

St George Illawarra Dragons

Community & High Performance-Centre

Preliminary Operational Management Plan

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Introduction

1.1 Purpose Of This Document

This document contains St George Illawarra Dragons' (SGID) Preliminary Operational Management Plan for the Community & High-Performance Centre (CHPC), a multipurpose community and elite sporting facility being delivered on University of Wollongong's Innovation Campus, Fairy Meadow. The purpose of this document is to document SGID's approach to managing the ongoing operations of this Centre. This plan covers:

- Background & Overview of the Development
- Ownership, Lease Arrangements & Programming; and
- Details regarding Management of Operations.

This document is in a preliminary form and will be subject to revision and updating following Development Application Consent, through the appointment of Tenants / Operators and prior to handover of the Centre for operations.

1.2 Background

SGID is seeking to deliver a CHPC, within University of Wollongong (UoW) Innovation Campus, located in Fairy Meadow, Wollongong, New South Wales. The CHPC is an opportunity to partner with UoW and provide the local and regional community access to health, education and employment support programs, while adopting innovative sustainable solutions that contravene the effects of climate change. The CHPC is also intended to shape a "home" for the Club's high-performance, administration and ancillary functions in a single site that supports high performance, delivers a functional and efficient operating environment and allows for operational growth and ongoing evolution of high-performance environments.

1.3 Site Description

LOCATION & ANALYSIS

The SGID CHPC site is located in Fairy Meadow, approximately 3km North of Wollongong CBD. A brief analysis of the site is summarised below:

No.	Information	Details
1	Location	UoW Innovation Campus
2	Address	7-9 Squires Way, Fairy Meadow
3	Local Govt. Area	Wollongong City Council
4	Relevant Planning Framework	Wollongong Local Environmental Plan 2009 Wollongong Development Control Plan 2009
5	Zoning	SP1 – Special Activities
6	Title Information	Plan of Subdivision within Lot 200 DP1172135 Subdivision No. SC-2012/72

SURROUNDING SITE CONTEXT

The surrounding site context is described below:

Ref.	Description
North	The site adjoins the rear of single and two storey dwellings that face Elliotts Road. These dwellings form part of a residential neighbourhood located within the R3 Medium Density Residential Zone to the north and west of the site.
East	To the east of the site is Squires Way, a regional collector road, and on the eastern side of the road is the Puckeys Estate Reserve, Towradgi Arm and Fairy Meadow Beach.

Ref.	Description
South	To the south of the site is an unnamed road providing service access to the Sustainable Buildings Research Centre. Further to the south are contemporary, multistorey campus buildings in a landscaped setting. To the south of the UoW iC is vegetated open space and Fairy Creek.
West	The west side of the site is bound by Innovation Way and the rear of residential properties facing Cowper Street in the R3 Medium Density Residential Zone. The area directly south west of the Nissen Huts is currently being developed into an Ambulance facility.



1. Indicative Site boundaries: CHPC

1.4 Overview Of The Development

The **CHPC Crown Development Application** lodged with Wollongong City Council and NSW Department of Planning and Environment. As the landowner, UoW is required to be the applicant. The Crown DA seeks consent for the construction and operation of the CHPC comprising:

- Demolition of existing buildings and structures within the site.
- Site preparation works, including termination or relocation of site services and infrastructure, tree removal and the erection of site protection fencing.
- Construction of the new SGID CHPC, including:
 - o NRL elite training field
 - o Community field
 - o Parking
 - o Surrounding landscape
 - o External multi-purpose training areas
 - o A Community and High-Performance Centre, comprising:
 - Gym and cardio training zones
 - Commercial space for Allied Health
 - NRL and NRLW changerooms
 - Aquatic recovery inc. plant
 - Medical and physiotherapy recovery
 - Hydration station
 - Laundry
 - Sleep recovery room
 - End of trip facilities
 - Staff changerooms

- Merchandise store
- Reception area
- Fan experience zone
- Loading dock
- Dedicated pop-up café space
- Various meeting rooms
- Kitchen area
- Circulation, storage & ancillary areas
- Function area
- Lounge area
- University lecture theatre
- Communal kitchen and open plan work areas
- Outdoor barbeque areas

Full details of the proposed development are included in the Architectural Drawings prepared by Populous which accompany the Development Applications.

PRELIMINARY

Ownership & Programming

2.1 Land Ownership

UoW will retain ownership of the Land.

SGID will enter into a ground lease for the CHPC building and license for the fields and surrounding areas.

UoW will remain owners of the Nissen Huts and custodians of its long term operations and maintenance.

2.2 Tenant Management & Performance

SGID will appoint an appropriately qualified person/s from within its organisation to manage and monitor the Lease and License arrangements with Tenants and Operators.

Performance measures will be stipulated within Lease Documentation.

2.3 Lease Documentation

Where referenced, Lease Documentation refers to any of the following as appropriate to SGID's arrangements with the tenant and operator:

- Agreement for Lease and License;
- Lease;
- License; and
- Associated Management Plans.

2.4 Programs Offered

It is envisaged that the CHPC will be providing various programs and opportunities for community engagement which include, but not limited to the following:

- Providing access to fields for male and female junior pathways, Female Academy, Indigenous Programs, Dragons Programs for schools and all abilities including 'Score Dragons' program, holiday clinics, school clinics, school visits and other formats of rugby league (touch and tag).

- Providing classrooms for many programs such as 'The Best You Can Be' health and wellbeing program, coach education, player education, after school homework club, and community group meetings.
- Hosting community seminars using expertise from our club such as physiotherapy, sports science and dietetics.
- Hosting community events for senior citizens, Reconciliation & NAIDOC Week Events and Illawarra AMS Health Check Days.

2.5 Collaboration between SGID and UoW

SGID and UoW will enter into a Collaboration Agreement prior to the commencement of the use. The purpose of this agreement is to set out opportunities for innovation, research and development through collaboration between SGID and UoW in fields including sporting performance, individual and team high performance, sportsperson welfare, exercise physiology, injury prevention and rehabilitation, and sports business administration.

Examples of innovation, research and development which may be investigated through collaboration between SGID and UoW include:

- Innovation and research in the performance and strategy of rugby league football at an elite level. This includes development of new tactical and sporting strategies to achieve success at an elite level.
- Innovation and research into individual and team high performance within a sporting context, including through player psychology and development of high-performance team cultures.
- Innovation in player welfare, including integration with education opportunities offered by UoW for post-playing phase (e.g. through UoW's Elite Athlete Program <https://www.uow.edu.au/study/sport/elite-athlete-program/>).
- Innovation and research into mental health (e.g. UoW's Global Alliance for Mental Health and Sports, including at an elite and community level, in partnership with local, national and

international contributors <https://www.uow.edu.au/the-arts-social-sciences-humanities/research/centre-for-health-psychology-practice-and-research-chppr/global-alliance-for-mental-health-and-sport/>)

- Innovation in injury prevention, management and rehabilitation, including through both research and applied learning (e.g. UoW's Bachelor or Exercise Science and Rehabilitation or Master of Clinical Exercise Physiology)
- Innovation and research in the management of a company which operates at a national and international scale in a sports business environment, including opportunities for collaboration and partnership with other businesses operating (e.g. partnerships with UoW's Bachelor of Business [Sport Marketing and Management] program)

Collaboration Register

SGID is to maintain a register of collaborative activities with SGID and other partners, outlining the nature of the collaboration, the parties involved, and the period and duration of such collaboration. The register is to be updated at least annually. The register is to be made available to authorised Council officers upon request.

Minimum Collaboration Requirements

At a minimum, collaboration between SGID and UoW is to include:

- Opportunities for UoW researchers, educators and students to have access to CHPC facilities in a manner that is coordinated with SGID activities. Use of physical spaces within the CHPC by UoW provide for a range of research and learning options, such as lectures, talks, practical demonstrations, classes, assessments, and observation.
- Contributions by SGID staff to research and educational activities of UoW. This may include through participation in research and practical studies, mentoring, lecturing or otherwise contributing to UoW's research and educational activities.
- Integration of UoW researchers into SGID operations to facilitate research, innovation and education. This may include opportunities in the fields of sports science, exercise physiology, sports management, business management and community development.

- Student placements for UoW students within SGID organisation.
- Enrolment of SGID staff, players or affiliated persons in UoW programs.
- Dissemination of information between UoW and SGID in order to promote further research, development and innovation in areas of mutual interest.

Where a business or organisation other than SGID occupies the CHPC, that organisation is also to be subject to these requirements.

Responsible Person

Prior to the commencement of operations, a 'Responsible Person' from SGID is to be nominated to assist in managing collaboration activities with UoW:

- A 'Responsible Person' is to be nominated to assist in managing the collaboration activities. The Responsible Person must be designated Responsible Person prior to operations commencing for the CHPC. The contact details of the Responsible Person are to be maintained in a register by UOW, and made available to Council upon request. SGID will be responsible for alerting UOW when the "responsible person" changes.
- The register maintained must be updated regularly to ensure the accurate contact details of the Responsible Person. Should there be a change in a designated Responsible Person, an appropriate replacement shall be appointed within 4 weeks and the register updated accordingly.
- Instruction and training will be provided by UOW to the Responsible Person confirming their role and responsibilities to assist and report to the Governance Committee in accordance with the terms of any relevant Collaboration Agreement.

Management & Operations

3.1 Employment & Visitation

A Summary of approximate employment numbers accommodated within the CHPC are as follows:

- Approx. 70-90pax football, administration and related Club staff. This includes allowances for the Club's future growth to be accommodated within the CHPC.
- Approx. 2-5pax Allied Health tenancy staff.

The above numbers include staff counts for those who are part time, after hours or based off site.

It is anticipated that visitation of the facility will include those from the following groups:

- Players
- University staff, students and researchers utilising the facility
- Community groups
- General public and Club members / fans

3.2 Hours of Operation

The anticipated operating hours for the respective areas are as follows, however subject to change:

- CHPC Operating Hours:
 - Monday to Friday - 7am to 6pm
 - Saturday - 7am to 5pm
 - Sunday – as required
- CHPC Business Hours:
 - Monday to Friday - 8am to 530pm
 - Saturday - 8am to 530pm

- Sundays – closed
- Elite NRL Training Field Hours of Use:
 - Monday to Friday – 7am to 6pm
 - Saturday & Sunday – as required
- Community Training Field Hours of Use:
 - Monday to Friday – 9am to 8.30pm (flood lighting after dark hours)
 - Saturday 9am to 5pm
 - Sunday – as required

3.3 Training Fields

3.3.1 Elite NRL Training Field

This is the Eastern Field as located on the Development Application Plans.

The Elite NRL training field will be managed and maintained by SGID under a License arrangement with UoW.

The field will include a ball net behind the northern goalpost to prevent the ball from entering neighbouring properties when players are practicing conversions.

The elite NRL field will predominantly be used by the SGID men's NRL and women's NRLW teams and will not be accessible to the public for use without prior SGID approval.

The Elite NRL Training Field will include a boundary fence and gated access for control and management purposes.

This Field is not anticipated to accommodate flood lighting for after hour use.

3.3.2 Community Training Field

This is the Western Field as located on the Development Application Plans.

The Community Field will be managed and maintained by SGID under a License arrangement with UoW.

The Community Field will be utilised for the Dragons community programs, NRLW, and for use by the NRL squads whilst the Elite NRL Field is under maintenance or renovation. This field will be bookable for use with SGID approval.

The Community Training Field is not proposed to include a boundary fence.

As per the Development Application Plans, the field is proposed to accommodate four (4no.) flood lights for afterhours use to the relevant standard for community use and training.

3.4 Security & Controlled Access

Security systems will be provided, including CCTV monitoring systems and alarm systems. Access will be controlled throughout the Centre, likely in the form of swipe card or pin code access provision or similar.

Out of operating hours, the Centre will be closed to the general public and not accessible.

Access to toilet and change facilities within the CHPC will be provided to all persons using the Community Field during the hours of any organised/booked use.

Lockers will be provided in the Centre for the secure storage of personal items.

Internal secure lines of access, managed via doors with programmable swipe-pass controlled access, is established through the building design to ensure access can be restricted to authorised persons and that infrequent or external users (i.e. users of the Community Field) can access only those areas to which access is required.

3.5 Insurance Provisions

Necessary insurances provisions will be held by the Club and its Tenants / Operators, as required by law and per Lease arrangements.

3.6 Cleaning

A contractor / s will be engaged to conduct professional cleaning services of the Centre.

Cleaning will be undertaken on a regular basis to a satisfactory standard, in particular across common areas, amenities and change facilities.

Graffiti is to be removed as soon as practical, and no less than 14 days following its identification.

3.7 Waste Management

The operations of the facility will be subject to an Operational Waste Management Plan. This will include details regarding the volume of waste generated, recycling and disposal practices, locations of waste receptacles, waste storage areas, frequency and responsibilities for waste collection and disposal.

All waste storage will be internal to secure enclosure/s within the building.

Grease arrestors will be installed for the storage and controlled collection of greasy waste, should it be deemed required.

3.8 Maintenance & Repairs

Premises will be kept in good repair and properly maintained at all times.

SGID and its future Allied Health tenant will be responsible for maintenance and repair obligations stipulated within Lease and License documentation.

Maintenance plans will be developed by the Allied Health tenant for the respective occupied space within the CHPC.

SGID will maintain the landscaped areas surrounding the Centre to a suitable standard.

SGID will maintain the Training Fields and provide access for a reputable maintenance contractor to do so.

3.9 Carpark Access & Control

Car parking will be provided in accordance with requirements set out within the Innovation Campus Development Control Plan and approved through the Development Application process.

Car parking will be accessible from Innovation Way and will be located directly adjacent to the CHPC.

Parking may be controlled by restricted durations, or a boom gate, to manage the use of the carpark for purposes other than intended.

Provision for parking may be allocated to the Allied Health tenant as required under Lease arrangements.

Users and visitors of the Centre will not be permitted to park on neighbouring streets and will be controlled as reasonably practicable.

3.10 Loading & Service Vehicle Access

A designated loading dock will be provided within the CHPC for access and deliveries for SGID.

Reasonable access will be provided around the building for maintenance purposes, as well as the special delivery of materials and equipment as required.

Appropriate provisions will be made within the car parking areas to facilitate service vehicle access. Vehicular / service vehicle access conflicting with pedestrian movements will be managed via retractable bollards when not in use, if required.

Deliveries and service vehicle access will be managed to minimise impact on operations and the general public.

Signage and mirrors will be used in areas with low visibility to increase the safety of pedestrians.

3.11 Handling & Storage

Secure storage will be provided within the Centre.

Cleaner's cupboards / stores will be provided for the safe and secure storage of cleaning equipment and materials.

3.12 Hazardous Materials

Any hazardous materials required to be used in the operations of the Centre will be subject to control under management plans.

3.13 Emergency Response

An Emergency Response Management Plan will be developed for the Centre.

The Centre and its surrounds will be designed to facilitate access for emergency services / vehicles as required. This will provide safe access for emergency response to users of the CHPC and playing fields.

3.14 Floodlighting & External Lighting

Flood lighting is being provided to the community field to facilitate use after hours or during times of low light. This will be designed in accordance with:

- AS4282 – Control of the Obtrusive Effects of Outdoor Lighting; and
- AS2560 – Sports Lighting, Part 2 Specific applications.

Depending on the time of year, it is anticipated that lighting to the field will be in operation between the hours of 5.00pm and 8.30pm.

External lighting will be provided and operated accordingly to provide safe and secure means for pedestrians to move in and around the Centre and associated car parking.

3.15 Noise & Acoustic Controls

It is not anticipated that noise emissions from the proposed uses involved with the CHPC and playing fields will adversely impact surrounding residents from an acoustic perspective.

Controls will be implemented through the design and construction of the Centre as required by the National Code of Construction (NCC) and Building Code of Australia (BCA). An Acoustic Report has been prepared to support and inform development of the design, as well as providing

guidance with respect to noise levels and impacts of the facility, when considering existing background environmental levels

3.16 Sustainability

Environmental sustainability initiatives will be integrated into the design to reduce carbon footprint and improve the operational efficiencies of the CHPC. The key initiatives are as follows:

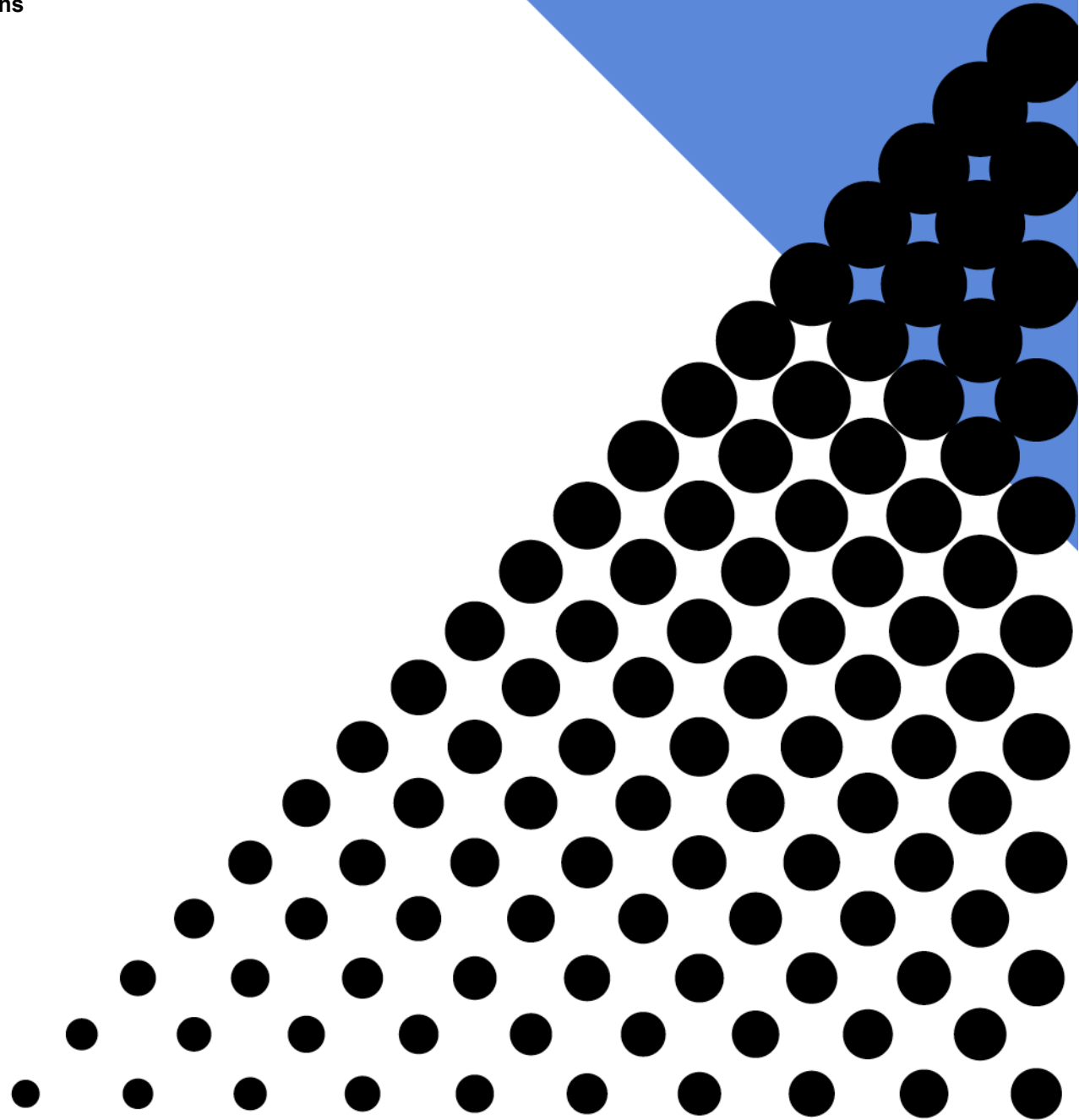
- Sustainable building design to promote natural light and solar access, as well as natural ventilation.
- Reduction in energy consumption, through the installation of roof-mounted Solar Photovoltaic Cells.
- Supporting the use of electric vehicles via installation of electric vehicle charging stations.
- Promote active and sustainable travel through the provision of bicycle parking, over and above standard provisions. End of trip and change facilities are also provided.
- Optimising energy usage through Smart-Energy Monitoring and Building Monitoring Systems.
- Reducing usage of potable water through:
 - The recycling of rainwater captured and stored from the Centres' roof drainage.
 - The use of bore water for irrigation purposes.

3.17 Complaints Management

Complaints will be taken by either email or phone contact and managed by the responsible party.

Appendices

Appendix A – Relevant Development Application Plans



**Appendix A – Relevant Development
Application Plans**



