

2020

TENNIS NSW  
ANNUAL REPORT



A man with a beard, seen from the back, wearing a bright blue t-shirt with 'NSW' printed in large white letters. He is looking towards a tennis court in the background where another person is visible. The background is slightly blurred, showing trees and a clear sky.

# NSW

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# 01.

## 2019/20 HIGHLIGHTS

**JULY 2019**  
Country  
Championships

+

Casey Dellacqua  
joins the team  
to lead female  
involvement in tennis



**OCTOBER 2019**  
NSW Tennis Awards  
+

Marketing Masterclasses



**NOVEMBER 2019**  
Todd Woodbridge  
Cup Finals



**DECEMBER 2019**  
Upgrade of Ken  
Rosewall Arena



**JANUARY 2020**  
Inaugural ATP Cup  
+

SHeroes Conference  
with Judy Murray



**JUNE 2020**  
Launch of UTR





Dear Members,

Tennis NSW maintained a healthy financial position during the first three quarters of 2019/20. Then, COVID-19 entered the scene and presented everyone with a challenge that no one had previously faced. CEO, Lawrence Robertson and his Management team were proactive and highly efficient in developing guidelines and executing actions to address the issues faced by our members, including the new orders and directives issued by government. The TNSW Audit and Risk Committee, led by Warren Green, met weekly from March to June to ensure that Management was keeping abreast of the risks posed by the pandemic and developing the necessary and appropriate business continuity strategies. Tennis Australia cut our funding in April but the Federal Government stepped in with the JobKeeper Payment, allowing TNSW to maintain its staff, albeit on 3.5 days per week, for the remainder of the financial year.



## PLACES

The major event of the past 12 months was the completion of the roof over the Ken Rosewall Arena in time for the inaugural ATP Cup. Fans flocked to the newly covered Arena to watch some of the best players in the world, play for their respective countries. Matches were extraordinarily close, often causing the teams' passionate and vocal fans to cheer to the point of hysteria. Everyone is now very much looking forward to the ATP Cup in 2021.

The Ken Rosewall Arena upgrade was made possible by a grant from the NSW Government of \$50.5m. Completed in less than nine months, and only slightly over budget, great credit must go to our contractors plus our own Brett Pettersen, Project Manager and Lawrence Robertson for an outstanding outcome.

TNSW also launched the ATP Cup Legacy Fund, a joint initiative with the NSW Government. The Fund will help develop ITF standard venues in both the Country and Metropolitan areas over the next three years to the tune of \$5m. Smaller grants are also available for both infrastructure and programming to help drive more participants into tennis.



## PLAY

The Sydney Tennis Review, undertaken in 2018 and completed in 2020, will allow our Association model to be best practice once again. Consultations over two years with our Metropolitan stakeholders provided excellent feedback and a pathway forward. I want to thank the NSW Hardcourt Tennis Association, and their Member Associations, in particular for their valuable feedback during the Review.

Universal Tennis Rating (UTR), the world's leading and most accurate rating system for tennis, has gained traction throughout NSW during COVID-19. Clubs have embraced the UTR format, which gives every player a rating similar to a golf handicap. The opportunity to convene competitions that are level-based and easily managed has arrived. Players can view their rating at any time, find players of a similar rating within their area and strive to improve their ability. Competitions, social play and coaching should all thrive under the new rating system.

Collaboration between Clubs in a designated district association will make competition tennis more enticing for all through using the UTR. All players love to compete in level-based competitions.



## PEOPLE

During COVID-19, TNSW has been focused on the people within our sport, whether they be players, administrators, officials, parents or staff.

Communication to our Members has been consistent, not only through the efforts of the field team, but also through email, video, social media, the TNSW website, Clubhouse News and most recently via text messaging. Lawrence Robertson even conducted a few interviews with our professional players, including Alex de Minaur and Alexei Popyrin, which TNSW broadcast on Facebook.

Clubs throughout NSW have weathered the storm well during COVID-19. Our sport was open in some form, or another whilst team sports were compelled to cease all activities for months. Those with a digital presence and Book-a-Court or an online court booking system, fared best with court hire at some venues up by 250% above average during the lockdown phase of COVID-19.



## CHILD PROTECTION

Always a priority for the Board, TNSW has a ZERO tolerance approach to Child Protection. A majority of our participants are under 18 years of age and safeguarding young people in our sport is not only our duty but also makes our sport more attractive to play and more trusted by parents.

TNSW is continually performing spot checks at our Member clubs and providing those clubs with detailed information on Child Protection. Distributing posters to display at ALL clubs, is also part of our process and one of the many steps taken by TNSW, along with requiring all committee members, coaches and paid staff at our member clubs to have a current Working With Children Check, to embed a culture of child safety in tennis.

All TNSW staff and Board Members are also required to have current Working With Children and Police Checks.



## MANAGEMENT

A focused staff recruitment program over the previous 18 months enabled TNSW to provide expert services to our Members. Our schools' team has increased participation, executed a winning formula with the Todd Woodbridge Cup and continued to engage schools in Metropolitan and Country areas.

Head of Tennis Development, Chris Woodland and his team have developed a Venue Sustainability Rating (VSR) that enables Tennis NSW, Councils and Clubs themselves to understand operational performance criteria. Providing Clubs with a snapshot of where improvements can be made is a vital first step to achieving best practice. The VSR tool is in the process of being developed into a digitised stand-alone product that can be used by all tennis clubs and potentially other sporting codes in Australia.

Matt Rippon, Head of Operations, joined us earlier this year and has injected energy in to the Tournaments and Competitions space. With the disruption in the AR calendar, Matt and his team have created new playing opportunities across NSW with the launch of the UTR Pro Series, UTR Super Series, State Series events and the Engie Premier League launch.

Head of Marketing, Communications and Member Engagement, Clare Serafini and her team have recently undertaken an audit of the Tennis NSW website, with the objective of making it more user-friendly. The Marketing, Communications & Member Engagement team has also upgraded TNSW's communication services to members, which now includes text messaging and multiple social media channels. The continued focus remains on the value proposition to our members and benefits of affiliation with Tennis NSW.

We thank you for your ongoing support and we look forward to continuing to grow and promote our great sport in the coming years.

**K. Warwick**  
President, Tennis NSW



## GOVERNANCE

The TNSW Board continually strives to demonstrate sound governance principles and, in that regard, director Andrea Galloway has recently developed both a Directors' Skills Matrix and a Directors' Code of Conduct and Ethics, as well as several other processes and procedures aimed at making the Board more effective. The Recognition & Awards Policy, which has established a sub-committee for the review of nominations for TNSW Life Membership, Hall of Fame and Legends, was also her initiative.



## STRATEGIC PLAN

Management and the Board will begin development on the 2021-2025 Strategic Plan in the coming months.

Facility upgrades will also remain a priority. Now that TNSW, Councils and Clubs have a closer union, the opportunity exists to implement those upgrades.

TNSW will continue to encourage our clubs to collaborate and work as a team. By having a consistent message and product, tennis becomes eminently more appealing to potential participants.



# PRESIDENT'S REPORT







# TNSW CEO'S REPORT

Dear Tennis Family,

Throughout the course of last year, I found myself telling people that 2019 and 2020 would be years of incredible change for our sport. Little did I know that I would be sitting here in August 2020 and the world as we know has changed significantly, at least for the foreseeable future.



## CHALLENGES AND OPPORTUNITIES

If managing drought and dealing with bushfires wasn't enough to challenge our communities, particularly across Regional NSW, then the global outbreak of COVID-19 has tested each and every one of us in terms of how we work, how we trade and also how we travel and connect with our friends, family and playing partners. Life has changed and until such time that a vaccine can be found, then we will be living under some level of restrictions for the time being.

Yet, with every crisis comes opportunity and in some instances, demand for our sport has never been higher. Those clubs and venues that invested in digital platforms, remote access bookings and their online presence and footprint are seeing the benefit. The Tennis Australia Book-A-Court platform in June and July saw a 320% increase in court bookings through their software and anecdotally across NSW, we are hearing of increased demand for coaching and court hire. So, whilst the challenges remain, undoubtedly opportunity presents itself.



## NAVIGATING UNCHARTED WATERS

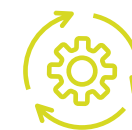
There are moments in your life that you will tell people you will never forget where you were when certain things happened. For me, Friday 13 March will remain one of those dates. Whilst we were celebrating the successful delivery of the inaugural ATP Cup as a team in Sydney, throughout the day, it was clear that the outbreak of COVID-19 across Australia was about to change the tennis landscape not only in NSW but across Australia.

As we moved to first cancel tournaments and then get into line with Government in regards to the various stages of lockdown that we went through, Management resolved to put the following principles at the forefront of our decision making.

1. Manage and protect the health and wellbeing of our Members including the volunteers, staff and coaches who deliver our sport
2. Protect the short and long-term financial stability of Tennis NSW as an entity
3. Protect the health and wellbeing of the Tennis NSW staff

As I said on many occasions at that time, there was no playbook for this situation. We were living day by day, digesting the latest Government updates and advice and seeking to determine the best possible path for our sport and those whose livelihoods depend upon it. I know we will have made some mistakes along the way, but overall, I believe the Organisation helped our clubs, coaches and councils not only navigate their way through some uncharted waters, but at the same time assist them all with a wide range of resources, information and support.

At both State and National level, we lobbied hard for financial support for the sector and as a sport both Tennis NSW and the large number of commercial operators who help deliver our sport across NSW have been grateful for the financial support offered through the likes of the JobKeeper, Cash Flow relief scheme and the Grassroots Sport Fund. Our partners at Sydney Olympic Park Authority have also assisted and we wish to take this opportunity to thank them for their understanding and support.



## CHANGE IS INEVITABLE

One of Craig Tiley's favourite phrases is "The pain of change is greater than the pain of losing", and as a sport it remains clear that this has been too often the case for tennis in NSW in recent years.

If one thing is certain to come from the COVID-19 pandemic, then it is that change is inevitable. The 2021 Australian Open and ATP Cup will be like no other major tennis event seen before in Australia. The changes that are being forced upon us at the highest level of the sport will have ripple effects through all levels.

As an Organisation, it is regrettable that the result of these changes is that we have to ensure we are fit-for-purpose both structurally and financially. This has seen us reduce staffing levels across the sport and with this, we have had to say goodbye to people who have served our sport incredibly well for many years. We hope that these individuals will remain part of the tennis family and continue to serve our sport, albeit in a different way, and we wish them well in whatever path they choose to take.

We have had to adjust as an Organisation and I hope the same will be true of our Clubs. Through the Venue Sustainability Rating (VSR) that we have developed within Tennis NSW, we are gaining insights and information that we've never had access to and this is helping us make more informed decisions and assist our clubs and councils to make decisions that we believe will have a better lasting effect for our sport.



# 03.



## EVERY CLOUD

Yes, despite the undoubted challenges there remains a great deal of opportunities.

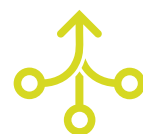
Whilst the pandemic was at its peak, our engagement with Government allowed our sport to continue. I'd like to acknowledge and thank the tennis Coaches, Clubs, Associations and Councils who demonstrated their ability to adapt quickly to the changed landscape and continue to offer our sport, albeit in a very limited way. As people sought ways to exercise and maintain social networks, tennis quickly emerged as something that many people sought out. Some were new to our sport, some were returning and some were thankful to have the ability to continue to play.

Whilst other pastimes and sports were either closed, suspended or simply stopped, we have seen interest in our sport increase. In particular, those venues who have had a strong digital presence and offer online booking have benefited the greatest. Our own Book-A-Court system saw online bookings increased by 203% in the month of June.

With behaviours changed and expectations of the general public towards 'venue registration' clearly changed, there has been no better time for our clubs to now adopt digital bookings and registration to capture player and customer information.

We have seen the emergence of UTR as an accepted and robust player rating system that is helping deliver 'level based play' for many in place of the Australian Ranking tournaments which have been paused from the outset of COVID-19. The staging of UTR events, whether through Tennis NSW or through clubs and coaches has proven to be popular with parents and players. Whilst we acknowledge that the platform still requires further work from an administrator perspective, the notion of Player Ratings will feature even more as we finalise a national review of the tournaments and competition landscape.

We have also seen success stories across the State for clubs that have taken the decision to 'diversify' their offerings. Clubs that have successfully installed either multi-court or dedicated futsal courts have seen an increase in revenue, whilst a commitment to improve their food and drink and also expand their on-court programming to capture the casual player are all providing benefits to our more forward thinking clubs and venues.



## STAYING THE COURSE

The landscape has changed, the behaviours of our players and the wider public has changed and for those clubs who have adapted and changed, we are seeing success.

Both Management and the Board are committed to our Vision 2021 Strategic Plan and we know that making lasting change does not happen overnight. Over the next 12 months, there are a number of key changes that Tennis NSW will seek to make in the sport and we will of course be looking to work collaboratively and effectively with each and every one of you to help embed these changes which we believe will help keep our sport to evolve and remain relevant in all of our communities.

### THESE CHANGES WILL INCLUDE:

1. Implementation of the Associations pilot outlined in the Tennis Sydney blueprint
2. Changes to the governance structure and mandate of Tennis Country
3. National player pathway to incorporate changes to the Australian Ranking and Ratings system
4. A new 4-year Tennis NSW Strategic Plan to help all our clubs and venues in growing the sport

As was highlighted earlier, change is not easy. Yet, it is necessary for us as a sport to ensure we remain relevant to all that play, administer, officiate and watch our sport.

The road has been bumpy but we have remained clear and steadfast in where we want to get to. I want to thank all of you who have played your part on the ground in helping us through the past year, it has been tough but there is light at the end of the tunnel and if we can stay the course, I am confident our sport and the entire NSW tennis family will emerge so much stronger for it.

Thank you again and I look forward to seeing you at the courts.

**Lawrence Robertson**  
CEO Tennis NSW







# TA CEO'S REPORT



## RALLYING TOGETHER

When we talked about 2020 being a transformational year no one could have possibly envisaged the magnitude of change we are enduring. The positive transformation we were planning involved a fresh, new, look summer and a widespread and inspired effort to entice new generations to our sport and keep them with us.

Incredibly, despite the enormous challenges of some of the worst bushfires in our nation's history, we still managed to achieve a large part of what we set out to do. And then along came an unprecedented global pandemic.

These enormous challenges have tested our sport, our teams and our communities. We have come together like never before. Along the way they have also amplified the public appreciation for the game we all love. It remains a passion, a delight and a part of our everyday lives – in good times and bad.



## ACES FOR BUSHFIRE RELIEF

The community outpouring for those affected by the bushfires was a reminder of all that is good about Australia. This support inspired The Aces for Bushfire Relief campaign which was tremendously backed by the global tennis community, many of whom have called Australia home each January for years. We not only raised \$6.1m for those in need, but raised worldwide awareness of the plight of those who suffered from this natural disaster.

A personal highlight for me was the AO Rally for Relief, which, brought together our staff, players, officials, partners and fans for a show beamed into lounge rooms across the globe. It demonstrated the enormous power of good that our sport can do, while creating long lasting memories, like that of volunteer firefighter Deb Borg teaming up with her hero Rafa in front of a packed Rod Laver Arena and a global audience of millions.

All that good work continues as our charitable arm, the Australian Tennis Foundation, works with some of the towns hardest hit by the bushfires to help in the rebuild of not just tennis facilities, but the spirit of those communities.



## ONE AUSSIE NUMBER ONE

How could we summarise the year without headlining the amazing performances of Ash Barty who rose to the top of the world rankings with such aplomb and grace that she captured the hearts of fans all over the world. Ash became the first Australian women to finish the year-end as number one on the WTA Tour.

Along the way, Ash deservedly scooped up many major accolades and awards off the court, including the 2019 Newcombe Medal, WTA Player of the Year, the Don, Person and Sportswomen of the Year at the Dreamtime Awards and three AIS awards.

On the court, she led our Aussie Fed Cup team to its first final in 26 years in front of a packed RAC Arena in Perth. Unfortunately, the French team was too strong and we lost 3:2 in the last Fed Cup competition to be held in its current format. She is our nation's most prominent athlete who carries herself in a manner that can only inspire future generations to pick up a racquet.





## A NEW-LOOK SUMMER

The summer brought a new era in tennis with the launch of the ATP Cup in Perth, Brisbane and Sydney. The Aussie men led by Nick Kyrgios and Alex de Minaur defeated Greece, Canada and Germany to top the table in the group stages held at a packed Pat Rafter Arena in Brisbane. They moved into the Final Eight in Sydney where they beat Great Britain in the quarterfinals, before losing to Spain in the semis.

The event generated 93 million hours of viewing worldwide which was an 85 percent increase on previous week one tournaments. As we look to grow the Australian summer of tennis and provide more opportunities for the world's best players to compete in more capital cities, we hope to improve on these numbers.

Ash Barty quickly recovered from her loss in the doubles final of the Brisbane International to claim the inaugural Adelaide International title. Her summer success didn't end there, when Ash became the first Aussie woman to reach the Australian Open semifinals since Wendy Turnbull in 1984.

Nick Kyrgios's run at the Australian Open was also inspiring. He recovered from a gruelling five set match against Russia's Karen Khachanov to take on Rafa Nadal in the fourth round on Rod Laver Arena.

Dylan Alcott continued his success in Melbourne by winning his sixth-straight Australian Open quads title. He also again teamed up with fellow Victorian Heath Davidson to win the doubles.

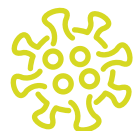


## A NEW MISSION FOR PLAYER DEVELOPMENT

Another major initiative this last year has been the implementation of our new player development stagey, which we released after more than 18 months of consultation, 150 interviews, workshops and surveys with players, coaches, parents, staff and global experts.

This new strategy has been implemented from a position of strength and the mission is to simply enable every player, coach and support team to be the best they can be.

There are many different pathways and goals for different individuals. We want to enable everyone to find his or her own way, while providing the right level of support in the areas of need, at the appropriate time. We aim to do this by providing more opportunities to more players, adopting a team-based approach, better integrating with the private coaching sector and ensuring our programs are inclusive and have broad goals.



## COVID-19

Little did we know the bushfire disaster was only the beginning of our challenges for 2020. As the summer drew to a close, the pandemic enveloped our shores and seeped into our communities. We knew our response had to be both measured and swift. From the start, our decisions have been in accordance with some key guiding principles:

- We operate and maintain a safe working environment for our staff and the broader tennis community (players, coaches, officials and clubs)
- We remain financially sound for the long-term health and viability of the game in Australia

Our behaviours align with our values of:

**IMAGINATION**  
**COLLABORATION**  
**HUMILITY**  
**EXCELLENCE.**

There has been some tough decisions made this year and there will be more. The second wave in Victoria has tested the entire nation. But we know that we have a unique sport which complies with physical distancing and hygiene protocols, with limited impact on how it's played. Ours is a sport that can help the community cope with all that comes with this pandemic and also help many recover from it – be it for their physical or mental health. We remain committed to getting through this and hosting another great summer of events – along with helping the morale of this sport-loving nation.



## THANK YOU

It gives me great pride to be associated with a sporting community that has shown so much resilience and class in the face of adversity. There has been so much time off the court for our coaches, players and participants and it has been a struggle for many. Regardless of the challenges that remain, we will continue to find a way forward by working collaboratively and with great care for one another.

Stay safe and take care.

**Craig Tiley**  
Tennis Australia CEO





# 05.

## OUR STRATEGIC PLAN



### PLAY

Delivering programs, competitions & tournaments to help get more people on the tennis court more often.

### PEOPLE

Helping to attract, motivate and educate more great people to help grow our sport across the state.

### PLACES

Unlocking investment and helping coaches and clubs run more appealing, sustainable and profitable venues.

### PROMOTE

Marketing our sport across the state and helping our Key Drivers to enhance marketing in their local areas.



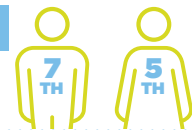
## ACTIVE KIDS

The NSW State Government initiative, Active Kids, continues to target school aged children and encourage them to lead a healthy and active lifestyle by offering two \$100 vouchers per year to help alleviate the costs associated with participating in sport and physical activity. Over 430 tennis coaches and clubs are approved Active Kids providers, accepting vouchers at over 732 locations in NSW. Since the beginning of the program in 2018 over 73,000 vouchers have been redeemed with tennis providers, equating to a value of over \$7.3M. Tennis is currently ranked as the 5th most popular activity for females and the 7th most popular activity for males when assessing Active Kids voucher redemption.

**732** ACTIVE KIDS  
LOCATIONS IN NSW

SINCE 2018 OVER  
**73k** VOUCHERS HAVE  
BEEN REDEEMED  
EQUATING TO A VALUE OF OVER  
**7.3million**

REDEMPTION IN TENNIS  
IS CURRENTLY  
RANKED



## TOURNAMENTS & COMPETITIONS

### ITF EVENTS

Due to works being held on Ken Rosewall Arena, Tennis NSW took two marquee events to Tweed Heads. In August 2019 we hosted a J2 Junior ITF Event. This was a great success, with overwhelmingly positive feedback from players and coaches. Being promoted to a Junior ITF level 2 event was great justification for the work Tennis NSW have undertaken in previous years of delivering the event.

NSW had great success in this event, highlighted by Nikita Volonski claiming the Boys title, whilst Mia Repac performed strongly, reaching the Semi-Finals of the Girls Singles.

In January 2020, Tweed Heads again was the host for the 2020 Tweed Heads Wheelchair Tennis International. Being a Super Series event, which is a level below a Grand Slam, we welcomed almost all of the best Wheelchair Tennis Players from across the world. Shingo Kunieda and Yui Kamiji claimed the Men's and Women's titles respectively, whilst Australian Dylan Alcott was victorious in the Quad Singles. We were represented on the NSW front by Ben Weekes, who made a Quarter Final Doubles appearance, with partner Ruben Spaargaren from the Netherlands.

### JUNIOR EVENTS

Major events on the NSW calendar included the 2019 NSW State Championships Gold JT as well as the 2019 NSW Junior Closed Championships. Tennis NSW greatly value and appreciate the support of the regions, with great representation of players from all across the state participating in the Junior Closed Championships.

## STATE TEAM'S EVENTS

Unfortunately, due to the COVID-19 pandemic and subsequent restrictions on competitive play delivery, the NSW 12/U NSW State Teams Championships and NSW 14/U State Teams Championships were not held in 2020.

### 10/U STATE TEAMS WINNERS;

#### Dorn Fogarty Cup Metropolitan Flames

- Bhavya Bhardwaj
- Mia Princip
- Caroline Hermanns
- Pal Patel
- Manager - Ellise Bowerman

#### John Whittaker Cup A.C.T. Velocity

- Luka Cowles
- Zae Dwyer
- Bhav Mathur
- Ewan Duff
- Manager - Alex Nancarrow

## NATIONAL INDIGENOUS TENNIS CARNIVAL

20 players represented NSW at the second annual National Indigenous Tennis Carnival in Darwin in September 2019.

The event not only focused on tennis, but provided a culturally immersive experience which saw participants getting the opportunity to take part in the Djuki Mala workshop and concert, learn basket weaving, jewellery making, painting, sculpting and didgeridoo making.

The event is a pivotal part of the Indigenous tennis pathway and provides an opportunity for not only elite Indigenous tennis players but those trying the sport for the first time.



## NSW PRICELINE COUNTRY CLOSED CHAMPIONSHIPS

In 2019 over 800 participants and spectators attended the NSW Priceline Country Closed Championships in Forster on the Mid-North Coast of NSW. Travelling from all over Regional NSW, the event generated an estimated economic return of \$600,000 for the greater Forster region. 2019 saw the strongest field in both numbers and standard of competitors the Open Singles winners, Brenton Chambers and Grace Schumacher, rank inside the top 100 in Australia. The Junior competitors were of an equally high calibre with the winners of the 12's, 14's, 16's Boys Singles and 12's, 14's Girls Singles all qualifying for the National Championships.

The event is also highly regarded for its off court activities and community engagement including coach education sessions, country coach's catch-up, Study and Play USA, Women in Country Brunch, Wimbledon themed welcome party, meet and greet with Tennis Country Ambassador and former professional Sam Groth, training camps run by Jaslyn Hewitt-Shehadie, Q&A sessions with former professional players Kim Warwick and Mark Edmondson and a Pro-Am for local businesses. The 2019 Priceline Country Closed Championships has also been nominated for the Sport NSW Community Event of the Year Award.





## SANCTIONED TOURNAMENTS

54 Australian Ranking (AR) Tournaments were sanctioned and completed in 2019/20 before the COVID-19 outbreak. A further 24 Tournaments were unable to be played. Junior Development Series events, Seniors Tournaments and Hot Shots events featured on the calendar, with a rise in general participation in tournaments at club level.

24 AR Tournaments were lost due to Covid-19 restrictions COVID-19, with the 2020 NSW Age Gold JT, as well as the 2020 Term 1 School Holidays and the popular 2020 Queens Birthday weekend swing of events missing from the calendar. On a participation front, almost all of the Junior Development Series of events were postponed adding to the approximately 70 events across NSW that were impacted and unable to be facilitated due to the COVID-19 pandemic and subsequent community participation restrictions and postponement of the Australian Ranking Tournaments.

## UTR SUPER SERIES

The Tennis NSW Operations Team committed to a collective focus on improving the opportunities for level-based play through the adoption of the player ratings system, UTR. During the period of March to June; particularly during the subsequent restrictions brought on by COVID-19; Tennis NSW identified new opportunities for level based play – primarily via the establishment and implementation of the competitive play opportunities such as UTR UTR Pro Series, UTR Super Series, State Series and Women's Pro League events across the state in lieu of AMTs and JDS events – over 110 events were scheduled to commence from July 2020.

In line with event delivery and facilitation Tennis NSW began the development/capability building of both staff and stakeholders which will continue throughout the calendar year and beyond.

## CLUB COMPETITION

2019 saw one of the biggest years of Sydney Badge on record. The competition included events for Men's, Women's, Mixed, Thursday and Premier League competitions. Sydney Badge hosted 148 teams from 32 different clubs and associations across the Sydney Metro region. Almost 1,500 players supported the 2019 competition. Hills District took out the Premier League Grade Men's competition with Roseville victorious in the Premier League.

The 2020 Sydney Badge Competition commenced in June 2020 following a delayed start due to the COVID-19 restrictions. The competition included events for Men's, Women's and Thursday Ladies competitions. Sydney Badge hosted 123 teams from 28 different clubs and associations across the Sydney Metro region. For 2020, the Tennis NSW Premier League will act as a standalone competition commencing in October. There is much anticipation as a reinvigorated premier teams' competition catering for the state's best commences.

127 teams took part in the 2019 Interdistrict Competition. The 2019 competition was completed on Sunday 22 September 2019 at the Illawarra Association courts in Rockdale. This competition brings teams together from Gosford, Kiama and Macarthur. The McKerihan Shield was again won by Tennis Macarthur on 58 points ahead of Tennis World SOP (46), Northern Beaches (27) and Kiama Shellharbour (19). The winner of the Rosewall Medal for 2019 was Aaron Waters who represented Tennis Macarthur in the Blackwell Cup; with the Hardcourt Medal won by Elton Stoney who represented Blacktown in the George Riders Cup.

## SYDNEY TENNIS REVIEW (STR)

In 2018, Tennis NSW identified a need to explore opportunities to improve the governance and structure as well as the delivery of the Sydney Metropolitan Competition Framework. It recognises that fundamentally; the current competitions framework is not sustainable. The review consisted of a large stakeholder consultation process, including surveys, focus groups and one-on-one interviews, resulting in over 350 individual pieces of feedback that were incorporated and considered as part of the review. 2019/20 saw an emphasis on the development of the STR governance and competition framework, putting Associations at the heart of Sydney Tennis; this included;

1. Development of a 'whole of sport' player pathway framework
2. Development of a proposed Governance & Central Management framework
3. Re-drawn District Association boundaries in close alignment with the Greater Sydney Commission.
4. Meetings with each current Tennis Association across the Greater Sydney area
5. Detailed work on governance principles, financial modelling & formatting/delivery

During 2019/20 Tennis NSW undertook an extensive consultation process across the Association landscape. With the impact of COVID-19 from March; the scheduled STR Town Halls sessions were modified and delivered 'digitally' with various stakeholders including but not limited to Operators and Clubs. The back-end of 2020 will see the implementation of the initial STR pilot competitions across a number of Sydney-metropolitan areas with a further rollout in 2021.

# 11,838

ANZ HOT SHOTS PARTICIPANTS\*

# 954

PARTNER SCHOOLS\*



# 12,056

CASUAL COURT BOOKINGS\*

\*COVID-19 has impacted on play figures in 2020





# PLACES

Increase and improve the infrastructure footprint of tennis facilities across NSW

## TENNIS INFRASTRUCTURE

Our sport has continued to make in-roads into investment and delivery of tennis related infrastructure and delivered against our strategic objectives by working effectively with our Government partners, and providing important support and service to our members concerning grant and project resources.

## INVESTMENT

Significant investment into tennis infrastructure continued in 2019/20:

- \$5.6m was awarded in State and Federal Government grant funding to 88 projects involving tennis of a total value of \$8.5M (67% contribution)
- \$10.5m (estimated) of infrastructure work undertaken in over 110 projects. Completion of some works have been delayed until late 2020 – early 2021 due to the impacts of COVID-19
- Tennis Australia's National Court Rebate Scheme contributed over \$94,000 to four projects totalling \$1.1M (9%), noting that a number of other pre-approved projects are on-hold or delayed due to COVID-19
- Local Government continues to be the most significant non-

tennis entity contributor of tennis infrastructure works with contributions that represent in excess of 50% of all funding and in-kind contributions across identified projects

- A number of strategic priority projects have progressed and observed funding commitments to and/or commencement to master planning, feasibility studies and detailed design - including Dubbo, Wollongong, Wagga Wagga, Coffs Harbour, Penrith, Parramatta, North Manly and Camden
- Tamworth Regional Tennis Centre project has received development approval and is working to secure final funding arrangements - anticipated commencement in 2020/21
- ATP Cup Tennis Legacy Fund launched - \$5m available over three years
- It is expected that a number of regional priorities in Tamworth, Dubbo, Wagga Wagga and Wollongong will progress to shovel ready stage and be well placed to observe these long-awaited projects to commence in 2021/22.

## PROJECT AND INVESTMENT READY

Projects that are investment ready are ideally placed to secure additional investment through government grants and local government contributions. A long term lens and approach is required to achieve sustained success in this area. The Tennis Development, Infrastructure and Business Operations teams work cohesively within the Tennis Restart framework to develop the insights to inform and influence infrastructure planning and investment alongside optimising and improving operational performance, whilst holistically engaged with Councils, our affiliates and members, and all levels of Government. The focus of the Infrastructure Team is to build capacity within the tennis community to develop their projects accordingly - a framework of project and investment readiness. This service includes the provision of how-to-get-that-grant and project planning resources; online tools, templates, specifications and guidelines; letters of support; and specialist advice where needed at different stages of a project's development.

## KEN ROSEWALL ARENA

The new look Ken Rosewall Arena (KRA) provided a spectacular setting for the inaugural ATP Cup, and was completed just in time for the first matches.

The redevelopment has transformed KRA into a multipurpose outdoor covered arena and included upsized in-stadium videoboards, 10,000 new seats, new sports lighting and significant upgrades to broadcast, production, building and fan services. The project also delivered precinct upgrades including a new Live Fan Zone.

Importantly, the venue provided a significant uplift in experience for the player and fan alike. Spectators noticed a significant relief from the searing January temperatures with not a bad seat in the house, whilst the players experienced nil interruptions from inclement weather and together enjoyed an impressive atmosphere created by parochial crowd and the dynamics of the building.

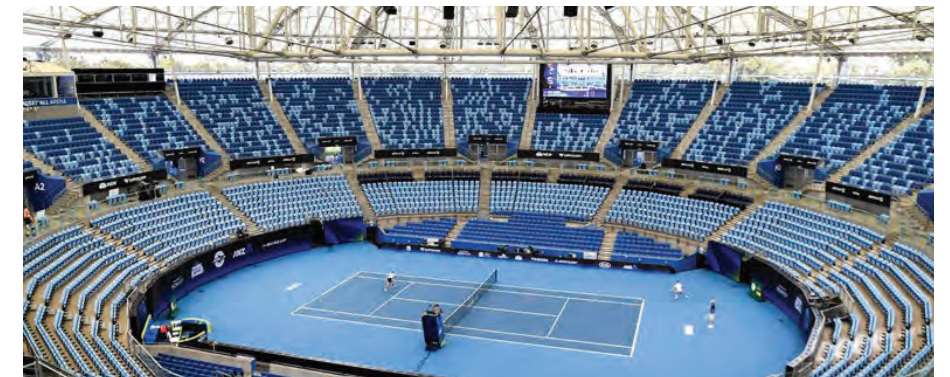
The project represented a significant undertaking for Tennis NSW and its partners Tennis Australia, the NSW Government and the Sydney Olympic Park Authority. Commencing in December 2019, the project maintained a challenging fast track programme that could not have been delivered without the dedication of its experienced contractor and consultant team.

The \$50M project represented the first investment in the facilities since the venue's opening for the 2000 Sydney Olympic Games.

Post-ATP Cup, focus shifted to

welcoming Netball NSW and the Super Netball competition as well as other exciting content to the venue for the first time. Like a great many things, the COVID-19 pandemic has impacted and delayed those plans. Nonetheless the future opportunities and focus to run sporting, entertainment and community events will be exciting for Tennis NSW and its members.

Additionally, Tennis NSW has turned its attention to securing funding and approvals for Stage 2 of the redevelopment which will focus on upgrading the player facilities, a cover for Show Court 1 and further precinct works.



### Key Project Details:

|   |   |
|---|---|
| ROOF DETAILS:                                       | Cable tension and PTFE fabric roof - innovative and striking design a first for stadia in Australia |
| TOTAL NUMBER OF CONSTRUCTION WORKERS:               | 938 (103,629 working-hours)   |
| TOTAL NUMBER OF OTHER CONSULTANTS AND CONTRIBUTORS: | Approx. 230 (in excess of 80,000 working-hours)   |
| STRUCTURAL STEEL USED:                              | Approx. 320 tonnes  |
| STAINLESS STEEL CABLE USED:                         | Approx. 31 tonnes   |
| FABRIC USED:  | 8050 sqm PTFE   |

*Tennis NSW would like to recognise and thank the significant contributions of the following and many others not listed:*

|  |  |
|--|--|
| BUILDER:                                 | AW Edwards   |
| DESIGN LEAD:                             | Cox Architecture   |
| ROOF CONTRACTOR:                         | Fabritecture   |
| ENGINEERING SERVICES:                    | Arup   |
| PROJECT MANAGER:                         | AECOM  |
| NOTABLE CONSULTANTS AND SUB-CONTRACTORS: | Rider Levett Bucknall (RLB), RJD Advisory, Valorem, Connell Griffin, Squire Patton Boggs, Blackett Maguire + Goldsmith, Musco Lighting, Barnwell Cambridge, PA People, Shoreline, Samsung, Engie and Rintoul (and many others) |
| MAJOR FUNDING CONTRIBUTOR:               | NSW Government / Sydney Olympic Park Authority   |
| OTHER FINANCIAL CONTRIBUTORS:            | Tennis NSW and Tennis Australia  |
| PROJECT DIRECTOR:                        | Lawrence Robertson   |
| PROJECT LEADER:                          | Brett Pettersen  |
| JOINT STEERING COMMITTEE:                | Jo Thorley (Chair), NSW Office of Sport (Karen Jones/Michael Toohey), SOPA (Charles Moore/Nick Hubble), Tennis Australia (Tom Larner) and Netball NSW (Carolyn Campbell)   |
| CONTRIBUTORS:                            | NSW Office of Sport (James Punch), SOPA (Tony Houhlias), Tennis Australia (Matthew Nicholas, Daniel Stuk, Matthew Whitaker), Netball NSW (Ben Jessimer/Rebecca Shaw)   |



## CLUB OPERATIONAL HEALTH

**Develop a better understanding of the operational health and sustainability of Tennis NSW venues**

### TENNIS RESTART

The Tennis Restart project is the cornerstone of our Club Operational Health engagement strategy. The Local Government Area (LGA) focused approach allows the team to engage with, and provide support to our key stakeholders as identified in Vision 2021.

This approach is progressing well with 40 priority LGAs currently onboard with signed Tennis Restart agreements. These agreements allow for facility auditing and reporting of over 600 tennis venues across NSW. Insights are able to be developed off the back of these reports to assist in planning with both venues and government in areas such as:

- Financial sustainability
- Appropriate leasing structures
- Infrastructure investment
- Participation opportunities
- Court accessibility

## VENUE SUSTAINABILITY RATING (VSR)

The VSR tool is the key measuring component of our Club Operational Health strategy. The VSR provides an overall performance measure of an individual facility, which is then scalable to provide an LGA based overview.

The VSR prototype has been developed entirely by the Tennis NSW team, and is currently being scoped for a fully digitised online version which will be rolled out nationally. The prototype tool is currently the collection vehicle for all of the Tennis Restart audits and venue reports. The data collected focuses on developing an intimate understanding of each venue in terms of:

- Infrastructure Lifecycle
- Financial Health
- Participation Levels
- Digital Presence
- Program Offering
- Organisational Structure
- Child Safety

Of the completed six LGA reports, comprising of approximately 160 individual venue audits, the following insights have been developed:

- 36% of all participation is in private coaching, followed by 30% social play, with school and competition play making up around 14% each
- The average annual visitation per court is approximately 2,510 visits
- Broken down by operating model as follows – council operated – 222, volunteer club – 1,552, volunteer club with a coach – 3,003, a professional operator – 3,781
- Venues with no online booking, website, or active social media pages' average 764 visits per court annually compared with venues which have all of the above, they average 3,802 visits per court annually
- Tennis NSW affiliated venues average 3,000 visits per court annually, whilst unaffiliated venues average 564 visits per court annually

### CASE STUDY – BYRON BAY COUNCIL

Audits enabled Tennis NSW to present a number of key report items to Council in the form of an LGA Dashboard Summary Report.

The key outcomes achieved for Byron Bay Council were:

- Child Safety plans implemented at all venues
- Council now has a guide as to the asset management costs of each venue and as a whole
- Management model recommendations for each venue in the LGA have been provided
- Leasing/Licensing agreements are being developed that are fair and equitable for each management model type and venue size
- Action Plans for each Club have been completed to ensure their future sustainability

## GOVERNMENT

**Raise the profile and influence of tennis within government authorities in NSW**

### BETTER EDUCATE COUNCILS ON THE NEEDS OF TENNIS

Tennis Restart is the cornerstone of Tennis NSW's engagement strategy for councils and provides the opportunity for local government to understand our sport better.

As part of this process, Tennis NSW have developed a range of tools and templates specifically designed to assist Councils in this space, including:

- Draft EOI templates
- Tender evaluation frameworks
- Asset renewal budget templates
- Draft lease/license agreements
- Local tennis plans (influencing council sport and recreation plans and other planning documentation)

### INVOLVEMENT IN COUNCIL LEASE PROCESSES

Tennis NSW played an important role in advising and supporting Councils with tennis venue tender processes throughout 2019/20. Critically it provided:

- Best practice tennis venue management framework and evaluation processes
- Representation on evaluation panels as transparent third party/industry representatives

Tennis NSW is working closely with an increasing number of Councils, delivering Tennis Restart insights and collaborating or supporting the development of the leasing/licensing strategy and implementation, notably:

- Central Coast Council
- Cumberland City Council
- Coffs Harbour Council
- City of Parramatta Council
- City of Ryde
- Willoughby City Council

### NSW GOVERNMENT PARTNERSHIP - ATP CUP AND LEGACY INVESTMENT

The NSW Government has been a critical partner in securing the ATP Cup group rounds and finals in Sydney for at least the next three years. The ATP Cup forms part of the NSW Government's strategy to attract world class events and the related economic and social benefits to NSW. Leveraged from that investment, is a commitment of at least \$2.4m between the NSW Government and Tennis NSW to invest in infrastructure and participation projects that will support the growth and sustainability of community tennis throughout the state. Tennis's further investment to raise the overall available funds to over \$5m puts Tennis in an enviable position to leverage other government, council, commercial and philanthropic investment in our sport.

## TENNIS WORLD

Tennis World at Sydney Olympic Park has now completed five years of operation and the successful business model has seen participation growth in all areas.

Although COVID-19 has obviously provided a lot of challenges, April and May were the hardest hit months for Tennis World in NSW where operations were very minimal. Commencing most regular programs in a modified way during June was extremely positive.

The implementation of the Tennis World Hot Shots Revolution has seen a Junior Pathway developed to ensure the quality of tennis for players within this category has increased and ensuring parents are educated on the correct tennis pathway for their child.

The increased weekly playing habits of these players have accelerated their learning and has them competing at a much younger age within their correct ability level. Tennis World Coaches have clear outcomes for the players of all categories which not only shows players and parents what they need to accomplish before moving to the next stage but also ensures that Tennis World coaches are developed to deliver the content within the class to ensure the outcomes are reached for the players.

On average during 2019/20, Tennis World saw 343 players per week in coaching programs, with classes 77% occupied.

203 new financial members joined Tennis World during 2019/20, indicating the value of our Membership model is well received, this was an increase of 36 members compared with the previous year.

On average, 167 members per month have attended Cardio Tennis and 286 per week attending Adult Social Leagues, Junior Match Play and Adult Social Play with the strongest numbers being in June.

Despite the challenges in April and May, court usage was consistent with the previous year. 44,601 hours of use this year which was 4,014 less than the previous year however the loss of court 3 this year saw 5,044 less hours alone.





# PEOPLE

Helping to attract, motivate and educate more great people to help grow our sport across the state.

OUR STRATEGIC PILLARS CONTINUED

## COACH EDUCATION

Coach membership numbers reached a peak this year with over 1000 Coach Members in NSW. Qualified and Business members grew during the year as Junior Development Course participants completed their qualifications. Following on from a successful year previously with the delivery of a record number of Foundation Coaching Courses, more trainee coaches were part of the tennis coaching industry.

The Club Professional Coaching Course was delivered this year in NSW with 18 participants. The course is a significant undertaking incorporating 20 days of learning progressing the skills of coaches to work with talented players, biomechanics of tennis and for the first time core units and participant selected electives.

## ADVANCING THE INDUSTRY

The 2020 Coaches Conference was held during the inaugural ATP Cup with two sessions. The breakfast function entertained and educated coaches on the topic of the Art vs. Science of tennis coaching. Scott Draper expertly moderated the debate and Wally Masur and Marc Sophoulis (Art Team) debated eloquently with Chris Kachel and Georgina Vernon (Science team). The on court session was delivered by both Marc Sophoulis and NSW coach Paul McNamara as well as Chris Oxspring, Olympic baseball pitcher and Garry Everson from Baseball NSW.

## COACH DEVELOPMENT

During the first half of the year, NSW coaches were treated to both local and international coach professional development opportunities. Club Professional transition workshops were delivered by local experts with 70 coaches in attendance. World renowned tennis coaches, Craig O'Shannessy and Darren Cahill visited Sydney in August and September 2019. Craig presented to 50 coaches and Darren presented to coaches, parents and players with more than 200 people learning about the traits of high performing players.

In May and June, Coach Development partnered with TA National Academy to deliver an eight-week workshop series with content including consistency for high performance players to the smash and its use in every day lessons as well as strength and conditioning fundamentals. This virtual series had over 200 coaches in attendance and was highly regarded for the variety of content and online delivery suited to regional coaches.

## WOMEN IN COACHING

The NSW Women in coaching group has emerged and grown throughout the year. From strong beginnings, the female coaches were treated to a range of sessions designed to educate, empower and provide social cohesion. The coaches enjoyed bespoke sessions with superstars Darren Cahill and Casey Dellacqua in addition to having Paralympic Gold medalist Louise Sauvage and WTCA CEO, Sarah Stone shared resilience stories and key learnings from their careers.

The group continues to regularly engage through the online Facebook group, 'Powering Women in Tennis Coaching' with the ultimate aim of increasing the percentage of female coaches across the state from the 22% starting point in 2019.

## COACH ADVISORY GROUPS

Management would like to acknowledge the input, insight and knowledge of the Coach Advisory Groups who were formed to assist Management in better understanding the day-to-day challenges within the Coaching fraternity.

## COUNTRY

- Craig Louis - Gunnedah TC
- Andrew Mitton - Bathurst TC
- Mark Pritchard - Bomaderry
- Allan Pade - Westside TC
- Paul New - Temora TC
- Helen Magill - Parkes TC

## METRO

- Andrew Sun - Max Tennis
- Sam Skippen - Croydon TC
- Pat Jensen - City Community Tennis
- Stuart Thompson - Grand Slam Tennis
- Paul Francis - Love 'n' Deuce
- Aaron Warwick - Kim Warwick Academy





## VOLUNTEERS

### SHEROES

The Sheroes female volunteer empowerment program continues to provide women within the tennis community with the skills and confidence to take on volunteer and leadership roles within tennis. In the last 12 months' participants have accessed capability and network building events, including the Sheroes ATP Cup conference presented by Judy Murray, an off court personal and professional development conference in July 2019, a private and supportive online community group, project planning support and mentorship opportunities. In December 2019 Tennis NSW was awarded a grant through the NSW Governments Her Sport Her Way program to continue develop the Sheroes program.

### FUTURE LEADERS

The Future Leaders program continues to be an important initiative for Tennis NSW as we equip our young volunteer workforce with the skills needed to confidently volunteer in their local tennis environment or move into the administration of our sport. The fourth Future Leaders workshop was held in November 2019 in Sydney where 22 young volunteers from around the state were taken through sessions on digital storytelling, social tennis, social media training, volunteering opportunities, wheelchair tennis and other leadership capability building sessions. Keynote speaker David Hodge of Return Serve gave a motivational talk about his experiences within tennis and giving back to the tennis community. All participants were then required to apply their learning towards helping make a positive impact at their local nominated tennis club or centre.

### YOUTH ADVISORY GROUP

The Tennis NSW Youth Advisory Group (YAG) has been created by Tennis NSW to ensure we are game focused and prioritise player welfare. It is designed so that the Tennis NSW Board and Management team are able to receive direct input from youth on issues of importance to them relating to tennis in the most interactive and effective way possible. This year's YAG have provided valuable contributions to Tennis NSW in regards to the Tennis NSW Safeguarding Children Action Plan and the continued engagement of young people in tennis during COVID-19.

2020 Youth Advisory Group members: Alyssa Norris, Megan De Silva, Philip Hilble, Shivani Lakha, Mohanisha Mehra, Daniel Reynolds, Maiki Sun, Faith Zalm.

## REGIONAL COMMITTEES

The six regional committees continue to work on delivering playing and coaching opportunities to children in regional NSW in strategic collaboration with the respective Regional Tennis Managers. The efforts evermore appreciated in 2020, given the challenging circumstances during the COVID-19 pandemic.

Tennis Country continues to provide a vital role in the strategic direction for tennis in regional and rural NSW. In 2020; Tennis NSW and Tennis Country committed to a thorough evaluation to provide recommendations in relation to the optimal governance, organisational and operating structure of Tennis Country, with the view of greater support for regional stakeholders, setting clear strategic objectives and maximising opportunities for growth in all aspects of the sport throughout regional NSW.





## STRONGER COMMUNICATIONS

This year we have been more active than ever in our communication to tennis stakeholders. With the back end of the year hitting us with the COVID-19 pandemic we prioritised our communications, particularly to our clubs and coaches, to ensure that our members felt supported and up to date in an ever changing environment. This year we launched an SMS communication service to our club committee members to ensure that we could get the critical and most important information out to our stakeholders as quickly as possible.

During the second half of the year we increased the frequency in which we communicated with our stakeholders via email and will continue to plan for more frequent updates, information and resource support into 2021.

Continued monthly Clubhouse News to our members, including regular updates across our website and social channels. Engagement and open rates for Clubhouse news have improved significantly and we saw that with the new look and feel, using insights to develop more popular content. The average open rate through the COVID-19 pandemic was 72%. The open rate is a very positive indication of how our communications are being received during this time. The Clubhouse News open rate usually sits at an average of approximately 35%.

We have been sending regular eDMs when we have relevant and necessary communication to get to our members and increasing these communication efforts was positively received as indicated in our Pulse Survey results. We have sent 32 in total over the year, including AO presale and ATP Cup offers.

Communication challenges continue to be in relation to data collection – ensuring that details of our members are correct in MyTennis so we can communicate to the largest and most accurate audience possible.



## SOCIAL & DIGITAL IMPACT

Over the past 12 months we have been committed to growing our social media channels and creating engaging and inspiring content to enlighten, inform and celebrate tennis participants throughout NSW.

Through the COVID-19 period, our social media channels have been a critical asset to inform our community instantaneously about government policy and advice and the impact on our clubs, councils and coaches.

With this new normal, Tennis NSW organised live Facebook sessions where our tennis family had the opportunity to ask questions to our special guests such as Judy Murray, Casey Dellacqua, Alex De Minaur, Alexei Popyrin and Anne Worcester, Chief Executive Officer of the Women's WTA Tour, and one of the most experienced leaders in international sports. These five events generated a reach of 16,500 people across Facebook channel.

As a result, from 6,500 followers in 2019, our social media channels in 2020 are followed by over 9,200 followers, an increase of 30%!

Over the past year, 150k users visited our website, with an average of 410 visits daily and our Pulse Survey revealed that our members utilise our website heavily to obtain new information and updates.

## MEMBER ENGAGEMENT

In October 2019 Tennis NSW engaged Jane Hillsdon from Dragonfly Marketing to develop a workshop session and accompanying workbook on Local Area Marketing to be delivered to clubs throughout NSW. The workshop was specifically tailored to tennis in NSW and drew upon the national Get Your Racquet On campaign to ensure our clubs were ready and able to capitalise on the campaign during the 2019/20 summer of tennis. 67 attendees engaged in the workshops from all over NSW with sessions held in Homebush, Newcastle, Kiama, Albury, Orange, Kendall and Armidale.

Meanwhile, the Executive Team hit the road over October-November to host forums across the state to hear from our clubs, coaches and councils while providing updates on the strategic direction of Tennis NSW moving forward, the upcoming summer of tennis and the inaugural ATP Cup. Forums were held in Bathurst, Dubbo, Gosford, Homebush, Chatswood, Campbelltown, Byron Bay, Port Macquarie, Tamworth, Albury, Batemans Bay, Beaton Park and Wollongong.

## ANZ RACQUET ROADSHOW

The ANZ Racquet Roadshow this year has connected our sport with 239 schools across New South Wales. As part of our wonderful association with ANZ, a total of 5,917 racquets have been presented to kindergarten students with the opportunity to explore and familiarise themselves with the racquet and engage fundamental movement skills with a local coach.

We also had 8 Schools around the state who have been able to dial into a virtual call with tennis legend Todd Woodbridge to further engage and inspire the students.

We had some great media coverage across the state throughout the period.

## BETTER SERVING OUR MEMBERS

For 19/20 affiliation year we re-introduced a partnership with some selected retailers for our stakeholders as a value add to their membership with TNSW.

These retail partners and offerings include:

- Tennis Warehouse offering 10% off Footwear & Apparel, 20% off Spinfire grips & balls, \$10 one-off coupon per member
- Sportzng - Australia's leading court maintenance and equipment specialists. Offering 10% off storewide
- Tennis Ranch - Exclusive discounts online and in store. 10% off apparel, shoes, equipment
- First Aid Kits Australia - 10% off a range of First Aid Kits
- Promotion Products - Exclusive discount at Promotion Products who host an array of products that can be customised with your logo and branding. Suitable for when hosting events, open days or tournaments. 10% off all unit costs.

The Membership Team are on hand 24/7 to answer any questions from our Members. There is an average of around 30 emails per week, with around 2,000 annually. Since the new Field work force has been established we have seen incoming calls decrease to the Membership Team as our tennis community have built sound relationships with their local team.

## INDIVIDUAL CLUB SUPPORT

Monthly visits to local tennis clubs with additional support during specific campaigns:

- October/November 2019: Getting ready for the summer campaign with one on one digital upskilling from our Social & Digital Coordinator of 10 Metro and Northumberland members.

- January/February 2020: Assisting tennis clubs to take advantage of the national Get Your Racquet On! campaign focusing on the delivery of Open Court Sessions to increase participation with one on one local marketing and digital upskilling of 20 tennis clubs, by our Marketing Manager, Patricia Marcu.

## COVID-19 COMMUNICATIONS & RESOURCES

Throughout the past 3 months, the Marketing, Communications & Member Engagement (MCME) team have worked hard to ensure that our members have been kept informed and engaged whilst they have dealt with a challenging situation.

### COMMUNICATIONS

Throughout March and April, we sought to provide weekly updates to our membership either directly through email or through our various social channels. This communication focus has extended out to both staff and our Board members also to ensure all full informed of the decisions that were being taken or the information that was being received that was informing Management's position.

### CLUB RESOURCES

To assist our clubs in coming out of this crisis, the team have worked closely with Tennis Australia and the other State Member Associations in developing a set of resources all designed to support our club network.

## CHILD SAFETY PLAN

Acknowledging that this particular area will remain a major risk for our sport and an area of focus for our staff and members, Tennis NSW have launched a NSW Child Safety Strategic Plan which will be executed throughout the course of 2020/21.

The team will work closely with Tennis Australia who in turn are also reviewing the current communications plan and strategy in this area.





## TENNIS NSW AWARDS

The 2019 NSW Tennis Awards were held on 24 October at the Australian Turf Club. Over 350 people attended the evening, hosted by NSW Legend Todd Woodbridge and Catherine Murphy from ABC News. Notable NSW tennis legends in attendance included, Ken Rosewall, Mark Edmondson, David Hall, Lesley Turner Bowrey, Bill Bowrey, Bob Giltinan, Jan O'Neill and Sam Groth. Jelena Dokic was our guest of honour and provided an insightful look into the life of a professional player.

The night was made possible by our marquee sponsors ANZ and COX Architecture and other sponsors ProActive Graphics, Paramount, Arup, Camatic, AW Edwards, Perpetual, Fabritecture, Bird & Bird Law Firm, AECOM, V Insurance and Musco.

### 18 Awards were presented on the night:

- Junior Male Athlete of the Year – Rinky Hijikata
- Junior Female Athlete of the Year – Hayley Slocombe
- Volunteer Achievement Award – Mary Baker, Eastwood Thornleigh District Tennis Club
- George Fletcher Award (Excellence in Officiating) – Matthew McAleer
- Supporting Tennis Award (Government) – Cumberland Council
- Coaching Excellence (Operator) Award – Steve Loeffler, Maccabi Tennis
- Most Outstanding School – The McDonald College
- Most Outstanding Player with a Disability – Kelly Wren
- Most Outstanding Tournament – 2019 NSW Country Closed Championship AMT & JT
- Most Outstanding Club (Country) – Byron Bay Tennis Club
- Most Outstanding Club (Metro) – City Community Tennis
- Most Outstanding 35+ Senior Player – Brenda Foster
- Coaching Excellence (High Performance) – Jarrad Bunt
- Coaching Excellence (Club) – Gemma Eaton, Coast Community Tennis
- Coaching Excellence (Talent Development) – Paul McNamara
- Junior Volunteer Achievement Award – Alyssa Norris
- Jim O'Neill (Service to Tennis Award) – Dennis Sales, Nepean District Tennis Association
- NSW Player of the Year – Alex De Minaur



## GET YOUR RACQUET ON

The **Get Your Racquet On** campaign has been the opportunity to re-engage adults back into tennis. This campaign promoted Open Court Sessions as the hero product, complimented with other options for adults to play tennis through casual court hire and Cardio Tennis. An engaging campaign with great results during summer with:



Over **121,000** unique website visitors



**5,896** online bookings

**1.3**

**million** Facebook videos views

**2.2**

**million** YouTube views

**TOP TWO**

**NSW Top 2 best performer** across all states with 104 clubs involved





# 06

## ATP CUP 2020



The inaugural ATP Cup underlined the spirit of both fans and players when the innovative team event launched in Sydney, Brisbane and Perth. As players enthused about the significance of representing their nation alongside inspired countrymen, fans eagerly donned their country colours and in full voice at the stadiums, showed a supporter passion rarely seen in the sport.

The country v country format was the biggest strength of the ATP Cup, the result of a unique partnership between Tennis Australia and the ATP Tour. The 10-day event featured 24 teams divided into six groups across three cities. Winners from each of the round-robin group stages and the two best second-placed teams progressed to the final, ensuring all matches were important – including doubles rubbers – whether live or not.

Innovation added to the event's appeal, with video review options and courtside team zones well received. Team captains – included former world No.1s Lleyton Hewitt, Marat Safin and Boris Becker and playing captains such as Grigor Dimitrov and Gilles Simon – added to the spectacle.

Team Australia provided local fans with much to celebrate, progressing to the semifinals with spirited animation. Alex de Minaur and Nick Kyrgios led the way as Australia claimed wins over Greece, Canada and Germany to top the group stage in Brisbane.

The top two Australian men subsequently combined to save four match points in a deciding doubles match against Team Great Britain in a memorable quarterfinal in Sydney. "I love the ATP Cup. I love any sort of team format," said an inspired Kyrgios. "I'm just doing whatever I can and whatever I can do in my power to get the best out of the team and myself."

That the world's top players were so invested in the format was best demonstrated in the dramatic Serbia v Spain, final featuring the world's top two male players. When world No.1 Novak Djokovic outclassed Rafael Nadal in a thrilling singles encounter, inaugural honours were determined by a deciding doubles match.

"I'll remember this experience for the rest of my life as definitely one of the nicest moments in my career," said Djokovic after teaming with Viktor Troicki to claim victory for Serbia. "I've never experienced an atmosphere like this on a tennis court ... you (the fans) carried us to victory and we owe you a big, big thanks."



### ATP CUP

**\$22 million**  
prize money

**220K** Over **220,000**  
attendees



**23** of top 30 players  
including World #1  
Novak Djokovic,  
Rafael Nadal and  
Nick Kyrgios

**93**

**million**  
hours viewed globally



Broadcast to  
over **180** territories





# SAFEGUARDING CHILDREN

Tennis NSW is committed to providing the safest environment for children and young people through club screening and support and a detailed action plan that will see the implementation of a range of initiatives and resources over the coming 12 months.

## NATIONAL REDRESS

In June, Tennis NSW confirmed its intention to join the National Redress Scheme.

We have been working closely with Tennis Australia, the other Member Associations across Australia and the National Redress Scheme to fully understand the mechanics of the scheme and what our Membership of the scheme will mean for our Member clubs.

## CHILD SAFEGUARDING PLAN

The team are currently working in close partnership with the Office of Children's Guardian, NSW Office of Sport, TNSW Youth Advisory Group and Tennis Australia to develop a Child Safeguarding Framework and Plan for 2021.

The Framework will have a clear focus on the actions and activities that both Tennis NSW and our Member clubs can take to raise awareness of this matter, provide the best education and resources and ultimately build a culture which places child safety at the forefront of its thinking.

## CLUB SCREENING

Over the last 12 months the Tennis NSW team have continued to carry out Member Protection spot checks across our Member clubs.

These spot checks ensure our members are fully aware of the National Tennis Member Protection Policy and their obligations under that policy. It guarantees that members are aware of the Working with Children Check guidelines and the importance of their cooperation in collecting WWCC numbers for all committee members and employees whilst also ensuring that each member has an appointed Member Protection Information Officer and Child Safety Plan.

These spot checks also provide an opportunity for TNSW to ensure that our members are displaying the visual resources TNSW provide within their facilities.

Each member of Tennis NSW is required to submit a valid WWCC number for every committee member and employee for their membership to be valid.



## YOUTH ADVISORY GROUP

Tennis NSW committed to engaging the Youth Advisory Group in the idea creation phase of the youth focused collateral and resources to ensure that our efforts are reaching the appropriate target markets. The Youth Advisory Group is a key stakeholder in our ongoing implementation and evolution of our Action Plan to ensure that we are keeping our focus on the youth of our sport.







# PERFORMANCE



## ATP / WTA PLAYERS

Our NSW men are on the rise with three players reaching career high singles rankings in the 2019 season. Alex de Minaur spearheads the group at #18 followed by Jordan Thompson at #43, with Alexei Popyrin at #87, all with in the top 100 men's ATP rankings. Alexei Popyrin also made his Davis Cup debut in Adelaide against Brazil teaming up with fellow New South Wales players Jordan Thompson and James Duckworth.

A highlight over the Australian summer of tennis was Max Purcell reaching the final of the Australian Open Men's Doubles with South Australian partner, Luke Saville.



## DECEMBER SHOWDOWN

A strong performance from NSW players at the December showdown, saw Max Purcell AO Wildcard runner up, Alexandra Bozovic AO Women's Doubles Wild Card winner, Alana Subasic 12 under Girls singles winner and James McCabe 16 under boys singles and doubles winner.



## EMERGING TALENT

Super 10's again combined with Sydney Tennis Super League, to provide weekly match play competition for 10 under players in metro Sydney. Each team has two managers who provide tactical support on court and guide players through their matches. NSW had 10 representatives selected to participate in the National Talent Tens Camp, held in Melbourne during the Australian Open.



## NATIONAL CHAMPIONSHIPS

**Throughout 2019 NSW has dominated the Junior National Championships. With Gloria Jovic claiming the Clay Court Nationals, she was pipped in the final of the Grass Court Nationals by fellow Sydney sider Alana Subasic. Alana then went on to win the December Showdown 12 under girl's singles title. On the boy's side, Pavle Marinkov claimed the 14 under boy's doubles title and Boyd Schreiber claimed the 12 under doubles title.**



## WELLBEING & EDUCATION

The National Academy provided growth and development opportunities for all coaches, players and parents in the tournament pathway. Under COVID-19 restrictions the team delivered online Coach Education sessions covering the vast landscape of High Performance coaching. The National Academy players joined the NRL for a cross code sports day, where tennis players taught NRL Penrith Panthers stars how to play tennis, and in turn were put through their paces on the footy field. Collaborating with the Tennis Operations team, players and parents were provided educational information sessions at all National Championship Qualifying events, and each term of the Sydney Tennis League, Super 10's and Super 12's events. Players also had the opportunity for education and growth in the evolving camps structure.



## COLLEGE PATHWAYS

With the COVID-19 outbreak in the US, many players returned home to be welcomed back into the NSW tennis environment. Rinky Hijikata, Lisa Mays, Miki Haet, Kody Pearson, Renee McBryde have all returned home during the COVID-19 pandemic and were welcomed back into the environment to continue their development.



## REGIONAL TALENT CAMPS

Collaborating with Tennis NSW the Tennis Australia Performance Team continued the regional camp initiatives delivering ANZ Tennis Hot Shots, social play, Super 10s, strength and conditioning, physical testing and on court training. Celebrating "Women in Tennis" the team piloted a girls only camp starring former Australian player, Casey Dellacqua with National Academy and Talent Development Manager, Jaslyn Hewitt-Shehadie.



## WINNERS

### 2019 DECEMBER SHOWDOWN

**Alana Subasic** 12 under Girls Singles Winner

**James McCabe** 16 under Boys Singles Winner

**Max Purcell** Australian Open Wild Card Play Off Runner Up

**Ashton McLeod** 12 under Boys Doubles Finalist

**Alana Subasic** 12 under Girls Doubles Finalist

**Elizabeth Ivanov** 12 under Girls Doubles Finalist

**Pavle Marinkov** 14 under Boys Doubles Finalist

**Catherine Aulia** 16 under Girls Doubles Winner

**James McCabe** 16 under Boys Doubles Winner

**Nikita Volonski** 18 under Boys Doubles Finalist

**Alex Bozovic** Australian Open Wild Card Doubles Play Off Winner

**Gabriella da Silva-Fick** Australian Open Wild Card Doubles Play Off Runner Up

## EMERGING TALENT

### SUPER 10'S

- Brooke Komorowski
- Bhavya Bhardwaj
- Amy Gray
- Ayesha Dowerah
- Mia Princip
- Ruby Thompson
- Ryan Kwok
- Scott Hong
- Peter Junior Kalinowski
- Matthew Tan
- Coaches Jaslyn Hewitt-Shehadie, Tyra Calderwood and Angelique Svinos

## COLLEGE PATHWAYS

**Rinky Hijikata** - University North Carolina

**Lisa Mays** - Texas Tech

**Bojana Marinkov** - Texas Tech

**Connor Johnson** - Texas Tech

**Kody Pearson** - Tulsa

**Renee McBryde** - Texas A&M

**Miki Haet** - RICE

## NATIONAL CHAMPS

### Grass Court Championships

**Alana Subasic** 12 under Girls Singles Winner

**Gloria Jovic** 12 under Girls Singles Runner Up

**Pavle Marinkov** 14 under Boys Doubles Winner

**Boyd Schreiber** 12 under Boys Doubles Winner

**Gloria Jovic** 12 under Girls Doubles Finalist

**Milana Dejanovic** 12 under Girls Doubles Finalist

**Rianna Alame** 12 under Mixed Doubles Winner

**Boyd Schreiber** 12 under Mixed Doubles Winner

## WELLBEING & EDUCATION

• Cross Codes with NRL players Josh Mansour and George Jennings

• Bluewall Induction with NRL Legend Phil Gould

• Dr Matthew Smith delivered "Practical Recovery" 2020 Clay Court Qualifying Wellbeing Session

## NSW CAMPS

• 10 under green ball STI camp - Sydney International experience

• 11 under NSW vs SA Hewitt-Shehadie / Stolle shield - what it means to represent your state

• NIAS Training Camp at Sydney Olympic Park

## REGIONAL TALENT CAMPS

• Celebrating Women in Tennis Regional Camp; North West Gunnedah Girls Camp with Casey Dellacqua

• South East Shoalhaven Camp with Sam Groth

• Central West Parkes, Orange and Bathurst Camp with Sam Groth

• Northumberland Newcastle Camp with Sam Groth

• North West Griffith Camp with Sam Groth

• North East Ballina Camp with Sam Groth

## NATIONAL ACADEMY STAFF

### As at 30 June 2020

#### JASLYN HEWITT-SHEHADIE

• National Academy, • Talent Development Manager, • Wellbeing Ambassador

#### DR ALISTAIR MURPHY

• NSW Head of Strength & Conditioning, • Wellbeing Ambassador

#### MATTHEW SMITH

Strength & Conditioning Coach

#### THOMAS PERRI

Strength & Conditioning Coach

#### VERNON CHEUNG

Wheelchair Coach

#### STEVE MANLY

Inclusions Coach

#### SIMON EDE

Development Boys Coach (12-15 birth year)

#### RAPHAEL DUREK

Development Girls Coach (12-15 birth year)

#### JARRAD BUNT

Boys Academy Coach (16-18 birth year)

#### BEN PYNE

Girls Academy Coach (16-18 birth year)

#### JAYMON CRABB

Boys Pro-Tour Coach

#### NICOLE KRIZ

Girls Pro-Tour Coach

#### STEPHEN JACKSON

NSW National Academy Physiotherapist

#### DR CAROLYN BRODERICK

NSW National Academy Doctor

#### ASHLEIGH BRUNNER

Nutritionist

#### HAMISH MCMASTER

NSW National Academy Psychologist

## KEY RESULTS

### Davis Cup Representatives

Jordan Thompson

• 2020 February Australia vs Brazil

James Duckworth

• 2020 February Australia vs Brazil

Alexei Popyrin

• 2020 February Australia vs Brazil

### ALEX DE MINAUR

• 2019 Davis Cup Final Madrid

• Alex De Minaur

• 2019 Single Winner Zhuhai

• 2019 Singles Winner Atlanta

• 2019 Singles Finalist Basel

• Career high Singles ranking of #18

### ELLEN PEREZ

• Career-high singles ranking (162) August 2019

• Doubles career-high (41) March 2020

• 1 doubles title and 1 finals appearance 2020

• Doubles title 2019 Oracle challenger series

### MAX PURCELL

• 2020 Australian Open Men's Doubles Finalist

• 2019 AO Wildcard Playoff Singles Finalist

• Career High Singles ranking #204

### ALEXEI POPYRIN

• Career High Singles ranking #87

### JORDAN THOMPSON

• Career High Singles ranking #43

• ATP 250 2020 New York Singles Quarterfinalist

### JAMES DUCKWORTH

• ATP Challenger Singles Winner Bengaluru, India 2020

• ATP Challenger Series Singles Semi Finalist Pune, India 2020

• ATP Challenger Singles Winner Pune, India 2019

• ATP Challenger Singles Winner Playford, Australia 2019

• ATP Challenger Singles Finalist Las Vegas, USA 2019

### CHRIS O'CONNELL

• Career-high singles ranking (114) in Feb 2020

• 2 Challenger titles and 2 finalist appearances

### ALEKSANDER VUKIC

• Career-high ranking (196) in 2020

• Final Monterrey challenger 2020

### RINKY HIJIKATA

• Started college in 2019 at University of North Carolina

• Final of M15 Fayetteville

### MIA REPAC

• Attained first WTA points in 2019

• Final J3 Christchurch 2019

• SF Tweed Heads

### CATHERINE AULIA

• Final J4 Christchurch 2020

• SF J4 Makati City 2019

### JEREMY JIN

• Winner J5 Causeway Bay 2019

• SF J5 Auckland 2019

### JIAYANG DONG

• SF J3 Christchurch 2019

### GLORIA JOVIC

• 12 under Australian Les Petit As Representative

• Grass court nationals finalist 2019

• Round of 16 Junior Orange Bowl





### ALEX BOZOVIC

- 2x Doubles SF 2020
- 3x 25k QF 2019
- Doubles finalist 25k 2019
- 3x Doubles SF 2019

### SEONE MENDEZ

- Career high singles ranking (270) 2020
- Winner ITF 25k 2019; Finalist ITF 25k 2019
- Winner 2x ITF 15k

### GABRIELLA DA SILVA-FICK

- Singles career-high (528) Nov 2019
- QF ITF singles 25k 2019
- 4x Doubles QF; 1x SF & 1 Finalist appearance 2019

### IVANA POPOVIC

- Career-high singles ranking (354)
- SF ITF 60k Burnie 2020
- SF 25k Doubles 2020
- 2x ITF singles SF appearances 2019
- Wheelchair

### BEN WEEKES

- QF AO 2020
- SF Montreal 2019

### HAYLEY SLOCOMBE

- SF Tweed Heads 2020
- Final QLD Open 2019

### CHASE BURCH

- QF QLD Open 2019
- SF NSW 2019 Wheelchair Open

### COACH EDUCATION SESSIONS

- Jaslyn Hewitt-Shehadie – Start Your Engines... Returning to the court after COVID-19
- Ben Pyne - Fundamentals
- Jarrad Bunt – Forehand Dominance
- Simon Ede – Smashing Your Way to the Top
- Raph Durek – Constraints Based Coaching
- Nicole Kriz – Transition
- Thomas Perri – Movement Fundamentals
- Matthew Smith – S&C Fundamentals

## NATIONAL DEVELOPMENT SQUAD TEAM

### As at November 2020

National Development Squad  
Coach NSW  
**Jaslyn Hewitt-Shehadie**

Talent Operations Manager NSW  
**Ben Pyne**

FiT Females in Tennis Coach  
**Jessica Moore**

National Tennis Academy  
Women's Coach  
**Nicole Kriz**

Manager of Performance Science  
**Dr Alistair Murphy**

Physical Performance Coach  
**Matthew Smith**

Physical Performance Coach  
**Thomas Perri**

National Inclusion Coach NSW  
**Steve Manly**



## 09. OUR TEAM

### As at November 2020

### EXECUTIVE TEAM

Tennis NSW CEO & ATP Cup  
Sydney General Manager  
**Lawrence Robertson**

Executive Assistant & Office  
Manager  
**Jessica Parrot**

Head of Governance, Integrity  
and Risk  
**Hannah McLean**

### MARKETING, COMMUNICATIONS & MEMBER ENGAGEMENT

Head of Marketing,  
Communications & Member  
Engagement  
**Clare Serafini**

Marketing Manager **Patricia Marcu**

Membership & Communications  
Manager **Tiarnna Spice**

Member Engagement Coordinator  
**Tayla Wilson**

Member Services Coordinator  
**Michelle Howe**

Museum Curator **Joanne Sippel**

### TENNIS OPERATIONS

Head of Tennis Operations  
**Matthew Rippon**

Tournaments Manager **Susan Harris**

Tournaments Coordinator  
**Michael Spry**

Officiating Development  
Coordinator - **Roxanne Wain**

Competitions Manager  
**James Tucker**

Competitions Coordinator  
**Nathan Keys**

Participation Projects Manager  
**Nikita Sayle**

Female Tennis Lead  
**Casey Dellacqua**

Regional Administrators  
**Karen Muller** and **Kim Taylor**

### TENNIS DEVELOPMENT

Head of Tennis Development  
**Chris Woodland**

Tennis Channels Manager  
**Troy Smith**

Business Operations Manager  
**Andy Schymitzek**

Projects Leader, Club Development  
**Daniela Scivetti** (maternity leave)

Infrastructure & Planning Manager  
**Brett Pettersen**

Infrastructure & Planning Project  
Officer **Sonia Popat**

Schools Development Manager  
**Patrick Landy**

### COACH DEVELOPMENT

Coach Development Manager NSW  
& ACT **Kathy Fahim**

Coach Development Coordinator  
NSW & ACT **Chris Charlton**

### METRO NORTH CLUB DEVELOPMENT TEAM

Regional Tennis Manager  
**Gavin Cowan**

Tennis Development Officer  
**Madeleine Farac**

Tennis Development Officer  
**Stephanie Munro**

Club Development Projects Leader/  
Tennis Development Officer  
**Paul Conroy**

### METRO SOUTH CLUB DEVELOPMENT TEAM

Regional Tennis Manager  
**Shaun Mulraney**

Tennis Development Officer  
**Andrea Johnstone**

Tennis Development Officer  
**Anthony Napoli**

Tennis Development Officer  
**Julie Porteous**

### NORTHERN NSW FIELD TEAM

Regional Tennis Manager  
**Tim Welsford**

Tennis Development Officer  
**Shem Grieve**

Tennis Development Officer  
**Ellie Ryan**

Tennis Development Officer  
**Kylie Hunt**

### CENTRAL NSW CLUB DEVELOPMENT TEAM

Regional Tennis Manager  
**Darren Mooney**

Tennis Development Officer  
**Kathy Barber**

Tennis Development Officer  
**Matthew Edwards**

Tennis Development Officer  
**Tanya Murdoch**

### SOUTHERN NSW CLUB DEVELOPMENT TEAM

Regional Tennis Manager  
**Mark La Brooy**

Tennis Development Officer  
**Kristina Pejko**

Tennis Development Officer  
**Paul New**

Tennis Development Officer  
**Colin Thompson**



# 10. BOARD OF DIRECTORS



**Kim Warwick** – President & Court Operator Director, 2017

**Andrea Galloway** – Board Appointed Director, 2019

**Andrew Mitton** – Country Director, 2010

**Anna Wyke** – Board Appointed Director, 2019

**Brian Morris** – Metro Director, 2018

**Helen Magill** – Country Director, 2017

**Melissa Achten** – Miscellaneous Director, 2018

**Ryan Henry** – Metro Director, 2017

**Warren Green** – Vice President & Board Appointed Director, 2019

**Wayne Swaysland** – Miscellaneous Director, 2018

# 11. OFFICE BEARERS

## PRESIDENTS

**Hon HE Kater**, MLC 1890-1901

**TB Gaden** 1901-1903

**WH Forrest** 1904-1905

**PB Colquhoun** 1911-1912

**JE Goslin** 1913

**WF Dunlop** 1914

**MH Marsh** 1915-1926

**HFA Peach** 1926-1934

**WV Armstrong** 1935

**BC Fuller QC** 1936-1956

**AR Colvin** 1956-1961

**GW Sample** 1961-1969

**ER Stephens** MBE 1969-1975

**CE Sproule** OBE 1975-1977

**WV Austin** 1977-1979

**GN Pollard** AM 1979-1989

**KC Sheel** OAM 1989-1991

**JC Whittaker** OAM 1991-2008

**S Healey** 2007-2010

**H Beck** 2010-2013

**G Doyle** 2013-2018

**W Pascoe** 2018-2019

**K Warwick** 2019-Present

## HONORARY SECRETARIES

**AH Griffith** 1890-1893

**CED Meares** 1894-1896

**Dr SH Hughes** 1897

**RR & B Ramsey** 1898-1899

**T Hicks/SL Ridge** 1902-1903

**TH Hicks** 1904-1911

**WA Clark** 1911-1912

**LM Howell** 1913-1914

**ES Kelynack** 1917-1919

**EB McKay** 1920-1921

**WV Armstrong** 1921-1934

## GENERAL SECRETARIES

**MH Marsh** 1926-1943

**VJ Kelly** 1944-1960

**A Fryer** 1960-1969

**TC Holt** 1969-1972

**PA Derwent** 1980

**VK Taylor** (acting) 1980-1981

**BK Masters** 1981-1991

## COMPANY SECRETARIES

**CF Watson** 1991-2003

**TW Vial** 2003-2005

**CF Watson** 2006-2008

**G Tasker** 2008-2010

**YZ Hu** 2010-2013

**M Achten** 2016-2018

**JR Hawkins** 2018-2020

**DJ Garnsey** 2019-Present

**JR Hawkins** 2020 - Present

## CHIEF EXECUTIVES

**GC Goodacre** 1978-1980

**VK Taylor** (acting) 1980-1981

**PA Derwent** 1980

**BK Masters** 1981-1999

**CF Watson** 1999-2008

**G Tasker** 2008-2013

**A MacDonald** 2013-2017

**L Robertson** 2017-Present

## GENERAL MANAGERS

**CF Watson** 1996

**D Eland** 2006-2009

# 12. LIFE MEMBERS

## 1965

Floris Conway\*

Jack Chalmers\*

## 1968

Esca R Stephens MBE\*

Clifford E Sproule OBE\*

Alex R Colvin\*

## 1969

George W Sample\*

## 1970

Dorothy Dingle\*

Allan J McAndrew\*

Jack McCall\*

## 1971

Roy F Phillis\*

HC (Dick) Seddon\*

Charles J Donohoe\*

## 1974

Reginald E Gostelow\*

Sylvia Harper\*

H Robert Paxton\*

## 1976

Dr Cecil C Morgan

## 1977

John Bromwich\*

John H Crawford OBE\*

Henry Hopman CBE\*

Adrian K Quist\*

Lewis A Hoad\*

Kenneth R Rosewall AM MBE

## 1978

James G Leggatt\*

James N Russell AM MBE\*

## 1980

WV Austin

## 1981

Hon LA North AM\*

KC Shell OAN

## 1982

Dorn Fogarty OAM\*

AD Gray OAM\*

## 1984

Geoffrey N Pollard AM

## 1985

Thelma Coyne Long\*

## 1986

Victor K Taylor QPM\*

## 1987

John D Newcombe AO OBE

Iris Mason\*

## 1988

DL (Des) Nicholl AM

## 1990

AD Roche AO MBE

## 1994

Joan Bathurst\*

Lesley Turner Bowrey AM

Evonne Goolagong Cawley AO OBE

Margaret Smith Court AO MBE

Jan Lehane O'Neill OAM

## 1997

John C Whittaker OAM

## 1999

Malcolm J Bergmann OAM

## 2003

Beryl Penrose Collier

## 2004

Stan Pedersen

## 2005

Ken Rose

Paul Wigney

## 2007

Carol Langsford OAM

Todd Woodbridge OAM

## 2012

Brian Armstrong

Mick Parslow

## 2013

Harry Beck

## 2014

Wendy Saville

## 2016

Gregory Doyle





# GOVERNANCE

Over the past 12 months, the Board of Tennis NSW has focused extensively on working towards best practice governance. Specifically, our best practice initiatives have included building a competent skills based Board, aligning strategies with goals, being accountable, having a high level of ethics and integrity, defining roles and responsibilities, and managing risk effectively.

The underpinning of best practice included the board working closely with management to clearly define the 2020 strategic priorities. At the same time, the Board identified the key, long-term strategic risks facing Tennis NSW, including agreeing a crisis management plan to help navigate our way through the COVID-19 pandemic.

## STRATEGIC PLANNING

The Board will be working closely with Management over the coming year to develop a strategic plan to take the Organisation through to 2025.

Vision 2021 has provided clear sight of our priorities over the past 3 years and whilst we have made great progress in some aspects of this plan, both the Board and Management recognise that there is still much to be done in order to help our members deliver against our vision.

Consultation with the Membership will begin in early 2021 with the intention to publish the new strategic plan ahead of next year's AGM.

## STRATEGIC RISKS

In February 2020, as part of a strategy and risk refresh process, the Board, together with senior management, identified the key strategic risks facing Tennis NSW as well as the levels of acceptable tolerance for each identified risk. These risks include:

### FINANCIAL

To ensure the organisation can remain financially stable and support core operations as well as invest in tennis in NSW.

### MEMBER ENGAGEMENT

Members are not only a key stakeholder but also critical to the achievement of our purpose. Member engagement was identified as a key risk and opportunity in delivering on our Strategic Plan and the functioning of the Organisation. The relationship between the Board, Management and our members is therefore of utmost importance to the success of our sport and the Board will accept only a moderate level of risk in finding the best structures and approach to achieving common objectives for tennis.

## PARTICIPATION

Against a global backdrop of declining levels of sports participation in recent years, growing the game is at the core of our purpose and strategy. As such, the Board has identified participation as a key risk to tennis. Increasing levels of participation in our sport is critical to all stakeholders. The Board has identified the need to for Tennis NSW to assist our clubs, coaches and councils to find ways in which to sustain the increased levels of participation brought about through the change in peoples routines as a result of COVID-19.

## CHILD SAFETY

Tennis NSW is fully committed to ensuring the safest environment for all children playing tennis, aiming to make tennis the safest sport for children. The Board accepts NO risk to children playing the game.

## EMPLOYEE

Tennis NSW will do all it can to ensure they can attract and retain the best qualified team with great leadership and a culture reflecting the passion across the games' stakeholders.

## GOVERNANCE

The Board and Management has a low appetite for any risk in regards to governance and are committed to maintaining the highest standards of governance, including compliance in legal, financial and workplace safety and standards.

Soon after this, the Board incorporated the ongoing management of the risks of COVID-19 pandemic through the Audit & Risk Committee regularly meeting with senior management to agree and monitor emerging risks, monitoring the financial stability of the Organisation and considering all relevant contingency and scenario planning.

## CHILD SAFEGUARDING

Tennis NSW have recognised child safeguarding as a significant risk to our sport. The organisation was specifically called out during the 2016 Royal Commission report into the institutional responses to child sex abuse. Tennis Australia and Tennis NSW have implemented all of the recommendations outlined within this report whilst earlier this year stated its intention to join the National Redress Scheme.

At a club level, we continue to ask that all volunteers sitting on their club committees obtain a valid Working With Children Check, appoint a Member Protection Information Officer and at the very least display all of the materials provided to highlight their commitment to providing a child safe environment.

The Organisation continues to prioritise Child Safeguarding and as part of our commitment to this matter will shortly publish our own Child Safeguarding Framework which sets out our commitment to building a culture where our children's safety is prioritised from the grassroots of the game upwards.

## SUB-COMMITTEES

Each of the sub-committee have continued to support the work of the Board and Management in three critical areas.

The Audit & Risk Committee, chaired by Warren Green and the Investments Committee, chaired by Brian Morris are charged with monitoring the financial performance of the organisation and our investment portfolio whilst identifying future opportunities and challenges.

The Remuneration & Nominations Committee, chaired by Andrea Galloway, have oversight on all matters relating to governance, policies and director nominations and elections.

The Board, in conjunction with Management, wished to review the charter, roles and responsibilities of both Tennis Country and Tennis Sydney. At the time of printing, both reviews are underway and the Board will update the membership with any proposed changes to these Committees and their respective roles.





# FINANCIALS

## TENNIS NEW SOUTH WALES LIMITED DIRECTORS' REPORT

For the year ended 30 June 2020

The directors present their report together with the financial report of Tennis New South Wales Limited ("the Company" or "Tennis NSW") for the financial year ended 30 June 2020 and the auditor's report thereon.

### 1. DIRECTORS

The directors of the Company at any time during or since the end of the financial year are:

| DIRECTOR   | PERIOD AS DIRECTOR   |
|--|----------------------|
| Mr K. Warwick, Tennis Court Operator (President from 20.11.18) | 28.11.17 to present  |
| Mr A. Mitton, School Teacher                                   | 16.11.10 to present  |
| Ms H. Magill, Tennis Coach                                     | 28.11.17 to present  |
| Mr R. Henry, Tennis Court Operator                             | 28.11.17 to present  |
| Ms M. Achten, Sports Administrator                             | 20.11.18 to present  |
| Mr W. Swaysland, Travel Industry Consultant                    | 20.11.18 to present  |
| Mr B. Morris, Retired  | 20.11.18 to present  |
| Mr W. Green, Management Consultant and Company Director        | 02.07.19 to present  |
| Ms A. Galloway, Company Director                               | 23.09.19 to present  |
| Ms A. Wyke, Lawyer   | 23.09.19 to present  |
| Mr J. Sweeney, Company Director                                | 20.11.12 to 02.07.19 |
| CHIEF EXECUTIVE OFFICER  |                      |
| Mr L. Robertson  | 07.06.17 to present  |

### RELATED PARTIES

The Board appointed Perpetual Private, a division of Perpetual Trustee Company Limited, as Investment Manager for the Tennis NSW Grassroots & Facilities Reserve Fund in November 2013. The Management Fees paid to Perpetual Private during the period July 2019 to June 2020 amounted to \$95,605 (2019: \$94,056).

In April 2014 Jonathan Sweeney notified the Company that he had been appointed to the Investment Committee of Perpetual Trustee Company Limited.

The Board acknowledged Mr. Sweeney's declaration of interest regarding this appointment and agreed that Mr. Sweeney would not be eligible to participate in discussions and decisions relating to the annual performance review of the Tennis NSW Fund Manager, the three year review and any subsequent tender process.

Mr. Sweeney resigned as a director of the Company effective 2 July 2019.



## 2. DIRECTORS' MEETINGS

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

| DIRECTOR     | BOARD MEETINGS |    | AUDIT AND RISK COMMITTEE |    | REMUNERATION COMMITTEE |   | INVESTMENT ADVISORY COMMITTEE |   |
|--------------|----------------|----|--------------------------|----|------------------------|---|-------------------------------|---|
|              | A              | B  | A                        | B  | A                      | B | A                             | B |
| A. Mitton    | 21             | 19 |                          |    |                        |   |                               |   |
| J. Sweeney   | 0              | 0  |                          |    |                        |   |                               |   |
| B. Morris    | 21             | 20 | 15                       | 15 |                        |   | 6                             | 6 |
| H. Magill    | 21             | 21 |                          |    |                        |   |                               |   |
| M. Achten    | 21             | 21 | 15                       | 15 |                        |   |                               |   |
| K. Warwick   | 21             | 21 |                          |    | 5                      | 5 |                               |   |
| R. Henry     | 21             | 17 |                          |    | 5                      | 5 |                               |   |
| W. Swaysland | 21             | 20 |                          |    | 5                      | 5 |                               |   |
| W. Green     | 21             | 16 | 15                       | 15 |                        |   | 6                             | 4 |
| A. Galloway  | 17             | 15 |                          |    | 2                      | 2 |                               |   |
| A. Wyke      | 17             | 12 | 12                       | 10 |                        |   | 4                             | 4 |

**A** – Number of meetings held during the time the director held office during the year.

**B** – Number of meetings attended.

## 3. COMPANY PARTICULARS AND COMPANY SECRETARY

The address of the Company's registered office is 1 Rod Laver Drive, Sydney Olympic Park, NSW, 2127. The Company Secretary from 1 July 2019 to 18 September 2019 was John Richard Hawkins, a Partner of Bird & Bird Lawyers and formerly the General Counsel & Company Secretary of Australian Rugby Union Ltd, who was appointed on 20 April 2018. David Garnsey, formerly a Partner of Minter Ellison Lawyers, was appointed as the Company Secretary on 18 September 2019.

## 4. THE COMPANY, OBJECTIVES, STRATEGIC DIRECTION AND RISKS

The Company's vision is to connect more people to tennis in New South Wales. Its role is to empower, engage and support its Members to help grow the game.

The Constitution states that the objects for which the Company is established are to:

- govern, promote and develop tennis in New South Wales;
- be the principal body for the governance of tennis in New South Wales and to settle disputes relating to Tennis in New South Wales;
- uphold and maintain the rules and regulations of tennis in New South Wales;
- organise, conduct and promote tennis matches, tournaments, championships, events and activities in New South Wales;
- construct, furnish and maintain any tennis courts or other grounds, buildings or works for use in tennis matches, tournaments, championships, events and activities in New South Wales;
- assist and encourage communication between Members;
- assist Members to promote and develop tennis in New South Wales; and
- do all things incidental to assisting in achieving the objects of the Company.

In June 2018, the Board and Management of the Company developed and adopted a revised Strategic Plan. The Strategic Plan identifies three key drivers of tennis – Clubs, Coaches and Councils. The Company will focus on 4 strategic pillars;

- Play – To support Clubs and Coaches to get more people playing tennis
- Places – To assist Clubs, Coaches and Councils to invest in and operate sustainable venues
- Promote – To effectively promote tennis and the work of the Company
- People – To attract, retain and develop great people to help deliver tennis

In February 2020 as part of an annual strategy and risk planning process, the Board, together with Senior Management, identified key strategic risks facing Tennis NSW, including:

- Financial;
- Member;
- Participation;
- Child Safety;
- Employee; and
- Governance

Soon after this, the Board incorporated the ongoing management of the risks of COVID-19 through the Audit & Risk Committee regularly meeting with Senior Management to agree and monitor contingency plans.

## 5. PRINCIPAL ACTIVITIES

The Company is a public company limited by guarantee and is a not-for-profit organisation.

The principal activities of the Company during the financial year were to govern, promote and develop the game of of tennis in New South Wales.

There was no significant change in the nature of these activities during the financial year.

## 6. OPERATING AND FINANCIAL REVIEW

The Company's net result for the year ended 30 June 2020, after the inclusion of revenue from the Ken Rosewall Arena Grant, was a surplus of \$44,730,786 (2019: \$1,919,666) which was equal to the total comprehensive income of the Company of \$44,730,786 (2019: \$1,919,666).

In the last quarter of the financial year, the Company was successful in securing COVID-19 government support in the form of JobKeeper and Cash Flow Boost payments, as well as rental relief for the period 1 April 2020 to 30 September 2020.

This along with strong cost control measures has resulted in an operating surplus excluding depreciation and amortisation of \$181,120 (2019: operating loss of \$2,236,214). The directors believe this continuing focus on cost control will be essential for the Company's performance as the potential long-term impacts of the COVID-19 crisis on revenue are realised in future financial years.

## 7. SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

In the opinion of the directors there were no significant changes in the state of affairs of the Company that occurred during the financial year under review.

## 8. LIKELY DEVELOPMENTS

The COVID-19 pandemic has undoubtedly provided a fresh set of challenges for the management and governance of the Company in both the short and the medium term.

The state of New South Wales has been successful in managing the second wave of COVID-19 infections and, to a large extent, tennis has been able to continue, albeit mainly at the grass roots level. A large majority of venues have re-opened and, while some have been affected financially, there has also been an increase in demand for tennis.

The Company has taken a conservative approach to the financial management of the pandemic and its long-term planning will be dependent on the size and scale of the Australian Open tournament, which is due to be staged in Melbourne in January 2021. The Company is reliant on Tennis Australia, as its principal source of funding, to support the Company's operations, staffing and programming and it has built its plans on a range of financial scenarios that it may face in the next 12-24 months.

Throughout that period, the Company's focus will be on maximising its support of the Membership, minimising its costs and managing its cash position. The Company will continue to explore ways to encourage and facilitate the growth and success of tennis clubs and coaches and to assist councils to invest in sustainable tennis venues. At the same time, the Company will ensure that it takes all appropriate steps to promote the wellbeing and development of the Company's employees.



The Company is fortunate to have substantial reserves. Given the expected length of the pandemic, the rate at which restrictions are being eased and the financial projections of Tennis Australia, the likelihood is that, in addition to utilising an approved amount to help improve tennis facilities across NSW, it will be necessary for the Company to call upon those reserves to support the business over the next 12-24 months. While neither the directors nor the Management of the Company have any concern about the ongoing solvency of the Company, the Board recognises the imperative of managing the use of the reserves in a prudent manner.

## 9. ENVIRONMENTAL REGULATIONS

The Company's operations are not subject to any significant environmental regulations under Commonwealth, State or Territory legislation.

The directors are not aware of any significant breaches of environmental regulations during the period covered by this report.

## 10. INDEMNIFICATION AND INSURANCE OF OFFICERS

### INDEMNIFICATION

The Company has agreed to indemnify the directors and officers of the Company against all liabilities to another person (other than the Company or a related body corporate) that may arise from their position as directors of the Company, except where the liability arises out of conduct involving a lack of good faith. The agreement stipulates that the Company will meet the full amount of any such liabilities, including costs and expenses.

### INSURANCE PREMIUMS

Tennis Australia, through a national insurance scheme, provides the Company with directors' and officers' liability and legal expense insurance for current and former directors and officers of the Company. The continuity of insurance has been maintained during the year.

## 11. LEAD AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT

The lead auditor's independence declaration is located at page 76.

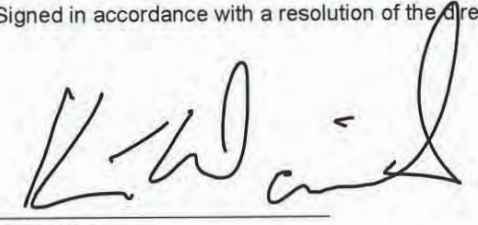
## 12. OFFICERS OF THE COMPANY WHO WERE PREVIOUSLY PARTNERS OF THE AUDIT FIRM

Nil.

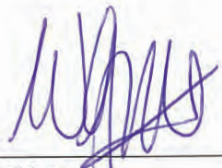
## 13. SUBSEQUENT EVENTS

There have been no events subsequent to balance date which would have a material effect on the Company's financial statements.

Signed in accordance with a resolution of the directors.



K Warwick  
President



W Green  
Chair of the Audit & Risk Committee

Dated at Sydney this 6th day of October 2020.

# TENNIS NEW SOUTH WALES LIMITED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2020

|  | NOTE  | 2020               | 2019*              |
|--|-------|--------------------|--------------------|
| Affiliation and membership revenue             |       | 742,718            | 716,052            |
| Government grant revenue                       |       | 842,591            | 80,000             |
| Sponsorship revenue                            |       | 168,486            | 129,936            |
| Tennis Australia revenue                       |       | 3,497,803          | 3,409,596          |
| Tournaments and competitions revenue           |       | 387,705            | 314,936            |
| Venue revenue                                  |       | 763,940            | 385,029            |
| Other revenue                                  |       | 83,256             | 79,158             |
| <b>Total revenue</b>                           | 4     | <b>6,486,499</b>   | <b>5,114,707</b>   |
| Administration expenses                        |       | 669,436            | 695,620            |
| Legal, professional and settlement expenses    |       | 393,259            | 2,342,572          |
| Marketing expenses                             |       | 213,431            | 218,916            |
| Salaries and related expenses                  |       | 3,878,444          | 2,583,433          |
| Tennis development expenses                    |       | 262,595            | 263,840            |
| Tournaments and competitions expenses          |       | 273,609            | 435,655            |
| Venue expenses                                 |       | 2,143,212          | 1,240,373          |
| Other expenses                                 |       | 102,848            | 27,737             |
| <b>Total expenses</b>                          | 5     | <b>7,936,834</b>   | <b>7,808,146</b>   |
| <b>OPERATING (DEFICIT)</b>                     |       | <b>(1,450,335)</b> | <b>(2,693,440)</b> |
| KRA project revenue                            | 4, 24 | 46,862,072         | 4,080,427          |
| <b>FINANCE INCOME</b>                          |       |                    |                    |
| Finance income                                 |       | 787,046            | 1,282,822          |
| Finance costs                                  |       | (1,467,997)        | (750,143)          |
| <b>NET FINANCE (COSTS)/INCOME</b>              | 6     | <b>(680,951)</b>   | <b>532,679</b>     |
| <b>SURPLUS FOR THE YEAR</b>                    |       | <b>44,730,786</b>  | <b>1,919,666</b>   |
| <b>Total comprehensive income for the year</b> |       | <b>44,730,786</b>  | <b>1,919,666</b>   |

\*The Company initially applied AASB 16 Leases at 1 July 2019. Under the transition method chosen, comparative information has not been restated.

The statement of profit or loss and other comprehensive income is to be read in conjunction with the notes of the financial statements set out on pages 51-75.



# TENNIS NEW SOUTH WALES LIMITED

## STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2020

|  | GRASSROOTS<br>& FACILITIES<br>RESERVE | INVESTMENT<br>REVALUATION<br>RESERVE | GENERAL<br>RESERVE | FIXED ASSET<br>RESERVE | RETAINED<br>EARNINGS | TOTAL<br>EQUITY     |
|--|---------------------------------------|--------------------------------------|--------------------|------------------------|----------------------|---------------------|
| Balance at 1 July 2018                           | (17,485,090)                          | (2,532,729)                          | (1,578,004)        | (330,046)              | (1,086,423)          | (23,012,292)        |
| Reclassification upon adoption of AASB 9         | (2,532,729)                           | 2,532,729                            | -                  | -                      | -                    | -                   |
| <b>Restated balance at 1 July 2018</b>           | <b>(20,017,819)</b>                   | <b>-</b>                             | <b>(1,578,004)</b> | <b>(330,046)</b>       | <b>(1,086,423)</b>   | <b>(23,012,292)</b> |
| <b>Total comprehensive income for the period</b> |                                       |                                      |                    |                        |                      |                     |
| <b>OTHER COMPREHENSIVE INCOME</b>                |                                       |                                      |                    |                        |                      |                     |
| Unrealised loss on financial assets              | 656,087                               | -                                    | -                  | -                      | (656,087)            | -                   |
| Surplus for the year                             | -                                     | -                                    | -                  | -                      | (1,919,666)          | (1,919,666)         |
| Transfer out/(in) of fund income                 | (708,883)                             | -                                    | -                  | -                      | 708,883              | -                   |
| Realised gain on sale of financial assets        | (478,022)                             | -                                    | -                  | -                      | 478,022              | -                   |
| Fund income distributed to Operations            | 2,154,045                             | -                                    | -                  | -                      | (2,154,045)          | -                   |
| Balance at 30 June 2019                          | <b>(18,394,592)</b>                   | <b>-</b>                             | <b>(1,578,004)</b> | <b>(330,046)</b>       | <b>(4,629,316)</b>   | <b>(24,931,958)</b> |
| Balance at 1 July 2019                           | (18,394,592)                          | -                                    | (1,578,004)        | (330,046)              | (4,629,316)          | (24,931,958)        |
| <b>Total comprehensive income for the period</b> |                                       |                                      |                    |                        |                      |                     |
| <b>OTHER COMPREHENSIVE INCOME</b>                |                                       |                                      |                    |                        |                      |                     |
| Unrealised loss on financial assets              | 1,242,040                             | -                                    | -                  | -                      | (1,242,040)          | -                   |
| Surplus for the year                             | -                                     | -                                    | -                  | -                      | (44,730,786)         | (44,730,786)        |
| Transfer out/(in) of fund income                 | (649,411)                             | -                                    | -                  | -                      | 649,411              | -                   |
| Realised gain on sale of financial assets        | (40,931)                              | -                                    | -                  | -                      | 40,931               | -                   |
| Fund income distributed to Operations            | 954,478                               | -                                    | -                  | -                      | (1,324,478)          | (370,000)           |
| Transfer to retained earnings                    | -                                     | -                                    | 1,578,004          | 330,046                | (1,908,050)          | -                   |
| Balance at 30 June 2020                          | <b>(16,888,416)</b>                   | <b>-</b>                             | <b>-</b>           | <b>-</b>               | <b>(53,144,328)</b>  | <b>(70,032,744)</b> |

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 51-75.



## TENNIS NEW SOUTH WALES LIMITED STATEMENT OF FINANCIAL POSITION

As at 30 June 2020

|                                      | NOTE | 2020              | 2019*             |
|--------------------------------------|------|-------------------|-------------------|
| <b>Assets</b>                        |      |                   |                   |
| Cash and cash equivalents            | 8    | 1,238,424         | 53,286,743        |
| Trade and other receivables          | 9    | 876,496           | 606,017           |
| Other assets                         | 10   | 26,769            | 63,946            |
| <b>Total current assets</b>          |      | <b>2,141,689</b>  | <b>53,956,706</b> |
| Financial assets                     | 11   | 16,454,308        | 18,067,298        |
| Intangible assets                    | 12   | 443,883           | 643,875           |
| Property, plant and equipment        | 13   | 52,705,673        | 6,397,059         |
| Right-of-use assets                  | 14   | 3,285,144         | -                 |
| <b>Total non-current assets</b>      |      | <b>72,889,008</b> | <b>25,108,232</b> |
| <b>Total assets</b>                  |      | <b>75,030,697</b> | <b>79,064,938</b> |
| <b>Liabilities</b>                   |      |                   |                   |
| Trade payables and other payables    | 15   | 1,309,287         | 2,056,616         |
| Employee benefits                    | 16   | 179,759           | 226,243           |
| Income received in advance           | 17   | 854               | 46,913,888        |
| Other liabilities                    | 18   | 78,218            | 4,489,314         |
| Provisions                           | 19   | 21,920            | 388,861           |
| Lease liabilities                    | 20   | 74,089            | -                 |
| <b>Total current liabilities</b>     |      | <b>1,664,127</b>  | <b>54,074,922</b> |
| Employee benefits                    | 16   | 72,296            | 58,057            |
| Lease liabilities                    | 20   | 3,261,530         | -                 |
| <b>Total non-current liabilities</b> |      | <b>3,333,826</b>  | <b>58,057</b>     |
| <b>Total liabilities</b>             |      | <b>4,997,953</b>  | <b>54,132,979</b> |
| <b>Net assets</b>                    |      | <b>70,032,744</b> | <b>24,931,959</b> |
| <b>Members' equity</b>               |      |                   |                   |
| Retained earnings                    |      | 53,144,328        | 4,629,316         |
| Grassroots and Facilities Reserve    |      | 16,888,416        | 18,394,592        |
| Capital and general reserves         |      | -                 | 1,908,050         |
| <b>Total members' equity</b>         |      | <b>70,032,744</b> | <b>24,931,959</b> |

\* The Company initially applied AASB 16 Leases at 1 July 2019. Under the transition method chosen, comparative information has not been restated.

The statement of financial position is to be read in conjunction with the notes to the financial statements set out pages 51-75.

## TENNIS NEW SOUTH WALES LIMITED STATEMENT OF CASH FLOWS

For the year ended 30 June 2020

|   | NOTE | 2020                | 2019               |
|---|------|---------------------|--------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>             |      |                     |                    |
| Cash receipts from customers                            |      | 5,392,239           | 4,734,594          |
| Cash receipts from Government                           |      | 739,850             | 55,029,779         |
| Cash paid to suppliers and employees                    |      | (11,408,870)        | (5,578,946)        |
| Interest received                                       |      | 1,099               | 1,861              |
| <b>Net cash (used in)/ from operating activities</b>    | 21a  | <b>(5,275,682)</b>  | <b>54,187,288</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>             |      |                     |                    |
| Dividends and interest received relating to investments |      | 750,251             | 963,477            |
| Proceeds from investments                               |      | 3,398,444           | 3,298,122          |
| Purchases of investments                                |      | (3,032,009)         | (2,013,545)        |
| Payments for investment management                      |      | (95,605)            | (94,056)           |
| Proceeds from cash accounts held for provisions         |      | 270,000             | -                  |
| Acquisition of property, plant and equipment            | 13   | (47,604,658)        | (4,111,645)        |
| <b>Net cash (used in) investing activities</b>          |      | <b>(46,313,577)</b> | <b>(1,957,647)</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>             |      |                     |                    |
| Lease payments (principal and interest)                 |      | (192,117)           | -                  |
| <b>Net cash (used in) financing activities</b>          |      | <b>(192,117)</b>    | <b>-</b>           |
| Net (decrease)/increase in cash and cash equivalents    |      | (51,781,376)        | 52,229,641         |
| Cash and cash equivalents at 1 July                     |      | 52,997,882          | 768,241            |
| <b>Cash and cash equivalents at 30 June</b>             | 21b  | <b>1,216,506</b>    | <b>52,997,882</b>  |

The statement of cash flows is to be read in conjunction with the notes to the financial statements set out on pages 51-75.

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# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### 1. REPORTING ENTITY

Tennis New South Wales Limited (the “Company”) is a company domiciled in Australia. The Company is a company limited by guarantee. The address of the Company’s registered office is:

Sydney Olympic Park Tennis Centre  
1 Rod Laver Drive  
Sydney Olympic Park, NSW

The Company is a not for profit entity and the principal activities of the Company during the course of the financial year were the promotion and development of the game of tennis in New South Wales.

### 2. BASIS OF PREPARATION

#### (A) STATEMENT OF COMPLIANCE

The financial statements are Tier 2 general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board and the Corporations Act 2001 as appropriate for not-for-profit oriented entities. These financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements.

This is the first set of the annual financial statements in which AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities, and AASB 16 Leases has been applied. Changes to significant accounting policies are described in Note 3 (p).

The financial statements were approved by the Board of Directors on 6th October 2020.

#### (B) BASIS OF MEASUREMENT

The financial statements have been prepared on the historical cost basis except for financial instruments and trading investments which are measured at fair value.

#### (C) FUNCTIONAL AND PRESENTATION CURRENCY

The financial report is presented in Australian dollars, which is the Company’s functional currency.

#### (D) USE OF ESTIMATES AND JUDGEMENTS

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

#### (E) COMPARATIVES

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current year financial information.

#### (F) GOING CONCERN

As noted in Note 25, the Company is reliant upon Tennis Australia and receives grant funding that forms an integral part of the funding required for the Company to achieve its short and long term objectives. As part of the directors’ consideration of the appropriateness of adopting the going concern basis in preparing the financial statements, a range of scenarios have been reviewed. The assumptions modelled are based on the estimated potential impact of COVID-19 restrictions and regulations, along with our proposed responses over the course of the next 12 months. These include a range of estimated impacts primarily based on length of time various levels of restrictions are in place and the severity of the consequent impact of those restrictions on Tennis NSW Limited. In response, the Company has introduced cost control measures and other actions to preserve the cash position of the Company going forward. In the event that grant funding from Tennis Australia Limited should cease, or be reduced, it is the view of the officers that the Company would still be able to continue meeting the above objectives, albeit to a lesser extent.

The Directors have concluded that it is appropriate that these financial statements are prepared on a going concern basis, taking regard of the above and while acknowledging the uncertainties around forecasting financials in the COVID-19 environment. The Directors acknowledge that such uncertainties do not represent material uncertainties related to going concern.

# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### 3. SIGNIFICANT ACCOUNTING POLICIES

#### (A) FINANCIAL INSTRUMENTS

The principal accounting policies adopted in the preparation of the financial report are set out below. Other than adoption of AASB 15, AASB 1058 and AASB 16, refer Note 3 (p), these have been consistently applied to all periods presented in these financial statements

##### (i) Recognition, initial measurement and derecognition

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transaction costs, except for those carried at fair value through profit or loss, which are measured initially at fair value. Subsequent measurement of financial assets and financial liabilities are described below.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

##### (ii) Classification and subsequent measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

For the purpose of subsequent measurement, financial assets other than those designated and effective as hedging instruments are classified into the following categories upon initial recognition:

- Amortised cost
- Fair value through profit or loss (FVPL)
- Equity instruments at fair value through other comprehensive income (FVOCI)

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Classifications are determined by both:

- The Company’s business model for managing the financial asset
- The contractual cash flow characteristics of the financial assets

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables, which is presented within other expenses.

##### (iii) Subsequent measurement of financial assets

###### Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Company’s cash and cash equivalents, trade and most other receivables fall into this category of financial instrument as well as long-term deposits that were previously classified as loans and receivables under AASB 139.

The Company do not hold any financial assets at FVOCI.

##### (iv) Loans and receivables

Other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.



TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

(v) Non-derivative financial liabilities

The Company has the following non-derivative financial liabilities: trade and other payables. Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Company designated a financial liability at fair value through profit or loss. Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss. All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

(B) PROPERTY, PLANT AND EQUIPMENT

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost or deemed cost less accumulated depreciation (see below) and accumulated impairment losses. The cost of property, plant and equipment at 1 July 2004, the date of transition to AASBs, was determined by reference to its cost at that date. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials, direct labour, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located, and an appropriate proportion of production overheads. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss.

(ii) Subsequent costs

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Company. Ongoing repairs and maintenance are expensed as incurred.

(iii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. The estimated useful lives in the current and comparative periods are as follows: Leasehold Buildings and Stands 10-25 years, Australian Tennis Museum (ATM) 10-20 years, Plant and Equipment 3-20 years, Clay Courts 10 years, Leasehold Powells Creek 10 years, SOPTC Grounds 10-20 years, KRA Leasehold Improvements 20 - 25 years. The residual value, the useful life and the depreciation method applied to an asset are reassessed at least annually.

(C) INTANGIBLE ASSETS

(i) Recognition and measurement

Intangible assets that are acquired by the Company, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses.

TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

(iii) Amortisation

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of intangible assets, other than goodwill, from the date they are available for use. The estimated useful life for the current and comparative periods are as follows: Leases - 25 years. Amortisation methods, useful lives and residual values are reviewed each reporting date and adjusted if appropriate.

(D) IMPAIRMENT

(i) Financial assets (including receivables)

AASB 9's impairment requirements use more forward-looking information to recognise expected credit losses - the 'expected credit losses (ECL) model'. Instruments within the scope of the new requirements include loans and other debt-type financial assets measured at amortised cost. The Company makes use of a simplified approach in accounting for trade and other receivables and records the loss allowance at the amount equal to the expected lifetime credit losses. In using this practical expedient, the Company uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

(ii) Non-financial assets

The carrying amounts of the Company's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(E) EMPLOYEE BENEFITS

(i) Long-term employee benefits

The Company's net obligation in respect of long-term service benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using expected future increases in wage and salary rates including related on-costs and expected settlement dates, and is discounted using the rates attached to the Commonwealth Government bonds at the balance sheet date which have maturity dates approximating to the terms of the Company's obligations.

(ii) Short-term benefits

Liabilities for employee benefits for wages, salaries and annual leave represent present obligations resulting from employees' services provided to reporting date and are calculated at undiscounted amounts based on wage and salary rates that the Company expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.



TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

A provision is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(F) INCOME RECEIVED IN ADVANCE

The liability for income received in advance is the unutilised amounts of grants/other revenue received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided or the conditions usually fulfilled within 12 months of receipt of the grant. Where the amount received is in respect of services to be provided over a period that exceeds 12 months after the reporting date or the conditions will only be satisfied more than 12 months after the reporting date, the liability is discounted and presented as non-current.

(G) PROVISIONS

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(H) REVENUE AND OTHER INCOME

Revenue and other income policy after 1 July 2019

(i) Revenue recognition policy for revenue from contracts with customers (AASB 15)

AASB 15 requires revenue to be recognised when control of a promised good or service is passed to the customer at an amount which reflects the expected consideration. The customer for these contracts is the fund provider.

Revenue is recognised by applying a five-step model as follows:

- 1. Identify the contract with the customer
- 2. Identify the performance obligations
- 3. Determine the transaction price
- 4. Allocate the transaction price
- 5. Recognise revenue

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations. Costs are recognised on an accrual basis.

Grant income from Government

Grant income arising from an agreement which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligations is satisfied. This is generally the case for the monies from the Government and the performance obligations are varied based on the agreement.

Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the revenue is recognition based on either cost or time incurred which best reflects the transfer of control.

Affiliation fees

Revenue from affiliation fees is recognised in the profit or loss in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to the period to which membership relates.

Venue hire

Revenue from venue hire is recognised in the profit or loss in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to the period to which venue hire relates.

TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

(ii) Revenue recognition policy for revenue streams which are either not enforceable or do not have sufficiently specific performance obligations (AASB 1058)

Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at their fair value when the asset is received. These assets are generally cash but may be property which has been donated or sold to the Company at significantly below its fair value.

Once the asset has been recognised, the Company recognises any related liability amounts. Subsequent to recognition of the assets and liabilities, income is recognised for any difference between the recorded amounts.

Volunteer services

The Company has elected not to record volunteer services in the financial statements. Volunteer services received relate to accounting, human resources, legal and information technology resources from Tennis Australia, as well as volunteers assisting in the organising and running of tennis events throughout NSW.

(iii) Significant estimates and judgements relating to revenue

For many of the grant agreements received, the determination of whether the contract includes sufficiently specific performance obligations was a significant judgement involving discussions with several parties at the Company, review of the proposal documents prepared during the grant application phase and consideration of the terms and conditions.

Grants received by the Company have been accounted for under both AASB 15 and AASB 1058 depending on the terms and conditions and decisions made.

If this determination was changed then the revenue recognition pattern would be different from that recognised in this financial report.

(iv) Revenue and other income policy prior to 1 July 2019

Sale of goods

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods.

Rendering of services

Revenue from services rendered is recognised in the profit or loss in proportion to the stage of completion of the transaction at reporting date. The stage of completion is assessed by reference to surveys of work performed.

Reciprocal grants

Grants received on the condition that specified services should be delivered or conditions fulfilled are considered reciprocal. Such grants are initially recognised as a liability and revenue recognised as services are performed or conditions fulfilled.

Non-reciprocal grants

Where a grant is received where there is no performance obligation or return obligation, revenue is recognised when the grant is received or receivable.

(I) LEASES

The Company has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117 and AASB Interpretation 4.

Policy applicable from 1 July 2019

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in AASB 16.



# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

This policy is applied to contracts entered into, on or after 1 July 2019.

### (i) As a lessee

#### *Initial recognition and measurement*

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. However, for the leases of property the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payment;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero. The Company presents right-of-use assets that do not meet the definition of investment property in property, plant and equipment and lease liabilities in loans and borrowings in the statement of financial position.

#### *Short-term leases and leases of low-value assets*

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

At inception or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### (ii) Practical expedient for COVID-19 rent concessions

During the reporting period, the Company negotiated with its property lessors a rent relief and deferral arrangement applicable to 19.5% of the monthly rental, effective from 1 April 2020 until 30 September 2020. AASB 16 provides a practical expedient for rent concessions that meet specified criteria. The rent concession arrangements provided to the Company met the necessary criteria. As a consequence of applying the practical expedient to these concession, the Company recognised a gain of \$23,179 in the profit or loss for the reporting period.

#### **Policy applicable before 1 July 2019**

### (i) Operating lease payments

This policy is applied to contracts entered into before 1 July 2019.

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

### (J) FINANCE INCOME AND COSTS

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues, in profit or loss using the effective interest method.

### (K) INCOME TAX

The income of the Company is exempt from income tax, and accordingly, no provision has been made in the accounts for income tax payable.

### (L) GOODS AND SERVICES TAX

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

### (M) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS NOT YET ADOPTED

There are no standards or amendments that have been issued but not yet effective that are expected to have a significant impact on the Company.

The Company has not adopted, and currently does not anticipate adopting any standards prior to their effective dates.

### (N) DETERMINATION OF FAIR VALUES

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3: unobservable inputs for the asset or liability

Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

### (O) TRADE AND OTHER RECEIVABLES

For receivables with a remaining useful life of less than one year, the notional amount is deemed to reflect the fair value.

All other receivables are discounted to determine the fair value.



# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### (P) CHANGES IN SIGNIFICANT ACCOUNTING POLICIES

The Company has initially applied the below standards from 1 July 2019. A number of other new standards are also effective from 1 July 2019 but they do not have a material effect on the Company's financial statements.

#### AASB 16 LEASES

The Company has applied AASB 16 Leases from 1 July 2019 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for the year ended 30 June 2019 is not restated – i.e. it is presented, as previously reported under AASB 117 and related interpretations. The details of the changes in accounting policies are disclosed below. Additionally, the disclosure requirements in AASB 16 have not generally been applied to comparative information.

#### (i) Definition of a lease

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### (ii) As a lessee

As a lessee, the Company leases a few assets mainly consisting of property and equipment. The Company previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the Company. Under AASB 16, the Company recognises right-of-use assets and lease liabilities for these leases – i.e. these leases are on-balance sheet.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Company's incremental borrowing rate.

#### (iii) Leases classified as operating under AASB 117

Previously, the Company classified property leases as operating leases under AASB 117. On transition, for these leases, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Company's incremental borrowing rate as at 1 July 2019. The Company used a number of practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117. In particular, the Company:

- did not recognise right-of-use assets and liabilities for leases for which the lease term ends within 12 months of the date of initial application; and
- did not recognise right-of-use assets and liabilities for leases of low value assets.

The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term

#### (iv) Impact on financial statements

On transition to AASB 16, the Company recognised right-of-use assets and liabilities in respect to all leases to which it was a lessee, that had commenced as at that date, and that did not meet the necessary criteria to be classified as short-term or low value leases. The impact on transition is summarised below.

When measuring lease liabilities for leases that were classified as operating leases, the Company discounted lease payments using its incremental borrowing rate at 1 July 2019.

On transition to AASB 16 on 1 July 2019, the Company recognised right-of-use assets of \$3,366,876 and lease liabilities of \$3,366,876. There was no impact to opening retained earnings

Affiliation and membership revenue  
Sponsorship revenue

1 JULY 2019

3,366,876  
3,366,876

# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

When measuring lease liabilities for leases that were classified as operating leases, the Company discounted lease payments using its incremental borrowing rate of 4% at 1 July 2019.

The impact of AASB 16 on the Company's profit or loss for the period is disclosed in Note 14 to these financial statements.

|   | 1 JULY 2019 |
|---|-------------|
| Operating lease commitments at 30 June 2019 as disclosed under AASB 117 in the Company's financial statements | -           |
| Plus: cash flow implications of reassessment of lease term  | 5,333,488   |
|   | 5,333,488   |
| Discounted using the incremental borrowing rate at 1 July 2019  | 3,366,876   |
| Finance lease liabilities recognised at 30 June 2019  |             |
| - Recognition exemption for leases of low-value assets  | -           |
| - Recognition exemption for leases with less than 12 months of lease term at transition                       | -           |
| Lease liabilities recognised at 1 July 2019   | 3,366,876   |
| Current lease liabilities   | 83,324      |
| Non-current lease liabilities   | 3,283,552   |
| Total lease liabilities at 1 July 2019  | 3,366,876   |

## 4. REVENUE

### Revenue from contracts with customers – AASB 15

#### Revenue from Contracts with Customers

|                                      | 2020      | 2019      |
|--------------------------------------|-----------|-----------|
| Affiliation and membership revenue   | 742,718   | 716,052   |
| Sponsorship revenue                  | 168,486   | 129,936   |
| Tournaments and competitions revenue | 387,705   | 314,936   |
| Venue revenue                        | 387,705   | 385,029   |
| Other revenue                        | 83,256    | 79,158    |
|                                      | 2,146,105 | 1,625,111 |

### Revenue recognised under AASB 1058 Income of NFP Entities

|   | 2020       | 2019      |
|---|------------|-----------|
| Government funding - capital                              | 46,862,072 | 4,080,427 |
| Government funding - operating                            | 107,495    | 80,000    |
| Government COVID-19 support (JobKeeper & Cash Flow Boost) | 735,096    | -         |
| Tennis Australia funding                                  | 3,497,803  | 3,409,596 |
|   | 51,202,466 | 7,570,023 |
|   | 53,348,571 | 9,195,134 |

### Total revenue



## TENNIS NEW SOUTH WALES LIMITED NOTES TO THE FINANCIAL STATEMENTS

### 5. OTHER EXPENSES

Net surplus includes the following specific expenses:

|                                 | 2020      | 2019    |
|---------------------------------|-----------|---------|
| Depreciation expense            |           |         |
| Plant and equipment             | 74,595    | 72,137  |
| Leasehold buildings and stands  | 170,891   | 151,646 |
| SOPTC grounds                   | 12,735    | 11,075  |
| Leasehold Powells Creek         | -         | 1,335   |
| Clay Courts                     | 14,025    | 14,025  |
| Australian Tennis Museum assets | 1,420     | 7,016   |
| KRA leasehold improvements      | 1,022,378 | -       |
| Leases                          | 135,419   | -       |
| Amortisation of intangibles     | 199,992   | 199,992 |
| SOPA levies                     | -         | 217,441 |
| Maintenance expenditure         | 38,642    | 108,665 |
| Utilities                       | 70,712    | 61,078  |

### 6. NET FINANCE (COSTS)/INCOME

Net surplus includes the following specific expenses:

|   | 2020        | 2019      |
|---|-------------|-----------|
| Interest income on bank deposits  | 1,099       | 1,861     |
| Investment income on investments at fair value through profit or loss     | 745,016     | 734,942   |
| Net realised change in fair value of investments through profit or loss   | 40,931      | 478,022   |
| Investment impairment   | -           | 67,997    |
| Finance income  | 787,046     | 1,282,822 |
| Investment management fees  | (95,605)    | (94,056)  |
| Net unrealised change in fair value of investments through profit or loss | (1,242,040) | (656,087) |
| Interest on lease liabilities   | (130,352)   | -         |
| Finance costs   | (1,467,997) | (750,143) |
| Net finance (costs)/income  | (680,951)   | 532,679   |

### 7. AUDITORS' REMUNERATION

Net surplus includes the following specific expenses:

|  | 2020          | 2019          |
|--|---------------|---------------|
| Auditors of the Company                          |               |               |
| <i>Nexia Sydney Partnership</i>                  |               |               |
| Audit of financial reports and ancillary charges | 34,000        | 33,000        |
|  | <b>34,000</b> | <b>33,000</b> |

## TENNIS NEW SOUTH WALES LIMITED NOTES TO THE FINANCIAL STATEMENTS

### 8. CASH AND CASH EQUIVALENTS

|  |                  |
|--|------------------|
| Bank balances                                | 1,130,545        |
| Cash on hand                                 | -                |
| Deposits at call                             | 19,360           |
| Cash investments                             | 66,601           |
| Total cash and cash equivalents - operations | 1,216,506        |
| <b>Cash held for provisions*</b>             |                  |
| Sinking Fund Cash account                    | 7,423            |
| Other cash accounts held for provisions      | 14,495           |
| <b>Cash and cash equivalents</b>             | <b>1,238,424</b> |

\*Refer Note 19 for related provisions.

### 9. TRADE AND OTHER RECEIVABLES

|                              |                |
|------------------------------|----------------|
| Trade receivables            | 282,716        |
| Investment income receivable | 367,549        |
| Other receivables            | 226,231        |
|                              | <b>876,496</b> |

### 10. OTHER ASSETS

|             |               |
|-------------|---------------|
| Prepayments | 26,769        |
|             | <b>26,769</b> |

### 11. FINANCIAL ASSETS

|   |                   |
|---|-------------------|
| Managed investments designated as fair value through profit or loss | 12,081,997        |
| Listed investments designated as fair value through profit or loss  | 4,372,311         |
| Cash investments  | -                 |
|   | <b>16,454,308</b> |

### 12. INTANGIBLE ASSETS

|                                  |                |
|----------------------------------|----------------|
| Capitalised Leasehold Costs      | 7,153,875      |
| Less: Provision for Amortisation | (6,709,992)    |
|                                  | <b>443,883</b> |

| 2020      | 2019       |
|-----------|------------|
| 1,130,545 | 530,681    |
| -         | 650        |
| 19,360    | 52,466,551 |
| 66,601    | -          |
| 1,216,506 | 52,997,882 |
| 7,423     | 274,512    |
| 14,495    | 14,349     |
| 1,238,424 | 53,286,743 |

| 2020           | 2019           |
|----------------|----------------|
| 282,716        | 176,944        |
| 367,549        | 327,338        |
| 226,231        | 101,735        |
| <b>876,496</b> | <b>606,017</b> |

| 2020          | 2019          |
|---------------|---------------|
| 26,769        | 63,946        |
| <b>26,769</b> | <b>63,946</b> |

| 2020              | 2019              |
|-------------------|-------------------|
| 12,081,997        | 12,340,210        |
| 4,372,311         | 4,904,199         |
| -                 | 822,889           |
| <b>16,454,308</b> | <b>18,067,298</b> |

| 2020           | 2019           |
|----------------|----------------|
| 7,153,875      | 7,153,875      |
| (6,709,992)    | (6,510,000)    |
| <b>443,883</b> | <b>643,875</b> |



# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### 13. PROPERTY, PLANT AND EQUIPMENT

|  | LEASEHOLD<br>BUILDINGS AND<br>STANDS | PLANT AND<br>EQUIPMENT | CLAY<br>COURTS | SOPTC<br>GROUNDS | ATM<br>ASSETS | LEASEHOLD<br>POWELL'S<br>CREEK | CONSTRUCTION<br>IN PROGRESS | KRA LEASEHOLD<br>IMPROVEMENTS | TOTAL       |
|--|--------------------------------------|------------------------|----------------|------------------|---------------|--------------------------------|-----------------------------|-------------------------------|-------------|
| <b>COST</b>                                  |                                      |                        |                |                  |               |                                |                             |                               |             |
| Balance at 1 July 2018                       | 2,750,590                            | 1,191,606              | 342,094        | 155,913          | 378,282       | 110,781                        | -                           | -                             | 4,929,266   |
| Transferred in from WIP                      | -                                    | -                      | -              | -                | -             | -                              | -                           | -                             | -           |
| Reclassification                             | -                                    | -                      | -              | -                | -             | -                              | -                           | -                             | -           |
| Additions                                    | -                                    | 31,219                 | -              | -                | -             | -                              | 4,080,427                   | -                             | 4,111,646   |
| Transferred out from WIP                     | -                                    | -                      | -              | -                | -             | -                              | -                           | -                             | -           |
| Balance at 30 June 2019                      | 2,750,590                            | 1,222,825              | 342,094        | 155,913          | 378,282       | 110,781                        | 4,080,427                   | -                             | 9,040,911   |
| Balance at 1 July 2019                       | 2,750,590                            | 1,222,825              | 342,094        | 155,913          | 378,282       | 110,781                        | 4,080,427                   | -                             | 9,040,911   |
| Transferred in from WIP                      | -                                    | -                      | -              | -                | -             | -                              | -                           | -                             | -           |
| Reclassification                             | -                                    | -                      | -              | -                | -             | -                              | -                           | -                             | -           |
| Additions                                    | 454,420                              | 3,541                  | -              | 85,735           | -             | -                              | -                           | 47,060,962                    | 47,604,658  |
| Transferred out from WIP                     | -                                    | -                      | -              | -                | -             | -                              | (4,080,427)                 | 4,080,427                     | -           |
| Balance at 30 June 2020                      | 3,205,010                            | 1,226,366              | 342,094        | 241,648          | 378,282       | 110,781                        | -                           | 51,141,389                    | 56,645,569  |
| <b>ACCUMULATED DEPRECIATION/AMORTISATION</b> |                                      |                        |                |                  |               |                                |                             |                               |             |
| Balance at 1 July 2018                       | (947,585)                            | (662,074)              | (228,044)      | (76,874)         | (362,595)     | (109,446)                      | -                           | -                             | (2,386,618) |
| Depreciation charge for the year             | (151,646)                            | (72,137)               | (14,025)       | (11,075)         | (7,016)       | (1,335)                        | -                           | -                             | (257,234)   |
| Balance at 30 June 2019                      | (1,099,231)                          | (734,211)              | (242,069)      | (87,949)         | (369,611)     | (110,781)                      | -                           | -                             | (2,643,852) |
| Balance at 1 July 2019                       | (1,099,231)                          | (734,211)              | (242,069)      | (87,949)         | (369,611)     | (110,781)                      | -                           | -                             | (2,643,852) |
| Depreciation charge for the year             | (170,891)                            | (74,595)               | (14,025)       | (12,735)         | (1,420)       | -                              | -                           | (1,022,378)                   | (1,296,044) |
| Balance at 30 June 2020                      | (1,270,122)                          | (808,806)              | (256,094)      | (100,684)        | (371,031)     | (110,781)                      | -                           | (1,022,378)                   | (3,939,896) |
| <b>CARRYING AMOUNTS</b>                      |                                      |                        |                |                  |               |                                |                             |                               |             |
| At 1 July 2018                               | 1,803,005                            | 529,532                | 114,050        | 79,039           | 15,687        | 1,335                          | -                           | -                             | 2,542,648   |
| At 30 June 2019                              | 1,651,358                            | 488,614                | 100,025        | 67,964           | 8,671         | -                              | 4,080,427                   | -                             | 6,397,059   |
| At 1 July 2019                               | 1,651,358                            | 488,614                | 100,025        | 67,964           | 8,671         | -                              | 4,080,427                   | -                             | 6,397,059   |
| At 30 June 2020                              | 1,934,887                            | 417,560                | 86,000         | 140,964          | 7,251         | -                              | -                           | 50,119,011                    | 52,705,673  |



# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### 14. RIGHT-OF-USE ASSETS

#### (i) Amounts recognised within the statement of financial position

|                                  | 2020             | 2019     |
|----------------------------------|------------------|----------|
| <b>Property</b>                  | 3,392,022        | -        |
| Additions to right-of-use assets | -                | -        |
| Depreciation charge for the year | (131,627)        | -        |
|                                  | <b>3,260,395</b> | <b>-</b> |
| <b>Equipment</b>                 | 28,541           | -        |
| Additions to right-of-use assets | -                | -        |
| Depreciation charge for the year | (3,792)          | -        |
|                                  | <b>24,749</b>    | <b>-</b> |
| <b>Total right-of-use assets</b> | <b>3,285,144</b> | <b>-</b> |

The Company leases a property and a photocopier. The property, Sydney Olympic Park Tennis Centre, runs until 2044, assuming all extension options will be exercised. The printer lease operates until 2024 and has no extension options.

#### (ii) Amounts recognised within the statement of profit or loss and other comprehensive income

| 2020 – LEASES UNDER AASB 16   | PROPERTY | EQUIPMENT | TOTAL   |
|-------------------------------|----------|-----------|---------|
| Interest on lease liabilities | 129,661  | 691       | 130,352 |
|                               | 129,661  | 691       | 130,352 |

| 2019 – LEASES UNDER AASB 117 | 2019 |
|------------------------------|------|
| Lease expense                | -    |
|                              | -    |

The Company paid \$217,441 for its use of Sydney Olympic Park Tennis Centre in 2019. These payments were disclosed as ‘SOPA levies’ within other expenses.

### 15. TRADE AND OTHER PAYABLES

|                                     | 2020             | 2019             |
|-------------------------------------|------------------|------------------|
| Trade payables                      | 84,639           | 1,358,422        |
| Other payables and accrued expenses | 1,224,648        | 698,194          |
|                                     | <b>1,309,287</b> | <b>2,056,616</b> |

### 16. EMPLOYEE BENEFITS

#### CURRENT

Provision for long-service leave  
Provision for annual leave

|                                  | 2020           | 2019           |
|----------------------------------|----------------|----------------|
| Provision for long-service leave | 51,596         | 58,404         |
| Provision for annual leave       | 128,163        | 167,839        |
|                                  | <b>179,759</b> | <b>226,243</b> |
| <b>NON-CURRENT</b>               | 72,296         | 58,057         |
| Provision for long-service leave | <b>72,296</b>  | <b>58,057</b>  |

# TENNIS NEW SOUTH WALES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### 17. INCOME RECEIVED IN ADVANCE

Affiliation & memberships  
Government grant income  
Other Income

|                           | 2020       | 2019              |
|---------------------------|------------|-------------------|
| Affiliation & memberships | 854        | 302,266           |
| Government grant income   | -          | 46,590,387        |
| Other Income              | -          | 21,235            |
|                           | <b>854</b> | <b>46,913,888</b> |

### 18. OTHER LIABILITIES

GST net liability  
Payroll related accruals

|                          | 2020          | 2019             |
|--------------------------|---------------|------------------|
| GST net liability        | 32,801        | 4,370,331        |
| Payroll related accruals | 45,417        | 118,983          |
|                          | <b>78,218</b> | <b>4,489,314</b> |

### 19. PROVISIONS

Sinking Fund liability  
Provision for SOPTC Sinking fund  
Other provisions

|                                  | 2020          | 2019           |
|----------------------------------|---------------|----------------|
| Sinking Fund liability           | 7,425         | 274,512        |
| Provision for SOPTC Sinking fund | -             | 100,000        |
| Other provisions                 | 14,495        | 14,349         |
|                                  | <b>21,920</b> | <b>388,861</b> |

### 20. LEASE LIABILITIES

#### CURRENT

Property  
Equipment

#### NON-CURRENT

Property  
Equipment

#### TOTAL LEASE LIABILITIES

|                                | 2020             | 2019     |
|--------------------------------|------------------|----------|
| <b>CURRENT</b>                 |                  |          |
| Property                       | 68,680           | -        |
| Equipment                      | 5,409            | -        |
|                                | <b>74,089</b>    | <b>-</b> |
| <b>NON-CURRENT</b>             |                  |          |
| Property                       | 3,241,891        | -        |
| Equipment                      | 19,639           | -        |
|                                | <b>3,261,530</b> | <b>-</b> |
| <b>TOTAL LEASE LIABILITIES</b> | <b>3,335,619</b> | <b>-</b> |



TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

21. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES AND CASH AND CASH EQUIVALENTS

(A) CASH FLOWS FROM OPERATING ACTIVITIES

|   | 2020         | 2019       |
|---|--------------|------------|
| Surplus for the period                                      | 44,730,786   | 1,919,666  |
| Adjusted for:   |              |            |
| Depreciation and amortisation                               | 1,631,455    | 457,229    |
| Lease interest  | 130,352      | -          |
| (Gain)/Loss on disposal of investments                      | (40,931)     | (478,022)  |
| (Gain) on rent concession                                   | (23,179)     | -          |
| Unrealised loss on financial assets                         | 1,242,040    | 656,087    |
| Investment impairment                                       | -            | (67,997)   |
| Investment income received or receivable                    | (649,411)    | (640,886)  |
| Operating surplus changes in working capital and provisions | 47,021,112   | 1,846,077  |
| Change in trade and other receivables                       | (230,268)    | (182,366)  |
| Change in income received in advance                        | (46,913,034) | 46,449,216 |
| Change in trade and other payables                          | (820,895)    | 1,792,687  |
| Change in other assets                                      | 37,177       | (49,551)   |
| Change in net GST payable                                   | (4,337,530)  | 4,302,389  |
| Change in provisions and employee benefits                  | (32,245)     | 28,836     |
| Net cash used in operating activities                       | (5,275,682)  | 54,187,288 |

(B) CASH AND CASH EQUIVALENTS

|  | NOTE | 2020      | 2019       |
|--|------|-----------|------------|
| Bank balances  |      | 1,130,545 | 530,681    |
| Cash on hand   |      | -         | 650        |
| Deposits at call   |      | 19,360    | 52,466,551 |
| Cash investments   |      | 66,601    | -          |
| Cash and Cash Equivalents in the Statement of cash flows | 8    | 1,216,506 | 52,997,882 |

TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

22. OTHER RELATED PARTY TRANSACTIONS

The Company, being an Associate member of Tennis Australia (TA), receives shared services benefits from TA. These benefits include accounting, human resources, legal and information technology resources. These services were provided for nil consideration.

The Directors of the Company act on an honorary basis.

The key management personnel for Tennis New South Wales includes the CEO and Senior Management. During the period, the Company instigated a restructure, which increased the number of key management personnel and compensation for the period. The compensation paid, payable or provided in short term retirement and other long terms benefits is \$930,954 (2019: \$629,303). Tennis Australia have contributed 50% of Tennis New South Wales CEO's salary due to his role as ATP Cup Sydney General Manager.

23. CONTINGENT LIABILITIES

SYDNEY OLYMPIC PARK TENNIS CENTRE

Tennis NSW occupies Sydney Olympic Park Tennis Centre (SOPTC) under lease from Sydney Olympic Park Authority (SOPA) for a total term of 40 years, including extensions. The lease provides that Tennis NSW will hold the "Tennis NSW SOP Tennis Centre Sinking Fund" for and on behalf of SOPA, on terms and conditions set out in the lease. The lease provides that as and from year 11 of the lease term (year ending 30 June 2010) Tennis NSW will pay the annual "Base Contribution" of \$50,000 to the SOP Sinking Fund, subject to Tennis NSW generating sufficient "Available Cash" to enable it to do so.

If in any financial year insufficient "Available Cash" is generated to enable the "Base Contribution" to be paid, any deficiency is accumulated as a "Carried Forward Contribution". As a result of Tennis NSW performance this financial year, there is a contingent liability of \$150,000 (2019: \$100,000) being three years of "Carried Forward Contribution."

On an ongoing basis, the lease provides for the payment of an "Annual Contribution" which is defined as meaning "for each financial year of Tennis NSW, the lesser of the Base Contribution plus the Carried Forward Contribution, and Available Cash". In this regard "Available Cash" means "for each financial year of Tennis NSW the surplus cash available from such financial year, being the net operating profit of Tennis NSW after tax, adjusted to exclude "defined" non-cash items". At the end of the 2019 financial year there was insufficient "Available Cash" to facilitate a transfer to the Sinking Fund Liability during 2020.

During the 2014 financial year, SOPA and Tennis NSW executed a Venue Maintenance Deed (VMD) which varied the SOPA lease with Tennis NSW, with the following effects:

- A. The Grassroots & Facilities Reserve Fund ("GFRF") assets are quarantined from the other assets of Tennis NSW and are not accessible to meet the Maintenance Obligations under the lease, and
- B. The earnings of the Grassroots & Facilities Reserve Fund ("GFRF") are excluded from the determination of "Available Cash" for any year from the date of the Deed.
- C. If Tennis NSW generates no "Available cash", or insufficient "Available Cash", to meet the Maintenance Obligations, SOPA releases Tennis NSW from such obligations.

As a consequence of entering into the VMD, the Board of Tennis NSW has determined that Tennis NSW's obligations under the lease in respect to the period subsequent to entering into the VMD should be identified as Contingent Liabilities of the company as they are contingent upon Tennis NSW generating sufficient "Available Cash", as defined, to meet the maintenance obligations referred to above.



TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

24. KEN ROSEWALL ARENA GRANT

During 2019, the Company received \$50,500,000 plus GST from Sydney Olympic Park Authority (SOPA) to be spent on redevelopment of the Ken Rosewall Arena (KRA) mainly for the construction of a light weight roof over the KRA and the competition courts. The grant received had attached conditions and was for a specific purpose, hence was initially recognised as income in advance at fair value. The grant revenue was recognised as the grant requirements were completed or conditions were met.

Construction was completed in the current year, with the Company spending \$46,662,072 towards the project. This has been capitalised as leasehold improvements and corresponding revenue has been recognised in the profit or loss as KRA project revenue. The Company is entitled to capitalise the leasehold improvement as an asset as it has control of the asset under the lease agreement with SOPA. This improved asset will enable the Company to generate additional revenue and derive economic benefit from this asset in future. The leasehold improvement asset is being amortised over the remaining term of the lease.

A breakdown of how the KRA grant has been represented in the financial statements is detailed below.

Table with 4 columns: Receipts/Payments/Adjusted for non-cash items/Cash, NOTE, 2020, 2019. Rows include KRA project revenue, Income received in advance, GST payable, Construction in progress, KRA project expenses, Leasehold improvements, Construction invoices unpaid, Overruns payable, Interest income receivable, and Cash.

25. TENNIS AUSTRALIA FUNDING

The Company, being an associate member of Tennis Australia Limited, receives grant funding from Tennis Australia Limited that forms an integral part of the funding required for the Company to achieve its short and long term objectives.

In the event that grant funding from Tennis Australia Limited should cease, or be reduced, it is the view of the officers that the Company would still be able to continue meeting the above objectives, albeit to a lesser extent.

26. SUBSEQUENT EVENTS

There have been no events subsequent to balance date, which would have a material effect on the Company's financial statements.

TENNIS NEW SOUTH WALES LIMITED
NOTES TO THE FINANCIAL STATEMENTS

The directors of Tennis New South Wales Limited ('the Company') declare:

A. the financial statements and notes set out on pages 51 to 74, are in accordance with the Corporations Act 2001, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2020 and its performance for the financial year ended on that date; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Regulations 2001;

B. in the opinion of the directors there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors.

[Signature of K Warwick] K Warwick, President

[Signature of W Green] W Green, Chair of the Audit & Risk Committee

Dated at Sydney this 6th day of October 2020.



## Independent Auditor's Report to the Members of Tennis New South Wales Limited

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Tennis New South Wales Limited (the Company), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Corporations Act 2001, including:

- i) giving a true and fair view of the Company's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Company in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other information

The directors are responsible for the other information. The other information comprises the information in Tennis New South Wales Limited's annual report for the year ended 30 June 2020, but does not include the financial report and the auditor's report thereon. Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. On the date of this report we have not received the other information to be included in the annual report. We will review this information when it is available.

#### Directors' responsibility for the financial report

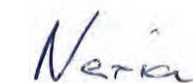
The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

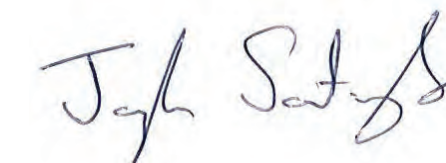
#### Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at The Australian Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_files/ar4.pdf](http://www.auasb.gov.au/auditors_files/ar4.pdf). This description forms part of our auditor's report.



Nexia Sydney Partnership



Joseph Santangelo

Partner

Dated: 6 October 2020

#### Sydney Office

Level 16, 1 Market Street  
Sydney NSW 2000  
PO Box H195  
Australia Square NSW 1215  
p +61 2 9251 4600  
f +61 2 9251 7138  
e [info@nexiasydney.com.au](mailto:info@nexiasydney.com.au)  
w [nexia.com.au](http://nexia.com.au)

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To the Board of Directors of Tennis New South Wales Limited

**Auditor's Independence Declaration under section 307C of the *Corporations Act 2001***

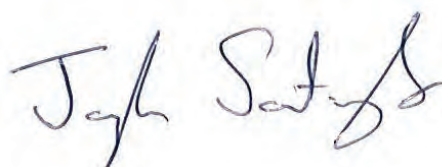
As lead audit partner for the audit of the financial statements of Tennis New South Wales Limited for the financial year ended 30 June 2020, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (a) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (b) any applicable code of professional conduct in relation to the audit.

Yours sincerely



**Nexia Sydney Partnership**



**Joseph Santangelo**

Partner  
Sydney

Date: 6 October 2020



