Break O'Day COUNCIL

Aquatic Facility
Project Methodology

Version: 1 – Date: February 2023

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Introduction

The investigations and ultimately decision making in relation to a potential Aquatic Facility in the Break O'Day area will be the most complex and ultimately future shaping project to be considered by the Council since the 1993 amalgamation of Councils creating Break O'Day.

It is a project that has been lobbied for vocally by some within the community, whilst the majority of the community has remained largely silent. A decision to proceed with an Aquatic Facility will be something that will be lived with for future generations.

Project Governance

The importance of community engagement and participation in the project cannot be understated. This will need to occur on many levels and at several times during the consideration of this potential project. It is proposed that the Break O'Day Aquatic Facility Working Group be established comprising a cross-sectional and skills based membership and include the following membership:

- Break O'Day Councillors (2)
- Aquatic Facility Committee (1)
- General community representatives (2)
- Health sector representative (1)

The key skill sets that ideally should be on the Working Group include:

- Management and operation of an aquatic facility or pool
- Aquatic activities
- Health needs
- Financial and asset management
- Business acumen

An open expression of interest process will occur for general community and health sector representatives. Through the working group establishment process and in assessing potential members, consideration needs to be given to a mix of demographics, age and geography.

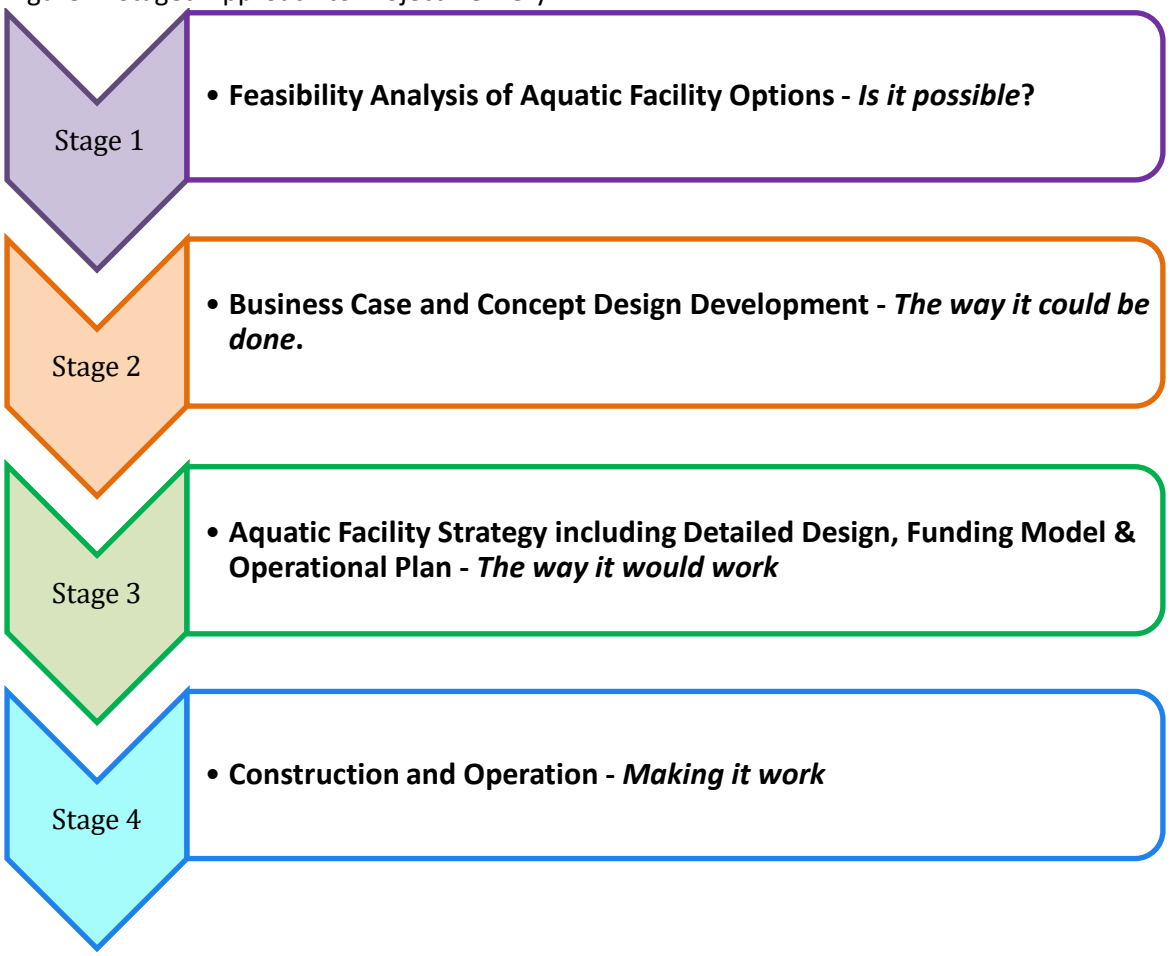
A draft Terms of Reference is included as Appendix 1. These need to be considered and endorsed by Council. Appointment of working group members will be a decision of Council.

Project Approach

The project will take a staged approach wherein at the end of the first two stages, the Council will need to make a key decision about whether Council is satisfied that the project should proceed to the next stage or not based on the information provided. This 'gated' approach ensures that funds are only spent to the level necessary to secure a decision rather than potentially spending funds on consultancies and designs which are unnecessary. It will also ensure that community engagement can be more targeted and influential as the project proceeds.

The project will comprise a maximum of four stages and could potentially cease at the end of the first or second stage. The decision by Council at the end of Stage 2 will be key and will not necessarily guarantee if and when the project is delivered as there will be a very heavy reliance on external funding for the construction of the Aquatic Facility.

Figure 1: Staged Approach to Project Delivery



Community Engagement

Strategic Alignment

All community engagement must be in line with Break O'Day Council's Community Engagement Strategy. To ensure this, we expect to be able to review Communications plans and content before it goes out to the community.

The Aims of the Community Engagement Strategy are:

- Aim 1. Inclusion and Accessibility We will use a range of communication methods to try and reach as many people as possible and will try to provide everyone the opportunity to participate.
- Aim 2. Transparency and Accountability We will be fair, transparent and accountable in our decision-making and do all we can to create a thriving community where everyone feels safe, welcome and connected.
- Aim 3. Integrity and Respect We will do all we can to make sure everyone understands the role and value of community engagement, and that our engagement is consistent and understood.
- Aim 4. Open and Honest Communication We will be clear and consistent in our approach to community engagement to ensure people can participate in decision-making where appropriate.
- Aim 5. Best Practice We will recognise and apply the most appropriate engagement methods according to the audience, matter or project. We will make sure staff have access to tools and resources to perform best practice community engagement

As we will be establishing a Working Group for this project the Community Engagement Strategy places this project at the IAP2 Collaborate level. Our intent and promise to the community at this level is as follows;

- **Intent:** Building and maintaining strong relationships to achieve better outcomes.
- **Promise:** Foster partnerships with community to share processes and responsibilities.

The Working Group will have the power to influence how consultation is undertaken based on their knowledge of the community and their particular cohorts.

Engagement Activities

Community Engagement could take a variety of forms throughout the project and decisions will need to be made around what is the most valuable and meaningful way to engage with the community at these various stages. It is also important to consider the Inform level of Council's Community Engagement Plan when planning engagement activities and keeping the community informed on the project – it is important that they join us on this journey every step of the way.

Promotion of Engagement Activities

Methods of promoting opportunities to participate in Community engagement must be broad and include both digital and print platforms. Council will assist by sharing these opportunities through our platforms and contacts as well as funding any advertising costs.

The Working Group will also play a role in promoting to the community through their groups, opportunities for community involvement in the project.

Consultation should be open and promoted for a minimum of one month to allow ample opportunity for the community to have their say.
Council will establish a page to host all relevant information about this project on our Community Engagement webpage. This will/can include links to surveys, reports and further information.

Council expects that consultants will provide a mechanism through their survey work to join a mailing list for this project. This will be used in reporting back to the community.

Reporting back to the community

Any reports developed through this process must be in Plain English – preferably at a Grade 8 Flesh Kincaid Level. They should be clear and easy to understand and include visuals such as graphs etc where possible.

Once consultants have reviewed community and stakeholder feedback and a report has been developed, it will be Council's responsibility to ensure that this information is made available on our website. We will promote the availability of all reports and information via our own channels.

Monitoring

After each round of Community engagement we expect that the consultants will review their engagement by asking the following questions:

- Was our process inclusive and accessible?
- Did we talk to the right people?
- Did we ask the right questions?
- Was the timing right?
- Was the information easy to understand?
- What worked well and what didn't?
- Did we have the right resources?
- What feedback did we receive from the community about the consultation?
- What learnings are there for next time?

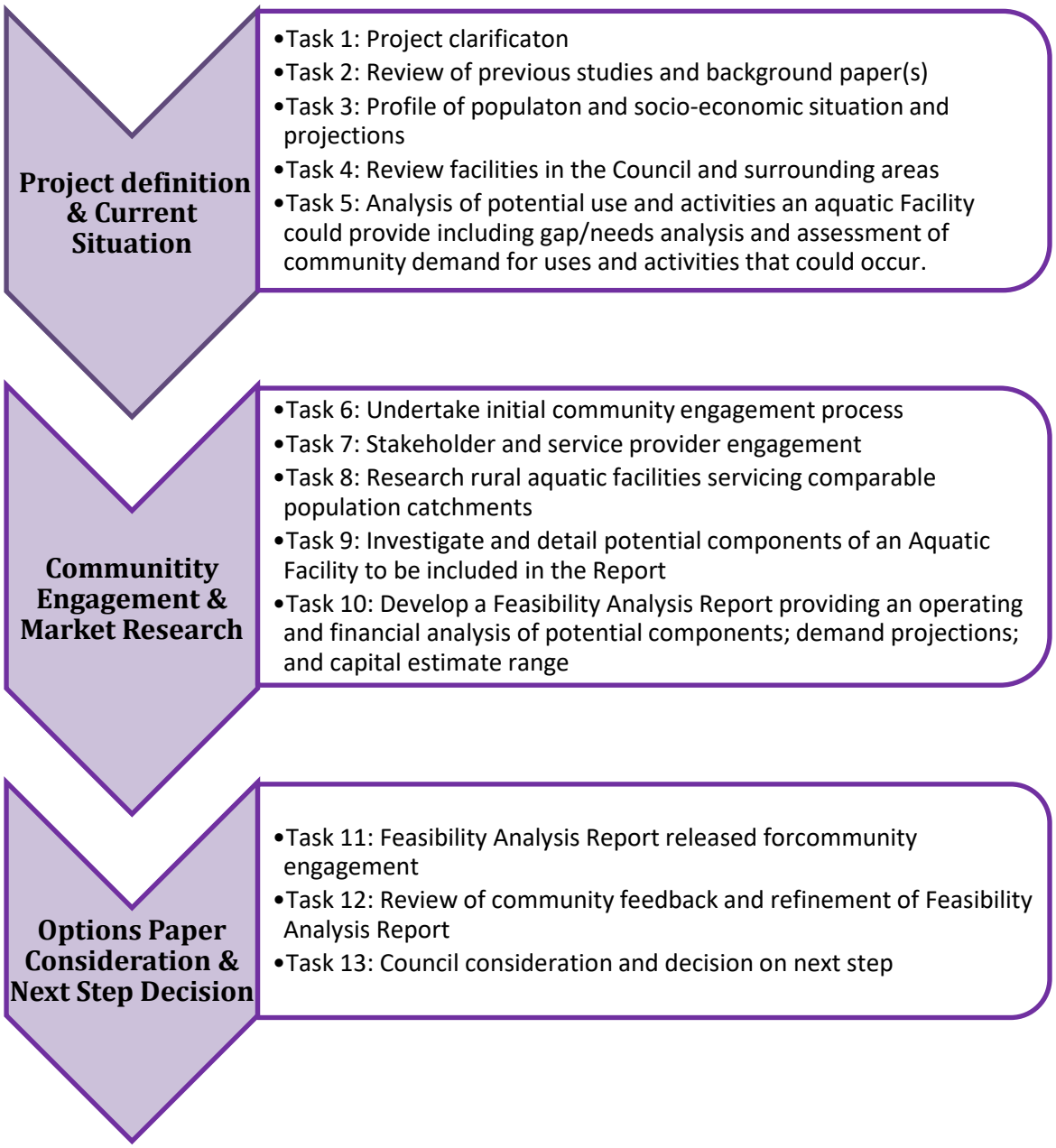
Any learnings and changes to approach should be included in the report.

Stage 1 – Feasibility Analysis of Aquatic Facility Options

Is it Possible?

The first Stage of the project will be to undertake a Feasibility Analysis which will be a high level examination as to whether the project is possible. There has been discussion about various components which might be included in an Aquatic Facility, including a swimming pool; children's water park with slides; hydrotherapy pool; gymnasium; program rooms; cafeteria etc. The feasibility analysis will investigate and detail the various components and the likely level of use from the community. Financial projections and estimates developed during this stage will be broad in nature. This leads to the development of a Feasibility Analysis Report and ultimately a decision by Council as to whether it is possible.

Figure 2: Stage 1 – Feasibility Analysis of Aquatic Facility Options Tasks

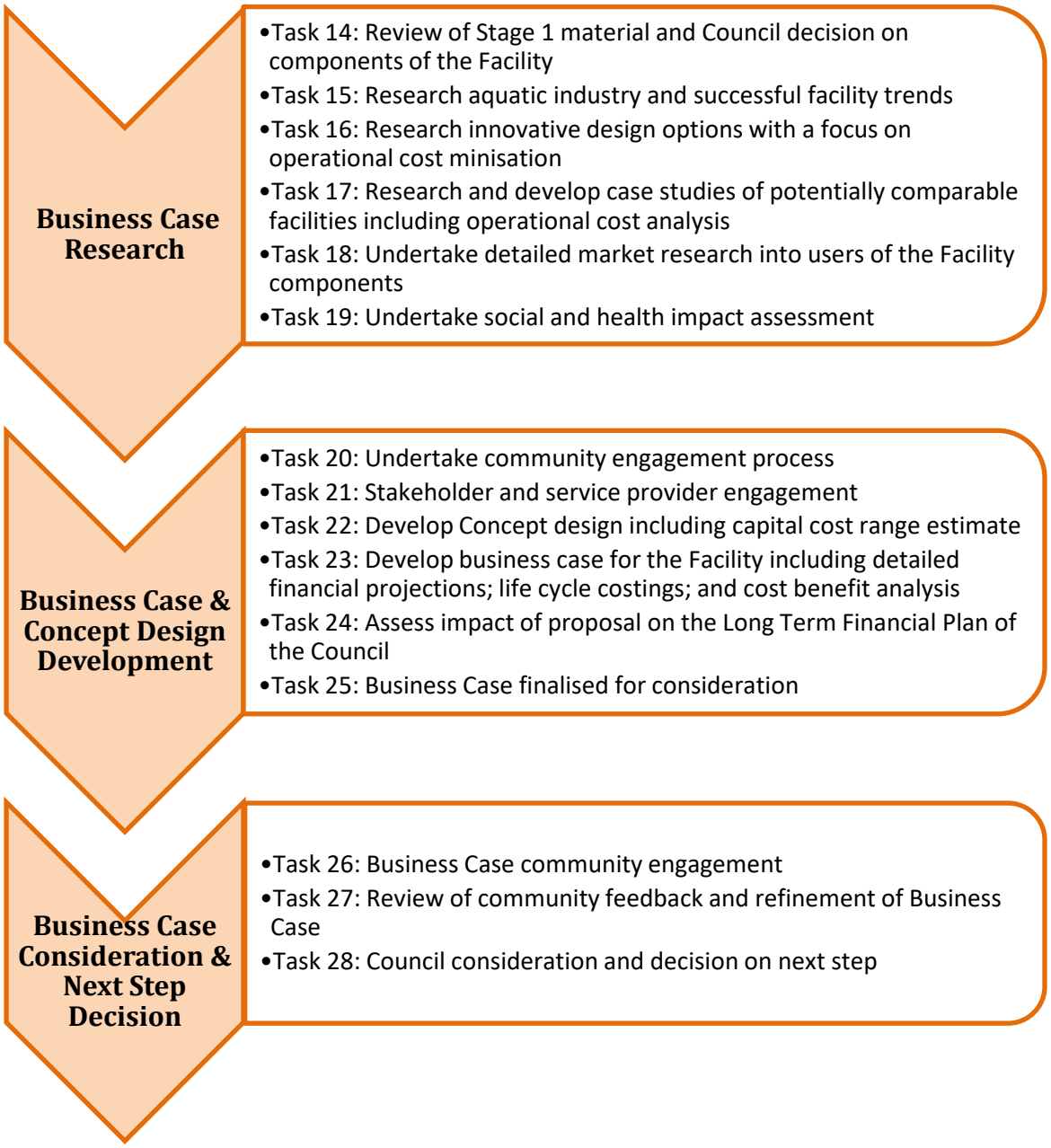


Stage 2 – Business Case & Concept Design Development

The way it could be done

The second stage of the project is to build on the work completed in the first stage undertaking more in-depth targeted investigations to develop the Business Case and a Concept Design for the Aquatic Facility. Through this part of the process a good understanding of the Cost/Benefit of the project will be developed along with more refined financial projections and capital cost estimates. These elements along with the impact of the project on Council's Long Term Financial Plan will be at the core of the Business case which will be provided for Council consideration and a decision as to whether the Aquatic Facility is given the green light to proceed.

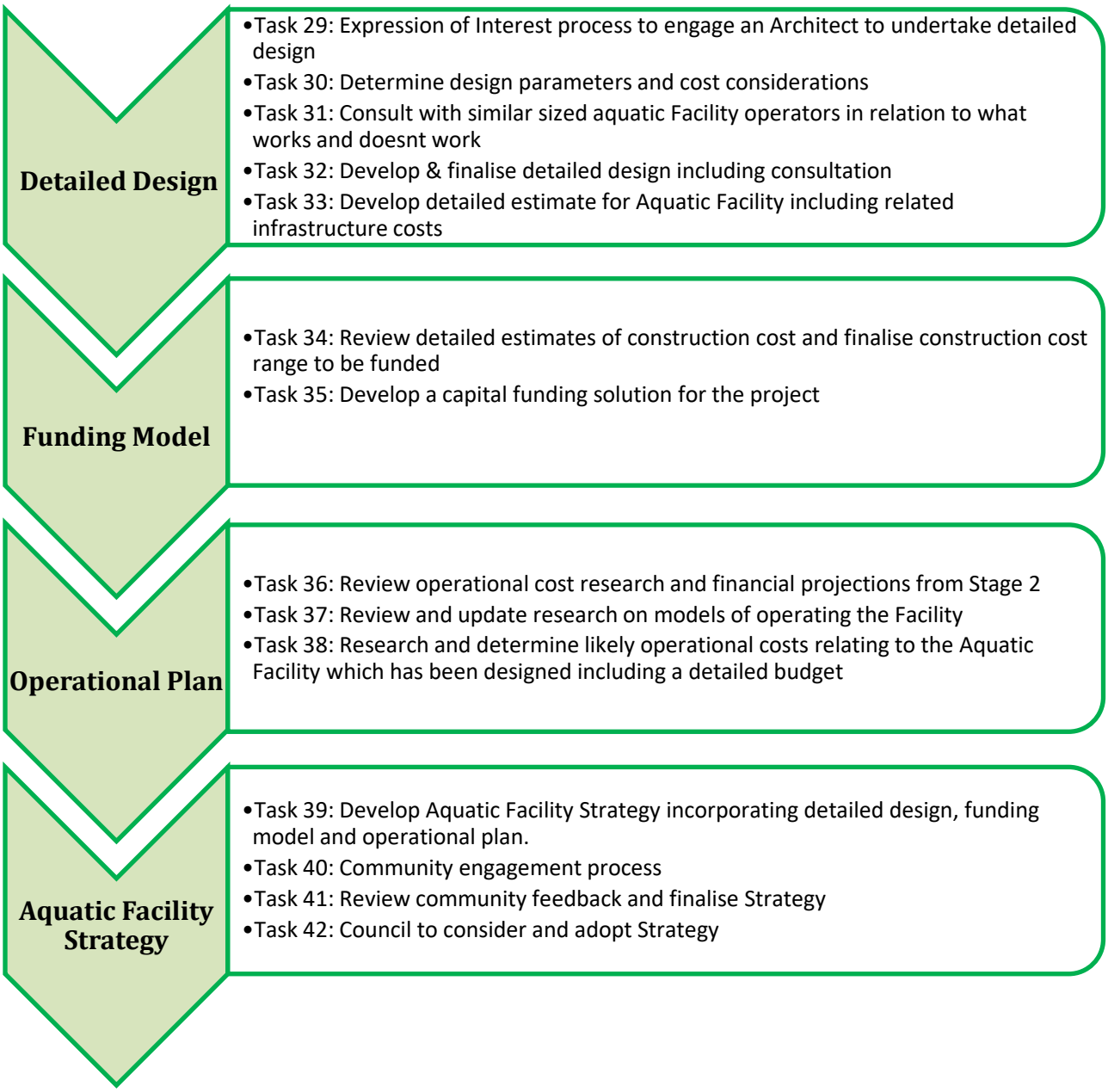
Figure 3: Stage 2 – Business Case & Concept Design Development Tasks



Stage 3– Aquatic Facility Strategy incl. Detailed Design, Funding Model & Operational Plan - *The way it would work*

Commencing this stage means Council has made a decision that the proposed Aquatic Facility is financially and operationally sustainable and supported by the community. At the core of the third Stage is a focus on being specific about the proposed Aquatic Facility and the development of an Aquatic Facility Strategy to deliver the project.

Figure 4: Stage 3 – Aquatic Facility Strategy Tasks

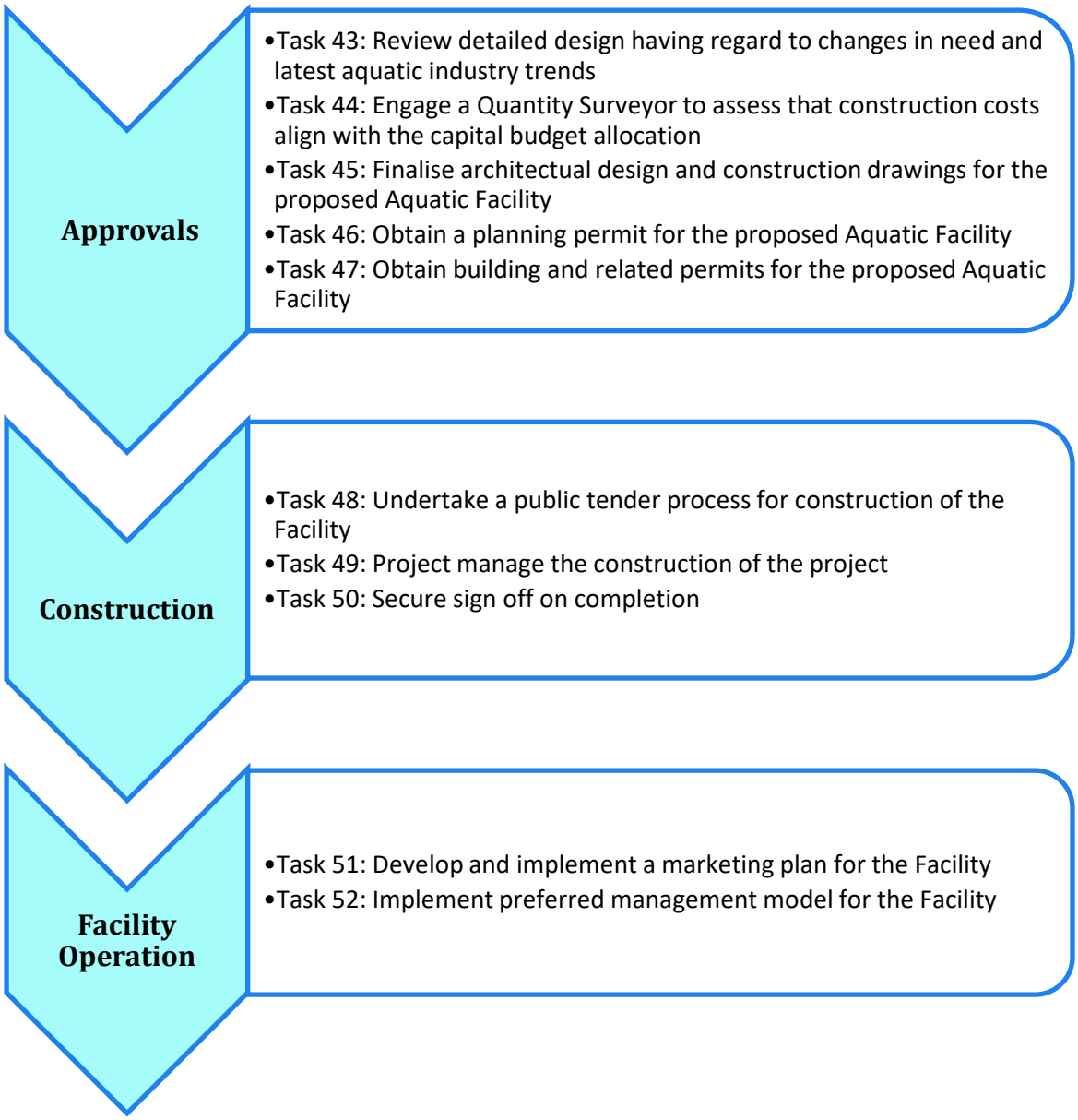


Drawing on the work from the previous Stages, detailed design of the proposed Aquatic Facility will be undertaken including addressing associated infrastructure requirements. The funding model for construction of the Facility will detail the potential mix of funding sources, how the Facility will operate and a Strategy/workplan to bring the proposed Aquatic Facility to fruition as it provides the detail necessary for the various elements to progress.

Stage 4 – Construction and Operation - *Making it work*

The fourth Stage is provided for completeness, providing broad detail in relation to progressing the project once the necessary funding has been secured.

Figure 5: Construction and Operation Tasks



Appendix – Terms of Reference

Break O'Day Aquatic Facility Investigation

[Draft] Terms of Reference of the Working Group

The Break O'Day Council is examining the feasibility of constructing and operating an Aquatic Facility within the Break O'Day area. The investigations and ultimately decision making in relation to a potential Aquatic Facility in the Break O'Day area will be the most complex and ultimately future shaping project to be considered by the Council since the amalgamation of Councils which occurred in 1993 creating Break O'Day. It is a project that has been lobbied for vocally by some within the community, whilst the majority of the community has remained largely silent. A decision to proceed with an Aquatic Facility will be something which will be lived with for future generations.

Purpose

By definition a working group is a committee or group appointed to study and report on a particular question and make recommendations based on its findings. The particular questions which the working group will need to focus on in a staged approach are

Is an Aquatic Facility possible?
What is the way it could be done?
How we can make it work?

The purpose of the Working Group is to:

- Bring a broad base of knowledge, skills, experience and connection to the community
- Represent the views or feedback of their individual stakeholder groups accurately, honestly and with respect
- Monitor progress with the delivery of the Consultancy;
- Provide guidance to the Consultant(s) in relation to the delivery of the project and in relation to issues which may arise;
- Accurately circulate progress updates and critical news to their represented stakeholder groups; and

Role of individual Steering Committee members:

- Bring an open mind when considering the project and information
- Actively participate in the investigation; support the project; encourage community engagement and participation; promote its outputs; and be an advocate for the project
- Understand the strategic implications and outcomes of the project and its components
- Recognise the significance of the project for some or all major stakeholders, consider and represent their interests

- Be genuinely interested in the project and the outcomes being pursued in the project
- Make every effort to attend scheduled meetings and, if not able to attend, inform the Chair before the meeting is conducted

In practice, this means Committee members:

- Represent stakeholders requirements and perspectives so they are considered during project planning and delivery phases;
- Help balance conflicting priorities and resources;
- Consider ideas and issues raised;
- Provide positive and constructive advice to the committee;
- Communicate the outcomes of the Committee meetings to their organisations; and
- Represent the project and its priorities and decisions to stakeholders.
- Respect the confidentiality of information and timeframes for the release of information

Members of the Committee can expect:

- That each member will be provided with complete, accurate and meaningful information in a timely manner;
- To be given reasonable time to consider draft Reports and key recommendations;
- To be alerted to potential risks and issues that could impact the projects as they arise; and
- To participate in open, honest and respectful discussions.

Endorsed by the Break O'Day Council on?????