

2021

TENNIS NSW ANNUAL REPORT





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01 HIGHLIGHTS



**TENNIS PARTICIPATION
INCREASES BY 14%**



**\$10.4M WORTH OF INFRASTRUCTURE
FUNDING DELIVERED THROUGH 87 PROJECTS**

HER SPORT HER WAY AWARD WINNER



**LEGACY FUND PROVIDED \$462,894 IN
FUNDING TO GRASSROOTS TENNIS**



**SAFEGUARDING CHILDREN
FRAMEWORK**



**LAUNCH OF STATE INFRASTRUCTURE
INVESTMENT STRATEGY**



**LAUNCH OF THE INAUGURAL ENGIE
PREMIER LEAGUE - ELITE TEAM
COMPETITION ACROSS SYDNEY**

02 PRESIDENTS REPORT

Dear Members

It gives me great pleasure to be able to present to you the Annual Report for Tennis NSW for the 2020/21 year. It has been a great honour personally and professionally to be able to undertake the role of President from December 2020. 2020/21 has shown Tennis NSW's ability to continue to work on delivering our priorities whilst navigating the impacts of the COVID-19 pandemic. Whilst our financial position has remained healthy it has been greatly affected by the reduced level of Tennis Australia funding. The Board and Management continued to work through the pandemic and from a participation point of view, we have seen an increase in participation, with tennis being one of the only sports that people have been able to continue to participate in to some capacity during these unprecedented times. Tennis NSW's financial position was impacted more

significantly in 2021 than in 2020 due to the continued reduction in Tennis Australia funding and the removal of the JobKeeper payment which we were able to utilise in 2019/20. Staff were able to work full time for the duration of the year and the Board and Management worked continually throughout the year to ensure the financial performance of the organisation maintained a healthy position whilst ensuring we achieved our objectives and strategies for the year.

The team continued to provide appropriate guidance and support to members through the COVID-19 pandemic in regard to policies and practices to ensure the sport was able to continue safely. There were challenges with the tournament and competition landscape being heavily impacted throughout the year but when competitive play could take place the team were able to support the membership with the delivery of events.

GOVERNANCE

The primary role of the Board of Tennis NSW is ensure its governance policies are in line with standards set both by ourselves and also by governing bodies like Sport Australia. During the year the Board has done a review of where Tennis NSW sits against the Australia Sports Governance Standards and are working through these results to see what more we can do to ensure we are operating at the desired level.

From a Governance point of view, we have reviewed all of our By-Laws and Charters for our Board Committees. By utilising the information garnered from the Sydney Tennis Review and Tennis Country Review we have revitalised these committees and included new terms of reference to ensure they are helping Tennis NSW to achieve our vision. Our Remuneration and Nomination Committee has also established oversight of Governance of the organisation and provide support to the Board. This committee will lead a further review of our By-Laws, Constitution and all other policies in the coming year.

The Board's financial oversight has continued to be led by our Audit and Risk Committee and Investment Advisory Committee which has seen our funds continue to grow. Risk management has also been a big focus this year to ensure we are aware of all of our strategic risks and that the Board and Management have the plans in place to manage these effectively.

The other Governance project undertaken this year was the formation of a Governance working group with all other Member Associations. I have been the Tennis NSW representative on this panel and has enabled us to learn from other states as well as sharing how we do things so we are all able to learn from each other.





CHILD PROTECTION

The Board continue to have a ZERO tolerance approach to issues relating to child safety. Our view is that with a majority of our sport's participants under the age of 18 we have a duty not only as a sport but as a member of the community to ensure our young people feel safe and supported by tennis. This will also enable the sport to be viewed more attractively by parents and ensure they feel comfortable to allow their children to play.

Tennis NSW released it's Safeguarding Children Framework in December 2021. This framework aims to assist our members in understanding what we are committed to doing as an organisation to ensure that tennis is a safe and friendly environment for children and young people. Tennis NSW will continue to work on updating this to ensure at all times we are providing the best support available to help ensure we are able to ACE child safeguarding.

This policy by the Board has led to members not being able to renew their membership if they do not provide their Working with Children Check information for all of their committee members, employees and relevant volunteers. This policy will remain in place to ensure the deliverers of our sport are on this journey with us.



MOVING FROM VISION 2021 CONNECTING MORE PEOPLE TO TENNIS ACROSS NSW TO VISION 2025 – FOSTERING A LOVE OF TENNIS

This year saw the completion of our Vision 2021 strategic plan with the aim of connecting more people to tennis across NSW. Even though we faced many challenges in the last 18 months of the plan, many objectives were achieved over the course of the four years. In the final year of the plan some of the highlights were:



PLAY

- Undertook a full review of Tennis Country and continued on the implementation of the recommendations from the Sydney Tennis Review including the launch of Premier League and establishment of Sydney Junior Team Tennis
- Continued increase of online booking capability which now includes 45% of venues in NSW with online booking options
- Engaged and participated in Tennis Australia's Competitive Play Review with the findings of this being a priority for 2022



PLACES

- Ken Rosewall Arena welcomed Netball this year with the first netball game taking place on 8 May 2021 between the Giants and the Magpies
- The ATP Cup Legacy Fund awarded the first recipients from this program during the year. In total 50 organisations were able to receive a grant in Round 1 and Round 2 of the Fund with a total of \$600,000 for projects that support facility upgrades and help to drive participation
- Continued to build and utilise the Venue Sustainability Rating Tool (VSR) to help our clubs and venues to measure their sustainability



PEOPLE

- The Sheroes program continued to grow and be recognised both within NSW and nationally
- Even with the threat of COVID-19 over our heads were able to keep our staff motivated to support our members and stakeholders
- Launched the ACE Child Safeguarding Framework
- Continued to support the tennis family utilise ClubSpark



PROMOTE

- Increased the social media presence of Tennis NSW
- Provided training opportunities for stakeholders to improve their marketing and social media skills
- Organised a full schedule of events including forums around the state as well as online learning opportunities

Tennis NSW took all the learnings and work over the past four years in developing our new strategy Vision 2025. We are all working towards ensuring our members and stakeholders are inspired, empowered and engaged with Tennis NSW to allow us all to grow our great game.



BOARD AND MANAGEMENT

I wish to personally thank all the current members of the Tennis NSW Board and Management as well as those who left us during the year. The work that is achieved would not be possible without the hours of work put in to help achieve our purpose of being able to foster a love of tennis in every NSW community.

To our current Board of Warren Green, Angela Ruchin, Brett Bevan, Brian Morris, Errol Carney, Rob Neinhuis, Ron Heinrich and Wayne Swaysland the service you have provided to the sport and the work being done to ensure Management have the support and guidance required to achieve our goals.

Our executive team of Chris Woodland, Clare Serafini, Hannah McLean, Jaslyn Hewitt-Shehadie and Nikita Sayle have all worked tirelessly throughout the year to provide guidance and support to the whole team as well as our stakeholders. I would like to personally congratulate them particularly on the work done in the development of our Strategic Plan and working on restricted resources during the year.

Lastly I would like to thank our outgoing CEO Lawrence Robertson. Lawrence has provided strong leadership and guidance to the whole organisation over the past four years particularly over the past 18 months. Lawrence has made an outstanding contribution as CEO and leaves Tennis NSW in a very strong position moving forward.

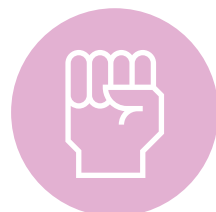
Melissa Achten
President Tennis NSW



03 TENNIS NSW CEO REPORT

Dear Tennis Family,

So here we are. Now 18 months into the COVID-19 pandemic and yet we seem to be no further forward from where we were last year. The Delta variant that is rippling through our State at the time of writing has sent us all into lockdown for the second time, yet this time around it all feels a little different.



RESILIENCE & ADAPTABILITY

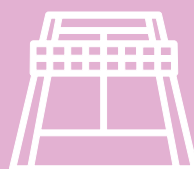
Across our tennis community, we have seen great examples of resilience and adaptability as it became apparent that we would once again be confined to lockdown.

Yet, we have worked hard to ensure that our sport can remain open and that our coaching workforce can continue to work. We should once again recognise that the NSW Government has ensured that we all have access to exercise and unlike our colleagues in Victoria and ACT, and we can continue to enjoy the sport we love.

Our clubs and venues have responded to the ongoing challenge and have recognised the benefit of offering online booking. As we move towards almost 50% of our venues offering online booking, we have provided opportunities for the local community to access our sport and help maintain revenue lines for our Members.

At the same time, our coaching workforce responded once again to the restrictions imposed upon them yet have found ways to continue to provide a service and secure some level of income. Their resilience and adaptability must be acknowledged and applauded.

ALMOST
50%
OF OUR VENUES
OFFERING
ONLINE BOOKING



EMBEDDING MEANINGFUL CHANGE

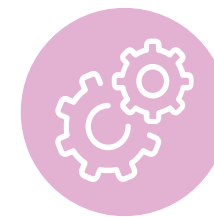
If there has been one consistent theme in my annual message over the past 4 years, then it is change. I have long spoken of the need for our tennis community in NSW to embrace change. The COVID-19 pandemic has helped accelerate some this change, yet, in some parts of our community resistance to change remains.

The need for change was clearly called out in Vision21, our previous strategic plan and much of this is now being fully embedded into how we work with the tennis family.

We have seen our network embrace technology and we are now far better placed than where we were 4 years ago. Integration of digital booking has increased, we are now rolling out an affordable gate access and lighting solution and from a communications perspective, we are seeing increased use of digital channels to better engage with our Membership and our playing base.

The long-term sustainability of our venues has been recognised as core to protect the future of our sport. This has seen our Tennis Restart strategy help us understand better our Membership's operations and challenges. In turn, we have made effective use of the information gained from our Venue Sustainability Rating tool to build better relationships with our Local Government partners. For too long we were reporting only member numbers, but now we're demonstrating how our tennis clubs can be thriving hubs for the local community and in doing so, we are seeing increased investment into tennis facilities.

Finally, our commitment to child safeguarding is now starting to truly embed across our tennis family. We are seeing greater engagement in all activities related to this aspect and this year saw 100% compliance on providing valid Working with Children Checks for all individuals connected with the administration and delivery of our sport at our venues. This is something we should be rightly proud of on the back of the 2016 Royal Commission into Institutional Responses to Child Abuse.



BUILDING ON THE OPPORTUNITY

With great challenges come great opportunities and this has certainly been the case in the past 12 months.

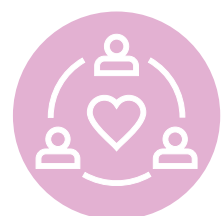
Interest and participation in our sport is at its highest level for over a decade. Adult participation has risen 15% over the past 12 months and with Ash Barty claiming her 2nd Grand Slam title and Dylan Alcott on his way to the Golden Slam at the time of writing, we have been presented a unique opportunity to build on this increased level of interest.

The Tennis Australia Competitive Review identified shortfalls with the ranking system that relied heavily on tournament play. The Review highlighted five critical areas for change to provide a greater experience for all playing our sport competitively. These are best summarised as follows;

1. Simplifying the player pathway
2. Installing a single currency to measure player ability
3. More time based & team based competition
4. Providing more opportunities for meaningful play locally
5. Offering formats and products that our players want to play



The move from a Rankings to Ratings system is the single biggest change in our sport for a long time and provides opportunities for players of all ages and abilities to improve their playing experience. A long-held belief, backed by research, shows that our enjoyment of tennis increases when we play with someone of a similar ability and therefore we will be seeking to embed the National Ratings system at all Tennis NSW clubs the platform to allow all Tennis NSW clubs to offer level-based play.



FOSTERING A LOVE OF OUR SPORT, FOR ALL

In June, we launched our new strategic plan. Vision 2025 clearly articulates our purpose, our role, our ambitions and strategic priorities.

Over the past 12 months, we consulted extensively to validate the work we were doing and to ensure we had effectively identified the projects, programmes and initiatives that would assist us in 'fostering a love of tennis across NSW'. We will once again achieve this by working closely and effectively with our key drivers – our Coaches, Clubs and Councils.

We will continue to focus on helping us attract and retain more people playing the game. To support the improvement and sustainability of our places whilst providing an increased focus on our player pathways and competitive play. Supporting these strategic pillars will be the foundations of our Organisation. To better market and promote our sport whilst ensuring that our governance, finance and environments are 'future proofed'.

As we seek to achieve our ambition of being Australia's #1 sport for life, we will endeavor to make our sport more inclusive to diverse and under-represented

communities. Our Sheroes programme has provided a focus and connection for our female coaches, teachers and administrators across the State. We will increase focus on providing greater access to our sport to Culturally & Linguistically Diverse communities and we will commit to publishing our own Reconciliation Action Plan whilst launching our very first State Indigenous Tennis Carnival.

Opportunities for the youth engaged in leadership positions in our sport as well as those who suffer from both physical and intellectual disability.



AN HONOUR AND PRIVILEGE

I'd like to close by offering you my thanks and gratitude. The last four years have been the most rewarding of my career and it has been an absolute honour and privilege to have led this historic Organisation.

Whilst there have been challenges in various shapes and sizes during my time, I can assure that I have poured my heart and soul into this job and I firmly believe that I leave the Organisation in better shape than when I joined it.

Some of the highlights and successes that the team have delivered in my time here include the following;

- Increased our core funding by over 50% to \$6.6 million per annum
- Supported regional tennis with more staff, more funding and improved facilities
- Reviewed the governance of Country Tennis with greater oversight on competitive play
- Engaged over 400 Tennis NSW clubs in more strategic planning
- Built profile and leadership within Local Government through our Tennis Restart program
- Hosted a home Fed Cup tie in Regional NSW for the first time in over 10 years
- Being the first State Sporting Organisation to join the National Redress Scheme
- Launched the award-winning Sheroes program which connects over 200 women across NSW tennis
- Published our first Child Safeguarding Framework document asking our members to ACE child safeguarding
- Developed in-house, our very own Venue Sustainability Tool now being rolled out nationally
- Piloted a low-cost gate access and remote lighting solution also being adopted nationally
- Lead the adoption of UTR to drive level-based competitive play across Australia
- Re-instated the Annual NSW Tennis Awards after 15 years off the calendar
- Conducted a comprehensive review of competition tennis across Metropolitan Sydney
- Launched Sydney Junior Team Tennis in partnership with major Associations across Sydney
- Grew our online booking footprint from 17% to 47%
- Launched a State Infrastructure Strategy identifying key facility requirements across NSW
- Secured over \$100 million of government investment into tennis facilities across NSW
- Gained commitment to upgrade Tamworth and Wollongong to Regional Performance Hub status

- Renegotiated favourable lease arrangements with SOPA and Tennis World
- Oversaw the \$50.5 million upgrade of Ken Rosewall Arena
- Secured the long-term staging of the new ATP Cup Final to be hosted in the new Ken Rosewall Arena

One aspect I will miss most from my time with Tennis NSW was the time I spent on the ground, in your clubs with those of you who run our sport at grassroots. The stories, the insights, the commitment, the passion and the sheer love of the sport you displayed wherever I went, reminded me why I chose to work in sport. It is inspiring and incredibly energising. For those who have helped me along my way during my time here, from each and every one of the team that I have proudly led to so many of you out there delivering the sport, thank you for your time, guidance, counsel and support.

I look forward to continuing to contribute to the growth and success of tennis in NSW in my new role with Tennis Australia and look forward to welcoming and working closely with your new Chief Executive when they take up office.

Thank you again and see you at the courts.

Lawrence Robertson
Tennis NSW CEO



04 TENNIS AUSTRALIA CEO REPORT



A CHALLENGING YEAR FULL OF ACHIEVEMENTS ON AND OFF THE COURT...

This past 12 months has tested the entire tennis community – no one more so than our coaches and venue owners, who have spent so many days off court.

In that time, we've faced countless challenges - from cancelling tournaments mid-event in a desperate rush to get home before border closures came into effect, to the steady stream of press conferences announcing new restrictions, which are followed by teams of people trying to work out what that means for coaches, clubs and players.

Our lives have changed so much over the past year and a half. Our physical world has shrunk, sometimes limited to just that 5km radius from our homes. We've contended with home schooling, single person bubbles and non-stop Microsoft Teams calls, WhatsApp messages, emails and texts.

At the same time, we've also achieved more during this time than any of us would ever have thought possible. Instead of stopping and waiting for the world to return to normal, we've persevered and created our new normal.

We increased participation in our sport by more than 15 per cent this last year. Despite all the lockdowns and restrictions, there are now more than 1.33 million Australians playing tennis. Tennis has emerged as one of the most COVIDSafe sports and our team has worked tirelessly to deliver better outcomes for coaches, clubs, players and officials, nationwide.

We successfully hosted international tournaments and safely delivered an extensive quarantine program at the height of the pandemic, gaining the respect of the world. These events gave our Aussie athletes opportunities to compete and show everyone what their years of training and our support have meant. We also introduced the UTR Pro Series to give our players opportunities to compete on home soil.

And our players have well and truly delivered. We have two world No.1s in Ash Barty and Dylan Alcott. Ash broke the 31-year drought between Australian female champions at Wimbledon. Dylan is on track to complete the Grand Slam having won in Melbourne, Roland Garros and Wimbledon. Ash and John Peers are Olympic bronze medallists and we are only just getting to the US hard-court season.

We designed and developed the new Health Indicator of Tennis (HIT) tool which will enable our



teams to have more informed conversations with clubs, coaches and local councils about the "health" of tennis and then seamlessly feed into action plans. We also launched the Play Tennis digital platform, which connects more than 75 per cent of the country to online court bookings.

We rolled out a new player development strategy and opened the National Tennis Academy. There are now National Development Squads and Zone Squads set up in every state and territory, with plans to expand these further as we move into the summer. We've assembled a team of world-class coaches, health and wellbeing experts and sport science and medical staff to support our athletes on their quest to become the best they can be.

We placed every aspect of our sport under a microscope through the coach and competitive play reviews. We have also looked at processes to find new ways to work smarter and have examined our set-up and how we work together as a team. We achieved our overall objective of financial viability and keep people in jobs in spite of the pandemic. Although we said farewell to some of our team, we also welcomed new team members.

We established a national gender equality taskforce to create a Women and Girls plan to drive change and opportunity across

our sport. We are also putting the Federal Government's 2019 funding to good use in increasing the number of women and girls who participate in tennis.

We launched a venture capital fund and invested in a new technology, SwingVision, which is set to revolutionise our sport through the gamification of tennis.

We also rolled out Rally as One and delivered on our promises to bushfire affected regions in Victoria, SA, Queensland and NSW.



THANK YOU

It has been a challenging journey and we still have more to accomplish. But it is a real privilege to work with each of you and continue to grow together.

I am once again humbled and so deeply proud to be associated with a sporting community that has worked so collaboratively and with great compassion with one another in the face of the most difficult circumstances.

Thank you, your staff and Board, for your tremendous contribution to those achievements.

Stay safe and take care.

Craig Tiley
Tennis Australia CEO



05 OUR STRATEGIC PLAN

PLAY SCHOOLS

OVERVIEW

Data from Tennis Restart indicates that only 50% of NSW venues have some form of school engagement (schools hiring courts, school's partnership programs, and school competition). Data also indicates that venues that have school engagement have higher participation numbers and are more financially sustainable than venues that don't, highlighting school tennis as a strategic priority for the overall health of our sport.

In November 2020, Tennis NSW appointed a Schools Development Manager who in turn formed a Schools Advisory Group made up of school sport convenors, teachers, coaches, parents, and representatives from other sporting codes. From here a new plan to develop school's tennis across NSW was put in place.

The goal of the plan is to create a sustainable tennis in schools' system that delivers incredible first experiences to our youth as well as clear pathways for ongoing participation in our sport.

CLASSROOM TO CLUB

To deliver these great experiences for our youth, Tennis NSW has been working with member clubs and coaches across the state, helping them to identify their local schools' opportunities, educate their coaches, access funding and ultimately deliver great schools'

programs and competitions that serve as a platform to transition young players and their families from the *Classroom to the Club*.

Since the beginning of 2021 Tennis NSW has helped 37 venues and their coaches develop their own *Classroom to Club* action plans. In addition to these plans there has been an increase of 97 new endorsed Sporting Schools deliverers (Coaches that have met the minimum screening and education requirements to deliver funded school programs). We now have 337 coaches endorsed for delivery of primary school programs and 268 for secondary in NSW.

SPORTING SCHOOLS PROGRAM

Sporting Schools is a \$320 million Australian Government initiative designed to help schools increase children's participation in sport and connect them with community sport opportunities. Tennis is consistently in the top three most popular sports selected by schools in NSW, this year our partner school network hosted 425 programs, each running for a minimum of four weeks and based on our annual survey, 68,566 students participated. Approximately 80% of these programs were delivered by coaches (as opposed to teacher-delivered), highlighting the importance of supporting the club and coach delivery to grow the sport together.

It is worth noting that \$996,126 of Federal Government funding was injected into school tennis programs in NSW in the 2020-21 financial year, the majority of this was spent on coaching followed by equipment sales (modified nets, balls racquets and lines).

Coach satisfaction from schools participating in these programs was at 80% however the number of coaches that handed out marketing material (flyers or school newsletter adverts) was only 46%, highlighting the need for Tennis NSW to support clubs and coaches to effectively market the sport and ultimately transition more of our youth and their families from the classroom to our clubs.

TODD WOODBRIDGE CUP

The Todd Woodbridge Cup (TWC) is a primary school competition for stage 2 (years 3 and 4) students that uses modified equipment, numeric scoring, and mixed gender teams. The TWC is not just about selecting the best students, but encouraging participation, providing a positive playing experience, developing friendships, and giving students the opportunity to represent their school in a team environment. For most students, this may be their first experience representing their school.

For this year's TWC Tennis NSW developed a delivery system that was both scalable and sustainable. By developing a suite of resources and hosting online learning, we set out to enable our clubs and coaches to run zone events for their local schools on behalf of Tennis NSW.

With this new scalable model in place, we had 65 expressions of interest from clubs and coaches wishing to host a TWC event, soon after we had 48 events listed on the calendar.

The COVID-19 pandemic has affected inter-school sport both in Greater Sydney and regional NSW with many events being postponed until Term 4 2021 with the easing of restrictions. To date we have delivered 17 zone events with 76 schools entering and 1,326 participants.

RACQUET ROADSHOW

Thanks to ANZ, Tennis NSW together with local teachers, coaches, clubs and ANZ Branch Managers handed out 5,917 ANZ Tennis Hot Shots tennis racquets to kindergarten students as part of this year's ANZ Racquet Roadshow. 237 schools were involved in the 2020-21 ANZ Racquet Roadshow with Grand Slam champion Todd Woodbridge visiting or dialing in to schools

across the state to inspire these young players to start their own tennis journey.

Media coverage was a focus of the Roadshow with print, radio and television coverage achieved across the state, particularly in regional areas. Eight inclusive school's tennis programs were delivered thanks to \$63,000 of funding sourced from the Movement Disability Foundation (MDF) for delivery of tennis programs in special schools across NSW.

Tennis NSW are currently working with local schools, clubs, and coaches to provide equipment packs and tennis programs for students outside of school hours thanks to \$55,000 of funding provided to 11 NSW schools through Sport Australia's Club Connect pilot. Restrictions have meant that these programs have been deferred to Term 4 2021.



PLACES

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.

INFRASTRUCTURE

Tennis continued to see investment into infrastructure across 2020/21. Notably:

- \$5.5 million was awarded from State and Federal Government grant funding to 78 projects involving tennis, to a total value of at least \$15.5 million with a 35% contribution
- \$10.4 million (estimated) of infrastructure work undertaken in over 87 identified projects. Completion of several projects have been delayed due to the impacts of COVID-19

- ATP Cup Legacy Fund - Category 2 (Medium Sized Facility Projects) - two funding rounds were delivered - contributing \$462,984 to 25 projects, leveraging \$3.1M in total project value

- National Court Rebate (Tennis Australia) was not open for applications throughout 2020/21 however several pre-approved projects were honoured

- Local Government continues to be the most significant non-tennis contributor of tennis infrastructure works with contributions that represent in excess of 35% of all funding and in-kind contributions across all identified projects

Also:

- Tamworth Regional Hub - \$3.4 million project now fully secured and to be delivered in 2021/22
- Wollongong Regional Hub – Over \$4 million Stage 1 secured and due to be delivered in 2021/22

- A number of strategic priority projects continue to progress and observed funding commitment to and/or commencement to master planning, feasibility studies and detailed design - including Dubbo, Wagga Wagga, Newcastle, Coffs Harbour, Penrith, Parramatta, North Manly and Camden

- State Infrastructure Investment Strategy Update completed and to be launched early 2021/22

The conditions continue to be challenging in this space due to the impacts of COVID-19, including:

- A lag in grant funding programs in the first half of 2020/21 as the Government assessed relief and stimulus initiatives but typical and new funding programs coming online from February 2021

- Projects delayed or deferred that would otherwise have been completed by Councils and venues (club or operator managed projects) due to impacts on resourcing, funds available, supply chain, contractor availability, and backlogs of other priority works

- A number of tennis venues dealt with the effects of downturn in expected revenue during lockdowns and various restrictions throughout the year - impacting on their ability to deliver planned upgrades or renewal projects

- Infrastructure activity largely returned to near-normal conditions in line with recovery across the community and various sectors. Conditions will continue to be uncertain into the new financial year as seen with the most recent and prolonged lockdown into the first quarter of 2021/22

PROJECT AND INVESTMENT READY

There is a continued focus in supporting tennis stakeholder's plans and projects to secure funding to support the delivery of those projects. In 2020/21, Tennis NSW delivered:

- Significant revamp and launch of Project and Investment Ready Toolkit and related website and resources
- Online forums and workshops for members to hear helpful advice and experience from industry experts and those within our tennis family who have had success in this area
- Substantial support and advice to members on many projects including undertaking facility audits, developing Venue Action Plans linked to infrastructure priorities, development of business cases including providing supporting participation data and insights, technical advice and referrals to specialists, specifications and guidelines, project plan development, letters of support and assistance in engagement with Councils.

By improving the project and investment readiness capability of tennis stakeholders, the sport will be better positioned to access various funding opportunities to invest in our venues and programs, further allowing the sport to grow and meet its participants needs. Clubs, associations, operators and Councils that embrace this approach are typically more successful.

VENUE SUSTAINABILITY

This last year has seen the second full year delivering our Tennis Restart engagement strategy. At it's core Tennis Restart is about understanding our three key stakeholders better – our Clubs, Coaches, and Councils.

Through a process of detailed data collection, we are able to build action plans and strategies tailored to their needs via an evidenced based approach. An aligned, strategic partnership between our stakeholders and Tennis NSW and a shared vision is the ultimate objective.

Tennis Restart is beginning to see real, tangible results for our sport.

IN THE LAST 2 YEARS...

- 385 targeted club action plans built BY CLUBS, coaches, and Tennis NSW together
- 26 local government tennis strategies to help councils understand our sport better
- Two fully funded new Regional Tennis Centres – Tamworth and Wollongong
- Four more in various stages of planning
- \$25m in successful state and federal grant funding for clubs
- \$35m in completed projects & upgrades – over 200 individual projects for clubs
- \$600k in various participation initiatives for clubs



GOVERNMENT

Tennis NSW works to continue to 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 Government Tennis Restart Strategies

CURRENTLY, TNSW IS WORKING WITH THE FOLLOWING COUNCILS ON THE ADOPTION OF SUCH STRATEGIES...

- Central Coast Council
- Blue Mountains Council
- Northern Beaches Council
- Blacktown Council
- Maitland City Council
- Port Stephens Council
- Blayney Shire Council
- Dubbo Regional Council
- Orange City Council
- Coffs Harbour Council
- Byron Bay Council
- Mid Coast Council



- Port Macquarie Hastings Council
- Armidale Council
- Gunnedah Council
- Coonamble Shire Council
- Gwydir Shire Council
- Narrabri Shire Council
- Tamworth Shire Council
- Eurobodalla Shire Council
- Bega Valley Council
- Wollongong City Council
- Wagga City Council
- Singleton Shire
- Albury City Council
- Camden Council
- Campbelltown City Council
- Liverpool Council
- Mid-Western Council
- Cessnock Council

NSW GOVERNMENT PARTNERSHIP

Tennis NSW works very closely with the NSW Office of Sport and the Minister for Sport on a number of levels - across major events and partnerships, advocating for the needs of our stakeholders, and over the past 18 months communicating critical matters related to Public Health Orders and the impacts of COVID-19.



ATP CUP LEGACY FUND

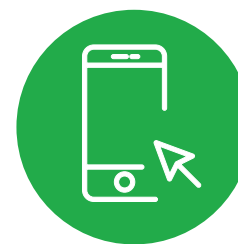
The partnership to bring world class major event content to NSW is seeing legacy investment seeded to support the grassroots level of the sport.

- Over the past 18 months, the ATP Cup Legacy Fund has directed over \$600,000 directly to tennis venues for medium sized facility upgrades and programs that promote new participation (Category 2 and 3). Another \$300,000 will be available in the third and final round of the program, due to open in early 2022
- A further \$300,000 is being invested during this period in Tennis NSW led participation initiatives through NSW ATP Cup Legacy Fund Category 4:
 - Delivery of Diversity and Inclusion (Play Project), Heroes program, Sustainable Facility Management Traineeship Course (completed December 2021), Regional Coaches and Managers program, and new court access solutions (Bluetooth automated gate locks and lighting)
- Major infrastructure projects such as Wollongong, received major funding commitments, which have secured game changing scale of investment from Local, State and Federal Government sources.

STRATEGIC INFRASTRUCTURE ALIGNMENT

After the successful delivery of the \$50.5 million Stage 1 upgrade to Ken Rosewall Arena and the State Tennis Centre in 2019/20, focus moved to planning for Stage 2 and securing funding support from Government. Such investment will complete the critical upgrades needed to support the ATP Cup event into the future as well as support the upcoming Netball World Cup and other exciting events.

Tennis NSW's other key focus in this space has been to improve investment in strategic infrastructure priorities. Excellent progress has been made including early wins to secure new ITF level regional facilities in Wollongong and Tamworth. Several others are in development and well placed to progress within the next one to two years. Critical to this and future success has been the development of the Tennis NSW State Infrastructure Investment Strategy which aligns tennis investment with Government priorities and objectives and the establishment of effective partnerships and relationships with Councils, local MPs and key community stakeholders, local tennis clubs, associations and operators.



DIGITAL ENABLEMENT

Improving player access to our tennis facilities via online booking systems was identified to be of high importance in increasing participation and customer satisfaction. The advent of COVID-19 further identified the need for customers to be able to book, access, and play social tennis in an environment that required minimal human interaction at their tennis club.

The online booking system platforms already existed however auto gate and light access hardware was only available at a very small number of clubs due to the high cost of purchase and installation.

In March 2020 Tennis NSW embarked on a project to design and deliver a low cost online booking system complete with gate access and light control functionality. This involved engaging with current booking software providers, Igloohome Smartlock company and Barclay Systems electronic engineer for light control innovation to scope out the functionality required, and to determine whether a low-cost solution was possible.

All stakeholders committed to the project and pilots were run at five tennis clubs. These clubs were purposefully selected because of their differences in size, management models and geographic locations to ensure that we could get exposure to the maximum number of variables when testing the system. The clubs that volunteered to take part were:

- Bundanoon Tennis Club – Volunteer committee – three courts – locks only
- South Wagga Tennis Club – Operator management – six courts – locks & light control
- Orange Tennis Club – Volunteer committee – 10 courts – locks & light control
- Forster Tennis Club – Club/Coach management – 15 courts – locks & light control
- Belmont Tennis Club – Commercial management – eight courts – locks only

The pilots enabled us to address all system functionality. The project stakeholders quickly addressed all hardware and software issues as they arose and rectified & upgraded their products which resulted in online booking systems that are now integrated with the gate and light hardware items and provide auto access to the tennis courts and lights.

Every club in the pilot is reporting significant participation increases and Tennis Australia's Clubspark platform is now also integrated with the lock and light control hardware systems. Tennis NSW is in the process of conducting 12 Clubspark pilots which is to be followed by a Tennis Australia national rollout offer across all States.

Cost for a lock and light control system installation is expected to be approximately \$3,500 but is dependent on the number of locks required and the condition of the club's electrical circuitry. Installation of the lock can be performed by the committee and the light control unit by the club's electrician which will alleviate the wait time required by more complex systems.





PATHWAYS

NSW COMPETITIVE FRAMEWORK & DELIVERY NETWORK

The tennis landscape in Australia is set to change dramatically over the next 12 months following the Tennis Australia Competitive Play Review. As COVID-19 has impacted competitive playing opportunities for all tennis players in 2020 and 2021, the importance of local, level-based competition has been emphasised.

As tennis resumed in 2020, NSW was the first state to lead the way with Universal Tennis Rating (UTR) events. Return to Tennis provided match play opportunities for competitive players who were restricted through the cancellation of Australian Ranking (AR) Tournaments in 2020. Tennis NSW hosted Pro Series events for the country's best players, Super Series events for junior players and NSW State Series events for adult and elite juniors which offered competitive matches in addition to prize money. Tennis Australia resumed AR Tournaments in January 2021, using player's UTR rating.

Tennis Australia's Competitive Play Blueprint launched in September 2021, with the focus on the player pathway, culture and first experience driving the change of Tennis in Australia.

Tennis NSW has reinstated sub-committees of the Tennis NSW Board, with Sydney Metro and Tennis Country being recreated in 2021. The Tennis NSW Tennis Operations Team will work collaboratively with the committees to design a comprehensive competitive play calendar for Regional and Zone level players.

NSW MOST TALENTED PLAYERS

As Return to Tennis launched, UTR events were critical to the resumption of competitive play in NSW in 2020. The Pro-Series was held adhering to strict bio-security measures to ensure player and staff safety and uphold Tennis' integrity. As our professional playing group were unable to travel, the Pro-Series provided the likes of Max Purcell, Aleks Vukic, Alex Bozovic, Destanee Aiava and Rinky Hijikata the chance to

compete and earn prize money while being safeguarded from the risks of COVID-19.

Having such a strong focus on UTR events in 2020 has allowed NSW players to dominate the fields at National events in 2021. At the 2021 Australian Clay Court Championships in Canberra, NSW's Subasic demonstrated the importance of international and clay court development as she made the singles final of the 14 under Girls' events. NSW born, Cruz Hewitt displayed traditional "Hewitt" fighting tendencies as he won his way through to claim the 12 under Boys' Singles Championships against fellow New South Welshman, Elijah Dikkenberg.

With International travel restricted, our emerging professionals have had limited opportunities to compete on the ITF Junior Tour. Catherine Aulia, Jeremy Jin and Jiayang Dong all made the most of every event they played. Catherine Aulia won back-to-back Singles titles at the ITF Junior events in April, with Jeremy Jin following suit and claiming back-to-back ITF Junior Singles titles in Darwin.



COMPETITION

SYDNEY JUNIOR TEAM TENNIS (SJTT)

Following the findings of the Sydney Tennis Review, Tennis NSW embarked on a journey to work collaboratively with associations, clubs, coaches and operators to design and implement the Sydney Junior Team Tennis Competition. In February 2021, Tennis NSW established the first pilot competition in the Hills and Hornsby region. The pilot provided weekly level based competitive play for five clubs, 36 teams and 70 players in Term 1.

Following the success of the pilot, Tennis NSW engaged with established associations including Northern Suburbs Tennis Association, Tennis Northern

Beaches and Eastern Suburbs Tennis Association to evolve the Junior Team offering across Sydney in Term 2. Term 2 SJTT competitions catered for over 140 teams and in excess of 300 players.

The Tennis NSW Sydney Badge competition also had a significant increase in team registrations from 124 teams entered in 2020 to 149 teams and over 1000 players competing in 2021.

With AR Tournaments resuming in January 2021, the calendar was produced in quarterly increments. With COVID-19 outbreaks across Australia, causing border closures and varying Public Health Orders, tournament safety was paramount for Tennis NSW. To ensure the integrity of the sport and safety for the players strict new protocols and declarations were established to prevent the spread of COVID-19.

With the NSW COVID-19 outbreak in June occurring at the same time as Sydney Closed and Country Championships, both events were cancelled as Delta took hold of NSW. Following the Public Health Order, all community sport and competition has been cancelled until November 1, 2021.

PLAYER DEVELOPMENT

In 2020, Tennis Australia revamped the National Academy Program and implemented the new National Development Squad (NDS) Program. The NDS is headed up by Head Coach Ben Pyne, with Talent Operations Manager Greg Royle and Females in Tennis (FiT) Coach Jessica Moore. The NDS program provides weekly training opportunities for players to assist their private coach and increase the players training load. Players are selected into the NDS Program through their UTR and in consultation with the player's private coach.

To support the NDS Program, Zone Squads have been developed to provide local training opportunities for more players, more often. Metro Sydney currently have eight Zone Squads on offer with Regional NSW having each region host two Zone squads each term.



FUTURE PROOF

GOVERNANCE

The Tennis NSW Board has undertaken continuous improvement on its governance processes, building on the work undertaken by directors Andrea Galloway, Anna Wyke and Melissa Achten in embedding governance through the expansion of the remit of the Remunerations sub-committee. In 2021, the Board has re-established the Tennis Sydney and Tennis Country Standing Committees, with renewed processes and procedures built off the governance reviews of those areas to ensure the work of the Board is supported in best practice.

CHILD SAFEGUARDING

Tennis NSW published its 2021 Safeguarding Children Framework in late 2020, setting out its commitment statement to zero tolerance to issues affecting child safety. In December 2020, Tennis NSW joined the National Redress Scheme, taking an important step in acknowledging the rights of survivors in their healing process. Compliance requirements are now embedded in the membership process with Tennis NSW, with all members requiring increased categories of individuals who should hold Working With Children Checks. Tennis NSW is working closely with Tennis Australia with training modules delivered to staff and the Board.

VISION 2025

In 2021 Tennis NSW launched its four-year strategic plan for 2021-2025. VISION 2025: Our roadmap to foster a LOVE of tennis in every NSW community.

Vision 2021 outlines Tennis NSW's role to INSPIRE, EMPOWER and ENGAGE the NSW tennis family to grow our game. Our ambitions over the next four years are:

1. To be Australia's #1 sport for life
2. To be Australia's leading State on-court
3. To be recognised as one of the leading State Sporting Organisations nationally

We will seek to deliver on our strategic objectives by working in close partnership with the three major drivers of our sport: our CLUBS, our COACHES and our COUNCILS.

We will ensure that any decision, policy or program we deliver will take into consideration our receivers: our PLAYERS, our PARENTS and our VOLUNTEERS.

We will further develop the strong and meaningful relationships that have been developed with key partners to support and assist the delivery of our plan. Our partners will include the NSW Government, the NSW Education Sector, community & cultural groups and our national body Tennis Australia.



PROMOTE AND CONNECT

MEMBER ENGAGEMENT

Over the past 12 months we have been committed to fostering strong communication and engagement with the Tennis NSW membership to inform, upskill and celebrate success through a range of member engagement initiatives.

During October 2020, Tennis NSW hosted seven virtual Club Connect Forums to deliver on key Insights, share case studies and provide resources for clubs, operators and coaches to further develop their business and stakeholder relationships. Across the seven forums there were over 650 registrations, 24 guest panelists and over 1,000 video views on the Tennis NSW YouTube channel as a resource for the tennis community.

In November 2020, Tennis Australia in conjunction with the Member Associations launched a new digital graphic design platform, Tennis Design Hub. The platform allows our team to create aesthetic, professionally designed

tailored local area marketing material to help our tennis deliverer's meet their marketing goals and objectives.

The Marketing, Communications and Member Engagement team have been working closely with Tennis Development Officers to connect with clubs, operators and coaches through tailored marketing sessions to provide insights on tennis participation and offer support with the development of local area marketing material including social media tiles, posters, website banners and club signage.

We have established a monthly initiative of showcasing success stories to provide a snapshot of the fantastic work of the Tennis NSW membership around the state, and act as a valuable resource for the tennis community. There are four success story categories that we look to showcase: Club Events, Tournaments & Competitions, Grants & Funding and Programs.

We have continued our partnership with some selected retailers for our stakeholders as a value add to their membership with Tennis NSW. These retail partners include Day2Day Rewards, Tennis Warehouse, Sportzng, Tennis Ranch and Promotion Products.

Tennis NSW held its Annual General Meeting (AGM) on November 24, 2020, in a hybrid format with members able to attend both online and in person at Sydney Olympic Park Tennis Centre (SOPTC).

The online aspect of the meeting was offered as a COVID-19 protection measure and to provide options for the Tennis NSW membership to attend either physically or online. The meeting at SOPTC was held in a COVID safe environment with physical distancing and other COVID safety protocols in place allowing the membership to participate in person. This format saw an increase in member participation in the meeting.



MARKETING & COMMUNICATIONS SUMMER OF TENNIS

A new national marketing campaign, highlighting tennis as a sport for all, made its debut during the 2020-2021 summer. Targeted at the social and recreational player, the campaign encouraged people to ‘release the player within’, either by transforming their ‘pinata-breaker move’ into a backhand, or ‘fly-squatting stance’ into a serve.

The 2020-2021 summer of tennis also looked different on court, as events across Australia were cancelled or relocated due to COVID-19. With the ATP Cup moved from Sydney in Melbourne in January 2021, Tennis NSW offered unprecedented marketing support to its stakeholders, to ensure the marketing of tennis was not inhibited due to our flagship event not taking place in NSW.

To ensure tennis remained at the top of people’s minds during the peak summer period, Tennis NSW supplemented the national campaign with extensive marketing activity.

- A TV partnership with Channel 9 targeted at regional NSW audiences reached 1,683,000 individuals
- A major metropolitan radio partnership with Nova reached 735,000 individuals
- Campaign advertisements featured on 18 billboards at Westfield shopping destinations in Bondi, Chatswood and Warringah Mall
- Digital newspapers Sutherland Leader and Weekly Times attracted 50,000 impressions.

- Paid search (Google) and paid social media advertising (Facebook, Instagram, YouTube) accompanied this regional campaign.

The combined efforts of the national and state targeted campaigns generated a 176% increase in visits to the play.tennis.com.au website.

Keep an eye out for ‘Release the Player Within’ as this campaign will make a return to screens during the 2021-2022 summer of tennis.



INSIGHTS

Nielsen Sports insights, commissioned by Tennis Australia, informed our marketing efforts for the reporting period. The qualitative research aimed to investigate the uplift in tennis participation during 2020, participation trends and identify long-term growth opportunities for the sport.

The research categorised players into three groups (personas) and identified different needs for each. The findings reveal a shift in player behaviours as well as changing motivations for play.

Understanding who plays tennis allows us to develop effective and targeted marketing campaigns that aim to attract and retain participants.



APPREHENSIVE
NOVICE

CONFIDENT
EXPLORER

SETTLED AND
PASSIONATE



- **PLAY** for 1 hour per session, mostly on set days
- **PLAY** with family and friends, and more likely to play with new people
- **WANT** booking flexibility and casual playing opportunities

- **PLAY** for 2-3 hours per session, 3-5 times per week
- **PLAY** for purpose – pennants day or training
- **PLAY** with family and friends
- **WANT** structured playing opportunities

TENNIS IN NSW AND COVID-19

A Sport Australia AusPlay COVID-19 report released in June 2021, found adults became more physically active on purpose during COVID-19, resulting in a significant increase in the frequency of their participation.

Tennis was among one of the activities to experience a significant increase in overall participation, with the number of participants rising by more than 185,000 nationally. Of this number, men accounted for 61.5%, or 114,000 participants.

Due to the restrictions placed on community gatherings, the pandemic significantly impacted organised sport and particularly children’s sport. In positive news for tennis, our sport ranked in the top two of children’s activities with the highest continuation during the April – June 2020 lockdown period (dancing was first).



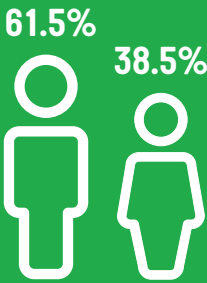
ADULTS BECAME
MORE PHYSICALLY
ACTIVE ON PURPOSE
DURING COVID-19



NUMBER OF TENNIS
PARTICIPANTS ROSE
BY MORE THAN
185,000
NATIONALLY



MEN ACCOUNTED FOR
114,000
PARTICIPANTS



COMMUNICATIONS

Throughout 2020-2021 Tennis NSW continued to develop it’s communication strategy to ensure that members and stakeholders receive information in a timely manner. Throughout the COVID-19 pandemic it has been imperative that clear and concise communications are delivered to the tennis community to ensure the safety of tennis participation across the state.

Tennis NSW also launched the Child Safety e-newsletter that is set to be delivered to stakeholders quarterly. This is to ensure the tennis community are up to date with the latest information in the child safety space, whilst providing a plethora of resources and support options.

Tennis has continued to gain feedback and insights from members, coaches and Councils through periodic customer satisfaction surveys, allowing the organisation to make meaningful changes to ensure the ongoing support for members. The findings from these surveys are communicated to members along with key action items that will be implemented by Tennis NSW moving forward.

ACTIVATING DIGITAL TENNIS DESIGN HUB

Tennis NSW collaborated with Tennis Australia to launch the Tennis Design Hub in late 2020. Using the online design platform Canva, Tennis Design Hub assets are for the exclusive use of Tennis NSW members who may apply to Tennis NSW to receive generic and/or tailored digital resources to be used across their social media channels and websites. The extensive suite of resources includes assets promoting court hire and coaching, as well as ANZ Tennis Hot Shots and Cardio Tennis programs. Assets promoting a Club Open Day, Club Championships, or other Club events are also available. Special one-off campaigns focused on the Olympic Games and key tennis events including the French Open and Wimbledon have also rolled out, with more to come in the future.






MARKETING AND COMMUNICATIONS RESOURCES

Tennis NSW is actively supporting its clubs as they make the necessary transition to digital marketing. We released a suite of resources and guides throughout the reporting period to support

clubs as they navigate the digital world. There are resources to assist clubs in their local area marketing, a guide for leading a successful event and information on attracting sponsors and liaising with the media. A Club Marketing Action Plan Template encourages clubs to think strategically and set goals for the future.

FOLLOWERS

PLATFORM	30 JUNE 2020	30 JUNE 2021	% INCREASE
FACEBOOK			
	5,001	5,453	9.04%
INSTAGRAM			
	2,562	3,325	29.78%
LINKEDIN			
	1,055	1,340	27.01%



WEBSITE USERS
78,300

INCLUSION, DIVERSITY & PROGRAMMING



INCLUSION & DIVERSITY

Tennis NSW is committed to embracing diversity by ensuring our sport and events are welcoming, safe and inclusive for everyone. We believe that to be inclusive, we must reflect the diversity of our local tennis communities and that everyone should have the opportunity to be included and engaged in a way that is positive and meaningful for them. Tennis NSW will be launching and delivering on the Tennis NSW Inclusions and Diversity strategy in the second half of 2021.

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 can receive direct input from youth on issues of importance to them relating to tennis in the most interactive and effective way possible. The YAG has been expanded in 2021 to 12 members who have provided valuable insights to Tennis NSW in areas such as youth health and wellbeing, inclusion and diversity, safeguarding children and competitive tennis.

2021 Youth Advisory Group members: Shivani Lakha, Connor Bourke, Anna Bishop, Orlando Manciameli, Ulfah Effandi, Emma

Booth, Brady Endemi, Thomas Nelson, Fin Edwards, Kajol Chand, Tiarna Williams and Alyssa Norris.

FUTURE LEADERS

Our fifth annual Future Leaders program commenced in November 2020 with a record 40 young people from around NSW participating in a webinar series where they learnt about volunteering, project creation and delivery and had a chance to join a special webinar with Casey Dellacqua who shared from her experiences the importance of giving back to the community and being a role model to others. The first ever Future Leaders Regional Workshop took place in Northern NSW with special guest Adam Kellerman, in addition to the Sydney Workshop where Ram Castillo was the keynote speaker. As part of their workshop experience participants also learnt about inclusion tennis, leadership and worked on developing their projects which aim to increase youth participation in collaboration with their local tennis club or venue.



SHEROES

The Sheroes network has grown to over 220 members in 2021. Several virtual events have been delivered exclusively for the Sheroes network with guest presenters including Carol Fox, Judy Murray and Emma Doyle. The Sheroes website and online education platform on Bounce were both launched providing the Sheroes network with easy access to resources and learning opportunities. Sheroes Leaders were appointed to support the growth of Sheroes across regional NSW. Sheroes Leaders are Helen Magill, Wendy Hudson, Gemma Eaton and Skye Lewington and will work in the next 12 months to bring Sheroes content to regional NSW.

HER SPORT HER WAY

Tennis NSW were awarded runner up at the 2021 Her Sport Her Way Awards, the award was recognition of the work done across our Women and Girls initiatives including our flagship program, Sheroes. Tennis NSW Sheroes member, Youth Advisory Group member and (ex) Future Leader, Shivani Lakha also won the Young Achiever of the Year award at the event.

In addition, Tennis NSW was also asked to present at the Office of Sport's Her Sport Her Way Think Tank on the success and learnings from our Sheroes program.

With the support of the Her Sport Her Way grant in 2021/22 Tennis NSW have the opportunity to develop a gender equity pilot program which will complement the success of the Sheroes Network which was awarded funding in 2019/20.

ACTIVE KIDS

The NSW State Government initiative, Active Kids, continues to encourage school age children to lead a healthy and active lifestyle by offering two \$100 vouchers, supporting families across NSW with the costs associated in children's participation in sport and physical activity. Since the

beginning of the program in 2018 over 113,353 Active Kids vouchers have been redeemed with tennis providers across the state, equating to a value of over \$11.3 million. Tennis is currently ranked as the seventh most popular activity for both males and females in Active Kids voucher redemption.

SINCE 2018
OVER 113,353
ACTIVE KIDS
VOUCHERS REDEEMED



EQUATING TO A
VALUE OF OVER
\$11.3 MILLION



REDEMPTION IN TENNIS
IS CURRENTLY RANKED

7TH

PLAY PROGRAM PILOTS

With the support of the ATP Cup Legacy Fund, Tennis NSW piloted five participation programs across NSW supporting participation in Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander communities. Pilot programs were held in Coffs Harbour (First Nations Youth Program), Toongabbie (Indian Community Red Ball Program), Shoalhaven (First Nations Youth Program), Merrylands (Multicultural Girls School Program) and Croydon (Chinese Community Women's Program). Tennis NSW engaged Western Sydney University to provide research and evaluation for the program to support the continued development of tennis participation initiatives for CALD and Aboriginal and Torres Strait Islander communities.



07 PERFORMANCE



ZONE SQUADS

To support the NDS Program, Zone Squads have been developed to provide local training opportunities for more players, more often. Metro Sydney currently have eight Zone Squads on offer with Regional NSW having each region host two Zone squads each term.

Northern Beaches – **Scott Fletcher**
Hills and Hornsby – **Andrew Sun**
Northern Suburbs – **Troy McDonald**
Greater West – **Keagan McCrohon**
Illawarra – **Monique Lynch**
Parramatta – **Vernon Cheung**
South West – **Ricky Nielson**
Eastern Suburbs – **Michael Boss**
North West Zone Squad
South East Zone Squad



OLYMPIANS – TOKYO 2020

Ellen Perez
Alex Di Minaur (withdrew due to COVID-19)
James Duckworth
Max Purcell



ATP/WTA PLAYERS

After restricted travel in 2020, our Nation's best were able to leave Sydney and compete internationally in 2021. Alex De Minaur leading Australia as the #1 male in the country and an ATP ranking of #17. After starting the year in winning form, following Wimbledon Alex contracted COVID-19 forcing him to withdraw from the Tokyo Olympics. After Alex's withdrawal, Max Purcell was given the chance of a lifetime to compete in the Olympics. Coming straight from the challenger circuit, Max had a career best win, beating world #15 Canadian Felix Auger-Aliassime in the first round.

Youngster Rinky Hijikata has shown winning form as he steadily improves his ATP ranking whilst combining his education and tennis at the US College of North Carolina. Claiming two singles titles in 2021, Rinky is progressively improving his ATP ranking which is currently at #583.

As Australia's #3 women's doubles player, Ellen Perez has been consistently performing on the WTA tour balancing her singles career on the challenger tour and her doubles career on the WTA Tour where she is currently ranked #46 in the world. Seone Mendez has been steadily rising through the Challenger Tour where she has improved her WTA singles ranking to #221.



DECEMBER SHOWDOWN / UTR JUNIOR STATE PERFORMANCE CHAMPIONSHIPS

With COVID-19 resulting in the cancellation the 2020 December Showdown, the best players in NSW embarked to Gosford Tennis Centre to compete in the UTR Junior State Performance Championships.

12's Girls Singles Winner **Milena Jandera**
12's Girls Doubles Winner **Vesna Marinkov & Milena Jandera**

12's Boys Singles Winner **Brian Donnelly**

12's Boys Doubles Winner **Phinn Suharto & Ritviah Uppal**

16's Boys Singles Winner **Nicholas De Vivo**

16's Boys Doubles Winner **Nicholas De Vivo & Cooper Wilkinson**

16's Girls Singles Winner **Lily Lin**

16's Girls Doubles Winner **Sarah Rokusek & Gloria Jovic**

14 under and 18 under events
Washed Out



NATIONAL CHAMPIONSHIPS CLAY COURT NATIONALS

12 UNDER BOYS

Singles Winner **Cruz Hewitt**
Singles Runner Up **Elijah Dikkenberg**
Doubles Winner **Cruz Hewitt**
Doubles Runner Up **Elijah Dikkenberg**

12 UNDER GIRLS

Singles 3rd Place **Giselle Guillen**

14 UNDER BOYS

Singles 3rd Place **Boyd Schreiber**

14 UNDER GIRLS

Singles Finalist **Alana Subasic**
Doubles Finalist **Audrey Aulia & Ashley Katz**

12 UNDER MIXED DOUBLES

Mixed Doubles Finalists **Renee Alame and Cruz Hewitt**

14 UNDER MIXED DOUBLES

Mixed Doubles Winners **Rianna Alame**
Mixed Doubles Finalists **Audrey Aulia and Finley Dyer**



AUSTRALIAN TEAMS CHAMPIONSHIPS NSW TEAM REPRESENTATIVES

As the NSW teams were set to dominate the competition, COVID-19 forced the cancellation of another National event. NSW arrived with their strongest teams to date, holding the number 1 seeding position in the 11 under Girls, 11 under Boys, 13 under Boys and the number 2 seeding position in the 13 under boys. With the Delta outbreak in NSW and the state going into lockdown, the NSW teams were sent home. The event was subsequently cancelled.

11 UNDER GIRLS

Brooke Komorowski
Jizelle Sibai
Vesna Marinkov

11 UNDER BOYS

Har Abir Sekhon
Ethan Domingo
Flynn Searle

13 UNDER GIRLS

Audrey Aulia
Chanel Awkar
Giselle Guillen

13 UNDER BOYS

Cruz Hewitt
Ashton McLeod
Chen Liang

15 UNDER BOYS

Pavle Marinkov
Cristian Care
Boyd Schreiber

15 UNDER GIRLS

Sarah Rokusek
Gabby Greg
Alana Subasic





COACH EDUCATION SESSIONS

NATIONAL DEVELOPMENT SQUAD – NSW COACHES FORUMS

- #1 Know the Level – Scott Draper
- #2 Data Utilising data in your daily coaching.
- #3 Know the Level – Scott Draper
- #4 Know the Level – Simon Wheatley – review of the 2021 JDC



WELLBEING & EDUCATION

- Weekly strength and conditioning sessions and education
- Growth mindset sessions weekly
- Sport psychology sessions fortnightly
- Nutrition sessions fortnightly
- ITF Tour education sessions
- Parent education sessions



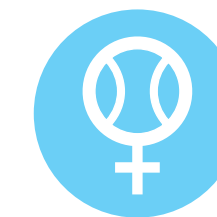
EMERGING TALENT

It has been a difficult year for our emerging players in NSW. The Tennis Australia Super 10s competition experienced numerous interruptions. Bad weather (heat and then rain) caused delays in Term 1, and the COVID-19 pandemic has resulted in repeated postponements of the Term 2 finals, the cancellation of the Term 3 competition, and most likely, a delay in the start of the Term 4 competition.

The highlight of the Super 10s program was the NSW v ACT All-stars Challenge, played in Canberra on June 5. Based on results in our Super 10s Competition at Sydney Olympic Park Tennis Centre, the following boys and girls were selected to represent NSW:

- Sebastian Lavorato
- Dev Koshti
- William Weiqing Wang
- Jiacheng Andrew Chen
- Jua Sakamaki
- Edward Donnelly
- Rafaello Munozco
- Sava Marinkov
- Mitchell Searle
- Ayden Mourad
- Stephanie Huang
- Nexis Birmingham
- Joyce Sun
- Maddison Stares
- Violet Robinson
- Inara Ahmed
- Scarlett Hannan
- Marly Zoe Gutierrez Frias
- Gabrielle Chan
- Maiia Salbieva

NSW defeat ACT 53 sets to 27.



FEMALE IN TENNIS (FIT) CAMPS

Tennis Australia in conjunction with Tennis NSW delivered “FiT” Females in Tennis Camps across regional NSW. Tennis NSW Women and Girls Ambassador, Casey Dellacqua joined forces with FiT National Development Squad Coach Jessica Moore and Head of Tennis Operations and Pathways Jaslyn Hewitt-Shehadie to deliver the camps with Tennis Australia’s Emma Shoemaker. The camps are aimed to develop players both on and off the court with education delivered to the parents on the player journey and player pathway.

Session details include:

Coffs Harbour, North East, 13 February, 22 players

Parkes, Central West, 21 February, 55 players

Tamworth, North West, 7 March, 30 players

Ulladulla, South East, 28 March, 19 players

Belmont, Northumberland, 23 May, 33 players

Albury/Wodonga, South West, 2 May, 52 Players



COLLEGE PATHWAYS

Rinky Hijikata – University of North Carolina

Lisa Mays – Texas Tech

Bojana Marinkov – Texas Tech

Kaitlin Staines – Texas Tech

Kody Pearson – The University of Tulsa

Renee McBryde – Texas A&M

Grace Schumacher – University of Southern Florida



NATIONAL DEVELOPMENT SQUAD TEAM AS AT AUGUST 2021

National Development Squad Coach NSW – **Ben Pyne**

Talent Operations Manager NSW – **Greg Royle**

“FiT” Females in Tennis Coach – **Jessica Moore**

Physical Performance Coach – **Matthew Smith**

National Inclusion Coach NSW – **Steve Manly**



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

2020 ATP Cup Finals cancelled due to COVID-19

ALEX DE MINAUR

- Current ATP singles ranking #17 (career high 15)
- Current ATP doubles ranking #124
- ATP 250 Eastbourne Singles Winner June 2021
- ATP 500 Queens Club London Singles Semi Finals June 2021
- ATP 500 Queens Club London Doubles Semi Finals June 2021
- ATP 250 Antalya Singles Winner January 2021

MAX PURCELL

- Current ATP singles ranking #197 (career high 190)
- Current ATP doubles ranking #41
- 2021 Olympian
- ATP Challenger Tour Nur Sultan 3 Kazakhstan Singles Winner July 2021
- ATP 250 Eastbourne Singles Semi Finalist July 2021

ALEXEI POPYRIN

- Current ATP singles ranking #71 (career high 61)
- Current ATP doubles ranking #356
- ATP 250 Atlanta Doubles Semi Finalist July 2021
- ATP Masters 1000 Madrid Spain Qualified and made round of 16 May 2021
- ATP 250 Singapore Singles Winner February 2021



JORDAN THOMPSON

- Current ATP singles ranking #59 (career high 43)
- Current ATP doubles ranking #208
- ATP 250 Newport Rhode Island Singles Semi Finalist July 2021
- ATP 250 Atlanta Doubles Finalist July 2021

JAMES DUCKWORTH

- Current ATP singles ranking #67 (career high)
- Current ATP doubles ranking #236
- ATP 1000 Masters Canada Qualified and Round of 16 August 2021

CHRIS O'CONNELL

- Current ATP singles ranking #126 (career high 111)
- Current ATP doubles ranking #937
- ATP 250 Atlanta Singles Quarter Finalist July 2021
- Wimbledon Qualified June 2021

ALEKSANDER VUKIC

- Current ATP singles ranking #222 (career high 183)
- Current ATP doubles ranking #549
- ATP Challenger Tour Poznan Doubles Finalist July 2021

MATT REID

- Current ATP doubles ranking #86
- ATP 250 Atlanta Doubles Semi Finalist July 2021
- ATP Challenger Tour Nottingham 2 Doubles Finalist June 2021
- ATP Challenger Tour Nottingham Doubles Winner June 2021
- ATP Challenger Tour Marbella Spain Doubles Winner March 2021
- ATP Challenger Tour Biella 4, Italy Doubles Winner March 2021
- ATP 250 Marseille France Doubles Semi-Finalist March 2021

Current ATP singles ranking #Blake Mott 484 (Career high 220)

RINKY HIJIKATA

- Current ATP singles ranking #583 (career high)
- Current ATP doubles ranking #1210
- ITF \$15,000 Edwardsville, USA Singles Winner July 2021
- ITF \$15,000 Monastir, Tunisia Singles Winner July 2021
- ITF \$15,000 Monastir, Tunisia Doubles Semi Finalist July 2021
- ITF \$15,000 Monastir, Tunisia Singles Semi Finalist July 2021
- ITF \$15,000 Monastir, Tunisia Doubles Finalist July 2021

ELLEN PEREZ

- Current WTA Singles ranking #219 (career high 162)
- Current WTA Doubles ranking #46
- ITF \$25,000 Lisbon Portugal Singles Finalist July 2021
- WTA 250 Viking Classic Birmingham Doubles Finalist June 2021
- WTA 250 Musc Health Women's Open Doubles Finalist April 2021
- WTA 250 Abierto Zapopan 2021 Mexico Doubles Winner March 2021
- WTA 250 Teb BNP Paribas Tennis championships Istanbul Doubles Finalist September 2020

ALEX BOZOVIC

- Current WTA Singles ranking #548
- Current WTA Doubles ranking #437

SEONE MENDEZ

- Current WTA Singles ranking #221 (career high)
- Current WTA Doubles ranking #325
- WTA 250 Winners Open 2021 Romania, Singles Quarterfinalist August 2021
- ITF Tennis Europe France \$60,000 Singles Quarterfinalist July 2021
- ITF Tennis Europe France \$60,000 Doubles Semi Finalist July 2021
- ITF Tennis Europe Portugal \$25,000 Singles Semi-Finalist April 2021
- ITF Tennis Europe Portugal \$25,000 Doubles Semi-Finalist April 2021
- ITF Tennis Europe France \$15,000

- Singles Winner March 2021
- ITF Tennis Europe France \$15,000 Doubles Winner March 2021
- ITF Tennis Europe France \$15,000 Doubles Finalist February 2021

ABBIE MYERS

- Current WTA Singles ranking #389
- Current WTA Doubles ranking #226

GABRIELLA DA SILVA-FICK

- Current WTA Singles ranking #543
- Current WTA Doubles ranking #592
- WTA 250 Philip Island Trophy Singles Round of 16 February 2021

IVANA POPOVIC

- Current WTA Singles ranking #434
- Current WTA Doubles ranking #326

JAMES MCCABE

- ITF Junior Ranking #186
- ITF J1 Traralgon Singles Quarterfinalist January 2020

MIA REPAC

- ITF Junior Ranking #232

CATHERINE AULIA

- ITF Junior Ranking #171
- ITF J3 Mornington Singles Winner April 2021
- ITF J3 Mornington Singles Winner April 2021

JEREMY JIN

- ITF Junior Ranking #319
- ITF J5 Gold Coast Singles Winner August 2021

- ITF J4 Darwin Singles Finalist May 2021
- ITF J4 Darwin Singles Winner May 2021
- ITF J3 Mornington Singles Quarterfinalist April 2021
- ITF J3 Mornington Singles Quarterfinalist April 2021

JIAYANG DONG

- ITF Junior Ranking #300
- ITF J4 Darwin Singles Semi-Finalist May 2021
- ITF J5 Darwin Singles Semi-Finalist May 2021
- ITF J3 Mornington Singles Quarterfinalist April 2021
- ITF J3 Mornington Singles Quarterfinalist April 2021

WHEELCHAIR

BEN WEEKES

- Current ITF Men's Wheelchair Singles Ranking #32
- Tokyo 2020 Paralympian
- ITF Future Series Zagreb Open, Croatia Singles Semi Finalist June 2021
- ITF Future Series Zagreb Open, Croatia Doubles Semi Finalist June 2021
- ITF Future Series Series Open, Croatia Singles Winner June 2021
- ITF Future Series Leibnitz Wheelchair Tennis Open, Austria Singles Winner May 2021

HAYLEY SLOCOMBE

- Current ITF Women's Wheelchair Singles Ranking #82

CHASE BURCH

- Current ITF Junior Boys Wheelchair Singles Ranking #15



08 OUR TEAM

AS AT OCTOBER 2021

EXECUTIVE

Lawrence Robertson – Chief Executive Officer and ATP Cup General Manager (Sydney)
Keiran Einspinner – Office Manager & Executive Assistant
Hannah McLean – Head of Governance, Integrity & Risk
Chris Woodland – Head of Tennis Development
Jaslyn Hewitt-Shehadie – Head of Tennis Operations & Pathways
Clare Serafini – Head of Marketing, Communications & Member Engagement
Nikita Sayle – Head of Inclusion, Diversity & Programming (Maternity Leave)

MARKETING, COMMUNICATIONS & MEMBER ENGAGEMENT

Tiarnna Spice – Membership & Communications Manager
Patricia Marcu – Marketing Manager (Maternity Leave)
Michelle Cook – Marketing Manager (Maternity Leave cover)
Tayla Wilson – Membership & Marketing Coordinator

INCLUSION & DIVERSITY

Casey Dellacqua – Women & Girls Lead
Kyah Jones – Inclusion & Diversity Manager (Maternity Leave cover)

SYDNEY METRO

Gavin Cowan – Regional Tennis Manager
Shaun Mulraney – Regional Tennis Manager
Madeleine Farac – Tennis Development Officer
Stephanie Munro – Tennis Development Officer
Anthony Napoli – Tennis Development Officer
Mairead Cleary – Tennis Development Officer

NORTHERN NSW

Tim Welsford – Regional Tennis Manager
Ellie Ryan – Tennis Development Officer
Kylie Hunt – Tennis Development Officer
Robert Fitzgerald – Tennis Development Officer

CENTRAL NSW

Andrew Yapp – Regional Tennis Manager
Matt Edwards – Tennis Development Officer
Kathy Barber – Tennis Development Officer
Tanya Murdoch – Tennis Development Officer

SOUTHERN NSW

Mark La Brooy – Regional Tennis Manager
Kristina Pejkoivic – Tennis Development Officer
Paul New – Tennis Development Officer
Colin Thompson – Tennis Development Officer

BUSINESS DEVELOPMENT

Troy Smith – Innovation & Technology Manager
Andy Schymitzek – Business Operations Manager
Daniela Scivetti – Projects Leader, Club Development
Paul Conroy – Projects Leader, Business Development

INFRASTRUCTURE

Brett Pettersen – Infrastructure & Planning Manager
Sonia Popat – Infrastructure & Planning Project Officer

COACH DEVELOPMENT (TENNIS AUSTRALIA)

Kathy Fahim – Coach Development Manager
Chris Charlton – Coach Development Coordinator
Margaret Parker – Coach Membership Administrator

SCHOOL DEVELOPMENT

Patrick Landy – School Development Manager

TENNIS OPERATIONS

Susan Harris – State Pathways Manager
Nathan Keys – Regional Pathways Manager
Karen Muller – Regional Pathway Coordinator - Southern
Kyle Gwynne – Regional Pathway Coordinator - Northern

VENUE OPERATIONS & MAJOR EVENTS

Scott Henderson – Venue Operations Manager
Jessica Parrot – Events & Functions Coordinator
Kyle Miecinski – Marketing Partnerships Lead
Anthony D'Agata – Venue Operations Coordinator



09 BOARD OF DIRECTORS

Melissa Achten – President (from November 2020) & Miscellaneous Director, 2018
Kim Warwick – President (2019 – 2020) & Court Operator Director, 2017 – 2020
Andrea Galloway – Board Appointed Director, 2019 – 2021
Andrew Mitton – Country Director, 2010 – 2020

Anna Wyke – Board Appointed Director, 2019 – 2021
Brett Bevan – Country Director, 2020
Brian Morris – Metro Director, 2018
Errol Carney – Country Director, 2020
Helen Magill – Country Director, 2017 – 2020

Rob Nienhuis – Court Operator Director, 2020
Ron Heinrich AM – Metro Director, 2020
Ryan Henry – Metro Director, 2017 – 2020
Warren Green – Vice President & Board Appointed Director, 2019
Wayne Swaysland – Miscellaneous Director, 2018

10 OFFICE BEARERS

PRESIDENT:

K Warwick 2019 – 2020
M Achten 2020 – present

GENERAL SECRETARIES:

D Garnsey 2019 - Oct 2020
R Hawkins 2020 - Nov 2020
H McLean 2020 - present



11 LIFE MEMBERS

Brian Armstrong
 Beryl Penrose-Collier*
 Carol Langsford OAM
 Des Nicholl AM
 Evonne Goolagong Cawley AO OBE
 Geoff Pollard
 Greg Doyle

Harry Beck
 Jan Lehane O'Neill OAM
 John D Newcombe AO OBE
 John Whittaker OAM
 Ken Rose
 Kenneth R Rosewall AM MBE
 Lesley Turner Bowrey AM
 Malcolm Bergmann OAM

Margaret Smith Court AO MBE
 Mick Parslow OAM
 Paul Wigney
 Shirely Paxton
 Stan Pedersen
 Todd Woodbridge OAM
 Tony Roche AO OBE
 Wendy Saville

12 GOVERNANCE



SUBCOMMITTEES

The Board of Tennis NSW has continued to build on its work in recent years towards best practice governance, focusing this year on improving the support for the Board in its workplan and governance structure as supported by the Board sub-committees. 2021 has seen the re-launch of the Tennis Sydney and Tennis Country sub-committees following the independent reviews undertaken in recent years.

The Audit and Risk Committee chaired by Warren Green monitors the strategic and operational risks of the organisation and plays a crucial role in supporting the Board in overseeing and monitoring financial performance, and identifying future opportunities and challenges. The Investment Advisory Committee chaired by Brian Morris monitors the Tennis NSW investment portfolio and works closely with the portfolio managers to ensure its optimum performance. The Nominations, Remuneration and Governance Committee, chaired by Andrea Galloway until her resignation, had its Terms of Reference significantly expanded by the Board this year to assist the Board in its continuous improvement of the organisation's corporate governance framework, in addition to matters relating to remuneration and nomination.

The Tennis Sydney (Metro Sydney) Committee relaunched in April 2021 and is chaired by Wayne Swaysland. Metro Sydney has six committee members who are appointed representatives of our stakeholder network across Greater Sydney. The appointed members are Suzy Ellis, Candice Heapes, Michael Jackson, Wil Jauco, Joe Porley and Ginette Porteous, with Board Directors Ron Heinrich and Brian Morris sitting ex officio as the Metro-elected Directors. Metro Sydney provides advice to the Board and management relating to key strategic priorities for tennis in metropolitan Sydney.



CHILD SAFEGUARDING

Tennis NSW continues to increase compliance around safeguarding children, as a focus area in the 'Futureproof' strategic foundation. Following the launch of the 2021 Safeguarding Children Framework, management have delivered on its awareness, culture and education strategy to embed child safe practices throughout our sport. In 2021, Tennis NSW enforced the provision of all volunteers sitting on their club committees obtain a valid Working With Children Check as a term of their membership. Child safeguarding is a standing item on all Board and Audit and Risk Committee meeting agendas, and all Board and Standing Committee members have access to training and resources in safeguarding matters. In late 2020, Tennis NSW became one of the first sporting organisations to join the National Redress Scheme. Joining the Scheme is an acknowledgement of the rights of survivors of institutional child sexual abuse in gaining access to redress.

The Tennis Country Committee also relaunched in April 2021 and is chaired by Brett Bevan and has seven committee members appointed, who represent the tennis NSW regional areas. The appointed members are Dion Andrews (North East), Derek Cagney (Northumberland), Matt Hort (South West), Gordon Munro (South East), Luke Powell (North West) and Richard Price (Central West), with Board Director Errol Carney sitting ex officio as the Country-elected Director. Tennis Country provides advice to the Board and management relating to key strategic priorities for tennis in regional and rural NSW.

RISK

The Audit & Risk Committee continues to have oversight of the strategic risks facing Tennis NSW and reviews these risks throughout the year. In 2021, the COVID-19 pandemic has continued to impact the operations of Tennis NSW, primarily from a financial perspective. Tennis NSW has worked closely with our stakeholders, keeping tennis activities open wherever possible and ensuring that members are provided with current guidance on tennis activities in line with the NSW Public Health Orders.

13 FINANCIALS

TENNIS NEW SOUTH WALES LIMITED DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2021

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 2021 and the auditor's report thereon.

1. DIRECTORS

DIRECTOR	PERIOD AS DIRECTOR
Mr K. Warwick, Tennis Court Operator (President)	28.11.17 to 24.11.20
Ms M. Achten, Sports Administrator (President)	20.11.18 to present
Mr A. Mitton, School Teacher	16.11.10 to 24.11.20
Ms H. Magill, Tennis Coach	28.11.17 to 24.11.20
Mr R. Henry, Tennis Court Operator	28.11.17 to 24.11.20
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 23.04.21
Ms A. Wyke, General Counsel and Company Secretary	23.09.19 to 21.07.21
Mr R. Heinrich, Lawyer	24.11.20 to present
Mr E. Carney, Tennis Operator	24.11.20 to present
Mr B. Bevan, Tennis Operator	24.11.20 to present
Mr R. Nienhuis, Management Consultant and Company Director	24.11.20 to present
CHIEF EXECUTIVE OFFICER	
Mr L. Robertson	07.06.17 to present

RELATED PARTIES

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

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		TENNIS SYDNEY		TENNIS COUNTRY	
	A	B	A	B	A	B	A	B	A	B	A	B
K. Warwick	5	5			1	1						
H. Magill	5	5										
R. Henry	5	5			1	1						
A. Mitton	5	5										
M. Achten	11	11	5	5	2	2						
W. Swaysland	11	11			3	3			2	2		
B. Morris	11	10	5	5			4	4	2	2		
W. Green	11	11	9	9			4	4				
R. Heinrich	6	6	4	4			2	2	2	2		
E. Carney	6	5									1	1
B. Bevan	6	6			2	2					1	1
R. Nienhuis	6	5	4	4			2	2				
A. Galloway	9	9			2	2						
A. Wyke	9	6	5	3	1	1	2	2				

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 2020 to 2 October 2020 was David Garney, formerly a Partner of Minter Ellison Lawyers, who was appointed on 18 September 2019. Rich Hawkins, Partner of Bird and Bird Lawyers, was appointed from 19 September 2020 to 25 November 2020. Hannah McLean, formerly a Company Secretary and Associate Director of Western Sydney University, was appointed as the Company Secretary on 25 November 2020.

4. THE COMPANY, OBJECTIVES, STRATEGIC DIRECTION AND RISKS

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 July 2021, the Company published its refreshed strategic plan: Vision 2025. In this strategic plan, the Company outlined its purpose, role and key strategic pillars and strategic foundations for the next four years.

The purpose of the Company is to foster a love of tennis in every NSW community. Its role is to inspire, empower and engage the NSW tennis family to help grow our game. Our ambitions are as follows:

- To be Australia's #1 sport for life
- To be Australia's #1 performing state on-court
- To be recognised as one of Australia's leading State Sporting Organisations

Vision 2025 also outlines that in order to deliver on our strategic plan, we will once again work in close partnership with our Clubs, Coaches and Councils to best serve our Players, Parents and our valued Volunteer workforce.

STRATEGIC PILLARS

- Play – To support Clubs and Coaches to get more people playing tennis more often
- Places – To assist Clubs, Coaches and Councils to invest in and operate sustainable venues
- Pathways – To build a performance pathway that will support the development of NSW's best talent at State, National and International level

STRATEGIC FOUNDATIONS

- Promote & Connect – To promote our sport and connect with our tennis family with meaning and passion
- Future Proof – To ensure our governance, finances and culture are best practice and perfectly placed to support the Company into the future

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

The Board continue to monitor the risks and potential impact of the COVID-19 pandemic 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 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 2021 was a surplus of \$424,664 (2020: surplus of \$44,730,786) which was equal to the total comprehensive income of the Company of \$424,664 (2020: total comprehensive income of \$44,730,786).

During the financial year, the Company continued to receive COVID-19 government support in the form of JobKeeper payments, which ceased in March 2021.

Before considering realised investment income, the operating deficit excluding depreciation and amortisation was (\$606,220) (2020: operating surplus of \$181,120). The directors believe a 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.

For the duration of the financial year, 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 remained 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 2022. 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, managing its costs base and 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 and support 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.

During 2019, the Company received \$50,500,000 plus GST and interest from Sydney Olympic Park Authority (SOPA) to be spent on redevelopment of the Ken Rosewall Arena. As a result of this, Tennis NSW are now responsible for the ongoing management and maintenance of the entire Sydney Olympic Park Tennis Centre site. At the time of writing, Management and the Board are considering the optimal management model to ensure the core objectives of the Company are met whilst exploring opportunities to leverage the new venue to potentially drive revenue into the sport.

Furthermore, Tennis NSW continue to engage State Government and SOPA on securing funding for Stage 2 of the proposed project approved in 2018.

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 29.

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

Nil.

13. MEMBERS EQUITY

The Company is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$20.00 each towards meeting any obligations of the Company. At 30 June 2021 the number of members was 485 (2020: 493).

14. SUBSEQUENT EVENTS

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

The Chief Executive Officer, Lawrence Robertson, has given notice of his resignation with an effective date of 29 October 2021. The Board has engaged an external sports recruitment agency to manage the process of replacement which is anticipated to finalise prior to Mr Robertson's departure.

This report is made in accordance with a resolution of the directors:



M. Achten
President



W. Green
Vice President
Chair of the Audit &
Risk Committee

Dated at Sydney 21st day of September 2021.

TENNIS NEW SOUTH WALES LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	NOTE	2021	2020
ASSETS			
Cash and cash equivalents	8	1,745,817	1,238,424
Trade and other receivables	9	1,222,519	876,496
Other assets	10	14,148	26,769
Total current assets		2,982,484	2,141,689
Financial assets	11	19,114,928	16,454,308
Intangible assets	12	247,542	443,883
Property, plant and equipment	13	50,350,126	52,705,673
Right-of-use assets	14	2,591,437	3,285,144
Total non-current assets		72,304,033	72,889,008
Total assets		75,286,517	75,030,697
Liabilities			
Trade payables and other payables	15	435,452	1,309,287
Employee benefits	16	289,727	179,759
Income received in advance	17	660,030	854
Other liabilities	18	284,940	78,218
Provisions	19	408,735	21,920
Lease liabilities	20	76,360	74,089
Total current liabilities		2,155,244	1,664,127
Employee benefits	16	54,105	72,296
Lease liabilities	20	2,619,760	3,261,530
Total non-current liabilities		2,673,865	3,333,826
Total liabilities		4,829,109	4,997,953
Net assets		70,457,408	70,032,744
Members' equity			
Retained earnings		2,339,553	53,144,328
Grassroots and facilities reserve		20,055,132	16,888,416
KRA leasehold improvements reserve		48,062,723	-
Total members' equity		70,457,408	70,032,744

The statement of financial position is to be read in conjunction with the notes to the financial statements.

TENNIS NEW SOUTH WALES LIMITED
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021	2020
Affiliation and membership revenue		715,099	742,718
Government grant revenue		1,071,979	842,591
Sponsorship revenue		142,627	168,486
Tennis Australia revenue		2,346,032	3,497,803
Tournaments and competitions revenue		292,465	387,705
Venue revenue		900,520	763,940
Other revenue		17,302	83,256
Total revenue	4	5,486,024	6,486,499
Administration expenses		453,369	669,436
Legal, professional and settlement expenses		322,770	393,259
Marketing expenses		188,921	213,431
Salaries and related expenses		4,114,087	3,878,444
Tennis development expenses		172,321	262,595
Tournaments and competitions expenses		165,853	273,609
Venue expenses		3,331,319	2,143,212
Other expenses		22,013	102,848
Total expenses	5	8,770,653	7,936,834
Operating (deficit)		(3,284,629)	(1,450,335)
KRA project revenue	4, 24	-	46,862,072
Finance income		3,910,900	787,046
Finance costs		(201,607)	(1,467,997)
Net finance income/(costs)	6	3,709,293	(680,951)
Surplus for the year		424,664	44,730,786
Total comprehensive income for the year		424,664	44,730,786

The statement of profit or loss and other comprehensive income is to be read in conjunction with the notes to the financial statements.

TENNIS NEW SOUTH WALES LIMITED
STATEMENT OF CHANGES IN EQUITY
AS AT 30 JUNE 2021

	GRASSROOTS & FACILITIES RESERVE	GENERAL RESERVE	FIXED ASSET RESERVE	KRA LEASEHOLD IMPROVEMENTS RESERVE	RETAINED EARNINGS	TOTAL EQUITY
Balance at 1 July 2019	18,394,592	1,578,004	330,046	-	4,629,316	24,931,958
Total comprehensive income for the period						
Surplus for the year	-	-	-	-	44,730,786	44,730,786
Unrealised loss on financial assets	(1,242,040)	-	-	-	1,242,040	-
Transfer in/(out) 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	16,888,416	-	-	-	53,144,328	70,032,744
Balance at 1 July 2020	16,888,416	-	-	-	53,144,328	70,032,744
Total comprehensive income for the period						
Surplus for the year	-	-	-	-	424,664	424,664
Unrealised gain on financial assets	2,623,805	-	-	-	(2,623,805)	-
Transfer in/(out) of fund income	877,159	-	-	-	(877,159)	-
Realised gain on sale of financial assets	314,642	-	-	-	(314,642)	-
Fund income distributed to Operations	(648,890)	-	-	-	648,890	-
Transfer from retained earnings: net KRA project revenue	-	-	-	51,141,389	(51,141,389)	-
Transfer from retained earnings: accumulated depreciation	-	-	-	(3,078,666)	3,078,666	-
Balance at 30 June 2021	20,055,132	-	-	48,062,723	2,339,553	70,457,408

The statement of changes in equity is to be read in conjunction with the notes to the financial statements

TENNIS NEW SOUTH WALES LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021	2020
Cash flows from operating activities			
Cash receipts from customers		4,962,320	5,392,239
Cash receipts from Government		1,185,850	739,850
Cash paid to suppliers and employees		(6,513,850)	(11,408,870)
Interest received		669	1,099
Net cash (used in) operating activities	21a	(365,011)	(5,275,682)
Cash flows from investing activities			
Dividends and interest received relating to investments		681,679	750,251
Proceeds from investments		2,273,694	3,398,444
Purchases of investments		(1,995,867)	(3,032,009)
Payments for investment management		(94,625)	(95,605)
Proceeds from cash accounts held for provisions		-	270,000
Acquisition of property, plant and equipment and intangibles		(11,048)	(47,604,658)
Net cash from/(used in) investing activities		853,833	(46,313,577)
Cash flows from financing activities			
Lease payments (principal and interest)		(168,246)	(192,117)
Net cash (used in) financing activities		(168,246)	(192,117)
Net increase/(decrease) in cash and cash equivalents		320,576	(51,781,376)
Cash and cash equivalents at 1 July		1,216,506	52,997,882
Impact of Sinking Fund contribution		(200,000)	-
Cash and cash equivalents at 30 June	21b	1,337,082	1,216,506

The statement of cash flows is to be read in conjunction with the notes to the financial statements



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.

The financial statements were approved by the Board of Directors on 21st September 2021.

(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.

3. SIGNIFICANT ACCOUNTING POLICIES

(A) FINANCIAL INSTRUMENTS

i) Recognition, initial measurement of 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

(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.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value, and are used by the Company in the management of its short-term commitments.

(vi) 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	3 - 20 years
• Plant and equipment	1 - 20 years
• Courts & court equipment	5 - 25 years
• SOPTC Grounds	10 - 20 years
• Australian Tennis Museum (ATM)	2 - 20 years
• Leasehold Powells Creek	10 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.

(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
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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 employee 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.

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

(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 obligation 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.

(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 estimate 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.

(i) LEASES

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.

(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.

Practical expedient for COVID-19 rent concessions

During 2020, 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 prior reporting period.

(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.

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

- 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.

(P) TRADE AND OTHER PAYABLES

These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

(Q) KRA LEASEHOLD IMPROVEMENTS RESERVE

This reserve represents the redevelopment of the Ken Rosewall Arena (KRA) project which was completed in 2020 (refer to Note 24). The balance of the reserve reflects the revenue contributions towards the capitalised leasehold improvements, reduced in accordance with amortisation of the asset over the remaining term of the lease.

(R) CURRENT AND NON-CURRENT CLASSIFICATION

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current. A liability is classified as current when: it is either expected to be settled in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right

to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

(S) CRITICAL ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Estimation of useful lives of assets

The Company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Employee benefits provision

As discussed in Note 3(e), the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

4. REVENUE

	2021	2020
Revenue from contracts with customers - AASB 15 Revenue from Contracts with Customers		
Affiliation and membership revenue	715,099	742,718
Sponsorship revenue	142,627	168,486
Tournaments and competitions revenue	292,465	387,705
Venue revenue	900,520	763,940
Other revenue	17,302	83,256
	2,068,013	2,146,105
Revenue recognised under AASB 1058 Income of NFP entities		
Government funding - capital	-	46,862,072
Government funding - operating	150,129	107,495
Government COVID-19 support (JobKeeper & Cash Flow Boost)	921,850	735,096
Tennis Australia funding	2,346,032	3,497,803
	3,418,011	51,202,466
Total revenue	5,486,024	53,348,571

5. OTHER EXPENSES

Net surplus includes the following specific expenses:

	2021	2020
Depreciation expense:		
Leasehold buildings and stands	215,515	170,891
Plant and equipment	47,560	74,595
Courts & court equipment	43,640	14,025
SOPTC grounds	-	12,735
Australian Tennis Museum assets	1,433	1,420
KRA leasehold improvements	2,056,288	1,022,378
Leases	115,472	135,419
Amortisation of intangibles	198,501	199,992
Maintenance expenditure	355,747	38,642
Utilities	45,285	70,712

6. NET FINANCE INCOME/(COSTS)

	2021	2020
Interest income on bank deposits	669	1,099
Investment income on investments at fair value through profit or loss	971,784	745,016
Net realised change in fair value of investments through profit or loss	314,642	40,931
Net unrealised change in fair value of investments through profit or loss	2,623,805	-
Finance income	3,910,900	787,046
Investment management fees	(94,625)	(95,605)
Net unrealised change in fair value of investments through profit or loss	-	(1,242,040)
Interest on lease liabilities	(106,982)	(130,352)
Finance costs	(201,607)	(1,467,997)
Net finance income/(costs)	3,709,293	(680,951)

7. AUDITOR'S REMUNERATION

	2021	2020
Auditors of the Company		
Nexia Sydney Audit Pty Ltd	35,000	34,000
Audit of financial reports and ancillary charges	35,000	34,000

8. CASH AND CASH EQUIVALENTS

	2021	2020
Bank balances	634,469	1,130,545
Deposits at call	420,019	19,360
Cash investments	282,594	66,601
Cash and cash equivalents	1,337,082	1,216,506
Cash held for provisions *		
Sinking Fund Cash account	372,165	7,423
Other cash accounts held for provisions	36,570	14,495
Cash and cash equivalents	1,745,817	1,238,424

* Refer to note 19 and 23 for related provisions

9. TRADE RECEIVABLES AND OTHER RECEIVABLES

	2021	2020
Trade receivables	468,948	282,716
Investment income receivable	657,654	367,549
Other receivables	95,917	226,231
	1,222,519	876,496

10. OTHER ASSETS

	2021	2020
Prepayments	14,148	26,769
	14,148	26,769

11. FINANCIAL ASSETS

	2021	2020
Managed investments designated as fair value through profit or loss	13,410,573	12,081,997
Listed investments designated as fair value through profit or loss	5,704,355	4,372,311
	19,114,928	16,454,308

12. INTANGIBLE ASSETS

	2021	2020
Capitalised leasehold costs	7,153,875	7,153,875
Other intangible assets	2,160	-
Less: Provision for amortisation	(6,908,493)	(6,709,992)
	247,542	443,883

13. PROPERTY, PLANT AND EQUIPMENT

	LEASEHOLD BUILDINGS AND STANDS	PLANT AND EQUIPMENT	EQUIPMENT	COURTS & COURT GROUNDS	SOPTC ATM ASSETS	POWELL'S CREEK	PROGRESS	IMPROVEMENTS	LEASEHOLD CONSTRUCTION TOTAL
Cost									
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
Reclassifications	-	-	-	-	-	-	-	-	-
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
Balance at 1 July 2020	3,205,010	1,226,366	342,094	241,648	378,282	110,781	-	51,141,389	56,645,570
Reclassifications	(27,802)	(304,529)	684,760	(241,648)	-	(110,781)	-	-	-
Additions	-	2,070	6,818	-	-	-	-	-	8,888
Transferred out from WIP	-	-	-	-	-	-	-	-	-
Balance at 30 June 2021	3,177,208	923,907	1,033,672	-	378,282	-	-	51,141,389	56,654,458
Accumulated depreciation/ amortisation									
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)
Balance at 1 July 2020	(1,270,122)	(808,806)	(256,094)	(100,684)	(371,031)	(110,781)	-	(1,022,378)	(3,939,896)
Reclassifications	(226,773)	108,503	(93,195)	100,684	-	110,781	-	-	-
Depreciation charge for the year	(215,515)	(47,560)	(43,640)	-	(1,433)	-	-	(2,056,288)	(2,364,436)
Balance at 30 June 2021	(1,712,410)	(747,863)	(392,929)	-	(372,464)	-	-	(3,078,666)	(6,304,332)
Carrying amounts									
Balance at 1 July 2019	1,651,359	488,614	100,025	67,964	8,671	-	4,080,427	-	6,397,060
Balance at 30 June 2020	1,934,887	417,560	86,000	140,964	7,251	-	-	50,119,011	52,705,673
Balance at 1 July 2020	1,934,888	417,560	86,000	140,964	7,251	-	-	50,119,011	52,705,674
Balance at 30 June 2021	1,464,798	176,044	640,743	-	5,818	-	-	48,062,723	50,350,126



14. RIGHT-OF-USE ASSETS

(i) Amounts recognised within the statement of financial position

	2021	2020
Property	3,392,022	3,392,022
Additions and reassessments to right-of-use assets	(578,235)	-
Accumulated depreciation	(241,387)	(131,627)
	2,572,400	3,260,395
Equipment	28,541	28,541
Additions and reassessments to right-of-use assets	-	-
Accumulated depreciation	(9,504)	(3,792)
	19,037	24,749
Total right-of-use assets	2,591,437	3,285,144

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 photocopier lease operates until 2024 and has no extension options.

During the period, the Company transferred the Estate Levy of \$164,710 for its property lease into the SOP Sinking Fund. These funds will be invested into asset management of the venue in accordance with the lease agreement.

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

	PROPERTY	EQUIPMENT	TOTAL
Leases under AASB 16	106,115	867	106,982
Interest on lease liabilities	106,115	867	106,982

15. TRADE AND OTHER PAYABLES

	2021	2020
Trade payables	60,440	84,639
Other payables and accrued expenses	375,012	1,224,648
	435,452	1,309,287

16. EMPLOYEE BENEFITS

	2021	2020
Current		
Provision for long-service leave	58,867	51,596
Provision for annual leave	230,860	128,163
	289,727	179,759
Non-current		
Provision for long-service leave	54,105	72,296
	54,105	72,296

17. INCOME RECEIVED IN ADVANCE

	2021	2020
Affiliation & memberships	450,890	854
Government grant income	139,871	-
Other income	69,269	-
	660,030	854

18. OTHER LIABILITIES

	2021	2020
GST net liability	107,918	32,801
Payroll related accruals	177,022	45,417
	284,940	78,218

19. PROVISIONS

	2021	2020
Sinking Fund liability	372,165	7,425
Other provisions	36,570	14,495
	408,735	21,920

20 LEASE LIABILITIES

	2021	2020
Current		
Property	70,735	68,680
Equipment	5,625	5,409
	76,360	74,089
Non-current		
Property	2,605,745	3,241,891
Equipment	14,015	19,639
	2,619,760	3,261,530
Total lease liabilities	2,696,120	3,335,619

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

(A) CASH FLOWS FROM OPERATING ACTIVITIES

	2021	2020
Surplus for the period	424,664	44,730,786
Adjusted for:		
Depreciation and amortisation	2,678,409	1,631,455
Lease interest	106,982	130,352
(Gain) on disposal of assets	(314,642)	(40,931)
(Gain) on rent concession	-	(23,179)
Unrealised (gain)/loss on financial assets	(2,623,805)	1,242,040
Investment income received or receivable	(877,159)	(649,411)
Operating (loss)/surplus before changes in working capital and provisions	(605,551)	47,021,112
Change in trade and other receivables	(55,921)	(230,268)
Change in income received in advance	659,176	(46,913,034)
Change in trade and other payables	(742,230)	(820,895)
Change in other assets	12,621	37,178
Change in net GST payable	75,117	(4,337,530)
Change in provisions and employee benefits	291,777	(32,245)
Net cash (used in) operating activities	(365,011)	(5,275,682)

(B) CASH AND CASH EQUIVALENTS

	NOTE	2021	2020
Bank balances		634,469	1,130,545
Deposits at call		420,019	19,360
Cash investments		282,594	66,601
Cash and cash equivalents in the statement of cash flows	8	1,337,082	1,216,506

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, information technology and integrity and compliance 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. The compensation paid, payable or provided in short term retirement and other long terms benefits is \$908,816 (2020:

\$930,954). 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 SINKING FUND

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 (“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 Sinking Fund, subject to Tennis NSW generating sufficient “Available Cash” to enable it to do so.

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:

- i) the \$50,000 Base Contribution plus the Carried Forward Contribution; and
- ii) “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”. 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”.

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;
- 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; and
- 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, to meet the maintenance obligations referred to above.

CURRENT YEAR

For the year ended 30 June 2021, Tennis NSW incurred negative “Available Cash” and as a result were not required to make a payment to the Sinking Fund. This would have resulted in recognising a contingent liability for the Carried Forward Contribution of \$200,000 (2020: \$150,000). However as a result of the current strategic direction and investment requirements in relation to the maintenance of the SOPTC, the directors resolved, and obtained agreement with SOPA to transfer \$200,000 into the Sinking Fund in full satisfaction of the outstanding Carried Forward Contribution. Hence this amount is nil at year end and \$200,000 has been reclassified from cash and cash equivalents to cash held for provisions.

NATIONAL REDRESS SCHEME

Tennis NSW joined the National Redress Scheme on 25 December 2020, which runs for 10 years from 1 July 2018. At the time of signing, Tennis NSW has not received notice from the Scheme of any active claims. While it is not possible to quantify the potential contingent liability amount, both the Department of Human Services in allowing Tennis NSW to join and the Directors are satisfied that Tennis NSW has the capacity to meet obligations as they may arise.

24. KEN ROSEWALL ARENA GRANT

During 2019, the Company received \$50,500,000 plus GST and interest 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 2020 with revenue contributions towards the redevelopment capitalised as leasehold improvements. The Company was 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.

	NOTE	2021	2020
Receipts			
KRA project revenue		-	46,862,072
Transfer from cash investments		398,890	-
Payments			
KRA project expenses		-	(200,000)
Leasehold improvements	13	-	(47,060,962)
Overruns		(398,890)	-
Adjusted for non-cash items			
Overruns payable	15	-	398,890
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.

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

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
STATEMENT BY THE DIRECTORS

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

- (a) the financial statements and notes set out on pages 11 to 27, 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 2021 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.

Dated at Sydney 21st day of September 2021.

Signed in accordance with a resolution of the directors:



M. Achten
President



W. Green
Vice President
Chair of the Audit &
Risk Committee

AUDITORS REPORT

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 director for the audit of the financial statements of Tennis New South Wales Limited for the financial year ended 30 June 2021, 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 Audit Pty Ltd



Joseph Santangelo
Director Sydney
Date: 21 September 2021

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 2021, 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 2021 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 2021, 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. We have nothing to report in this regard.

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. This description forms part of our auditor's report.



Nexia Sydney Audit Pty Ltd



Joseph Santangelo
Director Sydney
Date: 21 September 2021

