

# Recreation Strategy 2012-2022

Bayside City Council  
Project Brief

Quotation Number – 111201Q

August 2011



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# 1. Introduction

Bayside City Council (Council) is seeking to engage the services of an experienced and qualified consulting group or consultant to develop the City of Bayside’s Recreation Strategy (the Strategy), that will position Council to meet the recreation needs of the community for the period 2012 - 2022.

Bayside City Council recognises that the provision of recreation services and facilities is important to improve the community health, social and economic wellbeing of its residents. Furthermore Council is committed to continually engaging with its residents to ensure that its community has a direct role and opportunity to contribute towards the planning of current and new services to meet identified needs.

# 2. Background

## 2.1 Council Planning

Council’s planning framework provides a hierarchy of strategic planning, which ideally sees the development of subordinate strategies being informed by ‘higher order’ current strategic plans.

Council’s planning framework is overviewed below:



The Strategy will provide a 10 year vision for recreation in Bayside, with an action plan for four years that will deliver a number of annual activities and tasks. These actions will be integrated into Council's annual and service planning processes.

## 2.2 About the City of Bayside

### Land Area

The City of Bayside is located in Melbourne's middle southern suburbs, between 8 and 20 kilometres south of the Melbourne central business district. The City of Bayside is bounded by the Cities of Port Phillip and Glen Eira in the north, the City of Kingston in the east, and the Port Phillip Bay foreshore in the south and west. The City's boundaries are Head Street, St Kilda Street and Glen Huntly Road in the north, and the Nepean Highway, North Road, Thomas Street, the Frankston railway line, Charman Road in the east and the low water mark of Port Phillip Bay on south and west boundaries.

The City encompasses a total land area of about 37 square kilometres and includes the suburbs of Beaumaris, Black Rock, Brighton, Brighton East (part), Cheltenham (part), Hampton, Hampton East, Highett (part) and Sandringham.

The City has approximately 293 hectares of open space, excluding private golf courses and school grounds. Nearly two thirds of open space is owned and managed by Council, whilst the remaining land areas are largely owned by the Department of Sustainability and Environment (and managed by Council as Committee of Management).

### Population Characteristics

As at June 2010, the City of Bayside had an estimated resident population of 97,283 persons. Bayside's average annual growth rate over the 2005 to 2010 period was 1.4%, the highest experienced in Bayside in the past fifteen years.

At the time of the 2006 Census, children aged 0-14 years represented 19 per cent and young people aged 15-24 years represented 12 per cent of the Bayside population. The average (median) age of Bayside residents was 41 years, with 40 per cent of the population aged 25-54 years. Older residents aged 55 years and over accounted for 29 per cent of the Bayside population.

The majority of Bayside's 33,000 households are family households, mostly couples without children and couples with children under 15 years of age. Lone person households comprised 25 per cent of all Bayside households in 2006, many being older adults aged 55-84 years. Over the next ten years Bayside is forecast to experience substantial growth amongst those aged 65-74 years, as the 'baby boomer' generation ages. There will be increasing numbers of couple only and lone person households.

Bayside is a relatively affluent area, as measured by the Australian Bureau of Statistics Index of Relative Socio-Economic Disadvantage in 2006. Bayside is ranked third highest of all 31 metropolitan Melbourne municipalities on the Index, meaning it is one of the *least disadvantaged*. However, Bayside does have scattered pockets or neighbourhoods experiencing disadvantage, which are masked by the affluence across the municipality. Many of these disadvantaged neighbourhoods contain higher proportions of public housing and/or households in housing stress. Of the nine Bayside suburbs, Beaumaris is the least disadvantaged and Hampton East, the most disadvantaged.

Bayside's Health and Wellbeing Plan survey data shows that Bayside residents self-reported high levels of regular exercise, with 77 per cent completing 2.5 hours of vigorous exercise per week. Lower rates of exercise were reported by adults aged 40-45 years and families with young children. Bayside residents nominated physical activity as their second most important



contributor to their sense of health and wellbeing, specifically mentioning 'keeping fit', recreation and hobbies, outdoor activities and gardening.

Basic demographic information on the characteristics of Bayside residents in 2006 is available from the Council website at <http://www.bayside.vic.gov.au/statistics>. A population and households forecast for the City of Bayside for 2006-2031 is also available from this website.

## 2.3 Defining recreation

The purpose of the Recreation Strategy is to guide Council decision making in relation to the resources it allocates to recreation. As a broad description, recreation includes Council's contribution to the overall context for recreation through its oversight of the natural environment, provision of the built environment and through the planning and provision of specific recreational services.

To inform the Strategy, recreation is defined as 'both structured and unstructured activities undertaken in a person's discretionary time that are for the purpose of competition, self-fulfilment, enjoyment, social and/or physical wellbeing with the primary activity requiring physical exertion, and the primary focus is on human activity'.

An indicative listing of recreational activities is included within Attachment 1.

## 2.4 Study area

While the primary focus of the Strategy will be within the Bayside municipal boundaries, it will also consider the recreational implications of the 'transition zones' of neighbouring municipalities and Port Phillip Bay. Please note that the suburbs of Highett and Cheltenham cross over the municipal boundaries of Bayside and Kingston.



Map 1: Inner metropolitan Melbourne municipalities



Map 2: City of Bayside and suburbs

## 2.5 Recreation and sporting facilities

Bayside's 17km foreshore is the single defining feature of Bayside's character and the Open Space Strategy found it to be the community's most valued area of open space. The foreshore has 15 kms of highly utilised shared walking/ cycling trails and is the base for varied and numerous recreation activities and facilities. Ricketts Point Marine Park, Trevor Barker Beach Oval, Brighton's bathing boxes, Middle Brighton Baths, Green Point, Ferdinando Gardens, Half Moon Bay are just some of the recreation spaces along the Bayside foreshore. The foreshore is also home to: six lifesaving clubs; several piers, jetties, yachting, sailing and angling clubs; outdoor fitness training; and other water sports. The foreshore provides informal recreational space for water activities, marine play and discovery, and recreational tourism for fitness and enjoyment. Beach, Esplanade and St Kilda roads, running adjacent to the foreshore, make-up one of the most used recreational/fitness road cycling routes in Australia.

In addition to the foreshore, other regionally significant reserves are Elsternwick Park in the north, Dendy Park in the East and Cheltenham Park in the south. Council has 93 other parks or reserves which provide spaces for health and fitness, play and enjoyment, social recreation and sport.

A significant amount of Bayside's 'green spaces' are invested in golf courses. In addition to the two private golf courses (Royal Melbourne and Victoria), Council controls four public golf course facilities, owning the Sandringham and Brighton golf courses. With the public golf courses included, Bayside has approximately 4.8 Ha of open space per 1000 head of population, with the public golf courses excluded this drops to 3.3 Ha per 1000 head of population. In comparison, the neighbouring foreshore municipalities of Kingston and Port Phillip have respectively 5.2 and 4.3 Ha of open space person 1000 head of population.<sup>1</sup>

There are 25 reserves and four school sites in Bayside that are used for club and school sport, this equates to approximately 48 sportsgrounds allocated by Council. Bayside has some of the largest junior sports clubs and highest junior membership in Victoria, particularly soccer and AFL. Council also owns two athletics venues.

Bayside has 25 community accessible tennis venues, with eight owned by Council, providing a total of 126 courts. There are nine lawn bowls venues, seven are Council owned. There are two croquet clubs with Council owning one. Brighton Recreation Centre and Highett Youth (Recreation) Centre are two large gymnastics venues owned by Council and operated by community groups. The Council owned and community operated Sandringham Youth Club has six outdoor netball courts and one indoor court that can be converted into four badminton courts.

Council owns the Sandringham Family Leisure Centre, with leases for the four-court basketball stadium, large gymnasium, 25 metre indoor swimming pool and sports medicine centre.

This is just a snapshot of the recreation highlights in Bayside with many other recreation facilities being found on private and school properties.

## 2.6 Project scope

The scope of the Strategy includes recreation services and activities provided at Council owned or managed recreation, sporting and leisure facilities.

Whilst the focus of the Strategy should be to enhance the range and effectiveness of recreation facilities and services for Bayside residents and groups, the key issues and opportunities for visitors to the City should also be considered.

<sup>1</sup> Open Space Strategy, Bayside City Council, 2011

The project scope excludes:

- broad open space planning and provision, such as open space areas that are primarily for passive/ contemplative use, bushland and conservation areas;
- cultural and heritage facilities, programs and services, such as libraries, cinemas and arts and cultural places and spaces,
- events; and
- home-based or private recreation activities and pursuits.

## 2.7 Council structure

The Strategy will be led by the Leisure and Recreation Unit, which is a part of the Recreation and Social Development Department within Council.



## 3. Project aims and objectives

### 3.1 Objectives

The purpose of the Strategy is for Council to better understand the current and likely future recreational needs of the Bayside community and to develop a framework for the effective provision, management and development of recreation facilities and services within Bayside.

The Strategy will achieve the following objectives:

- identify the current and projected sporting and recreation needs of Bayside residents and visitors;
- recommend approaches for Council in response to relevant sporting and recreation trends;

- provide a 10 year planned and costed approach for the future provision, management and development of sporting and recreation services and facilities that meet the future needs of residents;
- determine the role of Council and other stakeholders (e.g. community clubs and groups, the private sector and other government authorities) with the provision of sporting and recreation services;
- identify Council's role with the planning and delivery of services through its recreation/community centres;
- provide a 'best practice' template for the management of recreation reserves that articulates the expectations, roles and responsibilities of Council, tenants/allocated users, local residents and other recreation reserve users;
- determine and recommend a suitable model with guiding principles for the provision of capital contributions from community groups towards facility improvements;
- provide a tenancy models that reflect equitable maintenance responsibilities and cost recovery principles for the various tenancy arrangements (commercial and community lease, seasonal allocations/licences, school use etc) of Council owned/ managed recreational facilities;
- establish guiding principles to assess broader community benefit of commercially managed recreational activities within Council owned/managed facilities; and
- identify and map existing recreation facilities and services in Bayside;

### **3.2 Key issues to be addressed**

The need for the development of the Strategy is to enable Council to respond to a range of identified issues, challenges, constraints and opportunities. These include, but are not limited to:

- changing recreation needs and aspirations of residents, particularly given the impact of both an ageing resident base and increase in junior sport participation (club and school);
- continued increase in participation levels in selected sports and activities and the resultant impact upon the existing suite of facilities;
- limited supply of land for accessible open space in an established inner-urban area;
- impact of emerging and new recreation activities;
- increasing demand for access to Council's sporting facilities by school groups and by non-Bayside residents / clubs;
- high demand for shared use of sporting reserves to undertake unstructured/informal activities;
- increasing community demand for a 'walkable' city;
- increasing recreational and fitness bicycle use on paths and roads;
- increasing cost to provide, maintain and manage sporting and recreational infrastructure;
- increasing demand and expectation for higher quality facilities by existing users and clubs;
- increasing demand for the introduction of commercial activities and uses on public land by community groups and the private sector;
- ambiguity of reserve management roles and responsibilities creating levels of tension between Council, tenants, local residents and other reserve users;
- balancing competing recreational needs to access open space;
- determining the broader community benefits of commercial arrangements for the management of Council-owned sporting and recreation facilities;

- determining the appropriate tenancy arrangements and broad financial modelling for Council subsidy of users of Council owned/managed recreational facilities/land;
- historical tenure/ use of Council owned/managed land/facilities that are not providing the reciprocal community benefit when balanced against other competing recreational needs;
- Council's ageing infrastructure;
- potential impact of climate change; and
- importance of cross-Council strategy and operational co-operation and support.

## 4. Methodology

### 4.1 Project tasks

The Consultant will be required to undertake the necessary tasks to address the project aims. An indicative list of project tasks for the Consultant, and the Consultant/Council is listed within Appendix 2 and must be completed and submitted with the tender response.

## 5. Outputs

### 5.1 Project documentation

The consultant will be required to submit the following soft copy (editable) documentation / information in Microsoft Word 2007 or Microsoft Excel 2007 format:

- Discussion Paper (including analysis of survey data and consultation outcomes)
- Draft Strategy (with Executive Summary)
- Final Strategy (with Executive Summary)
- Database/s of key stakeholders
- Documentation of outcomes of all group consultations conducted (transcripts and/or summary notes)
- Dataset of household survey raw data (unit record file) in Microsoft Excel 2007 format (or SPSS-compatible format).

All documentation arising from the project is to be forwarded to the Project Manager at the completion of the project. Council will retain the intellectual ownership of all documentation and reports associated with the project.

Whilst the input of the consultant will be recognised, all material developed as a consequence of the consultancy will become the property of Bayside City Council. With the exception of the final Strategy, documentation may not be released, reproduced, used or copied without the permission of Council.

### 5.2 Discussion Paper

- A succinct, interim Discussion Paper must be prepared that outlines:
  - preliminary research findings
  - preliminary consultation results
  - issues and opportunities

## 5.3 Draft and Final Recreation Strategies

The Recreation Strategies must include the following:

### 5.3.1 Executive summary:

- Provide a summary of key issues, findings and recommendations to meet Council and community needs;
- Be able to be published as an easy to read 'stand alone' summary document for the purposes of wider community promotion and information.

### 5.3.2 Reference documents:

- A brief summary of relevant strategic documents, master plans and current practices;
- A summary of the research and community engagement undertaken;
- An assessment of the existing provision of sport and recreation facilities, services and programs ;
- A concise summary of the importance and value of physical recreation (organised and informal) to the Bayside community;
- Details of relevant population and leisure trends information to be used as planning tools;
- A statement of current community needs preferences, expectations, concerns, issues, opportunities and an ongoing community consultation framework;
- Guiding policy principles that address aspects of sport and recreation provision;
- Recommendations on the priority and the principles for the development of management plans for reserves;
- Recommendations on tenancy and cost models for Council owned and/or managed recreation facilities;
- Recommendations for the deployment of Council's land/assets to better meet community needs;
- Maps of existing and potential future sport and recreation facilities (will include, but not limited to, walking and cycling networks, foreshore and bay recreation facilities, parks, sporting reserves, golf courses, recreation centres etc).

### 5.3.3 Planning documents:

- Include principles, objectives and strategies that will apply over the life of the Strategy;
- Provide a four year annual action plan with prioritised tasks and resource implications. These tasks will be integrated into Council's planning and reporting processes (e.g. Interplan, Council's Annual reporting program).
- Provide an evaluation framework to effectively measure the success of the Strategy/action plan to increase opportunities to participate in recreation and to improve the quality of the recreational experience.

## 5.4 Council reporting

- Preparation of report/s in a format to be used as attachments to reports to Council. Report/s to comply with Council's Writing Style Guide which outlines the principles of plain English and Council's stylistic conventions.

## 5.5 Database

- A database that includes all relevant clubs, associations, stakeholder groups and community involved in the consultation process for the purposes of mail outs, labels and correspondence etc. This database is to be in Excel format and provided electronically at the completion of the study.

## 6. Project management

The Project Manager for this work will be the Recreation Services Coordinator. The Project Manager will be the main day-to-day contact point between Council and the consultant.

Major variations to the project contract, timelines or tasks will be referred to the Manager, Recreation and Social Development Department.

This project is sponsored by the Director Community Services who will provide strategic oversight for the project.

### 6.1 Internal Project Control Group

Council will establish an Internal Project Control Group that will oversee this Project. This Group will meet with the Consultant throughout the project and will provide input and direction in regard to this project, especially the Draft and Final Strategies.

The Internal Project Control Group will comprise of representatives from Bayside City Council and may include officers that represent key areas of interest (e.g. sport and recreation; health and social planning; corporate planning; community engagement; parks and foreshore; asset management; commercial services and other relevant areas as considered appropriate).

### 6.2 Project meetings

There will be a requirement for the consultant's attendance at a minimum of six project management meetings to coincide with critical timelines and tasks. The Project Manager or the consultant may request additional project management meetings.

The project management meetings are in addition to other forms of communication between the consultant and the Project Manager and does not include the consultant's attendance at other types of consultations, meetings, facilitations or presentations (e.g. Councillor/ Council, internal Council stakeholders, Recreation and Open Space Forum etc).

## 7. Community engagement

All engagement with the community will be undertaken in accordance with Council's Community Engagement Framework. (See Appendix 3) The development of the Strategy will reflect an inclusive and consultative approach to stakeholder liaison. The consultant should not duplicate primary research data relating to recreational needs and aspirations that may already have been collected from other community consultation sessions recently conducted by Council.

The consultant will develop a detailed community engagement plan for approval by the Project Sponsor within the first two weeks following appointment. The community engagement plan should actively engage residents, community groups / organisations, and traditionally under-represented residents, such as young people and people from low socio-economic backgrounds.

Stakeholders to be consulted will include, but will not be limited to:

- residents of Bayside;
- Councillors and officers of Bayside City Council;
- Bayside Recreation and Open Space Forum (See Appendix 4) ;
- Bayside-based sporting and active recreation groups, and their members;
- other informal groups, such as local walking groups, cycling groups;
- users and managers of Council's leisure and community recreation facilities;
- local schools;
- neighbouring councils;
- State Government departments and statutory bodies, such as Parks Victoria, Department of Sustainability & Environment, and Sport and Recreation Victoria; and
- regional and State sporting associations.

Community engagement activities involving the wider Bayside community, for example large sample surveys, are not recommended for fieldwork during the December-January period.

## **8. Resources and references**

There are a number of key reference Council documents required as background information and reference documentation for the completion of the Strategy. Council will provide the consultant with these key documents (electronically, via web links or hard copy).

The consultant may also wish to review other Council plans and strategies and these can be made available upon request or accessed via Council's website at:

- [http://www.bayside.vic.gov.au/plans\\_and\\_strategy.htm](http://www.bayside.vic.gov.au/plans_and_strategy.htm)
- <http://www.bayside.vic.gov.au/policy.htm>
- <http://www.bayside.vic.gov.au/budgets.htm>

Key reference documents for the Recreation Strategy	Other Council plans, strategies and relevant information
<ul style="list-style-type: none"> <li>• Council Plan 2009-2013 (Revised 2010)</li> <li>• Community Plan</li> <li>• Municipal Strategic Statement</li> <li>• Bayside Planning Scheme</li> <li>• Council Local Laws</li> <li>• Long Term Financial Plan 2011/12 – 2021/22 &amp;</li> <li>• Strategic Resource Plan 2010-2014</li> <li>• Health and Wellbeing Plan 2009-2103</li> <li>• Open Space Strategy 2011 (draft)</li> <li>• Housing Strategy (draft)</li> <li>• Asset Management Policy 2010</li> <li>• Disability Strategy and Action Plan 2010-2013</li> <li>• Sports Facility Policy 2006</li> <li>• Reserve masterplans (various)</li> <li>• Leasing Policy 2008</li> <li>• Leisure Plan 2002-2007</li> <li>• Ageing Well in Bayside 2008-2018</li> <li>• Municipal Early Years Plan 2010-2013</li> <li>• Youth Strategy and Action Plan 2010-2013</li> <li>• Coastal Strategy 1997</li> <li>• Community Engagement Framework</li> <li>• Council Policy (and Strategy) Framework and Handbook</li> <li>• Council's Writing Style Guide</li> <li>• Terms of Reference Recreation &amp; Open Space Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Use of Council Reserves by Commercial Health and Fitness Providers Policy 2009 (to be reviewed in alignment with DSE regulations)</li> <li>• Open Space and Outdoor Recreation Facility Booking Policy 1999</li> <li>• Regional Soccer Strategy 2008</li> <li>• Tennis, Bowls, Croquet Strategy 2007</li> <li>• Pavilion Improvement Plan 2011 (draft)</li> <li>• Draft Sportsground Strategy 2008 (withdrawn)</li> <li>• Temporary Advertising Signage on Recreation Reserves Policy 2005</li> <li>• Sportsground Risk Assessment 2010</li> <li>• Kingston &amp; Bayside Synthetic Surfaces Study 2009</li> <li>• Open Space Lighting Policy 2008</li> <li>• Playground Strategy 2004</li> <li>• Bicycle Strategy 2004</li> <li>• Skate and BMX Strategy 2004</li> <li>• Risk Management Policy 2011</li> <li>• Street and Park Tree Policy 2011 (under development)</li> <li>• Alcohol Policy (under development)</li> <li>• Tourism Strategic Action Plan 2009-2013</li> <li>• Economic Development Strategy 2010</li> <li>• Beach Road Corridor Strategy 2011 Local Government Community Satisfaction Surveys – Bayside results 2011 and previous years</li> <li>• City of Bayside 2006 Community Profile</li> <li>• City of Bayside Population and Household Forecasts 2006-2031</li> <li>• Victorian Population Health Survey 2008 – Bayside results</li> <li>• Survey Research Procedure</li> <li>• IOSS Benchmark Park User Satisfaction Survey – Bayside results 2010-2011</li> </ul>

## 9. Project budget and phasing of payments

A budget of up to a **maximum of \$70,000** has been allocated to this project. This sum will cover all project costs including the consultant's fee, project variations, any additional resources, sub-consultancies or sub-contracts, travel, incidental costs or disbursements.

Part payment shall be made on receipt of satisfactory work at the end of each of the milestones, as set out in Section 10 of this document.

Payment will be as set out below:

- 20% of the total project fee at project commencement;
- 20% of the total project fee at Council approved completion of the Discussion Paper;
- 30% of the total project fee at Council approved completion of the Draft Recreation Strategy; and
- 30% of the total project fee at Council approved completion of the Final Recreation Strategy.

## 10. Timeframe

Key milestones	Due by
Closing date for tender submissions	16 September 2011
Tender assessment and award contract	7 October 2011
Project commencement	10 October 2011
Project inception meeting	12 October 2011
Submit draft community engagement plan	17 October 2011
Submit draft discussion paper	11 November 2011
Council approved Draft Recreation Strategy – for public exhibition and consultation purposes	May/June 2012
Council approved Final Draft Recreation Strategy – for Council endorsement	July/August 2012

Tender responses must detail task timelines, including meeting dates.

## 11. Tender assessment

### 11.1 Assessment criteria

Tender applications will be assessed against the following criteria and the supporting documentation as detailed in section 11.2:

Selection criteria	Weighting
1. Lump sum fully inclusive prices that: <ul style="list-style-type: none"> <li>- Provides value for money</li> <li>- Includes a detailed budget and hours allocated per milestone/deliverable</li> </ul>	30%
2. Demonstrated experience in recreation planning and production of recreation strategies as they relate to: <ul style="list-style-type: none"> <li>- Service driven planning</li> <li>- Knowledge of current recreation industry trends, particularly as they relate to established urban Local Government Authorities</li> <li>- Development of high quality strategic publications (including mapping and graphics)</li> </ul>	25%
3. Project methodology including: <ul style="list-style-type: none"> <li>- Effective community engagement strategies and ability to incorporate Council's community engagement framework</li> <li>- Demonstrated project management skills</li> </ul>	20%
4. Capacity to complete the project as specified within the agreed timeline <ul style="list-style-type: none"> <li>- Details of personnel (and any other sub-consultancies/ resources) to be engaged on this project</li> <li>- Capacity and proven track record to meet project timeframes</li> <li>- Attention to detail with the production of documentation and reports</li> </ul>	25%

## 11.2 Supporting documentation

Consultants shall provide the following information to support their tender response:

- Evidence of ability to successfully complete similar projects within budget and time frames;
- A profile of the consulting team who will be conducting the project, including details of relevant experiences / skills / qualifications and an indication of who will have responsibility for which components;
- A description of the proposed methodology to be used to achieve the project aims and objectives;
- An engagement program which details meetings with the Internal Project Control Group and consultation with the wider community/stakeholders, including the completion and submission of Appendix 2;
- A budget for the total cost of conducting the project with details of anticipated number of hours and the hourly rate charged for each stage of the project;
- Hourly rates for any additional work that may be requested to be undertaken outside the scope of the initial brief;
- The names and contact details of two referees, preferably from local government;
- Examples of similar strategies or plans undertaken in the local government sector if available;



- Details of any additional support required from Council;
- Any additional tasks and/or associated activities which may be relevant to achieving the best outcome for Council; and
- Proof of insurance cover to the value of \$10,000,000 for public liability insurance and \$5,000,000 for professional indemnity insurance.

## **12. Submission of tenders**

All submissions should be marked with Bayside Recreation Strategy Quotation number 111201Q and sent by email to [dvantrier@bayside.vic.gov.au](mailto:dvantrier@bayside.vic.gov.au) :

All documents must be received no later than **2.00pm 16 September 2011**. Submissions received after the closing time will not be accepted.

## **13. Further information**

Further information about this project can be obtained from:

Damien Van Trier

**Recreation Services Coordinator**

Leisure and Recreation

Email: [dvantrier@bayside.vic.gov.au](mailto:dvantrier@bayside.vic.gov.au)

☎ 9599 4367

## Appendix 1: List of recreational activities to be considered as part of the Recreation Strategy

Aerobics/fitness/gym	Pilates
Aquarobics	Rock climbing/abseiling/caving
Athletics, track and field	Rowing
Australian Rules football including Auskick	Rugby league
Badminton	Rugby union
Baseball	Sailing
Basketball	Scuba diving/snorkelling
Beach volleyball	Shooting sports
Boxing	Skateboarding/roller-blading/inline
Bush walking	hockey/roller sports
Canoeing/kayaking	Soccer (indoor)
Cricket (indoor)	Soccer (outdoor)
Cricket (outdoor)	Softball/tee ball
Croquet/bocce/boules	Squash/racquetball
Cross country running	Surf lifesaving
Cycling/BMXing	Surfing/ body boarding/paddle boarding
Dancing/ballet	Swimming/diving/water polo
Fishing	Table tennis
Golf	Tennis/ royal tennis
Gymnastics/Calisthenics	Tenpin bowling
Hockey /lacrosse	Touch football
Horse riding/equestrian activities/polo	Trail bike riding
Ice or snow sports	Triathlons
Jogging/running	Volleyball
Lawn bowls	Walking for exercise
Martial arts	Waterskiing/powerboating
Motor sports	Weight training
Netball	Windsurfing/kite surfing
Outdoor fitness training (personal/group)	Yoga

Primary Source: Australian Bureau of Statistics, *Participation In Sport And Physical Recreation Australia*, 2009-10, Cat. No. 4177.0, Table 6.

## Appendix 2 – Methodology – Project Tasks

Please indicate the Consultant's cost involved for all relevant project tasks (exclusive of GST).

Project Commencement and Background	Council	Consultant	Consultant Hours	Cost
Inception meetings for project clarification and confirmation of methodology, consultation strategies, project meetings etc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Review and provide analysis of Council strategies, plans and policies that impact on recreation in Bayside and how it will inform the development of the Strategy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare reports for Executive Group and Council using Council's report templates. All report attachments will contain content provided by the Consultant (as described in Section 4 of this document).	<input checked="" type="checkbox"/>			
Establish and maintain information on Council' website and Council publications about the Strategy.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Situation Research & Analysis	Council	Consultant	Consultant hours	Cost
Review industry trends and best practice (local, state and national) that can be applied to the provision of recreation in an inner urban established municipality.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare audit / profile of all existing sport and recreation facilities within Bayside (and key regional facilities outside of Bayside) and prepare inventory database to Council's specifications.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Identify all recreation services and programs available locally and in regional catchment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Map selected existing facilities / venues / walking/cycling paths (up to eight key maps). Maps to be designed in formats that are compatible with Council systems and able to be used in Council publications.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Identify all reserves and existing management plans/ master plans.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Review the various types of tenancy arrangements for Council owned/ managed recreational facilities (e.g. commercial lease, community lease, seasonal allocation/licence, school use) including a review of terms of use, financial contribution to maintenance and capital investment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Review the City of Bayside demographic profile to identify socio-demographic issues and, opportunities for future needs.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Benchmark local, state and national approaches to recreation provision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Collect and/or collate membership and participation data for sporting and recreation groups and identify any trends.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare and submit draft Discussion Paper for Councillors.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____



Present the Discussion Paper to the Project Control Group, Recreation and Open Space Forum and Council's Executive Group.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
<b>Community &amp; Stakeholder Consultation</b>	<b>Council</b>	<b>Consultant</b>	<b>Consultant hours</b>	<b>Cost</b>
Prepare community engagement plan (in accordance with Council's Community Engagement Framework – see Appendix 2) for approval by the Project Manager and Council's Communications Unit.	<input type="checkbox"/>	<input type="checkbox"/>		\$ _____
<i>Some of the tasks associated with the Strategy will include, but not limited to the following:</i>				
Prepare promotional flyer for the project.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Prepare media release announcing the commencement of the project.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Develop household survey/s to provide to consultant for randomised distribution that will inform Discussion Paper	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Draft and finalise other surveys/ market research survey/s, feedback/submission forms and other consultation tools as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare and distribute stakeholder letters providing opportunities and encouraging their participation.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Allow 6 hours to present to Council's Recreation and Open Space Forum meetings. (community engagement initiative)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Establish and maintain stakeholder database details.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Administer, collate and analyse household survey/s to identify recreational participation and patterns and usage of recreation of facilities/spaces in Bayside and municipal transitional zones. Analyse and compare Bayside results with national and state data. Survey questions to replicate comparative Australian Bureau of Statistics questions, where relevant.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Conduct meetings and interviews with a range of external project stakeholders such as facility managers, peak sporting associations, other public and private providers, neighbouring municipalities, State Government agencies to identify facility issues, broad participation trends, sport and recreation activity-specific trends, future plans for provision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Facilitate two Council staff workshop/s with relevant staff and departments (prior to preparation of Discussion Paper).	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Document, collate and analyse information collected from all community engagement processes.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
<b>Analysis of Findings</b>	<b>Council</b>	<b>Consultant</b>	<b>Consultant hours</b>	<b>Cost</b>
Analyse data from situation research and consultation phases to identify sporting and recreation needs and gaps in provision. Compare current provision with expressed community and stakeholder needs/aspirations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Develop principles for the development of future paths/routes to provide a linked network of walking/cycling routes and the development of 'end of	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____

trip' amenities.				
Analyse, compare and prepare recommendations for Council to fund future improvements to recreation assets and facilities (e.g. land/building/ infrastructure)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Develop and recommend a reserve management plan template based on a 'best practice' model that addresses structured and unstructured use of reserves.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Develop 'best practice' tenancy and subsidy models of other Council-owned recreational facilities and provide recommendations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare and submit Discussion Paper incorporating research findings to date, consultation outcomes, key issues, interim directions, policy principles, potential projects and programs and other opportunities.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Consider and incorporate feedback on draft Discussion Paper and finalise the Discussion Paper.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
<b>Draft Recreation Strategy</b>	<b>Council</b>	<b>Consultant</b>	<b>Consultant hours</b>	<b>Cost</b>
Prepare the draft Strategy report that documents the research outcomes, proposed recommendations and actions to key issues, opportunities and strategic directions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare an Implementation Plan incorporating actions/tasks, assignment of responsibilities, timeframes and estimated costs.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Consider and incorporate feedback from Council, and then finalise the draft Strategy report.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare presentation for Council's Executive Group and Councillor Workshop, including project methodology, key findings, key directions, recommendations and resource implications.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Present the draft Strategy to Executive Group, Council meeting and Recreation and Open Space Forum (allow 1 hour per meeting).	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Consider/ incorporate Executive Group and Council feedback and amend the draft Strategy as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Edit the draft Strategy (if required) prior to public exhibition.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Public exhibition of the draft Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Final Recreation Strategy</b>	<b>Council</b>	<b>Consultant</b>		<b>Cost</b>
Consider and review community/ Council staff feedback and prepare final Strategy report.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Prepare presentation for Council's Executive Group and Councillor Briefing, including project methodology, key findings, key directions, recommendations and resource implications.	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
Present the final Strategy to Executive Group, Recreation and Open Space Forum and Council meeting (allow 1 hour per meeting).	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____
<b>Project Management</b>				<b>Cost</b>
Detail project management meetings (minimum of six project management meetings). These are in addition	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		\$ _____

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to other meetings (e.g. Recreation Open Space Forum, Councillor briefings, internal workshops etc)				
<b>Other</b>	<b>Council</b>	<b>Consultant</b>		<b>Cost</b>
Please list any other tasks as deemed necessary to address the project brief:				\$ _____

**Appendix 3 – Community Engagement Framework (To be attached)**

**Appendix 4 – Terms of Reference, Recreation & Open Space Forum (To be attached)**

