

Canterbury Bankstown Tennis



Strategic & Business Operational Plan

Draft 2023

Prepared by:
Linda Wright Babb
CBTA Vice President

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Introduction

Who are we?

Canterbury Bankstown Tennis Association (CBTA) is a not-for-profit incorporated organisation run by a well-established volunteer management committee with governance structures managed under a constitution and Strategic and Business Operational Plan.

CBTA have been in existence since 1921 and rely on skilled volunteers to meet our vision and objectives of promoting, offering and activating tennis centres and facilitating programs for the sport and the community of Canterbury Bankstown.

CBTA is recognised within the tennis community for a proactive and innovative approach to delivering high quality services to our players and stakeholders. We aim to make the sport affordable, enjoyable, adaptable and accessible for all members of our community. To date we have grown participation across all age groups, adapted through changing communities and ways of living and have demonstrated our ability to manage and administer projects and programs supported by funders like local, State and Federal government.

CBTA currently manages and maintains five (5) tennis centres in Canterbury Bankstown area in conjunction with court operators, continues to seek funding sources to upgrade facilities in the region to ensure high-quality infrastructure as well as facilitating and offering opportunities for play, player pathways to competition and programs in tennis and related activities to support organised sport offerings, social connection, health and wellbeing within the community.

Purpose of the Plan

The purpose of the CBTA Strategic and Business Operational Plan 2023 is to outline the overall vision of the organisation, set out aims and objectives for the next 10 years aligning to local, regional and state government priorities, as well as to provide an operational plan for day-to-day management and operation of tennis centres and programs lead by Canterbury Bankstown Tennis for a consistent and structured approach.

Development of Plan

The development of the CBTA Strategic and Business Operational Plan follows to below steps:

- Review status of previous plans
- Review regional context and existing plans and guidelines
- Management Committee workshop
- Community surveys and observations
- Tennis Restart Audit of Existing Facilities
- Develop Draft Plan including a framework for the management and future vision of CBTA
- Share with tennis community and stakeholders
- Finalise Plan
- Adoption of plan through Management Committee motion



Figure 1- Hot Shots Dedicated Facility at Panania Tennis Centre facilitated by CBTA

Context

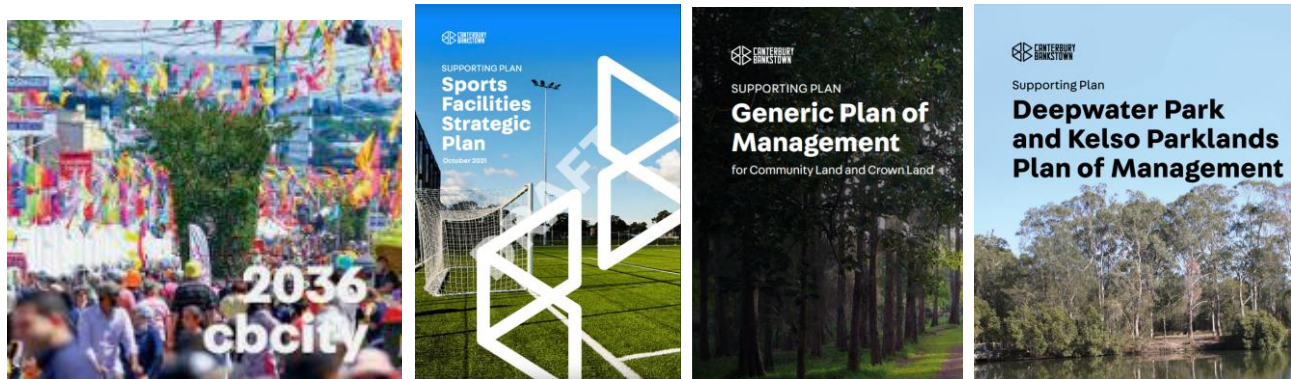
Strategic Alignment and Guiding Principles

In developing the future vision and operation of our organisation, we utilise and align with the below strategies and guidelines from state and local government and our governing sporting body Tennis Australia.

State Alignment



Local Alignment



Tennis Australia Alignment



Community

The City of Canterbury Bankstown has an estimated residential population of 377,917, which represents a density of 34.26 persons per hectare. It is expected that the population could increase to over 463,000 by 2036 (forecast. id). The City of Canterbury Bankstown is likely to remain one of the largest council areas in Australia by population. Canterbury-Bankstown is experiencing increasing medium and high-density housing growth, which will place pressure on our facilities including sporting fields and open spaces as they will be required to accommodate higher levels of community use (CB City Sports Facilities Strategic Plan, 2021).

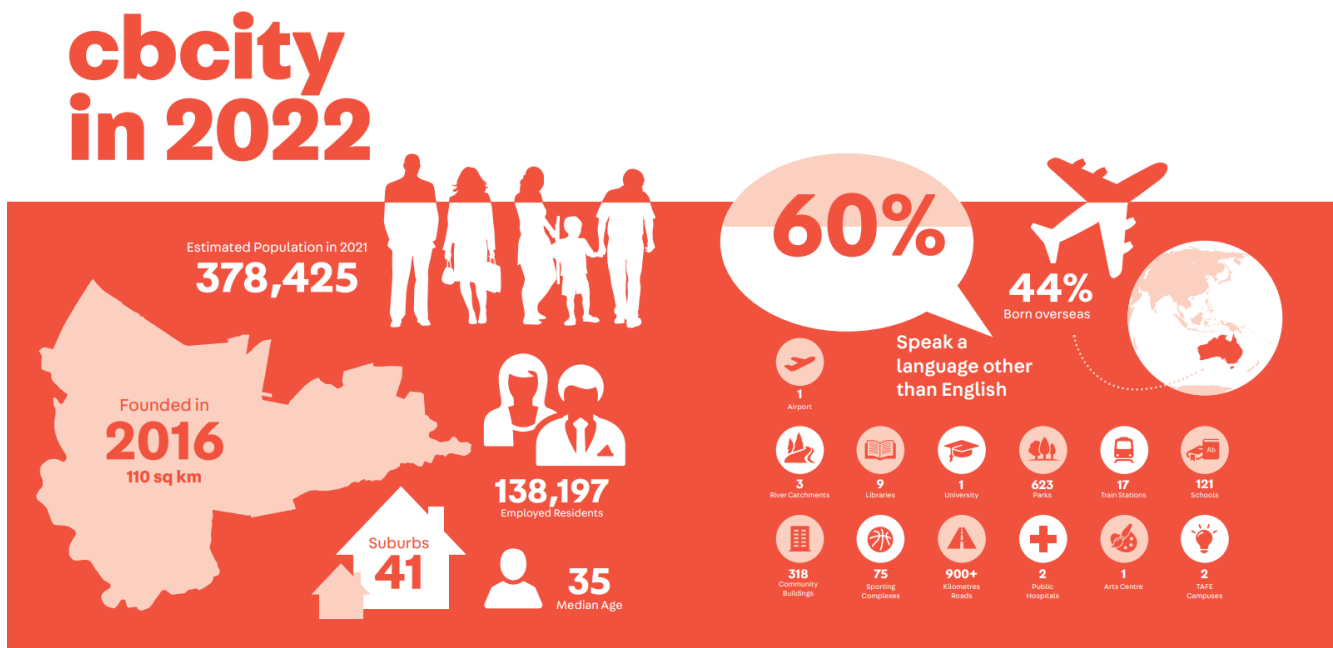


Figure 2- CB City Community Snapshot in 2022 from the CB City 2030 Plan

Sport Offerings in Canterbury Bankstown

City of Canterbury Bankstown’s Sports Facility Strategy outlines that there is an extensive range of grass roots sport and recreational opportunities are provided in Canterbury-Bankstown. This strategy aims to assist Council to encourage, promote and facilitate sport and recreational opportunities within the community. Council are committed to improving the quality and capacity of existing spaces so that they can be used by more people, for longer hours and by multiple sports.

Participation rates are described across the Canterbury Bankstown LGA as increasing (for the majority of sports) when compared with state and national averages. See excerpt from City of Canterbury Bankstown Sports Facilities Strategic Plan, 2021 below.

CBCity Sport Participation Numbers 2015-2020

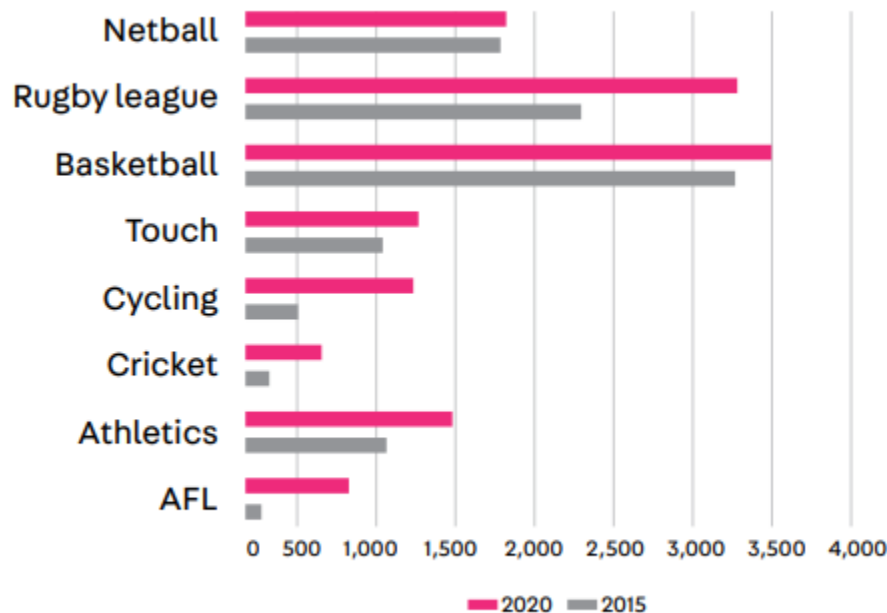


Figure 1 – CBCity Sport Participation Numbers

The Tennis NSW Strategic Plan was developed to guide tennis and seeks to get more people playing tennis more often by considering their four strategic pillars which include:

- Play – to support clubs and coaches to get more people participating in tennis;
- Places – to assist our clubs, coaches and councils to invest in and operate sustainable tennis venues;
- Promote – to effectively promote tennis and the work of Tennis NSW to our players, clubs, coaches and councils; and
- People – to attract, retain and develop great people to best serve our sport.

CBTA aims to align and assist Council in it's objectives and alignment with TNSW guidelines by managing key infrastructure on behalf of Council, seeking funding opportunities to work with Council to improve existing facilities and infrastructure as well as providing grass roots and organised sporting opportunities and activities for the community by supporting court operators and clubs of facilities both managed and non-managed by CBTA.

Emerging Trends in Participation

AusPlay and The Future of Australian Sport Megatrends Report 2022 both confirm that current participation is trending away from structured competitive sport and towards unstructured social sports and leisure activities. It is forecast that this trend will increase in future decades. With the impact of COVID-19 pandemic rates of competitive sport participation have dropped even lower.

Currently the top 6 most participated activities in Australia are all non-competitive activities:

- | | |
|-----------------|----------------|
| 1. Walking | 6. Yoga |
| 2. Fitness/gym | 7. Soccer |
| 3. Running | 8. Golf |
| 4. Cycling | 9. Tennis |
| 5. Bush walking | 10. Basketball |

It is anticipated that this trend will correlate to increased utilisation of multi-functional community facility infrastructure over sports specific infrastructure moving forward.

Participation in tennis is within the top 10 most participated activities with increased participation in social play and casual court hire over organised competitive sport, particularly in adult participants.

Participation in tennis in Canterbury-Bankstown has generally remained high but steady over the years. Consultation and review of strategic documents by City of Canterbury Bankstown in the preparation of the Sports Facility Strategic Plan, 2021, found the following trends:

- 76 per cent of tennis participants in NSW are adults.
- Tennis participation in NSW is the largest in Australia.
- There is currently a large participation drop in NSW for children aged nine to 14.
- There is a higher demand for social tennis rather than competition and tournaments.
- 82 per cent of venues in NSW sit on Council or Crown Land.

Current Provision

City of Canterbury Bankstown Council owns and manages an extensive network of sports facilities, with the majority catering for grass roots sports, and some for elite level sport. These facilities provide different levels of service for varying uses, forms and functions. Typical infrastructure includes irrigated sports fields, hard courts and athletics tracks along with necessary ancillary infrastructure such as sports lighting, clubhouses, change rooms, storage areas and spectator seating (CB City Sports Facilities Strategic Plan, 2021). Tennis facilities make up a portion of these facilities, with majority of tennis facilities Council owned with several private or educationally owned and operated facilities including Western Sydney University facilities. Facilities are broken up into the following ownership profiles below.






	Council owned and operated facilities
	Council owned facilities and leased/operated by other party
	Multipurpose facilities incorporating tennis use
	Private and Educational Facilities

City of Canterbury Bankstown owns 12 tennis facilities across our region, with 1 x Regional Tennis Complex (8 or more courts), 3 x district and 1 x neighbourhood facility currently managed by CBTA.

Tennis facilities		Tennis facilities and hierarchy		
Facilities	12	#	Facility name	Sport hierarchy
Court provision	60	1	Beaman Park	Neighbourhood
State	0	2	Canterbury Park – King Street Tennis Courts	District
Regional – City Wide	1	3	Coleman Park	District
District	5	4	Coolabah Street Reserve Tennis Courts	District
Neighbourhood	6	5	Deverall Park	District
Club participation	1,208	6	John Mountford Reserve	Neighbourhood
Participants per court	19	7	Kelso Park South – Panania Tennis Centre	Regional – City Wide
Teams per court (2/4)	9.7/4.8	8	Lees Park	Neighbourhood
Provision demand	Low Medium High	9	Punchbowl Park	Neighbourhood
Provision distribution	Excellent Good Fair	10	Roger Bowman Tennis Courts – Rose Park	District
		11	Rudd Park	Neighbourhood
		12	Smith Park	Neighbourhood

Figure 3- Council Tennis Facility Data from CB City Tennis Code Plan

Current Tennis Centres Managed and Operated By CBTA

Site Locations and Features		
<p>Panania Tennis Centre, Marco Reserve, Panania</p>	<ul style="list-style-type: none"> • 8 x Synthetic Grass Courts (incl 2 x multipurpose) • 2 x Hardcourt Courts • 4 x Hot Shots dedicated Courts • Clubhouse • Public Amenities • Pro Shop and Kiosk • Hitting Wall • Playspace • Online Bookings Available 	
<p>Coleman Park Tennis Centre, Georges Hall</p>	<ul style="list-style-type: none"> • 5 x Synthetic Grass Courts • Public Amenities (require upgrade) • Pro Shop and Kiosk • Playspace • Online Bookings Available 	
<p>Deverall Park Tennis Centre, Condell Park</p>	<ul style="list-style-type: none"> • 6 x Synthetic Grass Courts • Public Amenities • Clubhouse • Pro Shop • Playspace 	
<p>Roger Bowman Tennis Centre, Rose Park, Sefton</p>	<ul style="list-style-type: none"> • 6 x Synthetic Grass Courts • Public Amenities • Clubhouse • Hitting Wall 	
<p>Smith Park Tennis Centre, Smith Park, East Hills</p>	<ul style="list-style-type: none"> • 3 x Synthetic Grass Courts • Public Amenities • Kiosk 	

Asset Condition and Participation

To assist in preparing this plan CBTA has working closely with Tennis NSW and the Tennis Restart program to investigate the health and condition of centres and infrastructure assets. These reports along with City of Canterbury Bankstown Tennis Code Plan have told us:

- Regional – city wide tennis facility at Kelso Park South (Panania Tennis Centre). This facility contains ten courts and has limited potential to expand any further due to availability of land.
- District facilities such as Coleman Park, Deverall Park and Roger Bowman have the capacity to expand pending future master planning of open space in area.
- Neighbourhood facilities including Smith Park Tennis Centre are generally ageing and some are experiencing reduced use primarily due to access and demographics.
- Lighting infrastructure at many facilities requires upgrading and upgrading to more energy efficient LED lighting.
- Amenities at a number of centres require upgrade to meet needs and current standards.
- Participation rates vary across CBTA managed centres.
- Organised competition participation rates have dropped since pre-covid participation numbers.

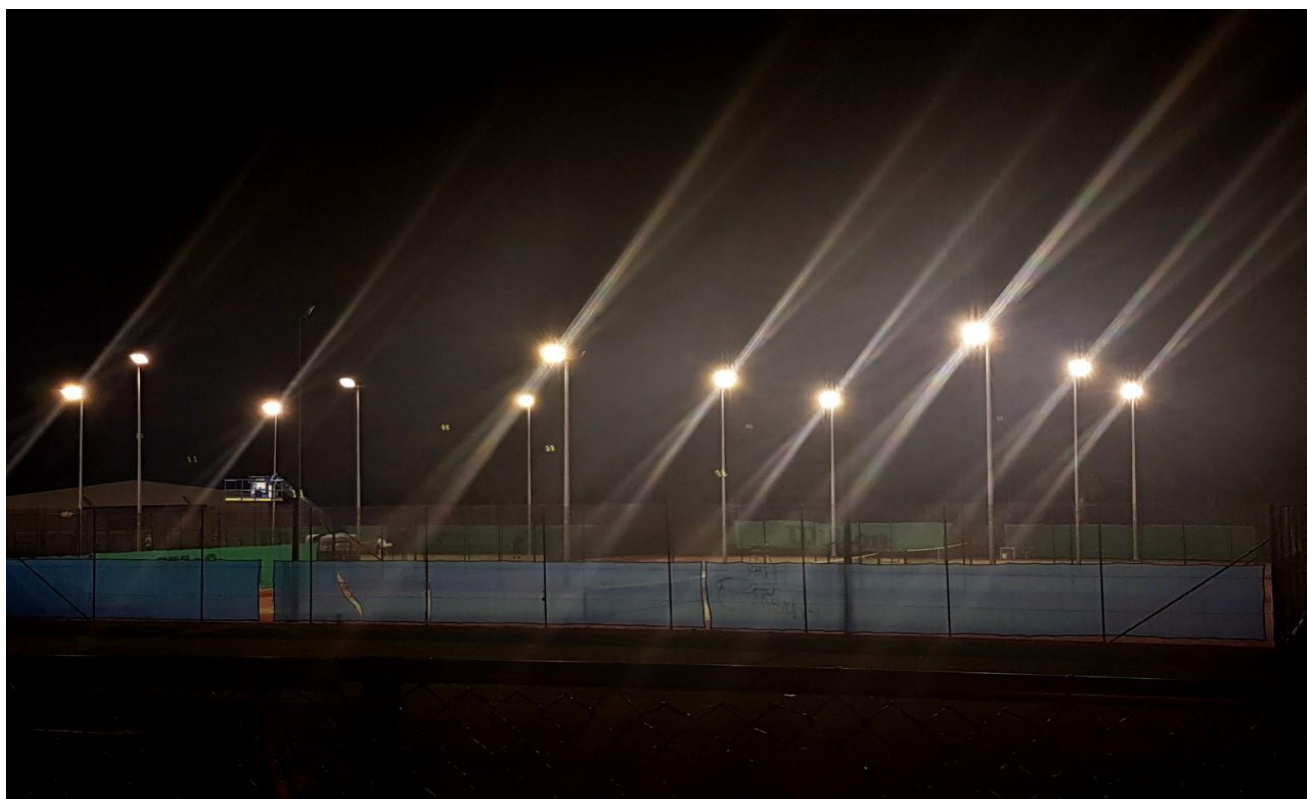


Figure 4- Upgraded LED Lighting at Deverall Park Tennis Centre

What has our community told us?

A recent community survey, intercept interviews and observations conducted in 2022 asked our tennis community to let us know:

1. How they fit within our community – player, coach, operator, community member?
2. What CBTA means to our community?
3. What they would like to see offered at facilities?
4. What improvements they would like to see in facilities?

Our tennis community told us:



Strategic Plan

Vision and Mission

CBTA is managed as a voluntary association. Our high expectations of excellence are incorporated into daily operations and monitored as an integral part of the way in which we do 'business-as-usual'. Experience and quality-in-practice are key competitive differentiators for CBTA.

Our guiding principles are;

To promote tennis as an appealing, accessible, affordable sport for community members of all ages and backgrounds.

To operate as professional partners managing well run, high quality tennis facilities.

To facilitate sporting and recreation opportunities and programs for our community.

To be transparent, financially responsible and professional in all our dealings.

To honour tradition but harness innovation for a progressive future in sport.

Strategic Objectives and Aims

Objectives	Aims	Target	Measure
Governance	To maintain a professional governance structure that is adaptable and honours tradition while harnessing innovation.	CBTA Constitution adapted and modernised.	CBTA Constitution adapted and modernised and adopted by Organisation.
	To ensure future vision of CBTA is outlined, clear and achievable.	Prepare and Adopt Strategic Plan within 1 year.	CBTA Strategic & Operational Plan is adopted and implemented.
	To appoint a skilled team of volunteers to the management committee to implement the Constitution and Strategic & Operational Plan	Advertise and nominate skilled volunteers to roles at the AGM annually.	Appointment of voluntary officers to all elected positions.
Management	To operate as professional partners managing well run, high quality tennis facilities.	Successful operation of 5 x tennis centres over next 5 years.	Tennis Centres are financially viable operations with increased participation rates and improved facilities.
	To ensure placement of qualified, experienced and valued court operators in management capacity of centres.	Qualified and experienced court operators leading centre day-to-day management within 1 year.	Court Operators are TNSW affiliated and qualified, WWCC, First Aid Certified, have experience in community sport and business management.
	Provide a quality customer service experience for court users and participants.	Implement quality control plan and standardising service across all centres within 3 years.	Customer Satisfaction Survey Results demonstrate increased satisfaction with service.
Infrastructure	To facilitate sporting and recreation opportunities by ensuring local tennis infrastructure.	Maintain existing infrastructure and improve quality over next 10 years.	CBTA managed infrastructure is upgraded per product standards and sustainability objectives.
Participation	To facilitate sporting and recreation programs for our community.	Implement coaching and fitness programs across all centres within 1 year.	Coaching and fitness programs running on a weekly basis at all centres.
	To promote tennis as an appealing, accessible, affordable sport for community members of all ages and backgrounds.	Develop promotion and marketing plan to increase promotions over next 2 years.	Increased promotion and marketing of tennis programs, offerings and activities for CBTA managed and other centres.
	Increase overall tennis participation in the region.	Develop promotion and marketing plan, and annual event schedule for the year at Planning Session.	Participation in tennis is demonstrated to increase.

The above objectives and aims will inform the overall priority actions for the future of CBTA over the next 10 years.

Operational Plan

Service Provision

CBTA commits to providing the following service in the Canterbury Bankstown region:

- Promoting tennis as sports and leisure activities
- Offering a range of programs to encourage use of tennis Facilities by various community groups
- Ensuring tennis courts remain operative for term of management of facilities
- Collecting, maintaining and supplying statistical data and information of the operations as required
- Taking court bookings and collection of all hire/booking fees
- Providing quality customer service experience for court users and participants
- Supporting TNSW, community and Council related events and programs including Seniors Week and Active Canterbury Bankstown initiatives.



Figure 5 -CBTA & Active Canterbury Bankstown Seniors Week Lesson

Management

CBTA commits to management of tennis facilities in a manner which optimises their use and availability for residents and community of Canterbury Bankstown through:

- Ensuring equitable and non-discriminatory access to facilities
- Making facilities available for multipurpose, optimum and equitable use by community groups
- Standardising offerings across all centres to allow greater accessibility to the local community
- Implementing Strategic Plan to maintain and enhance the quality of existing tennis infrastructure for improved quality of facilities for the community
- Ensuring placement of qualified, experienced and valued court operators in management capacity of centres with formal approval of Council obtained prior to entering into a lease or licence agreement
- Court operators/ staff are provided, if applicable, uniforms, are screened including Working With Children Check and commitment to Tennis NSW safeguarding children and young people code of practice, accounts are paid on time including utilities and licence fees (excluding GST and subject to CPI increase), maintain appropriate insurances
- Ensuring all services and financial arrangements operate and are documented, transparent and in accordance with legislative requirements and with high levels of probity.



Figure 6- Panania Tennis Centre

Maintenance

CBTA operated tennis centres are to be managed and maintained in accordance with the CBTA Quality Management Plan. CBTA and any licensee/court operator commits to compliance with all manufacturers recommended maintenance regimes for courts and equipment managed at Council owned centres including;

- Cleaning of facilities daily and up keeping of all equipment
- Maintaining operation of floodlights (turning on and off when required)
- Undertaking maintenance schedule for synthetic and hard court surfaces
- Repairing any damage due to improper use of facilities
- Completing general maintenance requirements per Fortnightly maintenance schedule below including regular sweeping of courts, clearing of debris, minor garden and tree maintenance, lawn maintenance, facility and infrastructure cleaning, tidying and clearing of cobwebs, dirt and dust throughout facilities and equipment
- Reporting to Council of structural maintenance requirements.

Fortnightly Maintenance Schedule

Task	Week 1	Week 2
Ensure maintained and tidy lawns, edges, garden areas and trees	✓	✓
Remove all leaves, twigs, paper, litter, signs of mould/moss and contaminants from court surfaces, pathways, kerb area and culverts	✓	✓
Sweep all court surface areas and maintain sand levels for synthetic courts in all areas of the courts	✓	
Ensure all litter/rubbish and recycling is disposed of appropriately		✓
Clean and maintain all plant & equipment and store per WHS Policy	✓	
Report any maintenance concerns to CBTA and Council	✓	✓

Further Long-term Maintenance:

- On a monthly basis to inspect the entire court surface area for algae and moss growth and treat according to the manufacturer's directions, inspect for plant root invasion around the court area, advise Council of all root invasion occurrences and complete weekly and fortnightly maintenance
- On a bi-annual basis to brush the courts in two directions
- On an annual basis to remove moss and algae, residue and ground in dirt.

Monitoring and Evaluation

To ensure quality of service and upkeep of management and maintenance requirements CBTA commits to ongoing monitoring and evaluation including;

- Community satisfaction and feedback for facility/coaching provided
- Utilisation of courts
- Presentation and service standards of staff, facilities and promotional and printed material
- Range and flexibility of tennis services and facilities provided
- Quality of cleaning and of maintenance undertaken on facility, amenities and courts
- WHS incidents (categorised by severity)
- Environmental performance
- Complaint / Dispute Resolution
- Compliance with Licence Agreement



Figure 7- CBTA Ladies Competition Finalists

Action Plan

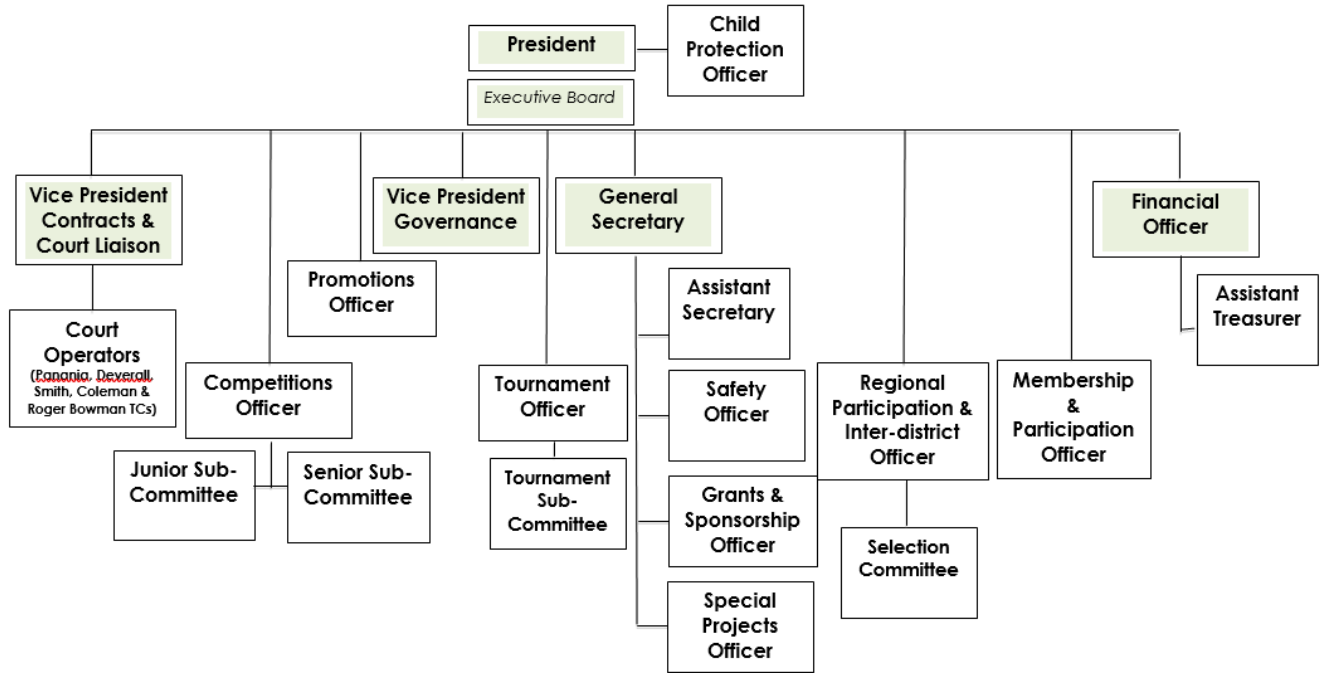
Strategic and Management Priorities		Priority
Governance		
Action 1.1	<ul style="list-style-type: none"> Re-align Volunteer Management Committee Governance and Constitution to Current Needs of organisation, sport and the community <ul style="list-style-type: none"> Update Constitution that governs CBTA operation Re-align Committee Officer Roles and Descriptions to meet current needs Demonstrate unified approach between Management Committee and Court Operators 	H
Action 1.2	<ul style="list-style-type: none"> Increase volunteer base and participation <ul style="list-style-type: none"> Introduce Youth volunteer program/officer roles Develop volunteer partnerships with local community organisations, universities and schools 	H
Action 1.3	<ul style="list-style-type: none"> Maintain Partnerships with Governing bodies and associated organisations including but not limited to; <ul style="list-style-type: none"> Tennis Australia Tennis NSW NSW Hardcourt Tennis Association Other Tennis Associations and Clubs 	H
Management		
Action 2.1	<ul style="list-style-type: none"> Review of existing contractual arrangements to ensure CBTA attracts the most qualified and experienced coach to ensure CBTA objectives in developing and promoting tennis are achieved on a monthly basis. 	H
Action 2.2	<ul style="list-style-type: none"> Standardise tennis offerings across all centres to allow greater accessibility to the local community. 	M
Action 2.3	<ul style="list-style-type: none"> Undertake review of existing sponsors and arrangements to further provide opportunities for the promotion of the game of tennis. 	M
Infrastructure		
Action 3.1	<ul style="list-style-type: none"> Deliver, manage and maintain a network of tennis sporting infrastructure for increased participation that meets the current needs of the sport and community <ul style="list-style-type: none"> Panania Tennis Centre Deverall Park Tennis Centre Smith Park Tennis Centre Coleman Park Tennis Centre Roger Bowman Tennis Centre 	Ongoing
Action 3.2	<ul style="list-style-type: none"> Investigate opportunities to facilitate expansion or management of additional tennis facilities in Canterbury Bankstown eg. Thomas Street Tennis Centre, Milperra University Tennis Complex, Punchbowl Park Tennis Centre 	L
Action 3.3	<ul style="list-style-type: none"> Investigate opportunities to co-locate or adapt infrastructure with alternate and complimentary sports to provide multipurpose facilities for a range of activities e.g Futsal, Netball, Padel, Pickleball 	M

Action 3.4	<ul style="list-style-type: none"> • Ensure spread of facility types and surfaces eg. Hardcourts to facilitate player development opportunities 	L
Action 3.5	<ul style="list-style-type: none"> • Plan for and design facilities that are fit for purpose, sustainable, safe and accessible <ul style="list-style-type: none"> - Incorporate CPTED principles in the design and upgrade of tennis facilities - Ensure facilities are inclusive and accessible - Maintain sustainable principles 	Ongoing
Action 3.6	<ul style="list-style-type: none"> • Enhance existing infrastructure for a sustainable future <ul style="list-style-type: none"> - Upgrade Hallide Lighting to more energy efficient LED lighting (Coleman Park Courts 1,2 & 3) - Install remote lighting control system to more efficiently control lighting usage and save energy - Implement solar power and battery systems to existing and new facilities - Upgrade amenities/toilets to more water efficient systems - Aim to achieve a minimum 4 Star Green Star rating (Green Building Council of Australia) or equivalent. 	M
Action 3.7	<ul style="list-style-type: none"> • Seek funding opportunities for facility improvements 	Ongoing
Participation		
Action 4.1	<ul style="list-style-type: none"> • Promote local offerings in the sport of tennis <ul style="list-style-type: none"> - Promote intra-club activities, competitions and events - Promote tennis skill workshops and camps - Promote and partner with City of Canterbury Bankstown programs and initiatives 	Ongoing
Action 4.2	<ul style="list-style-type: none"> • Reinstate and Reinvigorate district wide inter-club junior and open competition 	H
Action 4.3	<ul style="list-style-type: none"> • Increase opportunities for targeted groups such as women and girls, seniors, young families etc. 	M
Action 4.4	<ul style="list-style-type: none"> • Increase opportunities and offerings to the community to maintain an active lifestyle <ul style="list-style-type: none"> - Improve social tennis networks, opportunities and offerings to the community - Initiate and facilitate health & fitness programs such as Cardio Tennis - Investigate opportunities to partner with alternate and complimentary sporting organisations and clubs to provide increased offerings for a range of activities e.g Personal Training, Futsal, Netball, Padel, Pickleball 	M
Action 4.5	<ul style="list-style-type: none"> • Planning and conduct of Tournaments / inter association events 	Ongoing
Action 4.6	<ul style="list-style-type: none"> • Organisation of social nights, trivia, corporate dinner, BBQ's, Christmas night, progressive dinners, etc 	L

Appendices

Appendix 1 – Management Committee Structure

Organisation Chart



Name	Position Held	Experience, Qualifications/Certifications
Roger Pitt	President	Administration & operations, tennis player
Linda Wright Babb	Vice President	BaApp Sci Recreation Management and BTMgt & marketing, local government professional, tennis player, First Aid
Lindsay Aitken	Chief Financial Officer	Certified Accountant, tennis player
Adele English	General Secretary	Administration and education, tennis member
Paul Burgess	Assistant Secretary	Solicitor, tennis player
Steve Sidney	Competitions Officer	Tennis player, qualified coach and court operator/business manager
Doug Freeman	Tournament & Event Officer	Information Technology and administration
Kelly Marcar	Regional Pathways & Interdistrict Officer	Tennis player, Tennis NSW qualified coach and competition & program facilitator, First Aid
Linda Wright Babb	Promotions & Marketing Officer	Recreation Management and marketing, local government professional, tennis player
Gen Ulunday	Sponsorship & Grants Officer	Tennis professional player
Dennis Nolan	Contracts & Public Officer	Legal mediator, tennis player
Adele English	Safety Officer	Administration and education, tennis member
Monette Huxley	Participation & Trophy Officer	Information Technology and administration, tennis player
Adele English	Special Projects Officer	Administration and education, tennis member

Note - Management Committee roles are described by the CBTA Constitution. Committee Officers are elected subject to membership vote annually and are subject to change. All position holders maintain a current WWCC.

Appendix 2 – Subcontracting

Service to be Provided	Company/Organisation Name	Contact Person
Court Operation	Bankstown Sports Tennis Club	Geoff Wirth
Court Operation	Centre Court Tennis	Ian Brabazon
Court Operation	Kellert Academy	Richard & John Kellert
Court Operation		Tony Huynh
Court Operation	SMK Tennis Academy	Sadik & Masa Kadir
Electrical Services	ATTS Facilities Maintenance	Jay

Note - These service providers are subject to a Expression of Interest process and agreement compliance throughout their licence/engagement term with CBTA and are subject to change.

Appendix 3 - Work Health & Safety Plan

Canterbury Bankstown Tennis Association Workplace Health & Safety Policy (WHS)

CBTA is committed to ensuring that every tennis centre it manages, maintains an appropriate and compliant Work Health and Safety policy.

We ensure that all our court operators/ coaches / managers at each Centre are fully aware of procedures and that they are always adopted by all staff. These procedures are required to be followed by every court operator/ manager, employee, staff member or volunteer, producing positive cultural attitudes and best practice in workplace occupational health and safety.

All CBTA Management Committee members as well as court operators, managers and staff at our tennis centres are committed to the following:

- CBTA, together with managers and staff, will together develop a health and safety management system and emergency evacuation plan for each individual Centre. This will incorporate a risk assessment utilising the Risk Matrix, of all workplace activities and then controlling or eliminating workplace hazards which could pose a risk of personal injury or illness etc, Safe Work Method Statements and Procedures for all tasks of risk as well as an emergency procedure and plan to be displayed in a prominent location at each centre. When on site, court operators, managers, coaches and other staff assume operational responsibility for the safety of all visitors to the Centre.
- The health and safety of employees, staff, visitors, volunteers, contractors and subcontractors takes precedence over operational demands.
- Employees, volunteers, contractors or subcontractors will not carry out tasks that they consider unsafe.
- All court operators, managers, staff or volunteers will be aware of health and safety regulations and comply with the NSW Work Health and Safety Act 2011, all applicable Codes of Practice and Australian standards as well as any other relevant WHS guidelines including City of Canterbury Bankstown WHS Policy requirements. The court operator/manager will be responsible for ensuring their staff is aware of and compliant with all WH&S requirements.
- All plant and equipment (e.g. power leads and equipment) used in the conduct of work at the centres, will be inspected and tested annually to ensure conformance with predetermined standards, codes of practice and manufacturer's specifications. Any new equipment to be bought will be subject to a risk assessment process before purchase.
- All plant and equipment (e.g. power leads and equipment) used in the conduct of work to be appropriately and safely stored.

-
- Ensuring that safety devices and personal protective equipment are suitable to the needs of court operators and their employees, and that staff have access to health resources, e.g. suitable sun block and sun protection and a comprehensive first aid kit and in addition, Defibrillators where available. Personal protective sun block will always be readily available to all clients and volunteers who use the courts.
 - Collecting and recording data on workplace health, injuries and disease as required by court operator/manager and must be reported to the CBTA Management Committee.
 - Setting measurable objectives and targets that are aimed at the elimination of work related injury and illness.
 - Developing and implementing an work health and safety training program to ensure that all volunteers, and court operator/Managers have received and completed relevant training and induction as well as Child Protection training.

This policy is developed, endorsed and implemented by Canterbury Bankstown Tennis Association (CBTA).

Roger Pitt	Linda Wright Babb	Adele English	Paul Burgess
President	Snr Vice President	General Secretary	Asst. Secretary

Appendix 4 – Child Protection Statement

OUR CLUB'S COMMITMENT

TO SAFEGUARDING CHILDREN AND YOUNG PEOPLE

AT OUR CLUB

We believe all children should be:



EVERYONE...

At our club does their best to make sure children are protected from harm.

REMEMBER:

- It is not okay for anyone to hurt your feelings or your body
- It is okay for you to say NO to an adult if they ask you to do something that makes you feel unsafe or uncomfortable
- If you ever feel unsafe or uncomfortable we will listen to you and act to help you
- It is always okay to tell someone if you are not feeling comfortable or safe or if you have been hurt
- If you are unhappy with the way you are being treated please tell a club member or a parent/guardian
- You can also contact the Tennis Australia Integrity and Compliance Unit.
integrity@tennis.com.au
1800 11 SAFE
(1800 117 233)
tennis.com.au/childsaf



Appendix 5 - Environmental Management Plan

Canterbury Bankstown Tennis Association Environmental Management Plan

Canterbury Bankstown Tennis Association is committed to good environmental management practice throughout its operations. We are committed to

- working closely with City of Canterbury Bankstown Council and court operators to ensure our operations support and enhance environmental aims and objectives
- providing the best possible quality tennis facilities within a responsible environmental framework
- ensuring that our corporate operations are environmentally responsible

Background

Based on community feedback, City of Canterbury Bankstown Council has identified the top environmental issues in the area as:

1. Illegal dumping
2. Ground (former waste sites, asbestos) and Water contamination (of rivers, drains)
3. Recycling (need for more education)
4. Planting of trees/keeping open green spaces
5. Global warming/carbon footprint
6. Littering
7. Traffic congestion
8. Pollution (general)
9. Airport expansion
10. Air pollution
11. Nuisance birds (esp. ibis and Indian mynas)
12. Graffiti

CBTA's Environmental Management Plan addresses each of these issues, with the exception of Airport Expansion and Air Pollution. Many of these issues are managed within CBTA's existing business practice, and play a related role in ensuring quality. This plan covers CBTA's existing operations at Panania Tennis Centre, Deverall Park Tennis Centre, Coleman Park Tennis Centre, Roger Bowman Tennis Centre and Smith Park Tennis Centre, should CBTA remain in management as the successful applicant.

Note that should any development or works requiring lodgment of Development Application with Council take place at a CBTA site, environmental management information appropriate to that site and project will be provided at such time.

Operational Environmental Management Plan

Area	Issue	Action	Responsibility	Review
Water				
Run off	Storm water runoff from courts, during periods of heavy rain fall.	Inspect all centres immediately following downpour. Inspect regularly to ensure drainage pits are functional and clear of debris. No current remedial action required. Incorporate water sensitive urban design (WSUD) elements into project planning.	Court Operator Special Projects Officer	Half yearly Feb & Aug Ongoing Ongoing
Cleaning	Water used in cleaning toilets/change rooms may be contaminated with cleaning chemicals	Use environmentally friendly cleaning fluids. Ensure no inappropriate dumping of used water.	Court Operator and Staff	Ongoing
Toilets and Amenities	Installation of 'half flush' and water saving systems Taps	Upgrade all facilities as funding becomes available. Ensure all taps are turned off properly and not dripping. Ensure regular maintenance and Fit new washers as needed.	Court Operations Liaison Officer Court Operator and Staff	Half yearly Ongoing
Gardens and Grounds	Hoses	Fit and use trigger nozzles as required. Do not use fire hoses for any purpose other than fire. Be aware of NSW Water Restrictions and Use only within Sydney Water mandated times. Seek opportunities for funding of rainwater collection tanks for garden and ground use.	Court Operator and Staff Sponsorship & Grants Officer	Ongoing Ongoing
Energy				
Lights	Court lighting must be energy efficient, while meeting appropriate standards for competition play Clubhouse, Pro Shop and Toilets	Upgrade court lighting individually when replacement required. Review each Centre for overall replacement, and possible grant funding when available. Install energy efficient LED light bulbs on a replacement basis. Encourage the turning off of lights and appliances when not in use to reduce energy consumption and greenhouse gas emissions.	Special Projects Officer Court Operator and Staff	Ongoing Annual Ongoing
Electricity	Energy consumption and bills	Choose 'green energy' supply where available, appropriate and cost effective. Investigate and seek funding sources to implement solar and battery systems at all centres.	Financial Officer & Court Operator and Staff Sponsorship & Grants Officer	Ongoing Annual
Waste				
Rubbish	Collection of rubbish at Centres	Ensure adequate bins are available to manage waste effectively. Participate in Council rubbish collection as needed.	Court Operations Liaison Officer Court Operator and Staff	Ongoing
Recycling	Drink bottles and other recyclables, including as available from Pro Shop	Ensure mixed use recycling bins are available at all Centres.	Court Operations Liaison Officer	Ongoing

	Equipment at end-of-life eg. Printer cartridges, Tennis nets	Investigate bottle recycling initiatives for CBTA and club benefits. Source reputable recycling operations to remove equipment such as tennis nets, printer ink cartridges etc at end of life.	Vice President Vice President	Annual Annual
Birds and other Pests	Ensure all bins are bird resistant, all rubbish removed at the conclusion of events, and if needed signage installed to discourage feeding of birds	Check all bins are bird resistant. Ensure premises are clean and tidy after events. Consider signage as needed.	Court Operations Liaison Officer All All	Ongoing
Illegal Dumping	Dumping of rubbish, home wares, cars etc in vicinity of Centres	Notify Council immediately. If on CBTA premises, provide barrier safety tape, and liaise with Court Operations Liaison for immediate removal.	General Secretary Court Operator and Staff	Ongoing
Other Pollutants	Should a pollution incident occur	Comply with City of Canterbury Bankstown policies, plans and procedures	All	Ongoing
Ground				
Asbestos	Asbestos management at known incident locations eg. Panania Tennis Centre	Prior to any proposed works or projects conduct relevant geotechnical and soil sample testing and that any incidents are managed and disposed of appropriately by qualified professionals. Ensure an Asbestos Management Plan is in place and/or refer to City of Canterbury Bankstown relevant Asbestos Management Plan or Plan of Management Ensure committee and/or staff are trained in identifying asbestos materials for notification purposes.	All Safety Officer Safety Officer	Ongoing Ongoing Annual
General Amenity				
Gardens	Monitor all gardens for ongoing health Replace or replant as needed Liaise with Council for further tree plantings or removal in and adjacent to centres Mulch gardens bi-annually	Centre Inspection half yearly Develop relationship with Council's Parks and Garden's team Arrange volunteers and trailer for collection and spreading of mulch accessed from Councils free mulch program	Court Operator and Staff and Court Liaison Officer Vice President & General Secretary Vice President	Half yearly Ongoing Half yearly
Graffiti	Graffiti appearing at CBTA managed premises (no current issues)	As required, remove immediately and/or report to Council for removal to discourage any further graffiti. If required, contact local police to report.	Court Operator and Staff and Court Liaison Officer	Daily
Traffic	Traffic Management in/around centres (no current issues)	By email and website ensure all CBTA members and court users are aware of the need to park in designated areas and use developed roads, to prevent erosion etc	Vice President	Ongoing
Noise pollution	Noise coming from Court usage	Strictly enforce court usage times per Council guidelines. Ensure PA use is minimised during events.	Court Operator and Staff and Court Liaison Officer Committee	Ongoing Ongoing
Sustainable Corporate Practice				

Paper Usage	Reduce printing and paper use	<p>Use electronic and telephone communication wherever possible.</p> <p>Ensure one paper copy (only or as regulations require) kept of minutes. All other records to be kept electronically.</p> <p>Make event and competition details and results available electronically.</p> <p>Utilise website and digital formats for member communications.</p> <p>Migrate to electronic banking (complete).</p>	<p>All</p> <p>General Secretary</p> <p>Competitions & Promotions Officers</p> <p>Vice President and Promotions Officer</p> <p>Financial Officer</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Sustainable Principles	Work and operate in a sustainable manner	<p>Purchase & use sustainable equipment and materials where available, appropriate and cost effective.</p> <p>Aim to source and utilise suppliers, equipment and materials locally where available, appropriate and cost effective.</p>	All	Ongoing

Appendix 6 – Quality Management Plan

Canterbury Bankstown Tennis Association Quality Management Plan

Canterbury Bankstown Tennis Association (CBTA) was established in 1921, and has remained a strong community focused organisation. Since that date, in 2021 the association celebrated its 100th anniversary.

Our guiding principles;

- To promote tennis as an appealing, accessible, affordable sport for community members of all ages and backgrounds.
- To operate as professional partners managing well run, high quality tennis facilities
- To be transparent, financially responsible and business- like in all our dealings

CBTA is managed as a voluntary association. Our high expectations of excellence are incorporated into daily operations and monitored as an integral part of the way in which we do ‘business-as-usual’. Experience and quality-in-practice are key competitive differentiators for CBTA.

Consistent with Total Quality Management principles, we expect the quality of our operations to conform with, (or exceed), the expectations of our customers (both business partners, and tennis playing clients).

The following information is drawn from CBTA’s Operating Plans, and ongoing business practice, to meet Council’s request for submission of a separate Quality Management Plan.

Quality Management Practice

Area	Desired Standard	Measure	Review	Responsibility
Governance				
Association structure	In accordance with Incorporated Associations Act, and rules and regulations of Tennis NSW and NSW Hardcourt Tennis Association where applicable	Fully Compliant with relevant legislation Fully compliant with Tennis NSW and NSW Hardcourt Association requirements	Reviewed annually, before AGM by Management Executive Committee	General Secretary
Management Committee	Constituted in accordance with CBTA's constitution All Committee positions filled with qualified personnel	CBTA's constitution Committee membership	Annually before AGM For Committee, post elections at AGM	Vice President - Governance General Secretary
Strategic and Operational Plan	Current Strategic and Operational Plan to guide the operational requirements and vision of CBTA (the organisation)	A complete and current Strategic and Operational Plan	Reviewed annually to determine status of actions. Plan reviewed every 5-10years as required.	Vice President - Governance
Memberships	More than 500 financial members	All members invoiced and paid by March 31 each year	Monthly Jan – April. Increase membership to 5,000 within 5 years	Financial Officer & Membership & Participation Officer
Grant Acquittals	All required reporting completed on or before due date, in required formats	Submission of reports as required, to relevant government dept	At monthly committee meetings Weekly as deadlines approach	Financial Officer, Special Projects Officer & Grants & Sponsorship Officer
Financial Accounts	Unqualified audited Annual Accounts	Unqualified audited Annual Accounts presented at AGM	Monthly	President Financial Officer

	presented annually Updated accounts available to Committee members monthly	Unqualified audited Annual Accounts available to members and stakeholders Monthly accounts presented at Committee meetings		
Insurances	Public Liability, Workers Compensation and Sports Cover held for each Centre	Insurance policies current and set at required levels	Annually before AGM	General Secretary
Minutes	Accurate minutes prepared and approved for every Committee meeting, available to members of the Committee within 1 week Accurate minutes prepared and approved for AGM – production of an Annual Report to be produced and circulated widely	Approved minutes of each Committee meeting Available to members within 1 week of Committee meeting Approved minutes of AGM and Annual Report available to members and any interested parties	Monthly Yearly	President General Secretary
Court Operation & Coaching				
Accreditation	All CBTA Court Operators and Coaches to be affiliated, accredited and qualified with Tennis NSW	Accreditation/qualification with Tennis NSW	Annually	Court Operator Committee
Working With Children Check (WWCC)	All CBTA Court Operators, Coaches, staff and volunteers working with or around children to hold a valid WWCC.	All CBTA coaches pass 'Working with Children' checks WWCC Number provided and confirmed with CBTA	Annually	Court Operator Committee

First Aid	Each Centre to have a qualified first aider on site during Coaching sessions and events	First Aid Certification and Defibrillator training where applicable	Annually	Court Operator Coaches Committee
WH&S and Community Standards	All CBTA Court operators, Coaches and volunteers to be aware of WH&S standards and compliance with CBTA WHS Policy and procedures All CBTA coaches held in high regard by community	Coaches trained in WH&S standards as part of accreditation and familiarised with CBTA WHS Policy.	Annually or as required	Court Operator Coaches Committee
Programs	Structured programs regularly offered at each Centre	Coach prepared plan for next six months submitted to Court Operator and shared with Court Operations Liaison twice yearly	Twice yearly	Court Operations Liaison Officer Court Operator Coaches
Contact	Coaching contact details are easily accessible All coaches are contactable during business hours Court availability during coaching hours is transparent	Coach websites are up-to-date Coach contacts and details as well as court booking details are available on CBTA website Signage with Coach contacts is current at each Centre	Twice yearly or more frequently if changes known	Court Operator Coaches Vice President & Promotions Officer
Customer Satisfaction	Re-enrollment at +85% No customer complaints	Re-enrollments by term and reported to Court Operator Liaison and Council No customer complaints received	By term	Court Operations Liaison Officer Court Operator Coaches
Court Operations Weekly Report	Court Operator to prepare weekly report on membership	Monitor weekly and reported to Council as requested	President Vice President annually	President Court Operations Liaison

	data, tennis participation, activities etc			
Play and Competition				
Casual/Social Bookings	<p>Casual bookings are available at each Centre every day</p> <p>Casual bookings are affordable and fees standardised across all Centres and in line with Council and competitive rates</p> <p>Booking details are easily accessible</p> <p>All enquiries are responded to within 24hours Same day bookings can be made</p>	<p>Courts are available for casual play at each Centre</p> <p>Fees are standardised across all Centres and as prescribed by Council. Where not specified, set at or below competitors</p> <p>Booking details are displayed at Centres Booking details are available on CBTA and Court Operator websites Booking details are available through Council</p> <p>All enquiries are responded to within 24hours Same day bookings are completed</p>	<p>Six monthly, in parallel with Coaching plan</p> <p>Annually</p> <p>Six monthly</p> <p>Weekly</p>	<p>Court Operator Coaches</p> <p>Committee Financial Officer</p> <p>Promotions Officer</p> <p>Court Operator Coaches</p>
Regular Intra-club competition	<p>Junior (Under 18), Open, Senior and Social competition and activities are offered at each Centre</p>	<p>Weekly competitions at each centre and promoted via CBTA</p>	<p>Twice yearly, in parallel with coaching plans</p>	<p>Court Operator Competition Officer Promotions Officer</p>
Regular Inter-club competition	<p>Junior (Under 18), Open, Senior and Social competitions are offered at each Centre</p>	<p>Weekly CBTA district-wide competitions at each centre and promoted via clubs</p>	<p>Twice yearly in parallel with intra-club competition plans</p>	<p>Court Operator Competition Officer Promotions Officer</p>
Interdistrict	<p>CBTA enters age/gender</p>	<p>Participation in competitions annually</p>	<p>Annually</p>	<p>Regional Participation</p>

	team in competition annually Interdistrict play is available to all eligible members who wish to play at this level	All teams filled and all players wishing to participate are members or reserves		& Interdistrict Officer
Results	All competition results are available to players on CBTA website	Competition results are posted CBTA website within two days of result	Per competition plan	Competition Officer
Web Site & Social Media Platforms	Website to be constantly updated to promote activities of the CBTA and to inform the membership of these activities	Monitor website monthly and as required	Monthly	General Secretary Promotions Officer Competitions Officer
Advertising in Torch	Increase participation when tennis is in the public arena	Advertisements run during Summer of Tennis	As required	Promotions Officer
Facility Management				
Inspection	All courts are competition standard and ready for play 340 days of year (Public Holidays excluded usually)	Lines, nets and surfaces in good repair Maintenance completed within one week Surfaces swept weekly or more frequently as required with intensive use Surfaces treated monthly or as required (mould or similar)	Weekly with coaches Monthly by Committee	Court Operator Coaches Committee
Upgrading	Each Centre upgrades at least one court within the next two years	One court at each centre is upgraded to a higher level (or better standard of same surface) every two years	Annual, in line with Operating Plans Monthly, or more often as required during upgrade process	Committee General Secretary Vice President Court Operator

				Special Projects Officer
Fencing	All Centre fencing is neat, tidy and well presented No breaks, cuts or holes are present	All fencing at each Centre is professional standard	Weekly	Court Operator Coaches
Toilets/Change rooms	Clean, fresh, well lit, free of graffiti, no maintenance required Toilet paper, soap, hand towels or blowers available at all times Handicap facilities included or planned for Showers available or planned for	Cleaned daily Painted bi-annually Toilet paper, soap, hand towels or blowers checked daily Handicap facilities available or included in plan for each Centre Showers available or planned for each Centre	Weekly Weekly Annually Annually	Court Operator Coaches Committee
Pro Shops	Professionally presented, appropriately stocked, clean, well organised, WH&S compliant	Available for trade before/during/after Coaching sessions Safety compliant Appropriate tennis equipment available	Six monthly	Court Operator Coaches
Shade Shelters	Provided at each Centre Well maintained and free of tears etc	Present at each Centre In good repair	Weekly	Court Operator Vice President
Other (BBQs, Play equipment etc)	Clean, well maintained Compliant with all relevant regulations	No repairs needed Fully functioning WH&S Compliant Any concerns promptly reported to Court Operations Liaison and Council	Weekly	Court Operator Court Operations Liaison General Secretary