
REDLAND AQUATIC PRECINCT REDEVELOPMENT

Objective Reference:	A1850439 Reports and Attachments (Archives)
Attachments:	Attachment A Attachment B
Authorising Officer:	Gary Soutar General Manager Infrastructure & Operations
Responsible Officer:	Lex Smith Group Manager City Spaces
Report Author:	Sven Ljungberg Program Manager Aquatic & Emergency Precinct

PURPOSE

The purpose of this report is to seek Council's endorsement of Stage 2 - business case and approve commencement of Stage 3 - project development for the Redland Aquatic & Emergency Precinct redevelopment program, including other activities to support ongoing delivery of the program.

BACKGROUND

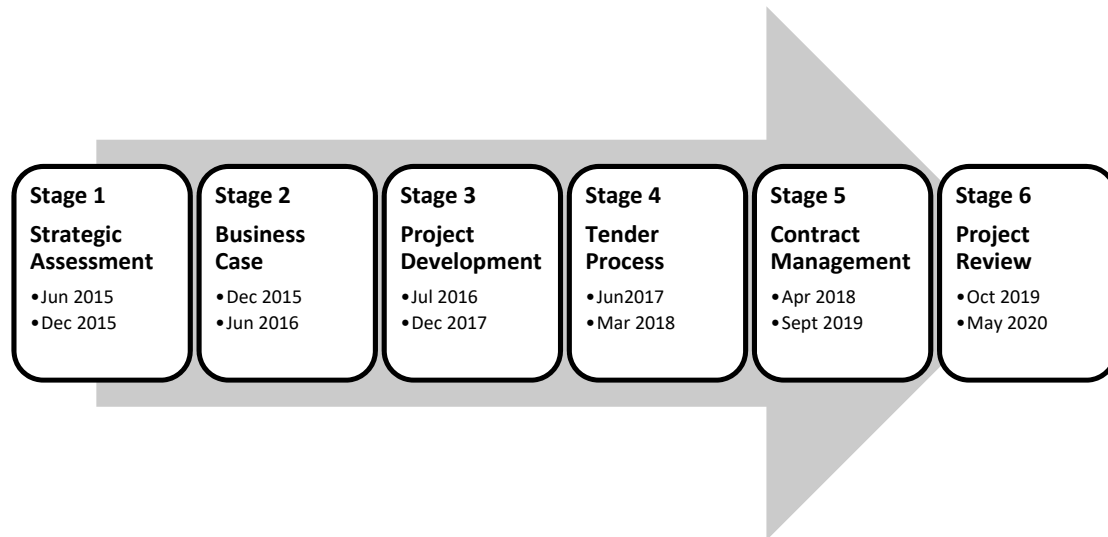
Council entered into preliminary discussions with Surf Life Saving Queensland (SLSQ) in mid-2015, to explore the possibility of a partnership agreement to redevelop the Cleveland Aquatic Centre. It is proposed to relocate SLSQ headquarters and provide an integrated aquatic and emergency precinct at the site.

Council has been presented with a pre-feasibility assessment supported by consecutive background reports detailing the declining condition of the Cleveland Aquatic Centre pools and buildings.

At its General Meeting in a closed session on 9 December 2015, Council resolved to:

- 1. approve expenditure to commence project planning including a joint feasibility study with Surf Life Saving Queensland;*
- 2. enter into discussions with the state on acquiring the current site in freehold either through sale or land transfer;*
- 3. enter into a memorandum of understanding with Surf Life Saving Queensland to enable the Board of Surf Life Saving Queensland to jointly explore their investment options; and*
- 4. establish a stakeholder working group with project partners.*

The proposed program is divided and scheduled into 6 stages in accordance with *Major Projects Guidance for Local Government June 2014* as follows, and aligns with the Portfolio Management Office (PMO) project lifecycle.



Work has progressed on all four resolution items to a point where the business case is ready for:

1. Presentation of an Economic Impact Assessment (EIA) and project proposal to SLSQ's Board of Directors;
2. Approval by Redland City Council (RCC) & SLSQ Board to sign the memorandum of understanding (MOU), and commit to Stage 3 of program;
3. RCC Councillors and SLSQ Board to delegate authority to the Redland Aquatic Precinct Steering Committee in accordance with the MOU & steering committee terms of reference (TOR);
4. Initiate Stage 3 - project development.

Stage 3 - project development will see delivery of the following aspects of the program:

1. project launch and project portal activated;
2. stakeholder consultation (all precinct users);
3. community user survey (pre-consultation);
4. design development and specialist consulting input;
5. stakeholder signoff (gateway review);
6. community consultation (master plan);
7. planning approval;
8. relocation and partnering activities;
9. joint development agreement;
10. land tenure secured through exchange;
11. grants applications prepared and submitted for shovel ready project.

ISSUES

Item 1

Deloitte Access Economics were jointly commissioned to prepare an EIA, with cost benefit analysis (CBA) and computable general equilibrium (CGE) regional modelling to look at options to replace the pool based on two scenarios:

1. **Base case** - like for like renewal staged over a 10-year period;
2. **Project case** - complete replacement of entire facility at once.

In line with the business case program objectives, the EIA was to investigate if it were possible to:

- (2) *Achieve an operationally cost neutral asset for RCC and profitable asset for SLSQ to enable future investment in the Redland and surf life saving community.*

This work was conducted by Deloitte Access Economics and presented to Council in a workshop on 28th June 2016. It was demonstrated that, with a medium visitation scenario of 280,000 people per annum, the project case would in fact be cash flow positive for the operator.

The two scenarios modelled by Deloitte's both demand different capital inputs, with different operational and maintenance outcomes for Council. This is summarised below:

Base case (RCC only aquatic facilities):

- \$ [redacted] capex (undiscounted);
- higher opex (approx. \$ [redacted] per annum);
- ongoing management fee;
- construction and some operational risk;
- total cost to council is estimated to be \$ [redacted] in NPV terms (7% real rate).

Project case (supports a partnership with SLSQ):

- \$ [redacted] capex (undiscounted);
- lower opex (\$ [redacted] total tapering to [redacted] over 5 years);
- no management fee;
- construction risk;
- total cost to council is estimated to be \$ [redacted] in NPV terms (7% real rate);
- net cost savings to Council under medium visitor scenario.

The base case and project case analyse the project from an aquatic perspective, to provide a basis for comparison (apples for apples). They do not include the significant benefits that are possible through a partnership with SLSQ. These include:

- deep water rescue pool, funded by SLSQ, with moveable floor and wave maker - when not in use by SLSQ, this pool is additional program space for public swimming and activities;
- expanded gym facilities and crèche funded by SLSQ;
- SES headquarters and storage building funded by SLSQ;
- integrated aquatic and emergency management precinct - first of its kind in the world (funded by SLSQ, fitout by RCC);
- 100-130 FTE permanent positions+ 70 FTE during construction;
- employment, educational and training opportunities for Redland community through the SLSQ centre of excellence and college.

This report seeks support for the project case scenario, as defined in the program business case and EIA report, enabling the partnership with SLSQ to proceed to the next stage.

During the workshop discussion, councillors expressed a desire to consider within the scope of this program, improvements to the leisure pool to maximise visitation and ensure commercial success. Given the scale of the development, and site closure during construction; it would be an opportune time to consider this for inclusion within the overall scope.

As a result of this discussion, it is proposed that concepts be explored to look at gaps in water-based activities, such as slides, wave pools, wave riders and provide indicative costings for this additional scope of works. This will be brought back to council for consideration at a later date. There is also opportunity for community input using the proposed community survey to feed back into the design development process.

Item 2

Land tenure is currently being negotiated with the state government (Department of Natural Resources & Mines - DRNM), with council seeking a land exchange to secure freehold title. In principle support for a land exchange has been agreed, subject to native title issues being resolved.

The land to be offered for exchange would be of an open space recreation use designation and, as Council would be trustee for such land, it is framed as a win-win scenario, ensuring the open space is secured in perpetuity with the state with council acting as trustee.

Native title issues are presently being addressed through RCC legal team and a submission prepared for the Native Title Committee. Pending a determination from the committee, parcels will be identified on a like-for-like unimproved valuation and use basis. These options will be brought to council through a separate report once DNRM requirements are met.

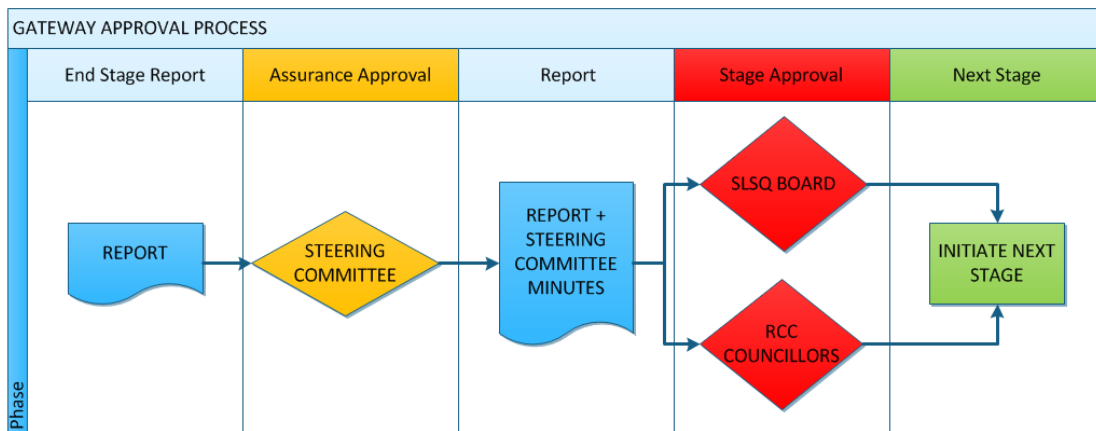
Item 3

The MOU draft has been prepared in consultation with SLSQ and is ready for signing. The MOU (attachment A) articulates the terms of the agreement, program stages, and joint responsibilities up to the end of Stage 3 - project development.

It is proposed that RCC and SLSQ form a steering committee to govern the program delivery. As an appendix to this MOU, the steering committee TOR are detailed (attachment B). The program plan details the overall program approach, and is supported by a communications management strategy, risk management plan, risk register and stakeholder register.

Formal signing of the MOU will initiate the communications project launch, project portal and pre-consultation activities, such as the community pre-consultation survey.

During Stage 3 of the program, the commercial terms of the partnership will be drafted in a joint development agreement (JDA), outlining procurement and contract management, operational and lease details for the following Stages 4-6. This will be the subject of a gateway approval process, and brought before councillors for approval in a report. This is illustrated in the flow diagram below.



Item 4

Project governance has been established and workshops have been held with internal and external stakeholder reference groups. The project governance structure consists of:

- Redland aquatic precinct (RAP) steering committee;
- RAP internal reference group;
- RAP external reference group;
- RAP working group.

The RAP steering committee will comprise joint program sponsors Chief Executive Officers (RCC & SLSQ), SLSQ board member appointed to the project, senior user - Service Manager City Sport & Venues (RCC), senior supplier – client’s representative Craig Chandler Architect (SLSQ) and ELT representative General Manager Infrastructure & Operations (RCC) in accordance with RCC PMO project and program management framework.

The RAP internal reference group representing internal suppliers to the program and consists of council officers, acting as subject matter experts (SMEs), project managers or delivery team managers.

The RAP external reference group consists of members of Queensland Fire & Emergency Services (QFES), Queensland Ambulance Service (QAS), State

Emergency Service (SES) and Local Disaster Management Group (LDMG). This group will expand in program stage 3 to include other site users such as swim squad and club, skate park users and the broader community of precinct users.

A RAP working group is established consisting of senior user – Service Manager City Sport & Venues (RCC), senior supplier – client’s representative [REDACTED] Architect (SLSQ), program manager (RCC), and project managers for individual projects under the program.

STRATEGIC IMPLICATIONS

Legislative Requirements

Nil.

Risk Management

The program is managed through a separate risk management plan, using RCC enterprise risk management framework, and bespoke best practice program risk management plan.

RCC’s risk exposure rests primarily in construction risk, shared somewhat with SLSQ in partnership. Operational risk is largely with SLSQ.

Financial

This report commits council to the 16/17 FY budget expenditure for consulting services delivering design development of the proposal, and community consultation activities. This budget is already approved (\$ [REDACTED]).

Consideration of the finance strategy for the program funding will be the subject of further investigations with Finance and presented separately. [REDACTED]

People

The program and its component projects will use existing contract and permanent council officers, creating no new positions. The delivery of Stage 3 will rely heavily on external consultant and project partner (SLSQ) input.

Environmental

Nil.

Social

The program demonstrates Council delivering inter-generational community infrastructure, with considered and targeted community consultation throughout the design development and master plan phases.

Alignment with Council's Policy and Plans

The proposal aligns with Council’s Corporate Plan through:

6. Supportive and vibrant economy by:

- Supporting infrastructure that encourages business and tourism growth

7. Strong and connected communities by:

- maximising community benefit from improving access to sport and recreation activities; and
- improved preparedness for disasters through education, training and strong partnerships between Council and other agencies.

CONSULTATION

Consultation was held with:

- General Manager Infrastructure & Operations in relation to program approach, finance strategy, in addition to the Finance Manager - Business partnering;
- Service Manager City Sport & Venues was consulted in relation to EIA, community and client relationship management and ongoing pool management through the current operator;
- Director - PMO was consulted in relation to the gateway approval process, overall program approach and supporting program documentation;
- External stakeholders including: SLSQ, QFES, QAS, SES & LDMG have been consulted through a workshop process;
- Legal Counsel;
- Communication Engagement & Tourism;
- Department of Natural Resources & Mines;
- Councillors through workshop on 28 June 2016.

OPTIONS

Option 1

That Council resolves to:

1. Ratify the MOU and supporting TOR for the RAP steering committee and delegate authority to the committee to act in accordance with the TOR.
2. Endorse the business case presented by Deloitte as the project case.
3. Approve the program gateway for Stage 3 project development to commence, in favour of the project case.
4. Direct the Program Manager to explore concepts for leisure pool improvements including but not limited to water-based activities, such as slides, wave pools, wave riders and provide indicative costings of options for this additional scope of works.
5. Commit to continue existing lease arrangements with the current pool operator, Belgravia Leisure until such time as construction can commence.
6. Retain this report in confidential until official signing of MOU between SLSQ and RCC.

Option 2

That Council requests further information.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To ratify a memorandum of understanding and supporting terms of reference for the Redland aquatic precinct steering committee and to delegate authority to the committee to act in accordance with the TOR;
2. To endorse the business case presented by Deloitte as the project case;
3. To approve the program gateway for Stage 3 project development to commence in favour of the project case;
4. To direct the Program Manager to explore concepts for leisure pool improvements including but not limited to water-based activities, such as slides, wave pools, wave riders and provide indicative costings of options for this additional scope of works;
5. To commit to continue existing lease arrangements with the current pool operator, Belgravia Leisure, until such time as construction can commence; and
6. That this report remain confidential until the official signing of the memorandum of understanding between SLSQ and RCC.

Memorandum of Understanding Redland Aquatic and Emergency Precinct

Parties

Redland City Council
(Redland)

Surf Life Saving Queensland Inc
(SLSQ)

Memorandum of Understanding

Redland Aquatic and Emergency Precinct

Parties

Redland City Council ABN

Address	Redland City Council Cnr Bloomfield and Middle Streets, Cleveland 4163
Contact	Bill Lyon CEO
Short name	Redland

Surf Life Saving Queensland Inc ABN 27 360 485 381

Address	18 Manning Street, South Brisbane, 4101
Contact	John Brennan, CEO
Short name	SLSQ

Background

- 1 Redland is responsible for the operation of the Cleveland Aquatic Centre. The Aquatic Centre infrastructure assets require upgrading and renewal.
- 2 SLSQ is seeking to establish a new head office within South East Queensland and has approached Redland to explore the possibility of redeveloping the Aquatic Centre site to include a new SLSQ head office.
- 3 The Development proposed between the parties would result in an integrated aquatic and emergency management precinct including:
 - (a) Redland Aquatic Centre, including a new deep water rescue pool;
 - (b) SLSQ headquarters and Centre of excellence training facilities;
 - (c) State Emergency Services;
 - (d) Queensland Fire and Emergency Services;
 - (e) Local disaster management coordination group control centre; and
 - (f) Queensland Ambulance Station.
- 4 Redland and SLSQ have determined to enter into negotiations to work towards an agreement for the Development of the Aquatic Centre site to the mutual benefit of both parties.
- 5 This Memorandum of Understanding sets out the parties' expectations for the next phase of the negotiations, with the commercial, infrastructure and built form outcomes to be included in a concluded formal agreement.

Agreement

1 Definitions

In this document, unless the context requires otherwise:

Aquatic Centre means the existing Cleveland Aquatic Centre 222-230 Russell Street, Cleveland 4163.

Aquatic and Emergency Precinct means the mixed use development arising out of this Memorandum of Understanding;

Community Infrastructure means the infrastructure provided for the benefit of the community on the Developable Land, which includes:

- (a) a public aquatic centre including:
 - (i) Outdoor pool with movable bulkhead;
 - (ii) Grandstand and amenities;
 - (iii) Foyer, Entry and Reception;
 - (iv) Indoor warm water program pool;
 - (v) Indoor learn-to-swim pool;
 - (vi) Café with commercial catering kitchen;
 - (vii) Improved car parking facility;
 - (viii) Toilets and change rooms; and
 - (ix) Deep water rescue pool with moveable floor and wave maker;
- (b) SLSQ Headquarters building including:
 - (i) Auditorium;
 - (ii) Training rooms;
 - (iii) Wellness services consulting rooms;
 - (iv) Gym;
 - (v) Crèche;
 - (vi) Office space; and
 - (vii) Accommodation;
- (c) SES administration building and storage shed with hardstand;
- (d) Integrated Disaster Coordination Control centre;

and which may be operated as commercial enterprises to the extent reasonably possible.

Development means the redevelopment of the Aquatic Centre as set out in this Memorandum of Understanding;

Development Agreement means the agreement entered into by the parties which outlines the rights of the parties to undertake the Development on the Developable Land;

Developable Land means the land necessary for Development under the Development Agreement.

Development Stages- are in accordance with Major Projects Guidance for Local Government June 2014- Stage 1 Strategic Assessment (complete) Stage 2 Business Case (Current), Stage 3 Project Development, Stage 4 Tender, Stage 5 Construction, Stage 6 Project Review

2 Steering Committee

2.1 Establishment of Steering Committee

- (a) The parties agree to establish a Program Steering Committee responsible for the oversight of the Development project.
- (b) The Committee will be comprised in accordance with the requirements of the Redland Aquatic Precinct Steering Committee Terms of Reference.

3 Feasibility Study

3.1 Objectives of the Feasibility Study

The feasibility study will analyse the proposed project scope and provide investment clarity to enable the parties to progress the Development. The feasibility study will inform the final use mix and design brief, assist in the ongoing project justification and commercial and investment decision making of both parties and provide the baseline documentation to secure grant funding.

Redland and SLSQ will jointly procure a feasibility study which will meet the following objectives:

- (a) Define the master plan scope and quantify costs for the Development;
- (b) Incorporate previous studies and asset reviews relating to the Aquatic Centre;
- (c) Determine the optimal mix of uses to improve the operating viability of the Aquatic and Emergency Precinct, demonstrating at a minimum cost neutral to cash flow positive asset;
- (d) Minimise investment risks to project stakeholders, by analysing project scope, capital cost, operating and maintenance life cycle costs; and
- (e) Support grant applications to maximise opportunities and reduce costs to both parties.

3.2 Key inclusions

The feasibility study will include:

- (a) Economic Impact Statement to ensure that the Development meets the due diligence requirements of the parties;
- (b) Social and Financial Cost Benefit Analysis to support grant applications and maximise potential sources of funding for the project and to inform commercial and investment decisions of the parties; and
- (c) Discount Cash Flow with use mix scenario models to provide an understanding of operating life cycles.

4 Master Plans

4.1 Goals for Master Plans

The Master Plan for the Development will initiate Stage 3 Project Development and incorporate the results and recommendations of the Feasibility Study and community

requirements of the Development. The parties acknowledge that the Master Plan will be subject to change from time to time during the life of the Development.

4.2 Process

The parties will work cooperatively to agree the Master Plan and:

- (a) Except as set out in this Memorandum of Understanding SLSQ will fund and undertake all things necessary to prepare the Master Plan documentation;
- (b) Redland will fund and SLSQ will commission a Pool Design Specialist to design engineer and specify the Aquatic Centre component of the Master Plan to the requirements of the Senior User Redland;
- (c) The parties will jointly fund a detailed quantity survey to confirm project costs;
- (d) Redland will support the program internally with a dedicated Program Management resource to co-ordinate and facilitate internal and external stakeholders, plan, monitor and manage the program in accordance with internal business process requirements; and
- (e) Redland may agree to provide appropriate information to the public with a view to gauging the general level of community support for the proposed Development and the level of local interest.

4.3 No fetter

SLSQ acknowledges that Redland is negotiating and agreeing the Master Plan for commercial purposes and that those negotiations and the agreement of the Master Plan:

- (a) is not a planning approval or a commitment to give a planning approval; and
- (b) does not fetter Redland in the assessment of any subsequent development application for a preliminary approval or any other development approval.

5 Development agreement and related issues

5.1 Land tenures

Redland will negotiate with all relevant stakeholders to secure sufficient tenure over the Developable Land to enable the Development to be undertaken.

5.2 Key terms

The parties will enter into a development agreement by the end of Stage 3 Project Development with the view to procure a consolidated tender based on mutually agreed specification for the Aquatic Centre and the Development. The development agreement will set out the basis on which the Developable Land is to be developed and will contain the following key terms and processes:

- (a) the rights of SLSQ to carry out the development on the Developable Land and any ongoing operational and maintenance obligations in respect of the resulting Development;
- (b) agreed milestones and timing for the development of the Developable Land and the provision of Community Infrastructure with regular review of development targets and mechanisms to adjust milestones as reasonably required;
- (c) overall project control arrangements and mechanisms and delineation of responsibility;
- (d) normal development obligations and indemnities;
- (e) contract management methodology; and

- (f) dispute resolution.

5.3 Other agreements

The parties may negotiate and enter into any other agreements as reasonably required to facilitate the Development.

6 Agreement in principle

6.1 Agreement to negotiate

The parties agree in principle to negotiate in good faith to agree:

- (a) the results of the Feasibility Study;
- (b) the Master Plan for the Development
- (c) staging of the Development;
- (d) the terms of the Development Agreement;

SLSQ acknowledges that final agreement, including any funding commitments, from Redland will be subject to the respective approval requirements under relevant legislation, which will be addressed during the negotiating period.

6.2 Not binding

This agreement does not bind the parties to it and in no way commits a party to provide any funding under it. A party may refuse to agree a matter or to enter into a further agreement proposed by this agreement in the party's absolute discretion.

Execution

Executed as an agreement

ATTACHMENT B

1.1 Redland Aquatic Precinct Steering Committee -Terms of Reference

1.1.1 Role

The role of the Redland Aquatic Centre Redevelopment Steering Committee (the Committee) is to provide strategic oversight of the design, community consultation, tendering, construction and delivery of the Aquatic Centre Redevelopment Program.

This includes ensuring the project:

- delivers community benefit and meet the needs of our community;
- is aligned with the strategic goals of Council and the SLSQ Board;
- scope is fit for purpose;
- risk is identified and managed;
- progress is on time and budget; and
- progress is communicated to the community and they are kept well informed

1.1.2 Responsibilities

The Council / Board authorises the Committee, within the scope of its role and responsibilities to oversee the following tasks:

- To periodically require the preparation of information reports to the Council / Board at key stages of the project and/or where it is deemed that Council / Board decisions are required;
- To receive and consider regular briefings from the Program Manager, Principal Consultant, Building Contractor, advisors and senior staff regarding critical project milestones and any significant developments with the project;
- To adjudicate on any significant design issues associated with the preparation of plans and specifications for the project prior to the lodgement of a Development Application;
- To oversee and endorse the community consultation processes undertaken in relation to this project;
- Within the terms and scope of the approved DA, authorise any significant variations to the project;
- Approve any significant variations in expenditure within the scope of the approved project budget and any contingency sums allowed in the building contract;
- Determine Council's/ Board response to any significant disputation that may arise with respect to the building contract, consultants or sub-contractors engagements,
- Receive and consider legal advice related to contractual issues and disputes/potential disputes associated with the project,
- Receive and consider specialist technical advice relative to design and construction issues that may arise.

1.1.3 Composition and Operation

1.1.3.1 Members (Voting)

- Voting members of the Committee shall comprise the Mayor/ CEO Redland City Council and CEO Surf Life Saving Queensland as joint project sponsors, the General Manager Infrastructure & Operations and nominated Project lead Board Member from SLSQ Board of Directors

1.1.3.2 Members (non Voting)

Non-voting members of this committee are:

- Senior User- Service Manager City Sport and Venues
- Senior Supplier acting as Principal Consultant to SLSQ- Craig Chandler
- Redland Aquatic Precinct Program Manager
- Chief Financial Officer
- Legal Counsel

1.1.3.3 Chair & Deputy Chair

The Chairperson of the Committee will be:

- (a) the Mayor; or
- (b) if the Mayor does not wish to be the Chairperson of a Committee - a member of the Committee elected by the Council; or
- (c) if the Council does not elect such a member - a member of the Committee elected by the Committee.

The Council may elect a member of a Committee of the Council as deputy Chairperson of the Committee. If the Council does not elect a Deputy Chairperson of such a Committee, the Committee may elect a Deputy Chairperson.

If neither the chairperson nor the deputy chairperson of a Committee of a Council is able or willing to preside at a meeting of the Committee, the Committee must elect a member of the Committee to be acting chairperson of the Committee.

A Council staff member may be appointed as Chairperson of the Committee. However, it is important to note that they are non-voting members of the Committee.

1.1.3.4 Meetings

The meetings will not be open to the public and will be held on an as required basis, generally limited to a maximum of 1 hour duration.

A Councillor/ Board member who is not a member of the Committee is entitled to attend the Committee meeting.

Councillors/ Board members who are not members of the Committee are not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

From time to time attendance, advice and/or reports may be requested from various staff, consultants and contractors, including:

- Aquatic Centre Coordinator
- Strategic Procurement Specialist
- Probity Advisor
- Design consultants
- Site Superintendent
- Builder

Presentations may be arranged through Chair and Committee Facilitator (Program Manager). Prior notice of these matters will be noted in the published meeting agenda.

General provisions of the Committee are as follows;

- Members can nominate proxies if unable to attend.
- Members can nominate agenda items either at a preceding meeting or through the Chair.
- Meetings will be conducted to ensure the views of all members are considered.

1.1.3.5 Quorum

A quorum for the Committee is 3 voting members. The Chair shall adjourn the meeting after 30 minutes if a quorum does not exist.

1.1.4 Delegation

1.1.4.1 Decision Making

The Committee has delegated authority under Section 257 of the Local Government Act 2009 to make decisions on behalf of the full Council in relation to any matter referred to it in accordance with these Terms of Reference, with the exception of:

- Matters that have resource impacts upon the organisation (financial and human) that is not already accommodated for within the project budget and scope;
- Matters that are inconsistent with current Council resolutions and/or policies; and/or
- Those functions that cannot be delegated by the Council under Section 257 of the Local Government Act 2009.

These items must be submitted to an Ordinary Council meeting for determination.

1.1.4.2 Proxy

No voting by proxy is permitted. Only members present at the meeting may participate in voting on any matter before the Committee.

A decision supported by a majority of the votes at a meeting of the Committee at which a quorum is present is a decision of the Committee

The Chairperson presiding at a meeting of the Committee has, in the event of an equal vote, a second or casting vote.

1.1.4.3 Minutes

The Minutes of the Committee shall be submitted to Council to determine relevant items referred to Council/ Board as outlined in clause 1.1.4.1 and for Council to note that all other items contained in the minutes of the Committee were dealt with under its powers of delegation.

In carrying out its responsibilities the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the CEO as defined by the Local Government Act.

Proceedings and advice will be minuted and minutes will be distributed to members/observers as soon as practical, but generally within 5 working days.

All meeting documents, including notices, agendas, reports and minutes will be distributed in electronic format.

1.1.4.4 Review

The responsibilities of the Committee may be revised or expanded by the Council from time to time.

1.1.5 Confidentiality

Much of the information dealt with by the Committee will be of a sensitive nature and may not necessarily reflect Council policy or may be commercially sensitive. Accordingly members of the

Committee and attendees in Committee meetings must maintain confidentiality unless otherwise agreed.

1.1.6 Membership

PM Role	Int/Ext	Organisation		Position/Title	Contact Details
Project Sponsor (Steering Committee)	Ext.	Surf Life Saving Queensland (SLSQ)		CEO Surf Life Saving Queensland	18 Manning Street South Brisbane QLD 4101 PO Box 4101 South Brisbane QLD 4101 t. 07 3251 1111 f. 07 3251 1111 m. [REDACTED] e. [REDACTED] w. [REDACTED] saving.com.au
Senior Supplier (Steering Committee)	Ext.	Craig Chandler Architecture and Interior Design		SLSQ Principal Consultant	1 Q Street t. [REDACTED] f. [REDACTED] m. [REDACTED] e. [REDACTED]
Project Sponsor (Steering Committee)	Int.	Redland City Council (RCC)	/	CEO/ Mayor	
Board Representative (Steering Committee)	Ext.	Surf Life Saving Queensland (SLSQ)		SLSQ Board member	18 Manning Street South Brisbane QLD 4101 PO Box 4101 South Brisbane QLD 4101 e. [REDACTED]@slsq.com.au w. [REDACTED] slsq.com.au
ELT Representative (Steering Committee)	Int.	RCC	Soutar	General Manager	t. [REDACTED] m. [REDACTED] e. [REDACTED]@land.qld.gov.au
Senior User (Steering Committee)	Int.	RCC	Tim Goward	Service Manager	t. [REDACTED] m. [REDACTED]

ATTACHMENT B

PM Role	Int/ Ext	Organisation	Name	Position/Title	Contact
Committee)				City Sport and Venues	e. land.qld.gov.au
Program Manager	Int.	RCC	Sven Ljungberg	Program Manager Aquatic & Emergency Precinct	t. m [REDACTED] e. au redland.qld.gov.