

Feasibility Study of an Aquatic Centre within the Kingborough Sports Precinct

Prepared for Kingborough Council

By C Leisure

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FINAL REPORT



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The specific market and financial assessments contained in this report are derived from a range of sources including trends in the Australian aquatics industry, trends in aquatics participation, stakeholder and community feedback, CERM and comparative data of other similar centres including usage patterns, township growth projections, interviews and discussions with Council staff. The assessments made could be expected to be achieved if consistent planning, technical and comprehensive, management, marketing, monitoring and scheduling skills are applied to any proposed facilities. The authors accept no responsibility for outcomes which are different to those projected here if these skills are not applied and if changes in the market or other market parameters occur.

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I. INTRODUCTION & BACKGROUND

1.1 Introduction

Kingborough Council (Council) appointed C Leisure in association with **dwp** architects and Turner & Townsend, Quantity Surveyors to undertake a feasibility study into the potential for an Aquatic Leisure Centre to be developed within the Kingborough Sports Precinct (KSP).

The Precinct has ovals, sportsgrounds, netball courts, a four-court indoor stadium (basketball and other indoor sports), State gymnastics centre, Indoor cricket, fitness centre, croquet greens, squash courts, table tennis centre, netball courts, tennis courts, radio car control club, martial arts/judo, circuits, mountain bike park, scouts, sports training facilities, community gardens, men's shed, multipurpose learning and meeting rooms, offices, kiosk and childminding facilities. The precinct is home for 33 organisations that offer a comprehensive range of sports and recreational programs and activities.



The COVID-19 pandemic has caused some delay in completing the project due to travel restrictions and other internal priorities.

From a project brief perspective, effective consultation with industry experts, key community stakeholders and the broader community was considered the highest priority. Council believes the community needs to understand and support the **primary purpose and benefits** of an aquatic centre for a community of the size, scale and population of Kingborough.

Council also believes that there is an opportunity for an **educational** focus on any proposed development and would like this analysed as part of the study.

The brief provided has posed a number of questions that will need to be resolved through the project, such as:

- Does Kingborough need a national or international standard swimming pool?
- Is a national quality aquatic and leisure facility affordable for a community the size and scale of Kingborough?
- How can an aquatic centre for the Kingborough community deliver meaningful **educational**, health and community wellbeing outcomes?
- How can the socio-economic benefits derived from an aquatic centre be promoted as a positive investment in community, as distinct from a cost?
- What is the most cost effective operational and management model for an aquatic centre/ swimming pool located within the Kingborough Sports Centre site?
- Are there any environmental barriers preventing the development of an aquatic facility within the KSP?
- What is the preferred design and location of an aquatic centre/swimming pool within the KSP?
- What ancillary facilities should Kingborough consider including in an aquatic centre/swimming pool for the community?
- How do we integrate existing education, sport, recreation and fitness activities at the KSC into an aquatic centre/swimming pool?

- What will be the preferred design, location and cost of building an aquatic centre/swimming pool for Kingborough?

Council requires the above fundamental questions be addressed within the framework of a feasibility study report related to an aquatic centre within the KSP.

Council also requires the establishment of key objectives and guiding principles for the aquatic centres, based on:

- Demographics
- Other competitors including regional and private sector.
- Risks and mitigation
- Stakeholder and community engagement
- Market growth
- Current and future trends in the leisure and aquatic sports industry
- Capital options and broad/indicative costings.
- Management options and emerging business models

1.2 About Kingborough

Kingborough Council is a local government body in Tasmania, and one of the five municipalities that constitutes the Greater Hobart Area. Kingborough is classified as an urban local government area and has a population of 38,310¹, it covers the transition from the southern urban areas of Hobart through Kingston, as well as encompassing Bruny Island.

Kingborough is situated 10km south of Hobart. The Kingborough municipal area has one of the longest stretches of coastline in Tasmania (336 kilometres) and covers a total land area of 717 square kilometres. The main towns/suburbs are Tarooma, Kingston, Blackmans Bay, Margate, Snug, Kettering and Woodbridge. Kingborough has for many years had one of the highest population growth rates in the State.

1.3 Acknowledgement

C Leisure would like to acknowledge and thank all stakeholders who had input into the study and in particular Scott Wade – Operations Manager, Kingborough Sports Precinct for his contribution and input thus far.

¹ (ABS Estimated Resident Population 2019)

2. COUNCIL PLANS & POLICIES

2.1 Introduction

A number of Council plans, reports and documents have been prepared over recent years which link and provide some understanding as to the community view on aquatic provision and guidance as to possible initiatives that could be pursued.

2.2 Kingborough Council Strategic Plan 2020 - 2025

The Kingborough Council Strategic Plan 2020 – 2025 sits above all other Council Plans and Policies. Its purpose is to identify the Kingborough community's priorities and aspirations for the future. The strategies and outcomes within it take into consideration the issues and pressures that affect the community, and the level of resources realistically available. The significance of the Strategic Plan to the community, and to Council is of the highest order, and ensures that it is reflective of the Kingborough community's aspirations. The 2020- 25 Strategic Plan updates the Kingborough Strategic Plan 2015-2025.

The Strategic Plan is based upon three key priorities:

1. Encourage and support a safe, healthy and connected community.
2. Deliver quality infrastructure and services; and
3. Sustaining the natural environment whilst facilitating development for our future.

Each of the above priorities are supported by five strategic outcomes that describe what Council aims to achieve, and that are consistent with its vision. Actions to achieve these outcomes are developed and included in a Service Delivery Plan. Performance measures are included in the Service Delivery Plan to enable Council to track its progress against each of the strategic outcomes. A summary of the key actions and projects organised for each year are provided in Council's Annual Plan.

A range of strategic outcomes flow from the plan including the preparation and completion of this present study which aligns with 1 and 2 above.

2.3 Kingborough Sport and Recreation Facilities Strategy 2013

The Kingborough Sport and Recreation Facilities Strategy was developed to provide a clear, planned and pragmatic approach to the development of new sport and recreation facilities as well as the upgrading of existing facilities.

In relation to this study one of the key findings of the Sport and Recreation Facilities Strategy included the need to research the needs of the growing informal sport and recreation activities in Kingborough.

2.4 Kingborough Sports Precinct Future Directions Plan - January 2020

The Kingborough Sports Precinct Future Directions Plan was commissioned after the majority of recommendations contained within the *Kingborough Sports Centre Site Master Plan 2011* had been undertaken. The document required a review to guide decision making over the coming decades.

The final report was presented to Council in January 2021.

The vision statement for the Kingborough Sports Precinct (KSP) was confirmed as:

The Kingborough Sports Precinct will be an exemplary leader in achieving outstanding social-economic benefits for the Tasmanian community - a place where quality outcomes are delivered

through the immersion and integration of education, health, community wellbeing, sport and recreational activities.

Research and stakeholder consultations identified a number of potential visionary ideas for future investment at the KSP. The major visionary projects are:

- **developing a new aquatic leisure centre which has attracted a strong desire from the local community over many years.**
- creating Kingston High School as the premier Sports College for Tasmania.
- expanding the indoor stadium through conversion of the State Gymnastics Centre into new indoor sports stadiums and the construction of a new stadium to provide greater capacity for indoor sports, activities and events; and
- ensuring integration with all stakeholders united in their vision for the future planning, development and management of the Precinct whilst having a central precinct business and administration base.

The following extracts from the report further explains potential aquatic development as part of an integrated precinct.

Around Australia, there have been numerous aquatic centres built with a 25-metre, ten-lane pool with ramp access, separate 10m warm-water therapy pool and spa, freeform indoor leisure pool that includes learn-to-swim and toddler areas, water-play splash pad, waterslides, gym, group fitness and wellness area, and support amenities.

An aquatic facility is a major public investment and has the potential to generate high turn-over of customers and parking requirements. The preferred location, based on other aquatic centre developments around Australia, would be to integrate the facility with the existing sports centre and to locate it as part of the future front entry from the main car parking area to the KSC. This could include the Southern Table Tennis Centre site or part of other future redevelopment opportunities near the State Gymnastics Centre and the Indoor Cricket hub.

Modern aquatic complexes are also costly to operate depending on staffing, programming and the equipment and services being provided. Rising operation costs and changed community expectations are also requiring increased investment in environmentally sustainable design and management outcomes. Population catchments need to be sizeable enough to generate high use and to meet these costs.

Swimming remains one of the highest participated recreational pursuits undertaken by Australians in both organised and non-organised settings. Markets include those visiting the aquatic facility for recreation and leisure, general fitness/health and wellbeing, education/skills/safety and competition/training/fitness. The latter may include lap swimming, corporate fitness programs, carnivals/competitions, club training, swim squads and aquatic sports (e.g., scuba diving, water-polo, synchronised swimming and canoeing). With such high participation rates and a diverse range of users, aquatic facilities and programs have had to adapt to accommodate these activities.

Indoor pools almost invariably operate at a loss due to price resistance on the part of the market and as a consequence, they are now rarely built without being linked to ancillary 'dry' and social facilities, which can provide profit-making activities such as fitness programs, aerobics, social events etc. Many regional centres around Australia have found it necessary to design the aquatic centre to cater for a wider range of user needs (e.g., leisure, health, learn to swim programs, fitness, school, aged care) beyond being a swimming pool designed specifically for club training and competition.

This can result in aquatic centres having dedicated learn to swim pools, water play areas, hydrotherapy/warm water exercise pools to allow for aquatic healthcare programming, disability access (e.g. ramps, adjustable floors, hoists), dedicated change facilities for families, group training (e.g. community meetings, educational sessions, allied health services, spin classes, traditional aerobics, older adult programs, special needs groups sessions, programs for minority or ethnic groups) and introduction of self-entry opportunities to reduce queues and management costs.²

² Kingborough Sports Precinct Future Directions Plan - Section 2.4.1 Pages 12- 13

3. AQUATIC CENTRE PRINCIPALS

3.1 Introduction

It is important to develop a set of principles in order to guide future management, development and investment decisions. The following set of **draft** principles considers research thus far including demographic characteristics, aquatic and leisure trends, design and management objectives.

3.2 Planning Principles

The following **Draft** planning principles have been developed to guide Council's future Aquatic and Leisure management, development and investment decisions.

- **Reflecting community need:**

All initiatives should reflect the long-term needs and aspirations of the Kingborough community.

- **Reflecting the projected demographics:**

Any new aquatic initiatives in the Kingborough region should reflect the short- and long-term demographic characteristics of the population and the implications of these characteristics to provision.

- **Diversity of opportunity:**

Provision should where practically ensure that a diversity of activities is made available for all age groups in the Kingborough community and for all forms of leisure, health, wellbeing and social need.

- **Design flexibility:**

All new provision of aquatic, leisure and recreation facilities, programs/activities and support services will be designed in a manner which allows them to support a range of uses on a seasonal, annual or longer time frame and which allows longer term physical changes and additions.

- **Co-location and integration:**

Any proposed provision where economical should seek to achieve the co- location of an array of community, and where appropriate, *commercial*, service facilities and programs and should make provision for future additions to the mix of opportunities that can be provided.

- **Centrality of location:**

Any development where practical should be sited and designed so that it occupies a prominent location within the township or LGA.

- **Access for all.**

Any new development or initiative should be designed, programmed and managed so that it is physically accessible to people of all abilities, so that it offers a diversity of competitive, non-competitive, social, casual and community opportunities for participation by people of all abilities, and so that its pricing structures do not disadvantage any individual or group in the community. The design and management of existing/ retained resources will be progressively changed to permit access for all.

- ***Operational and financial viability.***

Any aquatic leisure venue must offer a mix of facilities, programs and services which are sustainable, and which do not put undue pressures on Council's capacity to meet its other commitments across the Council.

- ***Contributing to the economic and social strength of the Kingborough Region:***

Any proposals should strengthen the economic and social wellbeing of the Kingborough region and the wider region where practical.

- ***Coordination of action:***

All aquatic, leisure and recreation facility, program/activity and service provision initiatives will be coordinated by Council to ensure that the actions are timely and that the optimum outcomes are achieved.

- ***Enhancing environmental quality:***

All development opportunities will be assessed on the basis of their contribution to protecting and enhancing local and sub-regional environmental quality.

- ***Provision monitoring and review:***

Provision should be made for the performance and use of all development initiatives to be monitored on a regular basis to ensure that the needs of the community are being met and that the resources are used in the most effective and sustainable manner.

- ***Promotion of opportunity:***

The resources provided should be widely promoted in the community to ensure that optimum use is achieved.

The draft principles will be used as a guide in the design phase and any recommendations.

4. MANAGEMENT PRACTISES & MODELS

4.1 Introduction

The extent to which facilities, programs and services successfully meet community needs and aspirations depends heavily on the way in which they are managed, programmed and serviced.

Facilities which only rely on the community knowing how and when to use them, rarely achieve the outcomes which they could with good management, marketing, programming and performance monitoring. A facility is simply one of the means to the delivery of a mix of beneficial experiences. Delivering these outcomes in an optimal manner requires far more than just the “delivery” of a building.

Recent trends as outlined in section 6 of this report regarding community service provision has seen many venues in Australia redeveloped from single purpose facilities catering for specific community programs and groups to multi-purpose centres providing of a wide range of active and passive experiences. The more successful and viable facilities are those that are now positioned and managed as a central hub for a wide range of community activities.

4.2 Modern management practises

The key elements of successful aquatic and leisure management are:

- A clear statement of the aim of the provision.
- A clear set of management objectives which will guide decision making for all management elements.
- An appropriate management structure or model to deliver the above aim and objectives.
- A set of programs which reflect the researched needs and nature of the community and their aspirations –in keeping with the overall goal of Government.
- A team of appropriately skilled staff with the ability to continually grow and change the services offered to meet the needs of the community.
- A strategy for marketing the programs and services offered.
- A strategy for scheduling use.
- A strategy for maintaining and where appropriate, improving the condition of assets, and
- A strategy for monitoring the outcomes and performance of the venue or venues, the staff, the programs and the services.

All too often, local government authorities devolve responsibility for the majority if not all of these responsibilities to independent venue operators with little or no requirements for meaningful performance reporting. Not surprisingly, venues operated in this manner rarely meet the needs of the broad community in an effective manner. Addressing the key elements of successful management should thus be a key task at an early point of any community aquatic venue.

4.3 Aquatic Management Vision and Objectives

Without a clear aim and a set of objectives to guide management then decision making is generally considered and made in an ad-hoc fashion. The following draft (or something similar) **management aim and objectives** is proposed for the delivery of any aquatic and leisure venue/s in Kingborough for the foreseen future:

Aim

To enrich community life, social connection and enhance the general well-being of people of all ages by providing a wide range and mix of high-quality passive and active social, aquatic, leisure and recreation opportunities for the community.

The primary objective of any aquatic and leisure service is to meet the needs of its community through relevant programs and services. Therefore, the following 'service' and 'operational' objectives are proposed in support of the management aim:

'Service' Objectives:

- To foster, accommodate and provide the broadest possible range of passive/active aquatic and leisure programs and services
- To promote the benefits of participation as an integral part of a healthy lifestyle
- To provide equitable access and service to all persons and groups regardless of age, ethnicity, religion, gender, level of skill or specific interest, without unreasonably discouraging those who wish to achieve individual excellence in their chosen pursuits, and
- To maximise use of facilities by the provision of the highest quality activities and support services, consistent with appropriate and recognised standards.

'Operational' Objectives:

Communication

- To develop market research procedures that assist Council and management to identify needs and develop programs and services to meet community expectations.
- To keep all users and the wider community well informed about activities and services offered at each of the facilities via a number of means including the internet and IT technologies.
- To promote the aquatic facilities as primary community aquatic venues for the Kingborough Shire, and
- To ensure that all staff, service providers and officials are aware that all programs, services, actions and facilities are forms of promotion and must be presented in a positive, helpful and efficient manner to all sections of the community.

Administration

- To ensure that all facilities meet relevant standards and policies as set down by Council and other relevant agencies / authorities.
- To engage the best and most qualified staff and have them attend regular training programs/ workshops to maintain the highest possible standard of planning, organisation and customer service.
- To install and maintain efficient, prompt and cost-effective administrative systems, and
- To develop an efficient, effective and user-friendly ticketing, booking and hiring system.

Asset Care

- To provide and maintain the quality and condition of buildings, plant and equipment and to regularly upgrade and/or expand these facilities to meet changing demands.
- To present all facilities and surrounds in a clean, safe and attractive manner at all times, and
- To achieve multi-use of all facilities, equipment and grounds wherever possible.

Finance

- To ensure that Council obtains optimum value and return for its investment, interest and support for the facilities.
- To adopt a pricing structure consistent with the standard of facilities and services provided and in line with public enterprise principles, and
- To have sufficient flexibility in pricing structures to ensure equity of access by the community.

4.4 Current Management Arrangements.

The following provides an overview of the current management arrangements at KSP.

The Kingborough Sports Centre is managed directly by Council with agreements in place with various sports organisations for assets within the precinct. It is proposed that management arrangements for the aquatic centre would be integrated into the existing organisational structure should Council proceed on a direct management model. This is demonstrated in Appendix 6. If Council proceeds with an indirect or independent management model it is recommended that Council oversees the arrangements through a formal agreement or lease.

Annual usage - Kingborough Sports Precinct members, stakeholders and regular users

Stakeholder or regular user	Key data	Traffic flow/visits
Kingston High School	800 students, teachers and staff (excludes parents and friends)	136,000 (e.g. 800 people per day @ 170 days per annum)
KSC Fitness	1,000 members + casual users. Average of 200 visits per day for around 355 days per annum	71,000 (per annum)
Eaglings Taekwondo	25 members	1,000 (40 weeks)
Kingborough Huon Basketball Association	500 players, officials and volunteers + 500 parents/family and friends, per week for 40 weeks	40,000 (40 weeks)
Basketball Tasmania	600 players, officials and volunteers + 300 parents/family and friends, per week for 35 weeks	31,500 (35 weeks)
Kingston Blues Netball Club	350 registered players, officials and volunteers + 300 parents/family and friends, per week for 6 months of the year	16,900 (26 weeks)
Kingborough Tigers Netball	Refer Kingborough Tigers Football Club data	
Netball Tasmania	450 registered players, officials and volunteers and 150 active members, parents/family and friends (netball activities for 6 months of the year)	15,600 (26 weeks)
Kingston Social Netball Association	120 players, officials and volunteers for 35 weeks per annum	4,200 (35weeks)
Kingston Mixed Netball Association	200 players, officials and volunteers for 35 weeks per annum	7,000 (35 weeks)
Fridays Ladies Netball Association	120 players, officials and volunteers for 35 weeks per annum	4,200 (35weeks)
Pickleball Tasmania	50 players, officials and volunteers, 3 times per weeks for 48 weeks	7,200 (48 weeks)
Volleyball Tasmania	70 players, officials and volunteers for 28 weeks	1,960 (28 weeks)
FFT Futsal	200 players, officials and volunteers, 150 parents/family and friends for 40 weeks	14,000 (40 weeks)

Stakeholder or regular user	Key data	Traffic flow/visits
FFT Walking Football	50 players, officials and volunteers for 35 weeks per annum	1,750 (35 weeks)
Social Badminton	30 players, officials and volunteers for 44 weeks per annum	1,320 (44 weeks)
Hockey Tasmania (Indoor Hockey)	Estimated 300 visits per annum	300 (per annum)
Kingborough Squash Club	40 players, officials and volunteers @ 2 nights per week for 42 weeks, plus 20 casual users per week for 48 weeks per annum	4,320 (per annum)
Swisherr Shot-Lab (Basketball)	Estimated 12 people per day @ 350 days per annum	4,200 (per annum)
Southern Tasmanian Table Tennis Association	60 players, officials and volunteers average 5 days per week for 50 weeks per annum, plus school groups and casual users estimated @ 500 per annum	15,500 (per annum)
Martial Arts (Wing Chung)	Estimated 20 people per day, 5 days per week @ 48 weeks per annum	4,800 (per annum)
Circus Studio	Estimated 10 people per day, 5 days per week @ 48 weeks per annum	2,400 (per annum)
Kugatsu Judo Club	Estimated 10 people per day, 2 days per week @ 44 weeks per annum	880 (per annum)
Kingborough Gymnastics Association and Gymnastics Tasmania	Refer State Gymnastics Centre/Gymsport data	
State Gymnastic Centre/Gymsport	2,500 participants, officials, staff, and volunteers per week for 50 weeks per annum, plus 2,300 parents/family per week in addition to those participating (includes Gymnastic tournaments/events)	240,000 (50 weeks)
Cricket Hub (Indoor Cricket)	150 people per day, 6 days per week @ 48 weeks per annum	43,200 (48 weeks)
Kingborough Netball Association (outdoor courts)	400 participants, officials and volunteers per week for 26 weeks, plus 400 parents/family and friends	20,800 (26 weeks)
Kingston Sea Scouts	25 people per day, 6 days per week @ 48 weeks per annum	7,200 (48 weeks)
Hobart Radio Car Club	Estimated 300 visits per annum	300 (per annum)
Kingston Tennis Club	60 people playing per week for 52 weeks (includes members and casual users)	3,120 (per annum)
Kingborough Dog Walking	Estimated 30 people per day for 365 days per annum	10,950 (per annum)
Kingborough Social Mountain Biking	Estimated 20 people per day for 365 days per annum	7,300 (per annum)
Kingborough Lions Football Club (Soccer)	700 registered players and officials + an estimated 700 parents/family, friends, spectators per week for 26 weeks, plus 300 people in total training and visiting the club for an additional 20 weeks per annum	42,400 (per annum)
Summerleas Eagles Cricket Club	100 registered players, officials and volunteers + 40 parents/family and	3,640 (26 weeks)

Stakeholder or regular user	Key data	Traffic flow/visits
	friends, per week for 6 months of the year	
Kingston Croquet Club	80 active members/participants per week for 50 weeks per annum (includes visitors and guests)	4,000 (50 weeks)
Kingborough Tigers Football & Netball Club	2,500 people per week in season, plus 400 people in total training and visiting the club for an additional 20 weeks per annum	73,000 (per annum)
Kingborough Knights Cricket Club	450 registered players, officials and volunteers and 150 active members, parents/family and friends in season, plus 160 people in total training and visiting the club for an additional 20 weeks per annum	18,800 (per annum)
Kingborough Little Athletics Club	200 registered participants, officials and volunteers + 200 parents/family and friends, per week for 6 months of the year	10,400 (26 weeks)
Kingborough Men's Shed and Community Garden	Estimated 20 people per day for 365 days per annum	7,300 (per annum)
Total traffic flow/visits		878,440

Table 4.1 Annual usage Kingborough Sports Precinct members, stakeholders and regular users

Management has estimated that there is approximately 878, 440 users of the precinct currently. The estimated average annual visits over 10 years for the proposed aquatic centre is 298,899. This would increase the total visits to an estimated 1,176,530 visits to the precinct on an annual basis. This confirms the concept of an integrated community hub that promotes social, health, wellbeing and economic outcomes. It is recommended that management provide more rigour for attendance data in the future. Attached as appendix 7 is a template that should be implemented.

4.5 Other Competing Aquatic Assets

There are a number of other competing aquatic assets within Kingborough and surrounds that have some effect on any proposed aquatic provision or development in Kingborough.

Local Government Area	Venue	Comments
Kingborough	<p>Kingston Pool and Wellness Centre</p> <p>Mertonvale Circuit, Kingston,</p> <p>Approximate Distance from KSP</p> <p>1.2 km</p>	<p>Privately owned pool facility serving the southern region and beyond with a range of aquatic services.</p> <p>Services Learn-to-Swim Program, Aqua Aerobics, Gentle Exercise Classes, Child Minding, Casual Swimming, Pool Parties, School & Group Bookings,</p> <p>Facility</p> <ul style="list-style-type: none"> • Indoor Pool 17m x 10m • Ozone, UV and granulated chlorine integrated treatment system. • Water temperature of 31° – 32° all year round • Wheelchair accessibility • Pool equipment for public use

Local Government Area	Venue	Comments
		<ul style="list-style-type: none"> ▪ Kiosk – swim gear, food & beverage
Kingborough	Coastline / Private pools	Likely to pose competition on warmer / hot days for recreational swimming only. No cost for use.
Hobart	<p>Hobart Aquatic Centre</p> <p>Queens Domain</p> <p>Approximate Distance from KSP</p> <p>11.9 km</p>	<p>Owned and operated by Hobart City Council. State Aquatic Centre that provides for local, regional, state and national competition and aquatic services.</p> <p>Services Learn-to-Swim Program, squad training, water polo, Aqua Aerobics, Gentle Exercise Classes, Child Minding, Casual Swimming, Pool Parties, School & Group Bookings, carnivals, rehab, gym, group fitness classes. holiday programs.</p> <p>Facility</p> <ul style="list-style-type: none"> ▪ 25 metre X 6 lanes, graduated depth (1m - 1.4m). ▪ Leisure pool, Graduated depth (0m - 1.4m), beach entry ▪ 50 metre X 8 lanes /25 metre short course (boom movement) consistent two metre depth ▪ Dive Pool 6 x 25m lanes, five metres deep. ▪ Spa, sauna & steam rooms ▪ Gymnasium ▪ Group fitness rooms ▪ Meeting Rooms – 2 - seats 15 people ▪ Cafe
Hobart	<p>Collegiate Pool</p> <p>Molle and Davey Streets, Hobart.</p> <p>Approximate Distance from KSP</p> <p>10.2 km</p>	<p>Collegiate Pool is part of St Michael's Collegiate, a leading Anglican girls' school in the heart of Hobart in Tasmania.</p> <p>Services Learn to Swim, Lap swimming, Fitness, Squad training options, Casual swimming.</p> <p>Facility</p> <ul style="list-style-type: none"> ▪ 25m, six-lane, heated indoor pool.
Huon Valley	<p>Huonville Pool</p> <p>Heron Street,</p> <p>Approximate Distance from KSP</p> <p>20.5 km</p>	<p>Huonville Pool is a seasonal pool owned by Huon Valley Council.</p> <p>Services Learn to Swim, Lap swimming, Fitness, casual swimming.</p> <p>Facility</p> <ul style="list-style-type: none"> ▪ 50m heated outdoor pool. ▪ Toddlers pool.
Huon Valley	<p>Port Huon Sports & Aquatic Centre</p> <p>Huon Highway, Port Huon</p> <p>Approximate Distance from KSP</p> <p>35.1 km</p>	<p>Port Huon Sports & Aquatic Centre is owned by Huon Valley Council.</p> <p>Services Learn to Swim, aquarobics, Lap swimming, Fitness, casual swimming, Volleyball, netball, basketball, badminton.</p> <p>Facility</p> <ul style="list-style-type: none"> ▪ Fully equipped gymnasium ▪ Squash courts ▪ 25m indoor swimming pool (learn to swim and adult swimming classes available)

Local Government Area	Venue	Comments
		<ul style="list-style-type: none"> • Volleyball, netball, basketball, badminton and much more • Exercise and aerobics classes • Sauna
Glenorchy	<p>Glenorchy War Memorial Pool</p> <p>Anfield St, Glenorchy</p> <p>Approximate Distance from KSP</p> <p>16.22 km</p>	<p>The Glenorchy War Memorial Pool is owned by Glenorchy City Council.</p> <p>Services Learn to Swim, Lap swimming, Fitness, casual swimming.</p> <p>Facility</p> <ul style="list-style-type: none"> • Heated 50m Pool • Two Wading Pools • 60m Waterslide • Pool Inflatable • Sunshade over the wading pool and major pool
Clarence	<p>Clarence Aquatic Centre</p> <p>Loinah Cres, Montagu Bay</p> <p>Approximate Distance from KSP</p> <p>14.1km</p>	<p>The facility is owned by Clarence City Council and managed by the YMCA.</p> <p>Services Learn to Swim, Lap swimming, Fitness, casual swimming.</p> <p>Facility</p> <ul style="list-style-type: none"> • Heated 50m Pool • Two Wading Pools • 60m Waterslide • Pool Inflatable • Sunshade over the wading pool and major pool
Clarence	<p>Seahorse Swim Centre</p> <p>Tanundal St Howrah</p> <p>Approximate Distance from KSP</p> <p>14.3 km</p>	<p>Privately owned swim school</p> <p>Services Learn to Swim,</p> <p>Facility</p> <ul style="list-style-type: none"> • Heated indoor saltwater Pool.
Clarence	<p>Oceana Aquatic & Fitness</p> <p>49 Electra Pl, Mornington</p> <p>Approximate Distance from KSP</p> <p>15.9 km</p>	<p>Oceana Aquatic & Fitness Privately owned swim school Gym</p> <p>Services Learn to Swim, Aqua classes, Gym, Group Fitness</p> <p>Facility</p> <ul style="list-style-type: none"> • Main LTS Heated indoor pool. • Infant pool • Hydro pool • Gym

Local Government Area	Venue	Comments
		<ul style="list-style-type: none"> Group fitness

Table 4.2 Competing Aquatic resources within the region of Kingborough source Google.

Table 4.2 provides an understanding of provision of public aquatic centres and private swim schools within the surrounding region. The data indicates that.

- The most likely venue to be affected by any aquatic provision within KSP will be Kingston Pool and Wellness Centre. Feedback indicates that the facility is fully booked and has a waiting list.
- Hobart Aquatic Centre management has indicated aquatic provision at KSP would likely free up water space for other programs and initiatives as the centre is at currently at capacity. A number of users come from the southern peninsula and it would likely lose some use if aquatic development occurred at KSP. No concern was raised.
- All other venues are unlikely to be greatly affected by any aquatic provision within KSP. There may be some loss of patronage but would most likely be due to closer proximity.

Any redistribution of aquatic use is largely due to the quality of service provided. Providers that have poor quality programs and services will often have a decline in use because users will have a choice of venues.

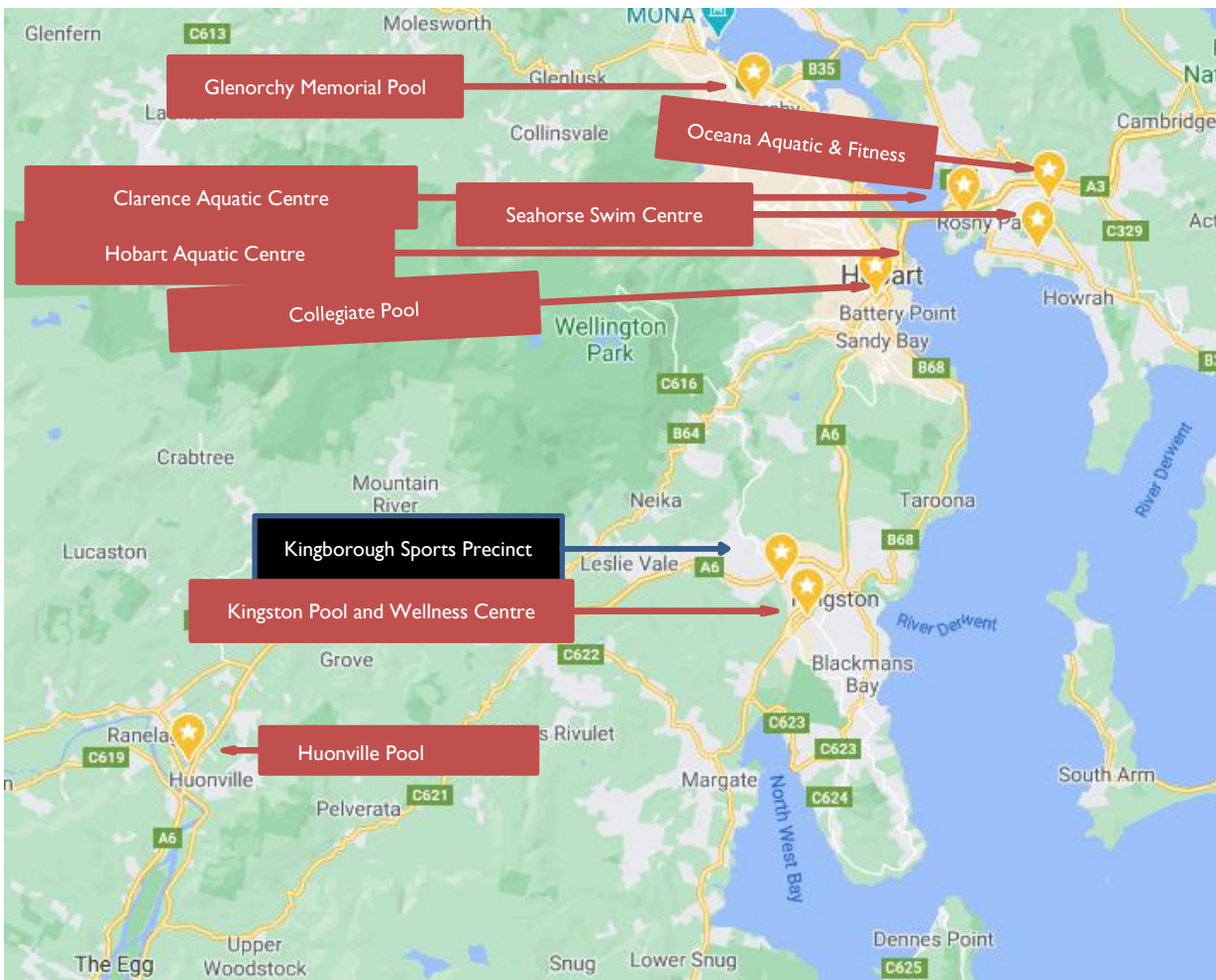


Figure 4.3 Competing aquatic resources within the region of Kingborough source Google.

4.6 Future Management Opportunities

Several management options are available for Council and most other public community venues as well. These options fall into three broad categories:

- **Direct management:** here, a venue is directly managed and operated by Council. This is the case with KSC and many Kingborough facilities, services, parks and sports fields.
- **Indirect Management:** where in a venue is managed or part-managed by a specialist management agency through a management services agreement with Council, and
- **Independent Management:** in this category, venues are, in general, managed by a private (commercial) individual or organisation through a formal lease and/or management agreement. An emerging variation of this model, as detailed in later paragraphs, is where the owning authority establishes a wholly owned subsidiary company to manage venues on its behalf.

The strengths and weaknesses of each model from a **local government** perspective are discussed in the following pages.

Direct Management

Under this model Council would individually appoint an in-house team to manage, maintain, promote and program individual services or all of the service. The strengths and weaknesses of this model include:

Strengths:

- The operation of the venue can be structured so as to directly reflect Council's aim and objectives for the service.
- There is a direct ability to change programs and services to suit community needs.
- Council can initiate direct promotion of all activities.
- Regular reports are delivered to Council.
- Council has the capacity to make ongoing input.
- Venues are maintained by Council staff to Council standards and budget provisions, and
- There is a capacity to make prompt responses to changed needs and policy directives by Council staff.

Weaknesses:

- Management is slower to exploit opportunities due to governance reporting structures.
- Because Council can make direct input, management is vulnerable to political influence.
- Less flexible industrial arrangements may limit resourcing decisions.
- There is less certainty around financial plans as risks are carried directly by Council.
- Planned resources can be impacted by wider Council budget decisions, and
- A Council can be wary of change and new ideas and thus stifle or delay new opportunities.

The ability to directly control the quality of service and the ability to focus on particular sections of the community at any time are strong reasons for retaining control over management.

There are many successful in-house teams managing aquatic, leisure and sports facilities across Australia. This has to be balanced against the potential for Council "interference" in the management processes and the need for Council approval of service changes or new opportunities that often need an immediate response.

Indirect Management

This option, which was largely driven by competition policy during the 1990s, entails Council entering into a management services contract with a contractor/ service provider to manage the whole or part of one or more venues on behalf of Council. The key strengths and weaknesses for this model are:

Strengths:

- The operator can bring in and apply specialist experience through wider professional networks which are usually not readily available to Council.
- Council does not need to establish a separate facilities management team.
- The operation of venues is at arm's length from Council and thus freed from day-to-day Council issues, intervention or budget considerations.
- The operator can usually respond to needs and issues more rapidly and independently than Council.
- More flexible industrial arrangements can be made.
- Staff can more readily be encouraged by way of incentives.
- Operators are often willing to provide capital for development initiatives.
- Council can usually remain a partner in the arrangement which thus gives it some continuing control and access to performance monitoring.
- Regular reports can be provided to Council re use, fees, finance and administration, and
- Formal commitments for maintenance and refurbishment allocations can be set.

Weaknesses

- There can be an inappropriate focus on profitable programs to the detriment of wider community obligations and equitable access by special needs groups.
- There is often a financial imperative to replace costly programs as soon as possible regardless of their importance to the community.
- Council can find itself locked into an external management agreement with an ineffective manager for a significant period of time, and
- There are legal implications and possible action for failure to deliver contract obligations.

From a Council perspective, the indirect management model can be more effective financially and would mitigate the financial risks associated with day-to-day control of all or part of a venue whilst still providing opportunities to participate.

Further, contractor casual rates of pay are approximately 15 -20% lower than Council rates. The contractor can guarantee the operating position on an annual basis as a fixed lump sum. Council, through the management agreement, is still able to control fees and operating times, the nature of the programs delivered to the community (at least to a large extent) and ensure that community benefits and social objectives remain a core focus.

There are many examples of this type of arrangement operating successfully throughout Australia. However, the advantages have to be balanced against Council losing some degree of control in terms of program delivery, promotion and a focus on meeting community service obligations.

Independent Management

Under this model, a Council outsources the entire management and operation of a venue or even groups of venues to an external individual or agency through a formal lease. In a sense, Council is thus able to 'wash its hands' of the day-to-day operations of the venue having established broad policy directions for it. In other instances, where a club or group buys and develops its own land and facilities, there is no link to a local municipal Council at all, although grants may be allocated on an occasional basis.

This model is often the most effective financially and is widely used across many recreation activities, including many sports venues. It is effective and efficient because a Council can seek financial contributions for development and mitigate refurbishment and ongoing operational costs. There are also number of weaknesses with it. In particular, consideration would need to be given to the issue of the loss of community benefit, outcomes and input and to balance this against the level of financial gain achieved.

The strengths and weaknesses of the independent management model are recorded in the following chart.

Strengths

- Lessee / operators are able to make operational economies on conditions of use, labour, goods and services.
- The financial and risk implications for Council are minimised or eliminated entirely.
- More flexible industrial arrangements can be made.
- A guaranteed operating financial position can be set by Council, and
- The operator or club may be able to provide immediate capital for re/development needs.

Weaknesses

- There is limited or no community input when setting fees, timetables, programs etc.
- The predominant focus is usually on covering costs or generating profit for the leaseholder and this often causes conflict in decision making related to appropriate maintenance of buildings and equipment.
- Control is usually via a mid to long term lease or there is no control at all except through statutory processes while there is no provision for changes to reflect local circumstances during the lease period.
- There is usually no opportunity for Council to participate in management.
- Single or small numbers of users/ programs are often favoured because of greater financial return.
- Use restrictions often apply, and
- Operators objectives may conflict with achieving equitable access outcomes desired by Council.

From a financial perspective, this model can be very effective and efficient for a Council in that it minimises the need to employ staff, allows the Council to seek financial contributions from management agencies if desired, and it minimises refurbishment and ongoing operational costs. However, the general experience is that there is a loss of wider community benefits as staffing (if any), programming and service inputs and outputs are tightly constrained in favour of financial gains or even financial survival when the organisation is a not-for-profit community-based group.

Other Management Models

Over recent times, a number of Councils have set up Local Government Business Enterprises (LGBE) to manage leisure and sport infrastructure in their local government areas. Three examples of this are:

Wyndham Council (VIC)

Western Leisure Services Pty Ltd is a Local Government Business Enterprise (LGBE) with Wyndham Council as the sole shareholder. The wholly owned subsidiary company of Council has been created to manage three of the municipality's major recreation facilities with the objective maximising benefit for the community. These are the Wyndham Leisure and Events Centre (WLEC), the Werribee Sports and Fitness Centre (WSFC) and Werribee Olympic Outdoor Pool (WOOP), which were previously individually managed by external parties. The company will be initially funded and established by Council but will operate at 'arms-length' and will be overseen by a Board of Management, which has appointed its own CEO to manage the business through a number of formal reporting tools.

Frankston City Council (VIC)

The Peninsula Aquatic & Recreation Centre (PARC) asset is provisioned as a wholly owned subsidiary of Frankston City Council - FRAC Pty Ltd. FRACPL is governed by an independent board of five skills-based directors, plus a shareholder (i.e.: Council) nominee who will be present at all meetings of the Board.

Blacktown City Council (NSW)

Following a recent review of services, Blacktown City Council has created a new 'Key Venues' section under the oversight of its fully owned company, Blacktown Venue Management (BVM). The new structure oversees nine major sports and leisure facilities across the city working together as a single entity to deliver the "safest, the most diverse and the most enjoyable sport and leisure experience possible."

BVM has managed the Olympic Legacy site of Blacktown International Sportspark on behalf of council since 2002.

In late 2015, BVM assumed control of the Anne Aquilina Reserve and Blacktown Football Park in Rooty Hill and has now added Blacktown Leisure Centre Stanhope, Emerton Leisure Centre, Blacktown Aquatic Centre, Mt Druitt Swim Centre, Riverstone Swim Centre and Joe McAleer Oval to its portfolio.

The goals for Key Venues are clear: to deliver first class activity and program choice; promote Blacktown City as the leader in sport, recreation and leisure; and give every visitor and customer a safe and memorable experience.

The facilities that Key Venues manage are diverse - which is seen as a strength by the Council as collectively the venues offer services that all members of the community can access that sits within the common theme of health, wellbeing and fun.

It should be noted that in the case of BVM its constitution provides for it to trade under the Corporations Act but Council requires that it trades under the Local Government Act in terms of employment conditions and procurement processes. This is largely a political motivation.

4.3 Conclusion

All the above management models could be considered by Council as a means of operation. It is recommended that Council investigate forming a company structure to operate KSP and indeed all leisure services operated by Council. Given the company would be owned by Council it could be set up without losing control of the service or objectives to a totally independent operator. This model has some positive

features such as no loss of control but with a more commercial focus and ultimately may deliver all objectives.

5. STAKEHOLDER ASPIRATIONS

5.1 Introduction

A wide-ranging program of research was undertaken to identify the needs and aspirations of the Kingborough and wider community and key service providers and stakeholders. The scope of the research and the findings are detailed below.

The Scope of the Community and Stakeholder Needs and Aspirations Assessment

The following methods were used to collect the views of community members and service provision organisations regarding the potential of an aquatic centre in Kingborough:

1. Provision of information about the study on Council's web site including a self- completion survey regarding use of and needs and aspirations for any proposed Aquatic Centre.
2. Numerous interviews and discussions with internal and external stakeholders
3. A stall and display including surveys at Councils Community Day held at Kingborough Community Hub on the 23rd of February 2020.

It was evident from the program of consultations with community members, sporting and recreation groups, users and other special interest groups that there was overwhelming support for any potential aquatic centre development. The scope of the information input encompassed management, programs and program scheduling; use facilities, water space areas; services including toilet and change areas, storage (for both user belongings and pool equipment), entry costs, car parking, access paths, disability access and the hours of operation. The overriding consensus across all these issues was:

- The need to provide for all of community.
- The need to provide enough space and capacity to meet demands both now and for the future.
- Provide a mix of experiences which promote community, social, wellbeing and health benefits.
- *Broad* in the scope of what was offered both physically and programmatically.
- Provision to cater for all levels of skills and capabilities, and
- New aquatic facilities, programs and services which will attract new and different users to the Centre/precinct and as a consequence, more effectively meet the needs of the broader Kingborough community.

It should be noted that the views expressed in the following sections are those of the individuals and organisations who prepared submissions, completed surveys or attended meetings. As such, they do not necessarily reflect the views or opinions of Kingborough Council, Councillors, Council staff or the consultant team who have undertaken the present study and prepared this report. Where specific comment on development proposals is made by the authors of the report this is noted and it is highlighted in Italics that distinguishes it from submissions, meetings input and survey responses.

5.2 Internal stakeholders

Several internal stakeholders were interviewed to gather information and views. Those involved, but not limited to included:

- Dean Winter - Mayor
- Jo Westwood - Deputy Mayor
- Gary Arnold - General Manager
- Tony Ferrier - Deputy General Manager
- Daniel Smee - Executive Manager - Governance & Community Services
- Scott West – Operations Manager – Kingborough Sports Precinct, and
- Numerous staff and users at Kingborough Sports Precinct

Discussions included the size, positioning and scale of any proposed development, various possible management models, investment opportunities, community needs, economic, health and social outcomes. No single view was tabled during discussions and all agreed that the feasibility study should determine options for Council to consider based on the research conducted.

5.3 External stakeholders

Several external stakeholders were interviewed to gather information and views. Those involved, but not limited to included:

- Ondine Abey - Surf Life Saving Tasmania

Consultation with Surf Life Saving Tasmania (SLST) indicated support for any proposed aquatic development within KSP. It was indicated that several related programs and services could be initiated that would align with current opportunities offered. Any aquatic development would complement and enhance water safety programs through education.

- Karina Siggins - Royal Life Saving Society – Tas

Discussions with Royal Life Saving Tasmania (RLST) indicated support for any proposed aquatic development within KSP. It was suggested that several related programs and services could be initiated that would align with current opportunities offered. Any aquatic development would complement and enhance water safety programs through education.

- Nic Street - Sports Advisor to the Minister for Education, Sport, Mental Health & Wellbeing

Consultation centred around the historic call for an aquatic centre in Kingborough. The grant to conduct this study was approved on the basis that it would focus on what was needed and why. Nic emphasised that the Government had no preconceived ideas or commitment until the study is completed and reviewed.

- Michelle Cockerell - Southern Coordinator, Swimming & Water Safety Program, Education Department

Michelle provided written feedback as to the likely use of schools if Council developed an aquatic centre within KSP. Set out below is her response.

Thanks for meeting with me last week here is some information about the Tasmanian Department of Education Swimming and Water Safety Program that may find useful for your feasibility study for a Kingston Pool.

- If a suitable pool was to be built in the Kingston area there would be up to 9 schools in the area that could potentially use the pool for their annual 2-week Swimming and Water Safety Program
- If looking at student numbers for these schools in 2019 that would be a total of 1,139 grade 3-6 students completing 10 swimming sessions each. The fee the department currently pays at all other Hobart Pools is \$6.90 per student per session.
1139 students x 10 sessions @\$6.90= \$78,591 (18 weeks of swimming)
- The Department of Education has a license agreement with all pools that we use and for those pools where we are paying \$6.90 per student per session the pools are required to provide AUSTSWIM Teachers to teach on the program. The amount of AUSTSWIM teachers is determined based on a student/teacher ratio per a session.
- For the 9 schools in the Kingston area in 2019 960 hours of AUSTSWIM Teacher employment occurred.
- 6 out of the 9 schools also run an early childhood water orientation program and are currently using the local Kingston pool or are travelling to a Hobart pool. Most schools are doing a 1-week water orientation program (6 weeks of swimming)

Pools Suitable for a Tasmanian Department of Education Swimming and Water Safety Program would include:

- Ideally a 6 lane 25m pool
- Access to both deep and shallow water (0.9m shallow and 1.7m-2m is ideal)
- Suitable change room facilities for school group use
- Pool deck rinse off shower- allows for students to rinse off before getting into water which helps keep pool water cleaner and also allows teachers to monitor students time at end of lesson using shower-reduced power costs and frustration to public also trying to access change room shower facilities.
- Disability change room that includes a change table or a room big enough to bring in a change table (usually the size of an adult massage table) and chair lift into pool.
- Safe bus drop -off and collection points.
- Seating area for school groups to gather and leave bags while swimming.
- Splash play areas are great but consideration needs to be given to their proximity to the learn to swim area as they can be extremely noisy.
- Access to teaching equipment:
 - Kickboards
 - Pool Noodles
 - Dive Rings
 - Water Play Buckets
 - Life Jackets

■ Tony Forman - Masters Swimming Tasmania

Representing Masters Swimming Tasmania -Tony Forman provided input into water space requirements for the group. The group supports the concept of an aquatic centre within KSP and would ideally like a 50- metre pool developed for competition and training purposes. The club meets at various aquatic venues and would utilize any proposed venue.

■ Rebecca Bushby & Amanda Meadows

Both Rebecca and Amanda proposed that any development should include a warm water program pool for rehabilitation/therapy and water exercise classes. It is understood that a number of people currently travel to Hobart and that any aquatic development in Kingborough would be well attended by people wanting similar services.

- John Hepper - Principal - Inspiring Place

John Hepper is the author of *The Kingborough Sports Precinct Future Directions Plan*. The final report was presented to Council in January 2021. One of the four key visions within the direction plan was the development of an aquatic centre. More detail is provided in Section 2.4 of this study.

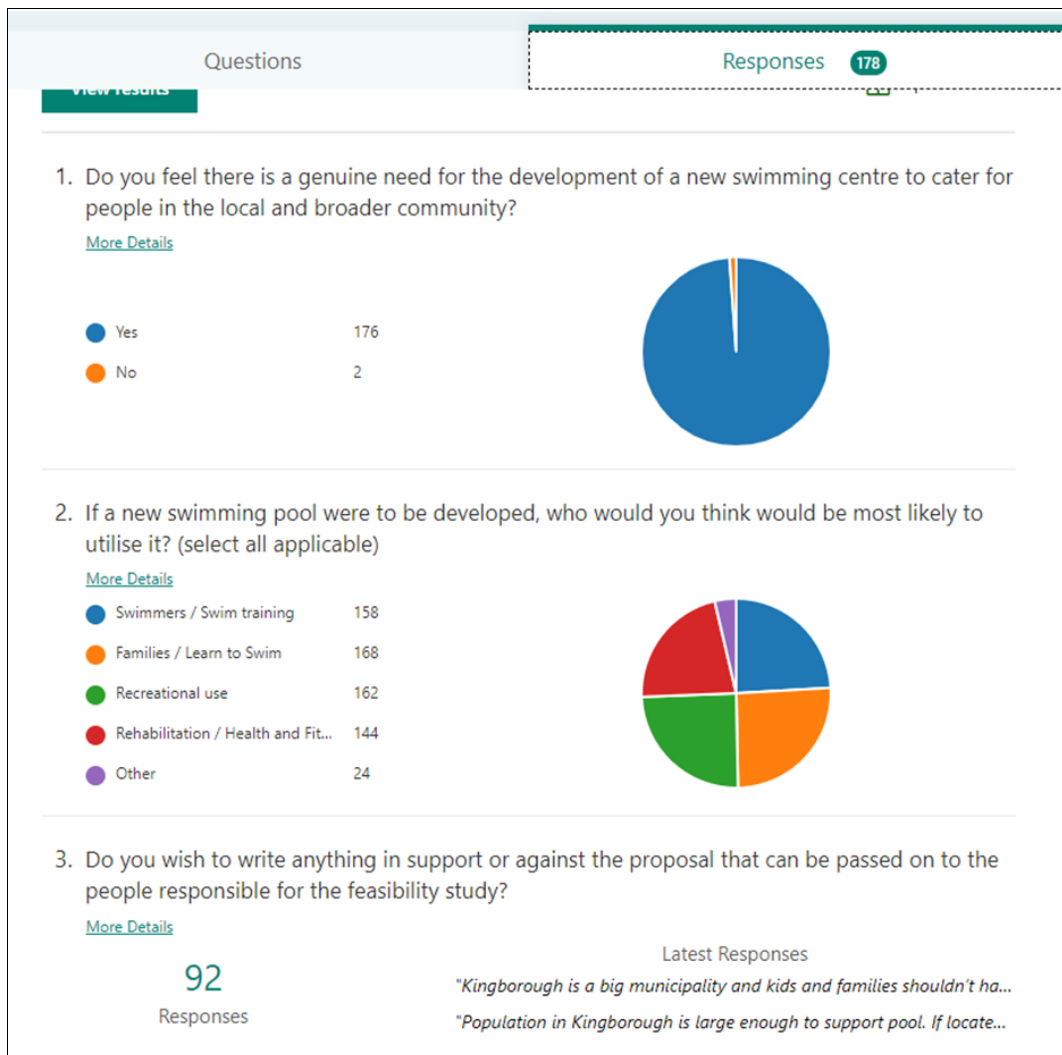
Discussions centred around the directions plan and potential siting of an aquatic centre within KSP. It was agreed that there were several areas within the precinct that could be considered for any potential development but would need to be considered within the context of other uses. The architects would need to site any proposed development bearing this in mind.

- Dr Libby Robinson Principal & Leif Shea– Kingston High School

Kingston High School is a strong supporter of any proposed aquatic venue as it aligns with the High School's strategy to become a sports focused entity. Discussions centred around some of the water space requirements and capacity. Dr Libby Robinson suggested that a survey be conducted to get an understanding from the school community about its views. 178 responses were gathered from the school community with 176 advocating a genuine need for an aquatic centre for the local and broader community.

Of equal importance the majority (80-95%) of the school community believed that any development should cater almost equally for swimming/ training, families / learn to swim, recreational use, rehabilitation and health and fitness.

Set out below is a summary of that survey.



92 written responses were submitted and below is an example of those responses.

- Kingborough is a growth area. We especially NEED indoor warm area exercise options to support our population live healthy lives. Pools attract people from all socioeconomic groups and kids love water. If built near Kingston High and Sports Centre some resource sharing may provide economic efficiencies and this area could be the health hub of the community
- As the parent of 2 teenagers, it would be fantastic to have a facility available to them for both health & recreational swimming. There are not many facilities available for the 12-19 age group on the Kingborough municipality, & I believe my children would frequent an aquatic centre regularly.
- I fully support the Kingborough Council in establishing and Aquatic Centre/Swimming Pool in Kingston. Kingston and the greater Kingborough Community have been lobbying the Kingborough Council for many years requesting them to establish an Aquatic Centre/Swimming pool in the area, it would be of great benefit for the Community to see this go ahead.
- It will be a positive attribute for the wider community. There are not enough things for teenagers and families alike to do locally. We have to travel fair distances to go to the pool.

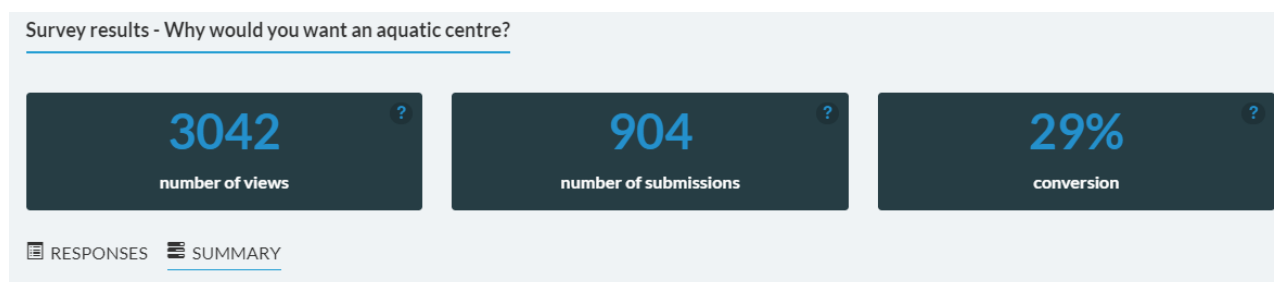
The full survey has been forwarded to Council under separate file for its records.

- Angela Jenni – Manager – Doone Kennedy Hobart Aquatic centre

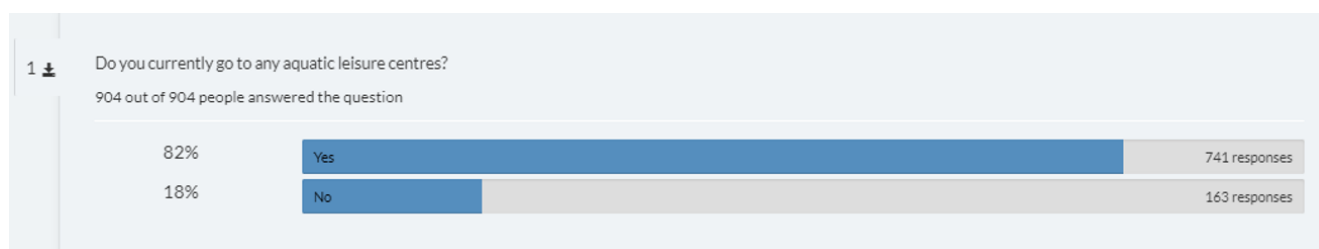
Centre management has indicated potential aquatic provision at KSP would likely free up water space for other programs and initiatives at the Hobart Aquatic Centre that cannot be provided is at currently at capacity. A number of users come from the southern peninsula and it would likely lose some use if aquatic development occurred at KSP. This would be replaced by new programs and services and therefore users. No concern was raised by management.

5.4 Community Input

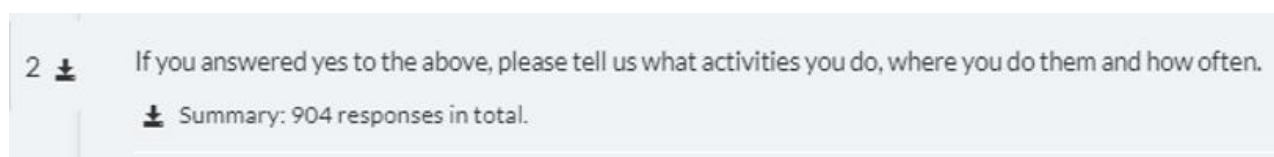
Council conducted an online and hardcopy community survey to ascertain the communities view on any proposed aquatic development in Kingborough. The following summary is provided with the full survey under separate file. It should be noted that not all questions were answered to all questions within the survey.



- 3,042 viewed the survey with 904 submissions with a conversion rate of 29%



- 82% of respondents indicated that they use aquatic centres while 18% did not.



An example of responses is set out below. The full list of answers is under separate file.

- I used Hobart Aquatic Centre for my child's learn to swim and own casual swimming, but stopped as it takes too long out of my day to drive into town just for my own swimming*
- Recreational swimming @ HAC / Kingston Beach, monthly. (Would go more regularly to local pool)*
- I currently swim at the Huonville pool during the opening months. I swim laps 3-4 times a week for fitness and to support mental balance. I have a young family with two boys who take swimming lessons and enjoy the water every chance they get to swim mostly during summer months. The physical and mental benefits to swimming are endless. There are also strong benefits to the community with fitness clubs, health and wellbeing, focus on the up and coming generations, healthier people reduce costs to the broader economy.*
- Kids do learn to swim with school once per year. We often visit the beach through summer, maybe once per week. We have a pool at a family members house we use once per week in summer.*

- 3 x children's swimming lessons in margate each week and 1 child's swimming lesson in Hobart each week. 1 trip to aquatic centre a month for children's social swim. 1 trip every 2 months to woodbridge pool for family social swim.

3 Why do you go to the place(s) you identified above?

Summary: 904 responses in total.

An example of responses is set out below. The full list of answers is under separate file.


- We don't go because there isn't one close enough. We would go a few times a week if there was one at Kingston. I would love water aerobics. My children would love affordable lessons and free swim sessions.
- HAC is the closest place that offers our needs as well as a space for family to enjoy besides lessons.
- We go to the beaches because it's closer. We would go to Hobart Aquatic Centre more but it's not as close. We do this to get out of the house for fun & fitness.
- Beach is closest but only good for a swim in Summer. Channel Swim School is the closest pool for my youngest two kids' lessons that is not over-noisy and over-crowded (i.e., we have tried Kingston Pool but they have too many lessons on at a time and it is extremely noisy). We have to go to all the way to Collegiate for my 10yo as she outgrew Channel Swim School. She is swimming at Stroke Development level and Channel Swim School's pool is too small for this level.
- Clarence Pool. Lower costs that then competition Opportunity for us to swim as parents when kids are in lessons Opportunity for kids to recreational pool time outside of lessons thus practicing what they just learnt and building confidence. Parking, and ease of access 50m pool has really extended the kids in their capability as opposed to swimming in a 12m pool.

4 If you do not go to any aquatic leisure centres at all, or if you rarely use them, what is the reason?

Summary: 904 responses in total.

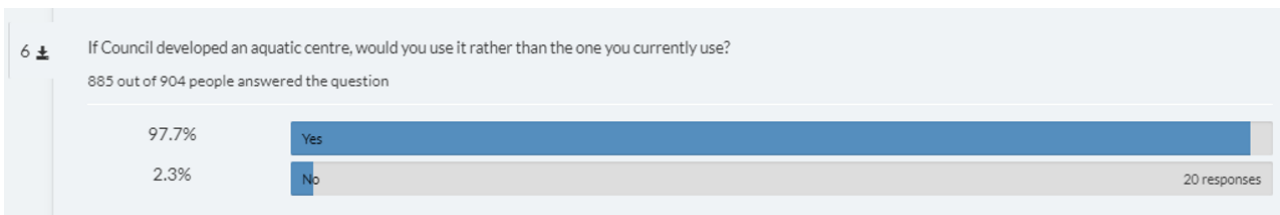
An example of responses is set out below. The full list of answers is under separate file.

- At the moment it's the motivation to either travel to Hobart Aquatic centre or Clarence. Having one here in Kingston would give me no excuses not to go.
- I used to go to the aquatic centre but it got too inconvenient with the problem of parking and getting my car to the city. I now park and ride. I would definitely use an aquatic centre in Kingston as I find that swimming is my preferred exercise
- I rarely use the Hobart aquatic Centre because it's too inconvenient to get to. I work full-time in the city and am a single mother. I need to get home to cook meals and spend time with my family. I bus into the city as it's cheaper accounting for parking expenses and fuel/car expenses. I can't easily get to the aquatic centre to swim after work as I'm not going to walk up there and back down to bus home in the dark in winter. I feel it's too expensive and is too far away to get there after work most week nights.
- The hobart aquatic center is great, but... It is out of the way for those of us in the channel areas, plus by the time you get there, it is usually packed. A bigger pool in Kingston would be fantastic for the Kingston to channel areas that like to swim year round but don't like going into town & it would be beneficial to local/channel schools for learn to swim programs.
- I would prefer a centre closer to my home and that meets my needs, which is a slow lap pool and aqua aerobics offered regularly

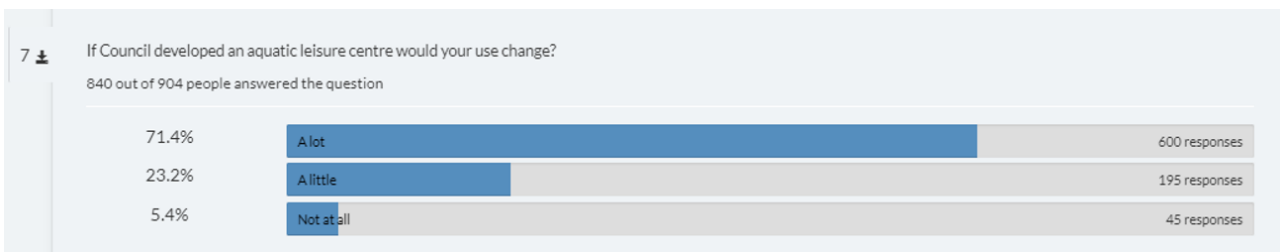
5  If you previously visited an aquatic leisure centre more often than now, what is the reason for not going as much now?
 Summary: 904 responses in total.

An example of responses is set out below. The full list of answers is under separate file.



- *It is too far away. Aside from that, trying to get a car park in town is a pain & the money you use for petrol usually adds up to more than the pool entry, so you then weigh up whether it is worth making the hour plus, long trip just to swim in a pool that is usually crowded by others making the same lengthy trip from outside of Hobart.*
- *Not close enough or big enough to accommodate various levels of swimming.*
- *The closest aquatic centre with the facility I used is too hard to find parking the travel to and from home to utilise prior to work is too time consuming and there are far too many people at the time after work. I used to go on a very regular basis until the above became too much of an issue.*
- *When I resided in NSW, I would lap swim every day, unfortunately, a trip into Hobart is just too far to go for an hour's swimming. If a Swim Centre was at Kingston, I would utilise it each time I was over there.*
- *Distance is now the biggest thing. As well as weather. Living in Huonville, the Huon pool is closed in winter. Current Kingston pool isn't ideal if you have several children.*



- 97.7% of respondents indicated that they use an aquatic centre developed by Council while 2.3% would not.

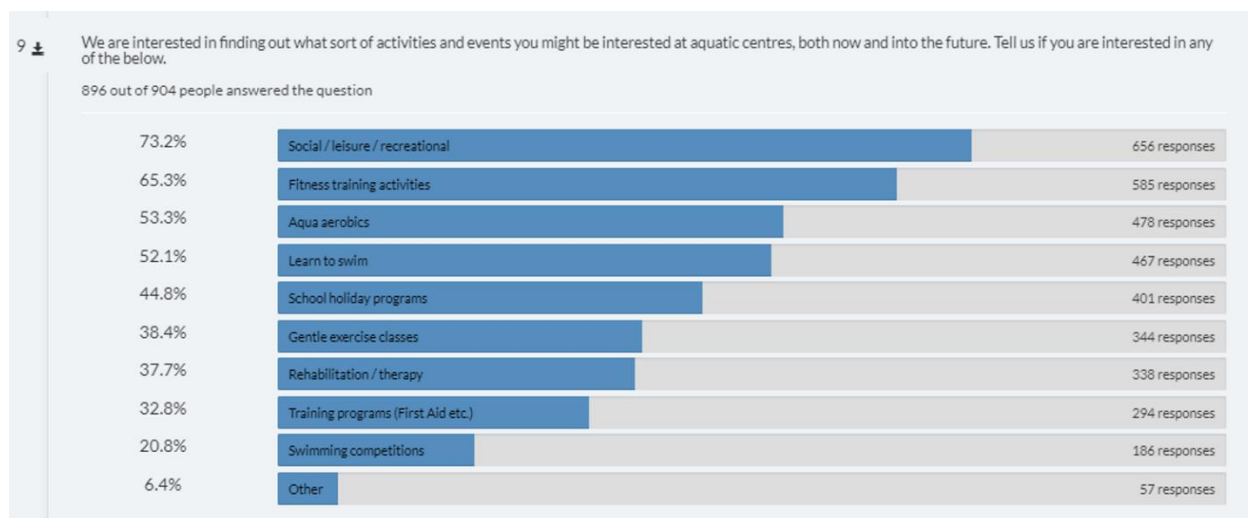




- 71.4% of respondents indicated that they would use an aquatic centre a lot if developed by Council while 23.2% said a little and 5.4% said not at all.

8  If you answered a lot, how much would you use it?
 Summary: 904 responses in total.

An example of responses is set out below. The full list of answers is under separate file.

- *3 times a week and more in the holidays. It is one of our favourite things to do.*
- *Probably 2 to 3 times per week. Swimming is a safe sport for older females like me. I do not like to run in the dark due to safety concerns. Swimming is great cardio and can be done when unsafe to run in evenings.*
- *Definitely once a week, and on top of that, I would be keen to take my grandchildren there too.*
- *I go to the sports Centre 5 Days a week to exercise and would love to be able to use a pool as well.*
- *Once a week. Margate pool was once a month only because it also didn't have a shallow section for toddlers but would definitely want to go more frequently to a closer pool that suited our needs better.*





10  Let us know if there are other activities you would be interested in that we haven't thought of.
 Summary: 904 responses in total.

An example of responses is set out below. The full list of answers is under separate file.

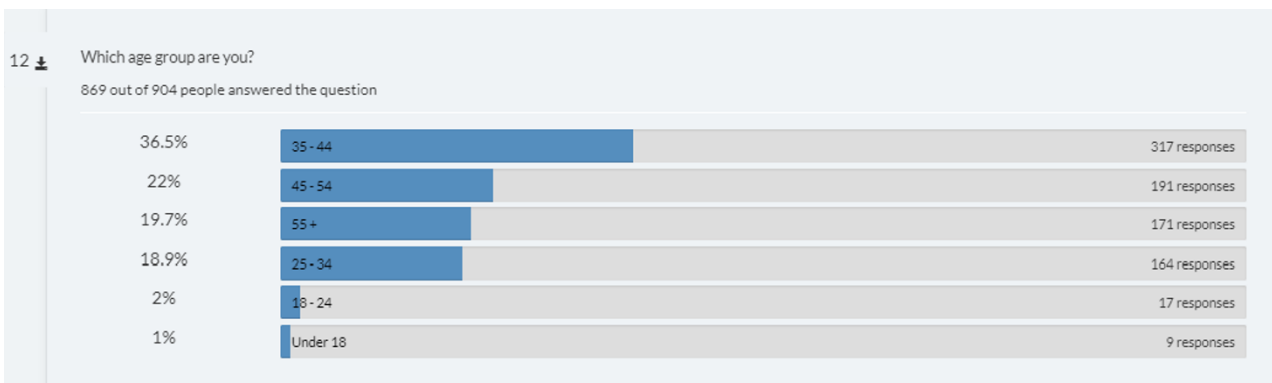
- *Really important to be accessible to young and old. Not just learn to swim and competition swimming.*
- *Childcare for parents of young non-school age children who would like to do a fitness class or similar.*
- *Spa and sauna*
- *Hydrotherapy*
- *Depends on what format the structure takes. i.e., diving boards. Scuba training.*
- *A more integrated healthy lifestyle facility with space for allied services such as physio, massage, spa, healthy food options, yoga/pilates, more personalised programs, perhaps link facility with existing outdoor walking, bike trails.*
- *When visiting Auckland, NZ recently I used the local indoor pool frequently, which had an attached gym, indoor basketball court, squash, sauna and spa and sports fields. All these facilities were utilised by all*



different types of people during different times of the day, and the facility was busy all the time. It was a great community asset with a great atmosphere plus helped with the overall physical and emotional health of the community.

11  If you have any other suggestions and ideas for improving our aquatic opportunities Kingborough, please tell us here!
 Summary: 904 responses in total.

An example of responses is set out below. The full list of answers is under separate file.

- *Make sure it is indoor so that it can be used in winter. Make sure it is energy efficient. Solar panels, etc.*
- *Outdoor space for kids to play outside of the pool.*
- *Firstly, another pool, but also the change rooms need to be suitable for families as well as mobility impaired, I have seen that pools can be designed with ramp entries into the water too which may help some people.*
- *I think a local Aquatic Centre would be great for local children. It would encourage community interaction and add to the activities available to young people. I think older locals would love it for rehabilitation and treatment. It would benefit many senior citizens.*
- *I take this opportunity to state that while I support an aquatic centre in Kingborough like the HAC I would not support it if it were likely to be financial millstone for Council's finances. Council must be certain that the staffing, running and maintenance costs can be met by revenue from the pool's operations. Building such centres is the easy part of such projects, running them without begging Council's budget is the hard part.*



13  What is your gender?
 Summary: 904 responses in total.

The full list of answers is under separate file.

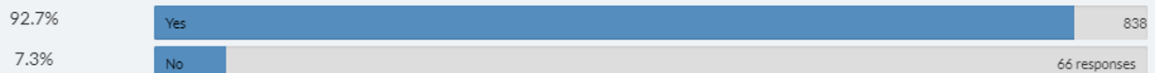
14 Which suburb and locality do you live in?

Summary: 904 responses in total.

The full list of answers is under separate file. See 15 below

15 Are you are ratepayer and/or resident of Kingborough?

904 out of 904 people answered the question



5.5 Interim recommendations

This Chapter has reported on the findings of a quite extensive and wide-reaching program of community consultations regarding future aquatic leisure opportunities in Kingborough Council. The consultative methods used have included press releases, a program of interviews, an extensive and well-supported random online and hardcopy community survey.

The findings from all the consultative methods have indicated that there is strong support for an aquatic centre in Kingborough.

At the same time, the consultations found strong evidence that many residents were using other aquatic facilities because there is no venue close to large sections of the community, whether as a result of location and accessibility or the limited scope of the facilities and programs which are provided. These constraints were found to impact on a wide range of groups in the community ranging from children and teenagers through to sporting and recreation groups and older residents. Residents living at some distance from the pool and non-Anglo-Saxon residents were also amongst those not serviced by any existing pool facilities and programs. As a result, it was argued that literally hundreds of thousands of pool visits annually are being lost to school pools, private pools and the more modern aquatic leisure venues in neighbouring Councils.

The key features sought by the community at a new indoor aquatic venue included all year, indoor heated lap pool/s, warm water/ hydrotherapy and related support facilities; leisure/splash pool facilities for the young, other health related facilities; social, café and community activity areas and high-quality access and parking areas.

The consultations program has given a strong direction and strong support for action by Council to develop aquatic leisure opportunities for the community. The findings have been carried forward as a major input to chapter 9 (Design Brief) where a mix of development initiatives for a new aquatic leisure venue are presented.

6. LEISURE & AQUATIC TRENDS

6.1 Introduction

It is important to understand the current trends in the provision of aquatic leisure facilities elsewhere in Australia. This is because:

- Understanding initiatives being undertaken elsewhere can provide excellent guidance as to what is and what is *not* likely to be successful and effective locally.
- Residents travel and in doing so, they see what other communities are offered. If they find that what their Council offers them is not as good, they will tend to shun it.
- Visitors to the Council may wish to use local facilities and if they do not match their expectations, that use will be lost.
- Aquatic leisure venues have always played a major role in Australia's sporting life and swimming is one of the country's most popular (and internationally successful) recreation and sporting activities. As such, facilities and programs of a high standard should be provided.
- Aquatic leisure venues are playing an increasingly important role in improving the health of the community. This reflects recognition of the exercise and activity benefits that flow from swimming and water-based activities (largely because of flotation and heat), and because people of all abilities and ages can use aquatic facilities (compared with the nature of many other recreation activities and sports which exclude many people), and
- The cost of aquatic facilities is growing significantly and this needs to be offset as far as is practical, by financially viable programs and services. Facilities which cannot achieve this become a drain on a Council's resources.

This Chapter provides a review of recent trends in aquatic leisure provision across south-eastern Australia. The chapter is divided into three parts.

1. Definitions of leisure
2. The Benefits of leisure, and
3. Leisure & Aquatic Trends

6.2 Definitions of leisure

leisure is a state of mind. Leisure can essentially be *anything* we do - or doing *nothing*. Leisure consists of using time *without obligation* or compulsion. Leisure is doing *what* we want, *when* we want, *where* we choose, and *with whom* we choose.

In a modern, democratic society, one caveat should be applied to this definition: that is, that what we do should not impact detrimentally on the well-being of others and *their* choices or on the environment.

By comparison with leisure, recreation refers to the array of pursuits which people take part in when at leisure. Common recreational pursuits include walking, swimming, gardening, house renovations and day trips. A wide range of cultural pursuits are also seen as recreational activities including visiting galleries, going to various forms of theatre and involvement in singing and a range of performance arts. Tourism and cultural tourism are also recreational activities although they are often treated separately because of their strong links to regional and economic development. Sports are a sub- group of recreational pursuits, differing only in that they operate within various rules, time limits and other agreed conditions.

There are significant numbers of individuals and identifiable groups in the Kingborough community who have significant constraints on their leisure opportunities. Key barriers include age, physical or other disability, financial capacity, cultural background and access. In the light of this and the foregoing definitions

of leisure, recreation and sport, it is important to ensure that initiatives pursued at Kingborough (and other leisure venues across the Council area) seek to provide opportunities for these groups and the wider community. This means that there will almost certainly be a need for provision of a balanced mix of leisurely, recreation and sporting opportunities. It is also probable that there will be a need for a far greater focus on leisure and recreation programs which are targeted at particular segments of the community.

6.3 The Benefits of leisure

Extensive research over recent decades have shown that people participate in leisure and recreation because of the benefits they gain from that participation³. These benefits are wide-ranging and include a number of psychological outcomes --such as feelings of achievement, acceptance and well-being-- as well as the benefits of developing and demonstrating leadership skills, of challenge, risk, excitement, rest, improved health and well-being, contemplation and family togetherness. In addition, leisure participation has been found to have major health, community, economic and environmental benefits.

Significantly, some leisure pursuits have been found to deliver greater *net* benefits than others net benefits being the benefit accruing after any negative impacts have been discounted. Even more importantly from the perspective of the present study, aquatic and health-related pursuits have been found to deliver more and more important benefits than do many other recreation pursuits. This is because aquatics and health-related activities can be pursued:

- by people of every age
- by people at every level of ability
- socially, at low competitive levels or at elite international competition levels
- alone, in formal and informal groups or in teams, and
- at all times of the day, week and year if appropriate facilities are provided.

Further, research has shown that aquatics activities in particular are of profound value to people with disabilities, those undergoing a wide range of rehabilitation programs to overcome injuries caused by accidents and other sports, and people suffering from asthma and arthritis -amongst a wide range of other ailments.

Well-planned aquatic and health-based leisure provision also delivers other, wider benefits. These include:

- Social benefits including improved community well-being and cohesion, reduced vandalism and enhanced community health.
- Economic benefits, through job creation, the purchase of goods and services, and a healthier, more productive workforce, and
- Environmental benefits through the optimum use of energy, land and financial resources, the protection of natural areas and enhanced urban amenity.

Finally, recent research has shown that aquatics and related programs can act as a steppingstone to achieving other positive personal and social benefits. Recent examples include triathletes using aquatics

³ (1) See for instance, E. Hamilton-Smith and K. Driscoll, 1990: *Measuring the Benefits of Recreation*, Phillip Institute of Technology, Melbourne; B. L. Driver, P. J. Brown and G. L. Peterson (eds.), 1991: *Benefits of Leisure*, Venture Publishing, State College, PA.; B. L. Driver and D. H. Bruns, 1999: *Concepts and Uses of the Benefits Approach to Leisure*, in E. L. Jackson and T. H. Burton, *Leisure Studies. Prospects for the Twenty-First Century*, Venture Publishing, State College, PA.

programs as part of their training regime, women using aquatic leisure centres to get fit and lose weight before moving back into the workforce and venue users building up social contacts with members of the wider community through participation in group activities ⁴. These benefits reach well beyond pure 'leisure'.

In the light of the above, it is evident that aquatic and health-related leisure facilities are of major personal and social value to the community and that they also have positive economic and environmental outcomes. These values and benefits generally far outweigh those of most other recreation activities. As a consequence, a strong case can be put that Council should give a high priority to the delivery of high-quality aquatic and health-related facilities for its community and that in making such provision, close attention is given to a programming regime which delivers the optimal mix of benefits to different groups in the community.

6.4 Leisure & Aquatic Trends

The nature and patterns of leisure participation by the Australian community have changed dramatically in the past quarter century. There have been a number of key 'drivers' of this change, some of the most important being:

Population growth: Australia now has over 25.4 million people and this has provided a sufficient market mass to support activities and pursuits which were previously not viable.

A maturing population structure: The maturing of the population has meant an increasing average age and a progressive move away from a society dominated by the needs of the younger age groups. This shift has meant a *broadening* of leisure interests and provision needs -rather than a realignment as there are still many millions of young Australians and the average population age is only 34 years-and a growing focus on more cultural, non-sporting and intellectual leisure pursuits.

Cultural diversity: The changing cultural diversity of the Australian population has led to many new and very different forms of leisure and the new ways of thinking about leisure. Multiculturalism has strengthened this change and legitimised a strong expression of differing cultural mores and a shift away from the focus on cultural integration which predominated through to the 1970s.

Strong and sustained economic growth: Australia has outperformed much of the rest of the world on many measures of economic performance and this has provided the basis for far greater personal and governmental expenditures on leisure and recreation initiatives.

Commercialisation of leisure: Leisure has become a major area of business investment with billion-dollar industries growing around tourism, professional sports, hospitality and food services, wineries, clothing, music and a wide range of other consumer goods.

Changing employment structures: These changes have included longer and/or staggered trading hours and work hours, the full acceptance of women into the workforce, the dramatic growth in part-time and casual employment, seven-day trading and a strong shift toward small business employment.

Technological innovation: The impact of far-reaching modern technology has created totally new products, has opened up what were previously exclusive markets to the wider community which has allowed information to be more readily accessible to the wider community, including from private residences.

⁴ HM Leisure Planning Pty Ltd and @leisure, 2002: Benefits of Aquatic and Indoor Recreation Facilities, Parks and Leisure Australia, Melbourne

Rising educational levels: With education comes awareness, knowledge and a greater capacity to evaluate, explore and try new ideas. Rising educational levels have also contributed to higher incomes, changed social values and the acceptance of new ideas.

Environmental awareness: The growing recognition of the importance" of the environment as an ecological, cultural, recreational, tourism, economic, educational and research resource

Changing social values and attitudes: With education, information and access to new ideas, there has been a dramatic relaxation of social values and attitudes. This has opened up new areas of recreation opportunity, allowed women into previous male-only sports and led to wider participation in many recreation activities which previously had restrictions of one form or another.

Recreation and health links: The now-proven links between aquatic recreational involvement and health and wellbeing have given many aspects of recreation a legitimate provision stance e.g.: Preventative health care, active healthy lifestyle programs.

Not surprisingly, these broader social, cultural and economic changes have had far- reaching impacts on community aquatic and recreation interests, involvement and attitudes. Some of the key outcomes are:

1. Higher levels of recreational participation across all age groups
2. A demand for and participation in a greater diversity of leisure opportunities. People seek a 'smorgasbord' of opportunities and experiences and are far less 'rusted on' to a small number of pursuits than in the past. Further, people seek to participate across a wide range of times and locations which are convenient to their individual lifestyle.
3. A demand for opportunities which are targeted at individuals and at significant cultural, age, ability and interest groups in the community.
4. Participation in aquatic and recreation activities across a far wider age band than in the past.
5. A demand for venues which can cater for family leisure involvement, whether as part of the one activity -such as picnic venues and cycling routes-- or through a range of different activities -such as at community leisure centres
6. A greater emphasis on cultural, non-competitive and passive leisure pursuits and on both participation and spectating
7. Expectations of high standards of facilities, programming, services and management.
8. Participation at a wider range of defined standards from 'community' to elite and from juniors to veterans
9. Participation in more individual and small group activities rather than organised team sports
10. A strong growth in instruction in sports and health-related activities such as learn to swim, sports clinics and personal trainers.
11. Strong support for opportunities which reflect and enhance a sense of 'community'.
12. A desire for aquatic and recreation facilities which can be used all year- e.g.: indoor aquatic facilities, multi-purpose indoor centres.

13. A greater willingness to pay for quality leisure opportunities which are affordable whilst recognising that low-cost opportunities should also be provided.
14. Major increases in the use of commercial leisure outlets including restaurants, theatres, galleries, specialized travel services and holiday resorts.
15. Expectations of equity and access for less mobile and less able members of the community including children, young mothers, the aged and people with movement, sight, intellectual or other disabilities.
16. A dramatic increase in home-based leisure including video, film, computer-based activities and entertainment.
17. Major growth in challenging and extreme equipment-dependent activities: parachuting, Base-jumping, rock climbing, skiing, four-wheel-driving, SCUBA, snowboarding, bungee jumping, white-water sports and hiking/ trekking.
18. Growing interest in sustainable, low impact, low energy use and environmentally appropriate activities (e.g.: Sea/river kayaking, walking, mountain bike riding), and
19. A desire for bush land preservation, the protection and/or re-establishing of wildlife corridors and interpretive trails, which can be accessed for recreational use.

A perusal of the foregoing drivers of change and of some of the consequences of those factors raises a range of implications for the future provision of leisure opportunities in Kingborough and more specifically, for future initiatives for any proposed aquatic development.

While some of the implications will need further testing in the light of the accompanying demographic review and through a program of community consultations, it is evident that there will be a need to give close consideration to:

- Targeted rather than generalist programs. Those to be targeted will need be determined in the light of the current clientele being served, the demographic analysis (particularly with reference to age distribution, cultural background, socio-economic status, mobility) and wider details on special needs groups in the Kingborough community.
- The scale of development and the retention of a sense of community
- Multiple use opportunities
- The mix of opportunities provided and the extent to which they deliver the benefits sought by the community.
- Opportunities for cultural, leisurely and sporting involvement.
- A strong focus on programs which emphasise health and well-being and beneficial outcomes.
- Facility quality
- High standards of management and programming staff
- A degree of commercialisation
- Provision of opportunities for socialising
- Hours of operation
- The mix of skill levels provided, and
- The overall building environment, design and surrounds.

7. PLANNING FOR THE FUTURE

7.1 Introduction

A range of factors that influence the aquatic, recreational interests and activities of the community are pertinent to any potential future development within Kingborough. These include the nature of the community in terms of size, age distribution, cultural mix and socio-economic status, trends in aquatic provision and the aspirations and needs of the community.

This chapter reviews several key attributes of the Kingborough demographics and assesses some of the implications to future development initiatives.

The following table presents a snapshot of the demographic profile of Kingborough.

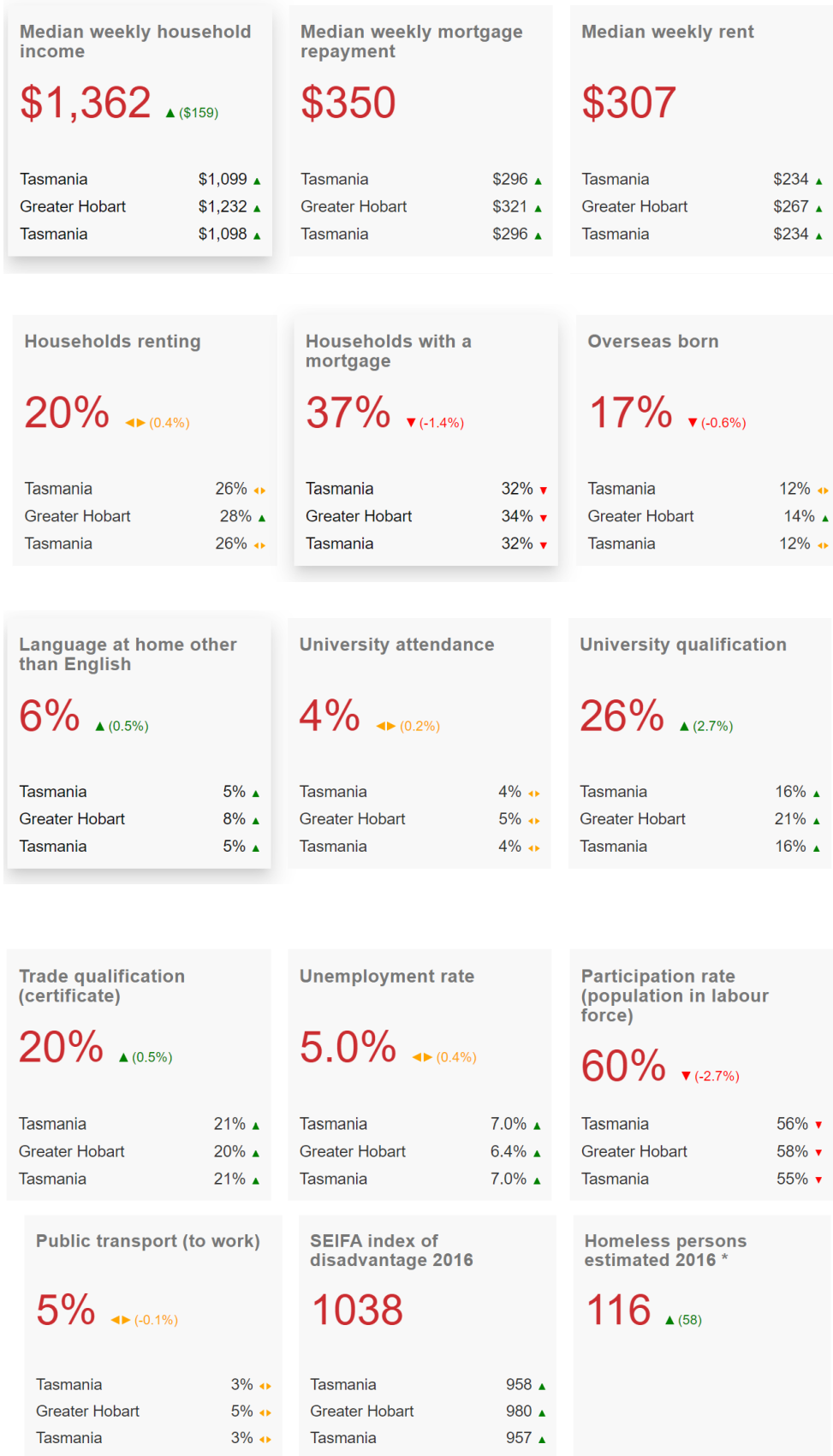
People	35,853
Male	48.3%
Female	51.7%
Median age	42
Families	9,980
Average children per family	
for families with children	1.9
for all families	0.8
All private dwellings	15,850
Average people per household	2.5
Median weekly household income	\$1,364
Median monthly mortgage repayments	\$1,517
Median weekly rent	\$300
Average motor vehicles per dwelling	1.9

Table 7.1 Demographic snapshot – (ABS) – 23/10/2017

Kingborough Council area 2016

◆ No significant change since previous Census (less than +/-0.5%) ▲ Increased since previous Census
▼ Decreased since previous Census

<p>Median age</p> <p>42 ▲ (2)</p> <p>Tasmania 42 ▲ Greater Hobart 40 ▲ Tasmania 42 ▲</p>	<p>Aboriginal and Torres Strait Islander Population</p> <p>3.6% ▲ (0.5%)</p> <p>Tasmania 4.6% ▲ Greater Hobart 3.8% ▲ Tasmania 4.6% ▲</p>	<p>Couples with children</p> <p>31% ▼ (-1.6%)</p> <p>Tasmania 24% ▼ Greater Hobart 26% ▼ Tasmania 24% ▼</p>
<p>Older couples without children</p> <p>12% ▲ (1.5%)</p> <p>Tasmania 11% ▲ Greater Hobart 10% ▲ Tasmania 11% ▲</p>	<p>Lone person households</p> <p>23% ▲ (0.8%)</p> <p>Tasmania 28% ▲ Greater Hobart 28% ◆ Tasmania 28% ▲</p>	<p>Medium and high density Housing</p> <p>7% ▼ (-3.5%)</p> <p>Tasmania 12% ▼ Greater Hobart 16% ▼ Tasmania 12% ▼</p>



* Source: ABS, 2049.0 Estimating Homelessness, 2016
Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id

The demographic characteristics which are reviewed within this Chapter are:

- Total population size and distribution
- Population growth
- The age distribution of the population
- The cultural mix of the community
- Socio-economic wellbeing (covering education, employment, income)
- Disability
- Household structures, and
- Car ownership.

Most data within this chapter have been derived from.

- The Kingborough Council Community Profile compiled by id consulting which provides demographic analysis for the Council and its suburbs based on results from the 2016 and 2011 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.
- The Kingborough Socio-Economic Profile & Opportunity Assessment – Kingborough Council November 2019 – AEC Group Pty Ltd
- Population projections and other key statistics are based on data from the ABS based on 2016 Census data, and
- The 2015-16 AusPlay survey conducted by the Australian Sports Commission (ASC) which provides participation data on the activity of Australians.

7.2 Total population size, growth and distribution

The population characteristics of a community will have a substantial influence on its capacity to support aquatic facilities and on the types of provision that are needed.

The following paragraphs provide an overview of several key features of the Kingborough Council population and of some of the possible implications to future aquatics provision in the Council and/or wider region.

Estimated Resident Population (ERP)

Year (ending June 30)	Number	Change in number	Change in percent	Tasmania change in percent
2006	31,404	--	--	--
2007	31,938	+534	+1.70	+0.81
2008	32,656	+718	+2.25	+1.08
2009	33,431	+775	+2.37	+1.16
2010	34,124	+693	+2.07	+0.89
2011	34,693	+569	+1.67	+0.52
2012	35,021	+328	+0.95	+0.05
2013	35,351	+330	+0.94	+0.10
2014	35,723	+372	+1.05	+0.27
2015	36,140	+417	+1.17	+0.29
2016	36,544	+404	+1.12	+0.47
2017	37,148	+604	+1.65	+0.95
2018	37,738	+590	+1.59	+1.13
2019	38,310	+572	+1.52	+1.17

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id by id (informed

Table 7.2 **Total persons**

The following key points re population size from table 7.2 warrant noting regarding their potential impact on the use of aquatic venues and use potentials in Kingborough:

- The ABS estimated residential population (ERP) in 2019 for the population of Kingborough was 38,310 people.
- At the 2011 census the ERP was estimated to be 34,693 and in 2016 was 36,544 which equates to an increase of 1,851 people or 1.18% over the 5-year period.
- The annual increase is an average of 0.24% over that period. In absolute terms it only amounts to just over 370 more people a year over the 5-year census period.

Population projections

Kingborough Total persons population (Medium Series) by age groups

Year	Age Group 1 0 to 14 yrs	Age Group 2 15 to 29 yrs	Age Group 3 30 to 49 yrs	Age Group 4 50 to 64 yrs	Age Group 5 65 to 85+ yrs	TOTAL
2017	7 399	5 950	9 328	7 475	6 981	37 133
2018	7 416	6 014	9 501	7 490	7 229	37 649
2019	7 415	6 041	9 576	7 525	7 441	37 998
2020	7 427	6 060	9 644	7 560	7 649	38 342
2021	7 395	6 161	9 636	7 658	7 831	38 681
2022	7 359	6 265	9 646	7 711	8 035	39 016
2023	7 324	6 375	9 672	7 721	8 252	39 344
2024	7 277	6 501	9 673	7 780	8 435	39 666
2025	7 264	6 594	9 707	7 771	8 647	39 982
2026	7 242	6 690	9 760	7 756	8 845	40 293
2027	7 211	6 799	9 812	7 743	9 033	40 597
2028	7 220	6 851	9 868	7 757	9 199	40 896
2029	7 216	6 900	9 940	7 791	9 339	41 186
2030	7 228	6 929	10 017	7 847	9 446	41 467
2031	7 212	6 977	10 074	7 933	9 546	41 741
2032	7 248	6 970	10 104	8 031	9 652	42 005
2033	7 285	6 962	10 130	8 107	9 774	42 258
2034	7 316	6 959	10 142	8 173	9 910	42 500
2035	7 343	6 960	10 153	8 236	10 042	42 734
2036	7 366	6 953	10 152	8 289	10 198	42 958
2037	7 386	6 946	10 165	8 344	10 334	43 175
2038	7 405	6 943	10 175	8 422	10 441	43 386
2039	7 423	6 942	10 189	8 493	10 544	43 590
2040	7 440	6 948	10 189	8 593	10 620	43 789
2041	7 455	6 957	10 199	8 693	10 681	43 984
2042	7 471	6 969	10 214	8 789	10 732	44 175

Table 7.3 population projections

Source Tasmanian Government – 2019 population projections

The following key points re population projections from table 7.3 warrant noting regarding their potential impact on the use of aquatic venues and use potentials in Kingborough:

- Population Projections from the Tasmanian government based on 2016 Census data indicate that the population is estimated to grow at an average of 0.76% per annum (2017 to 2042) over the next 20 years.
- This equates to an increase in population of 7,042 people over the forecasted 25 -year period (2017 to 2042).
- The estimated population in Kingborough is projected to be 44,175 by 2042.

National data from the Australian Sports Commission ⁵show that organised participation drops significantly with age as shown below. Figure 7.4 below provides data on organised and non-organised activities by age groups and confirms this view.

⁵ Australian Sports Commission, 2016: AusPlay Survey Report, 2015-16 – Pages 10 & 11

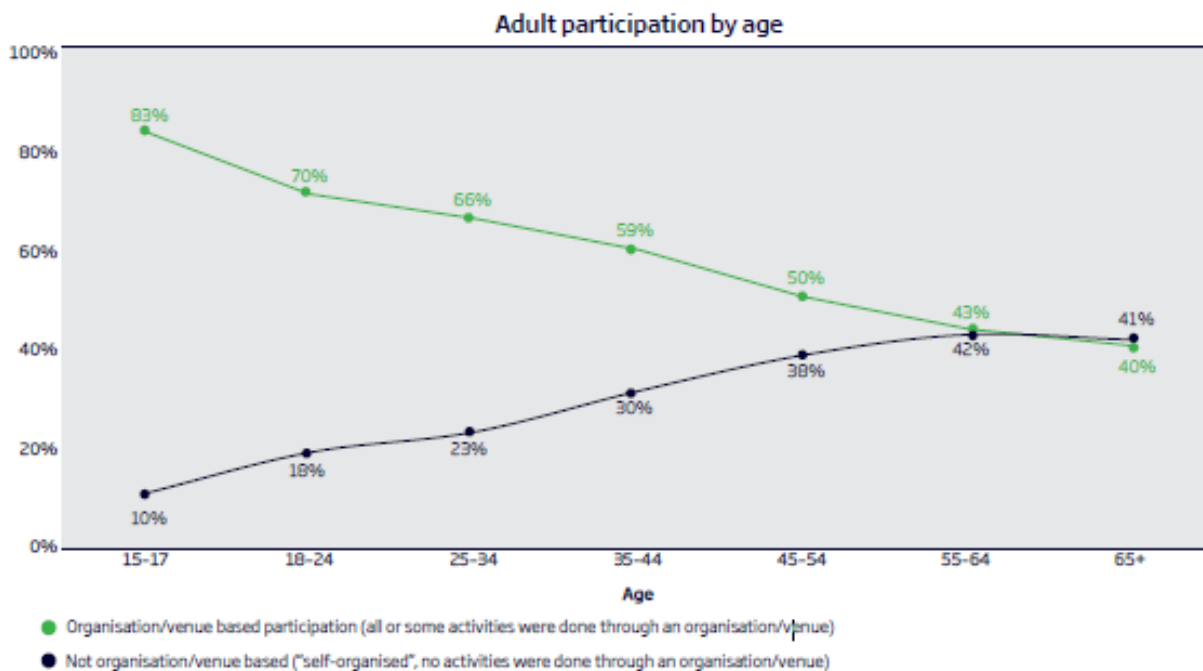


Figure 7.4 Total persons & service age groups
 Source; Australian Sports Commission, 2016: AusPlay Survey Report, 2015-16 – Page 10

The following tables provide participation data on the most popular activities for Australians in a number of categories.

Table 7.5 below indicates:

- Swimming is the fourth most popular activity for Adults at 14.5% and Fitness/gym is second at 32.1%. This indicates that these two activities complement each other in terms of provision and community aspirations.
- Walking is by far the most popular activity for adults at 42.6% and suggests that where possible walking paths or trails should be linked to leisure facilities to encourage use.

MOST POPULAR ACTIVITIES FOR AUSTRALIANS – 2016

	Adults (18+) Top 20 activities	Population estimate	Per cent of population
1	Walking (recreational)	8,397,408	42.6%
2	Fitness/gym	6,317,614	32.1%
3	Athletics, track and field*	3,115,027	15.8%
4	Swimming	2,852,924	14.5%
5	Cycling	2,302,614	11.7%
6	Football	1,141,027	5.8%
7	Bush walking	1,058,061	5.4%
8	Golf	1,022,127	5.2%
9	Tennis	946,790	4.8%

	Adults (18+) Top 20 activities	Population estimate	Per cent of population
10	Yoga	866,679	4.4%
11	Basketball	667,006	3.4%
12	Cricket	643,919	3.3%
13	Netball	630,638	3.2%
14	Surfing	528,058	2.7%
15	Australian football	496,829	2.5%
16	Pilates	489,731	2.5%
17	Fishing (recreational)	412,049	2.1%
18	Touch football	402,756	2.0%
19	Canoeing/kayaking	312,664	1.6%
20	Dancing (recreational)	269,798	1.4%

Table 7.5 Adults (18+) Top 20 activities

Source: Australian Sports Commission, 2016: AusPlay Survey Report, 2015-16 – Page 14

Table 7.6 below indicates:

- Swimming is the second most popular activity (8.1%) in Australia for adults **through a venue** with Fitness and gym activities being first (at 25.6%). This reinforces the potential provision of an aquatic leisure facility in Kingborough.

MOST POPULAR ACTIVITIES FOR AUSTRALIANS – 2016

	Adults (18+) through organisation/venue Top 10 activities	Population estimate	Per cent of population
1	Fitness/gym	5,045,386	25.6%
2	Swimming	1,593,531	8.1%
3	Golf	888,794	4.5%
4	Football	825,866	4.2%
5	Yoga	654,830	3.3%
6	Tennis	611,815	3.1%
7	Netball	583,736	3.0%
8	Athletics, track and field	537,454	2.7%
9	Cricket	463,042	2.3%
10	Basketball	461,233	2.3%

Table 7.6 Adults (18+) Top 10 activities by venue

Source: Australian Sports Commission, 2016: AusPlay Survey Report, 2015-16 – Page 15

Table 7.7 below indicates:

- That 30% of the child population in Australia swim on a regular basis as the preferred activity – which reinforces provision that caters for their needs.

MOST POPULAR ACTIVITIES FOR AUSTRALIANS – 2016

	Children (17-) organised out of school hours Top 20 activities	Population estimate	Per cent of population
1	Swimming	1,378,967	30.0%
2	Football	674,094	14.7%
3	Australian football	366,462	8.0%
4	Gymnastics	341,200	7.4%
5	Netball	332,018	7.2%
6	Dancing (recreational)	329,003	7.2%
7	Basketball	300,622	6.5%
8	Tennis	280,239	6.1%
9	Cricket	256,930	5.6%
10	Athletics, track and field	203,873	4.4%
11	Rugby league	126,754	2.8%
12	Karate	121,877	2.6%
13	Dance Sport	106,901	2.3%
14	Hockey	76,922	1.7%
15	Touch football	76,039	1.7%
16	Lifesaving surf	65,986	1.4%
17	Fitness/gym	59,282	1.3%
18	Rugby union	57,429	1.2%
19	Taekwondo	49,261	1.1%
20	Martial arts	47,279	1.0%

Table 7.7 Children (17-) Top 20 activities

Source: Australian Sports Commission, 2016: AusPlay Survey Report, 2015-16 – Page 14

The Age Distribution of the Population

Table 7.8 shows the service age groups for Kingborough from 2011 to 2016 by comparison with Tasmania.

Age structure - Service age groups

Kingborough Council area - Total persons (Usual residence)	2016			2011			Change
	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016
Babies and pre-schoolers (0 to 4)	2,176	6.1	5.6	2,262	6.7	6.3	-86
Primary schoolers (5 to 11)	3,451	9.6	8.6	3,388	10.0	8.7	+63
Secondary schoolers (12 to 17)	2,922	8.2	7.2	2,763	8.2	8.1	+159
Tertiary education and independence (18 to 24)	2,404	6.7	8.2	2,616	7.7	8.5	-212
Young workforce (25 to 34)	3,819	10.7	11.4	3,525	10.4	11.1	+294
Parents and homebuilders (35 to 49)	6,988	19.5	18.5	6,955	20.5	20.2	+33
Older workers and pre-retirees (50 to 59)	4,991	13.9	14.3	5,029	14.8	14.3	-38
Empty nesters and retirees (60 to 69)	4,727	13.2	13.3	3,880	11.4	11.7	+847
Seniors (70 to 84)	3,655	10.2	10.6	2,864	8.5	9.1	+791
Elderly aged (85 and over)	718	2.0	2.3	610	1.8	2.1	+108
Total	35,851	100.0	100.0	33,892	100.0	100.0	+1,959

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed)
Table 7.8 Total persons & service age groups

Dominant groups

Some key points to note from Table 7.8 are:

Analysis of the service age groups of Kingborough Council area in 2016 compared to Tasmania shows that there was a higher proportion of people in the younger age groups (0 to 17 years) and a lower proportion of people in the older age groups (60+ years).

Overall, 23.8% of the population was aged between 0 and 17, and 25.4% were aged 60 years and over, compared with 21.4% and 26.2% respectively for Tasmania.

The major differences between the age structure of Kingborough Council area and Tasmania were:

- A larger percentage of 'Parents and homebuilders' (19.5% compared to 18.5%)
- A larger percentage of 'Primary schoolers' (9.6% compared to 8.6%)
- A larger percentage of 'Secondary schoolers' (8.2% compared to 7.2%)
- A smaller percentage of 'Tertiary education & independence' (6.7% compared to 8.2%)

Emerging groups

From 2011 to 2016, Kingborough Council area's population increased by 1,959 people (5.8%). This represents an average annual population change of 1.13% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Empty nesters and retirees (60 to 69) (+847 people)
- Seniors (70 to 84) (+791 people)
- Young workforce (25 to 34) (+294 people)
- Tertiary education and independence (18 to 24) (-212 people)

Population Implications

The following aquatic and leisure provision implications can be drawn from the Table 7.9 data on population change and age distribution for 2011 and 2016:

- The rate of growth has amounted to some 0.24% annually which is likely to have some positive impact on the total numbers in the community likely to use swimming facilities.
- There were some levels of growth in younger and middle age groups while all groups over 40 years grew. This change has some implications for aquatic provision within Kingborough. These include:
- The market to draw on for an aquatic centre in Kingborough is not large. This situation can only be countered if facilities and programs that are attractive to past users and new users, and which encourage higher visit rates by *all users* are provided.
- Wider evidence indicates that there is potential to attract users from beyond the Council area. This will be likely come from southern parts of Hobart, the Huon Valley and to a lesser extent Derwent Valley.
- Further, the population size, growth, projections and age data suggest that there will need to be more and *far better* provision of aquatic and dry facilities and programs that are suited to families as well as those targeting younger age groups. These could be expected to include warm water program pool(s) for use for health programs and what can be termed “secondary hydrotherapy” programs; program rooms; programs which provide gentle exercise and body-strengthening opportunities, and social, gathering and meeting spaces. These facilities and programs will also better serve people with disabilities in the community.

There will be a strong need for learn to swim, training, coaching, competition, play and social opportunities for younger members of the community and for families with young children.

Looked at in combination, the data on the total population size, population growth, projections and the age distribution suggest that Kingborough is unlikely to be able to support a financially *or operationally* viable 50 metre indoor pool or other “higher order” facilities into the foreseeable future unless it is willing to pay a significant annual operational deficit. This is not to say that such provision should not be made but if it were, it would need to be seen as a political, emotional or “promotional” decision rather than a needs-based or cost-effective decision. A more appropriate provision program would see *additional* indoor water provision so there can be a better differentiation of water conditions (depth, temperature) and hence, more effective targeting of programs. At the same time, there will still be many thousands of younger people and families in the community whose needs will still have to be met. Thus, there will be a continuing need for water for learn to swim, teaching, coaching and competition and facilities for play and socializing.

7.3 The cultural mix of the community

The cultural mix of a community has quite an influence on the types of recreation interests and activities that are pursued. Different cultural groups have different musical and theatre interests, play different sports and do differing activities in their free time. Even within the “mainstream” Australian culture there are significant differences between the States in their support, for instance, for rugby, soccer and Australian Rules football.

Bureau of Statistics research shows that while “mainstream” Anglo-Saxon Australians are active in swimming, this involvement is not as strong amongst Eastern Europeans and even less so amongst residents with an Asian background. As a result, towns and local government areas with strong Eastern European and Asian communities will not make as much use of swimming facilities as will Anglo-Saxon residents.

Birthplace - Summary

Kingborough Council area - Total persons (Usual residence)				2016			2011			Change
Birthplace	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016			
Total overseas born	5,930	16.5	12.0	5,819	17.2	11.6	+111			
Australia	28,085	78.3	80.7	26,927	79.4	83.6	+1,158			
Not stated	1,831	5.1	7.3	1,146	3.4	4.8	+685			
Total Population	35,846	100.0	100.0	33,892	100.0	100.0	+1,954			

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed)

Table 7.9 Birthplace summary

Birthplace - Ranked by size

Kingborough Council area - Overseas born (Usual residence)				2016			2011			Change
Birthplace	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016			
United Kingdom	2,510	7.0	4.3	2,565	7.6	4.7	-55			
New Zealand	431	1.2	1.0	389	1.1	1.0	+42			
Netherlands	320	0.9	0.4	359	1.1	0.5	-39			
South Africa	277	0.8	0.3	308	0.9	0.3	-31			
China	244	0.7	0.6	138	0.4	0.4	+106			
Germany	233	0.7	0.4	266	0.8	0.4	-33			
United States of America	204	0.6	0.3	198	0.6	0.3	+6			
India	129	0.4	0.4	99	0.3	0.3	+30			
Canada	128	0.4	0.2	118	0.3	0.2	+10			
Malaysia	114	0.3	0.3	98	0.3	0.2	+16			

Table 7.10 Birthplace

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id ,

Dominant groups

Some key points to note from Tables 7.9 and 7.10 are:

Analysis of the country of birth of the population in Kingborough Council area in 2016 compared to Tasmania shows that there was a larger proportion of people born overseas.

Overall, 16.5% of the population was born overseas, compared with 12.0% for Tasmania.

The largest non-English speaking country of birth in Kingborough Council area was Netherlands, where 0.9% of the population, or 320 people, were born.

The major difference between the countries of birth of the population in Kingborough Council area and Tasmania was:

A larger percentage of people born in United Kingdom (7.0% compared to 4.3%)

Emerging groups

Between 2011 and 2016, the number of people born overseas increased by 111 or 1.9%.

The largest changes in birthplace countries of the population in this area between 2011 and 2016 were for those born in:

China (+106 persons)

United Kingdom (-55 persons)

Between 2011 and 2016, the number of people born overseas increased by 83 or 1.1%. The largest changes in birthplace countries of the population in this area between 2011 and 2016 were for those born in:

- United Kingdom (-218 persons)
- China (+82 persons)
- Philippines (+63 persons)
- Netherlands (-60 persons)

The cultural background of the Kingborough Council community is unlikely to impact detrimentally on the use of a potential swimming facility in Kingborough.

In summary, cultural background data for the Kingborough Council population suggests that the vast majority of the Council community could be expected to consider swimming as a realistic recreation option if appropriate facilities were provided. By comparison, the number of residents who might not see swimming as an attractive leisure opportunity is quite small. Even here however, attractive programs and activities might succeed in attracting those and new users.

7.4 Socio-economic wellbeing (covering education, employment, income)

In general, there is a close relationship between education, occupation and income. As educational levels improve (whether individually or across a whole community), so residents move into higher occupational categories and in parallel with this, incomes increase. The higher the income, the greater the “discretionary” expenditure, that being money that is left over after essentials including housing, food, transport, and education have been paid for. The greater the discretionary expenditure capacity, the greater is the expenditure on aquatic leisure and recreation.

Education

Highest qualification achieved

Kingborough Council area - Persons aged 15+ (Usual residence)	2016			2011			Change
Qualification level	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016
Bachelor or Higher degree	7,577	26.4	16.2	6,362	23.7	14.2	+1,215
Advanced Diploma or Diploma	2,825	9.8	7.5	2,422	9.0	6.6	+403
Vocational	5,651	19.7	21.3	5,146	19.2	20.2	+505
No qualification	10,324	35.9	44.3	10,587	39.4	48.8	-263
Not stated	2,347	8.2	10.7	2,352	8.8	10.2	-5
Total persons aged 15+	28,724	100.0	100.0	26,869	100.0	100.0	+1,855

Table 7.11

Qualifications

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id ,

Dominant groups

Some key points to note from Table 7.11 are:

Analysis of the qualifications of the population in Kingborough Council area in 2016 compared to Tasmania shows that there was a higher proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a lower proportion of people with no formal qualifications.

Overall, 55.9% of the population aged 15 and over held educational qualifications, and 35.9% had no qualifications compared with 45.0% and 44.3% respectively for Tasmania.

The major differences between qualifications held by the population of Kingborough Council area and Tasmania were:

- A larger percentage of persons with Bachelor or Higher degrees (26.4% compared to 16.2%)
- A larger percentage of persons with Advanced Diploma or Diplomas (9.8% compared to 7.5%)
- A smaller percentage of persons with No qualifications (35.9% compared to 44.3%)
- A smaller percentage of persons with Vocational qualifications (19.7% compared to 21.3%)

Emerging groups

The largest changes in the qualifications of the population in Kingborough Council area between 2011 and 2016 were in those with:

- Bachelor or Higher degrees (+1,215 persons)
- Vocational qualifications (+505 persons)
- Advanced Diploma or Diplomas (+403 persons)
- No qualifications (-263 persons)

Employment

Labour force status

Kingborough Council area - Persons aged 15+ (Usual residence)	2016			2011			Change
Labour force status	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016
Total labour force (Participation rate)	17,194	59.9	55.5	16,811	62.6	57.8	+383
Not in the labour force	10,198	35.5	38.1	9,131	34.0	37.7	+1,067
Labour force status not stated	1,329	4.6	6.3	927	3.5	4.5	+402
Total persons aged 15+	28,724	100.0	100.0	26,869	100.0	100.0	+1,855

Table 7.12 Occupation

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id

Dominant groups

Some key points to note from Table 7.12 are:

The size of Kingborough Council area's labour force in 2016 was 17,194, of which 7,148 were employed part-time and 8,978 were full time workers.

Analysis of the employment status (as a percentage of the labour force) in Kingborough Council area in 2016

compared to Tasmania shows that there was a higher proportion in employment, and a lower proportion unemployed. Overall, 95.0% of the labour force was employed (0.0% of the population aged 15+), and 5.0% unemployed (0.0% of the population aged 15+), compared with 93.0% and 7.0% respectively for Tasmania.

The labour force participation rate refers to the proportion of the population aged 15 years and over that was employed or actively looking for work. *"The labour force is a fundamental input to domestic production. Its size and composition are therefore crucial factors in economic growth. From the viewpoint of social development, earnings from paid work are a major influence on levels of economic well-being."* (Australian Social Trends 1995).

Analysis of the labour force participation rate of the population in Kingborough Council area in 2016 shows that there was a higher proportion in the labour force (59.9%) compared with Tasmania (55.5%).

Emerging groups

Between 2011 and 2016, the number of people employed in Kingborough Council area showed an increase of 293, and the number unemployed showed an increase of 90. In the same period, the number of people in the labour force showed an increase of 383 or 2.3%.

Industry sector of employment

Kingborough Council area - Employed persons (Usual residence)							
Industry sector	2016			2011			Change
	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016
Agriculture, Forestry and Fishing	508	3.1	5.3	430	2.7	4.8	+78
Mining	44	0.3	1.0	56	0.3	1.3	-12
Manufacturing	766	4.7	6.9	871	5.4	8.7	-105
Electricity, Gas, Water and Waste Services	302	1.8	1.6	304	1.9	1.7	-2
Construction	1,386	8.5	7.6	1,361	8.5	7.6	+25
Wholesale trade	287	1.8	2.2	399	2.5	3.3	-112
Retail Trade	1,625	9.9	10.9	1,715	10.7	11.3	-90
Accommodation and Food Services	1,078	6.6	7.6	993	6.2	7.3	+85
Transport, Postal and Warehousing	414	2.5	4.2	434	2.7	4.3	-20
Information Media and Telecommunications	346	2.1	1.3	421	2.6	1.5	-75
Financial and Insurance Services	405	2.5	2.1	431	2.7	2.4	-26
Rental, Hiring and Real Estate Services	198	1.2	1.2	234	1.5	1.3	-36
Professional, Scientific and Technical Services	1,205	7.4	4.7	1,183	7.4	4.7	+22
Administrative and Support Services	390	2.4	2.9	320	2.0	2.7	+70
Public Administration and Safety	1,752	10.7	7.8	1,976	12.3	9.0	-224
Education and Training	1,976	12.1	9.3	1,760	11.0	9.0	+216
Health Care and Social Assistance	2,291	14.0	14.2	2,072	12.9	12.0	+219
Arts and Recreation Services	327	2.0	1.9	324	2.0	1.6	+3
Other Services	606	3.7	3.8	535	3.3	3.7	+71
Inadequately described or not stated	439	2.7	3.4	222	1.4	2.0	+217
Total employed persons aged 15+	16,345	100.0	100.0	16,041	100.0	100.0	+304

Table 7.13 Occupation

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id ,

Dominant groups

Some key points to note from Table 7.13 are:

An analysis of the jobs held by the resident population in Kingborough Council area in 2016 shows the three most popular industry sectors were:

- Health Care and Social Assistance (2,291 people or 14.0%)
- Education and Training (1,976 people or 12.1%)
- Public Administration and Safety (1,752 people or 10.7%)

In combination, these three industries employed 6,019 people in total or 36.8% of the total employed resident population.

In comparison, Tasmania employed 14.2% in Health Care and Social Assistance; 9.3% in Education and Training; and 7.8% in Public Administration and Safety.

The major differences between the jobs held by the population of Kingborough Council area and Tasmania were:

- A larger percentage of persons employed in public administration and safety (10.7% compared to 7.8%)
- A larger percentage of persons employed in education and training (12.1% compared to 9.3%)
- A larger percentage of persons employed in professional, scientific and technical services (7.4% compared to 4.7%)
- A smaller percentage of persons employed in manufacturing (4.7% compared to 6.9%)

Emerging groups

The number of employed people in Kingborough Council area increased by 304 between 2011 and 2016.

The largest changes in the jobs held by the resident population between 2011 and 2016 in Kingborough Council area were for those employed in:

- Public Administration and Safety (-224 persons)
- Health Care and Social Assistance (+219 persons)
- Education and Training (+216 persons)
- Wholesale trade (-112 persons)

Income

Weekly individual income

Kingborough Council area - Persons aged 15+ (Usual residence)	2016		
	Number	%	Tasmania %
Weekly gross income			
Negative Income/ Nil income	2,084	7.3	7.0
\$1 - \$149	1,417	4.9	4.2
\$150 - \$299	1,997	7.0	8.5
\$300 - \$399	2,454	8.5	11.0
\$400 - \$499	2,662	9.3	10.6
\$500 - \$649	2,548	8.9	9.1
\$650 - \$799	2,391	8.3	8.5
\$800 - \$999	2,501	8.7	8.5
\$1,000 - \$1,249	2,639	9.2	8.1
\$1,250 - \$1,499	1,905	6.6	5.0
\$1,500 - \$1,749	1,570	5.5	4.1
\$1,750 - \$1,999	1,031	3.6	2.6
\$2,000 - \$2,999	1,253	4.4	2.9
\$3,000 or more	565	2.0	1.5
Not stated	1,714	6.0	8.5
Total persons aged 15+	28,731	100.0	100.0

Table 7.14

Income

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id

Analysis of individual income levels in Kingborough Council area in 2016 compared to Tasmania shows that there was a higher proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low-income people (those earning less than \$500 per week).

Overall, 9.9% of the population earned a high income, and 36.9% earned a low income, compared with 7.1% and 41.3% respectively for Tasmania.

The major differences between Kingborough Council area's individual incomes and Tasmania's individual incomes were:

- A larger percentage of persons who earned \$1,250 - \$1,499 (6.6% compared to 5.0%)
- A larger percentage of persons who earned \$2,000 - \$2,999 (4.4% compared to 2.9%)
- A smaller percentage of persons who earned \$300 - \$399 (8.5% compared to 11.0%)
- A smaller percentage of persons who earned \$150 - \$299 (7.0% compared to 8.5%)

7.5 Assisted Needs

Having a disability can be a major barrier to the use of community aquatic and leisure facilities. At each Census, the Australian Bureau of Statistics collects data on community member's self-assessment of whether or not they suffer from a "profound or severe disability" –this being a disability which creates a need for assistance with "core activities", these being selfcare, mobility and communication, which are the consequence of a physical or other disability, a long-term health condition (lasting six months or more) or old age.

Need for assistance with core activities summary

Kingborough Council area - Total persons (Usual residence)	2016			2011			Change
	Number	%	Tasmania %	Number	%	Tasmania %	
Assistance needed by age group (years)							2011 to 2016
Total persons needing assistance	1,749	4.9	6.4	1,441	4.3	5.8	+308
Total persons not needing assistance	32,243	89.9	86.5	31,393	92.6	89.7	+850
Not stated	1,868	5.2	7.1	1,055	3.1	4.5	+813
Total Population	35,860	100.0	100.0	33,889	100.0	100.0	+1,971

Table 7.15 Assisted Living

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id

Dominant groups

Some key points to note from Table 7.15 are:

Analysis of the need for assistance of people in Kingborough Council area compared to Tasmania shows that there was a lower proportion of people who reported needing assistance with core activities.

Overall, 4.8% of the population reported needing assistance with core activities, compared with 6.4% for Tasmania.

The major differences in the age groups reporting a need for assistance in Kingborough Council area and Tasmania were:

- A smaller percentage of persons aged 80 to 84 (21.1% compared to 24.7%)

- A smaller percentage of persons aged 75 to 79 (11.8% compared to 14.5%)
- A smaller percentage of persons aged 60 to 64 (5.1% compared to 7.6%)
- A smaller percentage of persons aged 70 to 74 (8.6% compared to 10.4%)

Emerging groups

The major differences in the age groups reporting a need for assistance between 2011 and 2016 in Kingborough Council area were in the age groups:

- 20 to 59 (+89 persons)
- 65 to 69 (+74 persons)

7.6 Household Make-up

The household make-up of a community affects the use of all types of aquatic and recreation opportunities. This is because:

- The presence or absence of children means that children's activities generally *do* or *do not need to* take precedence in leisure decisions.
- Families with young children prefer to use local recreation opportunities. Couples without children are generally better off financially and can therefore afford a wider range of recreational opportunities, with using a local pool not often being one of these.
- Single parents generally have less time and less money to devote to recreation and leisure.
- Lone person families often lack the incentive or the financial means to get out and use community recreation opportunities, and
- Families that are renting as opposed to those paying off a home or living in a home they have already purchased, tend to be less committed to the local community and to local recreation activities as they generally move more often, do not become so much a part of the community and do not have as good a knowledge of what is available.

Table 7.16 below provides an analysis of household types.

Household type

Kingborough Council area - Total households (Enumerated)	2016			2011			Change 2011 to 2016
	Number	%	Tasmania %	Number	%	Tasmania %	
Couples with children	4,247	30.5	24.4	4,183	32.2	26.5	+64
Couples without children	3,979	28.6	27.1	3,854	29.6	27.9	+125
One parent families	1,499	10.8	10.9	1,363	10.5	11.1	+131
Other families	104	0.7	0.8	113	0.9	0.9	-9
Group household	307	2.2	3.1	269	2.1	3.1	+38
Lone person	3,162	22.7	27.9	2,855	21.9	27.0	+307
Other not classifiable household	433	3.1	4.3	219	1.7	2.2	+214
Visitor only households	171	1.2	1.4	146	1.1	1.3	+25
Total households	13,902	100.0	100.0	13,007	100.0	100.0	+895

Table 7.16 Household Type

Source: Australian Bureau of Statistics, *Census of Population and Housing 2011 and 2016*. Compiled and presented by .id ,

Dominant groups

Analysis of the household/family types in Kingborough Council area in 2016 compared to Tasmania shows that there was a higher proportion of couple families with child(ren) as well as a similar proportion of one-parent families. Overall, 30.5% of total families were couple families with child(ren), and 10.8% were one-parent families, compared with 24.4% and 10.9% respectively for Tasmania.

There were a lower proportion of lone person households and a higher proportion of couples without children. Overall, the proportion of lone person households was 22.7% compared to 27.9% in Tasmania while the proportion of couples without children was 28.6% compared to 27.1% in Tasmania.

Emerging groups

The number of households in Kingborough Council area increased by 895 between 2011 and 2016. The largest changes in family/household types in Kingborough Council area between 2011 and 2016 were:

- Lone person (+307 households)
- One parent families (+131 households)
- Couples without children (+125 households)
- Couples with children (+64 households)

The data suggests that home ownership will not have a significant impact on the capacity to use community aquatic and leisure facilities.

7.7 Car ownership.

Car ownership

Kingborough Council area - Households (Enumerated)	2016			2011			Change
	Number	%	Tasmania %	Number	%	Tasmania %	2011 to 2016
No motor vehicles	507	3.6	6.7	577	4.4	7.8	-70
1 motor vehicle	4,494	32.3	33.6	4,348	33.4	34.9	+146
2 motor vehicles	5,436	39.1	33.2	5,239	40.3	34.6	+197
3 or more motor vehicles	2,694	19.4	18.5	2,392	18.4	17.6	+302
Not stated	783	5.6	8.0	451	3.5	5.2	+332
Total households	13,914	100.0	100.0	13,007	100.0	100.0	+907

Table 7.17 Car ownership

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id ,

Dominant groups

Analysis of the car ownership of the households in Kingborough Council area in 2016 compared to Tasmania shows that 90.7% of the households owned at least one car, while 3.6% did not, compared with 85.3% and 6.7% respectively in Tasmania.

Of those that owned at least one vehicle, there was a smaller proportion who owned just one car: larger

proportion who owned two cars; and a larger proportion who owned three cars or more.

Overall, 32.3% of the households owned one car; 39.1% owned two cars; and 19.4% owned three cars or more, compared with 33.6%; 33.2% and 18.5% respectively for Tasmania.

Emerging groups

The largest changes in the household car ownership in Kingborough Council area between 2011 and 2016 were:

- or more motor vehicles (+302 households)
- motor vehicles (+197 households)
- 1 motor vehicle (+146 households)
- No motor vehicles (-70 households)

The data suggests that cars are a primary use of transport within Kingborough and is therefore not an impediment to use of aquatic and leisure facilities.

7.8 Overview

The following broad conclusions can be drawn from the analysis of the demographic characteristics of the Kingborough Council community:

The size of the market available to support an Aquatic Centre in Kingborough is comparatively small and thus will not have a capacity to support high cost, specialised facilities, unless Council is willing to pay a high annual cost to subsidise their operation. Given population projections of around 44,000 by 2042 there is very little evidence to support national or international standard aquatic provision by Council. This is also reinforced by the extent of natural aquatic opportunities such as the vast coastline and private pools. Council should be seeking to provide aquatic provision to diversify opportunities not currently available within the region to ensure community needs are catered for.

When evaluated in terms of Australian aquatic and fitness participation rates, the projected market for aquatic facilities is small and as such, significant caution will need to be taken in terms of how much aquatic lane spaces (and other aquatic spaces) is provided.

The number of younger people and families within Kingborough remains substantial. There will therefore be a need for learn to swim, training, coaching, competition, play and social opportunities for younger members of the community and for families with young children.

There is an ability to attract users from beyond the Council area but will be limited (less regular) and that even key “point of difference” facilities or programs are unlikely to generate high additional use levels.

There is a need to provide aquatic opportunities that *are* attractive to non- Anglo-Saxon and non-English speaking members of the community, and

People in Kingborough who suffer from socioeconomic disadvantage, disability, family structures which impose significant financial constraints and a lack of personal transport will need to be catered for. Specific pro-active design, programming, pricing, servicing and marketing action will be needed to encourage these people to use any proposed aquatic centre.

Yet, the continuing significant number of children and teenagers in Kingborough justifies the provision of the aquatic leisure facilities given their role in educational programs, for social activities and for healthy

development and community wellbeing. Older residents are not offered any appropriate aquatic facilities, programs or services that might give them worthwhile recreational and leisure experiences or, more importantly, improve their health and wellbeing.

The demographic data review suggests that any aquatic provision developed by Council should be more effective in reaching the community and in meeting community needs by providing more attractive swimming opportunities to all sections of the community.

8. DESIGN BRIEF

8.1 Introduction

The research into Kingborough Council demographics, competitor provision, leisure participation and aquatic provision, trends and community needs has indicated that a variety of aquatic/leisure facility components are needed to effectively meet the needs of the community.

The new aquatic facilities which are recommended will meet *identified* community needs which:

- Are within much closer proximity to the Kingborough community, and
- Are *inadequately met* by the facilities at other aquatic venues within the region, or
- Are presently *not available in Kingborough*, or
- Are presently *only available at private venues* in the Council area.

8.2 Proposed Aquatic Centre Elements

More detail regarding the Design Brief is attached as Appendix 2

- Indoor 25 x 20 metre (10 lane) The main pool provides for recreational and lap swimming, short course competition, swim lessons, school lessons, fitness classes all year.
(Temperature range at 20-30 °C) (Depth 0.9 – 1.8 metres)
- Indoor 16 x 16 metre warm water adjustable floor program pool for health, therapy/rehabilitation programs, learn to swim, Serious consideration should be given to installation of a moveable floor in the program pool to further optimise use and the market which can be serviced. A moveable floor is one which can be raised or lowered to permit water depths ranging from 0 to several metres depending on the needs of particular programs.
(Temperature range at 30-36 °C) (Depth 0 – 3 metres)
- Professional suite & separate change, waiting and access areas in association with warm water program /hydro pool.
- Indoor (and potentially outdoor) 600 – 700m² water play/ leisure pool with beach entry, some possibly outside the indoor pool compound to attract/support wider community use. Play equipment, water sprays, cannons and fountains should also feature.
(Temperature range at 20-30 °C) (Depth 0.1 – 0.5 metres)
- Indoor spa and sauna for up to 10 people in each element.
- 3 x Suites for e.g.: physiotherapy, massage, specialist coaches & program providers
- Linked Café and social areas with indoor/outdoor and user/ community access external to pool compound
- Linked outdoor informal social and gathering areas containing barbeques, picnic seating areas, volleyball courts, half-court basketball and play equipment.
- Occasional care/creche
- Toilet/change including special family and group change rooms for schools.

- Retail sales space
- First aid room
- Storage both on pool deck for equipment and elsewhere for cleaning, lost property etc.
- Swim School office booth on pool deck
- Office space for 10 people.
- Staff room
- Locker banks outside change areas
- Separate entry and foyer including swim school reception / administration.
- Allowance for 80 car spaces (dependant on placement of build)
- Room for expansion to meet changing needs.
- Design should comply with RLSSA design guidelines.

8.3 Summary

The design brief provides a mix of water space that caters for a range of programs and services to meet the majority of the needs of community. These include:

- Leisure water space which will provide social opportunities for young children and families
- Program water space for youth, adults and older people, and
- A main pool that provides for fitness, competition, recreational, learning and social opportunities for all ages.

The mix of spaces has also been designed to achieve the principles set out in section 3.2 which includes:

- *Reflecting community need:*
- *Reflecting the projected demographics:*
- *Diversity of opportunity:*
- *Design flexibility:*
- *Co-location and integration:*
- *Centrality of location:*
- *Access for all.*
- *Operational and financial viability.*
- *Contributing to the economic and social strength of the Kingborough Region:*
- *Coordination of action:*
- *Enhancing environmental quality:*
- *Promotion of opportunity:*

9. CONCEPT PLAN & CAPITAL COSTS

9.1 Introduction

The design brief was approved by Council officers after consideration of the research phases in sections 2-7 of this report. A number of briefings/meetings with the architects were held to clarify all aspects of the design.

9.2 Concept Plan Analysis

Location:

The site selected is the Kingborough Sports Centre located 10km South of Hobart and 4km from Kingston Beach. Adjacent to the site is the Kingston High School, Kingborough Gymsports Centre and the Kingborough Sports Centre, creating a cluster of sports facilities that can benefit from a more homogenous pedestrian and program collaboration.

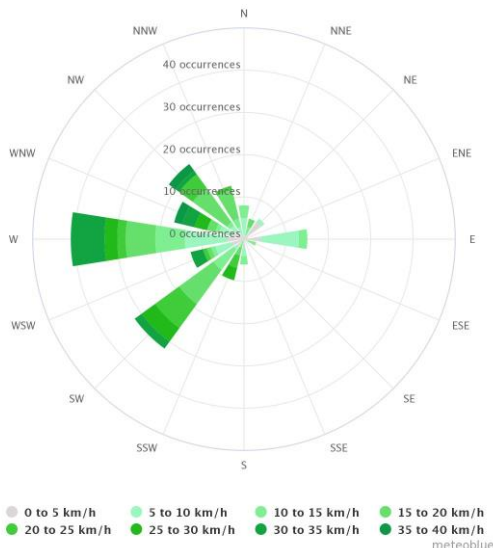
Below the site to the South East are the Kingborough Little Athletics Centre, Lightwood Park which includes soccer and cricket pitches. On the other side of Gormley Drive is the Gormley Park Soccer Ground. To the South is the Kingston Twin Ovals which has AFL and Cricket capacity serviced by a sports pavilion.

Views:

The site is located in a valley with mountains to the North and West of the site leading down to the ocean to the South East and Tinderbox Nature Reserve to the South. The Kingborough Sports Centre has views towards the South East to the ocean that frames Blackmans bay to the South and Kingston Beach to the East. To the North there are also views to Mount Nelson and Ridge way allowing views on both sides of the site.

Wind:

Data pulled from the Kingston Beach wind tower shows that the winds predominantly occur from the West of the site. dwp has assumed that this will be correlated to winds from the Kingborough site, with some wind mitigation available due to the Leslie Vale hills to the West.



Weather:

The Kingston weather survey indicates that the site would receive an average of 100-200mm of rain per year, with an average maximum temperature of 16 degrees and an average minimum of 7 degrees.

Future Directions Plan Analysis:

The future directions Masterplan created by inspiring place was provided to dwp as a baseline for the masterplan and was used to test possible site selections for the aquatic centre.

Planning Layouts:

Three options were tested in terms of program layout to achieve the most optimal concept layout for the major aquatic components in different configurations.

Option 01: A centralised 25m pool option with smaller pools located to the west and lockers along the Eastern perimeter of the layout to facilitate a North - South alignment and spectator journey. Wind protection and sun protection will need to be established on the Western side of the site where the pools are to be enclosed, and the centralised 25m pool reduces natural light exposure through external windows to the main program space.

Option 02: A southern stacked pool configuration with the 25m pool and program pool located towards the East tied together with a large greenspace area and administration, commercial and locker facilities stacked to the Northern edge of the site to facilitate a North - South program alignment and a longer spectator journey. Wind protection will be required along the Western edge of the site to allow protection from prevailing winds while all program spaces will benefit from Eastern light and be protected from Western sunlight through external windows.

Option 03: An Eastern stacked program option with Eastern entrance to the site and centralised administration and amenities to facilitate a shorter spectator journey and Eastern stacked commercial facilities. Wind protection will need to be provided from the Western edge around the commercial and entrance facilities and glazing will need to be sun protected against Western light throughout the facility. The Eastern edge will benefit from wind protection for the program pools while receiving natural morning light from the Eastern edge of the site.

Upon consultation with council Option 02 was selected for development and used for siting studies within the masterplan.

Site Selection:

Three sites were tested as options within the masterplan.

Option 01: Situating the site on the proposed high performance cricket facilities allows for uninterrupted Southern views to the coast and a separate parking structure from the rest of the facilities. This option doesn't allow physical connection to the arena and high school facilities and is not preferable to providing an interconnected sports hub where users can move freely within program spaces.

Option 02: Is situated according to the masterplan on the North, North Western edge of central sports hub block. This option provides close connectivity to the other program elements of the site while providing southern views to the coastline for program spaces. Option 02 assumes close connectivity with the existing carpark. This option also provides possible services access to the proposed outdoor netball courts and access from the Southern edge of the sports centre cluster.

Option 03: This option would require the demolition of the current facilities existing within the facilities complex and is situated on the Eastern edge of the proposed main entrance for the masterplan complex. This option would provide access to the Northern car park and increased access to the high school.

Recommendations:

dwp recommends that any development on the site allow for views to the South to be framed. Wind mitigation should be considered for the development to the West, North West and South West to mitigate chill winds affecting pool users.

Due to the colder weather experienced on the site, dwp suggests that the pool environment be completely enclosed to reduce energy consumption in heating the pool to FINA recommended temperatures and increasing customer comfort using the pools.

Option 02 was selected from the siting study but comes with some complications due to the observable terrain. The site falls away to the south which would allow the possibility of the plant rooms for the program pools to be located below the concourse level with increased structural requirements for the pools to be suspended above it.

Concept plans are attached as Appendix 3

9.3 Capital Cost

The cost planners were provided with the concept plans including metreage rates after approval from Council officers. A detailed cost plan is provided as appendix 4 and under separate file to Council.

- The build cost is estimated to be \$28, 669,963 which is used for depreciation in the operating projections.
- Design contingencies of \$2,867,000 (10%) and escalation contingencies of \$947,000 (3% - 1 year) are included which takes the build total to \$32,483,962.
- Construction contingencies, professional fees, authority fees and charges, furniture and fit out estimates of \$7,945,000 are included which takes the estimated total build cost to \$40,428,961.
- A number of exclusions have been omitted which are detailed in the cost plan in appendix 4.

10. OPERATING BUSINESS CASE

10.1 Introduction

The business projections have been developed according to the following criteria and assumptions. More detailed notes on income and expenditure items are included in Attachment I –Detailed Operating Projections.

- All projections have been based on the dwp concept design and cost plan.
- All models are projected in 2020/21 dollars. Assumes that any increase in costs will be matched by increase in admission fees. No CPI or admission price increases have been factored into any models.
- Population projections are based on data from id consulting which indicates a population growth rate of 0.76% per annum over the forecasted period. Population Projections from the Tasmanian government based on 2016 Census data indicate that the population is estimated to grow at an average of 0.76% per annum (2017 to 2042) over the next 20 years.
- Program Growth has been projected in all models and reflects similar operating trends at other community leisure venues over a 10-year period.
- Operating income and expense projections are GST inclusive where applicable. GST inputs and outputs are considered in cash flow summary.
- Pre- opening costs are factored in each model.
- All estimates have been rounded to the nearest dollar.
- Energy costs have been increased to reflect increasing energy costs and the potential for carbon tax implications.
- Increased annual projections have been made for building, equipment replacement and increased maintenance that reflects increased wear and tear as the site ages.
- Depreciation provisions are based on 1.92% of the projected construction cost of \$28,669,962 after consultation with Council's asset management team (Less contingencies, fees and escalation cost of total project costs).
- Admission fees are based on 2020/21 market rates for consistency purposes.
- Assumes all fit out costs and equipment are purchased from allocated capital budget. This is factored into cost plan.
- Assumes that the centre will be managed and operated by Council.
- Management Fees/ corporate overheads have been included in all models; and
- Projections are based on the operating hours nominated in this section.
- Assumes that operations are normal (pre COVID 19) and will be not subject to COVID 19 operating conditions.

10.2 Business Projections

The projections contained in this section provide a clear understanding of the likely operating and financial implications should Council proceed with the proposed project.

Appendix I provides a more detailed analysis and includes cash flow, GST requirements and operating models for the base model. Explanatory notes for operating projections are also included. Full operational forecasts have been provided to Council under separate file.

Operating income in the base model projections for the components have been modelled using average market rates for 2020/21 including CERM averages. The forecast models have been developed to reflect the likelihood of the community taking advantage of the inclusive use of all program areas.

Summary of Business Projections

Table 10.1 provides a summary of the annual **average** projected performance of all forecasted options over a 10-year period.

OPERATIONAL MODEL SENSITIVITY ANALYSIS - SUMMARY		
Proposed Kingborough Aquatic Leisure Centre		
Projection - March 2021		
	Direct Management Model	Indirect Management Model
	*10 year average p/a	*10 year average p/a
Base Model		
Annual Operating Position	-\$216,517	-\$155,930
Provision - Depreciation	-\$550,463	-\$550,463
Net Annual Cost/ Return to Council	-\$766,981	-\$706,393
Projected annual attendances	298,090	298,090
Conservative Model (-10%)		
Annual Operating Position	-\$445,459	\$388,891
Provision - Depreciation	-\$550,463	\$550,463
Net Annual Cost/ Return to Council	-\$995,922	\$939,354
Projected annual attendances	268,281	268,281
Optimistic Model (+10%)		
Annual Operating Position	-\$20,768	\$44,229
Provision - Depreciation	-\$550,463	\$550,463
Net Annual Cost/ Return to Council	-\$571,231	\$506,234
Projected annual attendances	327,899	327,899
* Includes start up costs where applicable		

Table 10.1: Summary of 10 year averages direct and Indirect management models- Proposed Kingborough Leisure Centre

The base model summary for the development indicates that:

- The development will require an estimated **average** annual operational deficit funding of \$216,517 per annum over the 10-year period if managed directly and an average of \$155,930 if managed indirectly.
- **Average** annual depreciation provisions of \$550,463 (1.92% of construction costs) have been made based on Council input. This is factored in all models.
- There will be an estimated **average** net cost to Council of \$766,981 for the direct management model over the 10-year period after all provisions have been made. There will be an **average** net cost to Council of \$706,393 for the indirect management model over the 10-year period after all provisions have been made.
- It is estimated that there will be an annual average of 298,090 visits over the 10-year period.

The **conservative** summary (-10% of visits) for the development indicates that:

- A 10% decline in visits will likely require estimated **average** annual deficit funding of \$445,459 per annum for the **direct** management model over the 10-year period. The **indirect** management model will likely require an estimated **average** annual deficit funding of \$388,891 per annum for the direct management model over the 10-year period
- There will be an estimated **average** net cost to Council of \$995,922 for the **direct** management model over the 10-year period after all provisions have been made. There will be an estimated **average** net cost to Council of \$995,922 for the **indirect** management model over the 10-year period after all provisions have been made.
- It is estimated that there will be an annual average of 268,281 visits over the 10-year period for both models.

The **optimistic** summary for the redevelopment indicates that:

- A 10% increase in visits will likely require estimated **average** annual deficit funding of \$20,768 per annum for the **direct** management model over the 10-year period and likely return an estimated **average** annual surplus of \$44,229 per annum for the **indirect** management model over the 10-year period.
- There will be an estimated **average** net cost to Council of \$571,231 for the **direct** management model over the 10-year period after provisions have been made. There will be an estimated **average** net cost to Council of \$506,234 for the **indirect** management model over the 10-year period after provisions have been made.
- It is estimated that there will be an annual average of 327,899 visits over the 10-year period.

It is clear that both models are estimated to require annual deficit funding if Council wishes to develop the aquatic centre to create all year community aquatic and leisure provision. Council will need to weigh up the well documented benefits to the community, the cost associated with building, operating and maintaining the facility before any commitments are made.

10.3 Other Allocated Resources

- Increased marketing/promotional costs have been factored into each of the models to ensure adequate resources to achieve the growth projections.
- Staff costs (Lifeguards) have been forecasted to comply with RLSSA Guidelines for Safe Pool Operations (GSPO).

10.4 Operating Hours

The following operating hours have been used to model projections for comparison purposes. They are.

PUBLIC OPERATING TIMES					
Projection - March 2021			Year 2018		
	Monday to Friday	Sat, Sun & P/H	Hrs per week	Weeks per year	Hours per year
Indoor Pool/s	6am to 9.00 pm	8am - 7pm	99	52	5148
Creche	9am to 2pm		25	40	1000
Closed Good Friday & Christmas Day					

Note – The operating hours are used for modelling purposes only. They may be subject to change due to program and seasonal demand when usage patterns are known.

10.5 Programs and Services

The base model business projections have been calculated on the basis of all programs and services indicated below:

- Special needs and private lessons
- Water familiarisation classes
- Swimming lessons all ages
- School Swimming
- Lap swimming
- Recreational swimming
- Competition swimming events
- Local and regional Swimming Carnivals
- Rehabilitation/ Physiotherapy
- Pool hire.
- Water polo
- Older adult programs
- Fitness Classes (group training - aquatic)
- Strength Training for older adults
- Rehabilitation/ Physiotherapy
- Pool Birthday Parties
- School Recreation Days
- School Holiday Programs
- Markets
- Band nights
- Movie nights

10.6 Staff

Casual staff has been projected on the basis of estimated programs and services. Casual lifeguards have been factored into the estimates to ensure compliance with RLSSA Guidelines for Safe Pool Operations (GSPO). Tables 10.2 to 10.4 provide details on salary and casual rates applied for modelling purposes.

Full Time Payroll	Number of FTE	Salary / Rate 2020/21	Total	Total Hours P/A
Aquatic Centre Team Leader	1	\$70,100	\$70,100	1,824
Operations Co-ordinator	1	\$60,820	\$60,820	1,824
Swim School Co-ordinator	1	\$60,820	\$60,820	1,824
Program Co-ordinator	1	\$60,820	\$60,820	1,824
Admin Co-ordinator	0.5	\$60,820	\$30,410	912
Full time Lifeguards	3	\$56,287	\$168,861	5,472
Receptionists	2	\$51,431	\$102,862	3,648
Total Full Time Salaries	9.5		\$554,693	17,328
Full Time On Costs @	21.0%		\$116,486	

Tables 10.2 Full time staff and rates – Direct and indirect management models

Casual Staff Payroll - Direct Management Model	Number of hrs p/w	Number of weeks per year	Pay rate 2020/21	Total	Total Hours P/A
Casual Lifeguards	250	52	\$31.44	\$408,720	13,000
Casual Swim /School Instructors	95	41	\$35.61	\$138,701	3,895
Casual Creche	50	40	\$30.94	\$61,880	2,000
Casual Cleaners	42	52	\$30.94	\$67,573	2,184
Pool - Group Exercise Instructors	20	48	\$45.50	\$43,680	960
Casual Rec Program/ Event Specialist	15	50	\$31.44	\$23,580	750
Casual Health Club Staff	20	52	\$28.35	\$29,484	1,040
Casual Customer Service Recept.	50	43	\$31.44	\$67,596	2,150
Café Staff	<i>Calculated at 25% of Gross Income</i>				
Total casual wages				\$ 841,214	25,979
Casual On Costs	14%			\$ 117,770	

Table 10.3 Casual staff hours and rates – Direct management Model

Casual Staff Payroll Indirect Management Model	Number of hrs p/w	Number of weeks per year	Pay rate 2020/21	Total	Total Hours P/A
Casual Lifeguards	250	52	\$27.91	\$362,830	13,000
Casual Swim /School Instructors	95	41	\$29.30	\$114,124	3,895
Casual Creche	50	40	\$26.10	\$52,200	2,000
Casual Cleaners	42	52	\$25.30	\$55,255	2,184
Pool - Group Exercise Instructors	20	48	\$45.50	\$43,680	960
Casual Rec Program/ Event Specialist	15	50	\$29.30	\$21,975	750
Casual Health Club Staff	20	52	\$27.91	\$29,026	1,040
Casual Customer Service Recept.	50	43	\$26.10	\$56,115	2,150
Café Staff	<i>Calculated at 25% of Gross Income</i>				
Total casual wages				\$ 735,205	25,979
Casual On Costs	14%			\$ 102,929	

Table 10.4 Casual staff hours and rates – Indirect management Model

Table 10.2 indicates that the rates for **full time staff** do not differ irrespective of the management models. Tables 10.3 and 10.4 indicate that the casual rates paid by direct and indirect management differ significantly. The casual rates paid by independent operators account for a significant portion of the operational difference in the above models and amounts to a saving of \$120,850 per annum in casual wages and oncosts. This is offset by indirect Management fees management fees of approximately 5 % of turnover which then reflects the net difference between the direct and indirect models.

10.7 Fees and Visits

The projected fees and visits are attached as appendix 8 and are used as the basis of the operational models developed. Fees reflect Tasmanian market rates for similar aquatic facilities in 2020/21.

10.8 50 metre pool option

OPERATIONAL MODEL SENSITIVITY ANALYSIS - SUMMARY			
Proposed Kingborough Aquatic Leisure Centre			
Projection - March 2021			
	Direct Management Model	50 metre option	Difference
	*10 year average p/a	*10 year average p/a	*10 year average p/a
Base Model			
Annual Operating Position	-\$216,517	-\$515,541	-\$299,023
Provision - Depreciation	-\$550,463	-\$646,463	-\$96,000
Net Annual Cost/ Return to Council	-\$766,981	-\$1,162,004	-\$395,023
Projected annual attendances	298,090	298,586	495
Conservative Model (-10%)			
Annual Operating Position	-\$445,459	-\$745,160	-\$299,701
Provision - Depreciation	-\$550,463	-\$646,463	-\$96,000
Net Annual Cost/ Return to Council	-\$995,922	-\$1,391,623	-\$395,701
Projected annual attendances	268,281	268,727	446
Optimistic Model (+10%)			
Annual Operating Position	-\$20,768	-\$319,436	-\$298,669
Provision - Depreciation	-\$550,463	-\$646,463	-\$96,000
Net Annual Cost/ Return to Council	-\$571,231	-\$965,900	-\$394,669
Projected annual attendances	327,899	328,444	545

Table 10.5: Summary of 10-year averages for 25 metre & 50 metre options - direct management model Proposed Kingborough Leisure Centre

Table 10.5 indicates the operational cost of operating a 50-metre pool if Council were to consider this as an option. The increased annual average operational cost for the base model is estimated to be \$745,160 compared to the 25-metre option of \$445,459 – an increase of \$299,023 per annum over a 10-year period. This is also compounded by the increased capital cost which is estimated to be \$6.4 million (Cost planner estimate). The base model net increase in usage is estimated to be an average of 495 per annum over a 10-year period.

As indicated in section 7 of this report, the data on the total population size, population growth, projections and the age distribution suggest that Kingborough is unlikely to be able to support a financially or operationally viable 50 metre indoor pool or other “higher order” facilities into the foreseeable future unless it is willing to pay a significant capital and annual operational deficit. This is not to say that such provision should not be made but if it were, it would need to be seen as a political, emotional or “promotional” decision rather than a needs-based or cost-effective decision.

11. SUMMARY & RECOMMENDATIONS

11.1 Summary

Kingborough Council (Council) appointed C Leisure in association with **dwp** architects and Turner & Townsend, Quantity Surveyors to undertake a feasibility study into the potential for an Aquatic Leisure Centre to be developed within the Kingborough Sports Precinct (KSP). The feasibility study's purpose is to assist Council with the information to guide future investment, development and management decisions.

The Precinct has ovals, sportsgrounds, netball courts, a four-court indoor stadium (basketball and other indoor sports), State gymnastics centre, Indoor cricket, fitness centre, croquet greens, squash courts, table tennis centre, netball courts, tennis courts, radio car control club, martial arts/judo, circuits, mountain bike park, scouts, sports training facilities, community gardens, men's shed, multipurpose learning and meeting rooms, offices, kiosk and childminding facilities. The precinct is home for 33 organisations that offer a comprehensive range of sports and recreational programs and activities.

This report is based on research and data within the agreed work program. The report is by no means definitive and is subject to further updated research and detail should Council wish to proceed with the development in the future. The following provides a summary of the Feasibility Study thus far.

- Kingborough Council is a local government body in Tasmania, and one of the five municipalities that constitutes the Greater Hobart Area. Kingborough is classified as an urban local government area and has a population of 38,310⁶, it covers the transition from the southern urban areas of Hobart through Kingston, as well as encompassing Bruny Island.
- Kingborough is situated 10km south of Hobart. The Kingborough municipal area has one of the longest stretches of coastline in Tasmania (336 kilometres) and covers a total land area of 717 square kilometres. The main towns/suburbs are Taroona, Kingston, Blackmans Bay, Margate, Snug, Kettering and Woodbridge. Kingborough has for many years had one of the highest population growth rates in the State.
- A number of Council plans provide an understanding as to the community view of the swimming pools and guidance as to possible initiatives that could be pursued. (see section 2) These include
 - Kingborough Council Strategic Plan 2020 - 2025
 - Kingborough Sport and Recreation Facilities Strategy 2013
 - Kingborough Sports Precinct Future Directions Plan - January 2020
- Population projections indicate that the population is expected to increase by 7,042 people over the forecasted 25 -year period (2017 to 2042). The estimated population in Kingborough is projected to be 44,175 by 2042.
- A set of **draft** principles has been established in order to guide future aquatic investment, development and management decisions. The set of **draft** principles considers research thus far including demographic characteristics, aquatic and leisure trends, design and management objectives. (see section 3)
- The extent to which aquatic leisure facilities, programs and services successfully meet community needs and aspirations depends heavily on the way in which they are managed, programmed and serviced. Facilities which only rely on the community knowing how and when to use them, rarely achieve the outcomes which they could with good management, marketing, programming and performance monitoring. A facility is simply one of the means to the delivery of a mix of beneficial experiences.

⁶ (ABS Estimated Resident Population 2019)

Delivering these outcomes in an optimal manner requires far more than just the “delivery” of a building. (see section 4)

- Looked at in combination, the data on the total population size, population growth, projections and the age distribution suggest that Kingborough is unlikely to be able to support a financially or operationally viable 50 metre indoor pool or other “higher order” facilities into the foreseeable future unless it is willing to pay a significant capital and annual operational deficit. This is not to say that such provision should not be made but if it were, it would need to be seen as a political, emotional or “promotional” decision rather than a needs-based or cost-effective decision. A more appropriate provision would see *additional* indoor water provision so there can be a better differentiation of water conditions (depth, temperature) and hence, more effective targeting of programs. At the same time, there will still be many thousands of younger people and families in the community whose needs will still have to be met. Thus, there will be a continuing need for water for learn to swim, teaching, coaching and competition and facilities for play and socializing. (see section 10.7)
- 14.5 percent of the Australian adult population was recorded as swimming on a regular basis and 30% of children. (See section 7.2).
- The findings from all the consultative methods have indicated that there is strong support for an aquatic centre in Kingborough. At the same time, the consultations found strong evidence that many residents were using other aquatic facilities because there is no venue close to large sections of the community, whether as a result of location and accessibility or the limited scope of the facilities and programs which are provided. These constraints were found to impact on a wide range of groups in the community ranging from children and teenagers through to sporting and recreation groups and older residents. Residents living at some distance from the pool and non-Anglo-Saxon residents were also amongst those not serviced by any existing pool facilities and programs. As a result, it was argued that literally hundreds of thousands of pool visits annually are being lost to school pools, private pools and the more modern aquatic leisure venues in neighbouring Councils.
-
- The design brief provides a mix of water space that caters for a range of programs and services to meet the majority of the needs of community. These include:
 - A community hub that will provide enormous social, health, educational, wellbeing and economic benefits and outcomes.
 - Leisure water space which will provide social opportunities for young children and families
 - Warm water program space for rehabilitation, children, youth, adults and older people,
 - A main pool that provides for fitness, competition, recreational, educational and social opportunities for all ages.
 - An environment which meets Council’s objective of and an educational focus, and
 - A mix of spaces designed to achieve the principles set out in section 3.2.
- The build cost is estimated to be \$28, 669,963 which is used for depreciation in the operating projections. Design contingencies of \$2,867,000 (10%) and escalation contingencies of \$947,000 (3% - 1 year) are included which takes the build total to \$32,483,962. Construction contingencies, professional fees, authority fees and charges, furniture and fit out estimates of \$7,945,000 are included which takes the estimated total build cost to \$40,428,961. A number of exclusions have been omitted (see appendix 4).
- Table 11.1 provides a summary of the annual **average** projected performance of all forecasted options over a 10-year period.

Proposed Kingborough Aquatic Leisure Centre Projection - March 2021		
	Direct Management Model	Indirect Management Model
	*10 year average p/a	*10 year average p/a
Base Model		
Annual Operating Position	-\$216,517	-\$155,930
Provision - Depreciation	-\$550,463	-\$550,463
Net Annual Cost/ Return to Council	-\$766,981	-\$706,393
Projected annual attendances	298,090	298,090

Table 11.1: Summary of 10 -year averages direct and Indirect management models- Proposed Kingborough Leisure Centre

The base model summary for the aquatic development indicates that:

- The development will require an estimated **average** annual operational deficit funding of \$216,517 per annum over the 10-year period if managed directly and an average of \$155,930 if managed indirectly.
- **Average** annual depreciation provisions of \$550,463 (1.92% of construction costs) have been made based on Council input. This is factored for both models.
- There will be an estimated **average** net cost to Council of \$766,981 for the direct management model over the 10-year period after all provisions have been made. There will be an **average** net cost to Council of \$706,393 for the indirect management model over the 10-year period after all provisions have been made.
- It is estimated that there will be an annual average of 298,090 visits over the 10-year period for both models.

It is clear that both models are estimated to require annual deficit funding if Council wishes to develop the aquatic centre to create all year community aquatic and leisure provision. Council will need to weigh up the well documented benefits to the community, the cost associated with building, operating and maintaining the facility before any commitments are made.

11.2 Preliminary Recommendations

The research and study presented in this feasibility report has so far identified a strong justification and a clear direction for Kingborough Council if it wishes to pursue the development of an aquatic centre at Kingborough Sports Precinct.

The following recommendations (next steps) are made

1. Council accepts this report as the professional resource for further discussion and decisions on any future aquatics provision and proceed to public exhibition and revision as deemed appropriate.
2. Council considers all aspects and impacts that this report will have on Council's financial position and its capacity to effectively address other future projects.

3. That Council adopt the design, cost plan and base case financial model and business and operating assumptions as a guide to future management, operational and financial outcomes for the proposed development.

If Council wishes to pursue the development of an aquatic leisure centre at Kingborough Sports Precinct then the following actions are recommended

4. That Council appoint an experienced aquatic and leisure design and development team to complete detailed design, cost planning, construction programming and planning approval processes to enable Council to set a final development budget, construction timetable and funding strategy.
5. That Council convene meetings with key user groups and project stakeholders to discuss in more depth their detailed needs, usage conditions and requirements at the new centre and to seek their feedback at specific design phases of the project.
6. That Council set up a project funding committee that will review funding, grants and investment options and opportunities and develop a final project funding strategy

APPENDICES

Appendix I Proposed Kingborough Aquatic Centre - Detailed Financials

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
DIRECT MANAGEMENT												
BASE MODEL - OPERATING SUMMARY												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	10 Y Average
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Annual operating position	-143,549	-703,154	-475,402	-180,731	-141,842	-122,900	-115,366	-108,960	-103,819	-100,094	-112,906	-216,517
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-143,549	-1,253,618	-1,025,865	-731,194	-692,306	-673,364	-665,829	-659,423	-654,282	-650,557	-663,369	-766,981
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Projected operating cost per user		-3.01	-1.80	-0.62	-0.47	-0.40	-0.37	-0.35	-0.33	-0.31	-0.35	-0.80

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
DIRECT MANAGEMENT												
SENSITIVITY MODEL - OPERATING SUMMARY												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	10 Y Average
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Base Model												
Annual Operating Position	-143,549	-703,154	-475,402	-180,731	-141,842	-122,900	-115,366	-108,960	-103,819	-100,094	-112,906	-216,517
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-143,549	-1,253,618	-1,025,865	-731,194	-692,306	-673,364	-665,829	-659,423	-654,282	-650,557	-663,369	-766,981
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Conservative Model (-10%)												
Annual Operating Position	-143,549	-855,706	-655,952	-394,064	-361,074	-346,023	-341,303	-337,748	-335,495	-334,696	-348,977	-445,459
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-143,549	-1,406,169	-1,206,415	-944,528	-911,538	-896,486	-891,766	-888,211	-885,958	-885,159	-899,440	-995,922
Projected annual attendances		210,275	237,262	262,890	270,146	274,900	278,364	281,872	285,423	289,019	292,661	268,281
Optimistic Model (+10%)												
Annual Operating Position	-143,549	-554,825	-299,162	28,225	72,942	95,729	106,045	115,268	123,264	129,880	118,502	-20,768
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-143,549	-1,105,288	-849,625	-522,238	-477,521	-454,734	-444,418	-435,195	-427,200	-420,583	-431,961	-571,231
Projected annual attendances		257,003	289,986	321,310	330,178	335,989	340,223	344,510	348,851	353,246	357,697	327,899

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
CASH FLOW SUMMARY												
YEAR	DIRECT MANAGEMENT						Base operating model					
	PRE OPENING	1	2	3	4	5	6	7	8	9	10	10 Y Average
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Cash Balance	0	-143,549	-846,703	-1,322,105	-1,502,836	-1,644,678	-1,767,578	-1,882,944	-1,991,904	-2,095,723	-2,195,817	
Total Income	0	1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	2,524,537
Total Operating Expenses	-149,175	-2,468,638	-2,566,439	-2,661,778	-2,691,307	-2,718,132	-2,744,343	-2,772,246	-2,801,996	-2,833,764	-2,867,741	-2,727,556
GST Payable	0	-90,514	-99,778	-113,873	-117,066	-119,180	-120,721	-122,282	-123,865	-125,469	-127,095	
GST Receivable	5,627	76,225	81,604	83,108	84,723	86,461	88,333	90,353	92,534	94,892	97,445	
Closing Cash Balance	-143,549	-846,703	-1,322,105	-1,502,836	-1,644,678	-1,767,578	-1,882,944	-1,991,904	-2,095,723	-2,195,817	-2,308,723	-1,770,256
Annual operating position	-143,549	-703,154	-475,402	-180,731	-141,842	-122,900	-115,366	-108,960	-103,819	-100,094	-112,906	-216,517
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463
Net Annual Cost/ Return to Council	-143,549	-1,253,618	-1,025,865	-731,194	-692,306	-673,364	-665,829	-659,423	-654,282	-650,557	-663,369	-766,981
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Operational expense recovery		-42%	-24%	-8%	-6%	-5%	-5%	-4%	-4%	-4%	-4%	-10%

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
ESTIMATED OPERATING INCOME												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	NOTES
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Pools												
Adult Casual Swim (17 years +)	-	194,922	202,251	207,833	213,569	217,328	220,067	222,839	225,647	228,490	231,369	1
Child Casual Swim (3-16 years)	-	139,230	144,465	148,452	152,550	155,234	157,190	159,171	161,177	163,207	165,264	1
Child Under 3 (Parent Supervision)	-	-	-	-	-	-	-	-	-	-	-	1
Family Swim		16,868	17,502	17,986	18,482	18,807	19,044	19,284	19,527	19,773	20,022	1
Concession Swim - Adult	-	15,744	16,336	16,787	17,250	17,553	17,775	17,999	18,225	18,455	18,688	1
Concession Swim -Child	-	9,371	9,724	9,992	10,268	10,448	10,580	10,713	10,848	10,985	11,124	1
Swim pass - Adult - 10	-	27,814	28,860	29,656	30,475	31,011	31,402	31,797	32,198	32,604	33,015	1
Swim pass - Child - 10	-	18,796	19,503	20,041	20,594	20,957	21,221	21,488	21,759	22,033	22,311	1
Spectator/Non Swimmer	-	3,500	3,632	3,732	3,835	3,902	3,951	4,001	4,052	4,103	4,154	
LTS - School age		340,000	476,000	646,000	663,830	675,513	684,024	692,643	701,370	710,208	719,156	2
LTS - Pre School		68,000	102,000	136,000	139,754	142,213	144,005	145,820	147,657	149,517	151,401	2
LTS -Infants		34,000	51,000	68,000	69,877	71,107	72,003	72,910	73,828	74,759	75,701	2
LTS - Special needs		9,000	9,000	9,000	9,248	9,411	9,530	9,650	9,771	9,895	10,019	2
Intensive SS Programs		12,000	18,000	24,000	24,662	25,096	25,413	25,733	26,057	26,385	26,718	2
School Swimming		112,000	117,600	123,598	127,009	129,244	130,873	132,522	134,191	135,882	137,594	3
Squads - competition	-	32,200	33,810	35,534	36,515	37,158	37,626	38,100	38,580	39,066	39,558	
Squads - to pre competition		36,480	54,720	60,192	61,853	62,942	63,735	64,538	65,351	66,175	67,008	
Adult LTS		8,400	10,080	11,088	11,394	11,595	11,741	11,889	12,038	12,190	12,344	
Private Lessons		2,700	2,802	2,879	2,958	3,010	3,048	3,087	3,126	3,165	3,205	4
Pool Memberships Adult -Pools, Aqua Classes + Spa, Sauna		44,640	46,318	47,597	48,911	49,771	50,398	51,033	51,677	52,328	52,987	4
Pool Memberships Concession -Pools, Aqua Classes + Spa, Sauna		24,000	24,902	25,590	26,296	26,759	27,096	27,437	27,783	28,133	28,488	
Pool Memberships Family -Pools, Aqua Classes + Spa, Sauna		21,600	22,412	23,031	23,666	24,083	24,386	24,694	25,005	25,320	25,639	
Pool Hire Indoor 25 m		14,758	15,312	15,735	16,169	16,454	16,661	16,871	17,084	17,299	17,517	
Pool Hire Warm Water Pool	-	14,400	14,941	15,390	15,851	16,168	16,330	16,493	16,658	16,825	16,993	
Corporate Hire - Warm Water Pool	-	28,000	29,053	29,855	30,679	31,219	31,612	32,010	32,414	32,822	33,236	5
Aquarobics/ Group Fitness Adult - 10 Pass	-	25,600	26,563	27,296	28,049	28,543	28,902	29,267	29,635	30,009	30,387	
Aquarobics/ Group Fitness Adult - Casual	-	27,143	28,163	28,940	29,739	30,263	30,644	31,030	31,421	31,817	32,218	
Older Adults Aqua Exercise - 10 Pass	-	4,608	4,781	4,925	5,072	5,174	5,226	5,278	5,331	5,384	5,438	
Older Adults Aqua Exercise - Casual	-	11,520	11,953	12,283	12,622	12,844	13,006	13,170	13,336	13,504	13,674	
Older Adults Aqua Exercise - Concession	-	8,505	8,825	9,068	9,319	9,483	9,602	9,723	9,846	9,970	10,095	
Swim/Sauna/Spa - Adult Casual	-	22,050	22,879	23,565	24,272	24,758	25,005	25,255	25,508	25,763	26,021	
Swim/Sauna/Spa - Child Casual	-	10,584	10,982	11,285	11,597	11,801	11,949	12,100	12,252	12,407	12,563	
Swim/Sauna/Spa - Concession Casual	-	14,112	14,643	15,047	15,498	15,808	15,966	16,126	16,287	16,450	16,614	
Carnivals	-	2,500	2,600	2,672	2,752	2,807	2,835	2,863	2,892	2,921	2,950	
Sub Total		1,355,044	1,601,612	1,863,047	1,914,615	1,948,465	1,972,847	1,997,535	2,022,532	2,047,843	2,073,471	

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
ESTIMATED OPERATING INCOME												
DIRECT MANAGEMENT												
Base operating model												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	NOTES
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Health Club												
DD GYM/Swim Memberships - Adults		292,500	351,000	468,000	480,917	489,381	495,547	501,791	508,114	514,516	520,999	6
DD GYM/Swim Memberships - Concession		46,800	65,520	84,240	86,565	88,089	89,198	90,322	91,460	92,613	93,780	6
Sub Total	-	339,300	416,520	552,240	567,482	577,470	584,746	592,113	599,574	607,129	614,778	
Other												
Holiday programs		2,160	2,241	2,303	2,367	2,408	2,439	2,469	2,500	2,532	2,564	
Café/Merchandise (Net)- 25%	-	26,869	30,317	33,592	34,519	35,126	35,569	36,017	36,471	36,930	37,396	7
Events	-	7,500	7,782	7,997	8,217	8,362	8,467	8,574	8,682	8,792	8,902	
Misc	-	5,600	5,811	5,971	6,136	6,244	6,322	6,402	6,483	6,564	6,647	
Sponsorship	-	1,000	1,038	1,066	1,096	1,115	1,129	1,143	1,158	1,172	1,187	
Professional Suites 1,2&3	-	16,200	16,809	17,734	18,709	19,551	20,235	20,943	21,676	22,435	23,220	
Meeting room	-	1,200	1,245	1,314	1,386	1,448	1,499	1,551	1,606	1,662	1,720	
Birthday Parties	-	12,000	12,451	12,795	13,148	13,379	13,548	13,719	13,892	14,067	14,244	
Lockers		300	311	320	329	334	339	343	347	352	356	
Creche		12,600	13,074	13,435	13,805	14,048	14,225	14,405	14,586	14,770		
Sub Total	-	85,429	91,079	96,525	99,711	102,017	103,772	105,567	107,401	109,276	96,236	
Total Income - GST Inc		1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	
Program Growth %												
Population Growth %												
			3.00%	2.00%	2.00%	1.00%	0.50%	0.50%	0.50%	0.50%	0.50%	
			0.76%	0.76%	0.76%	0.76%	0.76%	0.76%	0.76%	0.76%	0.76%	
VISITS												
		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
ESTIMATED OPERATING EXPENSES												
DIRECT MANAGEMENT												Base financial model
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	NOTES
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Staff												
Full Time Payroll	64,769	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	8
Full Time On Costs @ 21%	13,602	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	9
Casual Lifeguards	4,087	408,720	408,720	408,720	408,720	408,720	408,720	408,720	408,720	408,720	408,720	10
Casual Swim /School Instructors	1,387	138,701	177,245	236,668	243,200	247,480	250,598	253,756	256,953	260,191	263,469	
Casual Creche	619	61,880	61,880	61,880	61,880	61,880	61,880	61,880	61,880	61,880	61,880	
Casual Cleaners	676	67,573	67,573	67,573	67,573	67,573	67,573	67,573	67,573	67,573	67,573	
Pool - Group Exercise Instructors	437	43,680	45,322	46,573	47,859	48,701	49,315	49,936	50,565	51,202	51,847	
Casual Rec Program/ Event Specialist	236	23,580	24,467	25,142	25,836	26,291	26,622	26,957	27,297	27,641	27,989	
Casual Health Club Staff	295	29,484	35,381	42,457	42,457	42,457	42,457	42,457	42,457	42,457	42,457	
Casual Customer Service Receipt.	676	67,596	70,138	72,073	74,063	75,366	76,316	77,277	78,251	79,237	80,235	
Casual Oncosts @ 12%	498	117,770	106,887	115,330	116,590	117,416	118,018	118,627	119,244	119,868	120,501	
Sub Total	87,281	1,630,162	1,668,791	1,747,595	1,759,356	1,767,062	1,772,676	1,778,361	1,784,118	1,789,947	1,795,850	
Other Costs												
Promotion & Research	12,000	40,600	60,900	66,990	73,689	81,058	89,164	98,080	107,888	118,677	130,545	11
Office Costs	9,875	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	
Bank Charges		22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	
Insurance (excludes ISR)	1,519	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	
Energy (Gas & Electricity)		324,800	329,672	334,617	339,636	344,731	349,902	355,150	360,478	365,885	371,373	12
Pool Chemicals	5,600	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	
Water	4,000	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	
Cleaning Chemicals & Equip.	2,000	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	
Maintenance (grounds, plant, equip, build)		21,000	55,000	60,500	66,550	73,205	80,526	88,578	97,436	107,179	117,897	13
Security		1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	
Contract, Licence & Subscription Fees		4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	
Sundry Expenses	12,400	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	
Core Activity Costs		42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	
Information Technology costs - overheads		11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	
Human Resource costs - overheads		11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	
Equipment Lease - Pools		21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	
Management Fees - Corporate Overheads		65,500	65,500	65,500	65,500	65,500	65,500	65,500	65,500	65,500	65,500	
Travel/Uniforms	14,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	
Sub Total	61,894	838,476	897,648	914,183	931,951	951,070	971,667	993,884	1,017,877	1,043,817	1,071,891	
Total Projected Income - GST Inc		1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	
Total Projected Operating Expenses - GST Inc	149,175	2,468,638	2,566,439	2,661,778	2,691,307	2,718,132	2,744,343	2,772,246	2,801,996	2,833,764	2,867,741	
SURPLUS / (DEFICIT) GST Inc	-149,175	-688,866	-457,229	-149,966	-109,499	-90,181	-82,978	-77,031	-72,488	-69,517	-83,256	

Note	Income description	
1	Casual swimming	Based on casual usage given the ability to open aquatic space. Assumes that swim school programs will use the program pool after school and at other peak times.
2	Swim Lessons	Increase due to increased aquatic space and the ability to hold classes in program pool. Usage Year 1 = 857 total enrolments Year 2= 1214 Year 3 = 1621
3	School Swimming	Based on input from education dept and including use by Kingston High School.
4	Pool Memberships	Based on regular pool users opting for membership Members Year 1 = 55 total members
5	Corporate Hire	Based on commercial use by health providers including Massage, Physiotherapists and allied health professionals,
6	Health & Fitness memberships	Based on the ability to cross sell opportunities and the ability to use all services at the one site. Population growth factored into each model each year. Usage Year 1 = 300 total members Year 2= 370 Year 3 = 490
7	Café/Merchandise (Nett)- 25%	Based on industry average of 46 cents per visit spend. Calculation is net 25% of spend by aquatic centre users.

Note	Expense description	
8	Full Time Payroll	Based on structure outlined in appendix 6. Refer pay rates in section 8.8
9	Full time on-costs @ 21%	Superannuation, staff training, Work Care, Long Service leave and incentives.
10	Casual lifeguards	Based on proposed operating hours and pool supervision using guidelines for safe pool operation (RLSSA)
11	Promotion & Research	Increased cost over the period to achieve growth projections. Includes funds for research
12	Energy (Gas & Electricity)	Cost escalation based on increases in energy rates above CPI and possible carbon tax implications.
13	Maintenance (grounds, plant, equip, build)	Cost escalation to <u>maintain</u> increased water treatment plant and general wear and tear on venue. Depreciation provisions are factored in cash flow and will be used for capital maintenance and improvements

INDIRECT MANAGEMENT MODEL

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
INDIRECT MANAGEMENT												
BASE MODEL - OPERATING SUMMARY												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	10 Y Average
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Annual operating position	-142,488	-627,294	-408,333	-119,626	-82,192	-64,215	-57,375	-51,672	-47,244	-44,242	-57,107	-155,930
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-142,488	-1,177,757	-958,796	-670,089	-632,655	-614,678	-607,838	-602,135	-597,708	-594,705	-607,570	-706,393
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Projected operating cost per user		-2.68	-1.55	-0.41	-0.27	-0.21	-0.19	-0.16	-0.15	-0.14	-0.18	-0.59

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
INDIRECT MANAGEMENT												
SENSITIVITY MODEL - OPERATING SUMMARY												
YEAR	PRE OPENING	1	2	3	4	5	6	7	8	9	10	10 Y Average
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Base Model												
Annual Operating Position	-142,488	-627,294	-408,333	-119,626	-82,192	-64,215	-57,375	-51,672	-47,244	-44,242	-57,107	-155,930
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-142,488	-1,177,757	-958,796	-670,089	-632,655	-614,678	-607,838	-602,135	-597,708	-594,705	-607,570	-706,393
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Conservative Model (-10%)												
Annual Operating Position	-142,488	-782,303	-592,024	-337,153	-305,733	-291,723	-287,752	-284,956	-283,474	-283,455	-297,847	-388,891
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-142,488	-1,332,767	-1,142,487	-887,617	-856,196	-842,186	-838,215	-835,420	-833,937	-833,918	-848,310	-939,354
Projected annual attendances		210,275	237,262	262,890	270,146	274,900	278,364	281,872	285,423	289,019	292,661	268,281
Optimistic Model (+10%)												
Annual Operating Position	-142,488	-476,346	-228,786	93,694	137,078	158,979	168,658	177,236	184,577	190,531	179,160	44,229
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	
Net Annual Cost/ Return to Council	-142,488	-1,026,809	-779,249	-456,769	-413,385	-391,484	-381,805	-373,227	-365,886	-359,932	-371,303	-506,234
Projected annual attendances		257,003	289,986	321,310	330,178	335,989	340,223	344,510	348,851	353,246	357,697	327,899

Proposed Kingborough Aquatic Leisure Centre												
Projection - March 2021												
CASH FLOW SUMMARY												
YEAR	PRE OPENING	INDIRECT MANAGEMENT					Base operating model					10 Y Average
		1	2	3	4	5	6	7	8	9	10	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Cash Balance	0	-142,488	-769,783	-1,178,116	-1,297,742	-1,379,934	-1,444,149	-1,501,523	-1,553,195	-1,600,440	-1,644,682	
Total Income	0	1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	2,524,537
Total Operating Expenses	-148,115	-2,397,277	-2,505,367	-2,608,500	-2,639,801	-2,667,801	-2,694,858	-2,723,618	-2,754,237	-2,786,886	-2,821,008	-2,674,747
GST Payable	0	-90,514	-99,778	-113,873	-117,066	-119,180	-120,721	-122,282	-123,865	-125,469	-127,095	
GST Receivable	5,627	80,724	87,601	90,934	92,867	94,815	96,840	99,013	101,350	103,866	106,510	
Closing Cash Balance	-142,488	-769,783	-1,178,116	-1,297,742	-1,379,934	-1,444,149	-1,501,523	-1,553,195	-1,600,440	-1,644,682	-1,701,789	-1,421,384
Annual operating position	-142,488	-627,294	-408,333	-119,626	-82,192	-64,215	-57,375	-51,672	-47,244	-44,242	-57,107	-155,930
Provision - Depreciation		-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463	-550,463
Net Annual Cost/ Return to Council	-142,488	-1,177,757	-958,796	-670,089	-632,655	-614,678	-607,838	-602,135	-597,708	-594,705	-607,570	-706,393
Projected annual attendances		233,639	263,624	292,100	300,162	305,445	309,294	313,191	317,137	321,133	325,179	298,090
Operational expense recovery		-37%	-20%	-5%	-3%	-3%	-2%	-2%	-2%	-2%	-2%	-8%

Proposed Kingborough Aquatic Leisure Centre											
Projection - March 2021											
ESTIMATED OPERATING INCOME											
INDIRECT MANAGEMENT											
Base operating model											
YEAR	1	2	3	4	5	6	7	8	9	10	NOTES
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Pools											
Adult Casual Swim (17 years +)	194,922	202,251	207,833	213,569	217,328	220,067	222,839	225,647	228,490	231,369	1
Child Casual Swim (3-16 years)	139,230	144,465	148,452	152,550	155,234	157,190	159,171	161,177	163,207	165,264	1
Child Under 3 (Parent Supervision)	-	-	-	-	-	-	-	-	-	-	1
Family Swim	16,868	17,502	17,986	18,482	18,807	19,044	19,284	19,527	19,773	20,022	1
Concession Swim - Adult	15,744	16,336	16,787	17,250	17,553	17,775	17,999	18,225	18,455	18,688	1
Concession Swim -Child	9,371	9,724	9,992	10,268	10,448	10,580	10,713	10,848	10,985	11,124	1
Swim pass - Adult - 10	27,814	28,860	29,656	30,475	31,011	31,402	31,797	32,198	32,604	33,015	1
Swim pass - Child - 10	18,796	19,503	20,041	20,594	20,957	21,221	21,488	21,759	22,033	22,311	1
Spectator/Non Swimmer	3,500	3,632	3,732	3,835	3,902	3,951	4,001	4,052	4,103	4,154	
LTS - School age	340,000	476,000	646,000	663,830	675,513	684,024	692,643	701,370	710,208	719,156	2
LTS - Pre School	68,000	102,000	136,000	139,754	142,213	144,005	145,820	147,657	149,517	151,401	2
LTS -Infants	34,000	51,000	68,000	69,877	71,107	72,003	72,910	73,828	74,759	75,701	2
LTS - Special needs	9,000	9,000	9,000	9,248	9,411	9,530	9,650	9,771	9,895	10,019	2
Intensive SS Programs	12,000	18,000	24,000	24,662	25,096	25,413	25,733	26,057	26,385	26,718	2
School Swimming	112,000	117,600	123,598	127,009	129,244	130,873	132,522	134,191	135,882	137,594	3
Squads - competition	32,200	33,810	35,534	36,515	37,158	37,626	38,100	38,580	39,066	39,558	
Squads - to pre competition	36,480	54,720	60,192	61,853	62,942	63,735	64,538	65,351	66,175	67,008	
Adult LTS	8,400	10,080	11,088	11,394	11,595	11,741	11,889	12,038	12,190	12,344	
Private Lessons	2,700	2,802	2,879	2,958	3,010	3,048	3,087	3,126	3,165	3,205	4
Pool Memberships Adult -Pools, Aqua Classes + Spa, Sauna	44,640	46,318	47,597	48,911	49,771	50,398	51,033	51,677	52,328	52,987	4
Pool Memberships Concession -Pools, Aqua Classes + Spa, Sauna	24,000	24,902	25,590	26,296	26,759	27,096	27,437	27,783	28,133	28,488	
Pool Memberships Family -Pools, Aqua Classes + Spa, Sauna	21,600	22,412	23,031	23,666	24,083	24,386	24,694	25,005	25,320	25,639	
Pool Hire Indoor 25 m	14,758	15,312	15,735	16,169	16,454	16,661	16,871	17,084	17,299	17,517	
Pool Hire Warm Water Pool	14,400	14,941	15,390	15,851	16,168	16,330	16,493	16,658	16,825	16,993	
Corporate Hire - Warm Water Pool	28,000	29,053	29,855	30,679	31,219	31,612	32,010	32,414	32,822	33,236	5
Aquarobics/ Group Fitness Adult - 10 Pass	25,600	26,563	27,296	28,049	28,543	28,902	29,267	29,635	30,009	30,387	
Aquarobics/ Group Fitness Adult - Casual	27,143	28,163	28,940	29,739	30,263	30,644	31,030	31,421	31,817	32,218	
Older Adults Aqua Exercise - 10 Pass	4,608	4,781	4,925	5,072	5,174	5,226	5,278	5,331	5,384	5,438	
Older Adults Aqua Exercise - Casual	11,520	11,953	12,283	12,622	12,844	13,006	13,170	13,336	13,504	13,674	
Older Adults Aqua Exercise - Concession	8,505	8,825	9,068	9,319	9,483	9,602	9,723	9,846	9,970	10,095	
Swim/Sauna/Spa - Adult Casual	22,050	22,879	23,565	24,272	24,758	25,005	25,255	25,508	25,763	26,021	
Swim/Sauna/Spa - Child Casual	10,584	10,982	11,285	11,597	11,801	11,949	12,100	12,252	12,407	12,563	
Swim/Sauna/Spa - Concession Casual	14,112	14,643	15,047	15,498	15,808	15,966	16,126	16,287	16,450	16,614	
Camivals	2,500	2,600	2,672	2,752	2,807	2,835	2,863	2,892	2,921	2,950	
Sub Total	1,355,044	1,601,612	1,863,047	1,914,615	1,948,465	1,972,847	1,997,535	2,022,532	2,047,843	2,073,471	

Proposed Kingborough Aquatic Leisure Centre											
Projection - March 2021											
ESTIMATED OPERATING INCOME											
YEAR	INDIRECT MANAGEMENT					Base operating model					NOTES
	1	2	3	4	5	6	7	8	9	10	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Health Club											
DD GYM/Swim Memberships - Adults	292,500	351,000	468,000	480,917	489,381	495,547	501,791	508,114	514,516	520,999	6
DD GYM/Swim Memberships - Concession	46,800	65,520	84,240	86,565	88,089	89,198	90,322	91,460	92,613	93,780	6
Sub Total	339,300	416,520	552,240	567,482	577,470	584,746	592,113	599,574	607,129	614,778	
Other											
Holiday programs	2,160	2,241	2,303	2,367	2,408	2,439	2,469	2,500	2,532	2,564	
Café/Merchandise (Net)- 25%	26,869	30,317	33,592	34,519	35,126	35,569	36,017	36,471	36,930	37,396	7
Events	7,500	7,782	7,997	8,217	8,362	8,467	8,574	8,682	8,792	8,902	
Misc	5,600	5,811	5,971	6,136	6,244	6,322	6,402	6,483	6,564	6,647	
Sponsorship	1,000	1,038	1,066	1,096	1,115	1,129	1,143	1,158	1,172	1,187	
Professional Suites 1,2&3	16,200	16,809	17,734	18,709	19,551	20,235	20,943	21,676	22,435	23,220	
Meeting room	1,200	1,245	1,314	1,386	1,448	1,499	1,551	1,606	1,662	1,720	
Birthday Parties	12,000	12,451	12,795	13,148	13,379	13,548	13,719	13,892	14,067	14,244	
Lockers	300	311	320	329	334	339	343	347	352	356	
Creche	12,600	13,074	13,435	13,805	14,048	14,225	14,405	14,586	14,770		
Sub Total	85,429	91,079	96,525	99,711	102,017	103,772	105,567	107,401	109,276	96,236	
Total Income - GST Inc	1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	

Proposed Kingborough Aquatic Leisure Centre											
Projection - March 2021											
ESTIMATED OPERATING EXPENSES											
INDIRECT MANAGEMENT						Base financial model					
YEAR	1	2	3	4	5	6	7	8	9	10	NOTES
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Staff											
Full Time Payroll	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	554,693	8
Full Time On Costs @ 21%	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	116,486	9
Casual Lifeguards	362,830	362,830	362,830	362,830	362,830	362,830	362,830	362,830	362,830	362,830	
Casual Swim /School Instructors	114,124	145,838	194,731	200,105	203,627	206,193	208,791	211,422	214,086	216,783	10
Casual Creche	52,200	52,200	52,200	52,200	52,200	52,200	52,200	52,200	52,200	52,200	
Casual Cleaners	55,255	55,255	55,255	55,255	55,255	55,255	55,255	55,255	55,255	55,255	
Pool - Group Exercise Instructors	43,680	45,322	46,573	47,859	48,701	49,315	49,936	50,565	51,202	51,847	
Casual Rec Program/ Event Specialist	21,975	22,801	23,431	24,077	24,501	24,810	25,122	25,439	25,759	26,084	
Casual Health Club Staff	29,026	34,832	41,798	41,798	41,798	41,798	41,798	41,798	41,798	41,798	
Casual Customer Service Recept.	56,115	58,225	59,832	61,483	62,565	63,354	64,152	64,960	65,779	66,608	
Casual Oncosts @ 14%	102,929	93,276	100,398	101,473	102,177	102,690	103,210	103,736	104,269	104,809	
Sub Total	1,509,312	1,541,758	1,608,226	1,618,259	1,624,834	1,629,623	1,634,473	1,639,384	1,644,357	1,649,392	
Other Costs											
Promotion & Research	40,600	60,900	66,990	73,689	81,058	89,164	98,080	107,888	118,677	130,545	11
Office Costs	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	
Bank Charges	22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	22,600	
Insurance (excludes ISR)	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	39,500	
Energy (Gas & Electricity)	324,800	329,672	334,617	339,636	344,731	349,902	355,150	360,478	365,885	371,373	12
Pool Chemicals	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	
Water	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	81,200	
Cleaning Chemicals & Equip.	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,200	
Maintenance (grounds, plant, equip, build)	21,000	55,000	60,500	66,550	73,205	80,526	88,578	97,436	107,179	117,897	13
Security	1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	1,907	
Contract, Licence & Subscription Fees	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	4,483	
Sundry Expenses	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	24,025	
Core Activity Costs	42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	42,261	
Information Technology costs - overheads	11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	11,900	
Human Resource costs - overheads	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	
Equipment Lease - Pools	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	
Management Fees - Corporate Overheads	88,989	105,461	125,591	129,090	131,398	133,068	134,761	136,475	138,212	139,224	
Accounting Fees	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	
Travel/Uniforms	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	
Sub Total	887,965	963,608	1,000,274	1,021,542	1,042,967	1,065,235	1,089,145	1,114,853	1,142,529	1,171,615	
Total Projected Income - GST Inc	1,779,773	2,109,210	2,511,812	2,581,808	2,627,951	2,661,365	2,695,215	2,729,507	2,764,247	2,784,485	
Total Projected Operating Expenses - GST Inc	2,397,277	2,505,367	2,608,500	2,639,801	2,667,801	2,694,858	2,723,618	2,754,237	2,786,886	2,821,008	
SURPLUS / (DEFICIT) GST Inc	-617,504	-396,156	-96,687	-57,993	-39,850	-33,493	-28,403	-24,730	-22,639	-36,522	

Note – Shaded expense areas denote changes in costs from direct management model

Appendix 2 Design Brief

Item	Description	Area
1	Indoor 25 x 20 metre (10 lane) The main pool provides for recreational and lap swimming, short course competition, swim lessons, school lessons, fitness classes all year. (Temperature range at 20-30 c) (Depth 0.9 – 1.8 metres)	656m2
2	Indoor 16 x 16 metre warm water adjustable floor program pool Indoor 16 x 16 metre warm water adjustable floor program pool for health, therapy/rehabilitation programs, learn to swim, Serious consideration should be given to installation of a moveable floor in the program pool to further optimise use and the market which can be serviced. A moveable floor is one which can be raised or lowered to permit water depths ranging from 0 to several metres depending on the needs of particular programs. (Temperature range at 30-36 c) (Depth 0 – 3 metres)	340m2
3	Warm Water Pool Amenities Professional suite & separate change, waiting and access areas in association with warm water program /hydro pool.	100m2
4	600–700m2 water play/ leisure pool with beach entry Indoor (and potentially outdoor) 600 – 700m2 water play/ leisure pool with beach entry, some possibly outside the indoor pool compound to attract/support wider community use. Play equipment, water sprays, cannons and fountains should also feature. (Temperature range at 20-30 c) (Depth 0.1 – 0.5 metres)	600m2
5	Indoor spa and sauna Indoor spa and sauna for up to 10 people in each element.	50m2
6	3 Commercial Suites 3 x Suites for e.g.: physiotherapy, massage, specialist coaches & program providers	145m2
7	Café Linked Café and social areas with indoor/outdoor and user/ community access external to pool compound	145m2
8	Recreational Space Linked outdoor informal social and gathering areas containing barbeques, picnic seating areas, volleyball courts, half-court basketball and play equipment.	830m2
9	Creche Occasional care/creche	180m2
10	Amenities Toilet/change including special family and group change rooms for schools.	130m2
11	Retail Retail sales space	48m2
12	First aid room First aid room	40m2
13	Pool Store Storage both on pool deck for equipment and elsewhere for cleaning, lost property etc.	30m2
14	Swim School Swim School office booth on pool deck	30m2
15	Admin Office (10 Pax) Office space for 10 people.	100m2
16	Staff room Staffroom for 10 PAX (25m ²)	50m2
17	Lockers Locker banks outside change areas	32m2
18	Entry Foyer Separate entry and foyer	95m2
19	Reception swim school reception / administration.	55m2
20	Multipurpose Room Room for expansion to meet changing needs.	75m2
21	Adult Change Facilities Adult Change Facilities next to Warm Water Pool for recovery programs	22m2
	Total Program Area	Total Area of pool program listed above
	Circulation	Circulation around program areas
	Pool Plant Area	Pool plant considered to be in basement level underneath pool areas
	Total Area	As Required
		5,800m2

Appendix 3 Proposed Concept Plan – Preferred Option



EXISTING MASTERPLAN

100m
SCALE 1:3000 @ A3

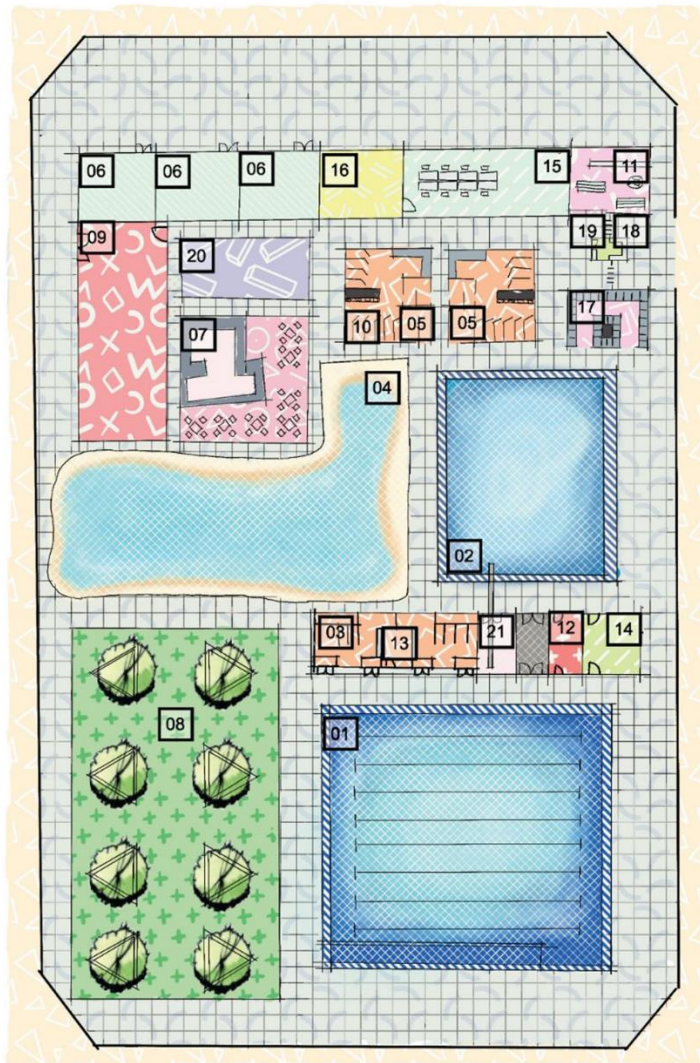
NORTH





SITE PLAN





GROUND LEVEL PLAN

- 1 Indoor 25 x 20 meter (10 lane)
- 2 Indoor 16 x 16 meter warm water pool
- 3 Warm Water Pool Amenities
- 4 water play/ leisure pool with beach entry
- 5 Indoor spa and sauna
- 6 3 Commercial Suites
- 7 Café
- 8 Recreational Space
- 9 Creche
- 10 Amenities
- 11 Retail
- 12 First aid room
- 13 Pool Store
- 14 Swim School
- 15 Admin Office (10 Pax)
- 16 Staff room
- 17 Lockers
- 18 Entry Foyer
- 19 Reception
- 20 Multipurpose Room
- 21 Adult Change Facilities



Appendix 4 Capital Cost Estimates

Kingborough Council

Kingborough Aquatic Centre



Indicative Cost Plan

QS REF:

Date: 12/04/2021

Function	Area m2	Rate \$/m2	Overall \$
Building Works			
Airlock	Allow		\$ 60,000
Entry foyer	95	\$ 2,200	\$ 209,000
Reception	55	\$ 3,000	\$ 165,000
- Extra for reception joinery	Allow		\$ 30,000
- Extra for turnstiles	Allow		\$ 100,000
Retail	48	\$ 2,400	\$ 115,200
Café Servery / Queuing / Kitchen	145	\$ 3,000	\$ 435,000
- Extra for cafe equipment	Allow		\$ 120,000
Administration	100	\$ 2,500	\$ 250,000
Staff room	50	\$ 2,700	\$ 135,000
Warm Water Pool Amenities	100	\$ 3,000	\$ 300,000
Amenities	130	\$ 3,300	\$ 429,000
Lockers	32	\$ 2,800	\$ 89,600
- Allow for lockers	Allow		\$ 200,000
Adult change facilities	22	\$ 4,000	\$ 88,000
- Extra for hoist and adult change table	Allow		\$ 25,000
Mech / Pool Plant	900	\$ 2,000	\$ 1,800,000
Multipurpose Room	75	\$ 2,700	\$ 202,500
First Aid room	40	\$ 2,700	\$ 108,000
Sauna [shell]			Included
Pool Hall	1646	\$ 2,800	\$ 4,608,800
- Allow bench seating to pool hall	Allow		\$ 50,000
Swim School Office	30	\$ 2,800	\$ 84,000
Pool Store	30	\$ 2,000	\$ 60,000
Allied Health Commercial Suites	145	\$ 2,700	\$ 391,500
Creche	180	\$ 2,700	\$ 486,000
Circulation	2050	\$ 2,200	\$ 4,510,000
Allowance for piled foundations	Allow		\$ 986,664
Allowance for fire sprinklers [excludes pool halls and indoor courts]	Allow	\$ 308,000	\$ 308,000
Allow for AV Infrastructure	Allow	\$ 231,000	\$ 231,000
Allow for new building signage	Allow	\$ 100,000	\$ 100,000
Allowance for entrance Canopy	Allow		\$ 200,000
ESD Initiatives	3.0%		\$ 506,318
- Solar Panels	Allow		\$ 350,000
- Rainwater harvesting tanks & treatment for pool use	Allow		\$ 204,000
Total Building Works	5,873	\$ 3,054	\$ 17,937,582

Function	Area m2	Rate \$/m2	Overall \$
Aquatic Works - Internal			
25m x 10 lane pool incl ramp access	Allow		\$ 2,000,000
Water play / Leisure pool	Allow		\$ 1,800,000
- Allow for water features / equipment	Allow		\$ 650,000
Warm water pool	Allow		\$ 1,700,000
- extra for moveable floor	Allow		\$ 1,000,000
Spa	Allow		\$ 300,000
Sauna room fitout	Allow		\$ 50,000
Pool equipment	Allow		\$ 100,000
Builders works [excavation, etc - piling included in building above]	Allow		\$ 150,000
Preliminaries on aquatic works	Allow		\$ 930,000
Total Aquatic Works			\$ 8,680,000
External Works & Services			
Site Preparation incl misc. demolition			\$ 146,825
- Earthworks			\$ 205,555
Waste yard			\$ 90,000
Pool plant access / bund			\$ 30,000
Recreation Space	830		\$ 249,000
Soft landscaping			\$ 300,000
Allowance for fencing			\$ 150,000
Allowance for External Services incl Stormwater			\$ 881,000
Total External Works & Services	5,873	\$ 349	\$ 2,052,380
Sub Total	5,873	\$ 4,882	\$ 28,669,962
Design Contingency		10%	\$ 2,867,000
Cost Escalation to tender [1 year]	based on 3% pa		\$ 947,000
Construction Cost	5,873	\$ 5,531	\$ 32,483,962

Function	Area m2	Rate \$/m2	Overall \$
Construction Contingency		10%	\$ 3,249,000
Professional Fee Allowance [incl PM]		10%	\$ 3,574,000
Authority Fees & Charges	Allow		\$ 287,000
- Allow for substation contribution	Allow		\$ 150,000
Fixtures, Fittings and Equipment	Allow		\$ 325,000
Audio Visual/ Active IT Equipment Allowance/ Members systems	Allow		\$ 360,000
- Gym equipment [assumed leased]	Note		EXCLUDED
Council Internal costs	Allow		EXCLUDED
Legal, permits, marketing, other professional Fees	Allow		EXCLUDED
Sub Total			\$ 7,945,000
Project Total (excluding GST)			\$ 40,428,961

Exclusions:

We have expressly not taken into account the impact of the Covid 19 pandemic (or any other matter coming to our attention after the date of this report) and accordingly have excluded from this report any implications in relation to programme, costs, supply shortages, performance of parties due to shortages of labour and the inability to travel due to global and national travel restrictions, etc. Turner & Townsend accepts no liability for any loss or damage which arises as a result of such matters or any reliance on this report which assumes such matters have been taken into account.

GST

Upgrade or provision of authority services infrastructure external to the site

Land and finance costs

Adverse soil conditions incl. excavation in rock, contaminated soil, soft spot

Diversion / relocation of existing Inground services

Relocation / Decanting / Temporary Accom

Works to stadlums, existing building and sports fields on the precinct

Cost Escalation beyond April 2022

Works to adjoining sports precinct

Public Art

Asbestos & other hazardous materials removal

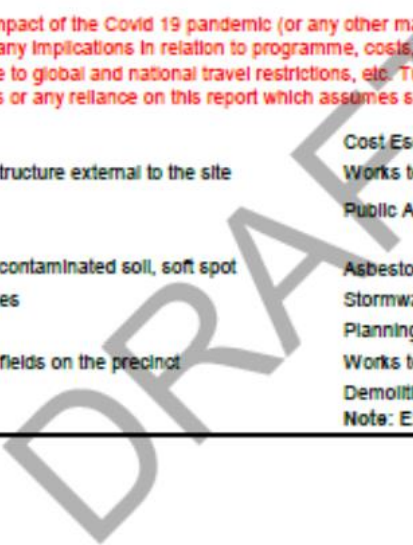
Stormwater on site retention / detention system

Planning permit fees

Works to carparking and roadworks on the precinct

Demolition of existing structures

Note: Exclusions within cost plan



Appendix 5 Community Survey

Set out below is a copy of the community survey distributed both online and in hard copy.

Feasibility Study For An Aquatic Centre For Kinborough.

Community Survey

Council has secured a grant from the Tasmanian Government to specifically undertake a feasibility study for an aquatic centre/swimming pool within Kinborough, notionally to be located within the Kingsborough Sporting Precinct (KSP) site. The idea of a quality aquatic centre/swimming pool being developed within the Kingborough municipality has been floated for a number of years.

As part of the overall study, it is important to understand community needs on such a proposal so that this may be considered as part of study.

The following survey provides the opportunity for you, the community to have your say as to the mix of aquatic provision that should be included in any proposed development.

Thank you in anticipation.

Use of Aquatic Facilities

1. Do you use any aquatic facilities currently? This could include formal learn to swim activities, social visits, swim carnivals, beach, fitness, recreation etc. (Please tick)

Yes		No	
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If you answered “Yes”, please fill in details on the activities you do, where you do them and how often in the chart below:

Activity	Name of pool or venue used	How Often
<i>Eg: Learn to swim</i>	<i>Hobart Aquatic Centre/ Beach</i>	<i>X a week / X a month</i>
<i>Fitness / Competition</i>		
<i>Leisure/ social</i>		
<i>Health</i>		
<i>Rehabilitation</i>		

2. What is the reason you use another venue?

<i>Eg. Closest / specific need</i>

3. If you **do not** use any aquatic venue at all or if you use them *rarely*, what is the reason?

<i>Eg. Not interested / Nothing close / do not meet my needs</i>

4. If you **previously** visited an aquatic venue more often than now, what is the reason for the decline in use?

<i>Eg. Not interested / Nothing close / do not meet my needs</i>

5. If Council developed an aquatic centre would your use this venue rather than what you currently use?

Yes		No	

6. If Council developed an aquatic centre would your use change?

Not at all		A little		A lot	
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If a lot – by how much	<i>X a week / X a month</i>
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Activities and Events

7. Council is also interested in finding out what sort of activities and events the community might be interested in participating in at aquatic facilities both now and into the future. Detailed below is a list of aquatic activities and events. Please tick those that you would be most likely to be interested in.

Learn to Swim	<input type="checkbox"/>	Swimming Competitions	<input type="checkbox"/>
Fitness training Activities	<input type="checkbox"/>	Aqua Aerobics	<input type="checkbox"/>
School Holiday Programs	<input type="checkbox"/>	Gentle Exercise Classes	<input type="checkbox"/>
Training Programs eg First Aid, LTS teaching	<input type="checkbox"/>	Social /leisure /recreational	<input type="checkbox"/>
Rehabilitation/ therapy	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>

Other	Please specify

8. If you have any other suggestions for improving aquatic opportunities in Kinborough, please feel free to expand below.

Insert text box

General Questions

9. Age (Please tick)

0-10	<input type="checkbox"/>	10-15	<input type="checkbox"/>	15-20	<input type="checkbox"/>
20-25	<input type="checkbox"/>	25-30	<input type="checkbox"/>	30-40	<input type="checkbox"/>
40-50	<input type="checkbox"/>	50-60	<input type="checkbox"/>	60-70	<input type="checkbox"/>
70-80	<input type="checkbox"/>	80-90	<input type="checkbox"/>	90+	<input type="checkbox"/>

10. Gender (Please tick)

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Other	<input type="checkbox"/>
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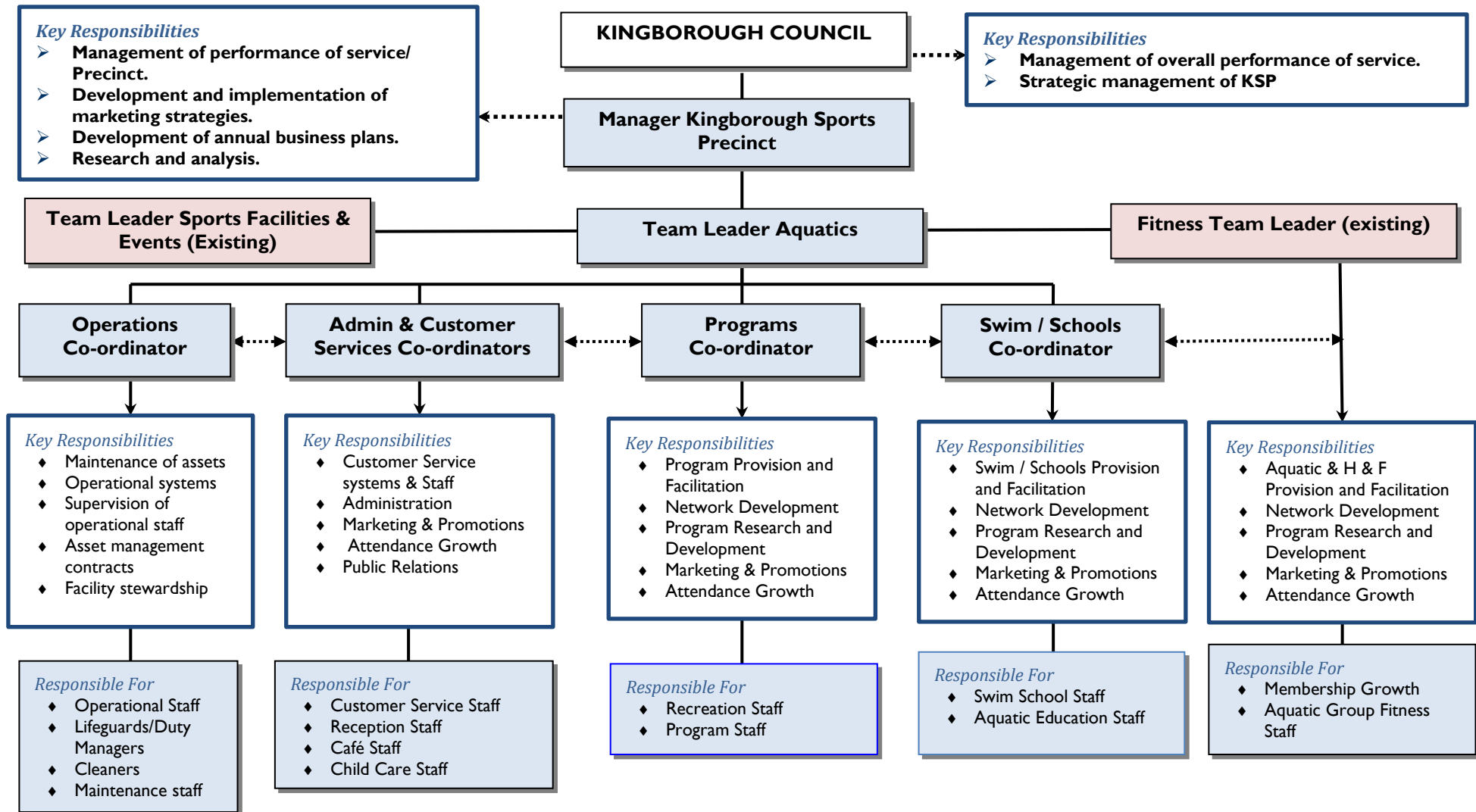
11. Suburb / locality

Insert text box

Thank you for your assistance with this survey. If there are issues or ideas you would like to raise that are not covered in the questions, please feel free to send additional information through to Council by Email {insert Council email}

Thank you for your assistance with the Study.

Appendix 6 Proposed Staff Structure



Appendix 7 Usage Data Template

Kingborough Sports Precinct Usage Data	MTD - current year	MTD - last year	% change	YTD	YTD last year	% change
Social, Recreation & leisure						
Casual - Adults						
Casual - Children						
Casual - concession						
Seasonal Passes						
Other (list below)						
Educational						
Schools Visits						
Schools programs						
Swim lessons						
Managment Programs						
holiday programs						
Intensive programs						
Aligned programs						
Health & fitness members						
Group fitness						
Other programs (list below)						
Totals						

Appendix 8 Fees and Visits

The following projected fees and visits are used as the basis of the operational models developed.

Proposed Kingborough Aquatic Leisure Centre Projection - March 2021		Modelled Fees All options \$	Base model Visits Year 1
Pools			
Adult Casual Swim (17 years +)	Per visit	7.80	24,990
Child Casual Swim (3-16 years)	Per visit	5.20	26,775
Child Under 3 (Parent Supervision)	Per visit	0.00	2,750
Family Swim	Per visit	21.00	3,213
Concession Swim - Adult	Per visit	6.30	2,499
Concession Swim -Child	Per visit	3.50	2,678
Swim pass - Adult - 10	Per visit	74.20	3,749
Swim pass - Child - 10	Per visit	46.80	4,016
Spectator/Non Swimmer	Per visit	2.00	1,750
LTS - School age	Per class	17.00	20,000
LTS - Pre School	Per class	17.00	4,000
LTS -Infants	Per class	17.00	2,000
LTS - Special needs	Per class	45.00	200
Intensive SS Programs	Per visit	12.00	1,000
School Swimming	Per visit	7.00	16,000
Squads - competition	Per visit	3.50	9,200
Squads - to pre competition	Per visit	11.40	3,200
Adult LTS	Per visit	21.00	400
Private Lessons	Per visit	45.00	60
Pool Memberships Adult -Pools, Aqua Classes +	Per Year	31.00	4,320
Pool Memberships Concession -Pools, Aqua Clas	Per 6 months	25.00	2,880
Pool Memberships Family -Pools, Aqua Classes +	Per 3 months	90.00	2,880
Pool Hire Indoor 25 m	Per Visit	80.00	1,600
Pool Hire Warm Water Pool	Per hour	120.00	12,000
Corporate Hire - Warm Water Pool	Per Visit	14.00	2,000
Aquarobics/ Group Fitness Adult - 10 Pass	Average P/Visit	128.00	2,000
Aquarobics/ Group Fitness Adult - Casual	Per visit	16.00	2,250
Older Adults Aqua Exercise - 10 Pass	10 pass	115.20	400
Older Adults Aqua Exercise - Casual	Per visit	12.80	900
Older Adults Aqua Exercise - Concession	Per visit	9.45	900
Swim/Sauna/Spa - Adult Casual	Per visit	14.00	1,575
Swim/Sauna/Spa - Child Casual	Average P/Visit	11.20	945
Swim/Sauna/Spa - Concession Casual	Per Visit	11.20	1,260
Sub Total			158,409

Proposed Kingborough Aquatic Leisure Centre Projection - March 2021		Modelled Fees All options \$	Base model Visits Year 1
Health Club			
DD GYM/Swim Memberships - Adults	Per fortnight	45.00	54,000
DD GYM/Swim Memberships - Concession	Per fortnight	36.00	12,150
Sub Total			66,150
Other			
Holiday programs	Av per head	9.00	240
Events	Varies	5.00	1,500
Professional Suites 1,2&3	per hour per room	30.00	540
Meeting room	Per hour	20.00	1,200
Birthday Parties	Average	15.00	800
Sub Total			9,080
Total visits			233,639