growth will occur in Kialla Urban with the population projected to grow by 69 percent from 5,760 to 9,732. • Followed by Shepparton South East where the population is projected to grow by 52 percent from 6,863 to 10,435. • The remaining urban areas including Shepparton Central, Shepparton North Central, and Shepparton North West are all projected to grow more moderately. <p>Overall, the urban centre accounts for 60 percent (39,398) of Greater Shepparton’s population in 2016, and this is projected to increase to 63 percent (53,049) by 2036.</p>
Rural Areas of Shepparton	<p>While all rural areas are projected to experience an increase in the population size, the extent of growth varies across the small areas.</p> <ul style="list-style-type: none"> • Mooroopna is projected to experience the highest growth in actual population, growing from 8,152 in 2016 to 9,906 in 2036, equating to 21.5 percent growth. • Tatura is projected to see the most significant population growth by proportion (26.5 percent) but this will be fewer people than Mooroopna. The population will increase from 4,745 in 2016 to 6,002 in 2036. • Rural North West, Rural East, Rural North, Shepparton Surrounds East, are all projected to experience very minimal growth – in order 3 percent (90 people), 8.7 percent (97 people), 6 percent (108 people) and 3.2 percent (102 people). • Shepparton Surrounds South and Rural South are both projected to experience slightly higher but still modest growth – 13.6 percent (235 people) and 8.9 percent (261 people).

	Year						Change 2011 - 2036			Change 2016 - 2036		
	2011	2016	2021	2026	2031	2036	No.	%	Avg Annual Change	No.	%	Avg Annual Change
Greater Shepparton	61,759	66,222	70,790	75,208	79,522	83,782	22,023	35.7%	1.43%	17,560	26.5%	1.3%
Urban Centre	30,293	39,398	43,054	46,470	49,799	53,049	22,756	75.1%	3.00%	13,651	34.6%	1.7%
Kialla Urban	4,878	5,760	6,876	7,967	9,051	9,732	4,854	99.5%	4.0%	3,972	69.0%	3.4%
Mooroopna	7,939	8,152	8,607	9,046	9,460	9,906	1,967	24.8%	1.0%	1,754	21.5%	1.1%
Rural East	1,105	1,110	1,136	1,165	1,187	1,207	102	9.2%	0.4%	97	8.7%	0.4%
Rural North	1,790	1,815	1,842	1,874	1,895	1,923	133	7.4%	0.3%	108	6.0%	0.3%
Rural North West	3,033	2,993	3,008	3,024	3,052	3,083	50	1.6%	0.1%	90	3.0%	0.2%
Rural South	2,733	2,922	2,983	3,049	3,119	3,183	450	16.5%	0.7%	261	8.9%	0.4%
Shepparton Central	2,244	2,478	2,574	2,650	2,726	2,802	558	24.9%	1.0%	324	13.1%	0.7%
Shepparton North Central	5,502	5,713	5,849	5,950	6,041	6,133	631	11.5%	0.5%	420	7.4%	0.4%
Shepparton North East	4,552	5,113	5,867	7,105	8,421	9,594	5,042	110.8%	4.4%	4,481	87.6%	4.4%
Shepparton North West	5,619	6,406	6,971	7,105	7,147	7,191	1,572	28.0%	1.1%	785	12.3%	0.6%

Shepparton South	7,013	7,065	7,143	7,158	7,151	7,161	148	2.1%	0.1%	96	1.4%	0.1%
Shepparton South East	5,882	6,863	7,774	8,534	9,262	10,435	4,553	77.4%	3.1%	3,572	52.0%	2.6%
Shepparton Surrounds East	3,348	3,361	3,359	3,391	3,421	3,468	120	3.6%	0.1%	107	3.2%	0.2%
Shepparton Surrounds South	1,715	1,726	1,753	1,817	1,900	1,961	246	14.3%	0.6%	235	13.6%	0.7%
Tatura	4,405	4,745	5,049	5,373	5,688	6,002	1,597	36.3%	1.5%	1,257	26.5%	1.3%

Table X.X: Actual and projected population in Greater Shepparton and small areas in 2011, 2016, 2026, 2031 and 2036

Source: City of Greater Shepparton Population Forecasts and City of Greater Shepparton Community Profile

Available: <http://forecast.id.com.au/shepparton> and <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMid=20&BMIndigStatusID=0>

Area	Population Age Profile (See Table below for more age profile data)
Greater Shepparton	<p>Based on the 2011 Census data, Greater Shepparton has a younger age profile than regional Victoria with:</p> <ul style="list-style-type: none"> • 34.2 percent of the population aged 0 – 24 years compared to 31.6 percent for regional Victoria, and • 21.2 percent of the population aged 60 plus years compared to 24.2 percent for regional Victoria. <p>Overall, the age profile of the Greater Shepparton community is projected to remain fairly consistent between 2016 and 2036, but with some evidence the community will age slightly.</p> <ul style="list-style-type: none"> • The proportion of children, young people and young adults aged between 0 and 24 years' is projected to decline from 34.2 percent in 2016 to 32.8 percent by 2036. • The proportion of people aged 60 years and over is projected to increase from 21.2 percent in 2016 to 24.3 percent in 2036. <p>With regards to those aged between 25 and 59 years, there will be a slight decline in the proportion of people in this aged category between 2016 and 2036 (44.6 percent in 2016 to 42.8 percent in 2036).</p>
Shepparton Urban Centre	<p>Shepparton Urban Centre is projected to have a younger age profile than Greater Shepparton with a higher proportion of people aged 0 – 24 years and a lower proportion of people aged 60 plus years both in 2016 and 2036.</p> <p>Overall however, the age profile will remain fairly consistent in the Shepparton Urban Centre between 2016 and 2036, but with some evidence the community will age slightly:</p> <ul style="list-style-type: none"> • Children, young people and young adults aged between 0 and 24 years' account for 35.4 percent of the population in 2016 and this is projected to decline slightly to 33.7 percent by 2036. • The proportion of people aged 60 years and over is projected to increase from

	<p>20.1 percent in 2016 to 23.1 percent in 2036.</p> <p>With regards to those aged between 25 and 59 years, there will be a slight decline from 44.5 percent in 2016 to 43.2 percent in 2036.</p>
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<p>Rural Areas of Shepparton</p>	<p>Projections for the rural areas of Shepparton show greater variability in the age profile compared with Greater Shepparton and the Urban Centre.</p> <p>In Mooroopna, the community already has an older age profile with the proportion of people aged 60 plus accounting for 24.8 percent of the population in 2016 compared with 21.2 for Greater Shepparton. In addition, there is clear evidence the community will continue to age between 2016 and 2036 with the proportion of people aged 0 – 24 years declining from 32.4 percent to 30.6 percent, and the proportion of people aged 60 plus increasing from 24.8 percent to 29.6 percent.</p> <p>In Rural East, the population age profile will remain very consistent between 2016 and 2036 with only minor changes to the proportion of people in various age categories. Currently the proportion of people aged between 0 and 24 years is lower than Greater Shepparton (31 compared with 34.2 percent), but the proportion of those aged 60 plus is almost identical to Greater Shepparton.</p> <p>In Rural North, there are and will be lower proportions of 0 – 25 year olds but also lower proportions of those aged 60 plus compared with Greater Shepparton, however the population will age with those aged 60 plus increasing from 18.3 percent in 2016 to 22.3 percent by 2036.</p> <p>Rural North West will experience the largest decline of all rural areas in the proportion of people aged 25 to 59 years between 2016 and 2036 (45.6 percent to 40.9 percent) and conversely will experience one of the largest increase in the proportion of those aged 60 plus (21.7 to 26.6 percent). These figures demonstrate how the community will age during this time. Interestingly on the proportion of those aged 0 – 24 years will remain almost identical between 2016 and 2036.</p> <p>Rural South currently has and is projected to continue to have low proportions of people aged 0 – 24 years compared with other rural areas and Greater Shepparton as a whole. Interestingly it is projected to be the only rural area to experience an increase in the proportion of people aged 0 – 24 years between 2016 and 2036 (28.6 to 29.4 percent). Conversely it will also see an increase in the proportion of those aged 60 plus rising from 22.7 to 24.5 percent during the same timeframe.</p> <p>Shepparton Surrounds East has relatively high proportions of people aged 0 – 24 years compared with other rural areas in Shepparton, but the same proportion as Greater</p>
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	<p>Shepparton. This area will experience the largest increase in the proportion of those aged 60 plus (21 to 26.4 percent) between 2016 and 2036, combined with a small decline in the proportion of people aged 0 – 24 years, demonstrating that the community will age during this timeframe.</p> <p>Shepparton Surrounds South has a similar age profile to Shepparton Surrounds East with relatively high proportions of people aged 0 – 24 years compared with other rural areas in Shepparton, but with the same proportion as Greater Shepparton. This area will see an increase in the proportion of 60 plus year olds (21.9 percent in 2016 to 24.3 percent in 2036) and a small decline in the proportion of 0 – 25 year olds from 34.4 to 32.8 percent.</p> <p>In Tatura the age profile will remain fairly consistent between 2016 and 2036 with a slight decline in the proportion of those aged 0 – 24 years (32.3 to 31.6 percent), almost no change in those aged 25 – 59 years (43 to 42.9 percent) and a small increase in those aged 60 plus (24.7 to 25.5).</p>
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Area	0 - 24 Years		25 - 59 Years		60 Plus	
	2016	2036	2016	2036	2016	2036
Greater Shepparton	34.2%	32.8%	44.6%	42.8%	21.2%	24.3%
Urban Centre	35.4%	33.7%	44.5%	43.2%	20.1%	23.1%
Mooroopna	32.4%	30.6%	42.8%	39.8%	24.8%	29.6%
Rural East	31.0%	31.5%	48.0%	47.7%	21.1%	20.8%
Rural North	32.6%	31.4%	49.1%	46.3%	18.3%	22.3%
Rural North West	32.7%	32.5%	45.6%	40.9%	21.7%	26.6%
Rural South	28.6%	29.4%	48.6%	46.1%	22.7%	24.5%
Shepparton surrounds East	34.3%	33.0%	44.7%	40.6%	21.0%	26.4%
Shepparton surrounds South	34.4%	32.8%	43.7%	42.9%	21.9%	24.3%

Tatura	32.3%	31.6%	43.0%	42.9%	24.7%	25.5%
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Table X.X: Projected proportion of people aged 0 – 24, 25 – 59 and 60 plus in Greater Shepparton and small areas in 2016 and 2036.

Source: City of Greater Shepparton Population Forecasts

Available: <http://forecast.id.com.au/shepparton>

Area	Cultural Background (See Table X for more information about cultural backgrounds)
Greater Shepparton	<p>Between 2006 and 2011:</p> <ul style="list-style-type: none"> • The proportion of people living in the City of Greater Shepparton who were born overseas increased moderately from 10.8 percent to 13.1 percent • The proportion of people arriving in the last five years' doubled from 13.4 percent to 27 percent. <p>As a consequence of these changes, the proportion of people from a non-English speaking background also increased (from 7.7 to 9.9 percent).</p> <p>Overall in 2011 Greater Shepparton had notably higher proportions of its community born overseas (13.1 compared with 10.6 percent) and from a non- English speaking background (9.9 compared with 10.6 percent), compared to Regional Victoria.</p> <p>In 2011 Greater Shepparton also had a notably higher proportion of its community identifying as Aboriginal or Torres Strait Islander compared with wider Victoria (3.5 percent compared with 0.6 percent).</p>
Shepparton Urban Centre	<p>Between 2006 and 2011:</p> <ul style="list-style-type: none"> • The proportion of people living in the Urban Centre of Greater Shepparton who were born overseas, increased notably from 12.4 percent to 16.1 percent. This increase is somewhat higher than the rural areas of Greater Shepparton. • The proportion of people arriving in the last five years' more than doubled from 15.8 percent to 33.2 percent. <p>As a consequence of these changes, the proportion of people from a non-English speaking background also increased (from 9.4 to 12.8 percent).</p>
Rural Areas of Shepparton	<p>The proportion of people born overseas or from a non-English speaking background is somewhat lower in the rural areas of Greater Shepparton compared with the urban areas. In addition, there were both increases and decreases in the proportion of people born overseas or from a non-English speaking background in the rural areas between 2006 and 2011. By comparison, the urban areas of Greater Shepparton all experienced increases.</p>

In Mooroopna, the proportion of people who were born overseas, *increased marginally* from 8 to 8.8 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 4.4 to 5.1 percent.

In Rural East, the proportion of people who were born overseas, *increased* from 4.2 to 5.3 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 1.5 to 2 percent.

Rural North, is one of several small rural areas to *see a decline* in the proportion of people who were born overseas from 6.8 to 5.8 percent between 2006 and 2011, while the proportion of people from a non-English speaking background changed only minimally from 2.8 to 2.7 percent.

In Rural North West, the proportion of people who were born overseas, *increased* from 9.8 to 10.9 percent between 2006 and 2011. This, along with Rural East was the largest increase of all the rural areas. The proportion of people from a non-English speaking background increased by a lesser amount from 6.1 to 6.9 percent.

In Rural South, the proportion of people who were born overseas, *increased* from 8.9 to 9.9 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 5 to 6.6 percent. This was the largest increase for all of the rural areas in Greater Shepparton.

Shepparton Surrounds East, experienced the *largest decline* in the proportion of people who were born overseas from 12.6 to 11.4 percent between 2006 and 2011, while the proportion of people from a non-English speaking background changed only minimally from 9.8 to 9.6 percent.

Shepparton Surrounds South, experienced a *small decline* in the proportion of people who were born overseas from 5.9 to 5.6 percent between 2006 and 2011. The proportion of people from a non-English speaking background also declined marginally from 2.6 to 2.5 percent.

Tatura also experienced a *decline* in the proportion of people who were born overseas from 11.8 to 11.2 percent between 2006 and 2011. The proportion of people from a non-English speaking background also declined marginally from 8.2 to 7.9 percent.

Area	Cultural Background	2006	2011
Greater Shepparton	Born overseas	10.8	13.1
	Non English speaking background	7.7	9.9
	Arrived within the last 5 years	13.4	27
	Identify as Aboriginal or Torres Strait Islander	3.2	3.5
Urban Centre	Born overseas	12.4	16.1
	Non English speaking background	9.4	12.8
	Arrived within the last 5 years	15.8	33.2
Mooroopna	Born overseas	8	8.8
	Non English speaking background	4.4	5.1
	Arrived within the last 5 years	13.5	16.9
Rural East	Born overseas	4.2	5.3
	Non English speaking background	1.5	2
	Arrived within the last 5 years	5.7	22.7
Rural North	Born overseas	6.8	5.8
	Non English speaking background	2.8	2.7
	Arrived within the last 5 years	6.6	1.5
Rural North West	Born overseas	9.8	10.9
	Non English speaking background	6.1	6.9
	Arrived within the last 5 years	4.3	13.7
Rural South	Born overseas	8.9	9.9
	Non English speaking background	5	6.6
	Arrived within the last 5 years	10.8	14.3
Shepparton surrounds East	Born overseas	12.6	11.4
	Non English speaking background	9.8	9.6
	Arrived within the last 5 years	3.1	13.9
Shepparton surrounds South	Born overseas	5.9	5.6

	Non English speaking background	2.6	2.5
	Arrived within the last 5 years	8.3	5.1
Tatura	Born overseas	11.8	11.2
	Non English speaking background	8.2	7.9
	Arrived within the last 5 years	8.1	10.7

Table X.X: Proportion of people born overseas, from a non-English speaking background, arrived in greater Shepparton the last 5 years, identify as Aboriginal or Torres Strait Islander – City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndiqStatusID=0>

Area	Education Levels (See Table below for more data about education levels)
Greater Shepparton	<p>Overall between 2006 and 2011 education levels rose in Greater Shepparton with the proportion of people who completed</p> <ul style="list-style-type: none"> • Year 12 increasing moderately from 29.6 percent to 32.9 percent • Vocational training increasing from 14.6 to 18.6 percent • Completed an advanced diploma or diploma increasing from 5.5 to 6.3 percent • Completed a bachelor or higher degree increasing from 9.9 to 10.5 percent. <p>Overall Greater Shepparton had lower levels of education attainment in 2011 compared with regional Victoria, with lower proportions of the community completing:</p> <ul style="list-style-type: none"> • Year 12 (32.9 compared with 35.6 percent) • Vocational training (18.6 compared with 20.7) • Advanced diploma or diploma (6.3 compared with 7.2) • Bachelor or higher degree (10.5 compared with 12.5).
Shepparton Urban Centre	<p>Education attainment levels are moderately higher in the urban areas of Shepparton compared to Greater Shepparton as a whole. Overall between 2006 and 2011 education levels rose in the urban areas with the proportion of people who completed:</p> <ul style="list-style-type: none"> • Year 12 increasing moderately from 31.1 percent to 34.6 percent • Vocational training increasing from 16.3 to 18.1 percent • Completed an advanced diploma or diploma increasing from 5.4 to 6.4 percent • Completed a bachelor or higher degree increasing from 9.9 to 10.8 percent.
Rural Areas of Shepparton	<p>Education attainment levels are quite variable across the rural areas of Greater Shepparton with education levels increasing in some areas between 2006 and 2011 and declining in other areas. There is also variability across the small areas in relation to how education levels compare with Greater Shepparton as a whole.</p> <p>In Mooroopna, education levels <i>increased moderately</i> between 2006 and 2011 across all areas of education attainment, but:</p> <ul style="list-style-type: none"> • Completion rates for year 12 remained somewhat lower than Greater Shepparton in 2011 (28.6 percent compared with 32.9 percent) • Attainment of a bachelor or higher degree was somewhat lower than Greater

	<p>Shepparton (6.4 compared with 10.5 percent)</p> <ul style="list-style-type: none"> • Attainment of an advanced diploma or diploma is slightly lower than Greater Shepparton (6 compared with 6.3 percent). <p>In contrast, vocational training levels are higher in Mooroopna compared with Greater Shepparton.</p> <p>In Rural East in 2011, completion rates for year 12 were somewhat higher than Greater Shepparton at 37.3 percent (compared with 32.9 percent) but they declined notably from 40.8 to 37.3 between 2006 and 2011. In contrast, education attainment levels for vocational training, advanced diploma or diploma and bachelor or higher degree all increased over the same timeframe and were higher than Greater Shepparton as a whole.</p> <p>In Rural North, overall <i>education attainment levels increased</i> between 2006 and 2011. But education attainment levels were lower for year 12 completion (30.7 compared with 32.9) and bachelor or higher degree (10.2 compared with 10.5) compared with Greater Shepparton. They were notably higher for vocational training (23.6 compared with 18.6 percent for Greater Shepparton) and slightly higher for advanced diploma or diploma (7.3 compared with 6.3 percent for Greater Shepparton).</p> <p>In Rural North West, <i>education attainment levels increased</i> between 2006 and 2011 but overall they remained lower than Greater Shepparton.</p> <ul style="list-style-type: none"> • Year 12 completion increased from 26.1 to 28.8 percent but the rate for Greater Shepparton in 2011 was 32.9 percent. • Vocational training increased from 15.1 to 18 percent but the rate for Greater Shepparton in 2011 was 18.6 percent. • Advanced diploma or diploma increased from 5.2 to 5.8 percent but the rate for Greater Shepparton in 2011 was 6.3 percent. • Bachelor or higher degree increased from 5.9 to 7.3 percent but the rate for Greater Shepparton in 2011 was 10.5 percent. <p>In Rural South, year 12 completion rates declined from 29.6 percent in 2006 to 28.8 percent in 2011. This was also somewhat lower than the year 12 completion rate for Greater Shepparton (32.9 percent). All other education attainment levels increased:</p> <ul style="list-style-type: none"> • Vocational training from 17.7 to 21.5 percent. This is higher than Greater
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	<p>Shepparton in 2011 (18.6 percent).</p> <ul style="list-style-type: none"> • Advanced diploma or diploma from 5 to 5.9 percent. This is lower than Greater Shepparton in 2011 (6.3 percent). • Bachelor or higher degree from 7.8 to 8.5 percent. This is lower than Greater Shepparton in 2011 (10.5 percent). <p>In Shepparton Surrounds East, overall <i>education attainment levels increased</i> between 2006 and 2011 but with slightly lower levels of year twelve completion compared to Greater Shepparton (32.3 compared with 32.9), for advance diploma or diploma (5.9 compared with 6.3) and bachelor or higher degree (8.5 compared with 10.5). By contrast the attainment level for vocational training was somewhat higher than Greater Shepparton (21.5 compared with 18.6 percent).</p> <p>In Shepparton Surrounds South, there was a mix of increasing and decreasing education levels between 2006 and 2011. Increases occurred in year 12 completion (35 percent increasing to 36.5 percent) and vocational training (16.6 percent increasing to 19.5 percent). Small decreases occurred in attainment levels for advanced diploma or diploma (5 percent declining to 4.7 percent) and bachelor or higher degree (9.2 percent declining to 8.3 percent). There was also some variability in education attainment levels compared with Greater Shepparton with higher year 12 completion rates and vocational training rates in Shepparton Surrounds South compared to Greater Shepparton but lower levels of attainment for bachelor and higher degree and advanced diploma or diploma.</p> <p>Tatura overall experienced an increase in education attainment levels between 2006 and 2011 plus it had very similar levels of educational attainment to Greater Shepparton in 2011.</p>
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Area	Education Attainment	2006	2011
Greater Shepparton	Completed Year 12 or Equivalent	29.6	32.9
	Vocational Training	14.6	18.6
	Advanced Diploma or Diploma	5.5	6.3
	Bachelor or Higher Degree	9.9	10.5
Urban Centre	Completed Year 12 or Equivalent	31.1	34.6
	Vocational Training	16.3	18.1
	Advanced Diploma or Diploma	5.4	6.4
	Bachelor or Higher Degree	9.9	10.8
Mooroopna	Completed Year 12 or Equivalent	25.6	28.6
	Vocational Training	17.9	20.7
	Advanced Diploma or Diploma	5.3	6
	Bachelor or Higher Degree	6	6.4
Rural East	Completed Year 12 or Equivalent	40.8	37.3
	Vocational Training	19	20.4
	Advanced Diploma or Diploma	7	8.5
	Bachelor or Higher Degree	12	12.6
Rural North	Completed Year 12 or Equivalent	30	30.7
	Vocational Training	19.3	23.6
	Advanced Diploma or Diploma	4.5	7.3
	Bachelor or Higher Degree	9.6	10.2
Rural North West	Completed Year 12 or Equivalent	26.1	28.8
	Vocational Training	15.1	18
	Advanced Diploma or Diploma	5.2	5.8
	Bachelor or Higher Degree	5.9	7.3
Rural South	Completed Year 12 or Equivalent	29.6	28.8
	Vocational Training	17.7	21.5
	Advanced Diploma or Diploma	5	5.9

	Bachelor or Higher Degree	7.8	8.5
Shepparton surrounds East	Completed Year 12 or Equivalent	28.9	32.3
	Vocational Training	17.7	21.5
	Advanced Diploma or Diploma	5	5.9
	Bachelor or Higher Degree	7.8	8.5
Shepparton surrounds South	Completed Year 12 or Equivalent	35	36.5
	Vocational Training	16.6	19.5
	Advanced Diploma or Diploma	5	4.7
	Bachelor or Higher Degree	9.2	8.3
Tatura	Completed Year 12 or Equivalent	27.4	31.3
	Vocational Training	14.6	18.2
	Advanced Diploma or Diploma	5.5	6.2
	Bachelor or Higher Degree	9.9	10

Table X.X: Education attainment levels City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndiqStatusID=0>

Area	Household Income (See Table below for more culture and ethnicity data)
Greater Shepparton	<p>Between 2006 and 2011 in Greater Shepparton, the proportion of households in the lowest quartile for household income increased slightly from 28.6 percent to 30.2 percent. There was also a slight increase in those in the medium lowest quartile (28.2 to 29.7 percent). Overall, this was generally consistent with regional Victoria (32 percent lowest quartile and 29 percent medium lowest quartile).</p> <p>The most significant change between 2006 and 2011 was the proportion of households in the medium highest quartile increasing from 16.5 percent to 24.8 percent. The 2011 figure was much more consistent with the Regional Victoria figure of 23.5 percent.</p> <p>The proportion of households in the highest quartile declined from 17.1 percent to 15.4</p>

	percent. The proportion of households in this quartile in regional Victoria in 2011 was very similar at 15.6 percent.
Shepparton Urban Centre	The urban centre of Shepparton had a very similar household income profile to Greater Shepparton in 2011, with only minor differences between the two. Between 2006 and 2011 there was similarity in the change in household incomes for the urban areas of Shepparton compared with Greater Shepparton, particularly for the lowest, medium lowest and highest quartiles, but there was much less change in the medium highest quartile. For urban Shepparton there was a small decrease from 25.2 percent to 24 percent whereas for Greater Shepparton the change was much larger (from 16.5 percent to 24.8 percent). This information indicates that overall household incomes in the urban areas of Shepparton have remained more stable than Greater Shepparton.
Rural Areas of Shepparton	<p>There is variability across the small areas in relation to household incomes. Some areas have notably higher proportions of households in the lowest and medium lowest quartiles compared with Greater Shepparton, while others have notably lower proportions in these quartiles.</p> <p>In Mooroopna at 2011, there were notably higher proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. Plus, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Mooroopna community is likely to have less capacity to pay to access sport and recreation options.</p> <p>In Rural East in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. Plus, there was a notable decrease in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural East community is likely to have more capacity to pay to access sport and recreation options.</p> <p>In Rural North in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural North community is likely to have good capacity to pay to access sport and recreation options, but this has declined.</p> <p>In Rural North West, the proportion of households in the lowest and medium lowest</p>

	<p>income quartiles was generally consistent with Greater Shepparton in 2011. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural North West community is likely to have reasonable capacity to pay to access sport and recreation options, but this has declined.</p> <p>In Rural South in 2011, the proportion of households in the lowest and medium lowest income quartiles was generally consistent with Greater Shepparton, and changed very little between 2006 and 2011. This suggests the Rural South community is likely to have reasonable capacity to pay to access sport and recreation options.</p> <p>In Shepparton Surrounds East in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Shepparton Surrounds East community is likely to have good capacity to pay to access sport and recreation options, but this has declined.</p> <p>In Shepparton Surrounds South in 2011, there were significantly lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Shepparton Surrounds South community is likely to have good capacity to pay to access sport and recreation options, but this has declined.</p> <p>In Tatura in 2011, the proportion of households in the lowest and medium lowest income quartiles was generally consistent with Greater Shepparton. However, there was a small increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Tatura community is likely to have reasonable capacity to pay to access sport and recreation options, but this has declined.</p>
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		2006	2011
Greater Shepparton	Lowest Quartile	28.2	30.2
	Medium Lowest Quartile	28.2	29.7
	Medium Highest Quartile	16.5	24.8

	Highest Quartile	17.1	15.4
Urban Centre	Lowest Quartile	29	30.8
	Medium Lowest Quartile	28.6	29.3
	Medium Highest Quartile	25.2	24
	Highest Quartile	17.2	15.9
Mooroopna	Lowest Quartile	31	36.2
	Medium Lowest Quartile	30	32.1
	Medium Highest Quartile	26.8	22.3
	Highest Quartile	12.2	9.4
Rural East	Lowest Quartile	21.4	20.9
	Medium Lowest Quartile	28.3	29
	Medium Highest Quartile	27.2	31.4
	Highest Quartile	23.2	18.7
Rural North	Lowest Quartile	17.5	21.5
	Medium Lowest Quartile	27.3	28.6
	Medium Highest Quartile	31.7	31.9
	Highest Quartile	23.5	18
Rural North West	Lowest Quartile	26.8	31.4
	Medium Lowest Quartile	29.2	29
	Medium Highest Quartile	28.8	26.2
	Highest Quartile	15.1	13.3
Rural South	Lowest Quartile	30.8	28.1
	Medium Lowest Quartile	28.5	31.7
	Medium Highest Quartile	27	23.2
	Highest Quartile	13.7	17.1
Shepparton surrounds East	Lowest Quartile	20.3	21.8
	Medium Lowest Quartile	23	27.1
	Medium Highest Quartile	31.7	28.8

	Highest Quartile	24.9	22.3
Shepparton surrounds South	Lowest Quartile	13.3	17.1
	Medium Lowest Quartile	22.8	26.6
	Medium Highest Quartile	34	28.1
	Highest Quartile	29.8	28.2
Tatura	Lowest Quartile	30	31.2
	Medium Lowest Quartile	27.5	29.6
	Medium Highest Quartile	25.8	24
	Highest Quartile	16.7	15.2

Table X.X: Household Income Quartiles City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndiqStatusID=0>

Attachment C

Notes from Workshop with Tennis Clubs

1.0 Introduction

As part of developing the Plan for Tennis, the tennis clubs in the City of Greater Shepparton were invited to complete a short online survey and participate in a workshop discussion with Council officers on Tuesday 21 February 2017. There was a good response from the clubs with 13 of the 24 clubs completing the survey, and 10 participating in the workshop, many with multiple representatives attending.

The Clubs who completed the survey were:

Kialla Park Tennis Club	Mooroopna Lawn Tennis Club
Lemnos Tennis Club	Murchison Tennis Club
Dhurringile Tennis Club	McEwen Reserve Tennis Club
St Andrews Tennis Club	Central Park Tennis Club
Katandra West Tennis Club	Shepparton Lawn Tennis Club
Undera Tennis Club	Grahamvale Tennis Club
Tallygaroopna Tennis Club	

The Clubs who participated in the workshop were:

Lemnos Tennis Club	McEwen Reserve Tennis Club
Dhurringile Tennis Club	Central Park Tennis Club
Tatura Lawn Tennis Club	Shepparton Lawn Tennis Club
Mooroopna Lawn Tennis Club	Old Students Tennis Club
St Brendan's Tennis Club	Cosgrove South Tennis Club

This document provides the notes from the workshop along with a summary of the key information gathered from the survey of clubs.

2.0 Notes from Workshop

The workshop with the tennis clubs was held on Tuesday 21 February 2017. The focus of the workshop was twofold. The first was on informing the clubs about the process for developing the Plan and sharing some of the findings from the research completed to date, including the results from the survey. The second focus was on exploring in more detail some of the information gathered through the survey, in particular:

- The governance arrangements and capacity of committees within clubs
- The challenge of maintaining and increasing participation

2.1 Governance and Club Committees

The survey results suggest that clubs see the makeup and capacity of their committees and the financial stability of the club as a strength. The discussion centred on identifying why this was a strength and what else could be done to strengthen these areas further.

Reasons why committees and governance arrangements are a strength

- Long standing members
- A few committed people who do a lot of work
- Strong sense of ownership
- Family participation – strength in bigger clubs
- Generational change
- Targeting different demographics
- Succession planning
- Asking people to volunteer
- Smaller rural communities tend to have generations of volunteers/involvement i.e. family involvement over generations

Ideas for strengthening the capacity of committees and approach to governance

- Spreading the voluntary load among more club members
- Role allocation – breaking larger roles into more manageable ones with more people involved
- Paid support for specialist roles – larger events

- Training for committee members from Tennis Victoria and others such as the regional sports assembly Valley Sport
- Target people over 35 who live in the area
- Recognition of peoples strengths and skills
- Engage (ask people) to take responsibility – trust people, let them add value, don't micro manage
- Break up jobs to smaller areas of responsibility
- Change mind set – don't need to be on the committee to volunteer
- Special event/casual/short term volunteer opportunities

2.2 Changing Participation

Survey results suggest that many of the clubs, over 80% are experiencing difficulties with declining or stagnating participation, particularly junior participation, youth and young adults.

Ideas for helping to increase or strengthen participation

- Social atmosphere/opportunity
- Improvement in skills with fun
- Human interaction
- Tennis App – find players/teams for unorganised sport
- Court accessibility – Locking of courts
- Reciprocal social tennis nights
- Tennis Hot Shots – to encourage juniors
- Target families
- Cater for different abilities
- Flexibility with playing times
- Convenient time
- Membership options
- Trying different activities
- Associations to get together
- Better facilities attract bigger participation...despite good location and good volunteers
- Different options for match times i.e. night under lights
- Improve promotion of activities
- Modify activities to get interest

Administrative, leadership and facility suggestions included:

- Central overarching board/administration
- Bring all associations together to talk about similar issues
- Grant funding – support clubs to access grants
- Less participation = less pool of volunteers to draw from
- If one person leaves it can have a big impact on the Club
- One point of contact at Council
- Consistency with Tennis Victoria local representation

As part of the discussion about participation, the issue of why participation is stagnating or declining was explored. A number of factors were identified including:

- Players leaving the area for work or tertiary education.
- Clubs competing against each other for participants.
- Work, home, life, shops, all compete with tennis.

2.3 Criteria for Prioritising Infrastructure Works

The survey results show that every club has different priorities for improvements or changes to their facilities depending upon their condition and what their plans for the future are.

The survey showed that over 60% of the clubs agreed that their club facilities met the needs of their club. Many of these clubs identified that the off court facilities require some upgrade and maintenance is an ongoing issue.

3.0 Summary of Survey Results

A total of 13 clubs completed the survey, representing just over 50 percent of the tennis clubs in the City of Greater Shepparton. The survey was available through Council's on-line consultation platform 'Have your say'. A link to the survey was provided to all clubs via email and reminder emails were made to encourage as many clubs as possible to complete the survey.

The survey asked clubs to provide information about their membership, activities and facilities, and to reflect on the strengths and limitations of the club, the things they would like to change about their clubs, and their priorities for the next 2 years and 5 years. The specific questions posed were:

- On average how many people have participated in activities at your club each week in 2016?
- On average how many hours per week have the tennis court facilities of your club been used in 2016? A drop down list was provided to select from.
- What programs and activities have been delivered by your club in 2016? A drop down list was provided to select from.
- What are the strengths of your club? A drop down list was provided to select from.
- What are the things that limit your club? A drop down list was provided to select from.
- Do the facilities your club uses meet the needs of your club?
- What are the things your club would like to do if you could in relation to participation, capacity and facilities?
- What are the top 3 priorities for you club in the next 2 years?
- What are the top 3 priorities for you club in the next 5 years?

3.1 Participation and Facility Use

To start to develop an understanding of the number of people participating in tennis at each club and across Shepparton, clubs were asked to identify the average number of people participating in various activities in 2016. Table 1 below shows that:

- Participation numbers vary quite significantly across the clubs, and also between activities
- Shepparton Lawn Tennis Club has by far the highest number of participants (e.g.: 360 members), followed by Kialla Park Tennis Club (e.g.: 120 members)

- Several clubs have very low rates of participation (15 members or less) including Lemnos Tennis Club, Dhurringile Tennis Club and Katandra West Tennis Club.

Table 1

Club	Club Members	Casual players	Coaching Programs	Tournament participants (non-members)	Other
Kialla Park	120	25	50	Not provided	Not provided
Lemnos	15	2	0	0	0
Dhurringile	10	10	16	0	15
St Andrews	20	15	1	Not provided	Not provided
Katandra West	8	10	2	Not provided	Not provided
Undera	30	7	0	0	12
Mooroopna Lawn	66	Unknown	30	Not provided	40
Murchison	35	Not provided	2	Not provided	Not provided
McEwen Reserve	95	30	15	0	0
Central Park	40	10	Not provided	Not provided	Not provided
Shepparton Lawn	360	100	200	40	Not provided
Grahamvale	5	0	0	0	0
Tallygaroopna	6	0	1	0	0

Table 1: Average participation at selected Greater Shepparton Tennis Clubs in 2016, November 2016

In addition to participation numbers, clubs were asked to identify the average number of hours per week the tennis court facilities of the club were used in 2016. Table 2 below shows that:

- Only one club (Shepparton Lawn Tennis Club) uses court facilities more than 40 hours per week. This is unsurprising given the high rates of participation occurring at the club
- A total of seven clubs are using their court facilities 15 hours or less a week, with five using them less than 10 hours per week. These clubs include Lemnos, Dhurringile, Grahamvale, Tallygaroopna and Katandra West Tennis, which also had the lowest levels of participation occurring, as outlined in table 2.

Table 2

On average how many hours per week have the tennis court facilities of your club been used in 2016?	Total Response	% of Responses	Total Respondents
0 -5 hours	3	23.1%	13
5 – 10 hours	2	15.4%	13
10 - 15 hours	4	30.8%	13
15 – 20 hours	2	15.4%	13
20 – 30 hours	2	15.4%	13
30 – 40 hours	0	0%	13
More than 40 hours	1	7.7%	13
Did not answer	0	0%	13

Table 2: Average hours of use of court facilities at selected Shepparton Tennis Clubs in 2016, November 2016

3.2 Programs and Activities

Clubs were asked to indicate the tennis programs and activities they offer such as ANZ Hot Shots, Cardio Tennis and coaching programs. Table 3 below shows that:

- A high proportion of clubs (69.2%) offer Saturday Junior Competitions. This is followed by coaching programs (53.8%) and ANZ Hot Shots (46.1%).
- A high proportion of clubs also indicated they offer a range of 'other programs and activities' that were not included in the drop down list. The type of programs and activities they offer is quite variable and includes social tennis along with competition opportunities in the evenings, midweek and annually e.g.: mid-week ladies, seniors week competitions and twilight competitions.

Table 3

What programs and activities have been delivered by your club in 2016?	Total Response	% of Responses	Total Respondents
ANZ Hot Shots	6	46.1%	13
ACE Program	0	0.0%	13
Cardio Tennis	2	15.3%	13
Saturday Junior Competitions	9	69.2%	13
Coaching Programs	7	53.8%	13
Country Week	0	0.0%	13
Tournaments	3	39.0%	13

Other:	10	76.9%	13
<ul style="list-style-type: none"> • Twilight, Saturday afternoon and Midweek Tennis • Midweek ladies, Saturday seniors • Seniors week, Fast 4, Club Open Day • Seniors and social night games • Twilight • Saturday, midweek and mixed night senior tennis • Competitions • Saturday Senior competition, Tuesday and Thursday Ladies competition, Wednesday Twilight competition, FAST4, will host 2019 Country Week 			

Table 3: Programs and activities delivered by selected Shepparton Tennis Clubs in 2016, November 2016

3.3 Strengths and Limitations of Clubs

Table 4 below shows a high proportion of the clubs who completed the survey identified:

- The makeup and capacity of the committee, and
- Support volunteers e.g. coaches, parent involvement,

as being a strength of their club, followed by:

- Club court facilities e.g. court surface, nets, lighting, and
- Financial stability of the club.

Capacity and willingness to run other programs, approach to governance of the club and club off court facilities were the areas identified by the least number of clubs as a strength. This is generally consistent with the information provided in Table 5 which outlines the factors that limit clubs, although there is some variation.

- Just over half the clubs indicated they view their court facilities as a strength and the same number indicated they were a limitation.
- While only a small number of clubs indicated capacity and willingness to run other programs was a strength, similarly a small number saw this as a limitation

Declining participation was identified by most clubs being one of the key factors limiting their clubs, followed by club off court facilities.

Table 4

What are the strengths of your club?	Total Response	% of Responses	Total Respondents
Club court facilities e.g. court surface, nets, lighting	7	53.8%	13
Club off court facilities e.g. club rooms, amenities	5	38.5%	13
The makeup and capacity of the committee	9	69.2%	13
The approach to governance of the club	4	30.8%	13
Support volunteers e.g. coaches, parent involvement	7	53.8%	13
Stable or growing participation	4	30.8%	13
Financial stability of the club	8	61.5%	13
Capacity and willingness to run other programs e.g. Free Tennis Day, Hot Shots League, ACE Program, Cardio Tennis	3	27.3%	13
Other strengths (comment) <ul style="list-style-type: none"> Family friendly, value for money social membership. Community based (small). Conduct tennis comp for Dhurringile Prison clients. 	3	27.3%	13

Table 4: Strengths of selected Shepparton Cricket Clubs, November 2016

Table 5

What are things that limit your club?	Total Response	% of Responses	Total Respondents
Club court facilities e.g. court surface, nets, lighting	7	53.8%	13
Club off court facilities e.g. club rooms, amenities	9	69.2%	13
The makeup and capacity of the committee	3	27.3%	13
The approach to governance of the club	1	7.7%	13
Support volunteers e.g. coaches, parent involvement	4	30.8%	13
Declining participation	11	84.6%	13
Financial stability of the club	2	15.4%	13
Lack of capacity and willingness to run other programs e.g. Free Tennis Day, Hot Shots League, ACE	4	30.8%	13

Program, Cardio Tennis			
Other Limitations (comment)	1	7.7%	13
<ul style="list-style-type: none"> Finding key people to take on junior development and involvement 			

Table 5: Factors that limit selected Shepparton Tennis Clubs, November 2016

3.4 Club Facilities

In total just over half of the clubs who responded to the survey indicated the facilities they use meet the needs of their clubs for the following reasons:

- They have the right number of courts to meet demand, and conduct the programs they would like to run
- Facilities have been upgraded
- In-kind support from club members has been key to maintaining facilities to a reasonable standard.

Interestingly however, many still focused on problems or issues with their facilities when answering this question.

Those clubs who indicated that the facilities they use do not meet the needs of their club identified the following reasons:

- Additional work is required to finish upgrade works that have only been partially completed
- Club room facilities are very basic or in poor condition e.g.: no hot water, poor or no heating and cooling, poor toilet facilities
- Players requirements have changed over the years
- Courts require repair and upgrade and clubs do not have financial capacity to pay for the upgrades.

A detailed list of the responses to this question can be found in Appendix A.

Table 6

Do the facilities your clubs uses meet the needs of your club?	Total Response	% of Responses	Total Respondents
Yes	8	61.5%	13
No	5	38.5%	13

Table 6: Whether facilities meet the needs of selected Shepparton Tennis Clubs, November 2016

3.5 What Clubs Would Like to Do

This question asked clubs to identify the things they would like to do if they could in relation to:

- Participation
- Capacity e.g. volunteers
- Facilities

In relation to participation the key things identified was a desire to increase participation across a wide range of age groups and tennis activities e.g. more players for the Senior Saturday competition, more juniors, entering a team in the midweek ladies competition, increase participation by juniors, more social players etc.

In relation to capacity, the key focus for clubs was increasing the involvement of volunteers eg: more junior parents involved, increasing parent involvement, increasing volunteers at club working bees etc. As part of this a handful of clubs indicated the requirements and expectations Council has impacts upon attracting and retaining volunteers. One Club suggested there was a need to reform the administration of tennis in the Goulburn Murray and establish a professional administration body to co-ordinate and advance tennis in the region. A lack of funding was also raised by a couple of clubs as being a key restraining factor.

In relation to facilities, the issues raised are fairly wide ranging and clearly reflect the differing condition, scale and suitability of facilities that each of the clubs have access to. A number of clubs indicated court facilities need to be upgraded, while others indicated their off court facilities were more in need of refurbishment and repair. The need for lighting was also raised by a handful of clubs. This is consistent with information provided above in relation to the factors that limit clubs and whether the facilities clubs have access to meet their needs.

A full list of all responses to this question can be found in Appendix B.

3.6 Priorities

As noted above, clubs were asked to identify their top 3 priorities for the next 2 years and the next 5 years. Not unexpectedly, the priorities are quite variable, however, there is consistency with the issues raised through earlier questions in the survey.

In relation to the priorities for the next 2 years the following were raised multiple times:

- Increased or stabilised participation including establishing or restarting new programs – raised 7 times
- Improving or upgrading court facilities in some instances including lighting – raised 6 times
- Improving off court facilities including club rooms and storage – raised 5 times
- Address maintenance issues – raised 3 times.

A full list of responses can be found in Appendix B.

In relation to the priorities for the next 5 years the following were raised multiple times:

- Increased participation including establishing or restarting new programs and activities, along with increased use of facilities by the wider community – raised 9 times
- Improving or upgrading court facilities, including maintaining the courts – raised 6 times
- Improving off court facilities including maintenance issues – raised 6 times.

A full list of responses can be found in Appendix B.

Appendix A

Detailed answers to the question 'do the facilities your club uses meet the needs of your club?'

Those clubs who answered yes to this question provided the following reasons why:

- We have the right number of courts for our club and currently the facilities at the Kialla Community Centre meet our needs. However the Community Centre needs an upgrade and it would suit us better to be able to have afternoon teas and canteen running courtside rather than at a distance to the courts.
- Small club, teams in midweek and junior and senior summer competition. Courts have been upgraded, facility OK as is but not overly appealing. Maintenance of court issue (due to tree debris) that is require blowing off before all matches.
- We have 4 courts with lights and a club room The toilets are quite a long way away tho
- We are able to run the activities the club wishes to.
- Whilst the facilities our club uses gets us by each season, there remains the requirement for ongoing maintenance and repairs/replacement for deteriorating infra structure, and until these improvements are carried out, it will become more difficult in coming seasons. Our club is a very strong community orientated social group of people, many of whom are skilled tradespeople able to offer plenty of in kind support to the improvements our facilities require.
- Mostly... 18 natural grass courts and 4 hard courts are sufficient for the club. Additional capacity of grass courts for events such as Country Week & 2016 Australian Seniors Championships have required additional temporary grass courts prepared by the council. Potential upgrade of clubhouse requires a financial model/package to be confirmed. From a big picture Goulburn Murray perspective, the closure of the indoor centre 8 years ago has been detrimental to tennis participation and engagement, and there is no 'weatherproofing of tennis' within the region. Two aspects to consider here, is that the indoor centre adds so much flexibility, capacity and opportunity for growth in tennis, and unlike previous indoor operations, a future indoor centre should be built/located within an existing tennis complex and not in isolation as has been done previously.
- Tallygaroopna has great new courts and surrounds, and the clubrooms are a shared facility.

Those clubs who answered no to this question provided the following reasons why:

- The synthetic courts are fantastic and provide us with some relief during the summer however the tennis courts are yet to be complete as the edges along the boundary of the fences need to be filled in with synthetic grass. Currently it possess a hazard should any one attempt to run onto the gravel surface an injury is bound to happen. The hall provides us

with toilets, although no hot water for showers. meeting room is cold and freezing especially during the winter months and absolute hot during the summer periods. The community hall is extremely hot in the summer time and the cooling "evaporative" system makes the sound of twin jet engines ready to take off. Often DTC venture out to other facilities with appropriate cooling and heating systems.

- Players requirements have changed over the years. Not as competitive but more social. Governance just makes it too hard for volunteers.
- Our club room does need a makeover; we do need more space as we share with the net ballers and would be nice if we could have our own store room. It needs a roof and ceiling to keep the warmth in for our meetings. Not to mention our courts are due to be redone. One court has holes and another is starting to wear, we are in the process of getting quotes to do 2 of our courts but we don't have the money that is needed to them to what we would like to have them.
- Hardcourt Clubrooms and toilets are outdated. No running hot water, windows/cupboards need replacing. Toilets and hand basins need to be updated. Plumbing needs replacing. Painting needs to be done inside and out to give the clubrooms a fresh look and look more inviting to the players and visitors who come to play tennis at Mooroopna.
- Court surfaces and fencing require major repair or replacement. Council mowing around the tennis courts is very poorly conducted - club has to mow the roadside verge nearly all season as the council cannot be relied upon to complete the mowing even monthly. Council rates including fires services levy has doubled in past two seasons.
- We do not have any facilities. We hire courts from another club.

Appendix B

Detailed answers to the question 'What are the things your club would do if they could?'

Participation

- More seniors playing Saturday afternoon tennis - declining numbers of seniors and lack of grass courts
- More juniors (maximum of 2 teams as only 2 courts), no other young juniors at the club and no parent to drive promotion in the community
- Have a team entered in the midweek ladies competition
- Increase participation numbers
- Increase participation in juniors and start an adult team or competition
- More players for our social night, we used to have 25, now we are lucky to get 10
- Restart junior tennis
- Increase participation
- With the next generation of youngsters coming through, coaching programmes would be beneficial, but may need assistance with some financial support
- Increase tennis playing options offered, both social and competition (lack of volunteers to run them)
- With the next generation of youngsters coming through, coaching programmes would be beneficial, but may need assistance financially
- We have maintained the same level of participation with the current 5 members for several years. We do not foresee the numbers increasing in the future
- With an aging town there are no new players, the town and surrounding areas to grow with new/younger families with an interest in tennis

Capacity

- More junior parents being involved in the committee
- Increasing parent involvement. I am a key driver at the club but my youngest child is now 14 and so I am nearing the end of my involvement with juniors. If I stopped I'm not sure anyone else would pick it up. Parents we do have are supportive and involved
- Increase the number of female members, Improve funding available to the Club, and access assistance with ongoing running costs
- No one wants to volunteer. Council has too many requirements / expectations of the Club.
- Increase the number of volunteers
- We are ok with our volunteers
- Increase the funding available to the club. Reduce the restrictions on volunteer help. Governance requirements of Council are too restrictive
- Increase volunteers at club working bees
- Increased volunteer help
- Our club is well served with willing volunteers
- Reform administration of tennis in the Goulburn Murray to have one professional administration body which oversees, promotes, coordinates and advances all things tennis and keeps pace with

other sports (lack of funds and lack of united tennis body)

- The current membership is 6, mid-twenties, non-residents of the district, not yet developed the enthusiasm to further the club, with peoples current lifestyle and commitments very few people want to play yet do any volunteering in a community that they don

Facilities

- Separate clubroom for displaying memorabilia and providing kitchen amenities and afternoon tea amenities
- Courts OK, would like lights but where other clubs have lights, they now do not enter teams into senior Saturday competitions e.g. Dookie, Katandra West
- Complete the edges of the synthetic tennis courts, install a water fountain, a tank to collect and store water, floodlights to support twilight tennis and a fence.
- Facilities are old
- Closer toilets
- Redo our courts and work on our clubroom
- Refurbish the hardcourt clubroom
- Resurface the courts and repair the fencing
- Resurface the courts
- We would very much like to see our courts repaired and resurfaced, with the possible addition of court lighting, and our clubroom pergola needs replacing as it has deteriorated beyond repairable state, for which we are in need of some financial assistance
- 6-8 indoor tennis courts. Add a second storey to increase clubhouse hire income
- Our facilities are new

Appendix C

Priorities

Priorities in the next 2 years

#1 Priority

- Extending the storage sheds and beautifying new shade area
- Keep teams entered in midweek (declining numbers too), juniors and seniors - ideally 1 in each
- Resurface the edges of the 4 synthetic tennis courts and up keep of synthetic courts
- Increase players
- Our courts
- Refurbish the Hardcourt Clubrooms
- Restart junior tennis
- Survival
- Court upgrade and resurface and possibly lighting
- Commercial viability. The bigger picture is that Shepparton is the central hub for tennis in the Goulburn Murray region, in which Shepparton Lawn Tennis Club plays a very significant role
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

- to gain more interest in tennis

#2 Priority

- Building up our numbers especially promoting our juniors to begin to play senior tennis
- Facility maintenance - have Lemnos Rec Reserve COM with good numbers
- Increase members - Females and juniors
- Repair court surface and nets
- Club room
- Repaint lines and replace the nets
- Increased participation
- Pergola replacement
- Hard court surface conversion/modernisation project. To be commenced and completed during the next 6 months. A significant development with Shepparton Lawn Tennis Club needing to contribute 80% of project funding
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- more players/juniors

#3 Priority

- Building the capacity of our committee so that it is shared leadership and not just left to a few
- I look at junior cricket promotion and see it on TV, AFL Auskick on TV - don't think tennis as a sport is promoted by peak bodies in same manner
- Water fountain and tank at tennis site
- Make tennis fun
- Playing
- Repair storm damage to fencing
- Increased competitions
- Upgrade off court seating facilities
- Professional manager. Reform tennis administration in the region to increase tennis opportunities, membership and sponsorship income
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- Be successful

Priorities in the next 5 years

#1 Priority

- Court resurfacing where necessary
- Haven't thought this far ahead - we won't have junior team as they will all be too old in 5 years
- Maintaining the tennis courts, including removal of trees that are damaging the courts by lifting up the tennis surface
- Increase players and start an adult group
- Courts

- Repair or replace the court surfaces
- Survival
- Court upgrade and resurfacing
- Weatherproof tennis in Shepparton (indoor courts)
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- to successfully install the priorities previously mentioned

#2 Priority

- As for Priority 2 under short term (up to 2 years) - Building up our numbers especially promoting our juniors to begin to play senior tennis.
- Use of the facility by the wider community.
- Members.
- Improved court surface and nets.
- Club room.
- Major repair to the fencing.
- Increased participation.
- Modernise clubrooms.
- Upgrade clubhouse. 4 years ago we undertook investigation and preliminary design to lay the foundation/blueprint for the future upgrade to the clubhouse which remains on-hold until a financial model/package can be confirmed.
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

#3 Priority

- As for Priority 3 above.
- Unsure.
- To keep the club going
- Closer toilets.
- Players.
- Increase participation.
- Increased competitions.
- Upgrade toilet block facility.
- Continue to attract major events.
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

Attachment D

Participation Trends for Tennis

Trends in Leisure and Recreation Pursuits

In the last two decades there have been significant changes in the leisure and recreation interests of the community and in the types of leisure and recreation opportunities available to the community. These changes have been driven by higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive and passive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits rather than a commitment to a small number of activities. This has resulted in declining participation in some traditional team and small group sports such as tennis and lawn bowls, and a move towards non-competitive but active pursuits such as walking, fitness / gym classes, running and cycling.

Overall participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to week day evening sports participation. There is also far greater diversity and variety in the recreation opportunities available and a growing trend for families to share recreational activities or to pursue related activities at one venue rather than pursuing a wide range of different activities.

To assist in developing a greater understanding of how participation in exercise, recreation and sport is changing, the *Standing Committee on Sport and Recreation – Participation in Exercise, Recreation and Sport Annual Report (ERASS)* - 2001, 2004, 2008 and 2010 has been examined. While the ERASS survey was last completed in 2010, it provides valuable comparative data across a ten-year period. This information is complimented with data from the Australian Bureau of Statistics (ABS) about participation in sport and recreation activities. It is important to note there is some variation in the two sets of data and while not directly comparable, combined they provide a good indication of general participation patterns.

General Participation Trends

Overall participation in physical activity in Victoria increased between 2001 and 2010, and this pattern was generally consistent with participation rates across Australia. However more recent ABS data suggests that participation rates declined between 2011 and 2014 i.e.: from 65 percent to 60.2 percent for Australia and 66.1 to 60.9 in Victoria.

Declining participation is also clearly evident as people age. For example, in Victoria in 2010, 90.2 percent of 15 – 24 year olds participated in some form of physical activity. By comparison, the participation rate for those aged 65 years and over was only 73.1 percent. While the total participation figures from the ABS are somewhat different from the ERASS data, they also follow the same pattern of declining participation as people age i.e.: the participation rate in Australia for those

aged 15 – 17 years in 2013/2014 was 73.8 percent, while for those aged 65 plus it was only 46.6 percent. Despite this, there is also evidence that participation in exercise, sport and recreation by older adults has grown. In 2001 the participation rate in Victoria for those aged 65 years or more was 61.1 percent compared with 73.1 percent in 2010. While it is important to note the more recent ABS data suggests that participation rates declined between 2011 and 2014 for people aged 65 plus, the information should be used with some caution as only two sets of data are provided over a small timeframe.

Another important factor to be aware of is that participation rates for children are higher than for adults. For example, 2012 and 2013/2014 ABS data indicates the participation rate in organised sport and physical activity for 9 – 11 year olds was 66.4 percent (2012), whereas for 15 – 24 year olds it was 42.7 percent (2013 – 2014).

A key participation trend to understand is the significantly higher rates of participation in non-organised physical activity (70.8 percent in Australia in 2010) compared to organised physical activity (40 percent in Australia in 2010). This participation trend is also evident in the data about the sport and recreation activities people participate in. The highest rates of participation in any sport and recreation activity for people aged 15 and over are walking, followed by gym / fitness activities. This is consistent across both the ERASS and ABS data. Other activities in the top 10 – 15 are swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. Organised sporting activities in the top 10 – 15 for people aged 15 and over are tennis, outdoor soccer, netball, basketball and cricket.

Regardless of gender, for children the highest rates of participation in organised activities are soccer, followed by swimming. Also in the top ten for both genders are tennis, basketball, martial arts and athletics. The rates of participation then vary somewhat between genders across activities. For example, the rates of participation in netball and dancing are high for girls, whereas for boys, participation is high for Australian Rules Football, cricket and rugby league.

Other key participation trends include:

- Generally higher rates of participation for males compared to females in all age categories.
- Notably lower rates of participation for those not in the workforce, and for those living in households where a language other than English is spoken.
- Increasing rates of participation as education levels rise.

Participation Trends for Tennis

Participation in tennis has declined over the past 10 – 15 years, and in fact tennis is one of the sports to have experienced the most significant declines during this timeframe. Between 2001 and 2010 participation in Australia declined from 9.2 percent to 6.6 percent and more recent ABS data shows a further decline with adult male participation decreasing from 4.9 percent in 2011/2012 to 3.4 percent in 2013/2014, and adult female participation decreasing from 3.4 percent to 2.7 percent.

Another trend to understand is the rates of male and female participation in tennis.

- Tennis is a sport which has traditionally appealed to both males and females. This is evident in the ABS data which shows in 2011/2012 the participation rate for over 15 year old males in Australia were 4.9 percent compared to the female rate of 3.4. In 2013/2014, the male participation rate had dropped to 3.4 percent, while the female participation rate had dropped to 2.7 percent
- The participation rates for children (5-14 years) has seen a no change from 2009 to 2012 with the male participation rate being 8.4 and the female participation rate being 6.3, this is despite an overall increase in population in Australia.

Total participation in exercise, recreation and sport for Victoria and Australia 2001 - 2010

Age	2001		2004		2008		2010	
	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %
15 – 24	87.1	88.8	91.5	91.7	90.5	90.1	90.2	87.7
25 – 34	82.8	85.3	87.8	85.4	85.6	86.1	86.6	86.1
35 – 44	82.6	80.6	85.3	84	85.7	85.9	86	85.1
45 – 54	75.8	75.4	85.7	81.9	82.9	82.9	82.7	82.1
55 – 64	68	70.2	79.5	79.1	81.3	80.4	79.9	78.7
65 plus	61.1	60.1	77.6	71.6	72.8	73.4	73.1	72.2
Total	77.4	77.8	85.1	82.8	83.4	83.4	83.4	82.3

Source ERASS Annual Report 2001, 2004, 2008 and 2010

Available: <http://www.ausport.gov.au/information/casro/ERASS>

Total participation in sport and physical recreation Victoria and Australia 2011-2012 and 2013-2014

Age	2011 - 2012		2013 - 2014	
	Victoria %	Australia %	Victoria %	Australia %
15 - 17		78	72.6	73.8
18 - 24		71.6	64.1	67.2
25 - 34		70.2	64.0	63.9
35 - 44		68.7	68.4	64.6
45 - 54		63.4	62.3	61.4
55 - 64		62.6	57.1	55.6
65 plus		50.4	46.1	46.6
Total	66.1	65	60.9	60.2

Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014.

Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=_default_preview

Sport and Non-Sport Related Activity in Australia 2016

	2016
Age	Australia %
15 - 17	95.5
18 - 24	89.2
25 - 34	88.3
35 - 44	89.5
45 - 54	89.1
55 - 64	86.1
65 plus	82.3
Total	87.6

Source Clearing House for Sport Ausplay data 2016

Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Total participation in sport and physical recreation by gender in Australia 2011-2012 and 2013-2014

Age	2011 - 2012		2013 - 2014	
	Male	Female	Male	Female
15 - 17	85.1	70.3	72.8	74.8
18 - 24	76.2	66.8	67.7	67.0
25 - 34	70	70.4	67.3	60.6
35 - 44	69.6	67.7	63.3	66.1
45 - 54	61.4	65.3	61.9	60.8
55 - 64	61.8	63.5	54.5	56.4
65 plus	52.9	48.1	48.3	44.8
Total	66.2	63.8	61.0	59.4

Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014.

Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Participation in selected exercise, recreation and sport in Victoria and Australia (organised and non-organised) 2001 – 2016

Activity	ERASS Data								AusPlay Data	
	2001		2004		2008		2010		2016	
	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %
Walking	27.5	28.8	39.9	39.0	38.8	39.2	36.6	35.9	44.5	42.6
Aerobics/fitness	14.8	13.0	21.2	17.1	24.2	23.5	24.7	23.5	31.6	32.1
Swimming	13.7	16.0	16.5	16.5	13.2	14.5	13.5	13.0	13.4	14.5
Cycling	12.1	9.5	11.6	10.5	13.8	11.6	12.7	11.9	13.3	11.7
Running	7.8	7.2	9.3	8.3	10.1	9.9	12.7	10.6	16.3	15.8
Golf	9.3	8.2	8.6	7.9	7.6	7.1	7.3	6.7	5.3	5.2
Tennis	9.2	9.2	9.2	8.4	7.2	6.8	6.8	6.0	5.2	4.8
Bushwalking	4.1	5.3	4.7	5.2	5.7	6.4	4.6	4.8	5.2	5.4
Soccer (outdoor)	3.1	3.7	2.6	4.2	3.4	5.2	3.5	4.8	5.3	5.8
Netball	4.4	4.1	4.0	3.6	4.9	3.9	3.8	3.7	3.3	3.2
Cricket (outdoor)	2.6	2.1	3.6	3.1	4.6	3.5	3.5		4.0	3.3

Source: ERASS Annual Report 2001, 2004, 2008 and 2010 and Clearing House for Sport Ausplay data 2016

Source: Clearing House for Sport Ausplay data 2016. Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Participation in Selected Sporting Activities - Australia (15 plus years of age)

Activity	ABS Data					AusPlay Data	
	2011 - 2012		2013 - 2014			2016	
	Male	Female	Male	Female	Total	Male	Female
Walking	16.5	30.4	13.6	24.7	19.2	33.5	53.7
Fitness/Gym	15.1	19.1	15.9	18.9	17.4	29.1	36.3
Swimming	7.5	8	5	7.6	6.4	12.8	16.6
Cycling / BMX	9.8	5.4	8.5	4	6.2	14.4	9.1
Running (athletics from 2016)	8.7	6.4	8.1	6.7	7.4	17.2	14.3
Golf	8.2		6.6	1.4	4	8.7	1.7
Tennis	4.9	3.4	3.4	2.7	3	5.4	4.0
Bushwalking		2.4	1.4	1.7	1.5	6.1	6.0
Soccer (outdoor)	4.1		3.5	1.3	2.4	9.0	2.6
Netball		4.5	0.3	4.1	2.2	0.7**	5.3
Basketball	2.8		3.1	1.3	2.2	4.8	2.2
Cricket (outdoor)	3		2.3	0.1*	1.2	5.2	0.7**
Australian Rules Football			2.3	0.1*	1.2	4.4	0.7**

* estimate has a relative standard error of 25 - 50% and should be used with caution.

** estimate has a relative standard error of 50 - 100% and should be used with caution.

Source: Australian Bureau of Statistics, *Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014*.

Available: http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Source: *Clearing House for Sport Ausplay data 2016*. Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Participation in top 10 Organised Sports in Australia - Children (5 - 14 years between 2006 and 2009 then 0 – 14 years in 2016)

Activity	2006		2009		2016	
	Male	Female	Male	Female	Male	Female
Soccer (outdoor)	19.6	6.4	21.7	6.5	22.3	6.7
Swimming / Diving	16.5	18.2	16.5	18.9	29.0	32.1
Australian Rules Football	13.8		14.9		4.0	4.1
Basketball	7.4	5.7	9.2	6.6	8.2	4.3
Cricket (outdoor)	10.1		8.6		9.7	1.4*
Tennis	8	6.6	8.4	6.3	7.4	4.7
Martial Arts	6.1	2.9	7.8	3.7	1.5	0.6*
Rugby League	7.9		7.5		5.6	0.1*
Rugby Union	3.9		4		2.2	
Dancing	2.4	23.1	3.5		1.0	15.9
Athletics, track and Field	2.6	3.2	3.2	3.1	4.0	5.1
Netball		17.3		16.2	0.1	14.5
Gymnastics				8.1	3.7	11.8
Horse riding / Equestrian		2.8		2		
Hockey		2.2		2	1.7	2.0

Source: Australian Bureau of Statistics, *Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014*. Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Source: *Clearing House for Sport Ausplay data 2016*. Available:

<https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

* estimate has a relative standard error of 50 - 100% and should be used with caution.

Participation in Organised Sport and Physical Activity in Australia

Age	2012			2013 - 2014		
	Male	Female	Total	Male	Female	Total
5 - 8 years	61.4	50.1	55.9			
9 - 11 years	73.3	59	66.4			
12 - 14 years	66.3	52.9	59.8			
15 - 24 years				41.9	42.7	42.7
25 - 34 years				30.9	27.8	29.1
35 - 44 years				24.2	25.9	25.1
45 - 54 years				22.3	19.9	21.1
55 - 64 years				17.0	17.6	17.6
65 plus years				17.5	16.4	17.1
Total				26.1	25	25.6

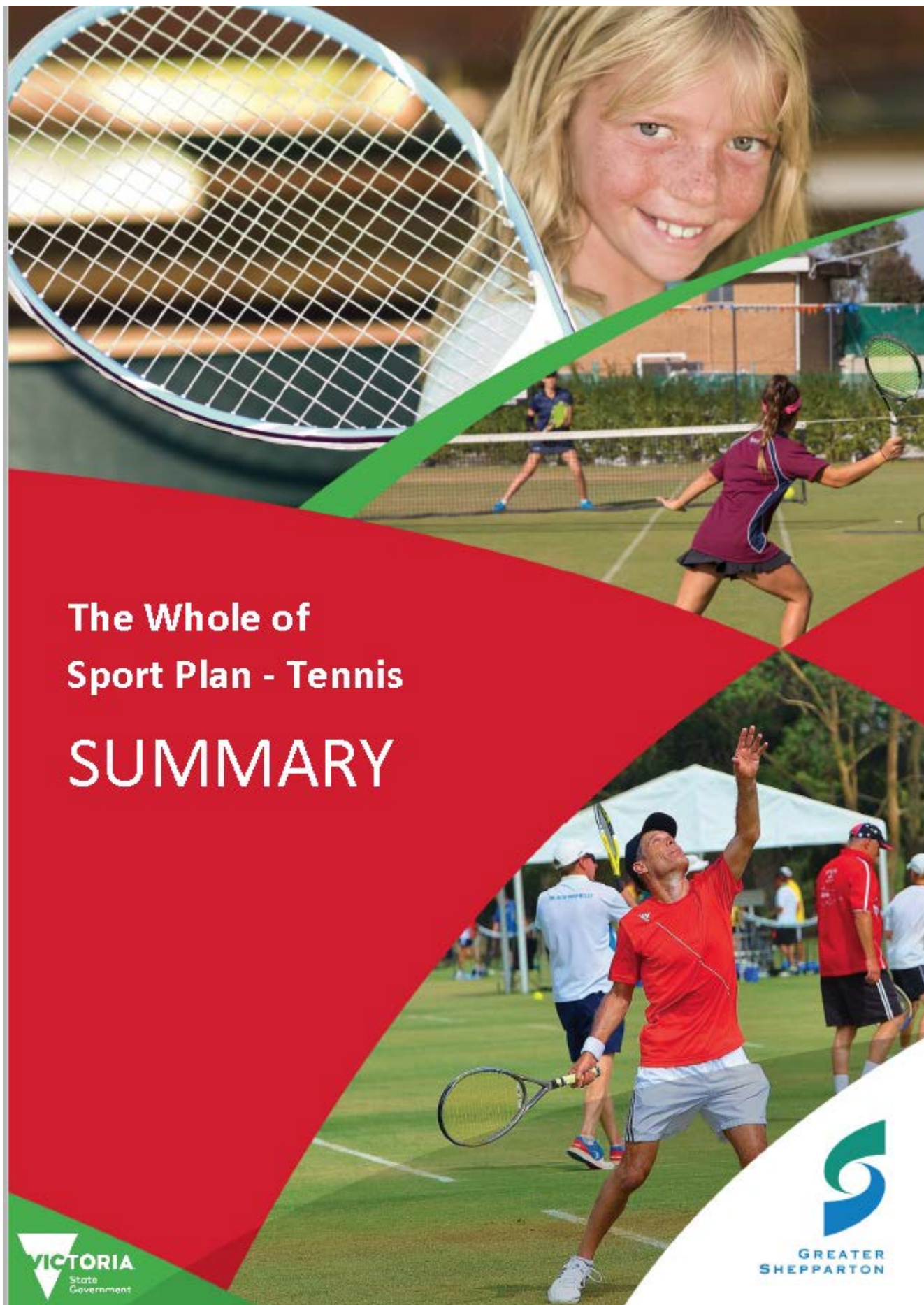
Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014. Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Local Participation Statistics – 2013 to 2017				
Tennis Club Name	Members 2016/2017	Members 2015/2016	Members 2014/2015	Members 2013/2014
Bunbartha	12	15	15	15
Byrneside	20	10	25	13
Central Park	29	31	47	33
Dhurringile	63	50	30	38
Dookie	0	0	0	17
Grahamvale	5	6	7	7
Harston	7	6	6	5
Karramomus	26	19	13	22
Katandra West	0	0	0	6
Kialla Park	144	140	149	131
Lemnos	0	24	31	32
McEwen Reserve	59	30	63	91
Merrigum	0	36	35	0
Mooroopna Lawn	63	57	51	36
Murchison	0	55	71	10
Old Students	38	54	61	49
Shepparton Lawn	476	358	363	351
Shepparton North	27	24	56	0
St Andrews	21	25	29	39
St Brendan's	58	68	75	68
St Marys	10	43	71	65
Tallygaroopna	0	0	0	0
Tatura	103	97	75	82
Toolamba	43	51	59	0
Undera	62	32	36	40
Total	1,266	1,231	1,368	1,150

Source: Tennis Victoria – Participation Leader – Country North East – Great Shepparton tennis clubs



The Whole of
Sport Plan - Tennis
SUMMARY





Acknowledgements

The Whole of Sport Tennis Plan Project Team acknowledges the input and support from a range of Council staff and representatives from external agencies and organisations. The Project Team acknowledges the invaluable contribution by the tennis clubs completing the surveys and speaking with staff throughout the consultation period. The Greater Shepparton City Council also acknowledges the support of the Victorian Government.]

Disclaimer

This document has been developed by the Greater Shepparton City Council's Sport and Recreation Department. Information contained in this document is based on available information at the time of production. All figures, tables and diagrams are indicative only and should be referred to as such. This is a strategic document which deals with technical matters in a summary way only. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Executive Summary

Councils Sport 2050 Strategy is the current overarching document providing general guiding principles for the delivery of more detailed planning work. Whole of Sport Strategies provide direction for the future of a particular sport within Greater Shepparton. These strategies then inform individual reserve master plans and facility feasibility studies.

The Tennis Whole of Sport Plan considers the needs and expectations of the local tennis community, the vision Tennis Victoria has for the future of tennis and the role tennis plays in helping Council to achieve its priority of improving liveability through social and recreational opportunities.

In 2015/2016, there were 24 tennis clubs in Greater Shepparton who were affiliated with Tennis Victoria and they had a total of 1,169 members. This figure does not include the 8 clubs within the area that are not affiliated with Tennis Victoria or casual players. A survey in 2016 of tennis clubs in Greater Shepparton suggests there are more than 200 casual players who make use of tennis courts in the municipality. Greater Shepparton have a total of 169 tennis courts. There are 44 grass courts, 17 synthetic grass and 108 hard courts (concrete or asphalt with or without an acrylic covering). 20 (113 courts) facilities are located on Council land. Council do not directly manage any of the 20 sites used for tennis, with most under a lease or under a Committee of Management arrangement.

Vision

This Whole of Sport Plan for Tennis has been developed to provide Greater Shepparton City Council with a vision for supporting tennis at a local and regional level, and to guide the development of improved facilities that will meet current and future community need.





Strategic Context

In planning for tennis in Greater Shepparton it is important to understand previous planning completed by Council and Tennis Victoria to ensure the Plan reflects and responds to existing Council priorities and the broader context for tennis in this region, and Victoria as a whole.

A review of key strategic documents prepared by Council has identified that Council has a clear focus upon building an active and engaged community. Improved liveability is essential to this and will be achieved through building community capacity, providing quality community infrastructure and focusing on social inclusion.

Specific priorities Council has that are relevant to the Whole of Sport Plan include:

- Developing Shepparton as the regional sporting capital of Victoria
- Valuing and supporting the economic and tourism benefits that come from attracting regional, interstate and intrastate sporting events
- Investing in sporting facilities, particularly where:
 - participation is maximised
 - strong partnerships are formed and maintained
 - multiuse and a community hub approach will be implemented; and
 - facilities are not used exclusively by clubs

These aims, along with Council's strategic priorities provide an important framework for identifying the future vision and direction for tennis in Greater Shepparton.

Community Profile

Population increasing = younger profile

Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 60,442 in 2011 to 83,782 by 2036, however the location of the growth will be variable. This suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase, particularly in the urban centre with a younger profile and expected population growth.

Extra support is required to support some members of the community to overcome barriers such as cost, lack of knowledge about the benefits of participating in sport and recreation pursuits and cultural barriers.

Declining household incomes





Low but increasing education levels

While there is some evidence the population will age between 2016 and 2036, this will be minimal with one third of the population aged between 0 and 24 years, while those aged 60 years and over will account for less than one quarter of the population. This, combined with consistent population growth (the number of people aged 0 – 24 years will increase by nearly 5,000 people between 2016 and 2036), suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase.

There are a number of factors that impact upon the demand for sport and recreation opportunities, and influence an individual's capacity to participate. These include education and income levels, and the ethnicity and cultural background of the population. Participation rates are generally lower where household income and education levels are low. In addition, people born in non-English speaking countries and people from an indigenous background are less likely to participate in traditional sport and recreation pursuits such as tennis.

High and increasing levels of ethnicity

Participation Trends

In the last two decades there have been significant changes in the leisure and recreation interests of the broader Australian community and in the types of leisure and recreation opportunities available to the broader community. Generally, these changes have been driven by overall higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits rather than a commitment to a small number of activities.

Overall, participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to week day evening sports participation.

Non-competitive participation is increasing





The highest rates of participation in any sport and recreation activity for people aged 15 and over are walking, followed by gym / fitness activities. This is consistent across both the Exercise, Recreation and Sport Survey and Australian Bureau of Statistics data. Other activities in the top 10 – 15 are swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. Organised sporting activities in the top 10 – 15 for people aged 15 and over are tennis, outdoor soccer, netball, basketball and cricket.

A significant Aboriginal and
Torres Strait Islander population

Other key participation trends include:

- Generally higher rates of participation for males compared to females in all age categories.
- Notably lower rates of participation for those not in the workforce, and for those living in households where a language other than English is spoken.
- Increasing rates of participation as education levels rise.

Participation in tennis by adults has declined notably over the past 10 – 15 years. At a national level, participation in organised tennis by children up to 14 years of age has remained relatively stable with some decline in the past few years, however this is notably different from what is occurring at the local level with the number of players participating in the Shepparton Junior Tennis Association declining by just under half between 2001/2002 and 2016/2017. However, the high levels of cultural diversity, low incomes in the community and the trend towards non-competitive and non-organised sport and recreation activities, also present some challenges.

There are however, some isolated instances where local participation appears to be relatively strong and there is some growth being experienced. This is occurring where more flexible participation options are being offered.





Year	Season	Grades	Teams	Players
Shepparton District Tennis Association (Weekend Senior / Adult Competition)				
1992 / 1993	Summer	11	88	704
	Winter	6	48	384
2002/2003	Summer	10	77	616
	Winter	5	40	320
2016/2017	Summer	5	24	120
	Winter	2	10	40
Goulburn Murray Lawn Tennis Association (Weekend Adult Competition)				
Note: Murray Lawn Tennis Assoc. and Greater Goulburn Lawn Tennis Assoc. amalgamated in 2012.				
2005/2006	Summer		70	560
2015/2015	Summer		44	264
Shepparton and District Ladies Midweek Tennis Association				
2005/2006	Summer & Winter		50	250
2015/2016	Summer & Winter		30	150
Shepparton Junior Tennis Association (Weekend Junior Competition)				
2001/2002	Summer	15	130	780
2016/2017	Summer	10	71	355

Table: Greater Shepparton Tennis Participation Data provided by Shepparton Lawn Tennis Club

Consultation

All tennis clubs based in Greater Shepparton were invited to complete a short online survey, and participate in a workshop discussion. There was a good response from the clubs with 13 of the 24 active clubs completing the survey and 10 clubs attending in the workshop.

Many of the clubs view the capacity and make up of their committees along with the financial stability of the club as a real strength. Another strength that was identified by the clubs was the involvement of family members and the intergenerational involvement of these families. Over 80% of the clubs that completed the survey are experiencing difficulties with declining or stagnating participation.





Future

In developing the Plan for tennis three themes have been identified for planning for the future of tennis in Greater Shepparton. These are:

<p>Participation</p> <p>Strategic Direction- Provide inclusive, accessible and welcoming playing environments that will support increased participation in tennis</p>
<p>Infrastructure</p> <p>Strategic Direction - Provide access to facilities of the right type and the right quality in the right locations to support and grow tennis participation</p>
<p>Capacity</p> <p>Strategic Direction – Support volunteers, administrators and clubs in making sure that community tennis is well run, vibrant and relevant</p>

Implementation Plan 2017-2022

Integral to the Whole of Sport Plan for Cricket is identifying the actions required to deliver on the strategic directions and focus area outlined in chapter seven of the complete document. The following priority ratings have been applied to the actions:

Priority 1 – The highest priority with an anticipated timeframe for implementation of 1-2 years.

Priority 2 – A medium level priority with an anticipated timeframe for implementation of 3 - 5 years.

Ongoing – Those actions which are currently being implemented and/or will continue to be implemented on an ongoing basis.



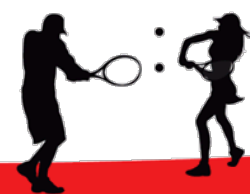


Focus Area	Actions	Priority	Responsibility
Implement the Tennis Victoria participation programs	Expand delivery of participation programs such as HotShots, Tennis in Schools, Fast 4 and Community Play	Ongoing	Tennis Victoria Local Tennis Clubs and Associations
Identify initiatives to support increased local participation in tennis	Work with local clubs to expand opportunities for masters/veteran tennis	1	Tennis Victoria Local Tennis Clubs and Associations
	Work with multi-cultural community to provide opportunities for multi-cultural groups		
Investigate any barriers to accessing tennis courts	Support opportunities for clubs to provide flexible access to facilities such as 'Book A Court' program	2	Tennis Victoria Local Tennis Clubs and Associations
Assess the feasibility of developing a regional tennis facility in Greater Shepparton	Pursue funding to undertake a feasibility study to develop a regional tennis facility in Shepparton	1	Council Local Tennis Clubs and Associations Tennis Victoria
Under take research to understand the condition, functionality and use of tennis facilities in Greater Shepparton	Pursue funding to undertake a comprehensive condition, functionality and use study of Tennis Facilities in Greater Shepparton	1	Council Local Tennis Clubs and Associations Tennis Victoria
Adopt a criteria for decision making on investing in or repurposing tennis facilities	Work with local tennis clubs and Tennis Victoria to develop a criteria for prioritising infrastructure improvements based around criteria including: multi use facilities and groups/clubs working together collaboratively that addresses/responds to community need.	Ongoing	Council Local Tennis Clubs and Associations Tennis Victoria





Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to centralise administration and organisation of tennis in the region	Investigate the feasibility of have a paid, centralised administration position responsible for the day to day administration of the various tennis associations in Greater Shepparton	2	Tennis Victoria Local Tennis Clubs and Associations
	Promote discussion of opportunities for club and association mergers	2	Tennis Victoria Local Tennis Clubs and Associations
Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities	Support tennis clubs to complete the 'Operational Health Check' as provided by Tennis Victoria	Ongoing	Tennis Victoria
	Encourage Clubs to participate in the Council run annual grant and fundraising workshops targeting planning and facility development	Ongoing	Council





Increase Participation

Support Volunteers

Improve Facilities

Work as a Team

GREATER SHEPPARTON WHOLE OF SPORT PLAN TENNIS

Let's work together to create inclusive and supportive clubs with quality facilities

Let's improve liveability by exercising and enjoying a social environment with teammates

Council

- Explore funding opportunities
- Foster relationships between clubs, associations and Tennis Victoria via networking workshops
- Encourage clubs to participate in funding and grant workshops

Clubs – Associations – Tennis Victoria

- Expand playing opportunities for juniors, masters & veterans and multi-cultural community
- Look at collaboration options with other clubs, users and facilities
- Support opportunities for clubs to provide flexible access to facilities
- Pursue funding to undertake a feasibility study and comprehensive condition, functionality and use study of the local tennis facilities
- Explore the possibility of centralised administration for the local region

Get Involved!

Want to get involved or need more information
Contact Council's Sporting Clubs Officer on 5832 9754



GREATER SHEPPARTON
**WHOLE OF
SPORT PLAN
TENNIS**

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1. Introduction

This Whole of Sport Plan for Tennis (“the Plan”) has been developed to provide Greater Shepparton City Council with a vision for supporting tennis at a local and regional level, and to guide the development of improved facilities that will meet current and future community need.

The Plan considers the needs and expectations of the local tennis community, the vision Tennis Victoria has for the future of tennis and the role tennis plays in helping Council to achieve its priority of improving liveability through social and recreational opportunities.

The process of developing the Whole of Sport Plan for Tennis has included four distinct steps:

1. **Reviewing key planning documents** to understand the strategic priorities of Greater Shepparton City Council, Tennis Victoria and Tennis Australia.
2. An **assessment of the demographic characteristics** of the Greater Shepparton community, general sport and recreation trends, along with tennis participation rates and trends
3. **Consultation** with Tennis Australia, Tennis Victoria, and local tennis clubs and associations
4. An **assessment** of the existing tennis facilities within the Greater Shepparton municipality looking at the type of courts i.e. grass or hardcourt

The information gathered through this research has been used to:

- **Develop guiding principles** to assist Council in making decisions and establishing priorities for the development of tennis infrastructure
- **Analyse local participation demand**, including latent demand and to identify opportunities for increasing tennis participation
- **To identify issues and opportunities** associated with linkages, connections and partnerships.

2. Tennis in Shepparton

Tennis in the Goulburn Valley has been played for well over 90 years. One of the largest clubs, Shepparton Lawn Tennis Club can trace their club history back to 1924.

At present there are four associations that operate and organise tennis in the Shepparton district:

- Goulburn Murray Lawn Tennis Association (GMLTA)
- Shepparton District Tennis Association (SDTA)
- Shepparton Junior Tennis Association (SJTA)
- Shepparton and District Ladies Midweek Tennis Association (S&DLMTA)

Each association has organising committees for each of the competitions. Many local clubs have teams in three of the four competitions, with a couple of clubs having teams in all four competitions.

In 2015/2016, there were 24 tennis clubs in Greater Shepparton who were affiliated with Tennis Victoria and they had a total of 1,169 members. This figure does not include the 8 clubs within the area that are not affiliated with Tennis Victoria or casual players. While it is more difficult to obtain information about casual players, a 2016 survey of tennis clubs in Greater Shepparton suggests there are more than 200 casual players who make use of tennis courts in Greater Shepparton. This figure is likely to be higher as only 13 of 24 clubs completed the survey.

3. Strategic Context

In planning for tennis in Greater Shepparton it is important to understand previous planning completed by Council and Tennis Victoria to ensure the Whole of Sport Plan reflects and responds to existing Council priorities and the broader context for tennis in this region, and Victoria as a whole.

Strategies and plans reviewed include:

- Greater Shepparton Council Plan 2013 – 2017
- Greater Shepparton Municipal Health and Wellbeing Action Plan
- Greater Shepparton Sport 2050 Strategic Plan
- Tennis Victoria Strategic Plan to 2020
- Tennis Victoria's Places to Play Key Directions to 2020
- Tennis Australia's Tennis 2020 Facility Framework
- The Future of Australian Sport, Australian Sports Commission 2013.

A review of key strategic documents prepared by Council has identified that Council has a clear focus upon building an active and engaged community. Improved liveability is essential to this and will be achieved through building community capacity, providing quality community infrastructure and focusing on social inclusion.

Specific priorities Council has that are relevant to the Whole of Sport Plan include:

- Developing Shepparton as the regional sporting capital of Victoria
- Valuing and supporting the economic and tourism benefits that come from attracting regional, interstate and intrastate sporting events
- Investing in sporting facilities, particularly where;
 - participation is maximised,
 - strong partnerships are formed and maintained,
 - multiuse and a community hub approach will be implemented, and
 - facilities are not used exclusively by clubs.

These aims, along with Council's strategic priorities provide an important framework for identifying the future vision and direction for tennis in Greater Shepparton.

Specific Tennis Australia & Tennis Victoria priorities that are relevant to the Whole of Sport Plan include;

- The importance of junior participation and in particular, the Hot Shots program in increasing participation
- Crucial in responding to community demand is how casual participants get access to play tennis, without necessarily being a club member. The Tennis Book A Court program is an important strategy to respond to this changing community expectation.
- The importance of court lighting to increase usage in popular ‘after work’ times
- The critical role coaches play in ‘teaching the game’ and increasing participation
- The four ‘Pillars’ of welcoming and sustainable tennis venues:

Accessibility	Community Benefit	Sustainability	Accountability
<ul style="list-style-type: none"> • Provide community access to courts • Offer flexible programs, playing options and scheduling • Provide fair and equitable pricing options 	<ul style="list-style-type: none"> • Deliver quality community programs • Engage at all levels and with all sectors of the community • Provide opportunity for social interaction 	<ul style="list-style-type: none"> • Implement business model and practices to achieve financial sustainability • Keep well managed and maintained buildings, grounds and court infrastructure • Put plans in place for the future 	<ul style="list-style-type: none"> • Deliver and support national programs • Work with the tennis community to deliver agreed outcomes • Report regularly and consistently

More detailed information about each of the planning documents reviewed can be found in Attachment A.

4. Community and Participation Profile

4.1 Demographic Characteristics

Located approximately 180 kilometres north of Melbourne, Greater Shepparton covers over 2,400 square kilometres. Shepparton is the major town centre with a series of smaller townships and rural land making up the remainder of the municipality.

Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 60,442 in 2011 to 83,782 by 2036, however the location of the growth will be variable. The Shepparton Urban Centre is projected to account for over 75 percent of all population growth between 2016 to 2036, with an average annual increase of 1.7 percent. The rural areas will also experience growth, but this is much more variable with those areas located closer to the Urban Centre projected to experience reasonably significant levels of growth, whereas those further away will experience minimal or very modest growth.

While there is some evidence the population will age between 2016 and 2036, this will be minimal with one third of the population aged between 0 and 24 years, while those aged 60 years and over will account for less than one quarter of the population. This, combined with consistent population growth (the number of people aged 0 – 24 years will increase by nearly 5,000 people between 2016 and 2036), suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase. This demand will be strongest in the Urban Centre where the age profile of the community is younger, and where the most significant levels of population growth are projected.

There are however, a number of other factors that impact upon the demand for sport and recreation opportunities, and influence an individual's capacity to participate. These include education and income levels, and the ethnicity and cultural background of the population. Participation rates are generally lower where household income and education levels are low. In addition, people born in non-English speaking countries are less likely to participate in traditional sport and recreation pursuits such as tennis, as are people from an indigenous background.

Greater Shepparton is characterised by:

- Declining household incomes
- Low but increasing education levels
- High and increasing levels of ethnicity, and
- A significant Aboriginal and Torres Strait Islander population.

These factors suggest that intervention may be required to support some members of the community to participate in sport and recreation activities, particularly to overcome barriers such as access including the cost of participation, lack of knowledge about the benefits of participating in sport and recreation pursuits and cultural barriers.

See Attachment B for more detailed information about the demographic profile of Greater Shepparton.

4.2 General Sport and Recreation Participation Trends

In the last two decades there have been significant changes in the leisure and recreation interests of the boarder Australian community and in the types of leisure and recreation opportunities available. These changes have been driven by higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive and passive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits, rather than a commitment to a small number of activities. This has resulted in declining participation in some traditional team and small group sports such as tennis, lawn bowls, cricket and football, and a move towards non-competitive but active pursuits such as walking, fitness / gym classes, running and cycling.

Overall participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to weekday evening sports participation. There is also far greater diversity and variety in the recreation opportunities available, and a growing trend for families to share recreational activities or to pursue related activities at one venue, rather than pursuing a wide range of different activities. The highest rates of participation for people aged 15 and over are for walking, followed by gym / fitness activities. Others with high rates of participation include swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. This pattern reflects broader changes in work and leisure trends which has seen a greater demand and uptake of activities offering flexibility about when people can participate in them. By its very nature, organised sport is limited in its ability to offer flexible participation options. Although tennis is one of the few organized sports that has reasonable capacity to offer flexible participation options.

Another key participation trend to understand is that participation rates for children are typically higher than for adults, particularly in organised sport. This means that in communities with high proportions of people aged between 0 and 25 years, the rates of participation are likely to be higher. Conversely participation in physical activity declines as people age, although the rates of participation for people aged 65 years and over have generally been increasing.

4.3 Tennis Participation Trends

Participation in tennis by adults has declined notably over the past 10 – 15 years. This is evident at the state, national and local level. ERASS data shows that between 2011 and 2010 participation in Australia declined from 9.2 percent to 6 percent, and more recent Ausplay data shows a further decline to 4.8 percent. While it is important to understand the 2016 data is a different data set from the earlier data, this pattern of decline is also consistent with ABS data which shows adult male participation decreasing from 4.9 percent in 2011/2012 to 3.4 percent in 2013/2014, and adult

female participation decreasing from 3.4 percent to 2.7 percent. In Victoria, participation has declined from 9.2 percent in 2001 to 5.2 percent in 2016.

This pattern is also very evident at the local level with significant declines in participation by adults and in competitive tennis:

- The number of players participating in weekend senior competitions delivered through the Shepparton District Tennis Association and the Goulburn Murray Lawn Tennis Association has declined by more than half in the last 10 – 15 years
- The number of players participating in the Shepparton and District Ladies Midweek Tennis Association has declined by 40 percent since 2005/2006

At a national level, participation in organised tennis by children up to 14 years of age has remained relatively stable with some decline in the past few years, however this is notably different from what is occurring at the local level with the number of players participating in the Shepparton Junior Tennis Association declining by just under half between 2001/2002 and 2016/2017.

See the table below for more detailed information about local participation data.

Adding to this pattern of declining participation, several local country tennis associations have disbanded in the past 10 years including the:

- Goulburn Valley Lawn Tennis Association
- Tatura and District Tennis Association
- Katandra and District Junior Tennis Association

Further, there is a significant number of tennis clubs in the Greater Shepparton area who no longer field teams in any of the local associations including Congupna, Dookie, Invergordon, Violet Town, Katandra West, St Marys, Toolamba, St Augustine's, Wesley, St Mels, Kialla West, Central Park, Tallygaroopna, Old Students, St Andrews, Baulkamaugh and Currawa.

There are however, some isolated instances where local participation appears to be relatively strong and there is some growth being experienced. This is occurring where more flexible participation options are being offered:

- The Shepparton Lawn Tennis Association has conducted a Wednesday Night Twilight Tennis competition for many years. While this program has still experienced some decline, it has undergone a resurgence in recent years as a consequence of reduced and flexible entry fees (pay as you go), opening up the program to all ages (not just adults), and offering social activities as part of the experience. The program has around 200 participants per week.
- The Dhurringile Tennis Club's Friday night ANZ Hot Shots Tennis program has been running quite successfully for a number of years. Hard work from a number of committed volunteers at the Club has seen the program run successfully.

Greater Shepparton Participation Data

Year	Season	Grades	Teams	Players
Shepparton District Tennis Association (Weekend Senior / Adult Competition)				
1992 / 1993	Summer	11	88	704
	Winter	6	48	384
2002/2003	Summer	10	77	616
	Winter	5	40	320
2016/2017	Summer	5	24	120
	Winter	2	10	40
Goulburn Murray Lawn Tennis Association (Weekend Adult Competition)				
Note: Murray Lawn Tennis Assoc. and Greater Goulburn Lawn Tennis Assoc. amalgamated in 2012.				
2005/2006	Summer		70	560
2015/2015	Summer		44	264
Shepparton and District Ladies Midweek Tennis Association				
2005/2006	Summer & Winter		50	250
2015/2016	Summer & Winter		30	150
Shepparton Junior Tennis Association (Weekend Junior Competition)				
2001/2002	Summer	15	130	780
2016/2017	Summer	10	71	355

Table: Greater Shepparton Tennis Participation Data provided by Shepparton Lawn Tennis Club

See Attachment C for more detailed information about the participation trends for both physical activity and tennis participation.

4.4 Implications for Tennis in Greater Shepparton

The increasing population within Greater Shepparton and the consistently large proportions of children and young adults will provide a strong population base to draw tennis participants from, however, the high levels of cultural diversity, low incomes in the community, the trend towards non-competitive and non-organised sport and recreation activities, and the notable decline in local tennis participation, presents significant challenges.

1. Programming and community development responses which reduces barriers to participation will be more critical than new or redeveloped infrastructure. Offering more flexible participation options will be key to the future of tennis in Shepparton. The Wednesday Night Twilight Tennis offered by Shepparton Lawn Tennis Club and Friday night Hot Shots Tennis delivered by Dhurringile Tennis Club are clear examples of how more flexible participation programs can attract children, adults and families. Many clubs remain wedded to traditional forms of participation, and if they continue along this pathway are likely to experience further declines in participation.

2. As part of considering more flexible participation options, consideration also needs to be given to providing easy pathways to transition from structured competitions to less formal types of participation.
3. The aging population may see an increased demand from older members of the population seeking opportunities to remain active and involved in their local community. However, their interest is more likely to be in non-organised and less structured recreation pursuits, requiring tennis clubs and associations to explore opportunities to cater for this demand.
4. A similar opportunity exists to increase participation amongst culturally diverse communities in Greater Shepparton, with a particular emphasis needed on creating environments which will encourage participation by culturally diverse communities.
5. Changing patterns of volunteerism are placing a strain on the ability of not for profit clubs to implement constructive operational and governance practices, and attract and retain players to the sport. Possible solutions include employing paid administrators, particularly at larger venues and the merging of smaller clubs and associations to operate more effectively.

5. Stakeholders in Tennis

Council have worked closely with the governing bodies for tennis, Tennis Victoria and Tennis Australia (Tennis) and the local clubs during the development of this plan. This ensures the plan reflects both Council and Tennis' strategic directions and has provided the opportunity to develop a partnership for implementation of key areas of this plan.

Tennis Victoria has provided valuable up-to-date participation data and has delivered valuable insights into the broader context of tennis within the Greater Shepparton region.

5.1 Tennis Victoria

Tennis Victoria is the representative body of all affiliated clubs, centres, associations, regions and their members throughout Victoria. As the central administrative body of tennis in Victoria, it is Tennis Victoria's role to manage, co-ordinate, promote and unify the diverse facets of the sport. In carrying out this role it is Tennis Victoria's aim to support and service the affiliates it represents. It ensures the commercial viability of tennis, oversees the development of grassroots programs, manages competitions and tournaments and promotes tennis at all levels.

5.2 Council

Greater Shepparton City Council is the land owner or manager of approximately 67% of the tennis facilities in the Greater Shepparton area. Council do not have any direct involvement in the day to day management of these facilities. Council will work with sports clubs to improve facilities through Council's normal budgetary process and with relevant grant funding programs.

5.3 Clubs and Associations

Local Tennis Clubs manage the day to day operations of the tennis facilities in Greater Shepparton either through a direct lease with Council or a Committee of Management arrangement at the Recreation Reserve where the club is located. The Clubs manage the access arrangements to the tennis courts and are responsible for the maintenance of the court facilities.

5.4 Regional Sports Assembly

Valley Sport is a not-for-profit organisation located in Shepparton, which supports grassroots sport and recreation clubs in the local government areas. Valley Sport provides information, advice, support and club development opportunities to grassroots sport and recreation clubs. They deliver the following programs: Regional Sport Program, Regional Sport and Recreation, Access for All Abilities and Good Sports Program.

6. Consultation Outcomes

To ensure the Plan for Tennis considers a wide range of issues and opportunities, consultation was conducted with Tennis Victoria (TV), Tennis Australia and the local tennis clubs and associations in the City of Greater Shepparton.

All tennis clubs based in Greater Shepparton were invited to complete a short online survey, and participate in a workshop discussion. There was a good response from the clubs with 13 of the 24 active clubs completing the survey and 10 clubs attended the workshop.

Key areas explored were:

- The governance arrangements and capacity of committees within clubs
- The challenge of maintaining and increasing participation

6.1 Committees and Governance

Many of the clubs view the capacity and make up of their committees along with the financial stability of the club as a real strength. Key reasons for this include the fact that many of the clubs have a few very committed long standing committee members who do the bulk of the work for the club, and that there is a strong sense of ownership from the long standing volunteers. Another strength that was identified by the clubs was the involvement of family members and the intergenerational involvement of these families.

According to the survey, 9 of the 13 clubs rated the makeup and capacity of their committee as a strength of the club. Only 3 clubs identified the makeup and capacity of their committee as a limitation.

During the workshop a number of ideas were identified by the clubs to strengthen the capacity of their committees and approach to governance including:

- Spreading the voluntary load among more club members
- Breaking larger roles into more manageable ones
- Having paid support for specialist roles e.g. managing larger events
- Training for committee members from Tennis Victoria and others such as the regional sports assembly Valley Sport

6.2 Changing Participation

Over 80% of the clubs that completed the survey are experiencing difficulties with declining or stagnating participation. Some reasons this is occurring include players leaving the area for work or tertiary education, changing demands about work life balance and the time people have available for recreation.

Ideas identified by the clubs to help increase participation included:

- Offering more flexible playing times
- Having a more social atmosphere/more social tennis opportunities
- Catering for varying abilities
- Helping casual participants to progress to competition tennis.

6.3 Tennis Infrastructure

Every club has different priorities for improvements or changes to the facilities they use depending upon the condition of facilities and their plans for the future. The club survey showed that over 60% of the clubs agreed their facilities meet Club need. However, many of these clubs still identified that the off court facilities require some upgrade and maintenance and create ongoing issues for the club.

See Attachment D for more detailed information from the consultation with clubs.

7. Tennis Facilities in Greater Shepparton

Understanding the quantity, quality and location of the sporting infrastructure that supports tennis is a key to clarifying the existing conditions for tennis in Greater Shepparton and helping to plan for infrastructure that will strengthen tennis participation opportunities.

What Tennis Infrastructure Does Greater Shepparton Have

In Greater Shepparton there are total a total of 169 tennis courts. There are 44 grass courts, 17 synthetic grass and 108 hard courts (concrete or asphalt with or without an acrylic covering).

- 20 (113 courts) facilities are located on Council land. Council do not directly manage any of the 20 sites used for tennis, with most under a lease or under a Committee of Management arrangement
- 1 facility is located on Department of Education land
- 2 facilities are located on Roman Catholic Dioceses land
- 8 facilities are located on crown land and are managed by the Department of Environment, Land, Water and Planning

There are five facilities in the municipality that have 10 or more tennis courts available at the facility.

- Kialla Park Tennis Club – 6 synthetic and 4 hard court
- McEwen Reserve Tennis Club – 12 hard court
- Mooroopna Lawn Tennis Club – 10 lawn and 6 hard court
- Shepparton Lawn Tennis Club – 22 lawn and 4 hard court
- Tatura Lawn Tennis Club – 12 lawn and 4 synthetic

There are three tennis facilities in Greater Shepparton that have multi-use courts, co-existing with netball. These are located at Dookie Recreation Reserve, Merrigum Recreation Reserve and Tallygaroopna Recreation Reserve. This works well at these reserves as the multi-use court is used predominately for netball in the winter and tennis in the summer. At many of the reserves where there are netball and tennis courts the netball/tennis club house is now also multi-use, being used during winter as the netball club rooms and summer as the tennis club rooms.

The facilities used for tennis in Greater Shepparton are located fairly evenly across rural and urban areas (see Map 1 in attachment E). Just over half the courts (85 of 169) are located in the urban area of Greater Shepparton and Mooroopna, and the remainder are located in rural townships.

Statistics clearly show that over the last 15 years participation in tennis in Greater Shepparton has declined significantly. Over all though, many clubs have managed to halt this decline in the last couple of years. The current level of participation suggests there is no demand for additional courts and there is most likely an oversupply of tennis courts.

With the decline in the tennis participation rates since the early 1990's there may be some opportunity to repurpose the underutilised tennis courts. A very good example of this is a project that was undertaken in the Surf Coast Shire Council.

“Tennis Play Space” Case Study – Surf Coast Shire Council

The Freshwater Creek Tennis Club folded ten years ago due to the decline in the popularity of Saturday tennis. Gradually, three of the four asphalt courts became unplayable. Only one court was available for social play, even though it was also in average condition with weeds and cracks. An adjacent playground also became unusable due to safety concerns. Funds were available to resurface only 1 court and to relocate the play and picnic area to a more suitable site. In redeveloping and reactivating the underutilised tennis court space into a welcoming and accessible ‘tennis play space’, the Council hoped that families would return to the reserve thus creating social connectedness to the area. The space now includes a new resurfaced Plexipave tennis court, upgraded fencing around the court space, a BBQ/picnic area, a netball and basketball goal area, a new playground and a cycle circuit.

With a total of 169 tennis courts in the Greater Shepparton municipality there has been no formal audit conducted on the tennis facilities. A comprehensive study would need to be undertaken to understand not just the conditions of the tennis facilities but also the functionality and level of use. The survey completed by some of the tennis clubs indicated that many clubs have very low levels of use and these venues may benefit from repurposing or being multipurpose venues into the future. This body of work could also look at the management of the facilities and also the capacity of the tennis clubs to provide a capital replacement program of facilities into the future.

Please see Attachment G for a summary of the tennis facilities in the Greater Shepparton.

Facilities into the Future

To support and grow participation it is important that tennis clubs and associations have access to the right facilities in the right locations. Reflecting on both Council's and the community's existing priorities and commitment to sporting infrastructure and the priority areas identified by local tennis clubs, the following criteria is proposed for investing in infrastructure to support tennis:

1. **Multi-use facilities:** Clubs who work with other sports and the wider community to improve infrastructure will be supported. Council will actively seek opportunities to partner with the Department of Education and DELWP to improve infrastructure where multi-use outcomes can be achieved that include tennis.
2. **Sporting infrastructure that meets community need:** Council and Tennis Victoria will actively support the development of infrastructure in the right location and of the right standard for the community it serves.
3. **Maximised participation:** Particularly for participation by juniors, multi-cultural communities, and older adults.
4. **Access to facilities:** Historically tennis facilities were open to the public and community members to enjoy a hit of tennis at their leisure. Unfortunately, over time, community access has been restricted due to safety concerns for the facilities. Council and Tennis Victoria will actively encourage clubs to look for solutions that enable better access for all members of the community to be able to enjoy a hit of tennis.

These criteria are also consistent with the strategic direction and priorities of Tennis Victoria and is reflected in their document *Places to Play Key Directions to 2020*.

8. Planning for the Future

In developing the Whole of Sport Plan for Tennis three focus areas have been identified for planning for the future of tennis in Greater Shepparton. These are:

- Participation
- Infrastructure
- Capacity Building

Participation

Declining or stagnating participation is a key issue for tennis clubs in Greater Shepparton and this is impacting upon the viability of clubs in relation to player numbers, volunteers and financial sustainability. There is however, significant opportunity to grow tennis participation in Greater Shepparton with an increasing population, expanding multicultural community and a younger age profile, along with an increasing number of older adults looking for opportunities to remain fit and active as they age.

Strategic Direction: Provide inclusive, accessible and welcoming playing environments that will support increased participation in tennis	
Focus Area 1:	Implement the Tennis Victoria participation programs
Focus Area 2:	Identify initiatives to support increased local participation in tennis
Focus Area 3	Investigate any barriers to accessing tennis courts

Infrastructure

Greater Shepparton have a large number of tennis courts throughout the municipality with just over 50% located in the Shepparton/Mooroopna urban area and 50% located in the rural areas. What is not clear is the condition and functionality of many of the courts, along with the extent of use they receive. Developing this understanding will assist in determining where infrastructure investment or repurposing should be considered.

Strategic Direction: Provide access to facilities of the right type and the right quality in the right locations to support and grow tennis participation	
Focus Area 4	Undertake research to understand the condition, functionality and use of tennis facilities in Greater Shepparton
Focus Area 5	Assess the feasibility of developing a regional tennis facility in Greater Shepparton
Focus Area 6	Adopt a criteria for decision making on investing in or repurposing tennis facilities

Capacity

Local tennis survives because of the army of volunteers, administrators, and coaches . The quality of the experience that the individual club provides to its members is often reflected in all aspects of the club. It is vital that tennis attracts, develops and retains talented, passionate people to fill the many volunteer roles that it takes to run a successful tennis club.

Strategic Direction: Support volunteers, administrators and clubs in making sure that community tennis is well run, vibrant and relevant.	
Focus Area 7	Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to centralise administration and organisation of tennis in the region
Focus Area 8	Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities

9. Implementation Plan 2017 - 2022

Integral to the Plan for Tennis is identifying the actions required to deliver on the strategic directions and focus area outlined in chapter eight. The following table identifies the recommended actions including the organisation responsible for leading or implementing the action and the priority for each action. This implementation plan covers the next five years and will be reviewed at the end of that five year period.

The following priority ratings have been applied to the actions:

Priority 1	The highest priority with an anticipated timeframe for implementation of 1-2 years.
Priority 2	A medium level priority with an anticipated timeframe for implementation of 3 - 5 years.
Ongoing	Those actions which are currently being implemented and/or will continue to be implemented on an ongoing basis.

Focus Area	Actions	Priority	Responsibility
Implement the Tennis Victoria participation programs	Expand delivery of participation programs such as HotShots, Tennis in Schools, Fast 4 and Community Play	Ongoing	Tennis Victoria, Local Tennis Clubs and Associations
Identify initiatives to support increased local participation in tennis	Work with local clubs to expand opportunities for masters/veteran tennis	1	Tennis Victoria, Local Tennis Clubs and Associations
	Work with the multi-cultural community to provide opportunities for multi-cultural groups		
Investigate any barriers to accessing tennis courts	Support opportunities for clubs to provide flexible access to facilities such as 'Book A Court' program	2	Tennis Victoria, Local Tennis Clubs and Associations
Assess the feasibility of developing a regional tennis facility in Greater Shepparton	Pursue funding to undertake a feasibility study to develop a regional tennis facility in Shepparton	1	Council, Local Tennis Clubs and Associations, Tennis Victoria
Undertake research to understand the condition, functionality and use of tennis facilities in Greater Shepparton	Pursue funding to undertake a comprehensive condition, functionality and use study of Tennis Facilities in Greater Shepparton	1	Council, Local Tennis Clubs and Associations, Tennis Victoria
Adopt a criteria for decision making on investing in or repurposing tennis facilities	Work with local tennis clubs and Tennis Victoria to develop a criteria for prioritising infrastructure improvements based around criteria including: multi use facilities and groups/clubs working together collaboratively that addresses/responds to community need.	Ongoing	Council, Local Tennis Clubs and Associations, Tennis Victoria
Focus Area	Actions	Priority	Responsibility
Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to	Investigate the feasibility of having a paid, centralised administration position responsible for the day to day administration of the various tennis associations in Greater Shepparton	2	Tennis Victoria, Local Tennis Clubs and Associations

centralise administration and organisation of tennis in the region	Promote discussion of opportunities for club and association mergers	2	Tennis Victoria, Local Tennis Clubs and Associations
Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities	Support tennis clubs to complete the 'Operational Health Check' as provided by Tennis Victoria	Ongoing	Tennis Victoria
	Encourage Clubs to participate in the Council run annual grant and fundraising workshops targeting planning and facility development	Ongoing	Council

Attachment A

1. Strategic Documents

- 1.1 Greater Shepparton Council Plan 2013-2017
- 1.2 Municipal Health and Wellbeing Action Plan 2015 - 2016
- 1.3 Greater Shepparton Sport 2050 Strategic Plan
- 1.4 Tennis Victoria Strategic Plan to 2020
- 1.5 Tennis Victoria's Places to Play Key Directions to 2020
- 1.6 Tennis Australia's Tennis 2020 Facility Framework
- 1.7 The Future of Australian Sport (ASC) 2013

1.1 Greater Shepparton Council Plan 2013-2017

The Council Plan is the key tool Council uses to guide resourcing and determine how Council can achieve the community's vision for the City. It is important to consider this Plan in relation to the Whole of Sport Plan for Tennis because it identifies Council's aspirations for the community and provides the strategic context for Council's decision making. In a new initiative, the Council Plan 'reflects the integration of health and wellbeing matters at a strategic level to strengthen Council's commitment to building a healthier community'. A Municipal Health and Wellbeing Action Plan has been prepared and this is discussed in the below section.

The Council Plan has five strategic goals and these are:

- Active and engaged community: We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
- Enhancing the environment
- Economic prosperity
- Quality infrastructure
- High performing Organisation.

While all of these goals are important, of greatest relevance to the development of the Whole of Sporting Plan for Tennis are:

- *Active and engaged community:* We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
- *Economic Prosperity:* We will promote economic growth through working with existing businesses and industries, encouraging new business development and diversification,

attracting and supporting education within our city, and strengthening the agricultural industry.

- *Quality infrastructure:* We will provide and maintain urban and rural infrastructure to support the development and liveability of our communities.

Key priorities in relation to these goals are:

- *Continue to enhance community capacity building:* We will work with all our communities to assist them to create opportunities whereby the community can develop, implement and sustain actions which allow them to exert greater control over their physical, social, economic and cultural environments.
- *Ensure liveability options are always considered in our decision making activities:* Council will work with the community in partnership and collaboration, to enable the provision of infrastructure that reflects the needs of the community.
- *Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination:* Through ongoing development of high quality sporting infrastructure throughout Greater Shepparton and facilitating the conduct of regional, intrastate, interstate and national sporting events we will become the sporting capital of Victoria.
- *Ensure the community has access to high quality facilities:* Council will continue to provide for the development and maintenance of high quality facilities to enhance the opportunities for community participation in a broad range of activities at both a passive and active level.

Specific relevant strategies include:

- Pursue opportunities for Greater Shepparton to be the location for major sporting events.
- Continue to implement master plans that have been prepared for recreation reserves and sports facilities.
- Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.

1.2 Municipal Health and Wellbeing Action Plan 2015-2016

The Municipal Health and Wellbeing Action Plan identifies specific goals and strategies Council and other lead agencies have committed to in order to improve the health and wellbeing of the Greater Shepparton community. Goals include:

- *Social Environment - Active and engaged communities:* Provide equitable access to health services, increase civic engagement, volunteering and leadership, promote community health and wellbeing, improve health literacy, prevent family violence, in socially inclusive, resilient and supportive community environments
- *Natural Environment – Enhancing the Environment:* Increase smoke free environments, decrease pollution, raise awareness of climate change and promote river health strategies that continue to celebrate the cultural significance of our local heritage and significant landmarks.
- *Economic Environment – Economic Prosperity:* Encourage supportive learning environments and education opportunities, to improve school retention rates, expand retail trading opportunities adding value to local tourism, community events and local business.

- *Built Environment – Quality Infrastructure*: Improve open spaces, urban environments and places to encourage healthy lifestyle choices, social inclusion opportunities, pedestrian mobility and universal access; including safe public amenities
- *Governance and Leadership – High performing organisation*: Encourage cross-sector collaborative partnerships across Greater Shepparton to advocate for improved safety, tourism, refugee settlement services and inclusive workplace improvements

1.3 Greater Shepparton Sport 2050 Strategic Plan

Adopted in 2011 the Sport 2050 Strategic Plan provides important information about the demographic profile of the community and the implications for the provision of sporting infrastructure and opportunities, examines what Council's role should be in relation to sport, and identifies key principles and strategic directions for sport in Shepparton. It highlights that:

- Increasingly people are moving towards participating in unorganised sport / physical activity and 'pay as you play' sport, resulting in declining club based participation. This change has been driven by aging infrastructure, and changes in volunteering and employment.
- The population is increasing and will likely retain a younger age profile, resulting in increased participation in sport. However, key factors that will impact upon the participation rates for sport in Greater Shepparton are cost (particularly for low income households), cultural background (particularly people born overseas), disability and indigenous people.
- Council has a key role in providing local and district level facilities, supporting the development of regional sporting facilities as a driver for economic development and tourism in the City, and pursuing partnership opportunities that focus upon supporting participation in sport and funding for sporting infrastructure.
- All facilities should be incrementally made accessible to people with a disability, both genders, and people of all cultural backgrounds.
- Sports facilities with multiple playing fields / courts and hubbed together with other community facilities will be more viable, and more easily maintained to a higher quality than others.
- Shepparton Sports Precinct should primarily cater to the higher levels of competition sport.
- It is advantageous for a range of sports to be supported by Council in order to enhance opportunities for the greatest range of the population to find suitable and enjoyable activities in which to participate. However, Council cannot support all sports equally, and provide infrastructure at all levels of the hierarchy.
- Council's investment in sports facilities will give priority to maximising and supporting participation rates.
- Smaller sports can share facilities with larger sports.
- Sportsgrounds should generally be licensed not leased to ensure sharing and flexibility of use.
- If facilities are available to the community and not used exclusively by a club/sport, local or state government should generally share the cost for capital works.

1.4 Tennis Victoria Strategic Plan to 2020

This strategy builds upon previous successful strategic plans of Tennis Victoria and has four pillars which provide the fundamental framework to continue to grow Victorian tennis:

- Opportunities to Play – Programs and pathways for all
- Places to Play – Facilities and their management
- Support – Enhancing grassroots tennis
- Partnerships – Sharing the court for success

Underpinning all of these are the three all-encompassing functions of:

- Good governance – Tennis Victoria is committed to employing good governance practise in line with the Australian Sports Commission, and to having a Board with great skills and diversity.
- People and culture – Tennis Victoria strives to be an employer of choice by providing a safe, inclusive and fun working environment that sets high standards.
- Effective communications – Our continual aim is to grow the interest and engagement in Victorian tennis by providing active, timely, informed and engaging two-way communications for stakeholders, affiliated bodies and players.

1.5 Tennis Victoria’s Places to Play Key Directions to 2020

Places to Play Key Directions to 2020 builds on the strengths of the Victoria Tennis community and sets the direction for staff, stakeholders and partners to provide and develop quality, welcoming and accessible tennis facilities across Victoria.

Places to Play Key Directions to 2020 aligns with *Tennis Australia’s Tennis 2020: facility development and management framework for Australian tennis* and *Tennis Victoria’s strategic plan*.

To provide guidance and achieve mutually beneficial outcomes, Places to Play has four pillars of successful tennis venues:

Accessibility	Community Benefit	Sustainability	Accountability
<ul style="list-style-type: none"> • Provide community access to courts • Offer flexible programs, playing options and scheduling • Provide fair and equitable pricing options 	<ul style="list-style-type: none"> • Deliver quality community programs • Engage at all levels and with all sectors of the community • Provide opportunity for social interaction 	<ul style="list-style-type: none"> • Implement business model and practices to achieve financial sustainability • Keep well managed and maintained buildings, grounds and court infrastructure • Put plans in place for the future 	<ul style="list-style-type: none"> • Deliver and support national programs • Work with the tennis community to deliver agreed outcomes • Report regularly and consistently

Tennis Victoria, with the help of our stakeholders, has identified four key directions, underpinned by strategic actions to guide our resourcing.

- Build and share knowledge – build, develop and share our knowledge of places to play needs and requirements
- Plan collaboratively with our partners – support government authorities and industry partners to plan for future growth, diversity and innovation in tennis
- Attract investment – drive investment, support activities and resources initiatives with key partners
- Improve venue sustainability, use and capacity – create a culture of sustainable, welcoming and accessible venues with a customer focus.

Tennis Victoria’s Places to Play team aims to support the transition of tennis venues into vibrant, social, welcoming, inclusive, innovative, sustainable and customer-focused community assets.

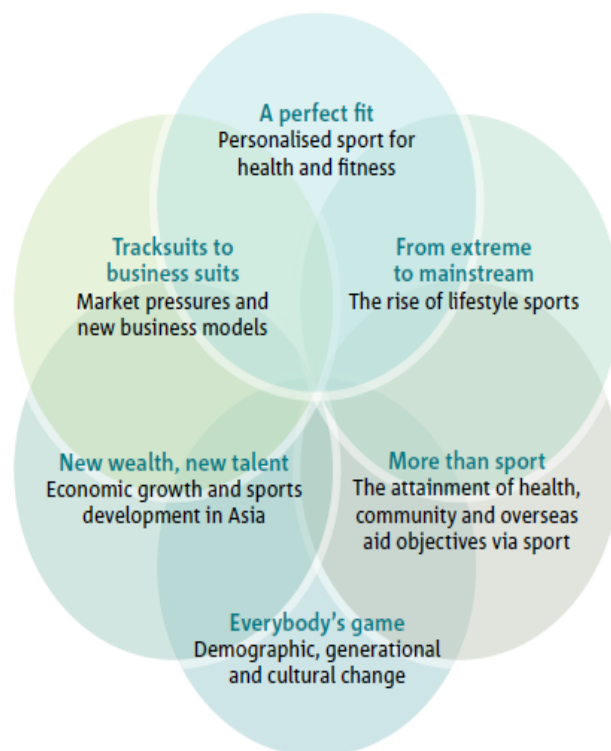
1.6 Tennis Australia’s Tennis 2020 Facility Framework

The *Tennis 2020: facility development and management framework* for Australian tennis provides an overview of how Tennis Australia and its Member Associations intend to support all stakeholders to create a sustainable and viable future for our facilities, clubs and communities.

The key themes of the framework are performance and partnerships. Tennis Australia seek to provide world class sport service and facility model, in partnership with all stakeholders, that is well planned and delivers operational peak performance within tennis facilities throughout Australia.

1.7 The Future of Australian Sport – Australian Sports Commission 2013

This report by CSIRO for the Australian Sports Commission identifies six megatrends likely to shape the Australian sports sector over the next 30 years. A megatrend represents an important pattern of social, economic or environmental change. Megatrends occur at the intersection of multiple trends and hold potential implications for policy and investment choices being made by community groups, industry and government. The megatrends are shown below in an interlinked and overlapping Venn Diagram. This captures the connection between the different forces potentially shaping the future.



Attachment B

Demographic Profile

Area	Population Size (See Table below for detailed population data)
Greater Shepparton	Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 63,366 in 2015 to 83,782 by 2036. On average the population will increase by 1.3 percent annually.
Shepparton Urban Centre	<p>Shepparton Urban Centre is projected to account for over 75 percent of all population growth in the City of Greater Shepparton between 2016 and 2036 with an average annual increase of 1.7 percent. However, the location of this growth is expected to vary.</p> <ul style="list-style-type: none"> • In Shepparton North East, the population is projected to almost double between 2016 and 2036 from 5,113 to 9,594. • The next highest growth will occur in Kialla Urban with the population projected to grow by 69 percent from 5,760 to 9,732. • Followed by Shepparton South East where the population is projected to grow by 52 percent from 6,863 to 10,435. • The remaining urban areas including Shepparton Central, Shepparton North Central, and Shepparton North West are all projected to grow more moderately. <p>Overall, the urban centre accounts for 60 percent (39,398) of Greater Shepparton’s population in 2016, and this is projected to increase to 63 percent (53,049) by 2036.</p>
Rural Areas of Shepparton	<p>While all rural areas are projected to experience an increase in the population size, the extent of growth varies across the small areas.</p> <ul style="list-style-type: none"> • Mooroopna is projected to experience the highest growth in actual population, growing from 8,152 in 2016 to 9,906 in 2036, equating to 21.5 percent growth. • Tatura is projected to see the most significant population growth by proportion (26.5 percent) but this will be fewer people than Mooroopna. The population will increase from 4,745 in 2016 to 6,002 in 2036. • Rural North West, Rural East, Rural North, Shepparton Surrounds East, are all projected to experience very minimal growth – in order 3 percent (90 people), 8.7 percent (97 people), 6 percent (108 people) and 3.2 percent (102 people). • Shepparton Surrounds South and Rural South are both projected to experience slightly higher but still modest growth – 13.6 percent (235 people) and 8.9 percent (261 people).

	Year						Change 2011 - 2036			Change 2016 - 2036		
	2011	2016	2021	2026	2031	2036	No.	%	Avg Annual Change	No.	%	Avg Annual Change
Greater Shepparton	61,759	66,222	70,790	75,208	79,522	83,782	22,023	35.7%	1.43%	17,560	26.5%	1.3%
Urban Centre	30,293	39,398	43,054	46,470	49,799	53,049	22,756	75.1%	3.00%	13,651	34.6%	1.7%
Kialla Urban	4,878	5,760	6,876	7,967	9,051	9,732	4,854	99.5%	4.0%	3,972	69.0%	3.4%
Mooroopna	7,939	8,152	8,607	9,046	9,460	9,906	1,967	24.8%	1.0%	1,754	21.5%	1.1%
Rural East	1,105	1,110	1,136	1,165	1,187	1,207	102	9.2%	0.4%	97	8.7%	0.4%
Rural North	1,790	1,815	1,842	1,874	1,895	1,923	133	7.4%	0.3%	108	6.0%	0.3%
Rural North West	3,033	2,993	3,008	3,024	3,052	3,083	50	1.6%	0.1%	90	3.0%	0.2%
Rural South	2,733	2,922	2,983	3,049	3,119	3,183	450	16.5%	0.7%	261	8.9%	0.4%
Shepparton Central	2,244	2,478	2,574	2,650	2,726	2,802	558	24.9%	1.0%	324	13.1%	0.7%
Shepparton North Central	5,502	5,713	5,849	5,950	6,041	6,133	631	11.5%	0.5%	420	7.4%	0.4%
Shepparton North East	4,552	5,113	5,867	7,105	8,421	9,594	5,042	110.8%	4.4%	4,481	87.6%	4.4%
Shepparton North West	5,619	6,406	6,971	7,105	7,147	7,191	1,572	28.0%	1.1%	785	12.3%	0.6%

Shepparton South	7,013	7,065	7,143	7,158	7,151	7,161	148	2.1%	0.1%	96	1.4%	0.1%
Shepparton South East	5,882	6,863	7,774	8,534	9,262	10,435	4,553	77.4%	3.1%	3,572	52.0%	2.6%
Shepparton Surrounds East	3,348	3,361	3,359	3,391	3,421	3,468	120	3.6%	0.1%	107	3.2%	0.2%
Shepparton Surrounds South	1,715	1,726	1,753	1,817	1,900	1,961	246	14.3%	0.6%	235	13.6%	0.7%
Tatura	4,405	4,745	5,049	5,373	5,688	6,002	1,597	36.3%	1.5%	1,257	26.5%	1.3%

Table X.X: Actual and projected population in Greater Shepparton and small areas in 2011, 2016, 2026, 2031 and 2036

Source: City of Greater Shepparton Population Forecasts and City of Greater Shepparton Community Profile

Available: <http://forecast.id.com.au/shepparton> and <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndigStatusID=0>

Area	Population Age Profile (See Table below for more age profile data)
<p>Greater Shepparton</p>	<p>Based on the 2011 Census data, Greater Shepparton has a younger age profile than regional Victoria with:</p> <ul style="list-style-type: none"> • 34.2 percent of the population aged 0 – 24 years compared to 31.6 percent for regional Victoria, and • 21.2 percent of the population aged 60 plus years compared to 24.2 percent for regional Victoria. <p>Overall, the age profile of the Greater Shepparton community is projected to remain fairly consistent between 2016 and 2036, but with some evidence the community will age slightly.</p> <ul style="list-style-type: none"> • The proportion of children, young people and young adults aged between 0 and 24 years' is projected to decline from 34.2 percent in 2016 to 32.8 percent by 2036. • The proportion of people aged 60 years and over is projected to increase from 21.2 percent in 2016 to 24.3 percent in 2036. <p>With regards to those aged between 25 and 59 years, there will be a slight decline in the proportion of people in this aged category between 2016 and 2036 (44.6 percent in 2016 to 42.8 percent in 2036).</p>
<p>Shepparton Urban Centre</p>	<p>Shepparton Urban Centre is projected to have a younger age profile than Greater Shepparton with a higher proportion of people aged 0 – 24 years and a lower proportion of people aged 60 plus years both in 2016 and 2036.</p> <p>Overall however, the age profile will remain fairly consistent in the Shepparton Urban Centre between 2016 and 2036, but with some evidence the community will age slightly:</p> <ul style="list-style-type: none"> • Children, young people and young adults aged between 0 and 24 years' account for 35.4 percent of the population in 2016 and this is projected to decline slightly to 33.7 percent by 2036. • The proportion of people aged 60 years and over is projected to increase from

20.1 percent in 2016 to 23.1 percent in 2036.

With regards to those aged between 25 and 59 years, there will be a slight decline from 44.5 percent in 2016 to 43.2 percent in 2036.

<p>Rural Areas of Shepparton</p>	<p>Projections for the rural areas of Shepparton show greater variability in the age profile compared with Greater Shepparton and the Urban Centre.</p> <p>In Mooroopna, the community already has an older age profile with the proportion of people aged 60 plus accounting for 24.8 percent of the population in 2016 compared with 21.2 for Greater Shepparton. In addition, there is clear evidence the community will continue to age between 2016 and 2036 with the proportion of people aged 0 – 24 years declining from 32.4 percent to 30.6 percent, and the proportion of people aged 60 plus increasing from 24.8 percent to 29.6 percent.</p> <p>In Rural East, the population age profile will remain very consistent between 2016 and 2036 with only minor changes to the proportion of people in various age categories. Currently the proportion of people aged between 0 and 24 years is lower than Greater Shepparton (31 compared with 34.2 percent), but the proportion of those aged 60 plus is almost identical to Greater Shepparton.</p> <p>In Rural North, there are and will be lower proportions of 0 – 25 year olds but also lower proportions of those aged 60 plus compared with Greater Shepparton, however the population will age with those aged 60 plus increasing from 18.3 percent in 2016 to 22.3 percent by 2036.</p> <p>Rural North West will experience the largest decline of all rural areas in the proportion of people aged 25 to 59 years between 2016 and 2036 (45.6 percent to 40.9 percent) and conversely will experience one of the largest increase in the proportion of those aged 60 plus (21.7 to 26.6 percent). These figures demonstrate how the community will age during this time. Interestingly on the proportion of those aged 0 – 24 years will remain almost identical between 2016 and 2036.</p> <p>Rural South currently has and is projected to continue to have low proportions of people aged 0 – 24 years compared with other rural areas and Greater Shepparton as a whole. Interestingly it is projected to be the only rural area to experience an increase in the proportion of people aged 0 – 24 years between 2016 and 2036 (28.6 to 29.4 percent). Conversely it will also see an increase in the proportion of those aged 60 plus rising from 22.7 to 24.5 percent during the same timeframe.</p> <p>Shepparton Surrounds East has relatively high proportions of people aged 0 – 24 years compared with other rural areas in Shepparton, but the same proportion as Greater</p>
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Shepparton. This area will experience the largest increase in the proportion of those aged 60 plus (21 to 26.4 percent) between 2016 and 2036, combined with a small decline in the proportion of people aged 0 – 24 years, demonstrating that the community will age during this timeframe.

Shepparton Surrounds South has a similar age profile to Shepparton Surrounds East with relatively high proportions of people aged 0 – 24 years compared with other rural areas in Shepparton, but with the same proportion as Greater Shepparton. This area will see an increase in the proportion of 60 plus year olds (21.9 percent in 2016 to 24.3 percent in 2036 and a small decline in the proportion of 0 – 25 year olds from 34.4 to 32.8 percent.

In Tatura the age profile will remain fairly consistent between 2016 and 2036 with a slight decline in the proportion of those aged 0 – 24 years (32.3 to 31.6 percent), almost no change in those aged 25 – 59 years (43 to 42.9 percent) and a small increase in those aged 60 plus (24.7 to 25.5).

Area	0 - 24 Years		25 - 59 Years		60 Plus	
	2016	2036	2016	2036	2016	2036
Greater Shepparton	34.2%	32.8%	44.6%	42.8%	21.2%	24.3%
Urban Centre	35.4%	33.7%	44.5%	43.2%	20.1%	23.1%
Mooroopna	32.4%	30.6%	42.8%	39.8%	24.8%	29.6%
Rural East	31.0%	31.5%	48.0%	47.7%	21.1%	20.8%
Rural North	32.6%	31.4%	49.1%	46.3%	18.3%	22.3%
Rural North West	32.7%	32.5%	45.6%	40.9%	21.7%	26.6%
Rural South	28.6%	29.4%	48.6%	46.1%	22.7%	24.5%
Shepparton surrounds East	34.3%	33.0%	44.7%	40.6%	21.0%	26.4%
Shepparton surrounds South	34.4%	32.8%	43.7%	42.9%	21.9%	24.3%

Tatura	32.3%	31.6%	43.0%	42.9%	24.7%	25.5%
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Table X.X: Projected proportion of people aged 0 – 24, 25 – 59 and 60 plus in Greater Shepparton and small areas in 2016 and 2036.

Source: City of Greater Shepparton Population Forecasts

Available: <http://forecast.id.com.au/shepparton>

Area	Cultural Background (See Table X for more information about cultural backgrounds)
<p>Greater Shepparton</p>	<p>Between 2006 and 2011:</p> <ul style="list-style-type: none"> • The proportion of people living in the City of Greater Shepparton who were born overseas increased moderately from 10.8 percent to 13.1 percent • The proportion of people arriving in the last five years' doubled from 13.4 percent to 27 percent. <p>As a consequence of these changes, the proportion of people from a non-English speaking background also increased (from 7.7 to 9.9 percent).</p> <p>Overall in 2011 Greater Shepparton had notably higher proportions of its community born overseas (13.1 compared with 10.6 percent) and from a non- English speaking background (9.9 compared with 10.6 percent), compared to Regional Victoria.</p> <p>In 2011 Greater Shepparton also had a notably higher proportion of its community identifying as Aboriginal or Torres Strait Islander compared with wider Victoria (3.5 percent compared with 0.6 percent).</p>
<p>Shepparton Urban Centre</p>	<p>Between 2006 and 2011:</p> <ul style="list-style-type: none"> • The proportion of people living in the Urban Centre of Greater Shepparton who were born overseas, increased notably from 12.4 percent to 16.1 percent. This increase is somewhat higher than the rural areas of Greater Shepparton. • The proportion of people arriving in the last five years' more than doubled from 15.8 percent to 33.2 percent. <p>As a consequence of these changes, the proportion of people from a non-English speaking background also increased (from 9.4 to 12.8 percent).</p>
<p>Rural Areas of Shepparton</p>	<p>The proportion of people born overseas or from a non-English speaking background is somewhat lower in the rural areas of Greater Shepparton compared with the urban areas. In addition, there were both increases and decreases in the proportion of people born overseas or from a non-English speaking background in the rural areas between 2006 and 2011. By comparison, the urban areas of Greater Shepparton all experienced increases.</p>

In Mooroopna, the proportion of people who were born overseas, *increased marginally* from 8 to 8.8 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 4.4 to 5.1 percent.

In Rural East, the proportion of people who were born overseas, *increased* from 4.2 to 5.3 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 1.5 to 2 percent.

Rural North, is one of several small rural areas to *see a decline* in the proportion of people who were born overseas from 6.8 to 5.8 percent between 2006 and 2011, while the proportion of people from a non-English speaking background changed only minimally from 2.8 to 2.7 percent.

In Rural North West, the proportion of people who were born overseas, *increased* from 9.8 to 10.9 percent between 2006 and 2011. This, along with Rural East was the largest increase of all the rural areas. The proportion of people from a non-English speaking background increased by a lesser amount from 6.1 to 6.9 percent.

In Rural South, the proportion of people who were born overseas, *increased* from 8.9 to 9.9 percent between 2006 and 2011, and the proportion of people from a non-English speaking background increased from 5 to 6.6 percent. This was the largest increase for all of the rural areas in Greater Shepparton.

Shepparton Surrounds East, experienced the *largest decline* in the proportion of people who were born overseas from 12.6 to 11.4 percent between 2006 and 2011, while the proportion of people from a non-English speaking background changed only minimally from 9.8 to 9.6 percent.

Shepparton Surrounds South, experienced a *small decline* in the proportion of people who were born overseas from 5.9 to 5.6 percent between 2006 and 2011. The proportion of people from a non-English speaking background also declined marginally from 2.6 to 2.5 percent.

Tatura also experienced a *decline* in the proportion of people who were born overseas from 11.8 to 11.2 percent between 2006 and 2011. The proportion of people from a non-English speaking background also declined marginally from 8.2 to 7.9 percent.

Area	Cultural Background	2006	2011
Greater Shepparton	Born overseas	10.8	13.1
	Non English speaking background	7.7	9.9
	Arrived within the last 5 years	13.4	27
	Identify as Aboriginal or Torres Strait Islander	3.2	3.5
Urban Centre	Born overseas	12.4	16.1
	Non English speaking background	9.4	12.8
	Arrived within the last 5 years	15.8	33.2
Mooroopna	Born overseas	8	8.8
	Non English speaking background	4.4	5.1
	Arrived within the last 5 years	13.5	16.9
Rural East	Born overseas	4.2	5.3
	Non English speaking background	1.5	2
	Arrived within the last 5 years	5.7	22.7
Rural North	Born overseas	6.8	5.8
	Non English speaking background	2.8	2.7
	Arrived within the last 5 years	6.6	1.5
Rural North West	Born overseas	9.8	10.9
	Non English speaking background	6.1	6.9
	Arrived within the last 5 years	4.3	13.7
Rural South	Born overseas	8.9	9.9
	Non English speaking background	5	6.6
	Arrived within the last 5 years	10.8	14.3
Shepparton surrounds East	Born overseas	12.6	11.4
	Non English speaking background	9.8	9.6
	Arrived within the last 5 years	3.1	13.9
Shepparton surrounds South	Born overseas	5.9	5.6

	Non English speaking background	2.6	2.5
	Arrived within the last 5 years	8.3	5.1
Tatura	Born overseas	11.8	11.2
	Non English speaking background	8.2	7.9
	Arrived within the last 5 years	8.1	10.7

Table X.X: Proportion of people born overseas, from a non-English speaking background, arrived in greater Shepparton the last 5 years, identify as Aboriginal or Torres Strait Islander – City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndigStatusID=0>

Area	Education Levels (See Table below for more data about education levels)
<p>Greater Shepparton</p>	<p>Overall between 2006 and 2011 education levels rose in Greater Shepparton with the proportion of people who completed</p> <ul style="list-style-type: none"> • Year 12 increasing moderately from 29.6 percent to 32.9 percent • Vocational training increasing from 14.6 to 18.6 percent • Completed an advanced diploma or diploma increasing from 5.5 to 6.3 percent • Completed a bachelor or higher degree increasing from 9.9 to 10.5 percent. <p>Overall Greater Shepparton had lower levels of education attainment in 2011 compared with regional Victoria, with lower proportions of the community completing:</p> <ul style="list-style-type: none"> • Year 12 (32.9 compared with 35.6 percent) • Vocational training (18.6 compared with 20.7) • Advanced diploma or diploma (6.3 compared with 7.2) • Bachelor or higher degree (10.5 compared with 12.5).
<p>Shepparton Urban Centre</p>	<p>Education attainment levels are moderately higher in the urban areas of Shepparton compared to Greater Shepparton as a whole. Overall between 2006 and 2011 education levels rose in the urban areas with the proportion of people who completed:</p> <ul style="list-style-type: none"> • Year 12 increasing moderately from 31.1 percent to 34.6 percent • Vocational training increasing from 16.3 to 18.1 percent • Completed an advanced diploma or diploma increasing from 5.4 to 6.4 percent • Completed a bachelor or higher degree increasing from 9.9 to 10.8 percent.
<p>Rural Areas of Shepparton</p>	<p>Education attainment levels are quite variable across the rural areas of Greater Shepparton with education levels increasing in some areas between 2006 and 2011 and declining in other areas. There is also variability across the small areas in relation to how education levels compare with Greater Shepparton as a whole.</p> <p>In Mooroopna, education levels <i>increased moderately</i> between 2006 and 2011 across all areas of education attainment, but:</p> <ul style="list-style-type: none"> • Completion rates for year 12 remained somewhat lower than Greater Shepparton in 2011 (28.6 percent compared with 32.9 percent) • Attainment of a bachelor or higher degree was somewhat lower than Greater

Shepparton (6.4 compared with 10.5 percent)

- Attainment of an advanced diploma or diploma is slightly lower than Greater Shepparton (6 compared with 6.3 percent).

In contrast, vocational training levels are higher in Mooroopna compared with Greater Shepparton.

In Rural East in 2011, completion rates for year 12 were somewhat higher than Greater Shepparton at 37.3 percent (compared with 32.9 percent) but they declined notably from 40.8 to 37.3 between 2006 and 2011. In contrast, education attainment levels for vocational training, advanced diploma or diploma and bachelor or higher degree all increased over the same timeframe and were higher than Greater Shepparton as a whole.

In Rural North, overall *education attainment levels increased* between 2006 and 2011. But education attainment levels were lower for year 12 completion (30.7 compared with 32.9) and bachelor or higher degree (10.2 compared with 10.5) compared with Greater Shepparton. They were notably higher for vocational training (23.6 compared with 18.6 percent for Greater Shepparton) and slightly higher for advanced diploma or diploma (7.3 compared with 6.3 percent for Greater Shepparton).

In Rural North West, *education attainment levels increased* between 2006 and 2011 but overall they remained lower than Greater Shepparton.

- Year 12 completion increased from 26.1 to 28.8 percent but the rate for Greater Shepparton in 2011 was 32.9 percent.
- Vocational training increased from 15.1 to 18 percent but the rate for Greater Shepparton in 2011 was 18.6 percent.
- Advanced diploma or diploma increased from 5.2 to 5.8 percent but the rate for Greater Shepparton in 2011 was 6.3 percent.
- Bachelor or higher degree increased from 5.9 to 7.3 percent but the rate for Greater Shepparton in 2011 was 10.5 percent.

In Rural South, year 12 completion rates declined from 29.6 percent in 2006 to 28.8 percent in 2011. This was also somewhat lower than the year 12 completion rate for Greater Shepparton (32.9 percent). All other education attainment levels increased:

- Vocational training from 17.7 to 21.5 percent. This is higher than Greater

Shepparton in 2011 (18.6 percent).

- Advanced diploma or diploma from 5 to 5.9 percent. This is lower than Greater Shepparton in 2011 (6.3 percent).
- Bachelor or higher degree from 7.8 to 8.5 percent. This is lower than Greater Shepparton in 2011 (10.5 percent).

In Shepparton Surrounds East, overall *education attainment levels increased* between 2006 and 2011 but with slightly lower levels of year twelve completion compared to Greater Shepparton (32.3 compared with 32.9), for advance diploma or diploma (5.9 compared with 6.3) and bachelor or higher degree (8.5 compared with 10.5). By contrast the attainment level for vocational training was somewhat higher than Greater Shepparton (21.5 compared with 18.6 percent).

In Shepparton Surrounds South, there was a mix of increasing and decreasing education levels between 2006 and 2011. Increases occurred in year 12 completion (35 percent increasing to 36.5 percent) and vocational training (16.6 percent increasing to 19.5 percent). Small decreases occurred in attainment levels for advanced diploma or diploma (5 percent declining to 4.7 percent) and bachelor or higher degree (9.2 percent declining to 8.3 percent). There was also some variability in education attainment levels compared with Greater Shepparton with higher year 12 completion rates and vocational training rates in Shepparton Surrounds South compared to Greater Shepparton but lower levels of attainment for bachelor and higher degree and advanced diploma or diploma.

Tatura overall experienced an increase in education attainment levels between 2006 and 2011 plus it had very similar levels of educational attainment to Greater Shepparton in 2011.

Area	Education Attainment	2006	2011
Greater Shepparton	Completed Year 12 or Equivalent	29.6	32.9
	Vocational Training	14.6	18.6
	Advanced Diploma or Diploma	5.5	6.3
	Bachelor or Higher Degree	9.9	10.5
Urban Centre	Completed Year 12 or Equivalent	31.1	34.6
	Vocational Training	16.3	18.1
	Advanced Diploma or Diploma	5.4	6.4
	Bachelor or Higher Degree	9.9	10.8
Mooroopna	Completed Year 12 or Equivalent	25.6	28.6
	Vocational Training	17.9	20.7
	Advanced Diploma or Diploma	5.3	6
	Bachelor or Higher Degree	6	6.4
Rural East	Completed Year 12 or Equivalent	40.8	37.3
	Vocational Training	19	20.4
	Advanced Diploma or Diploma	7	8.5
	Bachelor or Higher Degree	12	12.6
Rural North	Completed Year 12 or Equivalent	30	30.7
	Vocational Training	19.3	23.6
	Advanced Diploma or Diploma	4.5	7.3
	Bachelor or Higher Degree	9.6	10.2
Rural North West	Completed Year 12 or Equivalent	26.1	28.8
	Vocational Training	15.1	18
	Advanced Diploma or Diploma	5.2	5.8
	Bachelor or Higher Degree	5.9	7.3
Rural South	Completed Year 12 or Equivalent	29.6	28.8
	Vocational Training	17.7	21.5
	Advanced Diploma or Diploma	5	5.9

	Bachelor or Higher Degree	7.8	8.5
Shepparton surrounds East	Completed Year 12 or Equivalent	28.9	32.3
	Vocational Training	17.7	21.5
	Advanced Diploma or Diploma	5	5.9
	Bachelor or Higher Degree	7.8	8.5
Shepparton surrounds South	Completed Year 12 or Equivalent	35	36.5
	Vocational Training	16.6	19.5
	Advanced Diploma or Diploma	5	4.7
	Bachelor or Higher Degree	9.2	8.3
Tatura	Completed Year 12 or Equivalent	27.4	31.3
	Vocational Training	14.6	18.2
	Advanced Diploma or Diploma	5.5	6.2
	Bachelor or Higher Degree	9.9	10

Table X.X: Education attainment levels City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndigStatusID=0>

Area	Household Income (See Table below for more culture and ethnicity data)
Greater Shepparton	<p>Between 2006 and 2011 in Greater Shepparton, the proportion of households in the lowest quartile for household income increased slightly from 28.6 percent to 30.2 percent. There was also a slight increase in those in the medium lowest quartile (28.2 to 29.7 percent). Overall, this was generally consistent with regional Victoria (32 percent lowest quartile and 29 percent medium lowest quartile).</p> <p>The most significant change between 2006 and 2011 was the proportion of households in the medium highest quartile increasing from 16.5 percent to 24.8 percent. The 2011 figure was much more consistent with the Regional Victoria figure of 23.5 percent.</p> <p>The proportion of households in the highest quartile declined from 17.1 percent to 15.4</p>

	<p>percent. The proportion of households in this quartile in regional Victoria in 2011 was very similar at 15.6 percent.</p>
<p>Shepparton Urban Centre</p>	<p>The urban centre of Shepparton had a very similar household income profile to Greater Shepparton in 2011, with only minor differences between the two. Between 2006 and 2011 there was similarity in the change in household incomes for the urban areas of Shepparton compared with Greater Shepparton, particularly for the lowest, medium lowest and highest quartiles, but there was much less change in the medium highest quartile. For urban Shepparton there was a small decrease from 25.2 percent to 24 percent whereas for Greater Shepparton the change was much larger (from 16.5 percent to 24.8 percent). This information indicates that overall household incomes in the urban areas of Shepparton have remained more stable than Greater Shepparton.</p>
<p>Rural Areas of Shepparton</p>	<p>There is variability across the small areas in relation to household incomes. Some areas have notably higher proportions of households in the lowest and medium lowest quartiles compared with Greater Shepparton, while others have notably lower proportions in these quartiles.</p> <p>In Mooroopna at 2011, there were notably higher proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. Plus, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Mooroopna community is likely to have less capacity to pay to access sport and recreation options.</p> <p>In Rural East in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. Plus, there was a notable decrease in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural East community is likely to have more capacity to pay to access sport and recreation options.</p> <p>In Rural North in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural North community is likely to have good capacity to pay to access sport and recreation options, but this has declined.</p> <p>In Rural North West, the proportion of households in the lowest and medium lowest</p>

income quartiles was generally consistent with Greater Shepparton in 2011. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Rural North West community is likely to have reasonable capacity to pay to access sport and recreation options, but this has declined.

In Rural South in 2011, the proportion of households in the lowest and medium lowest income quartiles was generally consistent with Greater Shepparton, and changed very little between 2006 and 2011. This suggests the Rural South community is likely to have reasonable capacity to pay to access sport and recreation options.

In Shepparton Surrounds East in 2011, there were notably lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Shepparton Surrounds East community is likely to have good capacity to pay to access sport and recreation options, but this has declined.

In Shepparton Surrounds South in 2011, there were significantly lower proportions of households in the lowest and medium lowest income quartiles compared with Greater Shepparton. However, there was an increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Shepparton Surrounds South community is likely to have good capacity to pay to access sport and recreation options, but this has declined.

In Tatura in 2011, the proportion of households in the lowest and medium lowest income quartiles was generally consistent with Greater Shepparton. However, there was a small increase in the proportion of households in these quartiles between 2006 and 2011. This suggests the Tatura community is likely to have reasonable capacity to pay to access sport and recreation options, but this has declined.

		2006	2011
Greater Shepparton	Lowest Quartile	28.2	30.2
	Medium Lowest Quartile	28.2	29.7
	Medium Highest Quartile	16.5	24.8

	Highest Quartile	17.1	15.4
Urban Centre	Lowest Quartile	29	30.8
	Medium Lowest Quartile	28.6	29.3
	Medium Highest Quartile	25.2	24
	Highest Quartile	17.2	15.9
Mooroopna	Lowest Quartile	31	36.2
	Medium Lowest Quartile	30	32.1
	Medium Highest Quartile	26.8	22.3
	Highest Quartile	12.2	9.4
Rural East	Lowest Quartile	21.4	20.9
	Medium Lowest Quartile	28.3	29
	Medium Highest Quartile	27.2	31.4
	Highest Quartile	23.2	18.7
Rural North	Lowest Quartile	17.5	21.5
	Medium Lowest Quartile	27.3	28.6
	Medium Highest Quartile	31.7	31.9
	Highest Quartile	23.5	18
Rural North West	Lowest Quartile	26.8	31.4
	Medium Lowest Quartile	29.2	29
	Medium Highest Quartile	28.8	26.2
	Highest Quartile	15.1	13.3
Rural South	Lowest Quartile	30.8	28.1
	Medium Lowest Quartile	28.5	31.7
	Medium Highest Quartile	27	23.2
	Highest Quartile	13.7	17.1
Shepparton surrounds East	Lowest Quartile	20.3	21.8
	Medium Lowest Quartile	23	27.1
	Medium Highest Quartile	31.7	28.8

	Highest Quartile	24.9	22.3
Shepparton surrounds South	Lowest Quartile	13.3	17.1
	Medium Lowest Quartile	22.8	26.6
	Medium Highest Quartile	34	28.1
	Highest Quartile	29.8	28.2
Tatura	Lowest Quartile	30	31.2
	Medium Lowest Quartile	27.5	29.6
	Medium Highest Quartile	25.8	24
	Highest Quartile	16.7	15.2

Table X.X: Household Income Quartiles City of Greater Shepparton and small areas 2006 – 2011.

Source: City of Greater Shepparton Community Profile.

Available: <http://profile.id.com.au/shepparton?WebID=240&BMID=20&IBMID=20&BMIndiqStatusID=0>

Attachment C

Notes from Workshop with Tennis Clubs

1.0 Introduction

As part of developing the Plan for Tennis, the tennis clubs in the City of Greater Shepparton were invited to complete a short online survey and participate in a workshop discussion with Council officers on Tuesday 21 February 2017. There was a good response from the clubs with 13 of the 24 clubs completing the survey, and 10 participating in the workshop, many with multiple representatives attending.

The Clubs who completed the survey were:

Kialla Park Tennis Club	Mooroopna Lawn Tennis Club
Lemnos Tennis Club	Murchison Tennis Club
Dhurringile Tennis Club	McEwen Reserve Tennis Club
St Andrews Tennis Club	Central Park Tennis Club
Katandra West Tennis Club	Shepparton Lawn Tennis Club
Undera Tennis Club	Grahamvale Tennis Club
Tallygaroopna Tennis Club	

The Clubs who participated in the workshop were:

Lemnos Tennis Club	McEwen Reserve Tennis Club
Dhurringile Tennis Club	Central Park Tennis Club
Tatura Lawn Tennis Club	Shepparton Lawn Tennis Club
Mooroopna Lawn Tennis Club	Old Students Tennis Club
St Brendan's Tennis Club	Cosgrove South Tennis Club

This document provides the notes from the workshop along with a summary of the key information gathered from the survey of clubs.

2.0 Notes from Workshop

The workshop with the tennis clubs was held on Tuesday 21 February 2017. The focus of the workshop was twofold. The first was on informing the clubs about the process for developing the Plan and sharing some of the findings from the research completed to date, including the results from the survey. The second focus was on exploring in more detail some of the information gathered through the survey, in particular:

- The governance arrangements and capacity of committees within clubs
- The challenge of maintaining and increasing participation

2.1 Governance and Club Committees

The survey results suggest that clubs see the makeup and capacity of their committees and the financial stability of the club as a strength. The discussion centred on identifying why this was a strength and what else could be done to strengthen these areas further.

Reasons why committees and governance arrangements are a strength

- Long standing members
- A few committed people who do a lot of work
- Strong sense of ownership
- Family participation – strength in bigger clubs
- Generational change
- Targeting different demographics
- Succession planning
- Asking people to volunteer
- Smaller rural communities tend to have generations of volunteers/involvement i.e. family involvement over generations

Ideas for strengthening the capacity of committees and approach to governance

- Spreading the voluntary load among more club members
- Role allocation – breaking larger roles into more manageable ones with more people involved
- Paid support for specialist roles – larger events

- Training for committee members from Tennis Victoria and others such as the regional sports assembly Valley Sport
- Target people over 35 who live in the area
- Recognition of peoples strengths and skills
- Engage (ask people) to take responsibility – trust people, let them add value, don't micro manage
- Break up jobs to smaller areas of responsibility
- Change mind set – don't need to be on the committee to volunteer
- Special event/casual/short term volunteer opportunities

2.2 Changing Participation

Survey results suggest that many of the clubs, over 80% are experiencing difficulties with declining or stagnating participation, particularly junior participation, youth and young adults.

Ideas for helping to increase or strengthen participation

- Social atmosphere/opportunity
- Improvement in skills with fun
- Human interaction
- Tennis App – find players/teams for unorganised sport
- Court accessibility – Locking of courts
- Reciprocal social tennis nights
- Tennis Hot Shots – to encourage juniors
- Target families
- Cater for different abilities
- Flexibility with playing times
- Convenient time
- Membership options
- Trying different activities
- Associations to get together
- Better facilities attract bigger participation...despite good location and good volunteers
- Different options for match times i.e. night under lights
- Improve promotion of activities
- Modify activities to get interest

Administrative, leadership and facility suggestions included:

- Central overarching board/administration
- Bring all associations together to talk about similar issues
- Grant funding – support clubs to access grants
- Less participation = less pool of volunteers to draw from
- If one person leaves it can have a big impact on the Club
- One point of contact at Council
- Consistency with Tennis Victoria local representation

As part of the discussion about participation, the issue of why participation is stagnating or declining was explored. A number of factors were identified including:

- Players leaving the area for work or tertiary education.
- Clubs competing against each other for participants.
- Work, home, life, shops, all compete with tennis.

2.3 Criteria for Prioritising Infrastructure Works

The survey results show that every club has different priorities for improvements or changes to their facilities depending upon their condition and what their plans for the future are.

The survey showed that over 60% of the clubs agreed that their club facilities met the needs of their club. Many of these clubs identified that the off court facilities require some upgrade and maintenance is an ongoing issue.

3.0 Summary of Survey Results

A total of 13 clubs completed the survey, representing just over 50 percent of the tennis clubs in the City of Greater Shepparton. The survey was available through Council's on-line consultation platform 'Have your say'. A link to the survey was provided to all clubs via email and reminder emails were made to encourage as many clubs as possible to complete the survey.

The survey asked clubs to provide information about their membership, activities and facilities, and to reflect on the strengths and limitations of the club, the things they would like to change about their clubs, and their priorities for the next 2 years and 5 years. The specific questions posed were:

- On average how many people have participated in activities at your club each week in 2016?
- On average how many hours per week have the tennis court facilities of your club been used in 2016? A drop down list was provided to select from.
- What programs and activities have been delivered by your club in 2016? A drop down list was provided to select from.
- What are the strengths of your club? A drop down list was provided to select from.
- What are the things that limit your club? A drop down list was provided to select from.
- Do the facilities your club uses meet the needs of your club?
- What are the things your club would like to do if you could in relation to participation, capacity and facilities?
- What are the top 3 priorities for you club in the next 2 years?
- What are the top 3 priorities for you club in the next 5 years?

3.1 Participation and Facility Use

To start to develop an understanding of the number of people participating in tennis at each club and across Shepparton, clubs were asked to identify the average number of people participating in various activities in 2016. Table 1 below shows that:

- Participation numbers vary quite significantly across the clubs, and also between activities
- Shepparton Lawn Tennis Club has by far the highest number of participants (e.g.: 360 members), followed by Kialla Park Tennis Club (e.g.: 120 members)

- Several clubs have very low rates of participation (15 members or less) including Lemnos Tennis Club, Dhurringile Tennis Club and Katandra West Tennis Club.

Table 1

Club	Club Members	Casual players	Coaching Programs	Tournament participants (non-members)	Other
Kialla Park	120	25	50	Not provided	Not provided
Lemnos	15	2	0	0	0
Dhurringile	10	10	16	0	15
St Andrews	20	15	1	Not provided	Not provided
Katandra West	8	10	2	Not provided	Not provided
Undera	30	7	0	0	12
Mooroopna Lawn	66	Unknown	30	Not provided	40
Murchison	35	Not provided	2	Not provided	Not provided
McEwen Reserve	95	30	15	0	0
Central Park	40	10	Not provided	Not provided	Not provided
Shepparton Lawn	360	100	200	40	Not provided
Grahamvale	5	0	0	0	0
Tallygaroopna	6	0	1	0	0

Table 1: Average participation at selected Greater Shepparton Tennis Clubs in 2016, November 2016

In addition to participation numbers, clubs were asked to identify the average number of hours per week the tennis court facilities of the club were used in 2016. Table 2 below shows that:

- Only one club (Shepparton Lawn Tennis Club) uses court facilities more than 40 hours per week. This is unsurprising given the high rates of participation occurring at the club
- A total of seven clubs are using their court facilities 15 hours or less a week, with five using them less than 10 hours per week. These clubs include Lemnos, Dhurringile, Grahamvale, Tallygaroopna and Katandra West Tennis, which also had the lowest levels of participation occurring, as outlined in table 2.

Table 2

On average how many hours per week have the tennis court facilities of your club been used in 2016?	Total Response	% of Responses	Total Respondents
0 -5 hours	3	23.1%	13
5 – 10 hours	2	15.4%	13
10 - 15 hours	4	30.8%	13
15 – 20 hours	2	15.4%	13
20 – 30 hours	2	15.4%	13
30 – 40 hours	0	0%	13
More than 40 hours	1	7.7%	13
Did not answer	0	0%	13

Table 2: Average hours of use of court facilities at selected Shepparton Tennis Clubs in 2016, November 2016

3.2 Programs and Activities

Clubs were asked to indicate the tennis programs and activities they offer such as ANZ Hot Shots, Cardio Tennis and coaching programs. Table 3 below shows that:

- A high proportion of clubs (69.2%) offer Saturday Junior Competitions. This is followed by coaching programs (53.8%) and ANZ Hot Shots (46.1%).
- A high proportion of clubs also indicated they offer a range of ‘other programs and activities’ that were not included in the drop down list. The type of programs and activities they offer is quite variable and includes social tennis along with competition opportunities in the evenings, midweek and annually e.g.: mid-week ladies, seniors week competitions and twilight competitions.

Table 3

What programs and activities have been delivered by your club in 2016?	Total Response	% of Responses	Total Respondents
ANZ Hot Shots	6	46.1%	13
ACE Program	0	0.0%	13
Cardio Tennis	2	15.3%	13
Saturday Junior Competitions	9	69.2%	13
Coaching Programs	7	53.8%	13
Country Week	0	0.0%	13
Tournaments	3	39.0%	13

Other:	10	76.9%	13
<ul style="list-style-type: none"> • Twilight, Saturday afternoon and Midweek Tennis • Midweek ladies, Saturday seniors • Seniors week, Fast 4, Club Open Day • Seniors and social night games • Twilight • Saturday, midweek and mixed night senior tennis • Competitions • Saturday Senior competition, Tuesday and Thursday Ladies competition, Wednesday Twilight competition, FAST4, will host 2019 Country Week 			

Table 3: Programs and activities delivered by selected Shepparton Tennis Clubs in 2016, November 2016

3.3 Strengths and Limitations of Clubs

Table 4 below shows a high proportion of the clubs who completed the survey identified:

- The makeup and capacity of the committee, and
- Support volunteers e.g. coaches, parent involvement,

as being a strength of their club, followed by:

- Club court facilities e.g. court surface, nets, lighting, and
- Financial stability of the club.

Capacity and willingness to run other programs, approach to governance of the club and club off court facilities were the areas identified by the least number of clubs as a strength. This is generally consistent with the information provided in Table 5 which outlines the factors that limit clubs, although there is some variation.

- Just over half the clubs indicated they view their court facilities as a strength and the same number indicated they were a limitation.
- While only a small number of clubs indicated capacity and willingness to run other programs was a strength, similarly a small number saw this as a limitation

Declining participation was identified by most clubs being one of the key factors limiting their clubs, followed by club off court facilities.

Table 4

What are the strengths of your club?	Total Response	% of Responses	Total Respondents
Club court facilities e.g. court surface, nets, lighting	7	53.8%	13
Club off court facilities e.g. club rooms, amenities	5	38.5%	13
The makeup and capacity of the committee	9	69.2%	13
The approach to governance of the club	4	30.8%	13
Support volunteers e.g. coaches, parent involvement	7	53.8%	13
Stable or growing participation	4	30.8%	13
Financial stability of the club	8	61.5%	13
Capacity and willingness to run other programs e.g. Free Tennis Day, Hot Shots League, ACE Program, Cardio Tennis	3	27.3%	13
Other strengths (comment) <ul style="list-style-type: none"> • Family friendly, value for money social membership. • Community based (small). • Conduct tennis comp for Dhurringile Prison clients. 	3	27.3%	13

*Table 4: Strengths of selected Shepparton Cricket Clubs, November 2016***Table 5**

What are things that limit your club?	Total Response	% of Responses	Total Respondents
Club court facilities e.g. court surface, nets, lighting	7	53.8%	13
Club off court facilities e.g. club rooms, amenities	9	69.2%	13
The makeup and capacity of the committee	3	27.3%	13
The approach to governance of the club	1	7.7%	13
Support volunteers e.g. coaches, parent involvement	4	30.8%	13
Declining participation	11	84.6%	13
Financial stability of the club	2	15.4%	13
Lack of capacity and willingness to run other programs e.g. Free Tennis Day, Hot Shots League, ACE	4	30.8%	13

Program, Cardio Tennis			
Other Limitations (comment)	1	7.7%	13
<ul style="list-style-type: none"> Finding key people to take on junior development and involvement 			

Table 5: Factors that limit selected Shepparton Tennis Clubs, November 2016

3.4 Club Facilities

In total just over half of the clubs who responded to the survey indicated the facilities they use meet the needs of their clubs for the following reasons:

- They have the right number of courts to meet demand, and conduct the programs they would like to run
- Facilities have been upgraded
- In-kind support from club members has been key to maintaining facilities to a reasonable standard.

Interestingly however, many still focused on problems or issues with their facilities when answering this question.

Those clubs who indicated that the facilities they use do not meet the needs of their club identified the following reasons:

- Additional work is required to finish upgrade works that have only been partially completed
- Club room facilities are very basic or in poor condition e.g.: no hot water, poor or no heating and cooling, poor toilet facilities
- Players requirements have changed over the years
- Courts require repair and upgrade and clubs do not have financial capacity to pay for the upgrades.

A detailed list of the responses to this question can be found in Appendix A.

Table 6

Do the facilities your clubs uses meet the needs of your club?	Total Response	% of Responses	Total Respondents
Yes	8	61.5%	13
No	5	38.5%	13

Table 6: Whether facilities meet the needs of selected Shepparton Tennis Clubs, November 2016

3.5 What Clubs Would Like to Do

This question asked clubs to identify the things they would like to do if they could in relation to:

- Participation
- Capacity e.g. volunteers
- Facilities

In relation to participation the key things identified was a desire to increase participation across a wide range of age groups and tennis activities e.g. more players for the Senior Saturday competition, more juniors, entering a team in the midweek ladies competition, increase participation by juniors, more social players etc.

In relation to capacity, the key focus for clubs was increasing the involvement of volunteers eg: more junior parents involved, increasing parent involvement, increasing volunteers at club working bees etc. As part of this a handful of clubs indicated the requirements and expectations Council has impacts upon attracting and retaining volunteers. One Club suggested there was a need to reform the administration of tennis in the Goulburn Murray and establish a professional administration body to co-ordinate and advance tennis in the region. A lack of funding was also raised by a couple of clubs as being a key restraining factor.

In relation to facilities, the issues raised are fairly wide ranging and clearly reflect the differing condition, scale and suitability of facilities that each of the clubs have access to. A number of clubs indicated court facilities need to be upgraded, while others indicated their off court facilities were more in need of refurbishment and repair. The need for lighting was also raised by a handful of clubs. This is consistent with information provided above in relation to the factors that limit clubs and whether the facilities clubs have access to meet their needs.

A full list of all responses to this question can be found in Appendix B.

3.6 Priorities

As noted above, clubs were asked to identify their top 3 priorities for the next 2 years and the next 5 years. Not unexpectedly, the priorities are quite variable, however, there is consistency with the issues raised through earlier questions in the survey.

In relation to the priorities for the next 2 years the following were raised multiple times:

- Increased or stabilised participation including establishing or restarting new programs – raised 7 times
- Improving or upgrading court facilities in some instances including lighting – raised 6 times
- Improving off court facilities including club rooms and storage – raised 5 times
- Address maintenance issues – raised 3 times.

A full list of responses can be found in Appendix B.

In relation to the priorities for the next 5 years the following were raised multiple times:

- Increased participation including establishing or restarting new programs and activities, along with increased use of facilities by the wider community – raised 9 times
- Improving or upgrading court facilities, including maintaining the courts – raised 6 times
- Improving off court facilities including maintenance issues – raised 6 times.

A full list of responses can be found in Appendix B.

Appendix A

Detailed answers to the question 'do the facilities your club uses meet the needs of your club?'

Those clubs who answered yes to this question provided the following reasons why:

- We have the right number of courts for our club and currently the facilities at the Kialla Community Centre meet our needs. However the Community Centre needs an upgrade and it would suit us better to be able to have afternoon teas and canteen running courtside rather than at a distance to the courts.
- Small club, teams in midweek and junior and senior summer competition. Courts have been upgraded, facility OK as is but not overly appealing. Maintenance of court issue (due to tree debris) that is require blowing off before all matches.
- We have 4 courts with lights and a club room The toilets are quite a long way away tho
- We are able to run the activities the club wishes to.
- Whilst the facilities our club uses gets us by each season, there remains the requirement for ongoing maintenance and repairs/replacement for deteriorating infra structure, and until these improvements are carried out, it will become more difficult in coming seasons. Our club is a very strong community orientated social group of people, many of whom are skilled tradespeople able to offer plenty of in kind support to the improvements our facilities require.
- Mostly... 18 natural grass courts and 4 hard courts are sufficient for the club. Additional capacity of grass courts for events such as Country Week & 2016 Australian Seniors Championships have required additional temporary grass courts prepared by the council. Potential upgrade of clubhouse requires a financial model/package to be confirmed. From a big picture Goulburn Murray perspective, the closure of the indoor centre 8 years ago has been detrimental to tennis participation and engagement, and there is no 'weatherproofing of tennis' within the region. Two aspects to consider here, is that the indoor centre adds so much flexibility, capacity and opportunity for growth in tennis, and unlike previous indoor operations, a future indoor centre should be built/located within an existing tennis complex and not in isolation as has been done previously.
- Tallygaroopna has great new courts and surrounds, and the clubrooms are a shared facility.

Those clubs who answered no to this question provided the following reasons why:

- The synthetic courts are fantastic and provide us with some relief during the summer however the tennis courts are yet to be complete as the edges along the boundary of the fences need to be filled in with synthetic grass. Currently it possess a hazard should any one attempt to run onto the gravel surface an injury is bound to happen. The hall provides us

with toilets, although no hot water for showers. meeting room is cold and freezing especially during the winter months and absolute hot during the summer periods. The community hall is extremely hot in the summer time and the cooling "evaporative" system makes the sound of twin jet engines ready to take off. Often DTC venture out to other facilities with appropriate cooling and heating systems.

- Players requirements have changed over the years. Not as competitive but more social. Governance just makes it too hard for volunteers.
- Our club room does need a makeover; we do need more space as we share with the net ballers and would be nice if we could have our own store room. It needs a roof and ceiling to keep the warmth in for our meetings. Not to mention our courts are due to be redone. One court has holes and another is starting to wear, we are in the process of getting quotes to do 2 of our courts but we don't have the money that is needed to them to what we would like to have them.
- Hardcourt Clubrooms and toilets are outdated. No running hot water, windows/cupboards need replacing. Toilets and hand basins need to be updated. Plumbing needs replacing. Painting needs to be done inside and out to give the clubrooms a fresh look and look more inviting to the players and visitors who come to play tennis at Mooroopna.
- Court surfaces and fencing require major repair or replacement. Council mowing around the tennis courts is very poorly conducted - club has to mow the roadside verge nearly all season as the council cannot be relied upon to complete the mowing even monthly. Council rates including fires services levy has doubled in past two seasons.
- We do not have any facilities. We hire courts from another club.

Appendix B

Detailed answers to the question 'What are the things your club would do if they could?'

Participation

- More seniors playing Saturday afternoon tennis - declining numbers of seniors and lack of grass courts
- More juniors (maximum of 2 teams as only 2 courts), no other young juniors at the club and no parent to drive promotion in the community
- Have a team entered in the midweek ladies competition
- Increase participation numbers
- Increase participation in juniors and start an adult team or competition
- More players for our social night, we used to have 25, now we are lucky to get 10
- Restart junior tennis
- Increase participation
- With the next generation of youngsters coming through, coaching programmes would be beneficial, but may need assistance with some financial support
- Increase tennis playing options offered, both social and competition (lack of volunteers to run them)
- With the next generation of youngsters coming through, coaching programmes would be beneficial, but may need assistance financially
- We have maintained the same level of participation with the current 5 members for several years. We do not foresee the numbers increasing in the future
- With an aging town there are no new players, the town and surrounding areas to grow with new/younger families with an interest in tennis

Capacity

- More junior parents being involved in the committee
- Increasing parent involvement. I am a key driver at the club but my youngest child is now 14 and so I am nearing the end of my involvement with juniors. If I stopped I'm not sure anyone else would pick it up. Parents we do have are supportive and involved
- Increase the number of female members, Improve funding available to the Club, and access assistance with ongoing running costs
- No one wants to volunteer. Council has too many requirements / expectations of the Club.
- Increase the number of volunteers
- We are ok with our volunteers
- Increase the funding available to the club. Reduce the restrictions on volunteer help. Governance requirements of Council are too restrictive
- Increase volunteers at club working bees
- Increased volunteer help
- Our club is well served with willing volunteers
- Reform administration of tennis in the Goulburn Murray to have one professional administration body which oversees, promotes, coordinates and advances all things tennis and keeps pace with

other sports (lack of funds and lack of united tennis body)

- The current membership is 6, mid-twenties, non-residents of the district, not yet developed the enthusiasm to further the club, with peoples current lifestyle and commitments very few people want to play yet do any volunteering in a community that they don

Facilities

- Separate clubroom for displaying memorabilia and providing kitchen amenities and afternoon tea amenities
- Courts OK, would like lights but where other clubs have lights, they now do not enter teams into senior Saturday competitions e.g. Dookie, Katandra West
- Complete the edges of the synthetic tennis courts, install a water fountain, a tank to collect and store water, floodlights to support twilight tennis and a fence.
- Facilities are old
- Closer toilets
- Redo our courts and work on our clubroom
- Refurbish the hardcourt clubroom
- Resurface the courts and repair the fencing
- Resurface the courts
- We would very much like to see our courts repaired and resurfaced, with the possible addition of court lighting, and our clubroom pergola needs replacing as it has deteriorated beyond repairable state, for which we are in need of some financial assistance
- 6-8 indoor tennis courts. Add a second storey to increase clubhouse hire income
- Our facilities are new

Appendix C

Priorities

Priorities in the next 2 years

#1 Priority

- Extending the storage sheds and beautifying new shade area
- Keep teams entered in midweek (declining numbers too), juniors and seniors - ideally 1 in each
- Resurface the edges of the 4 synthetic tennis courts and up keep of synthetic courts
- Increase players
- Our courts
- Refurbish the Hardcourt Clubrooms
- Restart junior tennis
- Survival
- Court upgrade and resurface and possibly lighting
- Commercial viability. The bigger picture is that Shepparton is the central hub for tennis in the Goulburn Murray region, in which Shepparton Lawn Tennis Club plays a very significant role
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

- to gain more interest in tennis

#2 Priority

- Building up our numbers especially promoting our juniors to begin to play senior tennis
- Facility maintenance - have Lemnos Rec Reserve COM with good numbers
- Increase members - Females and juniors
- Repair court surface and nets
- Club room
- Repaint lines and replace the nets
- Increased participation
- Pergola replacement
- Hard court surface conversion/modernisation project. To be commenced and completed during the next 6 months. A significant development with Shepparton Lawn Tennis Club needing to contribute 80% of project funding
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- more players/juniors

#3 Priority

- Building the capacity of our committee so that it is shared leadership and not just left to a few
- I look at junior cricket promotion and see it on TV, AFL Auskick on TV - don't think tennis as a sport is promoted by peak bodies in same manner
- Water fountain and tank at tennis site
- Make tennis fun
- Playing
- Repair storm damage to fencing
- Increased competitions
- Upgrade off court seating facilities
- Professional manager. Reform tennis administration in the region to increase tennis opportunities, membership and sponsorship income
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- Be successful

Priorities in the next 5 years

#1 Priority

- Court resurfacing where necessary
- Haven't thought this far ahead - we won't have junior team as they will all be too old in 5 years
- Maintaining the tennis courts, including removal of trees that are damaging the courts by lifting up the tennis surface
- Increase players and start an adult group
- Courts

- Repair or replace the court surfaces
- Survival
- Court upgrade and resurfacing
- Weatherproof tennis in Shepparton (indoor courts)
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs
- to successfully install the priorities previously mentioned

#2 Priority

- As for Priority 2 under short term (up to 2 years) - Building up our numbers especially promoting our juniors to begin to play senior tennis.
- Use of the facility by the wider community.
- Members.
- Improved court surface and nets.
- Club room.
- Major repair to the fencing.
- Increased participation.
- Modernise clubrooms.
- Upgrade clubhouse. 4 years ago we undertook investigation and preliminary design to lay the foundation/blueprint for the future upgrade to the clubhouse which remains on-hold until a financial model/package can be confirmed.
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

#3 Priority

- As for Priority 3 above.
- Unsure.
- To keep the club going
- Closer toilets.
- Players.
- Increase participation.
- Increased competitions.
- Upgrade toilet block facility.
- Continue to attract major events.
- To continue to maintain viability in the future. We are an ageing group with ages from 60-72yrs

Attachment D

Participation Trends for Tennis

Trends in Leisure and Recreation Pursuits

In the last two decades there have been significant changes in the leisure and recreation interests of the community and in the types of leisure and recreation opportunities available to the community. These changes have been driven by higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive and passive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits rather than a commitment to a small number of activities. This has resulted in declining participation in some traditional team and small group sports such as tennis and lawn bowls, and a move towards non-competitive but active pursuits such as walking, fitness / gym classes, running and cycling.

Overall participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to week day evening sports participation. There is also far greater diversity and variety in the recreation opportunities available and a growing trend for families to share recreational activities or to pursue related activities at one venue rather than pursuing a wide range of different activities.

To assist in developing a greater understanding of how participation in exercise, recreation and sport is changing, the *Standing Committee on Sport and Recreation – Participation in Exercise, Recreation and Sport Annual Report (ERASS) - 2001, 2004, 2008 and 2010* has been examined. While the ERASS survey was last completed in 2010, it provides valuable comparative data across a ten-year period. This information is complimented with data from the Australian Bureau of Statistics (ABS) about participation in sport and recreation activities. It is important to note there is some variation in the two sets of data and while not directly comparable, combined they provide a good indication of general participation patterns.

General Participation Trends

Overall participation in physical activity in Victoria increased between 2001 and 2010, and this pattern was generally consistent with participation rates across Australia. However more recent ABS data suggests that participation rates declined between 2011 and 2014 i.e.: from 65 percent to 60.2 percent for Australia and 66.1 to 60.9 in Victoria.

Declining participation is also clearly evident as people age. For example, in Victoria in 2010, 90.2 percent of 15 – 24 year olds participated in some form of physical activity. By comparison, the participation rate for those aged 65 years and over was only 73.1 percent. While the total participation figures from the ABS are somewhat different from the ERASS data, they also follow the same pattern of declining participation as people age i.e.: the participation rate in Australia for those

aged 15 – 17 years in 2013/2014 was 73.8 percent, while for those aged 65 plus it was only 46.6 percent. Despite this, there is also evidence that participation in exercise, sport and recreation by older adults has grown. In 2001 the participation rate in Victoria for those aged 65 years or more was 61.1 percent compared with 73.1 percent in 2010. While it is important to note the more recent ABS data suggests that participation rates declined between 2011 and 2014 for people aged 65 plus, the information should be used with some caution as only two sets of data are provided over a small timeframe.

Another important factor to be aware of is that participation rates for children are higher than for adults. For example, 2012 and 2013/2014 ABS data indicates the participation rate in organised sport and physical activity for 9 – 11 year olds was 66.4 percent (2012), whereas for 15 – 24 year olds it was 42.7 percent (2013 – 2014).

A key participation trend to understand is the significantly higher rates of participation in non-organised physical activity (70.8 percent in Australia in 2010) compared to organised physical activity (40 percent in Australia in 2010). This participation trend is also evident in the data about the sport and recreation activities people participate in. The highest rates of participation in any sport and recreation activity for people aged 15 and over are walking, followed by gym / fitness activities. This is consistent across both the ERASS and ABS data. Other activities in the top 10 – 15 are swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. Organised sporting activities in the top 10 – 15 for people aged 15 and over are tennis, outdoor soccer, netball, basketball and cricket.

Regardless of gender, for children the highest rates of participation in organised activities are soccer, followed by swimming. Also in the top ten for both genders are tennis, basketball, martial arts and athletics. The rates of participation then vary somewhat between genders across activities. For example, the rates of participation in netball and dancing are high for girls, whereas for boys, participation is high for Australian Rules Football, cricket and rugby league.

Other key participation trends include:

- Generally higher rates of participation for males compared to females in all age categories.
- Notably lower rates of participation for those not in the workforce, and for those living in households where a language other than English is spoken.
- Increasing rates of participation as education levels rise.

Participation Trends for Tennis

Participation in tennis has declined over the past 10 – 15 years, and in fact tennis is one of the sports to have experienced the most significant declines during this timeframe. Between 2001 and 2010 participation in Australia declined from 9.2 percent to 6.6 percent and more recent ABS data shows a further decline with adult male participation decreasing from 4.9 percent in 2011/2012 to 3.4 percent in 2013/2014, and adult female participation decreasing from 3.4 percent to 2.7 percent.

Another trend to understand is the rates of male and female participation in tennis.

- Tennis is a sport which has traditionally appealed to both males and females. This is evident in the ABS data which shows in 2011/2012 the participation rate for over 15 year old males in Australia were 4.9 percent compared to the female rate of 3.4. In 2013/2014, the male participation rate had dropped to 3.4 percent, while the female participation rate had dropped to 2.7 percent
- The participation rates for children (5-14 years) has seen a no change from 2009 to 2012 with the male participation rate being 8.4 and the female participation rate being 6.3, this is despite an overall increase in population in Australia.

Total participation in exercise, recreation and sport for Victoria and Australia 2001 - 2010

Age	2001		2004		2008		2010	
	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %
15 – 24	87.1	88.8	91.5	91.7	90.5	90.1	90.2	87.7
25 – 34	82.8	85.3	87.8	85.4	85.6	86.1	86.6	86.1
35 – 44	82.6	80.6	85.3	84	85.7	85.9	86	85.1
45 – 54	75.8	75.4	85.7	81.9	82.9	82.9	82.7	82.1
55 – 64	68	70.2	79.5	79.1	81.3	80.4	79.9	78.7
65 plus	61.1	60.1	77.6	71.6	72.8	73.4	73.1	72.2
Total	77.4	77.8	85.1	82.8	83.4	83.4	83.4	82.3

Source ERASS Annual Report 2001, 2004,2008 and 2010

Available: <http://www.ausport.gov.au/information/casro/ERASS>

Total participation in sport and physical recreation Victoria and Australia 2011-2012 and 2013-2014

Age	2011 - 2012		2013 - 2014	
	Victoria %	Australia %	Victoria %	Australia %
15 - 17		78	72.6	73.8
18 - 24		71.6	64.1	67.2
25 - 34		70.2	64.0	63.9
35 - 44		68.7	68.4	64.6
45 - 54		63.4	62.3	61.4
55 - 64		62.6	57.1	55.6
65 plus		50.4	46.1	46.6
Total	66.1	65	60.9	60.2

Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014.

Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Sport and Non-Sport Related Activity in Australia 2016

	2016
Age	Australia %
15 - 17	95.5
18 - 24	89.2
25 - 34	88.3
35 - 44	89.5
45 - 54	89.1
55 - 64	86.1
65 plus	82.3
Total	87.6

Source Clearing House for Sport Ausplay data 2016

Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Total participation in sport and physical recreation by gender in Australia 2011-2012 and 2013-2014

Age	2011 - 2012		2013 - 2014	
	Male	Female	Male	Female
15 - 17	85.1	70.3	72.8	74.8
18 - 24	76.2	66.8	67.7	67.0
25 - 34	70	70.4	67.3	60.6
35 - 44	69.6	67.7	63.3	66.1
45 - 54	61.4	65.3	61.9	60.8
55 - 64	61.8	63.5	54.5	56.4
65 plus	52.9	48.1	48.3	44.8
Total	66.2	63.8	61.0	59.4

Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014.

Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Participation in selected exercise, recreation and sport in Victoria and Australia (organised and non-organised) 2001 – 2016

Activity	ERASS Data						AusPlay Data			
	2001		2004		2008		2010		2016	
	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %	Victoria %	Australia %
Walking	27.5	28.8	39.9	39.0	38.8	39.2	36.6	35.9	44.5	42.6
Aerobics/fitness	14.8	13.0	21.2	17.1	24.2	23.5	24.7	23.5	31.6	32.1
Swimming	13.7	16.0	16.5	16.5	13.2	14.5	13.5	13.0	13.4	14.5
Cycling	12.1	9.5	11.6	10.5	13.8	11.6	12.7	11.9	13.3	11.7
Running	7.8	7.2	9.3	8.3	10.1	9.9	12.7	10.6	16.3	15.8
Golf	9.3	8.2	8.6	7.9	7.6	7.1	7.3	6.7	5.3	5.2
Tennis	9.2	9.2	9.2	8.4	7.2	6.8	6.8	6.0	5.2	4.8
Bushwalking	4.1	5.3	4.7	5.2	5.7	6.4	4.6	4.8	5.2	5.4
Soccer (outdoor)	3.1	3.7	2.6	4.2	3.4	5.2	3.5	4.8	5.3	5.8
Netball	4.4	4.1	4.0	3.6	4.9	3.9	3.8	3.7	3.3	3.2
Cricket (outdoor)	2.6	2.1	3.6	3.1	4.6	3.5	3.5		4.0	3.3

Source: ERASS Annual Report 2001, 2004, 2008 and 2010 and Clearing House for Sport Ausplay data 2016

Source: Clearing House for Sport Ausplay data 2016. Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Participation in Selected Sporting Activities - Australia (15 plus years of age)

Activity	ABS Data					AusPlay Data	
	2011 - 2012		2013 - 2014			2016	
	Male	Female	Male	Female	Total	Male	Female
Walking	16.5	30.4	13.6	24.7	19.2	33.5	53.7
Fitness/Gym	15.1	19.1	15.9	18.9	17.4	29.1	36.3
Swimming	7.5	8	5	7.6	6.4	12.8	16.6
Cycling / BMX	9.8	5.4	8.5	4	6.2	14.4	9.1
Running (athletics from 2016)	8.7	6.4	8.1	6.7	7.4	17.2	14.3
Golf	8.2		6.6	1.4	4	8.7	1.7
Tennis	4.9	3.4	3.4	2.7	3	5.4	4.0
Bushwalking		2.4	1.4	1.7	1.5	6.1	6.0
Soccer (outdoor)	4.1		3.5	1.3	2.4	9.0	2.6
Netball		4.5	0.3	4.1	2.2	0.7**	5.3
Basketball	2.8		3.1	1.3	2.2	4.8	2.2
Cricket (outdoor)	3		2.3	0.1*	1.2	5.2	0.7**
Australian Rules Football			2.3	0.1*	1.2	4.4	0.7**

* estimate has a relative standard error of 25 - 50% and should be used with caution.

** estimate has a relative standard error of 50 - 100% and should be used with caution.

Source: Australian Bureau of Statistics, *Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014.*

Available: http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Source: Clearing House for Sport Ausplay data 2016. Available: <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

Participation in top 10 Organised Sports in Australia - Children (5 - 14 years between 2006 and 2009 then 0 – 14 years in 2016)

Activity	2006		2009		2016	
	Male	Female	Male	Female	Male	Female
Soccer (outdoor)	19.6	6.4	21.7	6.5	22.3	6.7
Swimming / Diving	16.5	18.2	16.5	18.9	29.0	32.1
Australian Rules Football	13.8		14.9		4.0	4.1
Basketball	7.4	5.7	9.2	6.6	8.2	4.3
Cricket (outdoor)	10.1		8.6		9.7	1.4*
Tennis	8	6.6	8.4	6.3	7.4	4.7
Martial Arts	6.1	2.9	7.8	3.7	1.5	0.6*
Rugby League	7.9		7.5		5.6	0.1*
Rugby Union	3.9		4		2.2	
Dancing	2.4	23.1	3.5		1.0	15.9
Athletics, track and Field	2.6	3.2	3.2	3.1	4.0	5.1
Netball		17.3		16.2	0.1	14.5
Gymnastics				8.1	3.7	11.8
Horse riding / Equestrian		2.8		2		
Hockey		2.2		2	1.7	2.0

Source: Australian Bureau of Statistics, *Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014*. Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Source: Clearing House for Sport Ausplay data 2016. Available:

<https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results/national>

* estimate has a relative standard error of 50 - 100% and should be used with caution.

Participation in Organised Sport and Physical Activity in Australia

Age	2012			2013 - 2014		
	Male	Female	Total	Male	Female	Total
5 - 8 years	61.4	50.1	55.9			
9 - 11 years	73.3	59	66.4			
12 - 14 years	66.3	52.9	59.8			
15 - 24 years				41.9	42.7	42.7
25 - 34 years				30.9	27.8	29.1
35 - 44 years				24.2	25.9	25.1
45 - 54 years				22.3	19.9	21.1
55 - 64 years				17.0	17.6	17.6
65 plus years				17.5	16.4	17.1
Total				26.1	25	25.6

Source Australian Bureau of Statistics:

Sport and Physical Recreation: A Statistical Overview, Australia, 2012 and Participation in Sport and Physical Recreation, Australia, 2013-2014. Available:

http://search.abs.gov.au/s/search.html?query=sport+and+recreation+participation&collection=abs&form=simple&profile=default_preview

Local Participation Statistics – 2013 to 2017

Tennis Club Name	Members 2016/2017	Members 2015/2016	Members 2014/2015	Members 2013/2014
Bunbartha	12	15	15	15
Byrneside	20	10	25	13
Central Park	29	31	47	33
Dhurringile	63	50	30	38
Dookie	0	0	0	17
Grahamvale	5	6	7	7
Harston	7	6	6	5
Karramomus	26	19	13	22
Katandra West	0	0	0	6
Kialla Park	144	140	149	131
Lemnos	0	24	31	32
McEwen Reserve	59	30	63	91
Merrigum	0	36	35	0
Mooroopna Lawn	63	57	51	36
Murchison	0	55	71	10
Old Students	38	54	61	49
Shepparton Lawn	476	358	363	351
Shepparton North	27	24	56	0
St Andrews	21	25	29	39
St Brendan's	58	68	75	68
St Marys	10	43	71	65
Tallygaroopna	0	0	0	0
Tatura	103	97	75	82
Toolamba	43	51	59	0
Undera	62	32	36	40
Total	1,266	1,231	1,368	1,150

Source: Tennis Victoria – Participation Leader – Country North East – Great Shepparton tennis clubs

DRAFT



The Whole of Sport Plan - Tennis SUMMARY



Acknowledgements

The Whole of Sport Tennis Plan Project Team acknowledges the input and support from a range of Council staff and representatives from external agencies and organisations. The Project Team acknowledges the invaluable contribution by the tennis clubs completing the surveys and speaking with staff throughout the consultation period. The Greater Shepparton City Council also acknowledges the support of the Victorian Government.

Disclaimer

This document has been developed by the Greater Shepparton City Council's Sport and Recreation Department. Information contained in this document is based on available information at the time of production. All figures, tables and diagrams are indicative only and should be referred to as such. This is a strategic document which deals with technical matters in a summary way only. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Executive Summary

Councils Sport 2050 Strategy is the current overarching document providing general guiding principles for the delivery of more detailed planning work. Whole of Sport Strategies provide direction for the future of a particular sport within Greater Shepparton. These strategies then inform individual reserve master plans and facility feasibility studies.

The Tennis Whole of Sport Plan considers the needs and expectations of the local tennis community, the vision Tennis Victoria has for the future of tennis and the role tennis plays in helping Council to achieve its priority of improving liveability through social and recreational opportunities.

In 2015/2016, there were 24 tennis clubs in Greater Shepparton who were affiliated with Tennis Victoria and they had a total of 1,169 members. This figure does not include the 8 clubs within the area that are not affiliated with Tennis Victoria or casual players. A survey in 2016 of tennis clubs in Greater Shepparton suggests there are more than 200 casual players who make use of tennis courts in the municipality. Greater Shepparton have a total of 169 tennis courts. There are 44 grass courts, 17 synthetic grass and 108 hard courts (concrete or asphalt with or without an acrylic covering). 20 (113 courts) facilities are located on Council land. Council do not directly manage any of the 20 sites used for tennis, with most under a lease or under a Committee of Management arrangement.

Vision

This Whole of Sport Plan for Tennis has been developed to provide Greater Shepparton City Council with a vision for supporting tennis at a local and regional level, and to guide the development of improved facilities that will meet current and future community need.





Strategic Context

In planning for tennis in Greater Shepparton it is important to understand previous planning completed by Council and Tennis Victoria to ensure the Plan reflects and responds to existing Council priorities and the broader context for tennis in this region, and Victoria as a whole.

A review of key strategic documents prepared by Council has identified that Council has a clear focus upon building an active and engaged community. Improved liveability is essential to this and will be achieved through building community capacity, providing quality community infrastructure and focusing on social inclusion.

Specific priorities Council has that are relevant to the Whole of Sport Plan include:

- Developing Shepparton as the regional sporting capital of Victoria
- Valuing and supporting the economic and tourism benefits that come from attracting regional, interstate and intrastate sporting events
- Investing in sporting facilities, particularly where:
 - participation is maximised
 - strong partnerships are formed and maintained
 - multiuse and a community hub approach will be implemented; and
 - facilities are not used exclusively by clubs

These aims, along with Council's strategic priorities provide an important framework for identifying the future vision and direction for tennis in Greater Shepparton.

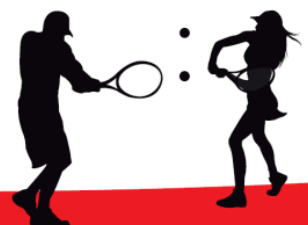
Community Profile

Population increasing = younger profile

Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 60,442 in 2011 to 83,782 by 2036, however the location of the growth will be variable. This suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase, particularly in the urban centre with a younger profile and expected population growth.

Extra support is required to support some members of the community to overcome barriers such as cost, lack of knowledge about the benefits of participating in sport and recreation pursuits and cultural barriers.

Declining household incomes





Low but increasing education levels

While there is some evidence the population will age between 2016 and 2036, this will be minimal with one third of the population aged between 0 and 24 years, while those aged 60 years and over will account for less than one quarter of the population. This, combined with consistent population growth (the number of people aged 0 – 24 years will increase by nearly 5,000 people between 2016 and 2036), suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase.

There are a number of factors that impact upon the demand for sport and recreation opportunities, and influence an individual's capacity to participate. These include education and income levels, and the ethnicity and cultural background of the population. Participation rates are generally lower where household income and education levels are low. In addition, people born in non-English speaking countries and people from an indigenous background are less likely to participate in traditional sport and recreation pursuits such as tennis.

High and increasing levels of ethnicity

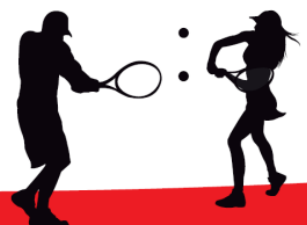
Participation Trends

In the last two decades there have been significant changes in the leisure and recreation interests of the broader Australian community and in the types of leisure and recreation opportunities available to the broader community. Generally, these changes have been driven by overall higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits rather than a commitment to a small number of activities.

Overall, participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to week day evening sports participation.

Non-competitive participation is increasing





The highest rates of participation in any sport and recreation activity for people aged 15 and over are walking, followed by gym / fitness activities. This is consistent across both the Exercise, Recreation and Sport Survey and Australian Bureau of Statistics data. Other activities in the top 10 – 15 are swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. Organised sporting activities in the top 10 – 15 for people aged 15 and over are tennis, outdoor soccer, netball, basketball and cricket.

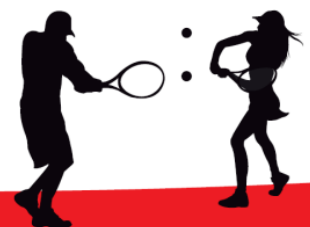
**A significant Aboriginal and
Torres Strait Islander population**

Other key participation trends include:

- Generally higher rates of participation for males compared to females in all age categories.
- Notably lower rates of participation for those not in the workforce, and for those living in households where a language other than English is spoken.
- Increasing rates of participation as education levels rise.

Participation in tennis by adults has declined notably over the past 10 – 15 years. At a national level, participation in organised tennis by children up to 14 years of age has remained relatively stable with some decline in the past few years, however this is notably different from what is occurring at the local level with the number of players participating in the Shepparton Junior Tennis Association declining by just under half between 2001/2002 and 2016/2017. However, the high levels of cultural diversity, low incomes in the community and the trend towards non-competitive and non-organised sport and recreation activities, also present some challenges.

There are however, some isolated instances where local participation appears to be relatively strong and there is some growth being experienced. This is occurring where more flexible participation options are being offered.





Year	Season	Grades	Teams	Players
Shepparton District Tennis Association (Weekend Senior / Adult Competition)				
1992 / 1993	Summer	11	88	704
	Winter	6	48	384
2002/2003	Summer	10	77	616
	Winter	5	40	320
2016/2017	Summer	5	24	120
	Winter	2	10	40
Goulburn Murray Lawn Tennis Association (Weekend Adult Competition)				
Note: Murray Lawn Tennis Assoc. and Greater Goulburn Lawn Tennis Assoc. amalgamated in 2012.				
2005/2006	Summer		70	560
2015/2015	Summer		44	264
Shepparton and District Ladies Midweek Tennis Association				
2005/2006	Summer & Winter		50	250
2015/2016	Summer & Winter		30	150
Shepparton Junior Tennis Association (Weekend Junior Competition)				
2001/2002	Summer	15	130	780
2016/2017	Summer	10	71	355

Table: Greater Shepparton Tennis Participation Data provided by Shepparton Lawn Tennis Club

Consultation

All tennis clubs based in Greater Shepparton were invited to complete a short online survey, and participate in a workshop discussion. There was a good response from the clubs with 13 of the 24 active clubs completing the survey and 10 clubs attending in the workshop.

Many of the clubs view the capacity and make up of their committees along with the financial stability of the club as a real strength. Another strength that was identified by the clubs was the involvement of family members and the intergenerational involvement of these families. Over 80% of the clubs that completed the survey are experiencing difficulties with declining or stagnating participation.





Future

In developing the Plan for tennis three themes have been identified for planning for the future of tennis in Greater Shepparton. These are:

<p>Participation Strategic Direction- Provide inclusive, accessible and welcoming playing environments that will support increased participation in tennis</p>
<p>Infrastructure Strategic Direction - Provide access to facilities of the right type and the right quality in the right locations to support and grow tennis participation</p>
<p>Capacity Strategic Direction – Support volunteers, administrators and clubs in making sure that community tennis is well run, vibrant and relevant</p>

Implementation Plan 2017-2022

Integral to the Whole of Sport Plan for Cricket is identifying the actions required to deliver on the strategic directions and focus area outlined in chapter seven of the complete document. The following priority ratings have been applied to the actions:

Priority 1 – The highest priority with an anticipated timeframe for implementation of 1-2 years.

Priority 2 – A medium level priority with an anticipated timeframe for implementation of 3 - 5 years.

Ongoing – Those actions which are currently being implemented and/or will continue to be implemented on an ongoing basis.





Focus Area	Actions	Priority	Responsibility
Implement the Tennis Victoria participation programs	Expand delivery of participation programs such as HotShots, Tennis in Schools, Fast 4 and Community Play	Ongoing	Tennis Victoria Local Tennis Clubs and Associations
Identify initiatives to support increased local participation in tennis	Work with local clubs to expand opportunities for masters/veteran tennis	1	Tennis Victoria Local Tennis Clubs and Associations
	Work with multi-cultural community to provide opportunities for multi-cultural groups		
Investigate any barriers to accessing tennis courts	Support opportunities for clubs to provide flexible access to facilities such as 'Book A Court' program	2	Tennis Victoria Local Tennis Clubs and Associations
Assess the feasibility of developing a regional tennis facility in Greater Shepparton	Pursue funding to undertake a feasibility study to develop a regional tennis facility in Shepparton	1	Council Local Tennis Clubs and Associations Tennis Victoria
Under take research to understand the condition, functionality and use of tennis facilities in Greater Shepparton	Pursue funding to undertake a comprehensive condition, functionality and use study of Tennis Facilities in Greater Shepparton	1	Council Local Tennis Clubs and Associations Tennis Victoria
Adopt a criteria for decision making on investing in or repurposing tennis facilities	Work with local tennis clubs and Tennis Victoria to develop a criteria for prioritising infrastructure improvements based around criteria including: multi use facilities and groups/clubs working together collaboratively that addresses/responds to community need.	Ongoing	Council Local Tennis Clubs and Associations Tennis Victoria





Review the structure of tennis in the region exploring the feasibility of establishing an overarching body to centralise administration and organisation of tennis in the region	Investigate the feasibility of have a paid, centralised administration position responsible for the day to day administration of the various tennis associations in Greater Shepparton	2	Tennis Victoria Local Tennis Clubs and Associations
	Promote discussion of opportunities for club and association mergers	2	Tennis Victoria Local Tennis Clubs and Associations
Strengthen the skill and capacity of local tennis club administrators through the provision of training opportunities	Support tennis clubs to complete the 'Operational Health Check' as provided by Tennis Victoria	Ongoing	Tennis Victoria
	Encourage Clubs to participate in the Council run annual grant and fundraising workshops targeting planning and facility development	Ongoing	Council

