

Sea View Golf Club, 2 Jarrad Street, Cottesloe

Sea View Golf Club Facilities Strategy

1 Preamble

The Town of Cottesloe (Town) wishes to explore and comprehend the process of investigation, consultation and decision criteria in respect to the adaptive re-use and / or complete redevelopment of the Sea View Golf Club Facilities.

The Town has prepared a draft strategy outlining potential stages and deliverables to assess the commerciality and viability for the adaptive re-use and / or complete redevelopment of the Sea View Golf Club Facilities.

The Town has engaged Cygnet West to review and expand upon the Town's draft strategy and provide a final draft strategy. The requested review scope is framed to include:

1. Develop a detailed redevelopment strategy based on the draft strategy and identify additional requirements or stages.
2. Provide advice on potential project team members and specify their involvement in delivering the detailed strategy.
3. Offer practical timeframes for each stage of the detailed redevelopment strategy.
4. Provide estimated costs per stage of the detailed redevelopment strategy.

2 Basis of Review

Cygnet West inspected the Sea View Golf Course Facilities Saturday, 2 December 2023.

In undertaking the review, Cygnet West has in addition to the draft strategy, considered:

1. The Land:
 - a. Lot 401 (2 Jarrad Street) on Deposited Plan 34252 being Crown Land Reserve 6613 (A Class – 1825431), and being the whole of the land north of the Jarrad Street alignment, and
 - b. Lot 501 on Deposited Plan 58314 being Crown land Reserve 1664 (A Class – L031703), and being the whole of the land south of the Jarrad Street alignment.
2. Land Tenure:
 - a. Lot 401: The Primary Interest Holder is the Town of Cottesloe. The land is held as a 'Reserve Under Management Order' (1825432) with the power to lease for any term not exceeding 21 years, subject to the consent of the Minister for Lands.
 - b. Lot 501: The Primary Interest Holder is the Town of Cottesloe. The land is held as a 'Reserve Under Management Order' (L031704) with the power to lease for any term not exceeding 21 years, subject to the consent of the Minister for Lands.

3. Statutory Land Use.

Both parcels of land are reserved Parks and Recreation “Restricted” under the Metropolitan Region Scheme. These lands are not reserved under the Town of Cottesloe Local Planning Scheme No. 3.

Refer WAPC, 2017, Development Control Policy 5.3 – Use of Land Reserved for Parks and Recreation and Regional Open Space. The “Restricted” designation, on simple application, refers to reserved land designated to incorporated sporting clubs and / or community groups, and / or, certain private businesses that provide services to the public and that are ancillary and incidental to the primary purpose of the reservation.

4. Lease to Seaview Golf Club for a term of 21 years commencing 1 July 2005 and expiring 30 June 2026, which as of 1 January 2024, renders a remaining term of 2.5 years.
5. Seaview Golf Club Inc, Management Plan 1 July 2021 to 30 June 2024.
6. PVA Western Australia, September 2022, Sea View Gold Club Rental Assessment.
7. AECOM, April 2018, Cottesloe Recreation Precinct Master Plan.
8. Town of Cottesloe, 23 September 2023, Unconfirmed Minutes Ordinary Council Meeting.
9. Town of Cottesloe, September 2013, Draft Strategic Community Plan 2013 – 2023.
10. Town of Cottesloe, undated, Draft Council Plan 2023 – 2033.
11. A wider market purview, acknowledging local market activity in tourism and hospitality as well as observed change in local public golf course facilities with Wembley Golf Course and Claremont Golf Course setting case study examples of opportunity for change.

3 Seaview Golf Club Facilities Strategy

3.1 Strategy Purpose

The strategy purpose as set out in the brief is: *comprehend the process of investigation, consultation and decision criteria in respect to the adaptive re-use and / or complete redevelopment of the Sea View Golf Club Facilities.*

“Facilities”, in the context of the existing lease, is taken to mean the “Building” as defined in the lease, being *the clubhouse and all permanent buildings and structures on the Land from time to time.*

This strategy purpose evolves from the Town of Cottesloe, 23 September 2023, Unconfirmed Minutes Ordinary Council Meeting Item 10.1.12 Seaview Golf Club Lease Renewal.

Accordingly, the strategy is required to guide and inform a decision to an appropriate land use and tenure framework for the Sea View Golf Course that optimises the Town and community need.

Moreover, the final outcome and deliverable of the strategy is arguably a Business Case for the future tenure and land use(s) to be applied to the Sea View Golf Course.

Cygnets West's draft strategy review has been made with the Business Case as the strategy conclusion. The basis for this stems from the statutory requirement for local government in Western Australia to prepare a business case for Major Land Transactions and the potential lease renewal or new lease for the Sea View Golf Course is deemed a Major Land Transaction.

Importantly, the aforementioned minutes, establish the baseline measure for the strategy and final business case.

3.2 Strategy Need

The strategy needs and basis is established by several core considerations:

1. The Town has custodianship of the Land and therein the golf course, building and associated facilities.
2. The golf course is heritage listed and with that; options for redesign, redevelopment and re-purposing of the Land may be limited. Notwithstanding, interpretation of the heritage listing suggests the clubrooms and curtilage land are not pertinent to the listing ("*...of little significance...*") other than for possibly scale and therein the reasonable retention of the aesthetic and landscape character of the golf course.
3. The Seaview Golf Course is a limited nine-hole golf course affecting wider market participation and therein membership and financial performance.
4. The club house and associated facilities are functional but dated; described (Heritage Council of Western Australia) as being in fair to poor condition. Observations drawn with Cygnets West's site inspection is that superficially, the Buildings are more reasonably in "good to fair" condition for their age, however the primary question at hand is one of functional obsolescence that reasonably is impacting the operational and financial performance of the Golf Course and therein the Golf Club.
5. The Sea View Golf Course is subject to an existing lease that expires 30 June 2026 (2.5 years as of 1 January 2024).
6. The existing Sea View Golf Course lease provides for no Rent payable to the Town with the Lessee responsible for Outgoings, maintenance and repair of the golf course inclusive of the Building, the greens, fairways and associated facilities.
7. The majority of club membership is non-Cottesloe residents.
8. Items 3 to 7 above signal limited direct rate payer and community benefit, and no financial benefit to the Town.
9. Notwithstanding the above, the golf course provides an aesthetic landmark quality that reasonably contributes to the public open space landscape and community sense of place, both locally and with a character widely recognised in metropolitan Perth.
10. The Sea View Golf Club's profitability has improved markedly through and post Covid-19, with cash at bank of circa \$1,000,000 (Sea View Golf Club Financial Statements December 2021).
11. The Seaview Golf Club is seeking a lease extension of 21 years with a capital works commitment of circa \$500,000 (Sea View Golf Club, May 2021, Request for Lease Extension).
12. Anticipated market rent for the Golf Course is \$90,000 to \$125,000 per annum net plus Outgoings and plus GST (PVA, September 2022, Sea View Gold Club Rental Assessment and Consultancy Advice).
13. The Town's draft Strategic Community Plan (2013 - 2023) indicates a community aspiration for sustainable development, providing sustainable community amenities, and to maximise the return to the community from assets under the Town's control.

14. The “Town’s draft Council Plan (2033 – 2033)” fields a similar emphasis, and in respect to the community ideals of draft Strategic Community Plan (2013 – 2023) and this strategy, it is noted that “Parks / gardens / reserves (public open space)” were ranked “High Importance | High Satisfaction” where “Financial management” ranked “High Importance | Low Satisfaction”.
15. Further, and importantly, in respect to this strategy, the Town’s General Principles (Town of Cottesloe, 23 September 2023, Unconfirmed Minutes Ordinary Council Meeting) for the future of the golf course and this strategy are cited as:
1. *ADOPT the following key principles in relation to land associated with reserves 6613 and 1664, commonly referred to as the Sea View Golf Course:*
 - a. *The Sea View Golf Course (being Class “A” Crown Reserves 6613 and 1664) is under the control and management of the Town of Cottesloe for the purposes of Parklands (R6613 - being the whole of the land north of the Jarard Street alignment) and Recreation (R1664 - being the whole of the land south of the Jarard Street alignment).*
 - b. *The Sea View Golf Course cannot be used for residential or commercial development which is not compatible with the purposes of the associated crown reserves.*
 - c. *As Public Open Space, public access to the Sea View Golf Course needs to be maintained.*
 - d. *The continued use of the Sea View Golf Course as a golf course is supported by the Town of Cottesloe, acknowledging its heritage significance to the Cottesloe and Greater West Australian Community, and*
 - e. *All activities on the Sea View Golf Course must provide positive environmental sustainability, public safety, and community benefit outcomes for the Cottesloe Community.*
 2. *PROVIDES in principle support for:*
 - a. *A ten (10) year lease renewal (new lease) of the Sea View Golf Course to the Sea View Golf Club;*
 - b. *The inclusion in the new lease of a redevelopment clause at the discretion of Council, exercisable upon a six (6) month notice period; and*
 - c. *The redevelopment clause (point (2)(b)) to be removed from new lease should Council resolve that it is satisfied with the progress of investigating redevelopment opportunities of the existing club rooms and associated facilities prior to expiry of the current lease, 30 June 2026.*
16. Moreover, it is understood that Council’s in principal support for the ten (10) year lease renewal (new lease) of the Sea View Golf Course to the Sea View Golf Club, is subject to:
- a. *The inclusion in the new lease of a redevelopment clause exercisable by Council upon a six (6) month notice period; or*
 - b. *Council resolving that the progress of investigating redevelopment opportunities is sufficient to result in a redevelopment plan being incorporated into the lease.*

3.3 Strategy Objectives

The primary strategy objectives should reflect an outcomes-based approach in ranking, which then frames the Business Case proposition.

The Town has custodianship of the land and therein the golf course and associated facilities.

To this end the Town is responsible for the overall positioning of the golf course for the betterment of the community of rate payers and Town as a whole. This should be considered in two parts:

- A. the first being the local amenity and social dividend it brings the local community, and then,
- B. the second being the cost benefit to the Town, this is the operational net benefit or disbenefit, which requires an investigation into operational overheads and returns, and questioning of value for money against the current status quo, being the existing Sea View Golf Club lease and operation of the golf course and then considered against Item A above.

Having established the two key “needs” requirements, a baseline measure of the operational requirements and performance of the golf club should be made. This should then be overlain the existing golf course and associated facilities to understand the functional strengths and weaknesses in the operation of a golf club, and with this measure, identify initial opportunities for improvement (efficiency based) and alternate complementary facilities (return based: community and financial – asset management).

Having developed the baseline, the next objective should be to investigate operational alternatives for the golf club and associated facilities, and with this a process of workshopping alternative options for the golf club and associated facilities to meet the needs requirements at objective 1. The Town has expressed a desire for three alternatives however this may in fact be defined by available capital, both in terms of the Town and existing Lessee, but also more broadly if wider private sector engagement is considered. This is expanded upon further at Section 4.5 below with an example of five possible scenarios that consider not just the “Building” but land tenure, land use and capital sources.

Therefore, the objectives should be re-ranked and reframed as follows:

Objective 1

- Establish the community need and desirable outcomes for the utilisation and operation of the Golf Course.
- Establish the Town's operational cost benefit and explore the alternatives to the current operation and lease arrangement.
- Explore and establish acceptable alternate (community and Town) complementary uses for inclusion, adaption and addition, and / or additional to the existing facilities.

Objective 2

- Evaluate the baseline structural, physical and operational condition of the golf club and associated facilities, plant, equipment and fitment, 'as is'.
- Evaluate the functional condition of the facilities, opportunities and redundancies; the efficiency and fit for purpose test.
- Examine and evaluate the adaptability (or not) of the facilities to accommodate acceptable alternate (community and Town) complementary uses for inclusion, adaption and addition, and / or additional to the existing facilities.

Objective 3

- Establish the acceptable balance between Objective 1 and Objective 2, and then frame a probable range of utilisation parameters for the existing and contemplated facilities. Define conceptually by use(s) and operation, and then by visualisation in plan and 3D.
- Define measurable performance outcomes for the agreed conceptual use and adaption or redevelopment of the existing facilities.
- Evaluate the cost and returns of the agreed concept against the defined performance outcomes, both in qualitative and objective terms.
- Evaluate the appetite for change and financial commitment of the existing Lessee against wider market interest, market entrepreneurial and financial appetite.

3.4 Stakeholders

The first question that arises is the purpose of stakeholder engagement, why is each stakeholder relevant to informing the objectives of this strategy and Business Case?

The second question, is to how the stakeholder engagement will be structured to inform the objectives of this strategy and Business Case?

The third factor and question is, at what point is stakeholder engagement implemented to:

- Gain opinion and information,
- To deliver information and influence opinion,
- To resolve a balanced position?

The stakeholder engagement is critical as it establishes the baseline for the strategy performance measure.

Cygnets West has explored the stakeholder list and tabled roles, purpose and recommendations.

Stakeholder List	Information/Role/Purpose
Town of Cottesloe Council	Factual / Opinion. Primary Interest Holder responsible for the Land. Principal and Lessor. Asset, capital and financial information. Required returns, market measures.
Sea View Golf Club	Factual / Opinion. Lessee. Responsible for Outgoings, golf course management and operation, including maintenance and repairs. Incorporated club responsible to existing membership.
Golf Course users	Opinion. Members and wider Public. Needs assessment.
Cottesloe Community	Opinion. Public open space (limited), coastal landscape and aesthetic amenity.
Heritage Council of Western Australia (HCWA)	Factual / Opinion. Extent of re-use / re-development options.
Western Australian Planning Commission (WAPC)	Factual. Extent of application of WAPC, 2017, Development Control Policy 5.3 – Use of Land Reserved for Parks and Recreation and Regional Open Space.
Department of Planning, Lands and Heritage (DPLH)	Factual. Land Tenure and ability to lease for a term greater than 21 years.
Any other State Government Agency required	State Solicitors Office – as above. Servicing Authorities – can be dealt with during built form consultation. Aboriginal Heritage.

Additional Considerations – Stake holder or Consultant (Information)	
<p>How is a public golf course run: minimum and optimum requirements and expectations?</p> <p>How is the golf club information and proposition benchmarked?</p>	<p>Golf Western Australia. Golf Course Expert. Business Analyst. Other public golf course case studies. Market Sounding – is there another way and does the presentation of the golf club's financial data provide a full picture?</p>
<p>Commercial alternatives - opportunities.</p>	<p>DC Policy 5.3 Section 6 sub paragraph 3 tables:</p> <p>3. The use of reserved land is restricted to:</p> <p>(a) incorporated sporting clubs and/or community groups, which:</p> <ul style="list-style-type: none"> (i) have a constitution which does not restrict membership (by way of sex, race or creed); (ii) provide public access to sporting facilities; (iii) includes provision for finance and membership of club/ organisation; and (iv) includes wind up provisions for the club; and <p>(b) private businesses, which:</p> <ul style="list-style-type: none"> (i) are in accordance with a management plan endorsed by the WAPC; (ii) are open to and provide services for the public; and (iii) have a purpose which is ancillary and incidental to the primary purposes of the reservation. <p>The 2020 and 2021 financial statements indicate the golf course operations are quite profitable with returns of circa 20% plus.</p> <p>The bar, catering and function activities appear heavily subsidised by the golf course operations where in 2021 Bar sales equated to bar costs with a net return on bar revenue of 1.3% and 0.3% on total revenue.</p> <p>This is reasonably a function of membership benefits and the not-for-profit incorporation of the club. In 2021, Bar, Catering & Function revenue is \$641,090 being 35.3% of total revenue (\$1,818,683) but yet only contributed 16.2% to total profit.</p> <p>Arguably, there is an argument to lessen membership subsidy on bar and catering to improve profitability and enable a ground rent payment. Notwithstanding this factor, the 2021 financial statements suggest capacity to pay a ground rent to the Town 'as is' of circa \$145,000 per annum.</p> <p>The further questions rising, is whether the golf course operations can be partitioned from the Bar, Catering & Function to a private sector provider under a tavern licence with shared facilities and still maintain member subscription fees and a predefined member benefit whilst improving the public amenity and overall profitability.</p> <p>Setting this aside to an option for consideration requires WAPC consent to a "private business" as tabled above (direct engagement).</p> <p>Therein the direct engagement with DPLH as a stakeholder with the obvious risk the DPLH will seek a ground rent component to the State.</p> <p>The above option analysis then requires inclusion of local bars, hotels and cafe / restaurants into the stakeholder list.</p>

Having regard to the above and relating this to Strategy Objectives, it reaffirms Objective 1.

The strategy requires a baseline for performance measurement.

This baseline is presently non-existent without the wider stakeholder consultation.

Moreover, embarking on Objective 2 without the agreed guidance of stakeholder consultation, may result in misdirection of resources, incorrect scope definition and unnecessary cost expenditure.

Accordingly, under the Town's Strategy Stages, the Needs Analysis should be prioritised ahead of the Site Analysis.

The stakeholder consultation should be two pronged; the first dealing with direct technical enquiries and furtherance of information as touched on above, inclusive of establishing the Town's desired and measurable community and financial outcomes; and the second, framed towards the local community, the wider public community, club membership, and local businesses. This may include a soft market sounding exercise to test private sector interest, entrepreneurship and capital and other resources.

The facilitation, implementation and analysis of consultation is reasonably a 20-week process. Subject to the Town's required consultation parameters, initial inquiry indicates probable cost may be between \$50,000 and \$80,000.

The recommendation is the parameters and scope for the consultation be defined and agreed, and then three submissions be sought from appropriately qualified consultation experts.

3.5 Strategy Stages

The Town's proposed Strategy Stages are well structured and succinctly defined.

The Strategy Stages are in effect the Project Plan. It sets out the steps required to solve the desire and intent of the Strategy and then the foundation for a Business Case.

The only recommended change is the prioritisation of stakeholder engagement to establish the baseline. The baseline is not necessarily a single point concept reference or measure. The baseline may reflect a number of broadly acceptable possibilities for further investigation but with well-defined measurable deliverables.

This requirement creates a conundrum for the baseline definition and stakeholder consultation.

Experience suggests that 'open ended' stakeholder consultation fails to narrow a weighted stakeholder and public consensus. The preferred approach to stakeholder and public consultation is to frame considered 'book ends', setting for example, low and high concept approaches for consideration, for example, for this strategy and project plan, refer five possibilities overleaf that also address permutations on tenure and capital sources in addition to simply the Building.

Experience would indicate stakeholders, community and public respond better to visualisations. Therefore, in terms of Strategy Stages, consideration must be given to a preliminary Site Analysis and Design Concept to assist and guide the stakeholder consultation process.

This being the case, the Site Assessment remains where it is in the project plan but also incorporates a preliminary design element to enable sketch concepts for the Stakeholder Consultation. In respect to the Site Assessment stage, it is recommended the Environmental Impact Assessment stage be implemented as a sub task to the Site Assessment Stage.

Similarly, in respect to the Cost Estimation stage, this should become a sub task under the Feasibility Study as in isolation it is meaningless.

To this end the project stages may become:

Proposed Strategy Stages	
1	<p>Site Assessment (Concurrent with Needs Analysis):</p> <ol style="list-style-type: none"> a. Source from archives approved architectural and structural drawings, and if available, as built drawings. b. Prepare an identification survey for building(s), associated infrastructure including carpark and accessways, and 'peg' an assessment quadrant. c. Prepare as built internal floor area survey. d. Environmental assessment building, land and curtilage land (includes hazardous materials assessment). e. Identify existing utility servicing: location and capacity. May require subterranean survey for service line identification. f. Prepare a structural survey including assessment of existing integrity and remaining life, and adaptable load capacity. g. Engage Golf Course and Hospitality consultant for review of existing facilities design, function and operation, and make operational and design recommendations. h. Prepare preliminary design concepts having regard to the Town's land tenure, land use and built form descriptive concepts, operational and design consultant recommendations, and deliverables of Site Assessment a – f above.
1	<p>Needs Analysis:</p> <ol style="list-style-type: none"> a. Direct Stakeholder Engagement. <ol style="list-style-type: none"> i. Heritage Council of WA ii. WAPC. iii. DPLH/Minister. iv. Sea View Golf Club. b. Local community and wider public consultation. <ol style="list-style-type: none"> i. Cottesloe Community. ii. Cottesloe Businesses. iii. Golf club membership and users. iv. General Public. c. Analyse and Report Findings. d. Workshop and agree three 'consensus' land tenure, land use, built form and operational design concepts. e. Market Sounding Exercise. <ol style="list-style-type: none"> i. Explore alternate golf course operator and partnering opportunities for delivery and operation of associated facilities such as kiosk, bar, catering and function services. ii. Explore alternate lease (Rent), capital and funding models.

Table 1 Part 1

Proposed Strategy Stages	
2	<p>Feasibility Study.</p> <ul style="list-style-type: none"> a. Develop three design concepts; plan view, elevations and 3D perspectives, with sufficient detail for lettable area analysis, operational analysis, construction and project costing. b. Prepare construction and project cost plans including professional fees, headworks, approvals and civil servicing of the proposals. c. Prepare financial analysis measuring returns to the Town incorporating various tenure and lease scenarios, together with variations on capital funding sources and concomitant pre-conditions and assumptions. d. Prepare a social and community cost benefit analysis; social impact measurement. e. Prepare summary report with presentation of findings and recommendations to the Town. Workshop findings and recommendations, acknowledge assumption set and requested change, confirm final report structure and presentation of findings and recommendations. f. Prepare final draft report.
3	<p>Re-engagement with Direct Stakeholders.</p> <p>Seek feedback, confirm in principle support:</p> <ul style="list-style-type: none"> a. Heritage Council of WA b. WAPC. c. DPLH/Minister. d. Sea View Golf Club. e. Others as required. f. Amend Final Draft Report as Required.
4	<p>Community Endorsement.</p> <p>Publish Draft Report to Town's web site for comment and submission.</p>
5	<p>Final Report</p> <p>Amend and Final Report as required, convert to Business Case.</p>

Table 1 Part 2

3.6 Project Team

In terms of the potential project team, the above (Table 2) recommended strategy delivery stages (project plan) is set out below with anticipated consultant support and simple scope. The tabled resources reflect what is reasonably necessary to develop the Business Case. The resourcing is indicative and **will be subject to the level of investigative detail and consultation the Town desires to pursue and then the Town’s final agreed and final adopted strategy, and therefore may change materially.**

The overarching requirement is centralised coordination and delivery, which will entail the appointment of a project manager by the Town internally or externally.

Proposed Strategy Stages		Consultant	Scope
1	Site Assessment:	Project Manager	General coordination and direction.
		Property Consultant	Scope information requirements for financial feasibility.
		Golf Course Consultant	Scope information requirements for design concepts and financial feasibility. Provide overview of existing golf course operational opportunities and constraints, and provide design input to architect.
		Town Planner (Town)	Design Concepts.
		Architect	Design Concepts.
		Building Compliance Consultant	Building and associated facilities compliance audit: universal access, electrical, lighting, fire, plant and equipment, general safety, energy efficiency and sustainability.
		Structural Engineer	Building and associated facilities structural state, compliance, and capacity.
		Geotechnical Engineer	Site geology and capacity.
		Civil servicing Engineer	Review existing utility services and a capacity.
		Surveyor	Site identification survey, building survey, utility services survey.
		Environmental Scientist	Site environmental assessment.
		Building Consultant	Building hazardous materials assessment.
		Heritage Consultant	Liaison and coordination of heritage matters in respect to land uses, adaption and redevelopment design concepts.
		Legal Services (Town)	Land Tenure: Management Order and encumbrances, existing Lease and obligations, actual or imputed to sitting Lessee.

Table 3 Part 1

Proposed Strategy Stages		Consultant	Scope
1	Needs Analysis:	Project Manager	General coordination and direction
		Workshop Facilitator	Stakeholder consultation
		Property Consultant	Market Sounding Exercise
2	Feasibility Study:	Project Manager	General coordination and direction. Strategy Report compilation. Presentation of findings, recommendations and draft report to the Town.
		Town Planner (Town)	Design Concepts
		Architect	Design Concepts
		Landscape Architect	Design Concepts
		Heritage Consultant	Design Concept review
		Waste Management Consultant	Design Concepts
		Acoustic Consultant	Design Concepts and local impact assessment
		Quantity Surveyor	Built form Cost Plans
		Civil Engineers	Civil Service Cost Plan
		Traffic Engineer	Local traffic impact assessment, access ways and parking
		Social Scientist/Economist	Measure and report social and community benefit.
		Golf Course Consultant	Operational Input to Feasibility assumptions as to operational aspects of the golf course.
		Legal (Town)	Land Tenure assumptions
		Property Consultant	Land tenure and land use-based feasibility analysis reporting financial returns to the Town. Presentation of findings, recommendations and draft report to the Town.
3	Re-engagement with Direct Stakeholders, seek feedback, confirm in principle support:	Project Manager	General coordination and direction.
		Property Consultant	Land tenure and land use-considerations and affects on feasibility analysis and conclusions.
		Legal (Town)	Land tenure confirmation and application to feasibility.
4	Publish Draft Report to Town's web site for comment and submission.	Project Manager	General coordination and direction. Final Draft Strategy Report compilation of findings, recommendations and draft report to the Town.
5	Amend and Final Report as required	Project Manager	General coordination and direction.
		All	Amend report assumptions, input / output, analysis recommendations and final export reports to appendices.

Table 2 Part 2

3.7 Practical Timeframes

A high-level program anticipated for the above Strategy and Business Case delivery is set out at **Appendix A**.

The programme assumes the Towns endorsement for the strategy delivery is obtained first quarter 2024 with project commencement set at 1 April 2024. The project duration including preparation of business case is forecast to be 56 weeks ending April 2025.

It is important to note that this is subject to the level of investigative detail and consultation the Town desires to pursue together with the Town’s desired level of engagement and reporting requirements, and then the Town’s final agreed and final adopted strategy, and therefore may change materially and significantly.

3.8 Strategy Cost Plan

An indicative strategy cost plan is set out below.

The overall external delivery cost is estimated at \$250,000 plus GST.

Stage	Consultant	Budget
Preliminary Design Input		
1	Needs Assessment	\$20,000
1	Site Assessment	\$20,000
Feasibility Study		
2	Heritage Consultant	\$6,000
2	Architect	\$24,000
2	Civil Engineer	\$5,000
2	Structural Engineer	\$8,500
2	Geotechnical Engineer	\$4,500
2	Environmental Consultant - Site	\$5,000
2	Environmental Consultant - Building	\$7,500
2	Quantity surveyor	\$15,000
2	Social Consultant/Economist	\$15,000
2	Building Consultant - Compliance	\$12,500
2	Property Consultant - Property and Feasibility	\$35,000
2	Property Consultant - Market Sounding	\$25,000
2	Landscape Architect	\$4,500
2	Waste Management Consultant	\$7,500
Major Land Transaction and Final Lease		
3 / 4	Re-Engagement with Stakeholders and Final Report	\$10,000
5	Legal Services	\$10,000
5	Business Case	\$15,000
		\$250,000

Table 3

It is important to note that:

- **this estimate is subject to the level of investigative detail and consultation the Town desires to pursue and then the Town's final agreed and final adopted strategy, and therefore may change materially and significantly,**

and following from this,
- **the cost estimates are highly indicative with basis founded on experience and limited enquiry. The professional fee estimates are highly dependent on the final service scope requested and detail therein, and therefore may change materially and significantly.**

4 Close

The Sea View Golf Course Lease is due to expire in 2.5 years.

The Sea View Golf Club has approached the Town of Cottesloe seeking a lease renewal on terms that appear to add little value to the Golf Course and therein benefit to the Town and local community.

The lease proposal is heavily weighted in favour of the Golf Club and its members.

The Town seeks to investigate and understand the asset opportunities centred on the Golf Course Club Rooms and continued operation of the golf course.

To this end the Town prepared a draft strategy that in effect outlines a process of investigation to fully inform the Town and the community of the opportunities and cost of effecting a better asset value and social/community dividend.

Appendix A

Anticipated Project Program

