

RLSS Learn-to-Swim Program for Pre-schoolers
 RLSS learn-to-Swim Program for Adults
 Private lessons
 Special needs lessons, one on one for people with disabilities
 Squad training
 Bronze Medallion courses
 Resuscitation re-qualification courses
 Aqua aerobics for seniors
 Birthday parties, including aquarun

Health and Fitness

Strength classes for seniors
 Personal training
 Staff development and training programs
 High school group fitness programs
 Beach volleyball (summer only)
 Group fitness classes
 Government initiative programs including Reclink and Lift for Life

Type of Clubs/Leases on Site

Swimways Swim School
 Four Strokes Swim Club
 Canberra Amateur Swim Club
 Bilbys Triathlon Club
 ACT Water Polo
 Canberra Water Polo Academy
 Canberra Diving Academy
 Volleyball ACT
 Cruiz Swim Club
 ACT Junior Triathlon
 Exceed Fitness
 Molonglo Water Dragons
 Nordek Water Polo Club
 Brumbies Football Club

Rental Agreements

Heart Support*
 CIMC*
 House Rental - signed to Eugene Martin and Samuel Smith*

*All contracts expire on June 30th 2012

Recent Management History

Description of Centre

The Canberra Olympic Pool includes all the buildings and areas within the perimeter fence. The site does not include the adjacent car parks and landscaped areas.

Main Pool (air support dome cover-open all year) - 50 metre pool with eight (8) lanes – depth ranging from 1.1metres to 2.6 metres.

Gymnasium

Located in main building – approximately 260 square metres – cardio and free weights programming accommodated. Main users are in-house health club and rehabilitation associated with tenancies.

Café

Small area adjacent to reception providing basic food, snacks and beverage services, along with some equipment merchandising.

Outdoor Areas

Pool set in attractively landscaped surrounds, including four beach volleyball courts.

Commercial space

Two (2) current operators – tenancies linked to current operators – expire 30 June 2012. Canberra Injury Management - a Physiotherapy/Rehabilitation Practice – includes access to pool and gym at reduced rates; and Heart Support.

Residence

A basic three (3) bedroom cottage, dating from the time of the pool's construction, adjoins the COP and is included in this Management Contract. The cottage is considered an integral part of the facility and its tenancy is to be managed during the term of the Contract by the Contractor. The cottage is currently under rental until 30 June 2012 – monthly tenancy thereafter.

The Territory's Contract Officer is to be advised of its use and any changes of tenancy arrangements that may occur during the Term – monthly tenancy thereafter.

Address Allara Street, Canberra City (Block 2 and 6 Section 37 City)

Phone (02) 6248 6799

Usage Statistics

Table 1 - Health Club Membership numbers for the last three (3) years.

Year	Number of Members (at 30 June)
2008-2009	244
2009-2010	331
2010-2011	355

Table 2 - Swim School Membership numbers for the last three (3) years.

Year	Number of Members (at 30 June)
2008-2009	233
2009-2010	224
2010-2011	248

Table 3 – Attendance figures for the last three (3) years.

	Attendance		
	2008/09	2009/10	2010/11
Aquatics			
Casual Entries	151,600	170,418	156,104
Swim Club	13,790	18,673	17,760
Swim School			
Swim School Participant	6,375	13,547	15,630
Swim Smart	3,550	-	3,229
Health Club			
Gym Entries	25,592	23,960	23,274
Group Fitness	3,247	3,948	4,117
TOTAL	204,154	230,536	220,114

Table 4 – Current Bookings

Canberra Amateur Swim Club	Bilby's Triathlon Club
Mondays 4.00-6.00pm	Mondays 6.00-7.30pm
Tuesdays 6.00-7.30am 3.45-6.30pm	Wednesdays 6.00-7.30pm
Wednesdays 4.00-6.00pm	Thursdays 6.00-7.30am 7.00-8.00pm
Thursdays 6.00-7.30am 3.45-6.00pm	Fridays 6.00-7.00am 6.00-7.30pm
Fridays 6.00-7.30am 4.00-6.00pm	
Saturdays 7.00-9.00am	Exceed Fitness
	Mondays 7.00-8.00am
Cruiz Swim Club	Tuesdays 6.30-7.45pm
Mondays 6.00-7.30am	Wednesdays 7.00-8.00am
Tuesdays 6.00-7.30am 4.30-6.30pm	Thursdays 6.30-7.45pm
Wednesday 6.00am-7.30am 4.00-6.00pm	Sundays 3.00-5.30pm
Thursdays 6.00-7.30am 4.00-6.15pm	
Fridays 6.00-7.30am 4.15-6.00pm	Molonglo Water Dragons
Saturdays 7.00-9.00am	Mondays 7.30-8.30pm
	Wednesdays 7.30-8.30pm
Canberra Dive Academy	
Mondays 4.30-6.00pm	Nordek Water Polo Club
Wednesdays 4.30-6.00pm	Mondays 6.00-9.00pm
Fridays 4.30-6.00pm	Saturdays 7.00-10.00am
	Sundays 8.30-10.30am
Volleyball ACT	
Mondays 5.45-8.00pm	ACT Water Polo
Tuesdays 5.45-8.00pm	Tuesdays 6.00-9.00pm
Wednesdays 5.45-8.00pm	Wednesdays 6.00-9.00pm
Thursdays 5.45-8.00pm	Thursdays 6.00-9.00pm
	Fridays 6.00-9.00pm
ACT Junior Triathlon	
Mondays 7.00-8.30pm	Canberra Water Polo Academy
Wednesdays 6.30-8.00pm	Mondays 6.00-7.00am
Fridays 6.00-8.00pm	Tuesdays 6.00-7.00am
Sundays 4.00-6.00pm	Wednesdays 6.00-7.00am
	Thursdays 6.00-7.00am
Brumbies	Fridays 6.00-7.00am
Tuesdays 7.30-8.30am	
Fridays 6.00-7.00am	

Table 4- Total income for each area year by year - past 4 years

	2008		2008	2009		2009	2010		2010	2011		2011
	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total
Rental Income	47,299.00	16,625.00	63,924.00	41,696.00	12,483.00	54,179.00	39,083.88	\$30,870.00	69,953.88	50,547.86	\$32,617.99	83,165.85
Kiosk Sales	81,457.00	0.00	81,457.00	100,430.68	0.00	100,430.68	\$95,366.12	\$0.00	95,366.12	\$101,827.21	\$0.00	101,827.21
Aerobics/Fitness classes	2,201.00	6,539.00	8,740.00	859.08	4,436.00	5,295.08	2,400.00	4,662.57	7,062.57	2,733.93	6,096.78	8,830.71
Casual Gym	6,813.00	20,977.00	27,790.00	5,988.77	15,055.00	21,043.77	14,339.09	16,224.01	30,563.10	10,572.12	13,413.32	23,985.44
Childcare	0.00	16,495.00	16,495.00	0.00	11,962.00	11,962.00	0.00	17,164.49	17,164.49	0.00	13,689.23	13,689.23
Personal Training - Gym	11,880.00	41,428.00	53,308.00	4,664.88	13,301.00	17,965.88	4,589.82	19,794.57	24,384.39	5,469.26	15,653.87	21,123.13
Adult Swims	86,796.00	123,135.00	209,931.00	78,688.00	95,821.00	174,509.00	102,107.01	156,647.64	258,754.65	105,309.49	143,133.27	248,442.76
Child Swims	76,270.00	95,191.00	171,461.00	73,061.00	84,020.00	157,081.00	88,997.57	136,875.16	225,872.73	97,483.93	129,400.99	226,884.92
Family Swims	6,396.00	14,016.00	20,412.00	5,790.00	20,685.00	26,475.00	9,516.79	21,761.76	31,278.55	8,450.20	18,948.76	27,398.96
Concession	2,053.00	27,666.00	29,719.00	1,815.00	8,730.00	10,545.00	3,027.00	15,463.28	18,490.28	6,680.75	15,330.78	22,011.53
Swim & Survive Lessons	95,347.00	602,124.00	697,471.00	77,621.00	354,760.00	432,381.00	136,553.63	882,165.93	1,018,719.56	201,742.26	1,042,602.79	1,244,345.05
Swim & Survive Other	0.00	11,051.00	11,051.00	0.00	18,348.00	18,348.00	10,052.17	25,520.90	35,573.07	2,251.00	3,623.01	5,874.01
Aquatic Programs	20,305.00	14,028.00	34,333.00	22,925.00	17,726.00	40,651.00	24,036.98	33,411.56	57,448.54	5,028.73	25,155.12	30,183.85
Season Tickets	24,938.00	44,920.00	69,858.00	24,591.00	29,123.00	53,714.00	30,649.08	52,653.34	83,302.42	30,449.21	51,084.40	81,533.61
Swim Multi Tickets	132,235.00	134,975.00	267,210.00	110,304.00	110,132.00	220,436.00	149,703.42	175,755.74	325,459.16	152,340.95	161,895.25	314,236.20
Lane / Pool Hire	45,230.00	88,846.00	134,076.00	46,565.00	79,851.00	126,416.00	44,877.43	136,259.25	181,136.68	73,953.07	157,883.66	231,836.73
Programs / Events	4,408.00	14,082.00	18,490.00	3,138.00	3,784.00	6,922.00	3,926.98	7,216.95	11,143.93	3,728.41	10,886.05	14,614.46
Groups / Schools Entry	43,021.00	0.00	43,021.00	35,079.00	0.00	35,079.00	31,771.07	418.18	32,189.25	26,604.10	0.00	26,604.10
School Swim & Survive	21,635.00	254,195.00	275,830.00	7,633.00	67,541.00	75,174.00	42,534.45	147,146.31	189,680.76	81,611.00	159,470.80	241,081.80
Fitness Multi Visit Passes	2,393.00	11,417.00	13,810.00	152.00	8,495.00	8,647.00	312.82	6,270.74	6,583.56	94.55	7,670.91	7,765.46
3 Month Membership	14,491.00	23,233.00	37,724.00	10,355.00	15,036.00	25,391.00	9,940.23	17,128.46	27,068.69	15,820.32	16,896.78	32,717.10
6 Month Membership	2,450.00	0.00	2,450.00	1,749.00	0.00	1,749.00	1,169.26	0.00	1,169.26	0.00	0.00	0.00
12 Month Membership	28,725.00	34,744.00	63,469.00	28,538.00	35,929.00	64,467.00	19,658.70	62,873.04	82,531.74	24,532.05	45,908.89	70,440.94
Direct debit Membership	152,343.00	505,198.00	657,541.00	133,887.00	317,418.00	451,305.00	127,669.72	291,569.10	419,238.82	156,916.89	323,988.43	480,905.32
Merchandise Sales	39,135.00	76,898.00	116,033.00	35,077.00	68,501.00	103,578.00	47,411.79	92,759.28	140,171.07	37,493.94	88,244.25	125,738.19
Equipment Hire	0.00	11,767.00	11,767.00	0.00	8,473.00	8,473.00	0.00	15,241.93	15,241.93	1,283.08	11,064.79	12,347.87
Locker Hire	10,005.00	4,781.00	14,786.00	6,190.00	2,813.00	9,003.00	8,410.10	4,976.90	13,387.00	9,970.20	4,914.02	14,884.22
Other Income	2,539.00	3,977.00	6,516.00	896.00	40,425.00	41,321.00	371.20	368.00	739.20	4,582.56	6,286.79	10,869.35
School Lessons Other	0.00	66,855.00	66,855.00	0.00	0.00	0.00	0.00	0.00	0.00	3,832.19	0.00	3,832.19
Other Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16,000.15	0.00	16,000.15
Volleyball	1,568.00	0.00	1,568.00	50.96	0.00	50.96	974.25	0.00	974.25	5,007.59	0.00	5,007.59
Seniors Program	0.00	0.00	0.00	4,664.88	0.00	4,664.88	0.00	0.00	0.00	4,980.04	0.00	4,980.04
Expense Recovery	30,640.00	99,639.00	130,279.00	116,233.00	674,121.00	790,354.00	0.00	510,000.00	510,000.00	250,000.00	26,920.00	276,920.00
TOTAL INCOME	992,573.00	2,364,802.00	3,357,375.00	978,642.25	2,118,969.00	3,097,611.25	1,049,450.56	2,881,199.09	3,930,649.65	1,497,297.04	2,532,780.93	4,030,077.97

GST – Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of the acquisition of the asset or as part of the expense. Receivables and

Table 5: Total expenditure for each budget area for past 4 years

Expenses	2008			2009			2010			2011		
	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total
Cost of Sales	74,275.00	47,774.00	122,049.00	90,597.00	46,819.00	137,416.00	87,036.05	52,580.83	139,616.88	72,737.56	46,672.99	119,410.55
Management Wages	57,221.00	93,154.00	150,375.00	54,912.00	92,400.00	147,312.00	39,655.14	90,838.21	130,493.35	59,155.82	96,507.67	155,663.49
Kiosk Wages	7,695.00	0.00	7,695.00	6,549.00	0.00	6,549.00	7,906.60	0.00	7,906.60	7,388.03	0.00	7,388.03
Membership Wages	0.00	54,031.00	54,031.00	12,047.00	30,924.00	42,971.00	847.94	39,233.85	40,081.79	0.00	33,636.98	33,636.98
Sales Commission	1,725.00	32,677.00	34,402.00	422.00	7,231.00	7,653.00	0.00	16,080.00	16,080.00	1,000.00	548.40	1,548.40
Reception	67,593.00	76,792.00	144,385.00	76,685.00	82,902.00	159,587.00	71,547.61	78,874.22	150,421.83	75,597.94	81,347.66	156,945.60
Lifeguard	173,123.00	232,675.00	405,798.00	147,204.00	122,353.00	269,557.00	190,546.67	228,498.33	419,045.00	191,202.00	223,308.88	414,510.88
Swim/Showtime Instructor	5,152.00	40,187.00	45,339.00	33,009.00	12,583.00	45,592.00	59,722.14	6,955.06	66,677.20	54,053.43	54,742.61	108,796.04
School Swim Instructor	44,694.00	231,884.00	276,578.00	17,896.00	177,717.00	195,613.00	15,633.76	330,258.34	345,892.10	37,686.19	326,416.97	364,103.16
Gym Instructor	72,624.00	88,076.00	160,700.00	83,029.00	82,272.00	165,301.00	83,679.28	86,321.69	170,000.97	100,269.18	99,679.37	199,948.55
Personal Trainer	5,510.00	21,320.00	26,830.00	386.00	3,583.00	3,969.00	0.00	10,199.19	10,199.19	2,880.00	5,174.96	8,054.96
Aqua/Aerobics Instructor	6,655.00	91,670.00	98,325.00	6,847.00	86,872.00	93,719.00	8,263.02	103,152.68	111,415.70	10,676.25	111,017.79	121,694.04
Childcare	0.00	38,311.00	38,311.00	0.00	36,760.00	36,760.00	0.00	38,461.09	38,461.09	0.00	48,862.97	48,862.97
Administration Wages	18,316.00	25,935.00	44,251.00	16,725.00	26,485.00	43,210.00	21,470.76	27,919.53	49,390.29	23,049.34	34,313.58	57,362.92
Staff Oncosts	114,913.00	263,859.00	378,772.00	101,197.00	167,964.84	269,161.84	125,522.00	266,175.55	391,697.55	149,447.75	252,656.27	402,104.02
Staff Training & Recruitment	16,507.00	25,954.00	42,461.00	12,694.00	24,735.58	37,429.58	10,521.16	26,024.35	36,545.51	10,835.01	11,247.92	22,082.93
Chemicals	24,649.00	41,060.00	65,709.00	20,153.00	17,025.00	37,178.00	27,812.84	28,473.75	56,286.59	36,066.76	30,548.20	66,614.96
Cleaning	6,644.00	11,583.00	18,227.00	6,907.00	25,611.00	32,518.00	12,607.53	37,554.35	50,161.88	10,126.63	31,813.29	41,939.92
Electricity	49,296.00	99,101.00	148,397.00	36,952.00	102,212.00	139,164.00	70,891.08	163,329.42	234,220.50	50,927.47	166,302.65	217,230.12
Equipment purchase	558.00	10,275.00	10,833.00	154.00	0.00	154.00	966.66	1,139.16	2,105.82	153.64	32.10	185.74
First Aid	3,588.00	1,238.00	4,826.00	500.00	991.00	1,491.00	563.39	3,962.89	4,526.28	2,835.82	3,239.15	6,074.97
Garbage Removal	2,829.00	8,274.00	11,103.00	2,396.00	8,472.00	10,868.00	4,035.35	12,196.50	16,231.85	5,291.45	14,031.40	19,322.85
Gas Charges	129,071.00	161,000.00	290,071.00	130,558.00	155,228.00	285,786.00	141,338.67	217,013.18	358,351.85	169,732.52	205,413.76	375,146.28
Grounds Maintenance	1,900.00	370.00	2,270.00	800.00	420.00	1,220.00	0.00	460.00	460.00	220.00	180.00	400.00
Program Expenses	1,908.00	91,894.00	93,802.00	1,419.00	25,647.00	27,066.00	3,013.16	35,280.83	38,293.99	2,527.48	9,084.49	11,611.97
Repairs & Maintenance	83,746.00	136,381.00	220,127.00	93,356.00	156,803.00	250,159.00	109,720.43	120,823.46	230,543.89	108,910.91	78,938.55	187,849.46
Telephone	9,908.00	11,910.00	21,818.00	12,244.00	13,301.00	25,545.00	9,861.60	7,745.89	17,607.49	7,781.36	10,345.70	18,127.06
Water	96,111.00	52,927.00	149,038.00	118,228.00	31,716.00	149,944.00	177,876.45	43,613.65	221,490.10	100,894.00	90,143.00	191,037.00
Bus Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	47,149.70	18,411.44	65,561.14
Advertising & Marketing	12,546.00	40,523.00	53,069.00	18,183.00	26,476.00	44,659.00	14,271.87	31,308.16	45,580.03	15,600.88	45,722.05	61,322.93
Rental Costs	0.00	80,000.00	80,000.00	0.00	81,600.00	81,600.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	1,909.00	2,660.00	4,569.00	3,978.00	2,181.00	6,159.00	2,801.00	1,408.00	4,209.00	2,180.00	981.00	3,161.00
Operating/Mngmnt Expenses	138,305.00	292,857.00	431,162.00	133,151.00	314,854.00	448,005.00	152,829.00	273,795.78	426,624.78	139,012.25	262,001.37	401,013.62
Total	1,228,971.00	2,406,352.00	3,635,323.00	1,239,178.00	1,964,138.42	3,203,316.42	1,450,941.16	2,379,677.94	3,830,619.10	1,495,389.37	2,393,323.17	3,888,712.54

Note – Income and expenditure records are based on the audited financial statements of the contractor during the stated period. Expenditure excludes the indexed management fee and also selected repairs and maintenance costs and capital works paid by the Territory.

1.1.3.2. Lakeside Leisure Centre, Tuggeranong

Brief History

The Lakeside Leisure Centre (LLC) was completed in 1992 in response to the growing needs for aquatic facilities in the Tuggeranong region. Prior to its construction, the only pool in Tuggeranong was the 25 metre indoor pool at Erindale, now known as the Active Leisure Centre. LLC quickly became a vitally important leisure facility for the Tuggeranong community, generating high levels of usage.

As with COP, it was managed directly by the ACT Government in its initial years until the letting of management contracts in 1996. As mentioned earlier, it was managed by LeisureCo, in association with COP, until 30 June 2005. Since that time it has been managed by Belgravia Health and Leisure Group.

Description of Centre:

The LLC includes all the buildings and areas within the perimeter fence. The site does not include the adjacent car parks and landscaped areas.

The Centre provides the following:

- a) 50 metre pool, eight (8) lanes with dividing bulkhead, ranging in depth from 1.2 metres to 2.2 metres;
- b) Family pool, with beach entry and water play features;
- c) Toddlers pool;
- d) Steam room;
- e) Gymnasium (approx. 160 square metres) with fitness equipment and free weights;
- f) Aerobics/program room (approx. 160 square metres) with sprung floor;
- g) Creche (approx. 60 square metres) providing short term child care;
- h) Café – serving hot and cold food, snacks and beverages;
- i) Administration office space for facility management, swim school and gym staff; and
- j) Outdoor lawn areas.

Range of Programs Available

Aquatics

Swim and Survive lessons for children
 RLSS Learn-to-Swim Program for Infants
 RLSS Learn-to-Swim Program for Pre-schoolers
 RLSS Learn-to-Swim Program for Adults
 Private lessons
 Special needs lessons, one on one for people with disabilities
 Squad training
 Bronze Medallion courses
 Resuscitation re-qualification courses
 Aqua aerobics for seniors
 Swimming carnivals, birthday parties including aquarun
 Swim and Survive School LTS program
 Open days

School fun days
 Swim Club programs
 School Holiday intensive LTS
 Training for sports teams
 Outreach programs
 Special event days – for example Red Nose Day, Fathers Day, Mothers Day, Movember, Water Safety Week

Health and Fitness

Strength classes for seniors
 Group fitness classes including Les Mills programs
 Personal training
 Staff development and training programs
 High school group fitness programs

Types of clubs on site

Tuggeranong Vikings Swim Club
 Woden Swim Club
 Vikings Water Polo
 Masters Swimming
 Tuggeranong Vikings Triathlon
 Burley Griffin Canoe Club
 Underwater Hockey
 Special Olympics
 Southside Physiotherapy

Casual groups:

Lake Tuggeranong College
 MacKillop College
 Lanyon High School
 Tuggeranong Sea Scouts
 Aqua Action
 Wetspot Watersports

Rental Agreements

Lakeside Kiosk – is currently leased by Hassan Parvizi. The current lease agreement expires June 30 2012

Address Anketell Street, Greenway 2901 (Block 6 Section 55 Greenway)
 Phone – 6293 3122 Fax – 6293 3129

Usage Statistics

Table 6 - Health Club Membership for the last three (3) years.

Year	Number of Members (at 30 June)
2008-2009	601
2009-2010	852
2010-2011	744

Table 7 - Swim School Membership for the last three (3) years.

Year	Number of Members (at 30 June)
2008-2009	1226
2009-2010	1231
2010-2011	1311

Table 8 - Attendance figures for the last three (3) years.

Attendance			
	2008/09	2009/10	2010/11
Aquatics			
Casual Entries	161,555	274,524	217,598
Swimming Carnivals	9,145	8,954	9,593
Swim Club	22,319	58,069	55,173
Swim School			
Swim School Participant	37,523	74,437	75,055
Schools Program	2,956	17,353	12,101
Health Club			
Gym Entries	29,610	35,826	31,221
Group Fitness	25,844	33,053	30,957
Crèche	5,346	9,202	10,137
TOTAL	295,297	511,418	441,744

Table 9 – Current Bookings

Tuggeranong Vikings Swim Club	Woden Swim Club
Monday – Friday 5.30am-7.30am	Monday-Friday 5.30am-7.30am
Saturday 7am-9am	Saturday 7am-9am
Monday-Thursday 4pm-7pm	Monday and Wednesday 4.30pm-7pm
Friday 4pm-7pm	Tuesday and Thursday 4.30pm-7pm
Club nights last or second Friday of the month	Friday 4.30pm-6pm
	Club nights first Friday of the month
Tuggeranong Vikings Water Polo	Tuggeranong Aussi Adult Swimming Club Inc.
Monday 7.15pm-9.30pm	Thursday 8pm-9pm
Saturday 9.15am-11.30am	Thursday 9.15am-10.15am
	Sunday 5.30pm-6.30pm
Tuggeranong Vikings Triathlon Club	Underwater Hockey
Tuesday and Thursday 7pm-8.00pm	Thursday 8.00pm-9.00pm
Special Olympics	Canoe Polo
Tuesday and Thursday 7pm-8pm	Wednesday 7.30pm-9.30pm
Bond Hydro	Swimschool
Monday, Wednesday, Thursday 8.30am-10am	Monday-Sunday 9am-1pm
	Monday-Friday 3.30pm-7pm

1.1.4 Future Development

Canberra Olympic Pool

COP has been the subject of a major feasibility study, examining options for complete redevelopment of the Centre. COP is currently in an ageing condition and the need for major redevelopment has been well recognised. The Territory is in the process of considering options for carrying out this project, to bring the Centre up to a standard that responds to community needs.

Lakeside Leisure Centre

LLC has provided a high quality facility to the local community since it opened. LLC was refurbished in 2008 and the aquatics side of the facility would now be running at close to capacity, with the potential for development of Health Club memberships. No immediate plans for expansion of LLC are under consideration by the Territory.

1.2 SERVICE DELIVERY - PROGRAM DELIVERY

1.2.1 Program Delivery Vision

- a) To maximise the opportunity for the community to utilise the facilities, space, programs and activities both within the Centres and around the community precincts, thus benefiting from a recreational lifestyle.

1.2.2 Expectations

- a) Each facility is to be defined and positioned to ensure that the local community is aware of its purpose, the type of programs and activities it promotes and that the community based facilities reflect the broad leisure needs of the community.
- b) Each area of the facilities is to have a balanced mix of activities, whether sport, leisure, recreation, social or lifestyle based opportunities, to ensure the greatest appeal to the community. This may include "outreach activities" outside the Centres to encourage the community to participate in recreation and leisure based activities.
- c) The blend of activities between casual, programmed, third party and commercial hire is to be balanced to provide the greatest opportunity for community involvement.
- d) The Contractor is to refer to the *active 2020 – A Strategic Plan for Sport and Active Recreation in the ACT & Region 2011-2020* when developing the service delivery program.
- e) The Contractor will be required to work with the Healthy Food@Sport Project Officer from SRS, to develop a healthy food policy, provide healthy snack and meal choices, hot and cold drinks including water at both aquatic facilities.

1.2.3 Specification

1.2.3.1 Positioning of the Service:

- a) Prior to commencement of the Contract, a service delivery program is to be developed from those currently in place. During the first year, each facility is to be reviewed and redefined (if necessary) in relation to the needs and demographics of their local community and positioned accordingly during the first four (4) months of the new Contract and ready for the new financial year of 2013/14. The demographic profile is subject to change and as indicated in this specification is to be reviewed on an annual basis. The Contractor, in consultation with the Territory, is to develop a positioning statement for the service delivered from each facility as part of the marketing component of the Yearly Service Plan (refer clause 1.3.3.1 (c)).
- b) The program for each facility should be focused on encouraging a customer base that is reflective of the local community. This may include using programs that cross-subsidise each other to encourage utilisation. The customer base/community profile is to be monitored on an annual basis. As part of the Yearly Service Plan, the Contractor must identify how the core program will encourage participation in relation to the community profile.
- c) The overall objectives of the facilities in relation to programming are encapsulated as follows:
 - (i) To provide a structured and coordinated approach to increase participation in all leisure and community based activities, whilst at the same time identifying key target markets;
 - (ii) To provide structured and coordinated coaching development plans for the acquisition of skills in activities (e.g. events, kids' general programs, motor skills etc);

- (iii) To allow a balanced and equitable level of casual access to all activities;
 - (iv) To provide comprehensive school holiday programs of mixed activities; and
 - (v) To provide mixed activity sessions to the key target groups that are identified within the Yearly Service Plan, as approved by SRS.
- d) The Contractor is also to provide kiosk/café services that promote a mix of food and beverage services, which clearly identify and make available a range of healthy options. Food and drink choices need to be in accordance with the Australian Guide to Healthy Eating. The Healthy Food@Sport strategy aims to enable consumers to make better food choices by improving the nutritional quality and increasing the availability of healthier foods and drinks for staff, members and the general public that attend ACT Government aquatics facilities.

1.2.3.2 Facility Programs:

- a) Each facility needs to have a balanced mix of activities between sport, social, leisure, health, lifestyle and wellness based programs and conduct awareness promotions of these programs at each facility. During January 2013 to March 2013 each facility is to be reviewed and repositioned by the Contractor with recommendations made to the Territory's Contract Officer ready for the new Yearly Service Plan, starting 1 July 2013.
- b) As part of the Yearly Service Plan, the Contractor may develop an outreach programming strategy, encouraging activity within and beyond the centres. This could be aimed at promoting community activities and events to groups that may not have access or would not readily associate themselves with each facility.

1.2.3.3 Facility Management:

- a) Each area of the facility needs to have a balanced mix of delivery methods for activities, including:
 - (i) Casual Use

No one area of the facility can be constantly excluded from community use because of the type of programming employed.

Casual use of the pool must be available at all times during opening hours.

Minimum of two (2) lanes to be available in the pool for lap swimmers at all times at both facilities.
 - (ii) Programmed Use

Each area of the facility can be programmed at certain times, whether that is to run classes, courses, activities or events to encourage group uptake within the community. There needs to be a balance so that the community can be encouraged to participate in these programmed or other casual use sessions.

(iii) Third-Party Hirings

The ability for third parties to book facilities to promote particular programs and activities needs to ensure that no one in the community is excluded from such program usage.

(iv) Secondary, Commercial and Complementary Services.

Any such services, bookings or hiring should be encouraged, but need to be agreed with the Territory's Contract Officer to ensure minimal disruption to the Community based 'Core Program'.

(v) Tenancies

All existing tenancies will expire by 30 June 2012. The incoming Contractor may wish to negotiate with the current occupants.

- b) The Contractor is responsible for ensuring that all equipment, facilities and sporting goods are available for use by the customers. The equipment must be in good working and safe order and used in accordance with the manufacturer's instructions.

c) Opening Hours:

Minimum opening hours of the facilities are as follows and cannot be varied without approval from the Territory.

Canberra Olympic Pool - Minimum Opening Hours:

	Peak – 1 Nov-31 March		Off Peak – 1 April - 31 October	
	Indoor	Outdoor	Indoor	Outdoor
Mon-Fri	6.00am – 9.00pm	10.00am – 8.00pm	6.00am - 8.00pm	Closed
Sat	7.00am – 7.00pm	8.00am – 7.00pm	7.00am – 7.00pm	Closed
Sun	8.00am – 7.00pm	8.00am – 7.00pm	8.00am – 7.00pm	Closed

Lakeside Leisure Centre - Minimum Opening Hours:

Mon – Fri	5.30am – 9.30pm
Sat	7.00am – 7.30pm
Sun	7.00am – 7.30pm

1.2.4 Exclusivity for Learn to Swim Programs

- a) The Contractor may offer learn to swim programs at LLC and COP exclusively. For the avoidance of doubt, the Territory will not require the Contractor to permit any other person to operate a learn to swim program at the LLC or COP.

1.2.5 Membership

- a) The Contractor must not offer any membership arrangements which include rights to use the facilities at COP and/or LLC as well as facilities other than those at COP and/or LLC. For the avoidance of doubt, the Contractor must seek the Territory's prior written approval before offering any memberships or other rights to use the COP and/or LLC facilities.

1.2.6 Conflicts of Interest

Without in any way limiting or affecting any obligations of the Contractor set out in this Contract, the Contractor must at all times use their best endeavours to:

- a) promote the full utilisation of all of the COP and LLC facilities (including pool and gymnasium) by members of the public;
- b) maximise associated revenue opportunities for use of the facilities at COP and LLC; and
- c) must not have regard to any other competing business or operation in which the Contractor or any associated entity of the Contractor (as that term is defined in the *Corporations Act 2001* (Cwth)) has any interest. For the avoidance of doubt, this item 1.2.6 c) does not derogate from the obligations of the Contractor in terms of clause 1.29 of the Contract.

1.2.7 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan (see clause 1.3.3.1), the Contractor is to provide an outline that is to include as a minimum:
 - (i) a review of the program with recommendations for any changes, facility by facility, to meet the changing needs of the community;
 - (ii) no changes to be made to programming or structure or programs without the written approval of the Territory's Contract Officer; and
 - (iii) program variations to accommodate any research/customer feedback that has not already been addressed.

1.3 BUSINESS PLANNING AND PERFORMANCE REVIEWS

1.3.1 Vision

- a) To provide high quality, safe, reliable and affordable services and experiences to the community. To develop a joint understanding and commitment between the Territory and the Contractor to the vision and direction of each facility.
- b) Emphasis is to be placed on the integrated approach by the Territory and the Contractor to the planning and delivery of recreation and leisure through effective marketing, planning, delivery, management, monitoring and reviewing of the Service, in accordance with the needs of the community.

1.3.2 Expectations

- a) The Contractor is to develop a community focussed leisure plan for each facility that identifies and reflects the needs of that community.
- b) The Contractor is to produce a Yearly Service Plan ready for implementation the following September, for each facility and any cross-facility or provider programs, that they are responsible for or involved with.
- c) The monitoring and review of the Yearly Service Plan, the performance of the Contract and the quality and effect of service provision is to be monitored by the Contractor with involvement by the Territory to assure itself that quality outputs and outcomes are being achieved.

1.3.3 Specification

1.3.3.1 Yearly Service Plan

- a) The Contractor is to develop and produce a Yearly Service Plan in consultation with the Territory's Contract Officer, stakeholders and possibly other Contractors involved in the delivery of recreation services for the ACT Government. The Yearly Service Plan is to review the past year and also provide plans for the next year. The Yearly Service Plan is to include, but not be limited to:
- (i) Section 1: Executive Summary
 - (ii) Section 2: Service Review (for each facility separately)
 - a) Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
 - b) Financial assessment and approved fees and charges
 - c) Risk analysis (Financial; OH&S and Operational; PR; Environmental; social etc) (see clause 1.7.4)
 - d) Gap analysis (see clause 1.5.4)
 - e) Independent assessments eg. CERM (Centre for Environmental and Recreation Management, University of South Australia), RLSS (Royal Life Saving Society), NATA (National Association Testing Authorities) and Pool Quality.
 - (iii) Section 3: Management of the Service
 - a) HR Plan (see clause 1.4.7)
 - b) Community/customer research (see clause 1.5.4)
 - c) Operational Action Plan (see clause 1.6.4)
 - d) Asset Management Plan (see clause 1.8.4)
 - e) Pricing review, budget and recommendations (see clause 1.9.4)
 - f) Marketing Plan (see clause 1.10.4)
 - (iv) Section 4: Service Delivery
 - a) Service Delivery program plan review and proposals (see Section 1.2)
 - (v) Section 5: Service Performance
 - a) Business development, performance improvement and areas of innovation (see Section 1.3)
- b) The Yearly Service Plan is to be provided to the Territory in draft format by the beginning of April and the final document by the end of May of each year.
The first Yearly Service Plan, to cover the period 1 July 2012 to 30 June 2013 is to be submitted to the Territory by 30 May 2012.
- c) The Contractor must implement the Yearly Service Plan approved by the Territory in accordance with its terms. The Yearly Service Plan may not be varied without the Territory's written approval.

1.3.3.2 Monitoring and Review Program

- a) The Contractor is to be able to demonstrate monitoring and records of service levels of all key aspects of service delivery and how the service is managed. Within three (3) months of beginning the Contract, the Contractor must develop a yearly monitoring and compliance schedule for the Territory that identifies at least all of the management and service monitoring outputs.
- b) The Monitoring Program and Review is to become the backbone of the Territory's and the Contractor's monitoring system and is to cover the following areas:
 - (i) Compliance obligations (eg. Insurances, conditions of contract objectives, management outputs);
 - (ii) Technical monitoring (eg. Site visits measuring the technical quality of service being delivered- including external NATA approved pool tests, Independent quality system.);
 - (iii) Customer monitoring (eg. Mystery customer visits; CERM PI's; customer feedback system; site inspections, focus groups); and
 - (iv) Marketing/programs, an assessment of exploiting opportunities and implementation of given strategies.
- c) There are to be monthly meetings between the Territory's Contract Officer and the Contractor's Representative to discuss the operational performance of the Contract at each facility.
- d) A quarterly review of the Contract is to be held between both parties including senior and operational managers from the Territory and the Contractor in:
 - (i) third week of October (for the performance of July-September);
 - (ii) third week of January (for the performance of October-December, including a six (6) month review);
 - (iii) third week of April (for the performance of January-March); and
 - (iv) third week of July (for the performance of April-June).

The quarterly review is to reflect the set agenda that forms the 'quarterly report format', that is to be agreed with the Territory's Contract Officer.

1.4 HUMAN RESOURCES MANAGEMENT

1.4.1 Vision

- a) To provide high quality services and experiences to the community by engaging qualified, experienced and empowered staff. Emphasis is to be placed on the extent to which people at all levels are engaged in the continuing improvement process to enhance systems, staff and the outcomes for service delivery.

1.4.2 Expectations

- a) The Contractor must employ qualified, experienced and competent staff appropriately resourced to fulfil the obligations of the Contract with a strong customer service focus.
- b) The Contractor is to meet its legal, statutory and any Government Policy obligations to its staff and work to industry best practice.
- c) The Contractor is to assist staff to optimise their performance and to provide them with every opportunity to make a personally satisfying contribution to achieving the goals of the Contract.
- d) The Territory is committed to continually reviewing policies and procedural guidelines, to assist the Territory and Contractor to strive for "Best Practice". During the Contract term, the Territory is to provide advice to the Contractor's key personnel on any new or existing Territory policies or procedural guidelines that the Contractor may need to be aware of in providing this service.

1.4.3 Specifications

1.4.3.1 Staffing Levels

- a) The Contractor is to appoint a Contractor's Representative who is able to strategically guide and develop the service provision across both of the facilities. The Contractor's Representative is to be employed full time with the Contractor and have appropriate experience and knowledge to work with the Territory at a strategic level.
- b) The Facility Manager, or a suitably qualified, competent and experienced Duty Manager, with Level 2 first aid qualifications, must be available on site at all times during the operating hours of the facility. During aquatic facility opening hours the Duty Manager must hold a current Operation of Aquatic Facilities qualification or other equivalent set of accredited competencies, previously agreed with the Territory's Contract Officer.
- c) The Contractor is to ensure that an appropriate number of staff are on duty, at any given time, to resource the activities and programs taking place within the facility. This is to ensure quality service standards and the safety of all patrons and staff.
- d) The Contractor, is to ensure that there are a minimum of two (2) qualified pool lifeguards on duty at all times whilst any pool is available for use. At all times that any pool is available for use, there must be at least one (1) pool lifeguard supervising the aquatic area. The second person must remain easily contactable, using radio communication systems, to provide immediate help and assistance to the pool lifeguard on duty. The second lifeguard (fully qualified) must have the ability for immediate contact and access to the Pool and must not be delayed by being part of any other job that could cause a delay.
- e) The Territory requires supervision in excess of the minimum Royal Life Saving Society (RLSS) Guidelines for Safe Pool Operations. The Territory requires the lifeguard to patrons in the water ratio to be a minimum of one (1) lifeguard to fifty (50) patrons at all times and sites at each facility. Patrons in the pool in a specific class or activity session with a dedicated instructor are included in the

ratio specified above. The same factors that alter the RLSS recommended ratio might also require further supervision beyond the minimum 1:50 ratio.

1.4.3.2 Staffing Qualifications

- a) The Contractor is to obtain a satisfactory police check for all staff engaged at any of the facilities detailed in this Statement of Requirements (SOR), before commencement of employment. Where this is not possible, staff working in areas other than those detailed below, can commence employment providing that a police check request has been submitted to the appropriate police authority. Any staffs working as a child care worker, activity instructor or with children in an environment that does not have direct supervision, MUST have a satisfactory police check PRIOR to employment.
- b) All staff employed must be adequately qualified and experienced to ensure the safety of customers and ensure the quality of the service achieves the minimum specified and/or expected levels. These qualifications must be kept current. The Territory requires the following essential criteria in relation to experience and qualifications of staff to be maintained by the Contractor as a minimum:
 - (i) Contractor's Representative and/or Facility Manager
 - a) Significant, relevant and demonstrated experience working at management level;
 - b) Relevant qualifications in recreation/business related area e.g. Degree or Diploma or demonstrated ongoing training is highly desirable;
 - c) Staff supervision and development experience;
 - d) Proven ability and experience to coordinate and develop community involvement;
 - e) Operation of Aquatic Facilities Certificate; and
 - f) Risk Management qualification
 - (ii) Duty Managers (including Facility Managers who act in a Duty Manager's position)
 - a) Relevant supervisory experience working in a similar industry;
 - b) Ability and experience to deal with a variety of customer and community events;
 - c) Ability and experience in dealing with difficult customers;
 - d) Current Pool Lifeguard License and Level 2 First Aid;
 - e) Operation of Aquatic Facilities Certificate or agreed equivalent; and
 - f) Risk Management training.
 - (iii) Pool lifeguards/ Leisure Attendants
 - a) Ability to provide quality supervision, handle emergencies, deal with difficult customers;
 - b) Ability to deal with young people and disruptive patrons;

- c) Current Pool Lifeguard License and Level 2 First Aid qualifications; and
 - d) On site incident training completed monthly.
- (iv) Customer Service
- a) Ability to provide quality service and information, handle emergencies, deal with difficult customers;
 - b) Ability to deal with all people;
 - c) Ability to communicate in a courteous and efficient manner; and
 - d) Core Customer Service Training.
- (v) Fitness Instructors
- a) Fitness ACT Fitness Instructor's Certificate or relevant qualification accredited by Fitness ACT.
- (vi) Swim teachers
- a) AustSwim Teaching of Swimming and Water Safety Course Certificate; and
 - b) For Specialist activities, an appropriate AustSwim extension.
- (vii) Other Coaches/Teachers/Instructors
- a) Coaches and instructors who are employed to take courses and activities should have a current valid qualification recognised by the peak body of that sport or discipline to the level that is being coached.
- (viii) Café Staff
- a) Relevant skills and experience as described by current legislative requirements.
- (ix) All Staff
- a) Level 2 First Aid (except cleaning staff);
 - b) Police check;
 - c) Induction program: Includes facility orientation, health and safety, emergency procedures, customer service expectations; and
 - d) Legislation specific to their roles (eg. food hygiene, chemical handling etc).
- c) Any alternative or complementary qualifications must be based around the Community Recreation Industry Competency Training Standards as agreed with the Territory's Contract Officer.
- d) The Contractor is also required to submit prior to the commencement of each season details on how and when lifeguards are to be engaged and risk assessments to determine effective lifeguarding positions and procedures for all aquatic areas and activities as agreed with the Territory's Contract Officer.
- e) The Contractor is required to keep an up to date register of all staff qualifications, including 'on site' training and incident training (minimum of

monthly training) completed. Current copies of qualifications for all pool supervision staff must be held on site, as per RLSS guidelines. Records of all staff are to be open for inspection by the Territory's Contract Officer. Staff are required to be trained to accepted industry standards for their particular area of work.

- f) The Contractor is to submit a list of emergency call out details for the Contractor's Representative, Facility Managers and other members of staff to be contacted in an emergency. The Contractor is to ensure that these details are updated monthly. The listing should also include sufficient contact details to ensure that at least one (1) member of the Contractor's staff is always contactable.

1.4.4 HR Obligations on the Contractor

- a) The Contractor must meet all Commonwealth and Territory statutory obligations and any Territory Policy requirements to its staff and work to industry best practice.

1.4.5 Standard of Dress/Uniform and Staff Identification

- a) The Contractor is to provide uniforms that must clearly distinguish staff from users and ensure high visibility.
- b) The Contractor is to ensure that all items of uniform are properly worn, maintained and replaced at a frequency to ensure a continued professional appearance.
- c) The Contractor is to ensure that no staff engaged in any occupation within the facilities are to bear any material advertising the product or services provided by the Contractor or of any other company, product or service without the written consent of the Territory's Contract Officer.
- d) All staff are to wear a name tag with their first name and job title clearly detailed.

1.4.6 Staff Training and Development

- a) The Contractor is to ensure that all staff training is kept up-to-date to ensure that all aspects of the Contract can be achieved. In addition, a development and appraisal scheme is to be employed for all full and part-time staff within each facility.
- b) The Contractor is responsible for the staffing of each facility to ensure that the implementation of a site specific Emergency Action Plan (EAP) can be delivered as specified in the RLSS Guidelines.
- c) The Contractor is to make arrangements to train all staff as appropriate in the specified EAP and emergency procedures. A record of attendance at these ongoing sessions for individual staff must be kept on site. The Contractor is to ensure that all staff at each facility are able to respond effectively to emergency situations. The cost of Contractor's staff attending training sessions is the responsibility of the Contractor.
- d) The Contractor is to detail the frequency of emergency drills and incident training to be completed in the Yearly Service Plan and is to maintain detailed records of the performance of staff in the effectiveness of implementing the

plan. The Territory's Contract Officer, at his/her discretion, may arrange with the Contractor impromptu drills as is considered necessary and appropriate to evaluate staff response times and performance.

1.4.7 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan the Contractor is to provide an HR Plan, which is to include as a minimum:
 - (i) Staffing matrix and hierarchy;
 - (ii) Training plan detailing the training requirements for the year by job role and individual;
 - (iii) Shift rosters to demonstrate total coverage; and
 - (iv) Details of frequency for emergency drills and incident training to be undertaken at individual facilities.

1.5 CUSTOMERS AND THE COMMUNITY

1.5.1 Vision

- a) To optimise the relationship between all parties, the Territory, through the Contractor needs to identify and understand community and visitor needs, to be able to define the market for the products and services to be promoted and delivered.
- b) The community demographics and needs are often subject to change and processes will need to be undertaken to ensure that the Contractor understands these changes and can maintain and improve the relevance of facilities and recreational programs offered to the community. The approach to customer service interaction is also an important part in the process of dealing with the community. The Territory is dedicated to the provision of quality customer service, through the Contractor.

1.5.2 Expectations

- a) The Contractor is to be responsible for ensuring that it has a strong understanding of the local community, demographics, recreational, leisure and lifestyle needs, so that it anticipates, identifies, responds to and satisfies the needs of the community.
- b) The Contractor is to be responsible for ensuring that community needs are identified and a market assessment is conducted to identify the viability of a proposed range of programs and activities.
- c) The Contractor is to be responsible for managing customer and stakeholder relationships to attempt to engage the community and improve their awareness and opportunity for lifelong participation. This process should maximise the retention of existing customers and stakeholders.
- d) The Contractor is to be responsible for ensuring that the agreed processes for measuring customer satisfaction and needs are implemented and that information from this process is utilised to continuously improve service delivery.

- e) The Territory is to ensure that updates of community information gathered by the Territory is actively sourced and shared with the Contractor. This information is to be used at regular meetings held between the Contractor and the Territory's Contract Officer to assist in strategic development of the service.
- f) **NOTE:** SRS obtains a Level 2 report from Centre for Environmental and Recreation Management (CERM), University of South Australia each year for each of its pools, which provides information on catchment, population characteristics and performance of each centre against previous years and other similar centres.

1.5.3 Specification

1.5.3.1 Community and Market Identification

- a) The Contractor is to undertake an initial assessment of the catchment of each facility to gain an understanding of the community as part of the Tendering process. This should facilitate an accurate positioning of each of the facilities and services to be developed. Thereafter, the Contractor is to submit the catchment analysis on an annual basis, as part of the Yearly Service Plan.
- b) The Contractor is to review the catchment analysis in relation to the demographic profile of current users and provide a gap analysis between the catchment and user profile. The catchment analysis for this Tender process, is to be reviewed and updated prior to being presented at the first quarterly management meeting with the Territory's Contract Officer, to agree the leisure priorities for the service provision. Thereafter, the gap analysis is to be submitted by the Contractor on an annual basis, as part of the Yearly Service Plan.
- c) The Contractor is to demonstrate in the Yearly Service Plan how the program audience and participants reflect the catchment and gap analyses.
- d) The Territory is to provide community information and data, where such information exists, to assist the Contractor in completing or updating the analysis. The Contractor may be required to source additional information to complete this analysis to the satisfaction of the Territory's Contract Officer.

1.5.3.2 Community Consultation

- a) Each facility shall develop an 'Advisory Panel', which is made up of community/customer representatives and stakeholder groups. The success and drive of these panels vary from facility to facility. The purpose of these panels is as a consultation and steering panel for the community to provide feedback on the recreation and leisure needs of the local community. The Territory will provide a draft "Terms of Reference" as a guide for the Advisory Panels to work to.
- b) The Contractor is responsible for maintaining the continuation of these panels and recruiting new members as necessary in agreement with the Territory's Contract Officer. The panel is to comprise five (5) community representatives, the Facility Coordinator and other members of staff from the Contractor as and when appropriate. The Territory's Contract Officer is to attend the advisory meetings. The Territory reserves the right for other members of staff to attend the meetings. It is envisaged that the Advisory Panel will meet twice yearly, unless specific issues dictate otherwise or when the Territory's Contract Officer

requires more frequent meetings. The Contractor is to be responsible for providing secretarial services for the Advisory Panel meetings and ensuring that an appropriate record is kept of each meeting and forwarded to the Territory's Contract Officer. The record of these meetings should also detail any actions to be taken to address issues raised.

- c) The individual facilities form a very important focal point for the local communities in which they are located. The facilities therefore, have a key role to play in the development of the social fabric in these localities. Traditionally the facilities have developed strong relationships with a range of local agencies and stakeholders. The Contractor is required to broaden and strengthen these networks with a wide range of local agencies and organisations. Each quarter, the Contractor is required to detail all meetings with stakeholders eg schools, local and national agencies with outcome summaries. It is envisaged that key community stakeholder groups are to be met with at least yearly to discuss issues related to maximising the relationship and benefits to the community.

1.5.3.3 Measuring Customer Satisfaction

- a) The Contractor is responsible for developing and implementing a facility specific customer comment and feedback system. The system is to encourage feedback, both positive and negative and the results are to be included in the monthly report to the Territory's Contract Officer, along with actions taken to resolve any issues. The system is to ensure that any customer comments received are appropriately recorded and forwarded to the relevant line manager or member of staff for action. The system must be able to process external letters, document verbal feedback and include a formal 'Comments and Feedback' process. All operational and management issues are to be responded to by the Contractor with policy issues being referred to the Territory's Contract Officer for consideration and response.
- b) The Contractor is to engage CERM at their own expense to carry out an annual survey on both facilities each January/February. The Territory has determined performance standards from the Customer Satisfaction Questionnaire (CSQ), based on industry benchmarks, the Contractor must achieve. These will be based on the facility's performance against the median score for selected CSQ indicators for the particular class of centre in the previous year. These indicators are: centre cleanliness, pool water cleanliness, staff responsiveness, information availability, activity range, and equipment quality and maintenance.
- c) The Contractor is to conduct a minimum of 200 surveys at each facility (these can be either online or hard copy surveys). If this cannot be completed over January-February the Contractor will bear the cost of independent data collectors.
- d) If the Contractor does not achieve the level of performance outlined above, the Contractor must supply a report to the Territory's Contract Officer within 21 days of receiving the CERM Report, outlining the action the Contractor has taken or intends to take to achieve them in the future. The report needs to be of sufficient detail and quality to provide the Territory Contract Officer with assurance that performance will improve; else the Contract may be ceased early.

1.5.3.4 Public Order

- a) The Contractor is to ensure that there are adequate resources within the facilities at all times to maintain public control for the safety and well being of all members of the public visiting the facility. When considered necessary, users of any facility may be required to leave the facility because they are causing a nuisance or danger to other members of the public, staff or themselves. This needs to be managed by the Contractor with minimal disruption to all concerned and in accordance with industry best practice. The Contractor is to ensure that an agreed procedure is communicated to all staff so that it can be applied in a consistent and equitable manner during the term of the Contract.
- b) The Contractor is to maintain a register at each facility of all persons who have been asked to leave or refused entry into any of the facilities within the Contract, including an explanation and rationale as to why this course of action was required. The Register is to be made available to the Territory on request.
- c) Any incident or accident involving the attendance of the emergency services or third party agencies is to be notified to the Territory's Contract Officer within 24 hours through the appropriate incident reporting procedure. The Contractor is to contact the Territory's Contract Officer immediately if any incident is liable to generate negative press for the Territory.

1.5.3.5 Customer Service Charter

- a) The Contractor is to develop a Customer Service Charter for each facility one (1) month prior to the commencement of the Contract. Once approved by the Territory's Contract Officer, the Charter must be prominently displayed at each facility.
- b) The Charter is to clearly state the commitment of the Territory and the Contractor in providing quality facilities, services and programs to meet the needs of the community. This is to be developed in line with the ACT Government Customer Service Standards.
- c) The Charter is to detail:
 - (i) The key quality standards that the customer should receive;
 - (ii) The customer obligations whilst using the facility;
 - (iii) The customer feedback system that is available to all customers and how any recourse is to be applied if appropriate; and
 - (iv) Date of Review.

1.5.3.6 Customer Retention

- a) A strong customer base is essential for continuous growth and sustainability of both the facility and services provided. The Contractor must adopt a strong retention strategy to optimise the experience for the customers and encourage their repeat visitation.
- b) The data for each facility must be able to measure the customer base, the frequency of visitation and have the ability to gross up or drill down within the data to establish emerging trends and patterns. The Contractor is to utilise this analysis to develop a retention strategy that is to enhance retention for key areas at all facilities by an agreed rate per annum and this should be detailed in the Yearly Service Plan. A quantity survey (25%) of all members that have not

renewed their membership must be conducted and the report and subsequent action plan shared with the Territory within 28 days of the quarter's end.

1.5.4 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan, the Contractor is to provide a Customer and Community review, which is to include, as a minimum:
 - (i) A catchment analysis for each facility;
 - (ii) A gap analysis to identify any variations between the current customer profile at each facility and the profile of the community identified in the catchment analysis;
 - (iii) Review of program audience and participation and demonstrate how they reflect the catchment and gap analyses;
 - (iv) An analysis of the community consultation data collected from Advisory Panel meetings, non user surveys, stakeholder meetings, open forums and any other data collected during the previous financial year. This analysis is to be accompanied with an action plan to address any significant issues;
 - (v) An analysis of available data and comment on emerging trends from customer satisfaction reports and the customer comments and feedback system to define current customer satisfaction. This analysis is to be accompanied with an action plan to address any significant issues; and
 - (vi) An analysis of customer retention/visitation trends and the proposed strategy to improve the retention/visitation numbers for the following year by an agreed rate per annum.

1.6 QUALITY MANAGEMENT AND OPERATIONAL SYSTEMS

1.6.1 Vision

- a) The Contractor and the Territory are to have a quality management and operational system in place that is integrated between both parties to ensure that there is consistency in the way the service is delivered and managed.
- b) The Territory is to work closely with the Contractor to encourage innovation and continuous improvement through the monitoring, reviewing and benchmarking the management of service delivery.

1.6.2 Expectations

- a) The Contractor is to develop a quality management and operational system specific to each facility, which can be audited by the Territory or a third party. The system is to be accessible by ALL staff in the areas of the facilities that they work.
- b) That there is an integrated approach to encouraging innovation and continuous improvement through the monitoring, reviewing and benchmarking of the management and delivery of services.
- c) That the Contractor manages subcontractors or sub-leases with the same due diligence that it would its own staff, ensuring that only qualified, proven and insured subcontractors are selected and that they are managed against the Contractor's quality management and operational system.

1.6.3 Specification

1.6.3.1 Contract Management Program

- a) During the three (3) months prior to commencement of the contract, the Territory's Contract Officer and the Contractor are to develop a 'Contract Management Program' that identifies all contractual and service deliverables, along with compliance outputs for both parties. The purpose of developing the Contract Management Program is to ensure that the energies and resources of 'all parties' are 'pulling' in the same direction. This is achieved by having clearly defined and unambiguous responsibilities and outputs defined and documented by both parties. These responsibilities are to address operational, managerial and strategic work practices of both parties.
- b) The Program is to be structured in five (5) sections;
 - (i) Compliance outputs
Detailing responsibilities of each party in concise output terms that are understood, with agreement between the Territory and Contractor on how it can be demonstrated.
 - (ii) Summary of all information held in the facility
A summary of all management information is to be held on site for review, inspection and or assessment.
 - (iii) Reporting summary
A detailed list of all reportable items, their content, frequency and responsibility against each area of the Contract.
 - (iv) Inspection/assessment schedule
Schedule of assessments by both parties (individually or jointly) against each key area of output or processes.
 - (v) Procedural manual
A list of what corporate and site procedures are used against each key area of output or process.
- c) The monitoring of the Program and associated systems is to include:
 - (i) Systems/procedural audits
Check that all procedures are in place and address all the relevant areas. Audits are to ensure the deployment of systems and review their effectiveness.
 - (ii) Procedural manual
A list of what corporate and site procedures are used against each key area of outputs or process.
 - (iii) Inspections
Site inspections to measure against technical outputs or perceived outcomes through the eyes of the customer.

1.6.3.2 Quality Management and Operational System

- a) To achieve the Management Program the Contractor needs to have a comprehensive quality management and operational system that is specific for each facility. This system is to be communicated to all levels of staff and applied by all staff in a consistent manner.
- b) The system is to cover all aspects of the business and facilitate auditing by the Territory in accordance with the Management Program and good management practice. The system is to be formally reviewed at least yearly and any improvements documented and introduced.
- c) The Contractor is to arrange for annual NATA and RLSS Assessments at each facility.

1.6.3.3 Innovation and Continuous Improvement

- a) The Territory wishes to encourage continuous improvement and innovation of the service in its delivery and management. To assist with this, the Contractor and the Territory's Contract Officer are to formally meet quarterly to review all trends, issues and opportunities, and produce an action plan that is to take the services forward.
- b) Any areas that are identified for improvement are to be benchmarked against an appropriate organisation by the Contractor to identify how the management or delivery of the service can be improved.
- c) The Contractor is encouraged to submit the facilities, programs and/or innovation programs for industry awards, to improve the recognition and perception of Territory facilities and the Contractor reputation within the industry.

1.6.3.4 Management of Subcontractors

- a) The sourcing of subcontractors and subsequently quality control must be documented and approved by the Territory's Contract Officer.
- b) The Contractor must keep a register of all subcontractors and third parties that use or work at the facility on a daily basis, and this register should state how the work has been quality controlled.

1.6.4 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan the Contractor is to provide an Operational Action Plan that focuses on analysing the operational trends and management issues, together with a continuous improvement plan for each area of the business.
- b) The plan is to include, as a minimum:
 - (i) Results of the audits and reviews conducted throughout the year in relation to quality management and operational systems;
 - (ii) Audit and monitoring cycle for the coming year on quality procedures and systems;
 - (iii) Quality improvement recommendations for:
 - a) Systems, policies, procedures, protocols and the Integrated Management Program adopted in the facilities.

- b) Issues related to results from management benchmarking against best practice.
- c) Action plans from third party assessments; and
- (iv) Subcontractor performance and protocols.

1.7 RISK AND SAFETY MANAGEMENT

1.7.1 Vision

- a) To ensure the health and safety of the Contractor's staff, its Sub-Contractors, suppliers, the community and users of the facilities.
- b) The Contractor must comply with the *Work Safety Act 2008* (ACT), associated legislation, regulations, codes of practice and any other obligation in law relating to health and safety.
- c) The Territory is committed to providing a safe environment at each of the facilities.

1.7.2 Expectations

- a) The Contractor is required to manage the facilities in such a manner so as to provide an environment for its employees and members of the public that is safe and without risk. This is to be achieved in accordance with the General Conditions of Contract and RLSS Guidelines for Safe Pool Operations and all statutory obligations, Australian Standards and Industry Best practice.
- b) The Contractor must inform itself and be aware of the implications of all Occupations Health and Safety (OH&S) and risk policies, procedures or measures adopted by the Territory and comply fully.
- c) The Contractor must develop emergency action and incident plans at each facility that are clearly communicated to all levels of staff to minimise personal injury and loss to staff, customers and the community.
- d) The Contractor is required to conduct a risk management assessment, in accordance with HB 246-2010 Guidelines for Managing Risk in Sports and Recreation, on an annual basis at both a strategic and operational level, to minimise risks to the public, staff, subcontractors, volunteers, the Contractor and the Territory.

1.7.3 Specification

1.7.3.1 General Occupational Health and Safety Requirements

- a) The Contractor must provide and maintain, so far as is practicable an environment that is safe and without risks to health, for:
 - (i) All members of the public, users, persons working at, or visiting the facilities;
 - (ii) Persons in adjacent properties and the public at large; and
 - (iii) Those members of the public who, for any reason, enter the facilities.

1.7.3.2 OH&S Policy and Management

- a) The Contractor must establish and implement an OH&S Management System which ensures compliance with the Work Safety Act 2008; the Dangerous Substances Act 2004; and other relevant legislation, regulations, local laws and by-laws, codes of practice, Australian Standards, and any policies and procedures of the Territory applicable to this Contract or the performance of the Services.
- b) The Territory's Contract Officer prior to the commencement date of the Contract must approve the OH&S Management System. The Contractor must make any amendments to the OH&S Management System, which may be directed by the Territory's Contract Officer.
- c) The OH&S Management System is to include as a minimum the Contractor's:
 - (i) OH&S policy and objectives;
 - (ii) Organisational structure and OH&S responsibilities;
 - (iii) Details of safe working practices and procedures to be implemented at both facilities;
 - (iv) OH&S training and induction records;
 - (v) OH&S auditing and inspection procedures;
 - (vi) OH&S consultation procedures;
 - (vii) OH&S performance monitoring; and
 - (viii) Comprehensive Risk Assessment of each facility.

1.7.3.3 Health and Safety Workplace Inspection and Audit

- a) The Territory will need to monitor the health and safety systems of the Contractor. Inspections of Contractor systems and operations may be conducted by the Territory in conjunction with a representative of the Contractor. This approach is to enable discussion and resolution of issues as they are identified. The Territory may seek assistance from specialist health and safety staff, to be available during and after the inspection, to give advice on health and safety issues.
- b) During the inspections detailed in this section, the Territory is entitled to review and audit:
 - (i) Compliance by the Contractor with occupational health and safety obligations;
 - (ii) The Contractor's health and safety systems and compliance with those systems;
 - (iii) Compliance by the Contractor with health and safety directions by the Territory's Contract Officer; and
 - (iv) Any procedures or work practices adopted by the Contractor, which have health and safety implications.
- c) For the purpose of the review and audit function, the Territory is to be given access to all records and documentation and be entitled to speak to any officer, employee or agent of the Contractor, including those of any subcontractor.

- d) The Contractor must undertake regular OH&S inspections of all the facilities in accordance with the frequency identified in each Facility's Risk Management Plan, to ensure compliance with the OH&S Management System approved by the Territory's Contract Officer.
- e) The Contractor is to provide the following information in the form of a Contractor OH&S Management Report, at the monthly meetings:
 - (i) Number of lost time injuries reported in the month and a summary of incidents, accidents and injuries sustained by members of the public;
 - (ii) Working days lost due to injury in the month;
 - (iii) Current status of any injured personnel, damaged property or environmental damage or pollution occurring during the month;
 - (iv) Status of the implementation and outcomes of corrective actions undertaken as a result of investigations, OH&S inspections and risk assessments;
 - (v) Status of OH&S management systems audits undertaken during the month; and
 - (vi) Details of any provisional improvement notices issued during the month.
- f) The Contractor is to, when requested by the Territory's Contract Officer, provide reports on OH&S inspections, audits or assessments undertaken during the course of the Contract.
- g) The Contractor is to engage the RLSS to conduct a Multi Point Safety inspection of the aquatic components of each facility on an annual basis. This inspection is to be undertaken in November of each year. The Contractor is to forward a copy of the assessment to the Territory's Contract Officer within seven (7) days of receipt, together with an action plan of how the recommendations are to be implemented.

1.7.3.4 Non Compliance

- a) The Contractor must promptly, at its own cost, undertake measures directed by the Territory's Contract Officer to comply with its occupational, health and safety obligations and the Contractor Health and Safety Plan. If the Contractor disputes the necessity to do so, it may refer the matter to the relevant authority for a ruling on the necessity of the subject measures. If the health and safety issue is related to an item that is defined as the Territory's responsibility as detailed in Section 2.8 Asset Management, then the Contractor will not be liable for any costs to remedy the situation.
- b) In accordance with the General Conditions of the Contract, the Territory's Contract Officer may suspend whole or part of the Services offered until such time as the Contractor has complied with its occupational health and safety obligations. The suspension is to be effective regardless of whether the Contractor disputes the necessity for the suspension. Any costs arising out of such suspension are to be borne by the Contractor.

1.7.3.5 Accident Reports, Records and Investigations

- a) The Contractor is required to provide details of any incident/accidents in the monthly reporting system or on request by the Territory Contract Officer and

actions taken to prevent future occurrences of the incident. In conjunction with the Territory, all OH&S data is to be reviewed on a quarterly basis to identify any emerging trends.

1.7.3.6 Safe Working Practices and Procedures

- a) The Contractor is to ensure that safe operating procedures or specific work instructions are developed and customised as necessary for each of the facilities.
- b) All safe operating procedures and work instructions related to any aquatic environments are to comply with a current copy of the Royal Life Saving Society's (RLSS) Guidelines for Safe Pool Operations, except where this contract specification specifically exceeds these guidelines, in which case this specification is to prevail.

1.7.3.7 OH&S Training

- a) The Contractor is to ensure that OH&S training is an integrated part of the training plan developed and presented as part of the Yearly Service Plan. The plan is to address training requirements in line with the Contractor OH&S Management System, organisational structure and OH&S responsibilities.

1.7.3.8 Health and Safety Consultation

- a) The Contractor is to establish a Designated Work Group for each facility. This Group is to function in accordance with the Work Safety Act 2008.
- b) The OH&S Management System implemented by the Contractor is to encourage employees at all levels of the organisation to actively engage in the continual review of OH&S matters and facilitate the opportunity for input into the decision making process of OH&S matters.
- c) The Contractor is to ensure that OH&S performance and compliance with the OH&S Management System is regularly reported to staff at all levels of the Contractors Organisation.

1.7.3.9 No Smoking Policy

- a) The Contractor is to comply with the Territory's policy of maintaining a smoke free work place for the benefit of all the Contractor's employees, subcontractors, the Territory's employees and the general public. This policy equally applies to any external grounds that are part of the facility's enclosure.

1.7.3.10 Alcohol and Drugs

- a) The Contractor is to ensure that its employees, subcontractors and agents are not affected by alcohol or drugs in the delivery of this Service. Consumption of alcohol by an employee in the course of carrying out their duties is prohibited in this Contract.

1.7.3.11 Risk Management

- a) During the first three (3) months of the Contract the Contractor is to conduct a risk assessment for each facility and develop an initial Risk Management Plan that addresses the following:
 - (i) A Risk Management Register for each facility; and
 - (ii) Identification of all forms of risk, including but not limited to:

- a) Discrimination, harassment and bullying risks;
 - b) OH&S risks;
 - c) Financial risks;
 - d) Stakeholder, staff and community risks;
 - e) IT/Data risks;
 - f) Business risk to all parties; and
 - g) Food Plan.
- b) The Contractor is to develop a business continuity plan as part of the yearly service plan, in accordance with Australian Standard HB 221 - 2004 to develop methods of dealing with major issues that may affect the ability of the Contractor to deliver services as previously agreed. The plan is to address, but not be limited to, the supply of gas, water, electricity and other major emergency scenarios that may eventuate.
 - c) The Contractor is to maintain and update the initial Risk Management Plan quarterly, in accordance with the Australian Standard for risk management, detailing all of the procedures in place to minimise risk in all areas of the service delivery. The Risk Management Plan is to be submitted as a component of the Yearly Service Plan.
 - d) The Contractor is to review emergency evacuation procedures at each of the facilities on an annual basis to ensure that a comprehensive procedure is developed and communicated to all permanent and casual staff engaged at each of the individual facilities. These procedures should be communicated and displayed to all patrons and the general public visiting the facilities.

1.7.4 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan the Contractor is to provide an OH&S and Risk Management Plan, which is to include, as a minimum:
 - (i) Reviewed and updated Risk Management Plan;
 - (ii) Reviewed and updated OH&S Management System;
 - (iii) Action plan to address any outstanding issues from external (eg. RLSS, WorkCover) and internal sources (eg. Territory Audits and self assessments) for all facilities;
 - (iv) OH&S training plan for next annual period is to be integrated into the overall training plan for each of the facilities; and
 - (v) Emergency Action Plan review and subsequent recommendations.

1.8 ASSET & EQUIPMENT MANAGEMENT

1.8.1 Vision

- a) The Territory and the Contractor will strive to ensure that the buildings and assets are managed in a manner that will optimise their long term sustainability and ensure they are presented to a standard that will encourage patronage.

1.8.2 Expectations

- a) The Territory is responsible for the repairs and maintenance (R & M) of all external building fabric and the structural and load bearing parts and roof of each facility and external landscape and car parks. The Territory will insure the buildings against damage by fire and other normal risks. The Contractor will not be a beneficiary of any insurance arranged by the Territory.
- b) The Contractor is responsible for ensuring that the cleaning, reactive and programmed maintenance, decoration and servicing of all plant, facilities and assets are carried out to the standard as specified in this section.
- c) The Contractor is to manage and maintain the asset register for each facility including records of value, useful life and remaining useful life and conduct a thorough technical conditional assessment annually, making recommendations for the Territory's Capital Works Program, including an environmental assessment against each project.
- d) The Contractor is to ensure that each facility is kept clean and presentable throughout the time the facility is open.
- e) The Contractor is to develop and manage, as part of the yearly service plan, both facilities to an Environmental Management Plan that is to be recognised as industry best practice and meets ISO 14000.
- f) The Contractor is responsible for the security of both facilities.

1.8.3 Specification

1.8.3.1 Responsibilities for Resourcing of Asset and Equipment Management.

- a) Contractor's Reactive and Programmed Repairs and Maintenance Responsibilities:
 - (i) The Contractor is responsible for all reactive and programmed maintenance relating to assets generally defined within this section of the Statement of Requirements;
 - (ii) The Contractor will develop an annual repairs and maintenance program including a specified provision for reactive maintenance for each facility to meet this responsibility;
 - (iii) The nominated minimum annual expenditure by the Contractor on Repairs and Maintenance (R & M) across both facilities will total \$200,000 unless varied through annual negotiation. Annual expenditure on R & M exceeding the nominated sum will be funded by the Contractor from operations unless otherwise authorised by the Territory's Contract Officer. Overspends must be pre authorised in writing by the Territory's Contract Officer. Authorised overspends will be reimbursed by the Territory 30 days after receipt of a tax invoice. Under expenditure against the R & M target will carry forward as an adjustment to the target for the following year. For the purposes of this clause the assets subject to expenditure on R & M are only those assets of the Territory used in and in relation to each of the facilities and do not include any assets in which the Territory does not have any legal interest unless the Territory's Contract Officer approves in writing expenditure of a stated amount on another specified asset;

- (iv) Progress of expenditure against the minimum target will be monitored through expenditure reports from the Contractor to the Territory on a monthly basis; and
- (v) The Contractor must obtain three (3) quotes for all works planned and conduct works in accordance with the quality standards and the terms and conditions specified in this Contract.

b) Capital Works

The Contractor may make recommendations to the Territory yearly for capital works for each facility in accordance with the Territory's protocols. Recommendations are to be provided with sufficient detail to facilitate the development of a business case where required.

c) Investment

The Territory welcomes any proposals from the Contractor to invest in the facilities. Investment proposals will include costs, benefits, and the proposed treatment through the financial statements and will be considered in the context of the financial performance of the facilities. Any proposals will be directed to the Territory's Contract Officer for consideration.

1.8.3.2 Repair and Maintenance Responsibilities

- a) The Contractor is responsible for all reactive and programmed maintenance for each facility, including but not limited to:
 - (i) Internal non-load bearing walls, partitions and screens including doors and furniture;
 - (ii) Internal finishes and plasterwork (including dry lining and skim) to external walls, together with all decorations;
 - (iii) Internal floor finishes and coverings, including staircases, staircase nosings, auditorium floors, lino and carpeted areas;
 - (iv) External recreation surfaces, and gardens;
 - (v) Staircase handrails, balustrading, balcony safety rails, panelling and the like;
 - (vi) Ceiling finishes including suspended ceilings, insulation plasterboard and plasterwork;
 - (vii) Internal rainwater downpipes and sewer ventilation pipes (S.V.P.s);
 - (viii) Glazing together with all beads, gaskets, windows and door furniture and security devices;
 - (ix) External/internal doors; linings and architraves, draught excluders, door furniture and security devices;
 - (x) Responsibility for the maintenance and upkeep of all pool plant and equipment in accordance with the manufacturer recommendations;
 - (xi) Sanitary appliance, cisterns, taps, shower fittings and thermostatic mixing valves, waste fittings, mirrors, towel rails, toilet roll holders and appliances for the handicapped and all internal wastes. All cleaning and unblocking of drainage systems, maintenance of traps, gullies, gutters and

- wire guards including all associated structure, making good where disturbed;
- (xii) All 'essential services' as defined in building regulations. Fire fighting equipment, including regular servicing and ensuring that all equipment is validated in accordance with building regulations; and
 - (xiii) The removal of graffiti from internal walls of centre buildings and external walls facing within the site and the subsequent making good of damaged surfaces. (External walls facing out from the site will be a Territory responsibility).
- b) The Contractor is required to inform patrons/users of broken or damaged equipment as soon as it is reported, including an estimated timeframe for its replacement/repair.
 - c) The Contractor is to monitor the trees within the boundaries of the facilities and report any problems, hazards or maintenance issues to the Territory's Contract Officer within twenty-four (24) hours.
 - d) The Territory is to retain responsibility for the repair and maintenance of the external building fabric and infrastructure of each facility as detailed below:
 - (i) Foundation and all structural elements including load bearing walls, columns and floors, but not finishes;
 - (ii) All roof construction except ceilings, but including weatherproof coverings and integral insulation;
 - (iii) Structural elements only on ground and upper floors, load-bearing walls, structural floors including ground floor slab, staircase and landing structures but not including balustrading and handrails;
 - (iv) All external walls including painting, cladding but not internal walls and decoration;
 - (v) Structural defects of external drainage up to the public sewer, but excluding blockages;
 - (vi) External water, gas, electricity and telephone supplies from the Statutory Authority mains to the site stop tap or meter; and
 - (vii) Hard paved areas, roads, footpaths, car parks and retaining walls infrastructure, but not maintenance.
 - e) The Territory is to retain responsibility for the maintenance of all trees within the facilities. The Territory's Contract Officer will organise for the Territory's tree service provider to undertake any work required on the trees within the facilities.
 - f) The Contractor is to provide a condition asset report for both facilities to cover all buildings, plant, equipment, furniture and other appropriate items, which is to be approved by the Territory, within the first three (3) months of the commencement of the Contract. The Asset Condition Report is to be updated by the Contractor on a yearly basis.

1.8.3.3 Maintaining the Condition of the Facility during the Contract

- a) The Territory's Contract Officer has access to all parts of the Site at any reasonable time for the purpose of inspecting the facilities.
- b) The Territory's Contract Officer has access to all parts of the Sites at any reasonable time with or without such workmen and/or machinery as may be necessary for the purpose of carrying out any work, which in the opinion of the Territory's Contract Officer is necessary to be carried out. The Territory's Contract Officer is to ensure that such work is carried out as quickly as possible with a minimum of disturbance to customers and the Contractor where possible.
- c) The Contractor is not to add to, adapt, alter or otherwise change any item of the building electrical installation, plant or equipment at any Facility including service wiring and sockets without prior written approval from the Territory's Contract Officer. Any modifications completed by the Contractor are to have all associated documentation completed and forwarded to the Territory's Contract Officer (eg. Plans and inventories) at no extra cost to the Territory.
- d) The Contractor is not allowed to change a fuse or other regulating device for one that is more highly rated. No plug socket or other outlet is to be loaded beyond its rated capacity.
- e) All repairs must be carried out by relevant and accredited qualified subcontractors or staff in the field of expertise and be previously approved in writing by the Territory's Contract Officer.
- f) All materials used by the Contractor for building maintenance are to, unless otherwise agreed by the Territory's Contract Officer, be new and as far as possible similar to that of existing. All goods and materials are to be of a standard not less than that approved under Australian Standards or similar bodies.
- g) The Contractor is to note provisions of the Conservation Management Plan for COP and ensure that no works are undertaken that may be in breach of these provisions.

1.8.3.4 Specific Maintenance Requirements

- a) The Contractor is responsible for the repairs, maintenance and servicing of all plant and is to keep it in proper condition in accordance with the Scheduled maintenance recommendations, industry standards (eg. The Pool Operator's Handbook, Human Services, Victoria 2000) and to the satisfaction of the Territory.
- b) The maintenance and servicing must follow the Condition Assessment and Maintenance Schedule Report undertaken at both facilities by ABA Construction Officers for SRS in 2009.
- c) The Contractor is to replace floor finishes/coverings in accordance with manufacturer's specifications or earlier if deemed necessary by the Territory's Contract Officer.
- d) Any floor finishes or coverings damaged due to lack of managerial care, misuse, damage or vandalism are to be replaced by the Contractor to the satisfaction of the Territory's Contract Officer at no additional cost to the Territory.

- e) Carpeted areas are to be inspected at least once every three (3) months. Where carpets have shrunk or stretched, a specialist flooring Contractor is to be engaged to carry out stretching, trimming and refixing as necessary.
- f) Suspended ceilings are to be thoroughly cleaned in accordance with the manufacturer's recommendation as part of the internal redecoration program, in addition to the requirements of the cleaning schedules.
- g) Any suspended ceiling finishes damaged due to lack of managerial care, misuse, damage or vandalism are to be replaced by the Contractor to the satisfaction of the Territory's Contract Officer at no additional cost to the Territory.
- h) Door furniture is to be regularly maintained and serviced. Defective fittings are to be replaced immediately. Items found to be defective are to be replaced with new to the same standard.
- i) All 'essential services' as defined in building regulations such as fire fighting equipment is to be inspected and serviced on an annual basis to the standards laid down in AS 1851 and any revisions thereof.
- j) The Contractor is to prepare an annual program indicating dates when it is proposed that the items detailed above, are to be carried out. The program is to be developed during the first three (3) months of the Contract and updated in the Yearly Service Plan. All building maintenance work is to be programmed and priced assuming no closure of the premises to the public. All warranties are to be forwarded to the Territory's Contract Officer at the end of the Contract period.

1.8.3.5 Internal Decoration Schedule

- a) Internal decoration at each facility is to be carried out by the Contractor or a subcontractor to the planned yearly schedule. Such decoration is aimed at keeping the facility attractive and helping to protect the fabric of the building. Any new colour scheme must be approved by the Territory.
- b) Any decorations, which are damaged or defaced (however caused), are to be redecorated to the satisfaction of the Territory's Contract Officer by the Contractor at no cost to the Territory.

1.8.3.6 Grounds Maintenance

- a) The Contractor is required to maintain all grassed and paved areas in an aesthetically pleasing, safe, responsible condition using best practice horticulture and environmental practices and principles, and to the satisfaction of the Territory's Contract Officer.
- b) The Contractor is responsible for ensuring that a daily visual inspection of the fence surrounding both facilities is undertaken to assess it is in good order and that access cannot be gained after the facility is closed to the public. Any repair work required is to be completed before closure of the facility that day and is at the expense of the Contractor.
- c) The Contractor is also responsible for assessing and repairing shade cloth, outdoor seating, irrigation and other items that comprise the outdoor area of the facility. The Contractor is responsible for all reactive and programmed maintenance of the following infrastructure: fencing and gates, perimeter,

boundary and freestanding walls, flower boxes, planters, shrubs, grassed areas and signage within the boundary of the site.

- d) Grass is not to exceed 100mm in length at any time.
- e) At LLC, the external enclosure housing the filtration plant is considered an integral part of the site.

1.8.3.7 Records and Inspections

- a) The Contractor is to keep accurate, up to date records of all items of building maintenance undertaken at the facilities and is to provide such records for inspection by the Territory's Contract Officer on request.
- b) The Contractor is to keep records of all energy, water and chemical consumption together with recycling and waste data.
- c) The Territory's Contract Officer will, at periodic intervals, inspect each facility and determine whether or not building maintenance has been carried out in accordance with the Contract.

1.8.3.8 Renewal and Investment in Plant and Equipment

- a) The Asset Register details selected gym and pool plant and equipment located at the facilities and owned by the Territory. These assets will be known as 'Territory owned Gym and Pool Plant and Equipment (P&E)'. The Contractor will manage these assets consistent with the objectives of this contract including keeping an asset inventory, monitoring condition, facilitating repairs and maintenance, and keeping a record of values.
- b) The Contractor is encouraged to renew and invest in fixed plant and equipment including 'Territory owned Gym and Pool P&E'. The preferred renewal of 'Territory owned Gym and Pool P&E' is through operating lease funded through operations. Other renewals and investments in fixed Plant and Equipment can be funded as part of operations or by the Territory, or by shared funding. All renewals and investment proposals, including disposals, are subject to written approval of the Territory's Contract Officer.
- c) Renewal and investment proposals funded by operational or shared funding and resulting in asset ownership, including finance leasing, where the asset life expectancy and the funding of the proposal is greater than the term of the Contract will be negotiated. The negotiations will be based on the expectation that the Territory may use the lower of market value or a straight line depreciation method for calculating the residual value of assets. The residual value may be used at the end of the Contract, assuming a change in contractor, to reimburse the contractor for the unexpired component of the investment.
- d) Authorised operational leasing arrangements that extend beyond the term of the contract will, in the event of a change in contractor, transfer to the new contractor. The Territory will receive the revenue from the disposal of 'Territory owned Gym and Pool P&E'. Although trade in of 'Territory owned Gym and Pool P&E' is encouraged, the purchase price of assets under operating leases will not be offset by a trade in value. This recognises the full cost of the new assets through the lease cost in the financial statements.

- e) The Territory has leased gym equipment for LLC and COP. These lease costs will be financed by the Contractor as part of operations until the lease expires or the Management Contract is terminated.

1.8.3.9 Asset Identification

- a) All plant and equipment must be clearly and individually identified by means of a durable labelling system.

1.8.3.10 End of Contract

- a) Six (6) months before the scheduled end of the Contract, the Territory is to arrange for a condition assessment of the facilities and asset audit of the equipment. The Contractor is to, at the end of the Contract Period, hand back the facilities in the same agreed condition that they were in at the start of the Contract less any allowance that may be reasonably made by the Territory for fair wear and tear and disrepair that is within the Territory's responsibility. Any outstanding work or work of a condition that is not acceptable to the Territory's Contract Officer is to be charged back to the Contractor.
- b) The Territory will retain possession and use of all assets under clauses 1.8.3.8 a) through e) at the end of the Contract.
- c) All data, particularly customer databases, are to remain the property of the Territory at the end of the Contract.

1.8.3.11 General Security

- a) The Contractor is at all times responsible for the total security of both facilities and any buildings thereon, its structures, equipment and grounds including any perimeter fencing, external signage and security lighting.
- b) The Contractor is responsible for the security of staff and public within the facility and is to ensure adequate stewarding of all areas. The Contractor must make adequate provision for the storage and maintenance of personal goods and valuables including maintaining the current locker service for both staff and customers.
- c) The Contractor is to ensure the security of all equipment on any facility by controlling access to and issue of such facility based equipment to suitably trained members of staff.

1.8.3.12 Control and Issue of Keys

- a) The Contractor is responsible for the safe keeping of any keys provided to it by the Territory and is to only permit such keys to be given to its employees whose names and addresses have been supplied to the Territory's Contract Officer. This may be done only to the extent strictly required for the purposes of performing the Service.
- b) The Contractor may supply keys to a member of the public for the duration of a period of hire though such issues must be signed in and out and keys must not be taken off site. Exceptions to this can only take place with the prior permission of the Territory's Contract Officer.
- c) The Contractor is to maintain accurate records of all keys ensuring recipients sign for such keys and return them on termination of employment.

- d) The Contractor is to make adequate security arrangements for the storage of keys and is to control the movement of keys.
- e) The Contractor is to ensure that the Territory's Contract Officer is informed immediately of the loss of any such keys and at own cost replace any such lost keys and or their locks if so required by the Territory's Contract Officer.
- f) At facilities where suite keys exist, the Contractor is obliged to maintain such suites and is required to obtain authorisation from the Territory's Contract Officer to replace any locks or keys.
- g) Where suite systems exist, should either master or sub-master keys be lost then the Contractor, at own cost will be required to replace all locks and keys if so requested by the Territory's Contract Officer.
- h) The Contractor is to ensure that a list of key holders is lodged with all relevant alarm companies and the police, and that a senior and suitably qualified member of staff is on-call at all times.

1.8.3.13 Alarms

- a) The Contractor is to retain and utilise any security alarm system installed at facilities including:
 - (i) Intruder alarms (both Centres);
 - (ii) Fire alarms; and
 - (iii) Any other alarms that may be installed during the Contract period.
- b) The Contractor, at its own cost, is responsible for the regular maintenance of all alarms ensuring accurate documentation and inspection records exist and are available for inspection by the Territory's Contract Officer.
- c) The Contractor is to ensure that relevant staff are trained in the use of any alarm system applicable.
- d) The Contractor is to notify the Territory's Contract Officer within twenty-four (24) hours of any activation of the intruder alarms.
- e) Where installed, the Contractor is to retain and utilise any closed circuit television monitoring system.

1.8.3.14 IT Maintenance and Data Protection

- a) The Territory has provided computers and printers for both facilities. The Contractor is responsible for all maintenance of networks, computers and printers including their replacement/upgrade. Should the Contractor require additional computers or printers, the cost will be borne by the Contractor as an expense of COP or LLC as the case may be.
- b) The Contractor is responsible for purchasing licenses for all software used (e.g. Centaman).
- c) The Contractor is responsible for the security of computer data sited at each facility and must, on a daily basis, run the overnight procedure after the close of business and after the receptionists/cashiers takings have been reconciled at the end of the day, ensuring copies of all files are made.

- d) Any equipment purchased in terms of clause 1.8.3.14 a) is, remains and will be the property of the Territory.

1.8.3.15 Cleaning and Cleanliness

- a) The Contractor is to ensure that a high standard of cleanliness is maintained throughout the Facilities and all staff are expected to adopt a responsible approach to the maintenance of standards, involving the collection of litter or the cleaning of spillage as and when they occur.
- b) The Contractor is to develop a comprehensive cleaning schedule that details the frequency [including daily, weekly, monthly tasks] and the nature of these tasks required to keep the facilities in a clean condition. The schedule is to be approved by the Territory's Contract Officer.
- c) The Contractor is expected to observe the general principles of cleaning and be aware and advise the Territory's Contract Officer of new developments and practices adopted at each facility at all times.
- d) Where cleaning is not a continuous process throughout the day, the work is to be carried out before the facility opens.
- e) Where cleaning is a continuous process, due consideration is to be given to the privacy and safety of and service to the customer.
- f) Where chemicals and disposable items are used, they should have minimum impact on the environment and be of a recyclable nature, where possible.

1.8.3.16 Specific Cleaning Requirements

- a) The Contractor is required as a minimum to:
 - (i) provide and replenish suitable toilet tissue dispensers in each Water Closet (W.C.);
 - (ii) provide and replenish liquid soap dispenser or provide sufficient soap for each wash hand basin;
 - (iii) maintain either warm air hand driers or supply and replenish tissue dispensers for wash hand basins;
 - (iv) provide a sanitary towel disposal bin in each female W.C. and arrange for hygienic disposal of contents;
 - (v) maintain the automatic air freshener units in toilets and where applicable changing rooms, or provide an acceptable alternative;
 - (vi) provide a suitable quantity of litter bins, and closed containers for hand-drying tissues;
 - (vii) ensure that buckets, cleaning liquids, wet or damp cleaning equipment is not placed on furniture, furnishings, fittings or any property of the Territory likely to suffer damage by such actions;
 - (viii) note that the standards of cleanliness required is to be deemed to include the removal on a daily basis of all finger prints, stains, spots, graffiti, algae, mould, chewing gum;
 - (ix) ensure that scouring powders, wire wool polishes, acids or soap detergents containing caustic alkalis are not used, except where specified or

authorised. Where necessary, a mild abrasive cleaning cream or paste can be used;

- (x) ensure that descaling products used are not more than 9% hydrochloric acid, or equivalent, content;
 - (xi) ensure that in cleaning walls to kitchens, toilets, wash rooms and laundry rooms all damp wipe, wet wipe and wash operations are to be carried out to ceiling height; and
 - (xii) provide nappy bins in the female and family changing areas of the pool changing room and arrange the hygienic disposal of their contents. If there is no family changing area at the facility, then nappy bins are to be provided in the female and male changing areas.
- b) The Contractor is to ensure that:
- (i) All containers are clearly labelled;
 - (ii) No chemicals or cleaning substances are to be mixed;
 - (iii) All lids and tops are securely fixed when not in use;
 - (iv) Cleaning materials are put in to the secure cleaning store after use;
 - (v) Protective clothing is to be worn when using cleaning materials;
 - (vi) Whilst cleaning an area, equipment should not hinder the public use of that area as covered by Work Safety Act 2008. As far as is practicable, floors should be left slip free, with special consideration given to ceramic tile surfaces. Temporary signs are to be displayed to warn of wet floors;
 - (vii) Distribution/dilution rates of cleaning materials used are adhered to as recommended by the manufacturer;
 - (viii) Cleaning agents used are appropriate for surfaces, to prevent possible degradation or damage to the fabric of the building and in the interests of the environmentally friendly; and
 - (ix) All chemicals used must be assessed for their environmental performance and impact; with Material Safety Data sheets readily accessible.

1.8.3.17 Vandalism and Graffiti

- a) The Contractor is responsible for removal of graffiti within buildings and on external walls of buildings within both facilities and the restoration of the surface to its original condition within twenty-four (24) hours of being sighted or next working day. Graffiti on walls external to the facilities' boundaries will be the responsibility of the Territory.
- b) The Contractor is responsible for the repair of all vandalism damage at the facilities other than to the structural and load bearing parts and roof of the facility.

1.8.3.18 Environmental Management

- a) The Territory has committed to improving the environmental management of its parks, open spaces and recreational facilities. During the first year of the Contract (2012/13), the Contractor is required to develop an Environmental

Management Plan in accordance with ISO 14000 for both facilities and the Plan is to contain as a minimum:

- (i) Water minimisation plan;
 - (ii) Energy conservation;
 - (iii) Waste and pollution management;
 - (iv) Staff and customer awareness training; and
 - (v) Data collection, monitoring and reporting.
- b) Further, the Territory has identified major aspects of environmental impact associated with the delivery of the Services which must be addressed in an Environmental Management Plan. They are as follows:
- (i) Air emissions (eg. Odour, greenhouse gases, particulates);
 - (ii) Noise emissions;
 - (iii) Visual and non-visual pollution of stormwater (eg. Silt discharges from construction works, spillage of chemicals and detergents);
 - (iv) Water consumption;
 - (v) Energy consumption;
 - (vi) Soil degradation (eg. pollution or erosion);
 - (vii) Habitat destruction;
 - (viii) Biodiversity;
 - (ix) Waste generation, handling and disposal;
 - (x) Recycling of construction materials removed during various elements of the service;
 - (xi) Use, handling and disposal of chemical agents and hazardous material;
 - (xii) Product/material selection and use;
 - (xiii) Impact on local community, failure and use, and
 - (xiv) Other environmental risks particular to the Contractor's methods of operation.

1.8.3.19 Water Quality

- a) The Contractor must not allow access to any pool or spa that does not comply with the disinfection requirements of the "Code of Practice to Minimise the Public Health Risk from Swimming/Spa Pools" – ACT Department of Health and Community Care, 1999.
- b) The swimming pool water and spa water must at all times be pleasant and safe for patron use. The Contractor must ensure that at all times the water is of good colour, quality and appearance (eg. The Pool Operator's Handbook, Human Services, Victoria 2000). The bottom of all pools must be kept clean and clear of debris, whilst the surface must also be kept clear of scum and debris at all times. Scum lines and wet deck grates must be kept clean and clear of any build up of matter.

- c) The clarity of all pools must be maintained to ensure that the bottom of the pool is clearly visible at all times. Monitoring of this should be undertaken in accordance with RLSS Guidelines for Safe Pool Operations, TO1.
- d) The Contractor must ensure that the pool is chemically balanced in accordance with the “Code of Practice to Minimise the Public Health Risk from Swimming/Spa Pools” – ACT Department of Health and Community Care, 1999 and industry best practice (eg. The Pool Operator’s Handbook, Human Services, Victoria 2000).
- e) Monitoring of the Pool must be in accordance with the “Code of Practice to Minimise the Public Health Risk from Swimming/Spa Pools” – ACT Department of Health and Community Care, 1999 and industry best practice (eg. The Pool Operator’s Handbook, Human Services, Victoria 2000). The frequency of manual testing is not to exceed four (4) hours during hours of operation, and more frequently as may be required or directed by the Territory’s Contract Officer. The pool must also be tested prior to access by patrons at the start of each day. All water testing is to be recorded on industry standard log sheets (eg. The Pool Operator’s Handbook, Human Services, Victoria 2000) and accessible to the Territory’s Contract Officer upon request.
- f) Independent testing of chemical and bacteriological conditions must be undertaken, at the Contractor’s expense, on a quarterly basis for indoor pools and prior to the commencement of a new season for outdoor pools and quarterly thereafter until the end of the season. Results of such testing to be forwarded to the Territory’s Contract Officer within seven (7) days of receipt, together with an action plan addressing any issues and recommendations.
- g) Water temperature must be maintained to ensure patron comfort and to meet any industry standards where applicable (eg. The Pool Operator’s Handbook, Human Services, Victoria 2000). Any variation from industry standards is to be approved by the Territory’s Contract Officer.

1.8.3.20 Disposal of Waste and Refuse

- a) The Contractor is to make proper arrangements for the disposal or recycling of all effluent, waste and refuse from all parts of the facilities.
- b) The Contractor is responsible for the payment of all costs of disposal of effluent, waste or refuse from the facilities.
- c) The Contractor is responsible for ensuring that the above arrangements take due care and attention for the disposal of effluent, waste and refuse.
- d) The Contractor is to ensure that all waste refuse and recycling product is stored, awaiting collection, in containers approved by the agency or agencies who are deemed appropriate by the Territory and who are authorised to dispose of domestic and commercial waste and refuse.
- e) The Contractor is not to permit any waste or refuse to be stored or accumulated around the facility or in close proximity to the approved waste and refuse containers.

1.8.4 Yearly Service Plan Obligations

- a) Within the Yearly Service Plan the Contractor is to provide an Asset Management Plan, which is to include, as a minimum:

- (i) Repairs and Maintenance Program review for the past twelve (12) months including expenditure;
- (ii) Repairs and Maintenance Program proposal for the next twelve (12) months including planned expenditure;
- (iii) Asset Condition Report;
- (iv) Recommendations for the Territory's capital works program (Dec-1st week);
- (v) Environmental Management Plan review for past twelve (12) months;
- (vi) Environmental Management action plan for next twelve (12) months;
- (vii) Third party audits and action plans;
- (viii) Assets register review and update; and
- (ix) Utility charges.

1.9 FINANCIAL MANAGEMENT

1.9.1 Vision

- a) Both the Territory and the Contractor must be able to demonstrate professional, accountable and transparent financial management, through planning, monitoring, reporting and management systems.
- b) Managing the finances of the facilities is essential for strategic growth as well as ensuring the operational efficiency and effectiveness of resource management.

1.9.2 Expectations

- a) The Territory expects the Contractor to take a prudent approach to its responsibility of managing the Community's money on behalf of the Territory. Financial procedures and policies need to be established that can be audited to demonstrate good management practice in relation to the approach, collection, management, banking and distribution of financial resources.
- b) The management systems employed must cover all aspects of financial (systems) management and be deployed in such a way that all staff are aware of their roles and responsibilities.
- c) Appropriate financial planning and scheduling practices, such as seasonalisation of cash flow needs to be considered to ensure that the yearly budgets are prudently planned and managed in accordance with Australian Accounting Standards (AAS). This is to include integration with the Territory's planning schedule.
- d) The fees and charges structure is to be submitted to the Territory's Contract Officer by the Contractor for approval on an annual basis in the November proceeding the financial year in which the increase applies and will aim to promote parity, equity and access to facilities. Annual increases would normally be expected to align with the Consumer Price Index and any deviation from this position will require the approval of the Territory's Contract Officer.

1.9.3 Specification

1.9.3.3. Revenue Management

- a) The Contractor must have in place Revenue Management processes and procedures that ensure that all revenues are banked and recorded in the financial statements and reflect a true and accurate account of the activity of the facilities.
- b) Appropriate Revenue Management procedures will include but not be limited to:
 - (i) Enforcement of the agreed fees and charges schedule at all times subject to clause 1.9.3.4(c);
 - (ii) Management of a physical customer access system that records and reconciles all customer activity to revenues identified in the Statement of Financial Performance;
 - (iii) Cash handling and transaction processing procedures for front line staff to limit the opportunity for theft of income including senior members of staff verifying end of day point of sale transactions and reconciling income generated with banking transactions and unless otherwise agreed by the Territory these procedures must comply with the requirements of the Contractor's external auditor to enable the auditor to issue an unqualified audit report in respect of the annual accounts of the Contractor;
 - (iv) Regular banking of all income generated at each of the facilities into an account in the name of the Contractor to ensure that less than \$5,000 in cash is held on site at any given time;
 - (v) Appropriate security, insurance and transportation of all monies; and
 - (vi) Lease/tenancy and other sources of revenue are received and reconciled in accordance with entitlements agreed between the parties. Market rates will apply for leases and tenancies.

1.9.3.4. Fees and Charges

- a) The Contractor will undertake an annual fees and charges review which will consider adjustments based on the CPI (Canberra all Indices, 31/12 of each year) and adjustments above CPI, which will involve the development of a business case. The fees and charges review will ensure that concession prices are to be available for:
 - (i) Children under 15; and
 - (ii) Adults with a valid pension card, including disability and TPI.
- b) In November each year the Contractor is to submit to the Territory's Contract Officer a fees and charges schedule arising from the fees and charges review that demonstrates the change from the existing fees to the proposed fees and includes a business case where applicable. The Territory will consider the proposed fees and charges schedule and business case and advise the Contractor of the fees and charges to apply from 1 July of the following financial year. The contractor will not implement the fees and charges or introduce any new charges without the prior written consent of the Territory's Contract Officer.
- c) The Contractor is permitted to reduce the fees and charges for the purposes of promotion and to negotiate a lower fee for long term hirers of facilities. These

fees and charges decisions should consider the community service obligations and the financial benefits to the Territory and Contractor.

- d) The Contractor is responsible for setting prices for merchandising and food/beverage offered at the facilities. These should be in line with market forces and recommended retail prices by suppliers.
- e) The Contractor is to ensure that the public is fully informed of current prices and any proposed changes by publication of a scale of charges to be available at all facilities. The Contractor is required to advertise at the facilities any new charges at least 28 days before they are due to be introduced, including notification of all regular users. The cost of this is to be borne by the Contractor.
- f) The Contractor is to ensure that price information is available in leaflet form, in accordance with the Territory's branding guidelines, at all facilities. The cost of this is to be borne by the Contractor.

1.9.3.5. Financial Management and Reporting

- a) The Contractor will provide Financial Reports consisting of a Statement of Financial Performance, a Statement of Financial Position and a Cashflow on a monthly basis by the 14th working day of the following month. Additional reports may be requested where the Territory requires additional assurance on business performance.
- b) The Contractor will maintain a Statement of Financial Performance in respect of the Services for each financial year, being the twelve (12)-month period from 1 July in one year to 30 June in the following year, for the term of the Contract. The Statement of Financial Performance will be adjusted to include the contract price paid and accrued. The Contract Price will be shown as an expense where the Contract Price is payable by the Contractor to the Territory or as revenue where the Contract Price is payable by the Territory to the Contractor.
- c) The Statement of Financial Performance is to be of sufficient detail to indicate the financial performance of each revenue earning operation or centre within each facility such as the pool, gym, learn to swim, crèche, accommodation and new business activities where relevant. The Statement of Financial Performance should also align with the format in Table 4 Income Statistics and Table 5 Expenditure Statistics to allow for the ongoing collection of financial performance information.
- d) The revenue and expenses applied to the Statement of Financial Performance for the facilities will be a true and accurate representation of the activities of the facilities and will relate only to the facilities with exception to the allocation of overheads which will be audited independently on an annual basis in accordance with clause 1.9.3.5(g).
- e) Net operating results for the quarter that vary greater than 10% from budget in the Yearly Service Plan will require a detailed explanation of the factors contributing to this result.
- f) The Statement of Financial Position will include the repairs and maintenance expenditure outlined in clause 1.8.3.1 (a).

- g) Audited Annual Financial Reports must be provided by 30 August each year and will be consistent with the monthly Financial Reports with exception to the following:

The Contractor will facilitate the independent audit of the annual Financial Reports to assess:

- (i) compliance with Australian Accounting Standards and GAAP, and
 - (ii) appropriateness of costs assigned to the Statement of Financial Performance including in particular contractor overhead allocation.
- h) The annual Financial Report will include an analysis of current financial performance and the trends and activities that have contributed to the operating result.

1.9.4 Yearly Service Plan Obligations

Within the Yearly Service Plan the Contractor is to provide:

- a) Pricing review, recommendations and sensitivity analysis;
- b) As soon as possible after commencement of the Contract and by 31 May in each subsequent year, the Contractor must provide the Territory with a budget for the operation of COP and LLC for the next financial year which identifies:
 - (i) income and expenditure; and
 - (ii) proposed capital expenditure (if any).
- c) The Contractor must obtain the Territory's written consent to the budget before commencement of the relevant financial year (or as soon as possible after commencement of this Contract in respect of the first budget). In this regard the Territory may require any reasonable clarification or amendments to the budget and may withhold its consent in its absolute discretion.
- d) The Contractor must seek the further approval of the Territory where any item of expenditure or capital expenditure included in an approved budget will or is likely to exceed the amount included in the approved budget by more than 10%. The Contractor must obtain the Territory's approval before any expense is incurred that will or is likely to cause actual expenditure to exceed the identified budget expenditure.

1.10 MARKETING MANAGEMENT

1.10.1 Vision

- a) To strengthen Canberra's position as a city that offers greater lifestyle choices, by the ACT's community and recreation and aquatic facilities being recognised for the leisure opportunities they offer to their local communities.

1.10.2 Expectations

- a) That each facility is to have a marketing plan developed in year one of the contract, which is to be updated yearly to ensure the medium term marketing opportunities are systematically planned, developed and optimised.

- b) That the brand image of each facility, together with the branding of the Territory is the focal image communicated to the community and users and not that of the Contractor.
- c) That a yearly marketing plan, is developed to maximise the positioning of the facilities within the community and the propensity of the community to 'buy in' to the services, activities and programs.
- d) That a sponsorship and advertising plan is developed to optimise income streams and added value for the facilities, whilst complementing the delivery of services.

1.10.3 Specification

1.10.3.1. Marketing Plan

- a) Before commencement of the Contract, the Contractor is to develop a marketing plan for approval by the Territory.
- b) The marketing plan, must as a minimum contain the following:
 - (i) Market and customer research objectives and program;
 - (ii) Service definition and positioning of each facility and product line;
 - (iii) Strategic marketing objectives;
 - (iv) Target market, its size, community demographic profile and their lifestyle and leisure needs;
 - (v) Communications plan; and
 - (vi) Fees and Charges Schedule.

1.10.3.2. Branding Strategy

- a) The Contractor is responsible for developing a branding strategy for each facility, which must reflect the Territory's desire for the community to recognise the facility and the Territory's provision of that facility.
- b) The branding strategy can be used to associate the Contractor name and management of the facility on behalf of the Territory in a discreet manner.
- c) The objectives of the branding for each facility must integrate and recognise both the facility and its products branding and positioning, with that of the Territory. The broad objectives are:
 - (i) all services, programs, activities and events are to carry the facility brand and reflect the elements that make up that brand;
 - (ii) all communications (print materials, advertising, uniforms etc) are to reinforce the brand identity and not that of the Contractor; and
 - (iii) all behavioural elements of the Contractor at each facility are to reflect the brand identity.
- d) The marketing and branding strategy must maximise the propensity for the community to use the facilities.
- e) The Contractor may display a plaque in the facility no larger than 500mm square to state the relationship between the Territory and themselves. The wording and use of logo should depict a 'partnering approach' and is subject to

the written approval of the Territory. There shall be no other marketing material advertising the Contractor in the facilities.

- f) The 'partnering relationship' wording and associated logos are to be displayed on all printed or electronic communication mediums and approved by the Territory's Contract Officer before display. No logos of the Contractor may be on the marketing material except for this single statement.

1.10.3.3. Yearly Marketing and Communications Plan

- a) Each year the Contractor is responsible for the development and production of a yearly marketing and communications plan, which is to be part of the Yearly Service Plan. The Plan is to be developed from the previous year's review and the focus from the Marketing Plan.
- b) The marketing and communications plan for each facility must address the following:
 - (i) Review of the effectiveness of previous and present year's marketing and communications plan;
 - (ii) Review of the management and service delivery analysis (eg. SWOT, finance and market research etc);
 - (iii) Identification of communication objectives with proposed yearly service and activity calendar together with tools to be used and resources needed;
 - (iv) Communications calendar for (iii); and
 - (v) Market research objectives, calendar of research implementation which complements the needs in Customer and the Community Section of this specification.

1.10.3.4. Sponsorship and Advertising

- a) The Contractor is encouraged to sell advertising space at certain key points around the facilities with the prior written approval of the Territory. The advertising must be within the Territory's guidelines (eg. No smoking, alcoholic products or material that may cause an offence).
- b) Any advertising can only be for the duration of the Contract and monies raised must be reinvested back into program development for the facilities and shown in the monthly accounts in total.
- c) The Contractor is encouraged to obtain sponsorship to assist in the promotion of activities, programs and events, subject to the following conditions:
 - (i) any sponsorship over \$2,000 must have the written approval of the Territory and
 - (ii) Sponsorship is not permitted from companies who have or promote alcohol or tobacco related products or which may cause offence to the customers or embarrassment to the Territory.
- d) All gross proceeds from all sponsorship are to be identified separately in the management information report.

1.10.3.5. Internet Site and Electronic Communication

- a) The Contractor must ensure that any electronic communication and Internet sites are named and addressed on the facility and do not display the Contractor name. The Territory's Contract Officer is to approve all electronic website developments prior to their launch.
- b) The Contractor is to use these address names when developing a website or other electronic communications (upon confirmation of their registration from the Territory's Contract Officer). Other address names can be developed upon agreement between the Contractor and Territory's Contract Officer. The key site used may not be part of the Contractor's collective or company site.
- c) In Year One of the Contract, the Contractor is required to develop an Internet site and associated communication plan for each facility. At the end of the contract the Internet sites will remain the property of the Territory.

1.10.4 Yearly Service Plan Obligations

Within the Yearly Service Plan the Contractor is to provide a Marketing Plan, which is to include, as a minimum:

- (i) Marketing Plan update (see clause 1.10.3.1);
- (ii) Branding Strategy update (see clause 1.10.3.2);
- (iii) Yearly Marketing and Communications Plan; and
- (iv) Sponsorship Proposals for year.

Value for Money

000022

Tenderer	Total Score
The Club Group Management Pty Limited	0
Belgravia Health and Leisure Group Pty Ltd	0
Young Men's Christian Association of Sydney t/a YMCA of Sydney	0

18106-110 - Management and Provision of Aquatic Services for Lakeside Leisure Centre and Canberra Olympic Pool				
Tender 1				
Tender name: The Club Group Management Pty Limited				
ABN/ACN:				
Phone:				
Fax:				
Email:				
Address:				
Contact Name:				
Assessable Criteria	Comments	Weighting %	Total Score (out of 10)	Total Score
<p>(1) Financial Resources and Management Tenders are to provide:</p> <ul style="list-style-type: none"> a) their financial history; b) proposed financial management systems for this Tender; and c) financial capacity of offer. 		15		0
<p>(2) Management and Technical Resources Tenders are to provide an outline of:</p> <ul style="list-style-type: none"> a) management resources and structure; b) management, technical skills and knowledge in Aquatic and Facility Management; and c) experience in operating Aquatic and Leisure Facilities in a contractual environment including a list of similar projects undertaken over the last five (5) years, including: <ul style="list-style-type: none"> i. the period/length of Contract; and ii. site contacts. 		15		0
<p>(3) Proposed Service Delivery Tenders are to provide an outline of:</p> <ul style="list-style-type: none"> a) proposed range of leisure, recreational and wellness based programs and service development; and b) innovative developments and fitness facilities upgrade proposal. 		20		0
<p>(4) Managing the Service Tenders are to provide details of:</p> <ul style="list-style-type: none"> a) operational and quality plans; b) risk management and OH&S; c) asset management; d) information technology management; e) staff development and training; f) customer service and marketing commitment; g) business planning, reviews and monitoring; and h) reporting procedures and systems. 		30		0

<p>(5) Pricing Tenderers must complete the Pricing Schedule template that has been included in the RFT.</p>		0
<p>Non-Assessable Criteria</p>	Comments	0
<p>(6) Risk</p>	<p>This includes a financial viability check at the Tender Evaluation Teams discretion and possible contact with referees including ones that may be selected by the Territory's Tender Evaluation Team at their discretion.</p>	0
<p>Scoring Methodology</p>	<p>Highly convincing and credible. Comprehensively documented with all claims fully substantiated. Insignificant risk.</p>	100
<p>10 = Superior</p>	<p>Highly convincing and credible. All claims adequately demonstrated and substantiated. Insignificant risk.</p>	0
<p>9 = Outstanding</p>	<p>Response complies. Some minor lack of substantiation but the Tenderer's overall claim is supported. Low risk.</p>	0
<p>8 = Excellent</p>	<p>Response complies. Minor uncertainties and shortcomings in the Tenderer's claims or documentation. Low risk.</p>	0
<p>7 = Very Good</p>	<p>Response complies. Tenderer's claims have some gaps. Low risk.</p>	0
<p>6 = Good</p>	<p>Response has minor omissions. Medium risk.</p>	0
<p>5 = Adequate</p>	<p>Slightly convincing. Medium risk.</p>	0
<p>4 = Reservations</p>	<p>Unconvincing. Medium risk.</p>	0
<p>3 = Poor</p>	<p>Unconvincing. High risk.</p>	0
<p>2 = Very Poor</p>	<p>Response is totally unconvincing and requirements have not been met. High risk.</p>	0
<p>1 = Inadequate</p>	<p>Tenderer was not evaluated as it did not provide requested information. High risk.</p>	0
<p>0 = Not Acceptable</p>	<p>Tenderer was not evaluated as it did not provide requested information. High risk.</p>	0
<p>Superior</p>	<p>Financial offer (payable to Sport and Recreation Services)</p>	10
<p>Outstanding</p>	<p>\$0-\$50,000.00*</p>	8
<p>Excellent</p>	<p>\$50,001.00 - \$100,000.00*</p>	6
<p>Very Good</p>	<p>\$100,001.00 - \$150,000.00*</p>	4
<p>Good</p>	<p>\$150,001.00 - \$200,000.00*</p>	2
<p>Adequate</p>	<p>\$200,001.00 - \$250,000.00*</p>	1
<p>Inadequate</p>	<p>\$250,001.00 and over*</p>	0

*Payable by the Territory in its Currency.

16106.110 - Management and Provision of Aquatic Services for Lakeside Leisure Centre and Canberra Olympic Pool

Tender 2				
Tender name:		Belgravia Health and Leisure Group Pty Ltd		
ABN/ACN:				
Phone				
Fax				
Email				
Address				
Contact Name				
Assessable Criteria	Comments	Weighting %	Total Score (out of 10)	Total Score
<p>(1) Financial Resources and Management Tenderers are to provide:</p> <ul style="list-style-type: none"> a) their financial history; b) proposed financial management systems for this Tender; and c) financial capacity of offer. 		15		0
<p>(2) Management and Technical Resources Tenderers are to provide an outline of:</p> <ul style="list-style-type: none"> a) management resources and structure; b) management, technical skills and knowledge in Aquatic and Facility Management; and c) experience in operating Aquatic and Leisure Facilities in a contractual environment including a list of similar projects undertaken over the last five (5) years, including: <ul style="list-style-type: none"> i. the period/length of Contract; and ii. site contacts. 		15		0
<p>(3) Proposed Service Delivery Tenderers are to provide an outline of:</p> <ul style="list-style-type: none"> a) proposed range of leisure, recreational and wellness based programs and service development; and b) innovative developments and fitness facilities upgrade proposal. 		20		0
<p>(4) Managing the Service Tenderers are to provide details of:</p> <ul style="list-style-type: none"> a) operational and quality plans; b) risk management and OH&S; c) asset management; d) information technology management; e) staff development and training; f) customer service and marketing commitment; g) business planning, reviews and monitoring; and h) reporting procedures and systems. 		30		0
<p>(5) Pricing Tenderers must complete the Pricing Schedule template that has been included in the RFT.</p>		20		0

Non-Assessable Criteria	Comments
(6) Risk This includes a financial viability check at the Tender Evaluation Teams discretion and possible contact with referees including ones that may be selected by the Territory's Tender Evaluation Team at their discretion.	Acceptable

Total Score	100		0
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Scoring Methodology	
10 = Superior	Highly convincing and credible. Comprehensively documented with all claims fully substantiated. Insignificant risk.
9 = Outstanding	Highly convincing and credible. All claims adequately demonstrated and substantiated. Insignificant risk.
8 = Excellent	Response complies. Some minor lack of substantiation but the Tenderer's overall claim is supported. Low risk
7 = Very Good	Response complies. Minor uncertainties and shortcomings in the Tenderer's claims or documentation. Low risk
6 = Good	Response complies. Tenderer's claims have some gaps. Low risk
5 = Adequate	Response has minor omissions. Medium risk
4 - Reservations	Barely convincing. Medium risk
3 = Poor	Unconvincing. Medium risk
2 = Very Poor	Unconvincing. High risk
1 = Inadequate	Response is totally unconvincing and requirements have not been met. High risk
0 = Not Acceptable	Tenderer was not evaluated as it did not provided requested information. High risk

Superior	Financial offer (payable to Sport and Recreation Services)	10
Outstanding	\$0-\$50,000.00 *	8
Excellent	\$50,001.00 - \$100,000.00*	6
Very Good	\$100,001.00 - \$150,000.00*	4
Good	\$150,001.00 - \$200,000.00*	2
Adequate	\$200,001.00 - \$250,000.00*	1
Inadequate	\$250,001.00 and over*	0

*Payable by the Territory to the Contractor.

16106.110 - Management and Provision of Aquatic Services for Lakeside Leisure Centre and Canberra Olympic Pool

Tender 3	
Tender name:	Young Men's Christian Association of Sydney /a YMCA of Sydney
ABN/ACN:	
Phone	
Fax	
Email	
Address	
Contact Name	

Assessable Criteria	Comments	Weighting %	Total Score (out of 10)	Total Score
<p>(1) Financial Resources and Management Tenderers are to provide:</p> <ul style="list-style-type: none"> a) their financial history; b) proposed financial management systems for this Tender; and c) financial capacity of offer. 		15		0
<p>(2) Management and Technical Resources Tenderers are to provide an outline of:</p> <ul style="list-style-type: none"> a) management resources and structure; b) management, technical skills and knowledge in Aquatic and Facility Management; and c) experience in operating Aquatic and Leisure Facilities in a contractual environment including a list of similar projects undertaken over the last five (5) years, including: <ul style="list-style-type: none"> i. the period/length of Contract; and ii. site contacts. 		15		0
<p>(3) Proposed Service Delivery Tenderers are to provide an outline of:</p> <ul style="list-style-type: none"> a) proposed range of leisure, recreational and wellness based programs and service development; and b) innovative developments and fitness facilities upgrade proposal. 		20		0
<p>(4) Managing the Service Tenderers are to provide details of:</p> <ul style="list-style-type: none"> a) operational and quality plans; b) risk management and OH&S; c) asset management; d) information technology management; e) staff development and training; f) customer service and marketing commitment; g) business planning, reviews and monitoring; and h) reporting procedures and systems. 		30		0
<p>(5) Pricing Tenderers must complete the Pricing Schedule template that has been included in the RFT.</p>		20		0

Non-Assessable Criteria	Comments		
(6) Risk This includes a financial viability check at the Tender Evaluation Teams discretion and possible contact with referees including ones that may be selected by the Territory's Tender Evaluation Team at their discretion.	Acceptable		
		Total Score	100
			0
Scoring Methodology			
10 = Superior	Highly convincing and credible. Comprehensively documented with all claims fully substantiated. Insignificant risk.		
9 = Outstanding	Highly convincing and credible. All claims adequately demonstrated and substantiated. Insignificant risk.		
8 = Excellent	Response complies. Some minor lack of substantiation but the Tenderer's overall claim is supported. Low risk		
7 = Very Good	Response complies. Minor uncertainties and shortcomings in the Tenderer's claims or documentation. Low risk		
6 = Good	Response complies. Tenderer's claims have some gaps. Low risk		
5 = Adequate	Response has minor omissions. Medium risk		
4 - Reservations	Barely convincing. Medium risk		
3 = Poor	Unconvincing. Medium risk		
2 = Very Poor	Unconvincing. High risk		
1 = Inadequate	Response is totally unconvincing and requirements have not been met. High risk		
0 = Not Acceptable	Tenderer was not evaluated as it did not provide requested information. High risk		
Superior	Financial offer (payable to Sport and Recreation Services)		10
Outstanding	\$0-\$50,000.00 *		8
Excellent	\$50,001.00 - \$100,000.00*		6
Very Good	\$100,001.00 - \$150,000.00*		4
Good	\$150,001.00 - \$200,000.00*		2
Adequate	\$200,001.00 - \$250,000.00*		1
Inadequate	\$250,001.00 and over*		0

*Payable by the Territory to the Contractor.

The Territory has also made the inclusion for the use of a Best and Final Offer if required.

Table 4- Total income for each area by year - past 4 years

	2008			2009			2010			2011		
	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total
Rental Income	47,299.00	16,625.00	63,924.00	41,696.00	12,483.00	54,179.00	39,083.88	\$30,870.00	69,953.88	50,547.86	\$32,617.99	83,165.85
Kiosk Sales	81,457.00	0.00	81,457.00	100,430.68	0.00	100,430.68	\$95,366.12	\$0.00	95,366.12	\$101,827.21	\$0.00	101,827.21
Aerobics/Fitness classes	2,201.00	6,539.00	8,740.00	859.08	4,436.00	5,295.08	2,400.00	4,662.57	7,062.57	2,733.93	6,096.78	8,830.71
Casual Gym	6,813.00	20,977.00	27,790.00	5,988.77	15,055.00	21,043.77	14,339.09	16,224.01	30,563.10	10,572.12	13,413.32	23,985.44
Childcare	0.00	16,495.00	16,495.00	0.00	11,962.00	11,962.00	0.00	17,164.49	17,164.49	0.00	13,689.23	13,689.23
Personal Training - Gym	11,880.00	41,428.00	53,308.00	4,664.88	13,301.00	17,965.88	4,589.82	19,794.57	24,384.39	5,469.26	15,653.87	21,123.13
Adult Swims	86,796.00	123,135.00	209,931.00	78,688.00	95,821.00	174,509.00	102,107.01	156,647.64	258,754.65	105,309.49	143,133.27	248,442.76
Child Swims	76,270.00	95,191.00	171,461.00	73,061.00	84,020.00	157,081.00	88,997.57	136,875.16	225,872.73	97,483.93	129,400.99	226,884.92
Family Swims	6,396.00	14,016.00	20,412.00	5,790.00	20,685.00	26,475.00	9,516.79	21,761.76	31,278.55	8,450.20	18,948.76	27,398.96
Concession	2,053.00	27,666.00	29,719.00	1,815.00	8,730.00	10,545.00	3,027.00	15,463.28	18,490.28	6,680.75	15,330.78	22,011.53
Swim & Survive Lessons	95,347.00	602,124.00	697,471.00	77,621.00	354,760.00	432,381.00	136,553.63	882,165.93	1,018,719.56	201,742.26	1,042,602.79	1,244,345.05
Swim & Survive Other	0.00	11,051.00	11,051.00	0.00	18,348.00	18,348.00	10,052.17	25,520.90	35,573.07	2,251.00	3,623.01	5,874.01
Aquatic Programs	20,305.00	14,028.00	34,333.00	22,925.00	17,726.00	40,651.00	24,036.98	33,411.56	57,448.54	5,028.73	25,155.12	30,183.85
Season Tickets	24,938.00	44,920.00	69,858.00	24,591.00	29,123.00	53,714.00	30,649.08	52,653.34	83,302.42	30,449.21	51,084.40	81,533.61
Swim Multi Tickets	132,235.00	134,975.00	267,210.00	110,304.00	110,132.00	220,436.00	149,703.42	175,755.74	325,459.16	152,340.95	161,895.25	314,236.20
Lane / Pool Hire	45,230.00	88,846.00	134,076.00	46,565.00	79,851.00	126,416.00	44,877.43	136,259.25	181,136.68	73,953.07	157,883.66	231,836.73
Programs / Events	4,408.00	14,082.00	18,490.00	3,138.00	3,784.00	6,922.00	3,926.98	7,216.95	11,143.93	3,728.41	10,886.05	14,614.46
Groups / Schools Entry	43,021.00	0.00	43,021.00	35,079.00	0.00	35,079.00	31,771.07	418.18	32,189.25	26,604.10	0.00	26,604.10
School Swim & Survive	21,635.00	254,195.00	275,830.00	7,633.00	67,541.00	75,174.00	42,534.45	147,146.31	189,680.76	81,611.00	159,470.80	241,081.80
Fitness Multi Visit Passes	2,393.00	11,417.00	13,810.00	152.00	8,495.00	8,647.00	312.82	6,270.74	6,583.56	94.55	7,670.91	7,765.46
3 Month Membership	14,491.00	23,233.00	37,724.00	10,355.00	15,036.00	25,391.00	9,940.23	17,128.46	27,068.69	15,820.32	16,896.78	32,717.10
6 Month Membership	2,450.00	0.00	2,450.00	1,749.00	0.00	1,749.00	1,169.26	0.00	1,169.26	0.00	0.00	0.00
12 Month Membership	28,725.00	34,744.00	63,469.00	28,538.00	35,929.00	64,467.00	19,658.70	62,873.04	82,531.74	24,532.05	45,908.89	70,440.94
Direct debit Membership	152,343.00	505,198.00	657,541.00	133,887.00	317,418.00	451,305.00	127,669.72	291,569.10	419,238.82	156,916.89	323,988.43	480,905.32
Merchandise Sales	39,135.00	76,898.00	116,033.00	35,077.00	68,501.00	103,578.00	47,411.79	92,759.28	140,171.07	37,493.94	88,244.25	125,738.19
Equipment Hire	0.00	11,767.00	11,767.00	0.00	8,473.00	8,473.00	0.00	15,241.93	15,241.93	1,283.08	11,064.79	12,347.87
Locker Hire	10,005.00	4,781.00	14,786.00	6,190.00	2,813.00	9,003.00	8,410.10	4,976.90	13,387.00	9,970.20	4,914.02	14,884.22
Other Income	2,539.00	3,977.00	6,516.00	896.00	40,425.00	41,321.00	371.20	368.00	739.20	4,582.56	6,286.79	10,869.35
School Lessons Other	0.00	66,855.00	66,855.00	0.00	0.00	0.00	0.00	0.00	0.00	3,832.19	0.00	3,832.19
Other Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16,000.15	0.00	16,000.15
Volleyball	1,568.00	0.00	1,568.00	50.96	0.00	50.96	974.25	0.00	974.25	5,007.59	0.00	5,007.59
Seniors Program	0.00	0.00	0.00	4,664.88	0.00	4,664.88	0.00	0.00	0.00	4,980.04	0.00	4,980.04
Expense Recovery	30,640.00	99,639.00	130,279.00	116,233.00	674,121.00	790,354.00	0.00	510,000.00	510,000.00	250,000.00	26,920.00	276,920.00
TOTAL INCOME	992,573.00	2,364,802.00	3,357,375.00	978,642.25	2,118,969.00	3,097,611.25	1,049,450.56	2,881,199.09	3,930,649.65	1,497,297.04	2,532,780.93	4,030,077.97

GST – Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of the acquisition of the asset or as part of the expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

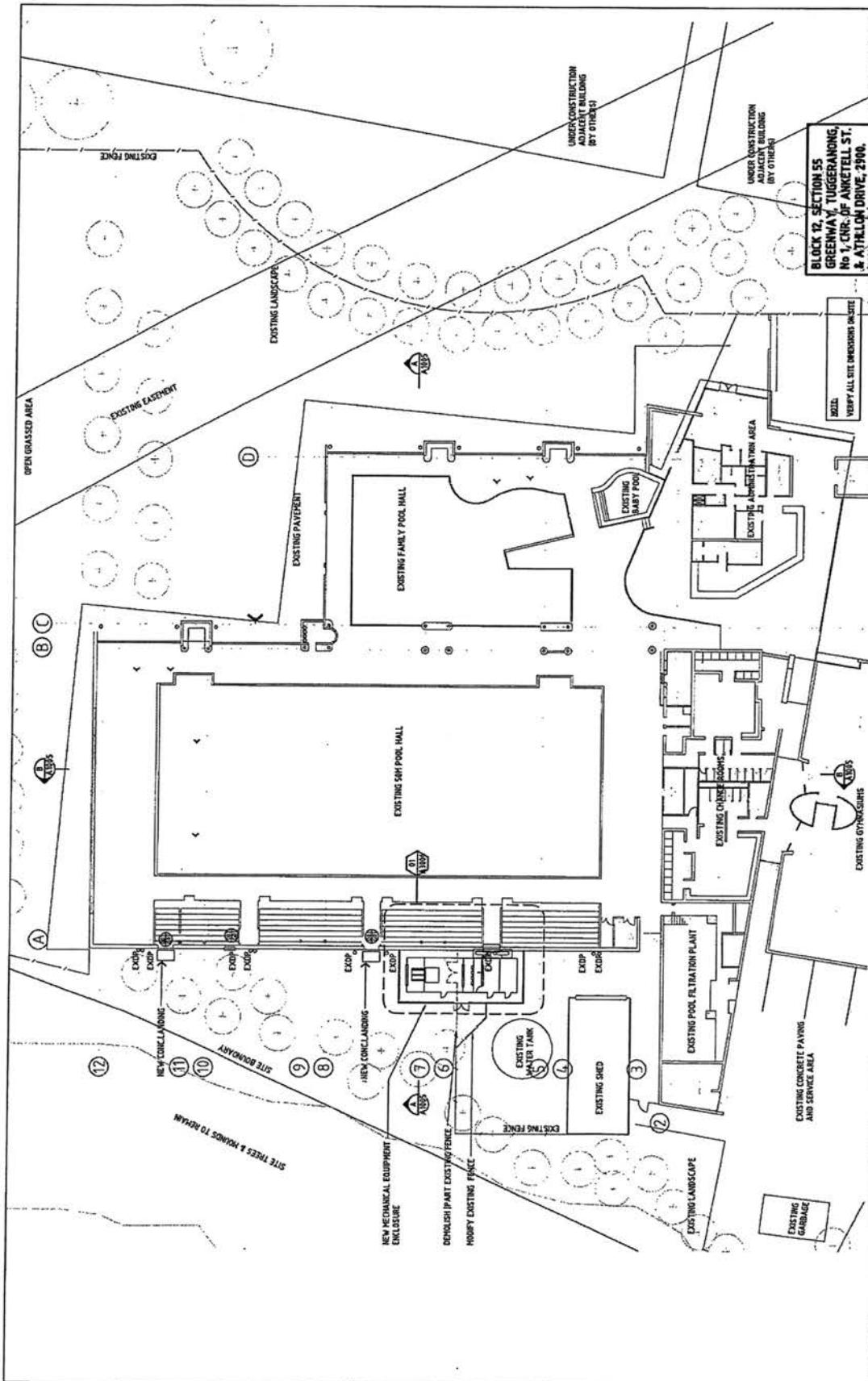
Table 5: Total expenditure for each budget area for past 4 years

Expenses	2008			2009			2010			2011		
	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total	Canberra	Tuggeranong	Total
Cost of Sales	74,275.00	47,774.00	122,049.00	90,597.00	46,819.00	137,416.00	87,036.05	52,580.83	139,616.88	72,737.56	46,672.99	119,410.55
Management Wages	57,221.00	93,154.00	150,375.00	54,912.00	92,400.00	147,312.00	39,655.14	90,838.21	130,493.35	59,155.82	96,507.67	155,663.49
Kiosk Wages	7,695.00	0.00	7,695.00	6,549.00	0.00	6,549.00	7,906.60	0.00	7,906.60	7,388.03	0.00	7,388.03
Membership Wages	0.00	54,031.00	54,031.00	12,047.00	30,924.00	42,971.00	847.94	39,233.85	40,081.79	0.00	33,636.98	33,636.98
Sales Commission	1,725.00	32,677.00	34,402.00	422.00	7,231.00	7,653.00	0.00	16,080.00	16,080.00	1,000.00	548.40	1,548.40
Reception	67,593.00	76,792.00	144,385.00	76,685.00	82,902.00	159,587.00	71,547.61	78,874.22	150,421.83	75,597.94	81,347.66	156,945.60
Lifeguard	173,123.00	232,675.00	405,798.00	147,204.00	122,353.00	269,557.00	190,546.67	228,498.33	419,045.00	191,202.00	223,308.88	414,510.88
Swim/Showtime Instructor	5,152.00	40,187.00	45,339.00	33,009.00	12,583.00	45,592.00	59,722.14	6,955.06	66,677.20	54,053.43	54,742.61	108,796.04
School Swim Instructor	44,694.00	231,884.00	276,578.00	17,896.00	177,717.00	195,613.00	15,633.76	330,258.34	345,892.10	37,686.19	326,416.97	364,103.16
Gym Instructor	72,624.00	88,076.00	160,700.00	83,029.00	82,272.00	165,301.00	83,679.28	86,321.69	170,000.97	100,269.18	99,679.37	199,948.55
Personal Trainer	5,510.00	21,320.00	26,830.00	386.00	3,583.00	3,969.00	0.00	10,199.19	10,199.19	2,880.00	5,174.96	8,054.96
Aqua/Aerobics Instructor	6,655.00	91,670.00	98,325.00	6,847.00	86,872.00	93,719.00	8,263.02	103,152.68	111,415.70	10,676.25	111,017.79	121,694.04
Childcare	0.00	38,311.00	38,311.00	0.00	36,760.00	36,760.00	0.00	38,461.09	38,461.09	0.00	48,862.97	48,862.97
Administration Wages	18,316.00	25,935.00	44,251.00	16,725.00	26,485.00	43,210.00	21,470.76	27,919.53	49,390.29	23,049.34	34,313.58	57,362.92
Staff Oncosts	114,913.00	263,859.00	378,772.00	101,197.00	167,964.84	269,161.84	140,522.00	276,175.55	416,697.55	149,447.75	252,656.27	402,104.02
Staff Training & Recruitment	16,507.00	25,954.00	42,461.00	12,694.00	24,735.58	37,429.58	10,521.16	26,024.35	36,545.51	10,835.01	11,247.92	22,082.93
Chemicals	24,649.00	41,060.00	65,709.00	20,153.00	17,025.00	37,178.00	27,812.84	28,473.75	56,286.59	36,066.76	30,548.20	66,614.96
Cleaning	6,644.00	11,583.00	18,227.00	6,907.00	25,611.00	32,518.00	12,607.53	37,554.35	50,161.88	10,126.63	31,813.29	41,939.92
Electricity	49,296.00	99,101.00	148,397.00	36,952.00	102,212.00	139,164.00	70,891.08	163,329.42	234,220.50	50,927.47	166,302.65	217,230.12
Equipment purchase	558.00	10,275.00	10,833.00	154.00	0.00	154.00	966.66	1,139.16	2,105.82	153.64	32.10	185.74
First Aid	3,588.00	1,238.00	4,826.00	500.00	991.00	1,491.00	563.39	3,962.89	4,526.28	2,835.82	3,239.15	6,074.97
Garbage Removal	2,829.00	8,274.00	11,103.00	2,396.00	8,472.00	10,868.00	4,035.35	12,196.50	16,231.85	5,291.45	14,031.40	19,322.85
Gas Charges	129,071.00	161,000.00	290,071.00	130,558.00	155,228.00	285,786.00	141,338.67	217,013.18	358,351.85	169,732.52	205,413.76	375,146.28
Grounds Maintenance	1,900.00	370.00	2,270.00	800.00	420.00	1,220.00	0.00	460.00	460.00	220.00	180.00	400.00
Program Expenses	1,908.00	91,894.00	93,802.00	1,419.00	25,647.00	27,066.00	3,013.16	35,280.83	38,293.99	2,527.48	9,084.49	11,611.97
Repairs & Maintenance	83,746.00	136,381.00	220,127.00	93,356.00	156,803.00	250,159.00	109,720.43	120,823.46	230,543.89	108,910.91	78,938.55	187,849.46
Telephone	9,908.00	11,910.00	21,818.00	12,244.00	13,301.00	25,545.00	9,861.60	7,745.89	17,607.49	7,781.36	10,345.70	18,127.06
Water	96,111.00	52,927.00	149,038.00	118,228.00	31,716.00	149,944.00	177,876.45	43,613.65	221,490.10	100,894.00	90,143.00	191,037.00
Bus Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	47,149.70	18,411.44	65,561.14
Advertising & Marketing	12,546.00	40,523.00	53,069.00	18,183.00	26,476.00	44,659.00	14,271.87	31,308.16	45,580.03	15,600.88	45,722.05	61,322.93
Rental Costs	0.00	80,000.00	80,000.00	0.00	81,600.00	81,600.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	1,909.00	2,660.00	4,569.00	3,978.00	2,181.00	6,159.00	2,801.00	1,408.00	4,209.00	2,180.00	981.00	3,161.00
Operating/Mngmnt Expenses	138,305.00	292,857.00	431,162.00	133,151.00	314,854.00	448,005.00	152,829.00	273,795.78	426,624.78	139,012.25	262,001.37	401,013.62
Total	1,228,971.00	2,406,352.00	3,635,323.00	1,239,178.00	1,964,138.42	3,203,316.42	1,465,941.16	2,389,677.94	3,855,619.10	1,495,389.37	2,393,323.17	3,888,712.54

Note – Income and expenditure records are based on the audited financial statements of the contractor during the stated period. Expenditure excludes the indexed management fee and also selected repairs and maintenance costs and capital works paid by the Territory.

Payments made by the Territory (Expense Recovery)				
	2008	2009	2010	2011
Operational Compensation*	\$99,639	\$764,263	\$510,000	\$0
Management Subsidy	\$0	\$0	\$0	\$250,000
R&M Reimbursement	\$30,640	\$26,091		\$26,920
Total	\$130,279	\$790,354	\$510,000	\$276,920

*Operational Compensation was for exceptional circumstances and is not expected to occur in the future.



BLOCK 12, SECTION 55
GREENWAY, TUGGERAHONG,
No 1, CNR. OF ANKETTILL ST.
& ATHLON DRIVE, 2000.
ZONE: PR2-2

PRELIMINARY
ACT PROCUREMENT SOLUTIONS
LAKESIDE LEISURE CENTRE REFURBISHMENT
GROUND FLOOR PLAN

Client: ACT
Project: Lakeside Leisure Centre Refurbishment
Title: Ground Floor Plan
Scale: AS SHOWN
Drawing No: 23-12453-A2201
Rev: C

DO NOT SCALE
This drawing is for reference only. It is not to be used for construction purposes. All dimensions and quantities shall be taken from the approved contract documents. The contractor shall verify all site dimensions on-site.

DESIGNED BY: H. HENDON
CHECKED BY: J. HAYES
DATE: 14/06/08

CLIENTS | PEOPLE | PERFORMANCE

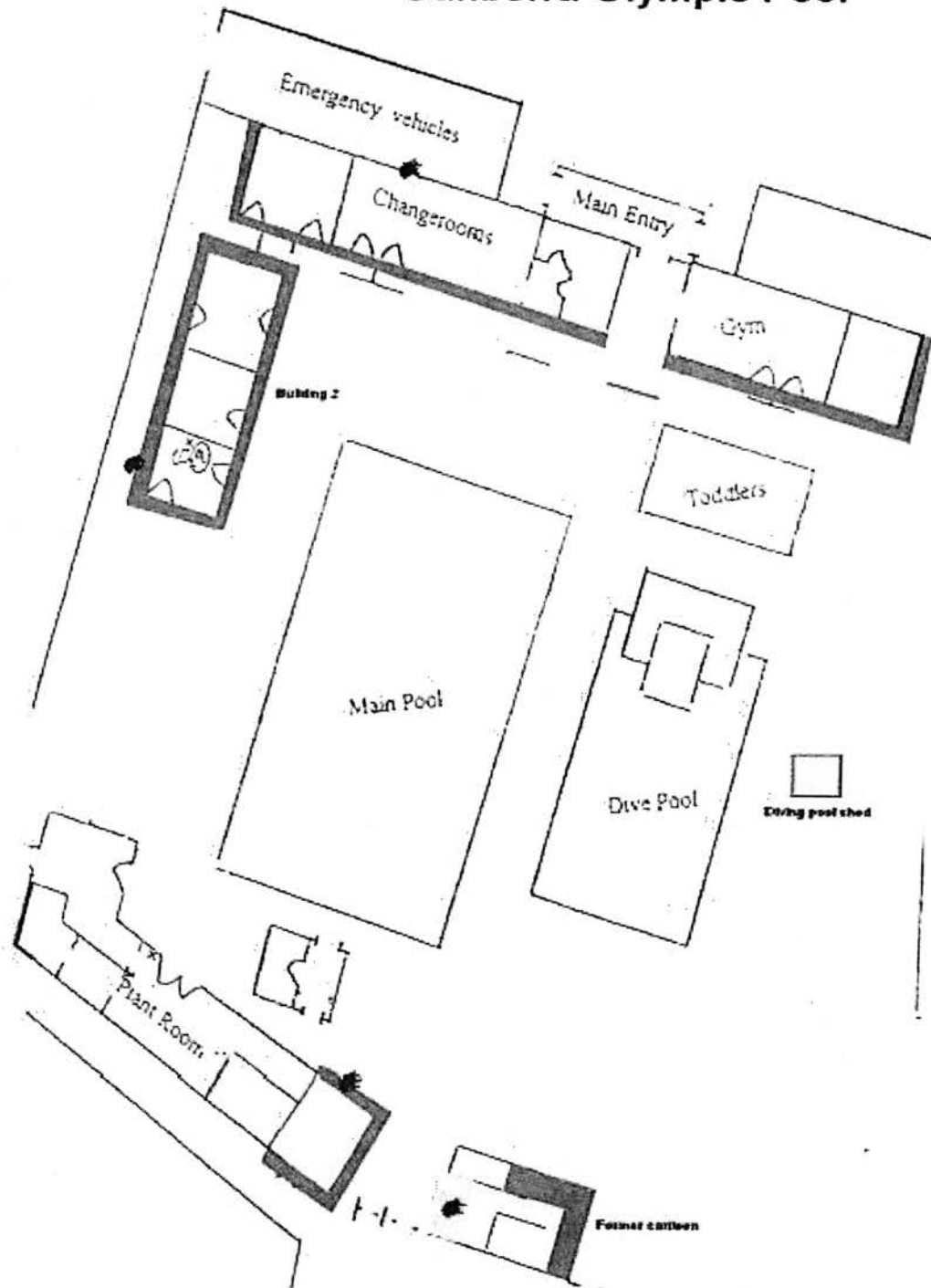
ACT Procurement Solutions
111 Macquarie Street
Sydney NSW 2000
Tel: (02) 9237 1000
Fax: (02) 9237 1001
Email: info@actprocurement.com.au

DL	22/06/08
EC	14/06/08
PM	26/06/08
DR	26/06/08

Scale: 1:100 AT ORIGINAL SIZE

Grid Lines: A-D, 1-12

Canberra Olympic Pool



Operating Expenses/Management Expenses								
Year	2008		2009		2010		2011	
Facility	COP	LLC	COP	LLC	COP	LLC	COP	LLC
OPERATING (example items)								
Accounting and audit	\$750.00	\$750.00	\$0.00	\$4,500.00	\$0.00	\$3,200.00	\$0.00	\$0.00
Computer Costs	\$1,267.00	\$4,958.00	\$698.00	\$3,033.00	\$976.00	\$881.00	\$3,622.00	\$3,974.00
Fringe Benefits Tax	\$364.00	\$2,829.00	\$240.00	\$2,640.00	\$1,000.00	\$2,600.00	\$9.00	\$937.00
Insurance	\$15,187.00	\$30,851.00	\$14,543.00	\$25,472.00	\$15,016.00	\$24,457.00	\$9,292.00	\$19,253.00
Lease Costs	\$9,909.00	\$17,101.00	\$9,909.00	\$17,056.00	\$6,090.00	\$10,485.00	\$0.00	\$0.00
License Fees	\$6,408.00	\$15,607.00	\$5,357.00	\$16,587.00	\$4,741.00	\$15,744.00	\$7,104.00	\$16,872.00
Motor Vehicle Costs	\$0.00	\$5,539.00	\$0.00	\$5,083.00	\$0.00	\$3,955.00	\$0.00	\$4,290.00
Motor Vehicle Lease	\$0.00	\$5,267.00	\$0.00	\$6,584.00	\$0.00	\$538.00	\$0.00	\$0.00
Rent Charge (Recovery)	\$0.00	\$0.00	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Supplies	\$5,320.00	\$7,793.00	\$5,621.00	\$6,888.00	\$6,067.00	\$11,179.00	\$4,614.00	\$7,256.00
Security Services	\$5,022.00	\$8,488.00	\$3,877.00	\$5,460.00	\$7,196.00	\$10,237.00	\$8,293.00	\$11,884.00
Subscriptions & Registration	\$1,110.00	\$0.00	\$1,585.00	\$188.00	\$2,768.00	\$387.00	\$902.00	\$50.00
Telephone	\$0.00	\$96.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL	\$45,337.00	\$99,279.00	\$41,830.00	\$133,491.00	\$43,854.00	\$83,663.00	\$33,836.00	\$64,516.00

Fees inclusive of GST	2012/13
Pool Entry	
Adult	\$6.20
Child/Concession	\$4.10
Family	\$16.50
Pensioners/Seniors	\$3.80
Spectators	\$2.30
20 visit pass	
Adult	\$98.00
Child/Concession	\$57.00
Pensioner	\$57.00
Child Swim Club Member	\$50.00
Minimum Age	3yrs & Under
DSP Card Holders	Free
Pool Membership	
<u>3 Months</u>	
Adult	\$171.00
Child/Concession	\$108.80
<u>6 Months</u>	
Adult	\$333.50
Child/Concession	\$186.00
<u>12 Months</u>	
Adult	\$637.50
Child/Concession	\$357.00
Pool Hire	
<u>Centre Based Clubs</u>	
50 metre / hr / lane	\$3.20/\$19.95
25 metre / hr / lane	\$1.70/\$10.50
\$3.20/\$1.70 per lane for 1 st two lanes \$19.95/\$10.50/hr/Lane for subsequent lanes.	
Minimum 10 users per 50 metre lane and 7 users per 25 metre lane	
School/Club Swim Carnivals	
Per 50m /Lane / Hour	\$21.50
25m /Lane / Hour	\$11.20
Whole Pool / Hour	\$146.00
Swim School Lessons	
1 st Child	\$15.00
2 nd Child	\$15.00
3 rd and subsequent children	\$14.50
Adults	\$17.00
Babies	\$11.50
Health Club	
Joining Fee	
12 month	\$150.00

3 month	\$108.00
Full Membership – in advance	
12 month Adult	\$785.00
12 month Corporate	\$641.00
3 month Adult	\$382.00
1 month Adult	\$182.00
Full Membership – Direct Debit	
12 month Adult	\$15.60
12 month Corporate	\$11.30
3 month Adult	\$23.20
Casual Entry	
Gym/Swim	\$18.40
Group Fitness/ Swim	\$18.40
10 visit pass Gym/Swim	\$182.00
Creche	
Per child 1.5 hour visit	\$3.90
20 visit pass	\$70.50

Asset Condition Report – Lakeside

ASSET NAME	Sighted 20/12/11	Condition/Purchased
Health Club Equipment-Lakeside		
Plain Black 20 kg Weights Discs x4	Yes	Good
Plain Black 15 kg Weights Discs x2	Yes	Good
Plain Black 10 kg Weights Discs x2	Yes	Good
Plain Black 5 kg Weights Discs x2	Yes	Good
Plain Black 2.5 kg Weights Discs x2	Yes	Good
Plain Black 1.25kg Weight Discs x 2	Yes	Good
Black Pump Bar x2	Yes	Good
Don Oliver 2.5kg Weight Discs x6	Yes	Good
Don Oliver 1kg Weight Discs x4	Yes	Good
Swiss Ball x3	Yes	Good
Bosu x1	Yes	Good
Wobble Board x1	Yes	Good
2kg BBE Max Grip Medicine Ball	Yes	Good
1kg Sports Master Medicine Ball x2	Yes	Good
3kg Sports Master Medicine Ball x2	Yes	Good
6kg Sports Master Medicine Ball	Yes	Good
Blue Airex Mats x6	Yes	Good
Reebok Steps x2	Yes	Good
Weights Belt x1	Yes	Good
20kg Olympic Bar x1	Yes	Good
EZ Bar x1	Yes	Good
Filing Cabinet (2 drawer)	Yes	Good
Skipping Rope x5	Yes	Good
Free Weights		
AFS Dumbbells 6.5kg x2	Yes	Good
AFS Dumbbells 9.0 kg x2	Yes	Good
AFS Dumbbells 11kg x2	Yes	Good
AFS Dumbbells 13.5kg x2	Yes	Good
AFS Dumbbells 16.0kg x2	Yes	Good
AFS Dumbbells 18.5kg x2	Yes	Good
AFS Dumbbells 21.5kg x2	Yes	Good
Dumbbells 23kg x2	Yes	Good
AFS Dumbbells 26kg x2	Yes	Good
AFS Dumbbells 28kg x2	Yes	Good
Dumbbells 31kg x2	Yes	Good
Chrome Dumbell 1kg x2	Yes	Good
Chrome Dumbell 2kg x2	Yes	Good

000009

ASSET NAME	Sighted 20/12/11	Condition/Purchased
Chrome Dumbell 3kg x2	Yes	Good
Chrome Dumbell 4kg x2	Yes	Good
Chrome Dumbell 5kg x2	Yes	Good
Chrome Dumbell 6kg x2	Yes	Good
Chrome Dumbell 7kg x2	Yes	Good
Chrome Dumbell 8kg x2	Yes	Good
Chrome Dumbell 9kg x2	Yes	Good
Chrome Dumbell 10kg x2	Yes	Good
Australian Barbell Co. 25kg Disc Weights x6	Yes	Good
Australian Barbell Co. 20kg Disc Weights x5	Yes	Good
Australian Barbell Co. 15kg Disc Weights x2	Yes	Good
Australian Barbell Co. 10kg Disc Weights x5	Yes	Good
Australian Barbell Co. 5kg Disc Weights x7	Yes	Good
Australian Barbell Co. 2.5kg Disc Weights x7	Yes	Good
Australian Barbell Co. 1.25kg Disc Weights x2	Yes	Good
Straight Pushdown Bar x1	Yes	Good
EZ Pushdown Bar x2	Yes	Good
Pushdown Rope x1	Yes	Good
Crossover Handles x2	Yes	Good
Close Grip Handle Bar x1	Yes	Good
Long Pulldown Bar x1 (Lat Pull)	Yes	Good
Seated Row Handle (Close grip) x1	Yes	Good
Assessment Room		
Monarch Ergomedic 828E Bike x1	Yes	Good
Digital Scales x1	Yes	Good
Blood Pressure/Heart Rate Monitor x1	Yes	Good
Desk x1	Yes	Fair
Chairs x2	Yes	Poor
PowerVac Vacuum Cleaner x1	Yes	Fair
Filing Cabinet	Yes	Good
Cardio Equipment		
Concept 2 indoor rower x2	Yes	Good/2002
Nautilus T916 Treadmill x10	Yes	Good/2010
Nautilus E916 Elliptical x2	Yes	Good/2010
Nautilus SC916 Stepper x2	Yes	Good/2010

000008

ASSET NAME	Sighted 20/12/11	Condition/Purchased
Nautilus U916 Upright Bike x3	Yes	Good/2010
Nautilus R916 Recumbant Bike x2	Yes	Good/2010
Weighted Equipment-Magnum Fitness Systems		
Free Motion Leg Extension x1	Yes	Good/2008
Free Motion Leg Curl x1	Yes	Good/2008
Integrity Seated Row + Lat Pulldown x1	Yes	Good/2008
Free Motion Fly/Rear Delt x1	Yes	Good/2008
Free Motion Lat/High Row x1	Yes	Good/2008
Ab Coaster x1	Yes	Good/2008
Calf Raise/Squat x1	Yes	Good
Incline Bench x2	Yes	Good
Free Motion Chest Press x1	Yes	Good/2008
Free Motion Shoulder Press x1	Yes	Good/2008
Lower Back Extension	Yes	Good
Weighted Equipment- Integrity Strength Systems		
Star Trac Instinct Cables x1	Yes	Good/2008
Free Motion 45 degree Leg Press x1	Yes	Good/2008
Star Trac Max Rack	Yes	Good/2008
Weighted Equipment-Misc.		
Free Motion Dip/Chin x1	Yes	Good/2008
Flat Bench x3	Yes	Good
Power Rac x1	Yes	Good
Bicep Curl Chair/Rack TEAM Fitness System x1	Yes	Good
Incline Ab Curl x1	Yes	Good
Aerobics Room		
Reebok Step x33	Yes	Good
Sports Master Australia Boxing Kicking Pad (Large) x10	Yes	Good
Sports Master Round Boxing Pads x4	Yes	Good
Morgan Boxing Pad (Medium) x10	Yes	Good
Morgan Boxing Bag (Large) x1	Yes	Good
Sports Master Boxing Bag (Medium) x1	Yes	Good
Morgan Boxing Bag (Large) x1	Yes	Good
Jim Bradley Speed Bag (Large) x1	Yes	Good

ASSET NAME	Sighted 20/12/11	Condition
AIREX Mats x19	Yes	Good
Pump Bars x35	Yes	Good
Don Oliver Weights 10kg x13	Yes	Good
Don Oliver Weights 5kg x46	Yes	Good
Don Oliver Weights 2.5kg x29	Yes	Good
Don Oliver Weight 1kg x33	Yes	Good
Australian Barbell Co. 5kg x75	Yes	Good
Australian Barbell Co. 2.5kg x30	Yes	Good
Australian Barbell Co. 1.25kg x24	Yes	Good
Australian Barbell Co. 0.5kg x10	Yes	Good
Short Black Pump Bar x3	Yes	Good
Weight Tree x4	Yes	Good
Pump Bar Rack x1	Yes	Good
Boxing Gloves x12 pairs	Yes	Fair
Boxing Focus Pads x5.5 pairs	Yes	Fair
Stereo	Yes	Fair
Australian Monitor Inst. Series TX 6000	Yes	Good
EV clear scan wireless receiver	Yes	Fair
Denon DN 740R tape deck	Yes	Fair
Sony CDP-CE375	Yes	Fair
Yamaha P1600 Power Amp	Yes	Fair
EV BPU2 UHF Beltpack Transmitter	Yes	Fair
Aeromic Microphone	Yes	Fair
Chiayo Portable Aqua Stereo	Yes	Good
Chiayo Portable Aqua Stereo	Yes	Good
Mipro Wireless MA-707 Amplifier	Yes	Good
Water Fountain Aqua Cooler x2	Yes	Good
AWA 109cm Plasma TV x 2	Yes	Good
Aqua checklist		
AQ4aqua noodles x 23	Yes	Good
AQ6aqua dumbbells x 40	Yes	Good
Aqua noodles x 23	Yes	Good
AQ8aqua cage	Yes	Good
Water Pool Vacuum	Yes	Good/2010
Expert 600 Pool Vacuum	Yes	Good/2005
Pool Inflatable – Aqua run	Yes	Good
Disabled Hoist	Yes	Good
Chairs x56	Yes	Good
Tables x10	Yes	Good
Bins x10	Yes	Good

000006

ASSET NAME	Sighted 20/12/11	Condition
Floor Scrubber	Yes	Good/2005
Office Equipment		
Computers x5	Yes	Good/2011
Printers x6	Yes	Fair
Filing Cabinets x4	Yes	Good
Desks x10	Yes	Good
Cupboards/Shelves x5	Yes	Good
Safe	Yes	Good
Cd player - portable	Yes	Good

Canberra Olympic Pool

	Sighted	
ASSET NAME	20/12/11	Condition/Purchased
Computer Equip Centaman	Yes	Good
Computer Equip Centaman	Yes	Good
Cardio register		
Technogym Excite+ 700 Treadmill x6	Yes	Good/2011
Technogym Excite+ Recline 700 Bike x2	Yes	Good/2011
Technogym Excite+ Bike 700 x5	Yes	Good/2011
Technogym Excite+ Synchro 700 x3	Yes	Good/2011
IS19 Startrac 4100 stepper #1	Yes	Fair/1998
IS20 Startrac 4100 stepper #2	Yes	Fair/1998
IS21 Startrac 4100 stepper #3	Yes	Fair/1998
IS22 Concept 2 rower #1	Yes	Good/1998
IS23 Concept 2 rower #2	Yes	Good/2005
Weights register		
IS24 Lat pulldown integrity fitness	Yes	Good/1998-2001
IS27 Sit up bench integrity fitness	No	NA/1998-2001
IS31 Calf raise/squat integrity fitness	Yes	Good/1998-2001
IS37 Assisted Chin/dip integrity fitness	Yes	Good/1998-2001
IS42 Cable cross integrity fitness	Yes	Good/1998-2001
Seated Cable Row integrity Fitness	Yes	Good/1998-2001
AE1floor mats x 16	Yes	Good
AE2steps x 2	Yes	Good
AE5medicine balls x 5	Yes	Good
punch australia boxing pads x 3	Yes	Good
punch australia gloves x 1	Yes	Good
supatuff australia boxing pads x 2	Yes	Good
supatuff australia gloves x 3	Yes	Good
AE30speakers x 2	Yes	Good
AE31mixer	Yes	Good
AE32tape deck	Yes	Good
AE33amp	Yes	Good
AE34power pack	No	Good
Quad Machine – Leg Extension Magnum Fitness	Yes	Good/1998-2001
90 Leg Press International Fitness	Yes	Good/1998-2001
45 Leg Press International Fitness	Yes	Good/1998-2001
Seated Leg Curl International Fitness	Yes	Good/1998-2001
Chest – Pec Dec International Fitness	Yes	Good/1998-2001
Chest Press International Fitness	Yes	Good/1998-2001
Tricep Pressdown Magnum Fitness Systems	Yes	Good /1998-2001
IS64 Swissball (yellow)	Yes	Good
IS64 Swissball (purple)	Yes	Good
IS65 Swissball (silver)	Yes	Good

ASSET NAME	20/12/11	Condition
IS66 Preacher curl bench	Yes	Good
IS67EZ Curl bar	Yes	Good
Olympic Bars x 2	Yes	Good
Squat Rack	Yes	Good
Bench Press International Fitness	Yes	Good
Smith Station International Fitness	Yes	Good
Weight Tree x 1 International Fitness	Yes	Good
Weight Plates – 1.1kg x 2 ALEX International	Yes	Good
2.5kg x 4 ALEX International	Yes	Good
5kg x 8 ALEX International	Yes	Good
10kg x 6 ALEX International	Yes	Good
15kg x 4 ALEX International	Yes	Good
20kg x 12 ALEX International	Yes	Good
Assessment room		
IS66 Wedderburn scales	No	Being repaired
IS67 Bloodpressure/heart rate monitor	Yes	Good
sit and reach	Yes	Good
IS69 Skinfold calipers	Yes	Good
IS70 Ergometer	Yes	Good
Dumbbells		
1kg Australian Barbell Co.	Yes	Good
2kg Australian Barbell Co.	Yes	Good
3kg Australian Barbell Co.	Yes	Good
4kg Australian Barbell Co.	Yes	Good
5kg Australian Barbell Co.	Yes	Good
6kg Australian Barbell Co.	Yes	Good
7kg Australian Barbell Co.	Yes	Good
8kg Australian Barbell Co.	Yes	Good
9kg Australian Barbell Co.	Yes	Good
10kg Australian Barbell Co.	Yes	Good
12.5kg Australian Barbell Co.	Yes	Good
15kg x 2 Australian Barbell Co.	Yes	Good
17.5kg x 2 Australian Barbell Co.	Yes	Good
20kg x 2 Australian Barbell Co.	Yes	Good
22.5kg Australian Barbell Co.	Yes	Good
25kg Australian Barbell Co.	Yes	Good
27.5kg Australian Barbell Co.	Yes	Good
30kg Australian Barbell Co.	Yes	Good
32.5kg Australian Barbell Co.	Yes	Good
35kg Australian Barbell Co.	Yes	Good
37.5kg Australian Barbell Co.	Yes	Good
40kg Australian Barbell Co.	Yes	Good
Barbells - Australian Barbell Company		
10kg Australian Barbell Co.	Yes	Good
12.5kg Australian Barbell Co.	Yes	Good

ASSET NAME	20/12/11	Condition
15kg Australian Barbell Co.	Yes	Good
17.5kg Australian Barbell Co.	Yes	Good
20kg Australian Barbell Co.	Yes	Good
22.5kg Australian Barbell Co.	Yes	Good
25kg Australian Barbell Co.	Yes	Good
27.5kg Australian Barbell Co.	Yes	Good
30kg Australian Barbell Co.	Yes	Good
Flat Bench x 3 Australian Barbell Co.	Yes	Good
Adjustable Bench x 3 Australian Barbell Co.	Yes	Good
Back Extension Australian Barbell Co.	Yes	Good
TV 2 x LCD Flat screen	Yes	Good
Stereo x 2 Yamaha	Yes	Good
Portable Stereo x 1 Lenoxx \ Sanyo	Yes	Good
Water Fountain Aqua Cooler	Yes	Good
Scales x 2Seca /Tanita	Yes	Good
Steps x 2 STEP	Yes	Good
Aqua checklist		
AQ4aqua noodles x 11	Yes	Good
AQ6aqua dumbbells x 9	Yes	Good
AQ8aqua cage	Yes	Good
Water Pool Vacuum - Olympic Pool	Yes	Good/2010
Pool Inflatable	Yes	Good
Disabled Hoist	Yes	Good
Dive Board - Canberra Olympic Pool x 4	Yes	Good/2008-2010
Grandstand aluminium x 6	Yes	Good
Administration		
Computer x 2 Desktop	Yes	Good/2011
Printer x 3	Yes	Good
Desk x 2	Yes	Fair
Office chair x 2	Yes	Poor
Phone x 1	Yes	Good
Reception & Kiosk		
Computer x 4	Yes	Good/2011
Printer x 1	Yes	Good
Desk x 1	Yes	Good
Office chair x 1	Yes	Poor
Phone x 1	Yes	Good
Cordless phone x 1	Yes	Good
Fax phone x 1	Yes	Good
Centre Manager office		
Laptop x 1 MSI M630	Yes	Poor
Printer x 1	Yes	Good
Desk x 1	Yes	Good
Office chair x 1	Yes	Poor
Phone x 1	Yes	Fair

000002

ASSET NAME	20/12/11	Condition
Health Club		
Computer x 1	Yes	Good/2011
Printer x 2	Yes	Fair
Desk x1	Yes	Good
Office chair x 1	Yes	Poor
Chair x 2	Yes	Good
Phone x 1	Yes	Good
Life Guard Office		
Computer x 1	Yes	Good/2011
Printer x 1	Yes	Good
Office chair x 1	Yes	Good
Chair x 1	Yes	Good
Phone x 1	Yes	Good
Creche		
Desk x 1	Yes	Dated
Chair x 10	Yes	Good