LEETON
SHIRE COUNCIL

SEPARATE ATTACHMENTS FOR

ORDINARY COUNCIL MEETING
28 April 2021
7.00PM

Content Page No

OPERATIONAL MATTERS

8.4. FEASIBILITY STUDY FOR A LEETON HEATED SWIMMING POOL.....3

Attachment 1: Draft Feasibility Report - Leeton Heated Indoor Swimming Facility.....3

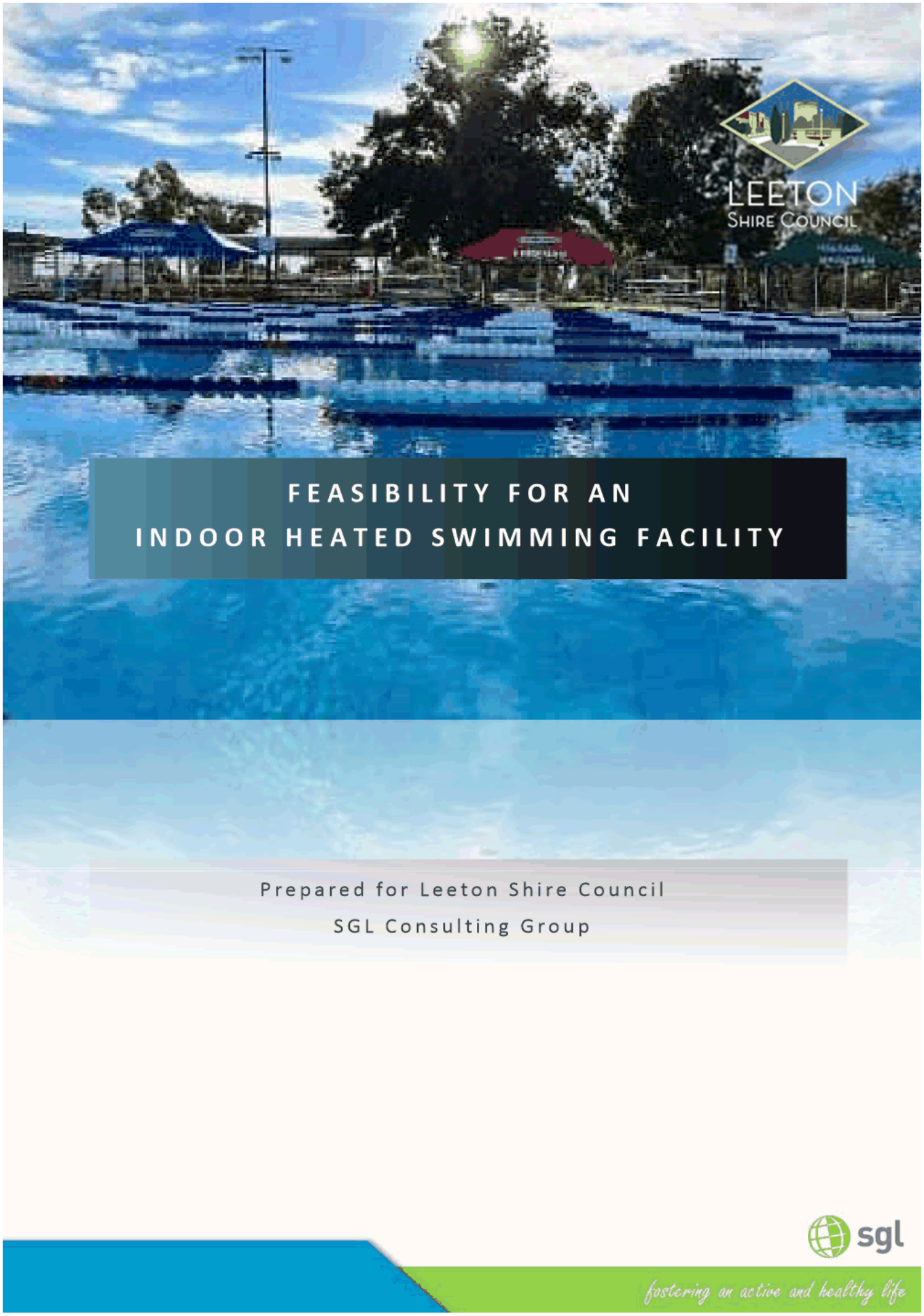

LEETON
SHIRE COUNCIL
FEASIBILITY FOR AN
INDOOR HEATED SWIMMING FACILITY
Prepared for Leeton Shire Council
SGL Consulting Group
sgl
fostering an active and healthy life

TABLE OF CONTENTS

Executive Summary		I
1	Introduction	1
2	Document Review	3
3	Stakeholder Consultation	9
4	Population and Participation Analysis	15
5	Competitor Analysis	17
6	Industry Trends	21
7	Financial Assumptions	25
8	Operational Cost Model	31
9	Recommendations	37

EXECUTIVE SUMMARY

This feasibility study has been prepared to assess the demand for development of a heated indoor swimming facility to meet future community, program and aquatic needs for residents of Leeton Shire.

Leeton Shire is located in the Riverina, 584km from Sydney, 470km from Melbourne and 371km from Canberra. Leeton is the second largest regional centre in the Western Riverina region outside of Griffith and plays an integral role in value-added agricultural processing, agriculture, education and research, transport and logistics. Leeton encompasses an area of 1,167km^2, and includes the towns of Yanco and Whitton and the villages of Murrami and Wamoon.

Leeton Shire has two public swimming facilities, Leeton Regional Aquatic Centre and Whitton Swimming Pool Complex. The Leeton Regional Aquatic Centre was originally constructed in the early 1960's with a refurbishment having been just completed. The upgraded centre includes a 10 lane 50 metre Olympic pool, learn to swim area, splash pad, kiosk and change rooms. The installation of a twin waterslide and BBQ facilities will complete the upgrade.

The Office of Local Government's Practice Note No.15 – Water Safety is the key document under the NSW Government water safety policy framework to guide Councils to carry out water safety functions using a risk management approach. The Practice Note acknowledges an increasing number of Councils are responding to their local community needs by allowing 24 hour access to pool facilities while at the same time making decisions around resourcing lifeguarding services and ensuring their water safety obligations continue to be met. In doing so it recommends that Councils review their risk management strategies, consult with their insurer, engage external expertise or examine the viability of technological solutions to augment staff supervision, such as drowning detection systems.

There is support from all stakeholders for development of an indoor heated aquatic facility at Leeton, with the type of facility dependant on the stakeholder's interest/s or development of a facility that would meet the needs of both lap and therapy users. A key point noted from the stakeholder consultation is that an indoor heated aquatic facility would provide residents of Leeton an option for winter swimming activities whether it be for lap, learn to swim, squad or recreational swimming. It would also provide a year round option for aquatic therapy, something which is not currently available in Leeton.

SGL has undertaken a financial feasibility assessment of developing an indoor 25m pool with four lanes and/or a warm water program or therapy pool. A scenario analysis of five models has been undertaken to determine which might demonstrate the best operating model for the Shire of Leeton. These five models are:

- **Scenario One** - 4 lane x 25m indoor swimming pool with lifeguards
- **Scenario Two** - 4 lane x 25m indoor swimming pool with no lifeguards
- **Scenario Three** - Warm water program pool with no lifeguards

- **Scenario Four** - 4 lane x 25m indoor swimming pool and warm water program pool with no lifeguards

- **Scenario Five** - 4 lane x 25m indoor swimming pool and warm water program pool with lifeguards

Each of the scenarios assessed as part of this feasibility study demonstrate an operating loss within the expected patronage levels of an indoor swimming pool in regional NSW.

Lower operating losses were identified across the three scenarios which have no lifeguards or other staffing costs associated with a new heated indoor swimming pool. These scenarios would not meet the industry guidelines for safe pool operations established by the Royal Life Saving Society of Australia and the NSW Office of Local Government's Practice Note No.15 which recommends supervision of patrons at all times for aquatic centres. This model of operation would likely have an impact on insurance premiums for Council (which is difficult to quantify at this point, unless you were to raise directly with your insurer). There would also be substantially higher risk of drowning, and a reduced ability to confirm exact numbers of paying swimmers using the indoor pool.

SGL Group acknowledge there are changing energy options for heating swimming pools in Australia. This is likely to further change over the coming years. There are generally only three energy models available for a 12 month a year indoor pool; electricity, gas, or solar with battery. Currently the best method of achieving higher temperatures required of an indoor pool would be to use gas heating. This would be combined with electric air heating and electric lighting for the facility. It should also be noted that Scenario Four and Five which have two pools, will require increased energy costs to heat the pools, heat the air and provide lighting for a larger building encompassing two pools.

It is expected, based upon normal participation trends in regional NSW that the forecast usage of the indoor pool will be offset with usage and participation in the outdoor pool. During summer months, it is more likely for swimmers to utilise the outdoor pool, and there is unlikely to be any increased attendance at the pool complex during the normal outdoor pool operating times. For the indoor pool to be feasible it would rely on a substantial increase in utilisation of the indoor pool during the winter and shoulder periods of operations.

The scenarios have also factored a $10 entry charge for the indoor pool. This charge is high when contrasted with the outdoor pool fee of $4. A $10 entry fee is higher than would be expected in other regional indoor swimming pools and is likely to depress the potential patronage increase during summer. However, it should be noted that reducing the entry fee will result in a further deterioration of the operating result.

On an assessment of the demographics, and current usage at the Leeton Regional Aquatic Centre outdoor pool, the operating results under the five scenarios (with sensitivities from 25% to 200% of forecast patronage levels) are:

Scenario One - 4 lane x 25m indoor swimming pool with lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$399,385	-$363,900	-$328,414	-$292,929	-$257,443	-$221,958	-$186,472	-$150,987

Scenario Two - 4 lane x 25m indoor swimming pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

Scenario Three - Warm water program pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

Scenario Four - 4 lane x 25m indoor swimming pool and warm water program pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$298,514	-$263,029	-$227,543	-$192,058	-$156,572	-$121,087	-$85,601	-$50,116

Scenario Five - 4 lane x 25m indoor swimming pool and warm water program pool with lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$494,385	-$458,900	-$423,414	-$387,929	-$352,443	-$316,958	-$281,472	-$245,987

SGL has assessed the NSW participation rates for swimming, and in order to achieve a positive operating result in the best resulting scenarios – Scenario Two and Three, it would require a 175% attendance rise above the base rate, which would reflect more than 122% attendance of the minimum visitation rates in NSW for the swimming industry. This would require annual average daily attendances of 127 visits per day to the pool complex (indoor and outdoor).

1 INTRODUCTION

1.1 Background

Leeton Shire is located in the Riverina, 584km from Sydney, 470km from Melbourne and 371km from Canberra. Leeton is the second largest regional centre in the Western Riverina region outside of Griffith and plays an integral role in value-added agricultural processing, agriculture, education and research, transport and logistics.

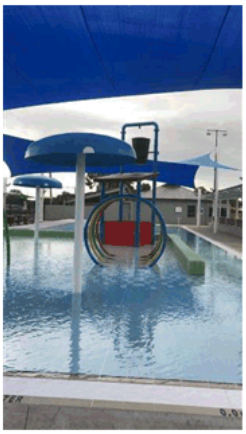
Leeton encompasses 1,167km^2, and includes the towns of Yanco and Whitton and the villages of Murrami and Wamoon.

Leeton has a semi-arid climate with hot dry summers and cool winters. The maximum average summer temperature is 32°C and the maximum average winter temperature is 15°C. Average annual rainfall is 457mm.

Leeton Shire has two public swimming facilities, Leeton Regional Aquatic Centre and Whitton Swimming Pool Complex.

This report has been prepared to assess the demand for development of a heated indoor swimming facility to meet future community, program and aquatic needs for Leeton Shire Council.

1.2 Leeton Regional Aquatic Centre



The Leeton Regional Aquatic Centre was originally constructed in the early 1960's with a refurbishment having been just completed. The upgraded centre includes a 10 lane 50 metre Olympic pool, learn to swim area, splash pad, kiosk and change rooms. The installation of a twin waterslide and BBQ facilities is in progress to complete the upgrade.

The full upgrade works included:

- an upgrade of plant room, associated plant and filtration system
- disability access ramps and steps to all pools
- retiling, conversion to wet deck and two additional lanes to the 50 metre pool
- lighting to illuminate the pools and surrounding concourse
- replacing the pool concourse with a suitable surface treatment
- replacement of the slide with a modern tubular slide
- a new water play park / learn to swim area
- installation of a 40kw solar system.

The centre is closed annually on Christmas day and during the winter months, however is available for hire for private functions after the normal closing time.

1.3 Whitton Swimming Pool Complex

Whitton Pool has a six lane 25 metre pool and a shaded toddlers pool. It also includes lawn areas with BBQ and picnic settings.

The pool is closed annually on Christmas day and during the winter months, however is available for hire for private functions after the normal closing time.

2 DOCUMENT REVIEW

This chapter provides a summary of strategic plans and other documents that demonstrate Council support for development of community aquatic facilities. It also provides a summary from Practice Note No.15 – Water Safety, the key document under the NSW Government water safety policy framework to guide councils to carry out water safety functions using a risk management approach and the Royal Life Saving Society of Australia's Guidelines for Safe Pool Operation.

2.1 Leeton on the go – Our Community Strategic Plan – Towards 2030

The Leeton Community Strategic Plan was developed to protect and strengthen values of the Shire such as spirit of community, lifestyle and diversity of opportunity.

The community plan is made up of six themes with a series of associated strategies. Themes 1 and 2 are of relevance to development of an indoor heated aquatic facility, including:

- THEME 1 – A Healthy and Caring Community, includes a focus on being healthy
- THEME 2 – An Active and Enriched Community, includes participation in sports and active leisure. The wish list around this strategy includes a covered pool and all year-round heated swimming pool.

2.2 Leeton Swimming Pool Complex Upgrade – Business Case

Leeton Shire Council engaged Remplan to prepare a Business Case for an upgrade to the Leeton Swimming Pool Complex, with the plan finalised in February 2017.

The report found an upgrade of Leeton Swimming Pool Complex would represent major improvement and renewal of an ageing piece of community infrastructure, providing future use for residents and extending the asset life of the pool complex by a further 50 years. Works included in the business case were identified as:

- an additional two lanes to the 50 metre pool (increasing to 10 lanes in total)
- retiling the 50 metre pool
- new wet deck to all pools
- new disabled access to the 50 metre pool
- new children's splash park incorporating a wading and toddler pool
- replacement of the existing water slide with a new water slide
- new maintenance building
- new water treatment plant
- new chemical treatment plant
- installation of a new solar system
- new seating area adjacent to the splash park and kiosk.

The project cost was estimated at $4.2 million, generating total output for the Leeton economy of $6.431 million, 9 jobs and creating $2.21 million in value add during the construction phase.

The report noted the swimming complex is an important piece of community infrastructure utilised by many groups within the community including schools, swimming clubs, commercial swimming lesson operators and sporting groups. The complex is also a place for families and young people to partake in casual recreation and socialise.

From a community perspective, the report noted the upgraded facility will contribute to increased community wellbeing in an area where participation in sport is a major contributor to community involvement and the creation of social capital. The upgraded facility will also incorporate contemporary access facilities, ensuring equitable access is provided for members of the community with limited mobility. The provision of contemporary community infrastructure will also assist in addressing levels of relative social disadvantage which exists in the wider region.

Based on the economic and social benefits identified in the report, it recommended there was a strong case for investment in the proposed upgrade.

2.3 Economic Impact Assessment and Cost Benefit Analysis: Leeton Swimming Pool Complex Upgrade

The Economic Impact Assessment and Cost Benefit Analysis for the Leeton Swimming Pool Complex upgrade was prepared by Remplan in February 2017 for Leeton Shire Council. The economic impact was identified as:

Construction – total construction costs of $4.2 million over a 7 month period with the following impacts on the Leeton economy:

- Output – Gross turnover of $6.194 million
- Employment – supporting an additional 9 jobs in the region during construction
- Value-added – $1.436 million of value-added.

Operation – operational revenue that would be generated over the 30 year analysis period was estimated at $2.274 million, with additional revenue generated during the operational phase estimated to produce the following impacts on the Leeton economy:

- Output – Gross turnover of $3.686 million
- Peak Employment – on additional job created from year 6 (2022/23)
- Value-added – $2.053 million of value-added.

Tourism – The report estimated that as a result of hosting new events at the upgraded swimming pool complex, 853 additional visitors would visit Leeton each year on average over the 30 year analysis period. Based on this it was estimated that direct expenditure by visitors would be $4,917,492 over the 30 year analysis period. The impact on the Leeton economy was estimated to be:

- Output – Gross turnover of $8,689,209
- Employment – One additional job created from year 2 (2018/19)
- Value-added – $4,011,790 of value-added.

Net Present Value terms, discounted at 4%, 7% and 10% over a 30 year period with an estimated inflation rate of 2.5% were estimated by Remplan as 1:1.48 (4%), 1:1.02 (7%) and 1:0.74 (10%).

2.4 Delivery Program 2017-2021 & Operational Plan 2020-2021

The Leeton Shire Delivery Program & Operational Plan provides detail about how activities undertaken by Council will be measured, with regular updates to the Council and the community through the reporting processes. Activities in the Delivery Program are Council's commitment toward the achievement of Community Strategic Plan, Leeton on the Go – Towards 2030.

Activities of relevance to this project are based on the Community Strategic Plan THEME 2: An active and enriched community, with the principal activity to offer access to a range of sporting facilities. Identified goals include optimised use of public swimming pools and the Leeton pool being fit for hosting regional competitions. Actions for 2020-2021 include:

- Provide public swimming pools in Leeton and Whitton
- Promote usage of swimming pools in Leeton and Whitton with at least 8 carnivals held and 6,000 users
- Enhance and upgrade facilities at Leeton swimming pool with works 100% completed and launch held
- Undertake a feasibility study to determine options for a heated swimming pool facility in Leeton Shire with the report completed by June 2021.

2.5 Proposed Heated Indoor Swimming Facility Location

Leeton Shire Council has identified the potential location of the indoor heated swimming facility. Figure 2.1 shows the proposed site utilising the first two tennis courts out of the existing seven court facility, adjacent to the existing outdoor pool and sporting complex.

Figure 2.1: Proposed site for the heated indoor aquatic facility

2.6 Practice Note No.15 – Water Safety

The Office of Local Government has published Practice Note No.15 – Water Safety since 1994 to help New South Wales local governments strengthen their water safety functions and responsibilities[1]. The Practice Note is the key document under the NSW Government water safety policy framework to guide Councils to carry out water safety functions using a risk management approach. The most recent version was published in October 2017.

The Practice Note does not specify minimum standards, but provides Councils with information to develop, implement and document strategies and actions to maximise the safe public enjoyment of the pools, beaches and other aquatic locations they manage and minimise the risk of death or injury. It covers hiring appropriately trained staff for water safety duty, installing warning signage, complying with regulations, having suitable equipment available for emergencies and working collaboratively with other water safety groups.

The Practice Note recommends Councils adopt a risk management approach when making decisions about service provision and undertaking activities at aquatic locations under their care and control to ensure water safety. Factors for risk management procedures include:

- the number of people using the pool
- profiles of the users (age and swimming ability)
- design of the pool or pools and the extent of visual surveillance available
- activities available e.g. diving towers, diving boards and water slides as well as aqua aerobics and learn-to-swim classes
- reports of injuries and incidents
- workplace health and safety issues for employees and contractors.

[1] www.olg.nsw.gov.au/councils/council-infrastructure/services-to-communities/water-safety/

The Practice Note separates public swimming pools and other still water environments into five different risk management categories with recommended minimum standards for personnel, safety equipment and signage. Recommended minimum standards for patron supervision are summarised in Table 2.1.

The Practice Note recommends that Councils keep detailed records of the process of determining why a facility was included in a particular category with the standards that apply to be consistently audited and maintained. Decisions about categories and standards should also be regularly reviewed as part of a risk management review process.

Table 2.1: Recommended minimum standards for patron supervision.

Category	Definition	Recommendation
5	Multi-Purpose Aquatic and Recreation Facility: This facility generally has more than one body of water and would typically have a high patronage level with multiple structured activities (such as learn to swim and aqua classes) and unstructured activities (such as paddling and water play) able to occur at the same time. Pool configuration and number of pools at the facility should also be taken into consideration for the purpose of surveillance.	Supervision of patrons at all times in accordance with legislation, regulations and the centre's rules, policies and procedures.
4	Aquatic Centre: Facility that has one or two bodies of water with typically medium patronage levels and enables both structured and unstructured activities to occur at the same time. Facility typically has infrastructure for unstructured activities, such as water slides or water play equipment.	Supervision of patrons at all times in accordance with legislation, regulations and the centre's rules, policies and procedures.
3	Local Community Swimming Pool: Facility with typically lower patronage levels and that typically consists of one small swimming pool, and possibly a wading/toddler pool. Both structured and unstructured activities can occur in these pools.	Whenever a Category 3 facility is open or available for use it is highly recommended that a person with approved safety training be present. Councils should consider need for a qualified person to be on duty for community organised events and/or high patronage days. Councils should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.
2	Other: Any still water environment that has been specifically constructed, designed or is intended to be used for	Council representative(s) should ensure that the facility is checked on a regular basis by qualified personnel for

	swimming, diving, paddling or wading (e.g. rock pools, dams, swimming enclosures). Unstructured activities typically occur in these facilities. Patronage levels vary.	both maintenance and safety purposes. Swimming enclosures should be checked by an appropriately designated person such as a beach lifeguard, surf club, or maintenance personnel. Councils should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.
1	Other: Natural still waterway that is an area known for unstructured, recreational swimming and associated activities (e.g. rivers, creeks, lakes, tidal pools). Patronage levels vary but are typically low.	Council representative should ensure that the natural waterway known for swimming and associated activities is checked on a regular routine basis by qualified personnel for both maintenance and safety purposes. Council should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.

The Practice Note acknowledges an increasing number of Councils are responding to local community needs by allowing 24 hour access to pool facilities while at the same time making decisions around resourcing lifeguarding services and ensuring their water safety obligations continue to be met. In doing so the Practice Note recommends that Councils review their risk management strategies in light of changing patronage patterns and activity type. This might include consultation with their insurer or engagement of external expertise. It could also mean Councils examining the viability of technological solutions to augment staff supervision, such as drowning detection systems.

2.7 Guidelines for Safe Pool Operation

The Royal Life Saving Society of Australia has published Guidelines for Safe Pool Operation[2]. Incorporated into these guidelines are bather and parental supervision recommendations.

The purpose of bather supervision is to establish a minimum ratio of qualified people per number of bathers at swimming pool operating times. This recommends a minimum of two people on duty at any one time, with a minimum of one supervising, facing and watching people in the water at all times with a clear line of site. The recommended minimum ratio of lifeguards to people in the water is one lifeguard for up to 100 people.

Parental supervision recommends that children under 10 years should not be allowed entry unless under supervision of a person 16 years or older with children supervised at all times.

[2] www.guidelines.royallifesaving.com.au

3 STAKEHOLDER CONSULTATION

Consultation was undertaken with key stakeholders as identified by Council. Key information sought from stakeholders was around:

- current and projected use of aquatic facilities
- recreational, program and competition needs
- events and competitions hosted
- assessment of existing facilities
- gaps or undersupply in the market
- type of swimming/aquatic activities undertaken
- indoor heated facility requirements.

3.1 Leeton Regional Aquatic Centre Manager

Key points:

- Cater for year round lap, lessons, program and therapy uses
- Numbers would drop as people mover to winter sports

The current pool hosts the swimming club, tri club, lap and recreation swimmers. Swimming training and learn to swim elements are provided by the swimming club and a number of other private operators who pay a fee to run lessons from the pool. Other events that may be hosted at the pool, such as swimming club meets or carnivals and school carnivals are organised by the host themselves, not the pool.

The lap pool utilises a solar heating system and the upgraded program pool has a gas heater (to be commissioned in the near future). This will provide the opportunity to heat the program pool to a range of temperatures for multiple uses during the pool's opening season.

From a management perspective, it would provide a financial benefit for the pool to directly offer learn to swim/stroke correction training. A second potential option is to gauge interest in a water polo team who could train/play out of the pool in the Wagga competition (1.5 hour drive).

If an indoor facility were to be developed, it would need to cater for all user groups, from lap swimmers to program and therapy. An indoor heated pool would provide the option for local use by physiotherapists for clients and lap swimmers during the winter months when the outdoor pool is closed.

Other potential uses would include football and other sporting clubs however the feeling is that any use by these groups would be on an ad hoc basis. This year for example, this season the women's rugby union and AFL team have each use the existing pool once and there has been no use by rugby league. In addition to this, it is anticipated that use by swimming club members would drop during winter as a

lot of the younger swimmers participate in winter sports and take a break from swimming during this time.

3.2 Leeton/Yanco Swimming Club

Key points:

- Year round local swimming access
- Dual purpose for lap and therapy (29-32^0)
- Summer use during storms

Leeton Yanco Swimming Club (LYSC) currently offers 4 levels of swimming coaching/training: Learn to Swim, Development, Junior and Senior squads at Leeton swimming pool. The Learn to Swim (5 groups) and Development squads (3 groups) swim twice a week, Juniors and Seniors have 4 sessions per week.

Other events held at Leeton swimming pool include weekly time trials, an annual SNSW meet and annual Club Championships.

LYSC have just over 200 registered swimmers, however this is less than usual due to the impact of COVID-19 and the pool redevelopment. This meant that numerous families travelled out of town to train for more than half of the season during 2020/21. For next season the club anticipates there will be more than 300 swimmers and will need to offer more sessions for members.

The club also helps local schools run their carnivals, hiring equipment and helping with set up and management. This year the district and regional carnivals for both the primary schools and high schools will be held at Leeton pool.

The club is also hosting a large regional SNSW carnival on 20 March 2021 and is planning to apply to host the Country Championships next year.

LYSC is committed to promoting both recreational and competitive swimming, with a club belief it is paramount that children are taught water confidence and the basics of swimming. Pre-COVID many Leeton families took their children to Griffith for swimming lessons as they could access this service year round. Leeton/Yanco Swimming Club would prefer to see these classes being held throughout the year in Leeton and would be prepared to offer the Learn to Swim program throughout the school year. This would benefit the community, but also build club membership. If an indoor heated aquatic facility were available there are a number of registered swimming teachers who would be able to work year round providing lessons.

LYSC also recognises the positive benefits of swimming for recreational athletes. During the summer months Leeton pool has a lot of regular lap swimmers who cannot continue their program throughout the colder months. A heated facility would provide year round access to swimmers of all abilities, providing a health benefit and improving water safety. For club swimmers the ability to train

year round would match swimmers from towns that have heated facilities. The clubs competitive swimmers are currently at a disadvantage as travel is prohibitive to training all year round. Training more regularly would improve results and provide younger athletes with more opportunities in their chosen sport.

LYSC is supportive of the recent upgrades to Leeton swimming pool, however the downside is that it is only operational from October until March/April. A heated facility would allow year round access, with the ideal being a dual purpose facility that allows swimmers to train year round but have a capacity for hydrotherapy (temperature 29-32 deg). In addition, the indoor facility could be utilised in the summer months during times the outdoor pool has to close due to electrical storms.

Current gaps in the market at Leeton are:

- year round swimming lessons for infants and preschool age children
- year round swimming lessons for school aged children and adults
- water based exercise classes
- hydrotherapy
- recreational lap swimming through the winter months
- LYSC and Leeton Tri Sports Club training through the winter months
- Water based recovery sessions for the rugby union, rugby league, AFL, soccer, netball, basketball teams and individual athletes
- Access to swimming as a year round sport option for schools.

3.3 Leeton Tri Sports Club

Key points:

- Extended club swim season
- Aquatic therapy uses locally

The Leeton Tri Sports Club use the Leeton swimming pool 3 nights a week for squad training and Sunday mornings for triathlon training. In total, this use equates to 3 nights a week for 1.5hrs each time and 2 hrs on Sunday mornings. This is made up of two lanes for squad to accommodate 10 to 15 swimmers, moving to a third lane if available. If the pool is busy, the club invites regular lap swimmers into the squad lanes to help free up some public space.

The season commences when the pool opens and ends when it closes, so the availability of the pool determines how long members can do swim training each year. An indoor facility would allow the club to extend the season with a varied sequence of swim, ride, run. The club could also offer a different competition format using spin bikes instead of road bikes.

The facilities, as they are set up at the moment meet the needs for training but are not compatible for triathlon races due to the

location in the town precinct and obtaining approval for using public roads around the pool for the bike or run legs of a triathlon.

Anecdotally, club members have advised they currently travel to Griffith at least weekly in winter for swimming lessons or training for fitness. One member with a 9 year old who was born with Cystic Fibrosis swims with Leeton Swim Club weekly during their season between four and six times per week. In winter, they commute to Griffith weekly for swimming. If an indoor heated facility were available in Leeton, they could continue to swim with the same frequency of four to six times per week in Leeton.

3.4 Leeton Physiotherapy Centre

Key points:

- Winter use for fitness
- Year round therapy and injury treatment uses

Leeton Physiotherapy Centre (LPC) currently refers patients to hydrotherapy at one of two heated facilities in Griffith. However, this is not practical for many clients due to work and other commitments. It is usually only practicable for Workcover or NDIS clients who have funding to assist in their rehabilitation programs. In addition, for many clients the 45 minute drive undoes much of the benefit of hydrotherapy.

In the warmer months LPC has taken clients to the Leeton outdoor pool, but this is limited due to opening hours of the pool, the sun and the temperature of the water. A heated facility would allow this service to be offered locally, both in 1:1 and a group format.

LPC also prescribes unsupervised water based exercise as rehabilitation to clients with a variety of musculoskeletal and orthopaedic injures/surgeries. Access to a heated facility would increase local access to this type of exercise.

Physiotherapists advocate a healthy lifestyle and regular exercise. Swimming and other water based activity (eg, water aerobics) is a great way for people to exercise, particularly when they have conditions such as arthritis or musculoskeletal injury. Currently it is difficult for Leeton residents to swim year round unless they are prepared or able to travel to Griffith.

Access to a heated pool in Leeton would encourage activity across all age groups. Many LPC patients could use the pool for fitness and to aid in rehabilitation from injury. Sporting clubs could also use the pool to supplement other forms of training and for recovery sessions.

Exercise in a heated pool for hydrotherapy would also be beneficial for post-surgical rehab, post fracture rehab, acute and chronic back pain, arthritis, conditions such as polymyalgia, fibromyalgia, lung disease and some neurological conditions. It offers a mobility option for NDIS participants and wheelchair bound residents.

A local facility would reduce expenditure on travelling out of town, and the associated spending in retail outlets, food outlets, pharmacies and hardware shops in Griffith.

3.5 St. Francis Regional College

Key points:

- Year round access for students in swim squads

The Principal of St. Francis advised the college would support development of any facilities in Leeton which provide learning and wellbeing opportunities for the students, including a pool facility that were available year round.

Current usage of Leeton pool is for aquatic learning through elective classes and boarding students access the pool recreationally after school.

Availability of a year round pool would provide students who are in swimming squads access to a local facility. There are some students who travel to the school on a daily basis from Griffith rather than board at the school as they want to train in an indoor pool during the winter months.

The school currently holds a swimming carnival annually along with students who board at the school who use the pool for squad training and recreational swimming.

The school take the approach where they utilise what is available, with availability of a year round facility providing an additional option for usage.

3.6 Gralee School

Key points:

- Weekly therapy swimming and lessons locally

The Principal of Gralee School advised the school would be very supportive of a heated pool.

Current school pool usage is at Griffith on a weekly basis to use the hydrotherapy pool for younger non-swimmers and hydrotherapy students. These lessons are undertaken at Griffith in preference to Leeton as the students need regular lessons, including during winter.

If an indoor pool were developed, Gralee school would use it on a weekly basis for up to 20 students.

3.7 Leeton High School

Key points:
- Existing use but year round

The Sports Organiser for Leeton High School advised that Leeton pool is used for school sport by approximately 60-100 students each Wednesday afternoon during the season it is open. School classes also use the pool for lessons however this is only on an ad hoc basis.

The school currently hosts its swimming carnival annually (300+ competitors), the regional school carnival (250+ competitors) and the Riverina carnival (400+ competitors).

If an indoor heated facility were developed it could extend the period across the year when the pool is used by the school and provide an option for alternative activities for students during sport classes.

3.8 Leeton Public School

Key points:
- Existing use but year round

The Relieving Principal of Leeton Public School advised a heated indoor aquatic facility would provide a great advantage for students attending Leeton Public School.

School use would involve swimming programs, which are currently held in December to take advantage of the warmer weather, year round use of the facility for disability students.

3.9 Summary

There is support from all stakeholders for development of an indoor heated aquatic facility at Leeton, with the type of facility dependant on the stakeholder's interest/s or development of a facility that would meet the needs of lap and therapy users. A key point noted from the stakeholder consultation is that an indoor heated aquatic facility would provide residents of Leeton an option for winter swimming activities whether it be for lap, learn to swim, squad, recreational swimming.

It would also provide a year round option for aquatic therapy, something which is not currently available in Leeton. Existing therapy use is predominantly undertaken at the Griffith Regional Aquatic Centre in the indoor heated 25 metre lap pool and program pool.

When the gas heater is commissioned at the Leeton Regional Aquatic Centre there will be potential to offer limited aquatic therapy and learn to swim activities in warmer water, however this will only be during the pool's opening season and not during the winter months when the pool is closed. Aquatic therapy would also be limited due to the shallow pool depth.

4 POPULATION AND PARTICIPATION ANALYSIS

This chapter reviews the markets in which the Leeton Shire swimming pools operate, including the current and future catchment population and swimming facilities which directly compete for customers.

4.1 Population

The Census usual resident population of Leeton Shire in 2016 was 11,407, living in 4,763 dwellings with an average household size of 2.45 people. The population estimate for Leeton Shire at 30 June 2019 was 11,445. Since the previous year, the population grew by 0.18% compared to Regional NSW at 0.82%.

In Leeton Shire, 26.6% of households were made up of couples with children in 2016, compared with 25.4% in Regional NSW. The age profile of the population in 2016 and the estimated 2019 population is displayed by Table 4.1.

Table 4.1: Population of Shire of Leeton 2016 and 2019

	2016 census			2019 estimated		
	Males	Females	Persons	Males	Females	Persons
0-4 years	358	393	751	392	367	759
5-14 years	838	838	1676	812	850	1,662
15-19 years	475	499	974	470	505	975
20-24 years	316	312	628	342	275	617
25-34 years	637	622	1259	652	680	1,332
35-44 years	624	632	1256	568	577	1,145
45-54 years	758	730	1488	711	676	1,387
55-64 years	709	686	1395	784	749	1,533
65-74 years	534	529	1063	542	522	1,064
75-84 years	327	358	685	330	377	707
85 years +	81	151	232	110	154	264
Total person	**5657**	**5,750**	**11,407**	**5,713**	**5,732**	**11,445**

The population growth between 2016 and 2019 shows the total population to be relatively stable, with marginal increases across many of the age categories.

4.2 Existing Participation

Two swimming pools currently operate in the Shire of Leeton with the Leeton Regional Aquatic Centre which includes a 50m outdoor pool, and the Whitton Swimming Pool Complex which includes an outdoor 25m pool. These pools are open during the summer months, in a normal season from late October until mid-March. Both pools are heated but maintain temperatures around 26-27 degrees which is standard for outdoor swimming pools.

These pools do not currently provide managed swimming lesson programs for the community, with learn to swim programs offered by external teachers. Attendees to the Leeton Regional Aquatic centre pay a standardised fee of $4 for any pool user and $2 for spectators. The Whitton Pool charges $3 for entry and $2 for spectators.

Assuming 40 lessons per child in a learn to swim programs and an additional 10% of attendances in other programs, the total annual swim attendances will be in the order of 30,000 - 35,000. The majority of these attendances would be children.

Attendances at the Leeton Regional Aquatic Centre have been provided and are summarised in Table 4.2. As with many outdoor pools in the Australia, attendances fluctuate and are directly correlated to the weather. The data indicates that average annual attendances are approximately 18,875. It is assumed that around 70% of swimmers are children.

The Shire of Leeton has provided daily attendances across the 2018/19 and 2019/20 seasons which were the last full swimming seasons prior to the upgrade of the existing outdoor pool (and prior to the impact of COVID-19 restrictions).

Table 4.2: Annual Attendances at Leeton Regional Aquatic Centre

Summary	2017/18	2018/19	2019/20	Average
Casual Entries	8,733	9,520	9,520	9,258
Season Pass	9,097	9,371	10,384	9,617
Total	**17,830**	**18,891**	**19,904**	**18,875**

The daily attendance data at the outdoor pool has been aggregated to determine the peak usage times during the summer opening season. Table 4.3 shows the existing outdoor pool was most popular during the school holidays, and the early start to the school year when the school swimming carnivals are held, both in 2018/19 and 2019/20.

Table 4.3: Annual Attendances at Leeton Regional Aquatic Centre 2018/19 and 2019/20

Monthly	Casual	Season	Total	Daily Average
Total Oct-Dec	3,389	3,526	6,915	106.38
Total Jan-Mar	6,131	5,845	11,976	155.53
Total 2018/19	**9,520**	**9,371**	**18,891**	**133.04**
Total Oct-Dec	4,128	4,719	8,847	149.95
Total Jan-Mar	5,392	5,665	11,057	181.26
Total 2019/20	**9,520**	**10,384**	**19,904**	**165.87**

5 COMPETITOR ANALYSIS

A desktop review was undertaken to identify other aquatic facilities within a 100km radius of Leeton (results are summarised in Table 5.1). This shows the only aquatic facility within 100km of Leeton that has an indoor heated aquatic facility is the Griffith Regional Aquatic Centre. This the facility is currently used by residents of Leeton who undertake winter lap, squad or learn to swim and year round aquatic therapy.

Other facilities within the 100km radius are all smaller facilities, without the amenities available at Leeton pool.

Table 5.1: Aquatic facilities – within 100km of Leeton

Location	Name	Facilities	Distance from Leeton	Other comments
Leeton	Leeton Regional Aquatic Centre	10 lane, 50m outdoor pool Program pool Splash pad Water slide	N/A	Subject of consideration for indoor heated aquatic facility Closed during winter
Whitton	Whitton Swimming Pool Complex	6 lane, 25m outdoor pool Toddler pool	Approx. 24km	Closed during winter
Narrandera	Lake Talbot Water Park	6 lane, 50m outdoor pool Leisure pool Splash park 3 water slides	Approx. 30km	Open from November to the end of April
Barellan	Barellan Swimming Pool	N/A	Approx. 48km	Closed during winter
Darlington Point	Darlington Point War Memorial Swimming Pool	25m lap and recreation pool Toddlers pool	Approx. 50km	Closed during winter
Ardlethan	Ardlethan Swimming Pool	N/A	Approx. 70km	Closed during winter
Griffith	Griffith Regional Aquatic Centre	10 lane, 25m indoor heated Heated program pool Toddlers pool 50m outdoor pool (just completed)	Approx. 60km	Year round for indoor pools
Coleambally	Coleambally Swimming Pool	25m lap and recreation pool Toddlers pool	Approx. 77km	Closed during winter

5.1 Griffith Regional Aquatic Centre

Griffith Regional Aquatic Centre is located at 5 Wayleela Street, Griffith, approximately 60km or a 45 minute drive from Leeton. The facility includes a 10 lane, 25 metre indoor heated pool, a heated 4 lane program pool and toddlers pool. A new 10 lane 50 metre heated outdoor pool has also just been completed and will open from October to March annually.

Regular bookings for the 25m indoor pool include:

- squad swimming 3 lanes twice weekly from approximately 6 to 7.30 am
- squad swimming 3 lanes weekdays from 4.30 to 6.30 pm
- splash swim school 3 lanes weekdays from 3.30pm to 6.30pm
- splash swim school 4 lanes on Saturday mornings from 9am to 12pm
- PCYC 2 lanes once a week from 2pm to 3.30pm and 6.30pm to 7.30pm
- Gralee school 2 lanes once a week from 11.30am to 12.30pm
- Gentle aqua 2 lanes once a week from 8 to 9am
- Aqua aerobics 2 lanes once a week from 8 to 9am and twice a week from 6 to 7pm
- Griffith East School 2 lanes once a week from 12 to 1pm.

Regular bookings for the indoor program pool during winter period include:

- hydrotherapy sessions 3 lanes twice a week from 7.30am to 9.30am
- splash swim school 4 lanes weekdays from 9am to 12pm and 3pm to 6.30pm
- Gralee school 2 lanes once a week from 11.30am to 12.30pm
- MS group 2 lanes for water therapy once a week from 10 to 11am
- NEI group 1 lane for water therapy once a week from 9.30 to 10.30am
- Griffith East School 2 lanes once a week from 12 to 1pm
- Gentle aqua 2 lanes once a week from 8 to 9am.

Peak hours for the use of this facility are from around 3pm to 6pm weekdays however at the most 6 out of 10 lanes of the 25 metre lap pool are booked for use at any one time.

5.2 Other regional indoor heated swimming facilities

The desktop review also looked at other regional indoor heated swimming facilities. Limited information about these facilities was available online, so they were contacted directly to seek information about facilities, programs and services offered, pricing and patronage information. Information provided was only limited due to confidentiality concerns, particularly around patronage.

5.2.1 Temora Recreation Centre

Temora Recreation Centre is located at 128-130 Anzac Street, Temora NSW. Temora is approximately 140km or a 1 hour 30 minute drive from Leeton.

The centre includes a stadium, indoor heated pool, outdoor 50m pool, toddler pool and water slide. The indoor heated pool is 25m long and 6m wide with three lanes, heated at 29 degrees. The pool is used for lap swimming in addition to therapy and other uses such as learn to swim classes (provided by an external private operator).

After-hours access is available to the indoor pool from 5am until opening (10am) and from closing (6.30pm) to 10pm. To access the pool after hours members need to sign a Pool Membership Agreement that sets out the rules and responsibilities for entry, including liability for injury to any member or child that may occur on the premises. Members also need to sign a waiver that acknowledges the heated pool is not supervised by a lifeguard.

People can access the pool after hours with a membership from 3 months or greater with a number of membership options (with the price dependant on the membership option). Casual entries are also available however people need to purchase these from Council during the winter season and pay a deposit for a key fob for access at Council offices rather than the pool complex.

The pool has a combination of heating including a gas heater that supplements heating via the stadium roof. The pool manager was not able to share attendance information or any information about costs for heating.

5.2.2 Corowa Aquatic Centre

The new $10.2 million Corowa Aquatic Centre will open on 19 April 2021[3]. It is located at 100 Edward St, Corowa NSW, approximately 190km or a 2 hour 7 minute drive from Leeton. The facility is fully accessible and includes an 8 lane 50m outdoor pool, 3 lane 25m indoor heated pool, indoor heated program pool, splash park and café.

The below information was sourced from Council meeting minutes.

Council's Long Term Financial Plan 2020-2030 includes a permanent one year 6% general rate increase (above the 2.0% rate peg) to support ongoing operation of Corowa Aquatic Centre. Based on financial modelling this will result in 47% of the operating expenditure being met by users with the 53% balance met by ratepayers. Without the rate increase to fund operating expenses the net loss in year 1 is forecast at $627,000 increasing to $652,000 in year 10.

Approved fees and charges for the facility are summarised in Table 5.2. The fees were benchmarked against other surrounding facilities in the region. The fees include a family discount that modelling shows will result in a revenue shortfall of $170,000 without increased family patronage (as a result of offering the discount) and income generated from other value added services such as café, learn to swim and exercise programs.

Table 5.2: Corowa Aquatic Centre approved charges

	Casual entry	Weekly pass	Winter pass	Summer pass	Yearly
Adult (18+ years)	$6.50	$45.00	$215.00	$393.00	$500.00
Child (12 months to 17 yrs)	$5.00	$33.00	$165.00	$303.00	$385.00
Infant (under 12 months with paying adult)	$0.00				
Concession (pension or health care card)	$5.00	$33.00	$165.00	$303.00	$385.00
Family (2 adults, 2 children or 1 adult, 3 children)	$18.50	$126.00	$320.00	$590.00	$750.00
Additional child	$3.00	$10.00	$50.00	$80.00	$120.00
Spectator	$3.00				

[3] www.corowafreepress.com.au/news/2021/03/23/3970973/aquatic-centre-opening-date-set

Commercial user group lane hire (lane per hour)	$25.00				

Federation Council engaged consultants to prepare a report on various redevelopment options for the aquatic centre, however the options did not reflect the final option progressed by Council; that being an outdoor 50m pool, 3 lane 25m indoor heated and program pool, splash park and café.

Patronage projections for the various options considered were forecast by the consultants:

- for a combined indoor lap/program pool with outdoor waterplay (52 week season) at 49,345 in year 1 increasing to 54,539 in year 10
- for multiple outdoor pools with waterplay (15 week season) at 12,455 in year 1 increasing to 13,766 in year 10
- for an indoor 25m and separate learn to swim/program pool with outdoor waterplay (52 week season) at 51,055 in year 1 increasing to 56,429 in year 10
- for an outdoor 50m pool and waterplay (15 week season) at 12,303 in year 1 increasing to 13,598 in year 10
- for an outdoor 50m pool with learn to swim/program pool and waterplay (15 week season) at 14,963 in year 1 increasing to 16,538 in year 10.

5.2.3 Cootamundra Pool & Sports Stadium

Cootamundra Pool and Sports Stadium is located at 32 Bourke St, Cootamundra NSW, approximately 191km or a 2 hour 11 minute drive from Leeton. Cootamundra Pool & Sports Stadium is managed for Cootamundra Gundagai Regional Council by Leisure and Recreation Group.

The swimming pool complex consists of an indoor 4 lane 25m heated pool, outdoor 7 lane 50m pool (seasonal), outdoor toddlers pool (seasonal), outdoor splash pad play area (seasonal) and 2m diving board. There is a wheelchair access ramp available within the complex to enable easy access to the 25m indoor pool.

The outdoor pool is open from November to March with only the indoor pool available from March through to November. Table 5.3 provides a summary of admission fees.

Table 5.3: Cootamundra Pool admission fees

	Casual entry	10 Visit pass	Summer pass	Annual
Adult (18+ years)	$3.50	$32.00	$150.00	$250.00
Child/Concession	$2.50	$22.00	$100.00	$200.00
Child 2 and under	Free			
Family			$250.00	$700.00
School group	$2.50			
Spectator	Free			

6 INDUSTRY TRENDS

This chapter assesses existing and future gaps in aquatic market and demand for facilities within the Shire of Leeton and broader region.

6.1 Aquatic Market Assessment

6.1.1 Major Markets

The aquatics market comprises at least six distinct segments, each requiring a specific marketing mix to maximise market share (shown in Table 6.1).

Table 6.1: Aquatic Market Segments

Market	Assessment	Relevance to Leeton
Lap swimming	- Tend to swim early in the morning or after work, supplemented by some who swim during their lunch time. - Require lane space (at least 25 metre pool size), with speed indicators for each lane (i.e. slow, medium, fast). - Tend to swim on a regular basis, and often more than once per week. - Water temperature is preferably between 26^0C and 28^0C. - Most lap swimmers prefer to swim year round.	- The temperature of the outdoor pool will normally be within this range, and so in summer, it would be expected that swimmers would prefer an outdoor 50m pool, limiting use of an indoor lap swimming pool during the five month summer swimming period.
Swim coaching/squads	- Usually children and young people up to about 16 years, supplemented by adult squads mainly masters swim squads and triathlon swim squads. - Main squad training times are early morning (from 5.30am) and early evening (5.30pm – 7.30pm). - Require reserved lane space, for between three and 10 times per week. - Water temperature is preferably between 26^0C and 28^0C. - As with lap swimmers, squads swim year round.	- The outdoor pool does not currently manage any swimming club or swimming squad sessions. External swimming clubs have indicated an interest in using the pool during the winter period to extend the swimming season. There will be lower swimmer numbers however due to competing winter sports which will reduce overall demand from the summer period.
Learn to swim lessons	- Lessons are offered to all ages, from "caregivers and babies" to adult lessons.	- Leeton does not manage a learn to swim program at the outdoor pool, but

Market	Assessment	Relevance to Leeton
	- Most lessons are conducted after school (4pm to 6pm) and on Saturday and Sunday. - Adult lessons tend to be offered later in the evening and "caregiver and babies" classes are usually on weekday morning between 9am and noon. - Most classes are offered once a week, often for a ten week term or block. - Water temperature is preferably between 29^0C and 31^0C. - The number of people in swim lessons declines in winter, although many children participate in lessons year round.	allows external teachers to conduct independent swimming lesson programs. - Swimming lessons are a good way of attracting regular swimmers to a centre which improves the feasibility. - Council would be highly reliant on swimming teachers to continue to conduct lessons in the winter period. - It would be necessary for the pool to be at the higher temperature to make the pool feasible particularly during the winter period when outdoor temperatures are much cooler.
Recreational aquatic play	- All humans play and socially interact. In an aquatic environment, play is often defined by the age of participants (i.e. pre-schoolers, junior primary school age, senior primary school age, young teenagers, young people and adults). - Play equipment is larger and more adventurous the older the participant. - Play experiences are enhanced by either moving water (e.g. water cannons and rapid rivers) or moving the participant (e.g. water slides and climbing structures). - Most recreational play is conducted after school/work time (e.g. weekday evenings and weekends). - It can also involve relaxation (e.g. sunbathing, and "hanging about") and supervising young children. - Water temperature is preferably between 28^0C and 31^0C.	- These implements have been installed, or are soon to be installed in the outdoor facility. There is no space for these recreational play equipment in the indoor pool, and so the pool will need to attract other pool users in order to remain feasible.
Aquatic fitness programs	- Aquatic fitness programs include aqua aerobics (group exercise to music in water), water walking (using a	- Council does not provide these services at Leeton, and so would be dependent on external

Market	Assessment	Relevance to Leeton
	floatation vest), and other similar gentle exercise activities. - These activities tend to attract older adults, particularly women. - Classes are held at times to suit the participants (e.g. older women on weekday mornings). - Water temperature is preferably between 28^{0}C and 31^{0}C.	suppliers attracting and retaining participants.
Therapeutic and rehabilitation programs	- Tend to be supervised by a physiotherapist. - In some instances an individual will perform prescribed exercises for warm water exercise without supervision. - The main requirement is warm water (approximately 34^{0}C) of about 1.5m in depth.	- There is some demand for these services identified, however a standalone warm water therapy pool is too warm for other recreation activities and so has limited alternative use.

6.2 Aquatic Demand

The most recent participation data was produced by the Australian Bureau of Statistics (ABS) in two statistical reports. Participation in Sport and Physical Recreation, Australia, 2011-12 addresses participation at least once in the previous 12 months by people living in NSW, aged over 15 years and Children's Participation in Sport and Leisure Time Activities, 2003 to 2012 addresses national participation at least once outside of school hours, in the previous 12 months by people aged 5 to 14 years.

Note: These studies provide participation data by gender, age and state, whereas the 2013/14 study of Participation in Sport and Physical Recreation only provides participation data by activity for Australia and by gender. Overall participation in swimming and diving for males was 5.0%, females 7.6% and overall was 6.4%.

Tables 6.2 to 6.5 show participation rates identified by the ABS reports in relation to swimming.

Table 6.2: Participation in swimming by age group.

Age (Years)	15–17	18–24	25–34	35–44	45–54	55–64	65 +	Total
Swimming/Diving	8.6%	5.3%	11.5%	10.8%	8.6%	9.0%	5.6%	8.6%

Table 6.3: Annual participation rates

Annual Participation	1–12 times	13–26 times	27–52 times	53–104 times	105+ times
Swimming/Diving	22.7%	16.8%	32.2%	11.5%	15.1%

Table 6.4: Type of participation

Type of Participation	Organised only	Non-organised only	Both organised and non-organised
Swimming/Diving	N/A	85.6%	N/A

Table 6.5: Participation rates by children

Children's Participation	2012
5 – 8 Years	24.5%
9 – 11 Year	18.1%
11 – 14 Years	8.0%

According to this data, the popularity of swimming is for young children, and for non-organised participation. It is also likely that a high proportion of young children participate in swimming lessons.

Estimating demand for aquatic facilities is not an objective exercise, rather it is based on objective data, overlaid with a subjective assessment. The challenge is to avoid being too optimistic and present realistic estimates of demand. The starting point must be existing use of aquatic centres, supplemented by increased use by current swimmers and new swimmers.

In metropolitan areas it has been found that a majority of users of aquatic centres live within 5km of the facility. Whilst no objective data on catchment is available it is expected that in the order of 95% of visits to Leeton Regional Aquatic Centre would be from residents of the Shire of Leeton.

We have maintained this assumption in our aquatic demand projections. Thus, using the swimming participation rates and the age profile of the Shire of Leeton and estimate the total number of swims per annum can be made, including 5% of attendances from other areas:

Minimum: 37,789
Maximum: 61,637

This estimate includes swimming at all places outside including the home, rivers, lakes and dams and all categories of aquatic facilities (eg, indoor and outdoor swimming pools). It is not known what proportion of swimming is undertaken a venues other than traditional swimming pools.

The 2013 CERM PI Operational Management Benchmarks for Australian Public Sport, Leisure & Aquatic Centres found that the average number of visits per annum by people living within a 5km catchment was 2.5 visits. This finding was based on a survey of 105 outdoor pools throughout Australia. Based on the population of the Shire of Leeton of 11,445, the projected annual attendance would be approximately 28,612 visits per year.

Current attendances at pools in Leeton fluctuate, and are approaching annual visitation of around 20,000. With construction of a new heated indoor aquatic facility, this data suggests the number of annual swim attendances could increase to at least 35,000. The reality is that a new indoor heated pool would have a major impact on swim attendances at both outdoor pools in Leeton and Whitton, with both indoor and outdoor pools competing with each other for attendances particularly in the summer swimming season.

7 FINANCIAL ASSUMPTIONS

This chapter outlines income and expenditure assumptions used to prepare a projected budget, and the impact of a range of scenarios on the budget. The Shire of Leeton have requested SGL Group conduct a range of scenarios to test feasibility. These scenarios are as follows:

Scenario one
4 lane x 25m indoor swimming pool (with lifeguards). This includes:

- 25m 4 lane heated pool (approximately 8m wide)
- Water temperature 30 degrees
- 52 week operation
- $10/visit
- Lifeguard costs
- Patronage per annum based on population
- Operating costs
- Heating options.

Scenario Two
4 lane x 25m indoor swimming pool (without lifeguards). This includes:

- 25m 4 lane heated pool (approximately 8m wide)
- Water temperature 30 degrees
- 52 week operation
- $10/visit
- No lifeguard costs
- Patronage per annum based on population
- Operating costs
- Heating options.

Scenario Three
Warm water program pool (without lifeguards). This includes:

- Recommendations on size
- Water temperature 34 degrees
- 52 week operation
- $10/visit
- No lifeguard costs
- Patronage per annum based on population
- Operating costs
- Heating options.

Scenario Four
4 lane x 25m indoor swimming pool and warm water program pool (without lifeguards). This includes:

- Recommendations on size
- Water temperature 34 degrees
- 52 week operation
- $10/visit
- No lifeguard costs

- Patronage per annum based on population
- Operating costs
- Heating options.

Scenario Five
4 lane x 25m indoor swimming pool and warm water program pool (with lifeguards). This includes:

- Recommendations on size
- Water temperature 34 degrees
- 52 week operation
- $10/visit
- Lifeguard costs
- Patronage per annum based on population
- Operating costs
- Heating options.

7.1 Assumptions Scenario One – 4 lane x 25m swimming pool with lifeguards

7.1.1 Income

Aquatic Centre	
Base level aquatic attendances	35,000
No discounts for multiuse tickets	
Entry prices:	
Adults	$10.00
Child	$10.00
Concession	$10.00
School students	$10.00
School swimming attendances	0
Kiosk	
Kiosk sales 12% of total revenue	
Profit margin on kiosk 30%	

7.1.2 Expenditure

Item	Assumption
Manager	Manager role incorporated in existing manager
Lifeguards, swim instructors and reception staff (casual rate)	$25.00 per hour
Aquatic centre opening hours	
Monday to Friday (indoor pool)	6am to 8pm
Weekends and public holidays.	9am to 6pm
Workcover	3%
Payroll tax	6%
Superannuation	9.5%
Leave provisions	5%
Operating costs including maintenance, cleaning, pool chemicals, security. Utilities, telecommunications, insurance, advertising, legal and accounting, general administration, staff uniforms and bank charges	Based on industry estimates for similar facilities

Depreciation	No allowance provided

7.2 Assumptions Scenario Two- 4 lane x 25m swimming pool with no lifeguards

7.2.1 Income

Aquatic Centre	
Base level aquatic attendances	35,000
No discounts for multiuse tickets	
Entry prices:	
Adults	$10.00
Child	$10.00
Concession	$10.00
School students	$10.00
School swimming attendances	0
Kiosk	
Kiosk sales 12% of total revenue	
Profit margin on kiosk 30%	

7.2.2 Expenditure

Item	Assumption
Manager	Manager role incorporated in existing manager
Lifeguards, swim instructors and reception staff (casual rate)	No Lifeguards
Aquatic centre opening hours	
Monday to Friday (indoor pool)	6am to 8pm
Weekends and public holidays.	9am to 6pm
Workcover	3%
Payroll tax	6%
Superannuation	9.5%
Leave provisions	5%
Operating costs including maintenance, cleaning, pool chemicals, security. Utilities, telecommunications, insurance, advertising, legal and accounting, general administration, staff uniforms and bank charges	Based on industry estimates for similar facilities
Depreciation	No allowance provided

7.3 Assumptions Scenario Three- Warm water program pool with no lifeguards

7.3.1 Income

Aquatic Centre	
Base level aquatic attendances	35,000
No discounts for multiuse tickets	
Entry prices:	
Adults	$10.00

Child	$10.00
Concession	$10.00
School students	$10.00
School swimming attendances	0
Kiosk	
Kiosk sales 12% of total revenue	
Profit margin on kiosk 30%	

7.3.2 Expenditure

Item	Assumption
Manager	Manager role incorporated in existing manager
Lifeguards, swim instructors and reception staff (casual rate)	No Lifeguards
Aquatic centre opening hours	
Monday to Friday (indoor pool)	6am to 8pm
Weekends and public holidays.	9am to 6pm
Workcover	3%
Payroll tax	6%
Superannuation	9.5%
Leave provisions	5%
Operating costs including maintenance, cleaning, pool chemicals, security. Utilities, telecommunications, insurance, advertising, legal and accounting, general administration, staff uniforms and bank charges	Based on industry estimates for similar facilities
Depreciation	No allowance provided

7.4 Assumptions Scenario Four- Warm water program pool + 4 lane x 25m swimming pool with no lifeguards

7.4.1 Income

Aquatic Centre	
Base level aquatic attendances	35,000
No discounts for multiuse tickets	
Entry prices:	
Adults	$10.00
Child	$10.00
Concession	$10.00
School students	$10.00
School swimming attendances	0
Kiosk	
Kiosk sales 12% of total revenue	
Profit margin on kiosk 30%	

7.4.2 Expenditure

Item	Assumption
Manager	Manager role incorporated in existing manager
Lifeguards, swim instructors and reception staff (casual rate)	No Lifeguards
Aquatic centre opening hours	
Monday to Friday (indoor pool)	6am to 8pm
Weekends and public holidays.	9am to 6pm
Workcover	3%
Payroll tax	6%
Superannuation	9.5%
Leave provisions	5%
Operating costs including maintenance, cleaning, pool chemicals, security. Utilities, telecommunications, insurance, advertising, legal and accounting, general administration, staff uniforms and bank charges	Based on industry estimates for similar facilities
Depreciation	No allowance provided

7.5 Assumptions Scenario Five- Warm water program pool + 4 lane x 25m swimming pool with lifeguards

7.5.1 Income

Aquatic Centre	
Base level aquatic attendances	35,000
No discounts for multiuse tickets	
Entry prices:	
Adults	$10.00
Child	$10.00
Concession	$10.00
School students	$10.00
School swimming attendances	0
Kiosk	
Kiosk sales 12% of total revenue	
Profit margin on kiosk 30%	

7.5.2 Expenditure

Item	Assumption
Manager	Manager role incorporated in existing manager
Lifeguards, swim instructors and reception staff (casual rate)	$25.00 per hour
Aquatic centre opening hours	
Monday to Friday (indoor pool)	6am to 8pm
Weekends and public holidays.	9am to 6pm
Workcover	3%
Payroll tax	6%

Superannuation	9.5%
Leave provisions	5%
Operating costs including maintenance, cleaning, pool chemicals, security. Utilities, telecommunications, insurance, advertising, legal and accounting, general administration, staff uniforms and bank charges	Based on industry estimates for similar facilities
Depreciation	No allowance provided

8 OPERATIONAL COST MODEL

8.1 Projected Budget

Based on the income and expenditure assumptions presented in Chapter 7, a projected financial profit and loss statement has been prepared for each scenario and is shown in Table 8.1. For each scenario the results show:

- Scenario One – an annual operating loss of $292,929.
- Scenario Two – an annual operating loss of $97,058.
- Scenario Three – an annual operating loss of $97,058.
- Scenario Four – an annual operating loss of $192,058.
- Scenario Five – an annual operating loss of $387.929.

Table 8.1: Project financial profit and loss statement

	Scenarios				
INCOME	One	Two	Three	Four	Five
Swimming pool					
Adult swim	$94,618	$94,618	$94,618	$94,618	$94,618
Child swim	$36,818	$36,818	$36,818	$36,818	$36,818
Concession swim	$4,928	$4,928	$4,928	$4,928	$4,928
Sub Total	**$136,364**	**$136,364**	**$136,364**	**$136,364**	**$136,364**
Kiosk net profit	$5,579	$5,579	$5,579	$5,579	$5,579
TOTAL	**$141,942**	**$141,942**	**$141,942**	**$141,942**	**$141,942**
EXPENDITURE					
Staff					
Manager	$0	$0	$0	$0	$0
Reception	$0	$0	$0	$0	$0
Lifeguards - total	$158,600	$0	$0	$0	$158,600
Sub Total	**$158,600**	**$0**	**$0**	**$0**	**$158,600**
Staff Overheads					
Staff uniforms	$0	$0	$0	$0	$0
Leave provisions	$7,930	$0	$0	$0	$7,930
Workcover	$4,758	$0	$0	$0	$4,758
Payroll tax	$9,516	$0	$0	$0	$9,516
Superannuation	$15,067	$0	$0	$0	$15,067
Sub Total	**$37,271**	**$0**	**$0**	**$0**	**$37,271**
Maintenance					
Maintenance	$25,000	$25,000	$25,000	$40,000	$40,000
Cleaning	$30,000	$30,000	$30,000	$40,000	$40,000
Pool chemicals	$30,000	$30,000	$30,000	$50,000	$50,000
Security	$5,000	$5,000	$5,000	$5,000	$5,000
Utilities	$75,000	$75,000	$75,000	$125,000	$125,000
Sub Total	**$165,000**	**$165,000**	**$165,000**	**$260,000**	**$260,000**
Administration					
Telecommunications	$2,000	$2,000	$2,000	$2,000	$2,000
Insurance	$10,000	$10,000	$10,000	$10,000	$10,000
Advertising	$5,000	$5,000	$5,000	$5,000	$5,000

Legal and accounting	$5,000	$5,000	$5,000	$5,000	$5,000
General administration	$10,000	$10,000	$10,000	$10,000	$10,000
Bank charges	$2,000	$2,000	$2,000	$2,000	$2,000
Payroll and accounts	$10,000	$10,000	$10,000	$10,000	$10,000
Management supervision	$15,000	$15,000	$15,000	$15,000	$15,000
Miscellaneous	$15,000	$15,000	$15,000	$15,000	$15,000
Depreciation	$0	$0	$0	$0	$0
Sub Total	**$74,000**	**$74,000**	**$74,000**	**$74,000**	**$74,000**
TOTAL	**$434,871**	**$239,000**	**$239,000**	**$334,000**	**$529,871**
Operating Loss	**-$292,929**	**-$97,058**	**-$97,058**	**-$192,058**	**-$387,929**

8.2 Scenario Analysis

To test how robust the financial projections are, a series of scenario analysis have been prepared. The analysis is based on increasing or decreasing by up to 100% of aquatic attendances.

The scenario analysis has incorporated the $10 per visit fee for the indoor pool whereas the current visit fee for the outdoor pool is $4 (It is noted the fee for the Corowa facility is $6.50 for adults and $5.00 for concession/children). This price differential is significant, and likely to impact the attractiveness of swimmers using the indoor pool while the outdoor pool is open. As a consequence it is likely that the visitation growth from developing a new indoor swimming pool will be significantly difficult to achieve at any level greater than 125% of the base level of attendances.

8.2.1 Scenario One

The base scenario as detailed in Section 7.1 of 35,000 aquatic attendances (where it is forecast 20,000 attendances in the outdoor pool and a further 15,000 in the indoor pool) and an operating loss of $292,929 refers to the 100% column in Table 8.2.

The key point to note is that an increase in aquatic attendances by 200% to 30,000 indoor pool attendances results in an operating loss of $150,987. Conversely, aquatic attendances of 25% of the base level will result in an annual operating loss of $399,385. In order for a new indoor pool to be achieving an operating profit, it would need to have a 310% increase in attendances with annual indoor pool attendances of 46,500.

Table 8.2: Analysis – Scenario One

Percentage of aquatic attentances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$399,385	-$363,900	-$328,414	-$292,929	-$257,443	-$221,958	-$186,472	-$150,987

In order to achieve the higher attendance figures that would achieve a positive return on investment, this would require a subcontracting of a learn to swim operator to act as an attractor to the centre without adding any new operating costs for staff and insurance.

8.2.2 Scenario Two

The base scenario as detailed in Section 7.2 of 35,000 aquatic attendances (where it is forecast 20,000 attendances in the outdoor pool and a further 15,000 in the indoor pool) and an operating loss of $97,058 refers to the 100% column in Table 8.3.

The key point to note is that an increase in aquatic attendances by 175% to 26,250 indoor pool attendances results in an operating surplus of $9,399. Conversely, aquatic attendances of 25% of the base level will result in an annual operating loss of $203,514.

Table 8.3: Analysis – Scenario Two

Percentage of aquatic attentances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

In order to achieve the higher attendance figures that would achieve a positive return on investment, this would require a subcontracting of a learn to swim operator to act as an attractor to the centre without adding any new operating costs for staff and insurance.

This scenario has not provided any cost items for increased staff costs, including lifeguard or reception staff. This scenario would not meet the industry guidelines for safe pool operations established by The Royal Life Saving Society of Australia and the NSW Office of Local Government's Practice Note No.15 which recommends supervision of patrons at all times for aquatic centres. This model of operation would likely have an impact on insurance premiums for Council (which would be hard to quantify at this point, unless you were to raise directly with your insurer). There would also be substantially higher risk of drowning, and a reduced ability to confirm exact numbers of swimmers (including whether they were paying members) using the indoor pool.

8.2.3 Scenario Three

The base scenario as detailed in Section 7.3 of 35,000 aquatic attendances (where it is forecast 20,000 attendances in the outdoor pool and a further 15,000 in the indoor pool) and an operating loss of $97,058 refers to the 100% column in Table 8.4.

The key point to note is that an increase in aquatic attendances by 175% to 26,250 indoor pool attendances results in an operating surplus of $9,399. Conversely, aquatic attendances of 25% of the base level will result in an annual operating loss of $203,514.

Table 8.4: Analysis – Scenario Three

Percentage of aquatic attentances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

Consultation with the community stakeholders has identified an interest in a warm water therapy pool. There are some limitations with a pool of this kind, as the temperature would necessarily be at a higher level, around 34 degrees. At this temperature the pool would not be able to be used for any other swimmers, or recreational users as it would be too warm. A warm water pool would not

need to be as large as a four lane 25m lap pool, however the reduced water volume would require increased energy costs to maintain heating. As such the cost of utilities to maintain a smaller warm water pool will be commensurate with an indoor 25m lap pool.

Most therapy pool users are in over 50 years of age and with the ABS most recent population estimates for 2019, that would leave a resident population of the Shire of Leeton over the age of 50 at 4,262 adults. In order to achieve a positive operating result each adult over 50 would need to use the therapy pool 6 times a year. This would be very unlikely based on our most recent understanding of the percentage of population in NSW who use swimming pools each year within these age categories. When the percentages are overlayed with the population of Leeton there are 314 people in the shire of Leeton who would be expected to use a swimming pool throughout the year. Each of these swimmers would need to use the pool 3 times in every two weeks for the pool to achieve a positive operating result.

This scenario has not provided any cost items for increased staff costs, including lifeguard or reception staff. This scenario would not meet the industry guidelines for safe pool operations established by The Royal Life Saving Society of Australia. This model of operation would likely have an impact on insurance premiums for Council (which would be hard to quantify at this point, unless you were to raise directly with your insurer).

8.2.4 Scenario Four

The base scenario as detailed in Section 7.4 of 35,000 aquatic attendances (where it is forecast 20,000 attendances in the outdoor pool and a further 15,000 in the indoor pool) and an operating loss of $192,058 refers to the 100% column in Table 8.5.

The key point to note is that an increase in aquatic attendances by 200% to 30,000 indoor pool attendances results in an operating loss of $50,116. Conversely, aquatic attendances of 25% of the base level will result in an annual operating loss of $298,514. In order for a new indoor pool to be achieving an operating profit, it would need to have a 240% increase in attendances with annual indoor pool attendances of 36,000.

Table 8.5: Analysis – Scenario Four

Percentage of aquatic attentances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$298,514	-$263,029	-$227,543	-$192,058	-$156,572	-$121,087	-$85,601	-$50,116

In order to achieve the higher attendance figures that would achieve a positive return on investment, this would require a subcontracting of a learn to swim operator to act as an attractor to the centre without adding any new operating costs for staff and insurance.

This scenario has not provided any cost items for increased staff costs, including lifeguard or reception staff. This scenario would not meet the industry guidelines for safe pool operations established by The Royal Life Saving Society of Australia and the NSW Office of Local Government's Practice Note No.15 which recommends supervision of patrons at all times for aquatic centres. This model of operation would likely have an impact on insurance premiums for Council (which would be hard to quantify at this point, unless you were to raise directly with your insurer). There would also be substantially higher risk of drowning, and a reduced ability to confirm exact numbers of swimmers (including whether they were paying members) using the indoor pool.

Consultation with the community stakeholders has also identified an interest in a warm water therapy pool. There are some limitations with a pool of this kind, as the temperature would necessarily be at a higher level, around 34 degrees. At this temperature the pool would not be able to be used for any other swimmers, or recreational users as it would be too warm. A warm water pool would not need to be as large as a four lane 25m lap pool, however the reduced water volume would require increased energy costs to maintain heating. As such the cost of utilities to maintain a smaller warm water pool will be commensurate with an indoor 25m lap pool.

Most therapy pool users are in over 50 years of age and with the ABS most recent population estimates for 2019, that would leave a resident population of the Shire of Leeton over the age of 50 at 4,262 adults. In order to achieve a positive operating result each adult over 50 would need to use the therapy pool 6 times a year. This would be very unlikely based on our most recent understanding of the percentage of population in NSW who use swimming pools each year within these age categories. When the percentages are overlayed with the population of Leeton we have 314 people in the shire of Leeton who would be expected to use a swimming pool throughout the year. Each of these swimmers would need to use the pool 3 times in every two weeks for the pool to achieve a positive operating result.

8.2.5 Scenario Five

The base scenario as detailed in Section 7.5 of 35,000 aquatic attendances (where it is forecast 20,000 attendances in the outdoor pool and a further 15,000 in the indoor pool) and an operating loss of $387,929 refers to the 100% column in Table 8.6.

The key point to note is that an increase in aquatic attendances by 200% to 30,000 indoor pool attendances results in an operating loss of $245,987. Conversely, aquatic attendances of 25% of the base level will result in an annual operating loss of $494,385. In order for a new indoor pool to be achieving an operating profit, it would need to have a 375% increase in attendances with annual indoor pool attendances of 56,250.

Table 8.6: Analysis – Scenario Five

Percentage of aquatic attentances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$494,385	-$458,900	-$423,414	-$387,929	-$352,443	-$316,958	-$281,472	-$245,987

In order to achieve the higher attendance figures that would achieve a positive return on investment, this would require a subcontracting of a learn to swim operator to act as an attractor to the centre without adding any new operating costs for staff and insurance.

Consultation with the community stakeholders has also identified an interest in a warm water therapy pool. There are some limitations with a pool of this kind, as the temperature would necessarily be at a higher level, around 34 degrees. At this temperature the pool would not be able to be used for any other swimmers, or recreational users as it would be too warm. A warm water pool would not need to be as large as a four lane 25m lap pool, however the reduced water volume would require increased energy costs to maintain heating. As such the cost of utilities to maintain a smaller warm water pool will be commensurate with an indoor 25m lap pool.

Most therapy pool users are in over 50 years of age and with the ABS most recent population estimates for 2019, that would leave a resident population of the Shire of Leeton over the age of 50 at 4,262 adults. In order to achieve a positive operating result each adult over 50 would need to use the therapy pool 6 times a year. This would be very unlikely based on our most recent understanding of the percentage of population in NSW who use swimming pools each year within these age categories. When the percentages are overlayed with the population of Leeton we have 314 people in the shire of Leeton who would be expected to use a swimming pool throughout the year. Each of these swimmers would need to use the pool 3 times in every two weeks for the pool to achieve a positive operating result.

9 RECOMMENDATIONS

This feasibility study has been prepared to assess the demand for development of an indoor heated swimming facility to meet future community, program and aquatic needs for Leeton Shire Council.

SGL has undertaken a financial feasibility assessment of developing an indoor 25m pool with four lanes, and/or a warm water program or therapy pool. A scenario analysis of five models of operation have been undertaken to determine which model might demonstrate the best operating model for the Shire of Leeton. These five models are:

- **Scenario One** - 4 lane x 25m indoor swimming pool with lifeguards
- **Scenario Two** - 4 lane x 25m indoor swimming pool with no lifeguards
- **Scenario Three** - Warm water program pool with no lifeguards
- **Scenario Four** - 4 lane x 25m indoor swimming pool and warm water program pool with no lifeguards
- **Scenario Five** - 4 lane x 25m indoor swimming pool and warm water program pool with lifeguards

Each of the scenarios assessed above as part of this feasibility study demonstrate an operating loss within the expected patronage levels for an indoor swimming pool in regional NSW. Lower operating losses were identified across the three scenarios which have no lifeguards or other staffing costs associated with a new indoor swimming pool.

These scenarios would not meet the industry guidelines for safe pool operations established by The Royal Life Saving Society of Australia and the NSW Office of Local Government's Practice Note No.15 which recommends supervision of patrons at all times for aquatic centres. This model of operation would likely have an impact on insurance premiums for Council (which is difficult to quantify at this point, unless you were to raise directly with your insurer). There would also be substantially higher risk of drowning, and a reduced ability to confirm exact numbers of paying swimmers using the indoor pool.

SGL Group acknowledge there are changing energy options for heating swimming pools in Australia. This is likely to change over the coming years. There are generally only three energy models available to a 12 month a year indoor pool; electricity, gas, or solar with battery. We believe the best method of achieving higher temperatures required of an indoor pool would be to use gas heating. This would be combined with electric air and lighting for the facility. It should also be noted that Scenario Four and Five which have two pools, will require increased energy costs to heat the pools, heat the air and provide lighting in an enlarged building.

It is forecast, based upon normal participation trends in regional NSW that the expected usage of the indoor pool will be offset with usage and participation in the outdoor pool. During summer months, it is more likely for swimmers to utilise the outdoor pool, and there is unlikely to be any increased attendance at the pool complex during the normal outdoor pool operating times. This therefore relies on substantial increase in utilisation of the indoor pool during the winter and shoulder periods of operations.

The scenarios have also factored a $10 entry charge for the indoor pool. This charge is high when contrasted with the outdoor pool fee of $4. A $10 entry fee is higher than would be expected in other regional indoor swimming pools (the proposed entry fee at Corowa is $6.50 for adults and $5.00 for children/concession), and is likely to depress the potential patronage increase during summer. However, it should be noted that reducing the entry fee will result in a further deterioration of the operating result.

On an assessment of the demographics, and current usage at the Leeton Regional Aquatic Centre outdoor pool, the operating results under the five scenarios (with sensitivities from 25% to 200% of forecast patronage levels) are:

Scenario One - 4 lane x 25m indoor swimming pool with lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$399,385	-$363,900	-$328,414	-$292,929	-$257,443	-$221,958	-$186,472	-$150,987

Scenario Two - 4 lane x 25m indoor swimming pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

Scenario Three - Warm water program pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$203,514	-$168,029	-$132,543	-$97,058	-$61,572	-$26,087	$9,399	$44,884

Scenario Four - 4 lane x 25m indoor swimming pool and warm water program pool with no lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$298,514	-$263,029	-$227,543	-$192,058	-$156,572	-$121,087	-$85,601	-$50,116

Scenario Five - 4 lane x 25m indoor swimming pool and warm water program pool with lifeguards

Percentage of aquatic attendances	25%	50%	75%	100%	125%	150%	175%	200%
Operating profit/loss	-$494,385	-$458,900	-$423,414	-$387,929	-$352,443	-$316,958	-$281,472	-$245,987

SGL has assessed the NSW participation rates for swimming, and in order to achieve a positive operating result in the best resulting scenarios – Scenario Two and Three, it would require a 175%

attendance rise above the base rate, which would reflect more than 122% attendance of the minimum visitation rates in NSW for the swimming industry. This would require annual average daily attendances of 127 visits per day to the pool complex (indoor and outdoor).