



City of Sydney Leisure (Active Wellbeing) Services T-2024-1253



Background

Management model

- An independent management options evaluation was completed on models for the City's aquatic leisure services.
- Council resolved on 18 September 2023:

Council note the confidential Aquatic Leisure Services Management Options Evaluation and Research Report recommendations as outlined in Confidential Attachment A to the subject report.

The management options evaluation report recommended an outsourced model for an initial 4-year term with a 2-year option to extend.

Andrew (Boy) Charlton Pool



City of Sydney Leisure (Active Wellbeing)

Two year sourcing roadmap

Expression of
Interest
Feb – Apr
2024

Select Tender
Phase
Oct – Nov 2024

Council
approval
Reject and
Negotiate –
April 2025

Negotiation
Phase
Aug 2025 –
Dec 2025

Council Contract
Award
February 2026

Contract
Transition
Period
Apr – Jun 2026

New Contract
commences
1 July 2026

City of Sydney Leisure (Active Wellbeing)

Strategic links

Sustainable Sydney 2030 – 2050 Continuing the Vision			
Community Strategic Plan Delivering Sustainable Sydney 2020 – 2050			
City for All – Social Sustainability Policy & Action Plan 2018 – 2028			
Guiding Principles			
Environmental Strategy 2025 – 2030	Stretch Reconciliation Action Plan 2025 – 2028	Complaint Management, Managing Unreasonable Conduct Towards the City & its Employees Policy	Digital and Print Accessibility Policy
Waste Strategy and Action Plan 2017 – 2030 Waste Reduction and Circular Materials Strategy 2025 – 2035	Modern Slavery Policy 2025	Revenue Policy: Fees & Charges	IT Systems Security Policy 2025
Inclusion (Disability) Action Plan 2025 – 2029	Privacy Management Plan 2024	Digital Strategy	Access to Information Policy
	Data Breach Policy 2024	Social Media Policy	Child Safety Policy & Procedures 2024 & Child Safe Code of Conduct
Active Wellbeing Services			

City of Sydney Leisure (Active Wellbeing)

Compliance includes

Legislation

- Children's Guardian Act 2019 (NSW)
- Child Protection (Working with Children) Act 2012
- Public Health Act (2010) & Regulation (NSW) (2022)
- Australian Consumer Law (Sch 2 CCA 2010)
- Health Records & Information Privacy Act (NSW)
- Privacy and Personal Information Protection Act (NSW)
- Dangerous Goods (Road & Rail Transport) Act 2008 (NSW)
- Heavy Vehicle National Law (NSW) - Chain of Responsibility
- Food Act (NSW) & Food Standards Code (FSANZ)

Core Operational Standards

- Royal Life Saving Guidelines for Safe Pool Operations
- AS 2927:2019 – Storage & Handling of Liquefied Chlorine Gas
- AS 3780:2023 – Storage & Handling of Corrosive Substances
- AS/NZS 3760:2022 – Electrical Testing & Tagging (RCDs)

Industry & City Guidelines

Industry:

- Fitness Industry Code of Practice (NSW)
- AUSactive Children's Health & Fitness Services Guidelines
- NSW Health Public Swimming Pool & Spa Pool Advisory Document (2013)

City:

- Generative AI
- Writing & Style Guide, Branding Guidelines
- Inclusive & Accessible Materials
- Inclusive & Accessible Event Guidelines
- Disability Inclusive Language & Communication

City of Sydney Leisure (Active Wellbeing)

Key contract metrics FY25

- Open 5,100 hours per year (98 per week)
- 1.92M visits (ABC pool closed)
- 39,217 access card visits
- 4,259 learn to swim enrolments
- 6,798 fitness members

6 centres containing:

- 17 pools
- 4 fitness centres
- 1 indoor court
- \$291M asset value

City of Sydney Leisure (Active Wellbeing)

Service Specification – inclusions

- Pool operations – water quality
- Programs and services – recreational swimming, learn to swim, hydrotherapy, school carnivals, squads, lane hire, swimming club, fitness, group exercise, personal training, exercise physiology
- Cafes (minimum hours 8am-3pm daily) and vending
- Gunyama creche
- Community engagement and events – e.g. open days, T&GD swim events
- Marketing and communications – campaigns, social media communication channels
- Workforce management – recruitment and rostering, training
- Customer service – in centre service and call centre



City of Sydney Leisure (Active Wellbeing)

Service Specification – inclusions continued

- Information technology and data – website, digital signage, point of sale/ membership system
- Assets and presentation – aquatic plant and equipment, portable equipment, fitness equipment, cleaning and presentation
- Environmental
- Financial management



Gunyama Park Aquatic and
Recreation Centre

City of Sydney Leisure (Active Wellbeing)

Specification – exclusions

- Management of base building structure and associated services, including maintenance, renewal and capital upgrade
- Payment and management of utilities
- Waste collection services
- Cleaning tasks at heights above 2 metres
- Landscaping and irrigation
- Maintenance or cleaning of public jetty/pontoon adjacent to ABC pool
- Management of public lift adjacent to Ian Thorpe Aquatic Centre
- Management of public car park adjacent to Cook + Phillip Park Pool
- Maintenance and cleaning of public toilet adjacent to Prince Alfred Park Pool
- Gunyama Park sportsfield



City of Sydney Leisure (Active Wellbeing)

Delivering on strategic alignment - new

Includes:

- Workforce targets reflective of community demographics:
 - $\geq 20\%$ representation across First Nations, disability, older adults, culturally and rationally marginalised communities (headcount)
 - $\geq 75\%$ living within the City boundaries
- Active Communities uplift – 4 new FTE and ringfenced program funding
- Targeted health programs including annual health summit
- People experiencing or escaping domestic and family violence – complimentary memberships
- Community bus service for City Access Card holders
- Outreach services – taking place in a range of settings including parks, community centres, libraries
- School holiday program
- Progressive reopening of non-operational cafes



City of Sydney Leisure (Active Wellbeing)

Delivering on strategic alignment – continuous improvement

Includes:

- Social impact measurement from Year 2
- Hot weather/ heatwave procedure – Contractor may extend hours (within set criteria)
- AI drowning detection system – rollout Years 1 and 2
- City's 360 membership offering – comprehensive review Year 1
- External exercise physiologist access – EPs permitted under allied health framework
- Continue digital transformation
- User insights drawn from a range of sources including industry benchmarking, customer surveys, QR-based feedback and social media channels
- Implement the City's corporate asset management system for in-scope pool plant and operational equipment (e.g. lane ropes, gym equipment, pool filters, UV)



Victoria Park Pool

City of Sydney Leisure (Active Wellbeing)

Contract value and pricing

- Fee for service model (6 years) which means Council funds the operating deficit
- Any operating surplus returned to Council
- Council approves fees and charges
- Contractor corporate services fee set each year of the term
- Aquatic plant and equipment maintenance now included as direct operating expense
- Contingency
- Assurance: monthly financials, quarterly reviews, annual accounts, open-book access and independent audit



City of Sydney Leisure (Active Wellbeing)

Evaluation criteria

Mandatory	Graded
Modern Slavery	Strategic Alignment (Guiding Principles)
Child Safety	Demonstrated Experience
WHS	Contract Management
Financial and commercial integrity	Financials
Required insurances	
Material acceptance of the City's management contract	

* Some graded categories were broken down into detailed sub-criteria

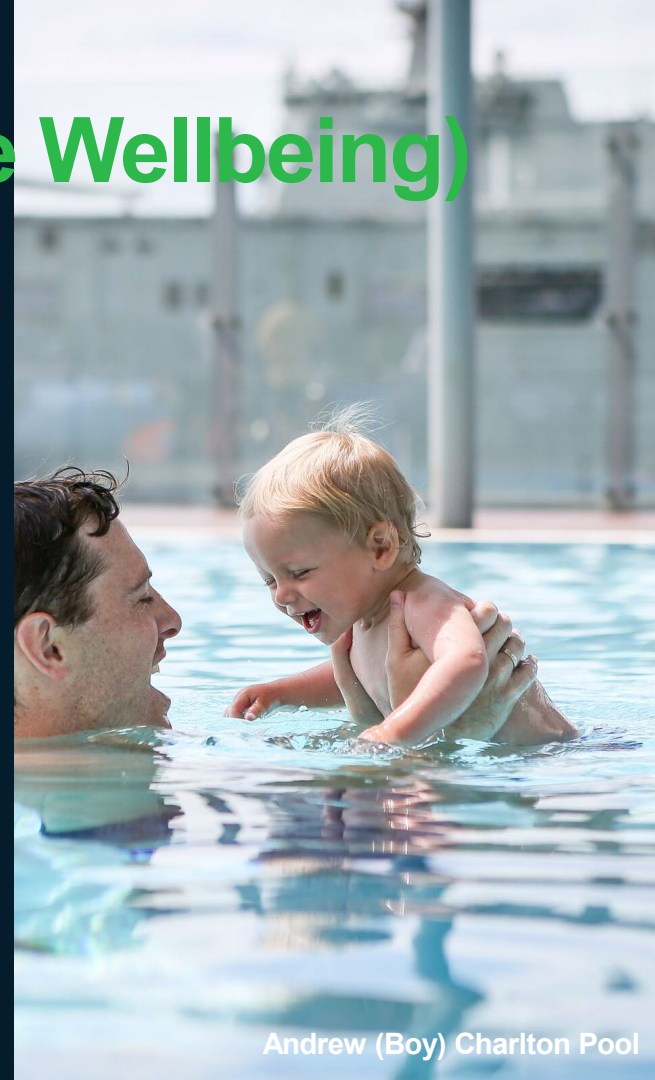


Victoria Park Pool

City of Sydney Leisure (Active Wellbeing)

Key dates and contract term

Milestone	Date
Council Decision	February 2026
Date of the Contract Commencement	April 2026
Transition In Period	April-June 2026
Service Commencement	1 July 2026
Initial Term (4 Years)	1 July 2026 > 30 June 2030
Option (2 Years)	1 July 2030 > 30 June 2032



Andrew (Boy) Charlton Pool