

# Expression of Interest

## Narangba Tennis Centre

<b>Title</b>	EOI Narangba Tennis Centre – Venue Operator
<b>Reference No.</b>	TQ/MBRC/Narangba
<b>Closing Date &amp; Time</b>	11:59 Friday 12 <sup>th</sup> February 2021



## ***Facility Overview***

Tennis Queensland (TQ) in conjunction with Moreton Bay Regional Council (MBRC) are seeking Expressions of Interest from professional Coach Operators who are committed to growing Tennis in Narangba.

Construction of a new \$3.67m Tennis facility that comprises of six courts, with a carpark and Clubhouse at Harris Avenue, Narangba began in November 2020 and is due for completion in June 2021. This venue will service the wider community and attract new participation to the site through quality programming, community and school partnerships and casual court usage.

Due to the projected high population growth rate and limited Tennis facilities in the catchment, this is a significant opportunity to contribute to the ongoing delivery of Tennis in the Moreton Bay Region.

A map of the venue location and architectural drawings are attached.

## ***Sustainable Venue Management***

This innovative management model is the first of its kind in Queensland and provides a genuine partnership opportunity, to deliver long term success for all parties.

In partnership with TQ and MBRC you will be a key stakeholder in the recruitment of a volunteer committee and the establishment of "Narangba Tennis Club", a not-for-profit club who will assume ownership of the trustee lease.

As the manager of a valuable community asset, you will be responsible for ensuring that the venue operates in a sustainable manner whilst offering a safe, inclusive environment that promotes a healthy lifestyle.

## ***Requirements***

The below indicates a minimum of service and delivery but is not designed to be exhaustive, with interested parties invited to respond to the below and indicate other services proposed for the venue:

### ***1. Administration***

- Tennis QLD Affiliation
- All Coaches to be Tennis Australia Coach members
- Willing to form school partnerships
- Appropriate and current insurance policies

### ***2. Programs and Services***

- ANZ Hot Shots
- Cardio Tennis
- Adult Social Tennis
- Group and Private Tennis Coaching
- Programs addressing Inclusion and Diversity
- Competition and Tournament participation
- Community Court Access through Book a Court
- Events and Activations aligning to key regional initiatives

### ***3. Business Systems and Documentation***

- Appropriate POS system to ensure accuracy of data in relation to all bookings and transactions
- Venue operating manual including policies and procedures
- Forecasted operating budget
- Forecast operating hours
- HR structure
- Workplace Health and Safety Plan
- Risk Management Plan

- Asset Register
- Annual completion of Club Development Plan and other reporting as required

#### 4. **Values**

It is expected that the venue be operated in alignment with the TQ 2024 Strategic values

- Imagination – dare to think differently
- Excellence – never stop striving
- Collaboration – build trust through mutual respect
- Humility – put others ahead of yourself

#### 5. **Safe Guarding Children**


- Establishing a commitment statement to safe guarding children
- Ensure all employees complete appropriate screening
- Establishing a code of behaviour for participants, parents, staff etc.
- Appointment of a Member Protection Information Officer (MPIO)
- Adoption of Safe Guarding Children Guidelines

#### 6. **Submission is based on the following criteria**

Criteria	Description
<b>1. Experience and expertise (40%)</b>	
Experience	Demonstration of capability and expertise in operating and managing a tennis facility.
Capability of key personnel	<ul style="list-style-type: none"> <li>- Demonstration of capability, experience and record of achievement of key staff – in both venue management and tennis coaching.</li> <li>- Proponents to provide names and proposed positions (including core duties, skills, qualifications, accreditations) of all staff. 1x Level 2 (min) coach is required.</li> <li>- Ability to meet obligations/responsibilities of Coach/Venue Manager role (General Terms and Conditions: refer section 2).</li> <li>- Provide 3x referee contact details (name, position etc). Shortlisted applicants will have referees contacted by the selection panel to confirm historical performance etc.</li> </ul>
<b>2. Methodology and Service quality (30%)</b>	
Industry knowledge and understanding of catchment	Knowledge of tennis industry, trends and service needs in the local/regional catchment. Demonstrated application of this knowledge and understanding to services & fees proposed.
Management model	Provision of business strategy and model inc. principles and approach to public facility provision, tennis programming, staffing and supervision, workplace health & safety, asset management, business systems, quality assurance, marketing and promotion etc.
Service provision	Services that will be offered, specific programs and target groups, pricing policy, proposed program schedule showing balance of competition, coaching and public use, support services, operating hours, marketing strategies, pro-shop and kiosk menu range/pricing etc.
Start date	Advise when can start position (if contract offered), and any contract or other impediments.
<b>3. Financial (30%)</b>	
Financial offer	Calculated value of financial offer from the proponent, including value of rental to be paid to Tennis Queensland and any proposed fit-outs.
Financial viability and capacity	<ul style="list-style-type: none"> <li>- Demonstrated financial/capacity for management of the facility.</li> <li>- Suitability of financial management arrangements and capacity to contribute to the proposed financial offer.</li> <li>- Inclusion of financial plan to help demonstrate capacity.</li> </ul>

#### **Contract**

An Operating agreement will be implemented between the successful applicant and TQ for a term of 3 years, or until the establishment of Narangba Tennis Club, at which time it is envisaged the contract would be transferred from TQ to Narangba Tennis Club. The agreement will also provide for an option to extend following the 3 year term, subject to appointment by Narangba Tennis Club.



An Operating agreement will be implemented between the successful applicant and TQ. All operational costs relating to the venue will be borne by the operator.

### ***Selection Criteria***

Interested parties must be a current Tennis Australia Coach Member with demonstrated experience in venue management. A passion for engaging a broad range of participants, coupled with strong coaching and development experience will be highly regarded. We are committed to the safeguarding of our tennis community, therefore appropriate screening and background checks will be mandatory.

### ***Apply***

Expressions of interest should be submitted to Tennis Queensland. All applications will be reviewed, with short listed candidates invited to meet with the selection panel.

Please direct any queries to Darren Stoddart [darren.stoddart@tennis.com.au](mailto:darren.stoddart@tennis.com.au) specifying your question and providing your contact information.

### ***Tender submission/Management proposal***

Tender submissions are to address the matters outlined in this section, noting these will be assessed by a panel against the criteria (refer page 3).

Applicants must complete and return the following with their submissions:

1. Organisation Information Form and Financial Offer
2. Response to the Criteria

In addition, applicants are to notify as part of their submission any legal actions or prosecutions taken by or against the applicant that may adversely affect the coach/venue manager performance of the contracted services.

**Organisation Information Form**  
**Narangba Tennis Centre**  
**Coach/Venue Operator Application**

**Tender closing time: 11:59pm on 12<sup>th</sup> February 2021**

I/we the undersigned being duly authorised to act on the behalf of the Applicant and having read the entire request for tennis coaching and venue management proposals for Narangba Tennis Centre document, submit on behalf of the Applicant the attached Tender Submission. In submitting this Tender, the Applicant is making an offer that it will provide and perform the goods and services (inc. provision and supply of all materials, equipment and labour) as named, shown and alluded to in the Tender response to:

Name of Applicant	
ABN	
Corporate Structure	
Registered Address	
Contact person	
Address	
Telephone (fixed and mobile)	
Email	
Legal actions likely to affect performance of contract services. Add additional page/s if reqd.	
Financial Offer (Annual base offer with CPI increase to year 5.	

Signed for and on behalf of Tenderer:

By: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Print name)  
Position: \_\_\_\_\_

Witnessed:

By: \_\_\_\_\_ Signature: \_\_\_\_\_  
(Print name)  
Position: \_\_\_\_\_

Date: \_\_\_\_\_

### **Response to Selection Criteria:**

A Business Plan/proposal must be submitted and proponents are to provide a comprehensive response to the selection criteria (refer section 6 on page 3 for full details).

SC1. Experience and expertise (40%)

SC2. Methodology and Service quality (30%)

SC3. Financial (30%) The following financial plan template needs to be completed and submitted.

<b>Budget Item</b>	<b>Year 1</b>	<b>Year 2<sup>1</sup></b>	<b>Year 3<sup>1</sup></b>	<b>Year 4<sup>1</sup></b>	<b>Year 5<sup>1</sup></b>
<b>Revenue</b>					
<b>Tennis – Court Hire</b>					
<b>Tennis – Competition Fees</b>					
<b>Tennis – Coaching Fees</b>					
<b>Tennis – Other e.g., Pro-Shop Sales</b>					
<b>Other (list separate items if necessary)</b>					
<b>TOTAL REVENUE</b>					
<b>Expenditure</b>					
<b>Staff – General</b>					
<b>Staff – Coaching</b>					
<b>Staff – Overheads</b>					
<b>Pro Shop – COGS</b>					
<b>Electricity</b>					
<b>Insurance</b>					
<b>Marketing</b>					
<b>Maintenance &amp; Cleaning</b>					
<b>Miscellaneous (admin, consumables etc)</b>					
<b>Other (list separate items if necessary)</b>					
<b>TOTAL EXPENDITURE</b>					
<b>NET POSITION (before tax, rent/ subsidy)</b>					
<b>Financial Offer (rent)</b>					
<b>FINAL NET POSITION (before tax)</b>					

**Note<sup>1</sup>: Only year 1 budget is required if forward projections (years 2-5) are based on CPI only.**

Tenders should provide assumptions for the values included in the above operating budget including but not limited to:

- Estimated individuals and team numbers (court hire, competition, coaching etc) and fees charged for each.
- Basis for staffing cost estimates (staffing schedule inc. number of, hourly rates, trading hours); and Pro Shop sales.
- Details and assumptions for other cost estimates.

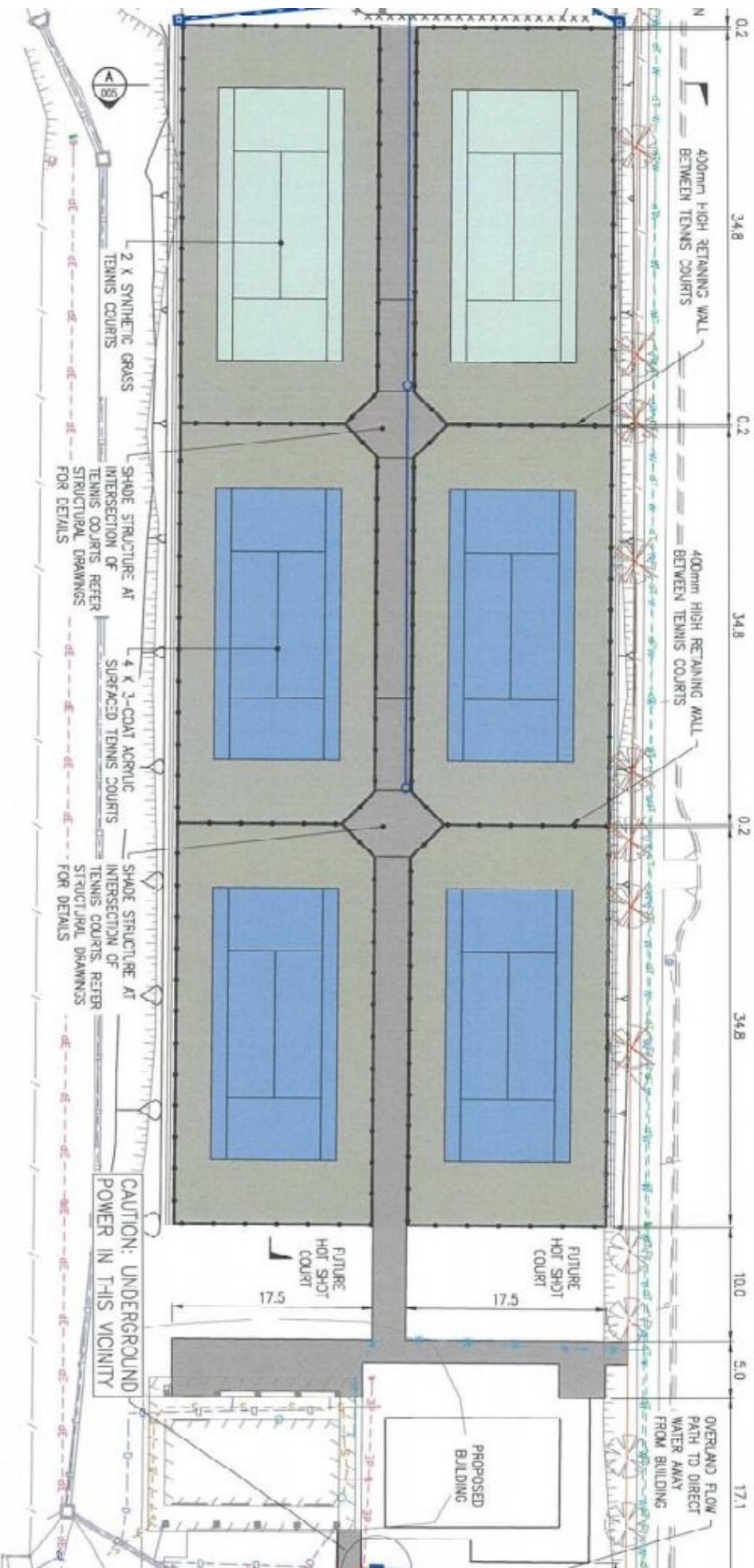
### ***Timetable***

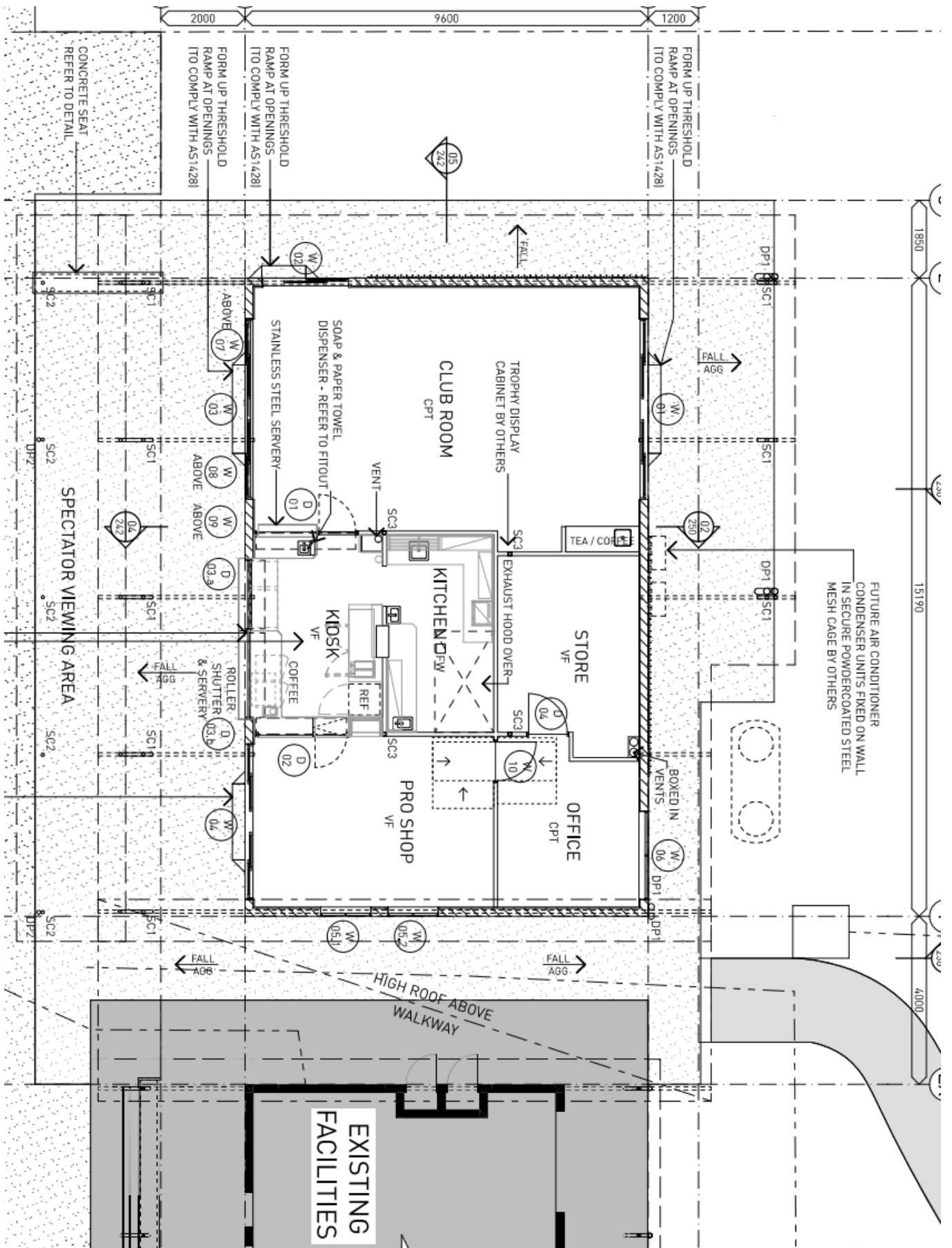
<b>Activity</b>	<b>Target Date (s)</b>
EOI opens	January 15 <sup>th</sup> 2021
EOI closes	February 12 <sup>th</sup> 2021
Evaluation of responses	February 15 <sup>th</sup> – 19 <sup>th</sup> 2021
All applicants notified of outcome	February 26 <sup>th</sup> 2021
Agreement commences	May 2021

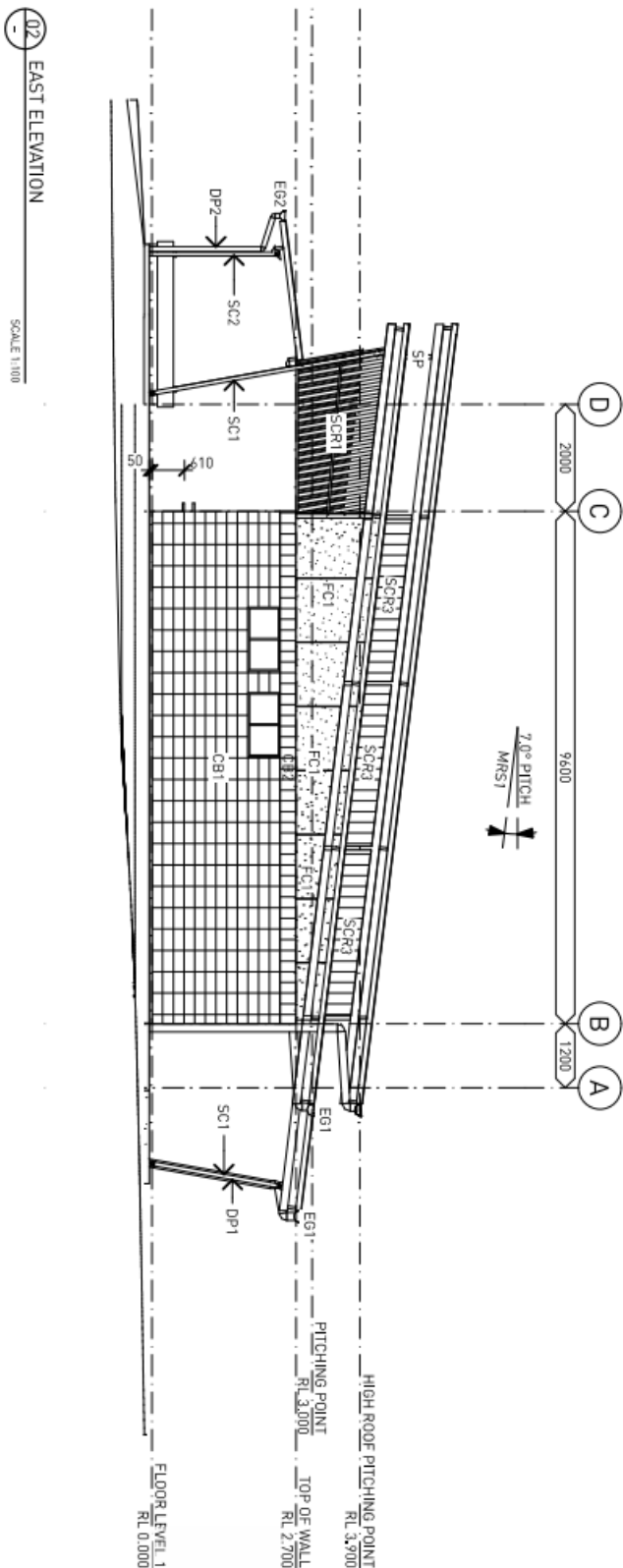
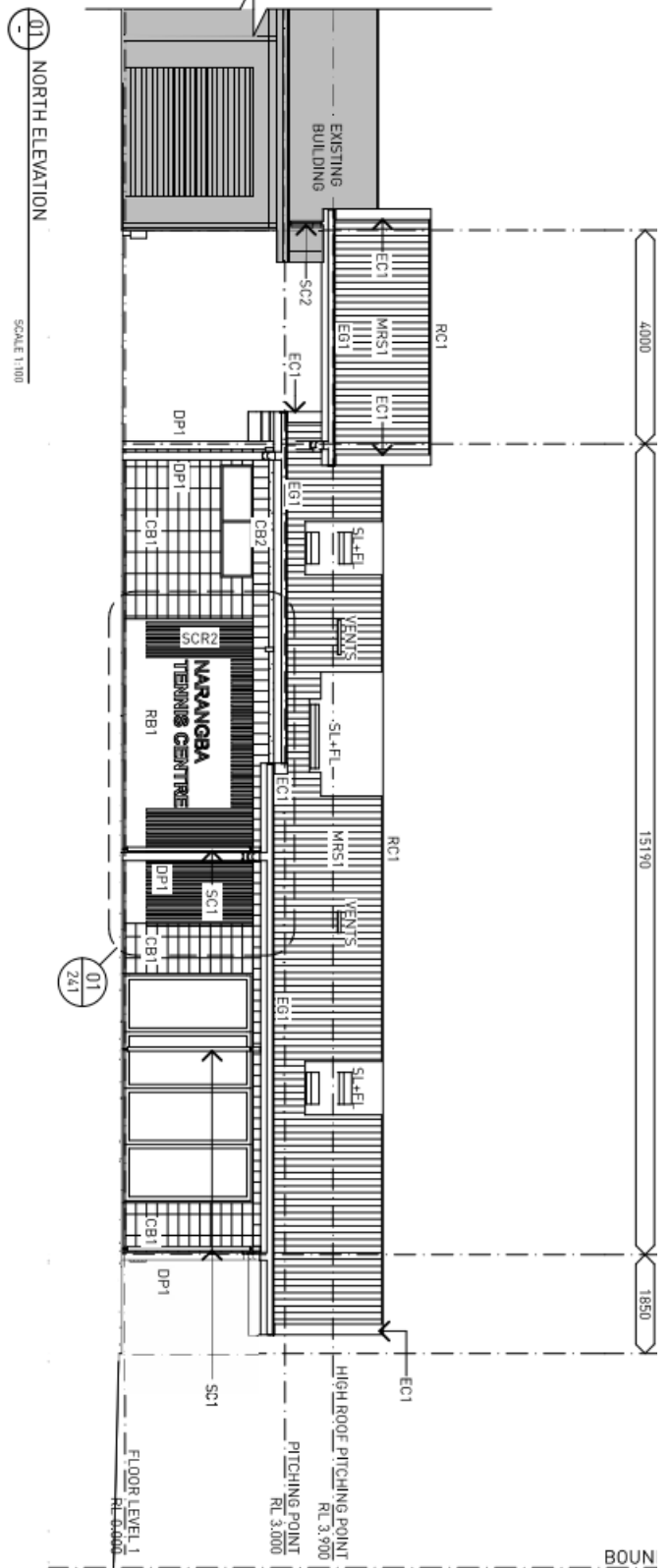


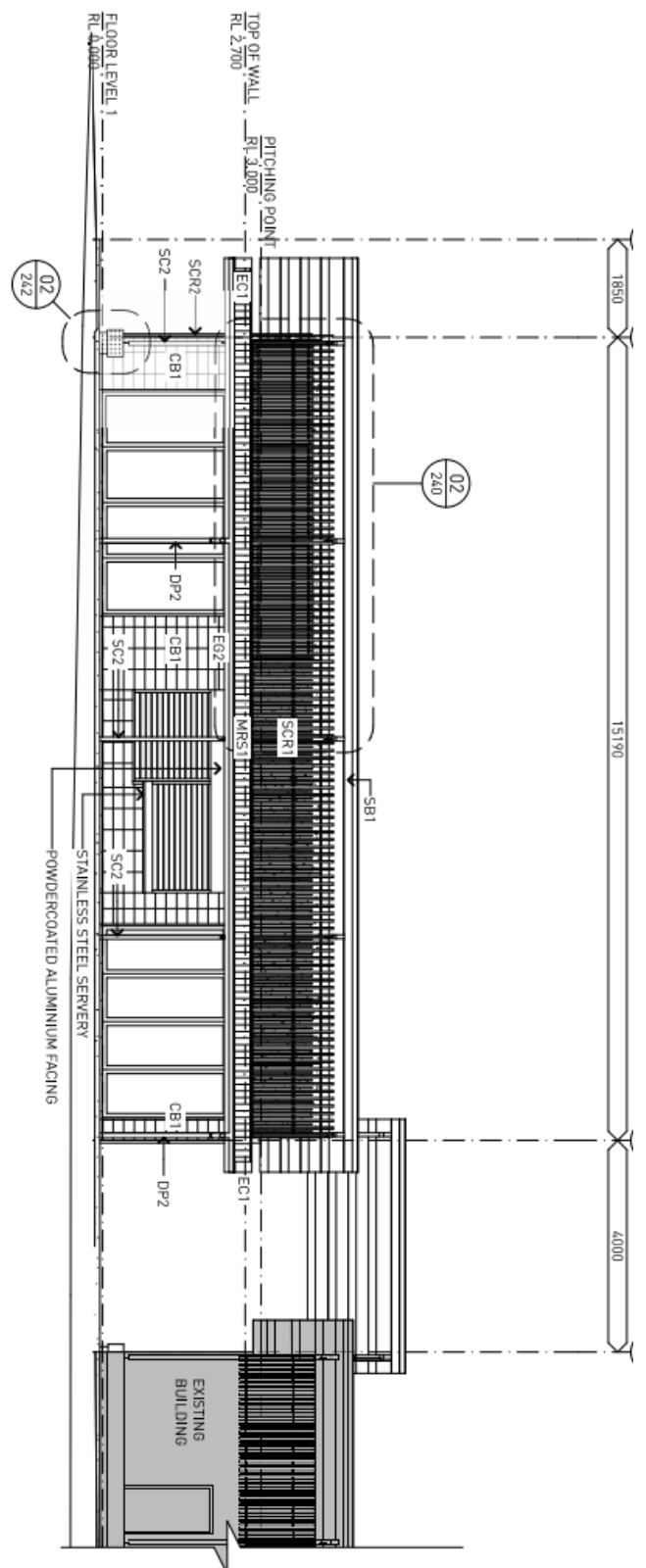


# HARRIS AVENUE

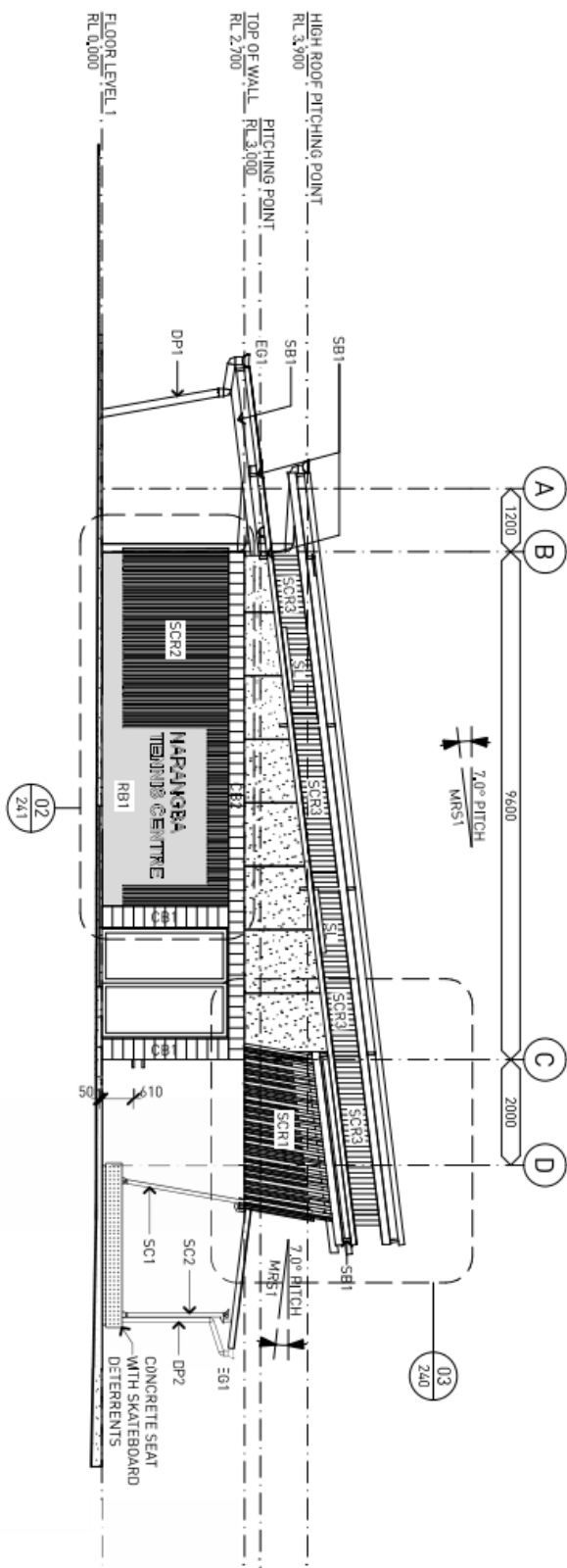






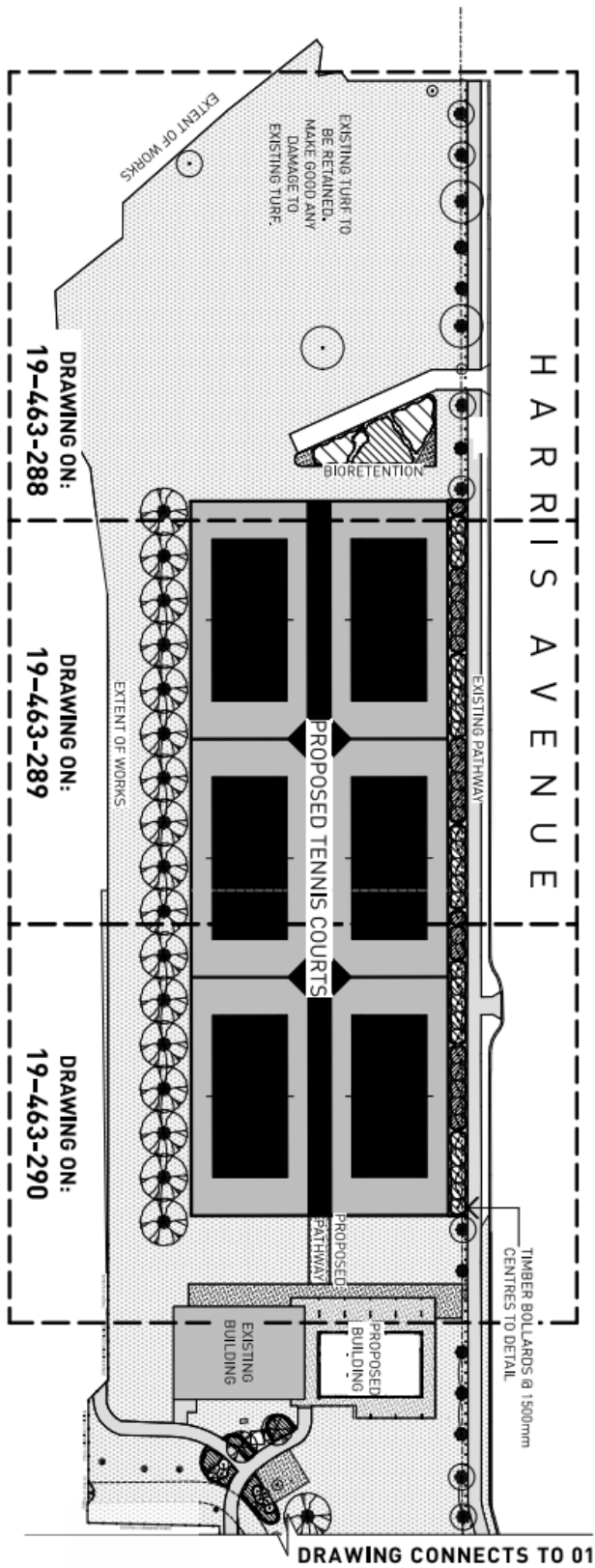
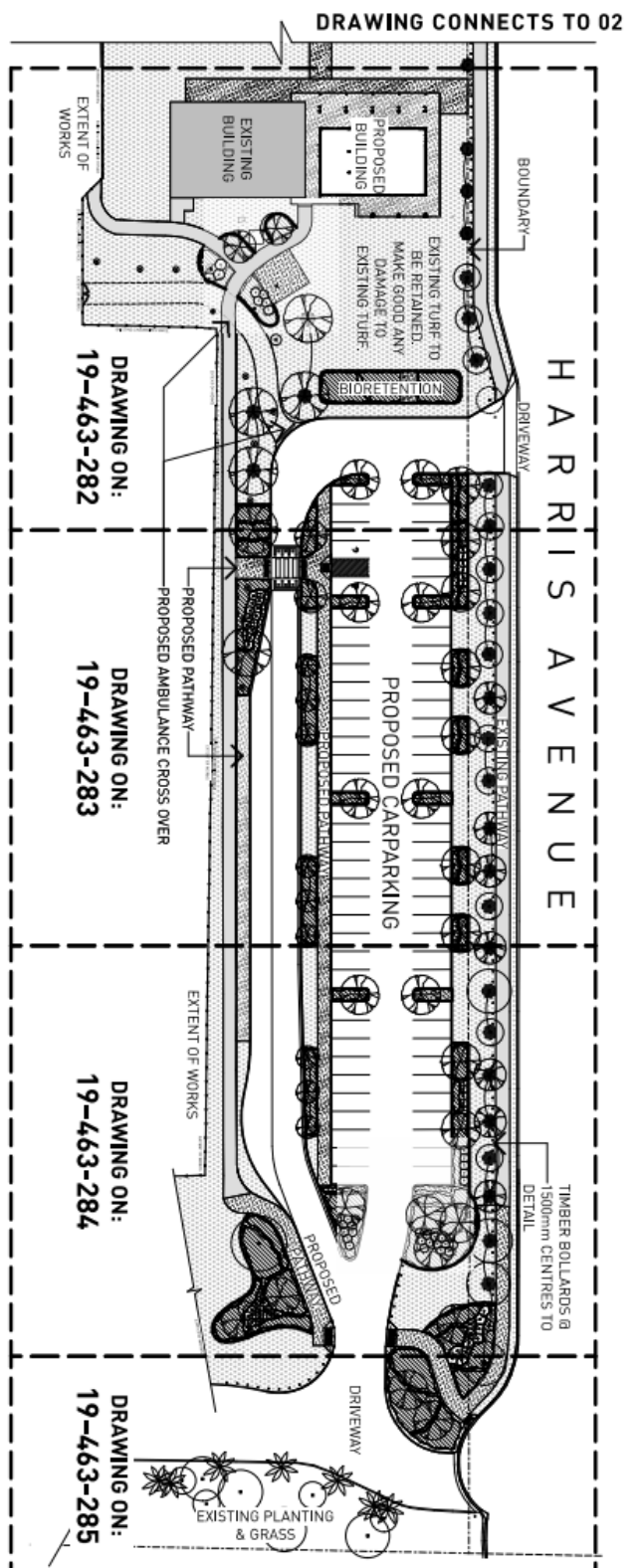


01 SOUTH ELEVATION  
SCALE 1:100



02 WEST ELEVATION  
SCALE 1:100





## 02 TENNIS COURT LANDSCAPING

