ACT Government

PICM0011611

ACT Aquatic Strategy Consultancy Services

Attachment B - Statement of Requirements

16/09/2026

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1. Definitions

1.1.1 The following definitions apply to this Statement of Requirements.

Term	Definition
Building Asset Condition Assessment (BACA) Report	A technical report that details current state of an ACT Government Aquatic Facility.
What We Heard Report	The What We Heard Report will need to provide an overview of the community engagement process/activities and feedback provided by the community/stakeholders. As a minimum, the report must include: •an overview of the engagement process and participation by community and stakeholders • a summary of key feedback received • detailed feedback received • as applicable, detail any next steps.

2. Table of Responsibility

Reference	Anticipated task	Anticipated timeframe	Contractor	Territory
1	Provide existing Territory documentation: • Existing ACT Government Aquatic Facilities Planning Framework (publicly available here -ACT Aquatic Facility Planning Framework). • Building Asset Condition Assessment (BACA) Reports for ACT Government aquatic facilities with the exception of the Active Leisure Centre (under development). • Initial feedback provided from local stakeholders in relation to proposed scope of work for the new Aquatic Strategy. • Canberra Aquatic Centre (CAC) information package, including previous community engagement information. • CERM PI – Customer Service Quality Reports for ACT Government aquatic facilities • Royal Life Saving Australia – Aquatic Facility Safety Assessments for ACT Government aquatic facilities	• Publicly available. • Upon contract award • Upon contract award • Upon contract award • Upon contract award • Upon contract award	☐	☒

2	Provide meeting room venues for in person stakeholder engagement activities.	When required	☐	☒
3	ACT Government online community surveys.	Survey information to be shared with the Consultant once the information is available (target late Q3 or early Q4 2026)	☐	☒
4	Appointment of independent Communications Engagement Advisor	Prior to commencement of contract	☐	☒
5	The Consultant responsibilities are detailed in the Statement of Requirements.	As detailed in the Statement of Requirements	☒	☐

3. Procurement Objectives

3.1. Background Information

3.1.1 The existing ACT Government Aquatic Facilities Planning Framework 2013 – 2033 (Planning Framework) was developed to guide long-term decision-making regarding ACT Government aquatic facilities.

3.1.2 Since its release, a range of aquatic facility matters have evolved, including shifts in government priorities and changes relating to the provision of some privately owned public aquatic facilities, necessitating a review of the current aquatic landscape.

3.1.3 The ACT Government seeks to develop a new comprehensive ACT Aquatic Strategy that will provide the government and community with a clearer picture of aquatic facility provision in the Territory and the potential level of investment that may be required to maintain the network of government aquatic facility assets for the next 10 years (covering 2027 to 2037).

3.1.4 The ACT Aquatic Strategy will deliver a robust, evidence-based assessment of current and future aquatic infrastructure needs across the Territory. This will include a review of available asset condition audit information for existing ACT Government aquatic facilities, and will identify financially sustainable, long-term investment priorities. This work will have regard to the final agreed scope of the new CAC, subject to a decision by Government, alongside an analysis of emerging aquatic recreation and sporting needs relevant to Canberra's climate including urban/wild swimming considerations.

(a) Where applicable, the ACT Aquatic Strategy will need to consider and incorporate any relevant ACT Government decisions relating to the CAC project.

3.1.5 The ACT Aquatic Strategy will recognise the range of ownership and operational models of publicly accessible aquatic facilities that exist within the ACT. However, any future directions and/or recommendations arising from the ACT Aquatic Strategy must primarily focus on existing ACT Government-owned aquatic facilities, as well as identifying and addressing current or future provision gaps where ACT Government response may be required to meet demonstrated community demand.

3.1.6 The ACT Aquatic Strategy will consider urban swimming opportunities in the ACT, however, water quality management, monitoring, and improvement are outside the scope of the ACT Aquatic Strategy and associated stakeholder engagement.

3.2. Recent ACT Government Commitments

3.2.1 The Consultant must appropriately consider and reflect the following ACT Government infrastructure commitments and priorities in the new ACT Aquatic Strategy.

(a) The delivery of the new CAC in Commonwealth Park, including any government decisions relating to this project during the development of the new ACT Aquatic Strategy.
(b) Options for competition and recreation diving facilities, including opportunities for other deep-water aquatic sports.
(c) Progression of options to deliver a new public 50 metre outdoor pool in Woden.
(d) The need for new aquatic facilities in growth areas of Canberra, such as West Belconnen.

4. Requirements

4.1. ACT Aquatic Strategy Overview

4.1.1 The Consultant will prepare the ACT Aquatic Strategy, which will:

(a) be for a 10-year period (2027 to 2037).
(b) ensure the strategy provides an evidence-based planning approach with clear rationale for any future directions/recommendations and investment.
(c) consider recreation and competition aquatic facility requirements, including urban swimming.
(d) ensure the strategy and any priority future directions/recommendations and investment decisions are aligned to sustainable asset management and value for money principles.
(e) where appropriate, align the strategy with other ACT Government policies, planning frameworks, population growth forecasts and relevant regulatory requirements.
(f) ensure the strategy development is informed through meaningful engagement and consultation with stakeholders, aquatic sports groups, the broader community and owners/operators for all ACT Government and privately owned publicly accessible aquatic facilities in the ACT.
(g) provide robust and detailed financial modelling and data that will provide guidance in relation to asset maintenance, upgrade and operational costs for existing ACT Government aquatic facilities and projected capital, operating and lifecycle asset management costs for any new or upgrades to aquatic facilities that may be recommended.
(h) include a framework that will provide an implementation roadmap and support performance monitoring and reporting on the new ACT Aquatic Strategy.
    (i) ensure the framework details implementation responsibilities across relevant government directorates.

4.1.2 The Consultant must fulfill the obligations detailed in Statement of Requirements, either in-house or by engaging specialist sub-consultants. The Consultant must fully manage any sub-consultants and incorporate any findings and advice into the ACT Aquatic Strategy.

(a) The Consultant will be required to consult broadly and actively engage with key stakeholders and the wider community in the development of the new ACT Aquatic Strategy.

(b) The ACT Government will appoint an independent Communications Engagement Advisor to assist with key community engagement activities during the delivery of the new ACT Aquatic Strategy (refer to Community Engagement and Consultation Requirements section for additional information).

4.2. Background Research and Context

4.2.1 Review and report on the relevant international, national and ACT contemporary research and literature on aquatic facility planning, design, construction and operation, including consideration of regulatory requirements (including the Public Pools Act 2015, Public Pools (Pool Fees) Guidelines 2025 (No 1)).

4.2.2 Examine the previous ACT Government Aquatics Planning Framework and identify key learnings and areas requiring renewal.

(a) To help inform the development of the ACT Aquatic Strategy, conduct a SWOT analysis and obtain feedback from key stakeholders in relation to the most recent aquatic facility delivered by the ACT Government (i.e. Stromlo Leisure Centre).

4.2.3 Previous feedback provided as part of the community consultation process, including Listening Reports, and associated representations for the CAC project and the associated Stakeholder Reference Group will also be made available to the Consultant.

4.3. Assessment of Community Needs

4.3.1 Analyse and report on the current and future demand for aquatic facilities in Canberra, including competition standard venues and urban swimming opportunities, which considers the following inputs.

(a) latest ACT population projections1.

(b) existing facility usage data for ACT Government aquatic facilities and where available for privately owned public aquatic facilities.

(c) aquatic facility provision benchmarking and facility hierarchy considerations.

(d) facility requirements that consider climatic conditions in Canberra along with its location as a large inland city.

(e) feedback provided by key aquatic sports and user groups, stakeholder groups and the broader community that may not be represented by a particular stakeholder group (i.e. recreational swimmers).

(f) consider demographic changes, growth areas, diversity of programs and uses (i.e. learn to swim, disability, gender inclusive, health and injury prevention/rehabilitation), and potential barriers to accessing aquatic facilities.

(g) whole of life financial considerations and value for money principles for ACT Government aquatic facilities – including any new facilities.

(h) recent ACT Government commitments (refer to Section 3.2).

[1] Latest ACT Population Projections - Treasury

4.3.2 The ACT Government will undertake two community surveys to help inform the development of the new ACT Aquatic Strategy and this information will be shared with the Consultant.

(a) The Consultant is required to analyse the information provided by the community via online surveys to assist in the development of the ACT Aquatic Strategy.
(b) It is anticipated the YourSay Panel2 survey will be conducted before the Consultant will be appointed.
(c) It is anticipated a broader community survey will be conducted before the end of 2026.
(d) Information gathered from the community surveys will need to be incorporated as part of a "What We Heard Report" to developed as part of the DRAFT ACT Aquatic Strategy and must detail how the community feedback has been considered.

4.4. Mapping and Inventory of Facilities

4.4.1 Create a comprehensive database of aquatic facilities across the ACT, including ACT Government and privately owned venues, as well as nearby facilities in NSW (i.e. Queanbeyan) and use this information to generate facility catchment maps and related analysis (such as relative accessibility to public aquatic facilities) and to inform more broadly the development of the ACT Aquatic Strategy. The facility database needs to:

(a) include a breakdown of the mix of facilities provided at each facility (i.e. different types of pools, associated amenities, etc) and accessibility compliance.
(b) include a breakdown of aquatic facility programs offered at each facility – including consideration of inclusion, disability access requirements/compliance, and health/therapeutic program opportunities.
(c) include details regarding accessibility and inclusion infrastructure as well as consideration of public transport options for ACT Government aquatic facilities.
(d) map the provision of urban swimming locations and any associated infrastructure (i.e. toilets, showers, storage) in the ACT.
(e) be developed in such a manner that it can readily support the development of a range of facility maps and data sets for inclusion in the strategy (i.e. map all aquatic facilities and catchments, map all ACT Government aquatic facilities, map privately owned public aquatic facilities, map swim school facilities, etc) and further allow mapping and data sets that considers aquatic facility program offerings.
(f) consider population growth projections for the duration of the strategy (10 years) and further consider any potential impacts or changers relating to facility provision over this period.

4.5. Benchmarking and Industry Trends

4.5.1 Analyse and report on the current level of aquatic facility provision in Canberra (including planned facilities – i.e. CAC, new 50 metre outdoor pool in Woden) and provide a comparison to other similar sized jurisdictions across Australia (including jurisdictions that have a similar climate to Canberra).

4.5.2 Identify emerging national and international industry trends relating to aquatic recreation (including urban and wild swimming), sports participation, facility provision, design, and operational models –

[2] https://www.act.gov.au/act-government/communications/community-engagement-consultation-and-research/being-a-yoursay-panel-member

inclusive of facility sustainability, environmental considerations, and climatic conditions similar to Canberra.

4.5.3 Analyse and report on the ACT Government aquatic fees/charges and benchmark against other capital cities and larger metropolitan areas.

4.6. Analysis of Facility Use and Organisational Participation

4.6.1 Analyse and report on existing patronage/visitation data and usage levels/patterns for all ACT Government pools (for the past five calendar years), and where data is available, other privately owned publicly accessible aquatic facilities in the ACT. The analysis must incorporate the following requirements:

(a) Patronage/visitation data broken down into appropriate subcategories for all ACT Government facilities (i.e. adult (standard), concession, child, senior, disability, membership data, etc – refer to Public Pools (Pool Fees) Guidelines 2025 (No 1) | Notifiable instruments).
(b) Review of usage levels/patterns for key stakeholders (i.e. sporting clubs and associations).
(c) Review of usage levels/patterns and changing demand patterns for the seasonal outdoor ACT Government pools that operate in spring/summer each year.
(d) Examine how sporting clubs and associations use aquatic facilities, including assessment of membership trends across aquatic sports and recreational activities.
(e) Review of usage data for the new hydrotherapy pool located at the Lakeside Leisure Centre.
(f) Include consideration and report on peak and non-peak usage time issues, constraints and opportunities for each of the ACT Government aquatic facilities.
(g) Review of CERM PI reports (Customer Service Quality Reports) for ACT Government aquatic facilities – reports to be made available to the Consultant on engagement.

4.6.2 Analyse and report on membership data and usage levels/patterns and trends for key stakeholders and hirers of ACT Government aquatic facilities (i.e. sporting clubs and associations, regular recreation groups, aqua aerobics classes, etc). The analysis must incorporate the following requirements:

(a) Membership data for ACT aquatic sporting organisations for the last five years.
(b) Review trends relating to the conduct of school swimming carnivals in Canberra and more broadly across Australia.

4.6.3 Analyse and report on any usage trends (i.e. health and wellbeing, injury prevention, and rehabilitation, etc) for aquatic facilities nationally and internationally and how this may impact facility design and operational requirements in the future.

4.6.4 Analyse and report on urban swimming participation in the ACT.

4.7. Assessment of Operational Performance

4.7.1 Evaluate and report on the performance of each ACT Government aquatic facility, including:

(a) Financial, operational, and service delivery metrics.
(b) Annual visitation data.
(c) Annual operating cost, including operational subsidies.

4.7.2 Benchmark the operational performance of the ACT Government aquatic facilities with other similar jurisdictions that have a similar climate to Canberra.

4.7.3 The Consultant will be required to meet with the external operators for each of the ACT Government facilities to assist in review of the operational performance of the government facilities.

4.8. Identification of Gaps and Future Provision Options

4.8.1 Determine whether gaps exist in the provision of aquatic facilities in the ACT, including urban swimming access, and identify potential ways to address any shortfalls. This should include consideration of new/growth areas (i.e. West Belconnen) or any identified areas experiencing disadvantage in terms of equitable access to publicly accessible aquatic facilities. This analysis should consider the following:

(a) An assessment of the need for, and feasibility of, a state level aquatic centre in Canberra comparable in scale and function to major to facilities provided in Sydney, Melbourne, Adelaide and Brisbane.

(i) This assessment should consider the potential to attract and host state, national and international aquatic events in Canberra, including any associated costs (such as event acquisition fees), and quantify the potential economic impacts and benefits to the Territory associated with hosting such events

(b) Any potential risks or impacts relating to the ongoing provision, operation and long-term sustainability of any privately owned public aquatic facilities in the ACT (e.g. Big Splash Waterpark).

4.8.2 Recognise Government's existing commitments to deliver the new CAC in Commonwealth Park (including consideration of an outdoor diving facility) and a new publicly owned and operated 50 metre outdoor pool in Woden and inform decisions on facility requirements and inclusions.

4.8.3 Provide high-level cost estimates (both capital and operating) for any identified facility provision gaps.

4.9. Facility Review and Building Asset Condition Assessment (BACA)

4.9.1 Following contract award, the Consultant must undertake a physical review and inspection of each ACT Government aquatic facility and meet with the facility operator (appointed by the ACT Government) to aid in the development of the ACT Aquatic Strategy, taking into consideration feedback provided by key stakeholder groups.

4.9.2 The Territory has recently conducted BACA reports for each of the ACT Government aquatic facilities.

4.9.3 The Consultant is required to undertake a review of the existing Building Asset Condition BACA reports, and provide advice on:

(a) The overall condition, performance, and lifecycle status of the existing aquatic assets.

(b) Identification of any issues, gaps or opportunities for each of the existing ACT Government aquatic assets.

(c) A financial summary that estimates projected/required asset maintenance and upgrade costs for each ACT Government aquatic facility for the duration of the strategy (10 years – broken down on an annual basis).

(d) The requirement for any proposed significant facility upgrades to any of the existing ACT Government aquatic facilities during the course of this strategy (next 10 years), including high level cost estimates for any proposed significant facility upgrades.

(e) A capital cost estimate to replace the gas heating systems with an alternate heating technology, irrespective of the age/condition of the existing gas heating system.

4.9.4 Review the performance of ACT Government aquatic facilities in relation to annual Royal Life Saving Australia Aquatic Facility Safety Assessments that are completed at each facility (relevant information to be shared with the appointed Consultant).

(a) Provide advice in relation to how to resolve any gaps or concerns identified in the Aquatic Facility Safety Assessments – including the provision of high-level cost estimates for any recommended actions.

4.9.5 All financial information to be incorporated into the Financial Modelling and Forecasting (refer below).

4.10. Financial Modelling and Forecasting

4.10.1 Prepare a 10-year financial summary that details all anticipated financial costs relating to the ongoing provision, operation, and maintenance for each existing ACT Government aquatic facility (i.e. BACA reports, asset maintenance, capital improvements/facility upgrades, operating subsidy requirements, and any identified improvements relating to Aquatic Facility Safety Assessments).

(a) Costs estimates relating to the electrification of all ACT Government aquatic facilities must be incorporated.

4.10.2 Incorporate projected capital and operating costs for any planned (i.e. CAC, new 50 metre outdoor pool) or recommended new aquatic facility in the 10-year financial summary.

4.10.3 Where appropriate, incorporate cost escalation, construction contingency allowance, and ACT Government oncosts, in all financial forecasting.

4.10.4 The 10-year financial summary must be broken down for each year and each individual aquatic facility.

(a) This work will need to consider timing considerations relating to the construction of the new CAC and subsequent closure of Canberra Olympic Pool.

4.11. Community Engagement and Consultation Requirements

4.11.1 Community engagement and consultation will be a critical component of the project and the Consultant must lead or assist in all relevant aspects of the community engagement process and associated outputs. This includes, but is not limited to:

(a) meet with internal ACT Government officials involved in the planning, operation and management of the ACT Government aquatic facilities.
(b) meet with the third-party facility operators for all ACT Government aquatic facilities (also referenced in 4.9) to assist in the development of the ACT Aquatic Strategy.
(c) meet with all relevant owners/operators of privately owned public aquatic facilities in the ACT to assist in the development of the ACT Aquatic Strategy.
(d) assist the Communications Engagement Advisor with the delivery of all stakeholder group meetings to be undertaken.
(e) consider and navigate any potential conflicts between stakeholder interests.
(f) maintaining the buy-in and support of stakeholders throughout the process.

4.11.2 To assist in the development of the new ACT Aquatic Strategy, the ACT Government will conduct two community surveys (the first via the YourSay Panel, the second to capture the broader ACT

community). The Consultant will be required to analyse and report on the information gathered from the community surveys in the drafting of the ACT Aquatic Strategy.

(a) Previous feedback provided as part of the community consultation process for the CAC project and the associated Stakeholder Reference Group will be made available to the Consultant.

4.11.3 To assist in the development of the new ACT Aquatic Strategy, the ACT Government will directly appoint an independent Communications Engagement Advisor to assist with key communication activities (i.e. stakeholder group meetings). The Consultant will be required to work collaboratively with the Communications Engagement Advisor during the delivery of the project. This will include:

(a) Upon engagement, the Consultant and the Communications Engagement Advisor will meet with all key stakeholders through the delivery of targeted stakeholder group meetings to obtain an understanding of the key matters and any issues relating to the development of the ACT Aquatic Strategy.

(i) This will include in person attendance and participation at all key stakeholder group meetings (approximately 6 separate two (2) hour meetings that will involve approximately 100 different stakeholder organisations in total).

- The stakeholder group meetings will include a mix of organisations, including peak aquatic sporting organisations and clubs, advocacy groups, community organisations, community councils and community/business interest groups.

(ii) This will include the preparation of documentation before and following these meetings (i.e. input on the agenda, provision of technical information, meeting minutes, assist in the preparation of a What We Heard Report for all stakeholder group meetings).

(b) Following the completion of all stakeholder group meetings, a consolidated "What We Heard Report" will be prepared by the Communications Engagement Advisor, with the assistance of the Consultant. The "What We Harrd Report" will be included as an attachment when the DRAFT ACT Aquatic Strategy is publicly released for the community to review.

(i) The "What We Heard Report" must reflect how community feedback has been considered.

4.11.4 The DRAFT ACT Aquatic Strategy, to be prepared by the Consultant, will be publicly released via the ACT Government YourSay platform (Home | YourSay ACT) and also concurrently tabled in the ACT Legislative Assembly.

(a) A separate SUMMARY PAPER (i.e. approximately 5 pages) must also be prepared by the Consultant for public release. The SUMMARY PAPER will provide a brief overview of the DRAFT ACT Aquatic Strategy for individuals that may not wish to read the entire report.

(b) The Consultant must appropriately allow in its project program for the DRAFT ACT Aquatic Strategy being made available for review and public comment for a minimum period of 6 weeks (8 weeks if released near the Christmas/New Year period).

(c) The Consultant must use the provided ACT Government report format for the DRAFT and FINAL ACT Aquatic Strategy.

4.11.5 Following the public release of the DRAFT ACT Aquatic Strategy, the Consultant is to consider all feedback provided by the community and stakeholders and subsequently prepare the FINAL ACT Aquatic Strategy, which must include a further "What We Heard Report".

(a) The "What We Heard Report" must again reflect how community feedback has been considered.

4.12. Delivery milestones

Description	Indicative date for delivery
Project planning, initiation, research, literature review, and community engagement plan	Commence immediately after award of contract
Review and inspection of ACT Government aquatic facilities	Within 2 weeks following contract award
ACT Government led community survey to be undertaken via Home | YourSay ACT – information to be made available to the Consultant to help inform development of the DRAFT ACT Aquatic Strategy	Quarter 3 2026 This is not a delivery milestone for the Consultant and will be completed by the ACT Government. The Territory will share relevant survey information with the Consultant upon engagement.
Initial Consultant led meetings with all stakeholder groups	All meetings to be arranged within 4 weeks of contract execution
Following input from stakeholder groups, development of a draft report framework for the new ACT Aquatic Strategy to the ACT Government for review and approval.	Quarter 4 2026
Consultant to review feedback received from the ACT Government and finalise/issue the final report framework to the ACT Government.	Quarter 4 2026
Consultant to prepare and submit the DRAFT ACT Aquatic Strategy, including a What We Heard Report (following the stakeholder group meetings), to the ACT Government for internal review. NOTE – Consultant to use ACT Government template.	Quarter 4 2026 / Quarter 1 2027
Consultant to review ACT Government feedback and update/reissue the Draft ACT Aquatic Strategy.	Quarter 1 2027
CMTEDD to seek ACT Government approval for release of the DRAFT ACT Aquatic Strategy.	Quarter 1 2027

• Public release of DRAFT ACT Aquatic Strategy (will be a minimum of 6 weeks, possibly up to 8 weeks) via ACT Government channels (YourSay). • Table DRAFT ACT Aquatic Strategy in the ACT Legislative Assembly (to be undertaken by the ACT Government).	Quarter 1 2027 Quarter 1 2027
Consultant to prepare and submit the FINAL ACT Aquatic Strategy, including What We Heard Report (following public consultation) to the ACT Government for internal review.	Quarter 2 2027
Consultant to review ACT Government feedback and update/reissue the FINAL ACT Aquatic Strategy.	Quarter 2 2027
CMTEDD to seek ACT Government approval for release of the FINAL ACT Aquatic Strategy.	Quarter 2 / Quarter 3 2027
Public release of the FINAL ACT Aquatic Strategy (by the ACT Government).	Quarter 3 2027

4.13. Personnel requirements

4.13.1 The Contractor will retain suitably qualified personnel throughout the delivery of the services.

4.14. Work health and safety requirements

4.14.1 The Consultant must:

(a) comply and ensure all persons engaged in the performance of Services comply with all applicable work health and safety legislation including the Work Health and Safety Act 2011 and associated regulations and codes of practice;

(b) notify the Territory of any notifiable incident (as defined in the Work Health and Safety Act 2011) that occurs in connection with delivering Services; and

(c) if requested, provide the Territory with evidence of compliance with its obligations under this clause, including copies of policies, risk assessments and incident reports.

5. Governance

5.1. Contract management

5.1.1 The Territory requires regular discussion with the Consultant to ensure that the required deliverables being provided are to the satisfaction of the Territory.

5.1.2 If selected as the preferred Consultant, the Consultant must nominate a Contact Officer as the authorised representative under the Contract and the key contact for notices under the Contract. The Contact Officer should have sufficient authority to represent the Consultant in all respects, including ensuring Consultant alignment with the Territory's strategic priorities.

5.1.3 The Territory will appoint a Contact Officer.

5.2. Risk management and business continuity

5.2.1 The Consultant will have appropriate risk management policies, procedures, and practices to maintain its business and conduct the services.

5.2.2 The Consultant will have a business continuity plan in place that will ensure the necessary resources and expertise is available to deliver the required services.

5.3. Use of AI

5.3.1 The Consultant is accountable for any content arising from AI tools, including but not limited to:

(a) Any references used by AI must refer to existent verifiable literature from reputable sources.

(b) Any advice produced by AI must be verified by the Consultant for validity, accuracy, and completeness.

(c) Any images generated by AI must be quality controlled to remove hallucinations and ensure the appropriate portrayal of any persons.

5.3.2 The Consultant must report to the Territory where it has utilised AI in the delivery of any of the services.

5.4. Deliverables

5.4.1 The Consultant must provide the following deliverables:

(a) Fortnightly project status reports for the duration of the engagement.

(i) Status reports are to provide an update on progressing the required outputs detailed in the Statement of Requirements.

(b) Provide a draft report framework (i.e. intended report structure) for the ACT Aquatic Strategy to the ACT Government for review and approval.

(i) Pending feedback from the ACT Government, the Consultant is to update and issue a final report framework.

(c) Provide a DRAFT ACT Aquatic Strategy – including a What We Heard Report to be provided to the ACT Government for internal review.

(i) Following the provision of any feedback from the Territory, the Consultant is to update and resubmit the Draft ACT Aquatic Strategy.

(d) Provide a FINAL ACT Aquatic Strategy – including a What We Heard Report to be provided to the ACT Government for internal review.

(i) Following the provision of any feedback from the Territory, the Consultant is to update and resubmit the FINAL ACT Aquatic Strategy.

5.4.2 All drafts are to be provided in excel/word as applicable to facilitate the provision of timely feedback.

5.4.3 Final deliverable shall be submitted:

(a) as a pdf format no larger than 10 Mb.

(b) on the approved ACT Government template and utilise the ACT Government design and brand guidelines as required (Design and brand guidelines - ACT Government).

5.4.4 Reports are to be formatted to a high standard. Where appropriate, the Consultant should utilise a variety of methods to communicate analysis and findings clearly and succinctly.

5.4.5 The final report must comply with web content accessibility and accessibility guidelines in line the Web Content Accessibility Guidelines 2.0. PDFs must pass Adobe Acrobat's inbuilt accessibility check and Microsoft Word documents must pass Microsoft Word's inbuilt accessibility check.

5.5. Meetings

5.5.1 The Consultant must attend the following meetings:

Meeting	Purpose	Timing	Attendees / Requirements
Startup Meeting	Project initiation meeting	Within 1 week of contract execution	All key members of the Consultant team, including all subcontractors / Nominated ACT Government representatives. The Consultant is to facilitate the meeting and provide: • Meeting agenda and action statement • Prepare all materials and content required to facilitate the meeting. • Draft and circulate Minutes from the meeting.
Fortnightly Progress Meeting	Monitor progress and ensure the project is on track to meet its objectives and timeframes	Fortnightly	Consultant project team / nominated ACT Government representatives. The Consultant is to facilitate the meeting and provide: • Meeting agenda and action statement • Prepare all materials and content required to facilitate the meeting. • Draft and circulate Minutes from the meeting. Consultant is to maintain a Project Decision Register, Risk Register, and Issues Register for the entirety of the project.
External Stakeholder Group Meetings	Community consultation meetings with all nominated stakeholder groups	All meetings arranged within 4 weeks of contract execution in consultation with the independent Communications Engagement Advisor	Consultant, including any relevant subconsultants. Consultant to assist with preparing the Agenda, Meeting Minutes for all meetings. Consultant to assist with the preparation of the What We Heard reports as nominated.
DRAFT Report Presentation to ACT	Prior to submission of DRAFT Report	Quarter 4 2026	Consultant.

Government – including What We Heard Report			
FINAL Report Presentation to ACT Government – including What We Heard Report	Prior to submission of FINAL Report	Quarter 2 2027	Consultant.

5.6. Key Performance Indicators

5.6.1 The Consultant is expected to comply with the following Key Performance Indicators (**KPIs**).

No.	KPI	Minimum standard	Target	Formula	Source data
1	**Meetings**	100% participation	100% participation	Number of meetings attended divided by the number of meeting requests.	Meeting Agendas and Meeting Minutes
2	**Reporting**	To meet milestone dates	100% submitted within agreed timeframes.	Number of reports provided within agreed timeframes.	Relevant reports
3	**Quality of analysis and addressing the Requirements/Deliverables**	ACT Government acceptance of Requirements and Deliverables	ACT Government acceptance of Requirements and Deliverables	-	Quality of analysis and addressing the Requirements/Deliverables
4	**Value for money**	All works completed within budget	All works completed in agreed budget	Monthly invoices and variation(s)	Value for money

6. Appendix

6.1.1 Not used.