

CONSULTANT
BRIEF

SOCIAL INFRASTRUCTURE STRATEGY (Community)

CITY OF CANADA BAY

1. Introduction

The City of Canada Bay has experienced significant growth and will continue to grow to accommodate over 10,000 new dwellings by 2031. Most of these dwellings are located within urban renewal areas established, under construction or proposed.

The City of Canada Bay community facilities are already under pressure and increased population will place further pressure on community assets. Council needs to ensure that social infrastructure continues to meet the needs of the growing population; therefore Council is looking to develop a Social Infrastructure Strategy and Action Plan that will identify future community needs for services, programs and facilities for the short, medium and long term.

The City of Canada Bay Council invites suitably qualified and experienced consultants to submit a quotation to undertake research and analysis, an options assessment and develop a prioritised strategy and action plan for the provision of community services, programs and facilities to be implemented by Council over the short, medium and longer term.

A Social Infrastructure Strategy focusing on Recreation and Open Space for the City of Canada Bay is also being developed through a separate consultant. In addition, a suite of other focus area strategies also being undertaken by Council in relation to housing, traffic and transport, economic productivity, biodiversity, amongst others. It is expected that the successful consultant should reference other strategies, to ensure alignment of the recommendations proposed within respective reports.

The Social Infrastructure Strategy (Community) will include three key components:

1. Research and analysis including an audit of existing community services, programs and facilities, benchmarking and needs assessment and stakeholder engagement;
2. An options assessment report including priorities for provision and role of Council, other levels of government and non-government agencies responsible for delivery; and
3. Prioritised Strategy and Action Plan detailing the short, medium and longer term actions for Council to implement.

1.1 Purpose of the Strategy

The purpose of the Strategy is to provide an overarching framework and strategic direction for community programs, services and facilities in the City of Canada Bay for the next 20 years. The Strategy will be used to inform Council's budgeting process and provide input into Council's operating and delivery plans. The Strategy will also position Council to pursue collaborative partnerships with other levels of government and other key stakeholders, including the private sector, in attracting funding for new community infrastructure, facilitate better use of existing facilities and services, and increase investment in local programs and service delivery.

In order to achieve this, it is anticipated that an in-depth analysis of the following will be undertaken:

- An audit of existing:
 - Community services and programs;
 - Community facilities;
- Assessment of the current and future levels of demand with reference to population growth, changing demographics and housing density:
 - community services and programs in the short (to 2021) and medium (2022 to 2025) term;
 - community infrastructure assets in medium (2022 to 2026) and longer (2026-2036) term;
- Determine the emerging challenges and influences facing the local community;
- Determine synergies to be achieved amongst other infrastructure within the LGA;
- Provide strategies and actions, with reference to the population associated with the 6-10 year Eastern City District Plan housing target for the LGA and the 20 year District target;

- Identify delivery models or implementation options consistent with contemporary best practice approaches;
- Distinguish responsibility for service and infrastructure provision between Council, other levels of government and the non-government sector;
- Categorise the recommendations by geographical / neighbourhood precincts in the LGA.

1.2 Project Definitions

For the purpose of this brief, the term 'social infrastructure' refers to hard and soft form facilities, places, spaces, services and programs.

'Facilities' refer to hard infrastructure such as:

- Community centres and spaces at district and neighbourhood levels
- Public library service
- Arts and cultural facilities
- Education and training facilities
- Early childhood facilities including children's centres
- Health services
- Aged care services and facilities

'Services and programs' refers to soft infrastructure generally hosted within the facilities, which support the community, including but not limited to, targeted populations (e.g. youth, aged, CALD), health and wellbeing and education.

1.3 Project Scope

The scope of the project will be broad and will extend to social infrastructure outside of Council's ownership and control. The Audit will include evidence relating to facilities, services and programs outside the scope of Council will be used to advocate to key stakeholders on community needs and identify opportunities to link with services and programs that complement Council's network. This also extends to regional services that may be the subject of future partnerships with adjoining Councils.

The Strategy and Action Plan will relate only to those areas of provision that are the responsibility of Council in order to manage community expectations.

Potential issues raised in consultation that will not be specifically addressed by this Strategy include:

- Recreation and open space- this will be addressed by a separate strategy
- Local housing- this will be addressed by a separate strategy.
- Local employment and productivity- this will be addressed by a separate strategy.
- Local movement- this will be addressed by a separate strategy.
- Urban tree canopies- this will be addressed by a separate strategy.
- Public amenities such as toilets and day-to-day maintenance of footpaths, roads, etc- these form part of existing day-to-day Council business and can be raised and recorded outside of the Strategy.
- Arts and cultural services- this is addressed in the current Cultural Plan.

1.4 Purpose of the brief

The purpose of this brief is to outline the full scope of the project and to invite submissions from qualified consultants to prepare a Social Infrastructure Strategy (Community) for services, programs and facilities.

2. Background

As part of Council's Community Strategic Plan YOUR Future 2030, the need to plan social infrastructure for both the existing and future community members was identified and a resulting action was to develop the Social Infrastructure Strategy. Many of Council's existing community plans and strategies are no longer relevant due to changes in community needs, demographics, and rapid population growth. Actions endorsed in low level plans such as the Positive Ageing Strategy and Child and Family Needs Study have primarily been completed or integrated into current operating plans. Other existing plans such as the Recreation Plan were developed without undertaking community engagement. As a result, there is currently insufficient evidence available for the purpose of determining specific social infrastructure needs.

This Strategy and Action Plan, in addition to a Social Infrastructure (Open Space and Recreation) Strategy which is being concurrently developed by Council, will replace the Community Facilities Resourcing Strategy and low level plans. This represents a significant progression towards developing a more co-ordinated, efficient and streamlined approach to community infrastructure planning and provision. This planning process will also represent a shift towards social infrastructure planning in collaboration between local and state government as the Strategy will also deliver on the objectives of the Eastern City District Plan.

The Strategy and Action Plan will be developed in line with the priorities identified in Council's overarching Community Strategic Plan and further fine-tuned during the development of the Strategy. Outputs will also contribute to the development of the Local Strategic Planning Statement and LEP review.

Council are concurrently outsourcing a number of studies to inform strategic planning for the area including recreation and open space, housing, employment, biodiversity and local movement. While targeted stakeholder engagement will be undertaken as part of this brief, general community and stakeholder engagement will be undertaken for all studies including this strategy and action plan at the same time as part of a comprehensive program of engagement.

2.1 Canada Bay Overview

The City of Canada Bay is located in the inner-western suburbs of Sydney, about 6 kilometres from the Sydney CBD. It is bounded by the Parramatta River in the north and east, the Inner West Council, Burwood and Strathfield Council areas in the south and the City of Parramatta in the west.

The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) and Wareemba.

The City is predominately a residential area, but also has significant commercial and industrial areas. It encompasses a total area of 20 square kilometres, including many parks, reserves and foreshores. Major town centres include Birkenhead Point, Concord West, Drummoyne, Five Dock and Rhodes. Health and education facilities include Concord Repatriation and General Hospital, and 21 schools. The City has three golf courses, two swimming pools, two libraries, passive and active recreational spaces and many community facilities. The City is serviced by Concord Road, Parramatta Road, Victoria Road and the Western Motorway, as well as Parramatta River ferries and the main northern railway line. Both the Westconnex project and the Parramatta Road Urban Transformation Program present challenges and opportunities for future community and recreational infrastructure.

In 2017, the estimated residential population of the City of Canada Bay was 93,858. Recent growth has been driven by the demand for residential dwellings in inner-metropolitan Sydney, with new residents coming from overseas and other areas of Australia, as well as a small increase in natural population. The availability of former industrial lands for residential development has facilitated population growth.

The City's population growth is projected to be an additional 30,000 people by 2036, with the majority of this growth to occur prior to 2030. Growth will be facilitated predominantly by major projects such as the planned urban transformation of the Parramatta Road Corridor, the continuing redevelopment of the Rhodes Peninsula, and some urban infill.

2.2 Policy Context

Policy documents relevant to the undertaking of this project include:

- Greater Sydney Commission's Eastern City District Plan and NSW planning context
- Government Architect NSW: Open Space for Recreation Guide
- Your Future 2030 – Community Strategic Plan 2018-2030
- Your Future 2030 – Delivery Program 2018- 2021 and Operational Plan 2018-2019

The Strategy will also seek to consider and/ or update the following Council strategies:

Document Name	Council Adoption Date
Recreation Strategy	2007
Positive Ageing Strategy	2010
Harmony Strategy	2010
Child and Family Needs Strategy	2013
Community Facilities Resourcing Strategy	2012
Park Plans of Management e.g. Five Dock Park	
Recreation Facilities Strategy	2013
Cultural Plan	2014
Let's Play Strategy	2007 updated 2015
Drummoyne Oval Business Plan	2016
Disability Inclusion Action Plan	2017
Concord Community and Recreation Precinct Strategy and Master Plan (working document)	2017

Recent amendments to the Environmental Planning and Assessment Act 1979 (the Act) require the City of Canada Bay Council to review and amend the Canada Bay Local Environmental Plan (LEP) as soon as practicable, to address the requirements in the Eastern City District Plan. Council is intending to amend the LEP within two years. The Act also requires Council to undertake the review in a strategic manner, by developing a Local Strategic Planning Statement that will set out the community's 20-year vision for land use in the local area (as also expressed in Council's Community Strategic Plan) and how change will be managed into the future.

The Eastern City District Plan includes a number of actions that Council must address to inform the preparation of a new or amended Local Environmental Plan for Canada Bay. Relevant Planning Priorities and actions that will need to be addressed in the Strategy include:

Planning Priority E3- Providing services and social infrastructure to meet people's changing needs

Action 8- Deliver social infrastructure that reflects the needs of the community now and in the future.

Action 9- Optimise the use of available public land for social infrastructure.

Planning Priority E4- Fostering healthy, creative, culturally rich and socially connected communities

Action 10- Deliver healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities.

Action 15- Strengthen social connections within and between communities through better understanding of the nature of social networks and supporting infrastructure in local plans.

Planning Priority E18- Delivering high quality open space

Action 67- Maximise the use of existing open space and protect, enhance and expand public open space.

2.3 Values and beliefs of the Council relative to the provision of social infrastructure

Council's Community Strategic Plan Your FUTURE 2030 was developed over the last year through significant consultation with community members, partners, stakeholders, Council staff and Councillors.

There are five key visions/ themes that were identified by the community for the future of the City of Canada Bay that will need to be reflected in the development of the Social Infrastructure Strategy:

1. Inclusive, involved and prosperous
2. Environmentally responsible
3. Easy to get around
4. Engaged and future focussed
5. Visionary, smart and accountable

3. Project Tasks

3.1 Stage 1 – Research and Analysis

3.1.1 Project commencement

- The inception meeting is intended to provide an opportunity for the consultant team to meet key Council staff, discuss general housekeeping issues, understand the local context and further refine the brief.
- In addition to general housekeeping issues, the inception meeting will discuss key factors impacting upon the Strategy, including:
 - Council's approach for aligning the focus area strategies that will inform the LEP and the Local Strategic Planning Statement;
 - Council's approach to identification of key sites for redevelopment to date;
 - Council's vision, Key Goals and Delivery Strategies in Canada Bay Community Strategic Plan – Your Future 2030;
 - Council's draft 20-year local community vision, which will be provided to the consultant prior to the inception meeting;
 - The requirements for a Local Strategic Planning Statement;
 - Key findings and implications of the Canada Bay Local Planning Strategy 2010-2031;
 - Other key issues, including housing, infrastructure, liveability, environmental and open space issues;
 - Future policy directions.

3.1.2 Existing Provision Analysis

The successful consultant/s will be expected to draw on a variety of plans that exist for the City of Canada Bay. Wider state/regional planning and policy documents that relate to community and recreation provision should also be reviewed to ensure that the Strategy is consistent with the broader planning context, especially the Eastern City District Plan.

Key tasks for this stage include.

- Review existing information including Council's strategic documents, regional and state plan/policies/strategies and strategic plans from external agencies and organisations;
- Demographic analysis, including socio-demographic analysis to understand areas of demand and likely future need for 2-5 year, 6-10 year and 11-20 year timeframes;
- Audit existing community services, programs and facilities across the LGA including visual mapping to understand the spread and concentration of existing delivery.

The audit will consider the existing supply and provision of community services, programs and facilities provided by Council, State, Federal, non-government organisations and private industry with the LGA. It will need to identify and assess the role of both Council, and externally operated services and programs and social infrastructure and their ability to meet current and future needs. Any identified needs beyond the responsibility of Council will be used by Council to advocate to other delivery agencies. This may extend to region-wide services subject to future partnerships with adjacent Councils.

3.1.3 Benchmarking and Needs Assessment – Understanding Current and Future Demand

Key tasks for this stage include:

- Benchmark community service and infrastructure provision to understand current and future needs for the area;
- Consider existing levels of demand for community services and infrastructure, likely future demand, future high growth areas and gaps in the provision;

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- Analysis of trends, opportunities and challenges that could potentially impact on the City of Canada Bay in relation to social infrastructure (community) over the next twenty years including, but not limited to, the housing targets in the eastern City District Plan; ageing population and demographic shift; technology and smart city opportunities; higher density living; housing affordability; availability of suitable sites/land, significant population growth and supporting new and emerging communities.

3.1.4 Stakeholder Engagement

Key tasks for this stage include:

- Preparation of a Key Stakeholder Engagement Plan.
- Key stakeholder engagement.
- The stakeholder engagement activities should include consultation with:

Key stakeholders:

- Community groups and service providers, community interagencies, users of Council community facilities, Sydney Regional Organisation of Councils, and any relevant community advisory / action groups in the local area;
- Initial targeted consultation with government agencies;
- Council staff with relevant local knowledge.
- Councillors:
 - A councillor workshop to present the context, evidence-base and analysis and stakeholder engagement findings, to inform the draft Strategy and Actions;
 - A councillor workshop to present the draft Action Plans (this will be after the general community consultation facilitated by a separate consultant).

Upon completion of key stakeholder engagement, provide a summary of the consultation program undertaken and key questions, issues or options to be posed to the general community and councillors. This will be shared with a separate Engagement Consultant, who will be employed by Council to undertake general community engagement.

- Other consultants engaged by council:
 - Attendance at up to two meetings that bring together the consultants of each focus area (ie. Local Movement, Biodiversity, Housing, Productivity, Social Infrastructure, others) to inform the draft and final Local Strategic Planning Statement. This collaborative meeting will be facilitated by the separate Engagement Consultant.

Stage 1 Deliverables

Project Schedule

Following the inception meeting, a detailed Project Schedule, including agreed timeline for the project, is to be developed by the consultant.

Audit of Services, Programs and Facilities

The audit will outline the existing community services, programs and facilities across the LGA and the agency/s responsible for provision and management.

Benchmarking and Needs Assessment Report

The report will benchmark provision and assess in terms of current and future demand.

Key Stakeholder Engagement Plan

The Engagement Plan will include:

- Key messages, purpose of the engagement, target audiences, engagement methods, collateral and media content as required; and
- A program of stakeholder engagement activities sufficient to inform the objectives of this brief, supplemented by consultations undertaken by Council to date.

Research and Key Stakeholder Engagement Report:

A report collating information from the review of existing provision analysis, benchmarking and needs assessment and results of key stakeholder consultation in a format that will guide the options assessment process and the development of the Council Strategy and Action Plan.

The Key Stakeholder Engagement Plan and Engagement Report are to clearly delineate between needs relating to 'programs and services' and 'facilities'.

3.2 Stage 2 – Options Assessment

The options assessment will be a qualitative consideration of the outcomes from Stage 1 to ensure they are achievable. The evidence collected through the research and analysis stage will be further assessed in line with key criteria. Options for delivery by Council and other government and non-government providers will be identified and prioritised. The role of Council and other providers will be clearly defined.

The options assessment process will also include collaboration with other consultants preparing related strategies.

Stage 2 Deliverables

Options Assessment Report

A report detailing the outcomes of the criteria analysis along with the identification and prioritisation of options.

3.3 Stage 3 – Strategy Development

Council's annual Operational Planning process for short-term 'programs and services' are set by March every year. Therefore, the successful consultant is required to finalise recommendations relating to 'programs and services' by late January 2019. This enables these shorter-term deliverables to be put forward by Council staff for operational funding within the 2019/20 financial year.

Recommendations relating to 'facilities' that are to be delivered in the shorter-term will be required to be identified by March in order to be included in the draft Operational Plan document that will go on exhibition in April May 2019.

It is required, however, that recommendations for both 'programs and services' and 'facilities' are to be combined into one cohesive Social Infrastructure (Community) Strategy and Action Plan by April/May 2019.

3.2.1 Strategy and Action Plan

Key tasks include:

Programs and Services

- Provide comprehensive recommendations for Council relating to community programs and services

Facilities

- Provide comprehensive recommendations for Council relating to community facilities

Strategy and Action Plan

- Prepare a draft and final Social Infrastructure (Community) Strategy and Action Plan

Stage 3 Deliverables

Draft and final Strategy and Action Plan:

- Provide the proposed Content structure of the Social Infrastructure (Community) Strategy and Action Plan to Council for review prior to commencement of strategy and action plan writing. Note that this is required in order to align the key Strategy deliverables and milestones across the strategies of other focus areas, which are being undertaken concurrently, to inform the Local Strategic Planning Statement.
- Provide draft and final Social Infrastructure (Community) Strategy and Action Plan.
- Recommendations presented in the Strategy and Action Plan are to apply LGA-wide, as well as provide place-based solutions specific to affected corridors, neighbourhood centres, local centres and the Rhodes strategic centre. Place-based recommendations are to be grouped by location/place, accompanied by locality specific maps.
- The Strategy and Action Plan is to provide as a minimum:
 - A comprehensive list of actions required to achieve the agreed planning priorities;
 - Against each action, a responsible agency or internal team, a cost estimate, implementation timeframe, priority and a brief description of the benefits of the action;
 - Maps representing the findings and recommendations of the analysis in the geospatial map provided by council. Where there are recommendations relating to local or neighbourhood centres, provide close up maps showing the proposed changes;
 - Identification of any new state and local infrastructure that would be needed to support the priorities;
 - A table describing the basis on which Council will monitor and report on the implementation of those actions;
- The Strategy and Action Plan should be:
 - Written in plain English and contain images, graphics and maps to convey technical content and explain Outcomes in a way that is visually appealing and accessible to a range of audiences;
 - Summarise the findings to date including context, needs analysis and community engagement feedback;
 - Provide recommendations that will assist Council and providers in planning and providing:
 - Community facilities, services and programs in the short (to 2021) and medium term (2022- 2026);
 - Community infrastructure assets in the medium (2022-2026) and longer term (2026-2036).
- Draft and final versions of the Strategy, and any reports and related material, are to be made available to Council in electronic form (both PDF and Microsoft Word).

3.4. Additional stand-alone outputs

Additional Stand-Alone Deliverables

The following stand-alone outputs are required to be produced, which will form part of Council's Local Strategic Planning Statement:

- A statement of the basis for strategic planning for community facilities in the area, having regard to economic, social and environmental matters;
- Identification of the planning priorities for the area that address relevant actions in the Eastern City District Plan and Council's Community Strategic Plan;
- A map of any new state and local infrastructure that would be needed to support the priorities.
- Comprehensive recommendations for Council's Delivery Program 2019-2021 and Operational Plan 2019-2020;
- Comprehensive recommendations in relation to how the Canada Bay LEP and DCP could be amended to achieve the objectives and actions outlined in the Strategy;
- Identify actions that are to be integrated into other Council strategies, policies and plans;
- Any recommended additional studies that council could undertake to support place-based planning in local centres and community facilities, programs and services planning more generally.

- Provide separate recommendations that assume population growth that arises as a consequence of the NSW Government's Sydney Metro West business case announcement. Further information on the progress of this project is likely to be released during the development of the Strategy. (Note – this is required to ensure that social infrastructure as a result of population growth due to a potential Sydney Metro West announcement is considered).

4. Timing

Stage	Date	Action	Deliverable
Stage 1	w/c 12 Nov 2018	<ul style="list-style-type: none"> • Inception Meeting 	Project Schedule
	TBC	<ul style="list-style-type: none"> • Existing Provision Analysis 	Audit of Services Programs and Facilities
	TBC	<ul style="list-style-type: none"> • Benchmarking and Needs Assessment 	Benchmarking and Needs Assessment Report
	TBC	<ul style="list-style-type: none"> • Stakeholder assessment • Engagement methodology • Meeting with Council to finalise Stakeholder Engagement Plan 	Stakeholder Engagement Plan
	TBC	<ul style="list-style-type: none"> • Undertake stakeholder engagement • Identify general community engagement information • Councillor workshop 	Research and Stakeholder Engagement Report
Stage 2	February 2019	<ul style="list-style-type: none"> • Undertake options analysis • Collaborative consultancies meeting 	Options Assessment Report
	February/March	<ul style="list-style-type: none"> • Separate general community engagement 	NA – provided by a separate consultancy
Stage 3	April 2018	<ul style="list-style-type: none"> • Review general engagement results • Draft Strategy and Action Plan • Councillor workshop 	Draft Council Strategy and Action Plan
	May 2018	<ul style="list-style-type: none"> • Collaborative consultancies meeting • Final Strategy and Action Plan 	Final Council Strategy and Action Plan

5. Administrative Information and Requirements

5.1 Response to Brief

Expressions of interest to Council will be assessed against the following criteria:

- A draft methodology;
- A lump sum fee for the project, that should be broken down to include costs for each stage of the project and hourly charge-out rates for each individual on the project team;
- Personnel to be involved in the completion of the project, including the supervisor and those undertaking the work;
- Evidence of similar work undertaken and referees; and
- Experience and qualifications of all personnel involved;

The Consultant is required to submit the following information with their proposal:

- Demonstrated understanding of the project and the required outcomes;
- Details of the proposed methodology;
- Examples of previous experience and relevant projects, and experience and roles of any staff to be involved, and Names and contact details of at least two referees;
- Evidence of capacity to complete the project as specified within the agreed timeline;
- A fixed-priced quotation for each deliverable associated with facilitation and completion of the project, inclusive of all costs (including travel and materials), and with fees itemised in accordance with each relevant activity and reporting task;
- Evidence of insurance policies which will cover the project period, including of professional indemnity, public liability to the value of \$20m, and workers' compensation; and
- A statement regarding pecuniary, actual or potential conflict of interest.

Each submission will be evaluated at the discretion of the City of Canada Bay Council on the basis of:

1. Demonstrated understanding of the project;
2. Project methodology;
3. Consultant's experience undertaking similar projects;
4. Capacity to complete the project as specified within the agreed timeline; and
5. Value for money.

5.2 Reporting Requirements

Mapping data and software

Council operates a MapInfo Geographic Information System. In terms of presentation, it is required that mapping is produced in a format that is compatible with this system. It is essential that data is capable of being imported or used in MapInfo.

The electronic copy of the written documents is to be provided on CD using MS Office Word software, or a compatible version. The electronic copy of maps is to be provided to Council in PDF format, with maps/diagrams up to a maximum size of A3. Maps and diagrams should be prepared in a manner that enables reproduction and photocopying in black and white, such that they do not lose clarity or meaning.

Research and Analysis Report

The consultant will be required to submit a Research and Analysis Report in in electronic format that provides the background findings from the existing provision analysis, benchmarking and needs analysis, and the finding from the community engagement process.

Draft Strategy and Action Plan

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The consultant will provide the draft documentation in electronic format to Council for internal review.

Final Strategy and Action Plan

The consultant will provide an electronic copy of the final report.

5.3 Work Program

Council will accept submissions that are based on project specific partnerships. The head consultant will at all times be responsible for continuity in services.

5.4 Budget and Payment Schedule

Council's indicative budget for this project is \$120,000-140,000 (excluding GST). The total fee for the project detailed in the submission shall allow for the total performance required by the brief, timetable and costs associated including:

- Project component costs;
- Sub-consultant fees;
- Component hours;
- Travelling;
- Reporting;
- Attendance at meetings/workshops/consultation;
- Office and administrative expenses;
- Printing and the like; and
- All other miscellaneous expenses.

No claims for additional fees shall be recognised without prior authority from Council's Project Coordinator and any such authority shall be issued in writing. The consultant will at all times be responsible for the completion of all tasks within the agreed budget.

A schedule of costs detailing hourly rates for relevant staff shall be supplied together with a costing for each Project Task as outlined in the brief. Such rates shall be applied for any variations and shall apply for the duration of the contract.

The submission is to detail when payments for the project are preferred. The Council prefers that payment be made as work is submitted and/or on completion of specific tasks which are to be agreed.

5.5 Responsibilities

The Council shall:

- Provide the consultant with information contained in reports, studies and Council files as relevant to the project;
- Make any necessary arrangements for mail-outs to key stakeholders;
- Review draft documents to be provided by the consultant;
- Provide venues for any progress meetings; and
- Provide venues for any public consultations.

The consultant shall:

- Commit to the timetable as submitted;
- Undertake or have undertaken by suitably qualified and experienced staff all tasks as specified in the submission to this brief to achieve the expected outcomes of the study;
- Present the draft document findings to a Councillor workshop; and
- Provide a detailed methodology listing all tasks and actions with specific costing provided against each element.

5.6 Terms of Engagement

The consultant will be engaged by the City of Canada Bay Council.

A lump sum contract will be entered into for the purposes of this review. Payment will be made on an incremental basis. Claims for payment from the consultant must be in a form acceptable to the Australian Taxation Office as a recognised Tax Invoice for the purposes of GST.

No claim for additional fees shall be recognised without the prior authority of Council, which shall be issued in writing.

The City of Canada Bay Council will not make any payments where it is considered that the consultant's performance is unsatisfactory in terms of the Brief described herein.

The consultancy may be terminated by the City of Canada Bay Council under the direction of the Manager, Strategic Planning if the Consultant:

- a) fails to complete the study tasks specified in this Brief within the agreed time schedule; or
- b) does not complete the project to an acceptable standard in the opinion of the Manager, Strategic Planning.

If the consultancy is terminated, payment of fees to the consultant will be made for work undertaken up to the date and time of notification of the termination.

5.7 Variations

Where the agreed scope of works is varied during the course of the consultancy, the consultants shall receive written instructions from Council's Project Manager prior to undertaking such variation.

5.8 Copyright

Copyright ownership of all work arising out of or in respect to the project shall be vested in the City of Canada Bay Council from the date of engagement.

5.9 Confidentiality

All work carried out in respect of this study will remain confidential unless or until released for public exhibition by the City of Canada Bay Council.

The City of Canada Bay Council will arrange all public exhibition details.

5.10 Conflict of interest

The consultancy agreement will specify an undertaking that no actual or potential conflict of interest for the consultant exists or is likely to arise from the preparation of this study. Confirmation of this aspect should be stated in the consultant's submission.

Should an event or occurrence happen which raised conflict of interest; the consultant is required to advise the Project Coordinator as soon as practicable.

Code of Conduct

The City of Canada Bay Council has adopted a "Code of Conduct" policy with the aim of ensuring that its functions are undertaken efficiently, impartially and with integrity.

Breaches of the policy may constitute grounds for termination of any subsequent contracts entered into with the respondents. All employees and/or contractors associated with the Respondents shall
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apply the "Code of Conduct" policy in all business practices and dealings with Council and its employees.

Statement of Business Ethics

The City of Canada Bay Council is committed to conducting business professionally at all times and to the highest ethical standards so that the community has confidence and trust in Council's business dealings, services provided and action. In this regard, Council's business partners are required to comply with Council's Statement of Business Ethics.

5.11 Insurances

It is expected that the consultant will enter into a Contract of Engagement.

5.12 Insurances

The consultant will be required to provide documented evidence to the City of Canada Bay Council of adequate professional indemnity insurance of \$10 million and public liability cover of \$20 million.

The consultant's employees shall be covered by Workers' Compensation as required by the relevant Statute.

5.13 Submission Deadline

Proposals must be received by Council by 9am on 30 October 2018.

Submissions will be received either by mail or email at the following locations:

City of Canada Bay Council
Locked Bag 1470
DRUMMOYNE NSW 1470

and should include the subject description: REQUEST FOR QUOTATION- CANADA BAY SOCIAL INFRASTRUCTURE STRATEGY (Community).

Late proposals will not be considered.

5.14 Project Management

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Postal: Locked Bag 1470, Drummoyne NSW 1470