

REQUEST FOR TENNIS COACHING AND VENUE MANAGEMENT PROPOSALS FOR REDCLIFFE TENNIS CENTRE

WANTED

- ☀ High quality tennis coach with:
- ☀ Dynamic personality and great customer service
- ☀ Ability to work with the resident Tennis Association (and leaseholder)
- ☀ Business and Venue Management skills.



INTRODUCTION AND BACKGROUND

The Venue

The recently upgraded Redcliffe Tennis Centre is now one of the best tennis facilities in Queensland. This venue features 12x tennis courts (6x plexi-cushion and 6x artificial grass), a large clubhouse with pro-shop/kiosk area, meeting rooms, amenities and spectator seating. Architectural plans can be supplied to interested proponents.

The \$3m redevelopment of the centre and car park was completed by Moreton Bay Regional Council just over one year ago.

The Association

The Redcliffe Tennis Association (or RTA) is a proactive organisation that has shown strong commitment to redevelopment of the centre. It is a long history of community service with a vision to:

- Provide high quality tennis services to the community of Redcliffe (and surrounding suburbs) at an affordable price.
- Promote and grow community participation of tennis at all levels, ages, gender and abilities.
- Increase the number of major tournaments, fixtures and events held at the Centre and to ensure they are conducted in a professional and profitable manner.
- Foster good sportsmanship and create a safe and friendly environment.
- Maintain our fantastic new Tennis Centre to a high standard.
- Be self sustainable in relation to the maintenance of the Centre & the operation of all events/activities at the Centre.

A business plan is being developed and will include strategies to actively work with the successful Operator to grow membership/participation, develop marketing tools and increase social functions. Grants and sponsorship will be sought from Government and local business to help develop a Junior Development Program and other member services, directly benefitting the Operator.

Pricing policy is of particular importance to the RTA.

The Location

The City of Redcliffe has a population of approx 50,000 people and is located 30 minutes north of Queensland's capital city, Brisbane.

Whether it be wining and dining, live theatre, picnics, boating, swimming, skydiving, fishing, scuba diving, windsurfing and other aquatic activities - Redcliffe's got it covered!

There is a high density of schools in the catchment area including 7x state and 3x private schools. RTA will work with the successful Operator to develop school-club links and increase participation.

The centre has great visibility via a great street presence on a busy thoroughfare (refer page 5).



The Process

The first step is for prospective applicants to review the materials, talk to the contact officer (page 2), inspect the venue if required (between 12-2pm on Wednesday 19 October) and provide a submission.

SECTION 1: Operator Selection Process: timeframes and criteria

SECTION 2: Operator Responsibilities, Terms and Conditions

SECTION 3: Tender Submission: Proposal Deliverables (proposal, financial offer, management plan).

NOTE: Negotiations will then occur with shortlisted applicants to review the criteria response, as well as get a better picture how the RTA could work cooperatively with the Operator (re: services and cost sharing responsibilities).

1. OPERATOR SELECTION PROCESS

An open Request for Proposal process is being conducted for the procurement of a Coach and Venue Manager (Operator) of the Redcliffe Tennis Centre.

Proposed Schedule for operator selection is as follows:

Timeframe	Task
10 October 2011	Advertise for proposals (TQ/TA coaches' websites).
19 (Wednesday) October (12-2pm)	Venue inspection and presentation to interested proponents. If unable to attend, a separate appointment may be made - call contact person below.
14 November 2011 (5pm)	Close for proposals.
25 November 2011	Assessment, negotiation of proposals and appointment.

Interested proponents can obtain an electronic copy of the detailed design (architectural) and Operator contract (draft) including maintenance schedule/breakdown emailed to them.

Contact details for this process, to express interest and obtain background documents are:

Association Secretary: Linda Brelsford on 0432 558 944.

It is highly recommended that any potential applicant express or register their interest to the Association contact asap. If any questions are posed as expected, a response will be circulated to all known potential applicants (via register above) at the end of each week within the 'open' period (10 October to 14 November) to allow a fair and equitable process.

Final proposals can be submitted to RTA by email or mail:

Email: tennisredcliffe@gmail.com

Mail: PO Box 553, Redcliffe QLD 4020

The assessment will be undertaken based on the criteria listed in the table below.

Criteria	Description
1. Experience and expertise (40%)	
Experience	Demonstration of capability and expertise in operating and managing a tennis facility.
Capability of key personnel	<ul style="list-style-type: none"> - Demonstration of capability, experience and record of achievement of key staff – in both venue management and tennis coaching. - Proponents to provide names and proposed positions (including core duties, skills, qualifications, accreditations) of all staff. 1x Level 2 (min) coach is required. - Ability to meet obligations/responsibilities of Coach/Venue Manager role (General Terms and Conditions: refer section 2 and draft contract). - Provide 3x referee contact details (name, position etc). Shortlisted applicants will have referees contacted by the assessment panel to confirm historical performance etc.
2. Methodology and Service quality (30%)	
Industry knowledge and understanding of catchment	Knowledge of tennis industry, trends and service needs in the local/regional catchment. Demonstrated application of this knowledge and understanding to services & fees proposed.
Management model	Provision of business strategy and model inc. principles and approach to public facility provision, tennis programming, staffing and supervision, workplace health & safety, asset management, business systems, quality assurance, marketing and promotion etc.
Service provision	Services that will be offered, specific programs and target groups, pricing policy, proposed program schedule showing balance of competition, coaching and public use, support services, operating hours, marketing strategies, pro-shop and kiosk menu range/pricing etc.
Start date	Advise when can start position (if contract offered), and any contract or other impediments.
3. Financial (30%)	
Financial offer	Calculated value of financial offer from the proponent, including value of rental to be paid to RTA and any proposed fit-outs.
Financial viability and capacity	<ul style="list-style-type: none"> - Demonstrated financial/capacity for management of the facility. - Suitability of financial management arrangements and capacity to contribute to the proposed financial offer. - Financial plan template is inc (refer section 2 on page 5) to help demonstrate capacity.

2. TERMS AND CONDITIONS

The following are proposed as the general terms, conditions and responsibilities for the operation of the Redcliffe Tennis Centre, and have been incorporated into a (draft) contract/agreement.

(i) Term

The term being offered for the operation of the Redcliffe Tennis Centre is 5 years, with an option of a further 5 years (subject to performance and lease renewal as proposed by Council) - at the sole discretion of the RTA and Facility Management Group*. This term is in accordance with the draft lease as negotiated with Council, which is due for registration late November 2011.

* The FMG is a representative group from RTA, Council and TQ who are responsible to review the business plan and performance of both the RTA and Coach/Venue Manager; endorse expenditure of the Sinking Fund, assist with dispute resolution and other matters as required.

(ii) Financial responsibilities

The Operator will be responsible for:

- Payment of the proposed annual financial offer to RTA.
The RTA will use these funds to establish a Sinking Fund (for maintenance items that are the responsibility of the lessee, including court resurfacing and repairs, light bulbs and fittings, fencing).
- Majority of Operational costs: all staffing and supervision required to operate the centre and provide the proposed range of services; electricity and water charges as well as cleaning costs (for courts and clubhouse); administration costs (e.g. telephone, equipment lease, stationery) and any other costs to deliver the contract services (e.g., marketing, license/permits).
- Maintenance and replacement costs of any operator funded improvements.

Redcliffe Tennis Association (RTA) will be responsible for:

- Part of the total Operational cost: inc. general rates, security, insurance, part maintenance schedule, administration and marketing of its activities.
- Management of the sinking fund.

Moreton Bay Regional Council is responsible for:

- Part of the Operational cost inc. structural issues, and part of the maintenance schedule.

(iii) Operating responsibilities

The Operator will be responsible for:

- Developing strategies to ensure the facility meets the key objectives of the RTA.
- Installation and maintaining a bookings system for tennis services including public court hire. The preferred integrated IT system/program should be detailed in the proposal.
- Establishing/delivery of tennis services, competitions and programs (to be measured against KPI's), and other services (e.g. pro shop, kiosk etc based on proposal and negotiated outcomes).
- Promoting the centre and cooperating with RTA, Council and TQ in marketing activities.
- Supply/maintain any equipment required to operate the centre and meet its obligations under the operating agreement
- Cleaning and presentation, general maintenance of the centre and maintaining any operator funded improvements (subject to negotiation dependent on the extent of the improvements).
- Obtaining licences/complying with each statute and Workplace Health & Safety obligations.
- Holding and providing evidence of appropriate insurances e.g., public liability insurance, risk professional indemnity (if required), and workers compensation.
- Meeting relevant coaching (TA coach membership), first aid & blue card accreditation requirements.
- Completing monthly and annuals reports including KPI's such as court usage, participant data, incident reports, marketing. Attendance at RTA Executive Meetings as required.
- Venue open/closure. The lease allows the centre to open 7 days a week between 6am & 10.30pm. Council/RTA require a minimum number of operating hours (negotiated with successful proponent).
- Assist RTA to complete annual Club Health Check and other TQ/TA initiatives.
- Agree to use TA programs including MLC Tennis Hot Shots, Cardio Tennis and Club/Facility Business tools (My Tennis and Comps Planner).

(iv) Public Court hire

Council and RTA will establish **maximum** rates and minimum court availability for court use by the public (negotiated with the successful proponent before entering into contract, reviewed annually).

(v) Coaching rights

The Operator will have the sole rights to coaching. Any use of the courts for commercial coaching activities would require permission from the Operator. This clause allows for coaching of:

- Players by their usual coach if a tournament was held at the centre; and
- A child by a parent or family member (non-commercial).

3. TENDER SUBMISSION/MANAGEMENT PROPOSAL

Tender submissions are to address the matters outlined in this section, noting these will be assessed by a panel against the criteria (refer section 1 on page 2).

Applicants must complete and return the following with their submissions:

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

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

Form 1: Organisation Information Form

**Redcliffe Tennis Complex
Coach/Venue Manager Application**

Tender closing time: 5pm on 14 November 2011

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

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

Signed for and on behalf of Tenderer:

By: _____
(Print name)

Signature: _____

Position: _____

Witnessed:

By: _____
(Print name)

Signature: _____

Position: _____

Date: _____

Response to Selection Criteria:

A Business Plan/proposal must be submitted and proponents are to provide a comprehensive response to the selection criteria (refer section 1 on page 2 for full details).

SC1. Experience and expertise (40%)

SC2. Methodology and Service quality (30%)

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

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

Note¹: Only year 1 budget is required if forward projections (years 2-5) are based on CPI only.

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

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

