

Experience Western Downs

It's the
people that
make it.

SPECIFICATION OVERVIEW

MANAGEMENT AND OPERATION OF WESTERN DOWNS REGIONAL COUNCIL AQUATIC FACILITIES

1. Introduction

The Western Downs is a diverse region at the forefront of the changing world, with abundant opportunities and a fantastic lifestyle just 2.5 hours from Brisbane. The region is a recognised leader in agribusiness, energy, and manufacturing with diverse industry and a thriving economy. Located in the heart of the resource-rich Surat Basin, the Western Downs is recognised as the Energy Capital of Queensland, with continued growth across five key pillars of energy production: Coal, Gas, Wind, Solar and most recently, Hydrogen.

For many families, professionals and retirees, it's a place to call home, with diverse townships across the region.

Council is seeking the services of an experienced, competent, innovative organisation/s to manage and operate the aquatic facilities within Western Downs. These facilities include:

- Chinchilla Aquatic Centre
- Dalby Aquatic Centre
- Jandowae Aquatic Centre
- Miles Aquatic Centre
- Tara Aquatic Centre
- Wandoan Aquatic Centre.

Management of the facilities is due to commence on 1 July 2025 with a transition period. The Fee for Service contract is for a five-year term with an optional extension of 2 x12 months at Council's discretion.

The scope of works under this Contract is for:

- The management and operation of the Centres in accordance with the Contract documents, industry best practice and Councils current and future policies/initiatives.
- The management, marketing and delivery of programs, services, activities and events for the aquatic centres.
- The provision of services consistent with the Western Downs vision, policies and subsequent revisions and updates.
- Achievement of the services aims and objectives.



2. Who we are (Demographics)

Western Downs is truly connected to the rest of Australia, serviced by three major arterials – the Leichhardt, Moonie and Warrego Highways. Regular bus services offer commuter convenience, and airports and aerodromes across the region connect businesses directly to their supply chain and showcase the Western Downs to the world.

As of August 2021, 8,446 families call the Western Downs home with an average of 2.5 people per household. The Western Downs also has a strong culture of volunteerism, with 19.5% of residents doing voluntary work with a group at the time of the 2021 Census.

Many young families are drawn to the region's affordable cost of living, with housing prices that sit significantly lower than average. In December 2022, housing prices were an average of \$270,000 on the Western Downs, compared with \$550,000 for regional Queensland.

For tenants, the median value of weekly rent was \$350, compared to \$500 for regional Queensland. Families moving to the area are pleased to find high performing public and private schools, including Queensland's largest school farm as part of Dalby State High School.

As the region continues to grow and prosper, we continue to solidify our reputation as an energy production powerhouse, particular in renewable energy. The Western Downs is known for its stellar destination events which celebrate our unique experiences and the people that make the region so special. A quality lifestyle with vibrant regional events combined with a diverse and flourishing economy makes the region a desirable place to live, work, and raise a family.



Demographic profile³

The demographic profile of the Western Downs is forecast to change over the next few decades. This will have knock-on impacts for the kinds of aquatic facilities and services provided in the region. A snapshot of statistics forecasting varying population changes over the next 25 years is presented below.



7%
ESTIMATED POPULATION GROWTH
between now and 2046 in the Western Downs Region

12.7%	3.2%	6.0%	10.5%
Dalby	Tara	Chinchilla	Miles



5–9 & 25–29 AGE COHORTS
predicted to grow fastest between now and 2036 in the Western Downs



75–84 AGE COHORT
predicted to grow fastest between 2036 and 2046 in the Western Downs

3. Service Outcomes

Being a regional council, Western Downs has unique and distinct requirements for the management of their aquatic centres and wishes to establish a good working relationship with the contractor/s.

Council's service vision, aims, objectives and principals are detailed below.

3.1 Western Downs Aquatic Vision

The Western Downs will support social, wellness, sport, education, and recreation-based opportunities in our future focused aquatic facilities. These facilities will be fun, safe, accessible, appropriately managed, available and tailored to each community

3.2 Guiding Principles



Accessible



Future Proofed



Activated



Well-Maintained



Diversified

3.3 Service Aims and Objectives

The tender process is structured to be a fair process to all submitters, with the aim of maximum benefit to the local community.

The **aims** of the service are to:

- Continue engagement and dialogue with the community to plan and amend facilities in the future.
- Consider future needs for our changing population.
- Enhance management and governance arrangements to support community needs.
- Adequately fund the management of community service delivery.
- Improve aquatic facility accessibility (in all its forms).
- Explore potential to develop new innovative facilities.

The **objectives** under this contract are to:

- a. Provide the community and visitors, with opportunities to participate in a range of high quality, innovative, fun, safe, aquatic programs and services.
- b. Provide diverse structured and unstructured aquatic experiences for residents and visitors that meet the needs of local and regional community to provide health, wellbeing and social opportunities.
- c. Implement an agreed Annual Business Plan for the aquatic facilities and ensure strategically planned management, operation, marketing and maintenance of the facilities.
- d. Develop, implement and maintain customer service standards to meet and exceed customer needs, delivering customer service excellence to all facility users.
- e. Manage the aquatic facilities and services in accordance with the principles of good governance including financial, environmental and statutory compliance.
- f. Actively increase the participation levels of key target groups in the community including older adults, people with a disability, women and girls, children, youth, gender diverse, and people experiencing financial hardship.
- g. Promote and raise awareness of opportunities at the facilities for physical activity, including capturing the attention of those who currently undertake minimal physical activity or are non-users.
- h. Constantly striving to continuously improve methods to ensure that the standard of service delivery is excellent.
- i. Build and maintain co-operative and collaborative relationships with the Council and its staff, other relevant agencies and community organisations so that the facilities provide maximum community benefit.

4. Management Specifications

The management specification details the contractor requirements and obligations to achieve the service vision and outcomes.

The Specification contains the following sections:

1	Scope of works
2	Transition requirements
3	Contract
4	General issues and requirements
5	Planning and business management
6	Marketing
7	Financial management and responsibilities
8	Human resources
9	Centre access and usage
10	Programs and services
11	Customer service
12	Reporting
13	Health and safety
14	Operations
15	Sales
16	Plant and equipment
17	Asset responsibilities
18	Performance measurement and monitoring
19	Permanent closure of the Centre
20	Terms of payment.



5. Key Performance Indicators

Council will monitor the contactor/s performance on an ongoing basis via the Monthly Report, Annual Review achievement of KPIs and regular contact meetings. KPI's for the contract are detailed below.

Objective	Strategy	KPI's
Accessible (Participation)	<ul style="list-style-type: none"> • Create an environment that will increase and achieve participation targets across a diverse and representative program and service range. • Respond to the current and changing needs and demographics of the local and regional community and maximise participation. • Apply a consistent, accurate, credible and reliable method to measure the Social Value of our facilities. 	<ol style="list-style-type: none"> 1. Total number of programs offered. 2. % of total operating hours where programs are offered. 3. Total annual attendances. 4. Loss of customers/bookings each month. 5. Renewal rate – how many customers/organisations are coming back. 6. Increased participation in bookings and casual use across all areas, in particular women and girls, diverse communities, LGBTQ+, Aboriginal and Torres Strait Islander peoples and people with a disability.
Sustainable Facilities (Future proofed)	<ul style="list-style-type: none"> • Provide fit for use facilities to increase participation. • Maximise use of facilities, with facilities managed, operated, marketed and maintained on a basis that provides best value to Council and the community. • Realise and achieve the unique commercial, environmental and social outcomes of the business. • Raise the profile of the facilities as a resource for the region, particularly in relation to increasing community participation (first order of priority) and attracting and hosting events (second order of priority). • Strategy and assets are maintained to deliver quality facilities which maximise community participation and satisfaction. • Establish operational systems which maximise Environmental Sustainability and assist in the attainment of environmental goals. • Ensuring asset management is aligned to Council's Asset Management. 	<ol style="list-style-type: none"> 1. % monthly maintenance tasks complete. 2. Monthly Environmental Targets achieved. 3. Achievement of planned environmental initiatives. 4. Asset Management % completion and reporting data. 5. Cost v Budget reports. 6. Actual revenue year on year. 7. Actual expenditure year on year. 8. Actual salary and wages costs year on year. 9. Cost of variations. 10. Measurement of innovation and continuous improvement proposals. 11. Customer and user group satisfaction survey results. 12. Number and range of complaints. 13. Customer feedback response timeliness v target. 14. Customer feedback close out % v target. 15. Reduction in the number of complaints.

Objective	Strategy	KPI's
<p>Health and Wellbeing (Well maintained and activated)</p>	<ul style="list-style-type: none"> • Demonstration of an industry leading approach including adoption of new and emerging trends and a best practice for health and safety management. • Development of genuine partnerships with stakeholders with the aim of maximising community participation and activation of spaces for whole of community use. • Enhance community health and wellbeing by delivering programs and activities encouraging participation by people experiencing disadvantage and discrimination. 	<ol style="list-style-type: none"> 1. % accident report investigations closed out. 2. Number of reportable incidents. 3. WHS hazard reports. 4. Stakeholder surveys which detail (as a minimum) the number of programs, activities and participation numbers run in partnership with stakeholders. 5. Program evaluation reports which detail (as a minimum) the health impacts experienced by people experiencing disadvantage and discrimination.
<p>Access and Inclusion (Diversified)</p>	<ul style="list-style-type: none"> • Create a Facility Inclusion Plan outlining objectives, targets and resources committed to actively achieve targeted strategies tailored to the Western Downs community. • Encourage and create opportunities for participation of all residents regardless of age, gender, cultural background, ability, or socio-economic background. • Encourage social interaction of users, promote healthy lifestyles and facilitate community involvement. • Provide opportunities which facilitate social connection and create safe places for people to exercise and enjoy recreational activities. • Deliver programs and activities that reduce inequalities by encouraging participation by people experiencing disadvantage and discrimination. 	<ol style="list-style-type: none"> 1. Achievement of objectives and targets in Facility Inclusion Plans. 2. Partnerships with stakeholders and other entities to deliver participation and inclusion outcomes for women and girls, diverse communities, LGBTQ+, Aboriginal and Torres Strait Islander peoples and people with a disability. 3. Number of new programs and participants that meet identified emerging trends. 4. Acquisition Rate - % of new bookings/casual users and calculation of increased participation in key demographic areas in off-peak periods each month.

Appendix 1: Centre Descriptions

Chinchilla Aquatic Centre

Chinchilla Aquatic Centre (site due for redevelopment in 2027) is located at 97 Middle Street, Chinchilla, Queensland 4413.

The current facilities include:

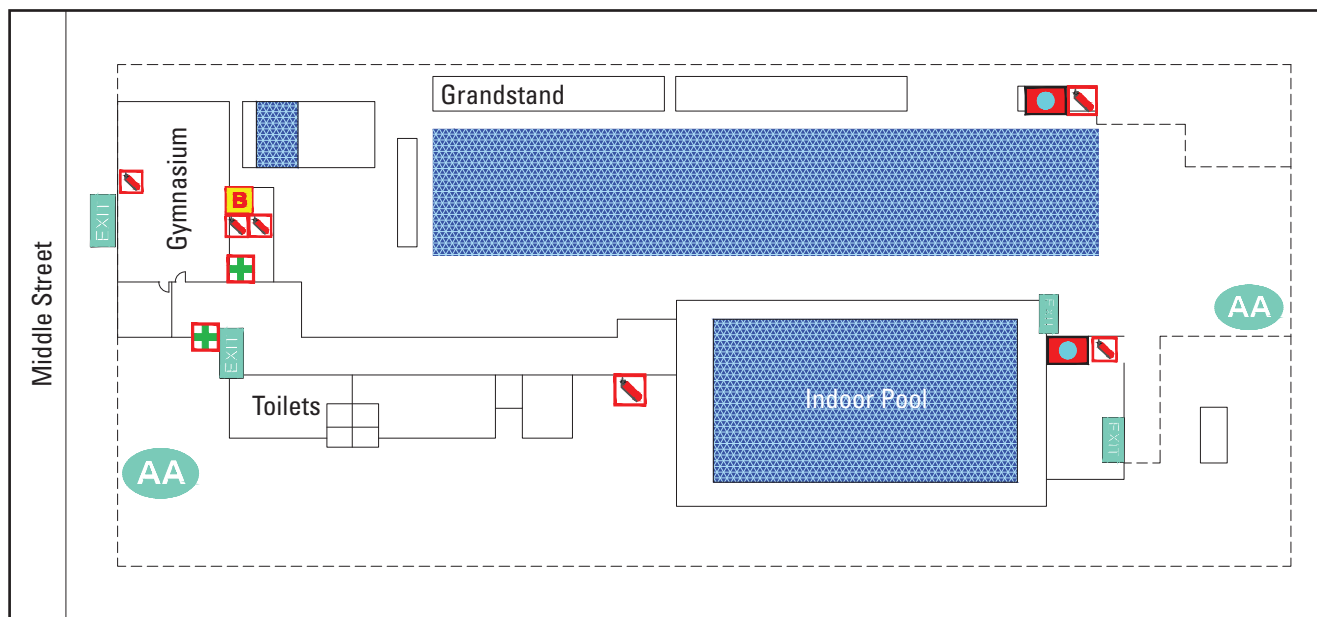
- 6-lane 25m indoor heated pool, approx. 28 degrees
- 6-lane 50m outdoor pool
- Outside area little pool
- Learn to Swim program
- Squad programs - all levels
- A beautifully equipped studio gymnasium
- Aqua Aerobics classes starting soon
- Poolside Cafe area
- Disabled access facilities and change rooms.



The redeveloped facility to include as concepts as at 24/10/2024:

1. Indoor Aquatic Hall
 - a. Learn-to-swim/program pool and separate toddler's pool.
2. Outdoor Indoor aquatic area
 - a. Indoor/outdoor pool, with 51.5m x eight lanes (2.5m per lane plus 1.5m moveable boom).
3. Aquatic support area
 - a. Storage
 - b. Pool office
 - c. Pool plant room
 - d. Swim club room.
4. Health and fitness areas
 - a. Gym
 - b. Allied health room.
5. Front of house area
 - a. Reception/office/ admin
 - b. Café/kiosk.
6. Amenities change
 - a. Wet amenities
 - b. Dry amenities.
7. Other
 - a. Multi-purpose room
 - b. Dry plant room
 - c. Circulation space.
8. Outdoor precinct
 - a. *External café
 - b. Landscaping
 - c. *Bus drop-off.

The area inside the dotted line in the image below is considered "The Site".



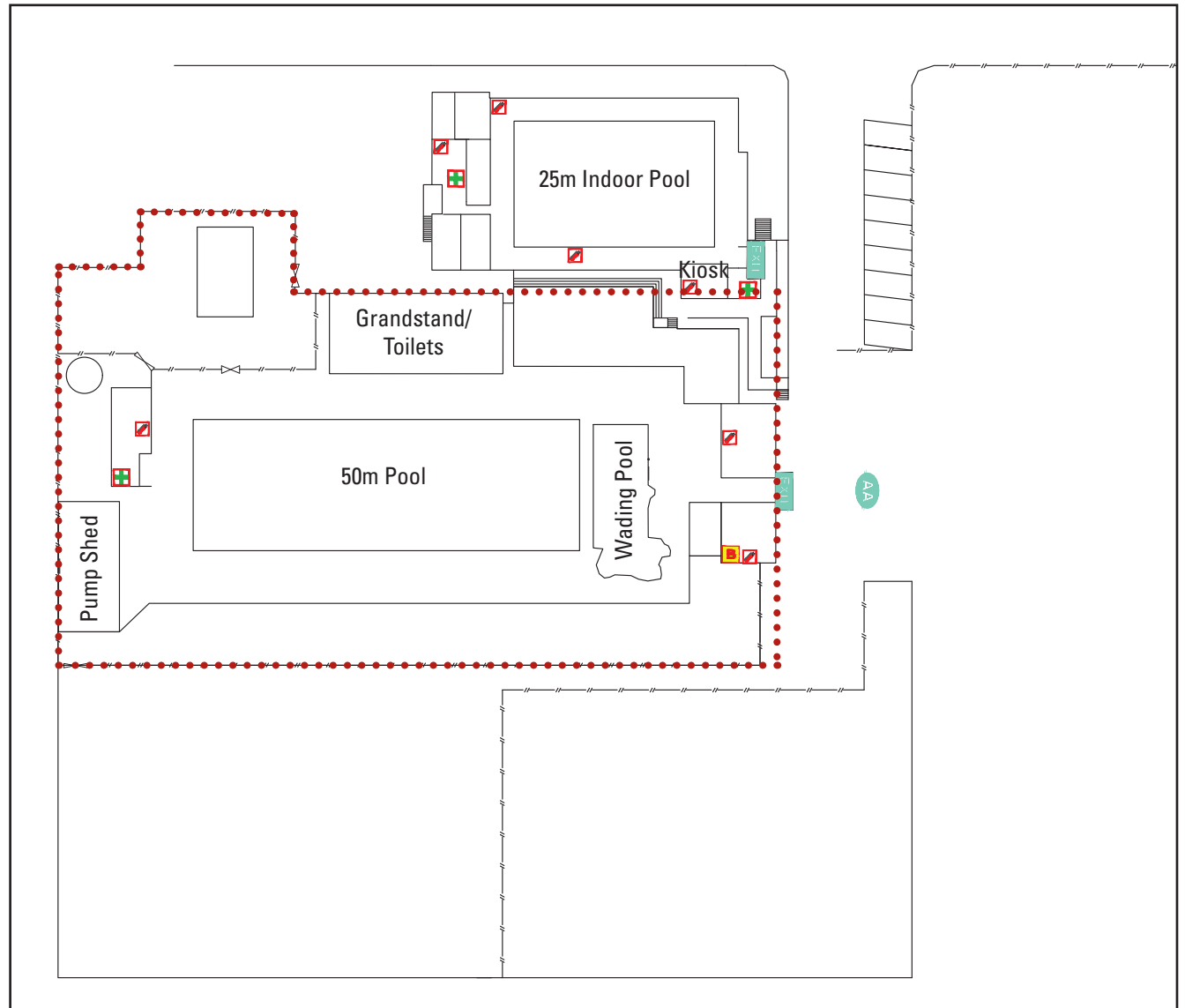
Dalby Aquatic Centre

Dalby Aquatic Centre is located at 58 Patrick Street, Dalby, Queensland 4405.

The current facilities include:

- 8-lane 50m outdoor pool
- 6-lane 25m indoor heated pool with ramp access and aquatic wheelchair
- Learn to Swim program
- Squad programs — all levels
- Aqua Aerobics classes starting soon
- Poolside Cafe
- Disabled access facilities and change rooms.

The image, at right, shows the area considered as "The Site". Please note the Dalby Pool Conservation Management plan (dotted red line) as it is heritage listed.



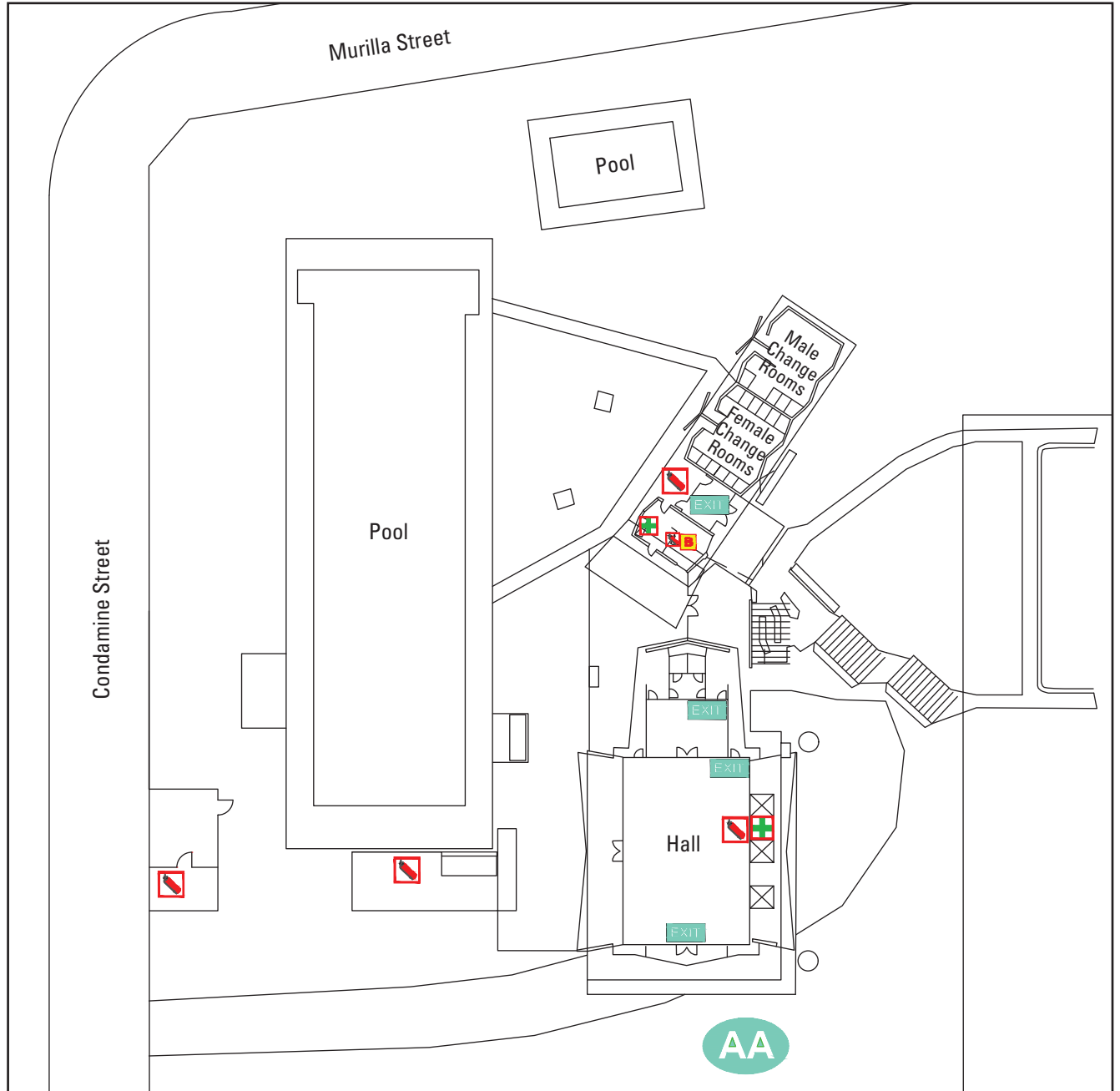
Miles Aquatic Centre (Seasonal Pool)

Miles Aquatic Centre is located at 127 Marian Street, Miles, Queensland 4415.

The current facilities include:

- 6-lane 25m pool
- Learn to Swim program
- Squad programs
- Poolside Cafe
- Disabled access facilities and change rooms.

The image, at right, shows the area considered as "The Site".



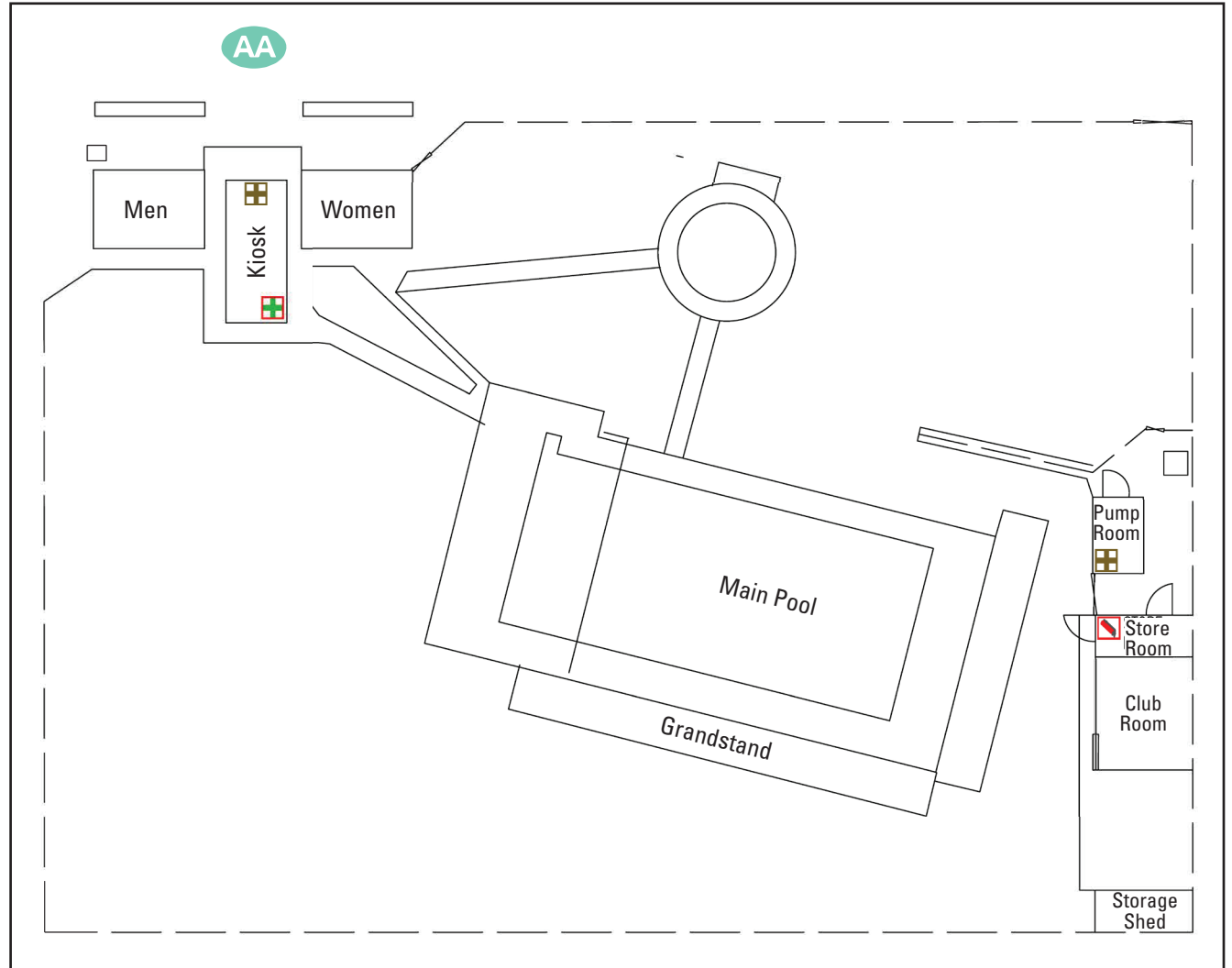
Jandowae Aquatic Centre (Seasonal Pool)

Jandowae Aquatic Centre is located at 110 High Street, Jandowae, Queensland 4410.

The current facilities include:

- 6-lane 25m pool
- Learn to Swim program
- Squad programs
- Poolside Cafe
- Disabled access facilities and change rooms.

The image, at right, shows the area considered as "The Site".



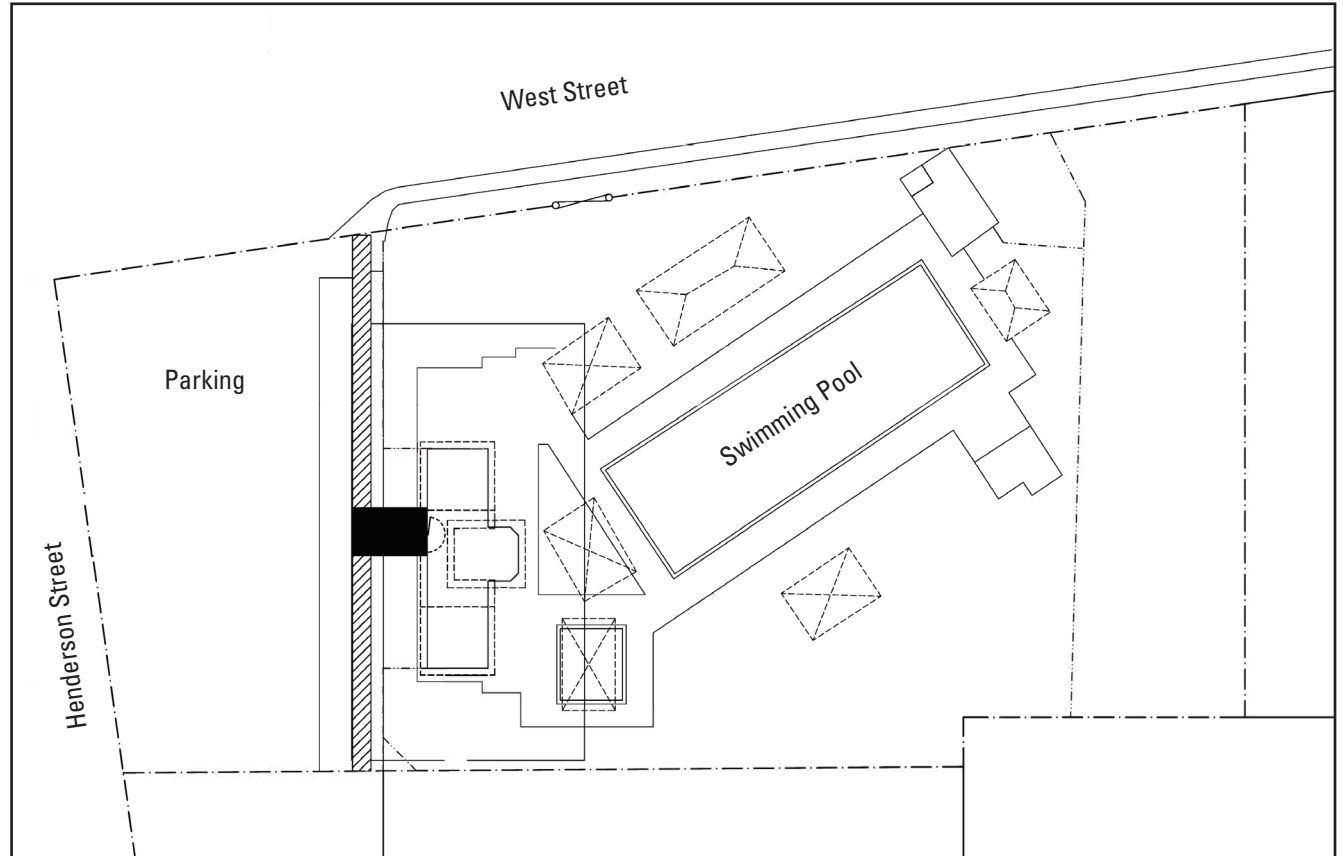
Wandoan Aquatic Centre (Seasonal Pool)

Wandoan Aquatic Centre is located at 9 Henderson Road, Wandoan, Queensland 4419.

The current facilities include:

- 5-lane 33m pool
- Learn to Swim program
- Squad programs
- Poolside Cafe
- Disabled access facilities and change rooms.

The image, at right, shows the area considered as "The Site".



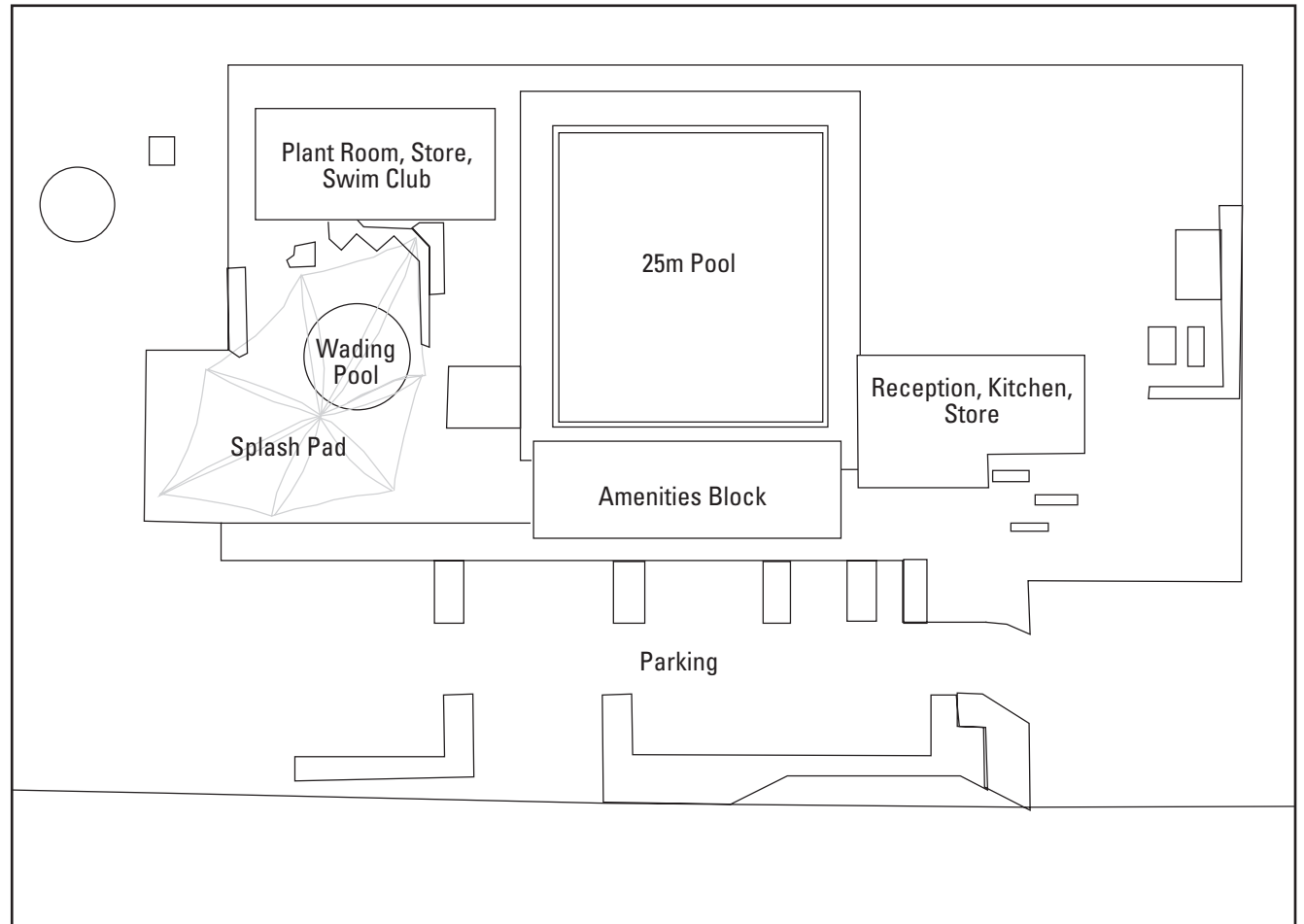
Tara Aquatic Centre (Seasonal Pool)

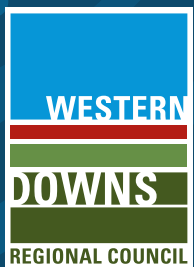
Tara Aquatic Centre is located at 42 Smallacombe Street, Tara, Queensland 4421.

The current facilities include:

- Brand new 25-metre pool with eight wider swim lanes
- Disability ramp and lane
- Heating
- Solar blankets to maintain water temperature
- Sunshade sails
- State-of-the-art filtration systems
- New kiosk and amenities.

The image, at right, shows the area considered as "The Site".





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