

# Attachments

## UNDER SEPARATE COVER ORDINARY COUNCIL MEETING

**6:00PM, TUESDAY, 29 October, 2019**





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Local Government

## Circular to Councils

<b>Circular Details</b>	Circular 19-23 / 30 September 2019 / A658394
<b>Previous Circular</b>	N/A
<b>Who should read this</b>	Councillors / General Managers / Governance staff
<b>Contact</b>	Council Governance Team / 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Information

### Constitutional referendums and council polls

#### What's new or changing

- Councils are reminded to inform the NSW Electoral Commissioner (NSWEC) if they have resolved for the NSWEC to administer a constitutional referendum or poll in conjunction with the 2020 local government elections.

#### What this will mean for your council

- Under section 16 of the *Local Government Act 1993*, a council must obtain the approval of its electors at a constitutional referendum to do each of the following:
  - divide a council area into wards or abolish wards
  - change the number of councillors
  - change the method of electing the mayor
  - change the method of election for councillors where the council's area is divided into wards.

#### Key points

- Councils should notify the NSWEC as soon as possible if they wish to enter into an arrangement for the administration of a referendum or poll.
- If a council resolves that a constitutional referendum or poll is to be conducted, it must comply with the notification requirements contained in Schedule 10 of the *Local Government (General) Regulation 2005*.
- Any changes approved at a referendum will come into effect at the September 2024 local government elections.

#### Where to go for further information

- For councils considering or that have resolved to have the NSWEC conduct a constitutional referendum or poll, contact Steve Robb at the NSW Electoral Commission on telephone 9290 5431 or [Steve.Robb@elections.nsw.gov.au](mailto:Steve.Robb@elections.nsw.gov.au).
- See the attachment to this Circular for further information.

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### Attachment

#### Conducting a constitutional referendum

If a council resolves to conduct a constitutional referendum it must comply with the notification requirements contained in Schedule 10 of the *Local Government (General) Regulation 2005*.

It is of critical importance that the referendum question or questions are carefully framed to ensure that workable decisions are achieved. All questions put at a referendum should be clear, concise, and capable of being responded to with a 'yes' or 'no' answer.

If more than one referendum question is being asked on a particular subject then extra care needs to be taken to ensure that the possible combinations of 'yes' and 'no' answers do not produce a conflicting decision.

Councils are responsible for the preparation and publicity of the required explanatory material. Councils must ensure this material presents a balanced case both for and against any proposition to be put to a constitutional referendum.

#### Dividing an area into wards or abolishing wards

After receiving elector approval at a constitutional referendum, and before dividing its area into wards, a council must undertake the consultation required by section 210A of the *Local Government Act 1993* (the Act). This includes consulting with the Electoral Commissioner and the Australian Statistician and public exhibition of the proposal. (Compliance with section 210A is not required where approval has been given by electors at a referendum to abolish wards.)

Any changes to wards will come into effect for the electoral term commencing in September 2024.

#### Changing the number of councillors

Section 224(2) of the Act requires that not less than 12 months before an ordinary election the council must determine the number of its councillors for the following term. If, as a result of doing so, a council has determined to change the number of its councillors, it must also obtain approval for the change at a constitutional referendum. Approval would have the effect of changing the number of councillors for the electoral term commencing in September 2024.

If following the approval of a reduction in councillor numbers, a casual vacancy occurs in the office of a councillor (but not a mayor elected by the councillors), and the reduction has not yet taken effect, the vacancy must not be filled if the number of councillors will remain at or above the number approved at the referendum (section 294B of the Act).

#### Changing the method of electing the mayor

The Act provides two methods by which a mayor can be elected — by popular vote at an ordinary election or by vote among the councillors. Section 228 of the Act permits a council to change the way the mayor is elected by seeking approval of its electors at a constitutional referendum.

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Councils with areas that are divided into wards are reminded that section 280(2) of the Act requires the same number of councillors is to be elected for each ward. A popularly elected mayor is not to be included in this count. In such circumstances, councils should be mindful that changing the method of electing the mayor could result in an increase or decrease in the number of councillors to be elected.

If electors at a constitutional referendum conducted in conjunction with the 2020 ordinary elections approve a change to the way the mayor is elected, that change will come into effect for the electoral term commencing in September 2024.

*Changing the method of electing councillors*

The councillors for an area that is divided into wards are to be elected in accordance with either method of election prescribed under section 280 or 281 of the Act.

The method of election under section 280 (method 1) is to apply unless a decision made at a constitutional referendum is in force, which requires the method of election to be conducted under section 281 (method 2).

The decision made at a constitutional referendum to alter the method of election to method 2 must also specify the number of councillors to be elected by the ward electorate and the number of councillors to be elected by the area electorate.

If electors at a constitutional referendum conducted in conjunction with the 2020 ordinary elections approve a change to the method for electing councillors, this change will come into effect for the electoral term commencing in September 2024.



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## Circular to Councils

<b>Circular Details</b>	Circular No 19-24 / 30 September 2019 / A658288
<b>Previous Circular</b>	N/A
<b>Who should read this</b>	Councillors / General Managers / Governance staff
<b>Contact</b>	Council Governance Team / 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Information

### Ward boundary and name changes

#### What's new or changing?

- Councils must review their ward boundaries and notify the NSW Electoral Commission (NSWEC) of any finalised changes to ward boundaries and/or names before **9 December 2019**.

#### What this will mean for your council

- Under section 211 of the *Local Government Act 1993* councils that are divided into wards must keep ward boundaries under review to ensure the difference in elector numbers between wards does not exceed 10%. For information on how the variation is to be calculated, please consult the attachment to this Circular.
- Before altering ward boundaries, councils must:
  - consult the NSWEC and the Australian Statistician; and
  - prepare and publicly exhibit a plan detailing any proposed alteration (the ward boundary plan).
- After public exhibition, councils must also notify the NSWEC of the final changes.

#### Key points

- Local government ordinary elections are to be held on **12 September 2020**.
- Councils must:
  - consult with the NSWEC prior to exhibiting a new boundary plan; and
  - notify the NSWEC after new boundaries are finalised.
- The NSWEC maintains a website to assist councils review ward boundaries and provide guidance on the process for consulting with it.
- Councils must publicly exhibit the ward boundary plan for at least 28 days and consider any submissions made during the 42-day consultation period.
- The closing date for councils to notify the NSWEC of final ward boundary and name changes for the next ordinary elections is **9 December 2019**.

#### Where to go for further information

- For more information consult the NSWEC's website [here](#) or contact Bronwyn Butland at NSWEC on 9290 5928 or [bronwyn.butland@elections.nsw.gov.au](mailto:bronwyn.butland@elections.nsw.gov.au).

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**Attachment**

To ascertain if there is a difference greater than 10% in the number of electors between wards, councils need to determine the percentage variation between the numbers of electors between wards.

For example: Local Government Area with 4 wards, with a total of 10,000 electors in the Area:

**Ward 1** = 2,630 electors  
**Ward 2** = 2,367 electors  
**Ward 3** = 2,553 electors  
**Ward 4** = 2,450 electors  
**Total** = 10,000 electors

The difference between wards 1 and 2 (greatest and least numbers of electors) = 263, or 10% of 2,630.

In the above example, the arrangement does not result in a variation of more than 10% between the number of electors and each ward of the Area. If, however, the variation becomes greater than 10%, councils are required to alter their ward boundaries in compliance with section 211 of the *Local Government Act 1993*.



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## Circular to Councils

<b>Circular Details</b>	Circular No 19-21 / 26 September 2019 / A664471
<b>Previous Circular</b>	19-08 <i>Consultation on revised IPC Guideline 1 Returns of Interests</i>
<b>Who should read this</b>	Councillors / General Managers / Governance staff
<b>Contact</b>	Council Governance / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a> / (02) 4428 4100
<b>Action required</b>	Information

### Release of IPC Guideline 1 Returns of Interests

#### What's new or changing?

- The Information and Privacy Commission (IPC) has finalised and issued *Guideline 1: For local councils on the disclosure of information contained in the returns disclosing the interests of councillors and designated persons* (Guideline 1).
- Councils should review the positions they currently identify as designated persons in light of Guideline 1 by applying the principles set out in the attachment to this circular.

#### What this will mean for your council

- Guideline 1 states that councillors' and designated persons' returns of interests must be made publicly available free of charge on councils' websites, unless there is an overriding public interest against disclosure of the information contained in them or to do so would impose unreasonable additional costs on the council.
- Where a council decides that there is an overriding public interest against the disclosure of some of the information contained in a return, consideration should be given to releasing an edited copy of the return (for example redacting the individual's signature and residential address).
- Where information is deleted from a return, councils should keep a record indicating, in general terms, the nature of the information redacted from the return in accordance with section 6(5) of the *Government Information (Public Access) Act 2009* (GIPA Act).
- Councils should be mindful when identifying a position as the position of a designated person or a committee as a committee whose members are designated persons, that the consequence of this is that the council will be required to publish information contained in those persons' returns of interests on their websites.
- The Office of Local Government (OLG) would encourage councils to review the positions and committee memberships that they currently identify as those of designated persons with this consequence in mind.
- OLG would encourage councils to apply the principles set out in the attachment to this circular when identifying positions and committee memberships as those of designated persons.

**Key points**

- Section 6 of the GIPA Act provides for the mandatory proactive release by NSW public sector agencies (including councils) of open access information. The GIPA Act provides that open access information must be made publicly available free of charge on a website maintained by the agency.
- Councillors' and designated persons' returns of interests are prescribed as open access information for local government under Schedule 1 to the *Government Information (Public Access) Regulation 2018*.

**Where to go for further information**

- Guideline 1 and further information on open access information requirements for local government is available on the IPC's website at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au).
- The attachment to this circular provides guidance on the principles councils should apply when identifying positions and committee memberships as those of designated persons.
- See the [Guide to Completing Returns of Interests](#) which is available on OLG's website, for information on how to complete returns of interests and what information to include.
- Contact the IPC at 1800 472 679.
- Contact OLG's Council Governance Team on 02 4428 4100.



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**ATTACHMENT**

**Identifying “designated persons”**

**The obligation to complete returns of interests**

Under the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct), councillors and designated persons are required to complete and submit returns of interests within 3 months of:

- becoming a councillor or designated person
- 30 June of each year, and
- becoming aware of a new interest that must be disclosed in the return.

**Who is a “designated person”?**

Under clause 4.8 of the Model Code of Conduct, designated persons include:

- the general manager
- senior staff of councils for the purposes of section 332 of the *Local Government Act 1993*
- any other member of staff or delegate of the council who holds a position identified by the council as the position of a designated person because it involves the exercise of a function that could give rise to a conflict of interest, and
- a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of functions that could give rise to a conflict of interest.

**Identifying “designated persons”**

The requirement to publish returns of interests is designed to operate as a transparency mechanism to ensure that key decision makers in councils appropriately disclose and manage pecuniary interests they may have in matters they are dealing with.

Councils should be mindful when identifying a position as the position of a designated person or a committee as a committee whose members are designated persons, that the consequence of this is that the council will be required to publish personal information about those persons on their websites.

Councils should weigh this consequence against the risk that the requirement to publish returns of interests is designed to address to ensure that this is a proportionate mitigation of that risk. This assessment should be based on a consideration of the nature, responsibilities and functions of a role or a committee and the type and level of delegations it exercises.

Positions or committee memberships involving the performance of low-level administrative or regulatory functions that carry limited or no discretion or financial delegations, should not be identified as positions of designated persons.

The types of positions or committee memberships that should be identified as designated persons are those that exercise functions or decision-making that involve the potential for significant risk to the council, including of damage to the council's reputation, where conflicts of interest are not disclosed and appropriately managed.



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## Circular to Councils

<b>Circular Details</b>	Circular No 19-25 / 2 October 2019 / A671874
<b>Previous Circular</b>	18-44 <i>Commencement of the new Model Code of Conduct for Local Councils in NSW and Procedures</i>
<b>Who should read this</b>	Mayors / Councillors / General Managers / Joint Organisation Executive Officers / Complaints Coordinators / Conduct Reviewers
<b>Contact</b>	Council Governance Team – (02) 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Council to Implement

### Penalties available to councils for code of conduct breaches by councillors

#### What's new or changing?

- The purpose of this Circular is to inform councils and joint organisations of the recent decision by the Supreme Court in the matter of *Cornish v Secretary, Department of Planning, Industry and Environment* [2019] NSWSC 1134. The Court's decision may be found [here](#).
- The Supreme Court has held that, notwithstanding the penalties available to councils for code of conduct breaches by councillors under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* (the Procedures), the only disciplinary power available to councils under the *Local Government Act 1993* for code of conduct breaches by councillors, is the power to formally censure conferred under section 440G.

#### What this will mean for your council

- The Office of Local Government (OLG) is currently considering the implications of the decision and will provide further guidance to councils once it has done so.
- In the meantime, OLG strongly discourages councils from imposing penalties on councillors for breaches of their codes of conduct other than those available under paragraphs (h) and (i) of clause 7.59 of the Procedures, namely:
  - that a councillor be formally censured for a breach under section 440G of the Act (clause 7.59(h)); and
  - that a councillor be formally censured for a breach under section 440G and the matter referred to OLG for further action under the misconduct provisions of the Act (clause 7.59(i)).
- The Supreme Court has held that it remains open to councils to make findings of inappropriate conduct by councillors public by publishing the investigator's findings and determination in the minutes of the meeting (see clause 7.59(f) of the Procedures).
- Councils should be mindful that under the new Procedures, an investigator must first consult with OLG prior to finalising their report where they propose to recommend that the councillor be formally censured for a breach and the matter referred to OLG for further action under the misconduct provisions of the Act.
- OLG would encourage councils' complaints coordinators to make conduct reviewers aware of the Supreme Court's decision and to discourage them from

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recommending penalties for breaches by councillors other than those referred to above.

#### Key points

- The Supreme Court's decision means that decisions by councils to impose the following penalties on councillors under the new Procedures may be open to challenge:
  - that a councillor undertakes training or other education relevant to conduct giving rise to a breach (clause 7.59(a));
  - that a councillor is counselled for their conduct (clause 7.59(b));
  - that a councillor is removed from membership of a committee of the council or any other body or organisation that the councillor serves on as the council's representative (clause 7.59(c));
  - that a councillor give an undertaking not to repeat offending behaviour in such time and form specified by a resolution (clause 7.59(d));
  - that a councillor apologise to any person or organisation affected by a breach in such a time and form specified by a resolution (clause 7.59(e)).
- The Supreme Court's decision makes it clear that it remains open to general managers and conduct reviewers/investigators to informally resolve code of conduct complaints against councillors by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat offending behaviour.
- The decision has no implications for councils' ability to take disciplinary action under the Procedures for code of conduct breaches by council officials other than councillors.

#### Where to go for further information

- For more information, contact the Council Governance Team by telephone on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).



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## Circular to Councils

<b>Circular Details</b>	Circular No 19-22 / 27 September 2019 / A673766
<b>Previous Circular</b>	<i>19-02 Consultation by IPART on recommended reforms to local government election costs and extension of the deadline for councils to make a decision on the administration of their elections</i>
<b>Who should read this</b>	Councillors / General Managers / Council Governance Staff
<b>Contact</b>	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov">olg@olg.nsw.gov</a>
<b>Action required</b>	Council to Implement

### Government response to IPART's review of local government election costs

#### What's new or changing

- On 30 August 2019, the Independent Pricing and Regulatory Tribunal (IPART) provided its final report of its review of local government election costs to the Minister for Local Government. IPART's final report is available [here](#).
- On 18 September 2019, the Government released its response to IPART's final report and announced that it intended to fund the NSW Electoral Commission's (the Commission) core costs in relation to the administration of local government elections, thereby reducing councils' election costs. The Government response to IPART's final report is available [here](#).
- Councils must make a decision on the administration of their elections by **1 October 2019**, or soon thereafter, and must enter into any arrangement with the NSW Electoral Commissioner (the Commissioner) to administer their elections no later than **1 January 2020**.

#### What this will mean for your council

- Under the new funding model, costs will be assigned as either direct or core costs and allocated to councils or the NSW Government accordingly. The funding model will see costs allocated on the following basis:
  - direct (or marginal) costs are the costs that would not be incurred if an election was not held. These will be recovered from councils on a direct allocation and per elector basis. These include election staffing, venues, ballot paper printing, council-specific advertising and voter information products
  - core costs are defined as head office costs such as staff payroll, training, election security, project management, drafting of election procedures and policies, core IT system development and maintenance and ongoing voter roll maintenance. These are the costs the Commission must incur to maintain its capacity to conduct local government elections. The NSW Government will fund these core costs of \$19.9 million.
- The NSW Government's funding contribution will result in an indicative weighted average cost per elector of \$8.21, which will be passed onto councils, compared to a weighted average cost per elector of \$12.72 if no Government contribution was provided.
- If they have not already done so, councils must now make a decision on how their elections are to be administered by **1 October 2019**, or soon thereafter.
- Under section 296AA of the *Local Government Act 1993* (the Act), each council must resolve either:

- to enter into an election arrangement with the Commissioner to administer all the council's elections, polls and constitutional referenda; or
  - that the council's elections are to be administered by an electoral services provider engaged by the council.
- Where the council resolves that the council's elections are to be administered by an electoral services provider engaged by the council, the resolution must specify whether the general manager has identified an electoral services provider to be engaged for the next ordinary election of councillors and, if so, the name of that provider.
- Section 296(5) of the Act empowers the Commissioner to enter into an arrangement to administer a council's elections after the statutory deadline of **1 October 2019** for a decision on the administration of the council's elections if satisfied that there are exceptional circumstances that make it desirable or necessary for him to do so.
- The Commissioner has formed the preliminary view that constraints placed on councils in the context of the timing of the IPART review constitute 'exceptional circumstances' for the purposes of section 296(5).
- If a council cannot pass the requisite resolution to enter into an election arrangement with the Commissioner on or before **1 October 2019**, it should provide its resolution to the Commission as soon as possible after that date to enable the Commissioner to consider the resolution pursuant to section 296(5) of the Act.
- To enable the Commission to adequately plan for council elections, any contracts must still be signed and returned to it no later than **1 January 2020**.
- If a council does not enter into an election arrangement with the Commissioner, the council will be required to engage an alternative electoral services provider to administer its elections.

#### Where to go for further information

- Further information on council decisions on the administration of the 2020 council elections is available in the FAQ issued with [Circular 18-43 Council decisions on the administration of the September 2020 elections](#). Please note that some of the information in the FAQ has been superseded by subsequent amendments to the Act and it should be read in conjunction with the information contained in this circular.
- Contact OLG's Council Governance Team by telephone on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).
- Contact the NSW Electoral Commission by telephone on 02 9290 5999.



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## Media release - Election funding deal a great first step to funding transparency

18 September 2019

**A one-off \$19.9 million funding grant to the NSW Election Commission (NSWEC) was a good first step in restoring transparency and fairness to the cost of council elections, the local government sector said today.**

Local Government NSW (LGNSW) President Linda Scott welcomed the announcement that councils would only be asked to pay the direct costs of the upcoming 2020 local government elections: expenses such as election staffing, venues, ballot paper printing and voter information products.

Core costs such as the wages and salaries of NSWEC's staff, the maintenance of electoral rolls, and other business-as-usual expenses such as IT systems and project management costs, will be funded in 2020 by a one-off grant.

"We welcome the announcement that councils and their communities won't be required to subsidise the operations of the NSWEC in 2020," Cr Scott said.

"By identifying and separating direct and core costs in 2020 we will have true cost transparency, which is very important.

"Local government is grateful that for the 2020 elections there will be no cost shifting in the electoral process.

"On behalf of the state's councils I thank Local Government Minister Shelley Hancock, who has listened to LGNSW and driven this important advance for 2020.

"This is the second one-off funding package the Minister has won for councils in response to LGNSW advocacy.

"It comes hot on the heels of the one-off transitional funding of \$13.6 million she delivered to offset a shock rise of up to 25% in the Emergency Services Levy this financial year.

Cr Scott said LGNSW would now work with the Minister to deliver a fair, transparent and sustainable long-term solution.

"It's important this funding continues beyond 2020, otherwise councils may find themselves forced to fund elections by cutting services or reducing infrastructure maintenance," she said.

"We'll also be working with Minister Hancock on further election issues such as universal postal voting and shorter pre-poll voting periods."

Today's announcement follows a NSW Government referral to the Independent Pricing and Regulatory Tribunal (IPART), which was asked to look at NSWEC's pricing methodology "in order to minimise the financial burden on councils and ratepayers and ensure local government elections are conducted efficiently and cost effectively".

The final IPART report and the Government's response is available [here](#).

<https://www.lgnsw.org.au/news/media-releases/media-release-election-funding-deal-2020> 16/10/2019

Media release - Equal Partnership The Best Way to Deliver Community Outcomes | LGNSW Page 1 of 1

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## Media release - Equal Partnership The Best Way to Deliver Community Outcomes

A new agreement between councils and the State Government establishes the kind of equal partnership needed to really deliver good outcomes for NSW communities, Local Government NSW (LGNSW) said today.

LGNSW President Linda Scott said the official signing of a new Intergovernmental Agreement (IGA) was signed today by Premier Gladys Berejiklian, Deputy Premier John Barilaro, and Local Government Minister Shelley Hancock.

The signing took place at a special event at Warwick Farm, ahead of the opening of LGNSW's Annual Conference tomorrow.

"Minister Hancock described the IGA as marking a new era of cooperation between the two tiers of government, and I think that is true," Cr Scott said.

"The lapsing of the last IGA heralded a tumultuous period for the sector involving a wave of forced council amalgamations.

"This commitment to an equal partnership incorporates some very important principles:

- No forced council mergers
- The quickest possible return to democratically elected representation following the appointment of any Administrators, and
- Consultation with LGNSW before any laws or significant policy initiatives impacting on the sector.

"The IGA also recognises cost shifting.

"Importantly, it commits the State Government to consideration of councils' financial capability and budget cycles before they are asked to provide new or expanded functions.

"Even more importantly, by signing this agreement the Berejiklian-Barilaro Government commits itself to alleviate potential budgetary impacts on councils where possible."

The new IGA outlines the need to work together to deliver on the key priorities of the Berejiklian-Barilaro Government, including the NSW State Infrastructure Strategy 2018-2038 and the Future Transport Strategy 2056.

"The local government sector and the State Government both believe an effective and strong partnership is the best way to drive positive policy outcomes for the people of NSW," Cr Scott said.

"That's why it recommends formal Memorandums of Understanding between LGNSW and key State agencies: by further embedding this constructive approach across all levels of government and the public sector we can ensure energy is focussed on delivering for the public good.

"On behalf of the local government sector, I thank Premier Berejiklian, Deputy Premier Barilaro and Mrs Hancock for their commitment to working with the sector in the interests of the communities right across NSW."

### Media Enquiries

Toni Allan: 0412 774 441

<https://www.lgnswnsw.org.au/news/media-releases/media-release-equal-partnership-best> 16/10/2019

Home > News > Media Releases > Media release - New website highlights performance of NSW councils

## Media release - New website highlights performance of NSW councils

24 September 2019

A new website highlighting services and achievements of councils across NSW has been welcomed as a potentially valuable source of information for residents by Local Government NSW (LGNSW).

LGNSW President Linda Scott said the State Government's *Your Council* website, launched this week, provided easy access to a range of information on the operations of NSW's 128 metropolitan and regional councils.

"Local Government NSW always welcomes transparency in local government," Cr Scott said.

"The *Your Council* website will make existing publicly available data about local governments easier to access.

"Australians consistently report that local government is the most trusted level of government.

"A recent Essential Poll found 42 per cent of respondents trusted their local council, in comparison with 31 per cent for State Government and just 28 per cent for Federal Government."

Cr Scott said the new website underlined the width and breadth of work done by local councils as well as the plethora services they provided to the community.

The website also provided benchmarks so ratepayers could compare the performance of their council with similar councils.

"While these types of comparisons can sometimes oversimplify things and fail to take into account environmental differences and other factors, overall it's a helpful tool," Cr Scott said.

"What a website like *Your Council* does highlight through the data presented is the ongoing challenge for local governments, with councils managing 33 per cent of the nation's infrastructure with just 3 per cent of total public sector tax receipts."

For more information on the *Your Council* website go to [www.yourcouncil.nsw.gov.au](http://www.yourcouncil.nsw.gov.au)

### Media Enquiries

Toni Allan: 0412 774 441





Office of  
Local Government

## Circular to Councils

<b>Circular Details</b>	Circular No 19-27 / 21 October 2019 / A662487
<b>Previous Circular</b>	19-14 - <i>Recent amendments to the Local Government Act 1993</i>
<b>Who should read this</b>	New Council Councillors / General Managers / Council Finance and IP&R staff
<b>Contact</b>	Policy Team / (02) 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Information

### Extension of the rates path protection for new councils

#### What's new or changing

- New councils formed in 2016 that have opted out of the rates path protection extension will cease to be included under the Ministerial Determination issued for Section 218CB of the *Local Government Act 1993*.
- New councils that have decided to extend the rates path protection will be included under provisions of the Ministerial Determination to 2021.
- New councils formed in 2016 will be eligible to apply for a Special Variation or Minimum Rate Variation, regardless of whether they have opted out of the rates path protection extension.

#### Key Points and What this will mean for your council

- New councils under the rates path protection extension will maintain rates paths until mid-2021.
- All new councils are eligible to apply for a special or minimum rate variation for the 2020-21 rating year.
- Any new council seeking to apply for a variation should contact IPART as soon as possible to discuss.

#### Where to go for further information

- The new Ministerial Determination issued for Section 218CB of the *Local Government Act 1993* is available at:  
[https://gazette.legislation.nsw.gov.au/so/download.w3p?id=Gazette\\_2019\\_2019-122.pdf](https://gazette.legislation.nsw.gov.au/so/download.w3p?id=Gazette_2019_2019-122.pdf)
- The Office of Local Government issued Special Variation and Minimum Rate Variation Guidelines outline the process for councils seeking to apply for a special or minimum rate variation for 2020-21. They are available at:  
[www.olg.nsw.gov.au/strengthening-local-government/supporting-and-advising-councils/directory-of-policy-advice/rating-and-special-variations](http://www.olg.nsw.gov.au/strengthening-local-government/supporting-and-advising-councils/directory-of-policy-advice/rating-and-special-variations).

**Tim Hurst**  
**Deputy Secretary**  
**Local Government, Planning and Policy**

Office of Local Government  
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## PLATFORM COMING YOUR WAY

WE LAUNCHED OUR ARTS AND DISABILITY PROJECT IN MARCH AND NOW WE ARE READY TO ROLL IT OUT.

We also said farewell to Adam Bannister who co-ordinated the design and manufacture of PLATFORM and handed over to Greg Pritchard who is now responsible for delivering platform across our region.

This \$588,000 project has been successfully delivered in West Wyalong (150th Celebrations), Tumut at a very wet Lanterns on the Lagoon and Wagga Wagga's Spring Jam. This weekend we are off to Lockhart for Spirit of the Land before taking a break until 2020.

Visit <https://www.platformriverina.com/>



## YES WE CAN-OE

ERA SUCCESSFUL IN \$180,00 FUNDING FROM FEDERAL INDIGENOUS, LANGUAGE AND ARTS PROGRAM.

The Lagoon Project is a two year inter-generational project re-invigorating canoe-making practice among the Aboriginal men of Brungle/Tumut community. The project will provide opportunities for the sharing and strengthening of cultural practice through exhibition and performance including participation in a significant festivals in the Riverina.

Over the two years, the project will also look to work with communities across the ERA region. The project will create part-time employment for a Cultural Producer for the project, as well as engage senior Elders and knowledge holders, artists, and provide workshop opportunities for men and young people.

Eastern Riverina Arts will be using this funding to leverage more Aboriginal arts and cultural projects in consultation with community and to extend the Cultural Producer role to a full-time ongoing position to support Aboriginal Arts development across the region.

Special thanks to the members of our First Nations Reference Group; Aunty Lorraine Tye, Luke Penrith and Aunty Fay Mosely, Shane Herrington from National Parks and Wildlife, Snowy Valleys Council and Coo-ee Cottage for their support.





**DID YOU KNOW?: 25% OF THE RIVERINA ARE INVOLVED IN CREATIVE ACTIVITIES**

## OUR NEW LOOK BOARD FOR 2019-2020

AT OUR ANNUAL GENERAL MEETING WE SAID  
GOODBYE AND THANKS TO ONE OF OUR BOARD  
MEMBERS AND WELCOME TO A NEW MEMBER.

At our AGM in April, held at Junee Shire Council, Peter Veneris (GM of Lockhart Shire Council) decided to not seek another term on the board, Anne Lowe thanked him for his fantastic work and insights into Local Government approaches, Governance, and acknowledged the support provided as we transitioned into the new board structure. Peter was also thanked for his stewardship of our Risk and Audit sub-committee.

To fill the vacancy the members elected Ann Sutton to our board. Ann is a recent arrival to the Riverina and brings with here a wealth of experience. She has been on a variety of boards since 2007 including Chairman of the NSW/ACT IGA State Board as well as its Culture, Governance & Compliance Committee and also State Representative and Secretary of the Coolah Showground & Recreation Reserve Trust for 5 years. She is a graduate of the AICD Company Directors Course and has extensive fundraising experience. Welcome Ann.

Our Deputy Chair was also elected for another two-year term. Elise Magrath is currently the Cultural Development Officer at the Arts Centre Cootamundra. Elise brings to the board the

corporate knowledge as well as additional skills in cultural development, arts and disability.

At the June Board meeting Anne Lowe was re-appointed Chairperson, Elise Deputy-Chair and Craig Richardson was elected Treasurer.

Trudy Crawford's term as one of the representative's of the Regional Advisory Committee has ended and she is stepping down from the board. The Regional Advisory Committee are in the process of selecting someone to take up a board position.

Filling the remaining positions on the board are Claire Harris, Madeleine Scully.



## SHIFT: EXPLORING POWER OF STORIES

Q: What do you get when you put some of the country's leading creative minds in a historic storefront with 75 people from our region's creative and cultural sectors?

A: a day full of inspiring discussions at SHIFT.

"Stories have a way of changing the world," said Wesley Enoch in his keynote address. This concept was widely shared amongst all of the day's presenters. From Angela McCann's tear-jerking description of the Poppy Project which saw the Coolamon community produce 2000 ceramic flowers for their remembrance ceremony, - to Helpmann Award-winning playwright, S. Shakthidharan who play Counting and Cracking celebrates the power of "quiet voices" in migrant communities across the country.

Thanks to Coolamon Shire Council for your support.

**DID YOU KNOW?:** 87% OF THE RIVERINA ATTEND CULTURAL VENUES OR EVENTS



## STRATEGIC PLANNING

Eastern Riverina Arts are working with David Sharpe of Sharpe Advisory to develop our strategic plan for 2020-2024. We have had our first planning session with David and are looking to circulate a draft to members in November.

This is the first opportunity the board has had to take on the task of providing strategic direction since the restructure. Focus is on increasing participation, developing new strategic partnerships and diversifying our revenue streams in an ever changing funding environment.

David Sharpe is a management and business consultant, specialising in creative and digital industries companies.

## OUR REGIONAL ADVISORY COMMITTEE

EACH COUNCIL NOMINATES A MEMBER OF OUR REGIONAL ADVISORY COMMITTEE TO PROVIDE ADVICE ON EACH LGA'S NEEDS.

CR JAN WYSE (BLAND)

JESSICA INCH (COOLAMON)

CR LEIGH BOWDEN (COOTAMUNDRA-GUNDAGAI)

SUE WOODS (JUNEE)

FRAN DAY (LOCKHART)

EVAN SAUNDERS (SNOWY VALLEYS)

AMANDA GAY (TEMORA)

MADELEINE SCULLY (WAGGA WAGGA)

## CASP

Great to see so many of the 2019 CASP projects coming to completion. We attended the launch of Junee artist Kellie Hulm's exhibition *Around the World*. This exhibition was supported by CASP, providing Kellie with mentorship by Wagga artist Gregory Carosi. At the opening, Curator Drew Halyday declared this the first solo exhibition by an artist with disability at the Wagga Art Gallery.

Also been good seeing the progress made by young people in Lockhart and the Rock on their magazines celebrating elders in their community. They have been working with The Rock based graphic designer Rachel Viski.

In 2018 Eastern Riverina Arts recommended over \$17000 for 5 local community projects.



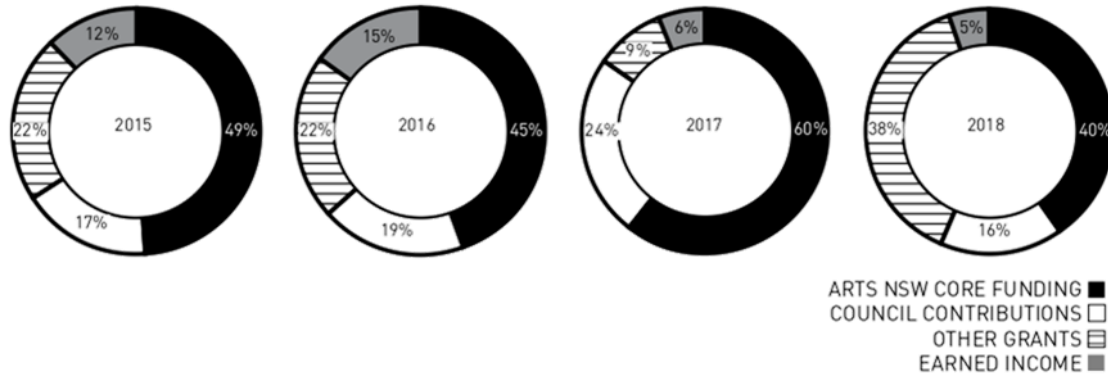
## MOBILE OFFICE ROADSHOWS

We have been travelling all over our region meeting artists, community groups and with our Councils, whether with our mobile office, bringing Create NSW to Wagga and Tumut or delivering funding info sessions. Keep an eye out in the last part of the year for Creative Riverina meetups - a chance for practitioners to meet, share ideas and future projects. We love making new connections - invite us to your town.

**DID YOU KNOW?:** 1,148 ARE PEOPLE EMPLOYED ACROSS CULTURAL AND CREATIVE OCCUPATIONS.

## 2018 AT A GLANCE

SOME OF THE KEY METRICS PRESENTED AT OUR AGM



**ANNUAL INCOME**  
\$350K (↑ 51% FROM 2017)

**ANNUAL EXPENSES**  
\$325K (↑ 38% FROM 2017)

**35** ARTISTS  
ENGAGED,  
EXHIBITED OR  
EMPLOYED ON  
12 PROJECTS

**EASTERN RIVERINA ARTS  
ACKNOWLEDGES THE  
ONGOING SUPPORT OF  
ITS MEMBER COUNCILS**



**EASTERN RIVERINA  
ARTS IS SUPPORTED BY  
THE NSW GOVERNMENT  
THROUGH CREATE NSW**



**EASTERN RIVERINA  
ARTS IS A MEMBER OF  
REGIONAL ARTS NSW**



**ASK US  
ANYTHING**

(WE LOVE NEW IDEAS)

**ONLINE**

[easternriverinaarts.org.au](http://easternriverinaarts.org.au)

[info@easternriverinaarts.org.au](mailto:info@easternriverinaarts.org.au)

**PHONE**

02 69216890

**SOCIALS**







### Tender/EoI Evaluation Matrix Summary

Weighting	Scoring
1 = Minimum requirement	0 = Not acceptable, has not met any reasonable criteria
2 = Of benefit, will add some value to the contract	1 to 4 = Has only met some minimum requirements and may not be acceptable
3 = High levels of performance	5 = Acceptable
4 = Superior level of performance required	6 to 9 = Acceptable, has met all requirements and exceeded some
5 = Absolutely required, critical to contract performance	10 = Acceptable, has well exceeded all requirements

A score of '0' will result in that Tender/ EoI no longer being considered.

EVALUATION CRITERIA		Jenelle Williamson Consulting			leisure Planners			Worldwide Sports Management Group Pty.			Otium Planning Group Pty Ltd		
1. PROFESSIONAL COMPETENCE	Weight	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC
1.1 Compliance to Specifications	5	Full compliance and within scope	5	1	Full compliance and within scope	8	1.6	Full compliance and within scope	5	1	Full compliance and within scope	8	1.6
1.2 Capability / Capacity	5	Well experienced in a local govn environment.	5	1	Medium sized company with extensive experience & highly qualified staff	8	1.6	In accordance with the project requirements	4	1.25	Medium sized company with extensive experience & highly qualified staff	8	1.6
1.3 Past Performance and current work	3	Minimal time in private sector majority of time in local govn.	5	1.7	Broad range of experience within the field of recreation	8	2.7	Experience requirements considered satisfactory	4	1.3	Broad range of experience within the field of recreation	8	2.7
1.4 Customer Service	3	Good references given	5	1.7	Good references given	5	1.7	Experience requirements considered satisfactory	3	1	Good references given	5	1.7
1.5 Strategic	3	Approach in accordance with Scope of Works	5	1.7	Approach in accordance with Scope of Works	5	1.7	Experience requirements considered satisfactory	3	1	Approach in accordance with Scope of Works	5	1.7
1.6 Innovation	3	Approach in accordance with Scope of Works	4	1.3	Approach in accordance with Scope of Works	5	1.7	Experience requirements considered satisfactory	3	1	Approach in accordance with Scope of Works	5	1.7

2. COMMERCIAL	Weight	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC
2.1 Financial viability	5	Approach in accordance with Scope of Works	4	1.3	Company appears well qualified to undertake works within scope	5	1	Experience requirements considered satisfactory	5	1	Company appears well qualified to undertake works within scope	5	1
2.2 Risk and Insurance	3	Approach in accordance with Scope of Works	5	1.7	Approach in accordance with Scope of Works	5	1.7	Experience requirements considered satisfactory	4	1.3	Approach in accordance with Scope of Works	5	1.7
2.3 Conflict of Interest	5	No conflict identified	5	1	No conflict identified	5	1	No conflict identified	5	1	No conflict identified	5	1
2.4 Pricing	5	Good price but difficult to compare against value for money	4	1.3	Price considered appropriate and within scope	8	1.6	Price considered appropriate and within scope	6	1.2	Price considered appropriate and within scope	7	1.4
Total Weighted Score	40		13.7		16.3		8.8		16.1				

3. FINANCIAL	Jenelle Williamson Consulting				Leisure Planners			Worldwide Sports Management Group Pty.			Otium Planning Group Pty Ltd		
3.1 Tendered/Eol Price	This criterion is not weighted and scored	\$19,550.			\$20,000.	Price Ranking		\$21,495.	Price Ranking		\$24,090.	Price Ranking	
3.3 Price Variation		N/A			N/A			N/A			N/A		
3.4 Price Ranking			1st			2nd			3rd			4th	
3.5 Bill Payment		N/A			In 4 parts			N/A			N/A		
3.6 Timeline		Within 22 weeks			Within 22 weeks			Within 22 weeks			Within 22 weeks		
3.7 Net Present Value (Contract Term)		\$19,550			\$20,000.			\$21,495.			\$24,090.		



## Tender/EoI Evaluation Matrix Summary

Weighting	Scoring
1 = Minimum requirement	0 = Not acceptable, has not met any reasonable criteria
2 = Of benefit, will add some value to the contract	1 to 4 = Has only met some minimum requirements and may not be acceptable
3 = High levels of performance	5 = Acceptable
4 = Superior level of performance required	6 to 9 = Acceptable, has met all requirements and exceeded some
5 = Absolutely required, critical to contract performance	10 = Acceptable, has well exceeded all requirements

A score of '0' will result in that Tender/ EoI no longer being considered.

EVALUATION CRITERIA		Dialect Business Interpretation			Nexia Canberra			SGL Consulting Group Pty. Ltd.			DeWaal Advisor		
1. PROFESSIONAL COMPETENCE	Weight	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC	Comment	Score	WT*SC
1.1 Compliance to Specifications	5	Full compliance and within scope	5	1	Full compliance and within scope	5	1	Full compliance and within scope	5	1		0	
1.2 Capability / Capacity	5	Medium sized company with extensive experience & highly qualified staff	8	1.6	In accordance with the project requirements	5	1	In accordance with the project requirements	5	1		0	
1.3 Past Performance and current work	3	Broad range of experience within the field of recreation	8	2.7	Experience requirements considered satisfactory	4	1.3	Experience requirements considered satisfactory	6	2		0	

Page 1 of 3



1.4 Customer Service	3	Good references given	5	1.7	Experience requirements considered satisfactory	3	1	Experience requirements considered satisfactory	3	1		0	
1.5 Strategic	3	Approach in accordance with Scope of Works	5	1.7	Approach in accordance with Scope of Works	3	1	Experience requirements considered satisfactory	3	1		0	
1.6 Innovation	3	Approach in accordance with Scope of Works	5	1.7	Approach in accordance with Scope of Works	3	1	Experience requirements considered satisfactory	3	1		0	
<b>2. COMMERCIAL</b>	<b>Weight</b>	<b>Comment</b>	<b>Score</b>	<b>WT*SC</b>	<b>Comment</b>	<b>Score</b>	<b>WT*SC</b>	<b>Comment</b>	<b>Score</b>	<b>WT*SC</b>	<b>Comment</b>	<b>Score</b>	<b>WT*SC</b>
2.1 Financial viability	5	Approach in accordance with Scope of Works	5	1	Experience requirements considered satisfactory	5	1	Experience requirements considered satisfactory	5	1		0	
2.2 Risk and Insurance	3	Approach in accordance with Scope of Works	5	1.7	Approach in accordance with Scope of Works	4	1.3	Experience requirements considered satisfactory	5	1.7		0	
2.3 Conflict of Interest	5	No conflict identified	5	1	No conflict identified	5	1	No conflict identified	5	1		0	
2.4 Pricing	5	Price considered appropriate and within scope	6	1.2	Price considered appropriate and within scope	5	1	Price considered appropriate and within scope	5	1		0	
Total Weighted Score	40			<b>15.3</b>			<b>9.6</b>			<b>11.7</b>			<b>0</b>

3. FINANCIAL		Dialect Business Interpretation		Nexia Canberra		SGL Consulting Group Pty. Ltd.		DeWaal Advisor	
3.1 Tendered/EoI Price	This criterion is not weighted and scored	\$25,000		\$29,750	Price Ranking	\$32,175.	Price Ranking	\$88,000.	Price Ranking
3.3 Price Variation		N/A		N/A		N/A		N/A	
3.4 Price Ranking			5th		6th		7th		8th
3.5 Bill Payment		N/A		N/A		N/A		N/A	
3.6 Timeline		Within 22 weeks		Within 22 weeks		Within 22 weeks		Within 22 weeks	
3.7 Net Present Value (Contract Term)		\$25,000		\$29,750.		\$32,175.		\$88,000.	

EoI ASSESSMENT SUMMARY			
Company	Location	Score	Ranking
@Leisure Planners	Ascot Vale. VIC	16.3	1
Otium Planning Group Pty Ltd	South Melbourne .VIC	16.1	2
Dialect Business Interpretation	Orange. NSW	15.3	3
Jenelle Williamson Consulting	Baranduda. VIC	13.7	4
SGL Consulting Group Pty.Ltd.	West Beach. SA	11.7	5
Nexia Canberrsa	Canberra. ACT	9.6	6
Worldwide Sports Management	Safety Beach. VIC	8.8	7
DeWaal Advisors	Wamboin. NSW	0	8



## Cootamundra-Gundagai Regional Council

### Cootamundra Aquatic & Sport Stadium Facility Review



Submission

2019

COOTAMUNDRA REGIONAL COUNCIL

7/10/19

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AQUATIC CENTRE AND STADIUM REVIEW

1

COOTAMUNDRA REGIONAL SHIRE COUNCIL

7/10/19

## 1. Our Offer and Capability

### About us

@leisure Planners (trading as @leisure) was established in 1992 after the Director's successful career in recreation and sports planning in local and State government.

We work across Australia for local and state government, sports organisations, schools, and the land development industry.

We prepare feasibility and business cases for community infrastructure projects, sports and aquatic centres, showgrounds and leisure centres as well as prepare demand analyses, master and management plans and strategic plans for open space and recreation.

We employ seven sport and leisure planners with a range of qualifications in sports management, recreation planning, market modelling, sports business, project management and marketing.

We offer clients a wide range of skills needed to undertake projects efficiently, whilst providing the depth of knowledge necessary to ensure outcomes are practical to implement and have a high level of acceptance.

By understanding the needs of Council, key stakeholders and a wide range of user groups with specific needs, we ensure that projects succeed on the ground.

Our investigations are rigorous, our reports are written in plain English, our drawings are clear.

We are known for our rigorous demand modelling, knowledge of benefits, social conscience, consultative style, the ability to work co-operatively, rigorous methods, and research skills.

We take pride in our work and also strive to provide the best outcome for our clients.

### Our offer

- @leisure have conducted a number of aquatic and indoor stadium strategies that focus on facility development, service and management. We are known for our practical application tools, rigorous evaluation methods using value management methodology to prioritise actions and our ability to involve stakeholders so that they own the outcomes. These make implementation much easier.
- @leisure have prepared management models options for a wide range of for very different facilities; combined indoor and aquatic leisure Facilities (e.g. Liverpool had a strong focus on social outcomes as well as financial efficiencies), Council stadiums that have leased components, anchor are contracted out or managed in-house and as well as joint school and sports association run stadiums, **and community run pools**- all which work in different contexts.
- Our track records highlights our strengths in a number of these area.

Please see our Submission 1. Our offer, 2. Resources and experience, Attachment 1. Specific Project Examples, and the attached Our Company Overview.

***Key Output: strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.***

@leisure have conducted a number of aquatic and indoor stadium strategies that focus on facility development, service and management. We are known for our practical application tools, rigorous evaluation methods using value management methodology to prioritise actions

AQUATIC CENTRE AND STADIUM FACILITY REVIEW 2





COOTAMUNDRA REGIONAL SHIRE COUNCIL

7/10/19

and our ability to involve stakeholders so that they own the outcomes. These make implementation much easier.

**Track record:**

*The thing about the Recreation Plan was that it was so practical to implement. I have had calls from a number of Councils around Australia about the plan."* **Rod Marshall, Manager Property and Recreation City of Glenorchy (Glenorchy Recreation Plan and KVG Master Plan)**

**Key Output:** Operating model options that would be appropriate for each of the identified *facility* sub-sets

@leisure have prepared management models options for a wide range of for very different facilities; combined indoor and aquatic leisure Facilities (e.g. Liverpool had a strong focus on social outcomes as well as financial efficiencies), council stadiums that have leased components, are contracted out or managed in-house and as well as joint school and sports association run stadiums, and community run pools- all which work in different contexts.

We would work with Council to determine on what basis these should be analysed – ie using Council's plan and other policy documents.

**Track record:**

*"Thanks for providing the Issues and Options Paper. Some great work in there and I received some good feedback from the Project Control Group. There is some amazing work on the management model."*  
**Jason Sharp, Recreation Planner Open Space, Recreation & Wellbeing, Bayside City Council (Sandringham Family Leisure Centre Facility Review)**

**Key Output:** Risks associated with each option when applied to relevant *facility* sub-sets, risk ratings and mitigation measures that could be applied.

@leisure have undertaken a significant body of work in risk management – for facilities such sports and aquatics stadiums as well as outdoor aquatic environments and skate parks. We are very familiar with the nature of risks in aquatic facilities and impacts of management – as well as findings of recent coroners reports.

**Track record:**

*"...Like to congratulate the Council and consultants on identifying the challenges and risks facing future aquatic facility development."* **Community Respondent Submission on Draft Aquatic Development Strategy for Southern Grampians Shire Council**

**Key Output:** Key drivers of operating efficiency for each *facility* sub-set, and the potential of each identified operating model to optimise operating efficiencies

@leisure have provided advice to the Sports and Council about implementing management efficiencies, whilst ensuring a quality service is delivered. These have included clarity in roles and responsibilities, managing supervision and opening hours based on temperature, roles of incorporated associations and anchor tenancies in service and management – e.g clubs using the pool, subcontracting specific services etc.,

**Track record:**

*Council West Coast Aquatics Strategy and Business Plan ensures the long-term sustainability of the three swimming pools in the Municipal Area. This study has resulted in the Tasmanian-based swimming pool suppliers PoolQuip teamed up with International Quadratics and Brauer Industries to donate the chemical control system as part of upgrades at the facility. "This donation is just one way we can give back to communities as we understand the value that remote communities get out of a local swimming pool," Mr Chick said.* **West Coast Aquatics Strategy TAS**

AQUATIC CENTRE AND STADIUM FACILITY REVIEW 3



COOTAMUNDRA REGIONAL SHIRE COUNCIL

7/10/19

**Key Output:** Any issues associated with the transition of management and operation of each *facility* sub-set

*@leisure has guided several Councils through the process of implementation – by writing management specifications as well as establishing systems, reviewing hours of operation and employment of staff in the first season under a new management arrangements.*

**Key Output:** The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

*@leisure staff have managed pools directly and stadiums and addressed issues associated with communication with the public, transition of staff, access to financial information, impact of services that are less financially viable etc.,*

### Summary of Capability

Our capability and experience in centre strategies and management reviews includes:

- Aquatic Strategies including management options reviews (e.g. West Coast Aquatic Strategy and Liverpool Aquatics and Leisure Centres Strategy, Northern Grampians Aquatic Strategy etc.,)
- Aquatic and Sports Facilities Review including Management (Sandringham Family Leisure Centre and Pool), Charles Sturt University.
- Aquatic and Sports Centre Management Reviews (e.g. Hobart Aquatic Centre Management Review, Frankston North Community Centre, Mark Collins Leisure Centre Management Review and Business Plan)
- Feasibility and Business cases for indoor sport stadiums that include preferred management arrangements: Northcote High School Stadium and Collingwood College Sports Centre

- Aquatic Project Management – Operation of West Coast's three pools.

- **Our capability and experience includes extensive Community and Stakeholder Engagement .**

We use:

- a comprehensive and filtered process to understand perceptions, needs, current and future opportunities and engage stakeholders in the strategy so that they own the outputs.
- telephone, face to face and on-line methods to capture all stakeholders input when it suits them
- both individual and group engagement methods to acquire information, gather and test ideas, evaluate options in an open and accountable manner, as well as foster ownership of the study product by key stakeholders and opinion leaders
- opportunities for the broader community to comment on the draft plan (as appropriate).

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## 2. Our knowledge and experience

### Aquatic facility planning projects

- Swan Hill Recreation Centre Redevelopment – **Rural City of Swan Hill** - (In progress)
- Hydrotherapy Feasibility – **Bayside City Council** (In progress)
- Gosford Olympic Pool Redevelopment Feasibility and Design Concept - **Central Coast Council NSW**
- Liverpool Aquatic and Leisure Centres Strategy – **City of Liverpool**
- Sandringham Family Leisure Centre - Needs Assessment, Review and Master Plan - **City of Bayside**
- Aquatics Feasibility Study (timing of the Bacchus Marsh pool redevelopment and provision of splash parks) - **Shire of Moorabool**
- Mildura Waves Competitive Neutrality Review - **Mildura Rural City**
- Whittlesea Swimming Pool Upgrade Feasibility - **City of Whittlesea**
- Hydrotherapy Facility Feasibility - **Shire of Campaspe**
- Short Term Aquatic Demand Strategy - **City of Wyndham**
- Management of the Operation of the Swimming Pools 2017-2018 - **West Coast Council**
- West Coast Aquatic Facilities Strategy - **West Coast Council**
- Portland Leisure and Aquatic Centre Feasibility Study, Business Plan and Concept Design - **Shire of Glenelg**
- Review of Seymour War Memorial Outdoor Pool (in conjunction with Jeavons Landscape Architects) - **Shire of Mitchell**
- Pembroke Park Indoor Sports and Aquatics Centre Business Case and Master Plan Review - **Sorell Council**
- Memorial Pool Business Case and Cost Benefit Analysis - **Circular Head Council**
- Sport, Recreation and Aquatics Facility Review - **Charles Sturt University**
- Gunyama Park and Green Square Aquatic Centre Planning and Design (in conjunction with Andrew Burges Architects- **City of Sydney**
- Hobart Aquatic Centre Fees and Charges Review - **City of Hobart**
- Yarra Leisure Service Review (Aquatics and indoor gym/fitness) – Industry Benchmarking - **City of Yarra**
- Yarra Leisure Service Review (Aquatics and indoor gym/fitness) – Market Analysis - **City of Yarra**
- Guidelines for Outdoor Seasonal Pools - Maintenance, Retrofitting, Refurbishment & Re-Building Input - **Aquatics Recreation Victoria**
- Corryong Swimming Pool Master Plan - **Shire of Towong**
- Corryong Swimming Pool Community Engagement - **Shire of Towong**
- Newman Recreation Facilities Master Plan (including aquatic facilities) - **Shire of East Pilbara**
- Business Case and Concept for a Kununurra Aquatic and Leisure Facility - **City of Wyndham**
- Business Case and Feasibility - Tweed Regional Sports Centre (including aquatic centre) - **Tweed Shire**
- Business and Marketing Plan for a new Aquatic Centre - **City of Orange**
- Regional Aquatic and Netball Precinct Feasibility and Master plan - **Yarra Ranges Shire**
- Aquatic Facility Development Strategy and Strategic Technical Assessment - **Southern Grampians Shire**
- Yea Swimming Pool Redevelopment Feasibility - **Shire of Murrindindi**
- Aquatic Facilities Contract Specifications - **Shire of Glenelg**
- Indoor Sports and Aquatic Centre Feasibility - **Narrabri Shire**



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- Aquatic Centre and Gym Expansion Feasibility Study - **Hurstville City**
- Swimming Pool and Leisure Facility Recurrent Cost Analysis - **City of Orange**
- Indoor Sport and Recreation Facility and Feasibility Study - **Gungahlin Development Authority**

In addition to the above, we have undertaken aquatic assessments for a large number of Councils as part of Sport and Recreation strategies.

#### Other relevant experience in NSW

Feasibility Design and Business Case for the Arkinstall Park Regional Sports Centre - **Tweed Shire**  
 Arkinstall Park Sports Centre Feasibility Design and Business Plan - **Tweed Shire**  
 Indoor Sports and Aquatic Centre Feasibility - **Narrabri Shire**  
 Aquatic and Leisure Centres Strategy – **Liverpool City Council**

#### Additional Recent Feasibility Projects

- Niagara Park Stadium Feasibility - **Central Coast Council**
- Regional Indoor Equestrian Facility Feasibility – **South Gippsland Shire**
- Indoor Sports Feasibility Study - **Moorabool Shire**
- South East Regional Sports Complex Feasibility Business Case and Cost Benefit Analysis - **City of Clarence**
- Community Indoor Sports Hub Feasibility - **St Mathews Pymble**
- Synthetic Hockey Pitch Feasibility and Business Case - **Benalla Hockey Club**
- Collingwood College Indoor Sports Centre Feasibility - **City of Yarra and Sport and Recreation Victoria**
- Indoor Sports Facility Feasibility- **City of Whitehorse**
- Northern Launceston Community Recreation Hub Feasibility and Business Case - **City of Launceston**
- Indoor Sports Stadium Business Case - **Northcote High School**
- Indoor Netball Centre Feasibility and Business Case - **City of Stonnington**
- Alexandra Park Upgrade Business Case - **Mornington Football Club**

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## Our track record

The following quotes illustrate what other clients have said about our work:

"Thanks for providing the Issues and Opportunities Paper. Some great work in there and I received some good feedback from the Project Control Group. There is some amazing work on the management model".

**Jason Sharp, Recreation Planner Open Space, Recreation & Wellbeing, Bayside City Council (Sandringham Family Leisure Centre Facility Review)**

"Thank you for being so fabulous to work with, I highly value your expertise, knowledge and way of working". **Kate Morris Former Principal of Northcote High School. (Northcote High school Indoor Sports Centre Business Case)**

I think the issues paper is an easy read. Thank you. It points out all the issues for directors and Councillors." **Jodie Maybery, Community Wellbeing Manager, Glenelg Shire Council. (Glenelg PLACE Feasibility Study)**

"...Like to congratulate the Council and consultants on identifying the challenges and risks facing future aquatic facility development." **Community Respondent Submission on Draft Aquatic Development Strategy for Southern Grampians Shire Council**

"Sally has done a wonderful job. It's a very detailed rationale for why we need a stadium and demonstrates that we are serious. I sent it to the Director Community Programs. He was very impressed." **Phillip Stott, Committee Member, Collingwood Basketball Association (Collingwood College Sports Centre Business Case)**

"I think the strategy has come up really well. We appreciate the work that your team has put into this review. I believe it has been well worth it".

**Gary Cole, Executive Manager – Facilities and Advocacy, Football Federation Victoria (FFV State Football Strategy).**

"It has been terrific working on this project with you guys, I have really enjoyed it and your pleasant customer service towards Council has really been noted. I sincerely thank you." **Troy Scoble, Recreation Development Coordinator, Moorabool Shire Council (Bacchus Marsh Racecourse Reserve and Showground Master Plan)**

"I was very pleased with the level of commitment and service provided by the Team from @leisure. Sally worked closely with Council staff and stakeholders to undertake a Best Value Review. The specialist knowledge, experience and professional approach provided by the @leisure team certainly made the process far easier. **Simon Harrison, Service Unit Manager Open Space, formerly of City of Ryde (Sportsground Management – Best Value Review)**

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### 3. Resources and Staff Experience

#### Our project team

We propose a team made up of:

Team member	Role
@leisure Planners	
Sally Jeavons	Principal Planner
Michael Graham	Senior Sport and Recreation Planner
Briar Sefo	Project Manager and Planner
Nele Roose	Document Control and Administration Manager
Adrian Dixon	Business and Projects Officer

@leisure have additional staff who can be brought to the project as required.

#### @leisure team

Our team has extensive knowledge of aquatic, fitness and leisure facilities and the range of skills required to ensure we can help Council achieve all the requirements in the brief.

We have selected five staff to undertake this project. A summary of each person and their role and their background follows.

- **Sally Jeavons - Principal Planner**
  - Grad Dip Market Modelling, Swinburne U.T.
  - Grad Dip Recreation Planning, Canberra CAE
  - Bachelor of Arts (Geography), University of New England

Sally has more than 30 years' experience as a recreation planner and 20 years' experience as a Director of @leisure.

She has a strong background in sport and recreation and has undertaken a significant number of master plans and business cases for community infrastructure, including more than 15 leisure centres.

Sally has recreation planning qualifications, environmental planning and marketing. Sally has undertaken extensive work in aquatic market research, community engagement, recreation, sports planning and feasibility and management, as well as access and inclusion.

Sally has managed recreation departments of local government and has had the responsibility for a number of aquatic leisure centres.

Sally is a life member of Play Australia and Parks and Leisure Australia. She was the recipient of the 2009 Frank Stewart Award for excellence and outstanding contribution to the field.

Sally is involved in all stages of the projects undertaken by @leisure.

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With her expertise in environmental planning and market research and her knowledge of sport she contributes to analysing issues and opportunities and providing creative strategies to address issues arising in master planning. She is responsible for the methodological aspects and overall performance of each study team.

▪ **Michael Graham – Senior Planner**

- Bachelor of Arts – Recreation Management, Victoria University
- Graduate Certificate – Business Marketing, RMIT University

Michael has worked in the industry for the past 28 years within local government, Universities, the YMCA, RANS Management Group and the past 13 of these with Belgravia Leisure; an operator of leisure facilities, sports stadiums, golf courses, day spas, alpine resorts and events centres.

Michael has been responsible for a significant number of management, operational reviews and feasibility related projects, including aquatic and leisure centres.

Michael has extensive experience undertaking leisure centre performance audits across both large and small leisure facilities in Victoria, South Australia, Queensland and the UAE. Identifying and planning for improved financial performance has been a key to his success.

He has extensive experience with facility design from the operators perspective; contract management; business improvement analysis and program implementation; business plans including marketing plans and environmental plans; budget preparation and management; staff recruitment, mentoring and performance reviews; Capital works programming and asset management; marketing, membership retention and sales.

In this project Michael will be the lead planner for this project, overseeing all technical aspects of the brief.

▪ **Briar Sefo - Project Manager and Planner**

- Master of Business (Sports Management), Deakin University
- Bachelor of Law/Arts(Political Science), University of Waikato

Briar has ten years' experience in planning and project management. She is an experienced sports Project Manager with a background in sport, law and governance.

Briar has established project success achieving a wide range of strategic outcomes, significant experience with developing policies and governance best practice frameworks. She has strong work ethic and focus on achieving cohesion and stakeholder goals.

Briar was most recently employed by Athletics Australia as its Project Manager, where she was involved in the development and implementation of the strategic plan.

She also has over three years' experience as a Paralegal with Rigby, Cooke and Maddocks Lawyers, where she specialised in the practice of planning and environment, working with Councils.

Briar is an accomplished track and field athlete.

She will be the project manager responsible for this project.

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▪ **Nele Roose - Document Control and Administration Manager**

- Bachelor of Topography – Hogeschool Gent, Belgium

Nele has over ten years' experience in a range of business, and data related capacities. She has considerable experience in digital mapping, cartography and Geographic Information Systems and previously worked for an international digital mapping data company.

She has held several positions in the company related to process improvements, training and information systems.

Since joining @leisure, she has contributed to a wide range of sports, aquatic and open space and sports plans feasibility and business plan projects, contributing mapping of facility distribution and catchments, and including Moorabool Shire Council indoor sports centre feasibility; City of Whitehorse indoor sports feasibility study and FFV Strategic Plan.

Nele will manage the documents and administration for the project.

▪ **Adrian Dixon - Business and Projects Officer**

- Master of Sport Business and Integrity, Victoria University
- Bachelor of Sport and Recreation Management and Business, Victoria University

Adrian has recently completed a Master of Sport Business.

Adrian's previous experience includes administration and operations with the Coburg Football Club. He was responsible for logistics, facility management, data management and digital content co-ordination.

Since joining @leisure, Adrian has worked on a wide variety of projects including aquatic and indoor sports feasibility and facility plans and

sport and recreation strategies, facility inventories, surveys and participation modelling.

Adrian role is to undertake administrative duties for the project, collect and record project information, meeting minutes, benchmarking, facility and membership data and organise workshops and itineraries.

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## Project appreciation

We understand that the purpose of the study is to develop a strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

The project will consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

## Scope

Key tasks will include:

- Demographic profile including current and future population trends of the Cootamundra-Gundagai region and the surrounding catchment area
- Review existing facilities, services and programming, including quantified usage data (from past plans, surveys, SSAC records and staff/consultant observations)

- Assessment of similar facilities, services and programming provided in comparable communities, and the provision of programming and facilities in neighbouring Local Government Areas
- Community and stakeholder consultations and engagement to identify current and future sport and recreation trends within the local community, assess the top priorities
- Analysis of the market for the facility service, management and programming options
- Identification of the participation, social, health and wellbeing outcomes
- Undertake an operational assessment and identify the legal context for the strategy
- The outline of a facility management strategy
- Identification of environmentally sustainable strategies and budget as they relate to management efficiencies
- Identify program options to increase participation and efficiencies in the short term
- Ensure the needs of women, seniors and people with a disability, culturally diverse communities and young people are engaged
- Identify strategies to achieve the broadest participation, multi-use, including any innovative approaches, and enhance the quality and range of sport and active recreation facilities and programming outcomes (within Council's budget).

## 4. Stakeholder and Community Engagement

We use a comprehensive and filtered process to understand potential user's perceptions, needs as well as future usage.

We will work with Council to engage all stakeholders in the plan so that they have a strong ownership of the outputs.

The process could include:

- Methods that are cost effective and in line with Council's budget
- A combination of telephone, survey, workshops, face to face, on-line methods and social media to capture all stakeholders input, when it suits them
- Provision of information so people know what is going on, how they can be involved and what the outputs are, to ensure the project is transparent
- Acquisition of local information (e.g. current participation and needs) as well as opinions
- Gathering and testing ideas
- Evaluation of any design options in an open and accountable manner
- Fostering ownership of the study outcomes by key stakeholders and opinion leaders
- Opportunities for the broader community to comment on the draft plan.


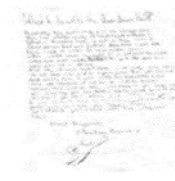




See following table that illustrates proposed methods of engagement (as appropriate).

Table 1. Proposed Approach to Community and Stakeholder Engagement

Method	Target groups	Purpose	Councils role	
Prepare a database of key informants / stakeholders and potential user groups for interviews	Potential user groups	Ensure all the stakeholders needing to be contacted are involved and ultimately own the outcomes.	Council to provide telephone and email contacts for potential user groups, key stakeholders, as well as staff and other personnel to be consulted, upon commencement.	
Direct communication to potential users – swim and sports clubs, schools, community groups to go online, contribute and stay informed	Users, residents and potential users of the facility	Ensure users and potential users all have the opportunity to be involved – and are kept informed. Assist in development the vision and likely layout of the facility.	Council to distribute a survey to users at the centre and notify residents and users of project, the opportunity to make a comment or complete an online survey etc.	
Internal stakeholder workshop (No. 1)	Staff e.g. centre staff asset management recreation planning, planning, property, engineering, community development etc.	Provide background, usage data, input and feedback on issues and options and direction for future facilities components and priorities.	Provide meeting room refreshments etc and invite relevant staff.	
Press / web release	Residents and interested local groups	To inform residents and users and encourage them to contribute	Publish a press release.	
Council's Engaging /or @leisure's web page	Residents, schools and interested local groups	One-stop-shop for project information, comments and link to online surveys. Provide portal for information exchange, consistent messages about the project, quick comments, a link to a survey, any previous plans, and information to inform people of meetings and documents for review	Advertise the opportunity to get involved. Distribute in other ways i.e. add in paper / mayor's column, Facebook etc.	




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Method	Target groups	Purpose	Councils role	
Online community survey	Residents and interested local groups	To seek a broad range of views and preferences from people in the local area	Advertise in all possible ways	
Call for submissions	Broader community and interest groups and potential users.	To allow passionate people to send us detailed information about issues or preferences.	Advertise in all possible ways	
Flyer/ Poster to promote input	General community	Prepare a draft flyer /poster promoting how to be involved, fill in a survey by going on line.	Council to refine, publish and distribute to post at community facilities and Council offices.	
Telephone interviews	Potential user groups, specific population groups adjacent Councils, facilities to be benchmarked, stakeholders representing different target groups	To provide specific preferences and demand information from potential user groups and specific population groups such as people with a disability, older adults as well as preferences related to options and future user requirements etc	Provide an up to date contact list for key stakeholders identified.	
Facebook page	Residents and interested local groups, particularly younger demographic, baby boomers and specific groups with Facebook pages	To provide the opportunity for short, anytime, top of head comments. To increase the visibility of the project by posting on others pages /or advertising to a local area by a paid post to boost visibility.	Provide link from Council's website / centres website to project page.	
Workshops/ internal staff (No. 2)	Staff representing a range of areas of interest, assets, community engagement/ development,	To discuss likely issues, opportunities and constraints, availability of information, previous plans, progress made, engagement findings to date, discuss options and	Provide a suitable date, organise staff to attend, provide venue and refreshments.	

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Method	Target groups	Purpose	Councils role	
	environment, community services, recreation, traffic, youth services etc.	provide feedback on design.		
Workshop External stakeholder/ community (1) to be negotiated	External interested parties, public, user groups	Seek views on the existing facility. Present key directions, after survey and other consultation, design options, advantages and disadvantages of each, and seek comments on preferred plan	Advertise these to the community and send one representative.  Council to run workshops in 4 other townships?	
Exhibition of the options for redevelopment	Residents and key stakeholders	Seek feedback on the draft options and report.	To promote the options to provide feedback .	
Presentation	Staff and Leadership Team?	Presentation of concept options and Final recommendation.	Provide a suitable date.	

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## 5. Methodology

We propose to undertake the study in four stages in order to ensure we are able to undertake a logical sequence of tasks, to keep on time and align with a payment schedule:

- Stage 1: Project inception
- Stage 2: Data Collection and Strategy Assessment
- Stage 3: Reporting and Implementation

### STAGE 1: PROJECT INCEPTION

The output of this first stage is to confirm our understanding of the project with the Project Control/ Steering Group, seek background data, initial directions, understand local influences, resource constraints, opportunities and trends, and refine the project methodology.

In this stage we will:

- Convene a project inception meeting with the project manager and the Project Steering Group. Confirm project scope, confirm project objectives, processes and timelines, and be briefed on stakeholder expectations and issues and visit the centre with staff (visit 1). Hold a staff workshop. Undertake a site inspection of the facilities.
- Seek visitation (especially catchment) and other data for the existing centre, detailed population forecasts by local area and specific years.
- Develop a list of key contacts / stakeholders and produce a detailed work program, timeline and meeting schedule.
- Clarify the likely resource constraints / budget parameters for redevelopment to ensure expectation of the community and stakeholders are not raised.
- Receive background reports, financial information, usage data and previous facility assessment, review any previous consultation in relation to current

community facilities, review existing council policy, market information and understand the planning context.

- Review benefits related information from other sources.

#### ➤ STAGE 1: OUTPUTS AND MILESTONES

- Inception meeting and staff workshop
- Site inspection
- Background data collation and literature review
- Assumptions and expectations documented
- Identify alignment to the broader planning framework.

### STAGE 2: DATA COLLECTION AND STRATEGY ASSESSMENT

In this stage we will analyse the demand for specific aquatic and leisure centre components through assessment of Council and catchment demographics, demand as expressed in previous works undertaken, community engagement, trends analysis, and benchmarking.

We propose a range of consultation methods to be undertaken in this stage. We will ensure different stakeholder groups are engaged and consulted, to ensure we receive high quality information to inform later stages in the project. See previous table.

#### *Catchment demographics:*

- Review usage and relevant trends related to the broader aquatics and regional leisure centre development, best practice, benchmarking and learning's relevant to aquatic and leisure centres suitable for the catchment / context etc.
- Review the forecast population, demographic profile and social indicators, legal context and assess future residential growth characteristics and timing, in the Cootamundra-Gundagai region.

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- Identify the likely facility catchment population and the demographic influences on an aquatic and leisure centre, considering other Council facilities.
- Review potential participation rates in activities and demand to inform the nature of facility management options.

#### *Demand and community preferences*

- Establish a project consultation page (as required) that provides background information on the project, and opportunities for the public to comment of their views about the location and design/ or prepare text for Council's Our Say Page
- Establish an online survey of users. Link to project consultation page / Council Engage project webpage.
- Seek detailed information from residents and potential and existing user groups about current participation and likelihood of future participation / ideas about the nature of the redevelopment.
- Undertake telephone interviews with key Council staff, partners, key informants, key stakeholders, schools, groups representing specific population groups any sports associations.
- Draw from other facility developments, and key benchmarks or trends relevant to the demand for an aquatic and leisure centre components.
- Prepare a demand and market analysis and consultation findings as an input into the issues and opportunity paper.
- Competition and benchmarking.
- Undertake benchmarking of regional populations of a similar size, and adjacent LGAs also apply any other relevant aquatic and leisure benchmarks / to cross check likely demand for facility components and opportunities for colocation with other activities.

- Determine the nature of facilities in the region to ensure new facilities will complement those currently available.
- Determine how the facility can be the preferred facility for residents in all Cootamundra-Gundagai towns.

#### *Management Models Assessment*

- Undertake a comparative analysis of existing management models, advantages and disadvantages and likely costs
- Review all data and information received during the site analysis, demand consultation and facility supply assessment
- Consider and develop management model options
- Identify and determine directions on key issues and technical options that may impact on financial or social outcomes
- Identify the key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Identify potential risks associated with each management option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied

#### ➤ STAGE 2: OUTPUTS AND MILESTONES

- Preliminary market analysis, competition and consultation findings
- Likely demographic and population influences and use projections
- Community and stakeholder views, projected demand and community preference and priorities for facility components and likely options.
- Workshop with staff and key stakeholders to discuss agreed options
- Identify strategies to address inclusion of specific populations, broadest and multi-use

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### **STAGE 3: REPORTING AND IMPLEMENTATION**

In this final stage we will submit a report and recommendations that is supported by a strong market assessment, benefits and feasible management arrangements that are practical to implement.

In this stage we will:

- Submit a preliminary draft report providing an assessment of each management model option, important key factors, a preferred management approach, implementation program including proposed interim management considerations.
- Submit the management plan and draft feasibility report
- Present the draft report for discussion and comment
- Collate comments and incorporate feedback into final report
- Submit final recommendation as part of final report and implementation plan.

- STAGE 3: OUTPUTS AND MILESTONES
- Draft report presented
- Final report, recommendation and implementation plan
- Executive Summary

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## 6. Fees, timing and administration

### Pricing

Based on our understanding of the brief and our proposed methodology, @leisure's fee will be based on @leisure staff hourly rates.

The table below sets out our hourly rates.

Job Title	Hourly rate
Principal Planner / Director	\$220
Senior Planner	\$150
Senior Sport and Recreation Planner	\$150
Project Manager	\$140
Documents and Administration Manager	\$100

### Reporting

We propose to deliver the following products upon completion of the study:

- Preliminary Draft Report
- Final Report

All documents and drawings will be provided in electronic form [Word, PDF]. Our business-planning model and demand analysis will be provided as a pdf only. The fee does not include the live excel models.

## 7. Summary: why @leisure?

@leisure would enjoy this opportunity to prepare a strategy outlining a plan to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components.

### Value for money

- @leisure's aquatic and indoor sports stadium management experience includes a number of regional NSW, WA, TAS and Victorian centres – from which we can draw case studies
- @leisure can offer innovative solutions to management and programming of venues - due our extensive direct centre management experience and understanding of the leisure industry and the market.
- @leisure routinely analyse management models from a social and financial perspectives
- @leisure's has excellent knowledge of the contract management market having worked with Council's under a range of different models including leases, contracts and other entities
- @leisure's experience includes working with a number of pools and indoor stadiums that are managed directly by the community.
- @leisure ensures there is buy in from stakeholders so that the implementation process is made easy and cost effective.



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**PROJECT EXAMPLE**

**Project Name:** Metropolitan Park Sport and Recreation Investment Strategy  
**Client:** Parks Victoria  
**Location:** Various sites around Victoria  
**Project Cost:** \$82,000  
**Timeframe:** September 2017 to December 2017  
**Project Manager:** Lisa Gayden- Statewide Leader Urban Park Planning  
 Visitor Engagement and Conservation Division M: 0418 512 407  
**Sub consultants:**

**Project Description**

Parks Victoria and Sport and Recreation Victoria partnered to investigate opportunities for capital investment into priority sport and recreation assets located on Metropolitan Melbourne Parks Victoria managed land. Potential developments to address demand and priority parks were identified. Investigation into key activities in demand and suitable for further investment in Parks Victoria Parks was conducted. These included: Trail projects, water based sport and recreation (paddle sports and rowing), soccer football and nature play.

**Project tasks included:**

- Analyse relevant strategies and data available about key parks and potential development projects
- Analysing trends and the existing and future supply and demand for key sport and recreation activities
- Establishing an evaluation criteria to assess priority parks and projects
- Undertake stakeholder consultation relevant to the activities and parks to understand key areas of demand, areas where infrastructure is aging and key issues, opportunities and potential partnerships for investment
- Identify opportunities to expand or improve the existing quality of settings, facilities, services, or programs
- Outline land use constraints and site suitability for potential projects
- Prepare an investment map and cost benefit analysis for the key infrastructure projects.
- Scope the nature of possible development in each priority park
- Estimate the probable costs of development
- Paper a cost benefit analysis for the proposed developments

Parks with major recommended investments included the top five priorities:

- Albert Park
- Yarra Bend Park
- Olinda Reserve
- Plenty Gorge Park / Yarrambat Park
- Point Cook Coastal Park



Other priority parks was identified for investigation. These included:

- Westerfolds Park ( State Paddle Sports Centre)
- Lysterfield Park
- Brimbank Park
- Braeside Park
- Cardinia Creek Park, and
- Greenvale Reservoir Park.

Additional recommendations for investment are made in:

- Merri Creek Parklands (Galada Tamboore)
- Jells Park

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## PROJECT EXAMPLE

Project Name:	Aquatic Strategy
Client:	West Coast Council, Tasmania
Location:	West Coast, Tasmania
Project Cost:	\$58,000
Timeframe:	June - September 2017
Project Manager:	Eleanor Strang - Manager Corporate and Strategic Services P 03 6471 4700 E estrang@westcoast.tas.gov.au
Sub consultants:	GNFA and Partners

## Project Description

In 2016 West Coast Council required a reduction in operating costs of the 3 seasonal pools that were costing Council an average of \$400,000 per annum to operate. The cost was seen as unsustainable and Council staff were set a target to halve operating costs to \$200,000 for the 2016/17 season.

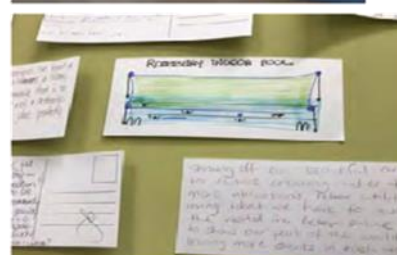
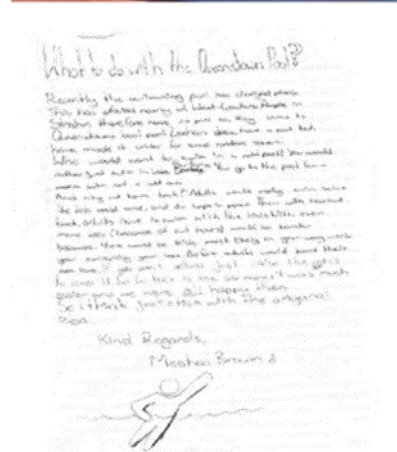
The project brief required @leisure to:

- Work with Council (staff and elected members), swimming pool stakeholders and the wider community to gain an understanding of the current situation regarding the facilities.
- Investigate opportunities and limitations for each pool, including its infrastructure, maintenance and management.
- Provide a one year business plan that will enable Council to operate swimming pool/s for the upcoming 2017-2018
- Provide a three year business plan for the operation/management of the swimming pool/s
- Provide a long-term plan for how swimming pools will 'look'/operate in the future on the West Coast

@leisure planners conducted an extensive engagement process with the local community, through community meetings, conducting an on-line survey, and inviting comments on Facebook and on the project website. Telephone interviews were also conducted and residents invited to a tour of the pools.

GNFA and Partners were engaged to undertake an engineering and condition assessment of the pools.

- An extensive demand analysis was conducted
- Opportunities and limitations for each pool were investigated including infrastructure, maintenance and management.
- A one year and 3 year business plan was prepared
- A long-term plan was provided and endorsed for how swimming pools will 'look'/operate in the future on the West Coast.
- @leisure then went on to project manage the opening and running of the pool in the following season.



## AQUATIC CENTRE AND STADIUM FACILITY REVIEW

COOTAMUNDRA REGIONAL SHIRE COUNCIL

**PROJECT EXAMPLE**

Project Name:	Aquatic Project Management
Client:	West Coast Council, Tasmania
Location:	West Coast, Tasmania
Project Cost:	\$29,580
Timeframe:	September - December 2017
Project Manager:	Eleanor Strang - Manager Corporate and Strategic Services P 03 6471 4700 E estrang@westcoast.tas.gov.au
Sub consultants:	N/A

**Project Description**

Following the Aquatic Strategy, West Coast Council required project management support to prepare for the 2018/18 season. The work involved general project management across all aspects of swimming pool operations.

The project brief required @leisure to:

- Develop a work program of required tasks leading up to the season commencement
- Review and recommend centre pricing
- Advertise, interview and engage pool staff at the two facilities
- Book and coordinate Lifeguard updates and staff inductions
- Establish and confirm all pool bookings for the 2017/18 season
- Review and update emergency procedures where required
- Provide a draft marketing plan and marketing material for the facilities including communication for new temperature based operating hours
- Review program resources and conduct EOI for program contractors
- Confirm priority plant and equipment works
- Develop prospectus for sponsorship and other support

The image shows a screenshot of a project plan spreadsheet. The title is 'West Coast Swimming Pools - Consolidating Project Plan'. It features a Gantt chart at the top with various colored bars representing task durations. Below the chart is a detailed table with columns for task names, start dates, end dates, and other project metrics. The tasks include 'Develop work program', 'Review and recommend pricing', 'Advertise and engage staff', etc.



The employment of an experienced full time pool coordinator and the implementation of temperature base operating hours led to a successful pool season with reduced operational costs.

At the project conclusion, Council stated that 'the West Coast Aquatics Strategy and Business Plan ensures the long-term sustainability of the three swimming pools in the Municipal Area.'

The study resulted in the Tasmanian-based swimming pool suppliers PoolQuip teaming up with International Quadratics and Brauer Industries to donate the chemical control system as part of upgrades at the facility.



AQUATIC CENTRE AND STADIUM FACILITY REVIEW



COOTAMUNDRA REGIONAL SHIRE COUNCIL

PROJECT EXAMPLE

Project Name:	Aquatic and Leisure Strategy
Client:	Liverpool City Council
Location:	Liverpool, New South Wales
Project Cost:	\$64,951
Timeframe:	June 2018-Current
Project Manager:	Mark Westley- Sports Development and Leisure Co-Ordinator P 02 8711 7579 M 0400 829 147
Sub consultants:	Thomson Adsett, Architects,

Project Description

@leisure planners prepared a plan for aquatic and indoor sports facilities in Liverpool.

This project assessed existing facilities and future needs for facilities in the growth areas, determined gaps in, and priorities for new facilities, and reviewed options for funding and future management.

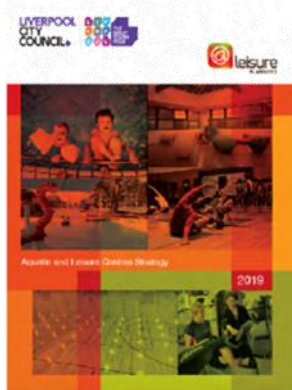
The study investigated how to encourage a wider range of residents to use aquatic and indoor sports facilities; make them socially and financial sustainability and maintain high standards or service.

The project was conducted in two stages:

1. The strategy, involving the assessment of community needs and existing facilities, and
2. An action Plan.

The objectives of the project included:

- To provide direction to Council for the planning and provision of aquatic and leisure centres over the next 10 years
- Provide a strategic basis for collaborative planning, partnership and investment in aquatic and leisure facilities
- Provide recommendations on the provision and management of future aquatic and leisure opportunities across the LGA particularly within new growth areas.



AQUATIC CENTRE AND STADIUM FACILITY REVIEW



## COOTAMUNDRA REGIONAL SHIRE COUNCIL

## PROJECT EXAMPLE

Project Name:	Collingwood College Sports Centre Business Case and Pre-Feasibility Feasibility
Client:	Collingwood Basketball Association and Collingwood College
Location:	Collingwood, Victoria
Project Cost:	\$50,000
Timeframe:	August 2016-May 2017
Project Manager:	Chris Walton- Chair: Stadium Committee Collingwood Basketball Association P: (03) 9695 8833 M: 0417 368 552
Sub consultants:	Etch Architects, Turner & Townsend Quantity Surveyors

## Project Description

@leisure planners prepared the business case for a indoor sports centre at the Collingwood College.

It sets out the demand for and probable costs for provision and operation of a three court redevelopment of the Collingwood College Basketball stadium.

A prefeasibility assessment of the site was conducted – including the use of the remaining green space for sport, geotechnical, services, and boundary investigations and siting. Some 24 option were prepared and evaluated.

A decision tree and investment logic map was prepared to aid decision making by the school Council.

Funding proposals were prepared and \$8.3 million funding was secured from three state government grants.



## AQUATIC CENTRE AND STADIUM FACILITY REVIEW

COOTAMUNDRA REGIONAL SHIRE COUNCIL

PROJECT EXAMPLE

Project Name: Warm Water/Hydrotherapy Pool Feasibility  
 Client: Campaspe Shire Council  
 Location: Shire of Campaspe, Victoria  
 Project Cost: \$19,995  
 Timeframe: January 2018-May 2018  
 Project Manager: Fraser Neele- Senior Planner Campaspe Shire Council  
 P 03 5481 2301 E f.neele@campaspe.vic.gov.au  
 Sub consultants: NA

Project Description

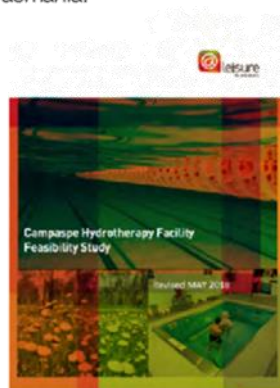
@leisure were engaged to assess the demand for a hydrotherapy facility in the Shire of Campaspe and assess the cost/benefit and feasibility of such a development.

The project brief required:

- An assessment of tangible and intangible costs and benefits associated with any development of a hydrotherapy facility
- An understanding of the provision of hydrotherapy facilities in similar regional locations, their impact on community benefit and their financial performance
- An exploration of, and recommendations about, the facility elements and overall facility development that will best respond to community needs and demands.

Tasks undertaken as part of this project included:

- Meetings with staff and stakeholders
- Interviews with a wide range of people, including health and private providers, adjacent Councils and industry informants
- A community survey
- Benchmarking of other pools and similar facilities elsewhere
- Site inspections were undertaken to former and existing pools in Campaspe, private facilities and facilities elsewhere in Victoria and Tasmania.



AQUATIC CENTRE AND STADIUM FACILITY REVIEW

COOTAMUNDRA REGIONAL SHIRE COUNCIL

PROJECT EXAMPLE

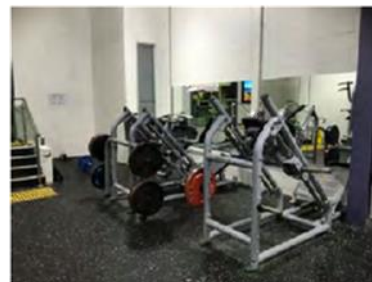
Project Name: Sandringham Family Leisure Centre Facility Review - Stage 1  
 Client: Bayside City Council  
 Location: Sandringham, Victoria  
 Project Cost: \$38,819  
 Timeframe: February 2018-current  
 Project Manager: Jason Sharp - (former) Recreation Planner  
 City of Bayside  
 P: (03) 9599 4444

Sub consultants:

Project Description

The purpose of this project was to undertake a detailed facility and service review of the Sandringham Family Leisure Centre and prepare options and costs for its future design and management. For this stage 1 of this project @leisure produced a report which considered current services, condition of facilities, demographic information, and a SWOT analysis. Tasks @leisure completed through this process were:

- Hold an inception meeting
- Literature review
- Review building and site information, consultation notes, relevant Council leases, life-cycle reports, demographics, user group information and the policy/planning context.
- Site visit
- Project future demand
- Identify participation and demographic influences
- SWOT analysis
- Assess participation and service trends
- Issues and opportunities paper
- Presentation to project control group
- Provide recommendation addressing key issues, demand, facility condition and future opportunities



AQUATIC CENTRE AND STADIUM FACILITY REVIEW

## COOTAMUNDRA REGIONAL SHIRE COUNCIL

## PROJECT EXAMPLE

**Project Name:** Sport and Recreation Facility Review  
**Client:** Charles Sturt University  
**Location:** Numerous locations in Regional New South Wales  
**Project Cost:** \$35,000  
**Timeframe:**  
**Project Manager:** Steven Butt Executive Director - Division of Facilities Management: Ph. 02 6933 2286  
 Niklaus Granger- Manager - Student Engagement Team  
 02 6365 7680

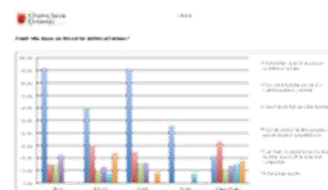
## Sub consultants:

## Project Description

This provided a comprehensive options and recommendations report including a high-level plan for the future management of CSU Sporting and Recreation Facilities.

@leisure Planners assessed the condition and management of sport and recreation facilities on the Wagga Wagga, Albury, Dubbo, Bathurst and Orange campuses. This assessment included:

- Site inspections, condition audits of facilities,
- An analysis of demand for sport and recreation activities, surveys for staff, student and club users, workshops and meetings with staff, student and facility management, as well as interviews with other stakeholders.
  - @leisure consulted with nominated teaching staff on how sporting facilities in each of the campuses can be better integrated into learning outcomes on each campus
  - @leisure undertook surveys for staff / students and clubs / organisations to which we received more than 200 responses. We also ran several workshops and presentations across the five campuses.
- Preparation of a report clarifying regulations, qualifications, staffing and budget and advise CSU on how best to bring the facilities into alignment so that students on different campuses receive consistent and positive experience.



## AQUATIC CENTRE AND STADIUM FACILITY REVIEW





**COOTAMUNDRA-  
GUNDAGAI** REGIONAL  
COUNCIL

# Expression of Interest Cootamundra Aquatic & Sport Stadium Facility Review

Pool User Needs & Mgmt. Study RFQ2019/14

September 2019

for

Cootamundra-Gundagai Regional Council





## Cootamundra Aquatic & Sport Stadium Facility Review

This Expression of Interest is seeking a suitably qualified professional to submit an estimate for the development of a strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

Offer submitted by: Cootamundra. Gundagai Regional Council

Instructions to Invitees for completing this EOI.

1. All responses must be provided within the Cootamundra Aquatic Centre and adjoin Sports Stadium.
2. Invitees must respond to all sections of this EOI and include their trading name, the EOI Title and Reference Number in the footer of the form.
3. Invitees may provide supplementary material to support their Response. All supplementary material must be cross referenced to the relevant section of this EOI.

Invitation title:

Cootamundra Aquatic

&

Sport Stadium Facility Review

#### Invitee information

Reference number: [2019/2022/1]

Trading name: @leisure

Registered Number: B1567738A

Australian Company Number: 137 749 636

Date of issue:01/07/2009

Australian Business Number: 87 137 749 636

Date of issue:01/07/2009

Address of registered office: Rear 534 Mt. Alexander Road Ascot Vale Victoria 3032

Principal office in NSW: (if applicable) None

**Contact details**

Name of contact person: Briar Sefo

Position title: Project Manager and Planner

Address: Rear 534 Mt. Alexander Road Ascot Vale Victoria

3032

Postal address (if different to above):

Email: briar@atleisure.com.au

Website: www.atleisure.com.au

Mobile: 0424 001 314

**Signed for and on behalf of the invitee**

I warrant that in submitting this response, I have read and accept the conditions of the EOI.

Invitee: @leisure Planners PTY. LTD

Name: Briar Sefo

Position: Planner and Project Manager

Address: Rear 534 Mt. Alexander Road, Ascot Vale, Victoria 3032

Email: briar@atleisure.com.au

Signature of invitee's  
authorized officer:



Date of execution: 07/10/2019

## Executive Summary

- @leisure have conducted a number of aquatic and indoor stadium strategies that focus on facility development, service and management. We are known for our practical application tools, rigorous evaluation methods using value management methodology to prioritise actions and our ability to involve stakeholders so that they own the outcomes. These make implementation much easier.
- @leisure have prepared management models options for a wide range of for very different facilities; combined indoor and aquatic leisure Facilities (e.g. Liverpool had a strong focus on social outcomes as well as financial efficiencies), Council stadiums that have leased components, anchor tenancies, are contracted out or managed in-house, jointly managed school and sports association/ council run stadiums and community run pools. All which work in different contexts.
- Our track records highlights our strengths in a number of these area.

## Capability

**Detail your knowledge and experience relevant to the requirements of the procurement.**

- @leisure have over 20 years of experience in the management of aquatic and indoor stadiums.
- Several of our staff have direct stadium and pool management experience with Council and management entities. This includes experience in regional NSW.
- Our capability and experience includes extensive Community and Stakeholder Engagement .

Please see our Submission: 1. Our offer, 2. Resources and experience, Attachment 1. Specific Project Examples, and the attached Our Company Overview

**Detail your business's resources and systems to meet the objectives of the procurement**

- @leisure employs 7 staff with considerable experience in aquatic and indoor centres, and a range of different skill sets.

Please see our Submission: 2. Resources and experience

- We use a range of models and value management systems we have developed over the years to evaluate options.

**Detail any value adding factors (e.g. innovations, environmental or social benefits) that makes engaging with your business more favorable than others in the market place.**

Value for money

- @leisure's aquatic and indoor sports stadium management experience includes a number of regional NSW, WA, TAS and VIC centres – from which we can draw case studies
- @leisure can offer innovative solutions to management and programming of venues- due our extensive direct centre management experience and understanding of the leisure industry and the market.
- @leisure routinely analyse management models from a social and financial perspectives
- @leisure's has excellent knowledge of the contract management market having worked with Council's under a range of different models including leases, contracts and other entities
- @leisure's experience includes working with a number of pools and indoor stadiums that are managed directly by the community.

- @leisure ensures there is buy-in from stakeholders so that the implementation process is made easy and cost effective.

Detail any other alternative solution recommended towards delivering the requirements of the procurement.

- We are able to look at packaging centres or services of the same type right across Council and across LGA borders (ie not just 2 centres) and also managing the more commercial components of centres separately (ie. canteen, gym, fitness and sports programs, etc.) or combined with others.

## Compliance Statement

As part of the Invitee's response to this Invitation, the Invitee is required to demonstrate their compliance with Part A.2 – Overview of requirements. Where the Invitee will not comply or will only partially comply, the Invitee must cross reference the specific clause and state either will not comply or partially comply in their Offer.

### Compliance with Part A.2 – Overview of requirements

[Invitee is to only use this table for instances of non-compliance or partial compliance]

## Financial Viability

Invitees' are required to demonstrate that they have the financial capacity to meet the requirements of the EOI. Invitees are also requested to disclose any significant event, matter or circumstance that has occurred in the past three years which may affect the operations of the invitee.

@leisure have had previous credit assessments conducted and comply with ASIC annual reporting requirements.

We are able to provide an accountant letter and contact for the purposes of assessing financial viability, on request.

## Insurance

### Public liability

Insurance company QBE Insurance	Policy number 41A584156BPK
Amount \$20 Million	Expiry date 31 <sup>st</sup> October 2019

### Professional indemnity and Product liability

Insurance company Lloyd's of London	Policy number 601B0027519H
Amount \$10 Million each and every claim	Expiry date 1 <sup>st</sup> July 2020

### Work cover

Insurance company CGU Insurance	Policy number 12945124
Expiry date June 30 2020	



## Pricing principles

Provide details of the pricing principles which you will adopt in determining the pricing for this procurement and how you propose to ensure value for money is continually offered.

We will price the project based on the estimated hours of work, by staff member and their experience and hence hourly rate, in addition to the travel costs associated with the number of visits to the Council. We are happy to guarantee a lump sum based on the above, and Council's budget.

## Conflict of interest

Provide details of any interest, relationships or clients which may or do give rise to a conflict of interest and any strategy for preventing or managing the conflict of interest.

We don't have any known interest, relationships or clients, affiliations with management entities or vested interest in forms of facility management, which may give rise to a conflict of interest related to this project.

We are transparent in our stakeholder engagement and do not publish any personal details or confidential information provided so as to preventing or manage conflicts of interest.

## Attachments

A. Site Locations

#### B. Guidelines & Timelines

##### Cootamundra Sporting and Recreational Facilities Review

Council owns and manages a full array of sporting grounds, facilities and seasonal pools in Cootamundra & Gundagai. Through an existing proposal to develop a Recreation Strategy, a vision for the delivery of effective and efficient sport and recreation services to residents of Cootamundra Gundagai Regional Council is now currently being developed: Cootamundra Gundagai Regional Council will be a region where its people are happy, healthy, competitive and safe through provision of quality and accessible recreation and sporting opportunities that meet the needs of the community now and into the future.

This proposed review is the first stage of a strategy aiming to provide guidance in relation to the provision of efficient and effective Aquatic Facilities now and into the future.

This strategy will include a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies. The Strategy is intended to have a life span of 10 years, at which point the entire document will be completely reviewed. Corporate Planning Framework of the Cootamundra Aquatic Strategy is proposed to be developed in consideration of Council's broader planning framework including:

- Council community and Operational Plan 2018-2028
- Recreation Strategy 2019
- Open Space Strategic Plan (yet to be developed)
- Asset Management Plan
- Community Plans

##### Stage (1) Cootamundra Aquatic Centre and Sports Stadium

###### Aim

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set

The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

###### Methodology

The review will be undertaken in three phases, and the following tasks:

###### Phase 1: Project Inception      Timeline 3 weeks

- Project Inception Meeting
- Existing Document, financial and operational Review

###### Phase 2: Data Collection      Timeline 3 weeks

- Stakeholder Interviews
- Operational Assessment

- Legal Context
  - Case Studies
- Phase 3: Reporting                      Timeline 2 weeks
- Preliminary Draft Report  
Presentation  
Final Report  
Report                                      Timeline 3 weeks

The final report will consist of the following headings and detail:

1. Introduction
    - Background
    - Aim
    - Methodology
  2. Stakeholder Discussions                      Timeline 2 weeks
  3. Case Studies                                      Timeline 2 weeks
  4. Management Options                      Timeline 2 weeks
    - Description of Each Management Model
    - Important Factors
    - Assessment
  5. Risk Analysis                                      Timeline 1 weeks
  6. Discussion                                      Timeline 2 weeks
    - Local Government Act
    - Key Factors
    - Preferred Management Approach
    - Implementation Program
    - Key considerations
    - Interim management
  7. Recommendation                                      Timeline 2 weeks
- Total Timeline: 22 weeks



**COOTAMUNDRA-  
GUNDAGAI** REGIONAL  
COUNCIL

# **Expression of Interest Cootamundra Aquatic & Sport Stadium Facility Review**

Pool User Needs & Mgmt. Study RFQ2019/14

September 2019

for

Cootamundra-Gundagai Regional Council



## **Expression of Interest:**

### **Cootamundra Aquatic & Sport Stadium Facility Review**

This Expression of Interest is seeking a suitably qualified professional to submit an estimate for the development of a strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

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- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)



**Offer submitted by: Cootamundra. Gundagai Regional Council**

Instructions to Invitees for completing this EOI.

1. All responses must be provided within the Cootamundra Aquatic Centre and adjoin Sports Stadium.
2. Invitees must respond to all sections of this EOI and include their trading name, the EOI Title and Reference Number in the footer of the form.
3. Invitees may provide supplementary material to support their Response. All supplementary material must be cross referenced to the relevant section of this EOI.

**Invitation title:**

**Cootamundra Aquatic**

**&**

**Sport Stadium Facility Review**

**Reference number: RFQ2019/14**

**Invitee information**

Trading name: **Dialect Business Interpretation**

Registered Number:

Australian Company Number:

Date of issue:

Australian Business Number: **14 941 607 365**

Date of issue: **01/07/2006**

Address of registered office: **6 Pine Ridge Drive, Orange NSW 2800**

Principle office in NSW: (if applicable) **6 Pine Ridge Drive, Orange NSW 2800**

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

**Contact details**

Name of contact person: Ellen Sharp

Position title: Principal

Address: 6 Pine Ridge Drive, Orange NSW 2800

Postal address

(if different to above): N/A

Email: [ellen.sharp@dialect.net.au](mailto:ellen.sharp@dialect.net.au)Website: [www.dialect.net.au](http://www.dialect.net.au)

Mobile: 0498 846 120

**Signed for and on behalf of the invitee**

I warrant that in submitting this response, I have read and accept the conditions of the EOI.

Invitee: **Dialect Business Interpretation**

Name: Ellen Sharp

Position: Principal

Address: 6 Pine Ridge Drive, Orange NSW 2800

Email: [ellen.sharp@dialect.net.au](mailto:ellen.sharp@dialect.net.au)Signature of invitee's  
authorised officer:

Date of execution: 05/10/2019

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

## Executive Summary

Provide an overview of your Response.

In accordance with the EOI issued by Cootamundra-Gundagai Regional Council ('the Council'), Dialect Business Interpretation proposes to undertake a strategic and operational review of the Council's Aquatic Centre and adjoining Sports Stadium in Cootamundra ('the Review').

The Review will need to have consideration to a number of other strategic documents within Council's overall planning framework, with particular regard to the Recreation Strategy (under development). The relationship between this Review and the overall Recreation Strategy (including timing) will need to be clarified during the project initiation phase.

The Review will consider:

- Options for operating models for each facility;
- Risk identification, profiling and mitigation strategies for each option;
- Identification of key operational drivers for each facility, including analysis of the contribution each of these drivers make to the optimum performance of each facility;
- Implications of making any proposed changes to management and operation of the facilities – including legal, financial and cultural – and strategies for effective implementation.

The review process would be conducted through a mixture of community engagement and consultation sessions (interviews, surveys, workshops and face-to-face interactions etc), and desktop research and analysis (review of relevant documents, historical financial records, data analysis and market research), with the primary artefact for delivery through this project being an Operational Review Report.

Dialect proposes to deliver a comprehensive operational review and forward plan, which will not only provide a blueprint for the future operations of the facilities, but will also ensure that the future operations are well linked to broader strategic goals for the Council and the region.

A comprehensive Expression of Interest Proposal document is attached and cross-referenced ('Proposal').

## Capability

Detail your knowledge and experience relevant to the requirements of the procurement.

**Please refer to attached Proposal – Our Team**

Detail your business's resources and systems to meet the objectives of the procurement

**Please refer to attached Proposal – Our Team**

Detail any value adding factors (e.g. innovations, environmental or social benefits) that makes engaging with your business more favorable than others in the market place.

Dialect has a cross-functional team who bring significant experience in organisational reviews and implementation, as well as (in the case of Mike Riley – Community Engagement Lead) direct experience in the development of strategy and business planning for sport and leisure facilities. This 'lived experience' provides valuable insights into not only the opportunities and potential operating models to be explored, but also the operational context that must be considered when considering implementation of any changes.

Dialect is also in a position to provide seamless support on organisational change management and robust business case development to inform Council's deliberations around operational recommendations arising from this review.

Detail any other alternative solution recommended towards delivering the requirements of the procurement.

**As outlined in the attached proposal, Dialect is in a position to deliver this project sooner than outlined in the EOI, or slow to suit the stated timeline – depending on Council's requirements – see Delivery Timetable in the attached Proposal**

## Compliance Statement

As part of the Invitee's response to this Invitation, the Invitee is required to demonstrate their compliance with *Part A.2 – Overview of requirements*. Where the Invitee will not comply or will only partially comply, the Invitee must cross reference the specific clause and state either *will not comply* or *partially comply* in their Offer.

### Compliance with Part A.2 – Overview of requirements

[Invitee is to only use this table for instances of non-compliance or partial compliance]



## Financial Viability

Invitees' are required to demonstrate that they have the financial capacity to meet the requirements of the EOI. Invitees are also requested to disclose any significant event, matter or circumstance that has occurred in the past three years which may affect the operations of the invitee.

Dialect is in a sound financial position, with cash reserves exceeding total project value by in excess of 250%. The total project cost as proposed represents less than 15% of Dialect's projected revenue for this financial year. There are no significant events, matters of circumstances that may affect its operations.

## Insurance

Public liability			
Insurance company	AON	Policy number:	9004909PIN
Amount	\$ 10,000,000	Expiry date:	28/02/2020
Product liability			
Insurance company	AON	Policy number:	9004909PIN
Amount	\$ 10,000,000	Expiry date:	28/02/2020
Professional indemnity			
Insurance company	AON	Policy number:	9004909PIN
Amount	\$ 2,000,000	Expiry date:	28/02/2020

## Pricing Principles

Provide details of the pricing principles which you will adopt in determining the pricing for this procurement and how you propose to ensure value for money is continually offered.

The pricing for this engagement has been determined on the basis of a project plan allowing for approximately 210 hours of project work. The hourly rate for Project Director is \$200, and Senior Associates \$105. In order to ensure maximum value for money is offered to Council, the Senior Associates will undertake the majority of the engagement as dictated by their particular expertise, with the Project Director undertaking Council liaison functions, project management, and leading in aspects of change management. The rates are on the far lower end of the capped resource rates set by the NSW Government Standard Commercial Framework.

It is proposed that project team meetings will be conducted via a mixture of in person and web-based interactions, with staff interviews, community consultations and at least one 'in-person' Steering Committee meeting being conducted over a week-long site visit including all team members.

Overall, the PRINCE2 project management methodology outlined in the attached proposal requires that at all stages the project meets the criteria of continued business justification for Council. Hence, if major issues with the project are detected – to the detriment of the overall project objectives – these will immediately be brought to Council's attention for review and determination – see Approach in the attached Proposal.

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

## Conflict of Interest

Provide details of any interest, relationships or clients which may or do give rise to a conflict of interest and any strategy for preventing or managing the conflict of interest.

There are no interests, relationships or clients which may give rise to a conflict of interest in respect of this EOI.

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

## Attachments

### A. Site Locations

### B. Guidelines & Timelines

#### **Cootamundra Sporting and Recreational Facilities Review**

Council owns and manages a full array of sporting grounds, facilities and seasonal pools in Cootamundra & Gundagai. Through an existing proposal to develop a Recreation Strategy, a vision for the delivery of effective and efficient sport and recreation services to residents of Cootamundra Gundagai Regional Council is now currently being developed: Cootamundra Gundagai Regional Council will be a region where its people are happy, healthy, competitive and safe through provision of quality and accessible recreation and sporting opportunities that meet the needs of the community now and into the future.

This proposed review is the first stage of a strategy aiming to provide guidance in relation to the provision of efficient and effective Aquatic Facilities now and into the future.

This strategy will include a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies. The Strategy is intended to have a life span of 10 years, at which point the entire document will be completely reviewed. Corporate Planning Framework of the Cootamundra Aquatic Strategy is proposed to be developed in consideration of Council's broader planning framework including:

- Council community and Operational Plan 2018-2028
- Recreation Strategy 2019
- Open Space Strategic Plan (yet to be developed)
- Asset Management Plan
- Community Plans

#### **Stage (1) Cootamundra Aquatic Centre and Sports Stadium**

##### **Aim**

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set

The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

## Methodology

The review will be undertaken in three phases, and the following tasks:

### Phase 1: Project Inception Timeline 3 weeks

- Project Inception Meeting
- Existing Document, financial and operational Review

### Phase 2: Data Collection Timeline 3 weeks

- Stakeholder Interviews
- Operational Assessment
- Legal Context
- Case Studies

### Phase 3: Reporting Timeline 2 weeks

Preliminary Draft Report

Presentation

Final Report

### Report Timeline 3 weeks

The final report will consist of the following headings and detail:

1. Introduction
  - Background
  - Aim
  - Methodology
2. Stakeholder Discussions Timeline 2 weeks
3. Case Studies Timeline 2 weeks
4. Management Options Timeline 2 weeks
  - Description of Each Management Model
  - Important Factors
  - Assessment
5. Risk Analysis Timeline 1 weeks
6. Discussion Timeline 2 weeks
  - Local Government Act
  - Key Factors
  - Preferred Management Approach
  - Implementation Program
  - Key considerations
  - Interim management
7. Recommendation Timeline 2 weeks

**Total Timeline: 22 weeks**

Dialect Business Interpretation - Cootamundra Aquatic &  
Sport Stadium Facility Review (Ref: RFQ2019/14)

## Jenelle Williamson

### Consultant

Jenelle possesses over 15 years of local government experience, with a deep understanding of the regional service delivery of sport and recreation.

With strong connections and networks across the sports sector, Jenelle has been a representative on AFL Victoria's Local Government Advisory Committee and Cricket Victoria's Infrastructure Strategy Local Government reference group.

With a focus on personalised, tailored and solution-based service, Jenelle seeks to maximise the outcomes on every project and initiative undertaken.

Jenelle has delivered numerous Council projects and strategic documents and specialises in:

- Strategic planning
- Project management
- Stakeholder engagement
- Aquatics management review
- Tender specifications development
- Facility governance and operations



### Qualifications

Graduate Diploma in Management  
Latrobe University  
2008 - 2009

Bachelor of Applied Science (Human Movement) / Bachelor of Information Technology  
University of Ballarat  
1999 – 2002

### Awards

Pride of Workmanship Award  
Rotary Club of Belvoir Wodonga  
May 2009

### Recent Project Experience

#### Recreation Projects Consultant

Indigo Shire Council      February 2019 – August 2019

#### Indigo Shire Pools Development Plan

Indigo Shire Council      May 2019 – August 2019

#### Beechworth Golf Club Lease negotiations and advisory

Indigo Shire Council      October – December 2018

#### Lead consultant (SMC Strategies) of the Ballarat High Performance Sport Strategy

Ballarat City Council      September 2018 to April 2019

#### Lead consultant (SMC Strategies) Ballarat Grounds Redevelop Case Study

AFL Victoria      August – October 2018

#### Wodonga Aquatics Service Review and subsequent Wodonga Aquatics Management Contract Specifications

Wodonga City Council (employee)      January 2017 – May 2018

#### Wodonga Physical Activity Strategy and Wodonga Recreation Plan

Wodonga City Council (employee)      2015





## EOI - COOTAMUNDRA AQUATIC & SPORT STADIUM FACILITY REVIEW PROPOSAL

RFQ2019/14



OCTOBER 2019



Prepared by  
Otium Planning Group Pty Ltd

## OTIUM PLANNING GROUP PTY LTD

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**Otium Planning Group has offices in:**

- Auckland
- Brisbane
- Cairns
- Christchurch
- Melbourne
- Perth
- Sydney

OPG, IVG and PTA Partnership has  
offices in Hong Kong, Shenzhen,  
Shanghai and Beijing





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## 1. Introduction

The aim of this project is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.



Gundagai Memorial Olympic Swimming Pool



50 Metre Outdoor Swimming Pool





Cootamundra Sports Stadium Fisher Park







## 2. Project Methodology

In line with the project brief we have prepared a detailed project methodology based on the key outputs identified within the project brief. The proposed project methodology, associated phases and tasks costs are listed in the following table.

**Table 1: Project Methodology**

Phase	Task	Detail
<b>Phase 1: Project Inception</b>	1. Project Inception Meeting and Site Inspections	OPG representatives will meet on site to complete the project inception meeting with Council Officers. This meeting will allow the opportunity to review and fine tune the project methodology and associated tasks and timelines, collect all relevant reports and data and agree on key stakeholders to be interviewed etc.  This visit will also be used to complete facility and site visits to familiarise OPG representatives with current indoor sport and aquatic facilities as well as proposed future facilities.
	2. Review of Existing Documents	OPG representatives will collect all relevant existing documents and complete reviews to determine issues relevant to this study.
	3. Facilities Financial & Operating Data	OPG representatives will identify current financial and visitation data collected and look at setting up the process to collect the past three years operating data and associated reports.
<b>Phase 2: Data Collection</b>	4. Stakeholder Interviews	OPG will work with Council representatives to identify key stakeholders that require interview. OPG will set up and complete all agreed stakeholder interviews and develop a list of current and future facility issues to inform this study.
	5. Operational Assessment	OPG will complete 3-year operational assessment reports for the Cootamundra Municipal Olympic Swimming Pool and Cootamundra Sports Stadium.
	6. Legal Context	OPG will complete a legal review on management options for the proposed jointly managed facilities.
	7. Facility Management Case Studies	OPG will review and identify relevant facility management case studies of similar facilities in similar population areas as the Cootamundra - Gundagai Regional Council.
<b>Phase 3: Reporting</b>	8. Preliminary Draft Report	All of the key findings from the previous tasks will be developed into the Preliminary Draft Report that will be set up as per Council's brief requirements: <ul style="list-style-type: none"> <li>• Section 1: Background</li> <li>• Section 2: Stakeholder Engagement and Operational Reviews</li> <li>• Section 3: Facility Management Case Studies</li> <li>• Section 4: Management Options</li> <li>• Section 5: Risk Analysis</li> <li>• Section 6: Future Management Strategy</li> <li>• Section 7: Project Recommendations</li> </ul>
	9. Forum & Presentation	OPG representatives will set up with Council Officers a local forum/meeting to work through and present the Preliminary Draft Report and receive feedback on key issues.
	10. Final Report	Following completion of any extra reviews and report edits OPG will complete the project Final Report and forward to the project representative.



### 3. Project Budget and Timelines

The total project costs, including consultant and project disbursements, are based on:

Total OPG Consultant Costs (excl. GST)	\$19,600
Project Disbursements - travel/accommodation etc (excl. GST)	\$2,300
Subtotal Project Costs (excl. GST)	\$21,900
GST (10%)	\$2,190
<b>TOTAL PROJECT COSTS (incl. GST)</b>	<b>\$24,090</b>

#### 3.1 Project Payment Schedule

OPG notes that the payment schedule as outlined below is proposed for this project:

Payment 1	Signing of Contracts	25%
Payment 2	Completion of Phase 2	50%
Payment 3	Completion of Project	25%

#### 3.2 Project Timeline

It is anticipated that this project can be completed in the timelines specified, assuming meeting dates can be agreed at project commencement and stakeholders are readily available as required.

Task	October	November	December	January
1. Project Inception Meeting and Site Inspections				
2. Review of Existing Documents				
3. Facilities Financial & Operating Data				
4. Stakeholder Interviews				
5. Operational Assessment				
6. Legal Context				
7. Facility Management Case Studies				
8. Preliminary Draft Report				
9. Forum & Presentation				
10. Final Report				



## 4. Introducing Otium Planning Group

Otium Planning Group is a contemporary sport and leisure consultancy providing services in planning, facility development, management and funding for the sport, recreation and leisure industries throughout Australia, New Zealand and Asia Pacific.

We are an industry leader in sport and leisure planning and seek innovative solutions to meet client needs. Otium continually researches trends here and overseas to ensure our advice is contemporary and reflects best practice. Our industry experience means we can support our clients in every facet of sport and recreation.

### The Otium Advantage

#### National Expertise + Local Understanding

With decades of project knowledge and contemporary industry understanding to draw on, we offer realistic evidence-based solutions, scaled to suit the needs and resources of the client. Our project experience includes more than 1,800 projects across Australia and New Zealand. We maintain a Sydney office and have completed a large number of similar projects in regional and rural NSW. This local understanding complements our breadth of experience and enables us to develop solutions that are relevant and realistic for Cootamundra-Gundagai Regional Council.

#### Understanding the Issues

Our consultants are highly experienced and have direct experience working in local and state government environments across Australia. As individuals and as a team we understand the evolving challenges the sport, recreation and active living industry is facing. We are here to help our clients remain competitive and succeed with every project.

#### Scale + Reach + Capacity + Track Record

The capacity to respond rapidly to clients with the right staff and resource networks means we can deliver on the most challenging projects. With offices in most capital cities and a number of key specialist partners in architecture, engineering and landscape architecture, we can assemble a team with the right skills for any project. Our past clients will confirm that we provide well researched and readable reports with realistic and implementable recommendations.

#### Industry Leaders

We are passionate about the industry and our staff work hard to contribute to expanding the profile and importance of the role that sport and recreation facilities play in keeping communities active and healthy. We regularly present at conferences, provide training and professional development workshops and support research in numerous interest areas. We maintain professional memberships in Parks and Leisure Australia, Planning Institute of Australia, Venue Managers Association and the International Place Making Council.

### Why choose Otium Planning Group, and what sets us apart from other sport and leisure planning companies?

- Our studies have directed the number of community sport, tourism and leisure facilities successfully built and managed in Australasia.
- We achieve this by providing practical sport, tourism and leisure specific advice and investing in reviewing facilities built and keeping up with changing management and operational trends.
- Working in partnership with Otium, clients benefit from our project experience with more than 50% of completed feasibility studies and business reviews actioned to become well-designed high use facilities.
- Funding success, Otium team members have collectively achieved Australian project funding more than \$250M.
- Conducting detailed market research allows us to understand your community and ensure any new or redeveloped facility delivers clear social, economic and lifestyle benefits to your residents and visitors to the area.
- Our research and analysis provide clear participation and business benchmarks to develop robust business models so clients can assess all options and opportunities.



## 5. The Project Team

The following OPG team members will be engaged on this project.

### Project Director



#### **Mike King - Director**

**B.Ed. (Physical Education Health and Recreation). Honorary Life Member Parks & Leisure Australia.**

Mike is a founding director of OPG. He is an experienced leisure and tourism planner who has undertaken an extensive range of projects in all States of Australia, New Zealand, North America, China and United Arab Emirates. He has been involved in all areas of leisure, sport and recreation planning with a specialist focus on leisure facility development, design, management and viability analysis. His project experience is extremely varied ranging from international and national facility development through to local area facility, business and management strategies.

In his twenty-five years of leisure planning consultancy support services, Mike has developed a reputation for providing "Practical and leading-edge solutions for difficult and complex leisure problems". In the past five years he has also been involved with planning and development of a range of major aquatic, leisure and community facilities across Australia that are now attracting more than 1 million visits and achieving sustainable operating surpluses.

Significant international facility project commissions in PNG, China and New Zealand have also highlighted the company now provides support services of "world standard". As a Director of OPG Mike has contributed to the company quickly becoming a dynamic and highly respected sport and recreation planning company.

### Project Onsite Manager



#### **Yvette Audet - Senior Consultant**

**BA Sports Studies, PGDip Community Management, Cert Leisure Management, Cert IV TAE, Cert Life Coaching. Member of ARI NSW (Board), Austswim, Parks & Leisure Australia, Sports NSW, International Association for Sport and Leisure Facilities (IAKS).**

Yvette has a diverse background over the past two decades in local government, sport, the not for profit and commercial sectors, bringing a thorough understanding of policy, planning and provision of community sport, recreation and the volunteer base that drives participation. Understanding the importance of planning, she can build insight for companies and organisations by critically analysing information, identifying gaps and opportunities and create great stakeholder relationships to achieve project outcome. Her diligent work ethic and passionate energy offers a structured and methodical manner that clients embrace and learn from as the project evolves.

Yvette's experience includes project planning for new and existing facilities including capital works, business planning, market research, financial planning, policy planning and implementation of programs and events. She is experienced in staff recruitment and management and has developed and delivered training programs to teenage and adult learners across subjects including fitness, first aid, event management, work health and safety and personal skills. Yvette's life has been devoted to and around the sport and recreation industry both professionally and personally. Her involvement in governance positions on local and state community sport and aquatic/recreation boards, sports coaching as well as participation gives her a well-rounded perspective of various sports organisations and facilities.





## 6. Relevant OPG Experience

Over the past 27 years OPG team members have completed in excess of 1,700 projects in the Sport, Recreation and Leisure industry. A large number of these projects relate to Facility Feasibility Studies, Master Plans, Community Needs Studies, Recreation Strategy Plans, Development Strategies and Business and Operational Plans.

As a guide to our most recent and current aquatic and indoor sport management reviews we note the following projects and associated project referees:

Project	Details	Project Referee
Aquatic Management & Operational Review (Port Macquarie - Hastings Council)	OPG was commissioned by Council to review the operational performance of Councils four (4) aquatic facilities and recommend the most suitable and sustainable management model for the next 5 years.  Council adopted the recommended contract management model and OPG assisted with contract specification documentation and tender support services.	Amanda Hatton Recreation & Facilities Manager Port Macquarie - Hastings Council Phone: 0429 107 577
Wangaratta Indoor Sports & Aquatic Centre Management Review (Rural City of Wangaratta)	OPG was commissioned by Council to review the operational performance of the Wangaratta Indoor Sport and Aquatic Centre and to develop a management options report to assist Council in determining the best future management option for the expanded and upgraded centre.  This project is at preliminary report stage.	Jaime Chubb Director Community Wellbeing Rural City of Wangaratta Phone 0448 013 395
Peter Krenz Leisure Centre Management Review (City of Greater Bendigo)	OPG was commissioned by Council to review the operational performance of the Peter Krenz Leisure Centre (indoor aquatic, sport and health and fitness centre) and to develop a management options report to assist Council in determining the best future management option for the expanded and upgraded centre.  Council adopted the recommended contract management model and OPG assisted with contract specification documentation and tender support services.	Lincoln Fitzgerald Manager Active & Healthy Lifestyles City of Greater Bendigo Phone 0429 969 100
Batemans Bay Regional Arts and Aquatic Centre Management Review (Eurobodalla Shire Council)	OPG was commissioned by Council to develop 10 year operational budgets for the proposed new Batemans Bay Regional Arts and Aquatic Centre for three different management models being internal management, contract management and company limited by guarantee management.  This project is at preliminary report stage.	Stephen Phipps Project Manager Eurobodalla Shire Council Phone 0418 755 383
Corowa Swim Centre Redevelopment and Management Review (Federation Council)	OPG was commissioned by Council to develop plans for the Corowa Swim Centre Replacement and also to complete management and operational reviews. Council adopted the facility and management plans completed by OPG	Kristy Kaye Manager Community Development Federation Council Phone 0429 338 954





## 7. Administrative Matters

### 7.1 Insurances

OPG holds the following insurances:

Type of Cover	Insurer	Sum Insured	Policy Number	Expiry Date
Public Liability	CGU Insurance Limited	\$20,000,000	15T1098561	6/2/2020
Professional Indemnity	CGU Professional Risks Insurance	\$10,000,000	04MIS1733559	27/7/2020
WorkCover	icare Workers Insurance	II/A	115266101	31/7/2020

### 7.2 Contract Provisions

#### 7.2.1 Documents Comprising Our Full Proposal

This proposal and any attached schedules or appendices forms the basis of our submission and response to the brief. The tasks and costings detailed within this proposal comprise our full submission and any other tasks or actions which have not been expressly identified within this proposal are not considered to be included within our proposal or contained within our fee estimate.

#### 7.2.2 Contract Terms and Conditions

Should our tender be successful, we reserve the right to negotiate contract terms and provisions relating to insurance requirements, indemnity, hold harmless and other clauses if agreeing to those clauses would place us in breach of the terms and conditions of our insurance, or may prejudice our rights under that insurance, or may impose a liability on us that is inconsistent with any legislative proportionate liability and contributory negligence regimes.

### 7.3 Quality Assurance

OPG has an internal quality assurance system which it uses for all projects. All assignments are managed by a Company Director, who is responsible for project management and ensuring the project meets the needs of the client. The company's quality assurance procedures are:

- The Project Director will personally control all aspects of the assignment. In this role they will have prime responsibility for meeting project specifications and personally presenting key data and reports to clients.
- Consultants will work directly under the supervision of the Project Director. Their primary role will be in consultation, data collection, summary and analysis.
- All reports and written material prepared by the Consultant will be vetted and authorised by the Project Director, prior to dispatch to the client.
- The Project Director will maintain regular contact with the client to ensure that the project specifications are being met.
- We also complete second party reviews and edits on all written documents and reports. All final draft and final reports are reviewed under our internal quality control process where an independent company representative reviews and identifies any issues identified from this review.



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## 8. Further Project Supporting Information

For further supporting information on Otium Planning Group's skills, services and relevant project experience please refer to the OPG website ([www.otiumplanning.com.au](http://www.otiumplanning.com.au)).

As a guide to some of OPG's major projects please click on our YouTube video channel link to view our range of projects

[https://www.youtube.com/channel/UCUkHexcJsQ4\\_5rPLFOYvtlg/videos](https://www.youtube.com/channel/UCUkHexcJsQ4_5rPLFOYvtlg/videos)

# CAPABILITY STATEMENT



Prepared by SGL Consulting Group



[www.sglgroup.net](http://www.sglgroup.net)

## SGL GROUP

**SGL Group has been involved in a diverse range of major leisure, lifestyle and community projects throughout Australia, New Zealand and Internationally**

**SGL** is an innovative and progressive lifestyle, leisure and community consulting practice. We have a successful track record dated back to 1988.

**SGL** is recognised as one of the leading lifestyle, leisure and community consulting firms in Australia and New Zealand.

**SGL** has successfully completed projects in Australia, New Zealand, the Asia/Pacific region and the USA.

**SGL** has undertaken projects in all Australian states, as well as national projects for the Federal Government and for the National and local governments in New Zealand.

**SGL** strives for client and community empowerment and best outcomes for all stakeholders.

### Our Purpose

*Create opportunities for people to enjoy an active and healthy life*

### Our Values

**SGL** has six core values, which provide guiding principles to our actions:

- 1 We act with integrity
- 2 We create inspired solutions
- 3 We are passionate about our work
- 4 We live what we do
- 5 We are high achievers
- 6 We make things happen



Capability Statement





## WHAT MAKES SGL DIFFERENT?

**Focus on Lifestyle** - SGL has always focused on improving the lifestyle of our clients and their communities. Our initial focus was on leisure and tourism. Our skill set has been expanded to include a strong social planning and community service focus.



**International Reputation for Excellence** - SGL is one of Australasia's leading international leisure and lifestyle consulting firms. In addition to working in Australia and New Zealand, our team has successfully undertaken assignments in China, India, Malaysia, PNG and the USA.

**Track Record of Experience and Quality Service** - SGL has experience dating from 1988 and a quality service track record built on what we have done, not what we are going to do.

**Innovative Solutions** - SGL has a proven history of producing innovative solutions and value adding to projects. Each project is unique, with its own project team, methodology and specific solutions.

**Team Approach** - SGL is a team player and works closely with our clients and stakeholders to produce the best result, on time and on budget.

**Best Practice Knowledge** - SGL continually invests in updating our knowledge of national and international trends. By working across Australia and New Zealand and with our international links we are aware of the latest developments and best practice.

**Our Guarantee** - SGL guarantees our work. We continually generate repeat business due to our commitment to meeting client needs and our appreciation of the importance of client referrals to win future work.

**Industry Relationships** - SGL has built ongoing strategic relationships with Australia's best consulting firms. Consequently, we can structure a consortium of firms to meet the specific needs of each assignment.



Capability Statement





## CORE PRODUCTS AND SERVICES

**SGL** offers eight core product and service areas:

### 1 Planning

No-one can predict the future; **SGL** can help you prepare for the future. We can develop short, medium and long term strategies to meet the changing needs and demands of your community or market.

**SGL** can deliver planning strategies ranging from State wide plans to local plans for recreation or sporting reserves.

### 2 Facilities

Facilities are the hub of a community. Our approach is the work closely with all stakeholders to determine demand for existing or new facilities. The outcome is a well used and loved community asset.

**SGL** can assist your organisation at all stages of planning and operation of facilities. During the feasibility stage we use a suite of techniques to measure demand and prepare detailed financial models to assess financial viability.

### 3 Funding

**SGL** has a great track record of fundraising for major projects. We can help you source capital funding for community leisure and lifestyle facilities.

### 4 Sport

The **SGL** Team has an excellent appreciation of sport, from a playing, coaching, administration and volunteering perspective – it is in our DNA.

We can assist sporting organisations to become more effective and efficient.



Capability Statement



## 5 Evaluation

**SGL** has evaluated or reviewed programs at both State and Local Government level. Our approach is to go back to basics and identify why a program was started and its original goals and objectives. This information provides a starting point in evaluating its success.

Evaluation involves the synthesis of both qualitative and quantitative data. We will help clients establish a data collection methodology which allows data on the program to be collected cost effectively.



## 6 Tourism

**SGL** offers our clients planning, management and development advice to improve tourism at a regional and local level.

Our approach is market driven, based on identifying the needs of target markets and linking these to tourism assets.

We can help clients determine the feasibility of developing tourist attractions and evaluating the potential viability of events.

## 7 Community

The **SGL** Team has demonstrated skills in engaging with the community to plan and achieve social outcomes.

We work collaboratively to build focussed and multipurpose facilities. We develop leadership skills and programs using community development principles to build social capital.



## 8 Arts and Culture

**SGL** has extensive understanding and appreciation of the role arts and cultural services and facilities play in a community.

**SGL** can assist organisations understand the current and future arts and cultural needs of a community and the services, programs and facilities required to support and encourage the continued participation in these services.

## FURTHER INFORMATION

For further and more comprehensive information on how **SGL** can assist your project, please refer to the **SGL** website:

[www.sglgroup.net](http://www.sglgroup.net)

Alternatively, please make contact with any of the following representatives:

### AUSTRALIA

Phillip Gray  
Tel: +61 (0) 416 235 235  
Email: [pgray@sglgroup.net](mailto:pgray@sglgroup.net)

### NEW ZEALAND

Steve Bramley  
Tel: +64 (0) 21 795 187  
Email: [sbramley@sglgroup.net](mailto:sbramley@sglgroup.net)

### INTERNATIONAL PROJECTS

Phillip Gray  
Tel: +61 (0) 416 235 235  
Email: [pgray@sglgroup.net](mailto:pgray@sglgroup.net)

Capability Statement



COOTAMUNDRA REGIONAL COUNCIL

9/10/19

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+613 9326 1662 info@alleisure.com.au www.alleisure.com.au

AQUATIC CENTRE AND STADIUM REVIEW

1



## 1. Our Offer and Capability

### About us

@leisure Planners (trading as @leisure) was established in 1992 after the Director's successful career in recreation and sports planning in local and State government.

We work across Australia for local and state government, sports organisations, schools, and the land development industry.

We prepare feasibility and business cases for community infrastructure projects, sports and aquatic centres, showgrounds and leisure centres as well as prepare demand analyses, master and management plans and strategic plans for open space and recreation.

We employ seven sport and leisure planners with a range of qualifications in sports management, recreation planning, market modelling, sports business, project management and marketing.

We offer clients a wide range of skills needed to undertake projects efficiently, whilst providing the depth of knowledge necessary to ensure outcomes are practical to implement and have a high level of acceptance.

By understanding the needs of Council, key stakeholders and a wide range of user groups with specific needs, we ensure that projects succeed on the ground.

Our investigations are rigorous, our reports are written in plain English, our drawings are clear.

We are known for our rigorous demand modelling, knowledge of benefits, social conscience, consultative style, the ability to work co-operatively, rigorous methods, and research skills.

We take pride in our work and also strive to provide the best outcome for our clients.

### Our offer

- @leisure have conducted a number of aquatic and indoor stadium strategies that focus on facility development, service and management. We are known for our practical application tools, rigorous evaluation methods using value management methodology to prioritise actions and our ability to involve stakeholders so that they own the outcomes. These make implementation much easier.
- @leisure have prepared management models options for a wide range of for very different facilities; combined indoor and aquatic leisure Facilities (e.g. Liverpool had a strong focus on social outcomes as well as financial efficiencies), Council stadiums that have leased components, anchor are contracted out or managed in-house and as well as joint school and sports association run stadiums, **and community run pools**- all which work in different contexts.
- Our track records highlights our strengths in a number of these area.

Please see our Submission 1. Our offer, 2. Resources and experience, Attachment 1. Specific Project Examples, and the attached Our Company Overview.

***Key Output:*** strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

@leisure have conducted a number of aquatic and indoor stadium strategies that focus on facility development, service and management. We are known for our practical application tools, rigorous evaluation methods using value management methodology to prioritise actions



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and our ability to involve stakeholders so that they own the outcomes. These make implementation much easier.

**Track record:**

*The thing about the Recreation Plan was that it was so practical to implement. I have had calls from a number of Councils around Australia about the plan."* **Rod Marshall, Manager Property and Recreation City of Glenorchy (Glenorchy Recreation Plan and KVG Master Plan)**

**Key Output:** Operating model options that would be appropriate for each of the identified *facility* sub-sets

@leisure have prepared management models options for a wide range of for very different facilities; combined indoor and aquatic leisure Facilities (e.g. Liverpool had a strong focus on social outcomes as well as financial efficiencies), council stadiums that have leased components, are contracted out or managed in-house and as well as joint school and sports association run stadiums, and community run pools- all which work in different contexts.

We would work with Council to determine on what basis these should be analysed – ie using Council's plan and other policy documents.

**Track record:**

*"Thanks for providing the Issues and Options Paper. Some great work in there and I received some good feedback from the Project Control Group. There is some amazing work on the management model."*  
**Jason Sharp, Recreation Planner Open Space, Recreation & Wellbeing, Bayside City Council (Sandringham Family Leisure Centre Facility Review)**

**Key Output:** Risks associated with each option when applied to relevant *facility* sub-sets, risk ratings and mitigation measures that could be applied .

@leisure have undertaken a significant body of work in risk management – for facilities such sports and aquatics stadiums as well as outdoor aquatic environments and skate parks. We are very family with the nature of risks in aquatics facilities and impacts of management – as well as findings of recent coroners reports.

**Track record:**

*"...Like to congratulate the Council and consultants on identifying the challenges and risks facing future aquatic facility development."* **Community Respondent Submission on Draft Aquatic Development Strategy for Southern Grampians Shire Council**

**Key Output:** Key drivers of operating efficiency for each *facility* sub-set, and the potential of each identified operating model to optimise operating efficiencies

@leisure have provided advice to the Sports and Council about implementing management efficiencies, whilst ensuring a quality service is delivered. These have included clarity in roles and responsibilities, managing supervision and opening hours based on temperature, roles of incorporated associations and anchor tenancies in service and management – e.g clubs using the pool, subcontracting specific services etc.,

**Track record:**

*Council West Coast Aquatics Strategy and Business Plan ensures the long-term sustainability of the three swimming pools in the Municipal Area. This study has resulted in the Tasmanian-based swimming pool suppliers PoolQuip teamed up with International Quadratics and Brauer Industries to donate the chemical control system as part of upgrades at the facility. "This donation is just one way we can give back to communities as we understand the value that remote communities get out of a local swimming pool," Mr Chick said.* **West Coast Aquatics Strategy TAS**

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**Key Output:** Any issues associated with the transition of management and operation of each *facility* sub-set

*@leisure has guided several Councils through the process of implementation – by writing management specifications as well as establishing systems, reviewing hours of operation and employment of staff in the first season under a new management arrangements.*

**Key Output:** The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

*@leisure staff have managed pools directly and stadiums and addressed issues associated with communication with the public, transition of staff, access to financial information, impact of services that are less financially viable etc.,*

### Summary of Capability

Our capability and experience in centre strategies and management reviews includes:

- Aquatic Strategies including management options reviews (e.g. West Coast Aquatic Strategy and Liverpool Aquatics and Leisure Centres Strategy, Northern Grampians Aquatic Strategy etc.,)
- Aquatic and Sports Facilities Review including Management (Sandringham Family Leisure Centre and Pool), Charles Sturt University.
- Aquatic and Sports Centre Management Reviews (e.g. Hobart Aquatic Centre Management Review, Frankston North Community Centre, Mark Collins Leisure Centre Management Review and Business Plan)
- Feasibility and Business cases for indoor sport stadiums that include preferred management arrangements: Northcote High School Stadium and Collingwood College Sports Centre

- Aquatic Project Management – Operation of West Coast's three pools.

- **Our capability and experience includes extensive Community and Stakeholder Engagement .**

We use:

- a comprehensive and filtered process to understand perceptions, needs, current and future opportunities and engage stakeholders in the strategy so that they own the outputs.
- telephone, face to face and on-line methods to capture all stakeholders input when it suits them
- both individual and group engagement methods to acquire information, gather and test ideas, evaluate options in an open and accountable manner, as well as foster ownership of the study product by key stakeholders and opinion leaders
- opportunities for the broader community to comment on the draft plan (as appropriate).

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## 2. Our knowledge and experience

### Aquatic facility planning projects

- Swan Hill Recreation Centre Redevelopment – **Rural City of Swan Hill** - (In progress)
- Hydrotherapy Feasibility – **Bayside City Council** (In progress)
- Gosford Olympic Pool Redevelopment Feasibility and Design Concept - **Central Coast Council NSW**
- Liverpool Aquatic and Leisure Centres Strategy – **City of Liverpool**
- Sandringham Family Leisure Centre - Needs Assessment, Review and Master Plan - **City of Bayside**
- Aquatics Feasibility Study (timing of the Bacchus Marsh pool redevelopment and provision of splash parks) - **Shire of Moorabool**
- Mildura Waves Competitive Neutrality Review - **Mildura Rural City**
- Whittlesea Swimming Pool Upgrade Feasibility - **City of Whittlesea**
- Hydrotherapy Facility Feasibility - **Shire of Campaspe**
- Short Term Aquatic Demand Strategy - **City of Wyndham**
- Management of the Operation of the Swimming Pools 2017-2018 - **West Coast Council**
- West Coast Aquatic Facilities Strategy - **West Coast Council**
- Portland Leisure and Aquatic Centre Feasibility Study, Business Plan and Concept Design - **Shire of Glenelg**
- Review of Seymour War Memorial Outdoor Pool (in conjunction with Jeavons Landscape Architects) - **Shire of Mitchell**
- Pembroke Park Indoor Sports and Aquatics Centre Business Case and Master Plan Review - **Sorell Council**
- Memorial Pool Business Case and Cost Benefit Analysis - **Circular Head Council**
- Sport, Recreation and Aquatics Facility Review - **Charles Sturt University**
- Gunyama Park and Green Square Aquatic Centre Planning and Design (in conjunction with Andrew Burges Architects- **City of Sydney**
- Hobart Aquatic Centre Fees and Charges Review - **City of Hobart**
- Yarra Leisure Service Review (Aquatics and indoor gym/fitness) – Industry Benchmarking - **City of Yarra**
- Yarra Leisure Service Review (Aquatics and indoor gym/fitness) – Market Analysis - **City of Yarra**
- Guidelines for Outdoor Seasonal Pools - Maintenance, Retrofitting, Refurbishment & Re-Building Input - **Aquatics Recreation Victoria**
- Corryong Swimming Pool Master Plan - **Shire of Towong**
- Corryong Swimming Pool Community Engagement - **Shire of Towong**
- Newman Recreation Facilities Master Plan (including aquatic facilities) - **Shire of East Pilbara**
- Business Case and Concept for a Kununurra Aquatic and Leisure Facility - **City of Wyndham**
- Business Case and Feasibility - Tweed Regional Sports Centre (including aquatic centre) - **Tweed Shire**
- Business and Marketing Plan for a new Aquatic Centre - **City of Orange**
- Regional Aquatic and Netball Precinct Feasibility and Master plan - **Yarra Ranges Shire**
- Aquatic Facility Development Strategy and Strategic Technical Assessment - **Southern Grampians Shire**
- Yea Swimming Pool Redevelopment Feasibility - **Shire of Murrindindi**
- Aquatic Facilities Contract Specifications - **Shire of Glenelg**
- Indoor Sports and Aquatic Centre Feasibility - **Narrabri Shire**

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- Aquatic Centre and Gym Expansion Feasibility Study - **Hurstville City**
- Swimming Pool and Leisure Facility Recurrent Cost Analysis - **City of Orange**
- Indoor Sport and Recreation Facility and Feasibility Study - **Gungahlin Development Authority**

In addition to the above, we have undertaken aquatic assessments for a large number of Councils as part of Sport and Recreation strategies.

#### Other relevant experience in NSW

Feasibility Design and Business Case for the Arkinstall Park Regional Sports Centre - **Tweed Shire**  
 Arkinstall Park Sports Centre Feasibility Design and Business Plan - **Tweed Shire**  
 Indoor Sports and Aquatic Centre Feasibility - **Narrabri Shire**  
 Aquatic and Leisure Centres Strategy – **Liverpool City Council**

#### Additional Recent Feasibility Projects

- Niagara Park Stadium Feasibility - **Central Coast Council**
- Regional Indoor Equestrian Facility Feasibility – **South Gippsland Shire**
- Indoor Sports Feasibility Study - **Moorabool Shire**
- South East Regional Sports Complex Feasibility Business Case and Cost Benefit Analysis - **City of Clarence**
- Community Indoor Sports Hub Feasibility - **St Mathews Pymble**
- Synthetic Hockey Pitch Feasibility and Business Case - **Benalla Hockey Club**
- Collingwood College Indoor Sports Centre Feasibility - **City of Yarra and Sport and Recreation Victoria**
- Indoor Sports Facility Feasibility- **City of Whitehorse**
- Northern Launceston Community Recreation Hub Feasibility and Business Case - **City of Launceston**
- Indoor Sports Stadium Business Case - **Northcote High School**
- Indoor Netball Centre Feasibility and Business Case - **City of Stonnington**
- Alexandra Park Upgrade Business Case - **Mornington Football Club**

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## Our track record

The following quotes illustrate what other clients have said about our work:

"Thanks for providing the Issues and Opportunities Paper. Some great work in there and I received some good feedback from the Project Control Group. There is some amazing work on the management model".

**Jason Sharp, Recreation Planner Open Space, Recreation & Wellbeing, Bayside City Council (Sandringham Family Leisure Centre Facility Review)**

"Thank you for being so fabulous to work with, I highly value your expertise, knowledge and way of working". **Kate Morris Former Principal of Northcote High School. (Northcote High school Indoor Sports Centre Business Case)**

I think the issues paper is an easy read. Thank you. It points out all the issues for directors and Councillors." **Jodie Maybery, Community Wellbeing Manager, Glenelg Shire Council. (Glenelg PLACE Feasibility Study)**

"...Like to congratulate the Council and consultants on identifying the challenges and risks facing future aquatic facility development." **Community Respondent Submission on Draft Aquatic Development Strategy for Southern Grampians Shire Council**

"Sally has done a wonderful job. It's a very detailed rationale for why we need a stadium and demonstrates that we are serious. I sent it to the Director Community Programs. He was very impressed." **Phillip Stott, Committee Member, Collingwood Basketball Association (Collingwood College Sports Centre Business Case)**

"I think the strategy has come up really well. We appreciate the work that your team has put into this review. I believe it has been well worth it".

**Gary Cole, Executive Manager – Facilities and Advocacy, Football Federation Victoria (FFV State Football Strategy).**

"It has been terrific working on this project with you guys, I have really enjoyed it and your pleasant customer service towards Council has really been noted. I sincerely thank you." **Troy Scoble, Recreation Development Coordinator, Moorabool Shire Council (Bacchus Marsh Racecourse Reserve and Showground Master Plan)**

"I was very pleased with the level of commitment and service provided by the Team from @leisure. Sally worked closely with Council staff and stakeholders to undertake a Best Value Review. The specialist knowledge, experience and professional approach provided by the @leisure team certainly made the process far easier." **Simon Harrison, Service Unit Manager Open Space, formerly of City of Ryde (Sportsground Management – Best Value Review)**

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### 3. Resources and Staff Experience

#### Our project team

We propose a team made up of:

Team member	Role
Sally Jeavons	Principal Planner
Michael Graham	Senior Sport and Recreation Planner
Brian Sefo	Project Manager and Planner
Nele Roose	Document Control and Administration Manager
Adrian Dixon	Business and Projects Officer

@leisure have additional staff who can be brought to the project as required.

#### @leisure team

Our team has extensive knowledge of aquatic, fitness and leisure facilities and the range of skills required to ensure we can help Council achieve all the requirements in the brief.

We have selected five staff to undertake this project. A summary of each person and their role and their background follows.

- **Sally Jeavons - Principal Planner**
  - Grad Dip Market Modelling, Swinburne U.T.
  - Grad Dip Recreation Planning, Canberra CAE
  - Bachelor of Arts (Geography), University of New England

Sally has more than 30 years' experience as a recreation planner and 20 years' experience as a Director of @leisure.

She has a strong background in sport and recreation and has undertaken a significant number of master plans and business cases for community infrastructure, including more than 15 leisure centres.

Sally has recreation planning qualifications, environmental planning and marketing. Sally has undertaken extensive work in aquatic market research, community engagement, recreation, sports planning and feasibility and management, as well as access and inclusion.

Sally has managed recreation departments of local government and has had the responsibility for a number of aquatic leisure centres.

Sally is a life member of Play Australia and Parks and Leisure Australia. She was the recipient of the 2009 Frank Stewart Award for excellence and outstanding contribution to the field.

Sally is involved in all stages of the projects undertaken by @leisure.

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With her expertise in environmental planning and market research and her knowledge of sport she contributes to analysing issues and opportunities and providing creative strategies to address issues arising in master planning. She is responsible for the methodological aspects and overall performance of each study team.

▪ **Michael Graham – Senior Planner**

- Bachelor of Arts – Recreation Management, Victoria University
- Graduate Certificate – Business Marketing, RMIT University

Michael has worked in the industry for the past 28 years within local government, Universities, the YMCA, RANS Management Group and the past 13 of these with Belgravia Leisure; an operator of leisure facilities, sports stadiums, golf courses, day spas, alpine resorts and events centres.

Michael has been responsible for a significant number of management, operational reviews and feasibility related projects, including aquatic and leisure centres.

Michael has extensive experience undertaking leisure centre performance audits across both large and small leisure facilities in Victoria, South Australia, Queensland and the UAE. Identifying and planning for improved financial performance has been a key to his success.

He has extensive experience with facility design from the operators perspective; contract management; business improvement analysis and program implementation; business plans including marketing plans and environmental plans; budget preparation and management; staff recruitment, mentoring and performance reviews; Capital works programming and asset management; marketing, membership retention and sales.

In this project Michael will be the lead planner for this project, overseeing all technical aspects of the brief.

▪ **Briar Sefo - Project Manager and Planner**

- Master of Business (Sports Management), Deakin University
- Bachelor of Law/Arts(Political Science), University of Waikato

Briar has ten years' experience in planning and project management. She is an experienced sports Project Manager with a background in sport, law and governance.

Briar has established project success achieving a wide range of strategic outcomes, significant experience with developing policies and governance best practice frameworks. She has strong work ethic and focus on achieving cohesion and stakeholder goals.

Briar was most recently employed by Athletics Australia as its Project Manager, where she was involved in the development and implementation of the strategic plan.

She also has over three years' experience as a Paralegal with Rigby, Cooke and Maddocks Lawyers, where she specialised in the practice of planning and environment, working with Councils.

Briar is an accomplished track and field athlete.

She will be the project manager responsible for this project.

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▪ **Nele Roose - Document Control and Administration Manager**

- Bachelor of Topography – Hogeschool Gent, Belgium

Nele has over ten years' experience in a range of business, and data related capacities. She has considerable experience in digital mapping, cartography and Geographic Information Systems and previously worked for an international digital mapping data company.

She has held several positions in the company related to process improvements, training and information systems.

Since joining @leisure, she has contributed to a wide range of sports, aquatic and open space and sports plans feasibility and business plan projects, contributing mapping of facility distribution and catchments, and including Moorabool Shire Council indoor sports centre feasibility; City of Whitehorse indoor sports feasibility study and FFV Strategic Plan.

Nele will manage the documents and administration for the project.

▪ **Adrian Dixon - Business and Projects Officer**

- Master of Sport Business and Integrity, Victoria University
- Bachelor of Sport and Recreation Management and Business, Victoria University

Adrian has recently completed a Master of Sport Business.

Adrian's previous experience includes administration and operations with the Coburg Football Club. He was responsible for logistics, facility management, data management and digital content co-ordination.

Since joining @leisure, Adrian has worked on a wide variety of projects including aquatic and indoor sports feasibility and facility plans and

sport and recreation strategies, facility inventories, surveys and participation modelling.

Adrian role is to undertake administrative duties for the project, collect and record project information, meeting minutes, benchmarking, facility and membership data and organise workshops and itineraries.

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## Project appreciation

We understand that the purpose of the study is to develop a strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

The project will consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

## Scope

Key tasks will include:

- Demographic profile including current and future population trends of the Cootamundra-Gundagai region and the surrounding catchment area
- Review existing facilities, services and programming, including quantified usage data (from past plans, surveys, SSAC records and staff/consultant observations)

- Assessment of similar facilities, services and programming provided in comparable communities, and the provision of programming and facilities in neighbouring Local Government Areas
- Community and stakeholder consultations and engagement to identify current and future sport and recreation trends within the local community, assess the top priorities
- Analysis of the market for the facility service, management and programming options
- Identification of the participation, social, health and wellbeing outcomes
- Undertake an operational assessment and identify the legal context for the strategy
- The outline of a facility management strategy
- Identification of environmentally sustainable strategies and budget as they relate to management efficiencies
- Identify program options to increase participation and efficiencies in the short term
- Ensure the needs of women, seniors and people with a disability, culturally diverse communities and young people are engaged
- Identify strategies to achieve the broadest participation, multi-use, including any innovative approaches, and enhance the quality and range of sport and active recreation facilities and programming outcomes (within Council's budget).

## 4. Stakeholder and Community Engagement

We use a comprehensive and filtered process to understand potential user's perceptions, needs as well as future usage.

We will work with Council to engage all stakeholders in the plan so that they have a strong ownership of the outputs.

The process could include:

- Methods that are cost effective and in line with Council's budget
- A combination of telephone, survey, workshops, face to face, on-line methods and social media to capture all stakeholders input, when it suits them
- Provision of information so people know what is going on, how they can be involved and what the outputs are, to ensure the project is transparent
- Acquisition of local information (e.g. current participation and needs) as well as opinions
- Gathering and testing ideas
- Evaluation of any design options in an open and accountable manner
- Fostering ownership of the study outcomes by key stakeholders and opinion leaders
- Opportunities for the broader community to comment on the draft plan.

See following table that illustrates proposed methods of engagement (as appropriate).







Table 1. Proposed Approach to Community and Stakeholder Engagement

Method	Target groups	Purpose	Council's role	
Prepare a database of key informants / stakeholders and potential user groups for interviews	Potential user groups	Ensure all the stakeholders needing to be contacted are involved and ultimately own the outcomes.	Council to provide telephone and email contacts for potential user groups, key stakeholders, as well as staff and other personnel to be consulted, upon commencement.	
Direct communication to potential users – swim and sports clubs, schools, community groups to go online, contribute and stay informed	Users, residents and potential users of the facility	Ensure users and potential users all have the opportunity to be involved – and are kept informed. Assist in development the vision and likely layout of the facility.	Council to distribute a survey to users at the centre and notify residents and users of project, the opportunity to make a comment or complete an online survey etc.	
Internal stakeholder workshop (No. 1)	Staff e.g. centre staff asset management recreation planning, planning, property, engineering, community development etc.	Provide background, usage data, input and feedback on issues and options and direction for future facilities components and priorities.	Provide meeting room refreshments etc and invite relevant staff.	
Press / web release	Residents and interested local groups	To inform residents and users and encourage them to contribute	Publish a press release.	
Council's Engaging /or @leisure's web page	Residents, schools and interested local groups	One-stop-shop for project information, comments and link to online surveys. Provide portal for information exchange, consistent messages about the project, quick comments, a link to a survey, any previous plans, and information to inform people of meetings and documents for review	Advertise the opportunity to get involved. Distribute in other ways i.e. add in paper / mayor's column, Facebook etc.	




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Method	Target groups	Purpose	Councils role	
Online community survey	Residents and interested local groups	To seek a broad range of views and preferences from people in the local area	Advertise in all possible ways	
Call for submissions	Broader community and interest groups and potential users.	To allow passionate people to send us detailed information about issues or preferences.	Advertise in all possible ways	
Flyer/ Poster to promote input	General community	Prepare a draft flyer /poster promoting how to be involved, fill in a survey by going on line.	Council to refine, publish and distribute to post at community facilities and Council offices.	
Telephone interviews	Potential user groups, specific population groups adjacent Councils, facilities to be benchmarked, stakeholders representing different target groups	To provide specific preferences and demand information from potential user groups and specific population groups such as people with a disability, older adults as well as preferences related to options and future user requirements etc	Provide an up to date contact list for key stakeholders identified.	
Facebook page	Residents and interested local groups, particularly younger demographic, baby boomers and specific groups with Facebook pages	To provide the opportunity for short, anytime, top of head comments. To increase the visibility of the project by posting on others pages /or advertising to a local area by a paid post to boost visibility.	Provide link from Council's website / centres website to project page.	
Workshops/ internal staff (No. 2)	Staff representing a range of areas of interest, assets, community engagement/ development,	To discuss likely issues, opportunities and constraints, availability of information, previous plans, progress made, engagement findings to date, discuss options and	Provide a suitable date, organise staff to attend, provide venue and refreshments.	

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Method	Target groups	Purpose	Councils role	
	environment, community services, recreation, traffic, youth services etc.	provide feedback on design.		
Workshop External stakeholder/ community (1) to be negotiated	External interested parties, public, user groups	Seek views on the existing facility. Present key directions, after survey and other consultation, design options, advantages and disadvantages of each, and seek comments on preferred plan	Advertise these to the community and send one representative.  Council to run workshops in 4 other townships?	
Exhibition of the options for redevelopment	Residents and key stakeholders	Seek feedback on the draft options and report.	To promote the options to provide feedback .	
Presentation	Staff and Leadership Team?	Presentation of concept options and Final recommendation.	Provide a suitable date.	

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## 5. Methodology

We propose to undertake the study in four stages in order to ensure we are able to undertake a logical sequence of tasks, to keep on time and align with a payment schedule:

- Stage 1: Project inception
- Stage 2: Data Collection and Strategy Assessment
- Stage 3: Reporting and Implementation

### STAGE 1: PROJECT INCEPTION

The output of this first stage is to confirm our understanding of the project with the Project Control/ Steering Group, seek background data, initial directions, understand local influences, resource constraints, opportunities and trends, and refine the project methodology.

In this stage we will:

- Convene a project inception meeting with the project manager and the Project Steering Group. Confirm project scope, confirm project objectives, processes and timelines, and be briefed on stakeholder expectations and issues and visit the centre with staff (visit 1). Hold a staff workshop. Undertake a site inspection of the facilities.
- Seek visitation (especially catchment) and other data for the existing centre, detailed population forecasts by local area and specific years.
- Develop a list of key contacts / stakeholders and produce a detailed work program, timeline and meeting schedule.
- Clarify the likely resource constraints / budget parameters for redevelopment to ensure expectation of the community and stakeholders are not raised.
- Receive background reports, financial information, usage data and previous facility assessment, review any previous consultation in relation to current

community facilities, review existing council policy, market information and understand the planning context.

- Review benefits related information from other sources.

- STAGE 1: OUTPUTS AND MILESTONES
- Inception meeting and staff workshop
- Site inspection
- Background data collation and literature review
- Assumptions and expectations documented
- Identify alignment to the broader planning framework.

### STAGE 2: DATA COLLECTION AND STRATEGY ASSESSMENT

In this stage we will analyse the demand for specific aquatic and leisure centre components through assessment of Council and catchment demographics, demand as expressed in previous works undertaken, community engagement, trends analysis, and benchmarking.

We propose a range of consultation methods to be undertaken in this stage. We will ensure different stakeholder groups are engaged and consulted, to ensure we receive high quality information to inform later stages in the project. See previous table.

#### Catchment demographics:

- Review usage and relevant trends related to the broader aquatics and regional leisure centre development, best practice, benchmarking and learning's relevant to aquatic and leisure centres suitable for the catchment / context etc.
- Review the forecast population, demographic profile and social indicators, legal context and assess future residential growth characteristics and timing, in the Cootamundra-Gundagai region.



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- Identify the likely facility catchment population and the demographic influences on an aquatic and leisure centre, considering other Council facilities.
- Review potential participation rates in activities and demand to inform the nature of facility management options.

#### *Demand and community preferences*

- Establish a project consultation page (as required) that provides background information on the project, and opportunities for the public to comment of their views about the location and design/ or prepare text for Council's Our Say Page
- Establish an online survey of users. Link to project consultation page / Council Engage project webpage.
- Seek detailed information from residents and potential and existing user groups about current participation and likelihood of future participation / ideas about the nature of the redevelopment.
- Undertake telephone interviews with key Council staff, partners, key informants, key stakeholders, schools, groups representing specific population groups any sports associations.
- Draw from other facility developments, and key benchmarks or trends relevant to the demand for an aquatic and leisure centre components.
- Prepare a demand and market analysis and consultation findings as an input into the issues and opportunity paper.
- Competition and benchmarking.
- Undertake benchmarking of regional populations of a similar size, and adjacent LGAs also apply any other relevant aquatic and leisure benchmarks / to cross check likely demand for facility components and opportunities for colocation with other activities.

- Determine the nature of facilities in the region to ensure new facilities will complement those currently available.
- Determine how the facility can be the preferred facility for residents in all Cootamundra-Gundagai towns.

#### *Management Models Assessment*

- Undertake a comparative analysis of existing management models, advantages and disadvantages and likely costs
- Review all data and information received during the site analysis, demand consultation and facility supply assessment
- Consider and develop management model options
- Identify and determine directions on key issues and technical options that may impact on financial or social outcomes
- Identify the key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Identify potential risks associated with each management option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied

#### ➤ STAGE 2: OUTPUTS AND MILESTONES

- Preliminary market analysis, competition and consultation findings
- Likely demographic and population influences and use projections
- Community and stakeholder views, projected demand and community preference and priorities for facility components and likely options.
- Workshop with staff and key stakeholders to discuss agreed options
- Identify strategies to address inclusion of specific populations, broadest and multi-use

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### STAGE 3: REPORTING AND IMPLEMENTATION

In this final stage we will submit a report and recommendations that is supported by a strong market assessment, benefits and feasible management arrangements that are practical to implement.

In this stage we will:

- Submit a preliminary draft report providing an assessment of each management model option, important key factors, a preferred management approach, implementation program including proposed interim management considerations.
- Submit the management plan and draft feasibility report
- Present the draft report for discussion and comment
- Collate comments and incorporate feedback into final report
- Submit final recommendation as part of final report and implementation plan.

- STAGE 3: OUTPUTS AND MILESTONES
- Draft report presented
- Final report, recommendation and implementation plan
- Executive Summary

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## 6. Fees, timing and administration

Project Manager	\$140
Documents and Administration Manager	\$100

### Pricing

Based on our understanding of the brief and our proposed methodology, we envisage the fee will be in order of \$20,000 ex GST.

Stage Number	Date
Stage 1: Project inception	4 October 2019
Stage 2: Data collection and strategy assessment	1 November 2019
Stage 3: Reporting and implementation	8 November 2019

### Terms and payment schedule

This fee proposal is based on the assumption that payments will be made within 14 days of presentation of invoices.

Based on the completion of major stages of work we suggest the following payment schedule:

1. 25% on project commencement
2. 25% progress payment on stakeholder engagement
3. 30% on submission of Draft Plan
4. 20% on submission of Final Plan.

Should attendance at additional meetings or workshops be required, or additional consultation and design work be requested, we would be happy to provide this work, at the following hourly rates:

Job Title	Hourly rate
Principal Planner / Director	\$220
Senior Sport and Recreation Planner	\$170

AQUATIC CENTRE AND STADIUM FACILITY REVIEW 19



COOTAMUNDRA REGIONAL SHIRE COUNCIL

9/10/19

## Reporting

We propose to deliver the following products upon completion of the study:

- Preliminary Draft Report
- Final Report

All documents and drawings will be provided in electronic form [Word, PDF]. Our business-planning model and demand analysis will be provided as a pdf only. The fee does not include the live excel models.

AQUATIC CENTRE AND STADIUM FACILITY REVIEW 20



COOTAMUNDRA REGIONAL SHIRE COUNCIL

9/10/19

## 7. Summary: why @leisure?

@leisure would enjoy this opportunity to prepare a strategy outlining a plan to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components.

### Value for money

- @leisure's aquatic and indoor sports stadium management experience includes a number of regional NSW, WA, TAS and Victorian centres – from which we can draw case studies
- @leisure can offer innovative solutions to management and programming of venues - due our extensive direct centre management experience and understanding of the leisure industry and the market.
- @leisure routinely analyse management models from a social and financial perspectives
- @leisure's has excellent knowledge of the contract management market having worked with Council's under a range of different models including leases, contracts and other entities
- @leisure's experience includes working with a number of pools and indoor stadiums that are managed directly by the community.
- @leisure ensures there is buy in from stakeholders so that the implementation process is made easy and cost effective.

AQUATIC CENTRE AND STADIUM FACILITY REVIEW 21





**COOTAMUNDRA-  
GUNDAGAI** REGIONAL  
COUNCIL

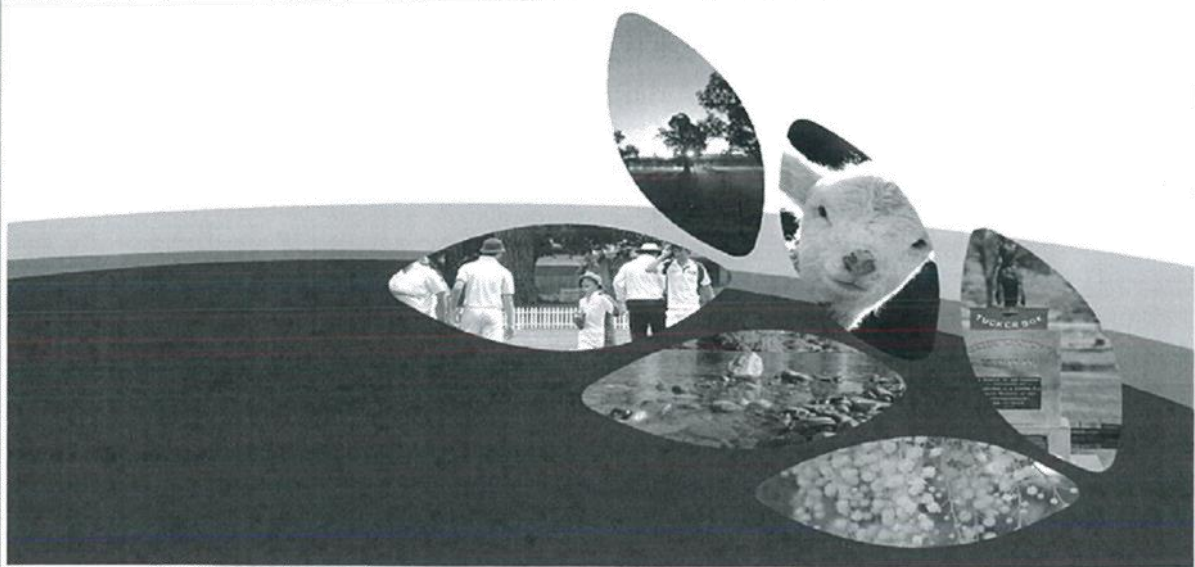
# Expression of Interest Cootamundra Aquatic & Sport Stadium Facility Review

Pool User Needs & Mgmt. Study RFQ2019/14

September 2019

for

Cootamundra-Gundagai Regional Council





## **Expression of Interest:**

### **Cootamundra Aquatic & Sport Stadium Facility Review**

This Expression of Interest is seeking a suitably qualified professional to submit an estimate for the development of a strategy outlining a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies.

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

**Offer submitted by: Cootamundra. Gundagai Regional Council**

Instructions to Invitees for completing this EOI.

1. All responses must be provided within the Cootamundra Aquatic Centre and adjoin Sports Stadium.
2. Invitees must respond to all sections of this EOI and include their trading name, the EOI Title and Reference Number in the footer of the form.
3. Invitees may provide supplementary material to support their Response. All supplementary material must be cross referenced to the relevant section of this EOI.

**Invitation title:**

Cootamundra Aquatic

&

Sport Stadium Facility Review

Reference number: [2019/2022/1]

**Invitee information**

Trading name: Nexia Canberra

Registered Number:

Australian Company Number: (if applicable)

Date of issue:

Australian Business Number: (ABN) 59 903 291 025 Date of issue: 1/7/03

Address of registered office: Level 5, 17 Moore St Canberra ACT 2601

Principle office in NSW: (if applicable) n/a

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1

**Contact details**

Name of contact person: GEOFF CAMPBELL  
Position title: PARTNER  
Address: Level 5, 17 Moore St CANBERRA ACT 2601  
Postal address As Above.  
(if different to above):  
Email: G.campbell@nexia.com.au  
Website: Nexia.com.au Mobile: 0418 272498

**Signed for and on behalf of the invitee**

I warrant that in submitting this response, I have read and accept the conditions of the EOI.

Invitee: Nexia Canberra  
Name: GEOFF CAMPBELL  
Position: PARTNER  
Address: Level 5, 17 Moore St CANBERRA ACT 2601  
Email: g.campbell@nexia.com.au

Signature of invitee's  
authorised officer:



3.10.19

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1

Date of execution: 3.10.19

## Executive Summary

Provide an overview of your Response.

Cootamundra Council has requested an Expression of Interest for a strategic review of Cootamundra Aquatic and Sport Stadium Facility in order to develop a strategy to consider and confirm the optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

Nexia Canberra has a proven track record of providing consulting services to its clients. These include assistance to corporations to deliver, guide, advise, facilitate and assist formulate Corporate Vision utilising the inhouse developed Strategic MAT to deliver SMART Strategies with proven delivery.

We propose to present the Council a detailed analysis for the management of Cootamundra Leisure Centre that will include:

- Operational models analysis including risks & benefits associated
- Alignment to the Council strategic & operational plan and any mitigation measures required.

These services will be delivered by a team, allocated in accordance with the expertise required to provide a high quality result, which will include our extensive network of experienced C-Level Executives that specialise in facilitating, guiding and delivering proven Corporate strategies.

Our standard daily rate for Partner and experienced C-Level Executives is \$1,950 +GST. Based on the aspects outlined in this EOI, we estimated that the total fee will not exceed \$29,750 + GST. We are happy to review the final pricing subject to further discussion with the Council.

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1

## Capability

Detail your knowledge and experience relevant to the requirements of the procurement.

Nexia Canberra has proven track record of providing consulting services to its clients. These include assistance to corporations to deliver, guide, advise, facilitate to formulate a Corporate Vision utilising the inhouse developed Strategic MAT to deliver SMART Strategies that are;

- Specific & Simple
- Measurable
- Achievable
- Relevant
- Time Based

The strategic plan will include a detailed situational analysis, Risk/Benefits analysis, Strength Weakness Opportunity and Threat (SWOT) analysis, Risks, ownership, clear actions, targets with defined timeframes. It will also outline detailed strategic elements linking each strategic element with various business units and alignment of business risks.

We propose to present the Council a detailed analysis for the management of Cootamundra Leisure Centre that will include:

- Operation model analysis including risks & benefits associated
- Alignment to the Council strategic & operational plan and any mitigation measures required.

Some of the past strategic consulting projects include:

- Consulting services to a government agency in assist them to devise a corporatisation plan, which included a detailed review of their operational, financial, human resources. The review also covered the risks associated with the plan and risk mitigation strategies. It also analysed the financial impacts to the government through the corporatisation of this government agency
- Devised and implemented a strategic business improvement programme, "1 Degree", which, together with the revised investment strategy (refer below), resulted in a sustainable turn-around in company performance from losses of \$56.2m and \$46.7m for the previous two years to a profit of \$28.8m following implementation.
- Devised and implemented a strategic investment programme for a client's \$450m of funds under management. The revised investment strategy produced immediate and sustainable positive performance and, over the investment lifetime, produced a 1.2% improved outcome with 28% less volatility of earnings.
- Devised and Implemented a new customer acquisition strategy for a client, resulting in an increase in the client 's customer base of 136%.

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1



**Detail your business's resources and systems to meet the objectives of the procurement**

Nexia Canberra is a progressive, multi-disciplinary firm Chartered Accounting & Advisory that has operated continually in Canberra/southern NSW since 1952. With 70 professional staff, services include management consulting, general accounting and taxation services, the provision of strategic taxation advice, internal audit and risk advisory, external audit and assurance. We have access to experienced specialised C-level executives across all sectors and disciplines to meet our clients' requirements.

We pride ourselves on having the skills and experience to deliver effective solutions to all our clients. We make our advice easy to understand and as our client you will have close and regular contact with Partners and experienced managers who want to be 'trusted advisors' and can be contacted anytime.

We are a member firm of Nexia Australia which increases the resources and experts at our disposal, allowing us to guide our clients that operate internationally via the Nexia International network. With 60 Partners and 590 staff, Nexia Australia has grown into one of Australia and New Zealand's leading chartered accountancy networks with offices in Adelaide, Brisbane, Canberra, Darwin, Melbourne, Perth, Sydney and New Zealand (Christchurch).

The project will be headed by Mr Geoff Campbell, Partner with the support from our extensive network of C-Level Executives that are specialised in assisting our clients in facilitating, guiding and delivering effective and operable Corporate strategies.

**Detail any value adding factors (e.g. innovations, environmental or social benefits) that makes engaging with your business more favorable than others in the market place.**

We differentiate ourselves and provide accurate and efficient services to a high standard with processes based on our **Value Proposition** which ensures:

- access to a team of highly skilled professionals with knowledge and expertise relevant to each engagement;
- a dedicated, stable team of professionals assigned to each engagement who will develop a clear, high level understanding of your operations and deliver the best solutions;
- background knowledge of the sector in which the council operates, based on a number of recent engagements;
- agility in our approach so that the team can respond to your needs in a flexible manner;
- realistic and practical commercial advice, provided in plain English;
- accessibility – our location in Canberra means that Nexia can provide quick response times;
- consultation and performance monitoring, including regular face-to-face meetings;
- efficient and effective delivery under tight deadlines;
- senior staff with the required expertise to brief key council stakeholders, as required; and,
- a high professional standard delivered in a relaxed and co-operative style.

**Detail any other alternative solution recommended towards delivering the requirements of the procurement.**

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1

## Compliance Statement

As part of the Invitee's response to this Invitation, the Invitee is required to demonstrate their compliance with *Part A.2 – Overview of requirements*. Where the Invitee will not comply or will only partially comply, the Invitee must cross reference the specific clause and state either *will not comply* or *partially comply* in their Offer.

We declare that:

- we undertake to participate in the EOI process in accordance with the EOI;
- this response to EOI is compliant with all sections of the EOI.

### Compliance with Part A.2 – Overview of requirements

[Invitee is to only use this table for instances of non-compliance or partial compliance]

## Financial Viability

Invitees' are required to demonstrate that they have the financial capacity to meet the requirements of the EOI. Invitees are also requested to disclose any significant event, matter or circumstance that has occurred in the past three years which may affect the operations of the invitee.

Nexia Canberra has been operating continuously since 1952 and with the same ownership group for the past decade. It is our policy not to provide Commercial in Confidence financial information in response to Expressions of Interest, but will be willing to provide information should the Council decide to progress to the contract stage.

## Insurance

[Delete the forms of insurance that are not applicable]

Public liability	
Insurance company <i>CHUBB</i>	Policy number <i>93212799</i>
Amount \$ <i>20,000,000</i>	Expiry date <i>30/6/20</i>

Product liability	
Insurance company	Policy number
Amount \$	Expiry date

Professional indemnity	
Insurance company <i>CHUBB</i>	Policy number <i>93312799</i>
Amount \$ <i>20,000,000</i>	Expiry date <i>30/6/20</i>

Work cover	
Insurance company <i>ALLIANCE</i>	Policy number <i>205 0045834</i>
Expiry date <i>30/6/20</i>	

## Pricing principles

Provide details of the pricing principles which you will adopt in determining the pricing for this procurement and how you propose to ensure value for money is continually offered.

Our standard daily rate for Partner and experienced C-Level Executives is \$1950 +GST. Based on the aspects outlined in this EOI, we estimated that the total fee will not exceed \$29,750. We are happy to review the final pricing subject to further discussion with the Council.

## Conflict of Interest

Provide details of any interest, relationships or clients which may or do give rise to a conflict of interest and any strategy for preventing or managing the conflict of interest.

To the best of our knowledge, information and belief, the Tenderer and its employees/advisers have not placed themselves in a position which may have given or did give rise to a conflict of interest or a potential conflict of interest between the interests of the Tenderer or its employees/advisers and the interests of the Council in relation to this RFT process.

## Attachments

### A. Site Locations

### B. Guidelines & Timelines

#### **Cootamundra Sporting and Recreational Facilities Review**

Council owns and manages a full array of sporting grounds, facilities and seasonal pools in Cootamundra & Gundagai. Through an existing proposal to develop a Recreation Strategy, a vision for the delivery of effective and efficient sport and recreation services to residents of Cootamundra Gundagai Regional Council is now currently been developed: Cootamundra Gundagai Regional Council will be a region where its people are happy, healthy, competitive and safe through provision of quality and accessible recreation and sporting opportunities that meet the needs of the community now and into the future.

This proposed review is the first stage of a strategy aiming to provide guidance in relation to the provision of efficient and effective Aquatic Facilities now and into the future.

This strategy will include a plan to drive specific actions and allow for practical, time framed and measurable implementation of any proposed efficiencies. The Strategy is intended to have a life span of 10 years, at which point the entire document will be completely reviewed. Corporate Planning Framework of the Cootamundra Aquatic Strategy is proposed to be developed in consideration of Council's broader planning framework including:

- Council community and Operational Plan 2018-2028
- Recreation Strategy 2019
- Open Space Strategic Plan (yet to be developed)
- Asset Management Plan
- Community Plans

Nexia Canberra - Pool User Needs & Mgmt Study RFQ2019/14 – Your Ref 2019/2022/1

### **Stage (1) Cootamundra Aquatic Centre and Sports Stadium**

#### **Aim**

The aim of this proposal is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set

The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.

#### **Methodology**

The review will be undertaken in three phases, and the following tasks:

##### **Phase 1: Project Inception      Timeline 3 weeks**

- Project Inception Meeting
- Existing Document, financial and operational Review

##### **Phase 2: Data Collection      Timeline 3 weeks**

- Stakeholder Interviews
- Operational Assessment
- Legal Context
- Case Studies

##### **Phase 3: Reporting      Timeline 2 weeks**

Preliminary Draft Report

Presentation

Final Report

##### **Report      Timeline 3 weeks**

The final report will consist of the following headings and detail:

1. Introduction
  - Background
  - Aim
  - Methodology
2. Stakeholder Discussions      Timeline 2 weeks
3. Case Studies      Timeline 2 weeks



**4. Management Options      Timeline 2 weeks**

- Description of Each Management Model
- Important Factors
- Assessment

**5. Risk Analysis                      Timeline 1 weeks****6. Discussion                      Timeline 2 weeks**

- Local Government Act
- Key Factors
- Preferred Management Approach
- Implementation Program
- Key considerations
- Interim management

**7. Recommendation              Timeline 2 weeks**

**Total Timeline: 22 weeks**



**EXPRESSION OF INTEREST  
COOTAMUNDRA AQUATIC  
& SPORT STADIUM FACILITY REVIEW**

**POOL USER NEEDS & MGMT. STUDY RFQ2019/14  
SEPTEMBER 2019**

**DeWaal Advisory**


CGRC 2019/2022/1 Expression of Interest  
Cootamundra Aquatic & Sport Stadium  
Facility Review

**DeWaal Advisory**

## APPLICATION FORM

Trading Name ACN/ABN	Arend Egbertus de Waal t/a De Waal Advisory ABN 75 895 201 730 (16.07.01)
Contact Person & Contact Details	Adre de Waal, Principal  Mobile: 0405 136 464 Email: adre@dewaal.net.au
Address Postal and Registered	220 Bingley Way, Wamboin, NSW, 2620
Are there any judgement debts or court orders against the entity? If 'yes' give details please.	No

I warrant that in submitting this response, I have read and accept the conditions of the EOI.

Date:	
Signed for the applicant by (Signature and name)	 Adre (Arend) de Waal
In the office bearer capacity of	Principal

**Strive to  
be of value**

T: 0405 136 464  
E: adre@dewaal.net.au

Arend Egbertus de Waal  
ABN 75 895 201 730

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CGRC 2019/2022/1 Expression of Interest  
Cootamundra Aquatic & Sport Stadium  
Facility Review

DeWaal Advisory

## EXECUTIVE SUMMARY

We understand the requirements for this review of the aquatic facilities to be as follows:

- Review and understand the **current** operational model and long-term maintenance plans and budgets for the facility.
  - Overlay our independent lifecycle cost model covering the revenue, expenditure, capital expenditure and maintenance estimates for the next 10 years to achieve either confirmation of the current data or to make appropriate revisions thereto.
  - Modify the lifecycle cost model to align with Council's strategic and operational plans to establish an agreed baseline against which to judge alternative operational models.
  - Produce a risk management plan that describes the current operational model and long-term maintenance plans. This document will inform the next phase of the works.
- Investigate different operational models and propose future operational models for each sub-set This includes:
  - Finalising a methodology paper to describe and monitor this phase of the works (let us call this the project implementation plan).
  - Agree the key performance indicators for this review.
  - Carry out the investigation and collect data including stakeholder consultation. This will include a detailed review of the anticipated utilisation which is a key driver of future revenue estimates.
  - Publish the findings and make recommendations for discussion with Council including a comprehensive risk management report.
- After instructions from Council, produce a final report that balances the revenue opportunities, expenditure risks and asset maintenance requirements for the facility, all aligned with Council's strategic and operational goals.

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Arend Egbertus de Waal  
ABN 75 895 201 730

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CGRC 2019/2022/1 Expression of Interest  
Cootamundra Aquatic & Sport Stadium  
Facility Review

DeWaal Advisory

## CAPABILITY

Detail your knowledge and experience relevant to the requirements of the procurement.

Adre de Waal has within the last 12 months delivered the following projects that relate to this review:

- Feasibility review of a proposed carpark at the Kingston Foreshore for the ACT Property Group. This included a review of the whole-of-life revenue and expenditure cycle and an analysis of two different operational models (by government or private sector). This included substantial consultation with stakeholders.
- Lifecycle cost studies on CIT Woden campus and Manhattan Apartment building, both studies feeding into management's operational and capital plan budgets for the next 10 years.
- Project viability and management studies on three aged-care facilities in the greater ACT regional area. It comprised both the sales of ILU's immediately and the collection of revenue through the deferred management scheme for the life-style facilities long term.

Detail your business's resources and systems to meet the objectives of the procurement

De Waal Advisory is affiliated with Donald Cant Watts Corke in Canberra, and together we field a team of 5 consultants. For this review Adre de Waal will be the nominated consultant and he will attend all meetings and issue all reports for this project.

He will be assisted by Michael Chant from Donald Cant Watts Corke particularly in a peer review of the work, and by Barry Murphy, also from Donald Cant Watts Corke, in the quantity surveying services required.

We operate a fully integrated cloud-based software platform across MS Project, CostX and Asana to manage our projects.

Resumes for each of the above personnel are attached.

Detail any value adding factors (e.g. innovations, environmental or social benefits) that makes engaging with your business more favorable than others in the market place.

As project managers and quantity surveyors we have a detailed understanding of the maintenance requirements of building assets and the resultant cost involved. This is different from what a purely business consultant or accountant could offer.

This places us in the unique position to understand that Council's revenue requirement on this facility will not only need to cover a return on investment, but need to allow for the establishment of surplus funds to cover the future maintenance and upgrading needs of this aquatic facility.

This one issue will constitute a substantial risk to any outsourcing model and needs to be comprehensively addressed in the risk management planning for this review.

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T: 0405 136 464  
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Arend Egbertus de Waal  
ABN 75 895 201 730

3



CGRC 2019/2022/1 Expression of Interest  
Cootamundra Aquatic & Sport Stadium  
Facility Review

DeWaal Advisory

Detail any other alternative solution recommended towards delivering the requirements of the procurement.

In addition to your scheduled requirements we offer to produce a lifecycle or whole-of-life cost model to help inform the investigations into the future outsourcing options for each of the sub-sets of this facility.

## COMPLIANCE STATEMENT

As part of the Invitee's response to this Invitation, the Invitee is required to demonstrate their compliance with Part A.2 – Overview of requirements. Where the Invitee will not comply or will only partially comply, the Invitee must cross reference the specific clause and state either will not comply or partially comply in their Offer.

Our fee proposal complies with the requirements of the brief.

## FINANCIAL VIABILITY

Invitees' are required to demonstrate that they have the financial capacity to meet the requirements of the EOI. Invitees are also requested to disclose any significant event, matter or circumstance that has occurred in the past three years which may affect the operations of the invitee.

We confirm that there are no court orders or judgement debt against the entity.

Note that Council will be charged for services rendered on a monthly basis in arrears. Payment will be due 30 days from date of invoice. This affords Council substantial protection with respect to the proper execution of the commission, including allowing Council's staff to sign off on the required milestones for this project.

We nominate AS4122 as the conditions of contract for consultants. Within those conditions, we are relaxed about the termination of contract and would be happy to link the continuation of the consultancy agreement to the successful completion of each stage within the agreed time frames. This way both us and Council have an option not to continue the commission should we fail to deliver to Council's expectation or the review is frustrated by an issue on Council's side.

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Arend Egbertus de Waal  
ABN 75 895 201 730

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CGRC 2019/2022/1 Expression of Interest  
Cootamundra Aquatic & Sport Stadium  
Facility Review

DeWaal Advisory

## INSURANCE

Mecon Insurance, Underwriter ALG Australia AP232582E expiry 20.05.30, comprising:

Public Liability \$20million

Product Liability \$20million

Professional Indemnity \$2million

Workers compensation by iCare #173753901

## PRICING PRINCIPLES

Provide details of the pricing principles which you will adopt in determining the pricing for this procurement and how you propose to ensure value for money is continually offered.

We attach a proposed delivery spreadsheet that shows the anticipated commitment to deliver this project.

**Based on that estimate, at an hourly rate of \$195.00 including GST, the anticipated fee is \$88,000 including GST.**

As an alternative, we will be willing to submit a lump sum fee of \$85,000 including GST, to carry out the works in accordance with the attached program. Any variation to the scope of works will be subject to a separate negotiation adjusted at the nominated hourly rate.

The fee is based on a monthly claim, paid 30 days from date of invoice.

Disbursements are included in the lump sum fee. The lump sum fee includes travel and accommodation to 9 meetings in Cootamundra. Each additional meeting will attract a cost of \$675 including GST.

## CONFLICT OF INTEREST

Provide details of any interest, relationships or clients which may or do give rise to a conflict of interest and any strategy for preventing or managing the conflict of interest.

We are not aware of any conflict of interest that will arise out of our current interests, relationships and clients in relation to this project.

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be of **value**

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E: [adre@dewaal.net.au](mailto:adre@dewaal.net.au)

Arend Egbertus de Waal  
ABN 75 895 201 730

**PROFESSIONAL CURRICULUM VITAE**

for

**Adré de Waal**

220 Bingley Way, Wamboin, NSW, 2620  
M: 0405 136 464 E: [adre@dewaal.net.au](mailto:adre@dewaal.net.au)

**Synopsis**

I am a project manager and quantity surveyor with building licenses in both the ACT and NSW.

For the past 20 years I have both project managed and constructed multi-unit residential and commercial projects and subdivisions together with the ancillary civil works such as power, telecommunication, hydraulics and roads.

This also included ICT fit out and infrastructure, complex electrical, communication and emergency medical call services within the commercial buildings.

I also managed the sales and warranty processes for any of the projects I constructed.

I have a strong focus on drafting and implementing the approach to the market activities, and then ultimately supervising the successful contractor in the delivery of the projects.

My specific project management skills are:

- Diligent project management leading all phases of diverse projects using the PMBOK methodology.
- Business strategy to plan and manage projects to align with organisational goals.
- Excellent communication with respect to reporting and stakeholder interface. This also includes the ability to deliver uncomfortable news to teams and successfully work through difficult issues towards a successful outcome.
- Strong risk management skills

**Personal details**

Born 7<sup>th</sup> November 1964, married with two adult children.

Personal interests outside of work are: Scouting, bushwalking, history, horse riding, Bonsai, sailing.

Australian citizen.

**Tertiary qualifications & Certificates**

- B.Sc. (Quantity Surveying and Construction Management), University of Cape Town, South Africa, 1987.
- Graduate diploma in Business Administration from UNE.
- General Boat Driving License NSW Roads & Maritime Services #1411648
- Coastal Skipper Registration CSS1001192 Royal Yachting Association
- Long Range Radio Operator Certificate of Proficiency OMC079187

**Professional memberships, Present and Past**

- Member of the Royal Institution of Chartered Surveyors (Registration No. 95979).
- Registered with the Quantity Surveyors Council of Zimbabwe (Registration No. 56).
- Member of the Zimbabwe Institute of Quantity Surveyors (Registration No. 137).
- Member of the South African Association of Quantity Surveyors (Registration No. 2986).
- Contractor's licence in NSW.
- A Class building licence in ACT.

**Software**

- Office suite including Word, Excel, PowerPoint and the other offshoots
- Microsoft Project and Primavera scheduling
- CostX and Buildsoft cost planning and management software
- CCS Candy construction management software
- MYOB and Cheops accounting systems
- Autocad and Revit design and BIM software
- Co-Construct customer relationship management software.

**Chronological employment history**

Period	Organisation	Role
October 2018 onwards	Donald Cant Watts Corke Project Managers and Quantity Surveyors	Senior consultant covering both project management and quantity surveying commissions
January 2017 - September 2018	AE de Waal & Associates Project Management & Quantity Surveying	Project manager, quantity surveyor
September 2008 – December 2016	Bellerive Homes Design and Construct Builder	Director and construction manager
January 2002 – August 2008	Madison Constructions Residential and Commercial Developer	General manager and construction manager
June 2000 - December 2001	Hindmarsh Group Residential and Commercial Developer	Quantity surveyor
January 1996 - May 2000	Page Kirkland Lorimer (Altus) Quantity Surveyors	Senior quantity surveyor
January 1990 - December 1995	Turner & Townsend Zimbabwe Project Managers	Project manager, quantity surveyor





### Core Competencies

Core Competencies	Skills
Business management	<ul style="list-style-type: none"> <li>• Strategic planning and implementation</li> <li>• OH&amp;S planning and management</li> <li>• Financial management</li> <li>• Resource scheduling and general office management</li> <li>• Management of all customer services processes including liaison with sales agents to ensure sales are exchanged, customer selections, customer correspondence and meetings, handover of product and delivery of warranty services.</li> <li>• Quality management</li> <li>• Business development</li> </ul>
Project management	<ul style="list-style-type: none"> <li>• All functions of project management according to PMBOK methodology</li> <li>• Design management</li> <li>• Programming</li> <li>• Providing advice on procurement methods and standard forms of contract, including approaches to market</li> <li>• Producing tender documentation and specifications</li> <li>• Tender negotiation and reporting</li> <li>• Contract administration including attending meetings, evaluating variations, valuing monthly payments, claims and final account negotiation</li> </ul>
Cost management	<ul style="list-style-type: none"> <li>• Cost planning, cost management and cost reporting of capital works projects</li> <li>• Value engineering</li> <li>• Economic feasibility studies, with emphasis on operating budgets and life cycle costs</li> <li>• Cost benefit analysis</li> </ul>



### Project Experience

Project	Details
Client-side project management of a substantial theatre and drama complex (South Coast of NSW, funded by NSW Government triggering very specific reporting procedures)	\$7.4m Full PM service
Auditing of approach to market documentation and cost management and contract advice on two projects for the Suburban Land Agency in ACT	\$170m Full cost management Client-side PM procurement  Commission is ongoing
Budgeting and feasibility advice to Hindmarsh Group on a number of office developments in Fernhill at Bruce, including substantial tenancy fit outs for technology companies	Pre-contract QS
PM service to establish a project management capability (towards a PMO) for a Federal Government department	Commission requires auditing of existing functions, proposing of improvements, implementation of the new end-to-end PM system and eventual capability building
Composite Office Block - claims management, Bulawayo, Zimbabwe	Legal - ZD\$100m
University infrastructure, Bulawayo, Zimbabwe	Full QS services – ZD\$85m
Civil engineering works (earthworks, concrete and steel) in connection with a cement factory extension, Bulawayo, Zimbabwe	Full QS services
New industrial buildings (at least 13 No) in Bulawayo	Full pre- and post-QS services ZD\$1m to ZD15m
Fidelity Life Tower - commercial 11 storey office block, Bulawayo, Zimbabwe	Full pre- and post-QS services ZD\$25m
Upgrading of facilities and staff housing for Posts and Telecommunications Corporation in country Zimbabwe (18 packages country wide)	PM
Refurbishment of General Post Office, Bulawayo, Zimbabwe	PM
Staff housing at Hartley Platinum mine, Chegutu, Zimbabwe	Full pre- and post-QS services



Project	Details
High density housing (affordable housing), Bulawayo City Council, Zimbabwe	Full QS services
30 Townhouses in Jerrabomberra	Pre-contract QS and procurement
Australian War Memorial facade refurbishment works, Canberra, Australia	QS pre-contract
Biosphere Exhibition Centre, Renmark, Australia	QS – estimating of options
Feasibility studies input for various Joint Emergency Services Centres in the ACT, Australia	QS – pre-contract advice during Government budgeting stage
Tuggeranong Police Station, Canberra, Australia	Full pre- and post-QS services
The Phoenix Apartments and The Forum for the Efkarpidis and Morris organisations respectively	Full QS service, including procurement under the Hindmarsh Banner
33 Terraces at Googong for Peet and Mirvac. Managed the design and construction plus all budgeting, cost management and procurement.	Full pre- and post-QS services Early 2016 to late 2017 \$14.5m
ACT Housing – 68 villas in a multi-unit site configuration over two projects at Bonython and Chapman, including all civil works	Full pre- and post-QS services \$14m 2010 – 2012
103 Bailey Street, Adamstown, Newcastle 80-lot subdivision	\$5m Jul 07 – Jan 08 Full pre- and post-QS services, plus PM
Stage 1 Redevelopment of Burnie Court, Lyons, ACT. 27 Villas, 16 Apartments and a 540m2 Leisure Centre together with ancillary external works and services infrastructure	Late 2008 to early 2010 Cost \$12.8m Project is D&C with Guaranteed Maximum Price. Full pre- and post-QS services plus PM
464 King Street, Newcastle 4000m2 Commercial refurbishment	Jun 07 – Aug 07
33 Affordable home and land packages Lend Lease Mid 2011 to 2012 at Springbank Rise	2010-2011 \$10.8m Full pre- and post-QS services

**DeWaal**

Project	Details
Infrastructure works, The Gardens @ Belconnen Roads, sewer/storm drainage, water, street lighting, electrical supply, work outside boundary, including traffic median works, bulk earthworks to create building platforms, tree management issues	Aug 03 – Jan 04
Magnolia, The Gardens @ Belconnen 17 Villas – Body Corporate, including civil works and substantial works in connection with the electrical substation and electrical reticulation on site	Mar 04 – Sep 04
The Gardens @ Gowrie, Bugden Ave 28 Villas – Body Corporate, including all civil works	Apr 05 – Oct 05
The Gardens @ Fadden, Foxton Crescent 18 Villas – Body Corporate , including all civil works	Jan 05 – Jul 05
Kelkiah Apartments, Macquarie 40 Apartments, 800m2 Commercial Space	May 08 – Jun 09
ACT Housing – 68 villas in a multi-unit site configuration over two projects at Bonython and Chapman, including all civil works	\$18m 2010 – 2012
33 Terraces at Googong for Peet and Mirvac from early 2016 to late 2017	\$14.5m
Expert witness construction reports for 4 different legal firms on a regular basis	Ongoing

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## Michael Chant

### Director

Michael joined Donald Cant Watts Corke in 2018 and brings a wealth of experience to the Project Management team.

He is Canberra based and has demonstrated project management experience on projects throughout Australia. He has worked across a variety of sectors including but not limited to Commercial, Education, Health, and Defence.

#### Qualifications

**Master of Business**  
(Administration)  
La Trobe University

**Prince 2 Certified Practitioner**

**Certified Practising Project Director**  
Australian Institute of Project Management.

**Green Star Accredited Professional**

**Accredited Gateway Reviewer**  
Department of Finance

**Australian Government Security Clearance**

**Graduate of the Royal Military College, Duntroon**

**Graduate of the Australian Defence Force Academy**

**Bachelor of Arts**  
(Economics and Politics)  
UNSW

#### Contact

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#### Project Experience

**Commercial new build**

- Project Manager Sapphire - Kingston Foreshore \$55M - **WIP**
- Project Manager 33 Allara St Kiosks \$1.6M
- Project Director Roxy Theatre Redevelopment Leeton \$5M - **WIP**
- Project Director Twyford Theatre Redevelopment Merimbula \$7M - **WIP**

#### Fitouts

- ACT Health 2-6 Bowes St Fitout \$12M
- Murray Darling Basin Authority integrated fitout \$15M
- PricewaterhouseCoopers (PwC) integrated fit out \$15M
- 4 National Circuit fit out, Attorney-General's Department \$17.5M
- 3-5 National Circuit fit out, Attorney-General's Department \$60M
- Australia Post (AP) Flagship Store refurbishment, Civic ACT
- Mitchell Refurbishing Project, National Archives Australia \$15M

#### Health

- Project Management of ACT Health Business Cases \$750M (Surgical Procedures, Interventional Radiology & Emergency Centre, Expansion of Centenary Hospital for Women and Children and Northside Hospital)
- SERH Bega Hospital Civil Early Works \$14M
- UNDA Rural Clinic Wagga Wagga \$4M

#### Education

- University of Canberra Faculty of Science New Laboratory and GP Super Clinic Projects \$29m
- Childcare (SDN Beranga Childcare Centre, Rooty Hill; and SDN Capital Upgrades childcare facilities Paddington, Newtown and Woolloomooloo \$5M)

#### Defence

- Project Director - New Zealand Ministry of Foreign Affairs, High Commission Refurbishment \$20M
- Director Defence Estate Works Program \$500M/annum
- Downer - Defence Market Entry Strategy

#### Other

- PM Delivery Model: Department of Industry, Innovation and Science - **WIP**
- Activity Based Working Report ACT Property Group
- AMSA Procurement of Emergency Towage DFAT Procurement of Head Contractor and Demolition Contractor for World Expo China
- Report into Defence Housing Authority's Provision of Rental Assistance to ADF Personnel Australia wide



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## Barry Murphy

### Associate Director

Barry joined Donald Cant Watts Corke over twelve months ago and brings a wealth of experience to the Quantity Surveying team.

He has demonstrated Contract Management and Quantity Surveying experience on major projects throughout Australia. He has worked across a variety of sectors including, but not limited to health, defence, technology, commercial, residential and civil engineering.

#### Qualifications

**Construction Economics and Management Degree**  
(BSc. Surv)

**Construction Technology Diploma**  
(Distinction)

**GC21 General Conditions of Contract** - Certificate

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2 Mort Street  
Canberra ACT 2601

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#### Project Experience

##### Health

- Calvary Bruce Private Hospital, Canberra (\$65M)
- Wollongong Private Hospital, Wollongong (\$100M)
- Nepean Hospital Car Park Expansion, Kingswood, Sydney (\$20M)
- Redevelopment of Braidwood MPS, Murrumburrah-Harden Health Service & Yass Hospital (\$50M)
- New Allied Health Precinct, Young NSW (\$5M)
- Centenary Hospital for Women and Children Expansion, Canberra (\$75M)

##### Defence

- HMAS Creswell Mess & Building Works (\$14M)
- Creswell Accommodation Refurbishment (\$6M)
- Creswell College Galley and Building Works (\$10M)
- Dept. of Veteran's Affairs-Brisbane (\$11M)
- Duntroon OR Mess (\$2M)
- HMAS Podium Landscape Upgrade, Melbourne (\$600K)

##### Residential

- Block 13 Section 13 Forrest (\$70M)
- 'The Henry' Block 6 Section 11 Higgins (\$45M)
- Deltroit Homestead, Phase 2 (\$2.5M)
- Block 19 Section 43 O'Connor (\$1.3M)
- 99 Majara St Lot 2 DP 1195030, Lot 1 DP 1195030, Bungendore NSW (\$2M)
- 5 Lefroy Street, Griffith (\$250K)

##### Education

- Brindabella Christian College New Facilities (\$15M)
- ANU Burgmann College Refurbishment (\$6M)
- St Joseph Primary School (\$3M)

##### Other

- NEXT DC Canberra (\$140M)
- Dr. Chau Chak Wing Building – Early Works, Sydney (\$18M)
- Taronga Zoo, Upper Entry Precinct Redevelopment, Sydney (\$25M)
- Leichhardt Bus Depot Redevelopment, Sydney. (\$35M)
- Swords Mixed Use Development, Dublin (IRE). (\$70M)
- Saudi Arabian Embassy, Canberra (\$5.5M)
- National Archives of Australia Redevelopment (\$7M)
- Blocks 1 & 2, Section 104 Amaroo - Amaroo Restaurant (\$800K)
- 33 Allara Street Canberra City (\$14M)
- CDRL Centre of Excellence & Community Hub (\$16M)

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- 
- Calvary Residential Care Facility, Ryde NSW (\$50M)
  - Enirgi Power Storage, Wagga Wagga (\$75M)
  - 221 London Circuit, Canberra City (\$20M)
  - Verity Lane Markets (\$3M)
  - Woden Bus Depot Redevelopment (\$18M)
  - Canberra Labor Club, Belconnen Hotel (\$42M)
  - Kingston Arts Precinct (\$80M)
-

**DeWaal**

Cootamundra Aquatics  
PM Commitment R1 - 19.10.02

\$ 195.00 Per Hour incl GST		Estimated Days per Week									
\$ 675.00 Travel each trip incl GST		2019		2020							
	Weeks	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Phase 1 - inception	3	-	1								
Pase 2 & 3 - Investigation & reporting	5			3							
Reports	3				2						
Stakeholder discussions	2					4					
Case studies	2					2					
Management options	2						3				
Risk analysis	1						2				
Discussion	2							3			
Recommendation	2								1	Totals	
TOTALS - DAYS		-	3	15	6	12	8	6	2		52
TRAVEL - NO OF TRIPS		1	2	1	1	1	1	1	1		9
TOTAL HOURS		416									
QUOTE \$		81,120.00									
TRIPS		9									
COST OF TRIPS \$		6,075.00									
TOTAL QUOTE \$		87,195.00									



## EOI - COOTAMUNDRA AQUATIC & SPORT STADIUM FACILITY REVIEW PROPOSAL

RFQ2019/14



OCTOBER 2019



Prepared by  
Otium Planning Group Pty Ltd

## OTIUM PLANNING GROUP PTY LTD

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**Otium Planning Group has offices in:**

- Auckland
- Brisbane
- Cairns
- Christchurch
- Melbourne
- Perth
- Sydney

OPG, IVG and PTA Partnership has  
offices in Hong Kong, Shenzhen,  
Shanghai and Beijing







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## 1. Introduction

The aim of this project is to consider and confirm optimum future management of the Cootamundra Leisure Centre complex components and specifically to identify:

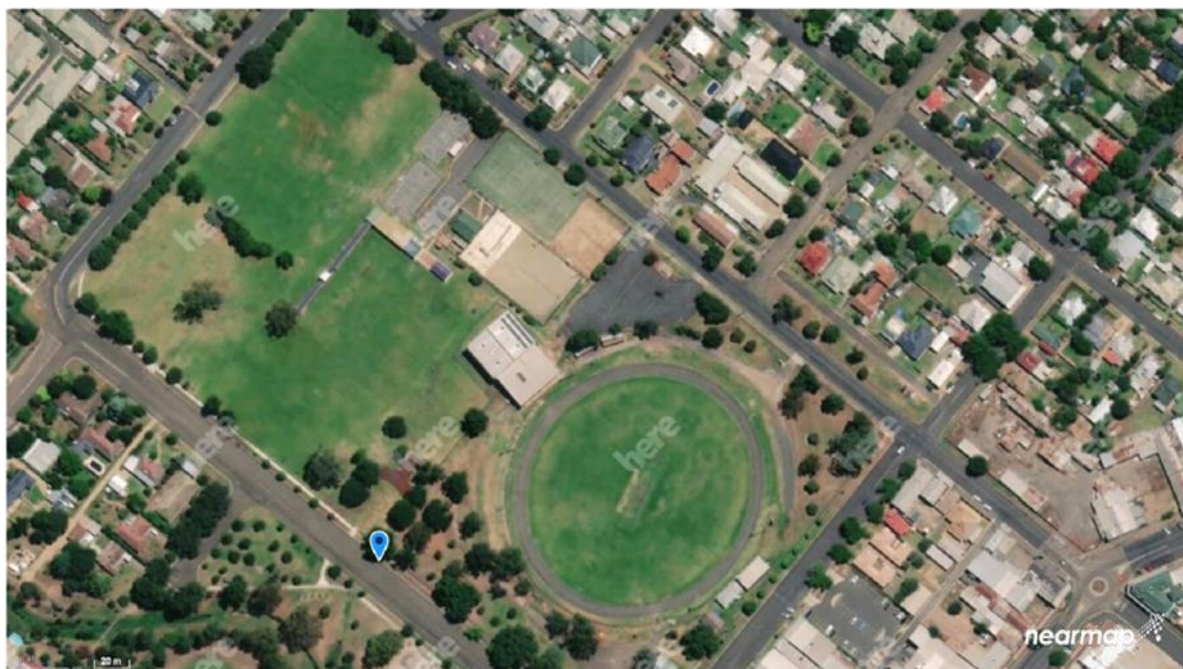
- Operating model options that would be appropriate for each of the identified facility sub-sets
- Risks associated with each option when applied to relevant facility sub-sets, risk ratings and mitigation measures that could be applied
- Key drivers of operating efficiency for each facility sub-set, and the potential of each identified operating model to optimise operating efficiencies
- Any issues associated with the transition of management and operation of each facility sub-set
- The impact of Council's intention to undertake out-sourced operating arrangements, and any recommended ways to manage that impact.



Gundagai Memorial Olympic Swimming Pool



50 Metre Outdoor Swimming Pool



Cootamundra Sports Stadium Fisher Park







## 2. Project Methodology

In line with the project brief we have prepared a detailed project methodology based on the key outputs identified within the project brief. The proposed project methodology, associated phases and tasks costs are listed in the following table.

**Table 1: Project Methodology**

Phase	Task	Detail
<b>Phase 1: Project Inception</b>	1. Project Inception Meeting and Site Inspections	OPG representatives will meet on site to complete the project inception meeting with Council Officers. This meeting will allow the opportunity to review and fine tune the project methodology and associated tasks and timelines, collect all relevant reports and data and agree on key stakeholders to be interviewed etc.  This visit will also be used to complete facility and site visits to familiarise OPG representatives with current indoor sport and aquatic facilities as well as proposed future facilities.
	2. Review of Existing Documents	OPG representatives will collect all relevant existing documents and complete reviews to determine issues relevant to this study.
	3. Facilities Financial & Operating Data	OPG representatives will identify current financial and visitation data collected and look at setting up the process to collect the past three years operating data and associated reports.
<b>Phase 2: Data Collection</b>	4. Stakeholder Interviews	OPG will work with Council representatives to identify key stakeholders that require interview. OPG will set up and complete all agreed stakeholder interviews and develop a list of current and future facility issues to inform this study.
	5. Operational Assessment	OPG will complete 3-year operational assessment reports for the Cootamundra Municipal Olympic Swimming Pool and Cootamundra Sports Stadium.
	6. Legal Context	OPG will complete a legal review on management options for the proposed jointly managed facilities.
	7. Facility Management Case Studies	OPG will review and identify relevant facility management case studies of similar facilities in similar population areas as the Cootamundra - Gundagai Regional Council.
<b>Phase 3: Reporting</b>	8. Preliminary Draft Report	All of the key findings from the previous tasks will be developed into the Preliminary Draft Report that will be set up as per Council's brief requirements: <ul style="list-style-type: none"> <li>• Section 1: Background</li> <li>• Section 2: Stakeholder Engagement and Operational Reviews</li> <li>• Section 3: Facility Management Case Studies</li> <li>• Section 4: Management Options</li> <li>• Section 5: Risk Analysis</li> <li>• Section 6: Future Management Strategy</li> <li>• Section 7: Project Recommendations</li> </ul>
	9. Forum & Presentation	OPG representatives will set up with Council Officers a local forum/meeting to work through and present the Preliminary Draft Report and receive feedback on key issues.
	10. Final Report	Following completion of any extra reviews and report edits OPG will complete the project Final Report and forward to the project representative.



### 3. Project Budget and Timelines

The total project costs, including consultant and project disbursements, are based on:

Total OPG Consultant Costs (excl. GST)	\$19,600
Project Disbursements - travel/accommodation etc (excl. GST)	\$2,300
Subtotal Project Costs (excl. GST)	\$21,900
GST (10%)	\$2,190
<b>TOTAL PROJECT COSTS (incl. GST)</b>	<b>\$24,090</b>

#### 3.1 Project Payment Schedule

OPG notes that the payment schedule as outlined below is proposed for this project:

Payment 1	Signing of Contracts	25%
Payment 2	Completion of Phase 2	50%
Payment 3	Completion of Project	25%

#### 3.2 Project Timeline

It is anticipated that this project can be completed in the timelines specified, assuming meeting dates can be agreed at project commencement and stakeholders are readily available as required.

Task	October	November	December	January
1. Project Inception Meeting and Site Inspections				
2. Review of Existing Documents				
3. Facilities Financial & Operating Data				
4. Stakeholder Interviews				
5. Operational Assessment				
6. Legal Context				
7. Facility Management Case Studies				
8. Preliminary Draft Report				
9. Forum & Presentation				
10. Final Report				





#### 4. Introducing Otium Planning Group

Otium Planning Group is a contemporary sport and leisure consultancy providing services in planning, facility development, management and funding for the sport, recreation and leisure industries throughout Australia, New Zealand and Asia Pacific.

We are an industry leader in sport and leisure planning and seek innovative solutions to meet client needs. Otium continually researches trends here and overseas to ensure our advice is contemporary and reflects best practice. Our industry experience means we can support our clients in every facet of sport and recreation.

#### The Otium Advantage

##### National Expertise + Local Understanding

With decades of project knowledge and contemporary industry understanding to draw on, we offer realistic evidence-based solutions, scaled to suit the needs and resources of the client. Our project experience includes more than 1,800 projects across Australia and New Zealand. We maintain a Sydney office and have completed a large number of similar projects in regional and rural NSW. This local understanding complements our breadth of experience and enables us to develop solutions that are relevant and realistic for Cootamundra-Gundagai Regional Council.

##### Understanding the Issues

Our consultants are highly experienced and have direct experience working in local and state government environments across Australia. As individuals and as a team we understand the evolving challenges the sport, recreation and active living industry is facing. We are here to help our clients remain competitive and succeed with every project.

##### Scale + Reach + Capacity + Track Record

The capacity to respond rapidly to clients with the right staff and resource networks means we can deliver on the most challenging projects. With offices in most capital cities and a number of key specialist partners in architecture, engineering and landscape architecture, we can assemble a team with the right skills for any project. Our past clients will confirm that we provide well researched and readable reports with realistic and implementable recommendations.

##### Industry Leaders

We are passionate about the industry and our staff work hard to contribute to expanding the profile and importance of the role that sport and recreation facilities play in keeping communities active and healthy. We regularly present at conferences, provide training and professional development workshops and support research in numerous interest areas. We maintain professional memberships in Parks and Leisure Australia, Planning Institute of Australia, Venue Managers Association and the International Place Making Council.

#### Why choose Otium Planning Group, and what sets us apart from other sport and leisure planning companies?

- Our studies have directed the number of community sport, tourism and leisure facilities successfully built and managed in Australasia.
- We achieve this by providing practical sport, tourism and leisure specific advice and investing in reviewing facilities built and keeping up with changing management and operational trends.
- Working in partnership with Otium, clients benefit from our project experience with more than 50% of completed feasibility studies and business reviews actioned to become well-designed high use facilities.
- Funding success, Otium team members have collectively achieved Australian project funding more than \$250M.
- Conducting detailed market research allows us to understand your community and ensure any new or redeveloped facility delivers clear social, economic and lifestyle benefits to your residents and visitors to the area.
- Our research and analysis provide clear participation and business benchmarks to develop robust business models so clients can assess all options and opportunities.



## 5. The Project Team

The following OPG team members will be engaged on this project.

### Project Director



#### **Mike King - Director**

**B.Ed. (Physical Education Health and Recreation). Honorary Life Member Parks & Leisure Australia.**

Mike is a founding director of OPG. He is an experienced leisure and tourism planner who has undertaken an extensive range of projects in all States of Australia, New Zealand, North America, China and United Arab Emirates. He has been involved in all areas of leisure, sport and recreation planning with a specialist focus on leisure facility development, design, management and viability analysis. His project experience is extremely varied ranging from international and national facility development through to local area facility, business and management strategies.

In his twenty-five years of leisure planning consultancy support services, Mike has developed a reputation for providing "Practical and leading-edge solutions for difficult and complex leisure problems". In the past five years he has also been involved with planning and development of a range of major aquatic, leisure and community facilities across Australia that are now attracting more than 1 million visits and achieving sustainable operating surpluses.

Significant international facility project commissions in PNG, China and New Zealand have also highlighted the company now provides support services of "world standard". As a Director of OPG Mike has contributed to the company quickly becoming a dynamic and highly respected sport and recreation planning company.

### Project Onsite Manager



#### **Yvette Audet - Senior Consultant**

**BA Sports Studies, PGDip Community Management, Cert Leisure Management, Cert IV TAE, Cert Life Coaching. Member of ARI NSW (Board), Austswim, Parks & Leisure Australia, Sports NSW, International Association for Sport and Leisure Facilities (IAKS).**

Yvette has a diverse background over the past two decades in local government, sport, the not for profit and commercial sectors, bringing a thorough understanding of policy, planning and provision of community sport, recreation and the volunteer base that drives participation. Understanding the importance of planning, she can build insight for companies and organisations by critically analysing information, identifying gaps and opportunities and create great stakeholder relationships to achieve project outcome. Her diligent work ethic and passionate energy offers a structured and methodical manner that clients embrace and learn from as the project evolves.

Yvette's experience includes project planning for new and existing facilities including capital works, business planning, market research, financial planning, policy planning and implementation of programs and events. She is experienced in staff recruitment and management and has developed and delivered training programs to teenage and adult learners across subjects including fitness, first aid, event management, work health and safety and personal skills. Yvette's life has been devoted to and around the sport and recreation industry both professionally and personally. Her involvement in governance positions on local and state community sport and aquatic/recreation boards, sports coaching as well as participation gives her a well-rounded perspective of various sports organisations and facilities.



## 6. Relevant OPG Experience

Over the past 27 years OPG team members have completed in excess of 1,700 projects in the Sport, Recreation and Leisure industry. A large number of these projects relate to Facility Feasibility Studies, Master Plans, Community Needs Studies, Recreation Strategy Plans, Development Strategies and Business and Operational Plans.

As a guide to our most recent and current aquatic and indoor sport management reviews we note the following projects and associated project referees:

Project	Details	Project Referee
Aquatic Management & Operational Review (Port Macquarie - Hastings Council)	OPG was commissioned by Council to review the operational performance of Councils four (4) aquatic facilities and recommend the most suitable and sustainable management model for the next 5 years.  Council adopted the recommended contract management model and OPG assisted with contract specification documentation and tender support services.	Amanda Hatton Recreation & Facilities Manager Port Macquarie - Hastings Council Phone: 0429 107 577
Wangaratta Indoor Sports & Aquatic Centre Management Review (Rural City of Wangaratta)	OPG was commissioned by Council to review the operational performance of the Wangaratta Indoor Sport and Aquatic Centre and to develop a management options report to assist Council in determining the best future management option for the expanded and upgraded centre.  This project is at preliminary report stage.	Jaime Chubb Director Community Wellbeing Rural City of Wangaratta Phone 0448 013 395
Peter Krenz Leisure Centre Management Review (City of Greater Bendigo)	OPG was commissioned by Council to review the operational performance of the Peter Krenz Leisure Centre (indoor aquatic, sport and health and fitness centre) and to develop a management options report to assist Council in determining the best future management option for the expanded and upgraded centre.  Council adopted the recommended contract management model and OPG assisted with contract specification documentation and tender support services.	Lincoln Fitzgerald Manager Active & Healthy Lifestyles City of Greater Bendigo Phone 0429 969 100
Batemans Bay Regional Arts and Aquatic Centre Management Review (Eurobodalla Shire Council)	OPG was commissioned by Council to develop 10 year operational budgets for the proposed new Batemans Bay Regional Arts and Aquatic Centre for three different management models being internal management, contract management and company limited by guarantee management.  This project is at preliminary report stage.	Stephen Phipps Project Manager Eurobodalla Shire Council Phone 0418 755 383
Corowa Swim Centre Redevelopment and Management Review (Federation Council)	OPG was commissioned by Council to develop plans for the Corowa Swim Centre Replacement and also to complete management and operational reviews. Council adopted the facility and management plans completed by OPG	Kristy Kaye Manager Community Development Federation Council Phone 0429 338 954





## 7. Administrative Matters

### 7.1 Insurances

OPG holds the following insurances:

Type of Cover	Insurer	Sum Insured	Policy Number	Expiry Date
Public Liability	CGU Insurance Limited	\$20,000,000	15T1098561	6/2/2020
Professional Indemnity	CGU Professional Risks Insurance	\$10,000,000	04MIS1733559	27/7/2020
WorkCover	icare Workers Insurance	II/A	115266101	31/7/2020

### 7.2 Contract Provisions

#### 7.2.1 Documents Comprising Our Full Proposal

This proposal and any attached schedules or appendices forms the basis of our submission and response to the brief. The tasks and costings detailed within this proposal comprise our full submission and any other tasks or actions which have not been expressly identified within this proposal are not considered to be included within our proposal or contained within our fee estimate.

#### 7.2.2 Contract Terms and Conditions

Should our tender be successful, we reserve the right to negotiate contract terms and provisions relating to insurance requirements, indemnity, hold harmless and other clauses if agreeing to those clauses would place us in breach of the terms and conditions of our insurance, or may prejudice our rights under that insurance, or may impose a liability on us that is inconsistent with any legislative proportionate liability and contributory negligence regimes.

### 7.3 Quality Assurance

OPG has an internal quality assurance system which it uses for all projects. All assignments are managed by a Company Director, who is responsible for project management and ensuring the project meets the needs of the client. The company's quality assurance procedures are:

- The Project Director will personally control all aspects of the assignment. In this role they will have prime responsibility for meeting project specifications and personally presenting key data and reports to clients.
- Consultants will work directly under the supervision of the Project Director. Their primary role will be in consultation, data collection, summary and analysis.
- All reports and written material prepared by the Consultant will be vetted and authorised by the Project Director, prior to dispatch to the client.
- The Project Director will maintain regular contact with the client to ensure that the project specifications are being met.
- We also complete second party reviews and edits on all written documents and reports. All final draft and final reports are reviewed under our internal quality control process where an independent company representative reviews and identifies any issues identified from this review.



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## 8. Further Project Supporting Information

For further supporting information on Otium Planning Group's skills, services and relevant project experience please refer to the OPG website ([www.otiumplanning.com.au](http://www.otiumplanning.com.au)).

As a guide to some of OPG's major projects please click on our YouTube video channel link to view our range of projects

[https://www.youtube.com/channel/UCUkHexcJsQ4\\_5rPLFOYvtlg/videos](https://www.youtube.com/channel/UCUkHexcJsQ4_5rPLFOYvtlg/videos)





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# Minutes

## COOTAMUNDRA-GUNDAGAI SPORT AND RECREATION COUNCIL MEETING

**ALBY SCHULTZ MEETING CENTRE**

**6:00 PM, 15<sup>th</sup> OCTOBER, 2019**

**Administration Centres: 1300 459 689**

**MINUTES OF COOTAMUNDRA  
SPORTS AND RECREATION COUNCIL MEETING  
HELD AT THE ALBY SCHULTZ MEETING CENTRE, COOTAMUNDRA  
ON TUESDAY, 15 OCTOBER 2019 AT 6:00 PM**

**PRESENT:** Rod Chalmers (Cootamundra Rugby Club), Leesa Daly (Cootamundra High School), Ash Haines (Cootamundra High School), Gareth Jones (Cootamundra Swimming & Lifesaving Club), Heather Gammon (Cootamundra Swimming & Lifesaving Club), Jason Sloan (Cootamundra Junior Soccer Club), Tina Wales (Cootamundra Basketball Association), Pat Kerin (Cootamundra Cricket Association), Michael Tanks (Cootamundra Junior Rugby League), Luke Dabin (Cootamundra Junior Rugby League, E A Southee School), Peter Louttit (Cootamundra Junior Cricket Association), Rhonda Douglas (Cootamundra Cycle Club, Bicycle Users Group), Joanna Pavert (Cootamundra Little Athletics), Lisa Crick (Cootamundra Rugby League Football Club).

**IN ATTENDANCE:** Wayne Bennett (Manager Waste, Parks & Recreation), Helen Axsentieff (Recreation Officer), Steve Lowe (Parks & Gardens Foreman), Shelley Liehr (Executive Assistant – Operations)

**1 APOLOGIES**

Patrece Maxwell (Sacred Heart Central School)

**2 DISCLOSURES OF INTEREST**

Nil.

**3 CONFIRMATION OF MINUTES**

Nil.

**5 BUSINESS ARISING FROM PREVIOUS MINUTES**

Nil.

**6 REPORTS****6.1 REVIEW OF DRAFT SPORT AND RECREATION COUNCIL MEMORANDUM OF UNDERSTANDING AND POLICY****RECOMMENDATION**

*That the Sport and Recreation Council (S&RC) Memorandum of Understanding and Policy be adopted with the following conditions:-*

- *If a usual representative is not available and a vote is made by the substitute, that vote will be binding.*
- *Amendment to number of members to constitute a quorum from three (3) S&RC members plus one Council employee to eight (8) S&RC members plus one Council employee.*
- *The reference to exclusion of fees for primary schools be changed to "all schools" to include high school students.*

**6.2 REVIEW THE COOTAMUNDRA SWIMMING AND LIFESAVING CLUB SUMMER SEASON ACCESS AGREEMENT****RECOMMENDATION**

That the Cootamundra Swimming and Lifesaving Club (CSLSC) 2019/2020 Agreement be presented to Council for adoption with the following inclusions:-

Item 1 – Two lanes be reserved in the outdoor pool on Monday, Tuesday and Wednesday from 5:00 pm to 8:00 pm, plus a third lane for overflow when required.

Item 2 – Two lanes be reserved in the indoor pool from 5:30 pm to 8:00 pm two nights per week.

Item 3 – Permission to train in the indoor pool due to bad weather pending usage of the pool at a given time and at the discretion of the Pool Manager.

Item 4 – Access to the outdoor pool from 4 November 2019. Due to installation of new maintenance systems the water quality will not be to standard until mid-November. Access to outdoor pool to be granted at the earliest opportunity.

Item 5 – The facility be closed to the public on Thursday nights from 6:00 pm to 8:30 pm, with set up of lane ropes from 5:45 pm.

Item 6 – The request that family members and spectators be permitted free entry to the facility, and suggestion that full staff including lifeguard is not required not be granted.

Item 7 – All day event for the outdoor pool on Sunday 9, February 2020 be approved free of charge. Staff to be supplied by Council.

Item 8 – Parents and CSLSC members be permitted access on Saturday, 8 February 2020 to set up marquees, on the condition no vehicles are allowed within the pool grounds.

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Item 9 – CSLSC members and volunteers be permitted access from 7:15 am on Sunday, 9 February 2020 for final set up of event.

Item 10 - CSLSC be permitted to charge a gold coin entry fee at front of facility as a Club fundraiser.

Item 11 – On Sunday, 9 February 2020 public access will be to the indoor pool only. Participants of the swim meet to use outdoor pool only.

Item 12 – Barbeque to be run at event held on Sunday, 9 February 2020.

### 6.3 ACCEPT FOR REVIEW THE DRAFT PROPOSED FEES & CHARGES POLICY

#### RECOMMENDATION

*Draft fees and charges to be sent to Groups with Minutes of Meeting for review and comment prior to presentation to Council for adoption.*

### 6.4 UPDATE ON MAJOR PROJECTS; SPLASH PARK, FISHER PARK LIGHT TOWERS, JUNIOR LEAGUE GROUND UPGRADE

#### RECOMMENDATION

*That the progress of these major projects be noted:-*

- *Splash Park is on schedule and due for completion by December and that the area will be a fenced construction zone.*
- *Fisher Park Light Towers now have all electricals installed with the towers expected to be installed and operative at 200 lux in November 2019, with option to upgrade to 300 lux as per Cricket NSW guidelines when budget permits. Old lights to be donated to Cootamundra Rodeo Association.*
- *Junior League Ground Upgrade to be scheduled around various sporting group schedules with expected completion being August 2020. Possible requirement for Nicholson Park users to use other sports fields to allow works to be completed.*

### 6.5 SPORT & RECREATION OFFICER POSITION REVIEW

#### RECOMMENDATION

*N/A*

### 6.6 CURRENT EOI FOR THE AQUATIC CENTRE AND SPORTS FACILITY REVIEW

#### RECOMMENDATION

*That it be noted eight submissions were received with a report going to October Council Meeting to recommend and accept one of those proposals.*

**6.7 REVIEW OF THE FINAL DRAFT RECREATION NEEDS STUDY****RECOMMENDATION**

*That it be noted the Recreational Needs Study is now completed and to be sent to all Groups for their information.*

**6.8 UPDATE ON THE NEW ROUND OF GRANT APPLICATIONS SUBMITTED BY COUNCIL****RECOMMENDATION**

*That the following sport and recreation based grant funding applications be noted:-*

- *Rock climbing wall for Cootamundra Sports Stadium*
- *Upgrade and installation of cycle ways, running tracks, interpretive signage, fencing and facilities at Pioneer Park.*
- *Jumping pillow for Cootamundra pool complex.*
- *Pump Track for Cootamundra*

**7 GENERAL BUSINESS****Fisher Park Cricket Wicket**

Cootamundra District Cricket Association submitted a letter to Council requesting assistance with upgrading Fisher Park cricket wicket. The ends of the cricket wicket was upgraded five years ago, with the centre section remaining too low. The Rugby League and Rugby Union grand finals, followed by rain, has caused substantial damage to the cricket wicket. The Cootamundra District Cricket Association is requesting that Council pay for materials (two pallets of soil) to repair the cricket wicket, which is approximately \$1,800. Repairs will be carried out by the club.

**RECOMMENDATION**

*That council pay for materials (two pallets of soil) to repair the cricket wicket, which is approximately \$1,800 to be funded through the Sportsground maintenance budget.*

**Bradman Oval Cricket Net Improvements**

Cootamundra Junior Cricket were unsuccessful in obtaining grant funding for the upgrade of the cricket nets at Bradman Oval. The current condition of these cricket nets is unsatisfactory and require refurbishment. Repairs are required to the mesh barriers, the damaged synthetic turf, and an upgrade to the length of the wicket from 18 metres to 21 metres. It was also noted that Cootamundra Senior Cricket members also use the Bradman Oval cricket nets for training. It was requested that Council provide an estimate for the cost of these items and a submission be made to Council for the cost of these repairs.

**RECOMMENDATION**

1. *That council investigate the costs to repair all the associated issues to ensure the nets are brought up to an acceptable standard.*



2. *That a report come back to council outlining the proposed scope of works and related costs for councils consideration.*

**Upgrade of Rugby League Posts at Nicholson Park**

Cootamundra Junior Rugby League (CJRL) would like to upgrade the current steel posts with more suitable aluminium posts. Following the removal of two large trees one field is to be moved across to adhere with safety regulations. Space is becoming limited, due to numbers the Club now require two international fields and the two mini/mod fields to be relocated to where the grass netball court area. The removal of the two large trees also allows extra space for netball, which was taken into consideration by CJRL when discussing the removal of these trees.

**RECOMMENDATION**

*That the upgrade of the foot posts be funded from the current Grant for Junior League ground upgrades.*

**Various Issues for Fisher / Nicholson Park Complex**

- Goal posts will need to be removed for the upcoming Sacred Heart Central School touch football carnival.
- Senior Cricket will be played at Fisher Park, planned for either 14 or 21 November 2019.
- Request received for the cricket wicket to be removed from Nicholson Park if Junior Cricket are no longer using it. It is not intended for the wicket to be uncovered for the upcoming season.
- Irrigation system at Nicholson Park is to be upgraded. Due to service size only three irrigation heads can be run at one time. Due to this it currently takes 24 hours to irrigate the whole park.

**RECOMMENDATION**

*The information be noted.*

**Nicholson Park Event Bin Storage**

The event bins at Nicholson Park are constantly filled with domestic rubbish by residents. This leads to extra pickups by Council's waste truck which is an extra cost to Council. It was suggested that the Tennis Club is the ideal place for secure of the event bins due to space and security reasons. It is recommended that the event bins now be stored within the Tennis Club practice area, which is currently overgrown and unused.

**RECOMMENDATION**

*The information be noted.*

**Albert Park**

The Albert Park canteen has sustained damage from white ants. The white ants have moved into the far dressing room. Council have been provided with a list of maintenance requests.

Repairs have been carried out to the canteen roller door which was damaged due to vandalism.

The long jump pit is in bad condition and needs upgrading, including the take-off board.

**RECOMMENDATION**

*The information be noted.*

**Cootamundra Junior Soccer Sponsor Board**

Cootamundra Junior Soccer Club wish to install a sponsorship board at Mitchell Park. The Club is to provide a formal request, including preferred location and photographs, to be submitted to Council for approval.

**RECOMMENDATION**

*The information be noted.*

**Cootamundra Rugby League Club**

The Club would like to meet with Manager Waste, Parks & Recreation to discuss grant opportunities. It was also noted that the Fisher Park grandstand windows have been vandalised. Rocks have been thrown through the windows and require repair.

**RECOMMENDATION**

*The information be noted.*

**Cootamundra Basketball Association**

Enquired if any grants have been sought for repairs to the Stadium roof and flooring.

**RECOMMENDATION**

*The information be noted.*

**Cootamundra Junior Cycle Club.**

Inquired on having an area for storage of bikes. Council and club representatives will investigate and make appropriate arrangements to allow an area for the storage of bikes.

**RECOMMENDATION**

*The information be noted.*

**Cootamundra Cycle Club**

Due to an increase in numbers and difficulties in transporting larger numbers of bikes, the Cycle Club would like access to a secure space within the Fisher Park grounds to store bikes for Club members. Options will be investigated and Cycle Club to be advised.

**The Meeting closed at 8:00 pm.**

**The minutes of this meeting were confirmed at the Cootamundra-Gundagai Sport and Recreation Council Meeting held on .....**

.....  
**CHAIRPERSON**

.....  
**GENERAL MANAGER**



## Draft Cootamundra Sport and Recreation Facilities & User Groups Policy and Procedure

### Policy Approval and Distribution

Approved by	Council resolution
Responsible Officer	Manager Waste, Parks and Recreation Services
Section/Service Unit	Parks and Recreation Services
Next Review Date	01/11/2021

### Version Control

Ref	Date	Description	Resolution Number
0.1	15-10-2019	Presented to the Sports and Recreation Council.	N/A
0.2	29-11-2019	Presented to Council.	TBA

### POLICY

Promotion of sporting activity, community gatherings and events for all sections of our community is a key responsibility of Council to promote fitness, health and wellbeing, community cohesion and economic activity within our community.

To this end Cootamundra Gundagai Regional Council are committed to providing quality sporting and recreational facilities to all of its community user groups, sporting associations as well as providing facilities for other single event or occasional activities.

To achieve this in a responsible, economical, sustainable and equitable manner Council will commit to and facilitate the following;

- Initiate and facilitate the Cootamundra Sporting and Recreation User Group Council to allow direct community inputs and direction from all relevant sporting and user groups who wish to use Council controlled facilities on a regular basis.
  - All relevant user groups are expected to participate in this User Group Council.
- Develop and maintain a management framework around;
  - Actively promoting the use of Council facilities
  - Allocation of resources to manage Sport and Recreation Facilities

- The application for and determination of use of Council controlled facilities
- Identification of compliance and legal requirements for both Council, regular and occasional or single event users.
- Developing a fee structure for regular users and events that is affordable to users and sets aside a percentage of collected fees to be held by Council to assist with future infrastructure upgrades.
- Working with user groups to identify and apply for funding grants.
- Facilitating application for occasional or single event uses of Council facilities
- Assisting User groups or organisations with subsidised or exemption to fees and charges, where the user can demonstrate that they are;
  - Not for profit Incorporated organisations with very limited financial means or resources and no entry fees are charged to or for event participation or entry
  - All Schools within the Council area
  - Junior sporting activities – under 16 years of age
  - Other groups or organisations that may be disadvantaged or with limited means.
  - Council will require written submission for consideration for exemptions and subsidies.

Council is committed to working with sporting and other user groups to both improve our facilities and promote the benefits of our sporting and recreation facilities. Council seeks cooperation from individual users to support Council and the other user groups in this endeavour.

#### PROCEDURE

1. Persons, business or associations that wish to use council provided assets or facilities on the following basis need to apply to Council for permission for use;
  - a. Any organised sporting activity – regular use or casual/single event
  - b. Any event or function where entry fee or fee for participation is charged
  - c. Organised gatherings of persons for functions in an 'invitation only' basis such as wedding ceremony
  - d. Any event or function where there is an organised gathering of 25 or more persons.
2. CGRC shall implement the Sport & Recreation Council.
  - a. A memorandum of Understanding shall be developed and each sporting and all eligible user groups shall be requested to sign and participate in the Sporting and User Group Council.
  - b. Motions and outcomes from the Sporting and User Groups Council shall be reported to CGRC Meetings as appropriate.

3. A Lease Agreement shall be developed and maintained for all user Sporting and other Groups that have some form of regular use of any CGRC sporting or recreation facility.
  - a. The lease Agreement shall clearly set out the obligations of the sporting or user group and CGRC; and a clear delineation of responsibilities from each party.
    - i. This shall specifically include compliance and legal obligations including
      1. Work Health and Safety and Environmental considerations
      2. Emergency procedures and safety plans where applicable.
      3. Required Insurances to be maintained
      4. Periodic inspections required by Council to inspect and ensure that facility standards are maintained
  - b. The Lease agreement shall include Annexure 1 - CGRC Facility and User Group details and cost sharing
    - i. Annexure 1 shall provide details of the CGRC annual costs of maintaining the relevant facility for the lease period, which shall be made available to the sporting or user group to provide direct information to the sporting or user groups on the actual costs of maintain the facility.
      1. The sporting or user groups shall have opportunity to discuss or negotiate some of the maintenance requirements that they may be able to perform themselves.
  - c. In determining the maintenance functions that may be performed by the sporting or user groups, CGRC needs to consider what other users may also be using the facility, and that in every event CGRC must present the facility for the next user in a safe and fit state for use.
4. A Casual Hire or Single Event Booking Form shall be developed and implemented for single event hire of Council sporting or recreation facilities.
  - a. This shall also include the consideration for legal requirements, Work Health and Safety, Environmental, Emergency Planning and Safety Plans where appropriate.
    - i. Consideration should be given to the following;
      1. Risk assessments for amusement equipment, jumping castles,
      2. Selling of Alcohol and or food
      3. Feed preparation or cooking
      4. Waste generation and disposal
  - b. Public Liability Insurance or if the user/event is eligible under CGRC 'Casual Hirers Insurance Policy'.



5. Fees and charges.

- a. Fees and charges for use of council facilities shall be determined on the following guidance basis.
  - i. Organised sporting activities are expected to contribute to the maintenance costs of facilities.
  - ii. Local Junior sporting activities (Under 16) and all schools shall normally be exempt from fees and charges
  - iii. Where large sporting events and participants from out of the area attend some contribution from the Sporting association would be expected.
  - iv. Single events organised for the benefit of the community and where all proceeds would flow to the community or a not for profit community based organisation, fees and charges should normally not be charged, unless there is some considerable cost inputs from Council for assistance in organisation, waste management or other factors.
  - v. Events and use where fee for entry is charged or a fee for participation shall attract fees and charges
  - vi. Events or use conducted by businesses or for profit organisations, shall normally attract fees and charges
  - vii. Single events where attendance is by invitation (such as weddings or other functions) shall attract small charges on the basis that Council will be required to provide the facility in a clean, safe and fit for purpose use immediately prior to the time of the event/function, and waste management, cleaning and other potential costs will be incurred by Council after the event.
  - viii. Security Bonds shall be considered where there is potential for damage or other rectification costs to Council.
- b. A fee, charges and bond schedule shall be developed, approved and maintained by the Council. It shall be made public on the Council web site.



## Cootamundra Sport and Recreation Council Memorandum of Understanding.

### Introduction

The Cootamundra Sport & Recreation Council (User Group) is facilitated by Cootamundra Gundagai Regional Council (CGRC) for the purposes of engaging all relevant sporting and user groups who wish to participate in hire, lease or regular use of CGRC controlled sporting or recreation facilities.

The Sport & Recreation Council forms a key function as part of the *CGRC Sport and Recreation Facilities & User Groups Policy*, which aims to promote community cohesion, fitness, health and wellbeing, and economic activity within our community by provision of quality sporting and recreational facilities. All relevant user groups are expected to participate in the Sporting and User Group Council.

### Objectives & Purpose

1. To facilitate community engagement between CGRC and all relevant user groups who wish to or do use CGRC Controlled facilities.
2. To allow sporting and user groups inputs and recommendations to CGRC decision making with regards to sporting and recreation facilities
3. Inputs as to how available funding should be allocated to various venues.
4. Coordinate the identification and application for grants and funding that may be available for various sports, activities or community groups.

The following points form the further basis of understanding between all User Groups and CGRC.

1. **CGRC agree to:**
  - a. Facilitate and promote the Sporting and User Group Council in the spirit of *CGRC Sport and Recreation Facilities & User Groups Policy*.
  - b. Provide human resources to promote and assist in the management of the Sporting and User Groups Council.
  - c. Formulate agenda, take minutes and circulate minutes, and all relevant reports to the nominated representative of the relevant Sporting and User Group.
  - d. Work constructively, objectively and fairly with all Sporting and User Groups
  - e. Report outcomes to the CGRC meetings.
  - f. Provide a Chair person for the initial 12 months and facilitate the transition to a Sporting and User Group Chair Person.
2. **All sporting and User Groups agree to:**
  - a. Maintaining their incorporation obligations with NSW Fair Trading
  - b. Maintain their Public Liability Insurance
  - c. Providing a nominated person from the executive committee (President, Vice President, Treasurer or Secretary) to participate and attend all Sporting and User Group Council Meetings.
    - i. Alternatively a nominated committee member can appointed
    - ii. In the event that the nominated person cannot attend the meeting a substitute shall attend.



**Cootamundra Sport and Recreation Council  
Memorandum of Understanding.**

- iii. Unless unforeseen circumstances exist the sporting or user group commit to providing a representative at all meetings.
- iv. If usual representative is not available and a vote is made by the substitute, that vote will be binding.
- v. Advise the Chairperson and CGRC of any change of nominated representative.
- d. Work constructively, objectively and fairly with CGRC and all other user groups.
- 3. Initial and subsequent meetings will be held as necessary to implement the Sporting and User Group Council – it is intended that once established that meetings will be held quarterly.
- 4. Motions, information and outcomes of the Sporting and User Group Council are generally considered public information, unless point 6 below applies.
- 5. Members of the public and media are welcome to attend.
- 6. Any 'Commercial in confidence' information, such as quotations, reports or other similar material that is discussed and is considered confidential, shall not be disclosed publically by any party without specific permission from the Chair Person of the Sporting and User Group Council or the source of the Commercial in confidence information.
  - a. Any information that is circulated and is considered commercial in confidence should be so marked.
- 7. The Chair Person is responsible for direction to any media in attendance regarding Commercial In confidence information.
- 8. A quorum shall be considered 1 CGRC member and 8 other user groups' representatives.
- 9. This memorandum of understanding is effectively in perpetuity and is not considered a legally binding document between the parties.

**CGRC Representative**

Name/Position/Signature/Date.

Wayne Bennett – Manager Waste, Parks & Recreation Services – 16/8/19.

Steve Lowe – Public Open Space Coordinator – 16/8/19.

Helen Axsentieff – Recreation Officer – 16/8/19

Shelley Liehr – Executive Assistance – 16/8/19

**Sporting and User Group Representative.**

Name/Position/Signature/Date.