Item 6.6
At Council
7 April 2025

Relevant Information for Council

FILE:	**X099484.010**	**DATE:**	4 April 2025
TO:	Lord Mayor and Councillors		
FROM:	Veronica Lee, Executive Director City Services		
THROUGH:	Monica Barone PSM, Chief Executive Officer		
SUBJECT:	Information Relevant To Item 6.6 – Tender – Reject and Negotiate – T-2024-1253 – Management of the City of Sydney Leisure (Active Wellbeing) Services / Exemption from Tender and Contract Variations – Management of Aquatic and Leisure Facilities – Belgravia Leisure		

For Noting

This memo is for the information of the Lord Mayor and Councillors.

Purpose

To provide additional information in relation to Tender – Reject and Negotiate – T-2024-1253 – Management of the City of Sydney Leisure (Active Wellbeing) Services / Exemption from Tender and Contract Variations – Management of Aquatic and Leisure Facilities – Belgravia Leisure.

Background

At the meeting of the Corporate, Finance, Properties and Tenders Committee on 31 March 2025, further information was sought on the following:

Background, detail and reasons for the decision to outsource (as per the September 2023 Council decision)

The recommendation to outsource aquatic leisure services was based on a strategic evaluation detailed in the City of Sydney Aquatic Leisure Services Management Options Evaluation Research Report (Final – May 2023). Sections 11.7 and 11.8 (pages 101–102) outline the assessment criteria, rankings and scores for the 4 management options considered.

The Council was briefed on 4 September 2023 with the strategic review outcome, recommending approval of an outsourced single operator model for an initial 4-year term, with a 2-year extension option - Section 12 (pages 103–104) of the City of Sydney Aquatic Leisure Services Management Options Evaluation Research Report (Final – May 2023). Council, at its meeting on 18 September 2023, subsequently approved the extension of the existing aquatic centre contracts to enable the tender to be undertaken.

Council's maintenance costs/responsibilities versus the contractor's (Belgravia's) costs/responsibilities

The City is responsible for the base structure and essential services of the property, including heating, ventilation and air conditioning, lifts, electrical and hydraulic systems, building fabric, and safety/compliance with building regulations. This work is primarily done by the City's property maintenance provider, Ventia.

Belgravia is responsible for the operation, specified maintenance and cleaning of the centres, including the pool structure, tiling, water quality and related plant and equipment. This includes maintaining the pool filtration systems, pumps and heating systems directly related to the pool operation. A detailed maintenance responsibilities matrix, outlining these specific responsibilities is attached.

The arrangement outlined applies to the current contracts and the proposed new contract.

How the subsidy rate is calculated

The contract operates under a net operational non-guaranteed model (fee-for-service), where the contractor collects all revenue and covers operational expenses. The City funds any difference between revenue received and expenses, representing the annual cost of the contract. If revenue exceeds expenses, the surplus is returned to the City. Quarterly financial reconciliations ensure accuracy with independently audited statements submitted annually.

Proposed future works and costings expected in the LTFP across the 6 aquatic centres

The draft 2025/26 Long Term Financial Plan includes funding for renewal and future investment in the 6 aquatic centres. The specific works and costings are under development, with the final plan to be informed by the Aquatic Centres Long Term Renewal and Investment Plan, which is due for completion in June 2025.

Wages comparison for staff at aquatic centres

As outlined in the City of Sydney Aquatic Leisure Services Management Options Evaluation Research Report (Final – May 2023), Section 6.2 (pages 46–47), the report includes benchmarking of wages and employment conditions for a range of operational staff positions, including lifeguards, swim instructors and other pool staff, as well as estimated salary rates for middle management roles.

Staffing numbers post-Covid

The staffing headcount increased from 349 in April 2020 to 593 in February 2025 primarily due to the post-pandemic recovery and the opening of Gunyama Park Aquatic and Recreation Centre in February 2021, which initially raised staffing to 494. The further increase reflects ongoing service expansion and demand growth.

Staff pay rates (as per Tender documentation)

The contract issued with the tender requires the selected contractor to comply with relevant Federal and State awards, including any amendments or agreements, ensuring fair compensation for all staff. As part of the tender documentation, the contractor must provide details on staff rates and demonstrate compliance with these awards, including Fair Work requirements.

Incident at Inverell Aquatic Centre (managed by Belgravia)

Belgravia Leisure CEO, Nick Cox, has written to the City addressing a recent incident at the newly opened Inverell Aquatic Centre, which is managed by them – see attached letter. In response to the situation, Belgravia reaffirmed its commitment to providing a safe and inclusive environment, as outlined in their Innovation Reconciliation Action Plan. They strongly refute the allegations of discrimination, clarifying that the actions taken were focused solely on ensuring the safety of all patrons.

As part of the tender process, we require the successful tenderer to outline their approach to engaging with the First Nations community and to establish an identified position dedicated to working with this community.

Belgravia maintains a zero-tolerance policy for anti-social or discriminatory behaviour and in response to the incident at Inverell continues to work closely with the local council and Elders to ensure actions align with community values.

Financial impact of lowering the entry fee to all 6 of our pools for a casual swim from their current rates (different depending on pool) to a flat fee across all pool of $7 adults / $5 for concessions. Financial impact for an entry fee of $7.50 adults / $5.50 for concessions (no change for Access cards in either instance)

To assess the financial impact of lowering the casual swim entry fees, a comprehensive financial analysis is required. This analysis is complex due to the interrelated effects on other products such as multi-visit passes and memberships. This information will be provided as part of the 2025/26 budget briefing.

Memo from Veronica Lee, Executive Director City Services

Prepared by: Collette Holland, City Leisure Services Manager

Joel Johnson, Manager City Greening and Leisure

Attachments

Attachment A. Maintenance Responsibilities Matrix

Attachment B. Belgravia Leisure Communication - Inverell Aquatic Centre Incident 21 March 2025

Approved

MONICA BARONE PSM

Chief Executive Officer

Attachment A

Maintenance Responsibilities Matrix

MAINTENANCE RESPONSIBILITIES MATRIX

RESPONSIBILITY OVERVIEW

Ownership and maintenance of assets will be based on their primary function. If an asset is part of the Pools, directly supports the operation of the Pools or their components, or constitutes the Pools themselves, the Contractor assumes responsibility. Conversely, if the asset primarily serves the wider Centre, excluding the Pools or their components, the responsibility falls to the Council. For assets with multiple functions, the primary purpose determines responsibility. For instance, a boiler that is mainly used to heat pool water is the Contractor's responsibility, even if it also heats domestic water as a secondary function.

NOTES

If asset parts, components, and elements are not specifically detailed in the description, assume all are included. The intention is that listed assets also encompass their supporting covers, valves, circuits, pipes, cabling, brackets, sensors, pumps, and all ancillary parts, etc.

ASSET CATEGORIES

At a high level, ownership of assets and their Maintenance can be determined by the categorisation of the asset as shown below.
Centre Infrastructure and **Base Plant** are the responsibility of the Council, while **Aquatic Infrastructure, Aquatic Plant, Operational Equipment, and Operational Servicing** are the responsibility of the Contractor.

- ***Centre Infrastructure:*** *All essential fixed physical components, structures, and features required for the operation and functionality of the Centres.*
- ***Base Plant:*** *Plant room assets, systems, and equipment responsible for the overall operation and management of the Centres*
- ***Aquatic Infrastructure:*** *All essential fixed physical components, structures, and features of the Centres designed to support swimming and recreational water-based activities.*
- ***Aquatic Plant:*** *Plant room assets, systems, and equipment responsible for managing and maintaining the Centre's pool operations, water quality, pool water heating, and safety.*
- ***Operational Equipment:*** *Non-fixed machinery, tools, devices, equipment, and other physical assets essential for the daily operation of the Centres, including items directly involved in service and programme delivery.*
- ***Operational Servicing:*** *Includes necessary activities to keep the Centres in a habitable and usable condition but are not part of Asset Management and Maintenance responsibilities. These routine functions are undertaken primarily for hygienic, aesthetic, and security purposes.*

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Climate control and air quality systems	Centres	All Centres	Base Plant	Includes HVAC systems, climate control systems, split systems, exhaust fans, ventilation units, and air handling equipment. Additionally, these systems include those designed to monitor and manage indoor air quality, as well as air		✓	

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
				conditioning, heating, ventilation, and dehumidification.			
Bubblers	Centres	All Centres	Centre Infrastructure	Council is responsible for the maintenance and repair of permanent fixed bubblers, while the Contractor is responsible for temporary bubblers.			✓
Building Management System (BMS)	Centres	All Centres	Base Plant	Centralised system managing all mechanical, electrical, and facility-wide services, with maintenance of control panels and sensors. The Contractor is to be provided with view only access.		✓	
Car park	Ian Thorpe Aquatic Centre	Car Park	Centre Infrastructure	Council is responsible for maintaining surfaces, line markings, lighting, directional signage, and all physical components and structures, including safety bollards, landscaping, and surrounding areas. The Contractor is responsible for regular cleaning, ensuring safety and accessibility, conducting inspections, reporting, and managing the ticket/registration scanning system and boom gates.			✓
Structural and exterior components	Centres	All Centres	Centre Infrastructure	Includes ceiling tiles, plasterboard, mirrors, diffusers, louvres, beams, joists, and skylights. It also covers plumbing fittings such as spouting, downpipes, flashings, and whirligigs, along with external drains, pits, and pipes, including unblocking. Additionally, roof access systems, ceilings, walls, roofs, external walls, and skylights.		✓	
Cogeneration / trigeneration	Centres	Plant Room	Base Plant			✓	

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Café	Centres	Café	Operational Equipment	The Contractor is responsible for maintaining all fixed equipment, while the Cafe Operator (where applicable) is accountable for portable (non-fixed) equipment and the routine cleaning of fixed exhaust filters and canopies on fixed equipment. This responsibility reverts to the Contractor when a cafe is not being managed by a third party. The Contractor must maintain operational servicing during periods of cafe closure.		✓	
Curtains, drapes, blinds	Centres	All Centres	Centre Infrastructure			✓	
Cleaning (internal and external)	Centres	All Centres	Operational Servicing	The Contractor is responsible for internal cleaning up to 2 meters in height, while any internal cleaning above 2 meters is the responsibility of the Council. All external cleaning is the responsibility of the Council.			✓
Doors and frames	Centres	All Centres	Centre Infrastructure	Includes automatic, folding, cupboard doors, and roller shutters, along with all door fittings and components. This also covers draught stripping, lock repairs, and ongoing maintenance.		✓	
Electrical tagging	Centres	All Centres	Operational Servicing	All plug-in equipment. Tested annually and certificate sent to the Council.	✓		
Electrical services	Centres	All Centres	Base Plant	Includes switchboard, distribution boards, earth leakage, power points, switches, panels, fittings, wiring, cabling, conduits, isolators, and the cathodic protection systems.		✓	
Emergency and exit lighting	Centres	All Centres	Centre Infrastructure			✓	
Fences and gates	Centres	All Centres	Centre Infrastructure	Includes fence posts, locks keys, lock boxes, gates, and all related structures.		✓	

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Floor	Centres	All Centres	Centre Infrastructure	Day-to-day cleaning is the responsibility of the Contractor. Maintenance and renewal are the responsibility of the Council. This includes carpet and carpet tiles, tiles, vinyl, polished floorboards, high-impact flooring, pool concourse, external paved or concrete areas, timber deck areas, grout, PVC tiles and sheets, access and utility hole covers and frames, as well as line marking, wayfinding and directional markings. The Council is responsible for regular slip testing along with periodic floorboard stripping and resurfacing. Additionally, the Council is responsible for the repair and replacement of sports court markings to maintain safety and operational functionality.			✓
Flyscreens	Centres	All Centres	Centre Infrastructure			✓	
Food handling areas	Centres	All Centres	Operational Equipment / Operational Servicing	Includes any general equipment and day-to-day upkeep.	✓		
Dump shower/eye wash station	Centres	All Centres	Centre Infrastructure	The Contractor is responsible for conducting inspections to ensure the dump shower and eye wash station are kept in good working order. All other maintenance responsibilities rest with the Council.			✓
Food Dehydrators and Composting Machines	Gunyama Park Aquatic and Recreation Centre	All Centres	Base Plant	The operation, use, and reporting are the responsibility of the Contractor. Maintenance and all other responsibilities, including the collection and utilisation of the refined organic matter, rest with the Council.			✓

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Signage and Way Finding markings	Centres	All Centres	Centre Infrastructure	The Contractor is responsible for determining the required signage and/or wayfinding markings, handling procurement, and/or supplying artwork to the Council. All other responsibilities, including installation, repair, and replacement, are managed by the Council.			✓
Glass, windows, mirrors	Centres	All Centres	Centre Infrastructure	Includes sashes/easements, louvers, and balustrades, internal and external.		✓	
Graffiti removal	Centres	All Centres	Operational Servicing	The Contractor is responsible for removing internal graffiti, while external graffiti removal is the responsibility of the Council.			✓
Grandstands	Centres	All Centres	Centre Infrastructure	Includes lighting and timber deck staining.		✓	
Gym Equipment	Centres	Health Club	Operational Equipment	Includes all fitness equipment such as treadmills, elliptical machines, and weight training systems.	✓		
Hairdryers and dry vanities	Centres	Amenities	Operational Equipment	Includes hair dryer units, cords, cleaning, and electrical tagging.	✓		
Sanitary services	Centres	Amenities	Operational Servicing	Includes personal hygiene units, along with nappy and mechanical disposal units.	✓		
Amenities fittings	Centres	Amenities	Centre Infrastructure	The Council is responsible for maintenance OF towel, and toilet paper dispensers and holders, WC seats and chains, toilet pans and cisterns, wash basins with brackets, as well as sinks and countertops. The Contractor is responsible for the regular servicing of all consumables, including the maintenance of all soap dispensers and holders as well as refilling soap, towels, and toilet paper, as well as cleaning of the amenities			✓

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Technology and Systems	Centres	All Centres	Operational Equipment and Operational Servicing	The Contractor is responsible for maintaining the point-of-sale system, customer management systems, booking systems, computers, printers, scanners, turnstiles, TVs, EFTPOS terminals, barcode readers, Wi-Fi, internet, routers, and cabling. This also includes fax machines, photocopiers, telephones, modems, servers, manual override buttons, self-serve kiosks, room booking panels, internal digital media screens, portable cameras, docket printers, queue barriers, file servers, cabling racks, and related telecommunications equipment, and data points, with the Council being responsible up to the main data entry point into the building i.e., the supply of service.			✓
Intercom	Centres	All Centres	Centre Infrastructure	Includes fixed and embedded systems.		✓	
Member Access Control and Cards	Centres	All Centres	Centre Infrastructure and Operational Equipment	Access into the Centres is the responsibility of the Council, including programming of front entry doors. Internal access for members within the Centre is the responsibility of the Contractor.			✓
Security Access Control	Centres	All Centres	Centre Infrastructure	Includes keys, locks, security passes, door readers and programming	✓		
External digital media Screens	Gunyama Park Aquatic and Recreation Centre	Grounds	Centre Infrastructure	The Council is responsible for maintenance, repair, and cleaning of all external digital media screens external to the Centre. The Contractor is responsible for managing content on display.			✓

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Kayak storage	Andrew (Boy) Charlton Pool	Grounds	Centre Infrastructure	Maintenance items are the responsibility of the Council. Management of tenants is the responsibility of the Contractor.			✓
Lighting	Centres	All Centres	Centre Infrastructure			✓	
Confined Spaces	Centres	All Centres	Centre Infrastructure	Includes maintenance, inspections, and WHS compliance along with scaffolding, and fixed ladders.		✓	
Public Address (PA) Emergency Sound System and Alarms	Centres	All Centres	Centre Infrastructure	The Contractor is responsible for non-fixed systems portable system. All fixed systems including those used for providing warnings and general communication to patrons are managed by the Council.			✓
Painting	Centres	All Centres	Centre Infrastructure	Internal and external.		✓	
Pest control	Centres	All Centres	Operational Servicing	Includes borers and termites with a certificate to be supplied to the Council.	✓		
Plaques	Centres	All Centres	Centre Infrastructure	Only the City has authority to install plaques of any nature.		✓	
Pontoon, jetty and sea walls	Andrew (Boy) Charlton Pool	Grounds	Centre Infrastructure			✓	
Seating (Fixed and Non-fixed)	Centres	All Centres	Centre Infrastructure	Fixed seating is the responsibility of the Council and non-fixed seating is the responsibility of the Contractor.			✓
Shade structures	Centres	All Centres	Centre Infrastructure	All shade structures and their ongoing maintenance, including those installed for the purpose of providing shade for outdoor water features, includes cleaning and maintenance.		✓	

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Staircase and ramps	Centres	All Centres	Centre Infrastructure	Includes nosing, floor covering, treads, risers, handrails, balustrades, glazed panels, fire escapes, and access ladders.		✓	
Steam and Sauna Rooms	Ian Thorpe Aquatic Centre	Steam and Sauna Rooms	Centre Infrastructure			✓	
Trees, plants and landscaping	Centres	Grounds	Centre Infrastructure	Includes plant life within the confines of the Centres e.g., court yards and alfresco spaces.		✓	
Utility supply	Centres	All Centres	Base Plant	Includes water, gas, and electricity.		✓	
Vandalism & Theft	Centres	All Centres	All Categories	Refer to the asset as listed within this Maintenance Responsibilities Matrix to determine responsibility, i.e., the ownership of the asset determines the responsibility for responding to vandalism and theft, excluding instances where Contractor supervision or failure to do so has resulted in the act of vandalism or theft.			✓
Walls	Centres	All Centres and Grounds	Centre Infrastructure	The walls of the Centre are the responsibility of the Council, this includes sea walls and outdoor retaining wall.		✓	
Waste and soil pipes	Centres	All Centres	Centre Infrastructure	The Council is responsible for the maintenance of traps, waste, and vent pipes, and fittings applicable to above-ground and external infrastructure, including responsibility for blockages, but excluding grease trap cleaning, which is managed by the Contractor.			✓
Grease traps	Centres	All Centres	Centre Infrastructure	Maintenance and upkeep are the responsibility of the Contractor, all other responsibility is with the Council.			✓

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Signage (Movable / Temporary)	Centres	All Centres	Operational Equipment	Includes all movable/temporary lane boards, lane allocation signs, pool rules signs, A-frames, etc. All movable/temporary signs relating to the operation of the Centre should be considered as Operational Equipment and are the responsibility of the Contractor. The Contractor is responsible for determining the required signage and/or wayfinding markings, handling procurement, and/or supplying artwork to the Council. All other responsibilities, including installation, repair, and replacement, are managed by the Council.			✓
Cable Trays	Centres	All Centres	Centre Infrastructure			✓	
Non-Fixed Furniture, fixtures, and fittings (Operational)	Centres	All Centres	Operational Equipment	All non-fixed operational furniture and fixtures, including but not limited to office equipment, rubbish bins, program/play equipment, lockers, meeting tables, chairs, lounges, mats, sports padding, sports nets, collateral/marketing display units, movable outdoor furniture, filtered water, first aid, and memorabilia displays, etc. These items should be considered as Operational Equipment and are the responsibility of the Contractor.	✓		
Fixed Furniture, Fixtures and Fittings (Non-Operational)	Centres	All Centres	Centre Infrastructure	All fixed non-operational furniture, fixtures, and fittings, including but not limited to blinds, fixed seating, cupboards, shelves, counters, cabinets/screens, clothes hooks and rails, handrails, fixed clocks, doors, change tables, toilet paper holders,		✓	

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				hand dryers, hair dryers, basketball hoops (excluding nets), and scoreboards.			
Maintenance access equipment	Centres	All Centres		Scaffolding.		✓	
Rainwater Tanks	Centres	All Centres	Centre Infrastructure	Make up systems and harvesting systems. Including utility meters and sub meters.		✓	
Water Tanks	Centres	All Centres	Centre Infrastructure	Includes general water tanks, make-up water systems, and associated controls.		✓	
Sewerage & Storm Water	Centres	All Centres	Centre Infrastructure			✓	
Meters	Centres	All Centres	Base Plant	Includes water meters, gas meters, electricity meters, and thermal meters.		✓	
Leak Detection	Centres	All Centres	All Categories	Responsibility for water leak detection is based on the category of the asset that the suspected leak is originating from. For example, a leak coming from Base Plant and Base Infrastructure would be the responsibility of the Council, and a leak coming from Aquatic Plant and Aquatic Infrastructure would be the responsibility of the Contractor. Chemical leaks are the responsibility of the Contractor.			✓
Accessible Change Hoists and Beds	Centres	All Centres	Operational Equipment	Repair, maintenance, and servicing of accessible change hoists, beds, and baby change facilities. Cleaning as required.	✓		
Plumbing and Fixtures	Centres	All Centres	Base Plant and Centre Infrastructure	Maintenance and repairs of water and gas pipes, toilets, and plumbing fixtures. Compliance with Australian safety and health standards. Unblocking of drains and pipes, and maintenance of plumbing fixtures, including toilet seats, taps, basins,		✓	

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				shower heads, and waste pipes. Maintenance of stormwater, sewage systems, and irrigation.			
Fire Services, Systems and Alarms	Centres	All Centres	Base Plant	Fire extinguishers, smoke detectors, sprinklers, fire doors, control panels, fire hydrants, hose reels, and related services, emergency lighting, and evacuation systems. Routine testing and maintenance of fire alarms to ensure full operational capacity. Routine servicing and inspections of fire alarms, sprinkler systems, and extinguishers. Compliance with Australian fire safety standards.		✓	
Foundations and Structural Integrity	Centres	All Centres	Centre Infrastructure	Inspection and maintenance of foundations, structural assessments, and crack monitoring.		✓	
Exterior Façade	Centres	All Centres	Centre Infrastructure	Maintenance and cleaning of external walls, cladding, and façade repairs.		✓	
Pool Water Heating Systems (Solar, Gas, electric, Heat Pumps)	Centres	Plant Room	Aquatic Plant	Maintenance of solar, gas, electric and heat pump, and boiler water heating systems specific to the heating of pool water, including inspections and replacements.	✓		
Domestic Water Heating Systems (Solar, Gas, electric, Heat Pumps)	Centres	Plant Room	Base Plant	Maintenance of solar, gas, electric and heat pump, and boiler water heating systems specific to the heating of all water sources excluding pool water, including inspections and replacements.		✓	
Pool Underwater and Decorative Lighting	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Maintenance of specialised lighting systems for underwater, and decorative applications.	✓		

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Flooring and Drainage (Amenities)	Centres	Amenities	Centre Infrastructure	Slip resistance testing, drainage systems, maintenance of floors in showers, amenities, change rooms, and common spaces.		✓	
Lifeguard Stands	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Lifeguard stands, to be considered as operational equipment.	✓		
Solar Panels	Centres	All Centres	Base Plant	Maintenance of solar panels for powering all of Centre operations, solar cells, a glass layer, an encapsulant, a back sheet, a frame, a junction box, bypass diodes, wiring, and a mounting structure.		✓	
Compressed Air Systems	Centres	All Centres	Base Plant	Pneumatic equipment and compressed air systems for facility maintenance.		✓	
Lifts, Elevators and Escalators	Centres	All Centres	Centre Infrastructure	Maintenance of lifts and escalators, particularly for multi-level or accessible areas.		✓	
Backup Generators	Centres	Plant Room	Base Plant	Maintenance of backup power systems to ensure critical operations during power outages is the responsibility of the Council, including periodic testing and maintenance of backup generators to ensure operational readiness.		✓	
Water Conservation Systems and Features	Centres	Plant Room	Base Plant	Maintenance of water-efficient systems such as greywater recycling, rainwater harvesting, low-flow showers and taps, and smart irrigation. These advanced technologies optimise water conservation across various applications		✓	
Diving Platforms	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Maintenance of diving boards, platforms, and associated safety equipment.	✓		
Water Testing and Monitoring Devices	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Devices for regular water testing, including pH, chlorine levels, and quality monitoring.	✓		

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Water Attraction Systems	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Maintenance of pump and flow systems for wave pools, lazy rivers, and rapid water courses, including maintenance of wave generators and surf simulators. This also covers water play features such as cannons, spray fountains, and interactive elements for children. Facilities include wave pools, lazy rivers, splash pads, and water play areas. This also includes brominators in water fountains at the Cook and Philip Park Pool.	✓		
Turnstiles and Entry Systems	Centres	All Centres	Operational Equipment	Automated turnstiles, swipe card systems, and ticketing equipment for controlled entry.	✓		
Outdoor Lighting	Centres	Grounds	Centre Infrastructure	External lighting for parking lots, pathways, and other outdoor areas.		✓	
Waterproofing Systems	Centres	All Centres	Centre Infrastructure	Maintenance of waterproofing systems for outdoor structures, and weatherproofing.		✓	
Lockers	Centres	All Centres	Operational Equipment	Lockers and associated components, and systems.	✓		
Security Systems and Cameras (CCTV)	Centres	All Centres	Centre Infrastructure	Maintenance of CCTV systems, video storage solutions, security lighting, alarms, and access control equipment. This includes the upkeep of security systems for the perimeter, such as cameras, automated gates, and fencing, along with CCTV, security lights, alarm systems, and display screens		✓	
Roof Drainage Systems	Centres	All Centres	Centre Infrastructure	Maintenance of roof drains, parapet drains, and overflow scuppers to ensure effective water management.		✓	

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Thermal Insulation Systems	Centres	All Centres	Centre Infrastructure	Regular inspection and maintenance of insulation systems to ensure energy efficiency, and performance.		✓	
Building Envelope	Centres	All Centres	Centre Infrastructure	Maintenance of the building's air sealing, moisture barriers, and overall weatherproofing and pressure control systems.		✓	
Underwater Sound Systems	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Maintenance of specialised underwater audio systems for use in swimming pools.	✓		
Hearing Loop	Centres	All Centres	Centre Infrastructure			✓	
Green Roofs or Living Walls	Centres	Grounds	Centre Infrastructure	Maintenance of vegetated roofs or walls for energy efficiency and environmental sustainability.		✓	
Recycling and Waste Management Systems	Centres	Plant Room	Base Plant	The Council is responsible for the maintenance of waste sorting, recycling systems, and composting stations for sustainable waste management. The Contractor is responsible for day-to-day use and general cleanliness.			✓
Energy Recovery Systems	Centres	Plant Room	Base Plant	Maintenance of energy recovery systems such as heat recovery ventilation (HRV) units are the responsibility of the Council. Energy recovery systems that are specific to the Pools and Aquatic Plant are the responsibility of the Contractor.			✓
Centre User Information and Navigation Systems	Centres	All Centres	Operational Equipment	Maintenance of digital screens, digital signs, digital wayfinding systems, interactive visitor displays, and interactive kiosks designed for customer engagement, as well as digital kiosks and screens used for facility wayfinding, and visitor assistance.	✓		

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Anti-Slip Coatings	Centres	All Centres	Operational Servicing	Regular maintenance of non-slip coatings and tiles in high-traffic wet areas like pool decks and changing rooms.		✓	
Accident Response Stations	Centres	All Centres	Centre Infrastructure	First Aid stations and eyewash stations, excludes First Aid equipment. The Contractor is responsible for regularly inspecting these stations.			✓
First Aid Equipment	Centres	All Centres	Operational Equipment	Maintenance and supply of Automated External Defibrillators (AEDs), accident response equipment, first aid kits, rescue breathing bags (Ambu bags), spinal boards with head immobilisers, and oxygen systems.	✓		
Bicycle Racks and Storage	Centres	Grounds	Centre Infrastructure	Maintenance and repair of bicycle parking racks and storage areas.		✓	
Outdoor Recreational Spaces / Grounds	Centres	Grounds	Centre Infrastructure	The Contractor is responsible for the general inspection and cleaning of the grounds, while all maintenance duties fall under the responsibility of the Council. Additionally, the Council is tasked with maintaining playgrounds, picnic tables, outdoor showers, BBQs, and other outdoor areas intended for community events, picnics, and recreational activities.			✓
Noise Control Systems / Soundproofing	Centres	All Centres	Centre Infrastructure	Noise control systems designed to reduce sound levels in gyms, pool areas, and other high-activity zones.		✓	
Lighting Control Systems	Centres	All Centres	Base Plant	Automated systems for controlling facility lighting and to improve energy efficiency and usage.		✓	
Emergency Call Stations	Centres	All Centres	Centre Infrastructure	Stations where staff and patrons can quickly call for assistance in case of emergencies. The Contractor is responsible for regularly inspecting these stations.			✓

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Solar Water Heating Systems (Pool)	Centres	Plant Room	Aquatic Plant	Solar-powered systems specifically for heating pool water and improving energy efficiency.	✓		
Solar Water Heating Systems (Domestic)	Centres	Plant Room	Base Plant	Solar-powered systems specifically for heating Centre water and improving energy efficiency.		✓	
Sports Field	Centres	Gunyama Park Aquatic and Recreation Centre	Centre Infrastructure	The Council is responsible for maintenance, including resurfacing, line marking, and ensuring the functionality of ports or attachment points for nets and equipment. The Contractor is tasked with the day-to-day management, programming, and supervision, as well as maintaining and managing the equipment and nets.			✓
Sports Court	Centres	Cook and Philip Park Pool	Centre Infrastructure	Council is responsible for maintenance, including resurfacing, line marking, and ensuring the functionality of ports or attachment points for nets and equipment. The Contractor is tasked with the day-to-day management, programming, and supervision, as well as maintaining and managing the equipment and nets.			✓
Water Recycling Systems	Centres	Plant Room	Base Plant and Aquatic Plant	The Council is responsible for water recycling systems designed to capture and reuse water within the facility. The Contractor is responsible for systems specific to pool water.			✓
Pool Structural Components	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes all pool tiles, lining (tile or Myrtha), expansion joints, grouting, coping, surrounding tiles, balance tanks (including membranes and level sensors), control joints, ramps, ramp and stair handrails, stairs (fixed and movable), DEX standalone base, and	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
				inspection of tiles and grout, rope anchors, and deck sockets.			
Pool Water Circulation and Flow Systems	Centres	Plant Room	Aquatic Plant	Includes return lines, flow gutters and covers, catch basins, filters, grilles, inlets, outlets, and flow gutter coverings and catches. This also includes balance tanks, surge tanks, backwash systems, circulation pumps, booster pumps, and associated motors. Backup filtration systems are also included.	✓		
Pool Access and Safety Features	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes fixed and movable stairs, ladders, ramps, railings, diving blocks, lane rope anchors, depth markers, backstroke turn indicator posts and flags, disabled hoist and chair, handrails, timing mechanisms, and anti-drowning detection systems to enhance swimmer safety.	✓		
Pool Mechanical and Movable Systems	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes movable bulkheads, flip-up booms, movable 25m floor, and actuators.	✓		
Pool Hydraulic Systems	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Pressurised water systems including sprinkler and water jet systems for aquatic features.	✓		
Pool UV Light Disinfection Systems	Centres	Plant Room	Aquatic Plant	Includes UV light systems used for disinfecting pool water, reducing chemical usage, and improving safety. This includes lamps, stepper controls, contactors, relays, sensors, and glass strainers. Also includes water quality monitoring and treatment equipment such as UV disinfection systems and ozone generators, along with advanced oxidation processes (AOP) for enhanced disinfection.	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Pool Filtration and Chemical Treatment Systems	Centres	Plant Room	Aquatic Plant	Includes maintenance of filtration systems, chemical dosing, and water treatment systems. Components include sand filters, cartridge filters, DE (Diatomaceous Earth) filters, chlorinators, pH control systems, automated chemical controllers, and acid dosing systems.	✓		
Sacrificial Anodes	Andrew (Boy) Charlton Pool	Pool Hall / Outdoor Pool	Aquatic Infrastructure		✓		
Pool Filtration Components	Centres	Plant Room	Aquatic Plant	Includes filters, strainers, sight glasses, backwash hoses, valves, lids, gauges, hatches, alarms, isolating and balancing valves, and backup filtration systems for uninterrupted pool operation. This also includes the filtration system shell, circulation pumps, and the makeup system.	✓		
Pool Pumps and Motors	Centres	Plant Room	Aquatic Plant	Includes circulation pumps, booster pumps, associated motors, heat pumps, and chiller systems, as well as hydraulic balance tanks.	✓		
Pool Storage and Transfer Systems	Centres	Plant Room	Aquatic Plant	Includes bulk storage tanks, bunds, metering pumps, injection valves, and dosing lances. Also includes backwash holding tanks, and surge tanks.	✓		
Pool Monitoring and Control Systems	Centres	Plant Room	Aquatic Plant	Includes pressure gauges, controllers, pH and ORP/FAC probes, in-line connections, motorised dampers, and humidity controller sensors. Also includes pressure gauges, flow meters, timing mechanisms, automated monitoring systems, and data logging systems for compliance and performance monitoring.	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Pool Water Heating Systems	Centres	Plant Rooms	Aquatic Plant	Includes strainers, connections, heating coils, balancing valves, pipe and air sensors, humidity controllers, motorised dampers, gland seats, heating pump suction strainers, pumps, thermostats, boilers, heat pumps, chillers, and heat exchangers.	✓		
Pool Water Makeup System	Centres	Plant Room	Aquatic Plant	Includes solenoids, level sensors, and level sensor electrical terminations, as well as the makeup system.	✓		
Pool Fittings	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes wall grates, eyeball fittings, drain grates, and suction grates, essential for controlling water flow and ensuring efficient drainage.	✓		
Pool Valves	Centres	Plant Room	Aquatic Plant	Includes a range of pool valves such as ball valves, butterfly valves, gate valves, automatic valves, foot valves, hydrostatic valves, lint baskets, and emergency shutoff valves for quick isolation of systems during emergency situations.	✓		
Pool Gauges	Centre s	Plant Room	Aquatic Plant	Includes pool gauges for monitoring key metrics, including pressure, petcock readings, temperature, thermowells, sight glasses, and flow meters, to ensure that the pool system operates efficiently.	✓		
Pool Vents and Drains	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes air relief vents, manual drains, automatic drains with isolating valves, shut-off valves, catch trays, drain piping for managing excess water, and preventing flooding.	✓		
Pool Strainer Baskets and Screens	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes pool pot lids, valved drains, mesh screens, screen pits, and collection screens for filtering debris and maintaining clean water.	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Pool Heating Circuits	Centres	Plant Room	Aquatic Plant	Includes thermowells, temperature sensors and controllers, flow and return lines, cartridge filters, valves, no-flow switches, flow measurement sensors, and surge arrestors for regulating pool temperature.	✓		
Pool Rescue and Safety Equipment	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Includes lifeguard chairs, rescue tubes, resuscitators, spine boards, oxy rescue kits, and throw ropes to ensure the safety of pool users.	✓		
Pool Lane and Competition Equipment	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Includes lane ropes, lane rope storage reels, false start posts and flags, lap clocks, starter blocks, and backstroke turn indicator posts and flags for competitive swimming.	✓		
Pool Cover and Storage Equipment	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Includes motorised and manual pool blankets, storage rollers, pool cover motors, reels, poles, storage shelving, and storage trolleys for efficient pool cover management.	✓		
Pool Accessibility Equipment	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Includes aquatic wheelchairs, disabled hoists and chairs, and walking stick holders for accessible pool usage.	✓		
Pool Maintenance Equipment	Centres	Pool Hall / Outdoor Pool	Operational Equipment	Includes manual and automatic vacuums, cleaning equipment, and storage trolleys for maintaining cleanliness and operational efficiency.	✓		
Pool Chemical Dosing System	Centres	Plant Room	Aquatic Plant	Includes tubing, pumps, probes, chlorinators, pH control systems, automated chemical controllers, and acid dosing systems for maintaining water quality.	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Solar Photovoltaic (PV) Systems	Centres	Plant Room	Aquatic Plant	Includes solar PV systems used to power the facility, reducing reliance on external electricity sources. The Council is responsible for PV systems not connected to the Pools or Aquatic Plant.			✓
Pool Reticulation System	Centres	Plant Room	Aquatic Plant	Includes pipes and valves that distribute heated water throughout the facility, ensuring efficient heating and circulation.	✓		
Pool Deck/Concourse	Centres	Pool Hall / Outdoor Pool	Aquatic Infrastructure	Includes wet deck grating and handrails to ensure the safe movement of pool users and prevent slipping.	✓		
Water Leak Detection Systems	Centres	Plant Room	Aquatic Plant and Base Plant	Includes the maintenance and monitoring of sensors and equipment used to detect water leaks in pool pipes and structures, aimed at preventing damage and water loss. Water leak detections not related to the pools and aquatic plant are the responsibility of the Council.			✓
Pool Control Systems	Centres	Plant Room	Aquatic Plant	Programmable Logic Controllers (PLCs), CPU (Central Processing Unit), I/O Modules (Input/Output Modules), Power Supply, Communication Ports, Programming Devices, Sensors, Actuators, HMI (Human-Machine Interface), Software, Network Interface, Relays and Contactors, and Enclosures are included. Maintenance of the power supply for the pools is the responsibility of the Contractor, while the power supply for the rest of the Centre falls under the responsibility of the Council.	✓		

ITEM	LOCATION	SUBLOCATION	CATEGORY	DESCRIPTION	CONTRACTOR	COUNCIL	SHARED - Refer to Description
Pool Control boards	Centres	Plant Room	Aquatic Plant	Thermal imaging of plant room electrical control boards, along with general maintenance for control boards specifically related to the operation of the pools.	✓		
Showers	Centres	Amenities	Centre Infrastructure	Shower head, control valve, thermostatic mixer, shower arm, shower hose, handheld showerhead, diverter valve, grab bars, shower tray or base, wall panels or tiles, drain, shower curtain or door, temperature limiting device, anti-scald valve, flow control devices, towel hooks or bars, shelving or niches, lighting, and ventilation fans.		✓	
Submersible Pumps	Centres	Plant Room	Aquatic Plant	The Contractor is responsible for submersible pumps servicing the pools, The Council is responsible for all other submergible pumps. This includes pump casing, impeller, motor, shaft, mechanical seal, strainer, discharge pipe, cable entry, bearings, volute, check valve, stator, rotor, thermal protection, and oil chamber.			✓
Chillers	Centres	Plant Room	Base Plant			✓	
Heat Exchangers	Centres	Plant Room	Aquatic Plant and Base Plant	Heat exchangers for the purpose of heating pool water are the responsibility of the Contractor. All other heat exchangers are the responsibility of the Council.			✓
Pool Plumbing	Centres	Plant Room	Aquatic Plant	Pool specific plumbing and piping, supply lines, return lines, drains, skimmers.	✓		
Variable Speed Pumps	Centres	Plant Room	Base Plant	Variable speed pumps not related to the Pools and Aquatic Plant.		✓	

Attachment B

Belgravia Leisure Communication – Inverell Aquatic Centre Incident 21 March 2025

21 March 2025

Monica Barone
Chief Executive Officer
City of Sydney

Via Email: mbarone@cityofsydney.nsw.gov.au

Dear Monica,

I am writing to you as a valued contract partner of Belgravia Leisure who may be aware of a situation that occurred at one of our recently opened venues that Belgravia manages on behalf of Inverell Shire Council.

First and foremost, we want to reaffirm our commitment to fostering a safe, inclusive and welcoming environment – evidenced by our Innovation RAP – for all patrons. We have been bitterly disappointed in how certain individuals and some media have portrayed a recent incident at Inverell Aquatic Centre.

We take allegations of discrimination very seriously and want to clarify that at no stage were any patrons asked to leave the Inverell Aquatic Centre unless they were directly involved in anti-social behaviour. We are concerned about the inaccuracies in a live video posted on social media, which falsely suggests otherwise. We strongly refute claims that all Aboriginal patrons were asked to leave, and NSW Police have also reinforced the inaccuracies of these reports in their own statement.

The individuals asked to leave were engaging in dangerous behaviour that posed a safety risk to other patrons, such as bombing, back-flipping in shallow water and running into others, despite repeated requests from our team members to cease this behaviour. After several hours of non-compliance, our team made the difficult decision to call the police. Additionally, some adult patrons were asked to leave due to the use of vulgar language and verbal abuse directed at our staff.

Our lifeguards and team members are trained to uphold a safe and respectful environment, and any decision to remove patrons is based solely on behaviour that jeopardises safety. We have a zero-tolerance policy for anti-social, discriminatory or abusive behaviour and remain dedicated to providing an inclusive space for all community members.

The NSW Police have been strong in their support of the Belgravia staff and our contract partner in Inverell Shire Council has been fully supportive of the actions taken to date and we remain in constant contact with them.

Many Aboriginal families have since contacted the Venue Manager expressing their support for Inverell Aquatic Centre staff, confirming that the children's behaviour was dangerous and unacceptable and that they needed to follow the rules.

We continue to strive for a workforce that is reflective of its community. Our workforce at Inverell Aquatic Centre is made up of 10% of people who identify as Indigenous.

We can also confirm that we will have an additional 3 team members from an Indigenous background to help the team at Inverell over the coming weeks.

Further efforts to train and qualify members of the local Aboriginal community will be made through additional Lifeguard and Swim Teacher training courses being conducted in Inverell over the coming months.

This week we have consulted with council partners and local Elders to ensure we understand local perspectives and lead with our actions and our words and putting in place strategies that are reflective of all voices in the community.

We appreciate any concerns that you may have and understand the importance of transparency in these matters. If you have any further questions or concerns, please don't hesitate to reach out to myself or our National Disability and Diversity Manager, Dr Jeff Walkley.

Yours sincerely,

Nick Cox
Chief Executive Officer

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