



# State Equestrian Centre - Infrastructure Upgrade

Equestrian Western Australia

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## Business Case **Project Brief**

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# 1 Executive Summary

A business case is required to assess the extent to which the State Equestrian Centre (SEC) is not meeting, or is expected not to meet, current and future needs for the sport in Western Australia and identify a preferred solution to address these gaps.. The business case will further develop the strategic justification for State Government investment in the SEC as outlined in the Application for Concept Approval in March 2023, including determining the scope and functionality requirements for an effective and sustainable SEC that supports the strategic objectives of the WA Government, Department of Local Government, Sport and Cultural Industries (DLGSC) and Equestrian WA (EWA).

## 2 Purpose

EWA are seeking to engage an experienced consultant to coordinate and manage the development of the business case to support a WA Government investment decision in the SEC.

The Project Brief provides an overview, methodology and scope of works to inform the preparation of a business case and to engage a suitably qualified consultant/consultant team to develop and deliver the business case.

## 3 Strategic Asset Management Framework

The business case is required to conform with the [Business Case Guidelines](#) as detailed in the WA Government's [Strategic Asset Management Framework](#) (SAMF) and include sufficient information to support a fully-informed investment decision by the WA Government's Expenditure Review Committee (ERC).

The business case will clearly identify the problem or opportunity, the options for addressing the problem or opportunity, analyse the costs, outcomes and benefits of each option (while balancing social, environmental and financial risks) and identify a recommended solution. Additionally, the business case should provide confidence to the ERC that the recommended solution can be delivered effectively.

The analysis that informs the business case is expected to be robust and reflect the proposal's risk and complexity.

The SEC is eligible, through the State Sporting Infrastructure Fund (SSIF), to receive support for infrastructure and maintenance requirements. The SSIF is capped at \$2 million per annum which is insufficient to have an immediate effect on the quantum of works intended/required.

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## 4 Background

The SEC was established as part of the Brigadoon land development in 1985.

The land is partially owned by the City of Swan and leased to EWA.

The SEC requires significant upgrades to address relevant standards and to meet major maintenance needs.

Equestrian sports are popular in Western Australia and the SEC is the only facility capable of accommodating a range of disciplines on the one site.

There is considerable demand for the facilities, but the complex has reached the point in its life cycle at which significant works are required.

As well as increases in costs associated with the facility, EWA must manage the impact of environmental change. Reducing rainfall since the facility was established has created a greater reliance on ground water. The bore license provides significantly less water than is required to maintain the facility and solutions, such as artificial surfaces for arenas, are expensive to establish.

In August 2022 a recommendation was submitted to the Minister for Sport and Recreation for a business case to be undertaken and funded through the State Sporting Infrastructure Fund (SSIF), to examine the infrastructure requirements and assess the operational requirements of the SEC.

In February 2023, an Application for Concept Approval for a Business Case was submitted to the Minister for Sport and Recreation for the State Equestrian Centre.

The recommendation was endorsed by the Minister on 2 March 2023.

## **5 State Equestrian Centre**

### **5.1 Overview**

The SEC is located 35 minutes from the Perth CBD in the Swan Valley region. The SEC is hosted on 66 hectares of prime sporting land positioned on the banks of the Swan River and close to wineries, restaurants and local attractions.

Home to Equestrian Western Australia, the SEC supports young riders and elite development squads in their pursuit of equestrian excellence, as well as recreational riders and clinicians covering all aspects of the diverse equestrian community.

The SEC is also home to the Pony Club Association of WA State Office and Riding for the Disabled (RDA) Brigadoon, resulting in over 20 people working at the SEC on any one day.

In addition to the state-of-the-art equestrian facilities, the SEC also offers a relaxing and picturesque venue for hosting conferences, meetings, and training for corporate groups with three conference rooms and a bar area.

### **5.2 Equestrian WA**

The Equestrian Western Australia (EWA) is the state sporting organisation for horse sports in Western Australia.

The EWA is administered in Western Australia by a Board of Directors, a team of administration staff and committees for the sports of Dressage, Eventing, Jumping, Show Horse and Vaulting. The EWA Board implements policies and governs the sport including the State Equestrian Centre in Brigadoon,

the committees develop and administer the technical aspects of their respective sports, and the EWA office staff provide administrative support.

The EWA is also largely sustained by the contributions of hard-working and dedicated volunteers from committee members to officials, organisers and helpers at events. It is these volunteers who enable the success of the sport.

The roles and responsibilities of EWA include:

- Provide a structured framework for equestrian competitions with fair rules and regulations for competitors.
- Serve individual members and clubs.
- Support the high-performance development of members.
- Implement and develop rules, policies, processes and systems.
- Provide communication, education and training to riders, coaches and officials.
- Promote and advocate for equestrian sport in WA.
- Increase participation in equestrian sports and activities in WA.
- Operate the State Equestrian Centre in Brigadoon as the “Home of Horse Sports”
- Associate or affiliate with other persons or bodies having an interest in the promotion of sport or recreation, equestrian or otherwise.

The EWA embraces the following equestrian sports:

- Dressage (an International & Olympic sport)
- Eventing (an International & Olympic sport)
- Interschool (a National sport)
- Jumping (an International & Olympic sport)
- Para-Equestrian (an International & Olympic sport)
- Show Horse (a National sport)
- Vaulting (an International sport)

### **5.3 Existing Facility**

- 70m x 30m Indoor Arena with Ebb and Flow footing and a grandstand seating capacity of 1400 pax.
- 60m x 35m outdoor ‘International Arena’ with sand and rubber footing.
- 80m x 80m outdoor ‘C-Quest Arena’ with Soiltex footing.
- Two fenced outdoor warm up arenas, one with Ebb and Flow and one with Riversand.
- 28 hectare FEI 3\* cross country course.
- Large grass general purpose field.

- Polocrosse fields.
- 'Swan Fields' grass arenas ideal for Pony Club and shows.
- Conference rooms.
- Bar with views of the Indoor arena and seating for 200.
- Caravan and camping sites.
- Stable block with 147 stables, 4 wash bays, crush and swab box.
- Officers and Marshall's office
- Caretaker's house
- Shelters and Arena at RDA site

## **5.4 Organisations utilising the SEC**

### **5.4.1 Equestrian organisations with Sub-Lease**

- Pony Club WA
- Riding for Disabled (RDA) Brigadoon

### **5.4.2 Equestrian Home Clubs**

- Perth Polocrosse Club
- Swan Valley Horse and Pony Club
- Horseman's Adult Riding Club
- WA Young Event Riders Association
- Eventing Promotions WA
- Perth Dressage Club
- WA Show Jumping Association

### **5.4.3 Equestrian Sport Disciplines**

- Dressage
- Para-Equestrian
- Vaulting
- Show Jumping
- Eventing
- Western Riding
- Breed Societies
- Show Horse
- Interschools
- Adult Riding

- Pony Club State Championships

#### **5.4.4 Non-Equestrian Events/Users**

- Foam Fest
- Running Clubs
- Trail Running Clubs
- Circus' (based out of SEC)
- Avon Descent
- Bus tours
- Awards Nights
- Canine Tracking
- General Public using the Bridal trail

#### **5.4.5 State Emergency Evacuation**

- The SEC is used as an emergency evacuation point for horses that require relocation during bushfires.
- Blaze Aid Inc ran out of the SEC during Wooroloo fires in 2021.

### **5.5 Land Tenure**

The SEC is located at 303 Cathedral Avenue Brigadoon WA 6069 and spread across three (3) Lots:

- Lot 43 and Lot 31 are owned by the City of Swan and Lot 33 is owned by EWA.
- EWA have a lease arrangement with City of Swan. The lease consists of the deeds of lease between the City of Swan and EWA. The deed is for the land on Lot 31 on Plan 15620 and Lot 43 on Plan 15100.
- Aboriginal Heritage has been identified.
- Land tenure options are to be considered in the business case in conjunction with EWA, City of Swan and DLGSC.

## **6 Methodology**

EWA will provide client agency services for the delivery of the business case.

EWA will engage a suitably qualified business case consultant (BC Consultant) to coordinate and manage all work required to develop and deliver the SEC Infrastructure Upgrade Business Case.

EWA will manage the overall project schedule and deliverables in consultation with stakeholders.



## 6.1 Consultant Procurement - CUA

EWA will request three (3) quotes/proposals from suitably qualified consultants on the CUA to develop and deliver the business case as per the scope of works outlined in **Section 10.1 – Consultant Scope of Works**.

EWA will request the consultants provide provisional sums in their proposals for engaging relevant sub consultants i.e.: Architect, Cost Manager, Time Planner and Surveyor etc.

The proposals will be evaluated utilising a streamlined qualitative criteria and value for money basis process and a successful respondent will be awarded the contract.

Work will commence immediately after Contract Award.

## 6.1 Consultant Procurement - DLGSC Specialist Consultant Panel

Consultant engagements under \$50,000 can be made directly by EWA.

An architect and cost manager can be engaged to work with the BC Consultant to analyse and prepare concept plans, accommodation schedules and cost summaries for options assessed and considered in the business case. A time planner may also be required.

The architect, cost manager and time planner can be engaged as sub-contractors of the BC Consultant or can be independently engaged by EWA and instructed to work with the BC Consultant as part of the project team.

## 6.2 High-Level Options Analysis

During the Application for Concept Approval process, preliminary options were identified as a starting point to undertake assessment of infrastructure upgrade needs at the SEC.

These options are indicative and require further assessment and rationalisation by the BC Consultant as part of the business case development process and overall needs assessment for Equestrian events.

Option	Description
Do nothing, minimal investment	No investment in the SEC.
Redevelop the existing facility	Address the structural and compliance issues with the SEC and upgrade, replace or develop facilities if required.
Build a new facility at another site, or repurpose an existing building	This option to include assessment of options for 'making good' and potentially disposing of some facilities at the SEC.
Relocate to a leased site	Assess options to lease a site, which may include some capital investment. It will also include assessment of options for 'making good' and potentially disposing of some facilities at the SEC.

## 7 Stakeholders

Consultation with key stakeholders and relevant authorities is critical to the development of the business case.

### 7.1 Primary Stakeholders

- EWA
- DLGSC (Infrastructure Team)
- City of Swan (CoS)

### 7.2 Secondary Stakeholders

- Key Users/Hirers
  - Pony Club WA
  - Riding for Disabled (RDA) Brigadoon
  - Perth Polocrosse Club
  - Swan Valley Horse and Pony Club
  - Horseman's Adult Riding Club
  - WA Young Event Riders Association
  - Eventing Promotions WA
  - Perth Dressage Club
  - WA Show Jumping Association
- Local Member for Swan Hills – Jessica Shaw
- DLGSC (Sport & Recreation Team)
- Direct Hirers
- Non-Equestrian Event Hirers
- Department of Planning, Lands and Heritage (DPLH)
- WA Planning Commission (WAPC) (site dependent)
- Traditional Landowners
- Aboriginal Heritage (DPLH)
- Blaze Aid Emergency Evacuation for Horses during bushfires
- Emergency Services
- Community Groups
- Spectators
- Local Residents
- Others TBC

## 8 Governance

EWA is the state sporting organisation for horse sports in Western Australia, and responsible for the delivery and approval of the business case for the SEC.

EWA will oversee the engagement and management of consultants, business case development, delivery and approvals process.

The DLGSC is the lead State Government agency responsible for Sport in WA.

**A Project Control Group (PCG) will be established and chaired by EWA.**

## 8.1 Project Control Group

The PCG will be briefed on the development of the business case and will have significant input into the content.

The PCG will meet monthly and comprise the following stakeholders:

- EWA (Chair).
- DLGSC; and
- BC Consultant.
  - *Other stakeholders and sub consultants can be invited as required.*

Project Working Groups (PWG) may be established as required and provide input into the PCG as required.

## 8.2 Approvals

- The PCG will be required to note the Business Case and recommendations.
- The EWA Board will be required to note the Business Case and recommendations and will also be responsible for the delivery and endorsement of the Business Case. EWA will present the Business Case to DLGSC for consideration and for presentation to the Minister for Sport and Recreation

## 9 Timeline

Indicative Timeline for Business Case.

The EWA Initiate Business Case Review <ul style="list-style-type: none"><li>• Engage with DLGSC</li><li>• Draft and Finalise Project Brief</li><li>• Draft and Finalise procurement and approvals documentation</li></ul>	September – October 2023
EWA Initiate procurement process to engage BC Consultant	June 2024
EWA Award Contract to BC Consultant (and sub consultants)	June – July 2024

Start Up Meeting with BC Consultant, EWA & DLGSC.	August 2024
<i>Business Case Development</i>	August 2024
BC Consultant present draft BC report and recommendations to PCG	October 2024
BC Consultant finalise Business Case Report & Recommendations	October - November 2024
PCG & EWA Board note Business Case Recommendations	November 2024
Business Case submitted to DLGSC for Consideration	November 2024
Business Case Recommendations submitted to Minster	November 2024

## 10 Scope of Works

- The BC Consultant is engaged to deliver the scope of works **outlined in:**
  - **10.1 Consultant Scope of Works**
- The BC Consultant will engage relevant sub consultants as required to deliver the scope of work.
- The BC Consultant will work with EWA & DLGSC and consult with relevant stakeholders, as required, to inform the development of the business case.

<b>10.1</b>	<b>Consultant Scope of Works</b>
<b>1</b>	<b>Develop a business case for the State Equestrian Centre (SEC)</b> , as per the WA Government Strategic Asset Management Framework (SAMF) Business Case Guidelines. Refer to <a href="#">Develop Business Case Guide</a> and <a href="#">Strategic Asset Management Framework</a>
<b>2</b>	<b>Define service delivery and business objectives</b> consistent with DLGSC, EWA and State Government service delivery objectives and policies with specific reference to the State Sporting Facilities Plan (2019).
<b>3</b>	<p>Obtain approval for the BC Statement of Purpose. This will identify the business and service delivery objectives, gap analysis and alignment to Government Policy.</p> <p>The Statement of Purpose will need to address:</p> <ul style="list-style-type: none"> <li>• the range of activities and events that the SEC will be capable of hosting in accordance with the State Sporting Infrastructure Plan stadium hierarchy model.</li> <li>• economic considerations including potential revenue and grants.</li> <li>• future fit of the SEC in the State Sporting Infrastructure Plan and any general metropolitan area facilities strategy.</li> <li>• Considerations of all EWA sporting disciplines and if there is a requirement to function in one venue or if a multi venue approach is more economically viable. Consider other State existing venues.</li> <li>• requirements to meet the future demands/standards of EWA.</li> <li>• development training and competition requirements – the requirements of national and international training should be considered.</li> <li>• the need for complementary facilities for the sport of Equestrian Events at the Facility; and</li> </ul> <p>other needs and stakeholder requirements as agreed by PCG.</p>
<b>4</b>	<b>Assess the provision of equestrian facilities</b> capable of hosting elite level competition and training events and determine the demand for a State Equestrian Centre including its scale and functionality, including benchmarking and gap analysis with other local government areas.
<b>5</b>	<b>Review and build on previous studies and documentation and identify any gaps</b> – see Section 10 Supporting Documentation.
<b>6</b>	<b>Engage the services of technical experts</b> , including (but not limited to), an architect, cost manager, time planner, surveyor from the applicable WA Government Common Use Arrangement's (CUA) and any other relevant sub consultants, in conjunction with the DLGSC Project Manager.
<b>7</b>	<b>Develop a project schedule to deliver the Business Case</b> which will confirm expected products, delivery times and access requirements.

8	<p>Coordinate a workshop to determine the requirements of the Key Stakeholders and document the outcomes:</p> <ul style="list-style-type: none"> <li>• EWA with reference to State Equestrian high performance, administration, training and community-based requirements.</li> <li>• Consider the infrastructure needs of the EWA's member/club organisations, key hirers, direct hirers, equestrian and non-equestrian event hirers and other stakeholders – as directed by the NWG.</li> </ul>
9	<p>Develop a single document to collate all requirements into the complete unmet need, demand for services and opportunities that this project will address. Ensure no replication or duplication of function exists.</p> <p>Essential to conduct benchmarking of similar facilities across Australia to complete this requirement.</p>
10	<p><b>Prepare a detailed options analysis</b> which considers the cost and benefit, including a high-level risk analysis, for each of the four (4) options identified in the Preliminary Options Analysis (Section 6.1) which were outlined in Application for Concept Approval for a Business Case.</p>
11	<p>If required conduct a marketing analysis to evaluate commercial and stakeholder use opportunities.</p> <p>Provide comment on the potential to upgrade and/or re-purpose existing infrastructure to meet opportunities.</p>
12	<p><b>Investigate, analyse, and prepare concept plans, diagrams</b> which outline user group functional requirements, including high level functional flow diagrams, access (ingress and egress) diagrams and accommodation schedules etc to respond to the Preliminary Options identified in Section 6.1</p>
13	<p>Develop an accommodation and functional requirements schedule to inform the optimal requirement for the SEC This will assist the baseline for shortlisted options.</p>
14	<p><b>Gap Analysis</b></p> <p>Analyse service shortfall (bench marking to best practice) to the State and identify requirements in preparation for options development.</p>
15	<p><b>Risk Assessment</b></p> <p>Create preliminary Risk Register to identify overall project risks for the shortlist and feasible recommendation and potential procurement strategies with a focus on the infrastructure options and recommendations</p>
16	<p><b>Develop a schedule for site visits</b> to ensure relevant personnel are on site to assist and provide detail to the consultant and project team.</p>
17	<p><b>Attend workshops and site visits</b> to develop content, facilitate review and finalisation of the reports.</p>

18	<b><i>Identify how the investment aligns to State government strategic objectives, policies and plans.</i></b>
19	<i>Assess the economic and social benefit of an investment in a SEC.</i>
20	Confirm site certification, land tenure, formal lease arrangements for the existing and shortlisted site (s) and discuss and recommend land tenure options with EWA and DLGSC to inform analysis.
21	Investigate the options and recommend an appropriate governance and management model for the SEC taking into consideration the land tenure.
22	Aboriginal Heritage has been identified – work DPLH to ensure requirements are considered in the Business Case
23	Conduct a Building Condition and Compliance Assessment of any existing infrastructure that may be included in short listed options otherwise engage services consultants for site assessment, including updated site survey, identification of services provisions and assessment of upgrades to Code that may be required and desktop review of environmental considerations.
24	Identify scope of work for any additional infrastructure (roads, car parking, public transport and the like) to support the implementation of the shortlisted options.
25	Prepare a high-level business/financial/governance model to guide the future operations of the SEC including revenue streams and expenditure (including ongoing routine and restorative maintenance).
26	Prepare a cost plan as per Department of Finance cost summary and Business Case Guidelines for each shortlisted option. Include cost for any additional infrastructure (as above) and demolition of existing infrastructure where appropriate.
27	<p>Develop and evaluate shortlist options as per Business Case Guideline requirements and agreed assessment criteria - include 'Do nothing'.</p> <p>Each shortlisted option should consider the following:</p> <ul style="list-style-type: none"> <li>• economic evaluation (include sensitivity analysis for the potential sources and availability of funding/revenue).</li> <li>• linkage to DLGSC and NRL's strategic outcomes and government policy.</li> <li>• high level concept plan, functional requirements schedule, time plan, accommodation schedule and cost plan; and</li> </ul> <p>Life cycle costs including routine and restorative maintenance, depreciation, operating costs and any increase in staffing costs.</p>
28	Review drafts and workshop agreement as required.
29	<p>Finalise and Agree on a Recommended option:</p> <ul style="list-style-type: none"> <li>• Present recommended option and supporting detail to the PCG for endorsement prior to finalising BC.</li> </ul>

30	<p>For the recommended option develop in more detail.</p> <ul style="list-style-type: none"> <li>• Concept plan,</li> <li>• Functional requirements schedule,</li> <li>• Summary cost plan,</li> <li>• Estimated recurrent cost (staffing, maintenance),</li> <li>• Routine and restorative maintenance, depreciation and opportunity cost included in cost analysis,</li> <li>• Financial Summary</li> <li>• Indicative time plan and procurement strategy to implement recommended option,</li> <li>• Identify potential capital funding sources such as Federal Government grants, Equestrian Australia grants, debt funding (such as a commercial lender or via a WA Treasury Corp loan) and the associated implications.</li> </ul>
31	<p><b>Document all assumptions.</b></p>
32	<p><b>Deliver the Final Report &amp; Recommendations</b></p>
33	<p><b>The final Business Case Report shall be delivered to EWA in two electronic formats.</b></p> <ul style="list-style-type: none"> <li>• PDF format for complete report and attachments, and</li> <li>• Native application format (e.g. MS Word, MS Excel, JPEG etc) for the main report and all attachments and inclusions (Media - USB storage or file transfer).</li> </ul>



## **11 Equestrian WA - Measures of Success**

- Participation - Increased number of personnel involved in the sport, clubs and horse licenses.
- Pathways - Well defined, documented and promoted pathways for all Disciplines.
- Facilities & Equipment - Suitable and sufficient number of fit for purpose facilities across the State.
- People & Culture - An equestrian community in WA that is unified, engaged and enjoys participating and contributing.
- Welfare & Safety - All involved in the sport are educated in the welfare and safety of the horses and athletes.
- Administrative Excellence - Well governed and sustainable with efficiency and cost-effective management structure

## **12 Community Benefit**

- State Government financial investment in sporting infrastructure should deliver a community legacy benefit.
- Ideally, the preferred site should have evidence of co-location female-friendly and universally accessible facilities and be aligned to current State Government policy on developing community facilities.
- The preferred site should adequately cater for community access and assist in supporting community equestrian events at all levels.

## **13 Supporting Documentation**

The following documentation should be consulted while developing the SEC business case:

- Deloitte Report - Economic Sustainability, commissioned by EWA 2023
- EWA Strategic Plan Overview 2023-2024
- State Sporting Facilities Plan (SSIP) 2019
- Directions 2031 and Beyond: Metropolitan planning beyond the horizon, August 2010, Western Australian Planning Commission; and
- DLGSC Strategic Plan 2020-2023
- WA Government Buy Local Policy
- Strategic Asset Management Framework (SAMF)
- Attachments to this Project Brief

DLGSC via EWA will provide copies of the abovementioned documentation to consultants and stakeholders as required.

## **14 Respondent's Submission**

As part of the respondent's submission, the following is required:

- A completed fee estimate form identifying for each relevant task the proposed amount of hours, personnel, and cost to complete the task.

- Capability statement including:
  - CVs of the proposed personnel.
  - Availability of proposed personnel.
  - Experience in similar projects.
- Fee estimates for sub consultants (noting this will be treated as a provisional sum):
  - Proposed architectural team
  - Proposed cost management team
  - Proposed time planner team
  - Any other critical sub-contractors.

EWA, at its own discretion, retains the right to directly appoint an architect, cost manager and/or time planner to undertake the services as required from its panel.