ADDENDUM
ATTACHMENT BOOKLET

ATTACHMENTS FOR OPER 03 – CARNES HILL AQUATIC AND RECREATION CENTRE – AMENDED MASTERPLAN DESIGN

ORDINARY COUNCIL MEETING

16 OCTOBER 2024

LIVERPOOL CITY COUNCIL

LIVERPOOL THE GREAT SOUTH WEST

LIVERPOOL CIVIC TOWER COUNCIL CHAMBERS, LEVEL 1, 50 SCOTT STREET, LIVERPOOL

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MP000

OVERALL MASTERPLAN PRECINCT WORK PLAN - All Stages

CARNES HILL AQUATIC CENTRE

cowpasture road, carnes hill, 2171

LIVER POOL CITY COUNCIL

DA

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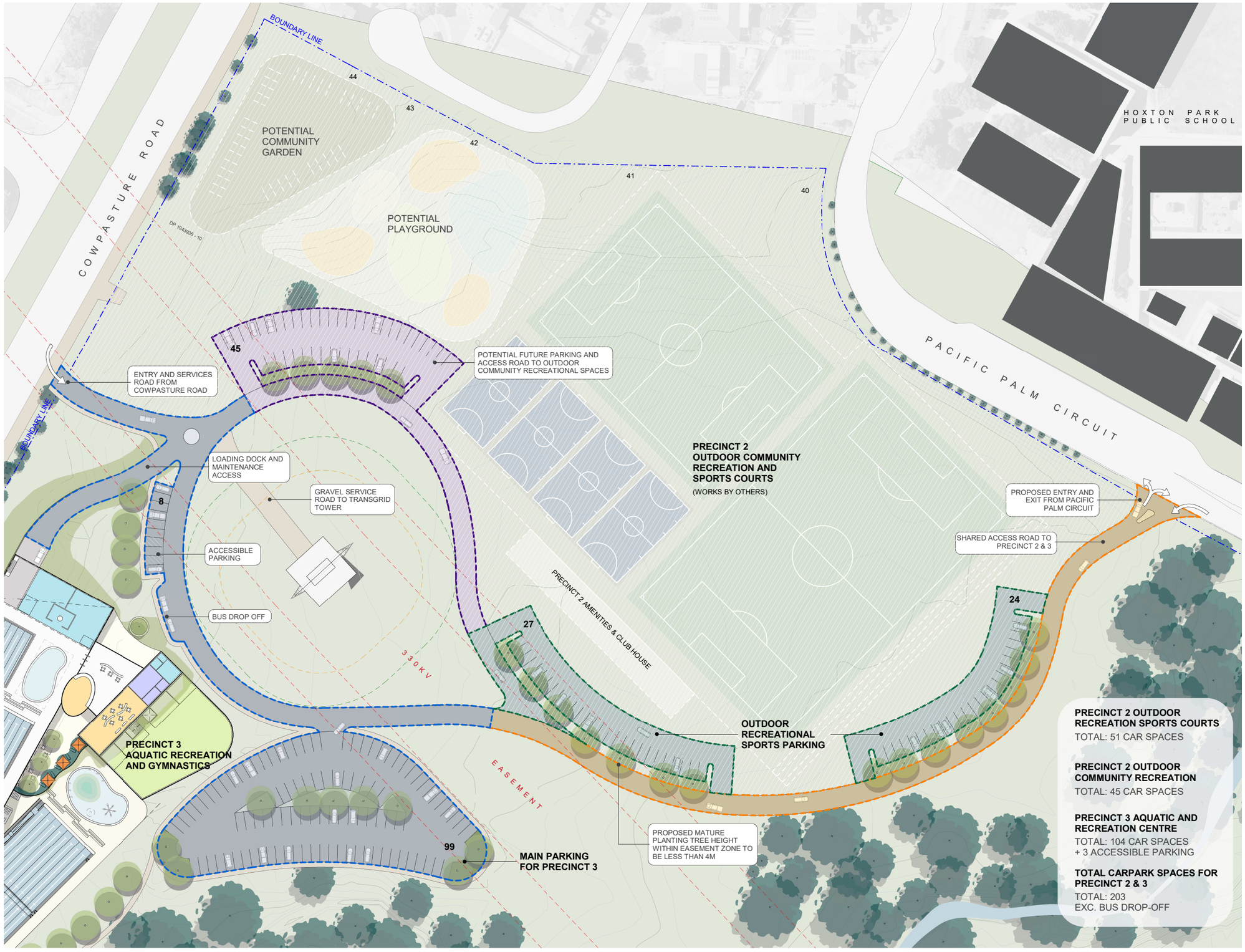
BOUNDARY LINE
COWPASTURE ROAD
POTENTIAL COMMUNITY GARDEN
POTENTIAL PLAYGROUND
DP 1043638 - 10
44
43
42
41
40
45
HOXTON PARK PUBLIC SCHOOL
PACIFIC PALM CIRCUIT
ENTRY AND SERVICES ROAD FROM COWPASTURE ROAD
POTENTIAL FUTURE PARKING AND ACCESS ROAD TO OUTDOOR COMMUNITY RECREATIONAL SPACES
LOADING DOCK AND MAINTENANCE ACCESS
GRAVEL SERVICE ROAD TO TRANSGRID TOWER
ACCESSIBLE PARKING
BUS DROP OFF
8
330KV
PRECINCT 2 OUTDOOR COMMUNITY RECREATION AND SPORTS COURTS
(WORKS BY OTHERS)
PROPOSED ENTRY AND EXIT FROM PACIFIC PALM CIRCUIT
SHARED ACCESS ROAD TO PRECINCT 2 & 3
PRECINCT 2 AMENITIES & CLUB HOUSE
27
24
PRECINCT 3 AQUATIC RECREATION AND GYMNASTICS
EASEMENT
OUTDOOR RECREATIONAL SPORTS PARKING
PROPOSED MATURE PLANTING TREE HEIGHT WITHIN EASEMENT ZONE TO BE LESS THAN 4M
99
MAIN PARKING FOR PRECINCT 3
PRECINCT 2 OUTDOOR RECREATION SPORTS COURTS
TOTAL: 51 CAR SPACES
PRECINCT 2 OUTDOOR COMMUNITY RECREATION
TOTAL: 45 CAR SPACES
PRECINCT 3 AQUATIC AND RECREATION CENTRE
TOTAL: 104 CAR SPACES
+ 3 ACCESSIBLE PARKING
TOTAL CARPARK SPACES FOR PRECINCT 2 & 3
TOTAL: 203
EXC. BUS DROP-OFF
True
Project
PROJECT NORTH
SCALE:As indicated @A1
LEGEND
330KV EASEMENT
PRECINCT 3 WORKS
1. MAIN BUILDING WORKS, CARPARK & DRIVEWAY
2. SHARED DRIVEWAY AT PACIFIC PALM CIRCUIT
STAGES SUBJECT TO FUNDING:
3. GYMNASTICS & SPA AND SAUNA
4. OUTDOOR 50M POOL & SPLASH PLAY
PRECINCT 2 WORKS
1. OUTDOOR COMMUNITY RECREATION CARPARK & DRIVEWAY
2. OUTDOOR SPORTS COURTS CARPARK
3. SHARED DRIVEWAY AT PACIFIC PALM CIRCUIT
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MP001
MASTERPLAN
PRECINCT 2 PLAN - Staging Strategy Road
CARNES HILL AQUATIC CENTRE
cowpasture road, carnes hill, 2171
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POTENTIAL PLAYGROUND

ENTRY AND SERVICES ROAD FROM COWPASTURE ROAD

PRECINCT 2 PARKING AND ACCESS

LOADING DOCK AND MAINTENANCE ACCESS

GRAVEL SERVICE ROAD TO TRANSGRID TOWER

PRECINCT 3
AQUATIC RECREATION AND GYMNASTICS

PRECINCT 3 MAIN CARPARK

PRECINCT 2 AMENITIES & CLUB HOUSE

PRECINCT 2
OUTDOOR COMMUNITY RECREATION AND SPORTS COURTS
(WORKS BY OTHERS)

330KV

EASEMENT

COWPASTURE ROAD

BOUNDARY LINE

BEARD CREEK

POTENTIAL LOCATION FOR MOUNDING OF EXCAVATED FILL FROM RETAINED ON SITE

FUTURE PEDESTRIAN AND FOOT BRIDGE ACCESS TO CONNECT AQUATIC CENTRE (PRECINCT 2) AND MICHEAL CLARK & LIBRARY

45 · 27 · 99

THE PROPOSED STAGING STRATEGY SPLITS THE PROJECT INTO THE FOLLOWING STAGES:

1. MAIN BUILDING WORKS & CARPARK (WSIG FUNDED)

STAGE 1 DEVELOPEMENT INCLUDES BULK EARTHWORKS AND CONSTRUCTING A NEW FACILITY WITH A 25M INDOOR POOL. KEY COMPONENTS OF THIS STAGE INCLUDE:

- CONSTRUCTION OF A NEW 25M INDOOR POOL, A LEARN TO SWIM POOL, AMENITIES AND A SPLASH PAD WITH WATER FEATURES
- NEW PLANT ROOM & PLANT ROOM WITH A SEPERATE ACCESS STAIR
- NEW ONGRADE CARPARK INCLUDING ACCESSIBLE PARKING AND SHARED DRIVEWAY
- NEW INDOOR GRANSTAND AND CAFE
- NEW ADMINISTRATIVE OFFICES AND AMENITIES

STAGES SUBJECT TO FUNDING:

2. GYMNASTICS & SPA AND SAUNA

STAGE 2 FOCUSES ON DELIVERY A NEW GYMNASTICS WITH AMENITIES AND NEW SPA & SAUNA. KEY COMPONENTS OF THIS STAGE INCLUDE:

- LIFT AND STAIR TOWER TO GYMNASTIC
- NEW GYMNASTIC FACILITIES AND AMENITIES
- NEW SPA AND SAUNA

3. OUTDOOR 50M POOL & SPLASH PLAY

STAGE 3 INVOLVES CONSTRUCTING AN ADDITONAL OUTDOOR 50M POOL AND SPLASH PAD, ALONG WITH EXTENSION OF OUTDOOR POOL CONCOURSE. FEATURES INCLUDES WATER UMBRELLA, TIPPING BUCKET, JETS AND WATER CANONS.

4. FOOTPATH AND BRIDGE

STAGE 4 FOCUSES ON DELIVERY A NEW FOOTPATH AND BRIDGE ACCESS TO CONNECT AQUATIC RRECREATION CENTRE (PRECINCT 2) AND MICHAEL CLARKE RECRETION CENTRE AND LIBRARY

True Project

PROJECT NORTH
SCALE:As indicated @A1

LEGEND

330KV EASEMENT

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MP002

MASTERPLAN PRECINCT 3 PLAN - Staging Strategy Aquatic Centre

CARNES HILL AQUATIC CENTRE

cowpasture road, carnes hill, 2171

LIVER POOL CITY COUNCIL

DA

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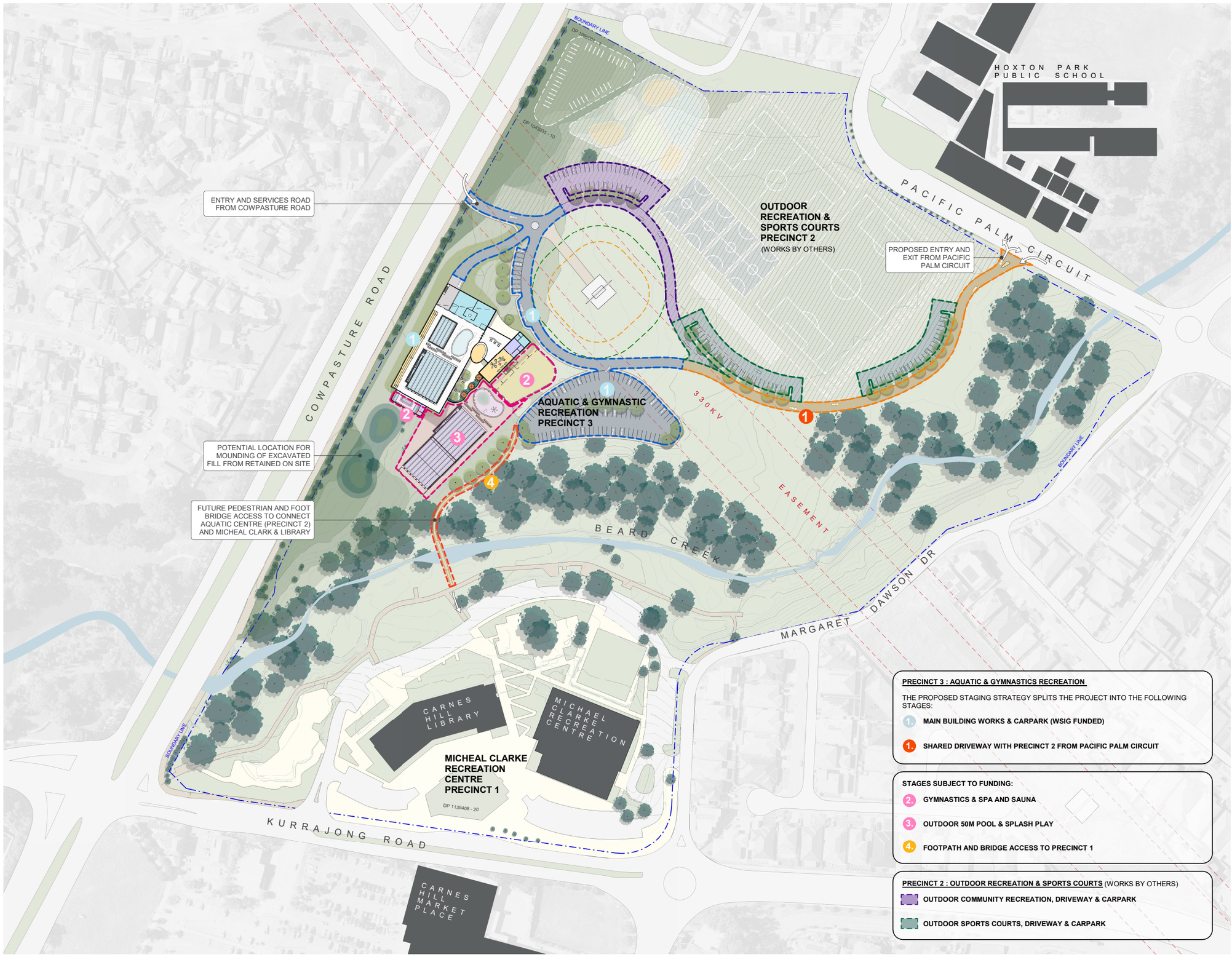

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MP003

OVERAL MASTERPLAN PRECINCT PLAN - Staging Strategy

CARNES HILL AQUATIC CENTRE

cowpasture road, carnes hill, 2171

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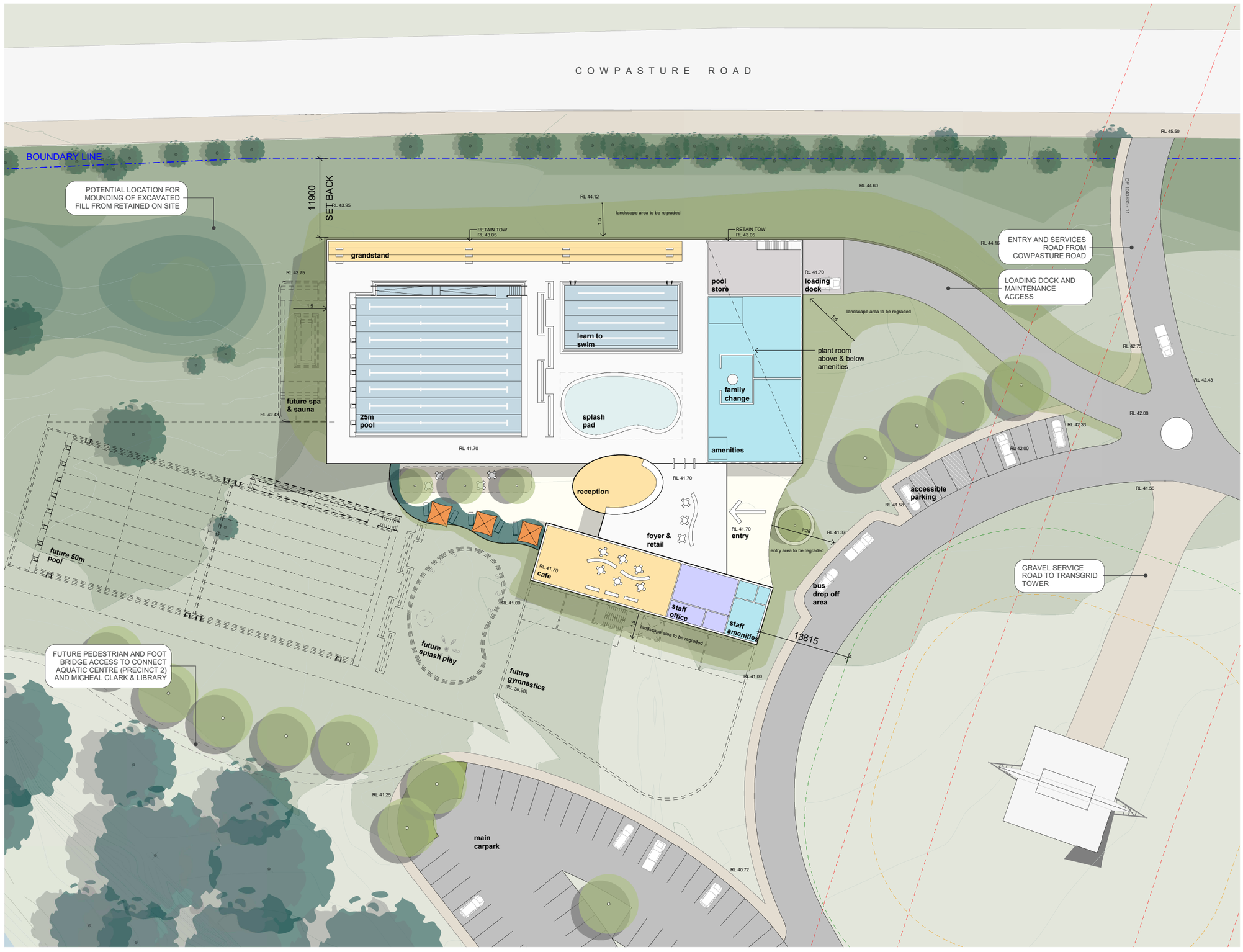
COWPASTURE ROAD
BOUNDARY LINE
POTENTIAL LOCATION FOR MOUNDING OF EXCAVATED FILL FROM RETAINED ON SITE
11900
SET BACK
RL 43.95
RL 44.12
landscape area to be regraded
1:5
RETAIN TOW RL 43.05
RETAIN TOW RL 43.05
RL 44.60
RL 45.50
RL 44.16
ENTRY AND SERVICES ROAD FROM COWPASTURE ROAD
LOADING DOCK AND MAINTENANCE ACCESS
grandstand
pool store
RL 41.70
loading dock
RL 43.75
1:5
learn to swim
landscape area to be regraded
1:5
plant room above & below amenities
RL 42.75
RL 42.43
future spa & sauna
RL 42.43
25m pool
splash pad
family change
RL 42.08
RL 42.33
RL 42.00
amenities
RL 41.70
RL 41.70
reception
accessible parking
RL 41.56
RL 41.58
RL 41.70
entry
foyer & retail
1:28
RL 41.37
entry area to be regraded
GRAVEL SERVICE ROAD TO TRANSGRID TOWER
future 50m Pool
RL 41.70
Cafe
staff office
staff amenities
bus drop off area
landscape area to be regraded
13815
RL 41.00
RL 41.00
future splash play
future gymnastics
(RL 38.90)
FUTURE PEDESTRIAN AND FOOT BRIDGE ACCESS TO CONNECT AQUATIC CENTRE (PRECINCT 2) AND MICHEAL CLARK & LIBRARY
RL 41.25
main carpark
RL 40.72
True
Project
PROJECT NORTH
SCALE:As indicated @A1
Rev1 17.09.24 Masterplan Issue
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MP132
MASTERPLAN VM OPT 2 - Ground Level
2H.1 VM OPTION 2
CARNES HILL AQUATIC CENTRE
cowpasture road, carnes hill, 2171
LIVER POOL CITY COUNCIL
DA
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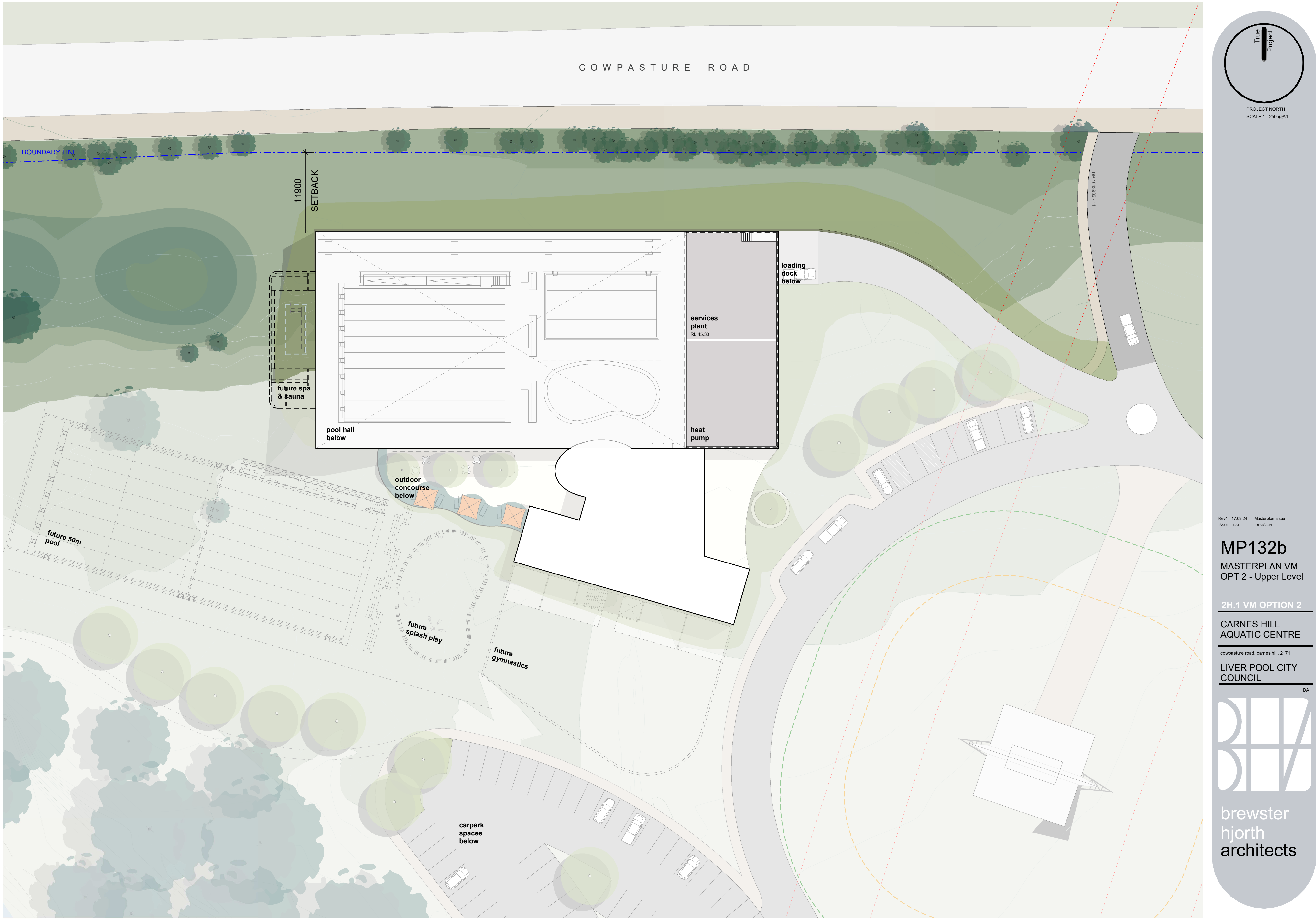
COWPASTURE ROAD
BOUNDARY LINE
11900
SETBACK
loading dock below
services plant
RL 45.30
heat pump
future spa & sauna
pool hall below
outdoor concourse below
future 50m pool
future splash play
future gymnastics
carpark spaces below
True
Project
PROJECT NORTH
SCALE:1 : 250 @A1
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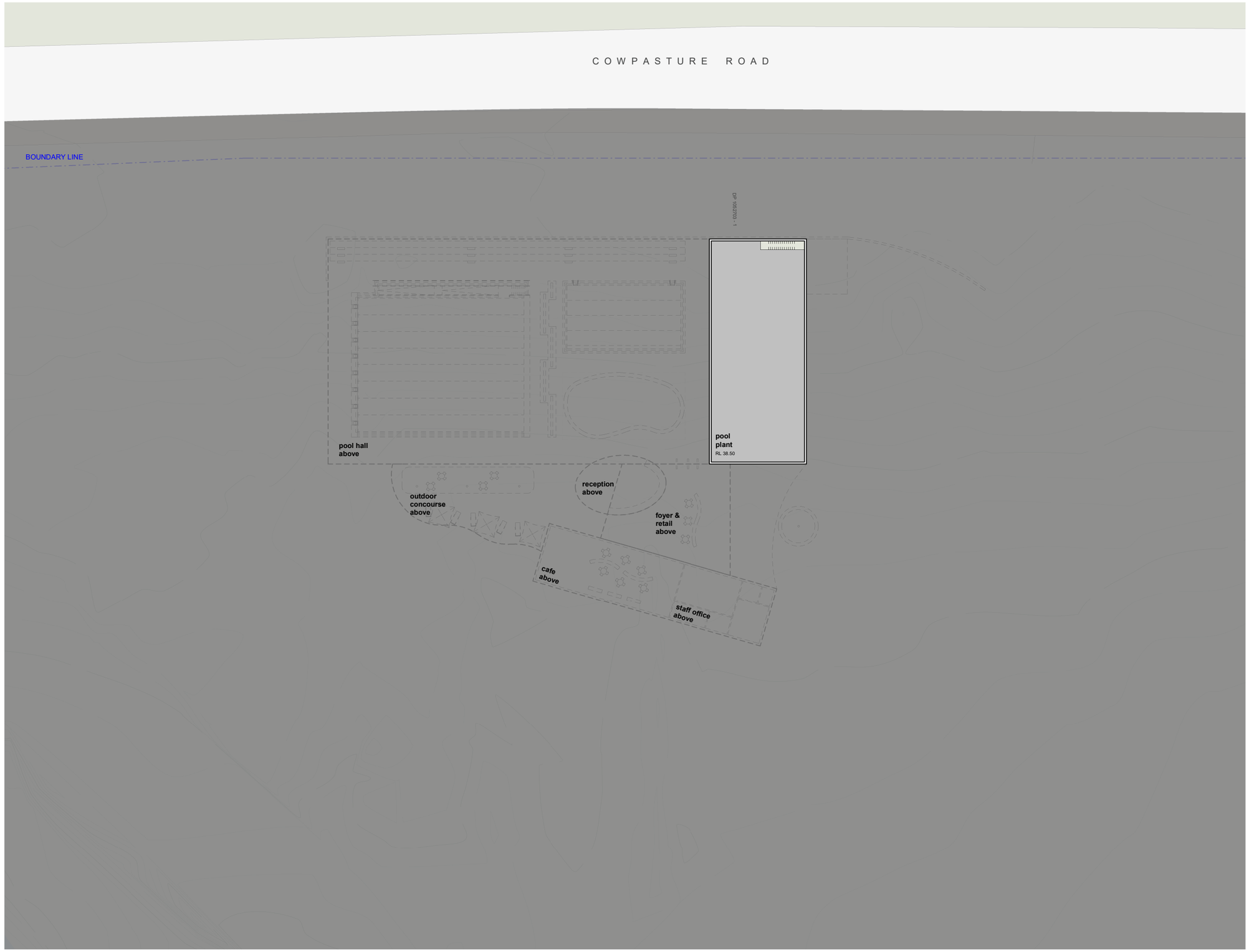
MP132b
MASTERPLAN VM
OPT 2 - Upper Level
2H.1 VM OPTION 2
CARNES HILL
AQUATIC CENTRE
cowpasture road, carnes hill, 2171
LIVER POOL CITY
COUNCIL
DA
brewster
hjorth
architects



True
Project

PROJECT NORTH
SCALE:1 : 250 @A1

Rev1 17.09.24 Masterplan Issue
ISSUE DATE REVISION

MP132c

MASTERPLAN VM
OPT 2 - Lower Level

2H.1 VM OPTION 2

CARNES HILL
AQUATIC CENTRE

cowpasture road, carnes hill, 2171

LIVER POOL CITY
COUNCIL

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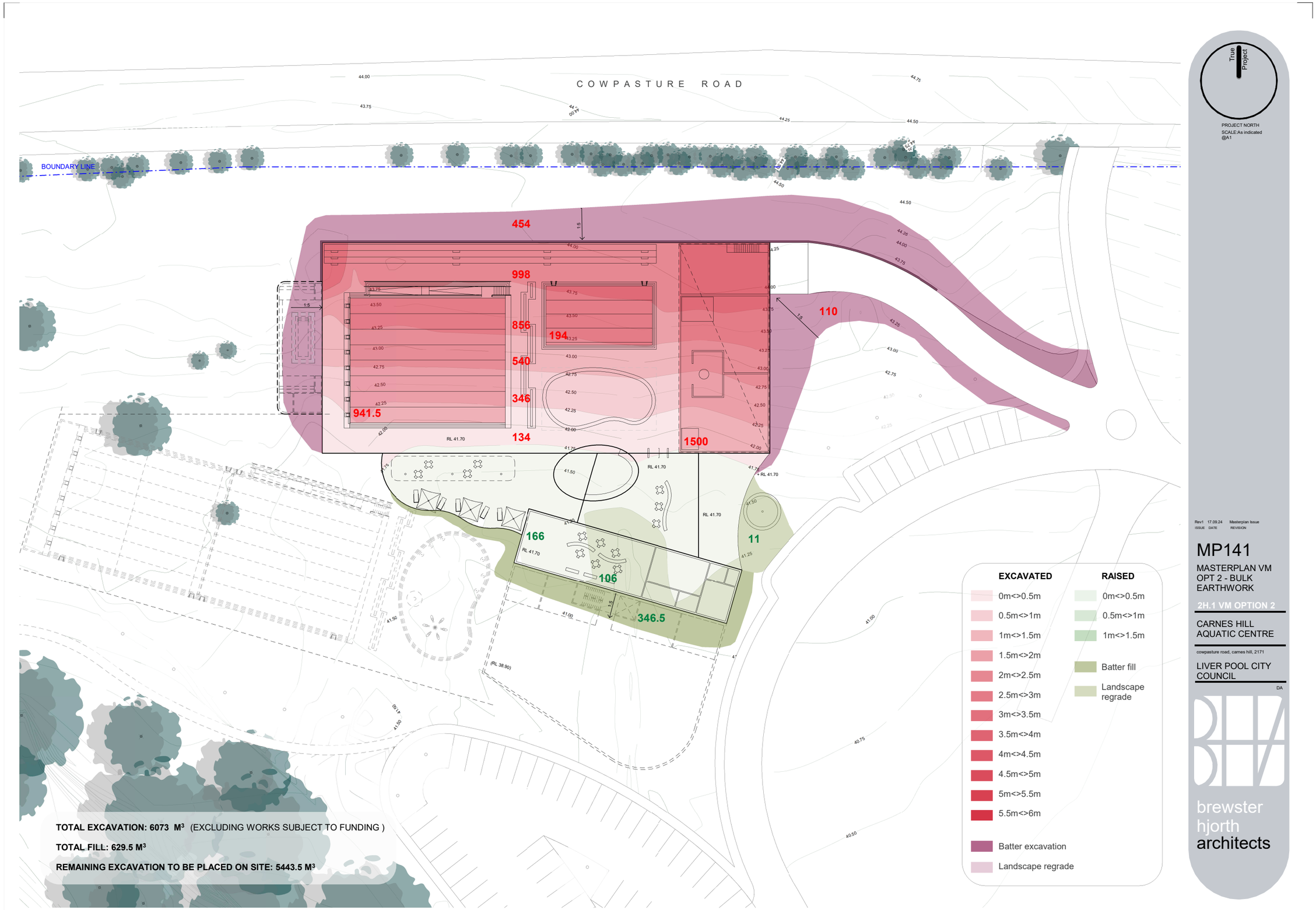
architects


COWPASTURE ROAD
BOUNDARY LINE
454
998
856
194
540
346
941.5
134
1500
110
166
106
11
346.5
RL 41.70
TOTAL EXCAVATION: 6073 M³ (EXCLUDING WORKS SUBJECT TO FUNDING)
TOTAL FILL: 629.5 M³
REMAINING EXCAVATION TO BE PLACED ON SITE: 5443.5 M³
EXCAVATED
0m<>0.5m
0.5m<>1m
1m<>1.5m
1.5m<>2m
2m<>2.5m
2.5m<>3m
3m<>3.5m
3.5m<>4m
4m<>4.5m
4.5m<>5m
5m<>5.5m
5.5m<>6m
Batter excavation
Landscape regrade
RAISED
0m<>0.5m
0.5m<>1m
1m<>1.5m
Batter fill
Landscape regrade
True
Project
PROJECT NORTH
SCALE:As indicated @A1
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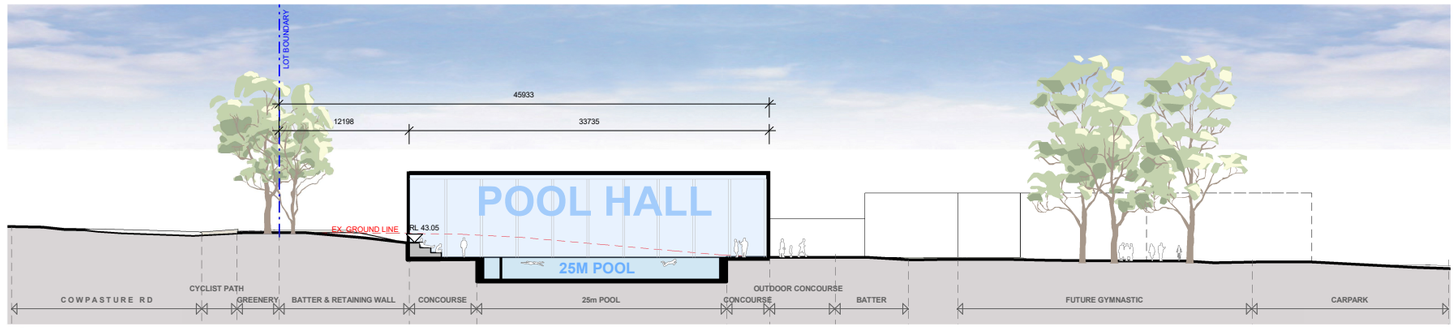
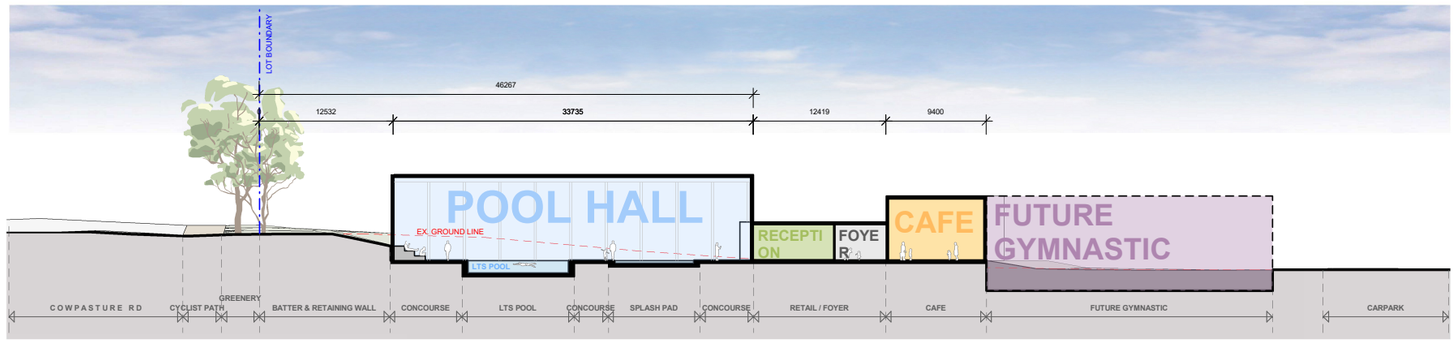
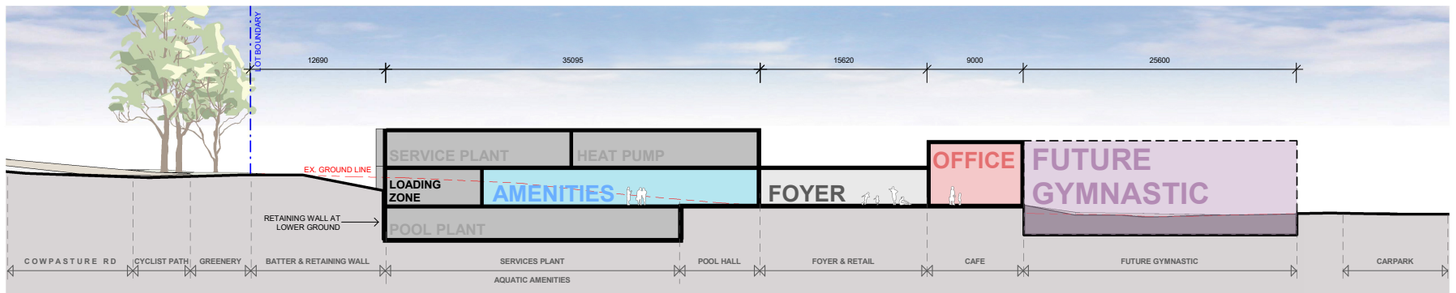
MP141
MASTERPLAN VM OPT 2 - BULK EARTHWORK
2H.1 VM OPTION 2
CARNES HILL AQUATIC CENTRE
cowpasture road, carnes hill, 2171
LIVER POOL CITY COUNCIL
DA
brewster hjorth architects



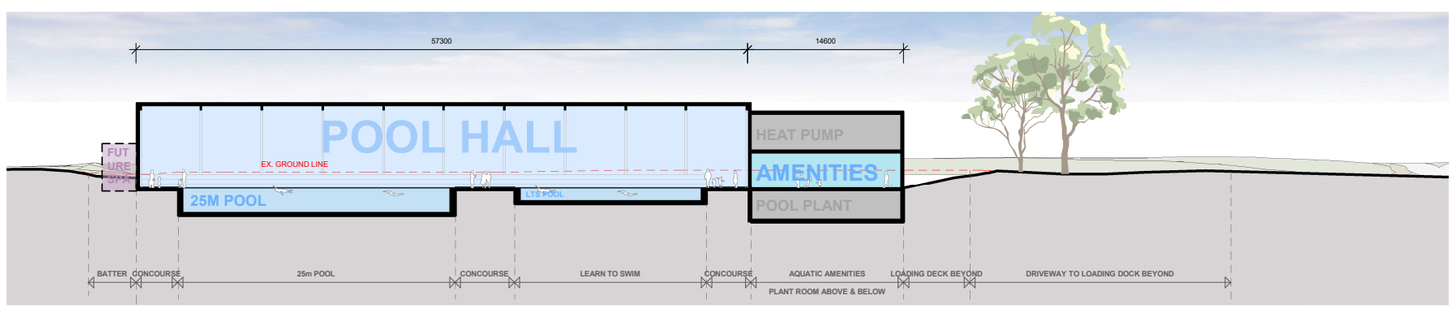
1 VM Option 2 - Section 1
MP211 1 : 250



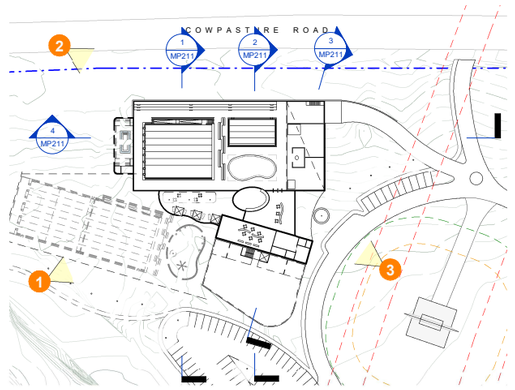
2 VM Option 2 - Section 2
MP211 1 : 250



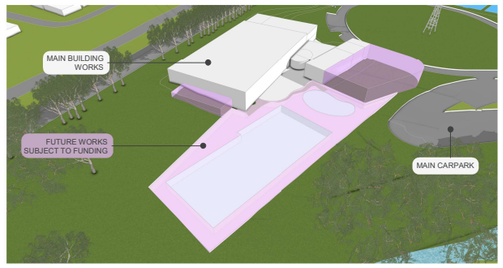
3 VM Option 2 - Section 3
MP211 1 : 250



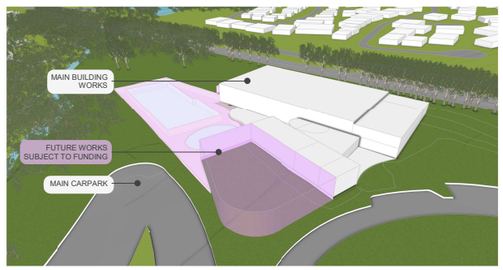
4 VM Option 2 - Section 4
MP211 1 : 250



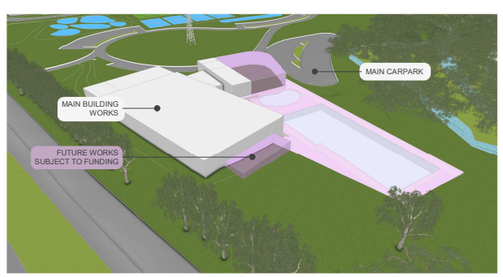
KEY PLAN



1. AERIAL VIEW FROM PRECINCT 1



2. AERIAL VIEW FROM TRANSGRID TOWER



3. AERIAL VIEW FROM COWPASTURE ROAD

True Project

PROJECT NORTH
SCALE:As indicated @A1

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MP211

MASTERPLAN VM OPT 2 - Site Sections

2H.1 VM OPTION 2

CARNES HILL AQUATIC CENTRE

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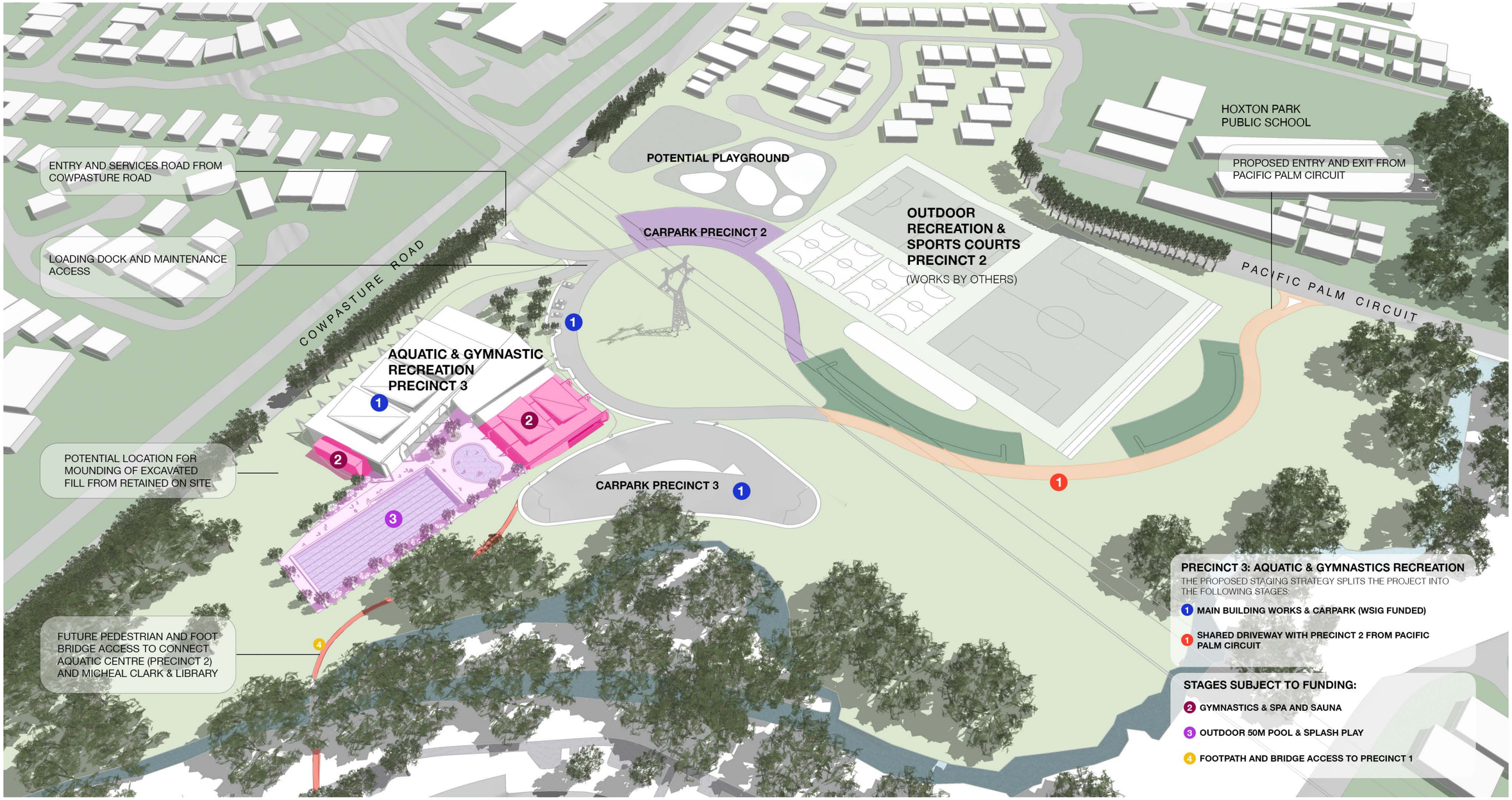
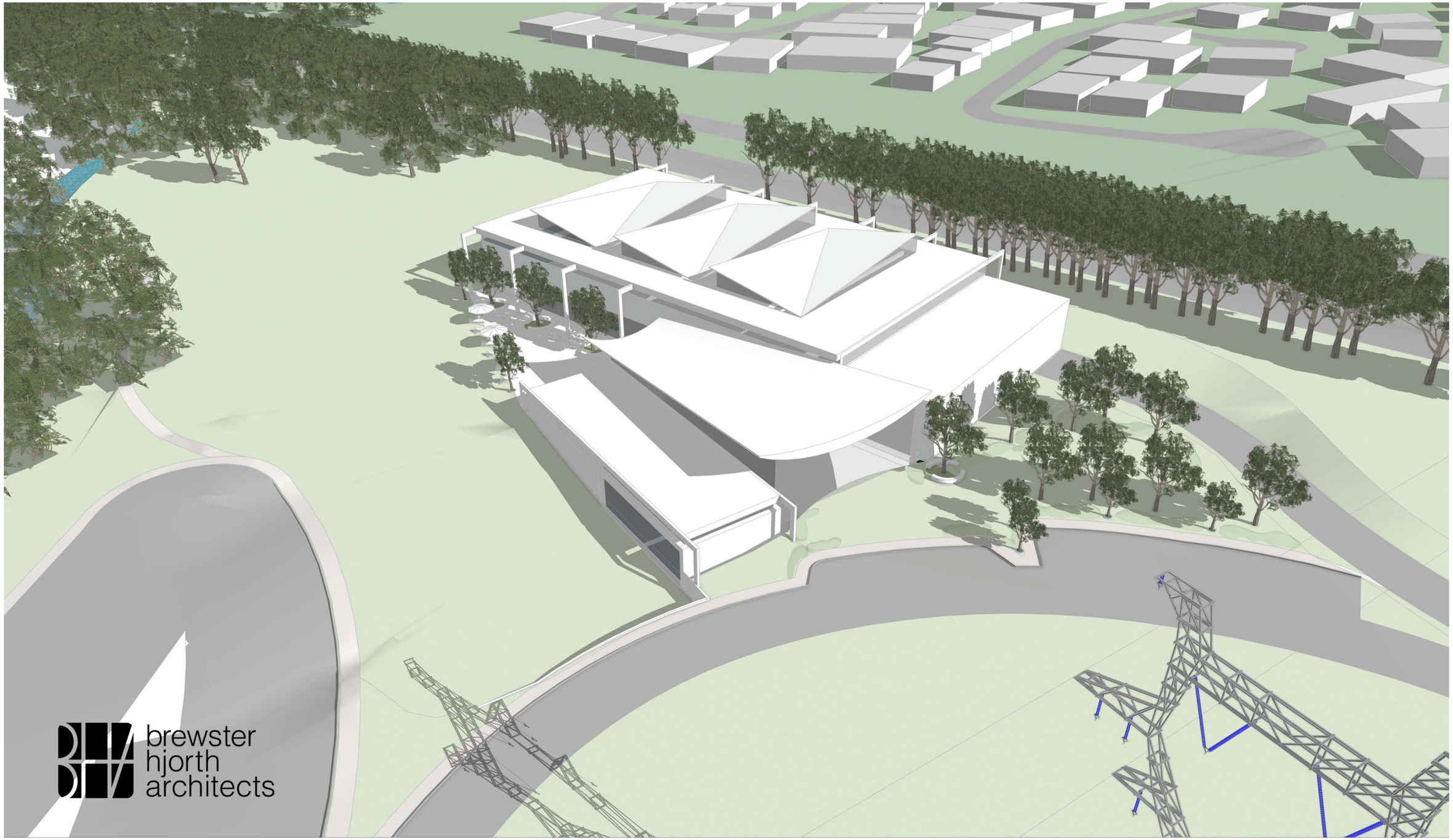
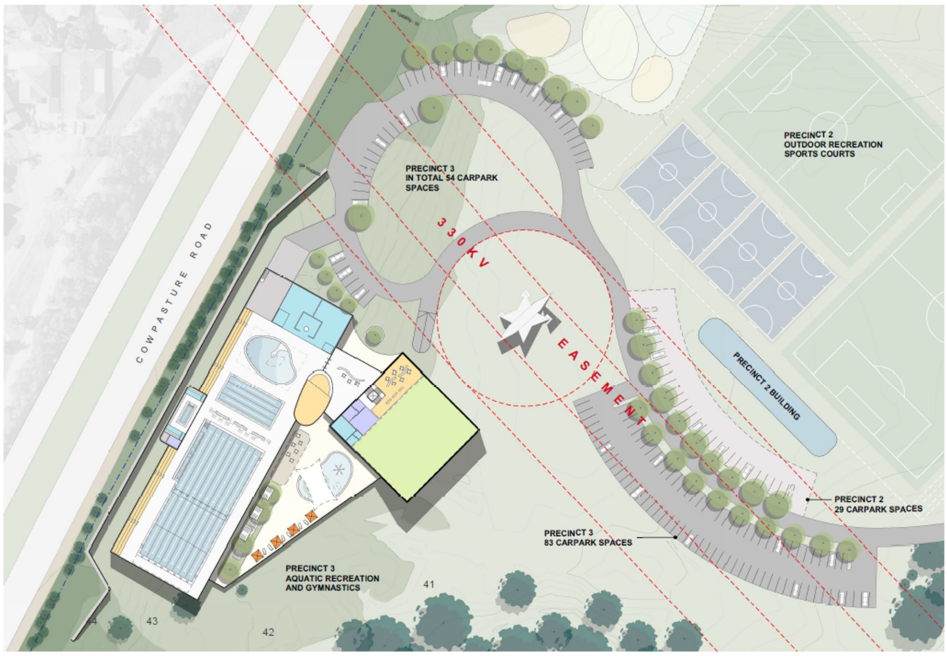

ENTRY AND SERVICES ROAD FROM COWPASTURE ROAD
LOADING DOCK AND MAINTENANCE ACCESS
POTENTIAL LOCATION FOR MOUNDING OF EXCAVATED FILL FROM RETAINED ON SITE
FUTURE PEDESTRIAN AND FOOT BRIDGE ACCESS TO CONNECT AQUATIC CENTRE (PRECINCT 2) AND MICHEAL CLARK & LIBRARY
COWPASTURE ROAD
AQUATIC & GYMNASTIC RECREATION PRECINCT 3
POTENTIAL PLAYGROUND
CARPARK PRECINCT 2
CARPARK PRECINCT 3
OUTDOOR RECREATION & SPORTS COURTS PRECINCT 2
(WORKS BY OTHERS)
HOXTON PARK PUBLIC SCHOOL
PROPOSED ENTRY AND EXIT FROM PACIFIC PALM CIRCUIT
PACIFIC PALM CIRCUIT
PRECINCT 3: AQUATIC & GYMNASTICS RECREATION
THE PROPOSED STAGING STRATEGY SPLITS THE PROJECT INTO THE FOLLOWING STAGES:
1 MAIN BUILDING WORKS & CARPARK (WSIG FUNDED)
1 SHARED DRIVEWAY WITH PRECINCT 2 FROM PACIFIC PALM CIRCUIT
STAGES SUBJECT TO FUNDING:
2 GYMNASTICS & SPA AND SAUNA
3 OUTDOOR 50M POOL & SPLASH PLAY
4 FOOTPATH AND BRIDGE ACCESS TO PRECINCT 1


brewster
hjorth
architects


brewster
hjorth
architects



CONCEPT COST OPTION REVIEW (2H & 2J)

CARNES HILL AQUATIC RECREATION PRECINCT 3

LIVERPOOL CITY COUNCIL

26 JULY 2024 – REVISION 00~

TCUBED CONSULTING

CONTENTS

QUALITY REVIEW AND REVISION HISTORY

Revision	Date	Comment	Author	Reviewer
0	26/07/2024	Cost Option 2H and 2J Review	Mayoo T & Stacey N	Shayne Taylor

1. INTRODUCTION

This independent cost review report has been prepared for and on behalf of Liverpool City Council using the documentation received via email on 10/07/2024.

The scope of works subject to this report for Carnes Hill Aquatic Recreation Precinct 3 - Option 2H and 2J includes the following and as per sketches provided below:

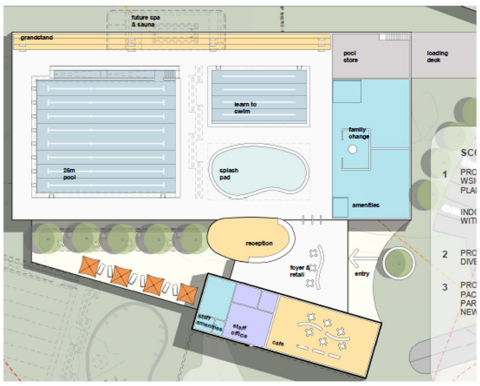
Option 2H

- Site preparation and Earthworks
- Facilities:
    - 25m 8-lane pool
    - Indoor learn to swim pool, Indoor splash pad with water features, Indoor pool store, Family change and amenities, and Plant room
    - Reception, Foyer and retail
    - Staff amenities and office
    - Café or kiosk
- External carpark pavement, Entry, Loading dock, and Landscaping work
- External services within the work extent

Option 2J

- Site preparation and Earthworks
- Facilities:
    - 50m outdoor pool, Outdoor seats
    - Indoor learn to swim pool, Indoor leisure pool with water features, Indoor pool store, Family change and amenities, and Plant Room
    - Sauna and Steam room
    - Reception, Foyer and retail
    - Staff amenities and office
    - Gymnasium
    - Café or kiosk
- External carpark pavement, Entry, Loading dock, and landscaping work
- External services within the work extent

Option 2H



Option 2J

This report will outline:

- Review of Supplied Cost Plan Option 2H & 2J dated 02nd July 2024
- Our own independent cost plans for
    - 25m 8-land pool (Option 2H) with gymnasium
    - 25m 8-land pool (Option 2H) without gymnasium
    - 50m outdoor pool (Option 2J) with gymnasium
    - 50m outdoor pool (Option 2J) without gymnasium

2. EXECUTIVE SUMMARY

In undertaking our review of the supplied cost plans, independent cost estimates, have been completed for the proposed Aquatic Centre Stage 3 precinct work Option 2H and Option 2J – refer section 4 of the report for detailed cost summary.

The outcome of this review indicates that Bluestone estimates are considered low. Additionally, we have identified certain required works have not been allowed in the estimates provided. Please refer executive cost summary below for comparision:

	EXECUTIVE COST SUMMARY	TOTAL CONSTRUCTION COST	TOTAL DEVELOPMENT COST WITHOUT CONTINGENCY	TOTAL ESTIMATED DEVELOPMENT COST
1	WICR FUNDING DEED	$ 33,349,482	$ 42,882,885	**$ 53,397,417**
2	BLUESTONE COST PLAN 2H (Without Gymnasium)	$ 39,021,080	$ 45,969,980	**$ 52,798,151**
3	BLUESTONE COST PLAN 2J (With Gymnasium)	$ 44,227,022	$ 52,103,000	**$ 59,842,142**
4	TCUBED COST PLAN 2H (Without Gymnasium)	$ 39,707,653	$ 49,238,896	**$ 57,554,262**
5	TCUBED COST PLAN 2H (With Gymnasium)	$ 47,264,213	$ 58,662,773	**$ 68,766,757**
6	TCUBED COST PLAN 2J (Without Gymnasium)	$ 40,009,452	$ 49,817,478	**$ 58,397,963**
7	TCUBED COST PLAN 2J (With Gymnasium)	$ 47,399,728	$ 58,827,998	**$ 68,960,441**

Both cost plan 2H and 2J options without gymnasium exceed the budget outlined in the WICR funding deed (Deed) dated 22 November 2023. In order to meet the budget, we recommend below:

- Shift the building towards south-west to avoid major retaining wall, and services diversion work,
- Revise and reduce proposed building areas such as plant rooms, staff building, and foyer area to better fit the budget constraints.

Key findings for both cost plan options are as followed, and please refer to section 3 for detailed cost comparison breakdown:

Cost Plan 2H (without Gymnasium)

- Overall supplied cost plan is considered 9% lower than expected.
- Allowances for facilities in the supplied cost plan are considered slightly high with some minor scope items to be removed.
- Some scope items for site preparation, external work and services, e.g., retaining wall construction, contaminated materials management, loose furniture, and hardstand pavement for services, etc, have not been allowed in the supplied cost plan.

Cost Plan 2J (with Gymnasium)

- Overall the supplied cost plan is considered 19% lower than anticipated.
- Outdoor pool work allownace is considered 21% lower considering external pool deck, pool work, plant and equipment required. Detailed price breakdown is required for further evaluation.
- Allowance for Gymnasium buliding is considered 8% higher overall. As there are no detailed price breakdown available, it could be due to differences in assumed building height, finishes scheme, which is recommended to be further clarified with architect, and consultant.
- Similar to cost plan option 2H, certain scope items related to site preparation, external work and services have not been considered.

3. COST PLAN REVIEW

Option 2H(Without Gymnasium)

OPTION 2H without Gymnasium		DEED	BLUE STONE COST PLAN	TCUBED COST PLAN	VARIANCE
Ref	**Description**	**$**	**$**	**$**	**$ Difference Tcubed - Bluestone**
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 7,575,290	$ 7,685,352	$110,062
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 608,790	$ 1,385,100	$776,310
3	HARD LANDSCAPING	$ 722,000	$ 1,594,250	$ 1,664,248	$69,998
4	SOFT LANDSCAPING	$ 703,000	$ 150,000	$ 333,153	$183,153
5	SIGNAGE	$ 10,000	$ 20,000	$ 45,000	$25,000
6	**FACILITIES**	**$ 26,130,300**	**$ 28,022,750**	**$ 27,265,800**	**-$756,950**
6.01	AQUATICS - INDOOR		$ 25,510,350	$ 25,116,800	-$393,550
6.02	OUTDOOR		$ 128,000	$ 194,800	$66,800
6.03	CAFE/STAFF BUILDING		$ 2,384,400	$ 1,954,200	-$430,200
6.04	GYMNASIUM		EXCL.	EXCL.	$0
7	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,050,000	$ 1,329,000	$279,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 39,021,080**	**$ 39,707,653**	**$686,573**
10	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	EXCL.	$ 850,000	$850,000
11	PROFESSIONAL FEES	$ 2,358,026	$ 5,262,274	$ 3,959,698	-$708,621
12	AUTHORITY FEES	$ 404,233		$ 593,955	
14	PROJECT MANAGMENT & ADMIN	$ 2,833,740	EXCL.	$ 1,583,879	$1,583,879
13	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 1,686,626	$ 2,543,710	$857,084
B	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 42,882,885**	**$ 45,969,980**	**$ 49,238,896**	**$3,268,916**
8	DESIGN CONTINGENCY	$ 10,514,532	$ 3,144,579	$ 4,355,668	$1,211,089
9	CONSTRUCTION CONTINGENCY		$ 3,683,592	$ 3,959,698	$276,106
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 52,798,151**	**$ 57,554,262**	**$4,756,111**

Colour Key: HIGH LOW

Demolition and Earthworks

- Supplied cost plan made no allowances for tree removal, construction of retaining walls (northern), and contaminated soil management.

Facilities

- Overall, rates allowance appeared reasonable for facilities work.
- Supplied cost plan allowed Indoor leisure pool (210m2) in lieu of splash pad (143m2) as provided in the area schedule by BHA architects.
- Supplied cost plan has allowed for Gymnastic equipment store area (92m2) where there is no gymnasium work involved with this option. Allowance of $410,000 can be removed.

Hard Landscaping & Soft Landscaping

- Carpark work is considered reasonable, however supplied cost plan made no allowance for hardstands required to services equipment, and public art which have been added on our cost plans.
- Soft landscaping allowances are considered low for the design intent.
- Service diversion work is considered low for recycled water running underneath Gymnasium building assuming it is required to be completed at this stage for future work, however, it is to be confirmed whether it is required.

Others

- No allownaces are made for loose furniture, AV equipment,and IT equipment, which have been added in our cost plans.
- Escalation - 4% is considered low assuming construction commencement in Sept 2025.
- No allowances were made for project management and administration work, which has been added.
- Contingency allowance is considered low at early concept design development stage.

Option 2J (With Gymnasium)

OPTION 2J with Gymnasium		DEED	BLUE STONE COST PLAN	TCUBED COST PLAN	VARIANCE
Ref	**Description**	**$**	**$**	**$**	**$ Difference Tcubed - Bluestone**
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 8,585,937	$ 9,174,141	$588,204
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 763,425	$ 1,437,100	$673,675
3	HARD LANDSCAPING	$ 722,000	$ 1,594,250	$ 1,664,248	$69,998
4	SOFT LANDSCAPING	$ 703,000	$ 150,000	$ 334,939	$184,939
5	SIGNAGE	$ 10,000	$ 20,000	$ 45,000	$25,000
6	**FACILITIES**	**$ 26,130,300**	**$ 32,063,410**	**$ 33,415,300**	**$1,351,890**
6.01	AQUATICS - INDOOR	$ -	$ 16,110,650	$ 16,597,200	$486,550
6.02	AQUATICS - OUTDOOR	$ -	$ 7,360,760	$ 8,929,700	$1,568,940
6.03	CAFE/STAFF BUILDING	$ -	INCL BELOW	INCL BELOW	
6.04	GYMNASIUM	$ -	$ 8,592,000	$ 7,888,400	-$703,600
7	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,050,000	$ 1,329,000	$279,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 44,227,022**	**$ 47,399,728**	**$3,172,706**
10	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	EXCL.	$ 850,000	$850,000
11	PROFESSIONAL FEES	$ 2,358,026	$ 5,964,333	$ 4,824,973	-$415,614
12	AUTHORITY FEES	$ 404,233		$ 723,746	
14	PROJECT MANAGMENT & ADMIN	$ 2,833,740	EXCL.	$ 1,929,989	$1,929,989
13	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 1,911,645	$ 3,099,562	$1,187,917
B	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 42,882,885**	**$ 52,103,000**	**$ 58,827,998**	**$6,724,998**
8	DESIGN CONTINGENCY	$ 10,514,532	$ 3,564,109	$ 5,307,470	$1,743,361
9	CONSTRUCTION CONTINGENCY		$ 4,175,033	$ 4,824,973	$649,940
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 59,842,142**	**$ 68,960,441**	**$9,118,299**

Colour Key: HIGH LOW

Demolition and Earthworks

- Supplied cost plan made no allowances for tree removal, construction of retaining walls (eastern), and disposal of contaminated materials.

Facilities

- Outdoor pool allowance in the supplied cost plan is considered low (21%) considering pool concourse, plant and equipment required.
- The rate allowed for Gymnasium and Café/ Staff building is considered high 8% overall which could be due to to difference in assumed building height, finishes scheme, etc. Detailed breakdown is required to further assess and clarify.

Hard Landscaping & Soft Landscaping

- Carpark work is considered reasonable, however supplied cost plan made no allowance for hardstands required to services equipment, and public art which have been added on our cost plans.
- Soft landscaping allowances are considered low for the design intent.
- Service diversion work is considered low for recycled water running underneath Gymnasium building assuming it is required to be completed at this stage for future work, however, it is to be confirmed whether it is required.

Others

- No allownaces are made for loose furniture, AV equipment,and IT equipment, which have been added in our cost plans.
- Escalation - 4% is considered low assuming construction commencement in Sept 2025.
- No allowances were made for project management and administration work, which has been added.
- Contingency allowance is considered low at early concept design development stage.

4. INDEPENDENT COST PLANS

4.1 COST SUMMARY

The following table provides the cost summary of the cost plan prepared for 2H and 2J options. Please refer to appendicies for the full breakdown of the cost estimate.

	Description	DEED BUDGET	OPTION 2H without Gymnasium Total ($ Excl GST)	OPTION 2H with Gymnasium Total ($ Excl GST)	OPTION 2J without Gymnasium Total ($ Excl GST)	OPTION 2J with Gymnasium Total ($ Excl GST)
	AQUATIC CENTRE					
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 7,685,352	$ 9,147,912	$ 7,743,765	$ 9,174,141
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 1,385,100	$ 1,385,100	$ 1,437,100	$ 1,437,100
3	HARD LANDSCAPING	$ 722,000	$ 1,664,248	$ 1,664,248	$ 1,664,248	$ 1,664,248
4	SOFT LANDSCAPING	$ 703,000	$ 333,153	$ 333,153	$ 334,939	$ 334,939
5	SIGNAGE	$ 10,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
	FACILITIES	$ 26,130,300	$ 27,265,800	$ 33,359,800	$ 27,455,400	$ 33,415,300
6	AQUATICS - INDOOR		$ 25,116,800	$ 25,116,800	$ 16,597,200	$ 16,597,200
7	OUTDOOR/AQUATICS		$ 194,800	$ 194,800	$ 8,929,700	$ 8,929,700
8	CAFE/STAFF BUILDING		$ 1,954,200	$ 1,954,200	$ 1,928,500	$ 1,928,500
9	GYMNASIUM		EXCL.	$ 6,094,000	EXCL.	$ 5,959,900
10	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,329,000	$ 1,329,000	$ 1,329,000	$ 1,329,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 39,707,653**	**$ 47,264,213**	**$ 40,009,452**	**$ 47,399,728**
17	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	$ 850,000	$ 850,000	$ 850,000	$ 850,000
12	PROFESSIONAL FEES	$ 2,358,026	$ 3,959,698	$ 4,811,421	$ 4,085,945	$ 4,824,973
13	AUTHORITY FEES	$ 404,233	$ 593,955	$ 721,713	$ 612,892	$ 723,746
11	PROJECT MANAGMENT & ADMIN	$ 2,833,740	$ 1,583,879	$ 1,924,568	$ 1,634,378	$ 1,929,989
14	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 2,543,710	$ 3,090,857	$ 2,624,811	$ 3,099,562
B	**TOTAL ESTIMATED DEVELOPMENT COST without CONTINGENCY EXCL GST**	**$ 42,882,885**	**$ 49,238,896**	**$ 58,662,773**	**$ 49,817,478**	**$ 58,827,998**
15	DESIGN CONTINGENCY	$ 10,514,532	$ 4,355,668	$ 5,292,563	$ 4,494,540	$ 5,307,470
16	CONSTRUCTION CONTINGENCY		$ 3,959,698	$ 4,811,421	$ 4,085,945	$ 4,824,973
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 57,554,262**	**$ 68,766,757**	**$ 58,397,963**	**$ 68,960,441**

This estimate has been prepared using the documents referenced in Section 4.3 of this report and should be considered indicative only until costs can be confirmed by further design, investigations, and market pricing.

OPTION 2H (WITHOUT GYMNASIUM)

	CONCEPT OPTION 2H (WITHOUT GYMNASIUM)			Analysis	
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE without Gymnasium				
1	PRELIMINARIES & MARGINS	$ 7,685,352	24	%	$ 32,022,300
2	DEMOLITION WORK & SITE PREPARATION	$ 1,385,100	13,023	m2	$ 106
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 333,153	4,537	m2	$ 73
5	SIGNAGE	$ 45,000	9,598	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 25,116,800	3,806	m2	$ 6,599
7	OUTDOOR	$ 194,800	395	m2	$ 493
8	CAFE/STAFF BUILDING	$ 1,954,200	317	m2	$ 6,165
9	GYMNASIUM	EXCL			
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	9,598	m2	$ 138
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 39,707,653**	**4,337**	**m2**	**$ 9,156**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 3,959,698	10.00	%	$ 39,596,983
13	AUTHORITY FEES	$ 593,955	1.50	%	$ 39,596,983
14	PROJECT MANAGMENT & ADMIN	$ 1,583,879	4.00	%	$ 39,596,983
15	ESCALATION (assume construction commencement Sept 2025)	$ 2,543,710	5.84	%	$ 43,556,682
16	DESIGN CONTINGENCY	$ 4,355,668	10.00	%	$ 43,556,682
17	CONSTRUCTION CONTINGENCY	$ 3,959,698	10.00	%	$ 39,596,983
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 57,554,262**	**4,337**	**m2**	**$ 13,271**

OPTION 2H (WITH GYMNASIUM)

	CONCEPT OPTION 2H (WITH GYMNASIUM)			Analysis	
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE with Gymnasium				
1	PRELIMINARIES & MARGINS	$ 9,147,912	24	%	$ 38,116,300
2	DEMOLITION WORK & SITE PREPARATION	$ 1,385,100	13,023	m2	$ 106
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 333,153	3,712	m2	$ 90
5	SIGNAGE	$ 45,000	8,773	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 25,116,800	3,806	m2	$ 6,599
7	OUTDOOR	$ 194,800	395	m2	$ 493
8	CAFE/STAFF BUILDING	$ 1,954,200	317	m2	$ 6,165
9	GYMNASIUM	$ 6,094,000	1,232	m2	$ 4,946
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	8,773	m2	$ 151
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 47,264,213**	**5,569**	**m2**	**$ 8,487**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,811,421	10.00	%	$ 48,114,212
13	AUTHORITY FEES	$ 721,713	1.50	%	$ 48,114,212
14	PROJECT MANAGMENT & ADMIN	$ 1,924,568	4.00	%	$ 48,114,212
15	ESCALATION (assume construction commencement Sept 2025)	$ 3,090,857	5.84	%	$ 52,925,633
16	DESIGN CONTINGENCY	$ 5,292,563	10.00	%	$ 52,925,633
17	CONSTRUCTION CONTINGENCY	$ 4,811,421	10.00	%	$ 48,114,212
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 68,766,757**	**5,569**	**m2**	**$ 12,348**

OPTION 2J (WITHOUT GYMNASIUM)

	CONCEPT OPTION 2J (WITHOUT GYMNASIUM)		Analysis		
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE without Gymnasium				
1	PRELIMINARIES & MARGINS	$ 7,743,765	24	%	$ 32,265,688
2	DEMOLITION WORK & SITE PREPARATION	$ 1,437,100	14,501	m2	$ 99
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 334,939	4,739	m2	$ 71
5	SIGNAGE	$ 45,000	9,801	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 16,597,200	2,790	m2	$ 5,949
7	AQUATICS - OUTDOOR	$ 8,929,700	2,674	m2	$ 3,339
8	CAFE/STAFF BUILDING	$ 1,928,500	317	m2	$ 6,084
9	GYMNASIUM	EXCL			
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	9,801	m2	$ 136
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 40,009,452**	**3,335**	**m2**	**$ 11,997**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,085,945	10.00	%	$ 40,859,451
13	AUTHORITY FEES	$ 612,892	1.50	%	$ 40,859,451
14	PROJECT MANAGMENT & ADMIN	$ 1,634,378	4.00	%	$ 40,859,451
15	ESCALATION (assume construction commencement Sept 2025)	$ 2,624,811	5.84	%	$ 44,945,397
16	DESIGN CONTINGENCY	$ 4,494,540	10.00	%	$ 44,945,397
17	CONSTRUCTION CONTINGENCY	$ 4,085,945	10.00	%	$ 40,859,451
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 58,397,963**	**3,335**	**m2**	**$ 17,511**

OPTION 2J (WITH GYMNASIUM)

	CONCEPT OPTION 2J (WITH GYMNASIUM)		Analysis		
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE with Gymnasium				
1	PRELIMINARIES & MARGINS	$ 9,174,141	24	%	$ 38,225,588
2	DEMOLITION WORK & SITE PREPARATION	$ 1,437,100	14,501	m2	$ 99
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 334,939	3,915	m2	$ 86
5	SIGNAGE	$ 45,000	8,977	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 16,597,200	2,790	m2	$ 5,949
7	AQUATICS - OUTDOOR	$ 8,929,700	2,674	m2	$ 3,339
8	CAFE/STAFF BUILDING	$ 1,928,500	317	m2	$ 6,084
9	GYMNASIUM	$ 5,959,900	1,232	m2	$ 4,838
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	8,977	m2	$ 148
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 47,399,728**	**4,566**	**m2**	**$ 10,381**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,824,973	10.00	%	$ 48,249,727
13	AUTHORITY FEES	$ 723,746	1.50	%	$ 48,249,727
14	PROJECT MANAGMENT & ADMIN	$ 1,929,989	4.00	%	$ 48,249,727
15	ESCALATION (assume construction commencement Sept 2025)	$ 3,099,562	5.84	%	$ 53,074,700
16	DESIGN CONTINGENCY	$ 5,307,470	10.00	%	$ 53,074,700
17	CONSTRUCTION CONTINGENCY	$ 4,824,973	10.00	%	$ 48,249,727
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 68,960,441**	**4,566**	**m2**	**$ 15,103**

This concept estimates have been prepared using below scope provided, and the documents referenced in Section 4.3 of this report. It should be considered indicative only until costs can be confirmed by further design, investigations, and market pricing.

4.2 AREA SCHEDULE

AREA SCHEDULE				
	OPTION 2H (with Gymnasium)	**OPTION 2H (without Gymnasium)**	**OPTION 2J (with Gymnasium)**	**OPTION 2J (without Gymnasium)**
Description	**Area m2**	**Area m2**	**Area m2**	**Area m2**
FECA				
AQUATIC FACILITIES - INDOOR	1,934	1,934	933	933
PLANT	965	965	965	965
STORAGE	228	228	228	228
POOL AMENITIES	349	349	349	349
FOYER AND RECEPTION	314	314	314	314
STAFF/CAFÉ BUILDING	318	318	317	317
GYMNASTICS FACILITIES	1,232	EXCL.	1,232	EXCL.
GYMNASTICS AMENITIES	INCL.	EXCL.	INCL.	EXCL.
Subtotal - FECA	**5,340**	**4,108**	**4,338**	**3,106**
UCA				
ENTRY	106	106	106	106
LOADING DOCK	123	123	123	123
TOTAL GFA	**5,569**	**4,337**	**4,567**	**3,335**
EXTERNAL				
OUTDOOR/ OUTDOOR AQUATICS	395	395	2,673	2,673
CARPARK	4,833	4,833	4,833	4,833
Total	**10,797**	**9,565**	**12,073**	**10,841**

Above areas have been adopted for our independent cost plan purpose as per area schedule provided.

4.3 DOCUMENTS USED

We note the following information used in the preparation of this cost estimate:

Drawings & Reports:

- MP000 - MASTERPLAN PRECINCT WORK PLAN
- MP001 - MASTERPLAN PRECINCT 2 PLAN
- MP002 - MASTERPLAN PRECINCT 3 PLAN
- MP114 - SCHEMATIC PLAN OPTION 2H
- MP115 - SCHEMATIC PLAN OPTION 2J
- Blue Stone Management Cost Plan No.1 (Rev2) dated on 02nd July 2024
- Area Schedule - 24002 Carnes Hill Aquatics and Recreational Centre SOA V5 02.07.24
- 00 Masterplan Options Schedule 09.07.24 Draft
- Deed Budget Breakdown and Requested Adjustments

4.4 ASSUMPTIONS & EXCLUSIONS

Demolition and Site Preparation

- No allowance made for the removal and disposal of asbestos materials from existing site structures.
- Assume minor levelling is required to new proposed facilities, and external hard scaped work.
- No allowance has been made for excavation in rock.
- Assume 3m high retaining wall (along Cowpasture road) to eastern side of the Aquatic centre
- Remediation work has been allowed as provisional sum of $180,000.

Facilities

- Assume 25m Pool indoor aquatic centre for Option 2H is 8m tall building and assume indoor aquatic centre for Option 2J is 7m high.
- Assume Gymnastic building is double height (7m High) with an upper floor for Viewing Gallery/ Lounge/ Community with stair and lift access.
- Assume Indoor pool store is double storey with stair access.

External Work

- No allowance has been made for covered walkway linking different facilities.
- No roundabout and slip laneway have been allowed.
- No allowances have been made for access roadwork as it is assumed to be completed as part of Precinct 2 work.
- No allowances have been made for fences or the like.

Services Infrastructure

- Allowance has been made for 100kW solar PV system. No allowances have been made for solar PV batteries.
- No allowances have been made for rainwater harvesting tank.
- Allowances have been made for external lighting, and CCTV system across the proposed hard scaped paved area only with assumption of 1 in 500m2.
- No allowances have been made for undergrounding work of 33kV endeavour energy electricity main.
- Allowances has been made for minor recycled water diversion at this cost plan, however, no allowances have been made for diversion of sewer running through the site.

Specific Inclusions

- Contractor's preliminaries and margins at 24% of trade cost.
- Design contingency at 10% of Design and Construction cost, and Construction contingency at 10% of Construction cost.

- Professional fees at 10% of construction cost.
- Authority fees at 1.5% of construction cost, which is to be investigated and confirmed with planner, and associated consultants.
- Escalation – assume construction commencement of September 2025.
- Project Management and Administration cost at 4% of construction cost

General Exclusions

The following have been excluded from this cost plan;

1. Staging Costs
2. Temporary works
3. Legal fees
4. Solar PV batteries
5. Electric Vehicle Charging & associated work.
6. Green star requirements
7. All works outside boundary (e.g. roadworks, public domain landscaping and paths, public utility works, etc), unless otherwise noted.
8. No risk allowances have been made to account for the current uncertainty in the construction market due to covid-19, e.g. unavailability of trades or materials, shortage of staff, lack of competitive trade pricing received, increased freight costs, etc.
9. GST.

APPENDIX A – TCUBED INDEPENDENT COST PLANS

OPTION 2H (WITH GYMNASIUM)

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

SUMMARY

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
	COST PLAN - AQUATIC CENTRE OPTION 2H with Gymnasium						
1	PRELIMINARIES & MARGINS	24	%	38,116,300	9,147,912		9,147,912
2	DEMOLITION WORK & SITE PREPARATION	13,023	m2	106	1,385,100		1,385,100
3	HARD LANDSCAPING	5,062	m2	329	1,664,248		1,664,248
4	SOFT LANDSCAPING	3,712	m2	90	333,153		333,153
5	SIGNAGE	8,773	m2	5	45,000		45,000
	FACILITIES						
6	AQUATICS - INDOOR	3,806	m2	6,599	25,116,800		25,116,800
7	OUTDOOR	395	m2	493	194,800		194,800
8	CAFE/STAFF BUILDING	317	m2	6,165	1,954,200		1,954,200
9	GYMNASIUM	1,232	m2	4,946	6,094,000		6,094,000
10	SITE SERVICES INFRASTRUCTURE	8,773	m2	151	1,329,000		1,329,000
	TOTAL ESTIMATED CONSTRUCTION COST EXCL GST	**5,569**	**m2**	**8,487**	**47,264,212**		**47,264,212**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	1	Item	850,000	850,000		850,000
12	PROFESSIONAL FEES	10	%	48,114,212	4,811,421		4,811,421
13	AUTHORITY FEES	1.50	%	48,114,212	721,713		721,713
14	PROJECT MANAGMENT & ADMIN	4	%	48,114,212	1,924,568		1,924,568
15	ESCALATION (assume construction commencement Sept 2025)	5.84	%	52,925,633	3,090,857		3,090,857
16	DESIGN CONTINGENCY	10.00	%	52,925,633	5,292,563		5,292,563
17	CONSTRUCTION CONTINGENCY	10.00	%	48,114,212	4,811,421		4,811,421
	TOTAL ESTIMATED DEVELOPMENT COST EXCL GST	**5,569**	**m2**	**12,348**	**68,766,757**		**68,766,757**
							68,766,757

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2	**DEMOLITION WORK & SITE PREPARATION**						
	DEMOLITION						
2.1	Allow for tree removal (Assume 20 trees)	1	item	20,000.00	20,000		20,000
2.2	Capping of underground services - if required	1	Pcsum	50,000.00	50,000		50,000
2.3	Allow for removal of existing fence	1	item	4,800.00	4,800		4,800
	Retain and Protect						
2.4	Allow for Environmental Protection Works; incl. retaining and protecting trees	1	item	50,000.00	50,000		50,000
	SITE PREPARATION						
2.5	Site Clearance - Strip turf and topsoil and remove from site.	13,023	m2	12.00	156,276		156,276
	Bulk Earthworks						
2.6	Allow to cut and fill for building areas (Facilities) to retaining walls	5,793	m2	45.00	260,685		260,685
2.7	Allow to cut and fill for Carpark, and other pavement area.	4,833	m2	25.00	120,825		120,825
2.8	Contaminated soil management per LCC memo incl. AoC1 manage illegal stockpiles (140m3), AoC1 manage contamined fill (200m2), AoC2 manage asbestos hotspot (16m2), AoC3 asbestos soil (4m2 + 6m2)	1.00	item	180,000.00	180,000		180,000
2.9	Allow for Imported fill to backfill over excavation as capping layer	1.00	item	37,500.00	37,500		37,500
	RETAINING WALLS						
2.10	Allow for retaining walls to eastern side of facilites [3mH] including battering and footings	1	Item	504,952.80	504,953		504,953
	DEMOLITION WORK & SITE PREPARATION TOTAL						**1,385,100**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3	**HARD LANDSCAPING**						
	Carpark - Ground Level Only						
3.1	Allow for on grade carpark - assume asphalt	4,833	m2	153.00	739,449		739,449
3.2	Linemarking, kerb, and other metalwork including fixtures required.	1	Item	363,000.00	363,000		363,000
3.3	Ramp and stair access	1	Item	85,000.00	85,000		85,000
3.4	Access Slip Road - assume as part of Precinct 2 work.				EXCL		EXCL
3.5	pavement - asphalt	2,528	m2	153.00	386,784		EXCL
3.6	Kerb linemarking	1	Item	189,000.00	189,000		EXCL
3.7	crossover and drainage work	1	Item	148,744.25	148,744		EXCL
	Others						
3.8	Hardstands for plant equipment, substations, boosters etc.	1	Item	100,000.00	100,000		100,000
	Loading Dock						
3.9	Loading dock and associated works with no awning.	123	m2	875.60	107,699		107,699
	Entry						
3.10	Allowed for entry area with partial awning.	106.00	m2	770.00	81,620		81,620
	Artwork						
3.11	Public Art	1.00	Item	100,000.00	100,000.00		100,000
	External concrete concourse						
3.12	External concrete concourse structure, floor finishes, and services				INCL ELSEWHERE		0
3.13	Allow for umbrellas	4	no	7,220.00	28,880		28,880
3.14	External furniture	1	Item	48,600.00	48,600		48,600
3.15	Allow for drinking fountains	1	Item	10,000.00	10,000		10,000
	HARD LANDSCAPING TOTAL						**1,664,248**
4	**SOFT LANDSCAPING**						
	SOFT LANDSCAPING						
4.1	Gardens - Allow to make good disturbed areas [adj aquatic centre only]	3,712	m2	8.00	29,696		29,696
4.2	Landscaping work - turfing	2,713	m2	45.00	122,085		122,085
4.3	Circular planter	1	item	20,900.00	20,900		20,900
4.4	Allow for trees planting	22	No	5,917.50	130,185		130,185
4.5	Landscaping Maintenance part of landscaping contract - 12months	1	Item	30,286.60	30,287		30,287
	SOFT LANDSCAPING TOTAL						**333,153**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
5	**SIGNAGE**						
5.1	Allow for signage	1	Item	45,000.00	45,000		45,000
	SIGNAGE TOTAL						**45,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
6	**AQUATICS - INDOOR**						
	Aquatic Indoor comprises Indoor 25m pool, Indoor learn-to-swim pool, Indoor splash pad, Indoor grandstand, Indoor pool storage, Change room, Entry, Foyer & Retail, Reception, Plant room		Note				
6.1	SUBSTRUCTURE incl Piling and topping slab	3,209	m2	550.00	1,764,950		1,764,950
6.2	COLUMNS	3,806	m2	140.00	532,840		532,840
6.3	UPPER FLOORS	597	m2	550	328,350		328,350
6.4	STAIRCASES	597	m2	99.66	59,500		59,500
6.5	ROOF (Considering Green star requirement)	3,209	m2	1,050.00	3,369,450		3,369,450
6.6	EXTERNAL WALLS [8mH]	2,323	m2	1,800.00	4,181,400		4,181,400
6.7	WINDOWS	3,209	m2		INCL		0
6.8	EXTERNAL DOORS	3,209	m2		INCL		0
6.9	INTERNAL WALLS	2,417	m2	402.50	972,843		972,843
6.10	INTERNAL SCREENS	3,806	m2	28.00	106,568		106,568
6.11	INTERNAL DOORS	3,806	m2	20.00	76,120		76,120
6.12	WALL FINISHES	3,806	m2	210.00	799,260		799,260
6.13	FLOOR FINISHES	3,806	m2	134.13	510,508		510,508
6.14	CEILING FINISHES	3,806	m2	200.00	761,200		761,200
6.15	FITMENTS INCL SEATING	3,806	m2	296.64	1,129,000		1,129,000
6.16	SPECIAL EQUIPMENT	3,806	m2		EXCL		0
6.17	HYDRAULICS	3,806	m2	332.97	1,267,300		1,267,300
6.18	MECHANICAL	3,806	m2	595.65	2,267,060		2,267,060
6.19	FIRE PROTECTION	3,806	m2	63.75	242,633		242,633
6.20	ELECTRICAL	3,806	m2	520.00	1,979,120		1,979,120
6.21	VERTICAL TRANSPORTATION	3,806	m2	0.00	NIL		0
	SUBTOTAL	**3,806**	**m2**	**5,346.32**	**20,348,101**		**20,348,101**
	INDOOR POOLS & ASSOCIATED WORK						
6.22	25m Pool	625	m2	4,100.00	2,562,500		2,562,500
6.23	Learn To Swim Pool	198	m2	3,700.00	732,600		732,600
6.24	Splash pad with water features	143	m2	6,800.00	972,400		972,400
6.25	BUILDER'S WORK IN CONNECTION	5	%	10,023,613	501,181		501,181
6.26	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
6.27	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - INDOOR TOTAL						**25,116,800**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
7	**OUTDOOR**						
	Outdoor - External concrete concourse only		Note				
7.1	SUBSTRUCTURE	395	m2	223.09	88,119		88,119
7.2	FLOOR FINISHES - TILING	395	m2	195.00	77,025		77,025
7.3	FITMENTS - included in "External Work"	395	m2		INCL		0
7.4	HYDRAULICS - Stormwater	395	m2	35.00	13,825		13,825
7.5	ELECTRICAL - assume fixed to building facade	395	m2	40.00	15,800		15,800
	OUTDOOR TOTAL						**194,800**
8	**CAFE/STAFF BUILDING**						
8.1	SUBSTRUCTURE	320	m2	370.00	118,400		118,400
8.2	COLUMNS	320	m2	75.00	24,000		24,000
8.3	UPPER FLOORS	320	m2		NIL		0
8.4	STAIRCASES	320	m2		NIL		0
8.5	ROOF	320	m2	700.00	224,000		224,000
8.6	EXTERNAL WALLS - 4.5mH	357	m2	1,300.00	464,100		464,100
8.7	WINDOWS	320	m2		INCL		0
8.8	EXTERNAL DOORS	320	m2		INCL		0
8.9	INTERNAL WALLS	250	m2	405.00	101,250		101,250
8.10	INTERNAL SCREENS	320	m2	35.00	11,200		11,200
8.11	INTERNAL DOORS	320	m2	65.00	20,800		20,800
8.12	WALL FINISHES	320	m2	170.00	54,400		54,400
8.13	FLOOR FINISHES	320	m2	250.00	80,000		80,000
8.14	CEILING FINISHES	320	m2	150.00	48,000		48,000
8.15	FITMENTS	320	m2	468.75	150,000		150,000
8.16	SPECIAL EQUIPMENT (KITCHEN EQUIPMENT)	320	m2	625.00	200,000		200,000
8.17	HYDRAULICS	320	m2	350.00	112,000		112,000
8.18	MECHANICAL	320	m2	506.25	162,000		162,000
8.19	FIRE PROTECTION	320	m2	120.00	38,400		38,400
8.20	ELECTRICAL	320	m2	400.00	128,000		128,000
8.21	VERTICAL TRANSPORTATION	320	m2		NIL		0
8.22	BUILDER'S WORK IN CONNECTION	4	%	440,400.00	17,616		17,616
8.23	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
8.24	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	Exclusion						
	Loose Furniture		Excl				
	CAFE/STAFF BUILDING TOTAL						**1,954,200**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9	**GYMNASIUM**						
	Single Storey		Note				
9.1	SUBSTRUCTURE incl Piling	944	m2	370	349,280		349,280
9.2	COLUMNS	944	m2	150	141,600		141,600
9.3	UPPER FLOORS - MEZZANINE		m2	550	NIL		0
9.4	STAIRCASES		m.rise	5,800	NIL		0
9.5	ROOF	944	m2	982	927,008		927,008
9.6	EXTERNAL WALLS (7mH)	984	m2	1,100	1,082,400		1,082,400
9.7	WINDOWS		m2		INCL		0
9.8	EXTERNAL DOORS	944	m2	60	56,640		56,640
9.9	INTERNAL WALLS	944	m2	80	75,520		75,520
9.10	INTERNAL SCREENS	944	m2	15	14,160		14,160
9.11	INTERNAL DOORS	944	m2	18	16,992		16,992
9.12	WALL FINISHES	944	m2	220	207,680		207,680
9.13	FLOOR FINISHES - timber	944	m2	480	453,120		453,120
9.14	CEILING FINISHES	944	m2	250	236,000		236,000
9.15	FITMENTS	944	m2	180	169,920		169,920
9.16	SPECIAL EQUIPMENT	944	m2		EXCL		0
9.17	HYDRAULICS	944	m2	120	113,280		113,280
9.18	MECHANICAL	944	m2	360	339,840		339,840
9.19	FIRE PROTECTION	944	m2	45	42,480		42,480
9.20	ELECTRICAL	944	m2	350	330,400		330,400
9.21	VERTICAL TRANSPORTATION		m2		NIL		0
9.22	BUILDER'S WORK IN CONNECTION	5	%	826,000	41,300		41,300
9.23	EXTERNAL WORKS		m2		INCL		0
9.24	EXTERNAL SERVICES		m2		INCL		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Owner Operator Equipment - Gym Equipment		Excl				
	Loose Furniture		Excl				
	First Floor/Mezzanine - above staff/cafe area (Extra Over)		Note				
9.25	SUBSTRUCTURE incl Piling	0	m2		NIL		0
9.26	COLUMNS	288	m2	150	43,200	1.0600	45,792
9.27	UPPER FLOORS - MEZZANINE	288	m2	550	158,400	1.0600	167,904
9.28	STAIRCASES	288	m2	215	61,860	1.0600	65,572
9.29	ROOF	0	m2		NIL		0
9.30	EXTERNAL WALLS (2.5mH)	128	m2	1,300	166,400	1.0600	176,384
9.31	WINDOWS	288	m2		INCL		0
9.32	EXTERNAL DOORS	288	m2		INCL		0
9.33	INTERNAL WALLS	288	m2	280	80,640	1.0600	85,478

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9.34	INTERNAL SCREENS	288	m2	20	5,760	1.0600	6,106
9.35	INTERNAL DOORS	288	m2	80	23,040	1.0600	24,422
9.36	WALL FINISHES	288	m2	220	63,360	1.0600	67,162
9.37	FLOOR FINISHES - CARPET	288	m2	120	34,560	1.0600	36,634
9.38	CEILING FINISHES	288	m2	250	72,000	1.0600	76,320
9.39	FITMENTS	288	m2	1,110	319,600	1.0600	338,776
9.40	SPECIAL EQUIPMENT	0	m2		EXCL		0
9.41	HYDRAULICS	288	m2	100	28,800	1.0600	30,528
9.42	MECHANICAL	288	m2	350	100,800	1.0600	106,848
9.43	FIRE PROTECTION	288	m2	45	12,960	1.0600	13,738
9.44	ELECTRICAL	288	m2	250	72,000	1.0600	76,320
9.45	VERTICAL TRANSPORTATION - LIFT	1	Item	150,000	150,000	1.0600	159,000
9.46	BUILDER'S WORK IN CONNECTION	5	%	364,560	18,228	1.0600	19,322
9.47	EXTERNAL WORKS	288	m2		INCL		0
9.48	EXTERNAL SERVICES	288	m2		INCL		0
	GYMNASIUM TOTAL						**6,094,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
10	**SITE SERVICES INFRASTRUCTURE**						
	External Services						
10.1	Stormwater services to hardscaped areas (carpark, roadworks, etc) including all pits, filtration system, etc.	1	item	180,000	180,000.00		180,000
10.2	Rainwater tank (Provisional) - above ground	1	pcsum	30,000	30,000		30,000
10.3	External Light Poles incl structure and footings to hard scaped area only.	1	Item	130,000	130,000		130,000
10.4	CCTV throughout external carpark area	1	Item	60,000	60,000		60,000
10.5	Solar PV System - assume 100kW	1	Item	150,000	150,000		150,000
	Solar PV Batteries		Excl				
	EV charging unit		Excl				
	Rainwater Harvesting Tank		Excl				
	Services Connections						
10.6	Substation / Kiosk Upgrades including electricity connection, ASP1 design, local network connection and temporary Generator cutover. (Excl Feeder)	1	item	450,000	450,000		450,000
10.7	HV Power Lines moved underground	1	item		EXCLUDED		0
10.8	Fire hydrants, boosters etc	1	item	90,000	90,000		90,000
10.9	Sewer Connection	1	item	35,000	35,000		35,000
10.10	Water Connection	1	item	30,000	30,000		30,000
10.11	Comms Connection	1	item	25,000	25,000		25,000
	Generator		Excl				
	Services Diversions						
10.12	Sewer main diversion - 450mm assume not required.	1	Pcsum	0	EXCL		0
10.13	Recycled water diversion - 300mm	1	Pcsum	149,000	149,000		149,000
	SITE SERVICES INFRASTRUCTURE TOTAL						**1,329,000**
11	**CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT**						
11.1	LOOSE FF&E	1	pcsum	300,000.00	300,000		300,000
11.2	AUDIO VISUAL	1	pcsum	400,000.00	400,000		400,000
11.3	IT EQUIPMENT	1	pcsum	120,000.00	150,000		150,000
	CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT TOTAL						**850,000**

OPTION 2J (WITH GYMNASIUM)

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

SUMMARY

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
	COST PLAN - AQUATIC CENTRE OPTION 2J with Gymnasium						
1	PRELIMINARIES & MARGINS	24	%	38,225,587	9,174,141		9,174,141
2	DEMOLITION WORK & SITE PREPARATION	14,501	m2	99	1,437,100		1,437,100
3	HARD LANDSCAPING	5,062	m2	329	1,664,248		1,664,248
4	SOFT LANDSCAPING	3,915	m2	86	334,939		334,939
5	SIGNAGE	8,977	m2	5	45,000		45,000
	FACILITIES						
6	AQUATICS - INDOOR	2,790	m2	5,949	16,597,200		16,597,200
7	AQUATICS - OUTDOOR	2,674	m2	3,339	8,929,700		8,929,700
8	CAFE/STAFF BUILDING	317	m2	6,084	1,928,500		1,928,500
9	GYMNASIUM	1,232	m2	4,838	5,959,900		5,959,900
10	SITE SERVICES INFRASTRUCTURE	8,977	m2	148	1,329,000		1,329,000
	TOTAL ESTIMATED CONSTRUCTION COST EXCL GST	**4,566**	**m2**	**10,381**	**47,399,727**		**47,399,727**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	1	Item	850,000	850,000		850,000
12	PROFESSIONAL FEES	10	%	48,249,727	4,824,973		4,824,973
13	AUTHORITY FEES	1.50	%	48,249,727	723,746		723,746
14	PROJECT MANAGMENT & ADMIN	4	%	48,249,727	1,929,989		1,929,989
15	ESCALATION (assume construction commencement Sept 2025)	5.84	%	53,074,700	3,099,562		3,099,562
16	DESIGN CONTINGENCY	10.00	%	53,074,700	5,307,470		5,307,470
17	CONSTRUCTION CONTINGENCY	10.00	%	48,249,727	4,824,973		4,824,973
	TOTAL ESTIMATED DEVELOPMENT COST EXCL GST	**4,566**	**m2**	**15,103**	**68,960,440**		**68,960,440**

68,960,440

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2	**DEMOLITION WORK & SITE PREPARATION**						
	DEMOLITION						
2.1	Allow for tree removal (Assume 20 trees)	1	item	20,000.00	20,000		20,000
2.2	Capping of underground services - if required	1	Pcsum	50,000.00	50,000		50,000
2.3	Allow for removal of existing fence	1	item	4,800.00	4,800		4,800
	Retain and Protect						
2.4	Allow for Environmental Protection Works; incl. retaining and protecting trees	1	item	50,000.00	50,000		50,000
	SITE PREPARATION						
2.5	Site Clearance - Strip turf and topsoil and remove from site.	14,501	m2	12.00	174,012		174,012
	Bulk Earthworks						
2.6	Allow to cut and fill for building areas (Facilities) to retaining walls	7,092	m2	45.00	319,140		319,140
2.7	Allow to cut and fill for Carpark, and other pavement area.	4,833	m2	20.00	96,660		96,660
2.8	Contaminated soil management per LCC memo incl. AoC1 manage illegal stockpiles (140m3), AoC1 manage contamined fill (200m2), AoC2 manage asbestos hotspot (16m2), AoC3 asbestos soil (4m2 + 6m2)	1.00	item	180,000.00	180,000		180,000
2.9	Allow for Imported fill to backfill over excavation as capping layer	1.00	item	37,500.00	37,500		37,500
	RETAINING WALLS						
2.10	Allow for retaining walls to eastern side of facilites [3mH]	1	Item	504,952.80	504,953		504,953
	DEMOLITION WORK & SITE PREPARATION TOTAL						**1,437,100**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3	**HARD LANDSCAPING**						
	Carpark - Ground Level Only						
3.1	Allow for on grade carpark - assume asphalt (allowed as indicated in the drawing)	4,833	m2	153.00	739,449		739,449
3.2	Linemarking, kerb, and other metalwork including fixtures required.	1	Item	363,000.00	363,000		363,000
3.3	Ramp and stair access to the carpark	1	Item	85,000.00	85,000		85,000
3.4	Access Slip Road - assume as part of Precinct 2 work.				EXCL		EXCL
3.5	pavement - asphalt	2,528	m2	153.00	386,784		EXCL
3.6	Kerb linemarking	1	Item	189,000.00	189,000		EXCL
3.7	crossover and drainage work	1	Item	148,744.25	148,744		EXCL
	Others						
3.8	Hardstands for plant equipment, substations, boosters etc.	1	Item	100,000.00	100,000		100,000
	Loading Dock						
3.9	Loading dock and associated works with no awning	123	m2	875.60	107,699		107,699
	Entry						
3.10	Allowed for entry area with partial awning	106	m2	770.00	81,620		81,620
	Artwork						
3.11	Public Art	1.00	Item	100,000.00	100,000.00		100,000
	External concrete concourse						
3.12	External concrete concourse structure, floor finishes, and services				INCL ELSEWHERE		0
3.13	Allow for umbrellas	4	no	7,220.00	28,880		28,880
3.14	External furniture	1	Item	48,600.00	48,600		48,600
3.15	Allow for drinking fountains	1	Item	10,000.00	10,000		10,000
	HARD LANDSCAPING TOTAL						**1,664,248**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
4	**SOFT LANDSCAPING**						
	SOFT LANDSCAPING						
4.1	Gardens - Allow to make good disturbed areas [adj aquatic centre only]	3,915	m2	8.00	31,320		31,320
4.2	Landscaping work - turfing	2,713	m2	45.00	122,085		122,085
4.3	Circular planter	1	item	20,900.00	20,900		20,900
4.4	allow for trees planting	22	No	5,917.50	130,185		130,185
	Maintenance (12 months)						
4.5	Landscaping Maintenance part of landscaping contract - 12months	1	Item	30,449.00	30,449		30,449
	SOFT LANDSCAPING TOTAL						**334,939**
5	**SIGNAGE**						
5.1	Allow for signage	1	Item	45,000.00	45,000		45,000
	SIGNAGE TOTAL						**45,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
6	**AQUATICS - INDOOR**						
	Aquatic Indoor comprises Indoor Indoor learn-to-swim pool, Indoor leisure pool, Indoor pool storage, Change room, Entry, Foyer& Retail, Reception, Plant room		Note				
6.1	SUBSTRUCTURE incl Piling and topping slab	2,193	m2	550.00	1,206,150		1,206,150
6.2	COLUMNS	2,790	m2	120.00	334,800		334,800
6.3	UPPER FLOORS	597	m2	550	328,350		328,350
6.4	STAIRCASES	597	m2	99.66	59,500		59,500
6.5	ROOF (Considering Green star requirement)	2,193	m2	950.00	2,083,350		2,083,350
6.6	EXTERNAL WALLS [7mH]	1,681	m2	1,800.00	3,025,800		3,025,800
6.7	WINDOWS	2,790	m2		INCL		0
6.8	EXTERNAL DOORS	2,790	m2		INCL		0
6.9	INTERNAL WALLS	1,400	m2	402.50	563,500		563,500
6.10	INTERNAL SCREENS	2,790	m2	28.00	78,120		78,120
6.11	INTERNAL DOORS	2,790	m2	20.00	55,800		55,800
6.12	WALL FINISHES	2,790	m2	170.00	474,300		474,300
6.13	FLOOR FINISHES	2,790	m2	133.24	371,734		371,734
6.14	CEILING FINISHES	2,790	m2	200.00	558,000		558,000
6.15	FITMENTS	2,790	m2	239.54	668,303		668,303
6.16	SPECIAL EQUIPMENT	2,790	m2		EXCL		0
6.17	HYDRAULICS	2,790	m2	450.00	1,255,500		1,255,500
6.18	MECHANICAL	2,790	m2	423.63	1,181,934		1,181,934
6.19	FIRE PROTECTION	2,790	m2	63.75	177,863		177,863
6.20	ELECTRICAL	2,790	m2	520.00	1,450,800		1,450,800
6.21	VERTICAL TRANSPORTATION	2,790	m2	0.00	NIL		0
	SUBTOTAL	**2,790**	m2	4,972.69	13,873,804		13,873,804
	INDOOR POOLS & ASSOCIATED WORK						
6.22	Learn To Swim Pool	198	m2	3,700.00	732,600		732,600
6.23	Leisure Pool with water features	143	m2	6,800.00	972,400		972,400
6.24	Spa/Steam/Sauna	139	m2	5,000.00	695,000		695,000
6.25	BUILDER'S WORK IN CONNECTION	5	%	6,466,096.80	323,305		323,305
6.26	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
6.27	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - INDOOR TOTAL						**16,597,200**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
7	**AQUATICS - OUTDOOR**						
	Aquatic Outdoor comprises Outdoor grandstand, Outdoor 50m pool, Outdoor seats, Cabana area		Note				
	DECK STRUCTURE		Note				
7.1	SUBSTRUCTURE incl Piling and topping slab	2,674	m2	550.00	1,470,700		1,470,700
7.2	INTERNAL WALLS - PLANT	2,674	m2	80.00	213,920		213,920
7.3	FLOOR FINISHES - TILING	2,674	m2	127.50	340,935		340,935
7.4	FITMENTS	2,674	m2	259.35	693,495		693,495
7.5	SPECIAL EQUIPMENT	2,674	m2		EXCL		0
7.6	HYDRAULICS	2,674	m2	200.00	534,800		534,800
7.7	MECHANICAL	2,674	m2		NIL		0
7.8	ELECTRICAL	2,674	m2	400.00	1,069,600		1,069,600
	OUTDOOR POOLS & ASSOCIATED WORK						
7.9	50m Pool	1,165	m2	3,700.00	4,310,500		4,310,500
7.10	BUILDER'S WORK IN CONNECTION	5	%	5,914,900	295,745		295,745
7.11	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
7.12	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - OUTDOOR TOTAL						**8,929,700**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
8	**CAFE/STAFF BUILDING**						
8.1	SUBSTRUCTURE	317	m2	370.00	117,290		117,290
8.2	COLUMNS	317	m2	75.00	23,775		23,775
8.3	UPPER FLOORS	317	m2		NIL		0
8.4	STAIRCASES	317	m2		NIL		0
8.5	ROOF	317	m2	700.00	221,900		221,900
8.6	EXTERNAL WALLS - 4.5mH	327	m2	1,300.00	425,100		425,100
8.7	WINDOWS	317	m2		INCL		0
8.8	EXTERNAL DOORS	317	m2		INCL		0
8.9	INTERNAL WALLS	303	m2	405.00	122,715		122,715
8.10	INTERNAL SCREENS	317	m2	35.00	11,095		11,095
8.11	INTERNAL DOORS	317	m2	65.00	20,605		20,605
8.12	WALL FINISHES	317	m2	170.00	53,890		53,890
8.13	FLOOR FINISHES	317	m2	250.00	79,250		79,250
8.14	CEILING FINISHES	317	m2	150.00	47,550		47,550
8.15	FITMENTS	317	m2	473.19	150,000		150,000
8.16	SPECIAL EQUIPMENT (KITCHEN EQUIPMENT)	317	m2	630.91	200,000		200,000
8.17	HYDRAULICS	317	m2	350.00	110,950		110,950
8.18	MECHANICAL	317	m2	511.04	162,000		162,000
8.19	FIRE PROTECTION	317	m2	120.00	38,040		38,040
8.20	ELECTRICAL	317	m2	400.00	126,800		126,800
8.21	VERTICAL TRANSPORTATION	317	m2		NIL		0
8.22	BUILDER'S WORK IN CONNECTION	4	%	437,790.00	17,512		17,512
8.23	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
8.24	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	Exclusion						
	Loose Furniture		Excl				
	CAFE/STAFF BUILDING TOTAL						**1,928,500**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9	**GYMNASIUM**						
	Single Storey		Note				
9.1	SUBSTRUCTURE incl Piling	944	m2	370	349,280		349,280
9.2	COLUMNS	944	m2	150	141,600		141,600
9.3	UPPER FLOORS - MEZZANINE		m2	550	NIL		0
9.4	STAIRCASES		m.rise	5,800	NIL		0
9.5	ROOF	944	m2	982	927,008		927,008
9.6	EXTERNAL WALLS (7mH)	984	m2	1,100	1,082,400		1,082,400
9.7	WINDOWS		m2		INCL		0
9.8	EXTERNAL DOORS	944	m2	60	56,640		56,640
9.9	INTERNAL WALLS	944	m2	80	75,520		75,520
9.10	INTERNAL SCREENS	944	m2	15	14,160		14,160
9.11	INTERNAL DOORS	944	m2	18	16,992		16,992
9.12	WALL FINISHES	944	m2	220	207,680		207,680
9.13	FLOOR FINISHES - Timber	944	m2	480	453,120		453,120
9.14	CEILING FINISHES	944	m2	250	236,000		236,000
9.15	FITMENTS	944	m2	180	169,920		169,920
9.16	SPECIAL EQUIPMENT	944	m2		EXCL		0
9.17	HYDRAULICS	944	m2	120	113,280		113,280
9.18	MECHANICAL	944	m2	360	339,840		339,840
9.19	FIRE PROTECTION	944	m2	45	42,480		42,480
9.20	ELECTRICAL	944	m2	350	330,400		330,400
9.21	VERTICAL TRANSPORTATION		m2		NIL		0
9.22	BUILDER'S WORK IN CONNECTION	5	%	826,000	41,300		41,300
9.23	EXTERNAL WORKS		m2		INCL		0
9.24	EXTERNAL SERVICES		m2		INCL		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Owner Operator Equipment - Gym Equipment		Excl				
	Loose Furniture		Excl				
	First Floor/Mezzanine - above staff/cafe area (Extra Over)		Note				
9.25	SUBSTRUCTURE incl Piling	0	m2		NIL		0
9.26	COLUMNS	288	m2	150	43,200		43,200
9.27	UPPER FLOORS - MEZZANINE	288	m2	550	158,400		158,400
9.28	STAIRCASES	288	m2	215	61,860		61,860
9.29	ROOF	0	m2		INCL		0
9.30	EXTERNAL WALLS (2.5mH)	90	m2	1,300	117,000		117,000
9.31	WINDOWS	288	m2		INCL		0
9.32	EXTERNAL DOORS	288	m2		INCL		0
9.33	INTERNAL WALLS	288	m2	280	80,640		80,640

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9.34	INTERNAL SCREENS	288	m2	20	5,760		5,760
9.35	INTERNAL DOORS	288	m2	80	23,040		23,040
9.36	WALL FINISHES	288	m2	220	63,360		63,360
9.37	FLOOR FINISHES - CARPET	288	m2	120	34,560		34,560
9.38	CEILING FINISHES	288	m2	250	72,000		72,000
9.39	FITMENTS	288	m2	1,110	319,600		319,600
9.40	SPECIAL EQUIPMENT	0	m2		EXCL		0
9.41	HYDRAULICS	288	m2	100	28,800		28,800
9.42	MECHANICAL	288	m2	350	100,800		100,800
9.43	FIRE PROTECTION	288	m2	45	12,960		12,960
9.44	ELECTRICAL	288	m2	250	72,000		72,000
9.45	VERTICAL TRANSPORTATION - LIFT	1	Item	150,000	150,000		150,000
9.46	BUILDER'S WORK IN CONNECTION	5	%	364,560	18,228		18,228
9.47	EXTERNAL WORKS	288	m2		INCL		0
9.48	EXTERNAL SERVICES	288	m2		INCL		0
	GYMNASIUM TOTAL						**5,959,900**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
10	**SITE SERVICES INFRASTRUCTURE**						
	External Services						
10.1	Stormwater services to hardscaped areas (carpark, roadworks, etc) including all pits, filtration system, etc.	1	item	180,000	180,000.00		180,000
10.2	Rainwater tank (Provisional) - above ground	1	pcsum	30,000	30,000		30,000
10.3	External Light Poles incl structure and footings to hard scaped area only.	1	Item	130,000	130,000		130,000
10.4	CCTV throughout external carpark area	1	Item	60,000	60,000		60,000
10.5	Solar PV System - assume 100kW	1	Item	150,000	150,000		150,000
	Solar PV Batteries		Excl				
	EV charging unit		Excl				
	Rainwater Harvesting Tank		Excl				
	Services Connections						
10.6	Substation / Kiosk Upgrades including electricity connection, ASP1 design, local network connection and temporary Generator cutover. (Excl Feeder)	1	item	450,000	450,000		450,000
10.7	HV Power Lines moved underground	1	item		EXCLUDED		0
10.8	Fire hydrants, boosters etc	1	item	90,000	90,000		90,000
10.9	Sewer Connection	1	item	35,000	35,000		35,000
10.10	Water Connection	1	item	30,000	30,000		30,000
10.11	Comms Connection	1	item	25,000	25,000		25,000
	Generator		Excl				
	Services Diversions						
10.12	Sewer main diversion - 450mm assume not required.	1	Pcsum	0	EXCL		0
10.13	Recycled water diversion - 300mm	1	Pcsum	149,000	149,000		149,000
	SITE SERVICES INFRASTRUCTURE TOTAL						**1,329,000**
11	**CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT**						
11.1	LOOSE FF&E	1	pcsum	300,000.00	300,000		300,000
11.2	AUDIO VISUAL	1	pcsum	400,000.00	400,000		400,000
11.3	IT EQUIPMENT	1	pcsum	120,000.00	150,000		150,000
	CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT TOTAL						**850,000**

OPERATIONAL AND MAINTENANCE COSTS ANALYSIS

CARNES HILL AQUATIC AND LEISURE CENTRE

LIVERPOOL CITY COUNCIL

LARCAN

Acknowledgment of Country

LARCAN acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and conduct our business. We pay our respects to Elders past and present. We value their continuing culture and contribution to the life of our nation, regions and cities.

DISCLAIMER

This report has been prepared by LARCAN on behalf of Liverpool City Council. The information contained within these pages is intended for specific use within and by Council only and may not be provided to and/or used by any other organisation, or for any other project, without the permission of LARCAN. All recommendations, modelling and considerations identified are based on industry data and information provided by Council. LARCAN has relied on such information being correct at the time this report was prepared. The information within this review is provided in good faith.

Whilst LARCAN has applied its experience to the report, we have relied upon benchmark information and plans provided by Council noting the particulars of the capital development including building materials, mechanical systems, electrical systems, sustainability initiatives, and other particulars are yet to be determined. These may impact the estimates provided in the modelling throughout the report.

The lifecycle costs have been prepared only for the specific facility elements of the proposed centre to allow for comparison between the five options, and their estimated prices as they are in 2024. They do not allow for lifecycle costs of the remainder of the building, this would include allowances for items such as structural building expenses, building aesthetics e.g. interior and exterior painting, foyer flooring replacement, centre-wide HVAC etc. It is understood Council would have their own methodologies of calculating these from similar buildings in their existing asset portfolio.

Readers should be aware that in the preparation of this report it has been necessary to provide commentary on future projections that may be inherently uncertain, and that our opinion is based on the underlying assumptions and best in industry knowledge and benchmark information at this point in time including CERM, remplan and population ID data. We do not express an opinion as to whether actual results will achieve our estimates or underwrite or guarantee the achievability of the projections or value assumptions which are based on future events.

LARCAN can provide further updated modelling and projections as an additional scope if required once building particulars and asset items and inclusions are known at a future date.

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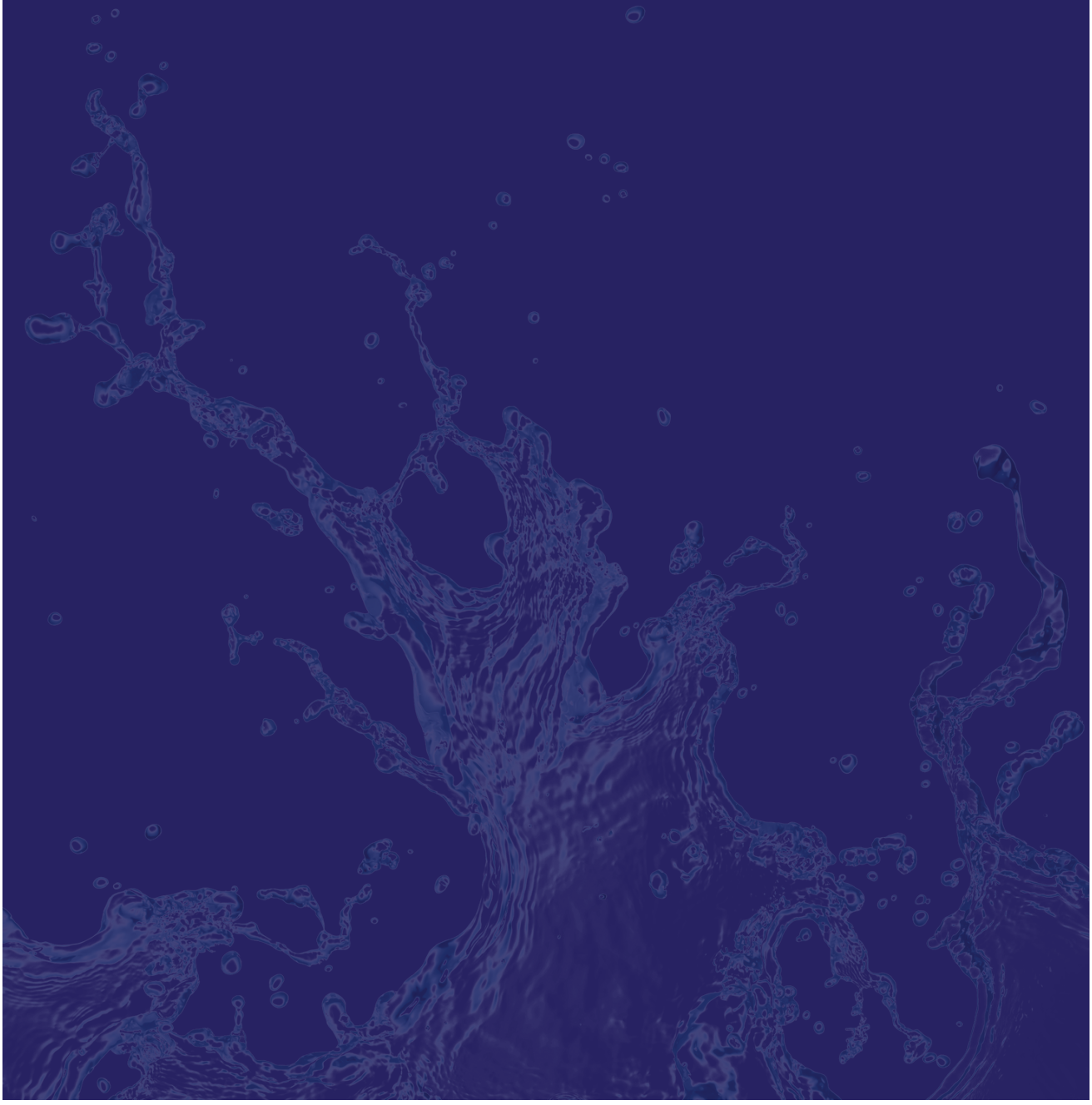
BACKGROUND AND EXECUTIVE SUMMARY



Background

In February 2023 Council was advised of the successful WestInvest applications which included $53.4 million for Liverpool City Council (LCC) to deliver the Carnes Hill Aquatic and Recreational Centre project which envisaged:

- 50m pool
- Learn to swim pool
- Leisure pool
- Spa / steam / sauna area
- Outdoor water play area
- Change rooms, family and group
- Competition change areas
- Storage and plant spaces
- Gymnasium
- Health and fitness studio
- Café / Restaurant.

The project when completed will be an addition to the existing Carnes Hill Community precinct which includes the Michael Clarke Recreation Centre, a library, community centre, skate park, café, outdoor water-play area, as well as a public plaza.

Recent cost plan information has indicated the project is significantly over budget for the scoped deliverables. This has instigated the need to review the masterplan and provide options that align with grant funding. To do this the following is being considered:

- Undertaking a staged approach to delivering the endorsed masterplan or;
- Undertaking a staged approach that includes a revision of the endorsed masterplan, by including 25 m pool, in lieu of a 50 m pool.
- Understanding the ongoing operational costs and revenue generation of the options.
- Comparing the ongoing operational costs and revenue generation to associated asset construction costs.

Although the third and fourth dot points above encompass all assets under consideration in the options, some particularly pertain to a gymnastics facility, an additional leisure space being considered as an option within the masterplan review. At present the budget constraint is such that gymnastics may not be possible based on preference for aquatic deliverables.

In addition to the aquatic facilities financial review, LCC also wanted to understand the revenue the gymnastics facility will return over its perceived life cycle to determine if the revenue will eventually pay for this asset over time.

In line with cost plan advice the design team worked alongside architects, Brewster Hjorth to produce a series of masterplan options that fit within the grant funding. The options currently being considered are referred to as options “H” and “J”. Both options are further broken down as follows:

1. 25m 8-lane pool (Option 2H.1) – without gymnasium.
2. 25m 8-lane pool (Option 2H.2) – with gymnasium.
3. 50m outdoor pool (Option 2J.1) – with gymnasium.
4. 50m outdoor pool (Option 2J.2) – without gymnasium.

In addition to the above four options, Council sought any alternate opportunities to improve operational efficiencies, therefore a fifth option is included, referred to as 2H.2.

5. 25m 8-lane pool with gymnasium (Option OP.1), *with tweaks to design features noted in option 2H.2*

LARCAN were engaged to evaluate the above five options in respect to the operational and maintenance costs of each with the objective to identify the most cost-effective and sustainable solution for Liverpool City Council.

Executive Summary

In February 2023 Council was advised of the successful WestInvest applications which included $53.4 million for LCC to deliver the Carnes Hill Aquatic and Recreational Centre project.

An original concept plan was created for the centre; however, recent cost plan information has indicated the project based on the original concept plan is significantly over budget for the scoped deliverables. This has instigated the need to relook at the masterplan and provide options that align with the grant funding. In response LARCAN was engaged to provide an operational and maintenance cost analysis, with the primary purpose to determine the OPEX costs and lifecycle costs differences between the five options.

The five options assessed were:

- 2H.1: 25m 8-lane pool, LTS Pool, Splash Pad, Café, Reception.
- 2H.2: 25m 8-lane pool, LTS Pool, Splash Pad, Gymnastics facility, Café, Reception.
- 2J.1: 50m outdoor pool, LTS Pool, Leisure Pool, Spa/Sauna, Gymnastics facility, Café, Reception.
- 2J.2: 50m outdoor pool, LTS Pool, Leisure Pool, Spa/Sauna, Café, Reception.
- OP.1: 25m 8-lane pool, LTS Pool, Splash Pad, Gymnastics facility, Combined Café & Reception area.

Each option was firstly assessed by building a 'bottom up' five-year budget of each facility to identify its likely annual cost at maturity. Operating results at maturity refers to the fifth year of operation. Typically, this is the point the centre starts to reach its plateau of enrolment and membership numbers and begins to have a more consistent year on year result. The first 4 years of opening a new facility like the Carnes Hill Aquatic and Recreation Centre will see substantial growth year on year.

OP.1	-$526,579
2H.2	-$576,711
2H.1	-$894,476
2J.1	-$1,039,094
2J.2	-$1,267,792

At a net operational level (OPEX) when the centre is mature, options OP.1 followed by 2H.2 are the most efficient options.

OP.1	-$2,180,314
2H.2	-$2,230,447
2H.1	-$2,304,661
2J.2	-$2,800,851
2J.1	-$2,802,703

When asset lifecycle costs (of the major facility components only) and depreciation based on the total capital cost of each option were considered, OP.1 followed by 2H.2 are the most efficient options.

OP.1	-$1,112,314
2H.2	-$1,162,477
2H.1	-$1,236,661
2J.2	-$1,732,851
2J.1	-$1,734,703

Given LCC has received WestInvest grant funding of $53.4 million, when this is considered within the depreciation calculation, deducting the grant funding from the capital cost of each option, OP.1 followed by 2H.2 are the most efficient options.

When considering including gymnastics or not, the calculations based on the net performance of the gymnastics program only (enrolment income and wage & program expenses only), demonstrate the gymnastic program is profitable, and suggests a payback period on the initial capital outlay of $6,691,000, somewhere between 17 and 31 years, noting the vast range is highly dependent on weekly enrolment numbers achieved.

It is important to note that the gymnastics program in isolation is profitable and when that is compared to the initial capital, it does suggest a return on investment, however, as the program would co-exist with aquatic facilities, the facility as a whole will not make surpluses in any option, therefore it could be argued that there is no payback for gymnastics due to this.

What can be said, regardless of what way the payback period is viewed, is that the gymnastics program is profitable, and those profits do offset operational costs, therefore options OP.1, 2H.2 and 2J.1 that include gymnastics have the lowest cost to operate which is due to the net performance of the gymnastics program.

In whichever option Council chooses, the design changes listed in OP.1 would be relevant in any option selected, these changes will result in an annual operational saving of circa $50,132 in staffing costs. Over a 50-year period (without calculating CPI increases) this is a total saving of over $2.5 million.

It is our further recommendation to LCC, that an additional scope to allow for a more robust analysis of the gymnastics facility inclusion be undertaken to ensure the building scope and dimensions allow for the most profitable ongoing operation. Calculations in this report have been based on the TCubed building dimensions including square metres of programmable space and ceiling height. An additional scope would investigate the most cost-effective capital outlay verse the best return. For example, considerable changes could be made to reduce the initial capital outlay (size and height of space), if a focus was on ‘recreation only’ gymnastics classes targeted at 0-12 years as just one example. This would be a valuable exercise prior to a definitive decision being made, as all findings and research indicate there is a need for a gymnastics provision within the Carnes Hill precinct.




HIGH-LEVEL SUMMARY OF THE FIVE OPTIONS

High-Level Summary of the Five Options

All five options were assessed in two ways:

1. Annual net operating costs.
2. Annual net operating costs after depreciation and lifecycle costs.

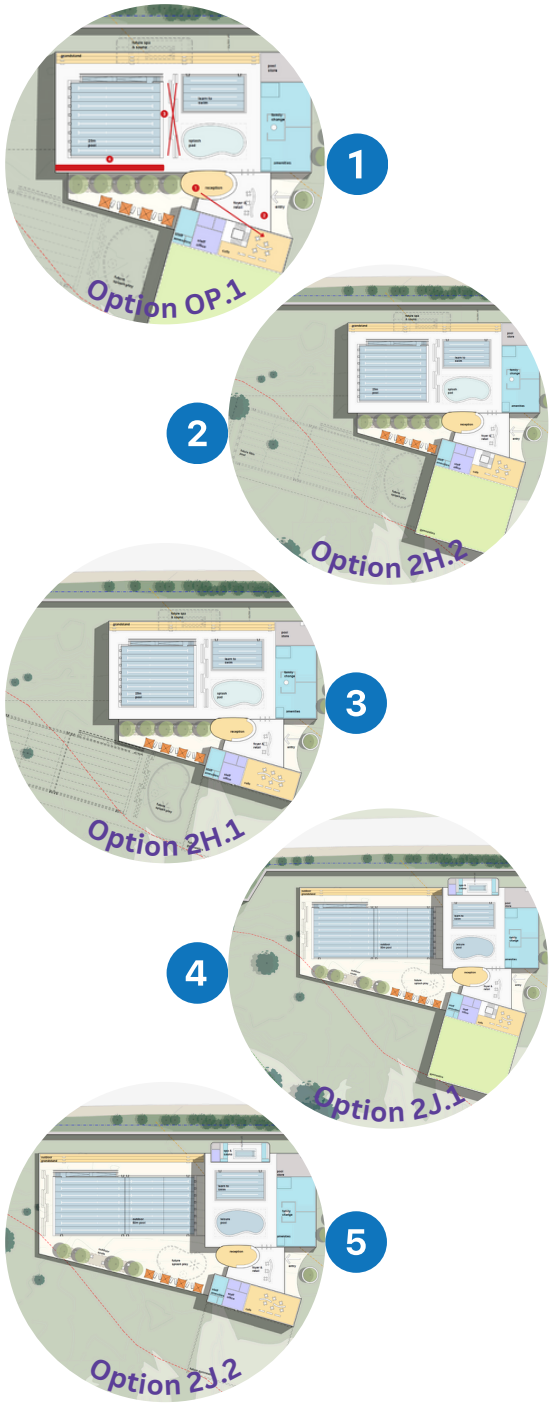
To calculate the annual net operating costs of each option an annual 'bottom up' budget was built over a 5-year period. From here, further assessment and calculations were made on the annual costs of each option when depreciation and lifecycle costs were considered. Capital costs provided by TCubed Consulting and asset lifecycle costs provided by LARCAN and MLEI were used to calculate a straight-line depreciation over a 50-year period (typical lifespan and industry benchmark for aquatic facilities) and estimated lifecycle costs over the lifespan of each option based on the high-level concept designs of each provided to LARCAN.

It is noted that the estimated lifecycle costs do not cover the lifespan costs of the entire centre, rather they contain calculations for the main concept design components that are being compared across the five options only.

The most cost-effective option, that had the lowest annual operational cost (before depreciation and lifecycle costs) was OP.1, closely followed by 2H.2.

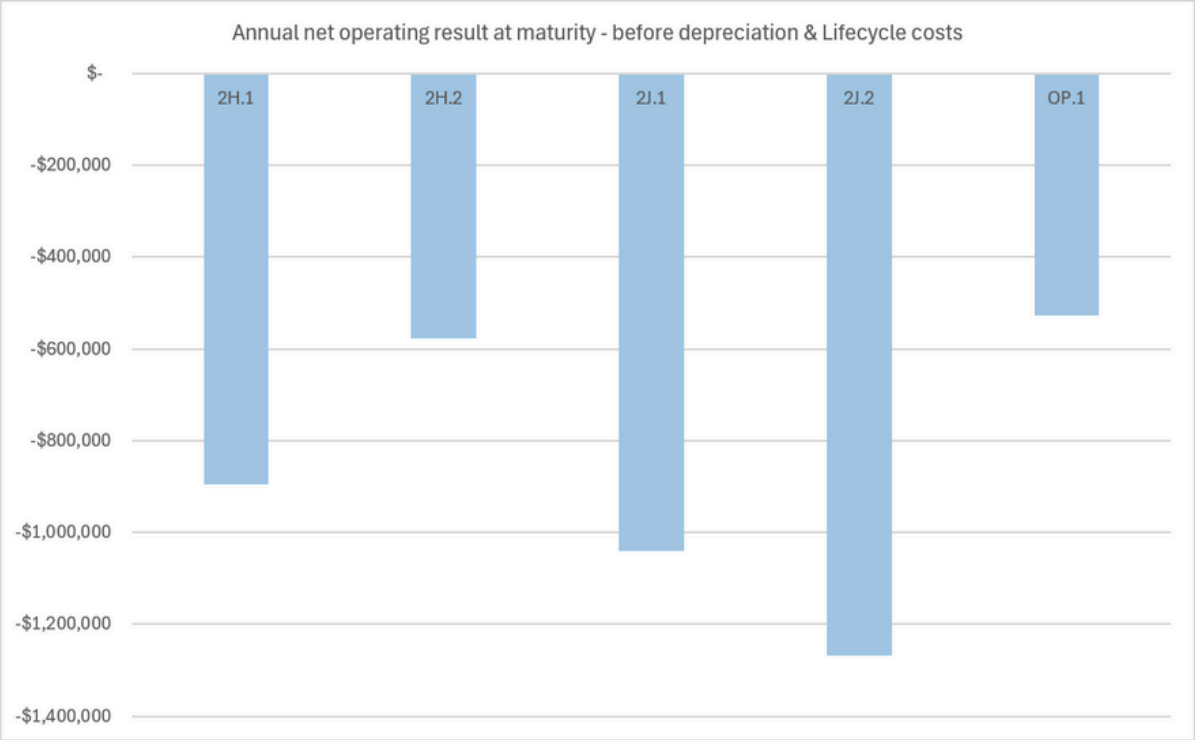
The most cost-effective option when considering deprecation and lifecycle costs was OP.1, closely followed by 2H.2.

Order of most cost effective to least cost effective



Annual Net Operational Result

When comparing the five options in terms of annual operational results only, OP.1 was the most efficient, closely followed by 2H.2. The least efficient option was 2J.2.



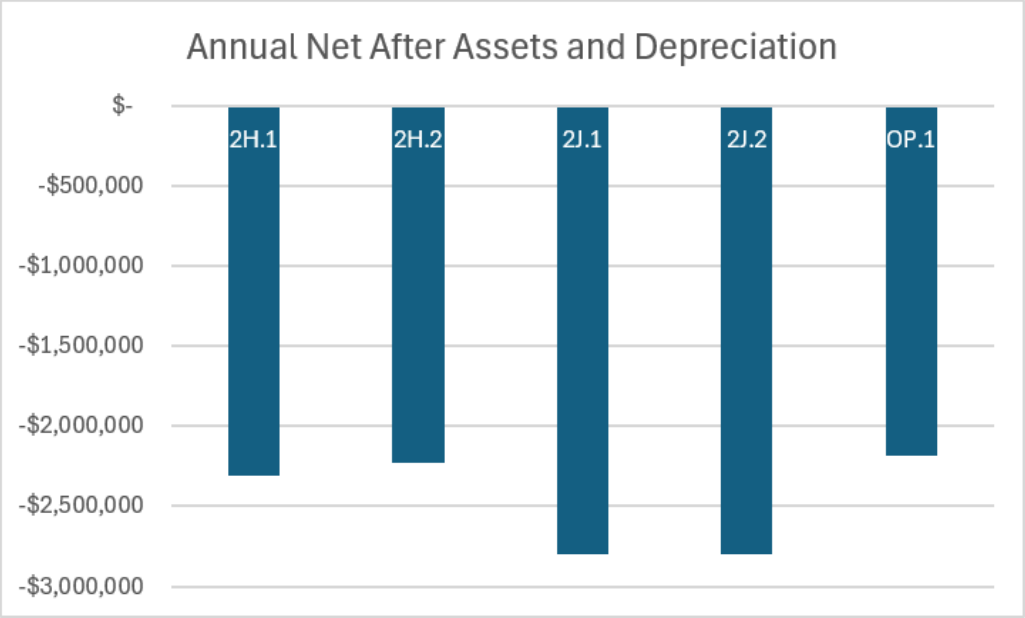
	2H.1	2H.2	2J.1	2J.2	OP.1
Income	$ 2,407,584	$ 3,536,598	$ 3,130,716	$ 2,300,213	$ 3,536,598
Expenses	$ 3,302,060	$ 4,113,309	$ 4,169,810	$ 3,568,005	$ 4,063,177
Net result	-$ 894,476	-$ 576,711	-$ 1,039,094	-$ 1,267,792	-$ 526,579

At maturity (year 5 of operation), the order of most efficient to least efficient option can be seen here:

OP.1	-$526,579
2H.2	-$576,711
2H.1	-$894,476
2J.1	-$1,039,094
2J.2	-$1,267,792

Annual Net Result After Depreciation (total capital cost) and Lifecycle Costs

When the annual costs of depreciation and lifecycle costs are taken into consideration, the following results are seen.



	2H.1	2H.2	2J.1	2J.2	OP.1
Income	$ 2,407,584	$ 3,536,598	$ 3,130,716	$ 2,300,213	$ 3,536,598
Expenses	$ 3,302,060	$ 4,113,309	$ 4,169,810	$ 3,568,005	$ 4,063,177
Net result	-$ 894,476	-$ 576,711	-$ 1,039,094	-$ 1,267,792	-$ 526,579
Lifecycle Asset	$ 259,100	$ 278,400	$ 384,400	$ 365,100	$ 278,400
Depreciation	$ 1,151,085	$ 1,375,335	$ 1,379,209	$ 1,167,959	$ 1,375,335
Total Asset & Depreciation	$ 1,410,185	$ 1,653,735	$ 1,763,609	$ 1,533,059	$ 1,653,735
Net result after Assets & Depreciation	-$ 2,304,661	-$ 2,230,447	-$ 2,802,703	-$ 2,800,851	-$ 2,180,314

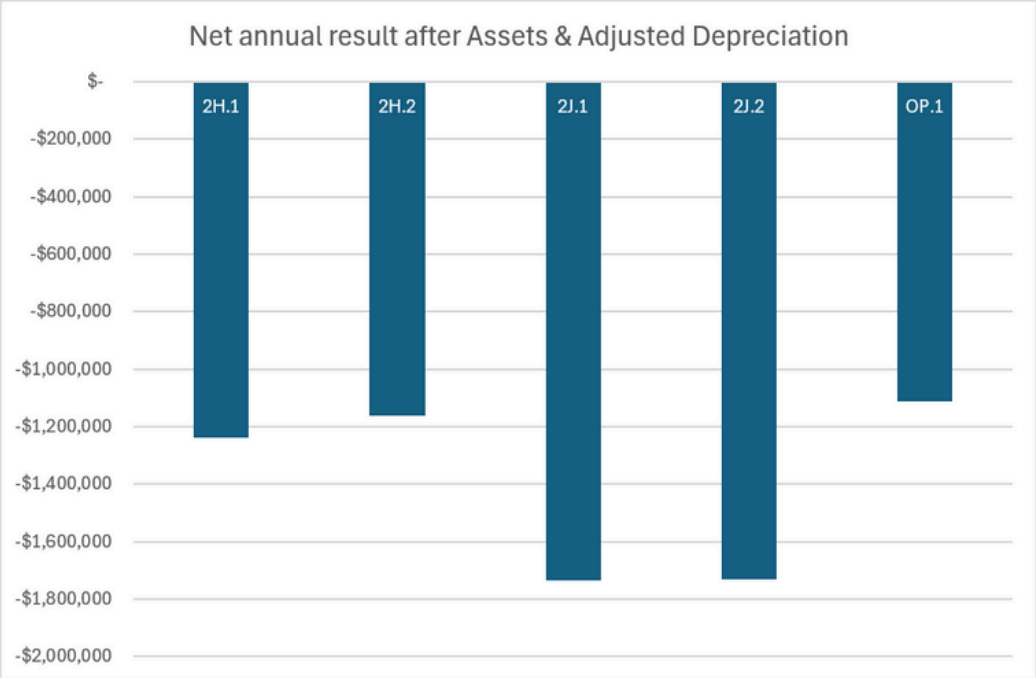
At maturity (year 5 of operation), the order of most efficient to least efficient options can be seen below after asset lifecycle costs and depreciation:

OP.1	-$2,180,314
2H.2	-$2,230,447
2H.1	-$2,304,661
2J.2	-$2,800,851
2J.1	-$2,802,703

Annual Net Position After Assets and Adjusted Depreciation

Given LCC has received WestInvest grant funding of $53.4 million, this should be considered within the depreciation calculation. It would therefore be a valuable exercise to calculate the deprecation for each option on the capital costs only that are above the cost of $53.4 million. The below table shows the capital cost of each option after the grant funding amount is applied.

	Total capital cost	Grant funding	Capital after grant funding	Years	Annual Depreciation Amount
2H.1	$ 57,554,262	$ 53,400,000	$ 4,154,262	50	$ 83,085
2H.2	$ 68,766,757	$ 53,400,000	$ 15,366,757	50	$ 307,335
2J.1	$ 68,960,441	$ 53,400,000	$ 15,560,441	50	$ 311,209
2J.2	$ 58,397,963	$ 53,400,000	$ 4,997,963	50	$ 99,959
OP.1	$ 68,766,757	$ 53,400,000	$ 15,366,757	50	$ 307,335



At maturity (year 5 of operation), the order of most efficient to least efficient options can be seen below after asset lifecycle costs and depreciation:

OP.1	-$1,112,314
2H.2	-$1,162,477
2H.1	-$1,236,661
2J.2	-$1,732,851
2J.1	-$1,734,703

In summary, OP.1 closely followed by 2H.2 are the most efficient options at an OPEX level, and after depreciation and asset lifecycle costs are applied.

DETAILED ANALYSIS OF EACH OPTION

Detailed Analysis of Each Option

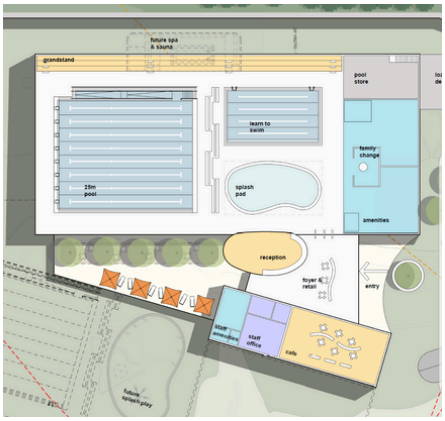
The following section provides an in-depth analysis of each option that led to the determination of the most efficient and cost-effective option, including key points that differ within the five options.

Main Assumptions Used Throughout the Models

Throughout each option review the following assumptions were used.

- Open hours calculated as:
  - Models 2H.1, 2H.2 and OP.1 = Weekdays 5:30am - 8:30pm, Weekends 7am - 6pm, Weekdays 8am - 6pm, weekends 8am - 4pm.
  - Models 2J.1 and 2J.2 =Weekdays 5:30am - 8:30pm, Weekends 7am - 6pm, Outdoor Pool weekdays 6am - 7pm.
- Options 2J.1 and 2J.2, the outdoor pool income and expenses have been calculated on a seasonal basis, with the season calculated from 1 October to 30 April (based on industry seasonal dates).
- Feasibility calculations were used to determine levels of income for Learn to Swim (LTS), gymnastics, schools and recreational swim. The feasibility calculator encompasses demographics, drive time analysis, competitors in the area, gap analysis, socioeconomics, and any natural barriers e.g. highways which typically impact income projections of leisure centres.
- Prices were based on existing centre prices where applicable and benchmarked on competitor sites and socioeconomic status where applicable.
- Recreational swim income includes aquatic memberships and casual swimming.
- Secondary spend (café and merchandise) is cognisant of centre visitations. Visitor numbers directly impact secondary spending at the café and on merchandise.
- Staffing costs are built from centre rosters, and in line with Guidelines to Safe Pool Operations (GSPO) guidelines developed by Royal Life Saving Society Australia.
- Utility expenses based upon similar sized centres in similar population LGAs built in recent years, and cross checked with CERM data. Gas and power costs increase at 7.5% year-on-year which is the average increase on unit prices over the past five years and projected to continue. Water has a 3% CPI applied to it year-on-year. Utilities can be volatile in terms of the cost per unit, consumption should remain consistent. It is noted the exact filtration, electrical, and mechanical systems to be used at the centre are not currently known and will impact actuals.
- Scheduled maintenance includes annual costs of scheduled and preventative maintenance. This includes regular servicing of main centre assets such as plant room, Heating Ventilation and Air Conditioning (HVACs), fire equipment etc.
- Reactive maintenance is a provision for breakdowns and more unexpected repairs. It is likely that in the first years of operation, major assets are likely under warranty, therefore this may not be called upon in the early years but expected at maturity.
- Pool chemicals are based on similar sized centres with similar visitation levels/bather loads, cross checked with CERM, and tested against total estimated water volume.
- Corporate costs/management fees are 10% of total income, this allows for a like for like comparison across the options and represents a ‘typical’ charge by management groups (or reflects the cost Council may apply their corporate cost charge if managed in-house).
- Marketing costs are 2% of revenue, a typical provision applied within the leisure industry.
- All other direct costs are based upon like for like centre comparisons and reflective of estimated visitations.
- A year-on-year CPI increase of 3% has been applied, with the exception of ‘gas and power’ which has a 7.5% CPI applied.

Option 2H.1



Capital Cost:	$57,554,262
Establishment Equipment Costs:	$345,000
Annual Lifecycle costs of Aquatic and Gymnastics areas:	$12,955,000
Annual Operating Result (before depreciation & lifecycle costs):	-$894,476
Annual result after total capital depreciation and lifecycle costs:	-$2,304,661
Annual result after adjusted capital depreciation and lifecycle costs:	-$1,236,661

Key Points at Maturity (5 Years)

- The year-round indoor facility allows for year-round aquatic programming, ensuring that annual aquatic memberships and other income lines such as schools can generate revenue across all months of the year.
- The learn to swim (LTS) program assumes to be run 48 weeks of the year and will attract 1,700 weekly enrolments at maturity with a small year-round squad program (higher levels of LTS program).
- School income is a result of school swim lessons and swim and survive programs only. It is not expected that school carnivals will make up any of the school revenue.
- Utility prices, despite being a year-round facility are less than options 2J.1 and 2.J2.
- At maturity option 2H.1 should see an annual OPEX operating deficit of $-894,476.

2H.1 Profit & Loss (OPEX Budget)

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Rec Swim	$ 289,000	$ 340,000	$ 355,000	$ 365,650	$ 376,620
LTS	$ 716,160	$ 1,141,075	$ 1,527,696	$ 1,678,429	$ 1,728,782
Schools	$ 48,000	$ 49,440	$ 50,923	$ 52,451	$ 54,024
Gymnastics	$ -	$ -	$ -	$ -	$ -
Cafe	$ 122,000	$ 125,660	$ 129,430	$ 135,901	$ 139,978
Merchandise	$ 70,000	$ 81,000	$ 83,430	$ 85,933	$ 88,511
Hire	$ 12,500	$ 18,000	$ 18,540	$ 19,096	$ 19,669
TOTAL INCOME	**$ 1,257,660**	**$ 1,755,175**	**$ 2,165,019**	**$ 2,337,460**	**$ 2,407,584**
EXPENSES					
Payroll					
Managerial					
Admin & Management	$ 320,033	$ 329,634	$ 339,523	$ 349,709	$ 360,200
Admin & Management On-costs	$ 96,010	$ 98,890	$ 101,857	$ 104,913	$ 108,060
Direct Service					
Duty Managers	$ 118,810	$ 122,374	$ 126,045	$ 129,826	$ 133,721
Lifeguard	$ 193,290	$ 199,089	$ 205,062	$ 211,213	$ 217,550
CSO	$ 237,083	$ 244,195	$ 251,521	$ 259,067	$ 266,839
Café	$ 117,786	$ 121,320	$ 124,959	$ 128,708	$ 132,569
LTS (incl. on-costs)	$ 336,595	$ 536,305	$ 718,017	$ 788,862	$ 812,528
Gymnastics	$ -	$ -	$ -	$ -	$ -
Direct Service staff On-costs	$ 106,715	$ 109,916	$ 113,214	$ 116,610	$ 120,109
TOTAL PAYROLL	**$ 1,526,322**	**$ 1,761,724**	**$ 1,980,198**	**$ 2,088,908**	**$ 2,151,575**
Utilities and maintenance					
Gas and power	$ 357,600	$ 384,420	$ 413,252	$ 444,245	$ 477,564
Water	$ 51,000	$ 52,530	$ 54,106	$ 55,729	$ 57,401
Scheduled Maintenance	$ 194,000	$ 199,820	$ 205,815	$ 211,989	$ 218,349
Reactive Maintenance	$ 25,000	$ 25,750	$ 26,523	$ 27,318	$ 28,138
TOTAL UTILITIES	**$ 408,600**	**$ 436,950**	**$ 467,357**	**$ 499,974**	**$ 534,965**
Direct Costs					
Café Cost of Goods	$ 61,000	$ 62,830	$ 64,715	$ 67,951	$ 69,989
Direct Program Costs	$ 10,743	$ 17,116	$ 22,916	$ 25,177	$ 25,932
Accounting and Audit Costs	$ 12,577	$ 17,552	$ 21,650	$ 23,375	$ 24,076
Direct Debit and Banking Fees	$ 8,804	$ 12,286	$ 15,155	$ 16,362	$ 16,853
Pool Chemicals	$ 55,500	$ 57,165	$ 58,880	$ 60,646	$ 62,466
Cleaning	$ 42,500	$ 43,775	$ 45,088	$ 46,441	$ 47,834
Computer and IT Expenses	$ 12,300	$ 12,669	$ 13,049	$ 13,441	$ 13,844
Waste removal	$ 3,800	$ 3,914	$ 4,031	$ 4,152	$ 4,277
Corporate Costs/Management Fe	$ 125,766	$ 175,518	$ 216,502	$ 233,746	$ 240,758
Insurances	$ 5,500	$ 5,665	$ 5,835	$ 6,010	$ 6,190
Licencing & Subscription Fees	$ 11,000	$ 11,330	$ 11,670	$ 12,020	$ 12,381
Marketing Costs	$ 25,153	$ 35,104	$ 43,300	$ 46,749	$ 48,152
Sanitary	$ 4,000	$ 4,120	$ 4,244	$ 4,371	$ 4,502
Security Services	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
Staff Miscellaneous	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753
Telephone and Internet	$ 11,000	$ 11,330	$ 11,670	$ 12,020	$ 12,381
Lawns & Gardens	$ 14,000	$ 14,420	$ 14,853	$ 15,298	$ 15,757
TOTAL DIRECT COSTS	**$ 412,642**	**$ 494,063**	**$ 563,106**	**$ 597,593**	**$ 615,520**
TOTAL EXPENSES	**$ 2,347,564**	**$ 2,692,736**	**$ 3,010,661**	**$ 3,186,475**	**$ 3,302,060**
TOTAL NET	**-$ 1,089,904**	**-$ 937,561**	**-$ 845,642**	**-$ 849,015**	**-$ 894,476**

Option 2H.2

Capital Cost:	$68,766,757
Establishment Equipment Costs:	$1,046,297
Annual Lifecycle costs of Aquatic and Gymnastics areas:	$13,920,000
Annual Operating Result (before depreciation & lifecycle costs):	-$576,711
Annual result after total capital depreciation and lifecycle costs:	-$2,230,447
Annual result after adjusted capital depreciation and lifecycle costs:	-$1,162,447

Key Points at Maturity (5 Years)

- The learn to swim (LTS) program assumes to be run 48 weeks of the year and will attract slightly more weekly enrolments than 2H.1. It is estimated that at maturity a weekly enrolment base of 1,780 will be achieved, due to further cross promotional opportunities between LTS and gymnastics and the option of squads continuing in winter. E.g. kindergym students are offered a free LTS trial which is converted to an ongoing enrolment.
- Gymnastics enrolments are expected to reach 700 weekly enrolments at maturity.
- School income is highest in this option as there is increased programming opportunities within the gymnastics facility. Swim lessons and gymnastics are curriculum-based activities in the primary school years and with 6,143 primary school students within a 5km radius to the centre, there is good opportunity to create school-based revenue. It is expected that the predicted school income is program based only, it is not anticipated that any school income will be from school swim carnivals.
- The addition of gymnastics programming allows for an increase in recreation swim revenue. In centres that run multiple programming areas typically see an increase in centre visitations and exposure to other centre facilities, therefore it is expected that gymnasts and their parents/care givers are more likely to utilise the facility as they are familiar with it, and because they are already at the centre for alternate programs.
- Higher secondary spend as a direct result of more weekly participation and annual visits.
- Utility prices, despite being a year-round facility are less than options 2J.1 and 2.J2, but slightly higher than 2H.1. This is due to more electricity required for the gymnastics facility and slightly higher water costs due to a higher level of amenity usage.
- At maturity, option 2H.2 should see an annual OPEX operating deficit of $-576,711.

2H.2 Profit & Loss (OPEX Budget)

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Rec Swim	$ 316,000	$ 370,000	$ 385,000	$ 396,550	$ 408,447
LTS	$ 816,000	$ 1,186,560	$ 1,629,542	$ 1,867,252	$ 1,923,269
Schools	$ 79,580	$ 81,967	$ 84,426	$ 86,959	$ 89,568
Gymnastics	$ 326,400	$ 514,176	$ 687,463	$ 734,313	$ 756,342
Cafe	$ 185,000	$ 210,000	$ 216,300	$ 227,115	$ 233,928
Merchandise	$ 88,600	$ 91,258	$ 93,996	$ 96,816	$ 99,720
Hire	$ 22,500	$ 23,175	$ 23,870	$ 24,586	$ 25,324
TOTAL INCOME	**$ 1,834,080**	**$ 2,477,136**	**$ 3,120,597**	**$ 3,433,591**	**$ 3,536,598**
EXPENSES					
Payroll					
Managerial					
Admin & Management	$ 395,042	$ 406,893	$ 419,100	$ 431,673	$ 444,623
Admin & Management On-costs	$ 118,513	$ 122,068	$ 125,730	$ 129,502	$ 133,387
Direct Service					
Duty Managers	$ 118,810	$ 122,374	$ 126,045	$ 129,826	$ 133,721
Lifeguard	$ 193,290	$ 199,089	$ 205,062	$ 211,213	$ 217,550
CSO	$ 237,083	$ 244,195	$ 251,521	$ 259,067	$ 266,839
Café	$ 140,437	$ 144,651	$ 148,990	$ 153,460	$ 158,064
LTS (incl. on-costs)	$ 383,520	$ 557,683	$ 765,885	$ 877,608	$ 903,936
Gymnastics (incl. on costs)	$ 114,240	$ 179,962	$ 240,612	$ 257,010	$ 264,720
Direct Service staff On-costs	$ 114,567	$ 118,004	$ 121,545	$ 125,191	$ 128,947
TOTAL PAYROLL	**$ 1,815,502**	**$ 2,094,919**	**$ 2,404,489**	**$ 2,574,550**	**$ 2,651,786**
Utilities					
Gas and power	$ 383,600	$ 412,370	$ 443,298	$ 476,545	$ 512,286
Water	$ 55,500	$ 57,165	$ 58,880	$ 60,646	$ 62,466
Scheduled Maintenance	$ 222,000	$ 228,660	$ 235,520	$ 242,585	$ 249,863
Reactive Maintenance	$ 30,000	$ 30,900	$ 31,827	$ 32,782	$ 33,765
TOTAL UTILITIES	**$ 439,100**	**$ 469,535**	**$ 502,178**	**$ 537,191**	**$ 574,752**
Direct Costs					
Café Cost of Goods	$ 92,500	$ 105,000	$ 108,150	$ 113,558	$ 116,964
Direct Program Costs	$ 21,485	$ 34,232	$ 45,831	$ 50,353	$ 51,863
Accounting and Audit Costs	$ 18,341	$ 24,771	$ 31,206	$ 34,336	$ 35,366
Direct Debit and Banking Fees	$ 12,839	$ 17,340	$ 21,844	$ 24,035	$ 24,756
Pool Chemicals	$ 55,500	$ 57,165	$ 58,880	$ 60,646	$ 62,466
Cleaning	$ 71,000	$ 73,130	$ 75,324	$ 77,584	$ 79,911
Computer and IT Expenses	$ 14,500	$ 14,935	$ 15,383	$ 15,845	$ 16,320
Waste removal	$ 4,700	$ 4,841	$ 4,986	$ 5,136	$ 5,290
Corporate Costs/Management Fe	$ 183,408	$ 247,714	$ 312,060	$ 343,359	$ 353,660
Insurances	$ 7,500	$ 7,725	$ 7,957	$ 8,195	$ 8,441
Licencing & Subscription Fees	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Marketing Costs	$ 36,682	$ 49,543	$ 62,412	$ 68,672	$ 70,732
Sanitary	$ 5,200	$ 5,356	$ 5,517	$ 5,682	$ 5,853
Security Services	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
Staff Miscellaneous	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753
Telephone and Internet	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Lawns & Gardens	$ 14,000	$ 14,420	$ 14,853	$ 15,298	$ 15,757
TOTAL DIRECT COSTS	**$ 572,654**	**$ 692,222**	**$ 801,534**	**$ 860,944**	**$ 886,772**
TOTAL EXPENSES	**$ 2,827,256**	**$ 3,256,675**	**$ 3,708,200**	**$ 3,972,685**	**$ 4,113,309**
TOTAL NET	**-$ 993,176**	**-$ 779,539**	**-$ 587,603**	**-$ 539,094**	**-$ 576,711**

Option 2J.1

Capital Cost:	$68,960,441
Establishment Equipment Costs:	$1,078,897
Annual Lifecycle costs of Aquatic and Gymnastics areas:	$19,220,000
Annual Operating Result (before depreciation & lifecycle costs):	-$1,039,094
Annual result after total capital depreciation and lifecycle costs:	-$2,802,703
Annual result after adjusted capital depreciation and lifecycle costs:	-$1,734,703

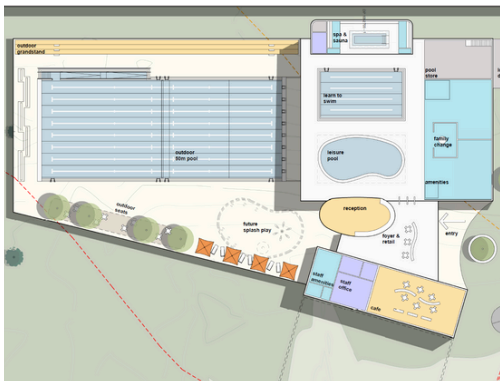
Key Points at Maturity (5 Years)

- Outdoor pool operates from 1 October to 30 April.
- Recreation swim would peak in the summer months but would be minimal during the outdoor pool closure season as there would be limited rec swim income for the usage of the spa, sauna and leisure pool.
- Predicted Learn to swim income is consistent with 2H.2 estimated to be 1,780 weekly enrolments (due to gymnastics cross promotion) at maturity across a 48-week period, but total income is lower than 2H.2 as it is predicted the squad program would cease over the 50m pool closure period.
- Gymnastics enrolments are expected to reach 700 weekly enrolments at maturity.
- School income is less than 2H options, and the income is primarily derived from school carnival use and swim and survive lessons in the months of February and March with minimal income for school swim lessons outside of the 50m pool operating season.
- Utility costs are higher when compared to the 2H options, the larger bodies of water and with the 50m pool exposed to the weather and elements, there are higher costs when compared to 2H options. The costs incorporate that during the 50m closure period, the heating being reduced, and a maintenance level of water treatment being in place to maintain water clarity.
- At maturity option 2J.1 should see an annual OPEX operating deficit of $-1,039,094.

2J.1 Profit & Loss (OPEX Budget)

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Rec Swim	$ 257,600	$ 265,328	$ 273,288	$ 281,486	$ 289,931
LTS	$ 716,160	$ 1,141,075	$ 1,527,696	$ 1,678,429	$ 1,728,782
Schools	$ 58,000	$ 69,400	$ 71,482	$ 73,626	$ 75,835
Gymnastics	$ 326,400	$ 514,176	$ 687,463	$ 734,313	$ 756,342
Cafe	$ 135,000	$ 139,050	$ 143,222	$ 150,383	$ 154,894
Merchandise	$ 92,500	$ 95,275	$ 98,133	$ 101,077	$ 104,110
Hire	$ 18,500	$ 19,055	$ 19,627	$ 20,215	$ 20,822
TOTAL INCOME	**$ 1,604,160**	**$ 2,243,359**	**$ 2,820,910**	**$ 3,039,530**	**$ 3,130,716**
EXPENSES					
Payroll					
Managerial					
Admin & Management	$ 395,042	$ 406,893	$ 419,100	$ 431,673	$ 444,623
Admin & Management On-costs	$ 118,513	$ 122,068	$ 125,730	$ 129,502	$ 133,387
Direct Service					
Duty Managers	$ 155,938	$ 160,616	$ 165,434	$ 170,397	$ 175,509
Lifeguard	$ 257,863	$ 265,599	$ 273,567	$ 281,774	$ 290,227
CSO	$ 237,083	$ 244,195	$ 251,521	$ 259,067	$ 266,839
Café	$ 140,437	$ 144,651	$ 148,990	$ 153,460	$ 158,064
LTS (incl. on-costs)	$ 336,595	$ 536,305	$ 718,017	$ 788,862	$ 812,528
Gymnastics (incl. on costs)	$ 114,240	$ 179,962	$ 240,612	$ 257,010	$ 264,720
Direct Service staff On-costs	$ 126,611	$ 130,410	$ 134,322	$ 138,352	$ 142,502
TOTAL PAYROLL	**$ 1,882,322**	**$ 2,190,698**	**$ 2,477,293**	**$ 2,610,095**	**$ 2,688,398**
Utilities & Maintenance					
Gas and power	$ 429,200	$ 461,390	$ 495,994	$ 533,194	$ 573,183
Water	$ 76,500	$ 78,795	$ 81,159	$ 83,594	$ 86,101
Scheduled Maintenance	$ 297,000	$ 305,910	$ 315,087	$ 324,540	$ 334,276
Reactive Maintenance	$ 35,000	$ 36,050	$ 37,132	$ 38,245	$ 39,393
TOTAL UTILITIES	**$ 475,200**	**$ 540,185**	**$ 577,153**	**$ 616,787**	**$ 659,285**
Direct Costs					
Café Cost of Goods	$ 67,500	$ 69,525	$ 71,611	$ 75,191	$ 77,447
Direct Program Costs	$ 21,485	$ 34,232	$ 45,831	$ 50,353	$ 51,863
Accounting and Audit Costs	$ 16,042	$ 22,434	$ 28,209	$ 30,395	$ 31,307
Direct Debit and Banking Fees	$ 11,229	$ 15,704	$ 19,746	$ 21,277	$ 21,915
Pool Chemicals	$ 79,300	$ 81,679	$ 84,129	$ 86,653	$ 89,253
Cleaning	$ 64,280	$ 66,208	$ 68,195	$ 70,240	$ 72,348
Computer and IT Expenses	$ 14,500	$ 14,935	$ 15,383	$ 15,845	$ 16,320
Waste removal	$ 4,700	$ 4,841	$ 4,986	$ 5,136	$ 5,290
Corporate Costs/Management Fe	$ 160,416	$ 224,336	$ 282,091	$ 303,953	$ 313,072
Insurances	$ 7,500	$ 7,725	$ 7,957	$ 8,195	$ 8,441
Licencing & Subscription Fees	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Marketing Costs	$ 32,083	$ 44,867	$ 56,418	$ 60,791	$ 62,614
Sanitary	$ 5,200	$ 5,356	$ 5,517	$ 5,682	$ 5,853
Security Services	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
Staff Miscellaneous	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753
Telephone and Internet	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Lawns & Gardens	$ 24,000	$ 24,720	$ 25,462	$ 26,225	$ 27,012
TOTAL DIRECT COSTS	**$ 543,235**	**$ 652,612**	**$ 752,666**	**$ 798,183**	**$ 822,127**
TOTAL EXPENSES	**$ 2,900,757**	**$ 3,383,494**	**$ 3,807,112**	**$ 4,025,065**	**$ 4,169,810**
TOTAL NET	**-$ 1,296,597**	**-$ 1,140,135**	**-$ 986,202**	**-$ 985,535**	**-$ 1,039,094**

Option 2J.2



Capital Cost:	$58,397,963
Establishment Equipment Costs:	$457,900
Annual Lifecycle costs of Aquatic and Gymnastics areas:	$18,255,000
Annual Operating Result (before depreciation & lifecycle costs):	-$1,267,792
Annual result after total capital depreciation and lifecycle costs:	-$2,800,851
Annual result after adjusted capital depreciation and lifecycle costs:	-$1,732,851

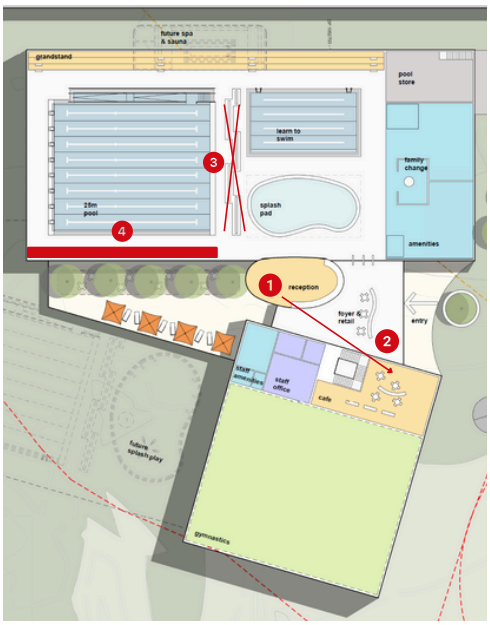
Key Points at Maturity (5 Years)

- Outdoor pool operates from 1 October to 30 April.
- Recreation swim would peak in the summer months but would be minimal during the outdoor pool closure season as there would be minimal rec swim income for the usage of the spa, sauna and leisure pool.
- Predicted learn to swim income is consistent with 2H.1 estimated to be 1,700 weekly enrolments at maturity across a 48-week period, but total income is lower than 2H.1 as it is predicted the squad program would cease over the 50m pool closure period.
- School income is less than 2J.1 as there are no gymnastics programs on offer for cross promotion. Income is primarily derived from school carnival use in the months of February and March with minimal income for school swim lessons outside of the 50m pool operating season.
- Utility costs are lower when compared to the 2J.1 due to not having the gymnastics facility to power.
- At maturity, option 2J.2 should see an annual OPEX operating deficit of $-1,267,792.

2J.2 Profit & Loss (OPEX Budget)

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Rec Swim	$ 257,600	$ 265,328	$ 273,288	$ 281,486	$ 289,931
LTS	$ 686,160	$ 1,111,075	$ 1,497,696	$ 1,648,429	$ 1,698,782
Schools	$ 35,000	$ 48,000	$ 49,440	$ 50,923	$ 52,451
Gymnastics	$ -	$ -	$ -	$ -	$ -
Cafe	$ 112,000	$ 128,000	$ 139,500	$ 146,475	$ 150,869
Merchandise	$ 70,000	$ 81,000	$ 83,430	$ 85,933	$ 88,511
Hire	$ 12,500	$ 18,000	$ 18,540	$ 19,096	$ 19,669
TOTAL INCOME	**$ 1,173,260**	**$ 1,651,403**	**$ 2,061,894**	**$ 2,232,343**	**$ 2,300,213**
EXPENSES					
Payroll					
Managerial					
Admin & Management	$ 320,033	$ 329,634	$ 339,523	$ 349,709	$ 360,200
Admin & Management On-costs	$ 96,010	$ 98,890	$ 101,857	$ 104,913	$ 108,060
Direct Service					
Duty Managers	$ 155,938	$ 160,616	$ 165,434	$ 170,397	$ 175,509
Lifeguard	$ 257,863	$ 265,599	$ 273,567	$ 281,774	$ 290,227
CSO	$ 237,083	$ 244,195	$ 251,521	$ 259,067	$ 266,839
Café	$ 164,226	$ 169,153	$ 174,228	$ 179,455	$ 184,838
LTS (incl. on-costs)	$ 322,495	$ 522,205	$ 703,917	$ 774,762	$ 798,428
Gymnastics	$ -	$ -	$ -	$ -	$ -
Direct Service staff On-costs	$ 106,715	$ 109,916	$ 113,214	$ 116,610	$ 120,109
TOTAL PAYROLL	**$ 1,660,363**	**$ 1,900,209**	**$ 2,123,261**	**$ 2,236,685**	**$ 2,304,209**
Utilities					
Gas and power	$ 403,200	$ 433,440	$ 465,948	$ 500,894	$ 538,461
Water	$ 72,000	$ 74,160	$ 76,385	$ 78,676	$ 81,037
Scheduled Maintenance	$ 269,000	$ 277,070	$ 285,382	$ 293,944	$ 302,762
Reactive Maintenance	$ 30,000	$ 30,900	$ 31,827	$ 32,782	$ 33,765
TOTAL UTILITIES	**$ 774,200**	**$ 507,600**	**$ 542,333**	**$ 579,570**	**$ 619,498**
Direct Costs					
Café Cost of Goods	$ 56,000	$ 64,000	$ 69,750	$ 73,238	$ 75,435
Direct Program Costs	$ 10,743	$ 17,116	$ 22,916	$ 25,177	$ 25,932
Accounting and Audit Costs	$ 11,733	$ 16,514	$ 20,619	$ 22,323	$ 23,002
Direct Debit and Banking Fees	$ 8,213	$ 11,560	$ 14,433	$ 15,626	$ 16,101
Pool Chemicals	$ 79,300	$ 81,679	$ 84,129	$ 86,653	$ 89,253
Cleaning	$ 42,500	$ 43,775	$ 45,088	$ 46,441	$ 47,834
Computer and IT Expenses	$ 12,300	$ 12,669	$ 13,049	$ 13,441	$ 13,844
Waste removal	$ 3,800	$ 3,914	$ 4,031	$ 4,152	$ 4,277
Corporate Costs/Management Fe	$ 117,326	$ 165,140	$ 206,189	$ 223,234	$ 230,021
Insurances	$ 5,500	$ 5,665	$ 5,835	$ 6,010	$ 6,190
Licencing & Subscription Fees	$ 11,000	$ 11,330	$ 11,670	$ 12,020	$ 12,381
Marketing Costs	$ 23,465	$ 33,028	$ 41,238	$ 44,647	$ 46,004
Sanitary	$ 4,000	$ 4,120	$ 4,244	$ 4,371	$ 4,502
Security Services	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
Staff Miscellaneous	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753
Telephone and Internet	$ 11,000	$ 11,330	$ 11,670	$ 12,020	$ 12,381
Lawns & Gardens	$ 24,000	$ 24,720	$ 25,462	$ 26,225	$ 27,012
TOTAL DIRECT COSTS	**$ 429,879**	**$ 515,830**	**$ 589,871**	**$ 625,413**	**$ 644,298**
TOTAL EXPENSES	**$ 2,864,442**	**$ 2,923,639**	**$ 3,255,465**	**$ 3,441,669**	**$ 3,568,005**
TOTAL NET	**-$ 1,691,182**	**-$ 1,272,236**	**-$ 1,193,571**	**-$ 1,209,326**	**-$ 1,267,792**

Option OP.1



1. Combine reception and café space. Move the reception desk to be housed with the café connected to it.
2. Use the available foyer and café space to be a welcoming social space, inclusive of free Wi-Fi and comfortable workspace seating (typically done along a wall that includes powerpoints and desk seating)
3. Remove seating between 25m pool and LTS/splash pad.
4. Add similar grandstand seating on opposite side of 25m pool.

Capital Cost:	$68,766,757*
Establishment Equipment Costs:	$1,046,297
Annual Lifecycle costs of Aquatic and Gymnastics areas:	$13,920,000
Annual Operating Result (before depreciation & lifecycle costs):	-$526,579
Annual result after total capital depreciation and lifecycle costs:	-$2,180,314
Annual result after adjusted capital depreciation and lifecycle costs:	-$1,112,314

**Assumes no additional capital cost compared to 2H.2 costs*

In addition to the four options, a 5th option was assessed. The aim was to create the option that would be the most efficient .

The following design changes would be made, and the financial option is considerate of these changes.

- Combine reception and café space. Move the reception desk to be housed with the café connected to it.
- Use the available foyer and café space to be a welcoming social space, inclusive of free Wi-Fi and comfortable workspace seating (typically done along a wall that includes powerpoints and desk seating).
- Remove seating between 25m pool and LTS/splash pad. Add similar grandstand seating on opposite side of 25m pool.

The main difference between OP.1 verse option 2H.2 is within staffing costs. The abovementioned changes to the centre layout will allow for greater staff efficiencies within the following ways:

- Combining the café and reception area means customer service staff can be shared across the two areas. This particularly saves costs during off-peak times (typically between 12-3pm) and within the colder months of winter where CSO staff can operate the cafe.
- By changing the location of the seating from between the 25m pool to the left side of the 25m pool will enhance the eyesight and supervision capabilities of the lifeguards, thus reducing the number of lifeguards required in the aquatic hall during off peak times.

All assumptions remain the same as 2H.2 except for staffing costs.

The design changes from 2H.2 compared to OP.1 would result in an annual operational saving of $50,132 in staffing costs. Over a 50-year period (without calculating CPI increases) this is a total saving of over $2.5 million.

OP.1 Profit & Loss (OPEX Budget)

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Rec Swim	$ 316,000	$ 370,000	$ 385,000	$ 396,550	$ 408,447
LTS	$ 816,000	$ 1,186,560	$ 1,629,542	$ 1,867,252	$ 1,923,269
Schools	$ 79,580	$ 81,967	$ 84,426	$ 86,959	$ 89,568
Gymnastics	$ 326,400	$ 514,176	$ 687,463	$ 734,313	$ 756,342
Cafe	$ 185,000	$ 210,000	$ 216,300	$ 227,115	$ 233,928
Merchandise	$ 88,600	$ 91,258	$ 93,996	$ 96,816	$ 99,720
Hire	$ 22,500	$ 23,175	$ 23,870	$ 24,586	$ 25,324
TOTAL INCOME	**$ 1,834,080**	**$ 2,477,136**	**$ 3,120,597**	**$ 3,433,591**	**$ 3,536,598**
EXPENSES					
Payroll					
Managerial					
Admin & Management	$ 395,042	$ 406,893	$ 419,100	$ 431,673	$ 444,623
Admin & Management On-costs	$ 118,513	$ 122,068	$ 125,730	$ 129,502	$ 133,387
Direct Service					
Duty Managers	$ 118,810	$ 122,374	$ 126,045	$ 129,826	$ 133,721
Lifeguard	$ 181,969	$ 187,428	$ 193,051	$ 198,842	$ 204,808
CSO	$ 237,083	$ 244,195	$ 251,521	$ 259,067	$ 266,839
Café	$ 107,217	$ 110,433	$ 113,746	$ 117,159	$ 120,673
LTS (incl. on-costs)	$ 383,520	$ 557,683	$ 765,885	$ 877,608	$ 903,936
Gymnastics (incl. on costs)	$ 114,240	$ 179,962	$ 240,612	$ 257,010	$ 264,720
Direct Service staff On-costs	$ 114,567	$ 118,004	$ 121,545	$ 125,191	$ 128,947
TOTAL PAYROLL	**$ 1,770,960**	**$ 2,049,041**	**$ 2,357,235**	**$ 2,525,878**	**$ 2,601,654**
Utilities					
Gas and power	$ 383,600	$ 412,370	$ 443,298	$ 476,545	$ 512,286
Water	$ 55,500	$ 57,165	$ 58,880	$ 60,646	$ 62,466
Scheduled Maintenance	$ 222,000	$ 228,660	$ 235,520	$ 242,585	$ 249,863
Reactive Maintenance	$ 30,000	$ 30,900	$ 31,827	$ 32,782	$ 33,765
TOTAL UTILITIES	**$ 439,100**	**$ 469,535**	**$ 502,178**	**$ 537,191**	**$ 574,752**
Direct Costs					
Café Cost of Goods	$ 92,500	$ 105,000	$ 108,150	$ 113,558	$ 116,964
Direct Program Costs	$ 21,485	$ 34,232	$ 45,831	$ 50,353	$ 51,863
Accounting and Audit Costs	$ 18,341	$ 24,771	$ 31,206	$ 34,336	$ 35,366
Direct Debit and Banking Fees	$ 12,839	$ 17,340	$ 21,844	$ 24,035	$ 24,756
Pool Chemicals	$ 55,500	$ 57,165	$ 58,880	$ 60,646	$ 62,466
Cleaning	$ 71,000	$ 73,130	$ 75,324	$ 77,584	$ 79,911
Computer and IT Expenses	$ 14,500	$ 14,935	$ 15,383	$ 15,845	$ 16,320
Waste removal	$ 4,700	$ 4,841	$ 4,986	$ 5,136	$ 5,290
Corporate Costs/Management Fe	$ 183,408	$ 247,714	$ 312,060	$ 343,359	$ 353,660
Insurances	$ 7,500	$ 7,725	$ 7,957	$ 8,195	$ 8,441
Licencing & Subscription Fees	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Marketing Costs	$ 36,682	$ 49,543	$ 62,412	$ 68,672	$ 70,732
Sanitary	$ 5,200	$ 5,356	$ 5,517	$ 5,682	$ 5,853
Security Services	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
Staff Miscellaneous	$ 6,000	$ 6,180	$ 6,365	$ 6,556	$ 6,753
Telephone and Internet	$ 13,000	$ 13,390	$ 13,792	$ 14,205	$ 14,632
Lawns & Gardens	$ 14,000	$ 14,420	$ 14,853	$ 15,298	$ 15,757
TOTAL DIRECT COSTS	**$ 572,654**	**$ 692,222**	**$ 801,534**	**$ 860,944**	**$ 886,772**
TOTAL EXPENSES	**$ 2,782,714**	**$ 3,210,797**	**$ 3,660,946**	**$ 3,924,013**	**$ 4,063,177**
TOTAL NET	**-$ 948,634**	**-$ 733,661**	**-$ 540,348**	**-$ 490,422**	**-$ 526,579**

ASSET LIFECYCLE COSTS AND DEPRECIATION

Asset Lifecycle Costs

It is important to consider the lifecycle asset costs across the five options to determine the main differences in lifespan costs across the main facility components in each option. Lifecycle asset costs have only been calculated for the aquatic facility components and gymnastics area. The lifecycle costs of the full facility have not been included.

The lifecycle costs are a high-level estimate given there are many unknowns at this stage, for example: filtration system, mechanical and electrical plans, etc. all which significantly impact actual operating costs.

What we have tried to capture across the main aquatic components is the percentage difference between the two aquatic schemes of option 2H.1 & 2 and 2J.1 & 2. Looking holistically at the aquatic components presented, we can evaluate the following:

- Overall, option 2J.1 & 2J.2 is approximately 1.375 times the engineering operational and maintenance lifecycle costs compared to options 2H.1 & 2H.2 based on the simplistic assumptions taken for the initial comparison.
- Option 2H.1 would have the least asset lifecycle costs over a 50-year period.

The following table provides the options in order of least expensive to most expensive in terms of lifecycle asset costs:

Option	Life Cycle Assets	
2H.1	$	12,955,000
2H.2	$	13,920,000
OP.1	$	13,920,000
2J.2	$	18,255,000
2J.1	$	19,220,000

Breakdown - per facility component

The below shows a 'facility by facility' breakdown of lifecycle asset costs.

Indoor 25m Pool		
Plant		
Filters & media (worst case sand filters)	$	980,000.00
Pumps, PLC, Probes	$	350,000.00
UV	$	175,000.00
Heat Exchanges	$	80,000.00
Pool Shell		
Tiles (over 50 years)	$	900,000.00
Concrete shell (or modular shell)	$	2,450,000.00
Joint/grout Maintenance	$	150,000.00
25m Pool Shell and Main Plant Lifecycle	**$**	**5,085,000.00**

Outdoor 50m Pool		
Plant		
Filters & media (worst case sand filters)	$	1,850,000
Pumps, PLC, Probes	$	650,000
UV (N/A for outdoor pool)		N/A
Heat Exchanges	$	100,000
Pool Shell		
Tiles (Over 50 years)	$	1,700,000
Concrete shell (or modular shell)	$	3,500,000
Joint/Grout Maintenance	$	250,000
50m Pool Shell and Main Plant Lifecycle	**$**	**8,050,000**

Splash Pad		
Plant		
Filters & media (worst case sand filters)	$	600,000.00
Pumps, PLC, Probes	$	250,000.00
UV	$	175,000.00
Heat Exchanges	$	60,000.00
Shell & Finish		
Life Floor (over 50 years)	$	1,400,000.00
Concrete Shell	$	1,100,000.00
Joint/grout Maintenance	$	100,000.00
Total Splash Pad Shell and Main Plant Lifecycle	**$**	**3,685,000.00**

Leisure Pool		
Plant		
Filters & media (worst case sand filters)	$	700,000
Pumps, PLC, Probes	$	250,000
UV	$	175,000
Heat Exchanges	$	60,000
Shell & Finish		
Tiles (over 50 years)	$	750,000
Concrete Shell	$	1,600,000
Joint/grout Maintenance	$	100,000
Total Leisure Pad Shell and Main Plant Lifecycle	**$**	**3,635,000**

Spa/Sauna		
Plant		
Filters & media (worst case sand filters)	$	550,000.00
Pumps, PLC, Probes	$	150,000.00
UV	$	175,000.00
Heat Exchanges	$	60,000.00
Pool Shell		
Tiles (over 50 years)	$	350,000.00
Concrete (or modular)	$	1,000,000.00
Joint/grout Maintenance	$	100,000.00
Total Spa/Sauna and Main Plant Lifecycle	**$**	**2,385,000.00**

LTS Pool		
Plant		
Filters & media (worst case sand filters)	$	850,000
Pumps, PLC, Probes	$	250,000
UV	$	175,000
Heat Exchanges	$	60,000
Pool Shell		
Tiles (over 50 years)	$	650,000
Concrete (or modular)	$	2,000,000
Joint/grout Maintenance	$	200,000
Total LTS Pool Shell and Main Plant Lifecycle	**$**	**4,185,000**

Gymnastics		
Flooring and matting	$	600,000.00
Pit Maintenance	$	240,000.00
Major Apparatus replacement	$	125,000.00
Gymnastics	**$**	**965,000.00**

NOTE: Minor equipment maintenance is provisioned for in OPEX program expenses. Does not include building related asset lifecycle costs.

Assumptions

- All lifecycle costs are provided as a high-level estimate as the exact asset components and systems are not yet known.
- The asset lifecycle costs exclude the lifecycle costs of the other areas of the centre, for example: foyer, amenities, exterior, centre wide systems e.g. air conditioning etc.
- The provided asset lifecycle costs are provided to allow for a high-level comparison of the main differences in major asset costs across the five options only. They are not prepared for future budgeting purposes.
- Our assumptions are based on modern sand filtration systems, we note that Backwash UFF filters have a greater upfront capital cost but typically use less water and as a result less heating and chemical use.
- There are also no-backwash UFF systems reducing plantroom space, backwash tank requirements, and balance tank sizing, all reducing real estate and construction costs. These non-backwash UFF filters can offer life cycle cost savings of up to 80% of backwash systems, this has not been considered in our assumptions.
- Concrete tiled pools vs modular liner pools for larger format rectangular pools are cost comparable with current assessments showing a 10% commercial bias towards concrete pool shells (in other words concrete shells are marginally more cost effective to run over lifecycles). This is likely to converge closer as technologies for both systems develop. Concrete tiled pools have been assumed in our assumptions.
- The aquatic assumptions exclude costs associated with excavation, piling costs, contractor preliminaries and mobilisation costs.
- Assumptions exclude power cycles and carbon neutral initiatives.
- Routine and scheduled maintenance as well as utility costs are all included on the OPEX budgets, not in asset lifecycle costs.
- Gymnastics asset lifecycle costs do not include whole of building costs e.g. lifecycle air-conditioning costs etc.

Depreciation

A straight-line depreciation was calculated over a 50-year period, to determine the annual depreciation cost of each option, shown below.

	Total capital cost	Annual depreciation
2H.1	$ 57,554,262	$ 1,151,085
2H.2	$ 68,766,757	$ 1,375,335
2J.1	$ 68,960,441	$ 1,379,209
2J.2	$ 58,397,963	$ 1,167,959
OP.1	$ 68,766,757	$ 1,375,335

Given LCC has received WestInvest grant funding of $53.4 million, this should be considered within the depreciation calculation. It would therefore be a worthwhile exercise to calculate the deprecation for each option on the capital costs only that are above the cost of $53.4 million. The following table shows the capital cost of each option after the grant funding amount is applied, and the adjusted annual depreciation amount of each option, shown below.

	Total capital cost	Grant funding	Capital after grant funding	Years	Annual Depreciation Amount
2H.1	$ 57,554,262	$ 53,400,000	$ 4,154,262	50	$ 83,085
2H.2	$ 68,766,757	$ 53,400,000	$ 15,366,757	50	$ 307,335
2J.1	$ 68,960,441	$ 53,400,000	$ 15,560,441	50	$ 311,209
2J.2	$ 58,397,963	$ 53,400,000	$ 4,997,963	50	$ 99,959
OP.1	$ 68,766,757	$ 53,400,000	$ 15,366,757	50	$ 307,335

With Depreciation on Total Capital Cost

When lifecycle costs and depreciation of the total cost of capital are applied to the net operating result at maturity, OP.1 closely followed by 2H.2 have the lesser annual costs.

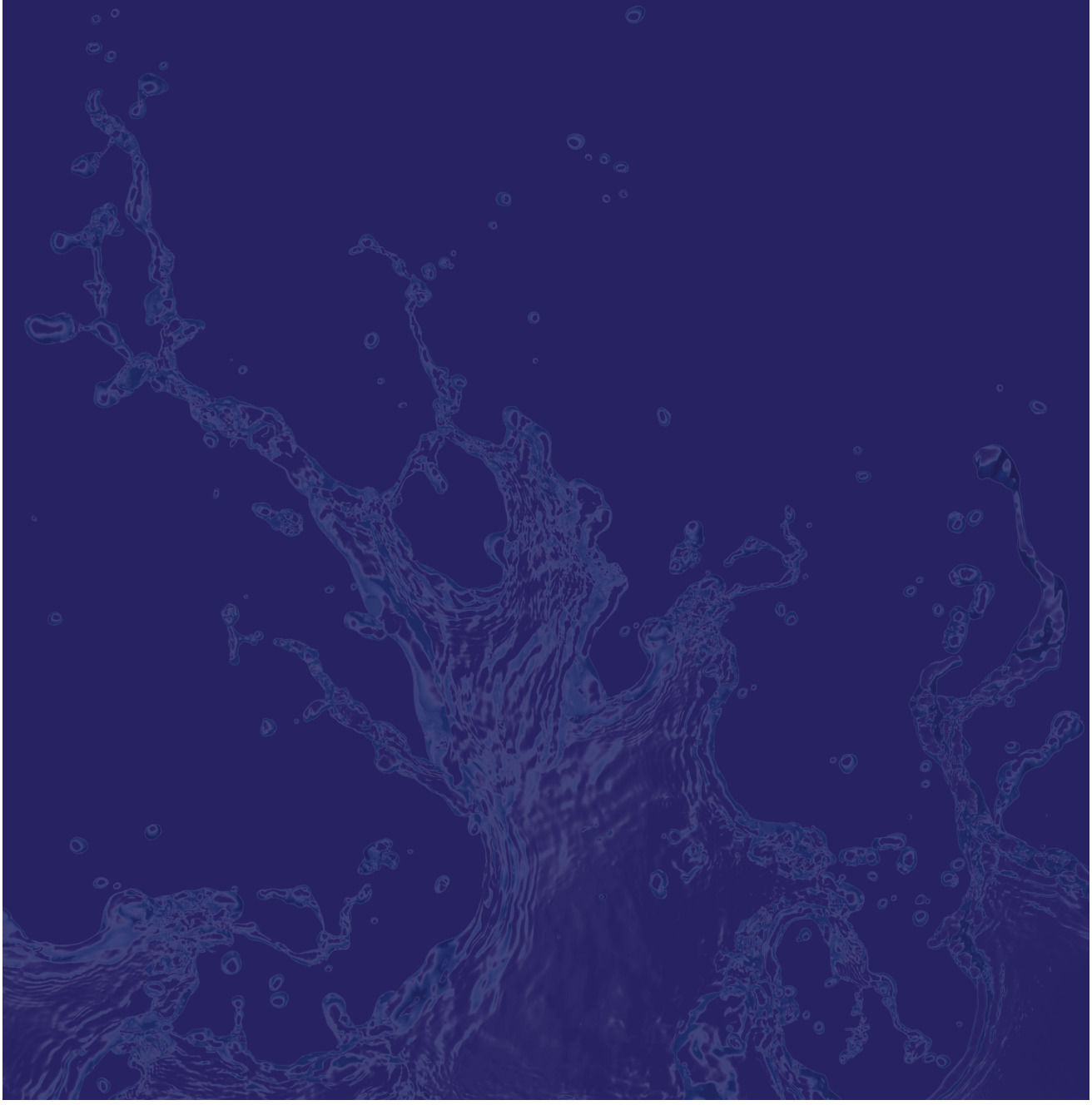
	2H.1	2H.2	2J.1	2J.2	OP.1
Income	$ 2,407,584	$ 3,536,598	$ 3,130,716	$ 2,300,213	$ 3,536,598
Expenses	$ 3,302,060	$ 4,113,309	$ 4,169,810	$ 3,568,005	$ 4,063,177
Net result	-$ 894,476	-$ 576,711	-$ 1,039,094	-$ 1,267,792	-$ 526,579
Lifecycle Asset	$ 259,100	$ 278,400	$ 384,400	$ 365,100	$ 278,400
Depreciation	$ 1,151,085	$ 1,375,335	$ 1,379,209	$ 1,167,959	$ 1,375,335
Total Asset & Depreciation	$ 1,410,185	$ 1,653,735	$ 1,763,609	$ 1,533,059	$ 1,653,735
Net result after Assets & Depreciation	-$ 2,304,661	-$ 2,230,447	-$ 2,802,703	-$ 2,800,851	-$ 2,180,314

With Adjusted Depreciation – Capital costs above $53.4 million grant funding

When the depreciation amount is adjusted to be calculated on the capital costs after the grant funding is applied, OP.1 followed by 2H.2 have the lesser annual costs.

	2H.1	2H.2	2J.1	2J.2	OP.1
Income	$ 2,407,584	$ 3,536,598	$ 3,130,716	$ 2,300,213	$ 3,536,598
Expenses	$ 3,302,060	$ 4,113,309	$ 4,169,810	$ 3,568,005	$ 4,063,177
Net result	-$ 894,476	-$ 576,711	-$ 1,039,094	-$ 1,267,792	-$ 526,579
Lifecycle Asset	$ 259,100	$ 278,400	$ 384,400	$ 365,100	$ 278,400
Depreciation	$ 83,085	$ 307,335	$ 311,209	$ 99,959	$ 307,335
Total Asset & Depreciation	$ 342,185	$ 585,735	$ 695,609	$ 465,059	$ 585,735
Net result after Assets & Depreciation	-$ 1,236,661	-$ 1,162,447	-$ 1,734,703	-$ 1,732,851	-$ 1,112,314

VIABILITY OF GYMNASTICS



Viability of Gymnastics

The following section is aimed to assist Council in their gymnastics facility deliberations, to show the gymnastics program on its own at a high-level. It is noted that these calculations are focused on gymnastics programming only, the full centre options include centre-wide income and expense calculations.

Recommendation

It is recommended Council include the Gymnastics within the initial phase of the Carnes Hill Aquatic and Recreation Centre. In a realistic option, the gymnastic facility will likely repay the initial construction and fit out costs within a 30-year period. In a best-case scenario, this will be paid back in circa 16 years based on the net performance of program income and expenses only.

It is important to note that the gymnastics program in isolation is profitable and when that is compared to the initial capital, it does suggests a return on investment, however, as the program would co-exist with aquatic facilities, the facility as a whole will not make surpluses in any option, therefore it could be argued that there is no payback for gymnastics due to this. What can be said, regardless of what way the payback period is viewed, is that the gymnastics program is profitable, and those profits do offset operational costs, therefore options OP.1, 2H.2 and 2J.1 that include gymnastics have the lowest cost to operate which is due to the net performance of the gymnastics program.

It is typical that a leisure facility like this would have additional revenue generating activities, this is typically learn to swim and fitness memberships via a health club as part of the facility make up. Given the Michael Clarke Recreation Centre has health club facilities on offer in the precinct, a gymnastic facility improves revenue generation and ultimately reduces the annual OPEX costs.

Outside of financial impact, the gymnastics facility will generate additional visitations to the centre, activate a wider proportion of the community and deliver positive social and health outcomes.

In addition, it is recommended that Council explores an additional scope to allow for a more robust and detailed analysis of the gymnastics facility, including within the brief options that allow for lower capital costs, but higher return on investments e.g. recreational gymnastics only held within a smaller square metre space with lower roof heights.

Gymnastics – Likely Payback Period

To assist Council in determining whether the gymnastics facility should be included within the initial stage, the following high-level calculations were made to determine the likely payback period of the initial outlay.

The success of the gymnastics facility is mainly determined by the weekly enrolments the centre will generate. A feasibility assessment was undertaken on the Carnes Hill and surrounding precinct. Factors that were considered were: demographics, drive time, local schools, socioeconomic status, current gymnastics participation rate, and benchmarking of similar sized facilities.

It was determined that at maturity, a realistic weekly enrolment number would be 700. It is possible in a best-case scenario that the centre could generate up to 1,200 enrolments. The below tables demonstrate to Council the likely result in best, realistic, and worst-case scenarios before depreciation and lifecycle costs and after.

Annual Operational Results

The following calculations are provided before depreciation and lifecycle costs.

Realistic

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	340	520	675	700	700
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 326,400	$ 514,176	$ 687,463	$ 734,313	$ 756,342
Projected Operating Expense	$ 163,282	$ 257,217	$ 343,903	$ 367,340	$ 378,360
Projected Operating Suprlus/Deficit	$ 163,118	$ 256,959	$ 343,560	$ 366,973	$ 377,982

In a realistic case, it is assumed that at the point of maturity, the gymnastic facility will generate an annual operating result of $377,000.

Best

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	400	620	850	1050	1200
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 384,000	$ 613,056	$ 865,694	$ 1,101,469	$ 1,296,586
Projected Operating Expense	$ 192,096	$ 306,681	$ 433,064	$ 551,010	$ 648,617
Projected Operating Suprlus/Deficit	$ 191,904	$ 306,375	$ 432,631	$ 550,459	$ 647,969

In a best-case scenario, the gymnastics facility could generate 1,200 enrolments at maturity, allowing for an annual net operating result of $647,000.

Worst

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	150	260	300	350	350
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 144,000	$ 257,088	$ 305,539	$ 367,156	$ 378,171
Projected Operating Expense	$ 72,036	$ 128,608	$ 152,846	$ 183,670	$ 189,180
Projected Operating Suprlus/Deficit	$ 71,964	$ 128,480	$ 152,693	$ 183,486	$ 188,991

In a worst-case scenario, with a mature point of 350 weekly enrolments being achieved, this would generate a net operating result of $188,991.

Calculations with Lifecycle and Depreciation

Using straight line depreciation over a 50-year period, and the construction costs provided by TCubed Consultants and fit out costs provided by LARCAN, the following calculations have been derived:

- T Cubed, gymnasium cost assumption (from option 2H) = $6,094,000
- Equipment Fit out cost = $597,000
- Total Capital cost = $6,691,000
- Lifecycle costs = $965,000*

**Does not include building lifecycle costs. This includes lifecycle costs of gymnastics program related assets e.g. flooring, pit maintenance etc.*

Realistic

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	340	520	675	700	700
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 326,400	$ 514,176	$ 687,463	$ 734,313	$ 756,342
Projected Operating Expense	$ 260,896	$ 357,759	$ 447,463	$ 474,006	$ 488,226
Projected Operating Suprlus/Deficit	$ 65,504	$ 156,417	$ 240,000	$ 260,307	$ 268,116
Depreciation	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*
Lifecycle Costs	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*
Total Depreciation & Lifecycle	$ 153,320	$ 153,320	$ 153,320	$ 153,320	$ 153,320
Projected Operating Suprlus/Deficit	-$ 87,816	$ 3,097	$ 86,681	$ 106,987	$ 114,796

With enrolments of 700 at maturity, after depreciation the gymnastics facility would generate a surplus of approximately $114,000. Allowing for year-on-year CPI increases of 3%, this would see the original capital expense of $6.9 million repaid after approximately 31 years. We do note, this is purely based on isolating the gymnastics program performance only. Full option results show when included with the aquatic facilities the centre as a whole does not make surpluses.

Best

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	400	620	850	1050	1200
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 384,000	$ 613,056	$ 865,694	$ 1,101,469	$ 1,296,586
Projected Operating Expense	$ 289,710	$ 407,224	$ 536,623	$ 657,676	$ 758,483
Projected Operating Suprlus/Deficit	$ 94,290	$ 205,832	$ 329,072	$ 443,793	$ 538,103
Depreciation	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*
Lifecycle Costs	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*
Total Depreciation & Lifecycle	$ 153,320	$ 153,320	$ 153,320	$ 153,320	$ 153,320
Projected Operating Suprlus/Deficit	-$ 59,030	$ 52,512	$ 175,752	$ 290,473	$ 384,783

With enrolments of 1,200 at maturity, after depreciation the gymnastics facility would generate a surplus of approximately $384,000. Allowing for year-on-year CPI increases of 3%, this would see the original capital expense of $6.9 million repaid after approximately 17 years. We do note, this is purely based on isolating the gymnastics program performance only. Full option results show when included with the aquatic facilities the centre as a whole does not make surpluses.

Worst

Centre Name: Carnes Hill	Activity: Gymnastics				
Enrolments:	150	260	300	350	350
Summary	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Projected Operating Income	$ 144,000	$ 257,088	$ 305,539	$ 367,156	$ 378,171
Projected Operating Expense	$ 169,650	$ 229,151	$ 256,405	$ 290,336	$ 299,046
Projected Operating Suprlus/Deficit	-$ 25,650	$ 27,937	$ 49,134	$ 76,820	$ 79,125
Depreciation	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*	*$ 133,820*
Lifecycle Costs	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*	*$ 19,500*
Total Depreciation & Lifecycle	$ 153,320	$ 153,320	$ 153,320	$ 153,320	$ 153,320
Projected Operating Suprlus/Deficit	-$ 178,970	-$ 125,383	-$ 104,186	-$ 76,500	-$ 74,195

In a worst-case scenario of 350 enrolments, the gymnastics facility would make a small surplus before depreciation but would make a deficit of ($75,000) after depreciation and lifecycle costs.

Whilst we have separated these costs from the total facility, there are other factors to consider, some of these being non-financial benefits.

- Increased activation of the centre, it is assumed that the gymnastics program will lead to an additional 74,880 annual visits to the centre.
- Improved wellbeing and physical activity.
- Increased secondary spend through café and merchandise (not shown in the above).
- School use is not accounted for here, but typically, a centre that can offer a range of school programs, such as swimming and gymnastics will increase the number of schools connecting with the centre.

It should be noted that these calculations provide a high-level indicative outcome only. If Council require a more detailed analysis, it is recommended an additional scope to allow for a more robust analysis, which would include exact building dimensions and requirements e.g. roof height, the exact floor layout etc. This additional scope could also be to review the most cost-effective capital outlay verse the best return. For example, considerable changes could be made to reduce the initial capital outlay, if a focus on ‘recreation only’ gymnastics classes targeted at 0-12 years.

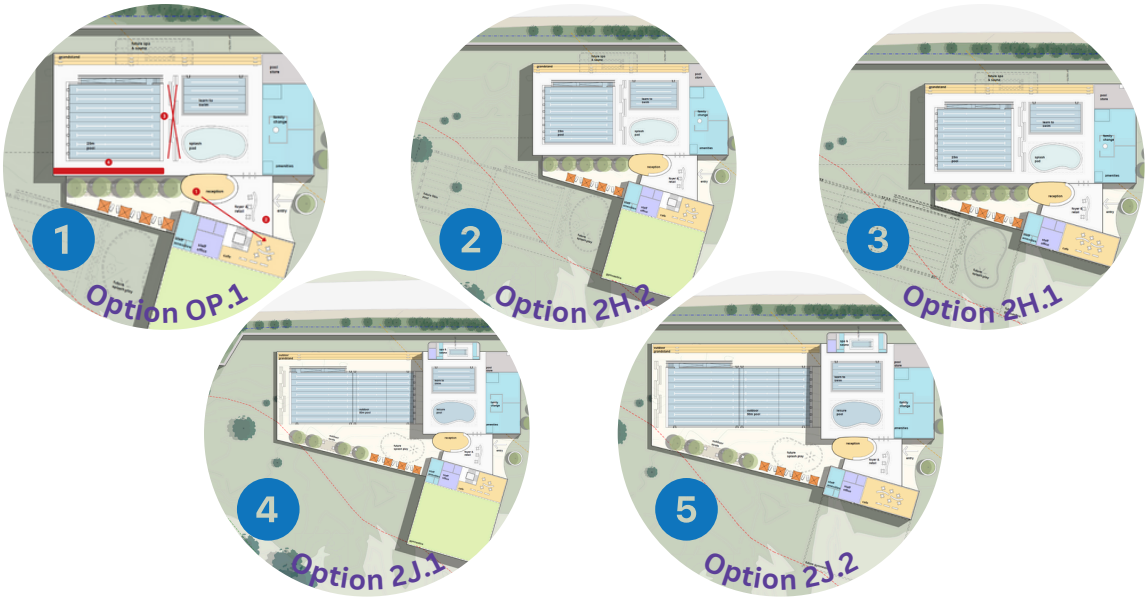
SUMMARY

Summary

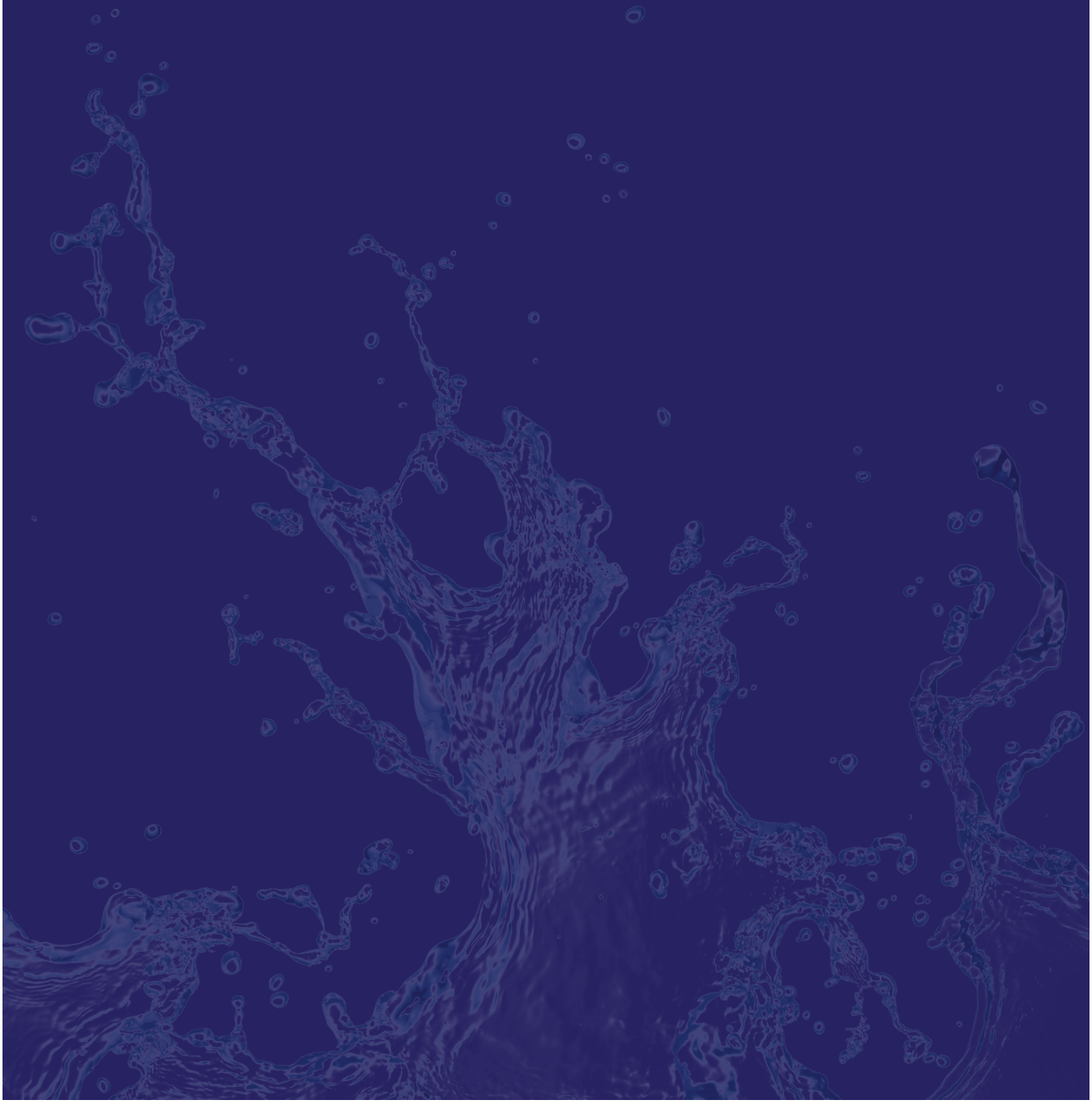
At a net operational level (OPEX) when the centre is mature, options OP.1 followed by 2H.2 are the most efficient options. When asset lifecycle costs (of the major facility components only) and depreciation are considered OP.1 followed by 2H.2 are the most efficient options.

When considering including gymnastics or not in isolation, the calculations based on the net performance of the gymnastics program only, demonstrate a payback period on the initial capital outlay of somewhere between 17 and 31 years, noting the vast range is highly dependent on weekly enrolment numbers achieved. It must be noted that when the gymnastic facility co-exists with any of the aquatic facilities in any option, the centre as a whole does not generate surpluses, but its profits does lessen the total operating costs of the facility as a whole.

Order of most cost effective to least cost effective



CONSIDERATIONS OF REPORT



Considerations of Report

The below considerations are noted given the early stage of the project and noting the scope of the project and timeline to deliver.

Lifecycle Asset Costs

All budget options and asset lifecycle costs have been prepared for the purposes of comparing the differences in operational and lifecycle maintenance costs across the five options.

The lifecycle costs have been prepared at a high-level of the major assets across the five options. These have not been prepared to use for future budgeting purposes as they exclude building related asset costs, this would include, but not be limited to items such as foyer upgrades, exterior/interior painting, major structural, electrical, mechanical etc.

The aquatic asset cost comparisons between the options 2H and 2J have been based off an assumed plant room make up with sufficient pumps and sand filtration systems to treat all aquatic elements contained within the options.

Annual Operating Costs

Competitors entering the market in the future

At the time of writing this report, income assumptions were made based off the existing number of competitors (those offering the same services or programs) within a 5-10km radius of the centre. An increase in competitors could result in a negative impact on income projections, and likewise, any closures or reductions in competitors could positively influence income assumptions.

Utilities

Benchmarking the energy performance and water usage of aquatic and recreation centres is a complex exercise. Energy and water use patterns of aquatic centres differ completely to that of dry only recreation centres.

In terms of benchmarking like for like aquatic centres, it is difficult to find two aquatic centres with similar plant and filtration systems, amenities, and consumption patterns. Every effort has been made to benchmark against like for like facilities within similar population catchment areas and similar annual visitations, and built in recent years, but as the plant and filtration systems are currently unknown, the systems within these benchmark centres could be different.

The method used to heat pool water will impact utility costs. Options such as electric resistance heaters, electric heat pumps, gas-fired boilers, solar thermal and the use of waste heat will all have a different outcome.

The way in which the centre is managed and operated will also have a bearing on utility consumption and costs. How an operator manages tasks such as backwashing and use of pool blankets, as well as what temperature they select to operate the pool at will all impact utility costs, among many other aspects.

Scheduled Maintenance

Scheduled maintenance has been based upon the assumed costs of preventative and scheduled maintenance across the centre's major assets within each option. Rates will differ based upon contractors selected to provide preventative maintenance and ongoing servicing.

Non-Financial Considerations of Options Proposed

Though non-financial considerations are not in scope, LARCAN recommends that non-financial considerations also be considered when applying a decision-making framework to financial options proposed for each of the five options.

Consideration of the non-financial aspects can support community adoption and usage of the facilities, strategic alignment and overall improved future wellbeing of the local area.

LARCAN often undertakes initial feasibility of needs of each unique community to inform infrastructure needs, prior to the financial analysis of each option developed. This ensures capital infrastructure, and the selection of centre-wide facility inclusions is informed by the current and future local needs which serves to ensure optimal site utilisation that delivered on health and wellbeing outcomes and diversity of users. We understand from our literature review that several iterations of prior research was conducted but given there is now a definitive grant funding amount, financial considerations have been applied to the five options, however, the non-financial considerations have not.

At a high-level based on the typical types of strategic goals each local government has, non-financial considerations could include:

- Environmental impacts of each option, noting there are substantial differences in impacts when operating a 50-metre pool vs 25-metre pool.
- Usage of a 50-metre pool vs a 25-metre pool – consider needs vs wants. Utilisation and the year-round nature of a 25-metre pool as well as consideration of 50-metre pools available in the local government area for 50-metre lap swimmers and swimming meets.
- The likely social impact of each option.
- Alignment of the capital facilities with Council's long-term strategies and asset plans, noting some of the changes since the Liverpool City Council Aquatic Leisure Centres Strategy 2019 and Liverpool City Council - Aquatic Leisure Centre Provision Implementation and Priority Plan (Final Report Feb 22)
- Supporting the achievement of sustainability initiatives in the construction of new facilities.
- Understanding the diversity of the local area, barriers, and opportunities to support all users when proposing capital infrastructure.
- Local sporting clubs and user groups facility needs and gaps to inform options.
- Expandability and adaptability of leisure spaces to meet changing needs over time.

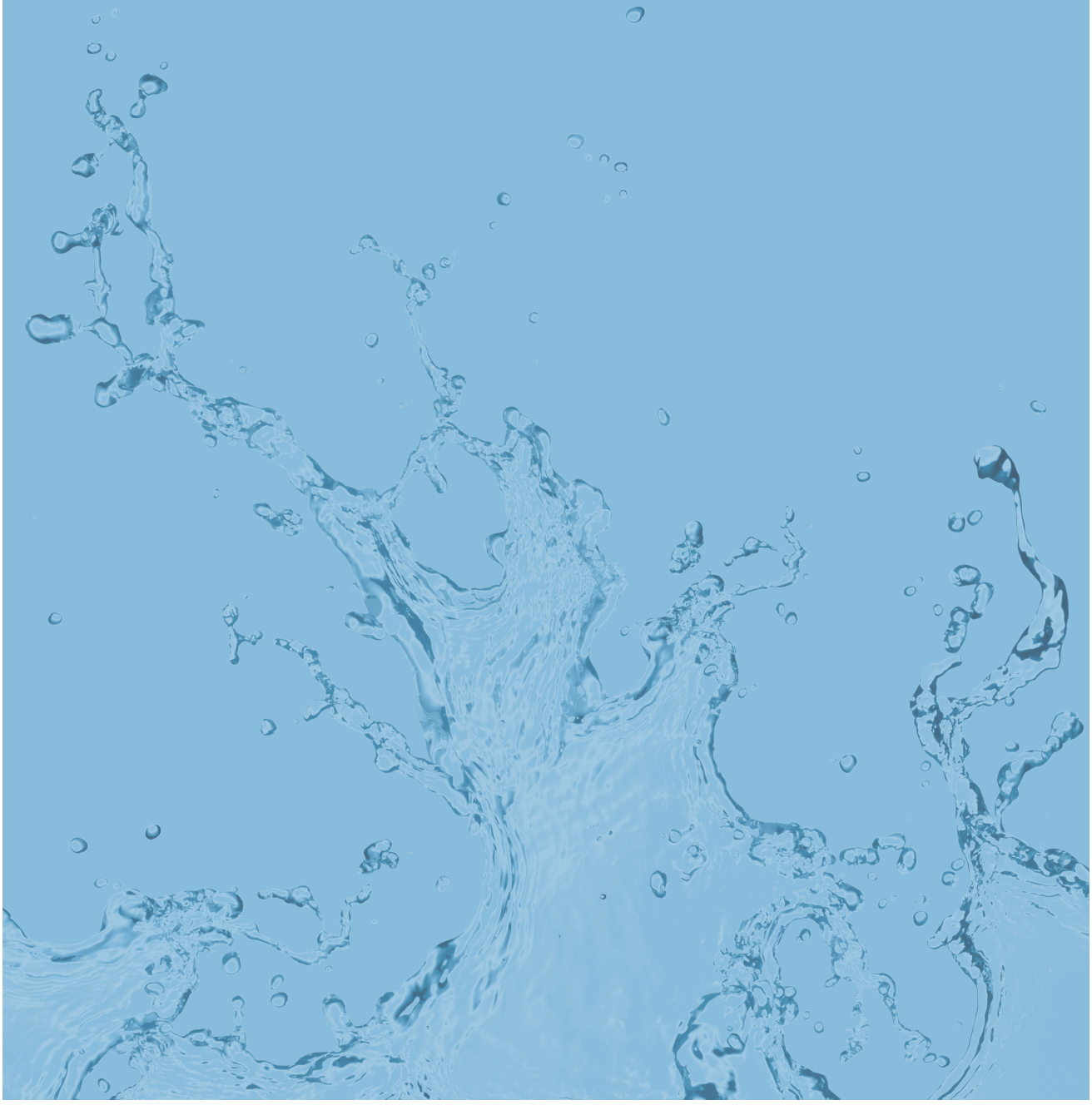
Resources

- Summers, J & Houston, R (2022). The State of Aquatic Facility Infrastructure in Australia – Rebuilding our Aging Public Swimming Pools. Royal Life Saving Society - Australia, Sydney.
- University of South Australia (2023). Operational benchmarks for Australian public aquatic centres 2023, CERM PI. University of South Australia.
- Gymnastics NSW (2023). Annual report 2023. Gymnastics NSW.
- Deakin University (2016). Benchmarking Energy and the Indoor Environmental Quality of Aquatic Centres in Victoria. Aquatics Recreation Victoria.
- School finder tool (NSW), accessed via https://myschool.edu.au/. Accessed 1 August 2024.
- Demographic profiles, accessed via https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA14900
- Demographic profiles, accessed via https://profile.id.com.au/liverpool/about
- Population forecast accessed via https://forecast.id.com.au/liverpool/population-age-structure?WebID=250

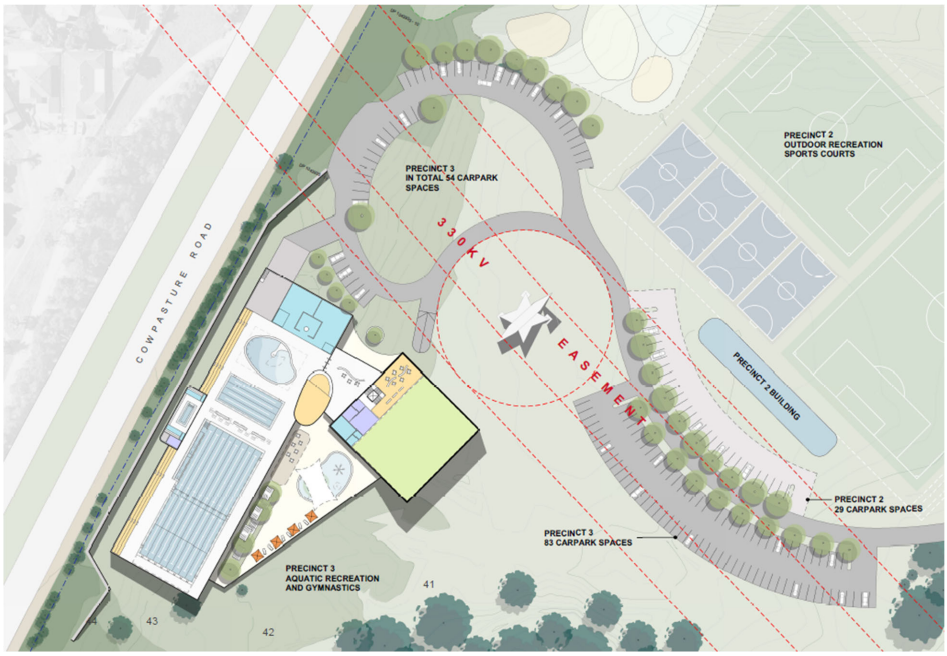
Literature Reviewed

- CHRPS2 Functional Brief June 2021
- Carnes Hill Recreation & Community Precinct - KJA Consultation Report (2012)
- Liverpool City Council - Aquatic Leisure Centre Provision Implementation and Priority Plan (Final Report Feb 22)
- Carnes Hill Aquatic Survey 2024
- 2024.014 Carnes Hill Aquatics Cost Plan Review - TCubed Consulting
- Bluestone 2H 2J - CHARC – 240702
- MP000 - Masterplan Precinct Work Plan
- MP114 - Schematic Plan Option 2h-1
- MP117 - Schematic Plan Option 2j-2
- Original masterplan with background site info Nov 2020
- Liverpool City Council Aquatic Leisure Centres Strategy 2019

APPENDICES



APPENDIX 1
T CUBED CAPITAL ESITMATES



CONCEPT COST OPTION REVIEW (2H & 2J)

CARNES HILL AQUATIC RECREATION PRECINCT 3

LIVERPOOL CITY COUNCIL

26 JULY 2024 – REVISION 00~

TCUBED CONSULTING

CONTENTS

QUALITY REVIEW AND REVISION HISTORY

Revision	Date	Comment	Author	Reviewer
0	26/07/2024	Cost Option 2H and 2J Review	Mayoo T & Stacey N	Shayne Taylor

1. INTRODUCTION

This independent cost review report has been prepared for and on behalf of Liverpool City Council using the documentation received via email on 10/07/2024.

The scope of works subject to this report for Carnes Hill Aquatic Recreation Precinct 3 - Option 2H and 2J includes the following and as per sketches provided below:

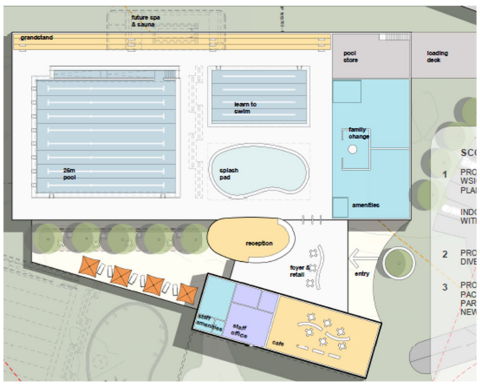
Option 2H

- Site preparation and Earthworks
- Facilities:
    - 25m 8-lane pool
    - Indoor learn to swim pool, Indoor splash pad with water features, Indoor pool store, Family change and amenities, and Plant room
    - Reception, Foyer and retail
    - Staff amenities and office
    - Café or kiosk
- External carpark pavement, Entry, Loading dock, and Landscaping work
- External services within the work extent

Option 2J

- Site preparation and Earthworks
- Facilities:
    - 50m outdoor pool, Outdoor seats
    - Indoor learn to swim pool, Indoor leisure pool with water features, Indoor pool store, Family change and amenities, and Plant Room
    - Sauna and Steam room
    - Reception, Foyer and retail
    - Staff amenities and office
    - Gymnasium
    - Café or kiosk
- External carpark pavement, Entry, Loading dock, and landscaping work
- External services within the work extent

Option 2H



Option 2J

This report will outline:

- Review of Supplied Cost Plan Option 2H & 2J dated 02nd July 2024
- Our own independent cost plans for
    - 25m 8-land pool (Option 2H) with gymnasium
    - 25m 8-land pool (Option 2H) without gymnasium
    - 50m outdoor pool (Option 2J) with gymnasium
    - 50m outdoor pool (Option 2J) without gymnasium

2. EXECUTIVE SUMMARY

In undertaking our review of the supplied cost plans, independent cost estimates, have been completed for the proposed Aquatic Centre Stage 3 precinct work Option 2H and Option 2J – refer section 4 of the report for detailed cost summary.

The outcome of this review indicates that Bluestone estimates are considered low. Additionally, we have identified certain required works have not been allowed in the estimates provided. Please refer executive cost summary below for comparision:

	EXECUTIVE COST SUMMARY	TOTAL CONSTRUCTION COST	TOTAL DEVELOPMENT COST WITHOUT CONTINGENCY	TOTAL ESTIMATED DEVELOPMENT COST
1	WICR FUNDING DEED	$ 33,349,482	$ 42,882,885	**$ 53,397,417**
2	BLUESTONE COST PLAN 2H (Without Gymnasium)	$ 39,021,080	$ 45,969,980	**$ 52,798,151**
3	BLUESTONE COST PLAN 2J (With Gymnasium)	$ 44,227,022	$ 52,103,000	**$ 59,842,142**
4	TCUBED COST PLAN 2H (Without Gymnasium)	$ 39,707,653	$ 49,238,896	**$ 57,554,262**
5	TCUBED COST PLAN 2H (With Gymnasium)	$ 47,264,213	$ 58,662,773	**$ 68,766,757**
6	TCUBED COST PLAN 2J (Without Gymnasium)	$ 40,009,452	$ 49,817,478	**$ 58,397,963**
7	TCUBED COST PLAN 2J (With Gymnasium)	$ 47,399,728	$ 58,827,998	**$ 68,960,441**

Both cost plan 2H and 2J options without gymnasium exceed the budget outlined in the WICR funding deed (Deed) dated 22 November 2023. In order to meet the budget, we recommend below:

- Shift the building towards south-west to avoid major retaining wall, and services diversion work,
- Revise and reduce proposed building areas such as plant rooms, staff building, and foyer area to better fit the budget constraints.

Key findings for both cost plan options are as followed, and please refer to section 3 for detailed cost comparison breakdown:

<u>Cost Plan 2H (without Gymnasium)</u>

- Overall supplied cost plan is considered 9% lower than expected.
- Allowances for facilities in the supplied cost plan are considered slightly high with some minor scope items to be removed.
- Some scope items for site preparation, external work and services, e.g., retaining wall construction, contaminated materials management, loose furniture, and hardstand pavement for services, etc, have not been allowed in the supplied cost plan.

Cost Plan 2J (with Gymnasium)

- Overall the supplied cost plan is considered 19% lower than anticipated.
- Outdoor pool work allownace is considered 21% lower considering external pool deck, pool work, plant and equipment required. Detailed price breakdown is required for further evaluation.
- Allowance for Gymnasium buliding is considered 8% higher overall. As there are no detailed price breakdown available, it could be due to differences in assumed building height, finishes scheme, which is recommended to be further clarified with architect, and consultant.
- Similar to cost plan option 2H, certain scope items related to site preparation, external work and services have not been considered.

3. COST PLAN REVIEW

Option 2H(Without Gymnasium)

OPTION 2H without Gymnasium		DEED	BLUE STONE COST PLAN	TCUBED COST PLAN	VARIANCE
Ref	**Description**	**$**	**$**	**$**	**$ Difference Tcubed - Bluestone**
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 7,575,290	$ 7,685,352	$110,062
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 608,790	$ 1,385,100	$776,310
3	HARD LANDSCAPING	$ 722,000	$ 1,594,250	$ 1,664,248	$69,998
4	SOFT LANDSCAPING	$ 703,000	$ 150,000	$ 333,153	$183,153
5	SIGNAGE	$ 10,000	$ 20,000	$ 45,000	$25,000
6	**FACILITIES**	**$ 26,130,300**	**$ 28,022,750**	**$ 27,265,800**	**-$756,950**
6.01	AQUATICS - INDOOR		$ 25,510,350	$ 25,116,800	-$393,550
6.02	OUTDOOR		$ 128,000	$ 194,800	$66,800
6.03	CAFE/STAFF BUILDING		$ 2,384,400	$ 1,954,200	-$430,200
6.04	GYMNASIUM		EXCL.	EXCL.	$0
7	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,050,000	$ 1,329,000	$279,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 39,021,080**	**$ 39,707,653**	**$686,573**
10	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	EXCL.	$ 850,000	$850,000
11	PROFESSIONAL FEES	$ 2,358,026	$ 5,262,274	$ 3,959,698	-$708,621
12	AUTHORITY FEES	$ 404,233		$ 593,955	
14	PROJECT MANAGMENT & ADMIN	$ 2,833,740	EXCL.	$ 1,583,879	$1,583,879
13	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 1,686,626	$ 2,543,710	$857,084
B	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 42,882,885**	**$ 45,969,980**	**$ 49,238,896**	**$3,268,916**
8	DESIGN CONTINGENCY	$ 10,514,532	$ 3,144,579	$ 4,355,668	$1,211,089
9	CONSTRUCTION CONTINGENCY		$ 3,683,592	$ 3,959,698	$276,106
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 52,798,151**	**$ 57,554,262**	**$4,756,111**

Colour Key: HIGH LOW

Demolition and Earthworks

- Supplied cost plan made no allowances for tree removal, construction of retaining walls (northern), and contaminated soil management.

Facilities

- Overall, rates allowance appeared reasonable for facilities work.
- Supplied cost plan allowed Indoor leisure pool (210m2) in lieu of splash pad (143m2) as provided in the area schedule by BHA architects.
- Supplied cost plan has allowed for Gymnastic equipment store area (92m2) where there is no gymnasium work involved with this option. Allowance of $410,000 can be removed.

Hard Landscaping & Soft Landscaping

- Carpark work is considered reasonable, however supplied cost plan made no allowance for hardstands required to services equipment, and public art which have been added on our cost plans.
- Soft landscaping allowances are considered low for the design intent.
- Service diversion work is considered low for recycled water running underneath Gymnasium building assuming it is required to be completed at this stage for future work, however, it is to be confirmed whether it is required.

Others

- No allownaces are made for loose furniture, AV equipment,and IT equipment, which have been added in our cost plans.
- Escalation - 4% is considered low assuming construction commencement in Sept 2025.
- No allowances were made for project management and administration work, which has been added.
- Contingency allowance is considered low at early concept design development stage.

Option 2J (With Gymnasium)

OPTION 2J with Gymnasium		DEED	BLUE STONE COST PLAN	TCUBED COST PLAN	VARIANCE
Ref	**Description**	**$**	**$**	**$**	**$ Difference Tcubed - Bluestone**
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 8,585,937	$ 9,174,141	$588,204
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 763,425	$ 1,437,100	$673,675
3	HARD LANDSCAPING	$ 722,000	$ 1,594,250	$ 1,664,248	$69,998
4	SOFT LANDSCAPING	$ 703,000	$ 150,000	$ 334,939	$184,939
5	SIGNAGE	$ 10,000	$ 20,000	$ 45,000	$25,000
6	**FACILITIES**	**$ 26,130,300**	**$ 32,063,410**	**$ 33,415,300**	**$1,351,890**
6.01	AQUATICS - INDOOR	$ -	$ 16,110,650	$ 16,597,200	$486,550
6.02	AQUATICS - OUTDOOR	$ -	$ 7,360,760	$ 8,929,700	$1,568,940
6.03	CAFE/STAFF BUILDING	$ -	INCL BELOW	INCL BELOW	
6.04	GYMNASIUM	$ -	$ 8,592,000	$ 7,888,400	-$703,600
7	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,050,000	$ 1,329,000	$279,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 44,227,022**	**$ 47,399,728**	**$3,172,706**
10	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	EXCL.	$ 850,000	$850,000
11	PROFESSIONAL FEES	$ 2,358,026	$ 5,964,333	$ 4,824,973	-$415,614
12	AUTHORITY FEES	$ 404,233		$ 723,746	
14	PROJECT MANAGMENT & ADMIN	$ 2,833,740	EXCL.	$ 1,929,989	$1,929,989
13	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 1,911,645	$ 3,099,562	$1,187,917
B	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 42,882,885**	**$ 52,103,000**	**$ 58,827,998**	**$6,724,998**
8	DESIGN CONTINGENCY	$ 10,514,532	$ 3,564,109	$ 5,307,470	$1,743,361
9	CONSTRUCTION CONTINGENCY		$ 4,175,033	$ 4,824,973	$649,940
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 59,842,142**	**$ 68,960,441**	**$9,118,299**

Colour Key: HIGH LOW

Demolition and Earthworks

- Supplied cost plan made no allowances for tree removal, construction of retaining walls (eastern), and disposal of contaminated materials.

Facilities

- Outdoor pool allowance in the supplied cost plan is considered low (21%) considering pool concourse, plant and equipment required.
- The rate allowed for Gymnasium and Café/ Staff building is considered high 8% overall which could be due to to difference in assumed building height, finishes scheme, etc. Detailed breakdown is required to further assess and clarify.

Hard Landscaping & Soft Landscaping

- Carpark work is considered reasonable, however supplied cost plan made no allowance for hardstands required to services equipment, and public art which have been added on our cost plans.
- Soft landscaping allowances are considered low for the design intent.
- Service diversion work is considered low for recycled water running underneath Gymnasium building assuming it is required to be completed at this stage for future work, however, it is to be confirmed whether it is required.

Others

- No allownaces are made for loose furniture, AV equipment,and IT equipment, which have been added in our cost plans.
- Escalation - 4% is considered low assuming construction commencement in Sept 2025.
- No allowances were made for project management and administration work, which has been added.
- Contingency allowance is considered low at early concept design development stage.

4. INDEPENDENT COST PLANS

4.1 COST SUMMARY

The following table provides the cost summary of the cost plan prepared for 2H and 2J options. Please refer to appendicies for the full breakdown of the cost estimate.

	Description	DEED BUDGET	OPTION 2H without Gymnasium Total ($ Excl GST)	OPTION 2H with Gymnasium Total ($ Excl GST)	OPTION 2J without Gymnasium Total ($ Excl GST)	OPTION 2J with Gymnasium Total ($ Excl GST)
	AQUATIC CENTRE					
1	PRELIMINARIES & MARGINS	$ 3,062,371	$ 7,685,352	$ 9,147,912	$ 7,743,765	$ 9,174,141
2	DEMOLITION WORK & SITE PREPARATION	$ 860,500	$ 1,385,100	$ 1,385,100	$ 1,437,100	$ 1,437,100
3	HARD LANDSCAPING	$ 722,000	$ 1,664,248	$ 1,664,248	$ 1,664,248	$ 1,664,248
4	SOFT LANDSCAPING	$ 703,000	$ 333,153	$ 333,153	$ 334,939	$ 334,939
5	SIGNAGE	$ 10,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
	FACILITIES	$ 26,130,300	$ 27,265,800	$ 33,359,800	$ 27,455,400	$ 33,415,300
6	AQUATICS - INDOOR		$ 25,116,800	$ 25,116,800	$ 16,597,200	$ 16,597,200
7	OUTDOOR/AQUATICS		$ 194,800	$ 194,800	$ 8,929,700	$ 8,929,700
8	CAFE/STAFF BUILDING		$ 1,954,200	$ 1,954,200	$ 1,928,500	$ 1,928,500
9	GYMNASIUM		EXCL.	$ 6,094,000	EXCL.	$ 5,959,900
10	SITE SERVICES INFRASTRUCTURE	$ 1,861,311	$ 1,329,000	$ 1,329,000	$ 1,329,000	$ 1,329,000
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 33,349,482**	**$ 39,707,653**	**$ 47,264,213**	**$ 40,009,452**	**$ 47,399,728**
17	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 336,600	$ 850,000	$ 850,000	$ 850,000	$ 850,000
12	PROFESSIONAL FEES	$ 2,358,026	$ 3,959,698	$ 4,811,421	$ 4,085,945	$ 4,824,973
13	AUTHORITY FEES	$ 404,233	$ 593,955	$ 721,713	$ 612,892	$ 723,746
11	PROJECT MANAGMENT & ADMIN	$ 2,833,740	$ 1,583,879	$ 1,924,568	$ 1,634,378	$ 1,929,989
14	ESCALATION (assume construction commencement Sept 2025)	$ 3,600,804	$ 2,543,710	$ 3,090,857	$ 2,624,811	$ 3,099,562
B	**TOTAL ESTIMATED DEVELOPMENT COST without CONTINGENCY EXCL GST**	**$ 42,882,885**	**$ 49,238,896**	**$ 58,662,773**	**$ 49,817,478**	**$ 58,827,998**
15	DESIGN CONTINGENCY	$ 10,514,532	$ 4,355,668	$ 5,292,563	$ 4,494,540	$ 5,307,470
16	CONSTRUCTION CONTINGENCY		$ 3,959,698	$ 4,811,421	$ 4,085,945	$ 4,824,973
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 53,397,417**	**$ 57,554,262**	**$ 68,766,757**	**$ 58,397,963**	**$ 68,960,441**

This estimate has been prepared using the documents referenced in Section 4.3 of this report and should be considered indicative only until costs can be confirmed by further design, investigations, and market pricing.

OPTION 2H (WITHOUT GYMNASIUM)

	CONCEPT OPTION 2H (WITHOUT GYMNASIUM)		Analysis		
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE without Gymnasium				
1	PRELIMINARIES & MARGINS	$ 7,685,352	24	%	$ 32,022,300
2	DEMOLITION WORK & SITE PREPARATION	$ 1,385,100	13,023	m2	$ 106
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 333,153	4,537	m2	$ 73
5	SIGNAGE	$ 45,000	9,598	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 25,116,800	3,806	m2	$ 6,599
7	OUTDOOR	$ 194,800	395	m2	$ 493
8	CAFE/STAFF BUILDING	$ 1,954,200	317	m2	$ 6,165
9	GYMNASIUM	EXCL			
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	9,598	m2	$ 138
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 39,707,653**	**4,337**	**m2**	**$ 9,156**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 3,959,698	10.00	%	$ 39,596,983
13	AUTHORITY FEES	$ 593,955	1.50	%	$ 39,596,983
14	PROJECT MANAGMENT & ADMIN	$ 1,583,879	4.00	%	$ 39,596,983
15	ESCALATION (assume construction commencement Sept 2025)	$ 2,543,710	5.84	%	$ 43,556,682
16	DESIGN CONTINGENCY	$ 4,355,668	10.00	%	$ 43,556,682
17	CONSTRUCTION CONTINGENCY	$ 3,959,698	10.00	%	$ 39,596,983
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 57,554,262**	**4,337**	**m2**	**$ 13,271**

OPTION 2H (WITH GYMNASIUM)

	CONCEPT OPTION 2H (WITH GYMNASIUM)			Analysis	
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE with Gymnasium				
1	PRELIMINARIES & MARGINS	$ 9,147,912	24	%	$ 38,116,300
2	DEMOLITION WORK & SITE PREPARATION	$ 1,385,100	13,023	m2	$ 106
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 333,153	3,712	m2	$ 90
5	SIGNAGE	$ 45,000	8,773	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 25,116,800	3,806	m2	$ 6,599
7	OUTDOOR	$ 194,800	395	m2	$ 493
8	CAFE/STAFF BUILDING	$ 1,954,200	317	m2	$ 6,165
9	GYMNASIUM	$ 6,094,000	1,232	m2	$ 4,946
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	8,773	m2	$ 151
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 47,264,213**	**5,569**	**m2**	**$ 8,487**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,811,421	10.00	%	$ 48,114,212
13	AUTHORITY FEES	$ 721,713	1.50	%	$ 48,114,212
14	PROJECT MANAGMENT & ADMIN	$ 1,924,568	4.00	%	$ 48,114,212
15	ESCALATION (assume construction commencement Sept 2025)	$ 3,090,857	5.84	%	$ 52,925,633
16	DESIGN CONTINGENCY	$ 5,292,563	10.00	%	$ 52,925,633
17	CONSTRUCTION CONTINGENCY	$ 4,811,421	10.00	%	$ 48,114,212
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 68,766,757**	**5,569**	**m2**	**$ 12,348**

OPTION 2J (WITHOUT GYMNASIUM)

	CONCEPT OPTION 2J (WITHOUT GYMNASIUM)		Analysis		
	Description	Total ($ Excl GST)	Qty	Unit	$/Unit
	AQUATIC CENTRE without Gymnasium				
1	PRELIMINARIES & MARGINS	$ 7,743,765	24	%	$ 32,265,688
2	DEMOLITION WORK & SITE PREPARATION	$ 1,437,100	14,501	m2	$ 99
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 334,939	4,739	m2	$ 71
5	SIGNAGE	$ 45,000	9,801	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 16,597,200	2,790	m2	$ 5,949
7	AQUATICS - OUTDOOR	$ 8,929,700	2,674	m2	$ 3,339
8	CAFE/STAFF BUILDING	$ 1,928,500	317	m2	$ 6,084
9	GYMNASIUM	EXCL			
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	9,801	m2	$ 136
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 40,009,452**	**3,335**	**m2**	**$ 11,997**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,085,945	10.00	%	$ 40,859,451
13	AUTHORITY FEES	$ 612,892	1.50	%	$ 40,859,451
14	PROJECT MANAGMENT & ADMIN	$ 1,634,378	4.00	%	$ 40,859,451
15	ESCALATION (assume construction commencement Sept 2025)	$ 2,624,811	5.84	%	$ 44,945,397
16	DESIGN CONTINGENCY	$ 4,494,540	10.00	%	$ 44,945,397
17	CONSTRUCTION CONTINGENCY	$ 4,085,945	10.00	%	$ 40,859,451
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 58,397,963**	**3,335**	**m2**	**$ 17,511**

OPTION 2J (WITH GYMNASIUM)

	CONCEPT OPTION 2J (WITH GYMNASIUM) Description	Total ($ Excl GST)	Analysis Qty	Unit	$/Unit
	AQUATIC CENTRE with Gymnasium				
1	PRELIMINARIES & MARGINS	$ 9,174,141	24	%	$ 38,225,588
2	DEMOLITION WORK & SITE PREPARATION	$ 1,437,100	14,501	m2	$ 99
3	HARD LANDSCAPING	$ 1,664,248	5,062	m2	$ 329
4	SOFT LANDSCAPING	$ 334,939	3,915	m2	$ 86
5	SIGNAGE	$ 45,000	8,977	m2	$ 5
	FACILITIES				
6	AQUATICS - INDOOR	$ 16,597,200	2,790	m2	$ 5,949
7	AQUATICS - OUTDOOR	$ 8,929,700	2,674	m2	$ 3,339
8	CAFE/STAFF BUILDING	$ 1,928,500	317	m2	$ 6,084
9	GYMNASIUM	$ 5,959,900	1,232	m2	$ 4,838
10	SITE SERVICES INFRASTRUCTURE	$ 1,329,000	8,977	m2	$ 148
A	**TOTAL ESTIMATED CONSTRUCTION COST EXCL GST**	**$ 47,399,728**	**4,566**	**m2**	**$ 10,381**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	$ 850,000	1	Item	$ 850,000
12	PROFESSIONAL FEES	$ 4,824,973	10.00	%	$ 48,249,727
13	AUTHORITY FEES	$ 723,746	1.50	%	$ 48,249,727
14	PROJECT MANAGMENT & ADMIN	$ 1,929,989	4.00	%	$ 48,249,727
15	ESCALATION (assume construction commencement Sept 2025)	$ 3,099,562	5.84	%	$ 53,074,700
16	DESIGN CONTINGENCY	$ 5,307,470	10.00	%	$ 53,074,700
17	CONSTRUCTION CONTINGENCY	$ 4,824,973	10.00	%	$ 48,249,727
C	**TOTAL ESTIMATED DEVELOPMENT COST EXCL GST**	**$ 68,960,441**	**4,566**	**m2**	**$ 15,103**

This concept estimates have been prepared using below scope provided, and the documents referenced in Section 4.3 of this report. It should be considered indicative only until costs can be confirmed by further design, investigations, and market pricing.

4.2 AREA SCHEDULE

AREA SCHEDULE				
	OPTION 2H (with Gymnasium)	**OPTION 2H (without Gymnasium)**	**OPTION 2J (with Gymnasium)**	**OPTION 2J (without Gymnasium)**
Description	**Area m2**	**Area m2**	**Area m2**	**Area m2**
FECA				
AQUATIC FACILITIES - INDOOR	1,934	1,934	933	933
PLANT	965	965	965	965
STORAGE	228	228	228	228
POOL AMENITIES	349	349	349	349
FOYER AND RECEPTION	314	314	314	314
STAFF/CAFÉ BUILDING	318	318	317	317
GYMNASTICS FACILITIES	1,232	EXCL.	1,232	EXCL.
GYMNASTICS AMENITIES	INCL.	EXCL.	INCL.	EXCL.
Subtotal - FECA	**5,340**	**4,108**	**4,338**	**3,106**
UCA				
ENTRY	106	106	106	106
LOADING DOCK	123	123	123	123
TOTAL GFA	**5,569**	**4,337**	**4,567**	**3,335**
EXTERNAL				
OUTDOOR/ OUTDOOR AQUATICS	395	395	2,673	2,673
CARPARK	4,833	4,833	4,833	4,833
Total	**10,797**	**9,565**	**12,073**	**10,841**

Above areas have been adopted for our independent cost plan purpose as per area schedule provided.

4.3 DOCUMENTS USED

We note the following information used in the preparation of this cost estimate:

Drawings & Reports:

- MP000 - MASTERPLAN PRECINCT WORK PLAN
- MP001 - MASTERPLAN PRECINCT 2 PLAN
- MP002 - MASTERPLAN PRECINCT 3 PLAN
- MP114 - SCHEMATIC PLAN OPTION 2H
- MP115 - SCHEMATIC PLAN OPTION 2J
- Blue Stone Management Cost Plan No.1 (Rev2) dated on 02nd July 2024
- Area Schedule - 24002 Carnes Hill Aquatics and Recreational Centre SOA V5 02.07.24
- 00 Masterplan Options Schedule 09.07.24 Draft
- Deed Budget Breakdown and Requested Adjustments

4.4 ASSUMPTIONS & EXCLUSIONS

Demolition and Site Preparation

- No allowance made for the removal and disposal of asbestos materials from existing site structures.
- Assume minor levelling is required to new proposed facilities, and external hard scaped work.
- No allowance has been made for excavation in rock.
- Assume 3m high retaining wall (along Cowpasture road) to eastern side of the Aquatic centre
- Remediation work has been allowed as provisional sum of $180,000.

Facilities

- Assume 25m Pool indoor aquatic centre for Option 2H is 8m tall building and assume indoor aquatic centre for Option 2J is 7m high.
- Assume Gymnastic building is double height (7m High) with an upper floor for Viewing Gallery/ Lounge/ Community with stair and lift access.
- Assume Indoor pool store is double storey with stair access.

External Work

- No allowance has been made for covered walkway linking different facilities.
- No roundabout and slip laneway have been allowed.
- No allowances have been made for access roadwork as it is assumed to be completed as part of Precinct 2 work.
- No allowances have been made for fences or the like.

Services Infrastructure

- Allowance has been made for 100kW solar PV system. No allowances have been made for solar PV batteries.
- No allowances have been made for rainwater harvesting tank.
- Allowances have been made for external lighting, and CCTV system across the proposed hard scaped paved area only with assumption of 1 in 500m2.
- No allowances have been made for undergrounding work of 33kV endeavour energy electricity main.
- Allowances has been made for minor recycled water diversion at this cost plan, however, no allowances have been made for diversion of sewer running through the site.

Specific Inclusions

- Contractor's preliminaries and margins at 24% of trade cost.
- Design contingency at 10% of Design and Construction cost, and Construction contingency at 10% of Construction cost.

- Professional fees at 10% of construction cost.
- Authority fees at 1.5% of construction cost, which is to be investigated and confirmed with planner, and associated consultants.
- Escalation – assume construction commencement of September 2025.
- Project Management and Administration cost at 4% of construction cost

General Exclusions

The following have been excluded from this cost plan;

1. Staging Costs
2. Temporary works
3. Legal fees
4. Solar PV batteries
5. Electric Vehicle Charging & associated work.
6. Green star requirements
7. All works outside boundary (e.g. roadworks, public domain landscaping and paths, public utility works, etc), unless otherwise noted.
8. No risk allowances have been made to account for the current uncertainty in the construction market due to covid-19, e.g. unavailability of trades or materials, shortage of staff, lack of competitive trade pricing received, increased freight costs, etc.
9. GST.

APPENDIX A – TCUBED INDEPENDENT COST PLANS

OPTION 2H (WITH GYMNASIUM)

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

SUMMARY

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
	COST PLAN - AQUATIC CENTRE OPTION 2H with Gymnasium						
1	PRELIMINARIES & MARGINS	24	%	38,116,300	9,147,912		9,147,912
2	DEMOLITION WORK & SITE PREPARATION	13,023	m2	106	1,385,100		1,385,100
3	HARD LANDSCAPING	5,062	m2	329	1,664,248		1,664,248
4	SOFT LANDSCAPING	3,712	m2	90	333,153		333,153
5	SIGNAGE	8,773	m2	5	45,000		45,000
	FACILITIES						
6	AQUATICS - INDOOR	3,806	m2	6,599	25,116,800		25,116,800
7	OUTDOOR	395	m2	493	194,800		194,800
8	CAFE/STAFF BUILDING	317	m2	6,165	1,954,200		1,954,200
9	GYMNASIUM	1,232	m2	4,946	6,094,000		6,094,000
10	SITE SERVICES INFRASTRUCTURE	8,773	m2	151	1,329,000		1,329,000
	TOTAL ESTIMATED CONSTRUCTION COST EXCL GST	**5,569**	**m2**	**8,487**	**47,264,212**		**47,264,212**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	1	Item	850,000	850,000		850,000
12	PROFESSIONAL FEES	10	%	48,114,212	4,811,421		4,811,421
13	AUTHORITY FEES	1.50	%	48,114,212	721,713		721,713
14	PROJECT MANAGMENT & ADMIN	4	%	48,114,212	1,924,568		1,924,568
15	ESCALATION (assume construction commencement Sept 2025)	5.84	%	52,925,633	3,090,857		3,090,857
16	DESIGN CONTINGENCY	10.00	%	52,925,633	5,292,563		5,292,563
17	CONSTRUCTION CONTINGENCY	10.00	%	48,114,212	4,811,421		4,811,421
	TOTAL ESTIMATED DEVELOPMENT COST EXCL GST	**5,569**	**m2**	**12,348**	**68,766,757**		**68,766,757**

68,766,757

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2	**DEMOLITION WORK & SITE PREPARATION**						
	DEMOLITION						
2.1	Allow for tree removal (Assume 20 trees)	1	item	20,000.00	20,000		20,000
2.2	Capping of underground services - if required	1	Pcsum	50,000.00	50,000		50,000
2.3	Allow for removal of existing fence	1	item	4,800.00	4,800		4,800
	Retain and Protect						
2.4	Allow for Environmental Protection Works; incl. retaining and protecting trees	1	item	50,000.00	50,000		50,000
	SITE PREPARATION						
2.5	Site Clearance - Strip turf and topsoil and remove from site.	13,023	m2	12.00	156,276		156,276
	Bulk Earthworks						
2.6	Allow to cut and fill for building areas (Facilities) to retaining walls	5,793	m2	45.00	260,685		260,685
2.7	Allow to cut and fill for Carpark, and other pavement area.	4,833	m2	25.00	120,825		120,825
2.8	Contaminated soil management per LCC memo incl. AoC1 manage illegal stockpiles (140m3), AoC1 manage contamined fill (200m2), AoC2 manage asbestos hotspot (16m2), AoC3 asbestos soil (4m2 + 6m2)	1.00	item	180,000.00	180,000		180,000
2.9	Allow for Imported fill to backfill over excavation as capping layer	1.00	item	37,500.00	37,500		37,500
	RETAINING WALLS						
2.10	Allow for retaining walls to eastern side of facilites [3mH] including battering and footings	1	Item	504,952.80	504,953		504,953
	DEMOLITION WORK & SITE PREPARATION TOTAL						**1,385,100**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3	**HARD LANDSCAPING**						
	Carpark - Ground Level Only						
3.1	Allow for on grade carpark - assume asphalt	4,833	m2	153.00	739,449		739,449
3.2	Linemarking, kerb, and other metalwork including fixtures required.	1	Item	363,000.00	363,000		363,000
3.3	Ramp and stair access	1	Item	85,000.00	85,000		85,000
3.4	Access Slip Road - assume as part of Precinct 2 work.				EXCL		EXCL
3.5	pavement - asphalt	2,528	m2	153.00	386,784		EXCL
3.6	Kerb linemarking	1	Item	189,000.00	189,000		EXCL
3.7	crossover and drainage work	1	Item	148,744.25	148,744		EXCL
	Others						
3.8	Hardstands for plant equipment, substations, boosters etc.	1	Item	100,000.00	100,000		100,000
	Loading Dock						
3.9	Loading dock and associated works with no awning.	123	m2	875.60	107,699		107,699
	Entry						
3.10	Allowed for entry area with partial awning.	106.00	m2	770.00	81,620		81,620
	Artwork						
3.11	Public Art	1.00	Item	100,000.00	100,000.00		100,000
	External concrete concourse						
3.12	External concrete concourse structure, floor finishes, and services				INCL ELSEWHERE		0
3.13	Allow for umbrellas	4	no	7,220.00	28,880		28,880
3.14	External furniture	1	Item	48,600.00	48,600		48,600
3.15	Allow for drinking fountains	1	Item	10,000.00	10,000		10,000
	HARD LANDSCAPING TOTAL						**1,664,248**
4	**SOFT LANDSCAPING**						
	SOFT LANDSCAPING						
4.1	Gardens - Allow to make good disturbed areas [adj aquatic centre only]	3,712	m2	8.00	29,696		29,696
4.2	Landscaping work - turfing	2,713	m2	45.00	122,085		122,085
4.3	Circular planter	1	item	20,900.00	20,900		20,900
4.4	Allow for trees planting	22	No	5,917.50	130,185		130,185
4.5	Landscaping Maintenance part of landscaping contract - 12months	1	Item	30,286.60	30,287		30,287
	SOFT LANDSCAPING TOTAL						**333,153**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
5	**SIGNAGE**						
5.1	Allow for signage	1	Item	45,000.00	45,000		45,000
	SIGNAGE TOTAL						**45,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
6	**AQUATICS - INDOOR**						
	Aquatic Indoor comprises Indoor 25m pool, Indoor learn-to-swim pool, Indoor splash pad, Indoor grandstand, Indoor pool storage, Change room, Entry, Foyer & Retail, Reception, Plant room		Note				
6.1	SUBSTRUCTURE incl Piling and topping slab	3,209	m2	550.00	1,764,950		1,764,950
6.2	COLUMNS	3,806	m2	140.00	532,840		532,840
6.3	UPPER FLOORS	597	m2	550	328,350		328,350
6.4	STAIRCASES	597	m2	99.66	59,500		59,500
6.5	ROOF (Considering Green star requirement)	3,209	m2	1,050.00	3,369,450		3,369,450
6.6	EXTERNAL WALLS [8mH]	2,323	m2	1,800.00	4,181,400		4,181,400
6.7	WINDOWS	3,209	m2		INCL		0
6.8	EXTERNAL DOORS	3,209	m2		INCL		0
6.9	INTERNAL WALLS	2,417	m2	402.50	972,843		972,843
6.10	INTERNAL SCREENS	3,806	m2	28.00	106,568		106,568
6.11	INTERNAL DOORS	3,806	m2	20.00	76,120		76,120
6.12	WALL FINISHES	3,806	m2	210.00	799,260		799,260
6.13	FLOOR FINISHES	3,806	m2	134.13	510,508		510,508
6.14	CEILING FINISHES	3,806	m2	200.00	761,200		761,200
6.15	FITMENTS INCL SEATING	3,806	m2	296.64	1,129,000		1,129,000
6.16	SPECIAL EQUIPMENT	3,806	m2		EXCL		0
6.17	HYDRAULICS	3,806	m2	332.97	1,267,300		1,267,300
6.18	MECHANICAL	3,806	m2	595.65	2,267,060		2,267,060
6.19	FIRE PROTECTION	3,806	m2	63.75	242,633		242,633
6.20	ELECTRICAL	3,806	m2	520.00	1,979,120		1,979,120
6.21	VERTICAL TRANSPORTATION	3,806	m2	0.00	NIL		0
	SUBTOTAL	**3,806**	**m2**	**5,346.32**	**20,348,101**		**20,348,101**
	INDOOR POOLS & ASSOCIATED WORK						
6.22	25m Pool	625	m2	4,100.00	2,562,500		2,562,500
6.23	Learn To Swim Pool	198	m2	3,700.00	732,600		732,600
6.24	Splash pad with water features	143	m2	6,800.00	972,400		972,400
6.25	BUILDER'S WORK IN CONNECTION	5	%	10,023,613	501,181		501,181
6.26	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
6.27	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - INDOOR TOTAL						**25,116,800**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
7	**OUTDOOR**						
	Outdoor - External concrete concourse only		Note				
7.1	SUBSTRUCTURE	395	m2	223.09	88,119		88,119
7.2	FLOOR FINISHES - TILING	395	m2	195.00	77,025		77,025
7.3	FITMENTS - included in "External Work"	395	m2		INCL		0
7.4	HYDRAULICS - Stormwater	395	m2	35.00	13,825		13,825
7.5	ELECTRICAL - assume fixed to building facade	395	m2	40.00	15,800		15,800
	OUTDOOR TOTAL						**194,800**
8	**CAFE/STAFF BUILDING**						
8.1	SUBSTRUCTURE	320	m2	370.00	118,400		118,400
8.2	COLUMNS	320	m2	75.00	24,000		24,000
8.3	UPPER FLOORS	320	m2		NIL		0
8.4	STAIRCASES	320	m2		NIL		0
8.5	ROOF	320	m2	700.00	224,000		224,000
8.6	EXTERNAL WALLS - 4.5mH	357	m2	1,300.00	464,100		464,100
8.7	WINDOWS	320	m2		INCL		0
8.8	EXTERNAL DOORS	320	m2		INCL		0
8.9	INTERNAL WALLS	250	m2	405.00	101,250		101,250
8.10	INTERNAL SCREENS	320	m2	35.00	11,200		11,200
8.11	INTERNAL DOORS	320	m2	65.00	20,800		20,800
8.12	WALL FINISHES	320	m2	170.00	54,400		54,400
8.13	FLOOR FINISHES	320	m2	250.00	80,000		80,000
8.14	CEILING FINISHES	320	m2	150.00	48,000		48,000
8.15	FITMENTS	320	m2	468.75	150,000		150,000
8.16	SPECIAL EQUIPMENT (KITCHEN EQUIPMENT)	320	m2	625.00	200,000		200,000
8.17	HYDRAULICS	320	m2	350.00	112,000		112,000
8.18	MECHANICAL	320	m2	506.25	162,000		162,000
8.19	FIRE PROTECTION	320	m2	120.00	38,400		38,400
8.20	ELECTRICAL	320	m2	400.00	128,000		128,000
8.21	VERTICAL TRANSPORTATION	320	m2		NIL		0
8.22	BUILDER'S WORK IN CONNECTION	4	%	440,400.00	17,616		17,616
8.23	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
8.24	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	Exclusion						
	Loose Furniture		Excl				
	CAFE/STAFF BUILDING TOTAL						**1,954,200**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9	**GYMNASIUM**						
	Single Storey		Note				
9.1	SUBSTRUCTURE incl Piling	944	m2	370	349,280		349,280
9.2	COLUMNS	944	m2	150	141,600		141,600
9.3	UPPER FLOORS - MEZZANINE		m2	550	NIL		0
9.4	STAIRCASES		m.rise	5,800	NIL		0
9.5	ROOF	944	m2	982	927,008		927,008
9.6	EXTERNAL WALLS (7mH)	984	m2	1,100	1,082,400		1,082,400
9.7	WINDOWS		m2		INCL		0
9.8	EXTERNAL DOORS	944	m2	60	56,640		56,640
9.9	INTERNAL WALLS	944	m2	80	75,520		75,520
9.10	INTERNAL SCREENS	944	m2	15	14,160		14,160
9.11	INTERNAL DOORS	944	m2	18	16,992		16,992
9.12	WALL FINISHES	944	m2	220	207,680		207,680
9.13	FLOOR FINISHES - timber	944	m2	480	453,120		453,120
9.14	CEILING FINISHES	944	m2	250	236,000		236,000
9.15	FITMENTS	944	m2	180	169,920		169,920
9.16	SPECIAL EQUIPMENT	944	m2		EXCL		0
9.17	HYDRAULICS	944	m2	120	113,280		113,280
9.18	MECHANICAL	944	m2	360	339,840		339,840
9.19	FIRE PROTECTION	944	m2	45	42,480		42,480
9.20	ELECTRICAL	944	m2	350	330,400		330,400
9.21	VERTICAL TRANSPORTATION		m2		NIL		0
9.22	BUILDER'S WORK IN CONNECTION	5	%	826,000	41,300		41,300
9.23	EXTERNAL WORKS		m2		INCL		0
9.24	EXTERNAL SERVICES		m2		INCL		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Owner Operator Equipment - Gym Equipment		Excl				
	Loose Furniture		Excl				
	First Floor/Mezzanine - above staff/cafe area (Extra Over)		Note				
9.25	SUBSTRUCTURE incl Piling	0	m2		NIL		0
9.26	COLUMNS	288	m2	150	43,200	1.0600	45,792
9.27	UPPER FLOORS - MEZZANINE	288	m2	550	158,400	1.0600	167,904
9.28	STAIRCASES	288	m2	215	61,860	1.0600	65,572
9.29	ROOF	0	m2		NIL		0
9.30	EXTERNAL WALLS (2.5mH)	128	m2	1,300	166,400	1.0600	176,384
9.31	WINDOWS	288	m2		INCL		0
9.32	EXTERNAL DOORS	288	m2		INCL		0
9.33	INTERNAL WALLS	288	m2	280	80,640	1.0600	85,478

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9.34	INTERNAL SCREENS	288	m2	20	5,760	1.0600	6,106
9.35	INTERNAL DOORS	288	m2	80	23,040	1.0600	24,422
9.36	WALL FINISHES	288	m2	220	63,360	1.0600	67,162
9.37	FLOOR FINISHES - CARPET	288	m2	120	34,560	1.0600	36,634
9.38	CEILING FINISHES	288	m2	250	72,000	1.0600	76,320
9.39	FITMENTS	288	m2	1,110	319,600	1.0600	338,776
9.40	SPECIAL EQUIPMENT	0	m2		EXCL		0
9.41	HYDRAULICS	288	m2	100	28,800	1.0600	30,528
9.42	MECHANICAL	288	m2	350	100,800	1.0600	106,848
9.43	FIRE PROTECTION	288	m2	45	12,960	1.0600	13,738
9.44	ELECTRICAL	288	m2	250	72,000	1.0600	76,320
9.45	VERTICAL TRANSPORTATION - LIFT	1	Item	150,000	150,000	1.0600	159,000
9.46	BUILDER'S WORK IN CONNECTION	5	%	364,560	18,228	1.0600	19,322
9.47	EXTERNAL WORKS	288	m2		INCL		0
9.48	EXTERNAL SERVICES	288	m2		INCL		0
	GYMNASIUM TOTAL						**6,094,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2H

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
10	**SITE SERVICES INFRASTRUCTURE**						
	External Services						
10.1	Stormwater services to hardscaped areas (carpark, roadworks, etc) including all pits, filtration system, etc.	1	item	180,000	180,000.00		180,000
10.2	Rainwater tank (Provisional) - above ground	1	pcsum	30,000	30,000		30,000
10.3	External Light Poles incl structure and footings to hard scaped area only.	1	Item	130,000	130,000		130,000
10.4	CCTV throughout external carpark area	1	Item	60,000	60,000		60,000
10.5	Solar PV System - assume 100kW	1	Item	150,000	150,000		150,000
	Solar PV Batteries		Excl				
	EV charging unit		Excl				
	Rainwater Harvesting Tank		Excl				
	Services Connections						
10.6	Substation / Kiosk Upgrades including electricity connection, ASP1 design, local network connection and temporary Generator cutover. (Excl Feeder)	1	item	450,000	450,000		450,000
10.7	HV Power Lines moved underground	1	item		EXCLUDED		0
10.8	Fire hydrants, boosters etc	1	item	90,000	90,000		90,000
10.9	Sewer Connection	1	item	35,000	35,000		35,000
10.10	Water Connection	1	item	30,000	30,000		30,000
10.11	Comms Connection	1	item	25,000	25,000		25,000
	Generator		Excl				
	Services Diversions						
10.12	Sewer main diversion - 450mm assume not required.	1	Pcsum	0	EXCL		0
10.13	Recycled water diversion - 300mm	1	Pcsum	149,000	149,000		149,000
	SITE SERVICES INFRASTRUCTURE TOTAL						**1,329,000**
11	**CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT**						
11.1	LOOSE FF&E	1	pcsum	300,000.00	300,000		300,000
11.2	AUDIO VISUAL	1	pcsum	400,000.00	400,000		400,000
11.3	IT EQUIPMENT	1	pcsum	120,000.00	150,000		150,000
	CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT TOTAL						**850,000**

OPTION 2J (WITH GYMNASIUM)

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

SUMMARY

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
	COST PLAN - AQUATIC CENTRE OPTION 2J with Gymnasium						
1	PRELIMINARIES & MARGINS	24	%	38,225,587	9,174,141		9,174,141
2	DEMOLITION WORK & SITE PREPARATION	14,501	m2	99	1,437,100		1,437,100
3	HARD LANDSCAPING	5,062	m2	329	1,664,248		1,664,248
4	SOFT LANDSCAPING	3,915	m2	86	334,939		334,939
5	SIGNAGE	8,977	m2	5	45,000		45,000
	FACILITIES						
6	AQUATICS - INDOOR	2,790	m2	5,949	16,597,200		16,597,200
7	AQUATICS - OUTDOOR	2,674	m2	3,339	8,929,700		8,929,700
8	CAFE/STAFF BUILDING	317	m2	6,084	1,928,500		1,928,500
9	GYMNASIUM	1,232	m2	4,838	5,959,900		5,959,900
10	SITE SERVICES INFRASTRUCTURE	8,977	m2	148	1,329,000		1,329,000
	TOTAL ESTIMATED CONSTRUCTION COST EXCL GST	**4,566**	**m2**	**10,381**	**47,399,727**		**47,399,727**
11	CLIENT SUPPLY LOOSE FF&E incl IT/AV Equipment	1	Item	850,000	850,000		850,000
12	PROFESSIONAL FEES	10	%	48,249,727	4,824,973		4,824,973
13	AUTHORITY FEES	1.50	%	48,249,727	723,746		723,746
14	PROJECT MANAGMENT & ADMIN	4	%	48,249,727	1,929,989		1,929,989
15	ESCALATION (assume construction commencement Sept 2025)	5.84	%	53,074,700	3,099,562		3,099,562
16	DESIGN CONTINGENCY	10.00	%	53,074,700	5,307,470		5,307,470
17	CONSTRUCTION CONTINGENCY	10.00	%	48,249,727	4,824,973		4,824,973
	TOTAL ESTIMATED DEVELOPMENT COST EXCL GST	**4,566**	**m2**	**15,103**	**68,960,440**		**68,960,440**

68,960,440

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2	**DEMOLITION WORK & SITE PREPARATION**						
	DEMOLITION						
2.1	Allow for tree removal (Assume 20 trees)	1	item	20,000.00	20,000		20,000
2.2	Capping of underground services - if required	1	Pcsum	50,000.00	50,000		50,000
2.3	Allow for removal of existing fence	1	item	4,800.00	4,800		4,800
	Retain and Protect						
2.4	Allow for Environmental Protection Works; incl. retaining and protecting trees	1	item	50,000.00	50,000		50,000
	SITE PREPARATION						
2.5	Site Clearance - Strip turf and topsoil and remove from site.	14,501	m2	12.00	174,012		174,012
	Bulk Earthworks						
2.6	Allow to cut and fill for building areas (Facilities) to retaining walls	7,092	m2	45.00	319,140		319,140
2.7	Allow to cut and fill for Carpark, and other pavement area.	4,833	m2	20.00	96,660		96,660
2.8	Contaminated soil management per LCC memo incl. AoC1 manage illegal stockpiles (140m3), AoC1 manage contamined fill (200m2), AoC2 manage asbestos hotspot (16m2), AoC3 asbestos soil (4m2 + 6m2)	1.00	item	180,000.00	180,000		180,000
2.9	Allow for Imported fill to backfill over excavation as capping layer	1.00	item	37,500.00	37,500		37,500
	RETAINING WALLS						
2.10	Allow for retaining walls to eastern side of facilites [3mH]	1	Item	504,952.80	504,953		504,953
	DEMOLITION WORK & SITE PREPARATION TOTAL						**1,437,100**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3	**HARD LANDSCAPING**						
	Carpark - Ground Level Only						
3.1	Allow for on grade carpark - assume asphalt (allowed as indicated in the drawing)	4,833	m2	153.00	739,449		739,449
3.2	Linemarking, kerb, and other metalwork including fixtures required.	1	Item	363,000.00	363,000		363,000
3.3	Ramp and stair access to the carpark	1	Item	85,000.00	85,000		85,000
3.4	Access Slip Road - assume as part of Precinct 2 work.				EXCL		EXCL
3.5	pavement - asphalt	2,528	m2	153.00	386,784		EXCL
3.6	Kerb linemarking	1	Item	189,000.00	189,000		EXCL
3.7	crossover and drainage work	1	Item	148,744.25	148,744		EXCL
	Others						
3.8	Hardstands for plant equipment, substations, boosters etc.	1	Item	100,000.00	100,000		100,000
	Loading Dock						
3.9	Loading dock and associated works with no awning	123	m2	875.60	107,699		107,699
	Entry						
3.10	Allowed for entry area with partial awning	106	m2	770.00	81,620		81,620
	Artwork						
3.11	Public Art	1.00	Item	100,000.00	100,000.00		100,000
	External concrete concourse						
3.12	External concrete concourse structure, floor finishes, and services				INCL ELSEWHERE		0
3.13	Allow for umbrellas	4	no	7,220.00	28,880		28,880
3.14	External furniture	1	Item	48,600.00	48,600		48,600
3.15	Allow for drinking fountains	1	Item	10,000.00	10,000		10,000
	HARD LANDSCAPING TOTAL						**1,664,248**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
4	**SOFT LANDSCAPING**						
	SOFT LANDSCAPING						
4.1	Gardens - Allow to make good disturbed areas [adj aquatic centre only]	3,915	m2	8.00	31,320		31,320
4.2	Landscaping work - turfing	2,713	m2	45.00	122,085		122,085
4.3	Circular planter	1	item	20,900.00	20,900		20,900
4.4	allow for trees planting	22	No	5,917.50	130,185		130,185
	Maintenance (12 months)						
4.5	Landscaping Maintenance part of landscaping contract - 12months	1	Item	30,449.00	30,449		30,449
	SOFT LANDSCAPING TOTAL						**334,939**
5	**SIGNAGE**						
5.1	Allow for signage	1	Item	45,000.00	45,000		45,000
	SIGNAGE TOTAL						**45,000**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
6	**AQUATICS - INDOOR**						
	Aquatic Indoor comprises Indoor Indoor learn-to-swim pool, Indoor leisure pool, Indoor pool storage, Change room, Entry, Foyer& Retail, Reception, Plant room		Note				
6.1	SUBSTRUCTURE incl Piling and topping slab	2,193	m2	550.00	1,206,150		1,206,150
6.2	COLUMNS	2,790	m2	120.00	334,800		334,800
6.3	UPPER FLOORS	597	m2	550	328,350		328,350
6.4	STAIRCASES	597	m2	99.66	59,500		59,500
6.5	ROOF (Considering Green star requirement)	2,193	m2	950.00	2,083,350		2,083,350
6.6	EXTERNAL WALLS [7mH]	1,681	m2	1,800.00	3,025,800		3,025,800
6.7	WINDOWS	2,790	m2		INCL		0
6.8	EXTERNAL DOORS	2,790	m2		INCL		0
6.9	INTERNAL WALLS	1,400	m2	402.50	563,500		563,500
6.10	INTERNAL SCREENS	2,790	m2	28.00	78,120		78,120
6.11	INTERNAL DOORS	2,790	m2	20.00	55,800		55,800
6.12	WALL FINISHES	2,790	m2	170.00	474,300		474,300
6.13	FLOOR FINISHES	2,790	m2	133.24	371,734		371,734
6.14	CEILING FINISHES	2,790	m2	200.00	558,000		558,000
6.15	FITMENTS	2,790	m2	239.54	668,303		668,303
6.16	SPECIAL EQUIPMENT	2,790	m2		EXCL		0
6.17	HYDRAULICS	2,790	m2	450.00	1,255,500		1,255,500
6.18	MECHANICAL	2,790	m2	423.63	1,181,934		1,181,934
6.19	FIRE PROTECTION	2,790	m2	63.75	177,863		177,863
6.20	ELECTRICAL	2,790	m2	520.00	1,450,800		1,450,800
6.21	VERTICAL TRANSPORTATION	2,790	m2	0.00	NIL		0
	SUBTOTAL	**2,790**	m2	4,972.69	13,873,804		13,873,804
	INDOOR POOLS & ASSOCIATED WORK						
6.22	Learn To Swim Pool	198	m2	3,700.00	732,600		732,600
6.23	Leisure Pool with water features	143	m2	6,800.00	972,400		972,400
6.24	Spa/Steam/Sauna	139	m2	5,000.00	695,000		695,000
6.25	BUILDER'S WORK IN CONNECTION	5	%	6,466,096.80	323,305		323,305
6.26	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
6.27	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - INDOOR TOTAL						**16,597,200**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
7	**AQUATICS - OUTDOOR**						
	Aquatic Outdoor comprises Outdoor grandstand, Outdoor 50m pool, Outdoor seats, Cabana area		Note				
	DECK STRUCTURE		Note				
7.1	SUBSTRUCTURE incl Piling and topping slab	2,674	m2	550.00	1,470,700		1,470,700
7.2	INTERNAL WALLS - PLANT	2,674	m2	80.00	213,920		213,920
7.3	FLOOR FINISHES - TILING	2,674	m2	127.50	340,935		340,935
7.4	FITMENTS	2,674	m2	259.35	693,495		693,495
7.5	SPECIAL EQUIPMENT	2,674	m2		EXCL		0
7.6	HYDRAULICS	2,674	m2	200.00	534,800		534,800
7.7	MECHANICAL	2,674	m2		NIL		0
7.8	ELECTRICAL	2,674	m2	400.00	1,069,600		1,069,600
	OUTDOOR POOLS & ASSOCIATED WORK						
7.9	50m Pool	1,165	m2	3,700.00	4,310,500		4,310,500
7.10	BUILDER'S WORK IN CONNECTION	5	%	5,914,900	295,745		295,745
7.11	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
7.12	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Loose Furniture		Excl				
	Operator Equipment		Excl				
	AQUATICS - OUTDOOR TOTAL						**8,929,700**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
8	**CAFE/STAFF BUILDING**						
8.1	SUBSTRUCTURE	317	m2	370.00	117,290		117,290
8.2	COLUMNS	317	m2	75.00	23,775		23,775
8.3	UPPER FLOORS	317	m2		NIL		0
8.4	STAIRCASES	317	m2		NIL		0
8.5	ROOF	317	m2	700.00	221,900		221,900
8.6	EXTERNAL WALLS - 4.5mH	327	m2	1,300.00	425,100		425,100
8.7	WINDOWS	317	m2		INCL		0
8.8	EXTERNAL DOORS	317	m2		INCL		0
8.9	INTERNAL WALLS	303	m2	405.00	122,715		122,715
8.10	INTERNAL SCREENS	317	m2	35.00	11,095		11,095
8.11	INTERNAL DOORS	317	m2	65.00	20,605		20,605
8.12	WALL FINISHES	317	m2	170.00	53,890		53,890
8.13	FLOOR FINISHES	317	m2	250.00	79,250		79,250
8.14	CEILING FINISHES	317	m2	150.00	47,550		47,550
8.15	FITMENTS	317	m2	473.19	150,000		150,000
8.16	SPECIAL EQUIPMENT (KITCHEN EQUIPMENT)	317	m2	630.91	200,000		200,000
8.17	HYDRAULICS	317	m2	350.00	110,950		110,950
8.18	MECHANICAL	317	m2	511.04	162,000		162,000
8.19	FIRE PROTECTION	317	m2	120.00	38,040		38,040
8.20	ELECTRICAL	317	m2	400.00	126,800		126,800
8.21	VERTICAL TRANSPORTATION	317	m2		NIL		0
8.22	BUILDER'S WORK IN CONNECTION	4	%	437,790.00	17,512		17,512
8.23	EXTERNAL WORKS		m2		INCL ELSEWHERE		0
8.24	EXTERNAL SERVICES		m2		INCL ELSEWHERE		0
	Exclusion						
	Loose Furniture		Excl				
	CAFE/STAFF BUILDING TOTAL						**1,928,500**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9	**GYMNASIUM**						
	Single Storey		Note				
9.1	SUBSTRUCTURE incl Piling	944	m2	370	349,280		349,280
9.2	COLUMNS	944	m2	150	141,600		141,600
9.3	UPPER FLOORS - MEZZANINE		m2	550	NIL		0
9.4	STAIRCASES		m.rise	5,800	NIL		0
9.5	ROOF	944	m2	982	927,008		927,008
9.6	EXTERNAL WALLS (7mH)	984	m2	1,100	1,082,400		1,082,400
9.7	WINDOWS		m2		INCL		0
9.8	EXTERNAL DOORS	944	m2	60	56,640		56,640
9.9	INTERNAL WALLS	944	m2	80	75,520		75,520
9.10	INTERNAL SCREENS	944	m2	15	14,160		14,160
9.11	INTERNAL DOORS	944	m2	18	16,992		16,992
9.12	WALL FINISHES	944	m2	220	207,680		207,680
9.13	FLOOR FINISHES - Timber	944	m2	480	453,120		453,120
9.14	CEILING FINISHES	944	m2	250	236,000		236,000
9.15	FITMENTS	944	m2	180	169,920		169,920
9.16	SPECIAL EQUIPMENT	944	m2		EXCL		0
9.17	HYDRAULICS	944	m2	120	113,280		113,280
9.18	MECHANICAL	944	m2	360	339,840		339,840
9.19	FIRE PROTECTION	944	m2	45	42,480		42,480
9.20	ELECTRICAL	944	m2	350	330,400		330,400
9.21	VERTICAL TRANSPORTATION		m2		NIL		0
9.22	BUILDER'S WORK IN CONNECTION	5	%	826,000	41,300		41,300
9.23	EXTERNAL WORKS		m2		INCL		0
9.24	EXTERNAL SERVICES		m2		INCL		0
	EXCLUSIONS						
	Audio Visual		Excl				
	Owner Operator Equipment - Gym Equipment		Excl				
	Loose Furniture		Excl				
	First Floor/Mezzanine - above staff/cafe area (Extra Over)		Note				
9.25	SUBSTRUCTURE incl Piling	0	m2		NIL		0
9.26	COLUMNS	288	m2	150	43,200		43,200
9.27	UPPER FLOORS - MEZZANINE	288	m2	550	158,400		158,400
9.28	STAIRCASES	288	m2	215	61,860		61,860
9.29	ROOF	0	m2		INCL		0
9.30	EXTERNAL WALLS (2.5mH)	90	m2	1,300	117,000		117,000
9.31	WINDOWS	288	m2		INCL		0
9.32	EXTERNAL DOORS	288	m2		INCL		0
9.33	INTERNAL WALLS	288	m2	280	80,640		80,640

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
9.34	INTERNAL SCREENS	288	m2	20	5,760		5,760
9.35	INTERNAL DOORS	288	m2	80	23,040		23,040
9.36	WALL FINISHES	288	m2	220	63,360		63,360
9.37	FLOOR FINISHES - CARPET	288	m2	120	34,560		34,560
9.38	CEILING FINISHES	288	m2	250	72,000		72,000
9.39	FITMENTS	288	m2	1,110	319,600		319,600
9.40	SPECIAL EQUIPMENT	0	m2		EXCL		0
9.41	HYDRAULICS	288	m2	100	28,800		28,800
9.42	MECHANICAL	288	m2	350	100,800		100,800
9.43	FIRE PROTECTION	288	m2	45	12,960		12,960
9.44	ELECTRICAL	288	m2	250	72,000		72,000
9.45	VERTICAL TRANSPORTATION - LIFT	1	Item	150,000	150,000		150,000
9.46	BUILDER'S WORK IN CONNECTION	5	%	364,560	18,228		18,228
9.47	EXTERNAL WORKS	288	m2		INCL		0
9.48	EXTERNAL SERVICES	288	m2		INCL		0
	GYMNASIUM TOTAL						**5,959,900**

Carnes Hill Aquatic Centre

COST PLAN OPTION 2J

Estimate Details

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
10	**SITE SERVICES INFRASTRUCTURE**						
	External Services						
10.1	Stormwater services to hardscaped areas (carpark, roadworks, etc) including all pits, filtration system, etc.	1	item	180,000	180,000.00		180,000
10.2	Rainwater tank (Provisional) - above ground	1	pcsum	30,000	30,000		30,000
10.3	External Light Poles incl structure and footings to hard scaped area only.	1	Item	130,000	130,000		130,000
10.4	CCTV throughout external carpark area	1	Item	60,000	60,000		60,000
10.5	Solar PV System - assume 100kW	1	Item	150,000	150,000		150,000
	Solar PV Batteries		Excl				
	EV charging unit		Excl				
	Rainwater Harvesting Tank		Excl				
	Services Connections						
10.6	Substation / Kiosk Upgrades including electricity connection, ASP1 design, local network connection and temporary Generator cutover. (Excl Feeder)	1	item	450,000	450,000		450,000
10.7	HV Power Lines moved underground	1	item		EXCLUDED		0
10.8	Fire hydrants, boosters etc	1	item	90,000	90,000		90,000
10.9	Sewer Connection	1	item	35,000	35,000		35,000
10.10	Water Connection	1	item	30,000	30,000		30,000
10.11	Comms Connection	1	item	25,000	25,000		25,000
	Generator		Excl				
	Services Diversions						
10.12	Sewer main diversion - 450mm assume not required.	1	Pcsum	0	EXCL		0
10.13	Recycled water diversion - 300mm	1	Pcsum	149,000	149,000		149,000
	SITE SERVICES INFRASTRUCTURE TOTAL						**1,329,000**
11	**CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT**						
11.1	LOOSE FF&E	1	pcsum	300,000.00	300,000		300,000
11.2	AUDIO VISUAL	1	pcsum	400,000.00	400,000		400,000
11.3	IT EQUIPMENT	1	pcsum	120,000.00	150,000		150,000
	CLIENT SUPPLY LOOSE FF&E INCL IT/AV EQUIPMENT TOTAL						**850,000**

APPENDIX 2
MLEI DATA

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Option 2H.1 &2 H.2

DRAFT APPRAISAL

High level Key Considerations excluding site specific conditions :-

Heating costs for Options 2H.1 & 2.H.2 is approx. 0.45 times cost compared to Options 2J.1 & 2J.2 (primarily due to outdoor 50m pool). This is likely to be closer to 0.5 times the cost considering seasonal use of outdoor 50m pool.

UFF filters have a greater upfront cost but typically use less water and as a result heating and chemical use. Over the 50 year lifecycle UFF becomes cost effective.

Non backwash UFF systems reduces further plantroom space, back wash tank requirements, and balance tank sizing, all reducing real estate and construction costs. These non backwash UFF filters can offer life cycle cost savings of up to 80% of backwash systems. Currently not considered in the figures below. Detailed reviews can be provided subject to increased scope.

Concrete tiled pools vs Modular liner pools for larger format rectangular pools are cost comparable with current assessments showing a 10% commercial bias towards concrete pool shells. This is likely to converge closer as technologies for both systems develop.

Overal Option 2H.1 & 2H.2 is approx. 0.725 times engineering operational and maintenance lifecycle costs compared to Options 2J.1 & 2J.2.

Overall Plant Cost For Option

Design Options	Filters	Number Of Filters	Filter Replacemnt (Years)	Media replacement (Years)	Chemical and Water Usage Multipling Factor	Overall Approx Wastewater (litres)	Approx Cost per Filter Replacement Filter	Approx Cost Media Per filter	50 Year Lifecycle Filter	50 Year Total Media
Option A	Pressurised Filter Sand Media	10	15	7	1.5	6022500	50000	10000	$1,666,666.67	$714,285.71
Option B	Pressurised Filter Glass Media	10	15	12	1.25	5018750	50000	18000	$1,666,666.67	$750,000.00
Option C	Ultra Fine Fittration	6	25	0.11	1	4015000	200000	70	$2,040,000.00	$190,909.09

Plant Equipment	Number	Replacment / Significant Service (years)	Approx Cost per Replacement	50 Year Lifecycle Cost
Pumps	6	5	$7,500.00	$450,000.00
PLC	3	10	$12,500.00	$187,500.00
Probes	3	1	$3,000.00	$450,000.00
UV	3	15	$52,000.00	$520,000.00

Heating Requirements	Number	Replacement	Approx cost per heat exchanger	50 Year Lifecycle Heat Exchanger (excluding energy cost)	Heating Requirements (maintaining)
Heat Exchangers	3	10	5500	$82,500.00	500kw

25m Pool Shell and Finish

Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$450,000.00	25	5	10			$900,000.00
Option B	Liner	$195,900.00	15			0	0	$653,000.00

* Note Joint and Grout costings are dependent on contractor and time of refurbishment

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$1,650,000.00	$1,650,000.00
Modular	25	$1,072,500.00	$2,145,000.00

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Option 2H.1

LTS Shell and Finish

Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$325,000.00	25	5	10			$650,000.00
Option B	Liner	$78,000.00	15			0	0	$260,000.00

* Note Joint and Grout costings are dependent on contractor

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$1,000,000.00	$1,000,000.00
Modular	25	$550,000.00	$1,100,000.00

Splash Pad Shell and Finish

Design Options	Finishes	Finish Cost**	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$350,000.00	25	5	10			$700,000.00
Option B	Life Floor	$420,000.00	15					$1,400,000.00

* Note Joint and Grout costings are dependent on contractor
**Lifefloor cost to be confirmed by supplier

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$1,000,000.00	$1,000,000.00

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Option 2J.1 & 2J.2

DRAFT APPRAISAL

High level Key Considerations excluding site specific conditions :-

Heating costs for Options 2J.1 & 2J.2 is approx. 2.22 times greater compared to Options 2H.1 & 2H.2 (primarily due to omission of outdoor 50m pool). This multiplier is likely to reduce to approx. 2.0 times greater when considering seasonal use of outdoor 50m pool.

UFF filters have a greater upfront cost but typically use less water and as a result heating and chemical use. Over the 50 year lifecycle UFF becomes cost effective.

Non backwash UFF systems reduces further plantroom space, back wash tank requirements, and balance tank sizing, all reducing real estate and construction costs. These non backwash UFF filters can offer life cycle cost savings of up to 80% of backwash systems. Currently not considered in the figures below. Detailed reviews can be provided subject to increased scope.

Concrete tiled pools vs Modular liner pools for larger format rectangular pools are cost comparable with currently assessments showing a 10% commercial bias towards concrete pool shells. This is likely to converge closer as technologies for both systems develop.

Overal Option 2J.1 & 2J.2 is approx. 1.375 times engineering operational and maintenance lifecycle costs compared to Options 2H.1 & 2H.2.

Overall Plant Cost For Option

Design Options	Filters	Number Of Filters	Filter Replacemnt (Years)	Media replacement (Years)	Chemical and Water Usage Multipling Factor	Overall Approx Wastewater (litres)	Approx Cost per Filter Replacement Filter	Approx Cost Media Per filter	50 Year Lifecycle Filter	50 Year Total Media
Option A	Pressurised Filter Sand Media	15	15	7	1.5	9449850	50000	10000	$2,500,000.00	$1,071,428.57
Option B	Pressurised Filter Glass Media	15	15	10	1.15	7244885	50000	18000	$2,500,000.00	$1,350,000.00
Option C	Ultra Fine Fitlration	8	25	0.11	1	6299900	200000	70	$3,200,000.00	$254,545.45

Plant Equipment	Number	Replacment / Significant Service (years)	Approx Cost per Replacement	50 Year Lifecycle Cost
Pumps	10	5	$7,500.00	$750,000.00
PLC	4	10	$12,500.00	$250,000.00
Probes	4	1	$3,000.00	$600,000.00
UV	3	15	$52,000.00	$520,000.00

Heating Requirements	Number	Replacement	Approx cost per heat exchanger	50 Year Lifecycle Heat Exchanger (excluding energy cost)	Heating Requirements (maintaining)
Heat Exchangers	4	10	5500	$110,000.00	1100

50m Pool Shell and Finish

Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$850,000.00	25	5	10			$1,700,000.00
Option B	Liner	$371,400.00	15			0	0	$1,238,000.00

* Note Joint and Grout costings are dependent on contractor

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$2,250,000.00	$2,250,000.00
Modular	25	$1,237,500.00	$2,475,000.00

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Option 2J.1 & 2J.2

LTS Shell and Finish

Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$325,000.00	25	5	10			$650,000.00
Option B	Liner	$78,000.00	15			0	0	$260,000.00

* Note Joint and Grout costings are dependent on contractor

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$1,000,000.00	$1,000,000.00
Modular	25	$550,000.00	$1,100,000.00

Leisure Pool Shell and Finish

Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$375,000.00	25	5	10			$750,000.00

* Note Joint and Grout costings are dependent on contractor

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$750,000.00	$750,000.00

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Design Options	Finishes	Finish Cost	Replacement Years	Joint Maintenance (Years)	Grout Maintenance (years)	Joint Replacement Cost *	Grout Cost *	50 Year Lifecycle Cost
Option A	Tiled	$125,000.00	25	5	10			$250,000.00

* Note Joint and Grout costings are dependent on contractor

Shell	Replacement Years	Replacement Cost Based on current rates	50 Year Lifecycle Cost
Concrete	50	$650,000.00	$650,000.00

OPERATIONAL AND MAINTENANCE COSTS ANALYSIS

CARNES HILL AQUATIC AND LEISURE CENTRE

OPTION 2H.1 SUPPLEMENTARY REPORT

LIVERPOOL CITY COUNCIL

LARCAN

Acknowledgment of Country

LARCAN acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and conduct our business. We pay our respects to Elders past and present. We value their continuing culture and contribution to the life of our nation, regions and cities.

Background

LARCAN were engaged initially to provide a high-level comparison of five options for the Carnes Hill Aquatic and Recreational Centre to determine the OPEX costs and lifecycle cost differences between each option. The catalyst for the engagement was in response to recent cost plan information that Council received which indicated the project based on the original concept plan was significantly over budget for the scoped deliverables.

As a result of LARCAN's initial report, it was identified that options OP.1, 2H.2 and 2H.1 were the most efficient options. Options OP.1 and 2H.2 did include a gymnastics centre, in which, the capital cost to build this facility component would render the costs over and above the grant funding allocation.

It was therefore determined by Council that option 2H.1 was the most efficient option that aligned with grant funding (WestInvest funding of $53.4 million).

As the five options were originally prepared on a high-level basis for the purpose of comparing the five options at a high-level, a subsequent report that analyses option 2H.1 in more detail was requested.

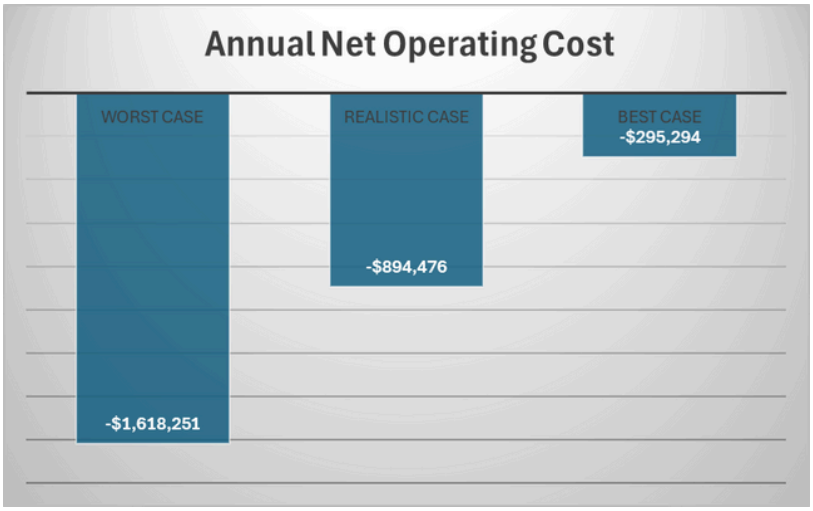
The subsequent report facilitates a more in-depth analysis to establish a possible range for operational expenditures (OPEX) that the Carnes Hill Aquatic Centre (CHAC) option 2H.1 is likely to incur.

When analysing the projected OPEX costs for a new facility, it is prudent to consider a range of scenarios that may affect the financial outcome. There are various controllable and uncontrollable factors that influence the OPEX costs of a facility like 2H.1. Specifically, fluctuations in revenue streams, such as swimming lesson enrolments, can lead to substantial variations; even a change of plus or minus 150 enrolments could have a significant impact to the bottom-line result. Additionally, as the specifications for the plant room and filtration systems are still to be finalised, the associated utility costs may vary considerably.

In this subsequent report, the analysis examines worst-case, realistic, and best-case scenarios of 2H.1 to highlight the possible OPEX range the centre would operate at each year at maturity.

Executive Summary

At maturity, it was determined that the centre would operate at an annual operating deficit range of -$1,618,251 in worst case to -$295,294 for best case.



Following a comprehensive analysis, in our opinion, it is more probable that the centre will achieve outcomes that lie between the realistic and best-case scenarios rather than between the realistic and worst-case scenarios. While it is essential to evaluate all potential scenarios, specific line items within the worst-case projections can be effectively managed to mitigate risks.

Designing an efficient layout, particularly for the café and reception areas, can lead to notable staff cost savings. Selecting sustainable plant and filtration options during the design and construction phases will further reduce the likelihood of incurring higher utility, chemical and maintenance costs.

Supplementary macro trends that further support the likelihood of achieving outcomes between the realistic and best-case scenarios include climate change projections indicating that the Liverpool City area will experience an increase in temperatures, with more hot days and fewer cold nights. The Climate Council predicts that by 2090, Liverpool will experience more than nine additional days per year with temperatures exceeding 35 degrees Celsius, which is expected to drive increased demand for recreational swimming. Furthermore, substantial development projects planned for Liverpool in the near future are anticipated to attract greater visitation to the area, further enhancing the centre's potential for success.

Additionally, the Council's decisions regarding management fee thresholds, operational and management structures, and selecting an experienced operator will all assist in ensuring worst case scenarios in many line items are avoided.

Assumptions

Under, each model of best, realistic and worst-case scenarios, bespoke commentary has been added to explain the difference within the ranges for the line items that have greater variances.

For the purposes of consistency the following assumptions were applied, with the fluctuations in scenarios explained in further detail throughout the report.

- Open hours calculated as: Weekdays 5:30am - 8:30pm, Weekends 7am - 6pm.
- Feasibility calculations were used to determine levels of income for Learn to Swim (LTS), schools and recreational swim. The feasibility calculator encompasses demographics, drive time analysis, competitors in the area, gap analysis, socioeconomics, and any natural barriers e.g. highways which typically impact income projections of leisure centres.
- Prices were based on existing centre prices where applicable and benchmarked on competitor sites and socioeconomic status where applicable, an annual 3% CPI was applied.
- Recreational swim income includes pool memberships and casual swimming.
- Secondary spend (café and merchandise) is cognisant of predicted centre visitations. Visitor numbers directly impact secondary spending at the café and on merchandise.
- Staffing costs are built from centre rosters, and in line with Guidelines to Safe Pool Operations (GSPO) guidelines developed by Royal Life Saving Society Australia.
- Utility expenses based upon similar sized centres in similar population LGAs built in recent years, and cross checked with CERM data. Utilities can be volatile in terms of the cost per unit, consumption should remain consistent. It is noted the exact filtration, electrical, and mechanical systems to be used at the centre are not currently known and will impact actuals.
- Scheduled maintenance includes annual costs of scheduled and preventative maintenance. This includes regular servicing of main centre assets such as plant room, Heating Ventilation and Air Conditioning (HVACs), fire equipment etc. Assumptions were calculated from service quotations received (where possible) and by benchmarking against similar sized facilities.
- Reactive maintenance is a provision for breakdowns and more unexpected repairs. It is likely that in the first years of operation, major assets are likely under warranty, therefore this may not be called upon in the early years but expected at maturity.

High-Level Overview of Worst, Realistic, and Best-Case Scenarios

The below table demonstrates the worst, realistic and best-case scenarios across the main centre line items.

	Worst	Realistic	Best
INCOME			
Rec Swim	$ 322,000	$ 426,105	$ 498,200
LTS	$1,674,757	$1,728,782	$ 1,998,903
Schools	$ 42,700	$ 54,024	$ 98,000
Cafe	$ 108,536	$ 139,978	$ 202,000
Merchandise	$ 41,000	$ 88,511	$ 103,200
Hire	$ 7,413	$ 19,669	$ 24,700
TOTAL INCOME	**$2,196,406**	**$2,457,070**	**$ 2,925,003**
EXPENSES			
Payroll			
Managerial			
Admin & Management	$ 360,200	$ 360,200	$ 360,200
Admin & Management On-costs	$ 108,060	$ 108,060	$ 108,060
Direct Service			
Duty Managers	$ 175,509	$ 133,721	$ 133,721
Lifeguard	$ 217,550	$ 217,550	$ 217,550
CSO	$ 283,835	$ 266,839	$ 266,839
Café	$ 132,569	$ 132,569	$ 82,437
LTS (incl. on-costs)	$ 787,136	$ 795,240	$ 899,506
Direct Service staff On-costs	$ 129,514	$ 120,109	$ 112,087
TOTAL PAYROLL	**$2,194,373**	**$2,134,287**	**$ 2,180,400**
Utilities			
Gas and power	$ 608,000	$ 477,564	$ 388,360
Water	$ 72,000	$ 57,401	$ 42,300
TOTAL UTILITIES	**$ 680,000**	**$ 534,965**	**$ 430,660**
Direct Costs			
Café Cost of Goods	$ 54,268	$ 69,989	$ 101,000
Direct Program Costs	$ 28,729	$ 25,932	$ 21,202
Accounting and Audit Costs	$ 32,946	$ 24,076	$ 29,250
Direct Debit and Banking Fees	$ 32,946	$ 16,853	$ 20,475
Pool Chemicals	$ 78,569	$ 54,466	$ 42,130
Cleaning	$ 68,400	$ 47,882	$ 45,260
Computer and IT Expenses	$ 18,752	$ 13,844	$ 11,800
Waste removal	$ 9,520	$ 4,277	$ 4,010
Scheduled Maintenance	$ 189,900	$ 152,300	$ 138,000
Reactive Maintenance	$ 38,300	$ 28,138	$ 13,000
Corporate Costs/Management Fee	$ 263,569	$ 139,000	$ 75,000
Insurances	$ 14,256	$ 6,190	$ 6,000
Licencing & Subscription Fees	$ 11,324	$ 8,426	$ 7,460
Marketing Costs	$ 43,928	$ 48,152	$ 58,500
Sanitary	$ 6,500	$ 4,502	$ 4,100
Security Services	$ 6,000	$ 3,377	$ 3,100
Staff Miscellaneous	$ 8,500	$ 6,753	$ 6,000
Telephone and Internet	$ 15,621	$ 12,381	$ 9,500
Lawns & Gardens	$ 18,256	$ 15,757	$ 13,450
TOTAL DIRECT COSTS	**$ 940,284**	**$ 682,293**	**$ 609,237**
TOTAL EXPENSES	**$3,814,657**	**$3,351,545**	**$ 3,220,297**
TOTAL NET	**-$1,618,251**	**-$ 894,476**	**-$ 295,294**
Lifecycle Maintenance	*$ 285,010*	*$ 259,100*	*$ 233,190*

Detailed Analysis of Worst, Realistic, and Best-Case Scenarios

The following presents the line items exhibiting the most significant variances among the worst, realistic, and best-case scenarios, along with explanations for the underlying factors contributing to these fluctuations.

Rec Swim

Rec Swim includes casual recreational swimming and pool memberships. Realistic assumptions have been generated from comparing like-for-like centres with 25m indoor and program pools within similar demographics (note: only some included a splash pad). Likewise, in worst and best scenarios, these are the higher and lower end results from the similar comparative centres.

For a centre like option 2H.1, the program pool will have limited availability for casual swimming outside of programmed LTS times. This means the 25m pool and splash pad will likely be the main drivers for recreational swim and pool memberships.

Pool membership numbers tend to be lower for centres like 2H.1 when comparing against centres that have extensive bodies of water such as multi-faceted sites that have a 25m indoor pool, 50m outdoor pool and include features like spas, saunas and larger splash facilities.

The centre is more likely to have lesser seasonal fluctuations when compared to 50m outdoor and 25m outdoor pools. In the hot summer months, whilst a higher usage will occur compared to winter, when comparing indoor only pools to outdoor pools and indoor/outdoor pools, the high peaks in summer do not occur as acutely within indoor only facilities.

It is noted that best case scenario figures are plausible particularly as the surrounding population grows in the areas of Austral, Edmonson Park, Middleton Grange and the Western Area. Climate predictions demonstrate a trend for hotter weather increasing demand for recreational swimming. A strong reciprocal membership or cross promotion with the Michael Clarke Recreation Centre would also assist in the achievement of best-case figures.

Learn to Swim

An extensive feasibility analysis was undertaken to determine levels of income for Learn to Swim. The feasibility calculator encompasses demographics, drive time analysis, competitors in the area, gap analysis, socioeconomics, AUSPLAY participation statistics and other aspects such as any natural barriers e.g. highways which typically impact participation.

Worst case scenario assumptions would see enrolment numbers of 1550 per week, realistic case is 1700 per week and best case would be 1850 + enrolments. In all scenarios a small squad program is provisioned for. Being a 25m pool with no identified Swim Club yet, sensitivity is applied to squad income as it is predicted that large squad numbers would be seen at locally surrounding facilities with established Swim Clubs and 50m pool facilities such as Whitlam Leisure Centre and Michael Wenden Aquatic and Leisure Centre (MWALC). It is noted that the net performance of a Squad program is considered unmaterialistic on the bottom-line results given it generates small margins only.

The average industry drive time radius that members will drive to a Learn to Swim centre is approximately 6km. In terms of future population growth, in the immediate surrounding areas to Carnes Hill, such as Carnes Hill, Prestons, and Hoxton Park, a small population decrease is predicted in future years. However, there is significant population increases expected in other surrounding suburbs such as Austral, Edmonson Park, Middleton Grange and the Western Area. Varying degrees of sensitivity have been applied to each of the scenarios to account for future LTS competitors entering the market, for example worst case assumes further Learn to Swim centres will be built in these newer developed areas (within a 6km radius to new residents), whereas best case assumes a higher base of enrolments derived from the population growth that would occur due to less LTS competition. There are currently 4 LTS competitors within a 6km radius to Carnes Hill that have been considered in all scenarios.

LTS is the line item with the largest range across the OPEX scenarios, a swing of 150+/- enrolments makes a significant variance on the bottom-line, and as per the above, there are significant factors that can impact the number of enrolments the centre will generate.

As a separate note, the MWALC is one of the four swim schools considered a competitor to 2H.1 once built. There is a possibility that the opening of Carnes Hill Aquatic Centre will compete with MWALC given the 4.9km proximity. It is probable that a reduction in LTS revenue could occur at MWALC once Carnes Hill opens, therefore, it is advisable to be mindful of this when future budget planning for MWALC.

Management Fees/Corporate Costs

In the realistic scenario, an averaged amount charged for centres with a similar facility makeup was applied. Worst case demonstrates a 10% cost to income, which is considered at the higher end of management fees, and best case shows the lowest management fee seen for a comparative centre. Council would likely have a better indication of the probable management fee costs based on their existing services; however, the scenarios demonstrate lower to higher cost ranges that can occur pending on what management model and operator (where applicable) is selected for the management and operation of the facility.

Utilities

Benchmarking the energy performance and water usage of aquatic and recreation centres is a complex exercise. Energy and water use patterns of aquatic centres differ completely to that of dry only recreation centres. In terms of benchmarking like for like aquatic centres, it is difficult to find two aquatic centres with similar plant and filtration systems, amenities, and consumption patterns.

Every effort has been made to benchmark against like for like facilities within similar population catchment areas and similar annual visitations, and built in more recent years, but as the plant and filtration systems are currently unknown, the systems within these benchmark centres could be different.

The method used to heat pool water will impact utility costs. Options such as electric resistance heaters, electric heat pumps, gas-fired boilers, solar thermal and the use of waste heat will all have a different outcome.

The way in which the centre is managed and operated will also have a bearing on utility consumption and costs. How an operator manages tasks such as backwashing and use of pool blankets, as well as what temperature they select to operate the pool at will all impact utility costs, among many other aspects.

When comparing like-for-like facilities, realistic assumptions were gained by averaging out the utility costs, best case used the lowest cost centres and worst case was the more expensive ranges. It is noted that modern centres using Non backwash UFF systems had far fewer utility costs when compared to older centres with sand filtration systems. And likewise, centres with sustainable heating solutions saw fewer utility costs.

The plantroom is often referred to as the 'heart and lungs' of the facility, so the selections made at the design and construct phase can have a long-lasting impact on future utility and lifecycle costs. Likewise, the volatility of cost per unit prices can also impact future expenses.

Staffing Costs

Staffing costs remain relatively consistent across the scenarios, as they are based upon staffing to GSPO guidelines and utilise a typical management structure seen within the industry, the major variables are seen within LTS wages, as these costs are related directly to the number of lessons delivered.

Café wages reduce in the best-case scenario, under the assumption that CSO and café staff can be used interchangeably with the two areas being combined.

The worst-case scenario demonstrates a scenario where management staff do not perform direct service shifts. This leads to additional staffing costs in the areas of Duty Management and Customer Service.

Banking and Accounting Fees

Direct debit fees are set at 0.7% of income for best and realistic cases which is an averaged number derived from comparable centres. Some centres pass fees onto customers, and some will incorporate the cost in centre expenses. Worst case shows 1.5% which is the higher cost end. Similarly, accounting fees were assessed across like centres, realistic and best cases show a 1% expense to income, and worst case is at the higher end of 1.5%.

Lifecycle Costs

Worst case shows a range 10% higher than the anticipated costs, whereas best case shows a result 10% less than anticipated costs.

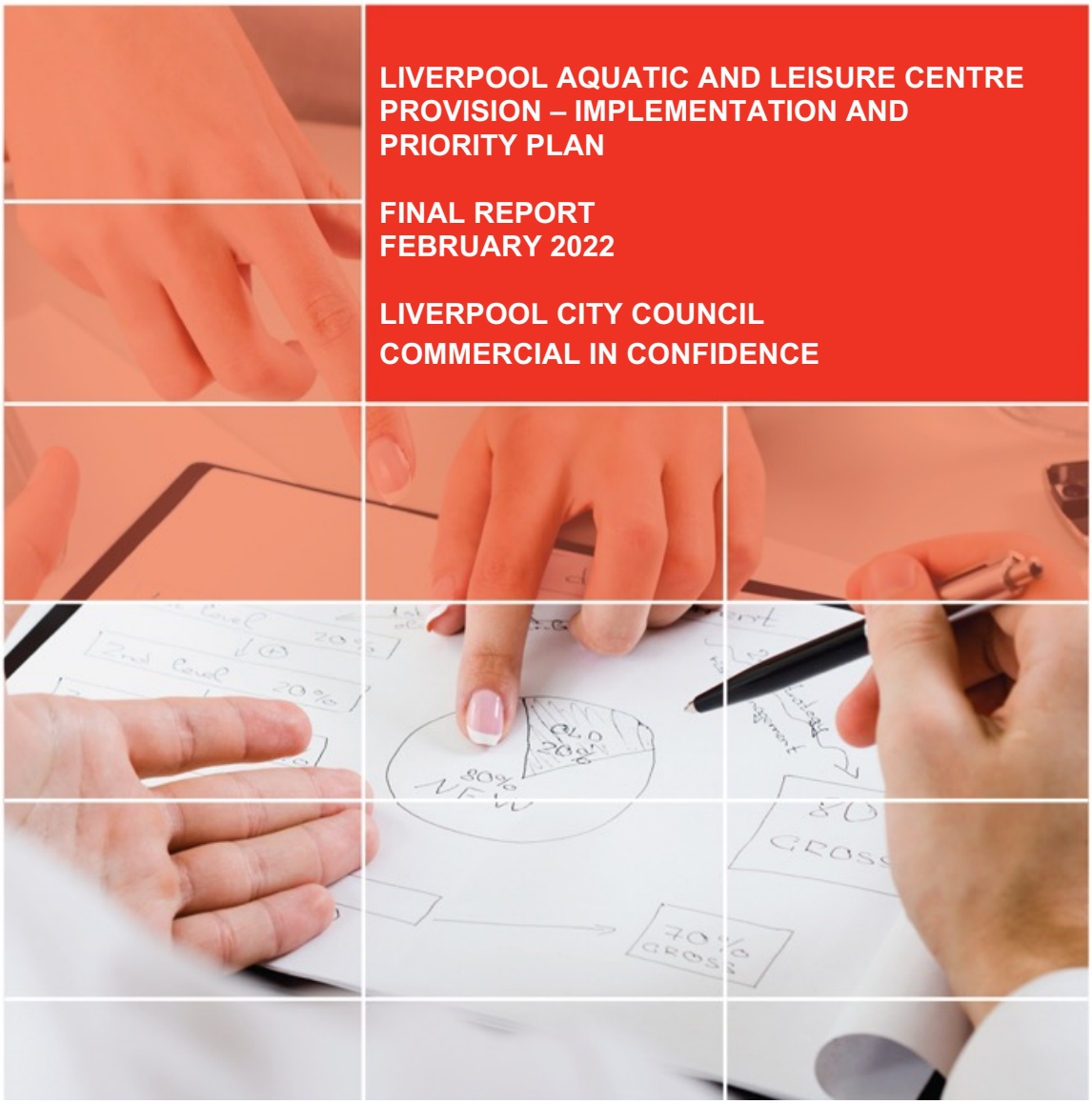
Summary

Following a comprehensive analysis, in our opinion, it is more probable that the centre will achieve outcomes that lie between the realistic and best-case scenarios rather than between the realistic and worst-case scenarios. While it is essential to evaluate all potential scenarios, specific line items within the worst-case projections can be effectively managed to mitigate risks.

Designing an efficient layout, particularly for the café and reception areas, can lead to notable staff cost savings. Selecting sustainable plant and filtration options during the design and construction phases will further reduce the likelihood of incurring higher utility, chemical and maintenance costs.

Supplementary macro trends that further support the likelihood of achieving outcomes between the realistic and best-case scenarios include climate change projections indicating that the Liverpool City area will experience an increase in temperatures, with more hot days and fewer cold nights. The Climate Council predicts that by 2090, Liverpool will experience more than nine additional days per year with temperatures exceeding 35 degrees Celsius, which is expected to drive increased demand for recreational swimming. Furthermore, substantial development projects planned for Liverpool in the near future are anticipated to attract greater visitation to the area, further enhancing the centre's potential for success.

Additionally, the Council's decisions regarding management fee thresholds, operational and management structures, and selecting an experienced operator will all assist in ensuring worst case scenarios in many line items are avoided.



LIVERPOOL AQUATIC AND LEISURE CENTRE PROVISION – IMPLEMENTATION AND PRIORITY PLAN

FINAL REPORT
FEBRUARY 2022

LIVERPOOL CITY COUNCIL
COMMERCIAL IN CONFIDENCE

WARRENGREENCONSULTING

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Appendices

Executive Summary

In 2019, the Liverpool City Council adopted the Aquatic and Leisure Centre Strategy (ALCS), which at the time provided a "road map" for the provision of aquatic and leisure facilities into the future.

After the endorsement of the ALCS, there has been progress on several significant projects, including the Woodward Place Master Plan, the Miller Social Infrastructure Master Plan, and the Carnes Hill Stage 2 Master Plan, which have all been adopted by Council. These projects, which in some instances are inconsistent with the ALCS (e.g. Carnes Hill Aquatic Centre), have major implications on the planning for future aquatic and leisure facilities.

Hence the purpose of this Liverpool Aquatic Leisure Centre Provision – Implementation and Priority Plan (the Plan) is to consolidate and assess both the ALCS and subsequent Council direction and provide additional and updated guidance to the City for the future aquatic and leisure provision. The Plan considers the current direction against its deliverability, effectiveness and assesses the viability of replacing and redeveloping the existing facilities as well as developing new facilities.

Existing Aquatic and Leisure Facility Provision

The City of Liverpool currently has four (4) major aquatic and leisure facilities, which consist of:

- Holsworthy Aquatic Centre
- Michael Wenden Aquatic Leisure Centre
- Michael Clarke Recreation Centre
- Whitlam Leisure Centre

The Michael Clarke Recreation Centre is currently the only "dry" facility in the cluster of existing aquatic and leisure facilities servicing the municipality. In addition, there are also smaller splash parks and water play features located within the City.

Aquatic and Leisure Centre Strategy (2019)

The purpose of the ALCS was to guide the future provision of facilities to service the municipality. The following five key centre strategies were outlined in the ALCS with the short term priorities being the master planning work associated with the Whitlam, Clarke and Wenden sites:

- Whitlam Leisure Centre (to be replaced with a greenfields development)
  - Short Term: Complete Woodward Park Master Plan to determine best location and facilities for Whitlam in the central CBD zone
  - Longer Term: Relocate to a more prominent site in Woodward Park and then demolish the existing centre and ensure adequate space for proposed components as a regional centre
- Michael Clarke Recreation Centre (expand)
  - Short Term: Master plan in conjunction with the two other centres, to include additional indoor sports courts, programmable warm water, as well as a splash park to serve the western zone
  - Longer Term: Provide additional indoor sport with two additional compliance sports courts, develop to a district standard and consider potential water slide options
- Michael Wenden Aquatic Leisure Centre (major redevelopment)
  - Short Term: Consider the centre as part of Miller Town Centre Master Plan. Master plan centre for the long term and considered design that incorporates a PCYC. Add two to three basketball/netball compliant courts in the short term to cater for club competition sport.
  - Longer Term: Demolish centre, except existing courts and splash park. Rebuild on the same site as a district level centre.
- Holsworthy Aquatic Centre (feasibility study)
  - Short Term: Prepare a dilapidation report and probable cost to upgrade. Undertake minor accessibility works. Conduct a feasibility study of alternate sites in east, to consider gym and fitness and indoor sport. Investigate funding options and potential development partners and include dialogue with current operators.
  - Longer Term: Prepare a design and management plan for an alternative site. Negotiate with potential partners to provide a capital contribution to a redevelopment of the existing facility with potential health and fitness and/or indoor sports facilities.

- Austral Leisure Centre (to be developed)
  - Short Term: Investigate land ownership and acquisition options. Investigate potential partners including commercial or management entities and education.
  - Longer Term: Develop a master plan and analyse spatial options for required space estimated at 7,000 square metres plus carparking. Package management with Whitlam, Wenden and Clarke centres. Construction following an investigation into space availability and colocation options.

In addition to the above specific facility development recommendations, the following complementary recommendations were also endorsed:

- Ensure the future centres meet key market requirements (social relevance, accessible and inclusive, responsive to climate and safety)
- Focus on relevance to local physical, demographic, cultural, education and climate context
- Offer greater depth of competition sports
- Provide a variety of outdoor aquatic leisure options

Direction Based on Current Council Planning

The facilities within the municipality, barring the Michael Clarke Recreation Centre, are ageing and underutilised assets. In response to this, Council has progressed with the development of three Master Plans for the City, being Woodward Place (Whitlam Leisure Centre), Carnes Hill Stage 2 and the Miller Social Infrastructure Master Plan (Michael Clarke Aquatic Leisure Centre). Each of these Master Plans has been adopted by Council and distributed for community consultation. Although the Woodward Place and Miller Social Infrastructure Master Plans were identified in the ALCS, the Carnes Hill Stage 2 Master Plan was not incorporated into the Strategy, hence Council is diverging from the recommendations of the ALCS.

In addition to the proposed Master Plans, two Contributions Plans have been developed for the Austral and North Leppington area and the Aerotropolis Precinct, as part of the Western Sydney Airport project. The Austral and North Leppington Contributions Plan, developed by Council in 2014, identifies the need for an aquatic facility to service western Liverpool and meet the needs of the population growth, whereas the Aerotropolis Plan is an aquatic facility to be developed by the State Government and managed by the City of Liverpool.

The Consulting Team's assessment of the Master Plans and Contribution Plans has projected the construction costs to be approximately $323M, excluding the Aerotropolis facility's development. Although based on escalation costs and impacts on the construction industry by COVID-19, the cost is likely to be more than $350M. To the best of the Consulting Team’s knowledge, this level of aquatic and leisure infrastructure development would be the largest investment by any Council in Australia. Further research and consultation with Council Officers indicates that the current long-term financial plan does not have any allocations for the construction of these facilities.

To obtain a greater understanding of the City’s approach to the future aquatic and leisure centre provision, a comprehensive consultation process was undertaken with Council Officers from various departments and relevant key stakeholders for the facilities. This consultation process focussed on the purpose of the aquatic and leisure facilities for the community, the key factors influencing future provision and an assessment of the current facilities. In addition to the consultation process, the Consulting Team also presented the project's findings to members of the Executive Team.

Key Issues

Based on the research and analysis undertaken, the following key issues are identified in the current direction for future aquatic and leisure facility and service provision:

- Limited alignment to broader Council objectives
- Current poor design elements create major barriers to access
- Limited community based programs and underutilisation of some spaces
- No available funding (e.g. developer contributions, LTFP allocation or borrowings)
- Proposed facilities options create challenges for external funding
- General lack of alignment between future facility provision, purpose and community need
- Lacking complementary approach with proposed direction
- Five 50m pools with three indoors - high capital / operational cost and lack of alignment with community need (e.g. non-swimming community, poor health status)
- Carnes Hill direction compromises Austral plans and increases overall capital cost

Guiding Principles

Research undertaken by the Consulting Team identified a lack of clarity between the current Strategy and the strategic direction of Council. In response, to ensure the project's recommendations align with the Council's key strategic plans and policies, a set of Guiding Principles has been developed to inform the City's future aquatic and leisure provision. The Guiding Principles are based on existing Council strategies and plans and were formulated with key internal stakeholders. The Guiding Principles are:

- **Healthy Community** - Encourage participation and foster a healthy community by creating pathways that cater for diverse backgrounds and health status.
- **Inclusiveness** - Maximise opportunities, access, and equity through the provision of a broad range of affordable programs and services.
- **Connectiveness** - Facilitate social connections and a sense of belonging through the provision of a safe, secure, and non-intimidating environment.
- **Place Making** - Create a sense of place and enhance livability by reducing traditional barriers and welcoming the whole community.
- **Capability** - Maxmise community benefit, including areas and groups with a low propensity to participate, through partnerships, collaboration, and general capability development.
- **Affordable** - Provide leadership through a sustainable and deliverable infrastructure plan that is innovative and future proofed to meet the needs of a diverse and growing population.

Key Findings

Through extensive research, stakeholder consultation, industry insights and site tours of the centres, the Consulting Team have identified key findings that have informed the recommendations for the project, being:

1. **Strategic Alignment** - The future direction of the Liverpool aquatic and leisure centres should be in alignment with the Council's Strategic Plan (Our Home 2027), the Council Operational Plan, the Long-term Financial Plan and the Recreation, Open Space & Sport Strategy; although there have been apparent deviations from these documents based on the proposed provision.

2. **Population Growth** - A critical consideration for the aquatic and leisure centre provision is to meet the demands of Liverpool's population growth and to ensure the locations of the sites are in areas where the catchment and demand are justified. Currently, the facilities are all located on the eastern side of the municipality, whereas there is considerable population growth forecasted in western Liverpool.

3. **Affordability** - Based on the projected capital costs for the proposed facilities identified through the Master Plans and Contributions Plans, the level of provision is unachievable for Council, even if a significant level of external funding can be secured.

4. **Community Need and Access** - Although the current facilities are supporting segments of the community, a substantial component of the population is not being catered for appropriately. These cohorts include people with a disability or mobility issues, people from CALD communities, families, non-traditional users and youth. Based on the components proposed for the new facilities, it is likely this misalignment will still be present.

   A significant gap exists between the current facility provision and the needs of the Liverpool community, which is required to be addressed in the future provision of aquatic and leisure centres. The critical factors that need to be considered in shaping the future provision of facilities include the projected population growth, the specific demographic profile of the City's residents, ensuring the components align to the community need and the facilities' affordability.

5. **Programs and Partnerships** - Under the current operations of the facilities, it has been recognised that there is a lack of targeted programs and mutually beneficial partnerships that directly align to the demographic and make-up of the City of Liverpool. The suite of programs and services being delivered across the sites are predominately mainstream offerings, and the attendances overall across the sites are relatively low for the population base.

6. **Service Delivery Model** - The current service delivery model for the aquatic and leisure centres does not directly align with the needs of the community. Although the current service provider, Belgravia Leisure, seems to be performing well in the operation and management of the Liverpool aquatic and leisure centres, there is a notable gap in the delivery of programs and services for underrepresented groups within the community.

7. **Environmental Factors** - The existing centres provide minimal opportunities for the community to escape the regular extreme temperatures, based on design limitations of the facilities. The centres do not align with the needs of a community with low swimming capabilities (e.g. the Whitlam Leisure Centre outdoor pool is very deep). The facilities also lack air-conditioned services and have poor air handling facilities in aquatic spaces.

8. **Design Solutions** - The planned future provision for Liverpool's aquatic and leisure centres will greatly improve the current lack of accessible facilities and layout issues of the existing centres; however, the design plans of the redevelopments and new builds seem not to be directly aligned to the community need and lack necessary components to cater for all. This is particularly the case with the planned allocation of 50m pools for the community, whereas there are limited warm water spaces proposed.

Key Recommendations

Based on the research undertaken, the key recommendations are outlined below:

1. Implement the Guiding Principles as a filter for future decisions associated with aquatic and leisure centre provision
2. It is noted that some more recent, post ALCS, Council directions (e.g., Carnes Hill Stage 2 Master Plan, Miller Social Infrastructure Master Plan and Woodward Place Master Plan) are inconsistent with the ALCS recommendations. It is therefore recommended that Council review the purpose and design elements for future facilities to ensure an integrated municipal approach that is deliverable and consistent with the Guiding Principles. Modified facility directions, when compared to the ALCS and/or current Council direction, for consideration are:
    a. Austral Leisure Centre – Position as Council's second regional facility servicing the western part of the municipality and develop in two (2) stages:
        - Stage 1: Outdoor 50m pool (10-lanes) to be developed as a priority project (to complement the development of the Carnes Hill Aquatic Centre)
        - Stage 2: Indoor facility components developed later and to include a warm water pool (or alternatively at Carnes Hill Aquatic Centre)
    b. Carnes Hill Aquatic Centre – Reduce the length of the main pool from 50m to 25m
    c. Holsworthy Aquatic Centre – It is noted that while a review is ongoing, there may be the potential for a sale of the Centre and this should be further explored
    d. Michael Clarke Recreation Centre – Rather than continue with the direction as outlined in the ALCS, undertake a review of plans after the finalisation of the Carnes Hill Aquatic Centre development planning
    e. Michael Wenden Aquatic Leisure Centre – Redevelop as a local facility for the Miller (2168) community with consideration to affordability, drop-in services, education, social connection and partner delivered content. Further review the following potential variations to the Master Plan direction:
        - Renewal rather than full redevelopment
        - Review the need for a 50m outdoor pool
        - Include a program pool (300m2 plus) with a moveable floor and accessible ramp
        - Review the demand for additional sports courts previously proposed
        - Co-locate community services with partnership delivery model
    f. Whitlam Leisure Centre – Position as a 'flagship' regional facility to accommodate very broad community use (including swimming carnivals) with the capacity to cater for very high usage levels, including peak summer demand. A detailed feasibility study is recommended to be undertaken for the future planning for the Whitlam Leisure Centre and this should include the option for the redevelopment of the existing Centre. Based on the details in the Woodward Place Master Plan, it is recommended to review the components as below:
        - Alter the 50m indoor pool to become an outdoor 50m pool (10-lanes) and with a shallower depth profile
        - Review the demand for a 25m indoor pool

3. Undertake detailed Feasibility Studies, with consideration to the above direction, for the following:
   a. Whitlam Leisure Centre (High Priority)
   b. Michael Wenden Aquatic Leisure Centre (High Priority)
   c. Austral Leisure Centre (Medium Priority)
   d. Based on the projected population growth in the areas of Holsworthy and Hammondville, a detailed Feasibility Study should also be undertaken to ensure there is appropriate aquatic and leisure provision for the community (Medium Priority)

   As a minimum, these Feasibility Studies should include:

   i) Review of the proposed and potential facility components required to support the community need
   ii) Review of the potential site options for new facility developments or redevelopments
   iii) Projected capital costs
   iv) A detailed assessment of the funding options available
   v) Assessment of the most appropriate management model
   vi) A detailed community consultation process to assess the community need
   vii) Completion of consultation with potential key stakeholders, including, but not limited to: Local sporting clubs, Schools, Community groups, Local businesses, NSW Government, Peak industry bodies and Other LGA's
   viii) A comprehensive assessment of the projected financial performance of the centres
4. Develop a long-term Funding Strategy (Note: refer to the detailed provided in the Funding section)

Part A – Background and Research

1. Project Overview

In reviewing the current proposed direction for Liverpool's aquatic and leisure centres, Council has engaged Warren Green Consulting (Consulting Team) to assist with the development of an Implementation and Priority Plan to guide the future facility provision, based on the following scope of works:

- Consideration of the current leisure centre concepts and the alignment against the ALCS
- Review and refine the existing ALCS to ensure that it is realistic and deliverable and effectively meets future demand
- Assess the viability of redeveloping/upgrading existing facilities
- Develop a plan for the prioritisation and implementation of the future infrastructure provision

Since commencing the project, the scope of works has morphed more towards developing a detailed assessment of the current and proposed aquatic and leisure centre provision. This has been done in line with a set of Guiding Principles which were determined based on existing Council strategies and plans (as below) and with input from key internal stakeholders.

These Guiding Principles are particularly relevant as whilst Council has adopted the ALCS, it has also subsequently adopted two Master Plans, namely the Miller Social Infrastructure Master Plan and the Woodward Place Master Plan and a direction for the development of an aquatic and leisure facility in Carnes Hill. Of critical relevance to this Study, elements of these Council resolutions deviate from the direction outlined in the ALCS. As one example, the development of an aquatic facility at Carnes Hill was not included as an ALCS recommendation.

Given that Council has progressed the planning for future aquatic and leisure facilities after the adoption of the ALCS, a more nuanced approach has been undertaken to develop an Implementation and Priority Plan. From a process perspective, a review and consolidation of both the ALCS and the current Council direction is required with a 'hybrid' plan that considers this situation. As a result, this Plan is not exclusively a result of a review of the ALCS, but the future planning more broadly.

In developing a strategic framework for the project, the following Council strategies and plans were considered:

- Aquatic and Leisure Centre Strategy 2019
- Our Home, Liverpool 2027
- Liverpool Recreation, Open Space and Sports Strategy 2018
- Liverpool - Long Term Financial Plan
- Carnes Hill Stage 2 Master Plan
- Miller Social Infrastructure Master Plan
- Liverpool Contributions Plan 2014 - Austral North and Leppington Precincts
- Draft Aerotropolis Contributions Plan 2020
- Western Sydney Aerotropolis Precinct Planning Report

The Guiding Principles, developed together with Council Officers, to inform the future provision of aquatic and leisure facilities in the City are:

- **Healthy Community** - *Encourage participation and foster a healthy community by creating pathways that cater for diverse backgrounds and health status.*
- **Inclusiveness** - *Maximise opportunities, access, and equity through the provision of a broad range of affordable programs and services.*
- **Connectiveness** - *Facilitate social connections and a sense of belonging through the provision of a safe, secure, and non-intimidating environment.*
- **Place Making** - *Create a* sense of place *and enhance livability by reducing traditional barriers and welcoming the whole community.*
- **Capability** - *Maxmise community benefit, including areas and groups with a low propensity to participate, through partnerships, collaboration, and general capability development.*
- **Affordable** - *Provide leadership through a sustainable and deliverable infrastructure plan that is innovative and future proofed to meet the needs of a diverse and growing population.*

2. Existing Aquatic and Leisure Facility Provision

The City of Liverpool currently has four (4) major aquatic and leisure facilities, being Holsworthy Aquatic Centre, Michael Clarke Recreation Centre, Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre. The Michael Clarke Recreation Centre is the only "dry" facility as part of the network of existing aquatic and leisure facilities. There is also a separate splash park at Bigge Park in Liverpool and smaller water play features in Macquarie Mall and Carnes Hill.

The Michael Clarke Recreation Centre, Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre are currently outsourced to Belgravia Leisure under a management contract that expires in 2024. In comparison, the Holsworthy Aquatic Centre is leased out to Holsworthy Swimming.

Mapping of the current aquatic and leisure centre provision and surrounding local government areas' facilities is provided below:

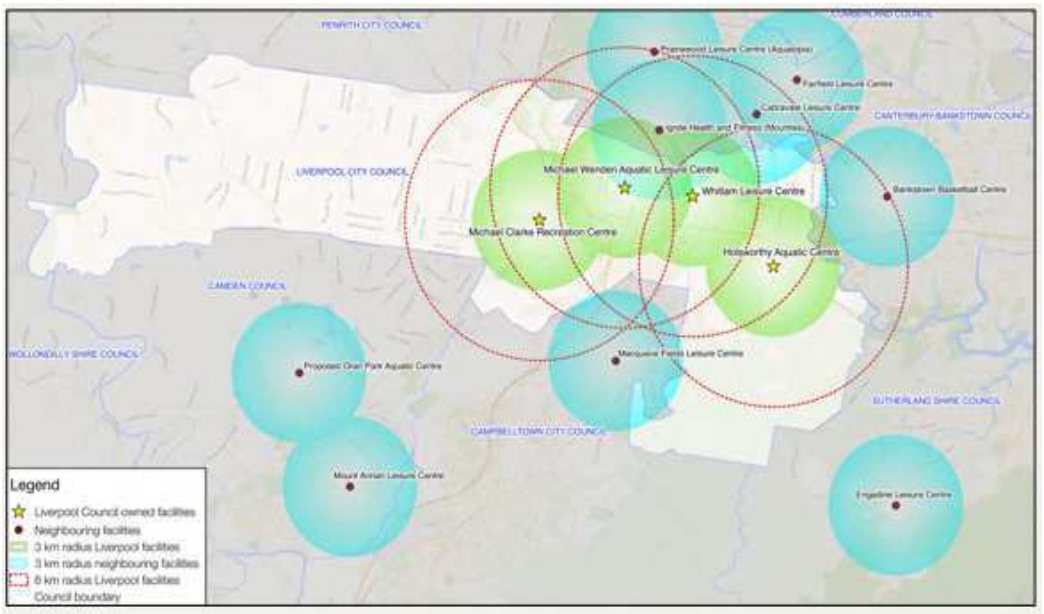


Diagram 1 – Liverpool's Aquatic and Leisure Centre Provision vs. Surrounding LGA Facilities

2.1 Facility Overview

Outlined below is an overview of the current aquatic and leisure centre provision for Liverpool. The overview has been developed through site inspections by the Consulting Team, a review of the available operational documentation and through discussions with Council Officers.

The map below demonstrates the current locations of Liverpool's four major aquatic and leisure facilities:

Diagram 2 – Current Aquatic and Leisure Centre Provision

Holsworthy Aquatic Centre

The Holsworthy Aquatic Centre is an indoor facility with a 25m training pool with seven (7) lanes and a 14m teaching pool. The facility consists of a pool hall, an amenities' building and a pavilion linking the two (2) buildings. As previously mentioned, the Centre is outsourced and operated by 'Holsworthy Swimming' under a lease arrangement between Council and the operator.

The Centre provides for a range of swimming programs, including learn to swim, fitness programs, such as aquacise, as well as water confidence programs, such as aqua play, with the programs delivered year-round.

Council has indicated that the Centre is likely to be sold off in 2024 to the Moorebank Sporting Club (Sporties), which are located within the municipality. The sale is expected to realise approximately $9M of revenue for Council.

Holsworthy Aquatic Centre – Aerial View

Image 1 – Holsworthy Aquatic Centre Aerial View

Michael Clarke Recreation Centre

The Michael Clarke Recreation Centre opened in 2016 and forms part of a precinct inclusive of a library, community centre, skate park, café, outdoor water-play area, as well as a public plaza.

Located adjacent to a residential area, the Centre is performing strongly, particularly in the areas of health and wellness members, group fitness and facility rental. The Centre also operates minor stadium competitions, provides access for training for teams and has regular school bookings. In addition, the Centre has two outdoor tennis courts within the building footprint, available for hire by the public.

Although the ALCS identified that the facility needs to undergo an expansion to include 'two additional compliant sports and the potential for waterslides', based on the facility being predominately landlocked within the precinct, there is no ability to include these additional components unless the tennis courts and outdoor water play areas are removed. Furthermore, currently, there is limited car parking capacity within the precinct that would be further exacerbated should any additional components be added to the site.

The Carnes Hill Stage 2 Master Plan (Aquatic Centre) has been resolved by Council to be developed with the desired site location approximately 400m from the Michael Clarke Recreation Centre. Should the facility be developed, the two Centres will not be directly integrated, with a carpark and creek separating the two (2) sites.

Michael Clarke Recreation Centre – Aerial View

Image 2 – Michael Clarke Recreation Centre Aerial View

Michael Wenden Aquatic Leisure Centre

The Michael Wenden Aquatic Leisure Centre is in the low socio-economic area of Miller, which also has a high level of disadvantage. The Centre opened in 1972 and has undergone minor capital upgrades, inclusive of a small splash pad and re-tiling of the warm water pool. It incorporates sports courts, a gymnasium, 50m outdoor pool, outdoor water play area, warm water pool and a creche, with most of the asset requiring significant investment.

While the Centre has low overall annual attendances, the learn-to-swim program and creche areas perform strongly based on the available space.

The Centre is proposed to be demolished and replaced as part of the Miller Social Infrastructure Master Plan Project at an estimated build cost of $66M. The Master Plan identifies the current site as the appropriate location for the proposed facility.

In addition, the ALCS proposed that the Michael Wenden Aquatic Leisure Centre be redeveloped to be a 'district level facility' and maintain the existing sports courts and the water play area. The recommendations from the ALCS also identified the inclusion of an indoor 25m pool, an additional three sports courts, expansion of the water play area, a program pool, a warm water pool, a small, allied health space, gym and group fitness rooms. The proposed components in the ALCS are not fully consistent with what is being proposed in the Miller Social Infrastructure Master Plan.

Given the demographic and the community need, a more bespoke facility design offering targeted programs and services that meet the multicultural and socio-economic make-up of the community should be considered. This offering could include integration with the neighbouring PCYC or other community-based organisations to oversee the operations of the facility.

Michael Wenden Aquatic Leisure Centre – Aerial View

Image 3 – Michael Wenden Aquatic Leisure Centre Aerial View

Whitlam Leisure Centre

The Whitlam Leisure Centre is a major, regional level facility located in Liverpool's CBD area and forms part of a 28-hectare precinct area incorporating a variety of services and businesses called Woodward Park.

The Centre incorporates a gymnasium, group fitness and programming rooms, gymnastics hall, indoor sports courts and an aquatics area, including an outdoor 50m pool, indoor 25m pool, water play areas and program pools. The Centre was developed in 1990 and has undergone multiple upgrades and expansions, including a roof replacement in the aquatics' hall, additionally, the facility is currently undergoing a variety of scheduled maintenance activities to improve its aesthetics. The facility has a very large site footprint, including a substantial level of parking.

The Centre has a relatively strong learn to swim and membership base and has approximately 920K visits per annum. Over the summer months, the aquatics area is heavily utilised, particularly the outdoor pool, resulting in lockouts on occasions.

As part of the Woodward Place Master Plan project, it is proposed that the Centre be replaced with an $80M 'greenfield' development in an alternate location. The Master Plan identifies the inclusion of an indoor 50m pool, indoor 25m pool, hydrotherapy pool, rehabilitation area, gymnasium, group fitness rooms, indoor sports courts and integrated community hub.

Although the ALCS was not definitive on the types of components that should be included in the replaced Centre, the Strategy did suggest the inclusion of 'additional sports courts and an expanded gymnastics area'.

Whitlam Leisure Centre – Aerial View

Image 4 – Whitlam Leisure Centre Aerial View

2.2 Facility Components Summary

A summary of the current facility components is provided below.

Item	Michael Wenden Aquatic Leisure Centre	Whitlam Leisure Centre	Michael Clarke Recreation Centre	Holsworthy Aquatic Centre
Outdoor 50m Pool	✓	✓		
Indoor 25m Pool		✓		
Indoor LTS or WWP	✓	✓		✓
Outdoor Water Play	✓	✓		
Gymnasium	✓	✓	✓	
Program Rooms	✓	✓	✓	
Sports Courts	2	3	2	

Table 1 – Current Facility Components

2.3 Schools Usage Summary

A summary of usage by schools in 2018/29 is provided below.

Venues	Carnivals	Lessons
Bankstown	1	-
Camden Pool	1	-
Eaglevale Leisure Centre	1	-
Fairfield Leisure Centre	2	1
Macquarie Fields	1	-
Michael Wenden Aquatic Centre	8	17
Mount Annan Leisure Centre	1	-
Penrith Swim Centre	1	-
Prariewood Leisure Centre	1	1
Whitlam Leisure Centre	31	20
Unknown	20	12
No Activity	4	21
Total (Excluding no Activity)	68	51

Table 2 – Usage by Schools

2.4 Facility Performance Overview

To provide an overview of the facilities', pre-Covid performance in 2018/19 financial year has been assessed. The following table outlines the facility components, the total annual visits, the financial performance and the surplus per visit. It should be noted that the financial result does not include utility costs or proactive maintenance activities, which would likely result in a considerable deficit for each facility if included.

Existing Facilities	Offering	Income (2018/19)	Expenditure (2018/19) *	Net Performance	Annual Visits (2018/19)	Surplus per Visit	% of Total Visits
Holsworthy Aquatic Centre	- 25m pool - program pool	Information not available			105K	N/A	8.50%
Michael Clarke Recreation Centre	- multi-purpose indoor sports courts - tennis courts - health club	$1,368,144	$1,353,422	$14,722	139K	$0.10	11.26%
Michael Wenden Aquatic Leisure Centre	- outdoor seasonal 50m pool and splash park - indoor hydrotherapy pool - health club - multi-purpose rooms and sports courts	$1,320,768	$1,268,132	$52,636	72K	$0.74	5.83%
Whitlam Leisure Centre	- seasonal outdoor 50m pool - indoor 25m pool, - leisure & toddlers pool - spa & sauna - health club - indoor sports courts - gymnastics centre	$4,433,476	$3,567,222	$866,254	918K	$0.94	74.39%
Combined Total	- 2 x outdoor 50m pools - 2 x indoor 25m pools - leisure & toddlers pools - program pool - hydrotherapy pool - splash park - spa & sauna - 3 x health clubs - 3 x indoor sports courts - tennis courts - gymnastics centre	$7,122,388	$6,188,776	$933,612	1,234K	$0.76	100%

Table 3 - Liverpool Aquatic and Leisure Centre Performance 2018/19

Note: expenditure excludes major maintenance and utility costs

2.5 Facility Condition Summary

The following section addresses the current condition of the Whitlam Leisure Centre, the Michael Wenden Aquatic Leisure Centre, and the Holsworthy Aquatic Centre. The assessment has been formulated based on the following inputs:

- Site visits undertaken by the lead Project Team
- An independent asset report completed by Co-op Architecture (the appointed Architecture group for the project)
- Council's Asset Management Plans for the facilities (updated January 2021)
- Internal consultation sessions with relevant Council officers
- Site Investigation Reports, included in the ALCS (2019), and,
- Facility Audit Assessments undertaken by the current management group for the facilities (Belgravia Leisure)

In 2018, Council undertook asset condition surveys and asset valuations for the Holsworthy Aquatic Centre, Michael Wenden Aquatic Leisure Centre, and Whitlam Leisure Centre. To undertake this process, Council engaged Scott Fullarton Valuations, which then formed the basis for the Asset Management Plans for each of the sites, first created in Mid-2019. The plans have subsequently been updated annually since 2019. The excerpts below are from each of the facility's associated Asset Management Plan, which was last updated in January 2021.

As part of the review, an independent Facility Conditions and Improvements Assessment was undertaken by the Project Team's appointed architects, Co-op Architecture. The assessment included the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre, with Holsworthy Aquatic Centre excluded, based on Council's intention for the sale of the asset.

The assessment involved a site tour by Stephen Donaghey, Principal for Co-op Architecture, as well as a detailed review of the ALCS' Site Investigation Reports. The Reports were undertaken by Etch Architects in October 2018.

The assessment addressed the key operational components of each centre using the following criteria:

- Recent Modifications
- Operational Considerations
- Opportunities for Improvement

The full *Facility Conditions and Improvements Assessment* has been provided in **Appendix A** of this report. Based on the outcomes of the annually updated Asset Management Plans and the independent Facility Conditions and Improvements Assessment, as well as through consultation with Council Officers and key stakeholders, it can be concluded that the majority of the facilities' components are in a sound condition. This provides Council with the opportunity to consider alternatives to undertaking full redevelopments of the existing sites, should they choose to do so.

The residual life for each of the facilities is a minimum of 15 years (whole building) when converted to 2021 from the assessment year of 2018. Therefore, should Council consider the option of upgrading the existing facilities as opposed to redeveloping or replacing the sites, the Michael Wenden Aquatic Leisure Centre would require investment first, as its residual life remaining on the asset is 15 years, compared to Whitlam Leisure Centre (21 years) and Holsworthy Aquatic Centre (27 years).

An 'Options Analysis' has been included later in this report to provide Council with a clearly defined alternate model beyond that of full redevelopment for Michael Wenden Aquatic Leisure Centre.

Below are the Facility Condition and Improvement Assessments for each of the aquatic facilities. Outlined in italics are excerpts from the Asset Management Plans and the Facility Condition and Improvement Assessments completed by Co-op Architecture.

Facility Condition Assessment - Whitlam Leisure Centre

The Asset Management Plan undertaken by Council identified the following about Whitlam Leisure Centre:

> *The Health Club of the Whitlam Leisure Centre is in excellent condition having recently undergone a full upgrading process. Pool Hall is in fair condition.*
>
> *The Sports Hall main arena is in excellent condition, however, the Mezzanine area, consisting of offices and administration areas requires refurbishment. The bathroom and change facilities in the main Sports*

Hall have been described as excellent and can be considered to be useful for a 15-year cycle determined by utilisation.

The Old Squash Court area can be best described as fair, and is in similar, if not identical condition to the Main Foyer. The major difference is that the Old Squash Court area does not have the public focus of a major entry point, despite the fact it creates a secondary entry area.

The Squash Courts themselves need little or no work, though they are no longer used as squash courts. However, the hallways, pedestrian access and other open spaces in this vicinity would benefit from a ten-year rolling cycle on floor covering, and an aggregated five-year cycle on painting to walls and ceiling.

The valuation report done in 2018 by Scott Fullerton indicates that the whole building has remaining life of 24 years, while the components like structure, internal finishes, electrical, mechanical, fire/security and roof have residual lives of 24, 8, 8, 8, 8 and 15 years respectively.

The table below outlines the anticipated residual or remaining life of each area of the asset:

Asset Class	Total Life (years)	Residual Life 2018 (years)
Whole Building	60	24
Structure	60	24
Internal finishes	20	8
Electrical	20	8
Mechanical	20	8
Fire/security	20	8
Roof	40	15

Source: 2018 Asset Valuation Report

Table 4 – Residual Life for Whitlam Leisure Centre

Facility Condition and Improvement Assessment

The Facility Condition and Improvement Assessment undertaken by Co-op Architecture identified that the Whitlam Leisure Centre exhibits the fundamentals of a strong facility. The decision has been made to redevelop Whitlam Leisure Centre as part of the Woodward Master Plan; however, there remains the opportunity to upgrade the Whitlam Leisure Centre instead of a complete rebuild, should Council consider an alternative to the Master Plan.

Facility Condition Assessment - Michael Wenden Aquatic Leisure Centre

The Asset Management Plan undertaken by Council identified the following about Whitlam Leisure Centre:

Based on the 2015 inspection assessment, Sports Hall is in good condition. The foyer is described as fair, with a note to consider the overall appearance and look of the foyer area.

The overall description provided of the South Wing is a cluster of areas that range in condition from fair to poor. Except for the defects noted, there is little or no work to perform on the external areas making South Wing being the area requiring the greatest attention at the Wenden facility.

The valuation report done in 2018 by Scott Fullerton indicates that the whole building has remaining life of about 20 years, while the components like structure, internal finishes, electrical, mechanical, fire/security and roof have average residual lives of 20, 9, 8, 8, 8 and 17 years respectively.

The table below outlines the anticipated residual or remaining life of each area of the asset:

Asset Class	Total Life (years)	Residual Life 2018 (years)
Residence		
Whole Building	60	18
Structure	60	18
Internal finishes	20	7
Electrical	20	6
Mechanical	20	9
Fire/security	-	-
Roof	40	15
Indoor Sports		
Whole Building	50	20
Structure	50	20
Internal finishes	20	9
Electrical	20	8
Mechanical	20	8
Fire/security	20	8
Roof	40	20
Toilet Block / Change Rooms / Kiosk		
Whole Building	50	20
Structure	50	20
Internal finishes	20	9
Electrical	20	8
Mechanical	20	8
Fire/security	-	-
Roof	40	15

Source: 2018 Asset Valuation Report

Table 5 – Residual Life for Michael Wenden Leisure Centre

Facility Condition and Improvement Assessment

The Facility Condition and Improvement Assessment undertaken by Co-op Architecture identified that some of the existing buildings are in disrepair. It has been recommended that the facility undergoes a refurbishment or redevelopment, either in part or as a whole.

The report provided by Co-op identifies certain areas that could be retained and other areas that are beyond their useful life. Overall, the residual life (as of 2021) for the whole building is for a further 15 years, which provides Council with an opportunity to upgrade the existing facility, should the Miller Social Master Plan be unachievable.

Facility Condition Assessment - Holsworthy Aquatic Centre

The Asset Management Plan identified the following about Holsworthy Aquatic Centre:

> *The main concrete pool is robust and has been assessed to last another 30 years as per the recent revaluation. Some mechanical and fire electrical and safety equipment will require replacement in the next 10 years. Liquid receivers are corroded, and heat pump is reaching the end of effective life. The existing pool filtration system is 10 years old, and the average life span of fiberglass filter vessels are 20 years. However, the filter media must be changed within 10 years due to diminishing roughness of sand grains which causes higher consumption of chemicals and more frequent backwashing.*
>
> *The toilet block/change room has about 20 years remaining life. Sub structure and super structure of the toilet and amenity block is reaching the end of its effective life. The presence of major structural cracks on the walls indicates foundation movement. The rusted roof sheets must be replaced and the rest of the areas of the roof must be cleaned. The life expectancy of sheet metal roofs is over 40 years, and the existing roof is less than 25 years and have about 15 years useful life.*

The table below outlines the anticipated residual or remaining life of each area of the asset:

Asset Class	Total Life (years)	Residual Life 2018 (years)
Pool Hall		
Whole Building	50	30
Structure	50	30
Internal finishes	50	30
Electrical	20	10
Mechanical	20	10
Fire/security	20	10
Roof	40	20
Amenities Block		
Whole Building	50	20
Structure	50	20
Internal finishes	50	10
Electrical	20	8
Mechanical	20	8
Fire/security	20	8
Roof	40	15

Source: 2018 Asset Valuation Report

Table 6 – Residual Life for Holsworthy Aquatic Centre

Facility Condition and Improvement Assessment

No Assessment was completed by Co-op Architecture for the Holsworthy Aquatic Centre.

3. Aquatic and Leisure Centre Strategy Overview

As previously stated, @Leisure Planners were engaged to deliver the ALCS on behalf of Council that identified the future provision of aquatic and leisure services within the Liverpool Local Government Area (LGA). The ALCS was to provide direction to Council for the planning and provision of aquatic and leisure centres within the Liverpool LGA over the next 10 years.

The project objectives were to:

- Provide guidance to Council for the future provision of aquatic and leisure centres for the municipality
- Provide a strategic basis for collaborative planning, partnership and investment in aquatic and leisure facilities
- Provide recommendations on the provision and management of future aquatic and leisure opportunities across the LGA, particularly within new growth areas

3.1 ALCS Key Recommendations

The ALCS recommends redevelopments of the centres to address the high unmet demand and increased future demand because of the projected significant population growth over the next 20 years. The information below provides a summary of the direction outlined in the ALCS.

The following five centre strategies were identified in the ALCS with the short term priority being the master planning work associated with the Whitlam, Clarke and Wenden sites:

- Whitlam Leisure Centre (to be replaced with a greenfields development)
  - Short Term: Complete Woodward Park Master Plan to determine best location and facilities for Whitlam in the central CBD zone
  - Longer Term: Relocate to a more prominent site in Woodward Park and then demolish the existing centre and ensure adequate space for proposed components as a regional centre
- Michael Clarke Recreation Centre (expand)
  - Short Term: Master plan in conjunction with the two other centres, to include additional indoor sports courts, programmable warm water, as well as a splash park to serve the western zone
  - Longer Term: Provide additional indoor sport with two additional compliance sports courts, develop to a district standard and consider potential water slide options
- Michael Wenden Aquatic Leisure Centre (major redevelopment)
  - Short Term: Consider the centre as part of Miller Town Centre Master Plan. Master plan centre for the long term and considered design that incorporates a PCYC. Add two to three basketball/netball compliant courts in the short term to cater for club competition sport.
  - Longer Term: Demolish centre, except existing courts and splash park. Rebuild on the same site as a district level centre.
- Holsworthy Aquatic Centre (feasibility study)
  - Short Term: Prepare a dilapidation report and probable cost to upgrade. Undertake minor accessibility works. Conduct a feasibility study of alternate sites in east, to consider gym and fitness and indoor sport. Investigate funding options and potential development partners and include dialogue with current operators.
  - Longer Term: Prepare a design and management plan for an alternative site. Negotiate with potential partners to provide a capital contribution to a redevelopment of the existing facility with potential health and fitness and/or indoor sports facilities.
- Austral Leisure Centre (to be developed)
  - Short Term: Investigate land ownership and acquisition options. Investigate potential partners including commercial or management entities and education.
  - Longer Term: Develop a master plan and analyse spatial options for required space estimated at 7,000 square metres plus carparking. Package management with Whitlam, Wenden and Clarke centres. Construction following an investigation into space availability and colocation options.

In addition to the above specific facility development recommendations, the following complementary recommendations were also endorsed:

- Ensure the future centres meet key market requirements (social relevance, accessible and inclusive, responsive to climate and safety)
- Focus on relevance to local physical, demographic, cultural, education and climate context
- Offer greater depth of competition sports
- Provide a variety of outdoor aquatic leisure options

Subsequent Council Decisions and/or Relevant Information

After the endorsement of the ALCS, Council has progressed Master Plans which incorporate future facility plans and these are:

- Whitlam Leisure Centre (Woodward Place)
- Michael Wenden Aquatic Leisure Centre (Miller Social Master Plan)
- Carnes Hill (Carnes Hill Stage 2), with the Carnes Hill development resolved by Council

The Carnes Hill Stage 2 plan incorporates an aquatic facility for Carnes Hill to meet the demand for swimming and water play in the catchment area, given that the Michael Clarke Recreation Centre is a “dry” facility only. While this is the case, this development was not identified as part of the ALCS, and this potentially has implications for other ALCS centre recommendations including the Michael Clarke Recreation Centre and the Austral Leisure Centre.

The Contributions Plans for Leppington North and Austral and the Western Sydney Airport Precinct, also include two (2) additional facilities are to be developed to service the large population growth in the outer west catchment area, with Austral as a potential site for a regional aquatic and leisure centre and within the Western Sydney Airport precinct, the Aerotropolis Aquatic Centre is also proposed.

3.2 ALCS Development Plan

Outlined in the table below are the proposed development or redevelopment activities and associated components for each of the facilities, as defined in the current Aquatic and Leisure Centre Strategy 2019:

Centre Name	Current Situation	Facility Components	Market Focus	Recommendations
Holsworthy Aquatic Centre	• 24.5k people in 3km catchment • Expected marginal growth: 1.9% by 2026 • Unmet demand for swimming lessons, swimming (both estimated to decline slightly by 2026) and indoor court (with a slight estimated increase)	• Indoor 25m pool • Warm water program pool • Spa • Splash Park • Community rooms • Gym & group fitness	• Service the local residential catchment and schools • Increase level of accessibility	• Create a dilapidation report for the redevelopment • Conduct feasibility study for a potential alternate site to accommodate • Include facility components, including 25m pool, warm water pool, spa, splash park, gym, community rooms, group fitness • Negotiate capital contribution from management entity in exchange for a long-term tenure
Michael Clarke Recreation Centre	• 33k people in 3km catchment • Expected growth: 4.4% by 2026 • High unmet demand for gym and swimming	• 2 additional indoor sports courts with sprung timber floor • Splash park & dry play space • Learn to swim/program pool • Car parking	• Gym & fitness • Junior and social indoor sports & club sports • Aquatic outdoor play & learn to swim services	• Prepare Master Plan, including available space for competition compliant indoor sports courts, aquatic play, learn to swim • Build outdoor splash park alongside existing play space, potential water slide • 2 additional indoor multi-lined courts • Permanent gymnastics on one of the existing courts
Michael Wenden Aquatic and Leisure Centre	• 69k people in 3km catchment • Expected growth: 4% by 2026 • High unmet demand for swimming and sports courts • Current visitations exceed CERM benchmarks for like facilities, annually	• Add 2-3 timber sprung competition courts • Indoor 8 lane 25m pool • Warm water pool • Expand splash park & water play • Program pool • Do not replace 50m outdoor pool • Keep group fitness/gym • Café & referee facilities • Fully accessible • Allied health services • Additional car parking	• Indoor sports clubs, including office space • Volunteer groups, services for people with a disability, allied health • No school carnivals • Large outdoor splash park • Review childcare	• Include the existing Wenden Centre and PCYC as part of Miller Town Centre Master Plan • Create a Master Plan for the redevelopment of Wenden on the existing site • Differentiate the centre (pricing and market focus) from the Michael Wenden Aquatic and Leisure Centre • Demolish & redevelop on the same site, except sports courts & splash park • Add 2-3 competition compliant courts in the short term

Centre Name	Current Situation	Facility Components	Market Focus	Recommendations
Whitlam Leisure Centre	• 72k people in 3km catchment • Expected growth: 11% by 2026 • Significant unmet demand for swimming and indoor sports • Current visitations exceed CERM benchmark for like facilities, annually	• Gymnastics centre • Event space • 2 indoor timber sprung floor sport courts • 8 lane indoor 25m pool • Large separable warm water/program pool • Spa & sauna • Indoor splash park • Outdoor beach & leisure water • 10 lane 50m pool • Function space • Childcare • Fully accessible wet /dry change rooms • School only change facilities • Café & commercial kitchen • Gym with women's only area • Cycle studio • Multi-purpose programs room	• Indoor club competition sports courts • Outdoor competition pool (10 lane, 50m) • Events & School carnivals • 24-hour gym • Home of gymnastics • Childcare & café • Outdoor leisure water & beach • Spa & sauna	• Relocate centre to a more prominent site within Woodward Park with sufficient space • Identify best location and facilities for Whitlam in the central CBD zone • Create a Master Plan for the redevelopment, including footprint and cost planning • Expand facility by including additional components, such as gymnastics and competition courts • Differentiate the centre from the services provided at Michael Wenden Aquatic and Leisure Centre • Adjust a reconfigured and expanded footprint in the Woodward Park Master Plan • Demolish the existing facilities • 10+year contract management • All centres to be managed by one single management entity • Seek allied health provider
Regional Centre Outer West (Austral/Rossmore)	• 19.5k people in 3km catchment • Expected growth: 220% by 2026 • Significant future unmet demand for swimming, indoor sports, and gym	• 25m heated indoor pool • Warm water program pool • Gym / group fitness • Splash Park • 3 indoor sports courts • Multi-purpose program/ function room	• Develop plans in line with adjacent residential, commercial and educational facilities • Regional scale	• Investigate land ownership and acquisition options for new regional centre • Include facility components, including 25m warm water pools, 3 indoor sports courts, splash park, outdoor water play, gym, group fitness, function rooms • Offer management in conjunction with other centres • Seek allied health provider • Negotiate joint use agreement with the education department for the use by the school for the indoor courts

Table 7 – ALCS Recommendation

4. Current Plans for Future Provision

As previously mentioned, although the ALCS outlines the recommendations for developments or redevelopments for most of the proposed facilities, no indicative capital costings are included in the ALCS. Based on the high level information provided by Council or research by the Consulting Team, the following costs have been identified for each site:

Project	Council Estimated Cost*	Council Resolution
MWALC - Redevelop (Miller Social Infrastructure Master Plan)	$66M	✓(MP)
Whitlam Leisure Centre - Replace (Woodward Place Master Plan)	$80M	✓(MP)
Holsworthy Aquatic Centre – Retain or Replace	$20M	X
Carnes Hill Aquatic Centre - New	$77M	✓(Facility)
Austral Leisure Centre - New	$80M	X
Aerotropolis Leisure Centre – New (State Government)	$18M	X
Total (*excluding Aerotropolis)	**$323M+**	

Table 8 – Aquatic and Leisure Centre Estimated Costs

It is noted that an actual Quantity Surveyor cost has only been completed for Carnes Hill. Using this as a basis, it is more likely that the total capital cost is well more than $350M based on the scale, facility components and escalations. It is important to note that any subsidies received from Government through Contributions Plans are only to be allocated towards land costs or essential services and not towards build costs. As such, the estimated $323M+ will not be supported through Contributions.

As part of the Western Sydney Airport project, the New South Wales Government is leading the process to provide significant social and economic infrastructure surrounding the Western Sydney Airport. As part of the social infrastructure precinct developments, it is proposed that an indoor leisure centre (Aerotropolis Leisure Centre) be developed to support the increasing population growth. The state government estimated build cost for this facility is approximately $18.5M, which will be predominately subsidised by the project's 'Special Infrastructure Contribution'. It should be noted, that based on the proposed components, this estimated build cost is significantly below industry expectations. Operational management for the facility is likely to be given to the City of Liverpool, inclusive of an operating surplus or deficit.

The map below depicts the proposed locations for the facilities that currently form part of the future aquatic and leisure provision for the City of Liverpool. Note: the red markers identify the proposed locations, and the blue markers represent the locations of the current facilities.

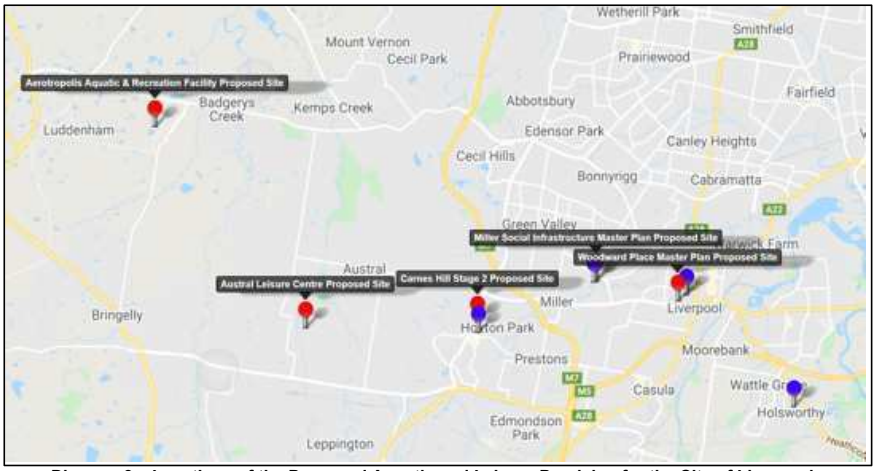


Diagram 3 – Locations of the Proposed Aquatic and Leisure Provision for the City of Liverpool

The table below indicates the distance between each of the facilities, inclusive of the proposed sites. Given the proximity of the centres, particularly Austral Leisure Centre to Carnes Hill Aquatic Centre and Whitlam Leisure Centre to Michael Wenden Aquatic Leisure Centre, there is a strong likelihood of drawing from the same catchment areas, unless the facilities are designed to be complementary of each other in their service offering.

Distance Table (Kilometres)	Michael Wenden Aquatic Leisure Centre	Whitlam Leisure Centre	Holsworthy Aquatic Centre	Michael Clarke Recreation Centre	(New TBC) Carnes Hill Aquatic Centre	(New TBC) Austral Leisure Centre	(New TBC) Aero-tropolis Leisure Centre
Michael Wenden Aquatic Leisure Centre		4.7km	10km	5.3km	5.5km	9.8km	13km
Whitlam Leisure Centre	4.7km		7.2km	8.6km	9km	13km	16km
Holsworthy Aquatic Centre	10km	7.2km		13km	13.4km	16km	23km
Michael Clarke Recreation Centre	5.3km	8.6km	13km		0.4km	5.4km	11km
(New TBC) Carnes Hill Aquatic Centre	5.5km	9km	13.4km	0.4km		5.1km	11km
(New TBC) Austral Leisure Centre	9.8km	13km	16km	5.4km	5.1km		7.4km
(New TBC) Aerotropolis Leisure Centre	13km	16km	23km	11km	11km	7.4km	

Table 9 – Aquatic and Leisure Centre Distance Table

4.1 Summary of Proposed Facilities

Outlined below is a summary of each of the proposed facilities, including facility locations, recommended facility components, expected project timeframes, and potential funding contributions (where relevant):

Aerotropolis Leisure Centre

The Western Sydney Aerotropolis forms part of the surrounds of the Western Sydney International Airport that is currently under construction. The objective of the project is to provide housing and employment opportunities for up to 1.1 million people by 2036.

In line with the project, the New South Wales Government is proposing a variety of precincts to integrate with the airport, including accommodation, community facilities, libraries, emergency services, open space reserves, outdoor sporting facilities, and aquatic and recreation facilities.

As outlined in the *Draft Aerotropolis Contributions Plan (2020)*, a 3,000m² indoor aquatic and leisure facility has been proposed. The facility is currently planned to include the following components:

- Outdoor toddler pool
- 50m outdoor pool
- 25m indoor pool
- Hydrotherapy indoor pool
- 2 indoor courts

- Community meeting rooms
- Amenities block
- Adjoining open space/picnic area
- Community meeting rooms
- Youth recreation-based hang out space
- Foyer, lounge, and café

The projected build cost for the facility, outlined in the *Draft Aerotropolis Contributions Plan (DACP)*, is $18.59M. Based on the types and scale of components, the build cost is significantly understated.

The facility is intended to be developed in the period from 2031 to 2036, in line with the projected population growth and the development of the supplementary social and economic infrastructure.

Austral Aquatic Centre

The areas of Austral and Leppington North are expected to experience significant population growth over the next 20 years (70,000 residents by 2040). Supporting this growth will be Council's acquisition of four (4) separate land sites planned for residential estates. Council has acquired three (3) land sites, with the fourth expected to be purchased in 2021 or the next acquisition period for Council in 2024, dependent on financial capability. Construction of the residential estates is scheduled to commence in 2025 or 2026.

To support the anticipated population growth, a Contributions Plan was developed in 2014 (and updated in 2020) for the Austral and Leppington North areas. The Contributions Plan identified the need for a regional aquatic and leisure facility to be developed within Austral. The proposed build cost for the facility is projected to be more than $80M and of a similar scale to that of the Woodward Place Master Plan for the Whitlam Leisure Centre.

Based on the requirements put forward from the Independent Pricing and Regulatory Tribunal, funds derived from contributions can only be directed to the purchase of land or to support the establishment of essential services. As such, the construction costs would not be subsidised from the contributions, barring the essential services being established.

The facility is proposed to be located on a five (5) hectare site and would include the following components:

- Indoor 50 metre x 10 lane Olympic pool
- Training pool
- 25 metre leisure pool
- Learn to Swim pool
- Water play area
- Diving pool
- 4 indoor sports courts, inclusive of retractable seating for 1,500
- Health club
- Group fitness rooms
- Wellness/health services
- Spa, sauna, steam room
- Café
- Outdoor elements - may include a water play park, BMX, skate, sports oval and netball, tennis, basketball courts

As stated in the Contributions Plan, funding for the development of the facility is envisioned to be obtained by several parties, including State Government public authorities, State-owned corporations, Liverpool and Camden Councils, developers, and private providers.

There is currently no suggested timeframe for the facility to be developed.

Carnes Hill Aquatic Centre

The Carnes Hill Stage 2 aquatic facility development was not identified in the ALCS but evolved from an election commitment, in line with Carnes Hill Stage 1 (Michael Clarke Recreation Centre) development. It is proposed that an aquatic facility would be developed within the Carnes Hill precinct and would complement the dry programming being delivered at the Michael Clarke Recreation Centre.

The Master Plan for Carnes Hill (Stage 2) has been completed, with the recommended site located an estimated 400m+ from the Michael Clarke Recreation Centre. The Master Plan underwent community consultation in September 2020 and was resolved by Council in November 2020 to progress with the Master Plan after an alteration to the entry point of the facility was made.

The Master Plan proposes the following inclusions for the facility:

- 50m indoor pool
- Learn to swim pool
- Leisure pool
- Spa / steam / sauna area
- Outdoor water play area
- Change rooms, family and group
- Competition change areas
- Storage and plant spaces
- 2 multi-purpose sporting fields suitable for soccer, rugby union and rugby league
- Boardwalk connections to and from stage 1 of the precinct
- Children's playground
- 250 space car park

The advancement of the project is dependent on significant external funding, with the project being recommended to follow a phasing process. The first phase of the project is approximately $30M and will be for the development of the sports precinct, followed by the Aquatic Centre.

The Aquatic Centre forms part of an overall precinct Master Plan that incorporates sporting fields, walking and cycling tracks, and playgrounds. There is currently no definitive timeframe for the development of the facility. The images below outline the proposed precinct and the Aquatic Centre inclusions. Stage 1 of the Carnes Hill precinct is at the base of the aerial image.

Carnes Hill Precinct Master Plan

Image 5 – Carnes Hill Precinct Master Plan

Carnes Hill Aquatic Centre Inclusions

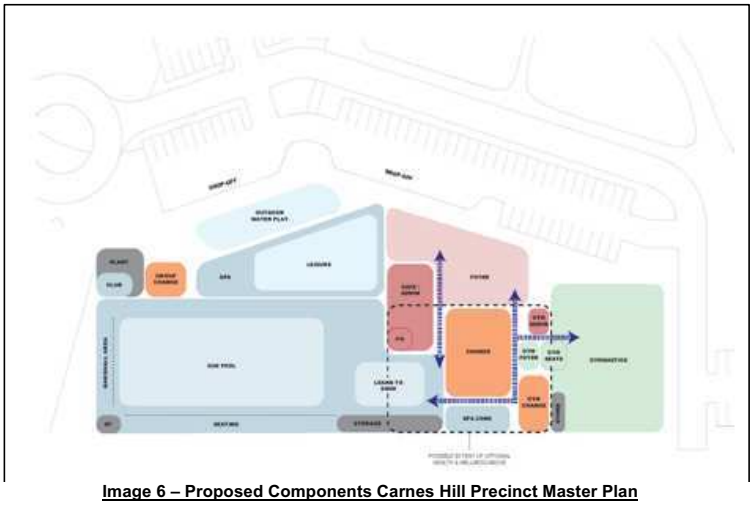


Image 6 – Proposed Components Carnes Hill Precinct Master Plan

Holsworthy Aquatic Centre

While a review of the options for the Holsworthy Aquatic Centre is ongoing, there may be the potential for a sale of the Centre. The revenue from a sale could then be allocated towards other community assets. The sale could occur at the expiration of the current management contract in 2024. Given the expected population growth in the Holsworthy and Hammondville area, it is likely the Holsworthy Aquatic Centre will not support the community's requirements into the future.

Miller Social Infrastructure Master Plan

The purpose of the Miller Social Infrastructure Master Plan is to provide direction to Council on the types of social infrastructure planned to support the future growth of the suburb of Miller. Underpinning the Master Plan is the intention to deliver infrastructure that is reflective of the community need, as well as to optimise the use of available public land.

The Miller Social Infrastructure Master Plan forms the next iteration of the Miller Town Centre Master Plan and further builds on the *Community 2168 Project Strategic Plan* (2015). The Master Plan has also been intentionally designed to align directly to Council's directions from the *Our Home 2027 - Community Strategic Plan,* being:

- Direction 1 - Create connection
- Direction 2 - Strengthen and protect the environment
- Direction 3 - Generate opportunity
- Direction 4 - Lead through collaboration

The Master Plan is also informed by the broader Greater Sydney Commission's *Western City District Plan*, which is designed to ensure the future growth of communities within Western Sydney and aligns with place-based outcomes. The Master Plan incorporates community services, shopping precincts, open spaces, the Michael Wenden Aquatic Leisure Centre, and the PCYC. The Master Plan went out for community consultation in December 2020, after the Plan was resolved at the Council meeting dated 27th October 2020.

The Michael Wenden Aquatic Leisure Centre is limited in its capacity to service the needs of the community, based on the Centre's age, size, condition and components. Due to these reasons, the Miller Social Infrastructure Master Plan proposes the redevelopment of the Centre under a staged approach, with the intention of retaining the existing infrastructure that is in a sound condition, in addition to integrating new components within the site. The Master Plan is proposing the following components be incorporated into the staged redevelopment:

Stage 1

- Entrance/foyer/reception/administration areas (replacement)
- Indoor learn to swim (replacement)
- Crèche (replacement)

- Café (replacement)
- Health and fitness area (replacement)
- Indoor program pool with associated spa and sauna (new)
- Multi-purpose rooms (new)

Stage 2

- 50m pool (replacement)
- Improved amenities (replacement)
- Water play area (expansion of existing)
- Outdoor seating and shading (new)
- 2 additional indoor courts (new)
- Adventure slides (potential provision)

The anticipated total build cost is separated as follows:

Stage 1 -	$33.01M
Stage 2 -	$16.59M
Contingencies -	$16.58M
Total Cost:	**$66.14M**

There is also the intention to relocate the 'Old Caretakers' building, which separates the Michael Wenden Aquatic Leisure Centre and the PCYC, to improve the connections between the two (2) facilities and provide enhanced integration. Following the integration of the facilities would be an analysis inclusive of the facility operators to ensure the centres operate in a complementary manner.

As outlined in the Master Plan, the intention is to seek external funding for the development through potential contributions from voluntary planning agreements, general Council budgets, State and Federal Government grants, and partnership funding with Government agencies, such as the Department of Housing NSW.

The image below outlines the proposed Miller Social precinct, with the Michael Wenden Aquatic Leisure Centre identified as 5a, 5b and 14. Detailed designs of the redevelopment of the facility are yet to be developed, and no timeframes for the development have been identified.

Miller Social Precinct Plan

Image 7 – Miller Social Infrastructure Master Plan

Woodward Place Master Plan

The Master Plan for Woodward Place proposes for the Whitlam Leisure Centre to be demolished and a new Aquatic and Leisure Centre to be developed at the southwest part of Woodward Place. The precinct will incorporate outdoor sports facilities, a regional playground, a hotel, an exhibition centre, a market hall and various other features.

Below is a site plan for the Woodward Place Master Plan, outlining its proposed facilities and features.

Source: Hassell, 2020

Image 8 – Woodward Place Precinct Master Plan

The purpose of the Woodward Place Master Plan is to ensure the precinct is sustainable by the introduction of commercial components for the land site, such as a convention or exhibition centre, hotels, and office spaces, to assist in subsiding the operation of a redeveloped Whitlam Leisure Centre. To support this, an Economic Study has been undertaken by Council to assess the precinct's viability.

As mentioned, and defined above, the intent is to redevelop and relocate the Whitlam Leisure Centre to the southwest area of the precinct, which is likely to utilise approximately one-fifth of the total available land, with the remaining area to be zoned for commercial use.

The Master Plan is proposing the following components be incorporated into the redevelopment of the Whitlam Leisure Centre:

Indoor Facilities:

- 50M pool
- Grandstand
- Hydrotherapy Pool (12 X 18M)
- Leisure Water Area
- Program Pool (12 X 18M)
- Spa, Sauna and Steam Room
- Change facilities and Amenities
- Staff Offices and Administration Hub
- Fitness and Wellness Area
- Waterslides & Water Play Area
- Multi-sports Courts
- Gymnastics Hall
- Crèche
- Café
- Customer Service Hub

Outdoor Facilities:

- Outdoor Green Space
- Outdoor Training Zone

Although no cost plan is available for the redevelopment of the Whitlam Leisure Centre, the Consulting Team estimates the total build cost is more than $80M.

The images below outline the proposed Leisure Centre inclusions, which have been designed to be over three (3) levels.

Woodward Place Master Plan (Whitlam Leisure Centre) Site Plan – Ground Floor

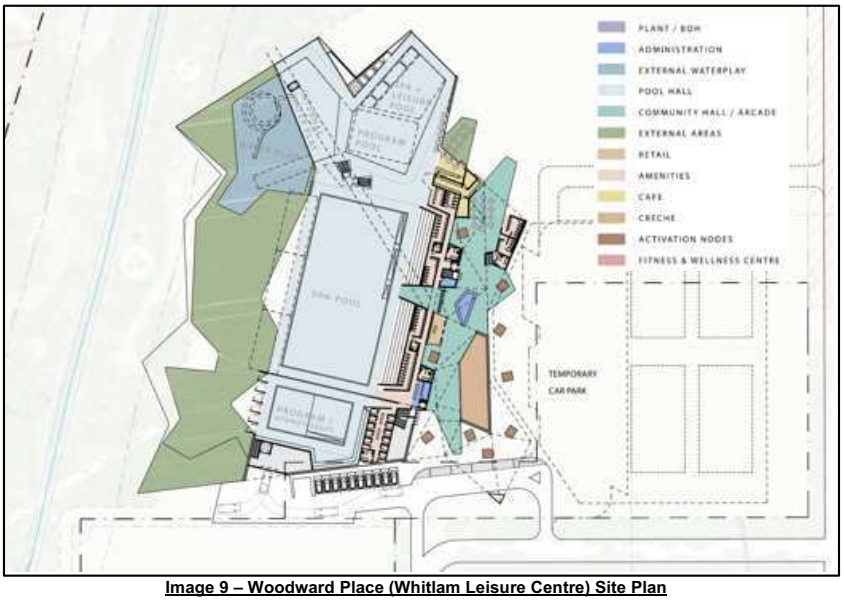


Image 9 – Woodward Place (Whitlam Leisure Centre) Site Plan

Woodward Place Master Plan (Whitlam Leisure Centre) Site Plan – First Floor

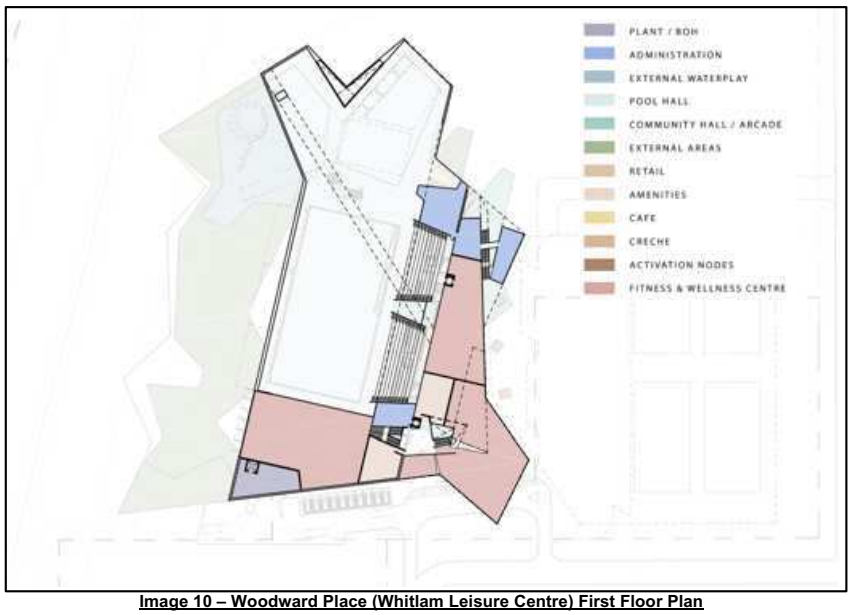


Image 10 – Woodward Place (Whitlam Leisure Centre) First Floor Plan

Woodward Place Master Plan (Whitlam Leisure Centre) Site Plan – Second Floor

Image 11 – Woodward Place (Whitlam Leisure Centre) Second Floor Plan

There is currently no suggested timeframe for the facility to be developed, barring the Master Plan stating it will form part of a 30-year timeline.

4.2 Proposed Facility Components

The table below outlines the proposed facility inclusions, based on the information provided within the associated Masterplans and Contributions Plans:

Redevelop MWALC (Miller Master Plan)	Replace Whitlam Leisure Centre (Woodward Place)	New Carnes Hill Stage 2	New Austral Aquatic Leisure Centre	New Aerotropolis Aquatic Centre
• Outdoor 50m pool • Water play area • Outdoor seating and shading • 2 additional indoor courts • Indoor learn to swim • Crèche • Café • Health and fitness area • Indoor program pool with spa and sauna • Multi-purpose rooms • Adventure slides (potential provision)	• Indoor 50m pool • Grandstand • Hydrotherapy Pool • Indoor Leisure Water Area • Indoor Program Pool • Spa, Sauna and Steam Room • Fitness and Wellness Area • Waterslides & Water Play Area • Multi-sports Courts • Gymnastics Hall • Crèche • Café	• Indoor 50m pool • Learn-to-swim pool • Indoor Leisure pool • Spa / steam / sauna area • Outdoor water play area • Competition change areas • 2 multi-purpose sporting fields	• Indoor 50m pool • Training pool • Indoor 25m pool • Learn to Swim pool • Water play area • Diving pool • 4 indoor sports courts, inclusive of retractable seating for 1,500 • Health club • Group fitness rooms • Wellness/health services • Spa, sauna, steam room • Café	• Outdoor 50m pool • Outdoor toddler pool • Hydrotherapy Pool • Indoor 25m pool • 2 indoor courts • Community meeting rooms • Youth recreation hang out space • Café

Table 10 - Proposed Facility Components

4.3 Preliminary Review of Direction

The following preliminary comments are provided by the Consulting Team regarding the plans for future facility provision:

- The proposed facilities are predominately major facilities with high capital and operational costs
- There is a high level of 50m pool provision (five) with three indoor 50m pools
- Indoor aquatic competition facilities are expensive requiring specific infrastructure (i.e. spectator seating, marshalling areas, additional amenities, additional car parking, enhanced technology etc.) and are generally the domain of state facilities
- There is a very low level of warm water pool provision
- There is a lack of a complementary approach between the facilities
- There is an exceptionally high capital cost associated with direction and it is unprecedented to receive full external funding (e.g. Parramatta 50% of one facility project)

5. Consultation

To obtain essential insights from relevant Council Officers, as well as facility stakeholders, a comprehensive consultation process was undertaken as part of the project. To ensure many insights and sources of information could be obtained relating to the current and proposed aquatic and leisure centre provision, the Consulting Team engaged a consultation group from varying positions and functions.

Outlined below are the Council Officers and key stakeholders that participated in the consultation sessions for the project:

Council Officers

- Dr. Eddie Jackson — Chief Executive Officer
- Tina Bono — Director – City, Community and Culture
- Mark Taylor — Social Infrastructure Planner
- Aditi Karande — Recreation and Open Space Planner
- Jacqueline Newsome — Coordinator Community Development
- Paula Jamell-Caru — Community Development Officer
- Fareena Wood — Coordinator Community Facilities
- Themie Bekiaris — Community Development Worker (CALD)
- Shaun Beckley — Coordinator Contributions Plan
- Ian Stendara — Executive Planner
- Vishwa Nadan — Chief Financial Officer
- Rithy Poch — Property Development Manager
- Rinas Cook — Manager Infrastructure Planning and Delivery
- Mohammed Morshed — Coordinator Asset Planning and Management
- Craig Lambeth — Coordinator Sports and Recreation

Key Stakeholders

- Scott Vanderheyden — Area Manager – Belgravia Leisure
- Alison Dunshea — Senior Project Officer - South Western Sydney Local Health District

The consultation sessions were focused on three (3) key questions, with the contributors provided with a further opportunity to relay any other relevant observations or information.

The main three (3) questions posed to the participants were:

1) *A SWOT of the current facility provision (i.e., Holsworthy Aquatic Centre, Michael Clarke Recreation Centre, Michael Wenden Aquatic Leisure Centre and Whitlam Leisure Centre)*
2) *The factors/drivers influencing future Aquatic and Leisure Centre provision*
3) *Understanding the purpose and function of the facilities for the community*

5.1 Summary of Consultation

It must be noted that minimal feedback was provided for the Holsworthy Aquatic Centre and the Michael Clarke Recreation Centre, with most of the responses relating to the proposed redevelopment facilities, Whitlam Leisure Centre and Michael Wenden Aquatic and Leisure Centre.

The consultation sessions presented varying viewpoints relating to what is needed to support the health and wellbeing of the community and what can be achieved, given the significant capital investment required.

Based on the responses provided by many participants, the centres are not meeting the needs of the community, particularly from an accessibility and inclusion perspective, as well as the facility components not aligning with the demographic of Liverpool, for example, excessive pool depths. Further to this, the facilities do not offer appropriate respite from the extreme heat conditions experienced within the municipality.

Also outlined by many of the participants was the fact that the municipality is expected to experience major population growth over the next 20 years, with a strong likelihood of aquatic and leisure infrastructure not progressing in line with population growth. As an example, plans for the provision of an aquatic and leisure centre in the areas of Austral and Leppington North, which are expected to have a population growth of approximately 70,000 people over the coming 20 years, are still in their early stages; in comparison, the Carnes Hill Stage 2 project has progressed further in the planning process, although the expected growth rates are considerably lower.

Also identified was that the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre are of a sound structural condition, providing Council with the option to consider facility upgrades as opposed to the full redevelopment currently proposed through the Woodward Place and Miller Social Infrastructure Master Plans.

It also seems that there have been multiple political commitments made to the community for new facilities or complete redevelopments of facilities to occur, although the financial capacity of Council is unlikely to deliver the infrastructure in the near future.

Below is a summation of the responses to the questions posed to the Council Officers and Key Stakeholder Groups, with responses from the Chief Executive Officer and Chief Financial Officer captured separately.

a) SWOT Analysis – Current Facility Provision

The following comments were made by the stakeholder groups during the consultation progress regarding the strengths, weaknesses, opportunities and threats of the current facility provision:

Strengths

Facility	Response
Whitlam Leisure Centre	○ *The Centre is in a sound structural condition* ○ *The size of the facility and associated footprint, including car parking, provides a strong opportunity for expansion* ○ *The location of the Centre is beneficial, particularly being near the CBD* ○ *There is significant pool space, including the 10-lane 50m pool* ○ *Ability to host large scale events* ○ *The facility has a connection with the community and is well known*
Michael Wenden Aquatic Leisure Centre	○ *The Centre is located centrally to support the community, and the site is on a large footprint* ○ *The Centre is seen as a Community Hub for Miller* ○ *Ability to host large scale events* ○ *The level of participation for learn to swim in the program pool* ○ *The Centre has dedicated child facilities, supporting before and after school care* ○ *The facility has a connection with the community and is well known* ○ *The facility is linked to Miller Tech High School*
Holsworthy Aquatic Centre	○ None mentioned
Michael Clarke Recreation Centre	○ None mentioned
Proposed Facilities	○ None mentioned
General	○ *The operations are well managed by the current contractor group, Belgravia Leisure*

Weaknesses

Facility	Response
Whitlam Leisure Centre	○ *The Centre is poorly designed in terms of access and the customer experience (e.g., poor universal design and very deep outdoor 50m pool)* ○ *The Centre does not have appropriate changing or accessible facilities, including no lifts or ramps* ○ *The gym provides a disjointed experience for users, based on the poor design of the spaces*
Michael Wenden Aquatic Leisure Centre	○ *The Centre has limited attendances, and the programs and service offerings are not representative of the community needs* ○ *The Centre does not have appropriate changing or accessible facilities, including no lifts or ramps*
Holsworthy Aquatic Centre	○ None mentioned
Michael Clarke Recreation Centre	○ None mentioned
Proposed Facilities	○ *There is no clear spending plan for the funding of the proposed facility developments or redevelopments*
General	○ *The existing facilities are located on the eastern side of the municipality,*

	although there is significant population growth expected further west ○ *The facilities are not currently meeting or aligning with the community's specific needs* ○ *The facilities do not provide appropriate respite from the excessive temperatures experienced in the municipality* ○ *All facilities, barring the Michael Clarke Recreation Centre, are ageing and require substantial upgrades or redevelopments* ○ *There is no clear spending plan for the funding of the projects* ○ *There is a disconnect between what the Planning Team are proposing vs. what the Recreation Team sees as essential*

Threats

Facility	Response
Whitlam Leisure Centre	○ None mentioned
Michael Wenden Aquatic Leisure Centre	○ None mentioned
Holsworthy Aquatic Centre	○ None mentioned
Michael Clarke Recreation Centre	○ None mentioned
Proposed Facilities	○ *Lack of funding available to deliver on the developments or redevelopments* ○ *The risk of not timing of the implementation of aquatic and leisure centres to service the new release land areas*
General	○ *People with mobility issues are likely to use other leisure centres in other LGA's due to the lack of accessibility* ○ *The potential for continued misalignment with the community demands and needs* ○ *Not having a clear approach to the delivery of future aquatic and leisure centres* ○ *The Master Plans and proposed developments are far too ambitious in comparison to the funding that is available* ○ *Components of the Master Plans need to be reviewed and challenged to become achievable*

Opportunities

Facility	Response
Whitlam Leisure Centre	○ *Assess the opportunity to undertake upgrades to the Centre, as opposed to full redevelopments* ○ *Consider greater water play areas for the Centre* ○ *Provide more social spaces and meeting rooms for community groups to utilise*
Michael Wenden Aquatic Leisure Centre	○ *Consider greater water play areas for the Centre* ○ *Provide more social spaces and meeting rooms for community groups to utilise*
Holsworthy Aquatic Centre	○ None mentioned
Michael Clarke Recreation Centre	○ None mentioned
Proposed Facilities	○ *Development of a clear funding plan to ensure the facilities meet the needs of the community* ○ *Provide spaces for people for respite during extreme heat days* ○ *Utilise greater health data to ensure the facilities are meeting the needs of the community* ○ *Opportunity to increase the level and outcomes of community partnerships, with the potential to co-locate with health-based partners* ○ *Greater consideration for people with sensory disorders by improving the ambience of the facilities* ○ *Implementation of water refill stations to assist in combatting the excessive heat experienced*

	○ *Introduce more spaces for unorganized activities such as barbeques, further shaded spaces and areas for social sports outdoors, for example, volleyball* ○ *Ensure there is the ability to travel to the facilities via bikes or walking, as opposed to needing to drive*
General	○ *Development of a clear funding plan to ensure the facilities meet the needs of the community* ○ *Partnerships with health-based organisations will provide greater community reach and enhance community health levels*

b) Key Factors Influencing the future Aquatic and Leisure Centre Provision

The following comments were made by the participants during the consultation process regarding the key factors that influence the future provision for the aquatic and leisure centres:

- Population growth is a major consideration for the future provision
- The financial sustainability of the operations of the facilities, not just the infrastructure costs
- Ensuring the facility offerings and components align to the community need, i.e., learn to swim pools and less need for 50m pools
- The ability to fund the development of the facilities
- The need to work with State Government departments such as Health & Housing to assist in securing funding
- Consideration of the current asset condition
- Ensuring there are targeted programs that reflect the diversity of the community, for example, learn to swim programs specifically targeted at the CALD community
- Aligning the price point to the community need
- Ensuring the facilities cater for the needs of specific community groups and key stakeholders
- Improving accessibility for people by utilising universal designs

c) The Purpose & Function of the Facilities for the Community

The following comments were made by the stakeholder groups in response to the question of the purpose and function of the facilities for the community:

- Providing community assets that provide opportunities for people to be more active and enhance socialisation
- Greater emphasis on participation rather than revenue generation for the facilities
- The facilities provide opportunities for community-based events, holiday programs and targeted programming, such as 'Women's Only Swimming'
- There needs to be a greater understanding of the social outcomes of aquatic and leisure centres to assess their true value to the community
- The facilities should provide an opportunity for greater relief from the excessive heat experienced in the municipality

Consultation – Chief Executive Officer

The following consultation notations were taken through discussions with the Chief Executive Officer (CEO), Dr. Eddie Jackson, and have been captured separately to represent the CEO's views on the future aquatic and leisure provision for the City:

- The population is expected to exceed 440,000 people within the next 20 years, so Council has significant concerns relating to how it will meet the demands and needs of the community from an infrastructure perspective
- The growth is being realised due to the LGA being a destination for people more from interstate and within New South Wales, because of the employment opportunities arising. This is expected to increase considerably, in line with the Western Sydney Airport project.
- As part of the Western Sydney Airport Project, eight (8) Councils have been allocated $15M to be allocated towards infrastructure, which is notably less than the required infrastructure cost to support the demand
- Although areas such as Middleton were fully populated approximately 10 years ago, there are no community leisure facilities that service the area. Although Carnes Hill Stage 2 is likely to proceed, with less demand in that area

- The communities of Austral and Leppington North will realise significant population growth within the next 10 years, and appropriate community leisure facilities need to service these areas.
- The Whitlam Leisure Centre and Michael Wenden Aquatic Leisure Centre need to be replaced, yet the funding is not available to do so
- Consideration needs to be given to learning from the European and United States of America models for procuring funding for the development of their community assets

Consultation – Chief Financial Officer

The following consultation notations were taken through discussions with the Chief Financial Officer (CFO), Vishwa Nadan. The details of the consultation session have been summarised separately to represent the CFO's views on the Council's current and future financial position and how it relates to the future aquatic and leisure provision for the City.

- Currently, the Long-term Financial Plan has no allocations for the redevelopment or major upgrades to the aquatic and leisure centres. Further to this, there is also no allocation for future facility provision
- Allocations have been made in the Draft Delivery Plan (2017-22) and Operational Plan (2021-22) for the Woodward Park Master Plan and required upgrades for MWALC, WLC and Holsworthy Aquatic Centre
- The significant infrastructure project for the City is the 'Liverpool Civic Place', at a capital cost of $195M and an expected payback period of 20 years.
- Given the level of investment required for the Liverpool Civic Place, the Council will potentially be at its maximum borrowing level
- Although the Council has obtained substantial levels of contributions from developers, there is a funding gap between the increasing land costs and the level of contributions. Additionally, the contributions can only be allocated to land costs or essential infrastructure costs, not build costs
- The New South Wales Rate Peg also restricts the Council's ability to invest in the infrastructure of the City, based on the rate increases not being substantial enough
- Consideration should be given to a Public/Private Partnership to assist in securing funds for the development of the facilities
- There is a distinct gap between what is being promised versus what is able to be delivered

6. Industry Research and Trends

The Consulting Team has developed an overview of the current trends and industry research relevant to the future provision of aquatic and leisure facilities to support the Liverpool community. The summary also identifies relevant design considerations, benchmarked facilities and operational management models of contemporary leisure and aquatic centres.

6.1 Aligning Facilities to Community Need

It has been identified through the Consulting Team's review of the facilities that there are some major gaps in servicing community needs. As one example, 40.7% of the City of Liverpool's population were born overseas and 6.7% of the population require special assistance to undertake activities. The current facility designs, and associated inclusions, do not fully align with the needs of these cohorts of the community.

This is particularly the case for the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre, where the historical designs of the facilities have not considered the demographic make-up of the community or the accessibility requirements to support the community. Examples of these design faults include the significant depth profile of the 50m pool at the Whitlam Leisure Centre, and the Michael Wenden Aquatic Leisure Centre lacks any accessible aids or facilities to support people with a disability.

Conversely, the Michael Clarke Recreation Centre is more closely aligned to supporting community needs, primarily due to the facility opening in 2016 and more stringent building standards. The Centre provides meeting rooms and social spaces for community groups to meet and provides appropriate accessible facilities.

Outlined below are case studies that have a direct alignment between the facility components and the program and service offerings addressing community needs:

Case Study #1 - North Melbourne Community Centre (Victoria)

The North Melbourne Community Centre (NMCC) is in the City of Melbourne and was constructed in the 1970s. The venue provides for community development, facility rental and a range of activities. The facility is primarily used by residents living in the adjacent North Melbourne community housing estate and services many people from low socio-economic backgrounds. However, a range of programs does draw participants from the surrounding suburbs.

The NMCC is predominantly booked by external community groups, principally utilising the meeting rooms or court spaces. The Centre plays a key role in collaborating with permanent hiring groups to provide appropriate services and support networks for the community.

Central to the purpose and the overall success of the NMCC is that it is considered a "second home" for many users and is a "backyard", particularly for many of the public housing residents. The Centre provides a safe and inclusive environment and a place for people to connect, specifically for the diverse range of CALD groups. The community-based program offerings, the informal 'drop in' opportunities, and affordable pricing ensure the facility is accessible for the entire community.

The NMCC currently has more than 30 user groups that have permanent bookings within the facility. These groups range from school groups, not-for-profit organisations, sports groups to churches and community-based groups. As each user group's background is different, their needs vary greatly. Hence, NMCC offers access to a diverse number of services, programs, and facility resources, such as a kitchen, stadium, multiple rooms of different sizes, with pricing structures to support a wide range of needs and budgets.

In addition to the above user groups, there are several key tenants located at the NMCC who provide a series of important community services and/or programs:

- City of Melbourne Family Services - maternal child nurse, speech pathology and playgroup
- Drummond Street Youth Services - youth engagement programs for 12- to 25-year-olds
- Brotherhood of St Lawrence HIPPY program - an early learning and parenting program for families with young children

The Centre, although aged and in need of a full redevelopment, is highly utilised and services the needs of the community it is located in.

Below are images of the NMCC:




Case Study #2 - Narrogin Regional Leisure Centre (Western Australia)

In 2018, the YMCA of Western Australia undertook a review of their business model and reconfigured spaces at the Narrogin Regional Leisure Centre to provide greater access for community groups and to introduce further programming targeting young people.

In partnership with Shire of Narrogin, the YMCA facilitated a community youth survey to assist with the development of a Narrogin Youth Strategy and Youth Development action plan. The survey was completed by approximately 300 young people (28.5% of all young people in Narrogin). This has led to the development of a suite of youth-based programs and services that focus on creating a community hub within the facility for young people. The Hub caters for participants travelling up to 100km away to access the facility.

In addition, the management group achieved significantly higher attendance levels through the development of partnerships with schools, community groups and external providers. This, in turn, has led to a major focus on promoting facility hires to community groups in the region by establishing formal partnerships.

As a result of the regular facility hire and the implementation of the Youth Hub and through cross-promotional opportunities, there has been an uplift of over 150 new members joining the facility since the initiatives commenced.

Through collaboration with the community groups and developing partnerships with key stakeholder groups, the facility has been able to consistently achieve a break-even operational budget, which before ran at a deficit of more than $200K per annum.

Case Study #3 - City of Greater Dandenong (Victoria)

The City of Greater Dandenong is the most multi-cultural community in Australia, with low participation levels and high needs in particular areas.

In 2019, Council endorsed a Strategic Plan *(Make Your Move 2020-2030),* which included the replacement of Dandenong Oasis, the City's major aquatic and leisure centre. The Centre is to be replaced with the Dandenong Wellbeing Centre (DWC).

The Strategic Plan focuses on the DWC, including allied health, passive activity and education with a strong emphasis on special needs and targeted groups. Noble Park Aquatic Centre (NPAC) is the City's other aquatic and leisure centre and has now been positioned to complement the DWC as leisure, recreational and aquatic competitions facility.

The DWC project has a very strong alignment with Council's Health and Wellbeing Plan and the objectives outlined in the *Make Your Move Strategy*. The entire process is driven by maximising community participation and benefits. Central to the design is the inclusion of two (2) warm water pools, a large allied health area, meeting rooms and other social spaces.

The design solution focuses on being low sensory, reducing barriers, low intimidation, outstanding ambience, excellent accessibility and extensive opportunities for target groups.

The DWC is currently in the design stage and projected to open in 2024, while a $7M Stage 1 redevelopment of NPAC is under construction.

Case Study #4 – Ashfield Aquatic Centre (New South Wales)

The Ashfield Aquatic Centre underwent a $44.7M upgrade to the facility in 2020. Prior to the redevelopment, the Centre comprised an outdoor 50m with other minor outdoor water spaces. The facility had been in operation for over 55 years and no longer serviced the needs of the community.

The Centre now incorporates a gym, program room, café, a learn to swim pool, leisure pool, spa/sauna/steam room, an upgrade to the 50m pool and a new 33m outdoor pool with a movable floor. The facility also comprises multiple shaded areas to combat the extreme heat conditions. The Centre has been designed to align to the demographic of the community, with shallower pool depths, moveable flooring, and places to socialise and interact.

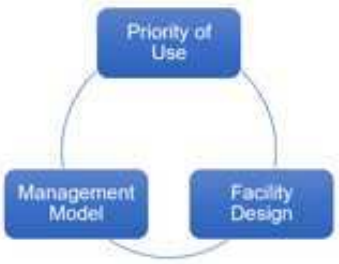
The redevelopment has proved to be extremely successful for Inner West Council (the operator), with strong membership and learn to swim numbers, as well as high volumes of casual users over the summer period. Below are images of the Ashfield Aquatic Centre:

6.2 Industry Benchmarks

The industry benchmarks below are provided to guide and inform the potential future direction of the Liverpool Aquatic and Leisure Centre provision.

Item	Summary
Purpose	There is a broad range of potential user groups at an aquatic and leisure centre, so it is important that the provision of services and the design should be guided by community needs and the purpose/positioning of the facility. Potential user groups may include the following: • Education (e.g., learn to swim) • General Health and Wellbeing (e.g., older adults) • Leisure / Recreational (e.g., families) • Rehabilitation and Therapy (e.g., injury recovery) • Relaxation and Social Interaction (e.g., passive activity or gentle exercise) • Sport and fitness (e.g., swim club and competitions) It is also noted that community feedback in the planning phase may not necessarily represent the broad user group needs. By their nature, some user groups are more active in the community feedback process than others. Hence Councils may need to 'balance up' the community feedback against the broader objectives. The provision of aquatic and leisure facilities in Victoria is quite unique internationally. There is a strong focus on very large scale, multi-purpose, indoor facilities that aim to be 'everything to everyone'. This ambitions approach results in trying to accommodate a diverse range of user needs, often that are in conflict, under the one roof. Unless very well planned, this approach can marginalize higher needs groups and compromise the relaxation, therapeutic and social interaction experience, which have traditionally been a lower priority in Australia when compared to Europe.
Revenue	Industry research indicates that the indicative average income for both learn to swim and health and wellness at indoor, multi-purpose community aquatic and leisure centres equates to around two-thirds of the total facility revenue. This is important in terms of demand, as these two areas are the 'cash cows' of the business. This reinforces the importance of providing appropriate facilities, services, and area allocations for learn to swim programs and health clubs for an aquatic and leisure facility. These areas are also important for the business model as they provide a cross-subsidy back to other areas of the centre that operate at a cost to Council (e.g., lap swimming pools). At a strategic level, the cross subsidy from these two areas to the significant operational costs of a large-scale facility is now under pressure. The private sector (and facility management groups such as Belgravia Leisure, YMCA and BlueFit) is providing more options for both health and wellness and learn to swim, resulting in increased competition. Local Governments can no longer assume that revenues for the higher yield areas will be adequate to cross subside the overall operation. As a result, appropriate consideration must be given to the overall business model, and the level of subsidy affordable by a Council.
Barriers to Participation	The longitudinal study of Frankston City Council's Peninsula Aquatic and Recreation Centre's (PARC) usage and non-usage commenced in 2014 with a sample group of approximately 549 residents. This research identified that the most reported barriers to PARC's use were the cost of parking (39.0%), cost of entry to the Centre (32.3%), and lack of parking (20.3%). It was notable that each of these barriers was reported significantly more often by occasional than regular users; 55.2% vs 20.6% for cost of parking, 43.3% vs. 29.4% for cost of entry, and 29.4% vs 14.7% for lack of parking, respectively. The lack of parking was more often reported by women than men (23.7% vs 14.4%), and cost of entry more often by those in the lowest category of income (42.7%) than people in the middle (27.7%) and upper categories (25.5%). Less

<table>
<tr><th>Item</th><th>Summary</th></tr>
<tr><td></td><td>common barriers were limited facilities at PARC (7.8%), the social climate at the Centre (7.4%), the physical environment at the Centre (7.3%), lack of transport (4.7%) and unsuitable opening hours (3.0%).</td></tr>
<tr><td>Car Parking Provision</td><td>Industry benchmarking and consultation with facility operators indicates that most facility users in a metropolitan region commute to an aquatic and leisure centre by car. In some instances, this can be above 90% of users accessing the facility by car. Research also indicates that the availability of car parking can be a major barrier to participation at aquatic and leisure centres, particularly for non-traditional users. Hence it is critical to get the provision for a large capital cost community project right.
As a benchmark, it is usually optimal that at least one (1) dedicated car park be provided for 1,500 visits per annum, with additional locations for bus parking and drop off spots.</td></tr>
<tr><td>Active and Passive Usage</td><td>Aquatic and leisure centres not only cater for ‘active’ facility users but also for ‘passive’ users that may be visiting the centre as a spectator, supervisor, or carer.
A recent study indicated that of the 896 visitors in a particular facility at a point in time, 444 of these were active, while 452 were spectators or non-participants. In a general sense, this highlights the importance of ensuring that the facility design accommodates all visitors by incorporating the provision of appropriate level of seating, passive spaces, and social spaces.</td></tr>
<tr><td>Aquatic Usage
(per square metre)</td><td>Extensive research on the usage levels by water space at a site over one (1) year identified the following key findings:
<table>
<tr><th>Item</th><th>50m Pool</th><th>LTS</th><th>Leisure</th><th>WWP</th><th>Slide</th></tr>
<tr><td>Size (sqm)</td><td>1,000</td><td>252</td><td>280</td><td>162</td><td>NA</td></tr>
<tr><td>Visits</td><td>55,276</td><td>96,028</td><td>10,144</td><td>81,361</td><td>2,492</td></tr>
<tr><td>Percentage of Visits</td><td>23%</td><td>39%</td><td>4%</td><td>33%</td><td>1%</td></tr>
<tr><td>Water Area / User</td><td>51</td><td>6</td><td>31</td><td>6</td><td>NA</td></tr>
<tr><td>Average Count</td><td>20</td><td>42</td><td>9</td><td>29</td><td>5</td></tr>
</table>
Consistent with more other findings, this data highlights that larger lap swimming pools (e.g., 50m pools) generally have lower participation numbers per sqm when compared to learn to swim, leisure, and warm water pools, and therefore lower actual annual usage numbers when compared to learn to swim and warm water pools.
Hence, getting the balance of aquatic spaces right is an important planning consideration, as regular feedback from operators is that learn to swim, leisure, and warm water pools are often too small, while the operational costs of a larger pool are very high.
A one-time analysis of a different facility with an indoor 25m pool, outdoor 50m pool, learn to swim pool, leisure pool, and warm water pool indicated that the usage per square metre was as follows:
• One user per 3.0 sqm in the learn to swim pool
• One user per 5.4 sqm in the warm water pool
• One user per 6.0 sqm in the 25m pool
• One user per 7.9 sqm in the leisure pool
• One user per 77 sqm in the outdoor 50m pool
These findings reinforce the previous data and highlight the potential usage differences (per sqm) of a 25m indoor pool and a 50m outdoor pool.</td></tr>
</table>

Item	Summary
Lap Swimming Pool Provision	Australia has an exceptionally high level of 50m pool provision and a 50m pool has almost become the norm in major aquatic and leisure facility developments in Australia. In considering a 50m versus a 25m pool, the following factors are relevant: • A 50m pool costs approximately $5M to $8M more than a 25m pool. • The financial performance of a 50m pool will be around $400K per annum worse than a 25m pool due to associated operational costs. • Benchmarking indicates that a 50M pool has the lowest usage per square metre of any water space. • Multi-cultural communities are more likely to have a reduced affinity with water and swimming skills, thus reducing the need for a 50m pool. • The footprint of a 50m pool is significantly larger than a 25m pool resulting in a larger site requirement and a greater influence on the design solution. • A 50m pool can reduce options for any value management process (as it is a prescribed area) and contribute to the reduction in space in core business areas. • Due to the capital cost, a 50m pool can constrain the diversity of the design and limit the meeting of community needs in any areas (e.g., large warm water pool spaces). In many overseas countries the national government is responsible for competition pool standard facilities.
Health and Wellness Area	Consultation with the industry highlights that the minimum desirable gymnasium space for facilities with a moderate membership number (i.e., between 1,000 and 2,000) is a minimum of 450sqm, with the preferred size being 600sqm for a smaller catchment and up to 1,000sqm for a large catchment. These sizes allow for a diverse range of spaces, equipment, and services to be offered to meet broad community need. In addition, it is recommended that for this membership number, there are at least two (2) dedicated program rooms, one for group training (around 180sqm) and one for spin classes (around 80sqm).
Indoor Sports Court Facilities	Industry reviews indicate that several major factors are central to the long-term operational success of a sports court facility. Specifically, it is identified that the alignment of the Priority of Use, the Management (Business) Model and the Facility Design is critical to maximise sports court facility performance. Based on these relationships the following best practice examples are provided: 1. A community facility (i.e., providing a diverse range of programs and activities) managed either in-house or by an independent management group that is designed as a multi-sport venue (e.g., line markings for badminton, basketball, futsal, netball and volleyball). 2. A multi-purpose sporting facility (i.e., accommodating a diverse range of sporting activities) managed in-house by a local government that is operated as a venue for hire, with some programs (i.e., bookings by state sporting organisations, associations and clubs). 3. A sport-based venue (i.e., predominately basketball) managed by a basketball association with line markings for basketball and elite competitions. The diagram below provides an overview of the alignment of these elements. 

Item	Summary
Project Costs	Recent industry benchmarking indicates that overall facility costs are currently ranging between $6,500 and $7,500 per square metre of gross floor area. As a guide, a major regional aquatic and leisure facility with an indoor 50m pool can have a gross floor area of between 9,000sqm to 10,000sqm. Hence the indicative current day price for this type of facility is estimated at between $60M to $75M.
Maintenance and Lifecycle Costs	Maintenance and renewal costs can be very significant for a facility and can also be under-provisioned for, resulting in a deterioration of the asset. A review of several aquatic and leisure facilities over the long term indicates that an allocation of 1% of the asset value is required for maintenance and 2% of the asset value for lifecycle costs (i.e., a total allocation of 3% of the asset value). These costs can be very significant and are often under-provisioned by Council's resulting in a deterioration of the asset condition, reduced participation and higher operational costs. As an example, a major regional aquatic and leisure centre with a current day capital cost of $60M would require an estimated annual maintenance provision of $600K and an annual lifecycle provision of $1.2M.

Table 11 – Industry Trends and Benchmarking

6.3 Design Trends

Over the past 10 years, there has been significant development and renewal of aquatic leisure centres nationally. These developments are in direct response to ageing assets, users' changing needs, and the provision of health and leisure activities for individuals, groups, and families. A summary of the key design trends from research undertaken by the consulting team is outlined below. This research includes consultation with aquatic and leisure Centre Managers and ongoing site visits.

Dedicated Learn to Swim Pools

As a common design trend, dedicated learn to swim pools are now included in new facilities and existing facility redevelopments. These pools, which are generally around 10m by 12m with a temperature of 34 degrees Celsius and depths ranging from 0.7m to 0.9m, cater for more than 50% of a centre's total learn to swim participation. The provision of this type of aquatic space, together with other aquatic spaces, allows for the provision of progressive learn to swim programs, which facilitates high enrolment levels.

A successful learn to swim program is critical to the overall financial sustainability of contemporary aquatic leisure centres. This has become even more important because of increased competition in the traditional local government "cash cow" area of health and fitness.

Water Play Areas – Leisure Water

The provision of all year round "leisure water" has been the most obvious development trend in facility design over the past five (5) years. Leisure water includes sprays, tipping buckets, fountains, small water slides, and the like. Most new and redeveloped centres that the Warren Green Consulting team has worked on over the past 10 years have included leisure water. The costs for splash pads and water slides range from $400K to $3.0M.

Modern water play installations are highly interactive and can transform aquatic centres into entertainment destinations and increase activity levels in children aged from two (2) to 14 years of age. Water play features provide significant revenue streams through increased patronage and provide indirect revenue through increased aquatic education and secondary spend.

Water slides have become particularly popular in new centres, replacing wave pools as the major attraction. Whilst water slides act as a major attraction, particularly when they initially open, usage tends to drop off after Year 2, as they lose impact – particularly to the teenage market; teenagers tend to lose interest once the initial risk factors have been conquered. The drop-in patronage and the high costs of supervising slides suggest that there are some challenges associated with long-term financial sustainability.

Warm Water Exercise Pools and Wellness Area

Physiotherapists, general practitioners, personal trainers, and other healthcare professionals are increasingly prescribing aquatic exercise programs for patients and clients. Studies have demonstrated the benefits of aquatic exercise for rehabilitation, injury prevention and pain management. Arthritis patients have an increased

range of movement and more flexibility in the water, allowing them to improve their physical condition.

As the population continues to age, the demand for venues to deliver aquatic therapies will grow. In response to the increased demand for warm water activities, most new facilities now incorporate either a hydrotherapy pool or a warm water exercise pool.

Further to the provision of dedicated warm water exercise pools, the demand for high-quality wellness facilities has also increased. These facilities include a spa, sauna and steam facilities, passive spaces, and appropriate areas for social interaction, such as meeting areas and quality cafés.

Universal Design and Disability Access

Changes to government legislation regarding general access means that modern facilities now require ramp access into all pools, hoists and accessible toilets and change facilities. Indoor heated pools are now more widely used by disability groups and individuals. Added to this is the growing range of programs and activities offered to people of different abilities and physical condition.

Universal Design Principles encourage the development of facilities suitable for use by everyone, including people with vision and hearing impairments, families with prams and young children, people with injuries, the elderly, and people with mobility impairments. An example framework with seven (7) generic Universal Design principles is outlined below:

Principle	Definition	Guideline
A. Equitable Use	The design is useful and marketable to people with diverse abilities.	1a. Provide the same means of use for all users: identical whenever possible; equivalent when not. 1b. Avoid segregating or stigmatizing any users. 1c. Provisions for privacy, security, and safety should be equally available to all users. 1d. Make the design appealing to all users.
B. Flexibility in Use	The design accommodates a wide range of individual preferences and abilities.	2a. Provide choice in methods of use. 2b. Accommodate right- or left-handed access and use. 2c. Facilitate the user's accuracy and precision. 2d. Provide adaptability to the user's pace.
C. Simple and Intuitive Use	Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	3a. Eliminate unnecessary complexity. 3b. Be consistent with user expectations and intuition. 3c. Accommodate a wide range of literacy and language skills. 3d. Arrange information consistent with its importance. 3e. Provide effective prompting and feedback during and after task completion.
D. Perceptible Information	The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	4a. Use different modes (pictorial, verbal, tactile) for improving on redundant presentation of essential information. 4b. Provide adequate contrast between essential information and its surroundings. 4c. Maximize "legibility" of essential information. 4d. Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions). 4e. Provide compatibility with a variety of techniques or devices used by people with sensory limitations.
E. Tolerance for Error	The design minimizes hazards and the adverse consequences of accidental or unintended actions.	5a. Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded. 5b. Provide warnings of hazards and errors. 5c. Provide fail-safe features. 5d. Discourage unconscious action in tasks that require vigilance.

Principle	Definition	Guideline
F. Low Physical Effort	The design can be used efficiently and comfortably and with a minimum of fatigue.	6a. Allow user to maintain a neutral body position. 6b. Use reasonable operating forces. 6c. Minimize repetitive actions. 6d. Minimize sustained physical effort.
G. Size and Space for Approach and Use	Appropriate size and space are provided for approach, reach, manipulation, and use regardless of the user's body size, posture, or mobility.	7a. Provide a clear line of sight to important elements for any seated or standing user. 7b. Make reach to all components comfortable for any seated or standing user. 7c. Accommodate variations in hand/ grip size. 7d. Provide adequate space for the use of assistive devices or personal assistance.

Table 12: Universal Design Principles

Family and Group Change Facilities

The introduction of leisure water features and the drawing card they provide for families can place significant strain on change facilities. The industry has responded to the increased demand for change facilities by providing family-specific change rooms. These change rooms generally consist of cubicles but do not include showers or toilets.

The change cubicles are grouped to form a change village. "On deck" (poolside) showers complement change villages and enable people to rinse off before changing into their clothes. Change villages are a low-cost way to increase overall change facility capacity and provide dedicated change facilities for families.

Group Training and/or Meeting Spaces Provision

Major redevelopments have incorporated the provision of additional group training or meeting spaces for a range of activities, including 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 alternate training (e.g., yoga, tai chi, pilates, etc.) These spaces have been shown to significantly increase customer retention, facilitate social interaction, create a sense of belonging, enhance overall financial performance, and create a point of difference with the private sector.

Reception Foyer Areas Designed to Consider Self-Entry Opportunities

Changes in technology have made the implementation of self-entry options possible in aquatic leisure centres. Self-entry involves customers swiping their membership cards over a scanner to access entry gates in the foyer. Self-entry systems have many benefits, including quick entry for members, reduced queues, enhanced capacity to manage over the counter enquiries, and reduced staff costs.

Technology Factors

Up until recent times, the application of technology has only been given moderate consideration in local government leisure and aquatic facilities. Industry leaders, however, identified this as being a major factor in influencing successful operation into the future with, as an example, significant opportunities associated with the following:

- Create a more customer-centric approach to the business through a seamless and more user-friendly approach (e.g., cashless, paperless, iCloud sharing of information)
- Utilise software/apps to enhance the customer experience and focus specifically on outcomes and objectives and the associated monitoring and assessment.
- Introduce a range of new service and program options, including educational services on-site through online options
- Utilise data for customer tracking, revenue generation and continuous improvement
- Introduce operational efficiencies with more effective software

As a result of the above, it is highlighted that future facility developments should be designed to incorporate the capability of accommodating technology requirements. Where relevant, design should reflect the potential opportunities associated with an enhanced customer experience and a more efficient operation.

Environmentally Sustainable Design (ESD) and Management

Reducing energy usage is an increasingly critical part of centre management plans, facility design, and operations. Many local governments require a detailed response on the capacity to deliver environmentally sustainable management outcomes as part of tender submissions when outsourcing facility management, for example. Increasingly, centres are using their environmental credentials as an opportunity to differentiate

themselves from the rest of the market. Energy and water costs are predicted to continue to rise, requiring increased capital investment in ESD to assist with long-term viability. It is important to recognise the emissions produced by aquatic facilities and to be environmentally responsible for reducing their footprint through ESD. This trend is likely to continue as people become more educated regarding the impact of ESD.

Consultation with architects highlighted the following points concerning the design and planning process to maximise ESD outcomes:

- The design process requires analysis of site-specific environmental conditions to assist in creating a facility that will react to its surroundings rather than impose upon them. This is particularly important regarding the design of indoor aquatic facilities, which consume significant amounts of energy to heat pool water and indoor environments
- Through investigation into water management, biodiversity potential, and climate mitigation will ensure a holistic and coordinated solution
- Passive strategies for ventilation and daylight are driven by detailed modelling and analysis, and material selection is carefully considered to ensure a healthy indoor environment with maximum thermal comfort for occupants
- Three (3) stages in the planning should occur: i) Optimise building performance via orientation, massing and fabric design. ii) Service optimisation and energy recovery, and iii) On-site power generation

Aquatic and Leisure Facility Design Examples

Images of design examples are provided below:

Universal Design Element

Range of Change Room Options

Dedicated Learn to Swim Pool

High Quality Leisure Water

Purpose Designed Warm Water Pools

Good Passive Spaces

7. Future Planning and Demand Analysis

To better understand the current and future demand (2036) for aquatic and leisure centres within the City, ActiveXchange, a data management group specialising in the aquatic, sport and leisure industry, were engaged by Council. ActiveXchange, produced an *Investment Planning Report* to identify the projected catchments and demand levels for each of the proposed facility locations.

The *Investment Planning Report* can be found in **Appendix B** of this report.

The research and analysis undertaken by ActiveXchange separates the results into two categories being a) Leisure and b) Aquatics. The Leisure category includes health and fitness-based demand, whereas the Aquatics assesses the learn-to-swim demand within the municipality.

7.1 Aquatic Demand

The Report identified the Carnes Hill Aquatic Centre site as the optimal location of the proposed sites. The map below outlines the Aquatic Demand for 2036. As can be seen, Carnes Hill Aquatic Centre will have strong demand to the north and the south of the site. There are also high levels of demand to the north of Holsworthy Aquatic Centre, which needs to be considered in the future provision of aquatic and leisure centres.

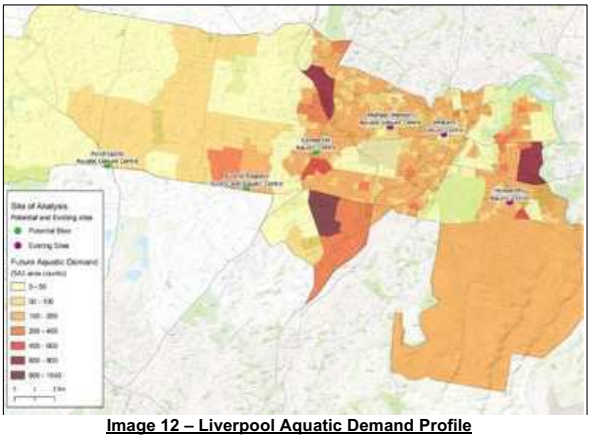


Image 12 – Liverpool Aquatic Demand Profile

7.2 Leisure Demand

Similarly, to the projected demand for Carnes Hill Aquatic Centre, the Leisure Demand (2036) surrounding the Michael Clarke Recreation Centre is high. There are also higher levels of demand for the Austral Leisure Centre and the Aerotropolis Aquatic Centre.

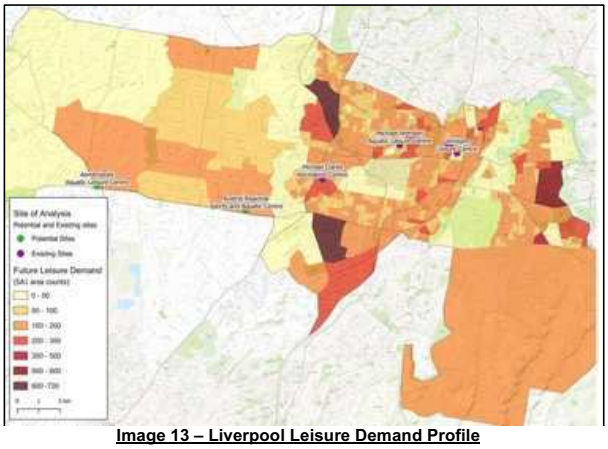
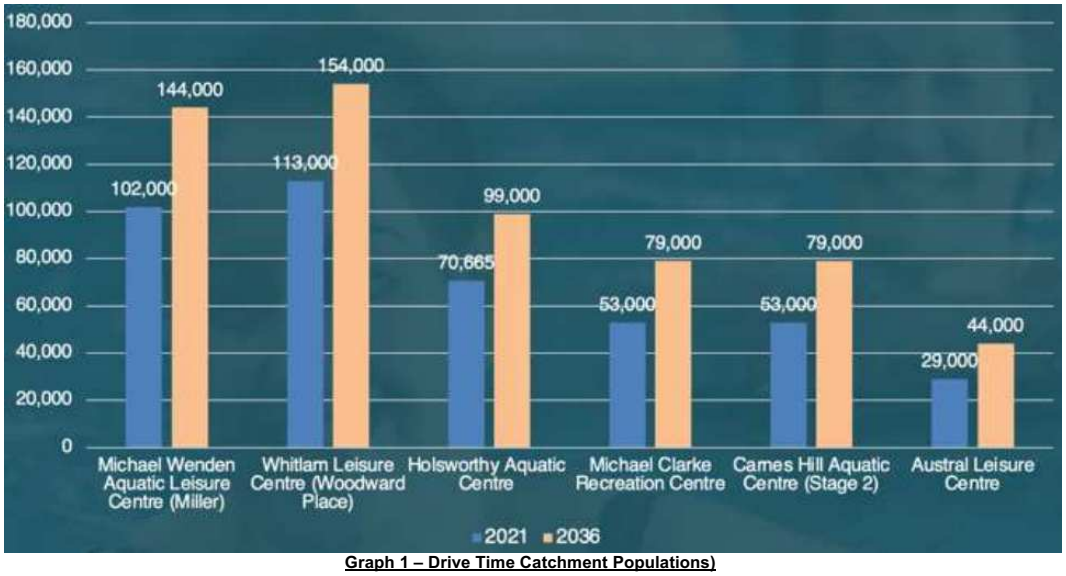


Image 13 – Liverpool Leisure Demand Profile

7.3 Site Drive Time Catchments

Based on the demand analysis and demographic catchments, the table below provides a summary of the current and future drive time catchments for each site. This highlights the importance of future provision at both the Michael Wenden Aquatic Leisure Centre and Whitlam Leisure Centre precincts.



Graph 1 – Drive Time Catchment Populations)

7.4 Community Profile

The following information summarises the key themes relating to the City of Liverpool's community profile:

- Current population (2021) – 242,817
- Forecasted population (2041) – 386,646
- 40.7% of people in Liverpool City were born overseas, compared with 36.7% in Greater Sydney
- Overall, 6.2% of the population reported needing assistance with core activities, compared with 4.9% for Greater Sydney
- Overall, 27.1% of the population was aged between 0 and 17 and 14.9% were aged 60 years and over, compared with 22.2% and 19.0%, respectively for Greater Sydney

As outlined in table below, there is significant population growth projected for the City of Liverpool, with the population expected to increase by 143,829 over the next 20 years.

Summary	Forecast Year					
	2016	2021	2026	2031	2036	2041
Population	212,232	242,817	276,970	319,304	358,871	386,646
Change in population (5yrs)		30,585	34,153	42,334	39,566	27,775
Average annual change		2.73	2.67	2.89	2.36	1.50
Households	64,407	75,523	87,792	101,921	115,791	126,351
Average household size	3.26	3.18	3.12	3.10	3.07	3.03
Population in non private dwellings	2,487	2,960	3,193	3,313	3,433	3,433
Dwellings	66,363	78,129	91,294	106,303	120,812	131,771
Dwelling occupancy rate	97.05	96.66	96.16	95.88	95.84	95.89

Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), March 2019

Table 13 – Forecast Population, Households and Dwellings

The table below demonstrates the population growth by age groups, with most of the growth being representative of an increase in families moving into the City.

Total persons	2016		2026		2041		Change - 2016 to 2041
Age group (years)	Number	%	Number	%	Number	%	Number
0 to 4	16,688	7.9	20,900	7.5	27,413	7.1	10,725
5 to 9	16,285	7.7	21,001	7.6	28,604	7.4	12,319
10 to 14	15,345	7.2	20,171	7.3	28,100	7.3	12,755
15 to 19	15,391	7.3	18,874	6.8	26,383	6.8	10,992
20 to 24	15,735	7.4	18,665	6.7	24,440	6.3	8,705
25 to 29	15,586	7.3	20,275	7.3	25,523	6.6	9,937
30 to 34	16,399	7.7	21,740	7.8	28,270	7.3	11,871
35 to 39	15,379	7.2	21,065	7.6	28,930	7.5	13,551
40 to 44	15,084	7.1	19,398	7.0	27,527	7.1	12,443
45 to 49	14,003	6.6	17,361	6.3	25,499	6.6	11,497
50 to 54	13,608	6.4	16,339	5.9	23,251	6.0	9,643
55 to 59	11,790	5.6	14,634	5.3	20,591	5.3	8,800
60 to 64	9,227	4.3	13,033	4.7	17,774	4.6	8,546
65 to 69	7,531	3.5	10,791	3.9	15,353	4.0	7,822
70 to 74	5,370	2.5	8,339	3.0	13,108	3.4	7,737
75 to 79	3,961	1.9	6,452	2.3	11,150	2.9	7,189
80 to 84	2,567	1.2	4,078	1.5	8,069	2.1	5,502
85 and over	2,280	1.1	3,853	1.4	6,660	1.7	4,380
Total persons	**212,232**	**100.0**	**276,970**	**100.0**	**386,646**	**100.0**	**174,414**

*Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), March 2019

Table 14 – Forecast Age Structure (5-year age groups)

Outlined below in Table 4 is the number of persons per hectare, which represents the density per suburb. The data represented is based on current information and is likely to alter as the population growth increases in the western suburbs of the municipality.

Area	Number	Hectare	Persons per hectare
Ashcroft - Mount Pritchard	4,106	136	30.16
Austral	3,025	1,433	2.11
Western area - Greendale and Surrounds	6,702	12,808	0.52
Busby	4,286	123	34.83
Cartwright	2,373	98	24.13
Casula	15,661	691	22.66
Cecil Hills	7,015	614	11.42
Chipping Norton	9,004	716	12.58
Edmondson Park	2,277	606	3.76
Elizabeth Hills	2,534	188	13.50
Green Valley	12,514	322	38.84
Hammondville	3,495	194	18.04
Heckenberg	3,093	93	33.38
Hinchinbrook	11,222	353	31.79
Holsworthy	5,472	5,880	0.93
Horningsea Park	3,731	144	25.88
Hoxton Park - Carnes Hill	6,400	278	23.05
Leppington - Denham Court	1,350	747	1.81
Liverpool	27,087	639	42.38
Lurnea	9,315	256	36.37
Middleton Grange	5,177	252	20.51
Miller	3,240	125	25.95
Moorebank	9,750	1,232	7.91
Prestons	15,312	923	16.59
Sadleir	3,135	90	34.77
Voyager Point - Pleasure Point	2,193	329	6.67
Warwick Farm	5,883	463	12.70
Wattle Grove	8,959	257	34.83
West Hoxton	10,007	635	15.76
Liverpool LGA	**204,326**	**30,552**	**6.69**
Greater Sydney	4,823,991	1,237,215	3.90
Western City District	1,024,448	808,937	1.27
New South Wales	7,480,228	80,134,300	0.09
Australia	23,401,890	770,213,508	0.03

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

Table 15 – Population Density (2016)

A more detailed overview of the demographics of the City of Liverpool can be found in ***Appendix B – ActiveXchange Investment Planning Report***

Part B – Strategic Review and Recommendations

8. Key Findings

The following information is a summary of the Consulting Team's key findings, which have been identified through extensive research, stakeholder consultation sessions and site tours of the centres.

8.1 Guiding Principles

Underpinning the future direction of the Liverpool aquatic and leisure centres should be the alignment to the Council's Strategic Plan (Our Home 2027), the Council Operational Plan, the Long-term Financial Plan and the Recreation, Open Space & Sport Strategy; yet there are clear diversions from these documents based on the proposed provision. A summary of the strategic documents and the relevant objectives and goals are outlined in ***Appendix C – Associated Council Plans and Strategies*.**

To guide the alignment process and inform the decision-making for the City of Liverpool's future aquatic and leisure centre provision, Guiding Principles have been developed based on the strategic planning documents and Officer input. These Guiding Principles are outlined below:

a. **Health Community** - Encourage participation and foster a healthy community by creating pathways that cater for diverse backgrounds and health status.

b. **Inclusiveness** - Maximise opportunities, access, and equity through the provision of a broad range of affordable programs and services.

c. **Connectiveness** - Facilitate social connections and a sense of belonging through the provision of a safe, secure, and non-intimidating environment.

d. **Place Making** - Create a sense of place and enhance livability by reducing traditional barriers and welcoming the whole community.

e. **Capability** - Maxmise community benefit, including areas and groups with a low propensity to participate, through partnerships, collaboration, and general capability development.

f. **Affordable** - Provide leadership through a sustainable and deliverable infrastructure plan that is innovative and future proofed to meet the needs of a diverse and growing population.

8.2 Strategic Drivers

The following information provides an overview of the key strategic drivers for the future provision of aquatic and leisure facilities and services.

Population Growth

The City of Liverpool is expected to experience major population growth over the next 20 years, with the population likely to reach 386K residents by 2041 (potentially more based on Officer feedback). This level of growth will place critical pressures on all the community-based infrastructure of Liverpool, many of which are ageing and in need of upgrades.

The existing aquatic and leisure centres, excluding the Michael Clarke Recreation Centre, will require major upgrades over the next 10 to 15 years to accommodate the expected population growth but also to maintain the integrity of the facilities. This is particularly the case with the Michael Wenden Aquatic Leisure Centre, for which the residual life of the building is 15 years, according to the Asset Management Plan for the Centre.

A critical consideration for the aquatic and leisure centre provision is to meet the demands of Liverpool's population growth by ensuring the locations of the sites are in areas where the catchment and demand are justified. Currently, the facilities are all located on the eastern side of the municipality, whereas there is considerable population growth forecasted in western Liverpool.

Affordability

A review of the proposed facility development and redevelopments outlined in the Miller Social Infrastructure Master Plan, the Woodward Place Master Plan, the Carnes Hill Stage 2 Master Plan, the Austral Contributions Plan and Holsworthy, indicates that the total Council identified build cost of $303M for the facilities. Given that a Quantity Surveyor costing has only been undertaken for the Carnes Hill Aquatic Centre, the Consulting Team's estimate is that the actual cost will be more than $350M.

Underpinning this is that the City of Liverpool's Long-term Financial Plan (10 years) does not have any allocation for the construction of these facilities. There is currently capital allocated for Phase 1 of the Carnes Hill Stage 2 Master Plan, which is the sporting precinct, but no allowance has been made for the aquatic component of the development within the Plan.

In addition, to the capital costs for the facilities, another key consideration for Council needs to be the ongoing operational costs of the centres. Factoring in the maintenance costs and utility costs, the current centres are operating at a substantial deficit and based on the proposed components of the new facilities; the deficit is likely to increase. Although the State Government is committing to subsidising the development of the Aerotropolis Aquatic Centre as part of the Western Sydney Airport project, it is expected that the City of Liverpool will be required to manage the operational performance of the Centre.

As previously identified, the contributions from developers or Government are only to be apportioned to the purchase of land or for essential services. This, in turn, dictates that Council will be required to seek funding through additional means, including State and Federal Government. Although there would be reasonable grounds for the City of Liverpool to obtain funding from both, State and Federal Government, given the population growth and the level of disadvantage experienced in areas; the reality is the level of funding will be significantly less than what is required for the development or redevelopment of any of the proposed facilities.

Based on the long-term financial commitment required for the construction of the 'Liverpool Civic Place', further consideration needs to be given to other funding mechanisms, such as Public-Private Partnerships or alternate funding arrangements with banks or superannuation providers, for the City to progress the developments or redevelopments.

Community Need and Access

As outlined in the Industry Research and Trends section, there are significant variances between the current design and components of the facilities versus the needs and requirements of the Liverpool community.

Although the facilities are supporting segments of the community, in particular, the Michael Clarke Recreation Centre, a substantial volume of the population is not being catered for appropriately. These cohorts include people with a disability or people with mobility issues, people from CALD communities, families, non-traditional users and youth. This is particularly the case for the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre, where accessibility is a major concern, and the facilities are incongruent with the needs of these cohorts.

A review of the Master Plans and Contributions Plans has identified that there seems to be minimal change in supporting these cohorts and best meeting the needs of the community, based on the proposed componentry. It is outlined within the plans that the City of Liverpool will have five (5) new 50m pools, yet only one designated hydrotherapy pool to be developed. Given over 40% of the population is born overseas, the allocation of 50m pools is likely to be in stark contrast to the swimming capabilities of many of the community members. The allocation of 50m pools will also have a notable impact on the financial viability and environmental sustainability of the facilities. This is also likely to negatively influence the level of funding potentially available, as investors will not see 50m pools as viable investment opportunities.

Further to this, there is a lack of social spaces or community rooms intended for the facility developments or redevelopments. Based on the information available, there will be a total of four (4) designated community rooms or spaces. These spaces are highly utilised by CALD groups, youth, and seniors, as they provide strong opportunities for social engagement and collaboration, and from a Centre perspective, they provide an opportunity for cross-promotions for the additional program and service offerings for the centres.

Programs and Partnerships

Under the current operations of the facilities, it has been recognised that there is a lack of targeted programs and mutually beneficial partnerships that directly align to the demographic and make-up of the City of Liverpool.

The suite of programs and services delivered across the sites are predominately mainstream offerings, and although some are performing well, such as learn to swim at the Michael Wenden Aquatic Leisure Centre and the Group Fitness at the Michael Clarke Recreation Centre, the attendances overall across the sites are relatively low for the population base.

The table below outlines the 2018-19 (pre-Covid) attendances for the facilities, which is considerably below what would be expected for facilities within an area with a population base of approximately 230K residents:

Liverpool Facilities Total Attendances	2018/19
Michael Clarke Recreation Centre	139,221
Michael Wenden Aquatic Leisure Centre	72,054
Whitlam Leisure Centre	918,439
Total	**1,129,714**

Table 16 – City of Liverpool Facility Attendances 2018/19

As a comparison, the City of Greater Dandenong in Victoria also has three (3) main aquatic and leisure centres and is of a similar distance from Melbourne as the City of Liverpool is to Sydney. It has a population of approximately 166K residents and is significantly lower on the Socio-economic Indexes for Areas (SEIFA) compared to the City of Liverpool. However, the operational performance of the centres is slightly above that of the City of Liverpool's centres. The below table demonstrates the attendances for the City of Greater Dandenong facilities during the equivalent period:

Greater Dandenong Facilities Total Attendances	2018/19
Springers Leisure Centre	483,669
Noble Park Aquatic Centre	200,600
Dandenong Oasis	476,503
Total	**1,160,772**

Table 17 – Greater Dandenong Facility Attendances 2018/19

The major difference between the performances of the facilities seems to be the types of targeted programs and services offered and the partnerships created to drive the content delivered within the facilities. There are more programs and services being delivered that support under-represented groups and non-traditional users, many of which have been developed in collaboration with community groups, Council, and the management group.

There is the opportunity to replicate a similar model within the City of Liverpool's aquatic and leisure centres, whereby there are intentional and targeted partnerships developed with community groups to collaborate on program and service development. This is a similar model to the previously outlined case studies for North Melbourne Community Centre and the Narrogin Leisure Centre.

Service Delivery Model

As outlined in the Programs and Partnerships section, the current service delivery model for the operation of aquatic and leisure centres does not directly align with the needs of the community. Although the current service provider, Belgravia Leisure, seems to be performing well in the operation and management of the Liverpool aquatic and leisure centres, there is a notable gap in the delivery of programs and services for underrepresented groups within the community.

More specifically, the Michael Wenden Aquatic Leisure Centre is in a low socio-economic area and has a high level of residents from multi-cultural backgrounds, yet the suite of programs and services is predominately targeting traditional leisure centre users through group fitness, gym memberships, personal training and learn to swim programs. Further to this, the Michael Wenden Centre operates in isolation from that of the neighbouring PCYC facility, although some of the programs and services offered are comparable.

The implementation of targeted programs that meet the community need could be delivered by an operator with greater connections to the City of Liverpool, such as the PCYC; this is particularly relevant for the Michael Wenden Aquatic Leisure Centre.

As outlined above, further consideration also needs to be given to developing a service delivery model that is intentional around creating partnerships with community or health-based organisations to ensure the facilities are catering for all sectors of the community. This approach could be clearly stipulated within the contract specifications for the management and operation of the aquatic and leisure centres by having key performance indicators that place a measurement against the partnership expectations.

Environmental Factors

According to the Bureau of Meteorology, over the past five (5) summer seasons in the City of Liverpool, there has been an average of 17.4 days over 35 degrees and an average of 5.4 days over 40 degrees for the equivalent period. Based on the climatic conditions, the role and function of the aquatic and leisure centres are critical in providing respite for the residents.

Currently, the centres provide minimal opportunities for the community to escape the regular extreme temperatures, based on design faults in the facilities. An example of this is the depth profile of the 50m pool at the Whitlam Leisure Centre, which does not align with the needs of a community with low swimming capabilities. Equally, the outdoor water play areas at both Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre are small and extremely basic, which provide minimal respite for the patrons on days the facilities are nearing capacity.

Furthermore, the facilities lack air-conditioning services and have poor air handling in aquatic spaces, impacting the user experience. The Centres also have limited outdoor shaded spaces for families to gather under whilst utilising the facilities, which is potentially a detractor for visitations.

8.3 Design and Provision Factors

Design Solutions

As previously stated, the current facility designs, barring the Michael Clarke Recreation Centre, do not support the needs and demands of the Liverpool community. As a result of the Michael Wenden Aquatic Leisure Centre, Holsworthy Aquatic Centre and the Whitlam Leisure Centre being developed more than 30 years ago, the facilities have significant design faults, particularly around accessibility, layouts and componentry.

The planned future provision for Liverpool's aquatic and leisure centres will greatly improve the current lack of accessible facilities and layout issues of the existing centres; however, the design plans of the redevelopments and new builds seem not to be directly aligned to the community need and lack necessary components to cater for all.

Given the proximity of the centres, particularly Austral Leisure Centre to Carnes Hill Aquatic Centre and Whitlam Leisure Centre to Michael Wenden Aquatic Leisure Centre, there is a strong likelihood of drawing from the same catchment areas, unless the facilities are designed to be complementary of each other in their service offering.

50m Pool Provision

As outlined in the Proposed Facility Components section, the current plan recommends five (5) 50m pools, including three (3) indoor 50m pools, which are also proposed to be competition facilities. The number of proposed competition level pools significantly exceeds similar LGAs. In addition, the pools are intended to be indoors, which is inconsistent with the allocation of other LGAs who utilise outdoor 50m pools for competition purposes.

Based on the current facility inclusions, it has been recommended that the Whitlam Leisure Centre (Woodward Place), Carnes Hill Aquatic Centre and the Austral Aquatic Centre will be designed to host competition-level swimming. This proposed approach adds significant capital costs onto future facility provision and - based on Officer advice - far exceeds the level of need for competition-ready facilities within the municipality. Further to this, the proposed provision does not align with the requirements of a traditionally non-swimming community and creates a significant over-supply compared to other Greater Sydney LGAs.

The table below outlines the current provision of 50m pools against the population bases across comparable Greater Sydney LGA's. As can be seen, the number of proposed 50m pools for Liverpool is considerably oversubscribed in comparison to the other municipalities:

LGA	Aquatic & Leisure Centres	Indoor 50m Pools	Outdoor 50m Pools (Seasonal Included)	Total 50m Pool	Population per Indoor 50m Pool	Population per Total 50m Pool
Benchmark LGA's						
Blacktown	5	1	3	4	382,831	95,708
Campbelltown	3	0	2	2	-	87,039
Canterbury-Bankstown	5	0	4	4	-	95,102
Fairfield	3	0	2	2	-	105,413
Average	**4**	**0.25**	**2.75**	**3**	**1,148,140**	**95,678**
Liverpool						
Liverpool Current*	3	0	2	2	-	115,648
Liverpool Proposed**	5	3	2	5	128,667	77,200

Table 18 - 50m Pool Provision LGA Benchmarking

Notes

* Excludes Michael Clarke Recreation Centre

** 2041 Population Projection

Although there is a strong level of school usage at Whitlam Leisure Centre, which demonstrates a need for a level of 50m pool provision within the municipality, the delivery of school carnivals is better suited in an outdoor 50m pool. This is based on space requirements for delivering carnivals and the reduced comfort levels of having large groups in a temperature-controlled pool hall.

Conversely, the allocation of Hydrotherapy or Warm Water Pools (WWP) for the Liverpool aquatic and leisure facilities is only planned for the Whitlam Leisure Centre and the Aerotropolis Aquatic Leisure Centre. Based on the demographic profile of Liverpool and, more specifically, the number of people living with a disability and people from multicultural backgrounds, the proposed provision is notably understated.

The City of Liverpool could incorporate some of the Design Trends within the future provision of aquatic and leisure centres within Liverpool. Consideration should be given to reducing the number of 50m pools and, in particular, the indoor 50m pools and replacing them with 25m pools, as well as ensuring the depth profiles of the pools align to the swimming capabilities of the community. Council should also consider increasing the provision of WWP's to provide appropriate rehabilitation and water-based therapy programs.

In addition to the aquatic components, the facilities would greatly benefit from having allocated social spaces and community rooms to ensure all sectors of the community are catered for, particularly youth, seniors, community groups and people from multicultural backgrounds. The inclusion of community rooms provides greater opportunities to collaborate with like partners for the delivery of program content, which may take the form of co-located services within the facilities.

Currently, the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre lack appropriate accessible change facilities, ramps, or hoists for people with mobility issues. Through the consultation sessions, it was identified that anecdotally, a considerable amount of the City of Liverpool's residents living with a disability choose to use the aquatic and leisure centres in neighbouring municipalities because of the poor facilities within Liverpool. In response to this issue and to further support all members of the community, any future facility developments or redevelopments should integrate Universal Design Principles. The use of Universal Design Principles provides greater opportunity to increase the accessibility of the centres or space, regardless of ability, age, ethnicity, and gender.

Redevelopment vs. Renewal

As defined under the 'Affordability' summary of this report, the costs associated with the redevelopment and replacement of the existing facilities is likely to be beyond Council's investment capacity.

As such, Council could consider alternatives to proceeding with the full Master Plan for the Michael Wenden Aquatic Leisure Centre (Miller Social), which would include the renewal or upgrade of certain parts of the facilities.

For the Michael Wenden Aquatic Leisure Centre, the renewal works could include upgrading the existing stadium and transforming the gymnasium into more community-focused areas, such as social space. There is also the opportunity to maintain the creche area.

8.4 Strategic Issues and Opportunities

Based on the research undertaken, the following key strategic issues and opportunities are identified for the future provision of aquatic and leisure facilities and services.

Current Issues

- Limited alignment to broader Council objectives
- Current poor design elements create major barriers to access
- Limited community based programs and underutilisation of some spaces

Future Issues

- No available funding (e.g. developer contributions, LTFP allocation or borrowings)
- Proposed facilities options create challenges for external funding
- General lack of alignment between future facility provision, purpose and community need
- Lacking complementary approach with proposed direction
- Five 50m pools with three indoors - high capital / operational cost and lack of alignment with need (e.g. non-swimming community, poor health status)
- Carnes Hill direction compromises Austral plans and increases overall capital cost

Future Opportunities

- Maximise opportunity to redevelop Michael Wenden Aquatic Leisure Centre
- Refine development plans for Austral and Carnes Hill Aquatic Centre
- Consider more warm water pools and quality leisure spaces
- Consider outdoor 50m pools and/or large indoor 25m pools, where relevant
- Maximise accessibility with appropriate facilities and services for all
- Develop partnerships to deliver community focused programs and services
- Enhance engagement with under-represented community groups
- Focus on health and wellbeing outcomes, prevention and participation
- Focus on enhanced financial performance and community benefit to maximise funding opportunities
- Consider COVID-19 key learnings, including base level costs to operate
- Deliver outcomes consistent with the ‘Cooling the City’ planning

9. Current Planning and ALCS Review

Based on the research and analysis undertaken on the ALCS and the subsequent Council endorsed direction (e.g. Woodward Place Master Plan, Miller Social Infrastructure Master Plan and Carnes Hill Stage 2), the following key issues are identified.

a. Clarity of Direction – after the adoption of the ALCS in 2019, Council has progressed Master Plans for Carnes Hill Stage 2, Miller and Woodward Place. These Master Plans have varied from the recommendations of the ALCS, and the Carnes Hill Stage 2 Master Plan development was not identified as a priority project. The key priorities outlined in the ALCS were:

- Priority 1 – Develop the Master Plans for Woodward Place and the Miller Social Infrastructure Master Plan
- Priority 2 – Develop the Master Plan for Austral/Rossmore
- Priority 3 – Undertake a Cost-Benefit Analysis and Master Plan for Michael Clarke Recreation Centre and develop a Feasibility Study for Holsworthy Aquatic Centre

Also while upgrades or redevelopments for the Michael Wenden Aquatic Leisure Centre and the Whitlam Leisure Centre are required, the relevant Master Plans do not clearly align with the ALCS direction. The associated capital costs for these projects are unfunded and have not been incorporated into the Long-term Financial Plan.

b. Alignment – the current Strategy and direction lacks alignment with the needs of the community and includes facility components that are generic and are not tailored to the demographic of Liverpool. As an example, the ALCS recommends an indoor 25m pool for the Michael Wenden Aquatic Leisure Centre and only 80m2 of allied health space or 'Social Spaces', yet the community would be best suited to having more support services and spaces being able to connect and be supported. The ALCS is unclear around the direct purpose of the facilities and how they should align to the key directions of the Council Strategic Plan, most notably of the Directions of 'Creating Connection' and 'Generating Opportunity'. Equally, the ALCS is not clear in relation to aligning with the Recreation, Sport and Open Space Strategy principles.

c. Non-complementary Facilities – the ALCS recommends components for the facilities that are similar to one another, as opposed to being complementary. Given some of the proposed centres will be located within the catchment areas of other centres, the components of each facility should provide a point of difference instead of competing for the same market share. An example of this is the proposed aquatic inclusions for Whitlam Leisure Centre and the Michael Wenden Aquatic Leisure are similar, barring the outdoor 50m pool, yet the demographic is different, and the distance between the facilities is only 4.7kms.

d. Practical Facilities – there also seems to be a misunderstanding of the facilities and surrounds, whereby the recommendations for the Michael Clarke Recreation Centre suggests the implementation of two (2) additional indoor sports courts (sprung timber floors), expanded splash park, dry play area, a program/learn to swim pool and additional car parking. Based on the facility currently forming part of a precinct and being landlocked, the ability to expand the site is not possible unless other components are removed, i.e., the tennis courts.

e. Projected Capital Costs – although the ALCS recommends components for each of the centres, no projected capital costs for the redevelopments or developments have been included. Although the current Master Plans vary from what is proposed through the ALCS, the projected capital costs for the facilities are unprecedented for a Local Government in Australia.

10. Facility Development Direction

The Options Analysis provides Council with various models, based on the understanding that the proposed developments and redevelopments of the aquatic and leisure centre provision are significantly beyond Council's current financial capacity. The Options Analysis has been developed with consideration of the current and proposed aquatic and leisure facilities within the City of Liverpool.

Note: this overview is in alphabetical order with prioritisation outlined in the recommendations section (following).

10.1 Aerotropolis Aquatic Centre

The Aerotropolis Contributions Plan is suggested to be assessed over the longer term, with a feasibility study recommended to address and inform a Master Plan. Council should be involved in this process, as the ongoing management is likely to be the responsibility of the City of Liverpool.

The proposed facilities include:

- Outdoor toddler pool
- 50m outdoor pool
- 25m indoor pool
- Hydrotherapy indoor pool
- 2 indoor courts
- Community meeting rooms
- Amenities block
- Adjoining open space/picnic area
- Community meeting rooms
- Youth recreation-based hang out space
- Foyer, lounge, and café

10.2 Austral Leisure Centre

Current Direction

The facility is proposed to be located on a five (5) hectare site and would include the following components:

- Indoor 50 metre x 10 lane Olympic pool
- Training pool
- 25 metre leisure pool
- Learn to Swim pool
- Water play area
- Diving pool
- 4 indoor sports courts, inclusive of retractable seating for 1,500
- Health club
- Group fitness rooms
- Wellness/health services
- Spa, sauna, steam room
- Café
- Outdoor elements - may include a water play park, BMX, skate, sports oval and netball, tennis, basketball courts

Recommended Facility Positioning

Council's second regional facility servicing the western part of the municipality.

Recommended Direction

Recommends the development in two (2) stages:

- Stage 1 - Outdoor 50m pool (10-lanes) to be developed as a priority project
- Stage 2 - Indoor facility components developed later and include a warm water pool (or at Carnes Hill Aquatic Centre)

Rationale

- Inclusion of a 50m outdoor pool to complement the recommendation for an indoor 25m pool at Carnes Hill Aquatic Centre
- Reduced COVID-19 restrictions on outdoor pools
- Service the projected population growth and expand as the population does
- Reduce capital costs and improve financial performance

A detailed feasibility study is recommended to be undertaken for the future planning of the Austral Leisure Centre.

10.3 Carnes Hill Stage 2 (Aquatic Centre)

Current Direction

The Master Plan proposes the following inclusions for the facility:

- 50m indoor pool
- Learn to Swim pool
- Leisure pool
- Spa / steam / sauna area
- Outdoor water play area
- Change rooms, family and group
- Competition change areas
- Storage and plant spaces
- 2 multi-purpose sporting fields suitable for soccer, rugby union and rugby league
- Boardwalk connections to and from stage 1 of the precinct
- Children's playground
- 250-space car park

Recommended Facility Positioning

An exceptional family friendly facility that is complementary to the regional facility in Austral.

Recommended Direction

The Carnes Hill Stage 2 Master Plan is suggested to take place in its current form; however, it is recommended to reduce the length of the pool from 50m to 25m.

Rationale

- Community Feedback: Previous consultation was clear about the need for more informal leisure water to meet resident needs in hot weather.
- Function: when comparing a 25m and 50m pool it is noted that a 25m pool is generally warmer with no “deep” water. This results in a 25m pool being more suitable for year round usage.
- Social and Demographic factors: Residents in Liverpool are likely to have a lower propensity to swim based on several indicators including place of birth.
- Demand: An assessment of the catchment indicates that the demand for aquatic visits would be around 250K per annum which could be accommodated by a range of aquatic spaces including a 25m pool.
- Complementary Approach: The current suite of proposed facilities includes five 50m pools which is a far greater level of provision than other municipalities. The proximity of Austral could service the specific user demand for a 50m pool.
- Capital and Operational cost: A 50m pool is projected to cost $6M more than a 25m pool and incur a $400K per annum additional cost plus ongoing renewal costs.
- Affordability: The projected costs for the current Council proposed suite of aquatic and leisure facilities is estimated at over $323M. Importantly, to deliver maximum community benefit, funds are required across the municipality.

10.4 Holsworthy Aquatic Centre

As previously outlined, there is projected to be strong population growth and demand for future aquatic and leisure provision for the areas of Holsworthy and Hammondville. Council is recommended to consider a future delivery model, with facilities to include a program pool, lap pool and health and wellness spaces.

While a review of the options for the Holsworthy Aquatic Centre is ongoing, there may be the potential for a sale of the Centre. The revenue from a sale could then be allocated towards other community assets. The sale could occur at the expiration of the current management contract in 2024. Given the expected population growth in the Holsworthy and Hammondville area, it is likely the Holsworthy Aquatic Centre will not support the community's requirements into the future.

A feasibility study is recommended to inform facility components and community needs and demand.

10.5 Michael Clarke Recreation Centre

Current Direction

Prepare Master Plan, including available space for competition compliant indoor sports courts, aquatic play, learn to swim. Build outdoor splash park alongside existing play space, potential water slide
2 additional indoor multi-lined courts and permanent gymnastics on one of the existing courts.

Recommended Direction

Undertake a further review after the finalisation of the Carnes Hill Aquatic Centre Development planning is completed.

10.6 Michael Wenden Aquatic Leisure Centre

Current Direction

The Master Plan proposes the following components be incorporated into the staged redevelopment:

Stage 1
- Entrance/foyer/reception/administration areas (replacement)
- Indoor learn to swim (replacement)
- Crèche (replacement)
- Café (replacement)
- Health and fitness area (replacement)
- Indoor program pool with associated spa and sauna (new)
- Multi-purpose rooms (new)

Stage 2
- 50m pool (replacement)
- Improved amenities (replacement)
- Water play area (expansion of existing)
- Outdoor seating and shading (new)
- 2 additional indoor courts (new)
- Adventure slides (potential provision)

Recommended Facility Positioning

Redeveloped as a local facility for the Miller (2168) community with consideration to affordability, drop-in services, education, social connection and partner delivered content.

Recommended Direction

Undertake a detailed feasibility study for the future planning of the Michael Wenden Aquatic Leisure Centre with consideration to the following:

Assess the following variations to the current Master Plan:
- Renewal rather than full redevelopment
- Further review of 50m outdoor pool requirement and costs
- New program pool - moveable floor and accessible ramp (300m2 plus)
- Co-located community services and partnership delivery model
- Assessment of demand of additional sports courts to be undertaken

Rationale
- Reduce the overall capital cost
- Maximise affordability as a key driver to participation
- Alignment and scale based on community need
- Very low patronage of existing 50m pool

- Reduce capital cost and improve financial performance

Recommends the following variations to the current Master Plan:

- Undertake a review of the current management model, which proposes the Centre's management to be outsourced to a community-focused organisation
- Assess the requirements of the facility to ensure it becomes a 'community hub', with a focus on co-located partnerships and creating spaces for people to connect

10.7 Whitlam Leisure Centre

Current Direction

The Master Plan is proposing the following components be incorporated into the redevelopment of the Whitlam Leisure Centre:

Indoor Facilities:

- 50m pool
- Grandstand
- Hydrotherapy Pool (12 X 18M)
- Leisure Water Area
- Program Pool (12 X 18M)
- Spa, Sauna and Steam Room
- Change facilities and Amenities
- Staff Offices and Administration Hub
- Fitness and Wellness Area
- Waterslides & Water Play Area
- Multi-sports Courts
- Gymnastics Hall
- Crèche
- Café
- Customer Service Hub

Outdoor Facilities:

- Outdoor Green Space
- Outdoor Training Zone

Recommended Facility Positioning

A 'flagship' regional facility to accommodate very broad community use (including carnivals) with the capacity to cater for very high usage levels, including peak summer demand.

Recommended Direction

A detailed feasibility study is recommended to be undertaken for the future planning for the Whitlam Leisure Centre and this should include the option for the redevelopment of the existing Centre.

The Woodward Place Master Plan is suggested to take place in its current form; however, it is recommended to review some components of the Plan:

- Alter the 50m indoor pool to become an outdoor 50m pool (10-lanes), with a shallower depth profile
- Demand for a 25m indoor pool to be assessed

Rationale

- Ability to accommodate carnivals, summer usage and enhanced integration with the precinct with an outdoor pool
- Reduced COVID-19 restrictions on outdoor pools
- Reduced capital cost and improved financial performance

Alternate Recommendation

Subject to the availability of funding, consideration should also be given to a redevelopment of the aquatic area of the existing Centre. This could include the following:

- Improve overall accessibility including pool ramps and changerooms
- Change the 50m pool depth profile to be shallower
- Develop a new, contemporary outdoor leisure area
- Expand the outdoor pool passive area, including grass area, to accommodate peak demand

11. Major Recommendations

Based on the research undertaken, the key recommendations are outlined below:

1. Implement the Guiding Principles as a filter for future decisions associated with aquatic and leisure centre provision
2. It is noted that some more recent Council direction (e.g., Carnes Hill Stage 2 Master Plan, Miller Social Infrastructure Master Plan and Woodward Place Master Plan) is not consistent with the ALCS. It is therefore recommended that Council review the purpose and design elements of future facilities to ensure an integrated municipal approach that is deliverable and consistent with the Guiding Principles. Modified facility directions, when compared to the ALCS and/or current Council direction, for consideration are:
    a. Austral Leisure Centre – Position as Council's second regional facility servicing the western part of the municipality and develop in two (2) stages:
        - Stage 1: Outdoor 50m pool (10-lanes) to be developed as a priority project (to complement the development of the Carnes Hill Aquatic Centre
        - Stage 2: Indoor facility components developed later and to include a warm water pool (or alternatively at Carnes Hill Aquatic Centre)
    b. Carnes Hill Aquatic Centre – Reduce the length of the main pool from 50m to 25m
    c. Holsworthy Aquatic Centre – It is noted that while a review is ongoing, there may be the potential for a sale of the Centre and this should be further explored
    d. Michael Clarke Recreation Centre – Rather than continue with the direction as outlined in the ALCS, undertake a review after the finalisation of the Carnes Hill Aquatic Centre Development planning
    e. Michael Wenden Aquatic Leisure Centre – Redevelop as a local facility for the Miller (2168) community with consideration to affordability, drop-in services, education, social connection and partner delivered content. Further review the following potential variations to the Master Plan direction:
        - Renewal rather than full redevelopment
        - Review the need for a 50m outdoor pool
        - Include a program pool (300m2 plus) with a moveable floor and accessible ramp
        - Review the demand for additional sports courts previously proposed
        - Co-locate community services with partnership delivery model
    f. Whitlam Leisure Centre – Position as a 'flagship' regional facility to accommodate very broad community use (including swimming carnivals) with the capacity to cater for very high usage levels, including peak summer demand. A detailed feasibility study is recommended to be undertaken for the future planning for the Whitlam Leisure Centre and this should include the option for the redevelopment of the existing Centre. Based on the details in the Woodward Place Master Plan, it is recommended to review the components as below:
        - Alter the 50m indoor pool to become an outdoor 50m pool (10-lanes), with a shallower depth profile
        - Review the demand for a 25m indoor pool
3. Undertake detailed Feasibility Studies, with consideration to the above direction, for the following:
    a. Whitlam Leisure Centre (High Priority)
    b. Michael Wenden Aquatic Leisure Centre (High Priority)
    c. Austral Leisure Centre (Medium Priority)
    d. Based on the projected population growth in the areas of Holsworthy and Hammondville, a detailed Feasibility Study should also be undertaken to ensure there is appropriate aquatic and leisure provision for the community (Medium Priority)

As a minimum, these Feasibility Studies should include:

i) Review of the proposed and potential facility components required to support the community need

ii) Review of the potential site options for new facility developments or redevelopments

iii) Projected capital costs

iv) A detailed assessment of the funding options available

v) Assessment of the most appropriate management model

vi) A detailed community consultation process to assess the community need

vii) Completion of consultation with potential key stakeholders, including, but not limited to: Local sporting clubs, Schools, Community groups, Local businesses, NSW Government, Peak industry bodies and Other LGA's

viii) A comprehensive assessment of the projected financial performance of the centres

4. Develop a long-term Funding Strategy (Note: refer to the approaches outlined in Funding section)

12. Recommendation Outcomes

The table below provides an overview of variations (colored) between the recommended direction against the current direction (inclusive of the Master Plans).

Redevelop MWALC (Miller Master Plan)	Replace Whitlam Leisure Centre (Woodward Place)	Holsworthy Aquatic Centre	New Carnes Hill Aquatic Centre	New Austral Leisure Centre	New Aerotropolis Leisure Centre
○ Outdoor 50m pool (for review) ○ Water play area ○ Outdoor seating and shading ○ 2 additional indoor courts (for review) ○ Indoor learn to swim (with moveable floor for hydrotherapy) ○ Crèche ○ Café ○ Health and fitness area ○ ~~Indoor program pool~~ with spa and sauna ○ Multi-purpose rooms ○ Adventure slides (for review)	○ Outdoor 10-Lane 50m pool ○ Outdoor Grandstand ○ Indoor 25m pool (for review) ○ Hydrotherapy Pool ○ Indoor Leisure Water Area ○ Indoor Program Pool ○ Spa, Sauna and Steam Room ○ Fitness and Wellness Area ○ Waterslides & Water Play Area ○ Multi-sports Courts ○ Gymnastics Hall ○ Crèche ○ Café	○ Program pool ○ Lap pool ○ Health and wellness area	○ Indoor 25m pool ○ Learn-to-swim pool ○ Indoor Leisure pool ○ Spa / steam / sauna area ○ Outdoor water play area ○ Competition change areas ○ 2 multi-purpose sporting fields	○ Outdoor 10-Lane 50m pool (stage 1 priority) ○ ~~Training pool~~ ○ Indoor 25m pool ○ Learn to Swim pool ○ Water play area ○ Warm Water Pool ○ ~~Diving pool~~ ○ 4 indoor sports courts with seating for 1,500 ○ Health club ○ Group fitness rooms ○ Wellness / health services ○ Spa, sauna, steam room ○ Café	*NB: Future review* ○ Outdoor 50m pool ○ Outdoor toddler pool ○ Hydrotherapy Pool ○ Indoor 25m pool ○ 2 indoor courts ○ Community meeting rooms ○ Youth recreation hang out space ○ Café

Table 19 – Variations between the Recommended and Current Direction

12.1 Indicative Future Visitations

Based on the recommended direction, outlined above, indicative future visitation numbers are outlined below.

Item	2021 Drivetime Catchment	2020 Visits	2020 Visits per Head	2036 Drivetime Catchment	2036 Indicative Visits	2036 Indicative Visits per Head
Aquatic and Leisure Facility						
Michael Wenden Aquatic Leisure Centre (Miller)	102,000	72,000	0.7	144,000	432,000	3.0
Whitlam Leisure Centre (Woodward Place)	113,000	918,000	8.1	154,000	1,386,000	9.0
Holsworthy Aquatic Centre	70,665	105,000	1.5	99,000	297,000	3.0
Michael Clarke Recreation Centre	53,000	139,000	2.6	79,000	205,400	2.6
Carnes Hill Aquatic Centre (Stage 2)	53,000	-	-	79,000	316,000	4.0
Austral Leisure Centre	29,000	-	-	44,000	396,000	9.0
Aerotropolis Leisure Centre	NA	-	-	NA	-	-
Indicative Totals		1,234,000	3.2		3,032,400	5.1
Municipal Summary						
Population		230,000	5.4		359,000	8.4

Table 20 – indicative Visitation Projections

As a guide, following on from the implementation of the recommendations, it is projected that visitation numbers to aquatic and leisure facilities will increase from 1.2M per annum to 3.0M per annum in 2036.

12.2 Strategic Planning Factors Alignment

The following key outcomes are identified as an outcome of the recommended direction:

- ✓ Aligns to Council's strategic plans and policies
- ✓ Greater alignment between the facility design and community need
- ✓ Reduces infrastructure costs (circa $50M) when compared to current plans, and reduces operational costs
- ✓ Refines the purpose of the facilities
- ✓ Delivers complementary components across all facilities
- ✓ Reduces the number of 50m pools and positions these outdoors
- ✓ Increases in the number of warm water pools
- ✓ Improves accessibility to the facilities and services for all
- ✓ Results in facility designs that support under-represented community groups
- ✓ Considers future demand and population growth
- ✓ Aligns facility components to the climatic conditions

12.3 Guiding Principles Alignment

The proposed direction is strongly aligned to the Guiding Principles as outlined below:

- ✓ Healthy Community – facility locations and components that support healthy living by the entire community
- ✓ Inclusiveness – improved accessible facility and service offerings, allowing for greater equity and access for the community
- ✓ Connectiveness – the implementation of facility components that create non-intimidatory environments and enhanced social cohesion
- ✓ Place Making – enriched program and service offerings that support the whole of the community
- ✓ Capability – a strong emphasis on partnerships and co-located community services to create a deeper community connection
- ✓ Affordable – implementation of design solutions that are deliverable and sustainable for Council

13. Funding Overview

The following information provides a summary of relevant background and key considerations associated with the funding of aquatic and leisure centres.

Overview

The development of aquatic and leisure facilities and sporting infrastructure is generally funded through a combination of different sources, including:

- Council funding
- State government grants
- Federal government funding
- Public-private partnerships
- Commercial investment
- Community fundraising

In a general sense, the broad funding options associated with the funding of Council infrastructure includes:

- Section 94 contributions – collected from new developments in the relevant areas
- Proceeds from the sale of assets – following on from a review and rationalising community assets where assets are either under-utilised, are surplus or may no longer meet the service expectations of our community
- Debt/loan borrowings – where appropriate, Councils utilise debt to fund capital expenditure, subject to it fulfilling agreed economic, social or environmental benefits and not affecting existing recurrent operations and/or cash flows
- Forward borrowing from reserves – any cash surpluses of a general fund nature will be restricted and held for strategic priorities
- Other general income sources – Councils look to investigate and generate other alternate sources of revenue
- Grants and contributions (operational and capital) – actively pursuing grant funding and other contributions to assist in the delivery of services and facilities.
- Delivery partnerships – where Council and key partners (such as schools or private developers) collaborate to deliver a new facility

A survey of a multitude of Council projects identified the following investment mix for aquatic and leisure facilities and sporting infrastructure developments:

- Council capital funding: 80% plus
- Other government funding: up to 20%
- Community Trusts / Institutions: up to 2%
- Commercial fundraising: up to 10%
- Community fundraising: up to 5%
- Asset sales: up to 5%
- Management company contributions: up to 2%

Industry Consultation and Research

The following information provides a summary of the research and consultation undertaken in relation to funding an aquatic and leisure centre:

a. The NSW State Government provides access to a range of funding grants and programs that vary over time. Examples of some current and previous relevant grant programs include the sports development program, the community building partnership program, the community development grants program and the stronger communities' program. In addition to these grants, the funding associated with COVID-19 sports recovery and capital stimulus programs is evolving.

b. The federal government has ongoing funding programs, and these also vary and evolve over time, including COVD-19 related programs. One example is the City Deals program which is aimed at projects that create genuine partnerships between the three levels of government and the community to work towards a shared vision for productive and liveable cities. City Deals work to align the planning, investment and governance necessary to accelerate growth and job creation, stimulate urban renewal and drive economic reforms.

c. Important to the success of any funding application is the development of a feasibility study and/or business case that outlines the benefits, operational model and financial performance. In relation to benefits, this may relate to general participation, alignment with health and wellbeing outcomes or support for females, marginalised or disconnected communities.

d. Beyond traditional government and private sector funding, there is an emerging opportunity to leverage philanthropic and corporate sectors looking to invest in health and wellbeing intervention at a community level. There are investment brokers who access social impact investment funding to incubate and deliver population health innovation under 'Wellbeing Communities' platforms through social enterprise design, delivery and scale. Such impact/outcome type investment for community health and wellbeing has been pioneered in some European countries, and this type of approach to funding may be accessible in Australia soon.

e. The opportunity for investment from a consortium including Council, superannuation provider/health insurance provider, state government and a management group may be a possible funding mechanism, providing there was ongoing impact measurement and evaluation was undertaken to demonstrate a return on investment.

Key Success Factors and Major Considerations

Central to the success of funding procurement are the following critical factors. It is recommended that Council considers these factors prior to the development of a detailed funding strategy for the future provision of aquatic and leisure centres.

Key Success Factor	Council Consideration
1. The determination of Council's financial contribution to the project. This funding generally equates to 80% or more of the total project costs.	What will Council's financial contribution to the Masterplan implementation be?
2. The completion of a detailed feasibility study and/or business case that outlines alignment with Council plans and strategies, the project costs, design, financial performance, community need, consultation with potential funding organisations, an overview of the operational model, a detailed analysis of benefits and outcomes and the development of a clear strategic vision for the project.	Will Council be completing a feasibility study and/or business case for the Masterplan?
3. A major focus area for any funding is an alignment with the funder's objectives, strategies and plans. Hence it is important to understand the funder's priorities and then evolve projects to maximise the associated benefits.	What are the major project benefits, and how do they align with potential funder objectives?
4. The procurement of funding generally requires broad-based advocacy and support for the project from community groups, local organisations, schools and/or other key stakeholders. Hence it is important to actively engage with these groups and ensure that they can support any funding procurement process.	What advocacy support can Council receive for the project?
5. It may be necessary to stage works to ensure that funding streams are consistent with the capacity of Council to contribute to each phase of a project and therefore demonstrate a strong commitment throughout the development.	Does Council plan to stage the project or complete it in one phase?

Table 21– Key Success Factors for Funding

Steps to Funding Procurement

The chart below outlines the steps associated with a traditional approach to maximising funding opportunities:

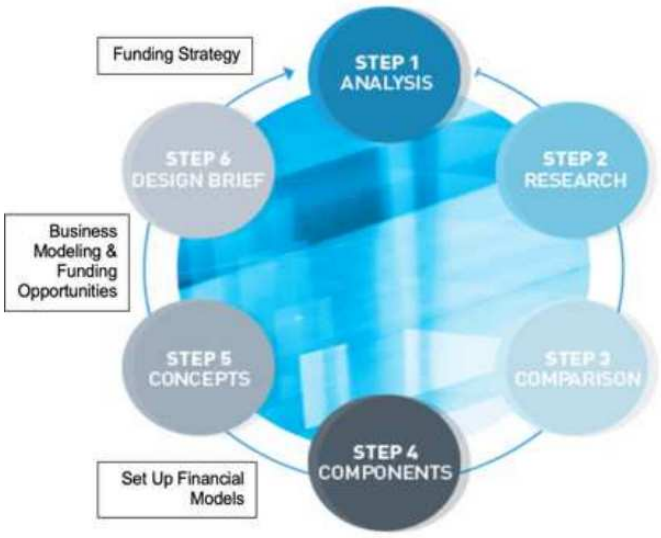


Diagram 4 – Steps of Funding Procurement

Appendix A - Facility Condition and Improvements Assessment

The following assessment has been undertaken by Co-op Architecture and included the Whitlam Leisure Centre and Michael Wenden Aquatic Leisure Centre.

An overview is provided for each facility, together with our review of each area, which is based on the following criteria and will be applied to the facility areas identified in the 2018 report:

1. Recent Modifications
2. Operational Considerations
3. Opportunities for Improvement

Whitlam Leisure Centre

Overview
The Whitlam Leisure Centre exhibits the fundamentals of being a strong facility in a good location, close to the CBD, on a large site, co-located with other community facilities and has excellent car parking provision. These elements are unique in the Greater Sydney area.

The discussion points raised below generally provide comment on the existing conditions encountered together with opportunities for improvement based on the retention of the existing facility in some form and/or the partial redevelopment of some elements within this facility, namely the indoor aquatic hall and the outdoor leisure water elements.

Exterior – Main Entry

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   Centrally located between entry to facility and carpark.

3. **Opportunities for Improvement**
   a. This area would benefit from significant public domain and building envelope improvements and/or replacement given the age and condition of this component of the Centre.
   b. Improved access to outdoor 50m pool for carnivals, access appears restricted due to temporary facilities installed to southern end of outdoor aquatic area.

Exterior – Basketball / Event Centre

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   Secured and closed off to access during site observation,
   Some concerns regarding public safety and CPTED considerations.
   Does provide separate entry to the Event Centre.

3. **Opportunities for Improvement**
   a. Potential to create externally accessible café serviced either by the café within the foyer or the commercial kitchen located within the adjacent events facility.
   b. This area would benefit from significant public domain and building envelope improvements and/or replacement given the age and condition of this component of the Centre.

Reception / Control

1. **Recent Modifications**

Generally, as per the 2018 site investigations. No internal layout modifications have been undertaken; however, the reception and lobby areas have recently been re-carpeted and walls repainted.

2. **Operational Considerations**

Well located on the existing site, functioning as a central hub from which internal access is provided to all other facilities.

3. **Opportunities for Improvement**
   a. Large amount of underutilised space between the reception and child-minding area, this could be adapted into a further program room, health and wellness tenancy like the adjacent, or a Council / community ‘pop up’ display area.

Indoor Aquatic Hall

1. Recent Modifications

We understand that the finish to the pool shells was replaced last year, however whilst the concourse topping screed and finish had been proposed for repair and replacement it was decided to only apply a new paint finish to the existing topping. This is already showing signs of damage and has not alleviated the issues that existed prior such as localised ponding throughout the indoor aquatic hall due to improperly laid falls in the floor screed.

The roof sheeting over the aquatic hall has recently been replaced to address concerns over internal roof water leaks. At present the wet change rooms are being renovated with new waterproofing and tiling being applied to these areas.

Consideration is being given to the installation of a new fibreglass access ramp to the existing 25m pool, which would remove one of the available lanes from use. Further maintenance is planned within the indoor pool hall however this is limited to surface finish improvements only.

2. Operational Considerations

Circulation spaces around and in between the pools is relatively tight. Consideration is being given to transitioning the existing club room located to the northwest corner of the indoor aquatic hall into a family change area given this facility does not currently exist.

There are no accessibly compliant access provisions into the pools (e.g., no ramp access) with a hoist installed adjacent the 25m pool. Sight lines within the space could be improved, noting that a lifeguard was stationed on a raised platform to assist with observation within the area.

3. Opportunities for Improvement

a. Whilst this area of the facility remains operational and with no significant building envelope, structural or services concerns, given the operational considerations listed above together with the recurring internal finishes problems being encountered we believe that consideration should be given to the construction of a new indoor aquatics hall which will allow for the entire facility to be upgraded to meet current building code compliance, improve aquatic and change facilities, and address issues regarding circulation and sight lines.

b. If the full redevelopment of this area is not achievable, the following planned upgrades and maintenance activities should be implemented as soon as practicable:
   - Full concourse topping, falls and finish replacement,
   - Accessible ramp access to 25m pool,
   - Provision of family change facilities,
   - Relocation of exposed PVC pool plumbing located within the concourse areas,
   - Internal wall finish upgrades.

Outdoor Aquatic Area

1. **Recent Modifications**
   No permanent upgrades have been undertaken; however two portable amenities sheds have been installed at the southern end of the outdoor aquatic area.

2. **Operational Considerations**
   The existing outdoor play equipment was discussed on site as being a concern not only with respect to sight lines and operational issues but also the fact that it does not satisfy the demand for a significant adventure-based water play facility.

   There is no ramp access into the 50m pool. The 50m has deep water (i.e., 1.8m) commencing close to the shallow end of the pool which is atypical and results in a large water volume which is costly to heat. The outdoor pool area lacks grass / circulation space, and it is understood that the Centre has lockouts over the summer period.

3. **Opportunities for Improvement**
   a. Replacement of the existing outdoor water play area should be considered as a minimum, providing a precinct / regional attractive facility,
   b. It was also discussed on site that consideration should be given to a small water slide/s as part of this new attraction.

Outdoor Aquatic – Spectator Shelter
This area was not observed.

Outdoor Aquatic – Outdoor Change
This area was not observed.

Café (Indoor to Aquatic Hall + Within Foyer)

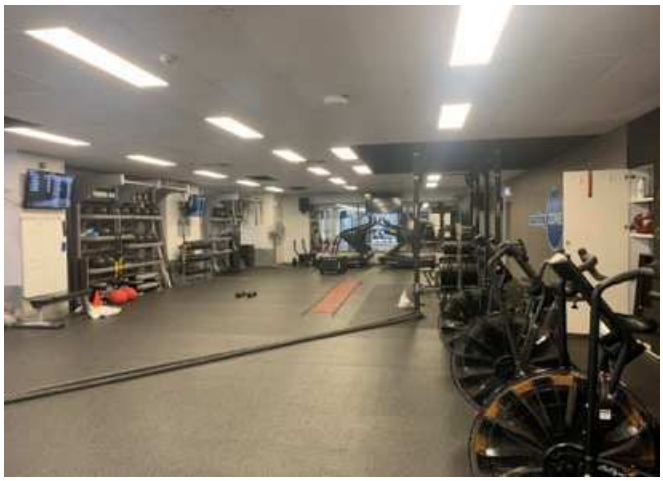
1. **Recent Modifications**
   Existing walls and handrails have recently been repainted to area within Foyer.

2. **Operational Considerations**
   We understand that the current operator of the café, who has been on site since the 1990's, will be leaving over the coming months.
   It was discussed on site that this will allow for a new style of café to be installed in the Centre, providing new menu options which are more aligned with expectations for modern facilities.

   In addition, it was noted that the lighting throughout the area does not assist in creating a welcoming space for patrons, an important consideration given that little natural light is available to this area of the facility.

3. **Opportunities for Improvement**
    a. Install new kitchen and café menu offering with new tenant,
    b. Review and refresh finish within this area including counter and point of sale area,
    c. Investigate new lighting strategy for the area to improve user amenity,
    d. Elevated seating area within Aquatic Hall to be repaired or replaced,
    e. New furniture to be considered throughout.

Fitness Centre / Gym



1. **Recent Modifications**
   New flooring has been laid within what appears to be the last 12 – 18 months.

2. **Operational Considerations**
   The equipment layout within the general gym area has been modified several times over the past 12 months due to the impact of COVID-19 and floor space population requirements, however based on the current configuration the circulation around and within the weights and cardio areas appears appropriate,

   Access to the gym is via the Leisure Centre main entry and the gym has an independent reception accessed from the main foyer, consideration of 24/7 access to the gym independent of the main entry is under review,

   The current operator of the facility, Belgravia, is attempting to operate its own personal training area known as 'Coaching Zone', however due to the additional costs for this service over and above gym access membership fees, it was noted on site that this facility is rarely used and there was no indication of use during the site visit.

3. **Opportunities for Improvement**
    a. Look to provide independent 24/7 access to the gym within the need to enter from the main facility reception,
    b. Replace existing personal training area and consider alternative uses for this area,
    c. Review gym area more broadly and consider any improvements to layout and function,
    d. Refresh of internal finishes and fittings.

Fitness Centre – Change Rooms
This area was not observed.

Spin Room (Old Squash Court 1)
This area was not observed.

Multi-Purpose Room (Old Squash Court 2+3)
This area was not observed.

Remaining Squash Court (4)
This area was not observed.

Indoor Stadium - Typical Change Rooms (Male)

1. **Recent Modifications**
   Waterproofing and floor tiling in the shower area has recently been replaced.

2. **Operational Considerations**
   The area of the change rooms is quite large, however the hydraulic fixtures and fittings and change benches are due for replacement,
   Despite the size, there is only one entry and exit door provided,
   Based on our observations on site it would appear that these amenities are being used by a number of different Leisure Centre patrons, not just those in the Indoor Stadium.

3. **Opportunities for Improvement**
   a. The full redevelopment of these change rooms should be considered given their age and state of repair, to bring the facilities up to current day building regulation compliance, and in order to improve on their current functional value.
   b. If the full redevelopment of this area is not achievable, the following planned upgrades and maintenance activities should be implemented as soon as practicable:
      i. Full topping, falls and finish replacement,
      ii. New code compliant toilet and shower partitions,
      iii. New fixtures and fittings throughout,
      iv. New change benches,
      v. Consideration given to personal storage lockers,
      vi. Internal wall finish upgrades,
      vii. Provision of hydration station/s immediately outside the change room facilities.

Indoor Stadium

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   Based on discussions on site, the functional objectives of this area have not significantly changed in recent years.

   It was noted that the basketball backboards and rings had been replaced a number of times over the years, however Council is currently considering the replacement of the steel swing structure that allows these to be retracted and replaced as it is believed these, whilst operational, are original.

   Council also noted that the planned replacement of the existing roof sheets was being considered in response to some ongoing water ingress concerns.

3. **Opportunities for Improvement**
   a. Based on the high-level visual observation undertaken together with the detailed conditions report prepared in 2018, we are not aware of any major compliances or condition issues that indicate that a redevelopment is critical, though this could be considered given its age and state of repair to bring the facility up to current day building regulation compliance and to improve on its current facilities and functional value.
   b. If the full redevelopment of this area is not achievable, the following planned upgrades and maintenance activities should be implemented as soon as practicable:
      i. Replacement of existing roof sheeting and potentially insulation,
      ii. Replacement of motorised basketball backboard retraction structure,
      iii. Renewal of sports line marking and post / netting anchor points,
      iv. Review and if required renewal of life safety and building services systems,
      v. Internal wall finish upgrades.

Indoor Stadium - Typical Amenities Rooms (Male)
This area was not observed.

Indoor Stadium – Upstairs Access + Balcony
This area was not observed.

Indoor Stadium – Upstairs Offices + Meeting Rooms
This area was not observed.

Indoor Stadium – Gymnastics Area

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   Based on discussions on site it would appear that this area has changed very little in recent years and has been used as a gymnastics space for some time. It was formerly used as a small event space immediately adjacent the Indoor Stadium, with direct access to the external entry and with its own commercial kitchen located on the northern end of this area.

3. **Opportunities for Improvement**
   a. Similarly, to the adjacent Indoor Stadium, based on the high-level visual observation undertaken together with the detailed conditions report prepared in 2018, we are not aware of any major compliances or condition issues that indicate that a redevelopment is critical, though this could be considered given its age and state of repair to bring the facility up to current day building regulation compliance and in order to improve on its current facilities and functional value.

   b. If the full redevelopment of this area is not achievable, the following planned upgrades and maintenance activities should be implemented as soon as practicable:
      i. Replacement of existing roof sheeting and potentially insulation,
      ii. Renewal of gymnastics equipment,
      iii. Review and if required renewal of life safety and building services systems,
      iv. Internal wall finish upgrades.

Michael Wenden Aquatic Leisure Centre

Overview
The Michael Wenden Leisure Centre is located within the heart of the Miller community and has the potential to make a significant contribution to the developing and enhancing of this neighbourhood.

Some areas of the existing buildings are compromised by either disrepair or, based on advice, areas with materials containing asbestos. Together with the observation that many of the functional provisions in the facility do not seem to align with the community requirements, it is recommended that a refurbishment / redevelopment of this facility either in part or whole be considered.

The discussion points raised below generally provide comment on the existing conditions encountered together with opportunities for improvement based on the redevelopment or retention of the existing facility in some form.

Main Entry + Exterior

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   We understand from discussions on site that security remains an ever-present concern at this facility. Anecdotally, break and enter incidents take place 2 or more times per week. And whilst this is an improvement on years past, this may be a barrier to any significant capital investment in the exterior of the facility.

   The carparking provision for the site is split, with some located adjacent the building entry and the remainder located to the eastern end of the site. Minimal external lighting appears to be provided in the precinct which further reinforces the security concerns in the public domain.

   More broadly there are a number of site wide CPTED principles that require further investigation.

3. **Opportunities for Improvement**
   a. This area would benefit from significant public domain and building envelope improvements and/or replacement given the age and condition of this component of the Centre.
   b. A review of the external areas should be undertaken, together with the landscape areas that are accessible by the community in order to improve the quality of public space, security and patronage of the site.

Main Entry Reception + Foyer

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   The entry and reception to the Centre is centrally located and access to the various components of the facility can be reached from this point. That said, aside from various marketing displays installed by the operator the space does not appear to have been improved for some time.

   We understand that there are asbestos-based products in the ceilings and building services and that this is limiting the ability to make minor improvements.

3. **Opportunities for Improvement**
   a. Review and refresh finishes within this area including counter and point of sale area.
   b. Investigate new lighting strategy for the area to improve user amenity.
   c. Elevated seating area within Aquatic Hall to be repaired or replaced.
   d. New furniture to be considered throughout.

Canteen / Kiosk
This area was not observed.

Gymnasium

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   The area is very small, and is a relatively small component of the Centre, however we understand that there is only in the vicinity of 150 members who use this space. Whilst there does not appear to have been any recent modifications or improvements made to this area, it is in relatively good condition.

   From discussions on site we believe that the nearby PCYC facility has a greater membership base and better facilities.

3. **Opportunities for Improvement**
   a. Given the minimal use this area receives, we would propose that any refurbishment of this area question a gym as the best use of this space and investigate more community orientated programs and functions.
   b. If retained as a gym, then a community gym model could be considered with new equipment and a refurbishment of internal fittings.

Indoor Sports Centre

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   The usage of this facility is understood to be very low in the community and has significant spare capacity.
   Whilst the condition of the existing courts appears in reasonable condition, the facility does not appear to have been improved in some time and much of the sporting equipment in the space appears to be reaching end of serviceable life.

3. **Opportunities for Improvement**
   a. A refurbishment / redevelopment of the Indoor Sports Centre could be considered given its age, to bring the facility up to current day building regulation compliance, and in order to improve on its current facilities and functional value.
   b. If the full redevelopment of this facility is not achievable, the following planned upgrades and maintenance activities should be implemented as soon as practicable:
      vi. Replacement of existing roof sheeting and potentially insulation.
      vii. Replacement of motorised basketball backboard retraction structure.
      viii. Renewal of sports line marking and post / netting anchor points.
      ix. Review and if required renewal of life safety and building services systems.
      x. Internal wall finish upgrades.

Indoor Sports Centre - Amenities (Including Accessible)
This area was not observed.

Aquatic – Pool Side Exterior (Access to All Areas)

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   It is noted that much of the area was sectioned off from public use due to the seasonal nature of the outdoor pools.

   Notwithstanding this, despite there being much outdoor landscape space available for use we understand that it does not receive high levels of patronage, that is people are not encouraged to spend long periods of time socialising in this area.

   There are a number of steps at external doorways and threshold ramps which have been added over time in an attempt to mitigate trip and slip accidents in the area.
   The external area is resilient in its nature and does not encourage longer dwell times for users.

   We also understand that some of the fenced off landscape areas attract a reasonable amount of antisocial behaviour in the area.

3. **Opportunities for Improvement**
   a. This area would benefit from significant public domain and building envelope improvements and/or replacement given the age and condition of this component of the Centre.

b. A review of the external areas should be undertaken, together with the landscape areas that are accessible by the community in order to improve the quality of public space, security and patronage of the site.

Aquatic – Outdoor Pools + Waterplay

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   The outdoor 50m pool has a beach entry for leisure activities and is seasonal in operation.
   We understand that there are significant leaks in the pool, caused by failures in movement joints and tiling/shell, creating significant water top up issues.
   Areas of the perimeter of the pool appear to have issues with settlement over time to the extent that the water will not flow into the edge gutters in some locations.
   The outdoor splash pad was added only a few years ago, however the range of activities is low as is the corresponding level of use when available.

3. **Opportunities for Improvement**
   a. It is anticipated that this pool would require replacement in any form of site renewal or redevelopment.
   b. The type and size of the pool should be considered given the social demography of the area in order to more closely align swimming practices and requirements with the local community.

Aquatic – Indoor 'Learn to Swim' Pool

1. **Recent Modifications**
   We understand from discussions on site that the pool tiles have been replaced in recent years.

2. **Operational Considerations**
   Despite its relatively small size, it is likely that this component of the Centre has the highest visitation rates alongside the childcare facility. It does not have a compliant accessible entry, noting that despite the installation of a chair hoist it has been installed in a location that is not accessible by wheelchair.

   The ambient air temperature within the space is quite high which may be linked to the relatively low ceiling height and/or low ventilation rates. The area for circulation around this pool is also quite tight making two way passing difficult in some areas.

3. **Opportunities for Improvement**
   a. This area appears to be one of the higher performing areas in the Centre, whilst it could be retained and renewed in its current configuration, consideration should be given to the expansion of this facility given its popularity and impact on income for the facility.
   This would also allow for a building code and accessibility compliant facility.

Aquatic – Plant / Pool Filtration

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   The Aquatic Plant and Filtration area does not appear to have been substantially improved in recent years. There are numerous examples of wear and tear that has occurred over time, and it would appear that a number of 'ad hoc' solutions have been implemented in order to provide cost-effective, short-term solutions to issues that have been encountered.
   The external walls exhibit significant signs of deterioration, potentially due in part to the chemicals in use in the area.
   Whilst the internal plant area appears to be kept neat and tidy, there are examples of chemical and bulk storage being stockpiled in difficult locations.
   The building regulation compliance for this room reflects the period of its construction and is some way behind current requirements.

3. **Opportunities for Improvement**
   a. Like the outdoor 50m pool, it is anticipated that this pool plant and filtration equipment and store would require replacement in any form of site renewal or redevelopment.

Fitness Room / Circuit

1. **Recent Modifications**
   None observed.

2. **Operational Considerations**
   Like the Gym, this facility is a relatively small component of the Centre which does not appear to have any regular use in its current format.
   Whilst there does not appear to have been any recent modifications or improvements made to this area, it is in reasonable condition.

3. **Opportunities for Improvement**
   a. Given the minimal use this area receives, we would propose that any refurbishment of this area question a Fitness Room as the best use of this space and investigate more community orientated programs and functions.
   b. If retained as a Fitness Room, then a renewal of older equipment and refurbishment of internal finishes could be considered including building services and equipment such as AV and ventilation.

Change Room (Male and Female)
This area was not observed.

Appendix B – Investment Planning Model (ActiveXchange)

Liverpool City Council Investment Planning Report

October 2021

OUR WHY IS A TIRELESS PURSUIT OF 2 QUESTIONS

Why **one person** is more likely to be active than another person?

Why **one location** is more likely to absorb demand than another?

30,000+
Locations

4M+
Leisure, Fitness and Sport Members

300+
Leisure & Fitness Venues

8,000+
Club Sport Sites

100+
State Sports

150M+
Individual First Party Data Transactions

1TB+
Annual Australian Household Transactions

ActiveXchange

Full overview video: www.ActiveXchange.org

Investment Planning Model

ActiveXchange database – Unique in the sector

Data from 3m participant/ member records, millions of session visits, performance of hundreds of facilities across Australia and New Zealand are brought together through facility operator and system provider partnerships

Model metrics

Demand: likelihood of each individual to use the facility based on factors including demographics, lifestyle (segments), deprivation, mobility (willingness to travel) – correlated against types of facility (supply offer) factors; capacity (if known), access, age of the facility, parking, competition, opening hours, proxy program and pricing assumptions

Supply and competition

All competition audited by our in-house team of auditors. Travel time catchments mapped, factoring in relevant travel time decay modelling. Weighting applied to different competition based on type and capacity

Demand allocation

Based on the model run a number of likely members (and attributed visits from these to each facility type) from each SA1 is allocated to the site

Demand profiling

1,700 demographic and lifestyle indicators appended to every record to create specific membership and activity (visit) demand segments and model parameters that are extrapolated nationwide (SA1 level)

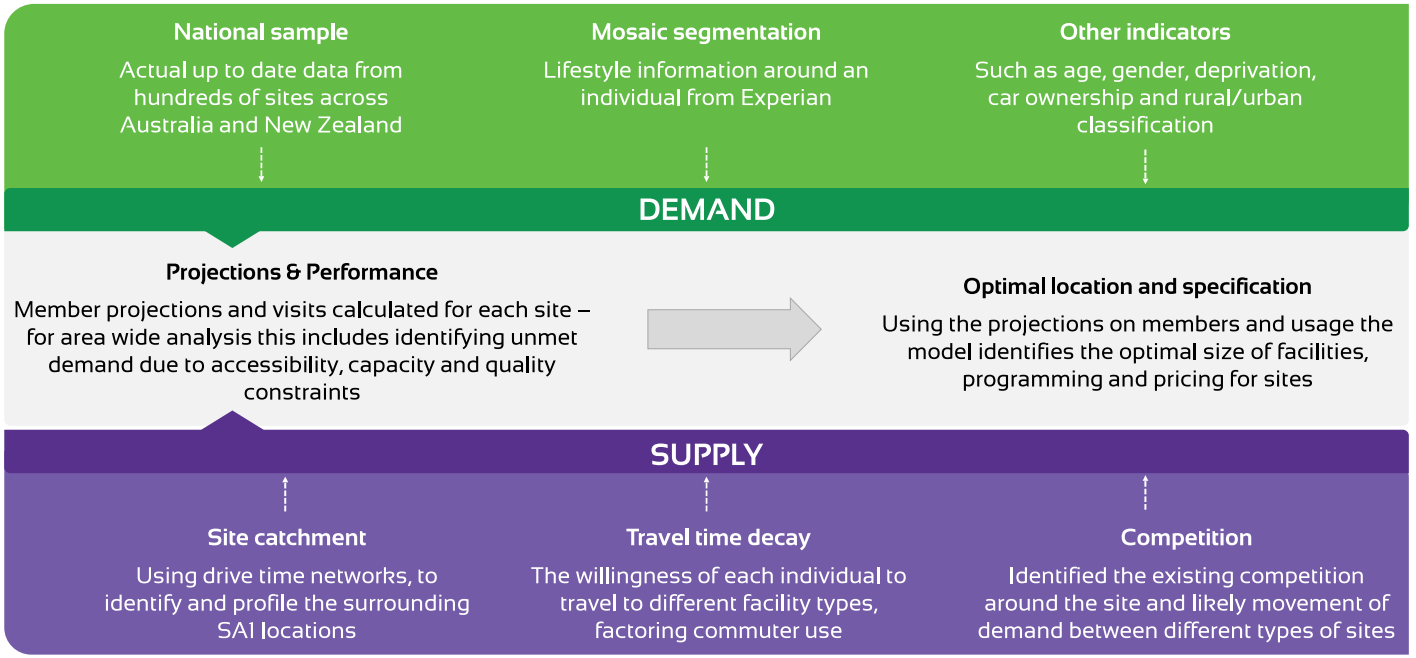
Validation

Member and visit outcomes are regularly checked against the actual performance of hundreds of facilities. The model is constantly refined to increase average accuracy, which is currently at over 90%.

ActiveXchange

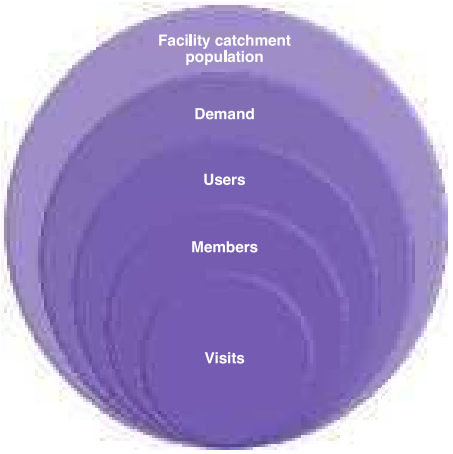
Full overview video: www.ActiveXchange.org

Investment Planning Model

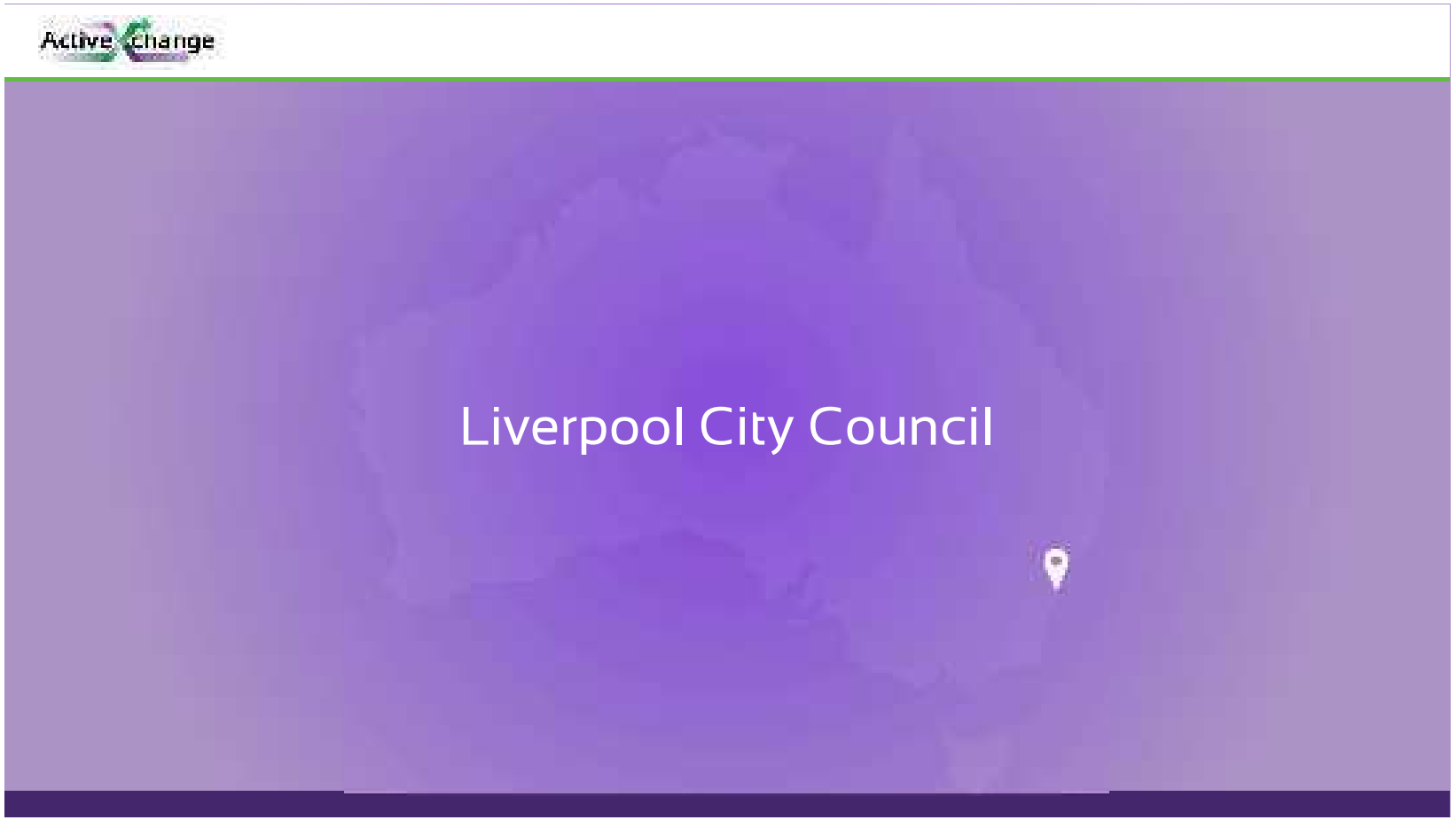


Facility Demand and Utilisation Analysis Structure

As part of the investment planning model, numerous data sets to assess performance and infrastructure provision. These related subsets are described below and shown graphically in the adjacent diagram.



- **Catchment Population** - this is the total number of people living within a facility's catchment area determined by drive time
- **Demand** – this is the predicted number of people within the catchment population that are likely to demand gym/aquatic services based on market profile analysis
- **Users** – this is the predicted or actual number of people that are likely to use the facility based on facility features, travel time decay and competition
- **Members** – this is the predicted or actual number of users that are likely to be formal members of the facility's member-based programs
- **Visits** – the predicted or actual visits made to the facility by users/members


Active Change
Liverpool City Council

Liverpool City Council Investment Planning Report

This report will assess the leisure and aquatic demand and supply within the Liverpool City Council area.

Leisure demand profiles people within the population that have similar characteristics to a gym member whereas aquatic demand are people that will join a facility to use the pool.

This report aims to measure the council's current supply/capacity, evaluate whether they are in the right locations based on demand and to determine whether there are gaps in facility provision taking into account future growth and development within the Liverpool LGA.

This report will also analyse the demand and identify the optimal location along with currently identified potential locations for a new facility.

Orientation Map & Demand overview

Liverpool City Council

Map

The map shows the existing and potential sites included in report

Total Existing Leisure Facilities – 38

Total Existing Aquatic Facilities - 4

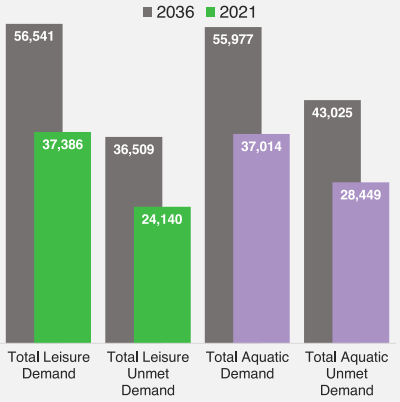
Demand

The chart shows Demand for Leisure and Aquatic facilities

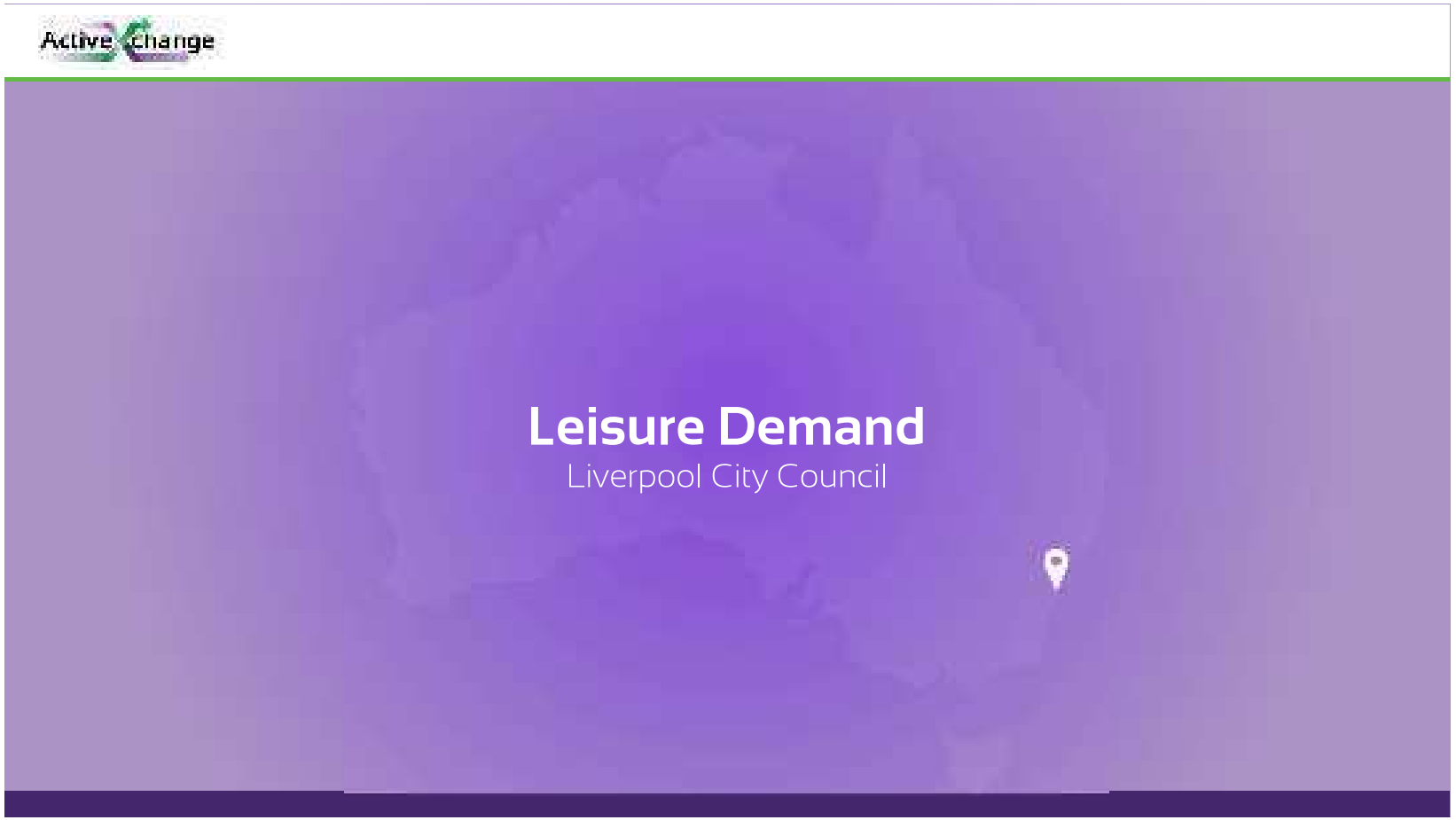
- shown for 2021 vs. the forecasted demand in 2036

The chart also shows Unmet Demand for Leisure and Aquatic facilities

- shown for 2021 vs. the forecasted Unmet demand in 2036



 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students. 8


Active Change
Leisure Demand
Liverpool City Council

Leisure Demand 2021

Liverpool City Council

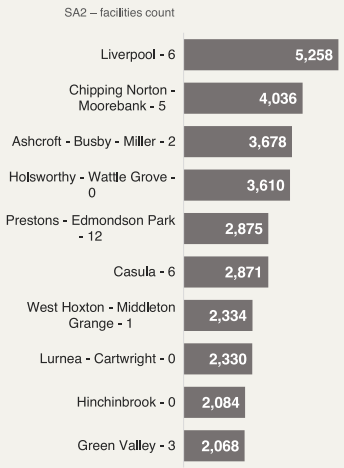
Heat map of demand for Leisure

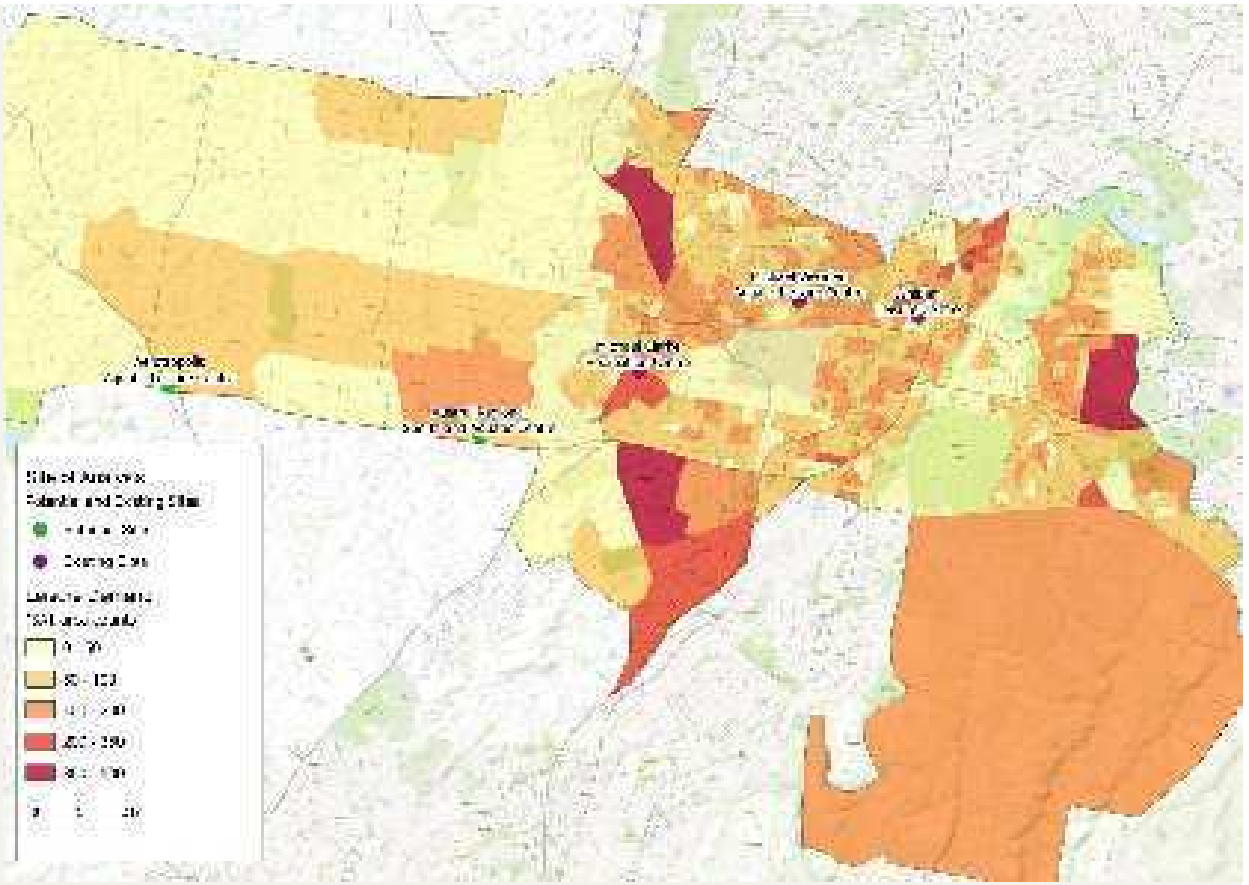
Note: Carnes Hill and Holsworthy are excluded from Leisure calculations

The chart ranks the SA2s with the highest demand for Leisure and the count of the facilities within the SA2 boundary.

SA2s are comprised of aggregated SA1 data.

2021 Leisure Demand
Top 10 SA2





*All demand projections are related to membership usage only (i.e. excludes casual usage).

Leisure Unmet Demand 2021

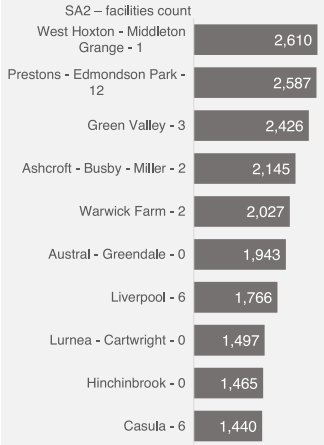
Liverpool City Council

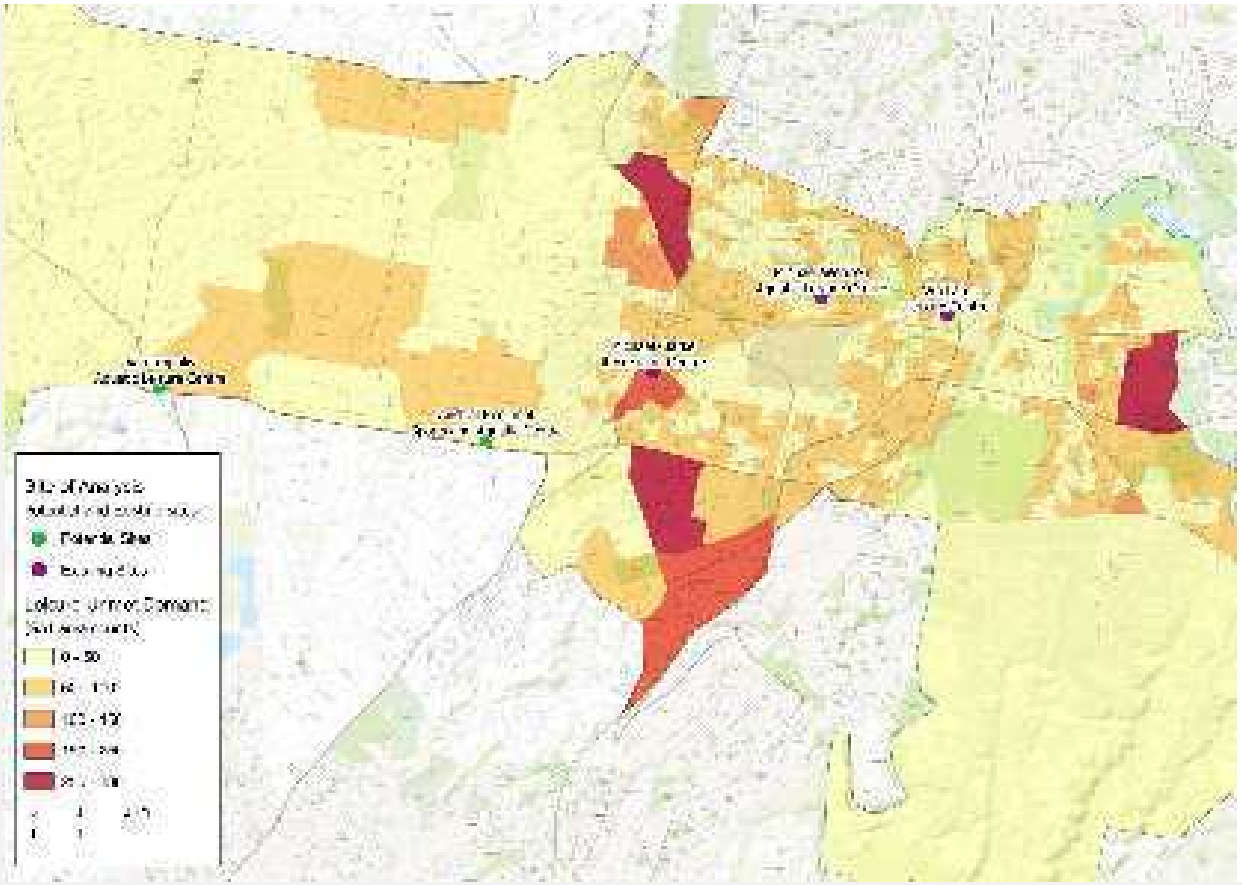
Heat map of Unmet demand for Leisure

Note: Carnes Hill and Holsworthy are excluded from Leisure calculations

The chart ranks the SA2s with the highest Unmet demand for Leisure and the count of the facilities within the SA2 boundary.

2021 Leisure Unmet Demand Top 10 SA2





*All demand projections are related to membership usage only (i.e. excludes casual usage).

Leisure Future 2036 Demand

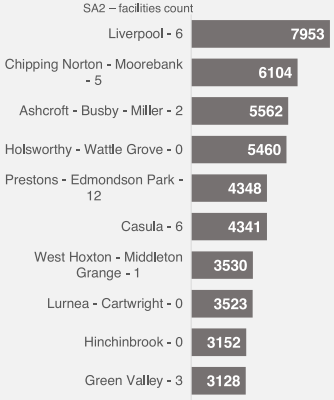
Liverpool City Council

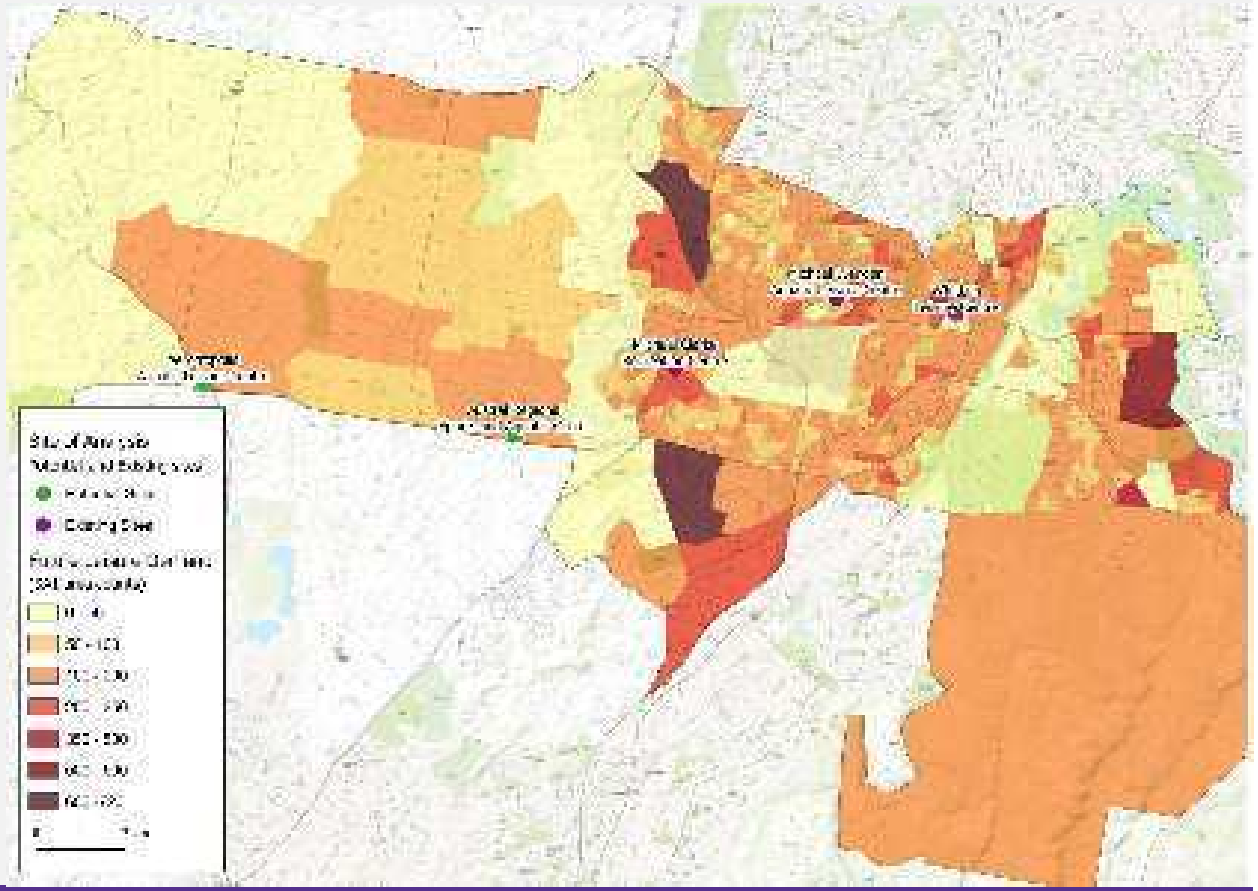
Heat map of Future demand for Leisure
- Number of people likely to participate in leisure activities
- Displayed at Small Area 1 (SA1) boundary level
- Forecasted for 2036

Note: Carnes Hill and Holsworthy are excluded from Leisure calculations

The chart ranks the SA2s with the highest Future demand for Leisure and the count of the facilities within the SA2 boundary.

2036 Future Leisure Demand Top 10 SA2





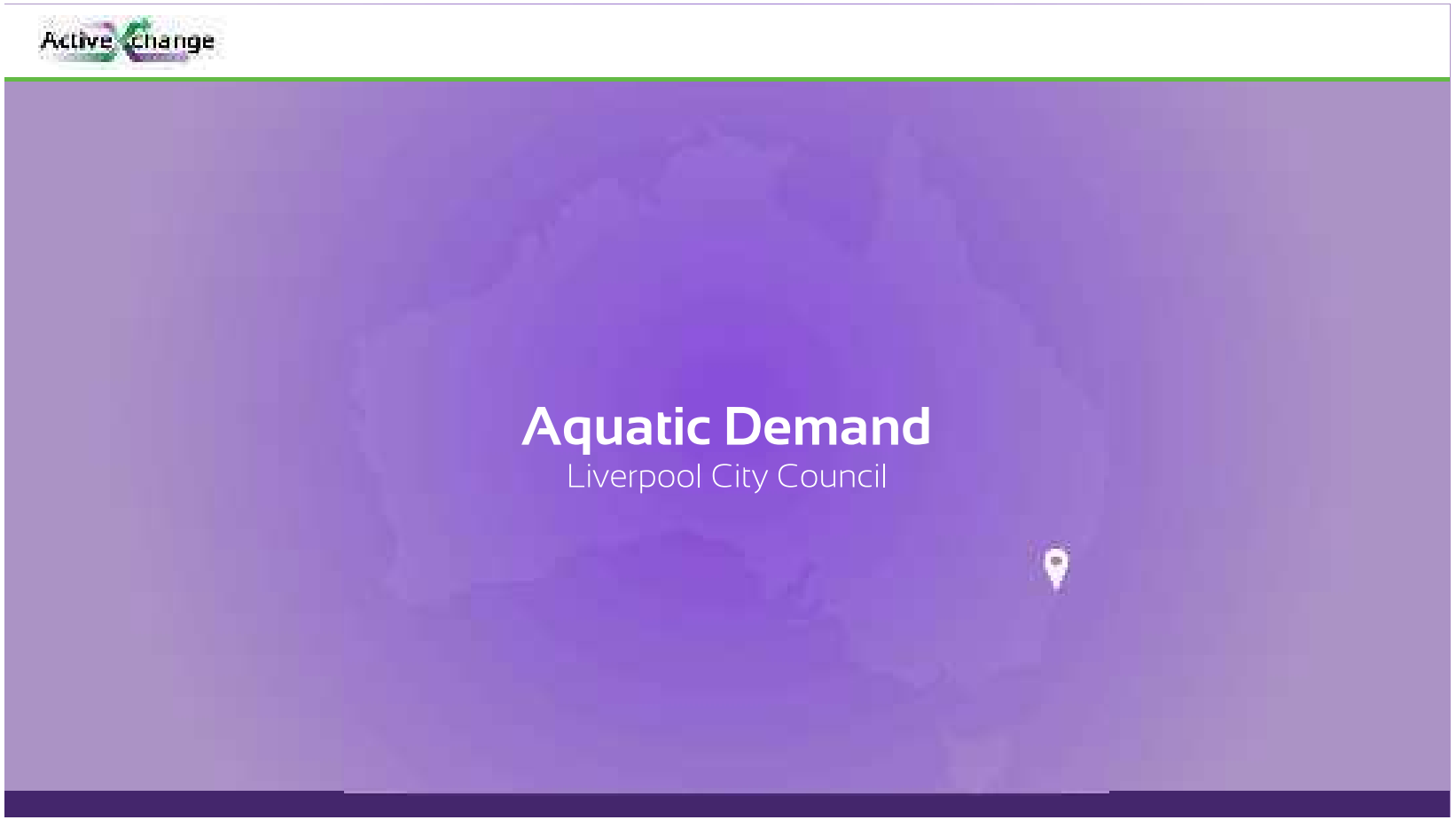
*All demand projections are related to membership usage only (i.e. excludes casual usage).

LGA/SA2 Leisure Demand Table

Liverpool City Council

LGA	SA2	Leisure Demand	Leisure Demand (2036)	Leisure Unmet Demand	Leisure Unmet Demand (2036)	Facilities
Liverpool (C)	Ashcroft - Busby - Miller	3,678	5,562	1,943	2,939	2
Liverpool (C)	Austral - Greendale	1,097	1,660	798	1,207	0
Liverpool (C)	Cabramatta West - Mount Pritchard	111	168	68	103	0
Liverpool (C)	Casula	2,871	4,341	2,027	3,065	6
Liverpool (C)	Cecil Hills	1,325	2,004	1,082	1,636	0
Liverpool (C)	Chipping Norton - Moorebank	4,036	6,104	2,426	3,669	5
Liverpool (C)	Cobbitty - Leppington	15	22	12	18	0
Liverpool (C)	Green Valley	2,068	3,128	1,465	2,215	3
Liverpool (C)	Hinchinbrook	2,084	3,152	1,497	2,263	0
Liverpool (C)	Holsworthy - Wattle Grove	3,610	5,460	2,610	3,947	0
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,848	2,795	1,440	2,177	1
Liverpool (C)	Ingleburn - Denham Court	362	547	278	421	0
Liverpool (C)	Liverpool	5,258	7,953	2,587	3,912	6
Liverpool (C)	Lurnea - Cartwright	2,330	3,523	1,348	2,038	0
Liverpool (C)	Prestons - Edmondson Park	2,875	4,348	2,145	3,244	12
Liverpool (C)	Warwick Farm	1,484	2,244	650	983	2
Liverpool (C)	West Hoxton - Middleton Grange	2,334	3,530	1,766	2,671	1

*All demand projections are related to membership usage only (i.e. excludes casual usage).


Active Change
Aquatic Demand
Liverpool City Council

Aquatic Demand 2021

Liverpool City Council

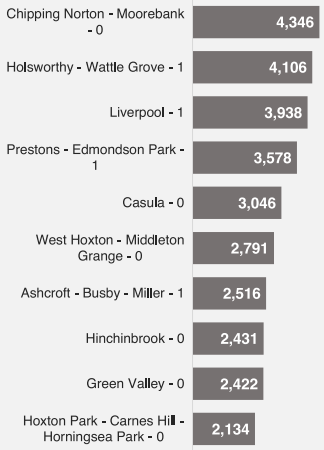
Heat map of demand for Aquatic activities

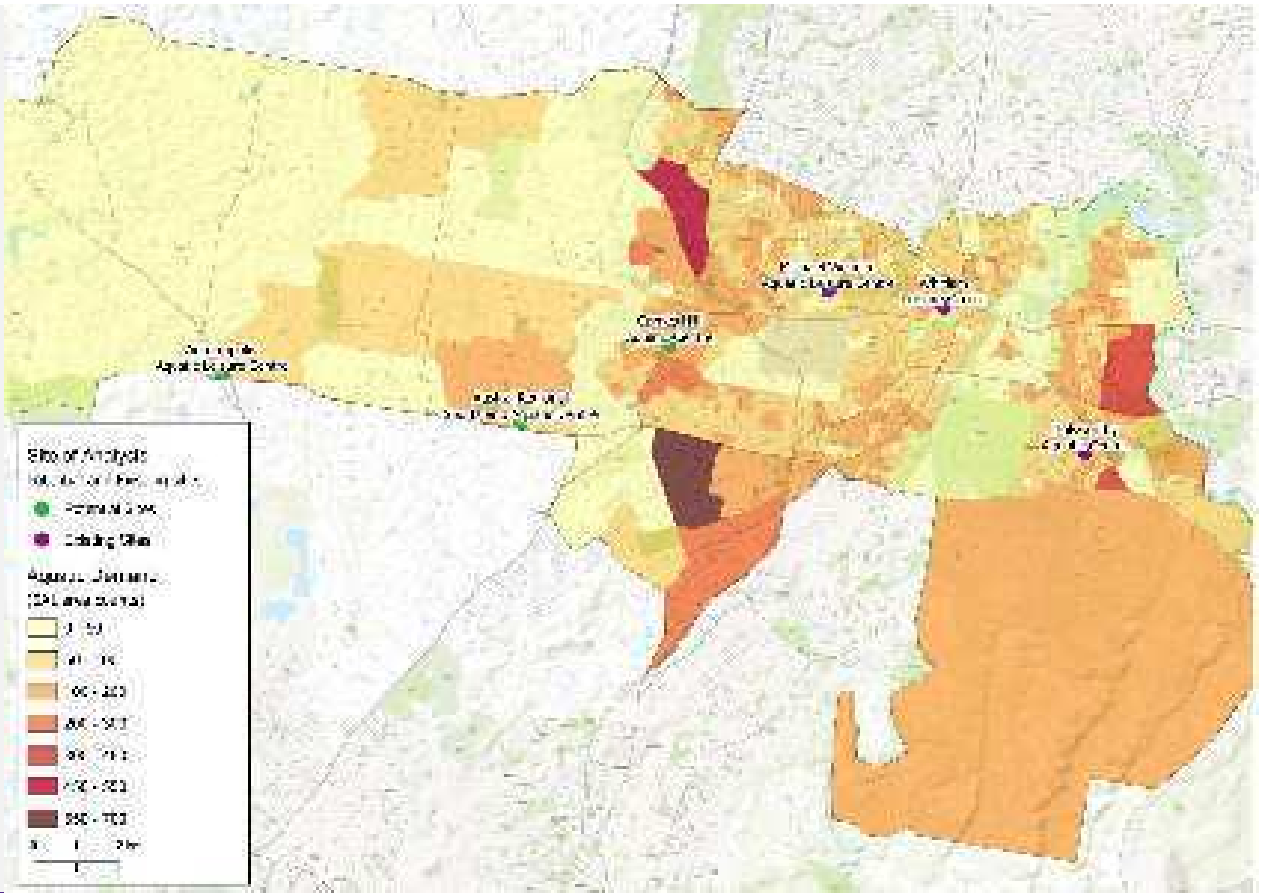
Note: Michael Clark is excluded from Aquatic calculations

The chart ranks the SA2s with the highest demand for Aquatic and the count of the facilities within the SA2 boundary.
SA2s are comprised of aggregated SA1 data.

2021 Aquatic Demand Top 10 SA2

SA2 – facilities count





 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students. 15

Aquatic Unmet Demand 2021

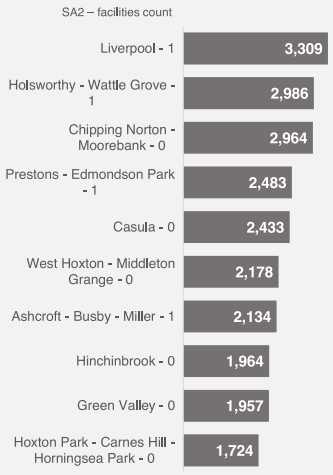
Liverpool City Council

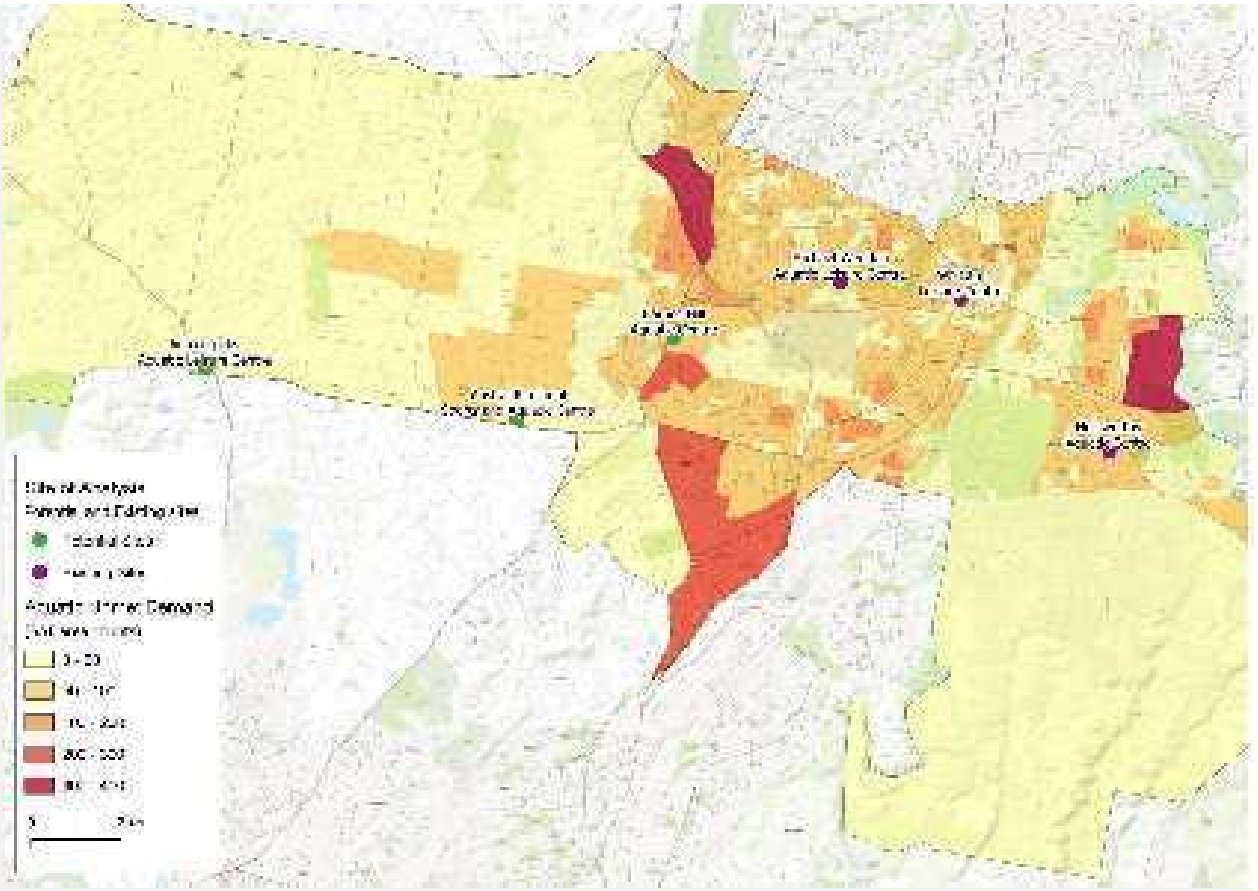
Heat map of Unmet demand for Aquatic activities

Note: Michael Clark is excluded from Aquatic calculations

The chart ranks the SA2s with the highest Unmet demand for Aquatic and the count of the facilities within the SA2 boundary.

2021 Aquatic Demand Top 10 SA2





 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Aquatic Future 2036 Demand

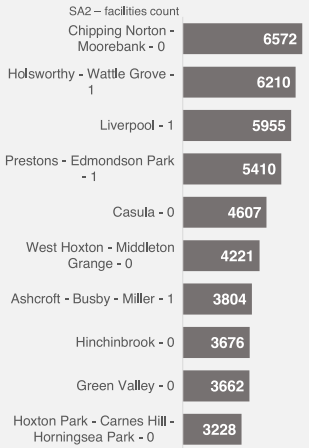
Liverpool City Council

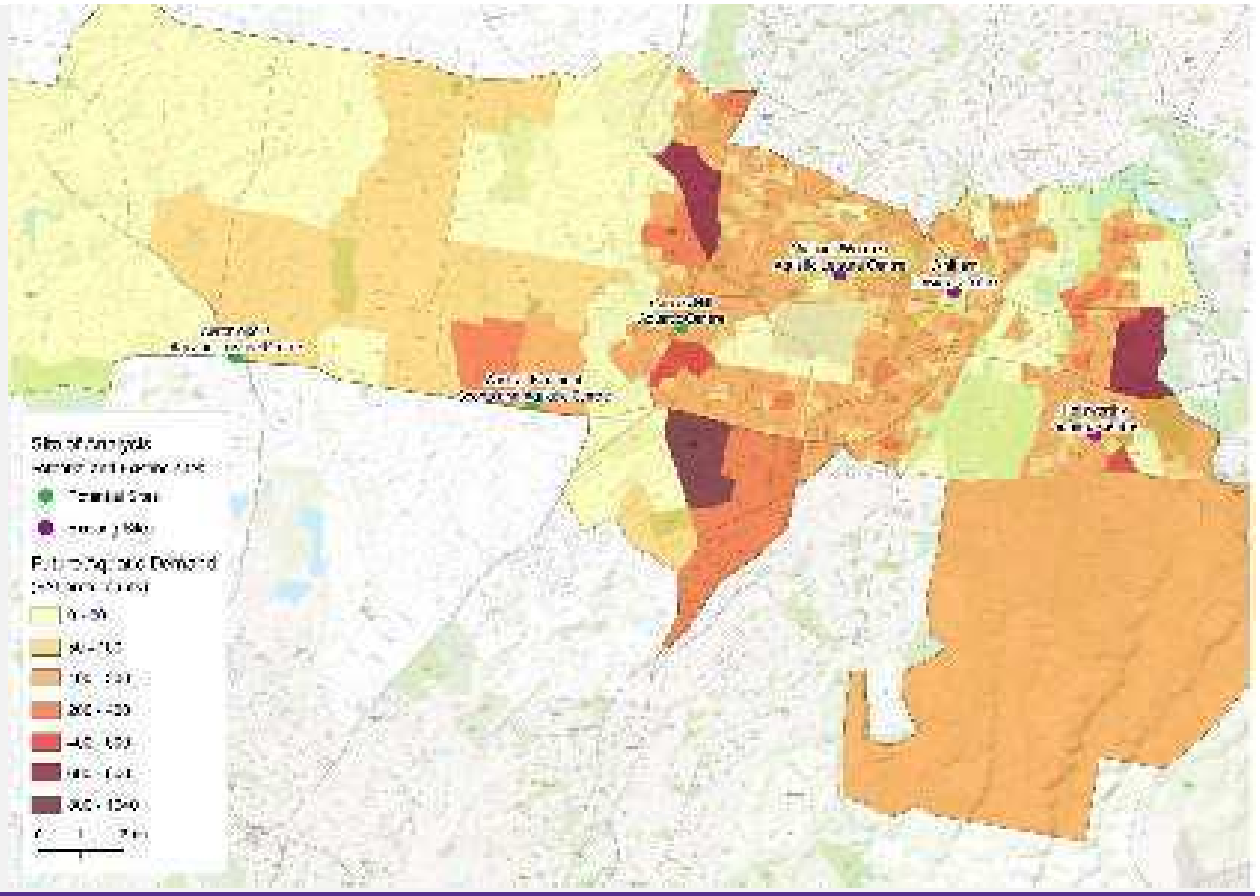
Heat map of Future 2036 demand for Aquatic

Note: Michael Clark is excluded from Aquatic calculations

The chart ranks the SA2s with the highest Future demand for Aquatics and the count of the facilities within the SA2 boundary.

Future 2036 Aquatic Demand Top 10 SA2





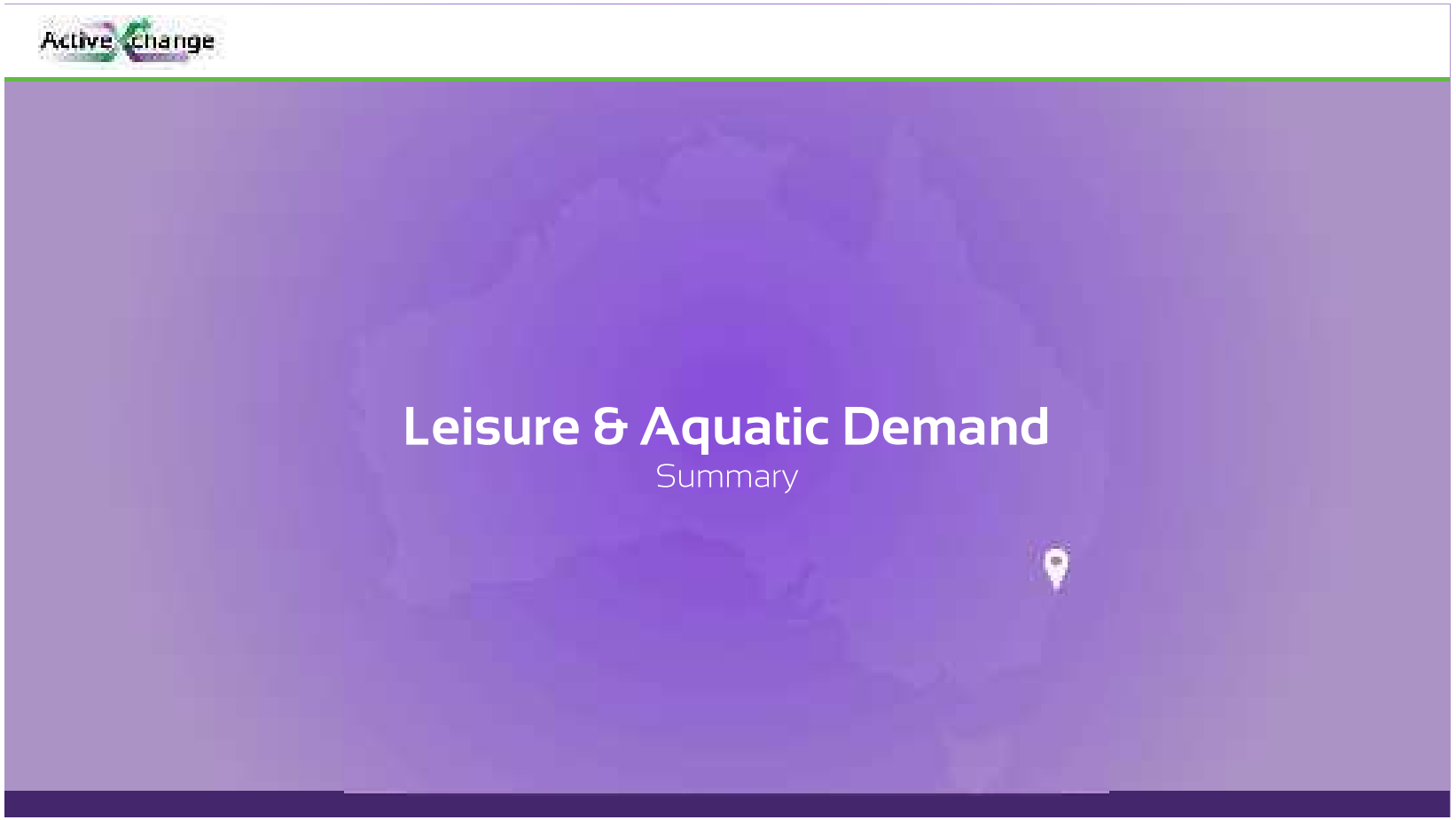
 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students. 17

LGA/SA2 Aquatic Demand Table

Liverpool City Council

LGA	SA	Aquatic Demand	Aquatic Demand (2036)	Aquatic Unmet Demand	Aquatic Unmet Demand (2036)	Facilities
Liverpool (C)	Ashcroft - Busby - Miller	2,516	3,804	2,134	3,228	1
Liverpool (C)	Austral - Greendale	1,005	1,520	667	1,008	0
Liverpool (C)	Cabramatta West - Mount Pritchard	79	119	68	102	0
Liverpool (C)	Casula	3,046	4,607	2,433	3,680	0
Liverpool (C)	Cecil Hills	1,544	2,336	1,050	1,588	0
Liverpool (C)	Chipping Norton - Moorebank	4,346	6,572	2,964	4,482	0
Liverpool (C)	Cobbitty - Leppington	8	12	5	8	0
Liverpool (C)	Green Valley	2,422	3,662	1,957	2,959	0
Liverpool (C)	Hinchinbrook	2,431	3,676	1,964	2,970	0
Liverpool (C)	Holsworthy - Wattle Grove	4,106	6,210	2,986	4,516	1
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	2,134	3,228	1,724	2,608	0
Liverpool (C)	Ingleburn - Denham Court	353	534	290	439	0
Liverpool (C)	Liverpool	3,938	5,955	3,309	5,004	1
Liverpool (C)	Lurnea - Cartwright	1,835	2,776	1,538	2,325	0
Liverpool (C)	Prestons - Edmondson Park	3,578	5,410	2,483	3,755	1
Liverpool (C)	Warwick Farm	882	1,334	700	1,059	0
Liverpool (C)	West Hoxton - Middleton Grange	2,791	4,221	2,178	3,294	0

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.


Active Change
Leisure & Aquatic Demand
Summary

Summary of Aquatic Demand as if Carnes Hill has been built

Liverpool City Council

	Aquatic Demand measured per site's stand-alone catchment area				Redistributed SA1 level Aquatic Demand to remove overlap of SA1 based on proximity + allowing for Drive Time Decay				IPM Model to determine Projected Users + visits			
	Total Demand	Total Demand (2036)	Total Unmet Demand	Total Unmet Demand (2036)	Demand	Unmet demand	Demand after DT Decay	Unmet Demand after DT Decay	Total Projected Users	Total Projected Annual Visits**	Total Projected Users (2036)	Total Projected Annual Visits (2036)
Carnes Hill Aquatic Centre	46,822	66,725	36,316	51,817	12,851	9,693	3,719	2,836	4,401	343,246	6,279	489,755
Holsworthy Aquatic Centre	86,751	113,612	62,634	82,685	39,164	25,518	6,148	4,404	3,811	297,283	5,031	392,454
Michael Wenden Aquatic Leisure Centre	81,162	109,407	62,922	84,783	25,921	20,333	6,596	5,286	9,862	744,196	13,289	1,002,765
Whitlam Leisure Centre	104,291	137,411	80,395	105,971	42,742	33,374	8,082	6,416	11,752	888,398	15,490	1,171,024

**From the ActiveXchange database, casual visitation adds an average ratio of 9% on top of projected membership visitation rates

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Existing Site Analysis

Liverpool City Council

					Leisure				Aquatics							
	Total Catchment Population	Total Catchment Population (After DT)	Total Catchment Future Population (2036)	Total Catchment Future Population (2036) (After DT)	Total Demand	Total Demand (2036)	Total Unmet Demand	Total Unmet Demand (2036)	Total Demand	Total Demand (2036)	Total Unmet Demand	Total Unmet Demand (2036)	Total Projected Users	Total Projected Annual Visits**	Total Projected Users (2036)	Total Projected Annual Visits (2036)
Holsworthy Aquatic Centre	439,136	70,665	579,901	98,855					86,751	113,612	62,634	82,685	3,811	297,283	5,031	392,454
Michael Clarke Recreation Centre	257,248	53,693	368,361	79,166	46,343	66,494	31,894	45,336					1,367	130,075	1,951	185,596
Michael Wenden Aquatic Leisure Centre	437,380	102,745	590,531	144,884	81,314	109,666	56,444	75,601	81,162	109,407	62,922	84,783	9,862	744,196	13,289	1,002,765
Whitlam Leisure Centre	554,482	113,105	732,055	154,887	106,632	140,344	74,435	97,387	104,291	137,411	80,395	105,971	11,752	888,398	15,490	1,171,024

**From the ActiveXchange database, casual visitation adds an average ratio of 9% on top of projected membership visitation rates

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

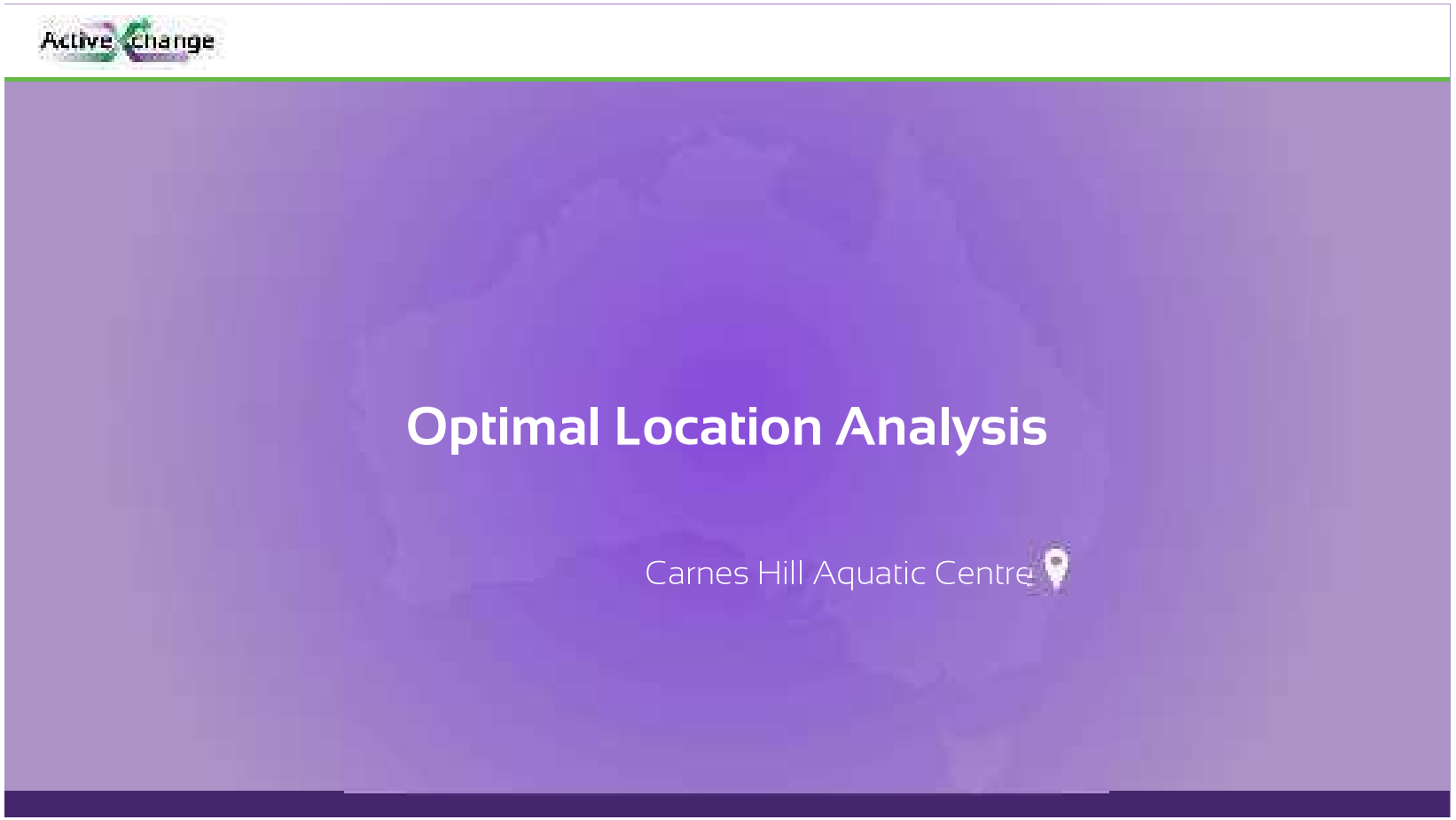
Potential Location Analysis

Liverpool City Council

					Leisure				Aquatics							
	Total Catchment Population	Total Catchment Population (After DT)	Total Catchment Future Population (2036)	Total Catchment Future Population (2036) (After DT)	Total Demand	Total Demand (2036)	Total Unmet Demand	Total Unmet Demand (2036)	Total Demand	Total Demand (2036)	Total Unmet Demand	Total Unmet Demand (2036)	Total Projected Users	Total Projected Annual Visits**	Total Projected Users (2036)	Total Projected Annual Visits (2036)
Carnes Hill Aquatic Centre	257,248	53,693	368,361	79,166					46,822	66,725	36,316	51,817	4,401	343,346	6,279	489,755
Austral Regional Sports and Aquatic Centre	188,777	29,258	281,402	44,292	32,899	49,117	22,987	34,261	33,937	50,543	25,932	38,559	4,350	330,228	6,468	491,015
Aerotropolis Aquatic Leisure Centre	4,290	1,091	(2041) 26,661	(2041) 6,780	608	(2041) 3,778	427	(2041) 2,652	558	(2041) 3,467	313	(2041) 1,944	254	19,300	(2041) 1,579	(2041) 119,943

**From the ActiveXchange database, casual visitation adds an average ratio of 9% on top of projected membership visitation rates

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

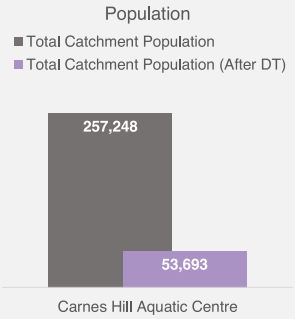

Active Change
Optimal Location Analysis
Carnes Hill Aquatic Centre

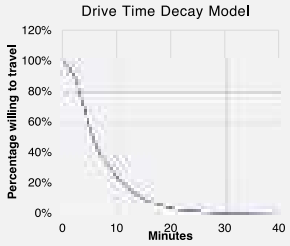
Carnes Hill Aquatic Centre

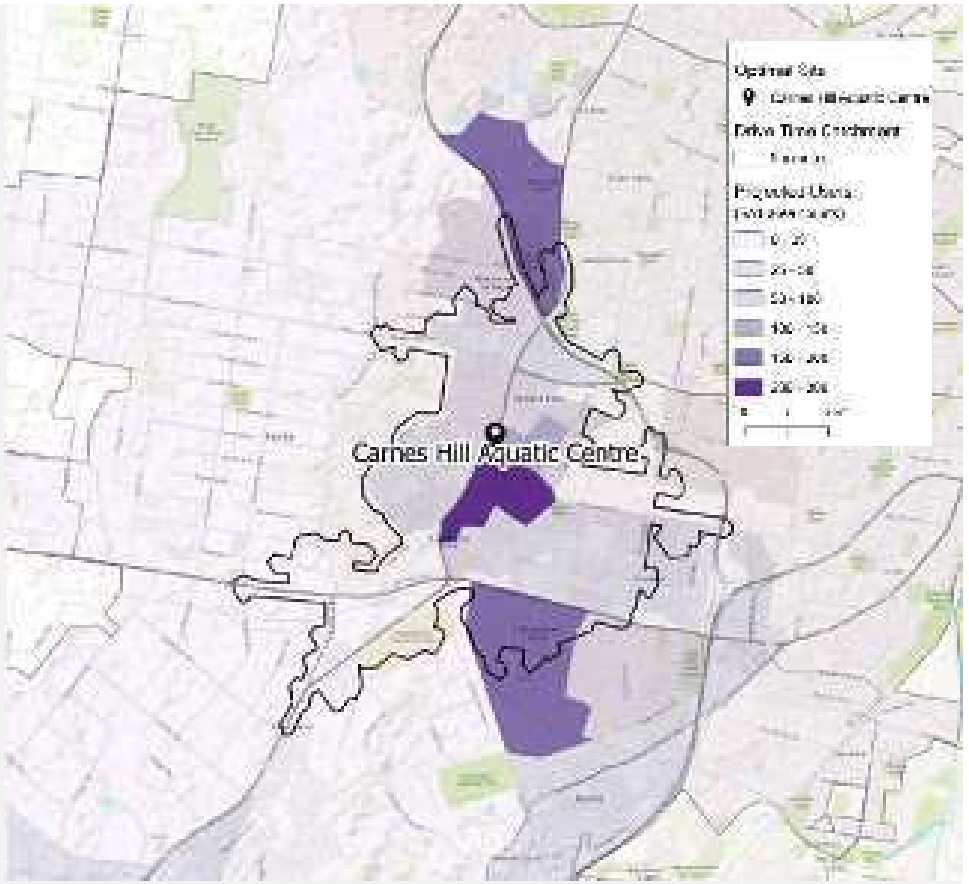
Liverpool City Council

Drive Time Catchment

- The map shows the site and predicted user catchments by SA1







*All demand projections are related to membership usage only (i.e. excludes casual usage).

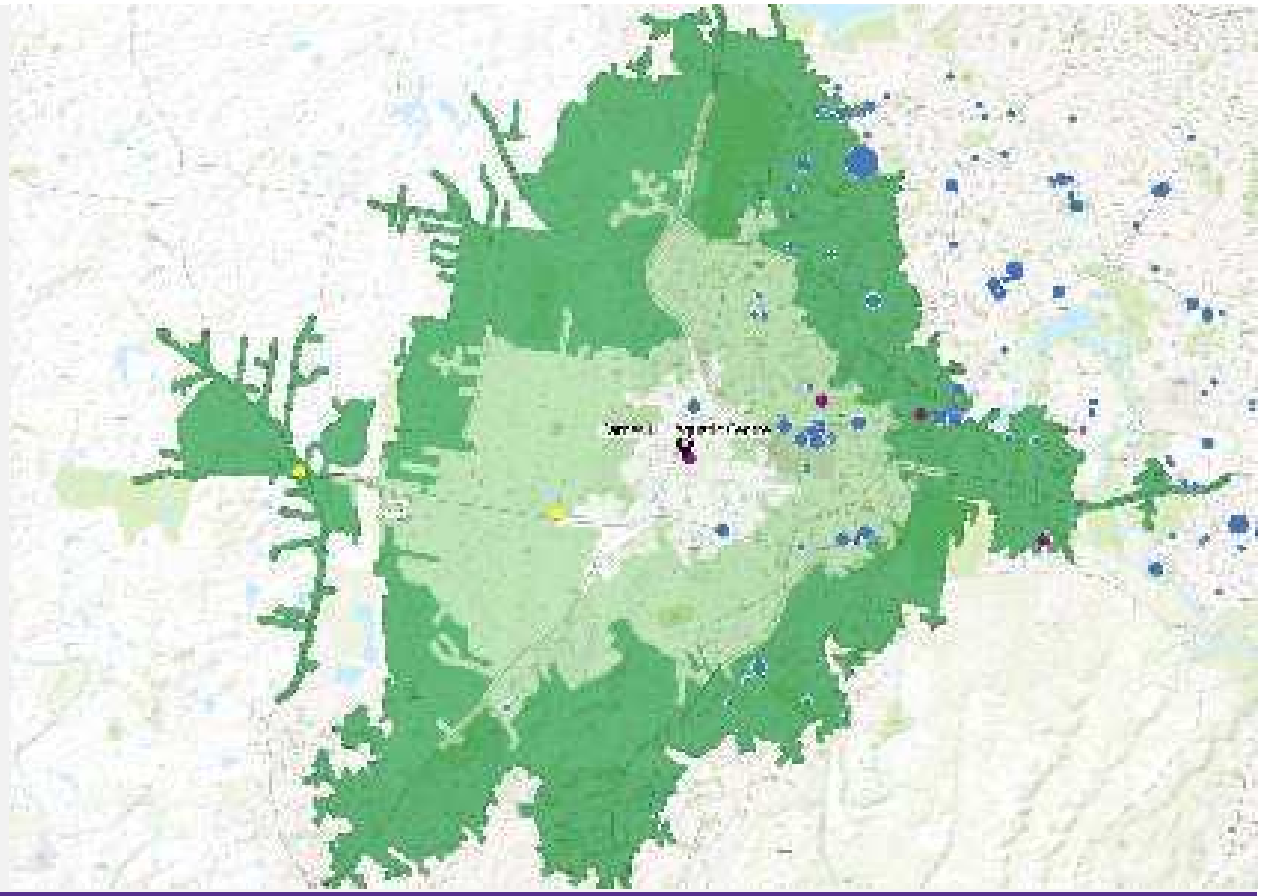
Carnes Hill Aquatic Centre

(Optimal Location)

Liverpool City Council

Area and Site Overview

- This figure shows the site and associated drive time catchment
- Competitors are overlayed

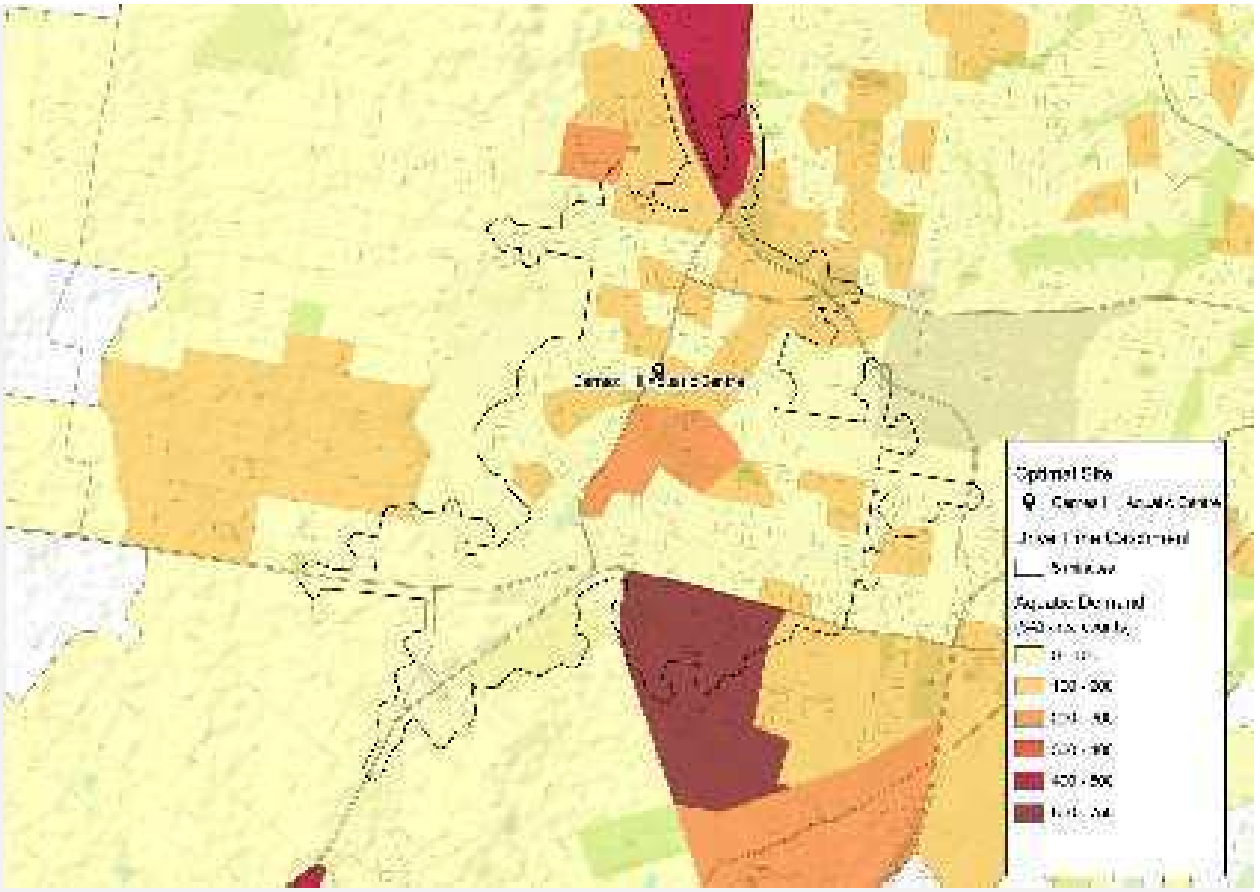


Carnes Hill Aquatic Centre

Liverpool City Council

Aquatic Demand

- The map shows the site and associated demand for aquatic facilities by SA1

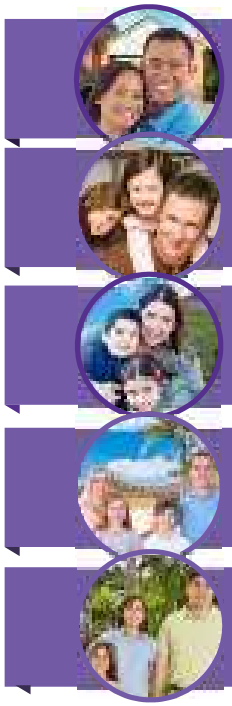


 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Population after applying drive time decay

Liverpool City Council

Top 5 segment profiles in the catchment – https://activexchange.org/segments

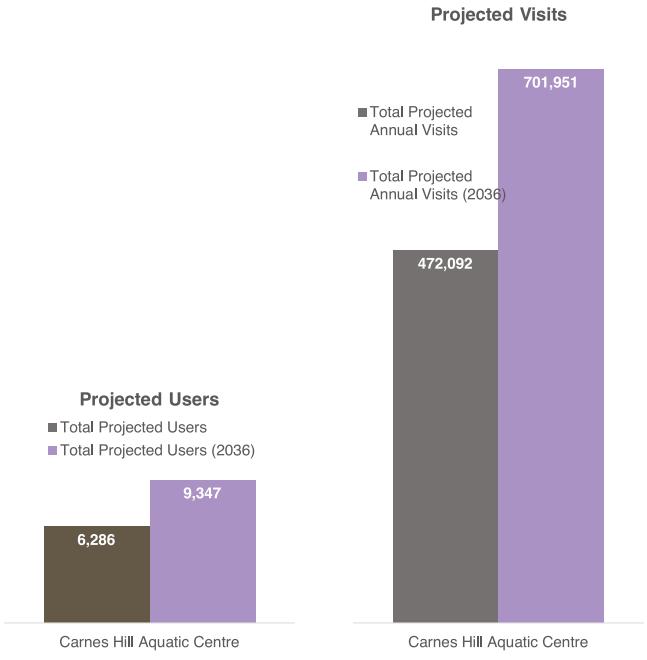


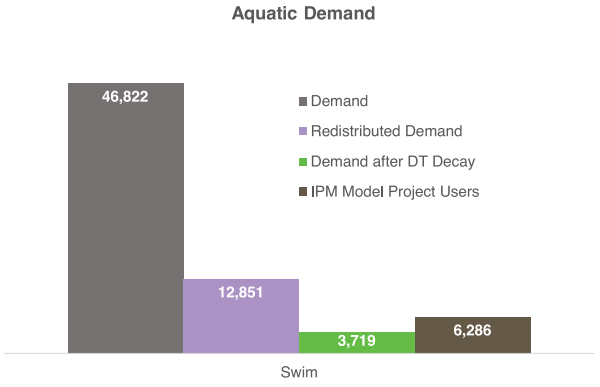
Extended Ethnicities	36%	H31 – Extended families and homesharers of diverse backgrounds living within easy access of major cities
Family Connections	21%	F21 – Mixed family forms with substantial incomes located in new suburban estates
Multicultural Mix	12%	H32 – Large extended families and homesharing young adults from various cultures in outer suburbs of cities
Commuting Communities	7%	B07 – Mortgaged families with sizeable disposable incomes within commuting distance of CBD areas
Maturing Assets	5%	B06 – Educated, maturing family households located in out metropolitan suburbs

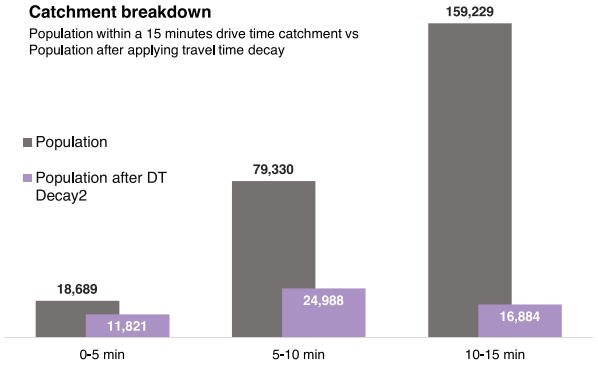
Catchment Demand Breakdown

Carnes Hill Aquatic Centre Site Analysis (Optimal Location)

Liverpool City Council







Carnes Hill Aquatic Centre

Site Demand Analysis – Top 10 SA2

Liverpool City Council

Leisure

LGA	SA2	Projected Demand	Future Demand (2036)
Liverpool (C)	Liverpool	5,258	7,953
Liverpool (C)	Ashcroft - Busby - Miller	3,678	5,562
Liverpool (C)	Prestons - Edmondson Park	2,875	4,348
Liverpool (C)	Casula	2,871	4,341
Fairfield (C)	Bossley Park - Abbotsbury	3,395	4,119
Liverpool (C)	West Hoxton - Middleton Grange	2,334	3,530
Liverpool (C)	Lurnea - Cartwright	2,330	3,523
Fairfield (C)	Bonnyrigg Heights - Bonnyrigg	2,832	3,436
Liverpool (C)	Hinchinbrook	2,084	3,152
Liverpool (C)	Green Valley	2,068	3,128

Aquatic

LGA	SA2	Projected Demand	Future Demand (2036)
Liverpool (C)	Liverpool	3,938	5,955
Liverpool (C)	Prestons - Edmondson Park	3,578	5,410
Fairfield (C)	Bossley Park - Abbotsbury	3,958	4,803
Liverpool (C)	Casula	3,046	4,607
Liverpool (C)	West Hoxton - Middleton Grange	2,791	4,221
Liverpool (C)	Ashcroft - Busby - Miller	2,516	3,804
Fairfield (C)	Bonnyrigg Heights - Bonnyrigg	3,073	3,729
Liverpool (C)	Hinchinbrook	2,431	3,676
Liverpool (C)	Green Valley	2,422	3,662
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	2,134	3,228

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Carnes Hill Aquatic Centre

Site Unmet Demand Analysis – Top 10 SA2

Liverpool City Council

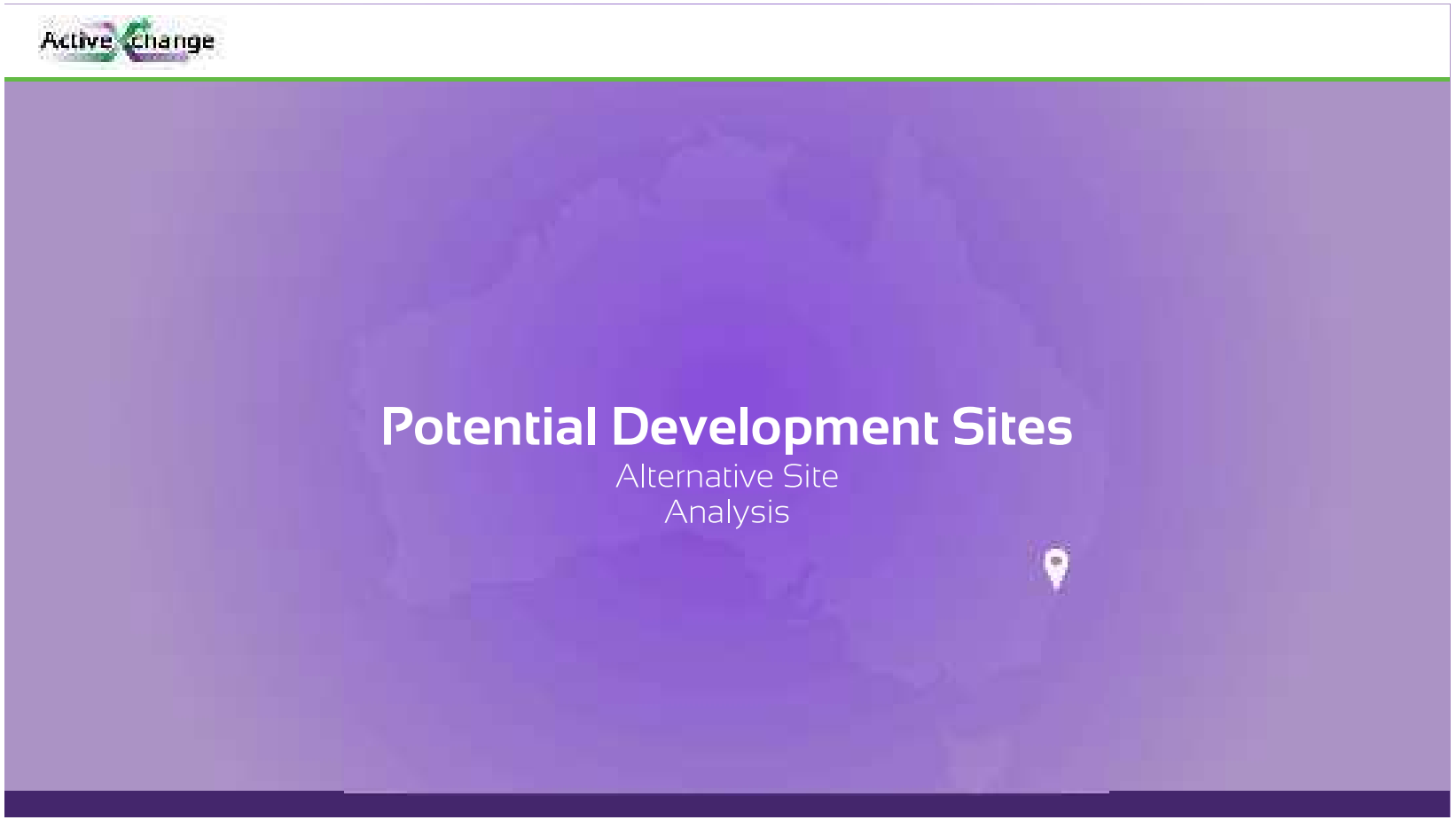
Leisure

LGA	SA2	Projected Unmet Demand	Future Unmet Demand (2036)
Liverpool (C)	Liverpool	2,587	3,912
Fairfield (C)	Bossley Park - Abbotsbury	2,772	3,364
Liverpool (C)	Prestons - Edmondson Park	2,145	3,244
Liverpool (C)	Casula	2,027	3,065
Liverpool (C)	Ashcroft - Busby - Miller	1,943	2,939
Liverpool (C)	West Hoxton - Middleton Grange	1,766	2,671
Fairfield (C)	Bonnyrigg Heights - Bonnyrigg	2,164	2,627
Liverpool (C)	Hinchinbrook	1,497	2,263
Liverpool (C)	Green Valley	1,465	2,215
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,440	2,177

Aquatic

LGA	SA2	Projected Unmet Demand	Future Unmet Demand (2036)
Liverpool (C)	Liverpool	3,309	5,004
Liverpool (C)	Prestons - Edmondson Park	2,483	3,755
Liverpool (C)	Casula	2,433	3,680
Liverpool (C)	West Hoxton - Middleton Grange	2,178	3,294
Fairfield (C)	Bossley Park - Abbotsbury	2,697	3,273
Liverpool (C)	Ashcroft - Busby - Miller	2,134	3,228
Liverpool (C)	Hinchinbrook	1,964	2,970
Fairfield (C)	Bonnyrigg Heights - Bonnyrigg	2,440	2,961
Liverpool (C)	Green Valley	1,957	2,959
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,724	2,608

 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

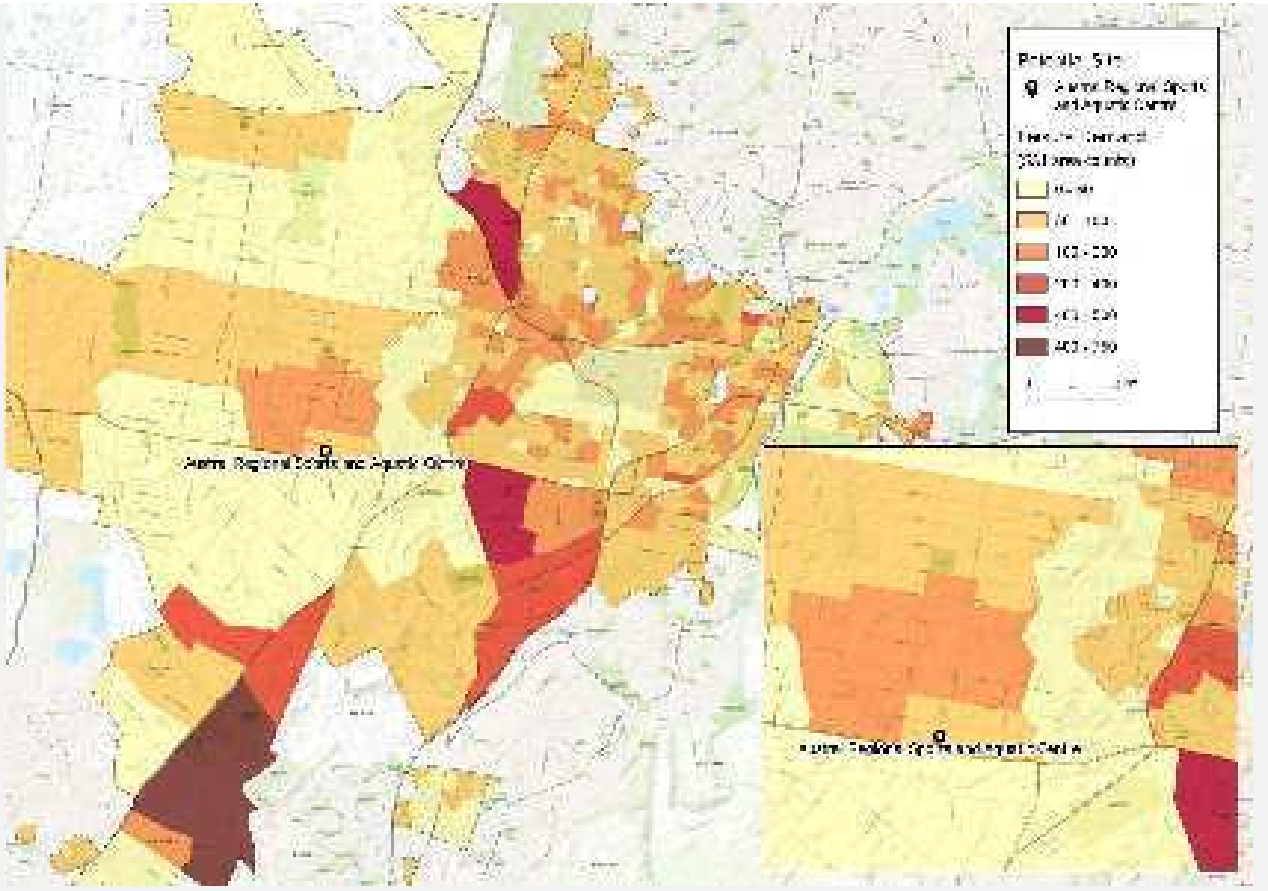

Active Change
Potential Development Sites
Alternative Site
Analysis

Austral Regional Sports and Aquatic Centre

Liverpool City Council

Leisure Demand

- The map shows the site and predicted user catchments by SA1



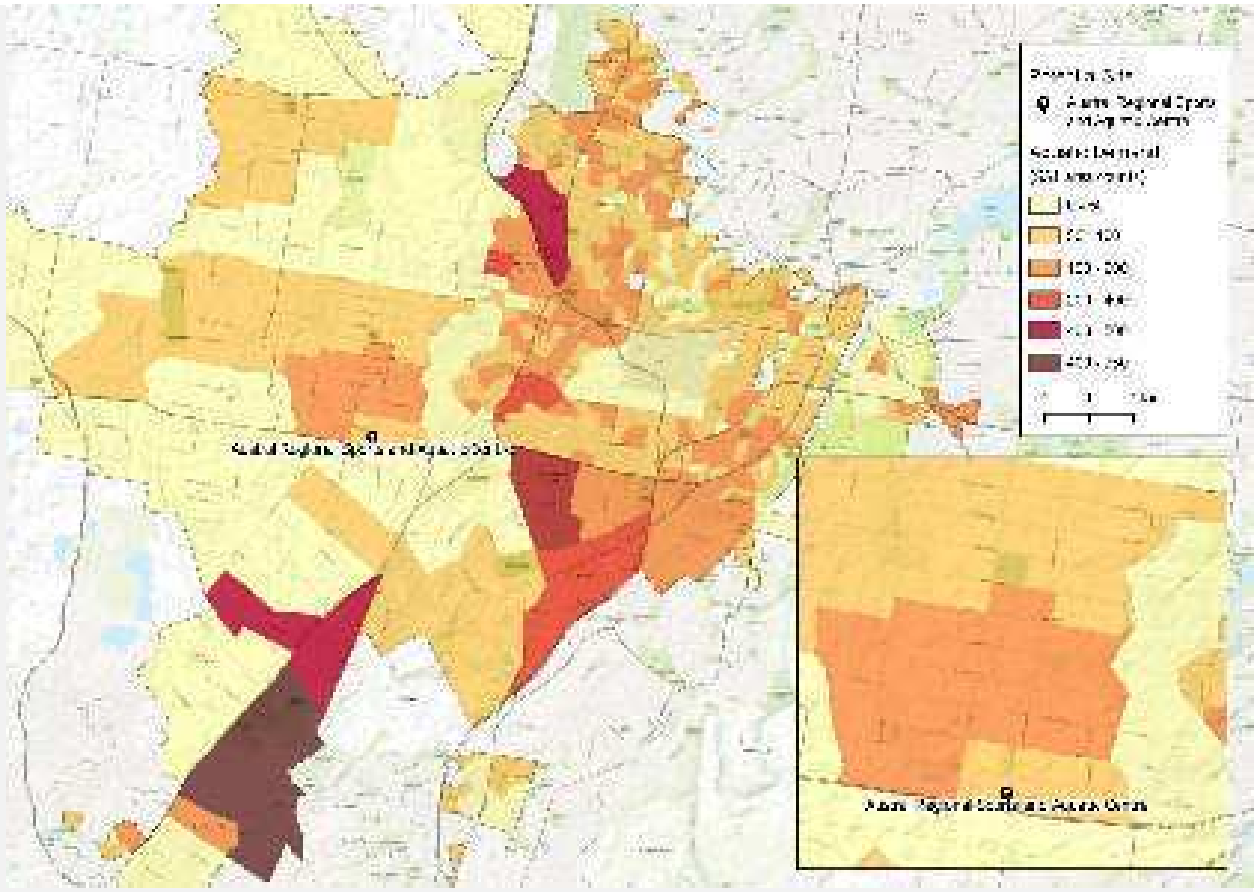
*All demand projections are related to membership usage only (i.e. excludes casual usage).

Austral Regional Sports and Aquatic Centre

Liverpool City Council

Aquatic Demand

- The map shows the site and associated demand for aquatic facilities by SAI



Austral Regional Sports and Aquatic Centre

Site Demand Analysis

Liverpool City Council

Leisure

LGA	SA2	Projected Demand	Future Demand (2036)
Liverpool (C)	Liverpool	3,138	4,746
Liverpool (C)	Ashcroft - Busby - Miller	3,036	4,591
Liverpool (C)	Prestons - Edmondson Park	2,875	4,348
Liverpool (C)	Casula	2,871	4,341
Camden (A)	Cobbitty - Leppington	1,930	3,573
Liverpool (C)	West Hoxton - Middleton Grange	2,334	3,530
Liverpool (C)	Lurnea - Cartwright	2,275	3,440
Liverpool (C)	Hinchinbrook	2,033	3,074
Liverpool (C)	Green Valley	1,976	2,989
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,848	2,795

Aquatic

LGA	SA2	Projected Demand	Future Demand (2036)
Liverpool (C)	Prestons - Edmondson Park	3,578	5,410
Liverpool (C)	Casula	3,046	4,607
Liverpool (C)	West Hoxton - Middleton Grange	2,791	4,221
Camden (A)	Cobbitty - Leppington	2,072	3,835
Liverpool (C)	Hinchinbrook	2,340	3,539
Liverpool (C)	Green Valley	2,316	3,503
Liverpool (C)	Liverpool	2,270	3,434
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	2,134	3,228
Liverpool (C)	Ashcroft - Busby - Miller	2,041	3,087
Liverpool (C)	Lurnea - Cartwright	1,761	2,663

*All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Austral Regional Sports and Aquatic Centre

Site Unmet Demand Analysis

Liverpool City Council

Leisure

LGA	SA2	Projected Unmet Demand	Future Unmet Demand (2036)
Liverpool (C)	Prestons - Edmondson Park	2,145	3,244
Liverpool (C)	Casula	2,027	3,065
Camden (A)	Cobbitty - Leppington	1,587	2,938
Liverpool (C)	West Hoxton - Middleton Grange	1,766	2,671
Liverpool (C)	Ashcroft - Busby - Miller	1,580	2,389
Liverpool (C)	Liverpool	1,500	2,268
Liverpool (C)	Hinchinbrook	1,462	2,210
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,440	2,177
Liverpool (C)	Green Valley	1,416	2,141
Liverpool (C)	Lurnea - Cartwright	1,300	1,966

Aquatic

LGA	SA2	Projected Unmet Demand	Future Unmet Demand (2036)
Liverpool (C)	Prestons - Edmondson Park	2,483	3,755
Liverpool (C)	Casula	2,433	3,680
Liverpool (C)	West Hoxton - Middleton Grange	2,178	3,294
Liverpool (C)	Liverpool	1,909	2,887
Liverpool (C)	Hinchinbrook	1,891	2,860
Liverpool (C)	Green Valley	1,872	2,831
Liverpool (C)	Ashcroft - Busby - Miller	1,736	2,626
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	1,724	2,608
Camden (A)	Cobbitty - Leppington	1,233	2,283
Liverpool (C)	Lurnea - Cartwright	1,478	2,235

*All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Austral Regional Sports and Aquatic Centre

Projected Users

Liverpool City Council

Liverpool (C)	Austral - Greendale	362	547	450	681	812	1,228
Liverpool (C)	Prestons - Edmondson Park	376	569	390	590	766	1,159
Camden (A)	Cobbitty - Leppington	287	531	288	533	575	1,064
Liverpool (C)	West Hoxton - Middleton Grange	382	578	139	210	521	787
Liverpool (C)	Hoxton Park - Carnes Hill - Horningsea Park	244	369	101	153	346	523

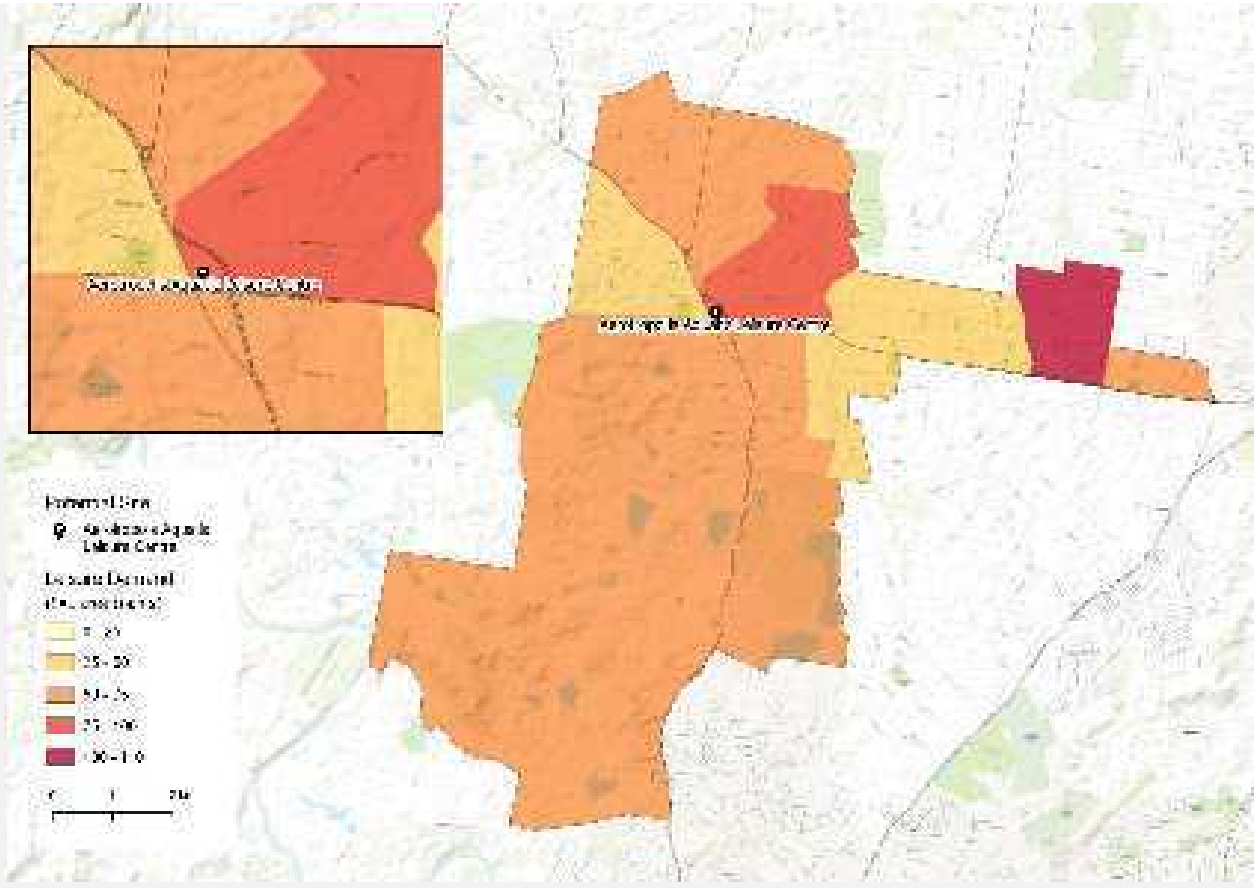
*All user projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Aerotropolis Aquatic Leisure Centre

Liverpool City Council

Leisure Demand

- The map shows the site and predicted user catchments by SA1



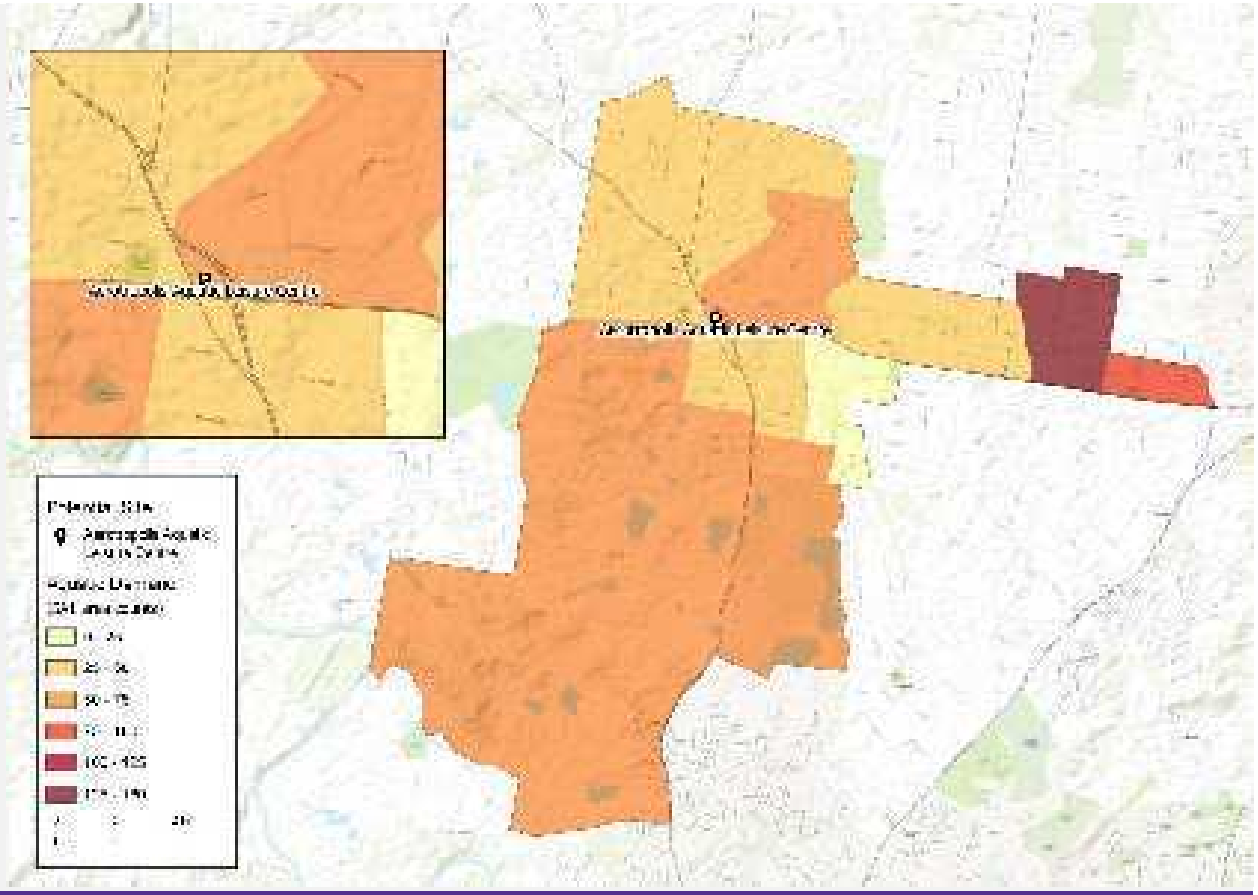
*All demand projections are related to membership usage only (i.e. excludes casual usage).

Aerotropolis Aquatic Leisure Centre

Liverpool City Council

Aquatic Demand

- The map shows the site and associated demand for aquatic facilities by SAI

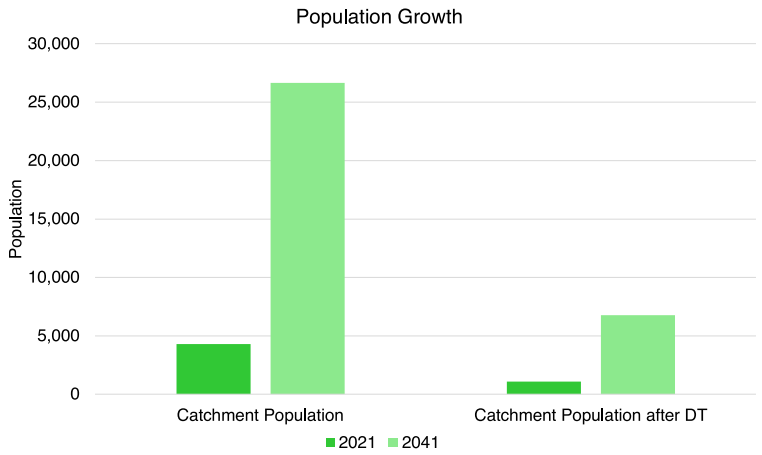


 *All demand projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Aerotropolis Aquatic Leisure Centre

Projected Users

Liverpool City Council



Total Catchment Population	Total Catchment Population (After DT)	Total Catchment Population (2041)	Total Catchment Population (After DT) (2041)
4,290	1,091	26,661	6,780

*All user projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Aerotropolis Aquatic Leisure Centre

Demand, Users and Visitation

Liverpool City Council

Leisure				Aquatics				Total Users and Visitation			
Total Demand	Total Demand (2041)	Total Unmet Demand	Total Unmet Demand (2041)	Total Demand	Total Demand (2041)	Total Unmet Demand	Total Unmet Demand (2041)	Total Projected Users	Total Projected Annual Visits	Total Projected Users (2041)	Total Projected Annual Visits (2041)
608	3,778	427	2,652	558	3,467	313	1,944	254	19,300	1,579	119,943

*All user projections are related to membership usage only (i.e. excludes casual usage) including swim only membership and learn to swim students.

Glossary

- **Site/ venue** - the location of several facilities and possible ancillary facilities.
- **Facility** - a single type of offer e.g. gym or swimming pool.
- **Program** - an activity offered within a facility.
- **Travel time** - ActiveXchange licenses a national travel time matrix which calculates the average time to drive between points based on off-peak road speed times.
- **Users/ participants** - individual residents who use a site/ facility.
- **Members** - people who sign up to a direct debit or contract membership at a site.
- **Demand** - this is a people count deemed to have a high propensity to use a particularly site, facility or program. ActiveXchange append the data received from across the industry (see our SportsEye Network), covering over 2.5m users with Market Segments. For each segment we have a conversion figure i.e. number of people from this group we would expect to use the site/ facility. This varies by type of offer. Australia and NZ are made up of a combination of these segments across all areas, therefore we can apply the conversions to the baseline population to estimate demand. The same conversions can be applied to the profile of expected users to establish demand for programs, price points etc.
- **Unmet Demand -** Unmet demand is all the remaining projected demand available in the catchment of the site driven by likely capacity and quality constraints at all competing sites after demand has been allocated to the sites. Some of this unmet demand will have a higher propensity to use other sites but there is still a fair probability that via an effective Acquisition campaign this residents can be engaged.

Glossary

- **Drive time decay** - the proportion of site users typically declines as the distance from the site to the users point of residence/ work increases. This reflects people's willingness and ability to travel different times to different types of facilities. This also changes by the nature of areas too (i.e. CBD, urban, semi-urban, rural), which often correlates with car access and level of alternative sites (competition levels). This has been calculated by ActiveXchange as a decay factor i.e. 100% of demand is willing to travel 0 minutes, but only 10% are willing to travel 20 minutes or over. This factor is applied to the baseline population and demand figures to establish the realistic size of the catchment the site should look to service, alongside the reach of local competition.

- **Supply and competition** - this is alternative sites to the site being analysed within the local area (the catchment of the site). These sites are typically audited as part of supply and demand modelling as each competing site will have an impact on the likely performance of the site being analysed (absorb demand that would otherwise be attributed to the site being analysed)

- **Market (Experian Mosaic) segments** - this is national data licensed by ActiveXchange. There are 49 segments in Australia and 36 in NZ. Each segment is underpinned by hundreds of demographic and lifestyle indicators as part of an index. This is used to make demand profiling more precise (ability to find specific lookalike audiences). Further details on segments can be found here https://activexchange.org/segments and https://activexchange.org/segments-nz

- **Percentiles benchmark** - this shows when all indicators are aligned relatively how the outcome is ranked i.e. 75th percentile means the top 25% of all benchmarked outcomes.

Shaping a more informed
and connected sector

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Appendix C – Associated Council Plans and Strategies

Our Home 2027 (Community Strategic Plan)

The Community Strategic Plan (CSP) is a ten-year plan that defines the vision and priorities of the community. The CSP is the overarching plan that sets the direction not only for Council but for all stakeholders, including government, business, the not-for-profit sector and residents.

The four (4) directions, Creating Connection, Leading through Collaboration, Generating Opportunity and Strengthening and Protecting our Environment, form the structure for the community's priorities. These priorities have been identified through community consultation and are outlined in the directions with the addition of measures that will allow us to determine our progress. The four (4) directions not only provide structure but also address key principles required in the CSP.

Creating Connection	**Social**
Strengthening and Protection Our Environment	**Environment**
Generating Opportunity	**Economic**
Leading Through	**Civic leadership**

Although all of the four (4) 'Directions' are aligned with the project, of most relevance are **'Creating Connection'** and **'Generating Opportunity'**. Outlined below are the goals and associated measures for each of the relevant 'Directions':

CREATING CONNECTION GOALS

- Celebrate diversity, promote inclusion, and recognise heritage
- Deliver a range of community events and activities
- Implement access and equity for all members of the community
- Provide community facilities which are accessible to all
- Create a dynamic, inclusive environment, including programs to support healthy living

CREATING CONNECTION MEASURES

- Increase in utilisation of Council facilities
- Attendance at Council-run events, activities, and programs
- Sense of community
- Happiness index

GENERATING OPPORTUNITY GOALS

- Meet the challenges of Liverpool's growing population
- Attract businesses for economic growth and employment opportunities
- Create an attractive environment for investment
- Advocate for, and develop, transport networks to create an accessible city

GENERATING MEASURES

- Number of new and expanding businesses in the Local Government Area (LGA)
- Employment rate
- Improved transport connections
- Reporting on Fit for the Future financial obligations

Recreation, Open Space and Sports Strategy (2018 – 2028)

The strategy is designed to guide future provision and management of Liverpool's recreational, open space, and sporting facilities. The vision for the strategy is:

"To create best practice recreation, open space and sports facilities for the community that connect residents and foster a healthy community."

The Strategy is made up of three (3) components:

Recreation – strengthening Council's recreation offerings by delivering new and upgraded infrastructure that meets the needs of the community.

Open Space – improve our open space and liveability by delivering best practice management of open space and greening Liverpool City.

Local Sports – strengthening Liverpool's local sports sector by delivering new and upgraded infrastructure and improving the understanding of the needs of local sporting clubs and the wider community.

Guiding Principles of the Strategy

These are the Guiding Principles to reflect best practice approaches to open space management sports and recreation facilities. They are intended to be used as a guiding tool for Council in regard to future decision-making processes within an integrated and flexible approach.

a) Planning for the future

As Liverpool's population continues to grow, more pressure will be placed on Council's existing open space network and recreation and sports facilities. This increased demand necessitates that Council deliver an efficient and flexible network of open spaces and recreation facilities that meet future community needs and can be delivered in a financially sustainable manner. This includes:

- *Adopting a new classification and hierarchical approach to managing and developing open space and recreation facilities;*
- *Adopting a strategic approach where needs, issues, and opportunities will be assessed having regard to this strategy's broader priorities and from a whole of Council approach;*
- *Adapting to decreasing block sizes and an increase in apartment living; and*
- *A commitment to the Liverpool community that open space will be retained, and where possible expanded, particularly in the City Centre.*

b) Creating a 'sense of place'

Open space and recreation facilities are an integral component of our City and contribute strongly to the vitality of our urban centres and local identity. Local stories and culture will be ingrained into landscape design and recreation facilities to assist in fostering community identity and ownership, creating visible change at street level, and in creating a climate of confidence that is necessary to encourage further private sector involvement.

c) Equity and access

Where possible, every household in urban and suburban areas should be within close walking distance (400m) to at least one parcel of high-quality open space. Higher order passive spaces should be central to the communities they are intended to serve.

The design of open space will promote the principles of universal design by facilitating physical access for all abilities. The needs of parents and children, older persons, and persons with a disability shall be given a high priority.

d) Multi-purpose

Multi-purpose spaces allow for a multiplicity of uses, enabling a wide range of activities and ensuring maximum use and optimisation of space, as well as creating connection among Liverpool's diverse population. Wherever possible, open space and recreation facilities shall be designed for multiple users encouraging shared use.

e) Connections

Connecting our green spaces will help drive utilisation and help people get to and from parks without the use of private vehicles. Shared paths in our green spaces that allow cycling and walking will encourage people to use active transport means along green 'connector' streets and Council's shared path network.

f) Promoting social capital

Open space and facilities shall respond to identified community need and interests facilitating both organised and chance meeting and thereby promoting social capital and connection amongst the Liverpool residents. District and regional facilities will become key focal points and will act as a key meeting space for the community.

g) Green infrastructure

Open spaces are the green lungs of our city. Open space will also mitigate the impact of climate change, play a vital role in reducing urban storm water runoff, and continue to provide a broad range of environmental and ecological benefits. Leisure centres will lead by example in reducing ongoing operational costs through the minimisation of water and energy use. Our open spaces will minimise water use through a variety of means including planting of native species and utilise solar lighting wherever possible. Increased tree canopy will help mitigate the impact of urban heat islands and provide much needed shade.

h) Safety and security

Our open space and recreation facilities will provide a high degree of personal safety and minimise vandalism and other antisocial behaviours by firstly attracting people, improving passive surveillance, and incorporating and applying Crime Prevention through Environmental Design (CPTED) principles. New developments should maximise opportunities of casual surveillance towards open and recreation spaces.

i) Commercial development

Appropriately located and planned commercial and tourism development will be supported where there is a clear social or cultural benefit, and where it adds to a 'sense of place'.

j) Building partnerships

Developing partnerships with key state government agencies, non-government organisations, businesses and community groups will support success in delivering key elements of this Strategy. Innovative partnerships need to be nurtured, together with creative delivery mechanisms in collaborative approaches to planning.

The Strategy aligns to the Our Home 2027 plan, as outlined below with the Directions and goals:

Direction 1 - Creating Connection

- 2.b Create clean and attractive public places for people to engage and connect
- 2.c Improve the community's sense of safety in Liverpool
- 3.a Foster social inclusion, strengthen the local community and increase opportunities for people who may experience barriers
- 3.b Celebrate and respect Liverpool's rich cultural and social diversity and embrace the opportunities it provides

- 3.c Improve health and wellbeing and encourage a happy active community
- 3.d Plan, support and deliver high quality and accessible services, program and facilities
- 4.d Provide first class and iconic facilities and places
- 6.b Encourage sustainable and alternative transport options, such as walking, cycling and integrated public transport

Direction 2 - Strengthening and protecting our environment

- 5.a Lead the community to develop and implement environmentally sustainable practices
- 5.b Enhance and protect natural corridors, waterways and bush land
- 5.c Reduce adverse environmental impacts for present and future generations

Direction 4 Leading through Collaboration

- 7.a Position Council as an industry leader, delivering best practice and innovation

Long Term Financial Plan (2017 – 2027)

The Council's Long-term Financial Plan references the Carnes Hill Community and Recreation Centre and the Woodward Place Master Plan, as outlined below:

- $35M Carnes Hill Community and Recreational Centre (i.e., Michael Clarke Recreation Centre) – Stage 1
- $200K Woodward Place Master Plan Design allocation (Whitlam Leisure Centre)

MINUTES OF THE ORDINARY MEETING HELD ON 13 DECEMBER 2023

PRESENT:
Mayor Ned Mannoun
Councillor Ammoun
Councillor Goodman
Councillor Green
Councillor Hadid
Councillor Hagarty
Councillor Harle
Councillor Kaliyanda
Councillor Karnib (online)
Councillor Macnaught (online)
Councillor Rhodes
Hon John Ajaka, Chief Executive Officer
Ms Tina Bono, Director Community & Lifestyle
Mr William Attard, Acting Director Planning & Compliance
Ms Michelle Mcilvenny, Director Customer & Business Performance
Mr Shayne Mallard, Director City Futures
Mr Luke Oste, Coordinator Strategic Planning
Mr Jason Breton, Director Operations
Mr David Galpin, General Counsel, Manager Governance, Legal and Procurement
Mr Vishwa Nadan, Acting Director Corporate Support
Ms Susan Ranieri, Coordinator Council & Executive Services
Ms Melissa Wray, Committees Officer

The meeting commenced at 2.05pm.

STATEMENT REGARDING WEBCASTING OF MEETING	The Mayor reminded everyone that in accordance with Council's Code of Meeting Practice (other than the Public Forum Section), the meeting is being livestreamed.
ACKNOWLEDGMENT OF COUNTRY, PRAYER OF COUNCIL AND AFFIRMATION	The prayer of the Council was read by Pastor Stephen Reddish from New Life Ministries.

ITEM NO: CONF 04
FILE NO: 371382.2023
SUBJECT: Biochar

COUNCIL DECISION

Motion: **Moved: Clr Harle** **Seconded: Clr Hadid**

That Council approve the commencement of procurement activities to source a Biochar System.

On being put to the meeting the motion was declared CARRIED.