



## EXPRESSIONS OF INTEREST & PROPOSAL

# Coaching and tennis activities operator

Applications to be lodged by 18 March 2022 to The EOI and Tender Committee at:  
[tennis@lanecovetennis.com](mailto:tennis@lanecovetennis.com)

## Lane Cove Tennis Club

[tennis@lanecovetennis.com](mailto:tennis@lanecovetennis.com)  
[www.lanecovetennis.com](http://www.lanecovetennis.com)

Central Park, Kenneth Street  
Longueville NSW 2066

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# THE OPPORTUNITY

## Exclusive coaching and tennis activities operator

The Committee seeks expressions of interest and a proposal from coaching operators to conduct tennis coaching and tennis activities (the "Activities") for club members and the community. The arrangement will be an exclusive licence to use the courts for the Activities during specified times. Committee is not seeking a venue / facility manager, just a provider of the Activities.

The Club is a community facility to be shared among members, permanent and casual hirers and players seeking coaching. It is not a large, commercially operated facility – it does not have flood lights, there is no pro shop, equipment sale / hire, café or liquor licence. Committee aims to maximise utility of the facility for tennis users rather than to maximise revenues or profits from the facility.

To balance the interests of members and other users, the Committee considers that an allocation of approximately 50 court hours per week for coaching arrangements across week days and Sundays is appropriate, however Committee will consider a higher allocation and different arrangements in daylight saving months. It is likely to suit a coach running their own business with a small number of assistant coaches.

The successful applicant will be expected to:

1. Collaborate with the volunteer Committee to assist the Committee in limiting the administrative burden of running the Club as smoothly as possible
2. Provide high quality coaching services and tennis activities for members, the community and to your existing clientele
3. Actively promote Club membership to your clients and participation by your clients in Club activities
4. Develop and implement (with Committee endorsement) a business plan to promote the Activities at the Club and provide regular reporting to Committee on progress against that plan
5. Comply with Council's terms of the lease, the Club's Constitutional objectives and uphold Tennis Australia's Purpose (to foster the love of tennis in every community)

## Court access for coaching and tennis activities

Successful applicants will have exclusive rights and agreed hours, and courts each week agreed in a licence agreement. Schedule 1 details current court usage by permanent court hirers, a school, club members and the community.

The current lease stipulates court hours as:

- Weekdays: 6:30 am to sunset
- Saturdays: 7:30 am to sunset
- Sundays: 8:30 am to sunset

Current allocation to coaching is primarily midweek, mainly afternoons and Sunday mornings. On Saturday morning the courts are fully used by a school during school terms and on Saturday afternoons are allocated to members social, NSTA and Badge. The five courts are usually made available at the end of each School term for a School Holiday camp. The Committee is open to considering another pattern of court allocation for coaching based upon court availability and subject to accommodating the different users.

The Council Lease stipulates a maximum hourly court hire rate of \$23. The current licence fee is a fixed monthly fee that is designed to reflect average court usage over the licence period, with an additional charge for any agreed additional usage. Averaging is used because the Committee does not have the time or means to monitor exact usage, including rain washouts or cancellations. The Committee is open to retaining this flexibility if the successful operator meets the objectives set out above.

## A long-standing community facility

Established in 1908, the Lane Cove Tennis Club (the Club) is an unincorporated association with a constitution that governs our objectives to:

1. Provide tennis facilities for the Lane Cove Community and wider communities
2. Organise tennis activities for all ages and standards that are safe, affordable, and inclusive
3. Maintain tennis facilities for the enjoyment of the community
4. The Club has a lease arrangement with the Lane Cove Council that sets out the operating terms of the five tennis courts and the clubhouse, located at Central Park, Longueville.

## The Club:

- is run by a committee of unpaid volunteers elected from the membership
- is affiliated with Tennis NSW/Tennis Australia
- is financially strong (audited accounts: annual reports - <https://lanecovetennis.com/agm/>)
- has a strong health check rating from Tennis NSW (as at June 2021): 83% accountability, 100% sustainability, 100% community benefit
- system, membership database, social media channels, finance)
- is a child-safe facility with systems and practices in place to uphold safety
- has a long-standing and trusted relationship with Lane Cove Council
- has modern operating systems and processes managed by the committee (website, court booking supports the activities of NSTA (Northern Suburbs Tennis Association))



## WHAT THE CLUB & COMMUNITY REQUIRE

We seek a coaching operator who has a fit with the Club and the Community. You will take an active, present, and genuine interest in promoting the club, its facilities and activities to members, non-members, your existing clientele, and the community. Ideally, you will consider Lane Cove Tennis Club as your sole coaching venue or an extension to another non-competing venue.

You will be comfortable collaborating with a volunteer Committee and, when required interacting with Council. You are not required to manage any club system or process (i.e. membership, court booking, tennis venue health checks/audits). Instead, align your systems and processes where possible.

### Required tennis qualifications

Your tennis coaching qualifications (and those of staff) and TA accreditations are a given:

- A lead and experienced coach(es)
- All coaching staff to hold Tennis Australia Coach membership (including WWCC, National Police Check, First Aid certificates)
- Appropriate and current insurances
- Inclusive tennis programs and services (i.e. group and private lessons)

Required insurance requirements follow and are to be addressed in your proposal:

COVER	DETAILS
Public and product liability	For not less than \$20 million for any one occurrence in respect of public and products liability (and unlimited as to the number of claims that can be made under the policy) and in the annual aggregate in respect of product liability. Such policies shall not contain conditions, sub-limits or exclusions detrimental to TA, TNSW or WCC.
Industrial special risk insurance	Covering third party's goods while stored by the Supplier for an amount not less than the replacement value of those goods.
Professional indemnity insurance	For not less than \$5 million
Workers compensation insurance or personal sickness or accident insurance	As required by Law covering all liabilities in relation to the death or injury to the Supplier's workers (or any person deemed to be a worker), and in the case of persons not required by Law, to hold workers' compensation insurance, personal sickness and accident insurance.

## Essential attributes

You will have the energy and enthusiasm to build your coaching business at Lane Cove Tennis Club, support the Committee to provide member benefits and a fun and enjoyable tennis experience to the community. The Committee seeks an operator who is and has:

- Present and visible at the club
- Positive attitude
- Expertise and passion about tennis and your tennis offerings
- Customer centric
- Excellent and clear communication skills
- Responsive and reliable in all dealings including with Committee
- Respectful and inclusive to all
- Problem-solving skills
- Open-minded, new ideas and ways of doing things

Positive attitude • good communicator • easy to work with  
customer centric • energetic and positive

## Coaching services and tennis activities

There is ample opportunity to extend current coaching services from group and private lessons for beginners and advanced players. And to advertise and promote coaching programs and tennis activities.

The Committee is seeking more programs and activities that cater for members and the community, including promoting and organising:

- adult social play (mid-week and weekends)
- social play and activities for youth/adolescence
- hot shots program
- schools' program
- coaching/squads/cardio for advanced junior and adult members

- programs for the disabled (dependent upon facility accessibility and access)
- competition play support (club championships, and support for TNSW and NSTA competitions)
- inter-club challenge events (Garry Butler Shield, etc)
- UTR tournament(s)
- Special event social days for members (ANZAC Day, Wimbledon Day, President's Day)
- Community Open Days (in alignment with TA programs)

The Committee organizes several of the above programs and activities, however others are not currently active. We are keen to have energy and ideas to adapt the offerings, to attract players to the club and keep it well utilised. We would also like you and your coaching staff to promote and participate in competitions, programs and activities. All programs need to be inclusive.

Presently the club has no arrangement with a local primary school, and there are no services or programs for the disabled. SCEGGS Redlands has a permanent court booking on Saturday mornings, and there is no coaching associated with this arrangement.

There has been regular interest from Cammeraygal High School for coaching and we see the potential opportunity to explore with other schools in the area.

### **Storage facility.**

The club has a storage area currently shared by the coach and the club. This currently has a racquet stringing machine and a range of tennis equipment – racquets, coaching equipment, etc.

### **Systems and processes**

The club manages membership and court booking platforms accessed via the [website](#). You will be required to support and work with these platforms. The Committee is open to ideas on integrating website content on tennis coaching and programs to ensure you effectively manage all leads.

The licence agreement will include the following:

- Agreed court usage hours
- Core service programs and offerings
- Other offerings or programs (i.e. community-specific, TNSW or State priorities)

We would seek your co-operation and input in providing data for venue health audits for TNSW and Council.

The Committee welcomes your input on other systems and processes required to support your business and create a good user experience; these could be systems that you are solely responsible for or jointly managed systems.

## **Other responsibilities**

The Club bears responsibility for court maintenance and facility cleaning. We engage juniors to broom the courts weekly and a cleaner to clean the clubhouse, including toilets weekly.

We also cover electricity, water and rates.

Coaching services increase courts usage and people using the clubhouse facilities. The Committee expects that outside the cleaning services borne by the Club that the court operator:

- regularly brooms and removes leaves and rubbish from the courts
- keeps the clubhouse (all areas) clean and tidy, including putting rubbish in council bins and placing bins for council waste collection

It will be a condition in the licence agreement that the clubhouse and courts are well maintained and presented. The Committee will manage repairs and improvements to meet the terms of the Lease,

## **Additional information**

Schedule 2 contains a list and breakdown of the responsibilities of the Club/Committee and the Coach operator.

# WHAT'S ON OFFER TO YOU

## Well-maintained club facilities

The club is at Central Park, Kenneth Street, Longueville. Facilities include:

- 5 high quality synthetic grass tennis courts (unlit), newly laid in January 2021
- Clubhouse with modern kitchen and men's and ladies' toilet and shower facilities and a television
- Upstairs yoga and pilates studio (run by a private operator)
- Practice wall adjacent to the courts (maintained by Council)
- Storage room shared with the Club
- BBQ facilities with pergola

The club is on a Sydney bus route, has street parking, is adjacent to The Diddy (Longueville Sporting Club – a licenced club with bistro) and local convenience stores.



The Activities operator will have access to 5 courts subject to negotiated court availability with the Committee (see Schedule 1) and the downstairs clubhouse facilities.

The Committee regularly invests in court maintenance and the upkeep and comfort of the clubhouse facilities.

The Club is financially sustainable. Additional funds have been secured for capital improvements at various times through government grants and we have retained earnings. We welcome ideas for continued improvements to all facilities.

The club has an excellent relationship with Lane Cove Council with a long history of 5 year lease renewals. The current lease is due for renewal in 2024.

## Coaching exclusivity

A fixed term (monthly or yearly) exclusive coaching and tennis activities arrangement.

## Access to members

The club has 225 members (as at 31 December 2021) in the following categories:

- Adult
- Junior
- Student
- Family
- Weekday (another category of adult)
- Life members
- Recreational

The membership numbers have been largely unchanged for a few years. As with most sporting clubs attracting new members requires considerable effort. Over the past three years the Club has had some success in attracting junior members (under 18 years) and it is a continuing priority for Committee. Students are those in tertiary or equivalent education. Recreational members are clients of Yogabowl (the pilates and yoga studio).



We are eager to promote coaching and tennis activities to the current membership. We are open to working with the successful applicant to consider other membership categories more suited to clients who prefer just using the club for lessons (i.e. similar to the pilates/yoga recreational membership).

### **Pragmatic and easy to work with committee**

The Club's constitution stipulates that members appoint the Committee. It is currently a Committee of 7 members with a balance of gender and age and diverse skills– finance, legal, marketing, technology, commercial management, and a B2C and B2B business owner. We are committed to the Club but also have fulltime jobs. All committee members are volunteers and are elected each year at the AGM (March).

We value a coaching operator who becomes a committee member or regularly attends and contributes to committee meetings. A collaborative relationship will ensure the Club – its programs, offerings, benefits, and facilities – remains relevant to players, coaching clients and other users.



# EOI & PROPOSAL PROCESS

## Timetable

Call for EOI and proposal: 16 February 2022

Submission of EOI and proposal: 18 March 2022

Evaluation and interview process: 18-31 March 2022

Decision and negotiations: 31 March -8 April 2022

## Enquiries and questions

All enquiries and questions of clarification are to be directed via email to:

[tennis@lanecovetennis.com](mailto:tennis@lanecovetennis.com) – attention: EOI Proposal Evaluation Panel. All enquiries are to be submitted in writing within 5 working days prior to the closing date.

## Club inspection

The club facilities can largely be viewed by visiting Central Park, Longueville. Applicants who specifically wish to inspect the interior of the clubhouse can email

[tennis@lanecovetennis.com](mailto:tennis@lanecovetennis.com) – attention: EOI Proposal Evaluation Panel and we will endeavor to organise a suitable time.

## Structure and detail of proposals

Your proposals are to detail:

1. Organisational details: name, structure (individual, private company, partnership), contact details, insurances
2. Introduction to the core coaching staff, their experience and what they bring to Lane Cove Tennis Club
3. Background and experience in leading coaching programs and working with community clubs
4. Statement of your vision of the opportunity, your fit with the Club and its objectives, how you will work with the Lane Cove Tennis Committee, how you will balance the interests of members, the community and your coaching business
5. Description of the coaching services and activities to maintain and grow the profile of Lane Cove Tennis club

6. Outline new services or ideas to add value to members, the Lane Cove Tennis Club Committee and the community
7. Financial proposal
8. Admission if you have been the subject of any of the following over the past 5 years: legal proceedings including bankruptcy, insolvency administrations or investigations, any other legal matters that have a bearing on this proposal

### **Submission of proposals**

All proposals are to be submitted no later than 5pm, 18 March 2022, via email to: [tennis@lanecovetennis.com](mailto:tennis@lanecovetennis.com) – attention: EOI Proposal Evaluation Panel. Please submit as pdf files, with limited attachments. Files are to be no larger than 3Mb. The Proposal and Evaluation Panel reserves the right, at its absolute discretion, to exclude any proposal that cannot be evaluated because the electronic file has been corrupted.

# GENERAL INFORMATION

## Ownership of proposals

All proposals lodged become the property of Lane Cove Tennis Club. Any intellectual property rights that may exist in a proposal will remain the property of the applicant. The intellectual property must be clearly identified and distinguished from confidential information.

## Confidentiality

EOI proposals will be treated as “commercial in confidence” for the period of the review of submissions period. If any applicant wishes to extend this period, advice needs to be provided at the submission stage.

## Canvassing

With the exception of the identified contact person, applicants must not contact any member of the EOI Proposal Evaluation Panel or members of the Lane Cove Tennis Committee. At the sole discretion of the Lane Cove Tennis Committee, any unauthorised communication or attempted approach by an applicant may lead to your exclusion from the process.

## Conflict of interest

The EOI Proposal Evaluation Panel are charged with reviewing EOI/Proposals. They will sign Confidentiality Agreement as well as a statement indicating there is no Conflict of Interest which may preclude their participation.

## Disclaimer

This document does not purport to contain all the information that an interested party/applicant may require to lodge a suitable response. Applicants are to prepare their proposals based upon their own research, investigations, and determinations. You should not solely rely on the information in this document.

The Lane Cove Tennis Committee will not be responsible for any costs or expenses or loss or pay for reimbursement arising out of this process.

# SCHEDULE 1 – COURT USAGE

## Typical week of court usage/bookings

Hours below are an average estimate of a week of bookings (Mon-Sun) in December 2021. Available hours may vary depending on weather, available sunlight and hours of operation as set by local council.

<p><b>400</b> COURT HOURS available per week across 5 courts for all users/players</p>	<p><b>140</b> COURT HOURS of member bookings</p>	<p><b>90</b> COURT HOURS of coaching bookings</p>
<p><b>70</b> COURT HOURS for permanent hirers e.g. Schools, organised private groups etc.</p>	<p><b>15</b> COURT HOURS of public/non-member bookings</p>	<p><b>40</b> COURT HOURS for local NSTA competitions and organised social tennis for members, typically held on Saturday afternoons and Sunday mornings</p>

## SCHEDULE 2 – ADDITIONAL INFORMATION

ITEMS	RESPONSIBILITY	
	Committee	Coach
<b>CONTRACTS &amp; MEETINGS</b>		
Manage council relationship	X	
Negotiate council lease	X	
Conduct committee meetings	X	
Manage coach licence agreement	X	
Conduct Club AGM	X	
<b>BUSINESS SYSTEMS &amp; PROCESSES</b>		
Create Services and Marketing plan		X
Coaching Class software		X
Court Booking Software	X	
Court Gate access software and hardware	X	
Coaching Class software		X
Membership software	X	
Website creation and management	X	X
Social media platforms	X	X
<b>OPERATIONS</b>		
Open & Close venue	X	X
Financial Management and reporting	X	X
Monitor and manage all venue bookings	X	
Manage Venue function bookings	X	X
Document Privacy Policy	X	X
Code of Conduct policy	X	X
Work Health and Safety procedures	X	X
Risk Management policy	X	X
Stakeholder communications & meetings	X	X
<b>COACHING PROGRAM</b>		
Develop coaching program		X
Adult group coaching		X
Cardio tennis		X

ITEMS	RESPONSIBILITY	
	Committee	Coach
Fitness based program		X
High performance program		X
Holiday clinics		X
Hot Shots program		X
Junior and adult squads		X
Junior Group coaching		X
Morning clinics		X
Open days		X
Private Lessons		X
School coaching programs		X
Member social		X
<b>EMPLOYMENT</b>		
Accountant	X	X
Cleaners	X	
Coaches		X
<b>COMPETITION PLAY</b>		
Create and manage junior club comps		X
Create and manage adult club comps		X
Promote and support team composition of Association comps		X
Design and run inter-club team challenge events		X
<b>TOURNAMENTS</b>		
Promote & manage Club Championships	X	X
Promote & manage Club round robin events	X	X
Promote & manage tournaments		X
Apply for TNSW sanctioned JDS, JT & AMT events		X
Manage sanctioned tournaments		X
Support local Clubs for tournaments in region – court availability		X
<b>REPORTING</b>		
Provide quarterly participation reports to Committee	X	X
Report infrastructure issues		X
Perform OHC annually		X
Communicate infrastructure maintenance plans	X	X

ITEMS	RESPONSIBILITY	
	Committee	Coach
Quarterly operational review discussions	X	X
<b>MARKETING &amp; PROMOTION</b>		
Website		X
Social Media		X
Advertising		X
<b>MEMBERSHIP</b>		
Design membership categories	X	
Document Member entitlements	X	
Member social events	X	X
Membership management via software	X	X
Member communications	X	X
Manage Member enquiries	X	X
<b>ASSETT MANAGEMENT</b>		
<b>Court Surfaces</b>		
Minor repairs - net changes, straps, etc	X	X
Major repairs – court surface rips, new nets	X	
Replacement of infrastructure - resurfacing, fence mesh	X	
Sweeping and grooming	X	X
Drainage maintenance and repairs	X	
Materials - surface topping and repairs	X	
Safety - slip resistant, cracks, fence ties, gates, steps	X	
<b>Court Fencing</b>		
Repair of minor defects	X	
Repair and maintenance of poles, cross arms, mesh	X	
Replacement of poles. Mesh, footings	X	
Gates repairs and maintenance	X	
Wind breaks - ensure they are secure/well positioned		X
Wind breaks – replacement	X	X
<b>Court Accessories</b>		
Rollers purchase	X	
Sweeper mats purchase	X	
Cleaning and maintenance of accessories		X

ITEMS	RESPONSIBILITY	
	Committee	Coach
<b>Court General</b>		
Presentation - ensure area looks attractive and is safe		X
Storage - ensure accessories are safely stored	X	X
Vegetation - regular removal of weeds and mould	X	X
Litter - daily removal of litter	X	X
<b>Venue Grounds</b>		
Minor repairs - pergola, painting, paths	X	
Maintenance of garden pots, drains	X	X
Major repairs to gardens, hard infrastructure	X	
Replacement of hard items at end of life cycle	X	
Building issues to be reported		X
Daily cleaning of building and grounds		X
Electrics	X	
Plumbing & gutters and downpipes of out buildings	X	
Machinery - mowers, blowers, hedgers, tools etc	X	
Signage	X	
Vandalism & Graffiti repairs	X	
Waste and recycling - scheduled removal		X
<b>Clubhouse</b>		
Minor repairs - paint touch up, table repairs, chair repairs, notice board etc	X	X
Major repairs - structural issues, flooring, walls, glass etc	X	
Replacement - renewal at end of life cycle	X	
Access Control – security	X	
Change rooms - regular clean and in good condition	X	X
Change rooms - upgrades and renewal	X	
Cleaning low level - daily vacuum, kitchen, tables etc		X
Cleaning high level - windows, gutters, drains, roof	X	
Windows and doors - function and clean	X	
Electrics - testing and in working order	X	
First Aid equipment	X	X
Defibrillator onsite	X	
Emergency systems and fire extinguishers	X	

ITEMS	RESPONSIBILITY	
	Committee	Coach
Pest Control	X	
Furniture upgrades and replacements	X	
Lighting Indoors - cleaning and globe replacements	X	
Lighting Indoors - replacements and upgrades	X	
Clubhouse plumbing	X	
Clubhouse roof	X	
Walls	X	
<b>Venue infrastructure systems</b>		
Establish Clubhouse cleaning roster	X	X
Establish Court maintenance roster	X	X
Short & Long term management of finances (budgets)	X	
Plan and budget for Capital improvements	X	
Obtain quotes for scope of proposed works	X	X
Apply for Grants	X	X
Lodge DA's with Council	X	
Project Manage Capital works	X	X
Inspections/Audits - regular schedule and reports	X	X
Risk audit – annual	X	X
Maintain TNSW affiliation	X	X