

2013
NEWCOMBE
MEDAL

OCTOBER 2013

ENTRANT:

NORTHERN SUBURBS TENNIS ASSOCIATION & LOVE'N DEUCE

CATEGORY:

MOST OUTSTANDING TENNIS COMMUNITY



**“THE SECRET OF
GOOD DOUBLES
IS HAVING A
GREAT PARTNER”**

CHARLIE HOLLIS, COACH TO MANY AUSTRALIAN TENNIS GREATS

BEHIND THE SUCCESS OF THE

**NORTHERN SUBURBS
TENNIS ASSOCIATION (NSTA)**

&

**LOVE' N DEUCE (LND)
PARTNERSHIP**

40 YEARS

**SERVICE & RETURNS
TO SYDNEY'S
NORTH SHORE COMMUNITY**



**4 DECADES
OF ACHIEVEMENTS**

**SERVICE &
RETURNS**

4 DECADES OF ACHIEVEMENTS **40 YEARS SERVICE & RETURNS**

TALUS ST

8 COURTS

**2,500+ VISITS
WEEKLY**

**75%
OCCUPANCY**

WILLIS PARK

10 COURTS

**1,650+ VISITS
MON – FRI**

**63%
OCCUPANCY**

WHEATLEIGH ST

5 COURTS

**1,160 VISITS
WEEKLY**

**70%
OCCUPANCY**

4 DECADES OF ACHIEVEMENTS 40 YEARS SERVICE & RETURNS

85%

pa member and
player retention

266%

player growth over 40 years,
3% compound pa growth

11,000 +

TA registered players through
NSTA & affiliates

6,795

TA registered players through Love'n Deuce

12

thriving member clubs

14

owner operated coaching enterprises in the area

4,200+

entrants in weekday and
weekend competitions

39

various formats of morning, day and
evening competitions held every week

500+

school pupils in programs
for schools

60+

staff
employed

\$4M+

invested in court and club
improvements over 33 years

PATRONS

John Newcombe, AO, OBE
Evonne Goolagong, AO, MBE

1

Tennis NSW President
from NSTA

6

players currently ranked in the
top 60 in Australia

70%+

average facility and court
occupancy per annum

4 DECADES OF ACHIEVEMENTS

40 YEARS SERVICE & RETURNS

8%

local population have used court
and club facilities

950+

customers per week at
Talus St Legends Cafe

\$22K^{+ AMT}

Love'n Deuce North Shore Open,
Gold AMT 2010 - 2013

2

Australian Ranking junior
tournaments held pa

1,470

players per week in
NSTA & LnD Competitions

2

Tennis Australia
Presidents from NSTA

727

Entries in 2013
AR junior tournaments

350+

registered Hot Shot
players per week

1,600+

Primary School
Challenge players

350+

juniors in squads per week
- Top Gun, Hard Yards etc

3

councils directly supporting
NSTA and LnD programs

800+

children aged 2-5 years
registered in the Humpty program pa

500+

non-member
court hirers per week

400

players in annual
closed championship

196

Ladies per week
in Ladies Clinics



ABOUT THE PARTNERSHIP

FROM HUMBLE BEGINNINGS, THE PARTNERSHIP REMAINS TRUE TODAY AS IT DID 40 YEARS AGO TO ITS PURPOSE. IT REMAINS PASSIONATE TO MAKE TENNIS ACCESSIBLE TO EVERYONE IN THE COMMUNITY, AND A COMMITMENT TO SERVE TENNIS AND TO RETURN BENEFITS THE COMMUNITY.

Tennis on the north shore of Sydney dates back to the late 1870s. In 1923 the association (NSTA) was officially formed. In 1973 NSTA Club Ltd and a volunteer committee of 5 people was formed to preside over the development of the new development at Talus Street.

Shortly after this, the partnership with Love'n Deuce (LnD) was formed and a 20 year lease with the NSW Department of Lands and the Willoughby Council was signed for the 8 courts and facilities at Talus Street. This added to the Association's owned and unencumbered facility of 5 courts and club house at Wheatleigh Street, Naremburn.

85% MEMBER / PLAYER RETENTION

In the mid 70's NSTA and LnD organised and promoted tennis to 3,000 registered tennis players.

Over the past four decades the partnership has supported a range of TA and TNSW events, including AR tournaments and inter-district championships. Our players have included:

- John Newcombe – Multiple Grand Slam Winner
- Evonne Goolagong Cawley – Multiple Grand Slam Winner
- Geoff Pollard (13 times NSTA Champ) – Junior Davis Cup Representative
- Mary Hawton (10 times NSTA Champ) – 5 Australian Open Doubles winner, runner-up Wimbledon Doubles

- Craig Miller – Australian Junior Champion Singles and Doubles
- Michelle Jaggard – Australian Junior Champion
- Phil Davies – Australian Junior Doubles Champion
- Luke Bourgeois – Australian Junior Doubles Champion
- Bryanne Stewart – Wimbledon Doubles Semi-finalist
- Bernadette Randall – Australian Junior Doubles Champion
- Patricia Edwards – Australian Junior Doubles Champion

Currently James Duckworth and Greg Jones are ranked in the top dozen Australian male players and NSTA is represented by four players in the top 60 women.

Two Tennis Australia presidents and one Tennis NSW president have come from the partnership's player and administration base.



“I feel that Love n Deuce is certainly the best run professional coaching club in NSW and possibly Australia. The partnership with NSTA is the perfect relationship, and benefits from this flow through to both organisations.”

Tony Roche



NSTA patrons are: John Newcombe, AO, OBE and Evonne Goolagong, AO OBE.

On-going support at corporate tennis days, community events, and tournament presentations regularly come from: Ken Rosewall, AM MBE, Tony Roche, John Alexander, OAM MP, Bryanne Stewart, Greg Jones, Wally Masur, and in recent times James Duckworth.

Today, NSTA and LnD manages and organises tennis activities for over 11,000 players in the area – a growth of 266% over 40 years (3% pa compound growth). It is one of Tennis Australia's largest Member Associations (MA).

The partnership has an 85% member/player retention rate. And over the past 40 years has grown tennis participation 266% (3% compound growth).

The annual tennis calendar comprises:

- 39 separate competition formats conducted by the partnership each week
- 2 AR junior tournaments
- 1 closed championship
- 1 closed junior championship
- 1 AMT platinum tournament offering \$22,000 prizemoney – the richest in Australia

- 4 primary school challenges
- 4 family challenges
- A range of junior round robins
- 21 junior development programs
- 21 adult participation programs and clinics
- 8 weeks of school holiday camps catering for all 2-5yo in Humpty Locomotor skills programs
- 8 weeks of school holiday camps covering red ball to yellow ball

100% CLUB RETENTION RATE

12 clubs fall within NSTA jurisdiction, and these clubs have thrived and survived for 40 years. A 100% retention rate.

The partnership is very proud of how coaching numbers and tennis coach businesses have grown. In 1973 there were only 3 significant coaching businesses, including LnD. Today there are 14 owner operated businesses – all viable and delivering programs to Tennis Australia standards and supporting TA endorsed events in the area. Eight of these operators control multiple centres.



11,000+ REGISTERED PLAYERS

Throughout the partnership, NSTA and LnD has developed and maintained strong and close relationships with all councils. These councils are: Willoughby, North Sydney, and Lane Cove. These councils service a population of 170,000 people and 6.5% are registered TA tennis players.

The total registered players through the NSTA (and its affiliated clubs) and LnD partnership is 11,000, about 25% of the total TNSW membership. 6,700+ players have recently registered through LnD.

The partnership has invested over \$4million in improving and maintaining tennis facilities.

\$4M+ INVESTED IN FACILITIES

The results speak for themselves – a partnership that has served and continues to serve the community of the North Shore. And has returned numerous economic, social, infrastructure and lifestyle benefits.





SHARED VISION AND CULTURE



Our shared vision is to: make tennis accessible to all people in the community and to ensure people have fun playing tennis.

VERY SIMPLE.
VERY POWERFUL.
VERY INVITING AND ENGAGING.
VERY ACCESSIBLE.

Our mission is a little more challenging but we are living up to it:

- We help our stakeholders:
- We find people who like tennis
- We get them interested in playing tennis
- We keep them playing tennis for life
- We provide them with the best facilities and atmosphere

We are achieving our goals. The results are evident:

- 85% player retention
- 266% player growth; 3% compound growth over 40 years
- 12 member clubs that have survived and thrived over this whole period
- 11,000+ TA registered players
- 45 tournaments and competitions pa
- 4,200+ entries pa in weekday and weekend competitions
- 250% more coaches in the area
- 100% trusted and committed sponsor relationships
- 100% State and Local government support
- 500+ non-members hiring courts and enjoying tennis

DEDICATED WORKERS, LISTENING, RELEVANCE

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SO WHAT IS BEHIND THIS GREAT PARTNERSHIP? AN ABILITY TO LISTEN TO WHAT THE COMMUNITY WANTS, BEING NIMBLE AND ADAPTABLE TO CHANGE, AND HAVING DEDICATED EMPLOYEES AND VOLUNTEERS.

Prior to the partnership, competitions were primarily a weekend activity. There was an early recognition by NSTA during the 1970's that times were changing.

Volunteers would no longer be able to meet the demands of the community and changes to people's lifestyles. These changes were being influenced by increased retail trading hours, increased working hours, 2 household incomes, women returning to work earlier, and increasing traffic congestion.

To meet these changes, NSTA did 2 key things that were innovative at the time:

- Entered into a partnership with LnD – to professionally manage its tennis facilities and organise complementary tennis activities
- Employed a full time tennis administrator to support its volunteer committees

Over the years, the staff of NSTA and LnD have teamed to:

- actively listen to customer needs
- collaboratively market and promote tennis in the area
- create comfortable and appealing tennis facilities where people can plan and equally watch tennis in comfort
- attract and retain qualified staff who are passionate about tennis and enthusiastic about the tennis programs offered

Listening, leading change, being nimble to community demands and having dedicated staff are fundamental to the partnership's success and tennis' on-going relevance to the community.

The innovations that NSTA has contributed include:

- shorter playing duration to weekend competitions
- the Primary School Challenges series
- the North Shore Open – 20+k, Platinum AMT
- family events

- on-line communications with players and spectators
- adoption of Xpoint
- enlisted corporate financial support through sponsorships

The innovations that LnD has contributed include:

- full-time onsite management at 3 centres - Talus St, Wheatleigh St and Willis Park
- online court booking service
- a multi-sports program for children 2 – 5 years old with particular emphasis on locomotor skills
- MLC Hot Shots
- junior Competition Level Squads
- ladies clinics and competitions
- breakfast competitions
- Corporate Days
- Cardio tennis
- external Live-in camps and tournaments for children and adults

Wilson

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THE GOVERNMENT SUPPORT WE KEEP

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THE PARTNERSHIP HAS NEVER BEEN SHORT OF SUPPORT FROM EITHER STATE OR LOCAL GOVERNMENT. IT STARTED IN THE 70'S AND REMAINS STRONG TODAY.



70's

Department of Crown Lands endorses capital raising to fund and build 8 more courts in the area

Willoughby Council grant a 20 year lease, with the first 5 years rent free

Noel Reidy, Mayor opens the Talus Street facilities

Noel Reidy, Mayor attends Closed Championships presentations

Laurie McGinty, State MP attends Closed Championship presentations

80's

Jack Donnelly, Mayor of Willoughby attends Closed Championship presentations

Rent review of Lane Cove, Longueville, Artarmon and Kooroora clubs – fair and reasonable rents charged by council showing supporting tennis and its facilities for the community

Eddie Britt, State MP for Willoughby attends Competition finals days

Peter Collins, State MP attends Closed Championship presentations



90's

Lease renegotiated with Willoughby Council with a rent rebate component for housing the Humpty Dumpty Foundation charity. This charity was the inspiration of Love'n Deuce founder, Paul Francis and has raised over \$35M for hospital equipment. Initially the charity supported the Royal North Shore Hospital but has since expanded to support numerous hospitals including East Timor.

Peter Collins, State MP supports numerous NSTA events

Pat Reilly, Mayor begins long, unfinished period of support for tennis in the area

2000's

Pat Reilly, Mayor attends Grade Championships presentations

Willoughby Council grant DA for Talus Street court and facility improvements, including the incorporation of café facilities

\$25,000 received from NSW State Government – Community Sporting Grant

Rent review of Lane Cove, Longueville, Artarmon and Kooroora clubs – fair and reasonable rents charged again by council supporting tennis and its facilities for the community

Joe Hockey, MP, Member for North Sydney attends North Shore Open launch

Gladys Berejiklian, MP and Member for Willoughby, attends North Shore Open launch and Competition final days

John Alexander, OAM, MP for Bennelong, attends North Shore Open launch

Pat Reilly, Mayor Willoughby Council, attends North Shore Open launch

Nick Tobin, General Manager, Willoughby Council, attends North Shore Open launch

Steven Head, Willoughby Director of Infrastructure, attends North Shore Open launch and Closed Championship finals

Pam Palmer, Deputy Mayor, Lane Cove Council, attends North Shore Open launch

Graham Annesley, past MP, and NSW Minister for Sport and Recreation – keynote speech at 2012 North Shore Open launch

LEADERSHIP SUPPORT WE KEEP

OUR SUPPORT, AND THE SUPPORT TENNIS RECEIVES HAS NOT BEEN LIMITED TO GOVERNMENT. OVER OUR 40 YEAR PARTNERSHIP THERE HAS BEEN OVERWHELMING SUPPORT FROM AN ENDLESS LIST OF COMMUNITY AND SPORTING LEADERS.

THE LIST SPEAKS FOR ITS SELF.



John Newcombe, AO, OBE, Patron NSTA (since 1976)

Evonne Goolagong-Cawley, AO, OBE, Patron NSTA (since 1998)

Councillor Pat Reilly, Mayor of Willoughby and Patron (since 1998)

Gladys Berejiklian, NSW Minister for Transport and Patron

Ken Rosewall, AM, MBE

John Alexander, Federal MP and tennis champion

Tony Roche, Grand Slam Winner

Geoff Pollard, former President Tennis Australia (1989-2010)

Steve Healy, former Tennis NSW President, and current Tennis Australia President

Harry Beck, retiring President Tennis NSW (2010-2013)

Glenn Tasker, retiring CEO, Tennis NSW (2007-2013)

Wayne Pascoe, Tennis NSW Director

Mick Parslow, Tennis NSW Director

Ray Martin, AM, Tennis player and Chairman Humpty Dumpty Foundation

Steve Liebmann, Media Personality and long-time breakfast competition participator

Dr Jonny Taitz, Leading Paediatrician and Humpty Dumpty Foundation Board Member

Paul Jeffrey, Humpty Dumpty Foundation Board Member

Andrew Burnes, Chief Executive AOT Group, Humpty Dumpty Foundation Board Member

Kerry Chikarovksi, Former State MP and strong tennis supporter. Humpty Board Member

Jane Fleming, Commonwealth champion athlete, keen player and mother of players

Nick Cleaver, Olympic freestyle skier and keen supporter

Sandra Lee, Journalist and Humpty Dumpty Foundation Board Member

Nigel Watts, Board Member Humpty Dumpty Foundation

Nick Tobin, General Manager Willoughby City Councillor

Stephen Head, Director Infrastructure Services Willoughby City Council



cardio tennis

Love's NO SHOE ON

We tennis

 **JUNIOR TENNIS PROGRAMS**
HUMPTY SQUADS
SCHOOL HOLIDAY CAMPS

 

 GUARDIAN FUNERALS
Proud supporters of Northern Suburbs Tennis

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TENNIS FACILITIES – COURTS AND MORE

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IN AN ENVIRONMENT WHERE THERE HAS BEEN MUCH COMMENTARY ON THE DECLINE OF TENNIS COURTS, TENNIS FACILITIES AND PARTICIPATION, THE NSTA AND LND PARTNERSHIP IS VERY PROUD OF HOW IT HAS KICKED THIS TREND.

- No decline in participation.
- No decline in the number of courts.
- No decline in the quality of facilities.

Rather, through a partnership with players, government and the community, courts and facilities have been regularly improved. Improvements have been entirely funded by NSTA and Lnd.

The only external and third party support that has been received has been a NSW government grant (2013). This grant will assist in the planned court upgrades to Wheatleigh Street.

Since 1980 NSTA and Lnd have spent (at today's values) over \$3,155,000 in court and facility upgrades – all from retained earnings.

1979

Talus Street Courts, fencing, drainage lighting etc
\$560,000

1986

Talus Street Clubhouse
\$700,000

1988

Wheatleigh St courts (5) resurfaced, lighting upgraded, new fences constructed
\$250,000

1989

Wheatleigh Street club facilities renovated
\$100,000

1990

Talus Street courts resurfaced
\$180,000

1995

Talus Street clubhouse renovated to include office facilities, community hire rooms café, pro-shop, improved change room facilities, and outdoor viewing areas
\$230,000



2000

Talus Street courts resurfaced
\$180,000

2004

Wheatleigh Street courts resurfaced, and
clubhouse renovated to include a café,
pro-shop, and improved change room facilities
\$270,000

2008

Talus Street clubhouse refurbishments
\$40,000

2008

Love'n Deuce Legends café – concept
and construction
\$295,000

2010

Talus Street courts resurfaced
\$175,000

2011

Willis Park facility improvements – new outdoor area,
LnD Pro-shop + Legends Café
\$175,000

\$4M+ INVESTED IN FACILITIES

In addition to these capital works, an average of \$30,000+ is spent annually on repairs and maintenance.

A total of \$4,145,000 has been invested in capital works and maintenance over the past 33 years. All with the purpose of ensuring facilities remain relevant, appealing and comfortable to users and members.

The investments made to the facilities have enabled and seen an extended use – beyond tennis. These include:

- Meeting room facilities to coaches – free of charge
- Meeting room facilities to a range of local community groups and charities – free of charge
- Functions – birthdays, family events, NSO event launches – free of charge
- School events – free of charge

Catering has been provided in-house and at cost prices to all events and functions.





IN 2013 THE PARTNERSHIP AGREED TO BE ONE OF THE EARLY ADOPTERS OF TENNIS AUSTRALIA'S CLUB HEALTH CHECK. STILL IN ITS INFANCY AND TRIAL STAGE, DATA WAS MADE AVAILABLE AND THE RESULTS INDICATE A VERY STRONG AND VIABLE TENNIS BUSINESS, CULTURE AND COMMUNITY.

The following details the results for the Talus St complex:

AREA BENCHMARKED	TA HEALTH CHECK RATING
Facility overall rating	212%
Infrastructure	111%
Management systems and IT	96%
Customer services	100%
Memberships	Not rated due to TA membership rollout
Court hire	51%
Coaching programs	248%
Junior competitions	53%
Adult competitions	162%
School programs	213%
Tournaments and events	98%
Social club activities	4.8%
Marketing	55%
Pro shop	1750%

Our membership of 11,000 was not included as at the time of the review as Tennis NSW was rolling out its member incentive program.

We boast a 266% growth in membership; 3% compound growth; and 85% member/player retention since inception.

Some may look at the court hire and junior competition scores.

Court hire is a factor of the court capacity. Courts are used for competitions, squads, clinics and lessons. When courts are not being used for these activities then they are hired out. However there are still in excess of 200 people in the community who hire the courts at Talus St for social play every week.

Junior competitions appear to be below the accepted benchmark. However Love'n Deuce tends to conduct the majority of its junior programs at Willis Park and more adult programs at Talus Street. The rating reflects this.

Social activities also show a low score. Such activities are catered for by the 12 supporting clubs in the area. The partnership does not operate in this space as it does not want to cannibalise club charters or activities.

We are very disappointed in the marketing score. We pride ourselves on our marketing and communication skills and activities which we believe are responsible for the high player participation numbers across all competitions, squads, clinics and even non-member use of facilities. We will be working with Tennis NSW to monitor this area of activity, investment and ranking. However, with over 9,000 registered players to the facility and 75% utilization of the centre we remain confident that our marketing is not far off the mark.

Over the next 12 months the partnership is committed to working with and supporting the other 12 clubs in the area to undertake a health check on their operations. We will be able to support the volunteer base of these clubs to gather and organise their data, and to assist in areas of improvement.

In August 2012, NSTA held a strategic planning session out of which came a revised Strategic Plan. This plan which is now adopted, aligns to the strategic intents of both Tennis Australia and Tennis NSW. The plan is reviewed quarterly at Committee meetings. The plan has also been shared with LnD. A copy of the plan accompanies this submission.

LnD is embarking on a similar process. They will be engaging NSTA for input and to ensure strategic objectives complement and are in keeping with retention and growth objectives.



NORTHERN SUBURBS
TENNIS ASSOCIATION
&
LOVE'N DEUCE

4 DECADES OF ACHIEVEMENTS
40 YEARS SERVICE & RETURNS

