CAPABILITY STATEMENT

Prepared by SGL Consulting Group

sgl 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 is 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

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

sgl

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.

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

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

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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

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 is 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**

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).

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**

- 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.

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**

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**

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)**

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
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.

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.

- **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.

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 Cootamunda-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.

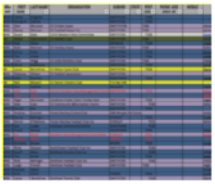
We will work with Council to engage all stakeholders in the plan so that they have a strong ownership of the outputs.

The process could include:

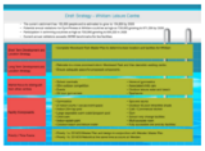
- Methods that are cost effective and in line with Council's budget
- A combination of telephone, survey, workshops, face to face, on-line methods and social media to capture all stakeholders input, when it suits them
- Provision of information so people know what is going on, how they can be involved 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.	

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 todate 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.	

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.	

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.

- 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

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

6. Fees, timing and administration

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
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.

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

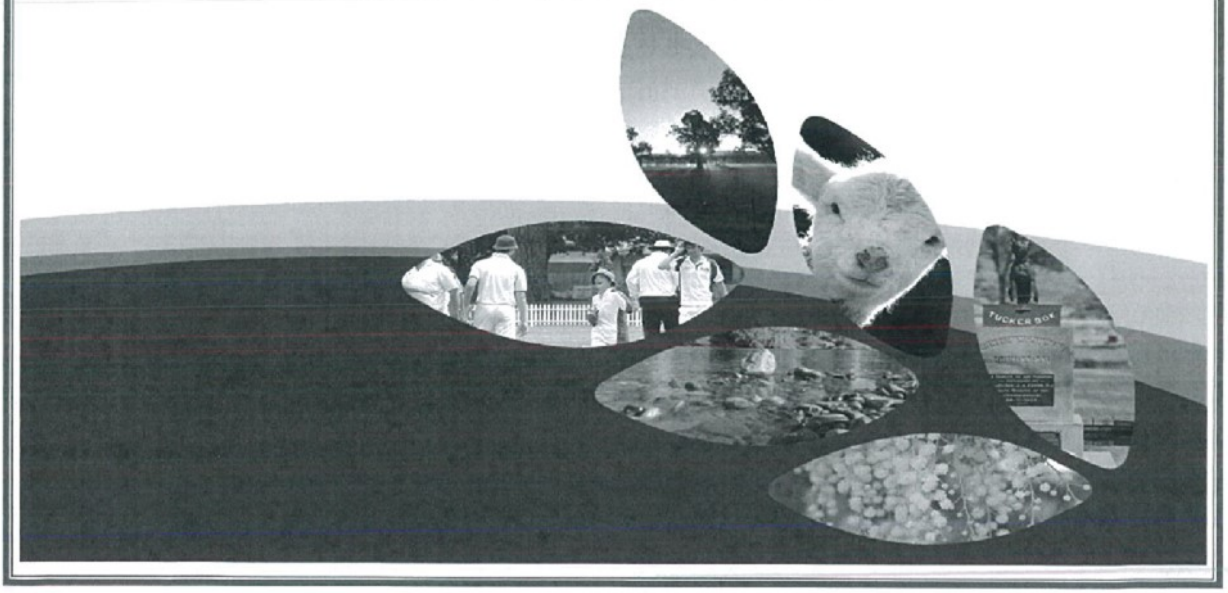
Expression of Interest Cootamundra Aquatic & Sport Stadium Facility Review

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

Contact details

Name of contact person: GEOFF CAMPBELL

Position title: PARTNER

Address: Level 5, 17 Moore St CANBERRA ACT 2601

Postal address (if different to above): As Above.

Email: g campbell @ nexia canberra . com . au

Website: Nexia . com . au Mobile: 0418 278498

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 canberra . com . au

Signature of invitee's authorised officer:

3 . 10 . 19

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.

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-a-round 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%.

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 operatable 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.

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	CHUBB	Policy number	93212799
Amount $	20,000,000	Expiry date	30/6/20

Product liability

Insurance company		Policy number	
Amount $		Expiry date	

Professional indemnity

Insurance company	CHUBB	Policy number	93312799
Amount $	20,000,000	Expiry date	30/6/20

Work cover

Insurance company	ALLIANZ	Policy number	CWT 00W5834
Expiry date	30/6/20.		

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

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

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	Adré 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)	A.E. de Waal Adre (Arend) de Waal
In the office bearer capacity of	Principal

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.

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

Arend Egbertus de Waal
ABN 75 895 201 730

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.

> 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.

INSURANCE

Mecon Insurance, Underwriter AIG 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.

DeWaal

PROFESSIONAL CURRICULUM VITAE

for

Adré de Waal

220 Bingley Way, Wamboin, NSW, 2620
M: 0405 136 464 E: 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

DeWaal

Personal details

Born 7th 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.

DeWaal

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 Kirlkand Lorimer (Altus) Quantity Surveyors	Senior quantity surveyor
January 1990 - December 1995	Turner & Townsend Zimbabwe Project Managers	Project manager, quantity surveyor

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Core Competencies

Core Competencies	Skills
Business management	• Strategic planning and implementation • OH&S planning and management • Financial management • Resource scheduling and general office management • 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. • Quality management • Business development
Project management	• All functions of project management according to PMBOK methodology • Design management • Programming • Providing advice on procurement methods and standard forms of contract, including approaches to market • Producing tender documentation and specifications • Tender negotiation and reporting • Contract administration including attending meetings, evaluating variations, valuing monthly payments, claims and final account negotiation
Cost management	• Cost planning, cost management and cost reporting of capital works projects • Value engineering • Economic feasibility studies, with emphasis on operating budgets and life cycle costs • Cost benefit analysis

DeWaal

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

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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 Efkarpides 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 S10.8m 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

DONALD CANT WATTS CORKE

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

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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

DONALD CANT WATTS CORKE

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

Contact

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M +61 450 312 641

barry.murphy@dcwc.com.au

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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 DP1195030, Lot 1 DP1195030, 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)

DONALD
CANT
WATTS
CORKE

- 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

Cootamudra 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**

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

EOI - COOTAMUNDRA AQUATIC & SPORT STADIUM FACILITY REVIEW PROPOSAL

RFQ2019/14

OCTOBER 2019

OTIUM Planning group
SPORT + LEISURE

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

Otium Planning group

SPORT + LEISURE

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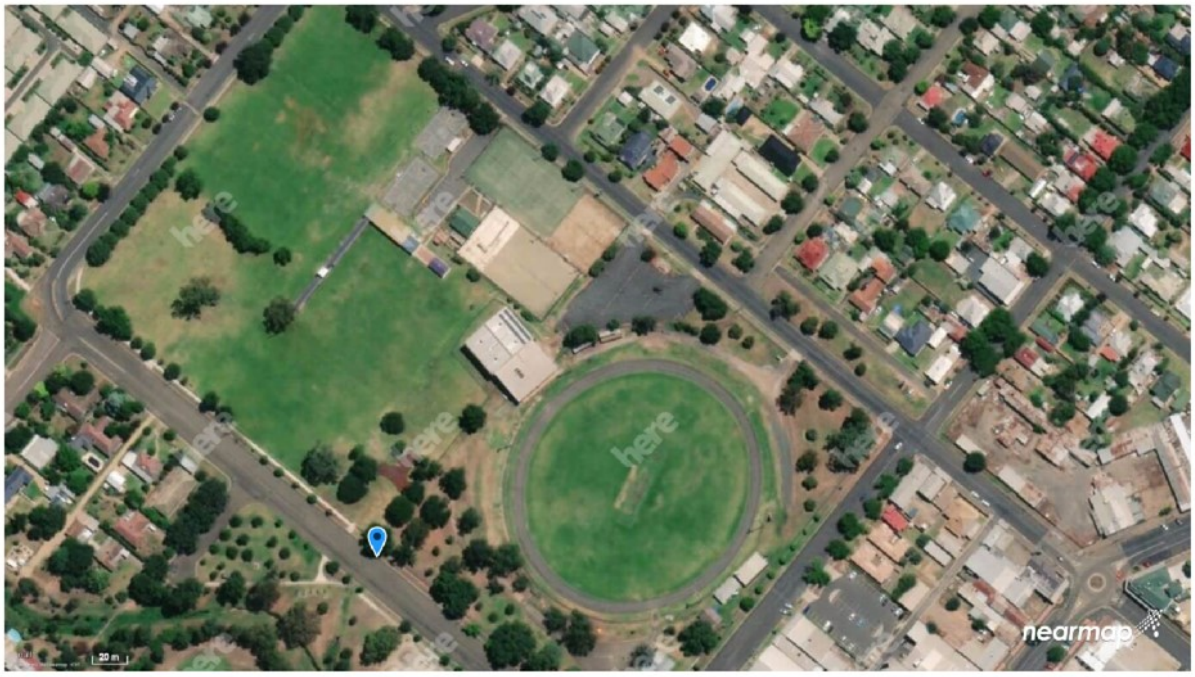
1. Introduction

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
Phase 1: Project Inception	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.
Phase 2: Data Collection	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.
Phase 3: Reporting	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: • Section 1: Background • Section 2: Stakeholder Engagement and Operational Reviews • Section 3: Facility Management Case Studies • Section 4: Management Options • Section 5: Risk Analysis • Section 6: Future Management Strategy • Section 7: Project Recommendations
	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
TOTAL PROJECT COSTS (incl. GST)	**$24,090**

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	N/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.

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).

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_5rPLFOYvtIg/videos

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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Minutes

COOTAMUNDRA-GUNDAGAI SPORT AND RECREATION COUNCIL MEETING

ALBY SCHULTZ MEETING CENTRE

6:00 PM, 15th 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.

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 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 move 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 .....

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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-GUNDAGAI REGIONAL COUNCIL

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.

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COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

Cootamundra Sport and Recreation Council
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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.

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