



JUNE 2019

TENNIS IN MONASH

Discussion Paper

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MAYOR'S MESSAGE

It is with great pleasure that I introduce the Monash Tennis Discussion Paper 2019.

This paper represents meaningful and effective engagement with tennis clubs in Monash that occurred throughout 2018 and 2019. Our tennis clubs are a key contributor to the physical activity being undertaken by the Monash community. It is well known that regular physical activity can provide significant gains in health and wellbeing by preventing chronic disease including type 2 diabetes, heart disease and some cancers. It can also improve mental wellbeing, build social connection, increase productivity and create positive change in the places where we live, learn, work and play. Good health is a great foundation for living life to the full.

This discussion paper, and the conversation we had with tennis clubs, was about working together to start the discussion about what tennis in Monash looks like in the future. This discussion paper represents the views put forward by tennis clubs in Monash and identifies the key issues facing the sport and the opportunities that exist for the success of the sport in the future.

I am very excited to lead this discussion, and look forward to the valuable contribution from the wider community in response to the issues and opportunities identified by our clubs.

I would also like to take this opportunity to thank all those who participated in the forums and contributed to this document including representatives from all tennis clubs in Monash and Tennis Victoria. I am confident that, working together, we will effectively plan for the future of tennis in Monash.

DRAFT

1. INTRODUCTION

1.1 Background

The City of Monash is a culturally diverse community in Melbourne's south-east suburbs. We are home to an estimated population of 200,077 residents, making us one of the most populous municipalities in Victoria. Forty-eight point nine percent (48.9%) of residents are born overseas, which is much higher than Greater Melbourne at 33.8%. Twenty-one point nine percent (21.9%) of the population are aged 60 or over, which is slightly higher than the Greater Melbourne average of 19%.

Our City (81.5 square kilometres) includes the following suburbs: Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, and Wheelers Hill. Parts of Chadstone, Burwood and Oakleigh South are also included in Monash.

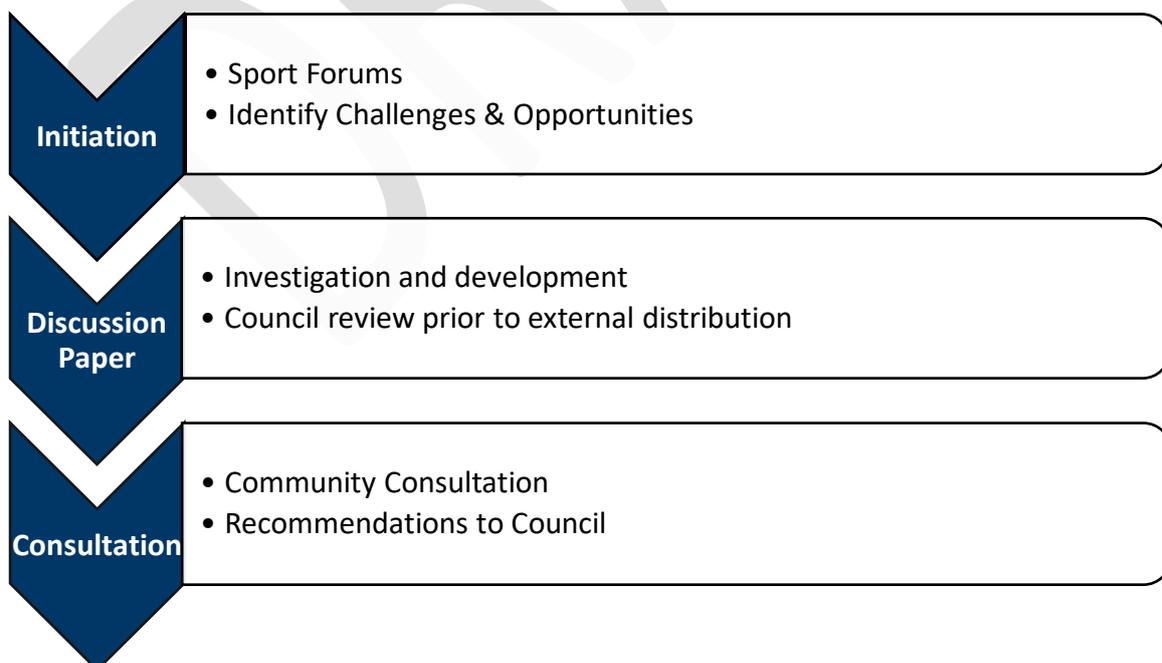
1.2 This Discussion Paper

This Discussion Paper has been developed following the Monash Tennis Forum held with clubs and Tennis Victoria on 27th February, 2019. This Discussion Paper considers issues and opportunities as identified by clubs, Tennis Victoria and Council officers at the forum.

Appendix A – Summary of forum findings

1.3 The Next Steps

Following endorsement by Council, this discussion paper will be released for broader community consultation before findings are presented to Council with any recommendations to help Council plan for the future of tennis in Monash.



2. TENNIS IN MONASH

2.1 Benefits of tennis

Playing tennis is not just a great way to keep fit, have fun and meet new friends, the sport is for all ages and rewards its participants with significant psychological and social gains. This is of especially good news to older adults, who can enjoy the myriad health benefits of tennis at a time when they are more susceptible to injury and illness. Being a sport that improves coordination and balance, it can also reduce the risk of falls for older adults. Tennis is associated with a reduced risk of high blood pressure, stroke, diabetes and some cancers, while assisting weight loss and increasing metabolism and muscle mass.

Tennis is a sport with multiple repeat opportunities and a unique scoring system. But you do not have to play a match to enjoy the sport. There are multiple ways to approach the game, such as rallying without scoring, specialised drills or playing different forms of the game like doubles. With such a variety of tennis options and flexible play opportunities available, tennis is a sport that can be very inclusive and engaging. For more information, visit www.tennis.com.au/learn/benefits

2.2 Broader tennis trends/participation

According to 2018 Ausplay data for tennis, the national participation rate for tennis is 4.5% of the Australian population aged over 16. Applying these figures locally, it equates to approximately 7,200 of the Monash population. Nationally, the dominant motivation to participate in tennis was 'Fun/enjoyment' (47%), however 'Social reasons' (42%) and 'Physical health or fitness' (37%) were also strong motivators. According to national research undertaken by Roy Morgan in 2017, the number of regular tennis participants across the country has declined from 711,000 in 2001, to 463,000 in 2016 (-35% change). In this same period, more Australians were found to be participating more in casual outdoor leisure pursuits such as walking, jogging, cycling and exercise classes such as a yoga.

2.3 Tennis Victoria – 4 Pillars of a successful club

At the Introductory Meeting with Monash tennis clubs, held on 10 December 2018, Tennis Victoria presented on their four Strategic Pillars for a successful and sustainable club.



Accessibility – providing good community access to courts and programs in an open and welcoming environment



Sustainability – well planned and managed financially to reinvest in facilities to be maintained



Community Benefit – Engaging all levels of the community through programming, social connection and partnerships



Accountability – Deliver agreed outcomes of the lease with council, work with Tennis Victoria to help grow your club

2.4 Participation

There are 16 tennis clubs in Monash that operate under a lease arrangement with Council. In 2018, Council collected data in relation to the condition of tennis facilities and club memberships and participation. Key findings from this process include:

Memberships, age and gender

- Since 2010, total membership of tennis clubs operating from a Council owned venue has declined by 3.9%.
- In the same period, the number of junior players has increased by 4.9%, demonstrating a drop in senior members.
- This drop in senior members was found to have occurred in female participation, with female members dropping 21.8% since 2010, whilst male participation has grown by 9%.
- Clubs are represented by 38% junior membership and 62% senior membership.

Court utilisation and schedules

- Not surprisingly, the highest court utilisation occurs on Saturdays, with 70% of all courts in Monash used between 8am and 11pm.
- During weekdays, average court usage plummets down to 42%.
- Mondays through to Thursdays between 12-3pm, as well as anytime throughout Fridays are periods that provide the highest potential for the introduction of additional use or programming.

Table 1 - Approximated percentage utilisation rate

Time	Mon	Tue	Wed	Thur	Fri	Sat	Sun
7am	19%	19%	0%	19%	17%	56%	0%
8am	20%	21%	8%	21%	18%	81%	69%
9am	48%	56%	47%	54%	28%	83%	77%
10am	50%	56%	47%	54%	25%	83%	75%
11am	53%	54%	46%	50%	24%	83%	75%
12pm	46%	53%	44%	45%	23%	67%	55%
1pm	38%	47%	33%	48%	14%	73%	52%
2pm	36%	38%	29%	44%	24%	73%	63%
3pm	48%	36%	36%	40%	33%	73%	62%
4pm	57%	46%	52%	56%	49%	76%	56%
5pm	57%	43%	44%	56%	43%	70%	47%
6pm	53%	43%	44%	56%	38%	55%	33%
7pm	59%	58%	53%	69%	40%	27%	11%
8pm	50%	60%	47%	58%	28%	27%	0%
9pm	44%	51%	35%	47%	18%	27%	0%
10pm	47%	53%	37%	45%	9%	27%	0%
11pm	30%	39%	19%	0%	0%	27%	0%
Grand Total	47%	49%	41%	50%	28%	70%	56%

2.5 Facility Condition Audits

Prior to the Tennis Forum held in February 2019, each tennis club was provided a copy of the Facility Condition Audit Report from the audits that were undertaken in 2018. These club reports were specific to their tennis facility. The audits undertaken were done independently by an external expert.

Common facility issues identified across Monash include:

- Tree root invasions
- Significantly worn out and ageing playing surfaces
- Deteriorating perimeter fencing and net posts
- Poorly located light tower footings and ageing pole condition
- Inadequate drainage systems
- Poorly constructed court bases with poor construction methodology
- A lack of court sizes and court run-off areas that are compliant with modern Tennis Victoria standards

Overall, it was found that the combination of lower cost construction methodology and minimum maintenance standards were the two factors most attributable to current condition issues.

It is important to note that Tennis Clubs operating on Council owned land in Monash operate under a lease arrangement with Council as the property owners/managers, and the sporting clubs then lease the facilities from Council under a range of conditions. As such, it is the sporting club's responsibility to undertake the necessary facility maintenance operations at each site. In many situations, the club's capacity to properly maintain the facilities has significantly contributed to the decline in condition of some facilities. Historically, this has been the standard agreement between the parties. An opportunity now exists to consider the effectiveness of this current approach and arrangements.

It was found that very few of the tennis facility sites audited had any form of serviceable drainage systems and very few sites were built on bases that would drain efficiently. Sustained wet weather conditions see a speedy decline in the usability of the vast majority of the sports facilities, particularly those built with red porous bases. The combination of a lower cost construction methodology, uneven surface levels and poor surface drainage, could see the continual decline in court condition.

As part of the audit process, cost estimations were prepared that highlight the areas for expenditure required for each site from a Maintenance, Short Term Investment and Capital Works Perspective. Across all sites over a 20 year period, the required expenditure identified through this process totalled \$38.5 million. Given that this is such a significant sum, to adopt and initiate the recommendations within the report holistically and undiluted is unlikely to be feasible, which is why it is so important to engage with all stakeholders and carefully consider long term planning for each site.

2.6 Distribution of Council Tennis Facilities and Clubs

Tennis club mapping and analysis of distribution of tennis facilities throughout Monash shows that the majority of tennis clubs are located north of the Monash Freeway. The suburbs of **Glen Waverley, Mount Waverley** and **Wheelers Hill** have the highest supply of tennis facilities in Monash, with **77%** of all Council-owned courts in Monash being located in these 3 suburbs alone.

Table 2 - Distribution of Council owned tennis facilities by sub-region, 2018

Area	Population	Council-owned tennis venues	Number of courts	Population number per court
City of Monash	200,077	16	100	2,001
Ashwood Burwood Chadstone	20,195	1	5	4,039
Clayton Notting Hill	26,722	0	0	
Glen Waverley	43,064	6	42	1,025
Mount Waverley	36,327	4	23	1,579
Mulgrave	20,896	2	10	2,089
Oakleigh Hughesdale Oakleigh East Oakleigh South	31,863	1	8	3,983
Wheelers Hill	21,010	2	12	1,751

Appendix B - Distribution of tennis clubs in Monash, 2018

Further to this, there are another 67 courts in the Glen Waverley, Mount Waverley and Wheelers Hill catchment, which are not located on Council land. This includes privately owned club, schools and church tennis clubs.

In the suburb of Glen Waverley alone, there are six tennis clubs and 42 tennis courts operating on Council land. This equates to close than half of the entire Council owned tennis infrastructure in the municipality. Significant wear and tear has been identified in the facility condition audit at many of these sites, as well as ageing infrastructure and court compliance issues found to exist at each site. A key theme that emanated out of the Tennis Club Forum in February 2019, was the understanding and appreciation that there may be an over-supply of tennis clubs in this catchment, and that for the betterment of tennis more broadly, it would be strategically justified to explore consolidation of clubs and facilities in this catchment.

Tennis Australia benchmark that one court per 2,000 people be adopted as the guide to ensure an appropriate number of courts exist to meet community tennis needs.

2.7 Governance and financial sustainability of tennis clubs

The following governance figures were collected during consultation with clubs in 2018:

- 8 clubs have the club coach (paid role) on the club committee;
- 110 male committee members (68%) across all clubs in Monash, compared with 52 female committee members (32%). Across greater Melbourne, tennis participation is much closer to an even split between males and females;

- Volunteer base – Tennis clubs have flagged that there is a dwindling volunteer base within the tennis community and it can be difficult to plan sustainably and effectively for the long-term when it is left to too few; and
- Only 6 Monash tennis clubs had reported that they had completed a recent Tennis Victoria Club Health Check (available through Tennis Victoria).

Another set of data that clubs were asked to provide were club financials. It is important to note that it is a requirement of clubs, as per their lease agreement with Council, to each year provide an audited financial report, including a statement of assets and liabilities and profit and loss statement for that financial year. Only 7 clubs managed to provide their financial statements as part of this process. For those clubs, the following information was found:

- 3 (of the 7) tennis clubs were in a sound financial position, with above \$100,000 saved in cash reserves and portions of this money allocated to future renewal and maintenance of tennis facilities;
- Cash reserves in clubs ranged from \$10,000 to \$245,000;
- 2 clubs reported an annual turnover of above \$50,000;
- Annual turnover for tennis clubs ranged from \$20,000 to \$68,000;
- No clubs reported an annual return of above \$10,000 made from coaching arrangements;
- Annual coaching revenue ranged from \$1,600 to \$9,700;
- In one instance, the club coach had access to 5 courts 18.5 hours per week, for an annual sum of \$2,295. Based on a 40 year week of programmed coaching, this equates to \$0.62 per hour per court. This rate is particularly low when compared a typical casual hire rate through the 'book-a-court' system, which is usually \$15-20 per hour.

Appendix C – Financial summary of tennis clubs

3. ISSUES FOR DISCUSSION

3.1 Issue 1 - Condition of tennis facilities

Further to all of the condition issues across tennis facilities that have been identified by the consultant in the Facility Condition Audit Report, tennis clubs have understandably nominated this issue as the primary concern for tennis across Monash. This was reflected at the Monash Tennis Forum, with 41% of clubs nominating ‘cost of capital replacement and improvements of courts’ as the most critical issue currently facing clubs.

Table 3 - Site analysis of tennis clubs

Club	Court dimension compliance	Potential room for expansion	Court bases condition	Court drainage condition	Number of courts
Bayview	x	x	Good	Fair	5
Essex Heights	x	x	Poor	Fair	6
Gladeswood*	x	x	Good	Fair	4
Glen Waverley	x	x	Fair	Fair	6
Glenburn	x	✓	Fair	Good	6
Glenvale	x	x	Poor	Poor	6
Legend Park	x	x	Fair	Fair	6
Lum Reserve	x	✓	Fair	Poor	6
Mayfield Park*	x	x	Fair	Fair	6
Mount Waverley	x	x	Good	Fair	4
Notting Hill-Pinewood	x	x	Good	Good	12
Oakleigh (Caloola)	✓	x	Very Good	Very Good	8
Tally Ho	x	x	Good	Very Good	7
Wellington	x	x	Good	Fair	6
Wheelers Hill*	x	x	Fair	Very good	6
Whites Lane*	x	x	Fair	Fair	6

*There are four tennis clubs in Monash located under power lines. For these sites, and other recreation sites located under this infrastructure, there are restrictions and conditions that must be adhered to in terms of constructing new facilities and activating these sites with sporting activities. For more information on this,

www.ausnetservices.com.au/Business/Electricity/Safety/Transmission-Easements

The Facility Condition Audit Report included cost estimates for expenditure required to maintain and renew existing tennis facilities in Monash. If the suggested annual maintenance programs were to be adopted across all facilities for a 20-year period, the required expenditure would be \$38.5 million.

A key theme that emanated out of the Tennis Club Forum in February 2019, was the understanding and appreciation that there may be an over-supply of tennis clubs in the suburbs of Glen Waverley, Mount Waverley and Wheelers Hill. It was suggest by some clubs that for the betterment of tennis more broadly, it would be strategically justified to explore consolidation of clubs and facilities in this catchment.

Issue 1 - Questions for discussion

A number of tennis facilities leased by clubs in Monash need renewal. On that basis, should Council:

1. Contribute to the cost of their renewal?

If yes:

2. What percentage of costs should Council contribute?
3. Should Council establish a clear set of funding criteria for clubs to meet before agreeing to contribute?
4. Where there is an 'over supply' of courts (e.g. Glen Waverley, Mount Waverley and Wheelers Hill), should Council look to facilitate the consolidation and/or relocation of clubs?
5. Should Council develop a 'Monash Tennis Facility Plan' that identifies tennis infrastructure renewal priorities that deliver the most community benefit?
6. Should Council only fund facilities that have a minimum of 6 courts, can meet minimum court dimensions as recommended by Tennis Victoria and are fully accessible?

3.2 Issue 2 - Sustainability and governance of tennis clubs

Local sporting clubs are often challenged by a lack of skilled volunteers who can support the club in a variety of roles. Tennis clubs in Monash are no different in this respect, with clubs nominating *'Scarce Volunteer Workforce'* as the second most popular critical issues facing clubs in the clubs forum. Often, too much is left to too few, especially at committee level. This dwindling volunteer base within the tennis community often renders clubs unable to plan sustainably and effectively for the long-term.

An area of concern for Council is club governance. With data obtained from clubs in 2018, there are 8 clubs in Monash who have club coaches sitting on the committee. With tennis coaching agreements often linked to the financial sustainability of the club, it is important that club committees can operate without coaches controlling the future direction of the club. Unfortunately, there is the potential for coaches to operate as a business with a primary focus on profit, as opposed to raising the required funds for upkeep and upgrading of infrastructure.

Another governance consideration for Monash clubs is female representation on committees, which currently sits at just 32%. With tennis being a sport that is traditionally quite even in terms of gender breakdown from a participation perspective, this is disproportionate.

For all tennis clubs operating at Council facilities, leases expire in October 2021. As part of any lease renewal by Council, an opportunity exists for stronger enforcement of maintenance responsibilities, as well as stronger clarity around lease holder responsibilities. Lack of clarity in leases was a common discussion point in the forum, with many clubs nominating *'Stronger lease clarity around roles and responsibilities'* as a key factor in allowing tennis to thrive into the future. Further to this, when asked what tennis in Monash needs to look like in 10-15 years from now, there were several nominations for *'Lease clarity and clearly defined roles for Council and clubs'*.

As part of the Facility Condition Audit undertaken in 2018, one of the foremost contributing factors in the majority of the issues identified was a lack of facility maintenance over time. A coordinated and clear outlining of maintenance responsibilities in any renewed lease, as well as accountability measures to uphold these responsibilities should ensure maintenance is considered and planned for appropriately by Council and clubs.

As part of this process, an opportunity exists for Council to work with clubs to ensure club sinking funds are considered and mandated as part of any lease renewal. If clubs are found to

struggle to meet lease and maintenance obligations, an alternate management model could be explored with a view to issuing licenses to tennis clubs with allocated hours to accommodate club participation, but less emphasis on facility maintenance. This model would allow club committees and volunteers to focus on their core business of enabling and supporting tennis participation, as opposed to facility upkeep. This could be appealing to clubs who are linked geographically to other Council operated recreation facilities, such as Glenvale Tennis Club or Glen Waverley Tennis Club, as well as sites with no tennis club presently such as Carlson Reserve which could host club activities under a license arrangement.

Indicative management model responsibilities

Management model	Maintenance responsibilities	Sinking fund obligation	Court allocation rights	Appointment of coaches if required
Lease – exclusive use	Club	Club	Club	Club
License – non-exclusive use	Council	Council	Council	Council
Management Contract	Contractor	Contractor	Contractor	Contractor

Issue 2 – Questions for discussion

Many clubs identified issues regarding their sustainability and governance:

1. Is it a conflict of interest for commercial operators (tennis coaches) engaged by the club to sit on the club’s committee? Should club appointed coaches be permitted to hold committee positions at clubs?
2. For clubs who enter into third party arrangements with coaches, what percentage of coaching revenue should be allocated to the upkeep of tennis infrastructure?
3. What should Council do if clubs are not sustainable or unable to meet their obligations to renew infrastructure?
4. Should Council explore alternate management models for facilities where clubs are no longer sustainable, including limiting club control through a license and reducing their obligation to renew infrastructure?

3.3 Issue 3 – Tennis participation

'Dropping participation rates' was nominated by clubs at the forum as one of the most critical issues facing clubs. Understandably, often the financial sustainability of clubs is linked strongly to participation rates and memberships. Everyone is in agreement that more people on courts, more often is a good thing, but there are several ways that clubs can strive for greater participation. At the forum, when asked what needs to happen in Monash for tennis to thrive into the future, a popular response was to aim for *'More participation across less clubs'*.

'Flexible types of play and membership options', as well *'Increase in participation'* were two of the top three responses when clubs were asked at the forum what local tennis will look like in 10-15 years. An opportunity exists for clubs to move with this trend and restructure their membership options. This shift could potentially move clubs away from a traditional membership focus and instead provide for more flexible and casual participation opportunities.

With club memberships dropping at several tennis clubs in Monash, a focus on casual opportunities for participation is an area that Council would like to explore further. The programming of casual play in times that have been identified as low usage (40% or less) is one way of increasing participation and engaging with non-members at tennis venues. Recent trends in sport and recreation demonstrate that people, particularly females, are more than ever attracted to shorter and more flexible play opportunities. Club membership data from 2018 shows that 41% of club members are female, with female members alarmingly dropping 21.8% since 2010. In the same period, male participation has grown by 9%.

Investment into casual user systems, such as 'Book-a-Court', would be a good way of ensuring investment goes into facilities that can introduce a broader community benefit, especially given the current court utilization rates as shown in Table 1.

It was suggested by some tennis clubs at the forum that venues with a minimum of 6 courts is preferred. Clubs rely on membership, programming and participation to raise revenue, so having 6 courts or more to maximise these is understandably desired across several clubs.

Issue 3 – Questions for discussion

To maximise participation and use of tennis infrastructure, should Council:

1. Work to create fewer, bigger, more vibrant clubs with a minimum of 6 courts to better support opportunities to participate?
2. As a condition of Council support, should clubs be required to allow casual and non-member use of courts at their facility?

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3.4 Issue 4 - Prioritisation of investment

In the Monash Council Plan 2017-2021, a strategic objective of the plan is *'Renewing and maximizing use of our community and sporting facilities'*. To achieve this, future investment must be allocated to facilities and groups where maximal use can best be achieved.

Investment into tennis facilities in Monash needs to be strategic and equitable to allow the sport to thrive into the future.

At the club forum, a key discussion point was the varying factors that should have a strong bearing for any capital works or infrastructure renewal program for tennis. Understandably, the most common priority area as nominated by clubs for investment was *'Addressing the facilities in worst condition'*. The reality is that there are significant infrastructure and compliance issues that have been identified across all facilities. With this in mind, other factors and priority areas are important to be considered.

Case Study – Amalgamation of Oakleigh and North Oakleigh Tennis Clubs

In January 2019, 8 new courts were opened at Caloola Reserve to accommodate the newly amalgamated Oakleigh and North Oakleigh tennis clubs, who previously existed independently at their respective facilities. Leaving their previous homes and shifting into a new facility was beneficial for all parties, with clubs given the opportunity to consolidate resources and volunteer workforce into one club, as well as giving Council the required space to deliver the Oakleigh Recreation Centre redevelopment which is adjacent to the old Oakleigh Tennis Club site. This is a great example of how clubs and Council can work together to achieve a sustainable tennis outcome for the Monash community.

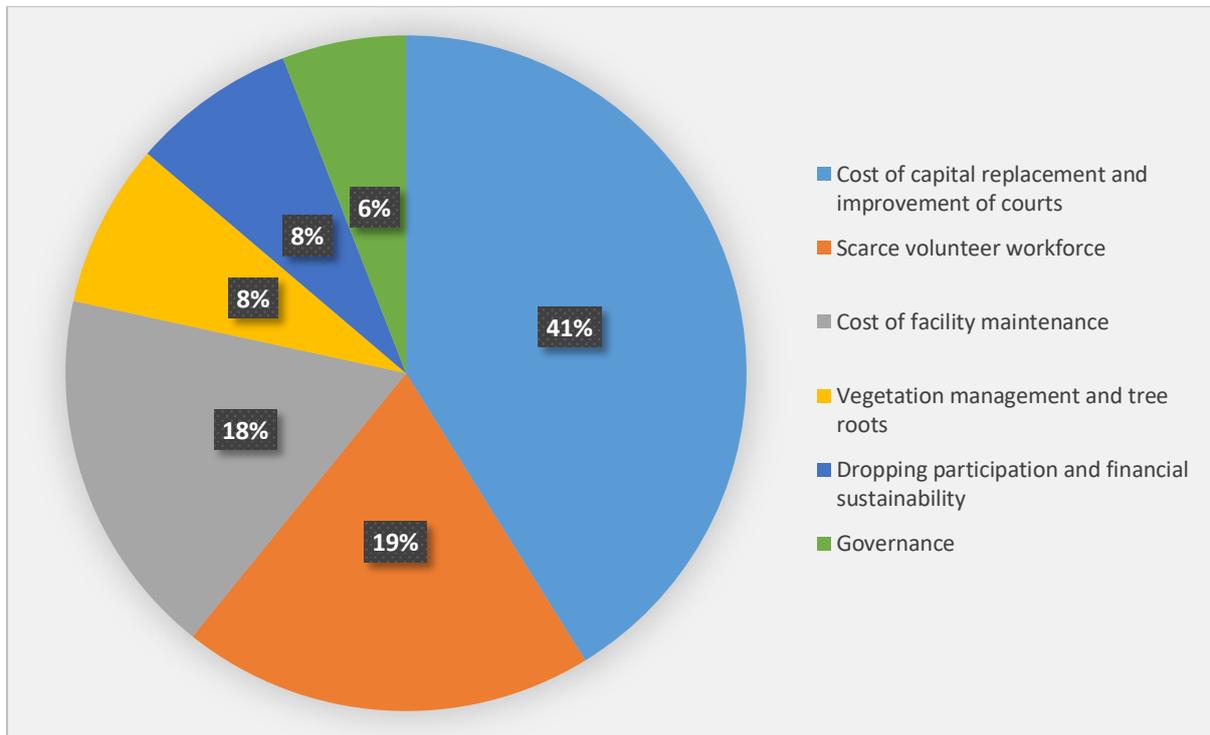
Issue 4 – Questions for discussion

Potential Council investment into tennis facilities should be prioritised to clubs that:

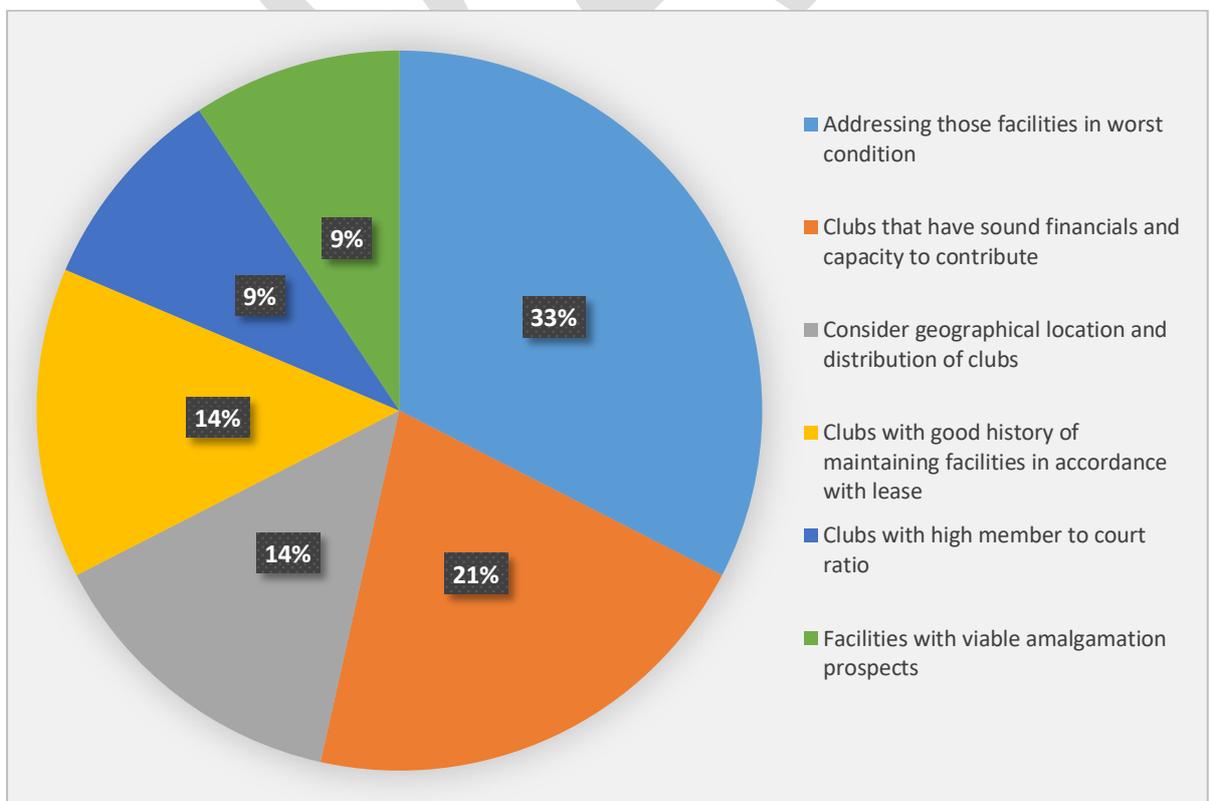
1. Are willing to amalgamate or relocate in the interests of maximising participation be prioritised for investment by Council?
2. Are financially sustainable and able to demonstrate an ability to meet their financial obligations?
3. Have a demonstrated commitment to creating a welcoming, inclusive and respectful environment including the participation opportunities it offers to juniors, females, members of culturally and linguistically diverse communities and residents of all abilities?

APPENDIX A – SUMMARY OF FORUM FINDINGS

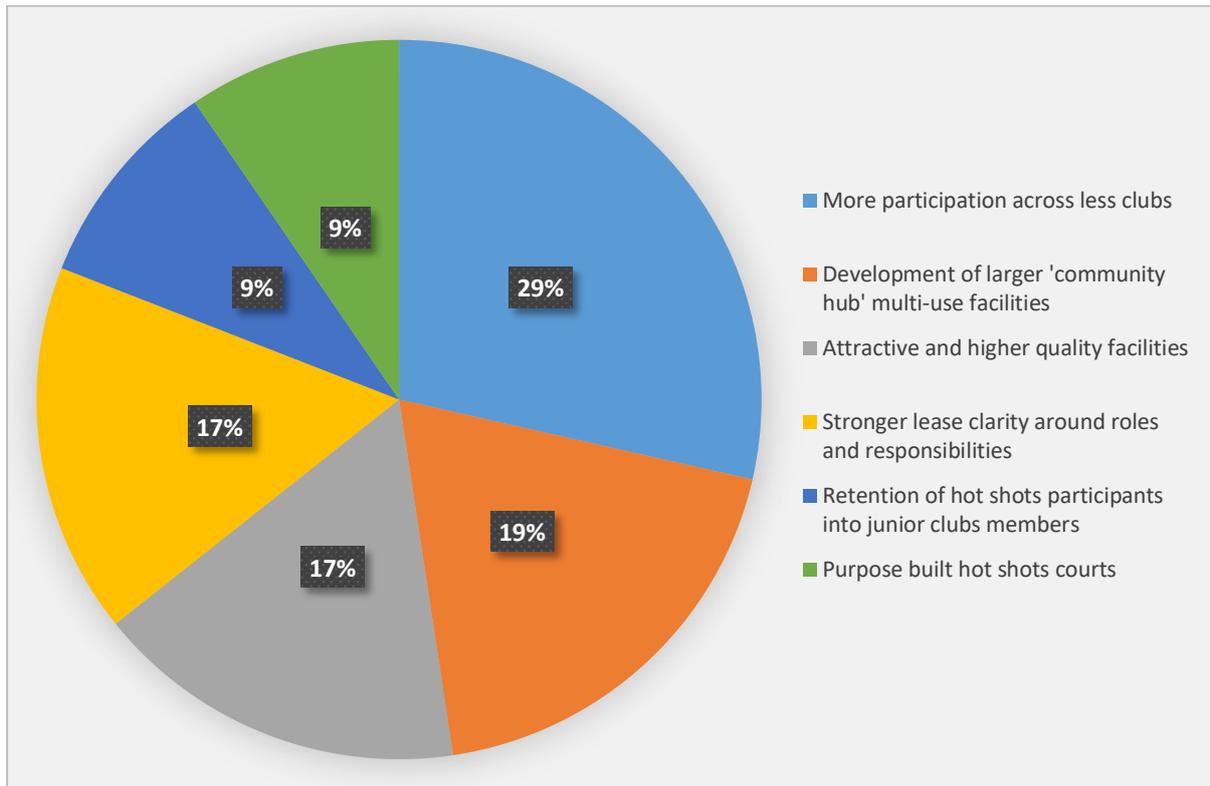
Forum Discussion Topic 1 – What are the most critical issues facing your club?



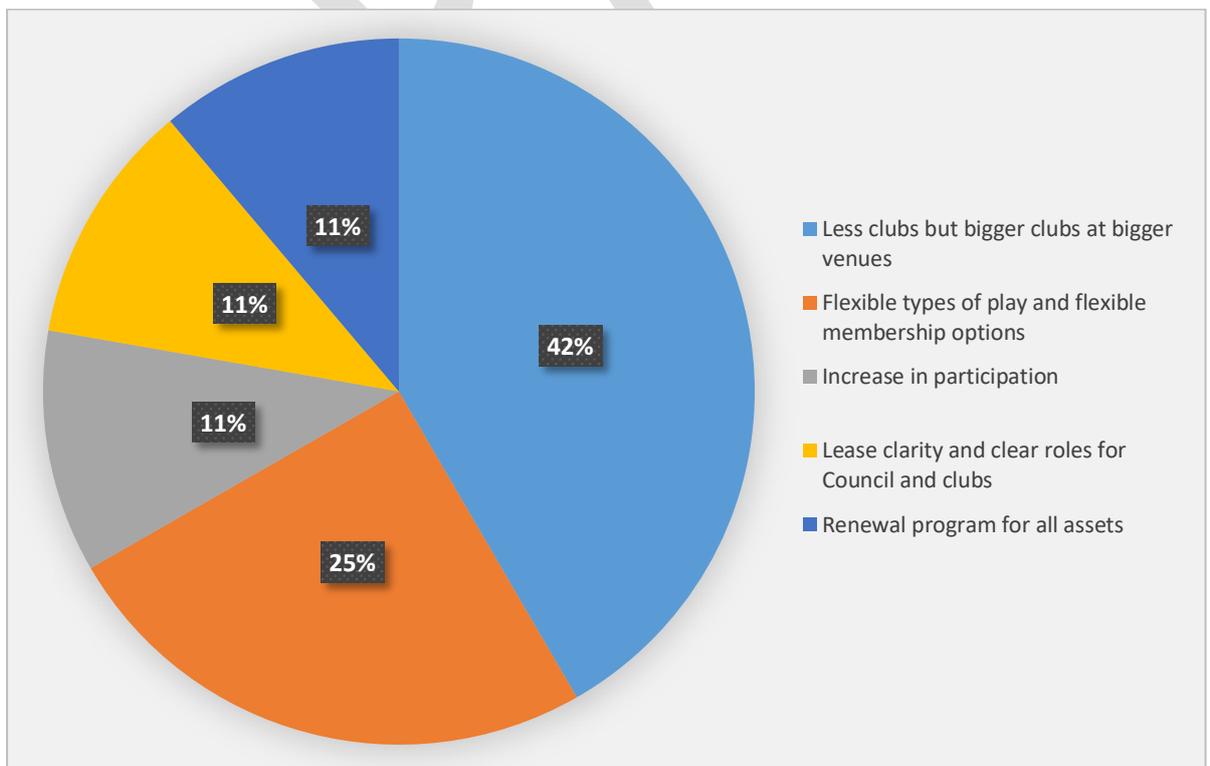
Forum Discussion Topic 2 - How should Council prioritise investment into facilities?



Forum Discussion Topic 3a – Broadly speaking, what do you feel needs to happen in Monash for tennis to thrive into the future?



Forum Discussion Topic 3b - What does local tennis look like in 10-15 years?



APPENDIX C – FINANCIAL SUMMARY OF TENNIS CLUBS

CLUB	ANNUAL TURNOVER	CASH RESERVES	SINKING FUND	ANNUAL COACHING REVENUE	COACH ON COMMITTEE
Club 1	\$23,000	\$26,000	NO	\$2,295	NO
Club 2	\$34,000	\$58,000	NO – maintenance expenses are paid from operational budget	\$1,600	YES
Club 3	Not provided	Not provided	YES - \$10,000	Not provided	YES
Club 4	\$68,000	\$245,000	YES - \$110,000 in term deposit for court replacement	\$4,800	YES
Club 5	Not provided	Not provided	YES, but financials withheld	Not provided	NO
Club 6	Not provided	Not provided	YES, but financials withheld	Not provided	NO
Club 7	\$55,000	\$93,000	YES – for lighting, but no figure mentioned	\$9,700	YES
Club 8	\$36,700	\$120,000	YES - \$100,000 allocated to sinking fund	\$3,765	YES
Club 9	\$45,000	\$10,000	NO – maintenance expenses are paid from operational budget	\$6,500	YES
Club 10	\$20,000	\$61,000	YES - \$45,000	\$4,200	YES
Club 11	Not provided	Not provided	YES - \$123,000	Not provided	NO
Club 12	Not provided	Not provided	Not provided	Not provided	NO
Club 13	Not provided	Not provided	YES - Reports of very healthy financial position in AGM, but no figures provided	\$3,200	NO
Club 14	Not provided	Not provided	NO	Not provided	NO
Club 15	Not provided, but AGM mentions profitable turnover	\$128,000	NO – maintenance expenses are paid from operational budget	Not provided	NO
Club 16	Not provided	Not provided	NO – small amount of money allocated to lamp replacements each year	\$2,200	YES

