

R3 Request for Tender (RFT)

Integrated Operation of the Bayside P-12 College High-Performance Tennis Program and Tennis Club After-Hours Community Operations

Joint RFT issued by Bayside P-12 College and Hobsons Bay City Council

Location: Bayside P-12 College - Williamstown Campus, Kororoit Creek Road, Williamstown North

RFT 2026-01

Procurement type	R3 Request for Tender / School Council Tender - integrated school service and Council licence opportunity
Tender title	Management and operation of Bayside P-12 College High-Performance Tennis Program and Tennis Club after-hours community operations
Initial term	Three (3) years, with a 12-month probation/performance review period
Extension options	Two (2) further options of two (2) years each, subject to performance and written approval by both the School and Council
Tender release	27 July 2026
Site briefing / inspection	13 August 2026, 10:00 am - 2:00 pm Natalie Tancredi to take tour
Questions close	18 August 2026
Closing time	1 September 2026, 4:00 pm AEST/AEDT
Expected commencement	23 December 2026 for facility/community operations and the first student day of Term 1 2027 for school program delivery

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Part A - Conditions of Tender

These conditions apply to the tender process for the integrated appointment of an operator for both the Bayside P-12 College High Performance Tennis Program and the Tennis Club after-hours community operations. The School and Council may issue addenda to this RFT. Tenderers must ensure that their responses comply with all addenda issued before the Closing Time.

1. Tender presentation and disclaimer

Bayside P-12 College (the School) and Hobsons Bay City Council (Council) do not warrant the accuracy or completeness of the content of this RFT. Tenderers must make their own enquiries, attend the site briefing where possible, and satisfy themselves that they understand the Facility, services, operating constraints and risks. The School and Council will not be liable for any omission from this RFT.

2. Confidentiality

All persons and organisations receiving this RFT, or information connected with this RFT, must keep that information confidential and must only use it for the purpose of preparing and submitting a tender response. The School and/or Council may require a tenderer to execute a confidentiality undertaking before or after access to information is provided.

Whether or not execution of a deed of confidentiality is required by the School and/or Council, all persons obtaining or receiving this RFT/RFQ and any other information in connection with the RFT/RFQ must keep the contents of the RFT/RFQ and such other information confidential and not disclose or use that information except as required for the purpose of developing a response to this RFT/RFQ.

3. Tender documents and intellectual property

All tenders and accompanying documents submitted by tenderers become the property of the School and Council and will not be returned. By submitting a tender, the tenderer grants the School and Council a licence to copy and use the response for evaluation, governance, audit, negotiation and contract finalisation purposes.

4. Enquiries and communications

All enquiries must be made in writing to the nominated Tender Contact(s). Tenderers must not contact School Council members, Council councillors, school staff, Council staff, students, parents/carers, current operators or facility users about this RFT unless expressly authorised by the Tender Contact(s). Unauthorised communication may result in disqualification.

Council Tender Contact	Melissa Stojanovic, Team Leader Sport and Recreation mstojanovic@hobsonsbay.vic.gov.au
School Tender Contact	Meggyn Wright, Bayside P-12 College - Communications Manager Meggyn.Wright@education.vic.gov.au
Lodgement email	Meggyn.Wright@education.vic.gov.au
Questions close	18 August 2026

5. Site briefing and inspection – 13/08/2026

Tenderers are strongly encouraged to attend the site briefing and inspection. The site visit will allow tenderers to understand the condition of the courts, clubhouse, amenities, Book A Court access system, school interface, parking, access points and operating constraints. The School and Council may nominate the site briefing as mandatory before release.

6. Late, incomplete or non-conforming tenders

A tender lodged after the Closing Time may be deemed late and may not be considered unless the School and Council are satisfied that exceptional circumstances caused the late lodgement and that accepting the tender would not compromise the integrity of the process. A tender may be rejected if it is incomplete, fails to address mandatory requirements, is not lodged in the required format, or contains material qualifications that the School and Council consider unacceptable.

7. Tender validity

Tender responses must remain valid for 90 business days from the Closing Time unless extended by written agreement between the parties.

8. Probity, conflicts of interest and supplier conduct

Tenderers must act ethically, fairly and transparently. Tenderers must declare any actual, potential or perceived conflict of interest and must describe how the conflict will be managed. Tenderers must comply with the Victorian Government Supplier Code of Conduct and all applicable laws and policies relevant to the services.

Tenderers are required to direct all communications through the Contact Person, unless advised otherwise by the Contact Person or the School/Council. Tenderers are required to meet or exceed the government's supplier code of conduct - <http://www.procurement.vic.gov.au/Suppliers/Supplier-Code-of-Conduct>. Unauthorised communication and/or seeking to obtain assistance of employees, agents or contractors of the School and/or Council in preparation of their proposal may, in the absolute discretion of the School and /or Council, lead to disqualification of the RFT submission.

9. Reservation of rights

The School and Council reserve the right, in their absolute discretion and subject to their governance requirements, to reject any or all tenders, accept a portion of a tender, negotiate with one or more tenderers, seek clarification, invite best and final offers, discontinue the process, vary the process, or not appoint any operator. The lowest priced tender will not necessarily be accepted.

10. Preferred tenderer and contract formation

Selection as preferred tenderer does not create a contract or other binding legal relationship. No contract will exist unless and until the relevant written agreement(s) are approved and executed by the authorised representatives of the School, Council and the successful tenderer. The final appointment will be subject to successful completion of compliance checks, insurance review, child safety review, reference checks, governance approvals and contract negotiation.

11. Bundled opportunity - separate legal arrangements

This RFT is an integrated tender for one operator to deliver two connected service streams. The appointment is intended to result in both:

- a School Service Agreement with Bayside P-12 College for the High-Performance Tennis Program and related school services; and
- a Council Licence Agreement or other Council-approved facility-use arrangement for after-hours operation of Tennis Club / Bayside Tennis Club, including community programs and facility activation.

Tenderers must be willing and able to enter both arrangements. The School and Council may decide not to proceed if acceptable terms for either arrangement cannot be finalised. A material breach under either arrangement may trigger a joint performance review and may affect continuation of the whole appointment.

Part B - RFT Details

1. Background and strategic context

Bayside P-12 College is a multi-campus Victorian government school serving the community of Hobsons Bay in Melbourne's west. The College values a safe, disciplined and inclusive learning environment, student achievement, parent and community participation, and equitable opportunities for students.

The High Performance Tennis Program is based at the Williamstown Campus. Students in Years 7 to 12 combine their academic program with structured tennis development. The current program model includes intensive tennis and related activities, with Years 7 to 10 undertaking approximately 22 hours per fortnight and Years 11 to 12 undertaking approximately 11 hours per fortnight, subject to the College timetable and annual program design.

Tennis Club is located at the Williamstown Campus on Kororoit Creek Road, Williamstown North. The tennis centre sits within the school environment and is operated in partnership with Council under joint-use arrangements. During school hours, the courts support the College program. Outside school hours, on weekends and during school holidays, the centre supports community tennis, coaching, competition, casual court hire and broader participation opportunities.

The purpose of this RFT is to combine the previously separate school program and after-hours club/centre operations into one integrated market approach, while preserving the separate legal responsibilities of the School and Council. The intent is to appoint an operator that can deliver elite student-athlete development and a thriving community tennis hub from the same facility.

2. Facility profile and operating environment

Facility name	Bayside P-12 College courts (Tennis club name TBD)
Location	Bayside P-12 College - Williamstown Campus, Kororoit Creek Road, Williamstown North
Courts	11 lit -plexi pave non-cushioned hard-courts-. Tenderers must verify court condition at site inspection.
Supporting infrastructure	Clubhouse/pavilion, amenities, car parking and Book A Court access/payment system
Current usage	School High Performance Tennis Program, coaching, club competition, social/recreational tennis and casual court hire
Operating interface	School priority access during school hours and approved school events; community/club use outside school hours, weekends and school holidays subject to the licence and agreed court allocation plan
Access system	Book A Court / online booking, payment, PIN gate access and lighting control system, subject to Council/Tennis Australia platform arrangements

Facility context maps - for information only. Boundaries, access and use areas to be confirmed in the final Licence Agreement.



Map 1: whole-site context and tennis centre interface.



Map 2: indicative tennis facility footprint.

3. Objectives of the engagement

- Deliver a high-quality High Performance Tennis Program that supports student learning, athlete development, wellbeing and pathways.
- Create one coordinated operator model for school-hours and after-hours use, reducing duplication and improving accountability.
- Maximise community access, casual court hire, participation, coaching pathways, inclusive programming and venue activation.
- Maintain the facility, courts, clubhouse and amenities to an agreed standard and report defects promptly.
- Ensure long-term sustainability of the school program and centre/club operations.
- Embed child safety, risk management, accessibility, inclusion, transparency and stakeholder communication in all operations.
- Support Tennis Victoria / Tennis Australia alignment, including relevant affiliation, Book A Court, coaching standards and safeguarding expectations.

4. Contract model and term

The successful tenderer will be appointed to an integrated operator role. The appointment is expected to include two separate but linked agreements:

- **School Service Agreement:** for High-Performance Tennis Program management, coaching and related school services, reporting to the College Principal or delegate and the nominated College Tennis Coordinator.
- **Council Licence Agreement:** for after-hours community operations, facility activation, Book A Court/casual hire, coaching, competitions, community access, maintenance responsibilities and financial reporting, reporting to Council and the joint governance group.

The initial term is proposed as three (3) years, with a 12-month probation/performance review period. Subject to satisfactory performance, the School and Council may offer two (2) further extensions of two (2) years each. Extensions are not automatic and must be approved in writing by both the School and Council.

Tenderers should provide pricing and an operating model for the full initial term and should describe any assumptions for extension years, price indexation, program scaling and facility activation growth.

5. Scope of services

The scope covers the complete management, delivery and continuous improvement of both service streams. Tenderers must show how their operating model will separate responsibilities where necessary while coordinating staffing, planning, communications, risk management, facility access and reporting.

5.1 Service Stream A - School High-Performance Tennis Program

- Deliver tennis coaching and athlete development for Years 7 to 12 students in accordance with the College timetable and annual program design.
- Provide qualified performance coaches and appropriately screened assistant coaches to maintain a target student-to-coach ratio of 1:6 unless otherwise approved by the School.
- Design and deliver on-court and off-court sessions that include technical, tactical, physical, mental, social and academic-balance components.
- Provide stroke analysis, match/tactical analysis, individual tournament direction, strength and conditioning, injury prevention, recovery education, sports psychology/mental skills and nutrition/dietary education.
- Prepare individual athlete development plans with short-, medium- and long-term goals and review progress with students and parents/carers where appropriate.
- Monitor attendance, training load, engagement, wellbeing, fatigue/burnout risk, injury and return-to-play considerations.
- Coordinate with teachers and College leaders to balance school attendance, academic requirements, competition commitments and student wellbeing.
- Support VSSA, district competition, internal competitions, tournament-style events and pathways to local, state, national and international/college opportunities.
- Provide semester reporting, termly performance updates, Compass attendance records and urgent escalation of welfare, safety or behaviour concerns.

- Support agreed transport arrangements between campuses and to tournaments only through School-approved vehicles, School-approved processes and relevant permissions.

5.2 Service Stream B - After-hours Tennis Club operations

- Manage after-hours, weekend and school holiday operation of the tennis centre, clubhouse and amenities in accordance with the Council Licence Agreement and approved court allocation plan.
- Operate bookings, access, customer service, Book A Court administration, casual court hire and lighting/access management.
- Deliver a balanced program of junior, adult, high performance, inclusive/all abilities, women and girls, social/recreational, beginner and competition tennis opportunities.
- Increase participation and court utilisation while preserving affordable public access and avoiding over-commercialisation of the community facility.
- Manage memberships, competition teams, tournaments, events, holiday programs and community activation initiatives.
- Maintain current affiliation and engagement with Tennis Victoria / Tennis Australia as required, including Thriving Tennis Communities reporting where applicable.
- Provide transparent financial management, debtor/creditor management, revenue reporting, audit trails, annual financial statements and any Council-required financial returns.
- Provide routine cleaning, presentation, court and clubhouse care, equipment care, minor maintenance activities and prompt reporting of asset defects or safety hazards.
- Communicate clearly with members, casual users, families, coaching participants, the School, Council and relevant community stakeholders.

6. Detailed service requirements

6.1 Integrated management and governance

- Nominate a single Contract/Operations Manager with authority to make day-to-day decisions and coordinate with both the School and Council.
- Nominate a Head Coach / Program Director responsible for coaching quality, curriculum integration, athlete development and coach supervision.
- Maintain an annual Business and Program Plan covering school program delivery, community activation, staffing, risk, maintenance, financial assumptions, engagement, inclusion and growth targets.
- Attend quarterly joint governance meetings with the School and Council, and more frequent operational meetings during mobilisation and the first 12 months.
- Implement a clear issue-escalation pathway for incidents, complaints, student welfare, facility defects, staffing changes, child safety matters and financial risks.
- Maintain complete and accurate records for coaching, attendance, court bookings, maintenance, incidents, complaints, finances, invoices, staff screening and compliance.

6.2 Athlete development and school program quality

Requirement	Minimum expectation
Program design	Annual and term program plans aligned to the College timetable and student needs; session plans that address technical, tactical, physical, mental and wellbeing components. . Students participate in presentations from a sports psychologist once per term or other qualified professionals to develop focus, confidence, resilience, and on-court mental skills.
Coaching ratio	Target 1:6 student-to-coach ratio for High Performance Tennis sessions unless otherwise approved.
Individual plans	Individual athlete development plan for each student, including goals, development priorities, tournament direction and review points. These can include specific shots (forehand / backhand / volley / serve) technical, tactical, physical, mental and wellbeing components. These are included in the Semester Reporting.
Strength and conditioning	Years 7 to 10 strength and conditioning at least once every week, or an improved evidence-based model proposed by the tenderer and approved by the School.

Requirement	Minimum expectation
Competition	Support VSSA and at least one additional tournament/competition annually; provide athlete readiness and post-event review processes.
Pathways	Documented local, district, state, national and higher-level/college pathway advice, including US college information where appropriate. Conduct one information session per term featuring a US college recruitment company and/or former students sharing their experiences of studying and competing in the US.
Progress metrics	Track attendance, engagement, training load, UTR or equivalent ranking/progression data, competition participation/results and student feedback.
Reporting	Compass attendance each session, termly performance feedback, semester reports and annual satisfaction surveys.
Coaching Qualifications	Students have the opportunity to obtain their tennis coaching qualifications from the age of 15, providing a pathway to coaching and employment within the tennis industry.
Games Analysis	Video analysis is conducted once per semester and is used to support student reflection, identify areas for improvement in match play, and provide meaningful learning opportunities during poor weather sessions.
Journals	Students regularly reflect on their progress in their journals and consult with coaches to set goals, review performance, and identify areas for improvement.

6.3 Community access, participation and activation

Requirement	Minimum expectation
Community access	Maintain accessible public access through Book A Court or approved booking systems, including casual court hire availability outside school priority times.
Programming	Provide junior and adult coaching, social tennis, competition, holiday programs, inclusive participation opportunities and events.
Inclusion	Propose initiatives for juniors, women and girls, culturally diverse communities, people with disability and beginner/recreational players.
Affordability	Provide a pricing model that supports financial sustainability while preserving affordable community access.
Activation	Host tournaments, events and community activities appropriate to the venue and agreed with the School and Council.
No displacement	Commercial coaching and private bookings must not displace school priority use or agreed community access obligations.

6.4 Facility, maintenance and asset care

- Keep courts, nets, posts, surrounds, clubhouse and amenities clean, safe and presentable in accordance with the final maintenance schedule in the Council Licence Agreement.
- Undertake routine cleaning at least weekly, increasing to up to three times per week during high-use periods or as required under the Licence Agreement.
- Complete pre-use visual safety checks and record hazards, incidents and defects.
- Maintain tennis-related consumables and equipment, including nets and court equipment, within the operator's agreed responsibilities.
- Report asset defects, safety hazards, lighting faults, access system issues, amenity damage, vandalism or security concerns to Council and the School within agreed timeframes.
- Do not undertake capital works, signage changes, structural works, changes to Book A Court infrastructure or changes to access controls without written approval.

6.5 Financial management

- Provide a transparent financial model for both the school service component and the after-hours community operations component.
- Collect and account for approved fees and charges, including coaching fees, memberships, competitions, events and casual court hire where applicable.
- Arrange timely payment of operating expenses relating to the centre, including any payments due to the School and/or Council under the final agreements.

- Track late payments, manage debtors and creditors, and maintain audit trails and supporting documents.
- Provide quarterly financial summaries and annual financial statements. Annual statements must be verified by an independent auditor if required by Council and the final Licence Agreement.
- Provide annual financial reporting to Council and the School as part of the annual Business and Program Plan and any Tennis Victoria/Tennis Australia reporting requirement.

6.6 Staffing and qualifications

- All coaches and staff who work with children must hold a current Working with Children Check clearance before commencing work and throughout the term.
- The Head Coach / Program Director must hold relevant Tennis Australia coaching qualifications and current Tennis Australia Coach Membership. The head coach is expected to hold at least Tennis Australia Business membership or an equivalent level accepted by the School and Council.
- Assistant coaches must be appropriately qualified, supervised, inducted and screened.
- The operator must provide a staff register each term, including roles, qualifications, WWCC details, first aid/CPR status, Tennis Australia membership status and child safety training completion.
- The operator must notify the School and Council before changing the Head Coach, Contract Manager or any key personnel nominated in the tender response.
- The operator remains responsible for the conduct, safety, insurance and compliance of employees, contractors, volunteers and subcontractors.

6.7 Child safety, safeguarding and athlete welfare

- Comply with the Victorian Child Safe Standards, Ministerial Order 1359 and all School and Council child safety requirements.
- Maintain a Child Safety and Wellbeing Policy, Child Safety Code of Conduct, complaints/incident process and child-safe recruitment and screening process.
- Provide a completed Child Safe Standards Attestation with the tender response and updated evidence on request.
- Embed safeguarding practices in coaching, communications, transport, one-to-one interactions, online communications, photos/video, change-room use and incident management.
- Promptly report child safety concerns, allegations, incidents or red flags to the School and Council in accordance with agreed escalation procedures and legal obligations.
- Support student wellbeing by monitoring fatigue, burnout, injury, attendance, academic load and competition pressure.

6.8 Risk, health and safety

- Maintain documented risk assessments, emergency procedures, incident reporting processes, first aid arrangements and OHS procedures for school and after-hours operations.
- Comply with school site induction requirements, emergency management requirements, visitor/contractor procedures and Council facility requirements.
- Ensure staff know how to respond to injury, heat, lightning, poor air quality, unsafe surfaces, emergency lockdown/evacuation, child safety incidents, complaints and facility hazards.
- Ensure transport of students only occurs with appropriate approvals, permissions, driver checks, vehicle checks and supervision ratios.
- Maintain sufficient insurance cover and provide certificates of currency before commencement and on each renewal.

6.9 Data, privacy and communications

- Protect all personal information, student information, health information and commercially sensitive information obtained through the appointment.
- Use school systems such as Compass only as authorised and only for approved purposes.
- Do not disclose student, family, staff, member, financial or booking data except as authorised by the School, Council or law.
- Obtain written approval before using the School or Council name, crest, logo, images, student names/images or facility branding in marketing or media.
- Maintain clear communication with students, parents/carers, staff, members and community users, including term updates, program information and escalation pathways.

7. Reporting, governance and performance management

The operator must provide reporting that allows the School and Council to monitor quality, safety, participation, financial sustainability, facility care and strategic outcomes. Matters that may materially affect delivery must be communicated within 24 hours of becoming known, or immediately for child safety, serious injury, critical incident or major facility risk matters.

Report / meeting	Frequency	Submitted to	Minimum content
Mobilisation plan	Within 10 business days of appointment	School and Council	Staffing, transition, communications, risk controls, existing bookings, term planning, BAC handover and opening readiness.
School program operations report	Each term	College Tennis Coordinator / Principal delegate	Attendance, session delivery, student progress, wellbeing, injuries, competition planning, staffing, issues and improvement actions.
Semester student reports	Each semester	School / families as directed	Individual progress reporting in the format required by the School.
Community operations report	Quarterly	Council and School	Participation, membership, casual hire, Book A Court data, coaching enrolments, competitions, events, inclusion initiatives and complaints.
Financial report	Quarterly and annually	Council and School	Income, expenses, licence/school payments, debtors, creditors, forecast risks and annual statements.
Maintenance and incident report	Monthly summary and urgent reporting as needed	Council and School	Cleaning, hazards, defects, repairs requested, safety incidents, vandalism, access/lighting issues and actions taken.
Annual Business and Program Plan	Annually before the following operating year	School and Council	Program goals, budget, pricing assumptions, staffing, maintenance, activation calendar, KPIs, community access and risk controls.
Quarterly governance meeting	Quarterly	School, Council and operator	KPI review, improvement actions, risk, finance, facility issues, upcoming events and strategic planning.

8. Key Performance Indicators (KPIs)

The final agreements may refine these KPIs. Tenderers should explain how they will meet, measure and report on each KPI and may propose additional meaningful measures.

Area	KPI	Performance target
School program quality	Coaching and program delivery meets agreed specifications	100% of scheduled services delivered to agreed standard, subject to approved variations.
Coaching ratio	Student-to-coach ratio	Target 1:6 unless otherwise approved by the School.
Attendance	Compass or approved attendance recording	100% of school program sessions recorded accurately on the day of delivery.
Reporting	Term, semester and quarterly reports	95% submitted by due date; critical incidents reported immediately/within required timeframe.
Stakeholder satisfaction	Student/parent/carers and stakeholder feedback	90% positive or satisfactory feedback, with improvement plan for themes below target.
Retention	School program retention	Target 95% annual retention, recognising individual circumstances and School enrolment decisions.
Pathways and competition	Competition and tournament participation	At least one tournament/competition annually in addition to VSSA, plus documented pathway support.
Community participation	Membership, casual usage and program attendance	Annual growth targets to be proposed by tenderer and agreed in the Annual Business and Program Plan.
Community access	Casual Book A Court/public access availability	Agreed weekly casual access availability maintained outside school priority times.
Activation	Events, tournaments and initiatives	Annual activation calendar delivered, including inclusive and community-focused initiatives.
Maintenance	Facility cleanliness and presentation	Facility maintained to agreed standard; routine cleaning completed; urgent hazards escalated promptly.
Customer service	Operational issues resolved	90% of operational issues resolved or actioned within 48 hours of notification.
Financial transparency	Accurate records and reporting	Quarterly and annual financial reports submitted; audit trails retained.

Area	KPI	Performance target
Compliance	WWCC, TA membership, insurance and child safety evidence	100% compliance at all times.

9. Insurance, risk and compliance

Tenderers must provide certificates of currency and maintain insurance for the term of the appointment. Minimum insurance requirements are subject to School/Council review and the final agreements.

Insurance	Minimum amount / requirement
Public liability	\$20 million for any one occurrence and an unlimited number of claims, noting both the School and Council interests where required.
Product liability	\$20 million, or as required by the final agreements.
Professional indemnity	\$5 million, or higher if required due to advice, athlete development, strength/conditioning or specialist services.
Workers compensation / WorkCover	As required by law for employees and workers.
Motor vehicle	Required for any operator-provided vehicles used in service delivery; student transport only if approved by the School.
Cyber/privacy	Tenderer to declare current cover and controls where managing online bookings, financial information, member information or student data.

Tenderers must comply with all laws, policies and standards relevant to the services, including child safety, OHS, privacy, anti-discrimination, Working with Children Checks, reportable conduct obligations, school site requirements, Council facility requirements and Tennis Australia/Tennis Victoria standards where applicable.

10. Pricing and financial proposal

Tenderers must provide a financial proposal that separates the school service component from the after-hours facility/community operations component, while explaining how the integrated model will create efficiencies, sustainability and improved outcomes.

- School program pricing: annual management fee, coaching rates by enrolment band, consumables, guest speakers, specialist services, tournament support, travel/transport assumptions, make-up lessons and any other school costs.
- Council/community operations proposal: proposed annual licence fee or revenue-share model, community access pricing, Book A Court assumptions, memberships, casual hire, coaching revenue, competitions/events, operating expenses and maintenance costs.
- Financial sustainability: projected income and expenses for the initial term, key assumptions, break-even analysis, risk mitigation and investment in activation/maintenance.
- Value for money: demonstrate how the proposal balances quality, affordability, public access, student-athlete outcomes, inclusion and facility sustainability.
- GST: prices must state whether GST is included or excluded and must itemise GST where applicable.
- Indexation: tenderers must state any proposed annual indexation mechanism or fixed pricing period.
- License fee for school and council will be discussed with successful tenderer.

11. Submission requirements

Tenderers must submit a complete response using the response schedules in the Attachments. Responses should be concise but sufficiently detailed to demonstrate capability, compliance, value for money and alignment with the objectives of this RFT.

Required submission item	Requirement
Tender response form	Complete and sign Attachment A.
Executive summary	Summarise the proposed operating model, key benefits, differentiators and assumptions.
Organisation profile	Company background, ABN/ACN, structure, SME status, ownership, governance, financial capability and relevant registrations.

Required submission item	Requirement
Experience and referees	Demonstrate relevant tennis facility management, school program, high performance athlete development and community activation experience. Provide at least two referees.
High Performance Tennis Program Plan	Detailed school program delivery model, athlete development framework, staffing, reporting, pathways, wellbeing and risk management.
Community Operations and Activation Plan	After-hours program, BAC/casual access, membership, inclusion, competitions, events, partnerships and activation plan.
Staffing plan	Key personnel, coaches, qualifications, TA memberships, WWCC, first aid/CPR, child safety training and backup arrangements.
Maintenance plan	Cleaning, inspections, asset care, defect reporting, equipment care and escalation procedures.
Financial proposal	Pricing schedules, licence fee/revenue model, operating budget, assumptions, sustainability analysis and proposed indexation.
Risk and compliance evidence	Insurance certificates, child safety policy, code of conduct, child safe attestation, OHS procedures, privacy/data controls and conflict declaration.
Contract departures	Statement of full acceptance of terms or a schedule of proposed departures for consideration.

12. Evaluation process and selection criteria

Tenders will be assessed on value for money and overall alignment with the School and Council objectives. The School and Council may complete an initial compliance screen, written evaluation, referee checks, interviews/presentations, risk review, financial assessment and contract negotiation before appointment.

Criteria	Weighting	What the evaluators will consider
1. Relevant experience and integrated capability	20%	Experience managing tennis facilities, school programs, high performance athletes, community operations, staffing, Book A Court/booking systems and stakeholder relationships.
2. Quality of High Performance Tennis Program	25%	Program design, coaching ratio, athlete development plans, wellbeing, competition/pathway support, reporting, academic balance, student engagement and evidence-based performance monitoring.
	15%	Proposed after-hours programming, memberships, casual access, affordability, inclusive initiatives, women/girls participation, CALD/community engagement, competitions and events.
4. Financial sustainability and value for money	15%	Pricing, licence fee/revenue proposal, operating budget, transparency, viability, risk assumptions, investment in the facility/program and whole-of-term value.
5. Maintenance, asset management and operations	10%	Court/clubhouse care, cleaning, defect reporting, opening/closing, access management, customer service, maintenance systems and incident response.
6. Governance, child safety, risk and staffing	15%	WWCC, Child Safe Standards, TA membership/qualification evidence, OHS, insurance, safeguarding, incident management, data/privacy controls, staffing depth and professional development.

Mandatory compliance items may be assessed on a pass/fail basis before weighted evaluation. Failure to satisfy mandatory child safety, insurance, WWCC, qualification or legal compliance requirements may result in exclusion regardless of score.

Attachments - Bidder Response Schedules

Tenderers must complete and submit the following schedules with their response. Additional supporting documents may be attached where relevant.

Attachment A - Tender Response Form

Reference number	RFT 2026-01
RFT title	Integrated Operation of the Bayside P-12 College High Performance Tennis Program and Tennis Club After-Hours Community Operations
Trading name	
Registered name	
ABN / ACN	
Address	
SME status	☐ Small (under 20 FTE) ☐ Medium (20-199 FTE) ☐ Large (200+ FTE)
Contact person	
Role/title	
Telephone / mobile	
Email	

I/We offer to supply the goods and/or services specified in this RFT at the fees/charges specified, within the agreed period, under the terms and conditions included and any special conditions agreed in writing.

Signature	
Name	
Title	
Date	

Attachment B - Response Schedule

Section	Tenderer response
1. Executive summary	Provide an overview of the proposed integrated operating model and key benefits.
2. Organisation profile	Describe business structure, ownership, governance, registrations, financial capability and relevant background.
3. Relevant experience	Provide examples of comparable school, tennis, high performance, facility management and community activation work.
4. High Performance Tennis Program Plan	Explain program design, coaching model, athlete development, reporting, competition/pathways, wellbeing and academic balance.
5. Community Operations and Activation Plan	Explain after-hours programming, BAC/casual hire, memberships, coaching, competitions, inclusion and access.
6. Staffing and qualifications	List key personnel and coaches, roles, qualifications, TA membership, WWCC, first aid/CPR and child safety training.
7. Maintenance and facility care	Explain cleaning, inspections, defect reporting, equipment care and asset management.
8. Financial proposal	Provide pricing, licence/revenue model, operating budget, assumptions and financial sustainability evidence.

Section	Tenderer response
9. Risk, compliance and safeguarding	Provide evidence for child safety, OHS, insurance, incident management, privacy/data and conflict controls.
10. Value-add and innovation	Describe improvements, partnerships, local/community benefits, sustainability initiatives or program innovations.
11. Contract departures	State full acceptance of the proposed terms or list requested departures with rationale.

Attachment C - Pricing Schedule

All amounts must clearly state whether GST is included or excluded. Tenderers may add rows where required.

School Program Item	Unit / basis	Rate excl. GST	GST	Total
Annual management and administration fee	Per annum			
Coaching and development - up to 12 students	38 school weeks / year			
Coaching and development - 13 to 24 students	38 school weeks / year			
Coaching and development - 25 to 36 students	38 school weeks / year			
Coaching and development - over 36 students	38 school weeks / year			
Consumables including tennis balls	Per annum / per term			
Guest speakers / incursions	Per session / per term			
Specialist services - S&C, psychology, nutrition, recovery	Per session / per term			
Tournament support / attendance	Per event / per annum			
Transport/travel support if applicable	Describe basis			
Proposed annual commission to School (used for students in program at discretion of school)	Per annum			

Council / Community Operations Item	Unit / basis	Rate excl. GST	GST	Total / assumption
Proposed annual license fee to Council	Per annum			
Casual court hire pricing	Peak/off-peak/hour			
Membership pricing	Junior/adult/family/concession			
Junior coaching pricing	Per term / program			
Adult coaching pricing	Per term / program			
Competition/team fees	Per season / team / player			
Events/tournaments	Per event			
Cleaning and routine maintenance costs	Per annum			
Other proposed fees or charges	Describe			

Attachment D - Mandatory Compliance Checklist

Requirement	Tenderer confirms	Evidence attached / comments
Willing to enter both School Service Agreement and Council Licence Agreement	☐ Yes ☐ No	
Public liability insurance - minimum \$20 million	☐ Yes ☐ No	
Professional indemnity insurance - minimum \$5 million or as required	☐ Yes ☐ No	
Product liability insurance as required	☐ Yes ☐ No	
WorkCover / workers compensation as required	☐ Yes ☐ No ☐ N/A	
All child-facing staff/coaches hold current WWCC before commencement	☐ Yes ☐ No	
Child Safety and Wellbeing Policy	☐ Yes ☐ No	
Child Safety Code of Conduct	☐ Yes ☐ No	
Child safe recruitment/screening process	☐ Yes ☐ No	
Head Coach holds current Tennis Australia Coach Membership - Business or approved equivalent	☐ Yes ☐ No	
All coaches appropriately qualified, registered/screened and supervised	☐ Yes ☐ No	
OHS/risk management procedures	☐ Yes ☐ No	
Privacy/data handling controls	☐ Yes ☐ No	
Conflict of interest declaration completed	☐ Yes ☐ No	
Acceptance of Supplier Code of Conduct	☐ Yes ☐ No	
Labour hire licence if labour hire services are proposed	☐ Yes ☐ No ☐ N/A	

Attachment E - Child Safe Standards Attestation

I, _____, attest that the organisation complies with the Victorian Child Safe Standards and relevant school child safety requirements, including:

- having and implementing a Child Safety and Wellbeing Policy;
- having and implementing a Child Safety Code of Conduct;
- conducting child-safe recruitment, screening and supervision of all staff and contractors working with children;
- requiring and verifying current Working with Children Check clearances for all staff and contractors who work with children;
- providing child safety induction/training and maintaining records of completion;
- having a complaint, incident and report escalation process; and
- cooperating with the School and Council in relation to any child safety concern, allegation or incident.

Signed	
Print name	
Title	
Organisation	
Date	

Attachment F - Conflict of Interest Declaration

Tenderers must declare any actual, potential or perceived conflict of interest. This includes personal, financial, professional, family or other relationships with School or Council staff, School Council members, councillors, current operators, students/families or stakeholders that could affect, or be perceived to affect, the tender process or contract delivery.

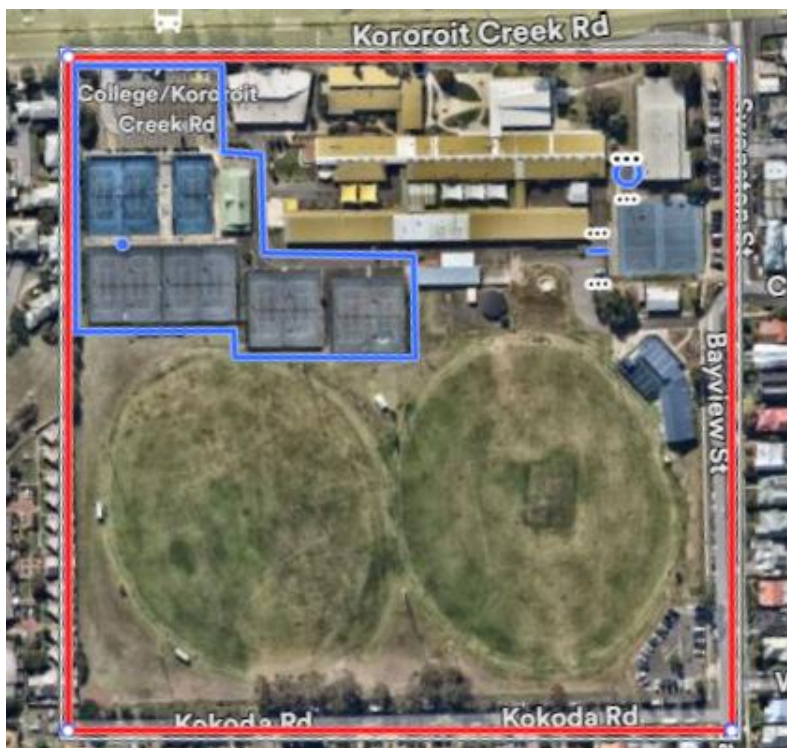
Do you have any conflict to declare?	☐ No ☐ Yes - details below
Details of conflict	
Proposed management strategy	
Authorised signatory	
Date	

Attachment G - Referees

Referee	Organisation	Relevant service provided	Contact details	Permission to contact
1				☐ Yes ☐ No
2				☐ Yes ☐ No
3 (optional)				☐ Yes ☐ No

Attachment H - Facility plans and use boundaries

The maps below are indicative only and included to assist tenderers. Final use boundaries, access arrangements, court allocations, clubhouse areas, parking, storage, school interface and any excluded areas will be confirmed in the Council Licence Agreement and/or site briefing material.



Indicative whole-site context plan.

