



KUNUNURRA AQUATIC & LEISURE CENTRE REDEVELOPMENT

BUSINESS CASE



Prepared for the
Shire of Wyndham East Kimberley
by NAJA Business Consulting Services

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NAJA Business Consulting Services (NAJA) has developed this Business Case for the redevelopment of the Kununurra Aquatic and Leisure Centre on behalf of the Shire of Wyndham East Kimberley.

NAJA would like to acknowledge and thank the Shire of Wyndham East Kimberley staff, the local sporting and recreational groups, stakeholders, politicians, government departmental staff, state sporting bodies and residents and community members who provided valuable input into this project.



DISCLAIMER

This business case has been developed on behalf of the Shire of Wyndham East Kimberley (the Shire) by NAJA Business Consulting Services, in partnership with Mann Advisory, Core Business Australia and Redit Research. Recommendations provided in this report are based on the financial and operational information provided by the Shire, along with research into industry best practice and case studies of operations at similar organisations.

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EXECUTIVE SUMMARY

Background:

The Shire of Wyndham East Kimberley (SWEK) has been investigating a redevelopment of the 37 year old Kununurra Aquatic and Leisure Centre for the last ten years. The existing facilities have now reached the end of their useful life and the Shire, recognising the urgency for the community, engaged the services of NAJA Business Consulting Services to undertake the development of this business case (inclusive of a needs analysis), cost benefit analysis, funding strategy and whole of life analysis in order to justify and seek funding for a well-developed concept plan.

Project Description:

This project is a partnership between local Community users of the current leisure centre facilities, potential future tenants and the SWEK Local Government, which will see a \$22,326,541 (exc GST) staged redevelopment of the existing site that includes:

- Aquatic Centre upgrade and refurbishment, including:
 - replacement of 25m pool with an 8 lane 50m pool including DDA compliant ramp and entry stairs,
 - program and leisure pool including walk lanes, learn to swim, turbo channel and zero beach entry,
 - tots pool
 - zero depth water splash pad
- renovated toilets and changerooms to include wet and dry male, female and family/universal access
- reconfigured entry and reception/kiosk
- consolidated user group storage
- redevelopment of the existing council administration area for possible commercial interests (e.g. café)

This project will be delivering critical community infrastructure that will increase sporting participation and physical activity (female involvement), build social capital and expand regional capacity.





Assessment of Options: (See Section 5 of this report)

Option 1: Do Nothing - Repair Pool When Required, Splash Pad Construction to Minimal Budget

Impact/Considerations:

Due to ongoing structural problems compounded by water table issues, the current 25m pool is in danger of being unrepairable, resulting in the possibility of no main pool for the community for a considerable period of time. **NOT SUITABLE**

POSITIVES	NEGATIVES
No immediate cost to be incurred by the Shire.	Pool failure may occur prior to sufficient funds being raised to fix it.
Maintains community activity in the Civic precinct.	Problems with underground/undermining water will continue.
New splashpad installed with State Government funding allocated with free public access.	Lower level 25m pool will continue to flood in the wet season and will still have no visibility from the Leisure Centre
	All-ability accessibility issues and carparking issues remain.
	Facility is at end of life
	The previous pool repair cost (in excess of \$200,000) has not resolved the issue - ongoing leakage and cracking of the pool wall.
	Costs to maintain aging facility will continue to increase making the facility financially unsustainable and subject to permanent closure.
	Swim Club will still travel to Katherine's 50m pool for competitions
	Lost opportunity to capitalise on quality splash pad potential
	Public outcry / poor public perception and reaction from the community
	Poor public health, water safety and well-being outcomes
	Does not plan for the inevitable replacement of the pool

Option 2: Stage 1 of Concept Design: Aquatic Centre Upgrade Plus Development of Kununurra Civic Centre for Commercial Purposes

Description: Staged redevelopment of existing site. Aquatic Centre upgrade and refurbishment, including replacement of 25m pool with a 8 lane 50m pool and construction of the leisure and tot pools and zero depth water splash pad (Stages 1 & 2 in the concept design plan costed at \$17.8m) and refurbishment of the existing hall to allow for a commercial lease operation e.g. WA PCYC facilities, creche and café (Stage 4 in concept plan excluding gym extension and playground upgrade). Estimated capital cost for Option 2 is approximately \$20 million excluding GST. **SUITABLE BUT NOT PREFERRED**

POSITIVES	NEGATIVES
New splashpad installed with State Government funding allocated with free public access.	Does not enable adequate level of expansion of the leisure facilities in the longer term.
Maintains community activity in the Civic precinct.	Car parking and constrained site access and egress issues remain, although there is an option to add parking at rear.
No land acquisition costs.	Time required to redevelop the aquatic facilities will result in these facilities being unavailable for up to 2 years
Existing design concept provides an engineering solution for ground stability that is not cost prohibitive	Public outcry / poor public perception and reaction from the community and members of the leisure centre for the Shire of Wyndham East Kimberley.
Retains single operational site.	The site could be used for alternative uses including commercial, civic or other community activities.
Provides a revenue source, through lease income for the redeveloped hall for commercial purposes.	Does not plan for the inevitable redevelopment of the leisure centre
	Costs to maintain aging leisure centre facility will continue to increase making the facility financially unsustainable and subject to permanent closure.





Option 3: Full Redevelopment Including Stages 1-4 of Concept Plan

Description: Staged redevelopment of existing site. Aquatic Centre upgrade and refurbishment, including replacement of 25m pool with an 8 lane 50m pool and construction of the leisure and tot pools and zero depth water splash pad, refurbishment of the existing hall, leisure centre and gymnasium and other amenities in existing location as per the four stages outlined in this business case and the design concept by Donovan and Payne Architects. Estimated capital cost of \$22,326,541 excluding GST.

PREFERRED OPTION

POSITIVES	NEGATIVES
New splashpad installed with State Government funding allocated with free public access.	Does not enable adequate level of expansion of the leisure facilities in the longer term due to restrictions on the site.
Maintains community activity in the Civic precinct.	Car parking and constrained site access and egress issues remain.
No land acquisition costs.	Time required to redevelop the aquatic facilities will result in these facilities being unavailable for up to 2 years
Existing design concept provides an engineering solution for ground stability that is not cost prohibitive	The site could be used for alternative uses including commercial, civic or other community activities.
Retains single operational site.	

Option 4: Development of New Aquatic Centre and Leisure Centre at a new site

Description: Develop an aquatic and leisure facility within the East Lily Creek urban expansion area. Estimated capital cost of \$58 million based on previous reports and excludes the costs of land acquisition. **NOT SUITABLE**

POSITIVES	NEGATIVES
There is adequate land for all recreational facilities in the East Lily Creek area as well as land for residential and other land uses.	Land acquisition (or opportunity) costs.
Greenfield site enables enhanced planning and design outcomes, enabling the facility to be designed efficiently and within the context of the surrounding area,	Potential cost impacts associated with pool and indoor court construction due to need for ground improvements due to unknown ground conditions.
The location is topographically higher than the civic precinct area, and less likely to be influenced by groundwater.	Reduces available and suitable residential land for town growth and expansion to the south-east.
No displacement of existing sporting users.	Reduction of existing community activity in the town centre.
No break in the provision of aquatic services	Split management cost (operational) during staged delivery
Releases existing aquatic and leisure facility site for new uses and urban regeneration of the town centre.	Site investigations required for a relatively large area to identify the most appropriate site within East Lily Creek.
Will provide a catalyst for additional community focus nearer to future population centres.	Relocation of site could result in adverse effects including light and noise near new residential area.
Could complement a future school at East Lily Creek	Cost of all new facilities exceeding \$50m
Social connector for the East Lily Creek area within the expanding population areas instead of a housing dominated area.	Reputational risk with some members of the community due to relocation of existing users

Identification of Need: (Section 6)

An in-depth literature review was undertaken to understand the history of the site, expenditure on the assets, community use and needs. Extensive stakeholder engagement and consultations, including a community workshop were undertaken to understand all the related issues and considerations (Section 9 and Appendix B) . These issues were considered and addressed accordingly. Site visits and Shire documentation also confirmed the need for this project.





Consultation throughout the project uncovered widespread community support for a 50m pool. The Kimberley region is the only region in the State that does not have access to a 50m Olympic size pool, resulting in competitors being forced to travel to Katherine to realise any competition aspirations. The current 25m pool also does not have enough capacity for prospective Swim Club competitors, whereas a 50m pool could be divided to allow differing training regimes and options for swimming lessons.

Research shows that this project aligns with key strategic plans across all layers of Government: from local Shire plans (Community Strategic Plan, Local Planning Strategy, Tourism Plan and EK@25k); to Regional Plans (Investment Blueprint, Planning and Infrastructure, Club Development Plan); and State and Federal plans (State Planning Strategy, Regional Development Strategy, Royalties for Regions, Strategic Directions). Full details are in Section 7 of this report.

Case studies were also undertaken (See Section 10 for the “takeouts” and Appendix C for full reports). The inclusion of Paraburdoo as a Community Hub, Mount Gambia as an example of Council learnings in the process of preparing for a large infrastructure investment and Broome for its operational takeouts after a project has been completed have been used to inform this business case.

Socio-economic benefits: (see Section 11)

The redevelopment project will have many benefits for the community, including:

- Reduced health care costs
- Enhanced community identity
- Increased community integration
- Deterrent effect on delinquent behaviour
- Improved social fabric and community development opportunities
- Increased volunteer participation
- Direct and indirect employment opportunities
- Economic activity through construction and productive engagement by youth
- Economic activity through revenue generated by anchor tenants and participation in recreation activities that are user pay (selected programs)
- Economic activity generated by capital developments

Cost Benefit Analysis (Section 13 and Attachment 5)

A standard cost-benefit framework was used to develop a 10-year discounted cash flow analysis of the benefits and costs identified in the preceding sections. Assuming a discount rate of 6%, the project is expected to yield a Net Present Value Benefit of \$121.29 million over 10 years. The Benefit Cost Ratio is 3.98 to 1. This is a very conservative figure, and, on the basis of these returns, the Shire of Wyndham East Kimberley would be justified in proceeding with this investment given the benefits it will bring to its local community.





Risk Analysis, Operational Budget and Whole of Life Model (Sections 13-15)

Key assumptions and considerations around growth in income and expenditure have been applied, namely:

- Operating costs for the new facilities are estimated to be on par with the existing facilities e.g. estimated to start at \$1,442,852 per annum in 2020/21 indexed at CPI of 1.5% per annum. However, these may be higher than predicted given the increased scale of facilities.
- Maintenance Demand for the new facilities is expected to be on average over the life of the facility \$557,676 per annum.
- As part of the Whole of Life Sustainability of the facility, an Asset Renewal Fund would be set up to enable the replacement of the facility at the end of its useful life. This is expected to start at \$1,600 in year 1 due to it being a new facility, increasing to \$621,500 in Year 10, which represents cash backed depreciation to a building and infrastructure asset renewal reserve fund (Refer to Whole of Life Asset Sustainability Section of the Business Case).
- An overall increase in Aquatic Centre revenue of 1.5 times
- New revenue as a result of the new splash and dash pool.
- Future gym membership numbers increase due to increasing size of facility.
- Leisure Centre revenue increases of 2 times due to overall increasing size.
- Risks have been identified and control measures put in place

Funding: (See Section17)

In applying for funding, the Shire is aware of its obligation to provide funds towards the project either in the form of a Shire contribution or self-supporting loan (Amount to be confirmed). They currently have \$590,000 confirmed from CSRFF towards the splash pad and will be seeking major project grants at State and Federal levels.

Source of Funds exc GST	QS including 30% District Loading \$	QS including 60% District Loading \$	Funding confirmed	Funding Details
State Government	\$590,000	\$590,000	Yes	CSRFF funding towards the splash pad
Federal Government	\$17,873,085	\$21,736,541	No	Potential BBRF Grant and Sport Australia – Community Sport Infrastructure Grant
State Government			No	Potential Royalties for Regions, Lotterywest or further CSRFF
SWEK			No	Shire Contribution or Self-Supporting Loan
Total Funds Available if completely secured				
Total Quoted Cost to build	\$18,463,085	\$22,326,541		
Surplus/(Shortfall)	-	-		





Timeframe:

Pending funding, the Shire anticipates that that redevelopment of the Kununurra Leisure and Aquatic Centre will be a two-year process. The concept plans have been out for public comment and have been well received; final designs, tenders and commencement of the project could take place within 6 months. An implementation strategy has been included in this business case, outlining project governance, management, communication and engagement plan and a procurement strategy.

Summary:

The Kununurra Leisure and Aquatic Centre redevelopment is a much-needed project for the Shire and the wider Kimberley area. The socio-economic benefits are widespread and the consequences of the alternative (not having a pool) would be extremely detrimental to the community at large, and the youth in particular.

DRAFT





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1. BACKGROUND

The redevelopment of the Kununurra Aquatic and Leisure Centre is a project that the Shire of Wyndham East Kimberley has been investigating over the last ten years, and due to the current state of the facilities, it has now become a priority.

The Kununurra Aquatic and Leisure Centre was built in 1983 with assistance from Rio Tinto. The age of the infrastructure and the changing requirements for accessibility and sports activities, as well as moving ground conditions, have meant the pool, indoor courts and gym have had to undergo significant works to keep the centre running, but these have not contributed to a more functional and contemporary range of services to meet increasing community demand. The existing facilities have now reached the end of their useful life. The current aquatic facilities cannot be cost effectively maintained due to issues associated with the water table, and the existing leisure facilities will not meet the needs of the population in the medium term.

The following provides a brief background to the history of the project over the last ten years.

In 2011, the Shire of Wyndham East Kimberley engaged Creating Communities to draft a master plan that investigated a range of community facilities and provided recommendations for potential upgrades to these facilities in a sporting precinct including the Kununurra Aquatic and Leisure Centre.

In 2012, a brick fell through the pavement and caused structural damage to the pool. Further investigation resulted in the discovery of extensive problems caused by ground water. The pool was closed for 6 months while concrete was pumped under the existing pool.

In 2013, the Shire then engaged @leisure, to investigate and provide a business case for a new leisure centre facility. The business case recommended a 10 lane, 25 metre competition pool with a 4 lane 50-metre deep-water extension. This would coexist with a gym, 3 indoor courts and 4 squash courts, among other amenity facilities. The proposed site for this new facility as a result of the investigation was proposed in the East Lily Creek area neighbouring the Transient Workers Accommodation site, which had been decommissioned. The capital cost for this two staged approach was between \$36.5 and \$58 million. The Shire did not proceed with this option at the time as the cost of relocating and building a new facility proved to be too costly.

In 2015, the Shire then engaged GHD, to develop a preliminary business case for a new aquatic and leisure facility for the Kununurra community and surrounding areas. This preliminary business case considered a range of locations (existing and new) for the replacement of the aquatic and leisure facility within the town of Kununurra, as well as the social and economic impacts of the options. This report focused on identifying preferred options and location for the long-term provision of an aquatic and leisure facility for the Kununurra and surrounding communities, which has been taken into consideration in preparing this business case.





In developing the preliminary business case the Shire sought to create a redeveloped facility that:

- Provided a range of sporting, fitness and recreation activities to meet the existing and future needs of the population;
- Created an environment where residents and visitors are encouraged to engage in more healthy, physical and social activity at times that suit;
- Promoted social interaction, inclusivity and positive lifestyle choices;
- Responded to demographic and employment trends in Kununurra, and the constraints on participation associated with remoteness and climate.

As in the 2013 @leisure business case the GHD preliminary business case recommended the facility be moved to the East Lily Creek site in three staged approach, with a capital cost estimated at \$48-\$67 million. Once again, the Shire did not proceed with this option at the time as the cost of relocating and building a new facility proved to be too costly.

After incurring ongoing significant capital repair and maintenance costs on the existing pool, in July 2017, the Shire engaged Donovan and Payne Architects to reinvestigate and develop a design concept and masterplan for the redeveloped Aquatic and Leisure Centre on the existing site. This concept was costed at \$40 million to deliver.

Following feedback from the Shire, the community and key stakeholders, in October 2018, the Shire then asked Donovan and Payne Architects, to modify the initial concept design, which has now resulted in a proposed four stage development which encompasses replacing the existing aquatic facilities including a new 8 lane 50m pool raised to avoid the water table issues; a zero depth water splash pad with free public access; upgraded and reconfigured sports/leisure centre facilities; new community hall; commercial kitchen; fully shaded playground; and gymnasium extension. This new design concept is estimated to have a capital cost of \$22,326,541 (excluding GST) and is now the preferred option of the Shire.

In 2019, the Shire then engaged, NAJA Business Consulting Services to develop a detailed business case, cost benefit analysis and funding strategy for the new design on the existing site as the preferred option of the Shire. This is the resultant business case for the preferred option to redevelop the Kununurra Aquatic and Leisure Centre on the existing site.

The current proposed redeveloped Kununurra Aquatic and Leisure Centre on the existing site when completed will be modest, affordable from a capital outlay and an ongoing cost perspective, while remaining regionally significant serving many communities and towns other than Kununurra, including Wyndham, Warmun, Halls Creek and Timber Creek.

In developing this business case, it has also been found that the most successful aquatic and leisure centres are ones that are able to serve the needs of their community for the next 30+ years; maximise the variety and accessibility of services, and the quality of the facilities developed; and can cater for as many user groups as possible, whilst minimising the future operating and replacement costs. This business case and current design reflect this approach.





2. PROJECT PURPOSE

The vision for this facility is to provide a contemporary leisure, sport and aquatic facility to meet community needs for the next 20-30 years. The provision of a leisure, sport and aquatics centre can assist in offsetting significant constraints to participation, and enhance the health and well being of residents, workers and visitors to Kununurra.

The primary project objectives and desired outcomes for the redeveloped Kununurra Aquatic and Leisure Centre include, but are not limited to:

- Providing an appropriate number and standard of facilities (or areas for expansion) for the current and future population for the town of Kununurra and surrounding areas for a 30 year period;
- Attracting and retaining people to the town of Kununurra to reduce the adverse impacts of a transient workforce or limited number of skilled and unskilled workers;
- Providing facilities, infrastructure and amenities that maintain and increase the health and well-being of the community;
- Providing facilities and infrastructure that is flexible and multi-functional, where practicable, to accommodate the needs of a changing population and demographic;
- Reinforcing the sporting and recreational culture of Kununurra and ensuring that facilities provide a focal point for the community;
- Providing a diverse range of sporting and recreational facilities and infrastructure throughout the Kununurra town and considering future residential population areas;
- Creating a community based aquatic and leisure facility with high levels of usage and community ownership;
- Providing collocated facilities where appropriate to maximise the efficient use of the Shire's resources;
- Providing social infrastructure that supports the growth of new and/or existing residential and urban areas;
- Supporting and/or enabling the revitalisation of Kununurra's Civic precinct with increased activity and amenity within the town area;
- Facilitating Kununurra's reputation as a regional sporting hub within the north west of Australia; and
- Planning and developing a facility that is reflective of the needs of the community, is financially sustainable and supports the growth in sporting and recreational use for the community.





3. PROJECT DESCRIPTION

The Kununurra Aquatic and Leisure Centre is located at 95 Coolibah Drive, Kununurra in the Shire of Wyndham East Kimberley.



Map 1 above: Locality plan (Source: Google Maps) Map 2 below: Yellow shaded area close-up view site of current facilities.





The existing Kununurra Aquatic Leisure Centre is now over 35 years old. It no longer meets modern design/building code standards; nor does it meet the expectations of today's leisure-centre user groups. The Aquatic Facilities have reached the end of their serviceable life and require major rectification works. Refer to Section 6 of this business case for the comprehensive needs analysis undertaken.

The land, on which Kununurra Aquatic Leisure Centre sits, is vested under provisions of the Land Administration Act to the Shire of Wyndham East Kimberley for the purposes of "Recreation and Civic Centre". Consequently, the developments outlined within this proposal are consistent with that purpose and no Minister for Lands approval is required to undertake the works outlined in this business case.

If the Shire wants to enter into a sub-lease with tenants into the new facilities rather than an annual user agreement license, it has the power under the current vesting to lease for any term no longer than 21 years with the consent of the Minister for Lands.

In the development of this business case, four options were considered (see Section 5). This project will see Option 3 as the preferred development, which encompasses replacing the existing aquatic facilities for new including an 8 lane 50m pool; a zero depth water splash pad with free public access; upgraded and reconfigured sports/leisure centre facilities; new community hall; commercial kitchen; fully shaded playground; and gymnasium extension. This option is estimated to cost \$22,326,541 (excluding GST).

This project proposes to redevelop the Centre based on the concept master plan developed by Donovan and Payne Architects for the Shire of Wyndham East Kimberley in 2018. The concept master plan provides new facilities and reconfigures, updates and modifies the existing sports centre and old Shire Community Hall and Administration Building to achieve more programmable areas with current National Construction Codes (NCC) / Disability Discrimination Act (DDA) code compliance.

This concept master plan proposes a staged development of the current site and existing buildings into a modern community sports facility that meets the community needs as follows:

Stage 1 – New Aquatic Facilities.

Stage 2 – New Zero depth water 'Splash-Pad'.

Stage 3 – Upgraded and reconfigured Sports Centre Facilities.

Stage 4 – Additional Facilities (optional or future)

This current concept would see the centre being able to meet current and future needs of sporting and community groups, provide modern inclusive fitouts which meet current building codes and cater for individual access needs of disabled and ambulant community members, as well as provision of appropriate hygienic amenities with a layout that offers privacy, space and a safe environment for participants to shower and get changed.





This project will provide the Shire with a modern infrastructure asset where the community can gather for events and be proud to have visitors come to the area and enjoy the facilities and picturesque setting of Kununurra.

More details regarding each of these stages is described below and can also be found at Attachment 1– Concept Design Report and Master Plan Drawings.

Stage 1 and Stage 2– New Aquatic facilities and zero depth water Splash-Pad

The new aquatic facilities, directly north and at the same level of the entry foyer, will improve visual surveillance by staff and provide universal access to all water bodies.

The facility includes an 8 lane x 50m pool with entry steps and universal-access ramp; Leisure Pool with zero beach access, variable depth water, walk lane/program pool for teaching, learn-to-swim, Turbo channel, relaxation grottos; dedicated Tots pool with separate water supply and filtration system to meet WA health standards for hygienic reasons. All water bodies will have retractable shades to provide protection for users and reduce heating of the pools water, during hotter months.



In addition to the above facilities, a zero-depth waterplay facility which could provide a range of interactive spray features, such as a tipping bucket; water cannons; spray tunnels; water umbrellas and the like. Adjacent the main entry this facility would be fenced to provide both 'free' public access, facility user access or private use access (for children or adult parties). Stage 2 has committed funding from the State Government, with a requirement to have free public access.





The existing change facilities, both aquatic and dry-sports will be re-developed to current standards. Modern wet and dry change room facilities with DDA compliant and family change areas, providing change facilities for all users.

To the North West end of the site is a new plant room with adjacent covered service courtyard; pool equipment store with direct access to the main pool concourse; multi-purpose room (club room, meeting room, training room or party venue) with adjacent BBQ kitchen area.

Landscaping for external pools is an important design exercise. It needs to be the subject of a detailed design approach, involving paving extent and type; extent of lawn and other foliage types; selection of appropriate trees species; shade structures; and the full range of landscape opportunities and details.

A high level landscaping plan has been indicated on the concept master plan, with opportunities for BBQ and picnic areas associated with the aquatic and splashpad facilities; and a nominal paving layout for the aquatic area has been indicated.

Note: Additional facilities such as the reconfiguration of the existing council administration area for creche, café or PCYC as outlined in Stage 4 could be included in this stage and indeed have been included in the recommended Option for redevelopment.

Stage 3 – Upgraded and reconfigured Sports Centre Facilities

The concept master plan has the main entry, in a similar location to the original 1984 design, directly facing Coolibah Drive and the carpark, with a paved link to Coolabah Drive. This entry will provide a clear “arrival” signal; and leads through to the entry foyer.





The large entry foyer area with combination reception/control bench and kiosk servery will be the main hub to the redeveloped centre which has visual access to aquatic facilities, gymnasium and sports hall. A new Administration area, Managers Office, Staff Break-out/meeting room with First Aid adjacent will consolidate the staff areas into a central location, enabling staffing and management efficiencies.

This new arrangement will be the central hub to the recreation facilities, providing staff with visual access to both, aquatic and dry sports zones. Café style seating internally and externally at the main entry, which will provide a gathering / meeting place for people before and after programmes.





The design also reconfigures the underutilized male and female change area south of existing gymnasium into three Family/Universal Access change areas to allow the gymnasium area to slide south, allowing for the above mentioned entry foyer. Size and shape of the gymnasium will remain the same. There is the possibility of a future extension to the east, increasing the gymnasium footprint by 70m² as part of Stage 4.

Also included in Stage 3 is additional storage to the south west corner of the building in the form of a large insulated building which will provide separate lockable storage units, with access from both the sports hall and squash courts as well as external access.

Stage 4 - Additional Facilities (optional or future)

Stage 4 of the concept design masterplan includes additional facilities that are optional or future based on available budget and funding. However, it is felt that these additional facilities would add great value to the redevelopment and meet the needs and expectations of the community going forward.

These additional facilities are as follows:

- **New Community Hall** - Reconfigure the existing council administration area into a multi-purpose community hall with male, female, universal access toilets and tea prep facilities. The Shire could also lease out this area for use as a creche, café or other user such as the WA PCYC.
- **Emergency Evacuation Centre Kitchen** - Reconfigure one of the underutilized off-stage change facilities into a commercial kitchen suitable for an emergency evacuation centre. Can be used for catering function or as the commercial kitchen for a new cafe. Included in this upgrade would also be an update and conversion of the second off-stage change room into a unisex change facility.
- **Fully Shaded Playground** – Build a fully shaded and fence playground adjacent to the main entry.
- **Gymnasium extension** – As mentioned in Stage 3, implement the option to extend the existing gymnasium footprint to the east, providing an additional 70m² of gymnasium floor space.

3.1. Master Plan

In undertaking the concept design masterplan for the Shire of Wyndham East Kimberley, Donovan and Payne Architects have not only taken into consideration the vision for the new facilities on the site, but also took into account information gathered from the original concept plan in 2017, literature reviews, stakeholder engagement, previous business cases, structure plans, community feedback and reviews of existing facilities. In this process the following considerations were made for the latest design concept based on the stakeholder feedback from the original design:

- More storage
- Increased parking
- Café





- Gender separation in Gym
- Improved signage including bilingual (Mirrowong)
- More 'programmable' spaces – exercise spaces etc.
- More internal court space (2 courts)
- Improved outdoor facilities ie mini golf
- Inclusion of Aboriginal culture and murals
- Improved disability access
- Retractable shade sails
- Bike racks

Additionally it was also noted that the Swim Club and Lake Argyle Swim Committee have requested the inclusion of a 50mx8 lanes pool to replace the existing 25m pool (See Attachment 7 – Letter of Support). The Shire of Wyndham East Kimberley has agreed to this request being included in the concept design subject to properly understanding all the associated operating expenses.

Aside from stakeholder feedback on the original design the Shire also received an additional 34 submissions, all in favour of the proposal, with the following suggestions:

- Improvement to the waterpark component to include a slide
- External activity space
- Pool heating (for the Dry)
- Scuba diving
- Outdoor gym
- Improved access and (covered) walkways
- Additional indoor court
- More meeting spaces
- Kids parties
- Crèche
- Outdoor playground

The general nature of the comments received to date challenge the Shire to reimagine the development of the centre to be more than a swimming pool and as a major destination (or hub) in the core commercial area – to provide an alternative 'recreation' experience that meets a number of needs around:

- Sport – organised and passive
- Leisure and enjoyment
- Meeting place and spaces
- Cultural recognition
- Community ownership
- Accessibility to disability, family, youth, seniors, visitors
- Safety
- Innovation and sustainable design

Donovan and Payne Architects have taken all of this into consideration in delivering the new concept design and masterplan drawings as shown below for this proposal.





- LEGEND**
- stage 1 - Aquatic Facilities**
- 1 8 LANE 50M POOL** including DDA compliant ramp and entry stairs
 - 2 PROGRAMME AND LEISURE POOL** including walk lanes, Lamin to Swift, Turbo Channel, Zero beach entry
 - 3 TOTS POOL**
 - 4 RENOVATED CHANGE ROOM AND TOILET AREA** to include:
 - Aquatic Male and Female Change Facilities
 - Dry sports Male and Female Change Facilities
 - Aquatic Family / Universal Access Change Facility
 - Dry sports Family / Universal Access Change Facility
 - 5 MULTI-PURPOSE ROOM**
 - Club Room
 - Training Room
 - Function Room
 - Meeting Room
 - 6 COVERED OUTDOOR BBQ KITCHEN AREA**
 - 7 POOL STORE**
 - 8 POOL PLANT ROOM** with outdoor service courtyard and new back of house service entry to the existing stage.
 - 9 SCHOOL ENTRY**
 - 10 EXISTING 25M POOL** to be demolished post completion of the new pools
- General aquatic notes**
- Extend site to the north over Agate Lane.
 - All water bodies to have retractable shade sails.
 - Existing 25m pool to stay in operation until the completion of stage 1.
- stage 2 - Zero depth water 'SplashPad'**
- 12 ZERO DEPTH WATER 'SLASHPAD'**
 - shade sails
 - 1.2m control fence to Aquatic centre
 - 2 m high fence with sliding gate to allow public access from main entry
 - plant room building to side of existing council building
- 13 BBQ HUTS**
- stage 3 - Sport Centre Facilities**
- 14 RE-CONFIGURED ENTRY AND RECEPTION**
New entry doors facing the carpark, new entry foyer area with combination reception/control bench with kiosk servery.
 - 15 OFFICE AND ADMINISTRATION AREA**
New administration area, Managers Office, Staff Break-out/meeting room and First Aid.
 - 16 GYMNASIUM**
Gymnasium to move south and remains the same size as the existing.
 - 17 FAMILY / UNIVERSAL ACCESS CHANGE**
New Unisex Family / Universal Access change facilities.
 - 18 CONSOLIDATED USER GROUP STORAGE**
Large consolidated storage area with separate user group storage areas.
- stage 4 - Additional Facilities**
- 19 NEW COMMUNITY HALL**
Re-configure existing council administration area into a multi-purpose community hall with male, female, universal access toilets and tea prep facilities.
 - 20 EMERGENCY EVACUATION CENTRE KITCHEN**
Re-configure one of the underutilized off-stage change facilities into a commercial kitchen facility suitable for an emergency evacuation centre. Update and convert the second off-stage change room into a unisex change facility.
 - 21 FULLY SHADED PLAYGROUND**
 - 22 GYMNASIUM EXTENSION**
Additional 70m² of gymnasium floor space
 - 23 NEW STREET SIGNAGE AND ENTRY PAVING**
Create a street presents with way finding signage and Entry Path.
- REFURBISHED AREAS
EXISTING POOL STRUCTURES





4. CRITICAL ASSUMPTIONS

A number of critical assumptions have been made in the development of this Business Case:

- Approvals required for the projects are granted by the relevant authorities;
- Funding for the project is secured from all parties;
- Population will continue to grow as it has in the past and as is forecast aligned with EK@25;
- Forecast projects and developments in the area that are expected to drive population growth are delivered;
- Sport and recreation are important to the health and wellbeing of the community, as well as the economy, and therefore the State Government;
- The Shire's asset management planning is comprehensive enough to ensure the ongoing sustainability of the Centre;
- Demand for sport and recreation facilities within Kununurra will continue to grow as it has in the past, and as is forecast;
- The Shire Council maintains its support of the project.

These critical assumptions have been based on an assessment of trends in WA and in the Shire of Wyndham East Kimberley, as well as the Shire's in-depth knowledge and consultation with other organisations and industry. The Shire believes these critical assumptions to be valid.

5. ASSESSMENT OF OPTIONS

In order to provide context around the reasons for the current proposal, a review was done on the design report and masterplanning exercise for the site conducted by Donovan and Payne Architects. An assessment was then made of the benefits and issues associated with each of the four most likely options. Considerations were made towards current industry trends in sport infrastructure such as:

- Integrated planning;
- Participation trends, need to engage people non-traditional participants in aquatic sport and recreation, e.g. people with disabilities, teenage girls; indigenous children
- Importance of transport as a significant impediment to participation;
- Local aquatic and recreational sports participation growth;
- Facility sharing potentially with the PCYC and other organisations;
- Multi-user designs and the common themes which should be considered

5.1. Option 1: Do Nothing- Repair Pool When Required, Splash Pad Construction to Minimal Budget

Description: Some capital funds allocated in Shire of Wyndham East Kimberley budgets to prepare for minor upgrades to the pool and leisure facilities when required in the short to medium term with construction of the new zero depth water splash pad utilising the State Government funding allocation of \$590,000. Estimated capital cost of \$500,000 excluding GST.





Impact/Considerations:

Due to the ongoing issues with current 25 metre pool, there is the possibility that it may not be repairable into the future and could result in there being no main pool for the community for a considerable period of time.

POSITIVES	NEGATIVES
No immediate cost to be incurred by the Shire.	Pool failure may occur prior to sufficient funds being raised to fix it.
New splashpad installed with State Government funding allocated with free public access.	Known problems with pool including underground/undermining water will continue.
Maintains community activity in the Civic precinct.	Lower level 25m pool will continue to flood in the wet season and will still have no visibility from the Leisure Centre
	All-ability accessibility issues and carparking issues remain.
	Facility is at end of life – may not be able to be repaired sufficiently to ensure expanded useful life by 5 or more years.
	The previous pool repair cost was in excess of \$200,000 and has not resolved the issue sufficiently as there are ongoing leakage and cracking of the pool wall.
	Costs to maintain aging facility will continue to increase making the facility financially unsustainable and subject to permanent closure.
	No solution for the Swim Club who travel to Katherine to use their 50m pool for competitions
	Lost opportunity to capitalise on quality splash pad potential
	Public outcry / poor public perception and reaction from the community for the Shire of Wyndham East Kimberley.
	Poor public health, water safety and well-being outcomes for the community.
	Does not plan for the inevitable replacement of the pool and does not reflect the Shire of Wyndham East Kimberley’s commitment to resolving the issue.

Assessment:

While this option utilises the funds currently committed to the project to deliver a free public access zero depth water splash-pad it does not address the community needs and requirements in regard to aquatic and recreational facilities for the town of Kununurra. This option also does not address the urgent issue and failures of the existing 25m swimming pool, which is unlikely to be able to be utilised much longer, regardless of what repairs are made to it. Using existing Shire funds to keep such facilities opened, when they are past their useful life, is not an efficient use of community dollars. The Shire could better spend its funds towards undertaking the alternative suitable options within this business case.

Through the community and stakeholder engagement and workshops, this option was also not supported. For these reasons this option was deemed not suitable.

NOT SUITABLE





5.2. Option 2: Stage 1 of Concept Design: Aquatic Centre Upgrade Plus Development of Kununurra Civic Centre for Commercial Purposes

Description: Staged redevelopment of existing site. Aquatic Centre upgrade and refurbishment, including replacement of 25m pool with a 8 lane 50m pool and construction of the zero depth water splash pad (Stages 1 & 2 in the concept design plan costed at \$17.8m) and refurbishment of the existing hall to allow for a commercial lease operation e.g. WA PCYC facilities, creche and café (Stage 4 in concept plan excluding gym extension and playground upgrade). Estimated capital cost for Option 2 is approximately \$20 million excluding GST.

Impact/Considerations:

Does not deliver on the current issues of the Leisure Centre facilities e.g. accessibility issues to the leisure centre and need to expand the gymnasium to meet future demand.

POSITIVES	NEGATIVES
New splashpad installed with State Government funding allocated with free public access.	Does not enable adequate level of expansion of the leisure facilities in the longer term.
Maintains community activity in the Civic precinct.	Car parking and constrained site access and egress issues remain.
No land acquisition costs.	Time required to redevelop the aquatic facilities will result in these facilities being unavailable for up to 2 years at different stages during the construction period.
Existing design concept provides an engineering solution for ground stability that is not cost prohibitive	Public outcry / poor public perception and reaction from the community and members of the leisure centre for the Shire of Wyndham East Kimberley.
Retains single operational site.	The site could be used for alternative uses including commercial, civic or other community activities.
Provides a revenue source, through lease income for the redeveloped hall for commercial purposes.	Does not plan for the inevitable redevelopment of the leisure centre and does not reflect the Shire of Wyndham East Kimberley’s commitment to resolving the current issues with the leisure centre facilities.
	Costs to maintain aging leisure centre facility will continue to increase making the facility financially unsustainable and subject to permanent closure.

Assessment:

This option meets the urgent requirements for addressing the failures of the current aquatic centre facilities and also delivers on options for the redevelopment of the existing hall, which could be leased out for commercial operations such as a creche/café or be leased to the WA PCYC to be incorporated as part of integrated resilience hub concept. It allows the centre to still contain all the essential recreational spaces and aquatic facilities, which are still urgently needed given the likely failure of the main pool, and now includes a much more focussed facility for more effective service delivery for at-risk youth and alternative education.





However, it will not address the current issues with the existing aging Leisure Centre facilities e.g. accessibility, visibility of aquatic facilities from the centre office, and does not cater for adequate growth in these facilities for the long term.

Through the community and stakeholder engagement and workshops, it was agreed that this option was suitable, but noted that it did not deliver on all the project requirements. For these reasons this option is not preferred.

It was noted though while not the preferred option, if the Shire is unable to source sufficient funding to deliver the preferred Option 3 below, this Option could be further considered with its reduced cost.

SUITABLE BUT NOT PREFERRED

5.3. Option 3: Full Redevelopment Including Stages 1-4 of Concept Plan

Description: Staged redevelopment of existing site. Aquatic Centre upgrade and refurbishment, including replacement of 25m pool with an 8 lane 50m pool and construction of the zero depth water splash pad, refurbishment of the existing hall, leisure centre and gymnasium and other amenities in existing location as per the four stages outlined in this business case and the design concept by Donovan and Payne Architects. Estimated capital cost of \$22,326,541 excluding GST.

Impact/Considerations:

Includes the decommissioned Shire office site to create a larger site for growth planning of facilities for the Shire.

POSITIVES	NEGATIVES
New splashpad installed with State Government funding allocated with free public access.	Does not enable adequate level of expansion of the leisure facilities in the longer term due to restrictions on the site.
Maintains community activity in the Civic precinct.	Car parking and constrained site access and egress issues remain- although there is an option to develop parking behind the centre
No land acquisition costs.	Time required to redevelop the aquatic facilities will result in these facilities being unavailable for up to 2 years at different stages during the construction period.
Existing design concept provides an engineering solution for ground stability that is not cost prohibitive	
Retains single operational site.	The site could be used for alternative uses including commercial, civic or other community activities.

Assessment:

This option delivers on all aspects of the requirements for addressing the failures of the current aquatic centre facilities and the aging leisure centre facilities.





As in Option 2 it also delivers on options for the redevelopment of the existing hall and Shire Administration buildings, which if upgraded can be leased out for commercial operations such as a creche/café.

This option is also seen to deliver the greatest benefits in relation to capital and ongoing costs to the community from an economic, social and community perspective.

Through the community and stakeholder engagement and workshops, it was agreed that this option was suitable, and it was fully supported by the community, key stakeholders and by the Shire Council.

This option also can complement the recently prepared Kimberley Regional Youth Justice Strategy if the redevelopment is merged with WA PCYC's plans to establish a youth resilience hub in Kununurra. The existing hall when refurbished could be leased to the WA PCYC to be incorporated as part of its planned integrated resilience hub concept. Part of the initiative includes alternative education which will again complement a number of efforts by government and youth service providers.

This preferred option would also give the WA PCYC full access to the Shire's main sporting and recreational facilities at the centre including the outside courts which have only recently been upgraded and the main town oval.

In summary, this Option will deliver:

- Upgraded and redeveloped aquatic and leisure facilities;
- A community hub integrating recreation and youth focussed programs;
- A place for collaboration and partnership around family, youth, health and well-being and an integration point for implementing justice, police and clinical support.
- A key destination for recreation users from all areas but seamlessly integrated with sustainable and holistic approaches to addressing community needs.

For these reasons this option is chosen as the preferred option going forward.

SUITABLE AND PREFERRED

5.4. Option 4: Development of New Aquatic Centre and Leisure Centre at a new site

Description: Develop an aquatic and leisure facility within the East Lily Creek urban expansion area as per the preferred site recommended from previous studies. Estimated capital cost of \$58 million based on previous reports and excludes the costs of land acquisition.

Impact/Considerations:

The East Lily Creek site is currently land zoned for residential purposes and part of future Landcorp residential development area. This would need to be replaced or exchanged (approximately 35 residential lots).





Staged development of the new facilities may be required which would result in two operational facilities and associated increased costs for the Shire. There are also concerns that delivering water infrastructure to the higher areas of East Lily Creek may be expensive.

The Shire previously rejected this Option when it was presented as a recommendation from the GHD preliminary business case.

POSITIVES	NEGATIVES
There is adequate land for all recreational facilities in the East Lily Creek area as well as land for residential and other land uses.	Land acquisition (or opportunity) costs.
Greenfield site enables enhanced planning and design outcomes, enabling the facility to be designed efficiently and within the context of the surrounding area, i.e. access and egress, expansion areas and complimentary uses.	Potential cost impacts associated with pool and indoor court construction due to need for ground improvements due to unknown ground conditions.
The location is topographically higher than the civic precinct area, and less likely to be influenced by groundwater.	Reduces available and suitable residential land for town growth and expansion to the south-east.
No displacement of existing sporting users.	Site investigations required for a relatively large area to identify the most appropriate site within East Lily Creek.
No break in the provision of aquatic services if the existing pool does not fail within project planning and construction timeframes.	Split management cost (operational) during staged delivery of new facilities.
Releases existing aquatic and leisure facility site for new uses and urban regeneration of the town centre.	Reduction of existing community activity in the town centre.
Will provide a catalyst for additional community focus nearer to future population centres.	Relocation of site could result in adverse effects including light and noise near new residential area.
Could complement a future school development at East Lily Creek and could enable more cohesive shared uses for government activities and improved outcomes for youth and the general community.	Reputational risk with some members of the community due to relocation of existing users and demolition of existing facilities.
Social connector for the East Lily Creek area within the expanding population areas instead of a housing dominated area.	

Assessment:

Consideration was made as to the benefits of moving to a totally new green fields site and building new facilities previously by the various consultant studies and plans. Although this option was seen as meeting the overall objectives of the Shire and the community, both the likely timeframe and costs, made this option currently unviable. If this option was to be explored further, considerable efforts would need to be undertaken into the East Lily site or another site, planning and environmental constraints, land excision and/or purchase of the suitable site and the raising of considerable funds to deliver.

Through the community and stakeholder engagement and workshops, this option was also not supported. For these reasons this option was deemed not suitable.

NOT SUITABLE





6. IDENTIFICATION OF NEED

There is a strong need for the redevelopment of the Kununurra Aquatic and Leisure Centre for the community of Kununurra and surrounding areas. In particular, the new aquatic facilities are critical due to the current condition and amenity levels of the existing pool. Consultation with Shire representatives, key stakeholders and the community was undertaken to understand the project drivers, constraints and objectives.

6.1. Project drivers

The primary project drivers identified include but are not limited to:

- Urgent need to replace existing aquatic facilities, primarily the 25-metre pool due to groundwater conditions limiting repairs and ongoing operation of the facility;
- The poor condition of the pool's concrete shell, considered to be beyond its expected lifespan;
- Growth in Kununurra and the surrounding areas permanent and temporary (i.e. tourism, commercial) population levels;
- Sport and recreational facilities are vitally important for maintaining community cohesion, well-being and identity for remote towns and communities;
- Existing indoor and leisure facilities are reaching the end of their useful life (with increasing operational and capital refurbishment costs), are limited in size and number and are unable to be adequately expanded in their current configuration;
- Location, number and type of sport and recreation facilities for the community in the long term is required to support the growth and liveability of Kununurra and surrounding communities;
- Kununurra has a comparatively high proportion of school and working aged people (ABS 2016), with a median age of 33; significantly lower than the State's average of 36;
- The existing aquatic and leisure facility exists within the centrally-located Kununurra Civic precinct which is in need of rejuvenation;
- Pools and aquatic facilities provide social and health benefits to communities – particularly children – in remote locations.





6.2. Project constraints

The primary project constraints to providing adequate aquatic and leisure facilities for the community include:

- Limited time to plan and deliver new facilities, primarily due to the potential for imminent failure of the 25-metre pool due to groundwater conditions limiting repairs and ongoing operation of the facility;
- Existing facilities do not provide the required level of amenity or functionality, i.e. are of inadequate size or functionality for the current or intended uses of the facility. The expansion and refurbishment of the existing facility will resolve these deficiencies;
- Limited ability to access funding through various government and private sources for large capital expenditure;
- Ongoing operational expenses for a new facility, and the capacity of the Shire to fund and operate the aquatic facility and leisure facility should there be a staged approach to the development of the sporting and recreational facilities;
- Physical constraints for existing site as a result of adverse geotechnical or groundwater conditions;
- Support and willingness of population to relocate existing facilities and uses if a preferred option; and
- Land tenure, current land use zoning and native title of potential new sites throughout Kununurra if relocation was an option.

6.3. Current Facilities

The current Aquatic Facilities currently consist of:

- a 25m lap swimming pool;
- toddlers pool;
- adventure (play) pool; and
- a babies pool in a lawn setting.

Several other items are provided for entertainment including three slides and a water bubbler.

The grounds include a beach volleyball court (not in use), barbeque, several fixed table settings, shaded and grassed areas.

The pool is at two levels. This makes supervision costly and less effective and alterations have had to be made to separate two water bodies to enhance safety. There is limited shade over the water and social areas. The pool water gets too hot in summer and is too cool in winter. Although there is an access path down to the lower level, the gradient is considered to be unsafe for unassisted wheelchair users and too great a distance for those people with walking difficulties.





Extensive remediation works have been undertaken to rectify damage to the 25m pool shell due to the water table below. To date these have not been successful and this still remains as an issue for the Shire with expensive ongoing costs.

The Leisure Centre (Indoor) facilities currently include:

- One gym with cardio and weight training equipment;
- A single basketball court hall. This is marked for multi sports, and has a stage;
- Three squash courts;
- A kiosk / reception area; and
- Commercial kitchen / first aid room.

A range of community groups and clubs use the hall for: funerals, meetings, worship, sports, dance, performances and other community activities. Staff also run fitness programs in the hall. There is a very high demand and competition for space in the leisure centre after 2:00pm until late evening. Existing demand cannot be met in the available space. The demand for gym and court space has outstripped supply.

6.3.1. Site Visit and Pictorial Evidence

On the 16 July 2019, NAJA Business Consulting Services undertook a site visit to the Kununurra Aquatic and Leisure Centre with representatives from the Shire of Wyndham East Kimberley to determine the current state of the existing facilities.

The outcome from that site visit and pictorial evidence showed the existing facilities show significant wear and tear, are insufficient in amount and size in relation to the number of users and visitors and are deficient in accordance with a number of sporting and aquatic facility guidelines, building codes and community needs.

A site visit was conducted with Nick Kearns and Nick Allen from the Shire of Wyndham East Kimberley and they advised the two priorities for the upgrade of the Leisure Centre are: aquatics and accessibility.

Aquatics: in 2012 a brick fell through the pavement and caused structural damage to the pool. Further investigation resulted in the discovery of extensive problems caused by ground water. The pool was closed for 6 months while they pumped concrete under the existing pool.



The main pool is currently located at a lower level than the leisure centre facility, limiting visual scrutiny across the entire grounds. New plans have incorporated lifting the pool to the same height as the building. This will also facilitate better disability accessibility.



Accessibility: The Leisure Centre building was completed in 1983, and now does not comply with current disability accessibility standards. The grounds are sloped, and although pathways have been constructed around the outside of the pools, they are rough and not easy to negotiate.



Approach to the Leisure centre was originally the front door (see below); this door is now locked because the gym was expanded. It still has the appearance of a front door; however there is a sign that says to go around to the side. This causes confusion and some people leave, thinking the centre is closed.



Original entrance



Newer, side entrance



Reception

Gymnasium: The gym is well utilised by the community. There is one other gym in town which concentrates more on classes and programs.



This project includes plans to reclaim some of the gym space for a new entrance at the front of the building. Combining the space taken by separate toilets into one unisex/family toilet and utilising the space created to extend the gym to the right of the front door.





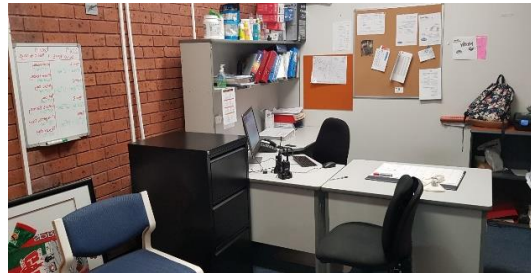
Multiuse hall: only community hall in Kununurra.



Current uses include gymnastics, tai kwon do, soccer, netball (strong 200+ members, but mostly played on outside courts), school assemblies, Crazy Crocs, elections, funerals. Just had new fans installed - \$5000. Stage used for productions – used to be a drama group, Kimberley Arts, but that is now defunct. Issues with hall include – little use of bench seating, limited storage for community groups equipment and chairs.



Green room



Admin office



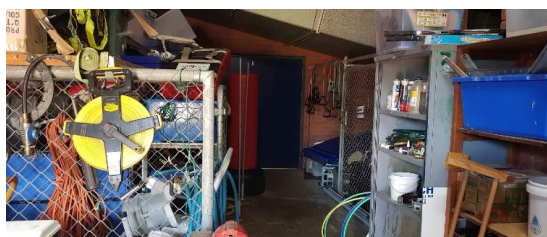
Gymnastics storage



Crazy Croc storage



Chair storage – under tiered seating



General storage





Ablutions and changerooms: Very small and outdated, not good for school groups.



Squash and Beach Volleyball courts: The Squash courts are very popular with 70-100 members. Squash members hire the courts and have access to the Leisure centre after hours. They have a liquor licence – locked fridge in communal area outside courts. This area is also utilised as a community meeting space and can be set up with tables and chairs. The Beach volleyball court is currently not used.



Site Parking: currently 26 car bays. The Shire has advised there could be an option to put more parking in the block at the rear of the centre.



6.4. Kununurra Aquatic & Leisure Centre Usage

The Shire of Wyndham East Kimberley provided its current attendance figures for 2019 (up to September 2019) at the Kununurra Aquatic & Leisure Centre. These figures were then extrapolated through to December to get a projected total attendance figure as per the table below.

2019 Total Attendance Statistics			
	Actual for 9 months to Sept	Projected for 12 months	Monthly Average
Pool Attendance (non-member)			
Total	11599	15465	1289
Hall attendance* (Taekwondo, Crazy Crocs, Gymnastics, Schools)			
Total	6223	14935	1245
Gym attendance (casual & fitness class – non-member)			
Total	1298	1731	144
Member attendance (includes gym, gold, aquatic and squash)			
Total	14895	19860	1655
Grand total attendance	34015	51991	4333
Centre total bookings	1712	2283	190

Note: Hall attendance figure provided was only for 5 months May-Sept

In comparison, when the Shire engaged @leisure consultants in 2013 to investigate and provide a business case for a new leisure centre facility, the facility usage rates from 2011/12 excluding hall attendance were as follows:

Comparison of 2011 to 2019 Attendance Statistics		
	2011/12	2019
Grand total attendance	18565	37056

These figures show that over the last ten years that the attendance figures have approximately doubled, putting considerable strain on these aging facilities. This increase also shows that the community utilise and have a strong need for such facilities in the town. If the facilities are not redeveloped, especially the aquatic facilities, and began to fail to an extent that they are unsafe and required to be closed, it would have a detrimental impact on the town residents and surrounding community.

This shows that there is a significant need and usage for such facilities in the town of Kununurra and the surrounding community and that if population growth rates align with what is targeted by the Shire of Wyndham East Kimberley's @EK25k strategy, the existing facilities will need to be upgraded, redeveloped and expanded to meet that demand.



6.5. Demand for Sport and Recreation Facilities

According to the ABS the median age for the Shire of Wyndham East Kimberley is 33 with the number of females being slightly higher than the number of males. Based on ABS information, with an average age in this range at least half of the population in the Shire will participate in sport and physical recreation (ABS, 2015a). As set out earlier in this section, the population of the Shire of Wyndham East Kimberley is looking to have forecast growth of 4% per annum and grow to a population of 25,000 by 2041, which means that demand for recreational facilities will continue to grow.

The Benchmarks for Community Infrastructure document (the Document) released by Parks and Leisure Australia in 2012 seeks to provide a reference point and establish benchmarks for the provision of new community infrastructure development within existing or new development areas.

The Document sets out that the benchmarks identified provide an indication of the extent of community infrastructure which will need to be considered and potentially provided within Outer Metropolitan and Regional Centres, such as Kununurra in the Shire of Wyndham East Kimberley irrespective of the population density. The Document further states:

“Regional Centres are considered to exhibit similar requirements to that of Metropolitan Perth. As regional centres, they have traditionally been the focus of sport, leisure, recreation and social community infrastructure, serving a broad regional catchment. As such, it is anticipated that the extent of community facility infrastructure in Regional Centres will be determined by their strategic position, rather than through the use of population benchmarks” (pg. 3).

With the current infrastructure developments such as the Ord Irrigation Expansion taking place and the forecast population growth of the Shire of Wyndham East Kimberley, Kununurra is strategically positioned to serve a broad regional catchment and, if not now, will definitely in the near future exhibit similar sports and recreational requirements as that of large Regional Centres.

The Shire needs to meet this current and future need and will realise this through the redevelopment of the Kununurra Aquatic and Leisure Centre facilities as proposed in this business case.

6.6. Addressing youth socio-economic disadvantage and crime

The following graphs provide an overview in relation to age demographics, youth offending rates and socio-economic index in WA Police Force districts.

While these aspects are presented in separate charts, overall analysis finds that several police districts are consistent in having a high youth population and relatively high socio-economic disadvantage. This is particularly relevant to the Kimberley Region and Kununurra, as it has a high population of youth, and a significant ratio of youth offenders and a low socio-economic status.





Chart 1 below shows the proportion of the local population aged 10 to 17, in line with legal definitions as to the age of responsibility.

Chart 1: Estimated percentage of population aged 10-17 years by WA Police District, 2016 - 2017

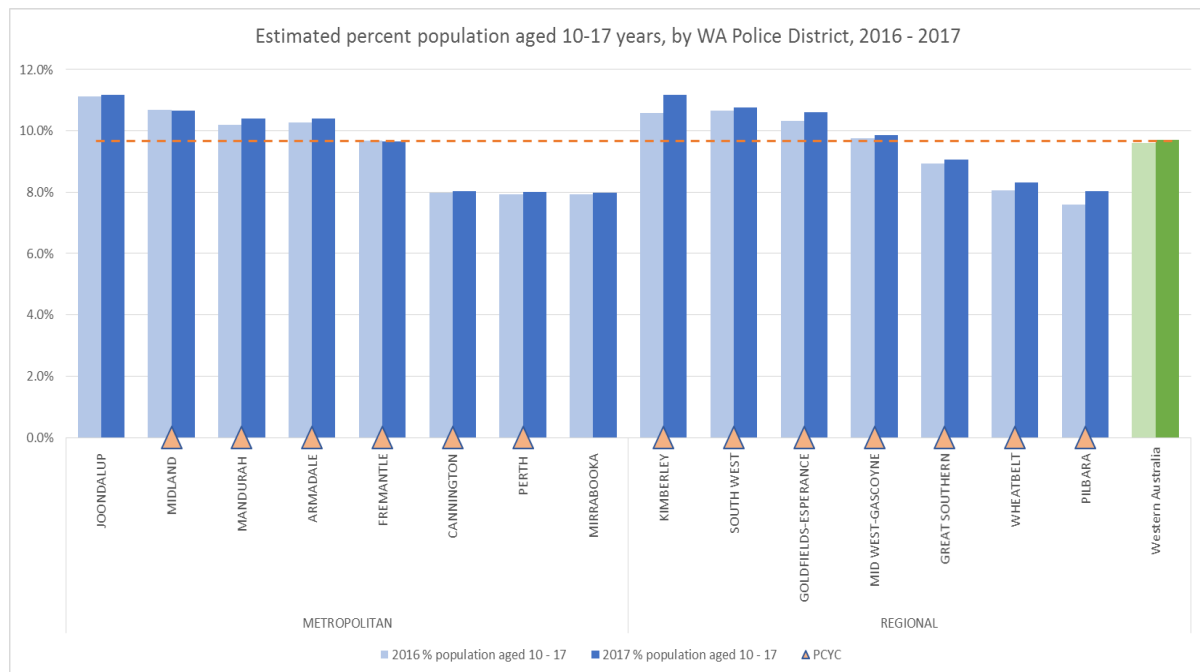
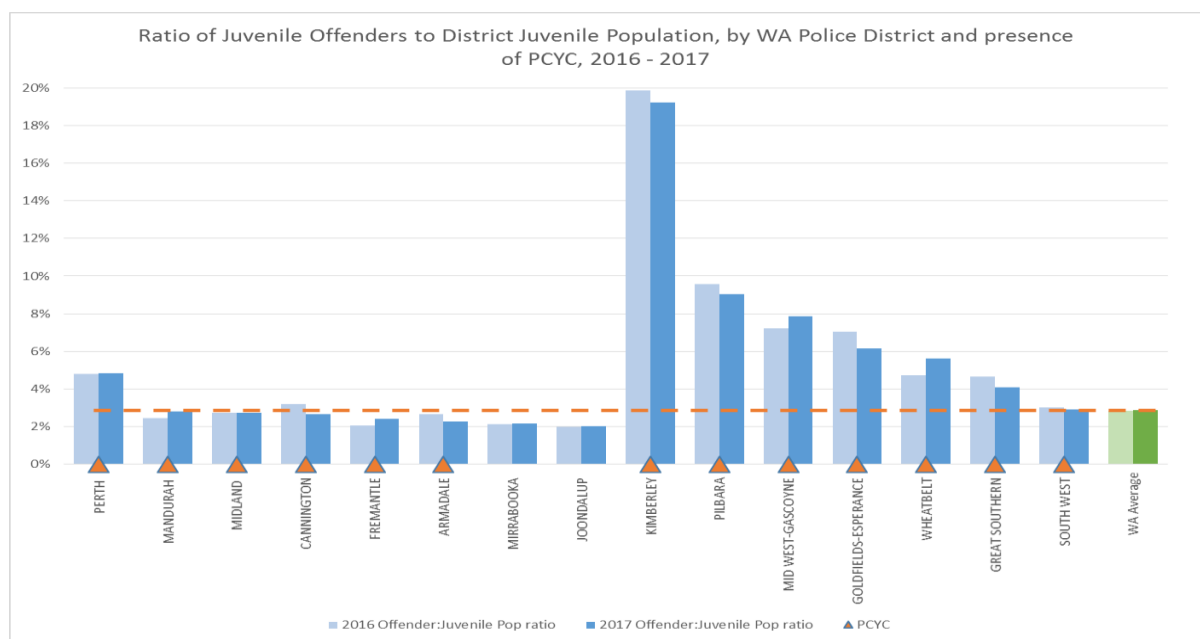


Chart 2 compares the number of young people identified as offenders in 2016 and 2017 with the number of young people residing in each police district. Youth offending is a pressing issue for local communities, and as such there is great demand for early intervention and youth diversionary activities in Regional WA. Chart 2 also shows the high disparity in these figures for the Kimberley Region, which has a significant impact in Kununurra.

Chart 2: Ratio of juvenile offenders to total juvenile population





Socio-Economic Indexes for Areas (SEIFA)¹ seek to summarise the socio-economic conditions of an area using relevant information from the Census of Population and Housing. The SEIFA indexes are widely used measures of relative socio-economic advantage at geographical area level.

SEIFA disadvantage scores take into account, for each area, aspects such as the level of household income, level of educational attainment, unemployment rates, types of occupation and home ownership.

Figure 1 is particularly useful as it provides granular detail of the variations of disadvantage within police districts. This is especially the case for the Kimberley, Pilbara, Mid-West Gascoyne, Goldfields-Esperance and Wheatbelt districts where the greatest disadvantage is experienced in locations that also have the highest proportion of youth offenders.

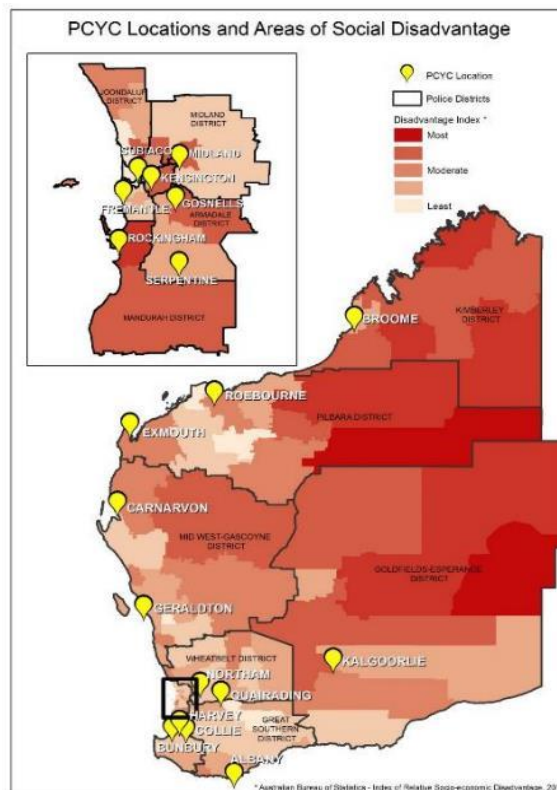


Figure 1: PCYC Locations and Areas of Social Disadvantage (SEIFA)

Additional WA Police data shows that in 2017-18 the proportion of youth offenders aged 10-13 years was higher in Regional WA at 39.7% compared with the Metropolitan region at 24.6%². Youth offending rates in some areas of Regional WA are particularly affected by trends for young Aboriginal people, where criminogenic risk is driven by factors such as family conflict, neurological developmental disorders (such as foetal alcohol spectrum disorder), early childhood maltreatment, substance abuse and poor school attendance. Again, this is a significant issue in the Kimberley and in particular Kununurra.

These crime trends and demographic statistics all point to the further need for appropriate recreational facilities like the redeveloped Kununurra Aquatic and Leisure Centre and services, like those that will be provided by the proposed WA PCYC in Kununurra that has received State Government funding, to meet the demand and reverse the current trend of increasing youth crime and reoffending in the Kimberley and Kununurra.

¹ Australian Bureau of Statistics – Index of Relative Socio-economic Disadvantage, 2016.

² WA Police, unpublished.





6.7. Disability Access

In assessing the suitability of the current Kununurra Aquatic and Leisure Centre facilities access and comparing this with current guidelines for best practice and legislative requirements, NAJA sought the advice of Melissa Northcott, Board Member of Disability Services Commission and Ability Centre Australasia Ltd and disabilities advocate. She highlighted many reasons why, and what sort of considerations, should be made for inclusion in the redeveloped facilities and surrounds.

Disability access legislative requirements come in the form of Disability Access Inclusion Plans for statutory authorities, local governments, government departments, Acts and other policy guiding documents such as

- Disability Discrimination Act,
- Equal Opportunity Act
- Australian Standards (in particular AS1428) and Australian Building Codes
- Universal Design Principles
- United Nations Convention for the Rights of People with Disability
- WACOSS Outcomes Measurement Framework
- State Disability Plan (currently under development)

Some common themes, considerations and items which have been, or should be, included in the detailed plans for the redevelopment of the Leisure and Aquatic centre, are:

- Automatic entry doors/gates that are extra wide for wheelchair and mobility devices
- Non-slip flooring throughout the entire complex (not just wet areas)
- Poolside bench seating for spectating, dressing and drying
- Multiple accessible toilets with push button/automatic doors
- “Changing Place” facility; hooks, switches etc. to be positioned accordingly
- Grab rails
- Multiple height reception desk
- Guide dog water station
- Charging points for mobility devices – scooters
- Café considerations: range of seating options, counter height, large font menu
- Gym/ fitness centre: wide entrance doors, range of all/ability equipment e.g. hand cycle/ rowers at adjustable heights, treadmills at lower height
- Location of hydrotherapy/ program pool closer to entrance and changerooms
- Drop- off area located close to the entrance; Kerbs low or slanted
- Signage with braille and mindful of colour contrasting

Melissa’s full report of considerations for inclusive facilities is provided in Appendix A

Section 23 of the Discrimination Disability Act, 1992 (DDA) requires non-discriminatory access to premises which the public or a section of the public is entitled or allowed to use and is applicable to existing as well as new buildings.





Under the Building Code of Australia (BCA) and in accordance with the Australian (Disability) Standards (Australian Standards (in particular AS1428) for community buildings, an ambulant accessible facility must now be provided for people with ambulant disabilities. An ambulant disability refers to a disability that affects the person's ability to freely move around, it includes people using a walking frame, suffering from arthritis, multiple sclerosis, being vision impaired or even those with a temporary injury which require the use of crutches.



An ambulant accessible facility is constructed in accordance with specific design requirements that provide more room, grab rails, wider door openings and clear signage (including braille)

The Australian Bureau of Statistics' Survey of Disability, Ageing and Carers 2003, showed that 405,500 Western Australians (20.6 per cent) reported having a disability.

People with disability consistently report that they do not have the same opportunities as others to participate in community life. They face daily barriers such as being unable to hear what is said, see print, climb stairs or understand signage³.

Most barriers experienced by people with disability in relation to information, services and facilities can be avoided through informed planning and management. Good access and inclusion also benefit other members of the community, including the family, friends and carers of people with disability, parents with prams, seniors and people with a temporary disability through accident or illness.

As was noted in the Option Assessment in Section 5, the current Kununurra Aquatic & Leisure Centre have all-ability accessibility issues that currently do not meet the disability access guidelines as mentioned above. In the redevelopment of the facilities the new design has taken this into consideration, and it will deliver facilities that do not exclude members of the community.



³ Source: The State Government Access Guidelines for Information, Services and Facilities





7. STRATEGIC ALIGNMENT

The project has been developed and planned, aligning with several key development and strategic plans at a Federal, State, Regional, Local and community level. The following provides a summary of the strategic documents relevant to the project.

7.1. Alignment with Key Strategic Plans

7.1.1. Our Priorities: Sharing Prosperity - Whole-of-government targets to deliver better outcomes for all Western Australians (WA Labor State Government)

The current WA Labor State Government has released a statement of intent with a set of priorities containing whole of government targets to deliver better outcomes for all Western Australians.

There are six key priorities areas being targeted as follows:

- A strong economy
- A bright future
- A liveable environment
- A safer community
- Aboriginal wellbeing
- Regional prosperity

Three of these key priorities and their associated outcomes are relevant for the redevelopment of the Kununurra Aquatic and Leisure Centre as summarised below:

Outcome	Outputs
A Safer Community	Output 1: Reduce youth offending Output 2: Reduce illicit drug use
Aboriginal Wellbeing	Output 1: Reduce the overrepresentation of Aboriginal people in custody
Regional Prosperity	Output 1: Deliver stronger regional economies

The facilities and services provided by the Kununurra Aquatic and Leisure Centre, in a town with a high level of Aboriginal youth, provides an avenue for those from regional and low socio-economic communities, to enjoy healthy physical activity, which creates wellbeing and provides an alternate option for youth to spend their time rather than getting into trouble committing crimes and using drugs. This is well-aligned to delivering on the 'Safer Community' and 'Aboriginal Wellbeing' outcomes respectively.

Delivering upgraded facilities and amenities at the Kununurra Aquatic and Leisure Centre also aligns to delivering a stronger regional economy for the Shire of Wyndham East Kimberley, by creating employment and increasing spending in Kununurra through the construction and redevelopment.





7.1.2. State Planning Strategy (SPS) 2050 (Western Australian Planning Commission)

The Western Australian Planning Commission's SPS 2050 has a vision of sustained growth and prosperity in the face of expected challenges for Western Australian communities. The Strategy is based on six overarching principles, four of which align with Shire of Wyndham East Kimberley's plans for the redevelopment of Kununurra Aquatic and Leisure Centre: community, infrastructure, economy and regional development.

The Strategy divides WA into three sectors, with the Northern Sector encompassing the Pilbara and Kimberley regions. According to the SPS 2050, 'the Northern Sector is rapidly gaining importance in national and global trade, investment and commerce, driven by increasing resource demand. This will be enhanced by further economic opportunities within the context of Northern Australia, particularly in tourism and agriculture'. This recognition of tourism and enhanced economic development opportunities will result in an increase in population and transient visitors placing demand for improved services and facilities which closely aligns with the Shire of Wyndham East Kimberley's plans for development of the Kununurra Aquatic and Leisure Centre.

The redevelopment of Kununurra Aquatic and Leisure Centre complements the SPS 2050 Strategic 'Direction of Social Infrastructure'; which is defined as 'enabling liveable, inclusive and diverse communities':

1. Spaces and places – the development of the new Kununurra facilities would satisfy the SPS 2050 Direction of 'creating spaces and places that foster culture, liveability, enterprise and identity.'
2. Health and wellbeing - the proposed plans for the Kununurra Aquatic and Leisure Centre will increase aquatic and sports participation and community usage and will entice visitors to attend events at the new facilities, thereby encouraging active lifestyles and community interaction.

7.1.3. Regional Development Strategy 2016-2025 (Department of Primary Industries & Regional Development)

The Regional Development Strategy functions in conjunction with the Regional Investment Blueprints and directs regional development efforts and investment towards building vibrant regions with strong economies. The Strategy provides a high-level framework to prioritise and progress opportunities with the most potential emerging from Blueprints and other sources – essentially providing a 'whole-of-state' approach to regional development.

With the two key focus areas of the Strategy being the establishment of socio-economic foundations for development; and to drive growth and new investment, the redevelopment of the Kununurra Aquatic and Leisure Centre project is closely aligned with the priorities of this plan and offers the opportunity to grow the liveability and sustainability of the Kununurra and surrounding community.

The following are key areas of the Regional Development Strategy that are mirrored in Shire's plans for this project:





1. Develop people's capability to drive growth and prosperity – the Kununurra Aquatic and Leisure Centre will be actively contributing to the Shire's economy by providing employment to locals and strengthening tourism in the area. While carrying out the development, the Shire will, by necessity, be constantly looking to the future, to monitor the impact of their changes, and to recognise the potential for further improvements.
2. Enhance key regional centres to capture investment –increased tourism and jobs will lead to sustainable growth in the area, particularly if new businesses flourish. Improved infrastructure, such as recreational facilities that correspond with the agricultural expansion opportunities for the Ord Irrigation Scheme, will also draw higher numbers of visitors who will invest more time and money in the Town, and by association, the community. Changes such as better roads, easier traffic and pedestrian access and more pleasant surrounds will all contribute to making the Town more accessible to everyone.
3. Identify and promote opportunities for investment – the Strategy recognises that regional development priorities attract private sector capital and capability, and that increased external investment supports innovation and growth. As previously mentioned, improvements to the Kununurra Aquatic and Leisure Centre and the development of facilities itself will inevitably attract not only more visitors and tourists, but also businesses that can operate from the new facilities.

Since the Regional Development Strategy, along with the Regional Investment Blueprints, is a comprehensive, 'whole-of-state' plan, enhancements in one region that bring social and economic benefit and growth are likely to have a flow-on effect to other regions, since part of the Strategy's aim is to have an 'established and effective network of towns linked to regional centres.'

7.1.4. Royalties for Regions (Department of Primary Industries & Regional Development)

Royalties for Regions has six major objectives, specifically:

- Building capacity in regional communities,
- Retaining benefits in regional communities,
- Improving services to regional communities,
- Attaining sustainability,
- Expanding opportunity, and
- Growing prosperity.

This project aligns to these objectives as follows:

Retaining benefits in regional communities

Aquatic, sporting and recreational activities and events contribute to the development of stronger social networks and more cohesive communities – for participants, volunteers and supporters. They provide opportunities for social engagement; often creating awareness and acceptance of differences between individuals and communities.





Bringing people together through sport and recreation boosts confidence through times of prosperity. Sport and recreation galvanise communities in times of need. This is especially evident in rural communities, where sport often acts as the main community social event for the week.

Sport and recreation are a key medium for creating new relationships among disparate social groups. People from culturally and linguistically diverse backgrounds and Indigenous Australians can be vulnerable to social and structural disconnection. Participation in sport provides increased opportunities for them to connect with the wider community.

Relevant performance measures:

- Contribution to Social Inclusion
- Contribution to Improved Health and Well Being

Improving services to regional communities

To attract and retain visitors and locals, the Shire of Wyndham East Kimberley needs to have high-quality options available for recreation and social activity. Currently, the town of Kununurra has an aging, substandard aquatic and leisure centre, which cannot cater for current community demand.

A redeveloped centre with facilities for functions, commercial kitchen and bar facilities, office and ablutions plus new changerooms with full amenities would meet community/visitor needs and expectations and make the centre a more desirable location to meet, engage in recreation, relax, undertake training and hold events and functions. This aligns with Royalties for Regions' objectives, improving services in the region.

Relevant performance measures:

- Contribution to Improved Health and Well Being
- Contribution to Quality of Local Services

7.1.5. Strategic Directions 2016-2020 (Western Australian Sport and Recreation Industry)

The Strategic Directions 6 (SD6) for the Western Australian Sport and Recreation Industry planning framework has been developed to provide vision and direction for WA's sport and recreation industry and guide strategic planning for organisations.

The framework identifies key challenges that must be tackled in the WA sport and recreation industry over the next five years, which fall into thirteen categories. Many of these categories correlate with the Kununurra Aquatic and Leisure Centre redevelopment plans, such as:

1. Governance – SD6 states that sport and recreation organisations must develop governance models in collaboration with national and state counterparts. The Shire of Wyndham East Kimberley will be establishing a Project Advisory Group to support the implementation of works associated with the plans. The Group is proposed to be comprised of representatives from the Shire as well as technical advisors. There will also be an ongoing Committee of Management after construction.





2. Adventure and Outdoor Recreation – Organisations should deliver high-quality activities, services and facilities to satisfy and sustain the growing demand, while protecting the environments where these activities take place. The redeveloped Kununurra Aquatic and Leisure Centre facilities will enhance the local users and visitors' experience.
3. Public Open Space and Urban Form – Urban parklands and green spaces for sport and active recreation are integral components of urban infrastructure. In order to deliver public open space which meets the needs of communities into the future we must be efficient with resources [and] focus on the function of sites...(pg6).

The redeveloped Kununurra Aquatic and Leisure Centre is about maximising and more efficiently utilising public open space and form, which has long been in place for community recreation purposes. The site following redevelopment will enhance users and visitors' experience to the Shire of Wyndham East Kimberley and enable community and sporting clubs to further extend the services/programs that they are currently providing.

4. Life Course and Life Stage Participation - The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. Interests in, and motivations for, participating in sport and recreation evolve and change, as do barriers to participation, and people are likely, over the course of their lives, to be involved in a range of activities and challenges.

Currently the Kununurra Aquatic and Leisure Centre is limiting participation due to insufficient and unsuitable facilities to meet community needs and standards. The redevelopment of the Centre will increase both capacity and improved facilities, which in turn will provide access to recreational swimming and sport for a larger segment of the population. Increased space as provided by the newly built facility will provide more options for a variety of recreational activities to suit community demands. This may be in the form of programs such as yoga which may be more attractive to some participants.

5. Financial [Un]certainty – The availability and stability of government and private sector funding is vital in enabling a significant proportion of Western Australians to lead active lifestyles. The leasing of a café and meeting/function facilities to a private enterprise would provide an additional income stream for the Shire to cover any loans obtained to finance the proposed developments. There is also the option of leasing buildings to the WA PCYC, who are looking to establish facilities in the town. The Shire is developing a detailed funding strategy to full scope the opportunities available to them in this area.
6. Leveraging Facilities Investment – Stakeholders must leverage the investments made in sport and recreation facilities. Securing high profile events and increasing visitor and local participation will add vibrancy to our communities and convert these places and spaces into business drivers, delivering extensive economic benefits to Western Australia. The improvements that will be made to the facilities at the Kununurra Aquatic and Leisure Centre will not only encourage visitors to come and experience what the Centre offers, but to return again and again. This will leverage the investments made by the Shire and boost the local economy.





7. Monitoring, Evidence and Research – Evidence-based decision making has a major role in justifying the allocation of resources to fund programs, policies and facilities. The Shire will be sourcing professional advice and support to ensure that their decisions are practical and viable. The intention of Shire is to secure professional marketing advice to enhance the outcomes that this business case seeks to secure.

7.2. Regional Plans

7.2.1. Kimberley Regional Investment Blueprint (Kimberley Development Commission)

The Regional Investment Blueprint for the Kimberley (the Blueprint) articulates a vision and growth targets for the region and provides a framework to guide future growth. The Blueprint sets out its vision for the region which is underpinned by four distinct aspirations. The Blueprint champions enhancement of the capability services sector and development of key infrastructure as drivers for development. Resolution of social challenges faced by the region is tied to economic development.

The redeveloped Kununurra Aquatic and Leisure Centre would serve to improve the health and wellbeing of people in the region. By providing aquatic and sporting training facilities that enhance safety and recreation, this infrastructure would serve to attract visitors and in turn act as a catalyst for others to spend and invest in the region.

The redevelopment of the facilities also closely aligns with the Education and Training, Infrastructure, Service & Governance and the Tourism goals of the Blueprint.

The Blueprint identifies the need to develop social and recreational infrastructure and cultural facilities to meet regional population requirements, as this will assist in ensuring that the Kimberley region has standards of health and wellbeing that are equal to WA norms.

In terms of Education and Training – the redeveloped facilities, provide a venue that will have multiple function rooms available to meet the needs of a wide range of audiences for education and training purposes as well as providing aquatic facilities for swimming and water safety education.

In terms of Health and Wellbeing – The redeveloped facility will provide an avenue for local people to be active through swimming and other sporting activities on offer in the recreation centre facilities, which will result in a greater number of the Kununurra community participating in activities promoting health and wellbeing.

In terms of Infrastructure, Service & Governance – the project delivers crucial infrastructure to the region in the form of aquatic and recreational facilities that are at a standard to meet community expectations. The ability of Shire to improve and extend its services in this area to the local and visiting community depends on its ability to improve the current facilities.

In terms of tourism, the Kimberley aspires to a prosperous, diverse and world-renowned tourism sector, achieved through the following strategies:





1. Reposition regional tourism in response to changing market conditions – The Shire is planning to develop and expand its tourism product offering by creating functional and comfortable aquatic and recreational facilities for its users and visitors. The Shire is also expanding into new markets with the inclusion of hospitality services such as a café and catering on site.
2. Match tourism dependent infrastructure to industry needs – The Shire is working to improve their facilities and amenities to enhance tourism visitor experience, as well as potentially opening the way for the development of tourism enterprises that integrate Aboriginal Cultural and ‘eco’ management driven tourism.

7.2.2. Kimberley Regional Planning and Infrastructure Framework (Western Australian Planning Commission)

The Kimberley Regional Planning and Infrastructure Framework defines the strategic direction for the future development of the Kimberley region over the next 25 years. It aims to create safe, healthy, culturally diverse and enjoyable places to live and work in the Kimberley, whilst offering a wide range of employment, cultural, educational and recreational opportunities for residents. The Framework identifies that over the next 25 years, the Kimberley region is expected to experience above State average population growth. Enhancement of facilities and services will assist greatly in attracting and retaining workers and their families and help to build a strong sense of community.

A redeveloped and enhanced Kununurra Aquatic and Leisure Centre will not only make visitors more comfortable but also encourage repeat visits.

7.2.3. Kimberley Regional Club Development Plan (Department of Local Government, Sport and Cultural Industries)

The Kimberley Regional Club Development Plan is a four-year plan that has been designed to support the development of sustainable high-level sport and recreational clubs. It aims to recognise and respond to the needs of local sporting and recreational clubs. In response to major project developments, the population of the Kimberley is expected to increase over the next 15 years at a rate higher than any other region in WA. One of the Key Focus Areas of the Kimberley Regional Club Development Plan is to enhance access to facilities and improve existing ones to support the growing population.

The redevelopment of the Kununurra Aquatic and Leisure Centre would align with this plan, especially as the current shire population of 7,478 (2016 Census) residents is expected to continue to increase. Some of the Plan’s strategic issues that align with the Shire’s redevelopment proposal includes:

1. Pressure on limited infrastructure due to climate, high demand on facilities during dry season. There is a need for more recreational facilities in Kununurra – the plans for the redevelopment of the Kununurra Aquatic and Leisure Centre, including café, meeting and functions rooms, potential lease and alignment to a WA PCYC, would mean that the Shire still has the potential for an income stream even during the wet season when the aquatic facilities will not be as readily utilised. In addition, it will add to the range of café options during the busy tourist dry season.





2. Being able to accommodate a growing population and providing a range of recreation activities for all ages and abilities – going swimming is a recreation activity that can be enjoyed by people of any age or ability, and the redevelopment of new facilities at the Kununurra Aquatic and Leisure Centre would make visiting the Centre more comfortable for a wide range of people.
3. High cost of providing and maintaining infrastructure – the Shire has operated and maintained the existing facilities since they were built in 1984. They are currently past their useful life and as a result are becoming more costly to maintain and operate. This redevelopment when completed should provide a more cost-effective operational outcome for the Shire.

7.3. Local Plans

7.3.1. Shire of Wyndham East Kimberley Community Strategic Plan 2017-2027

The Strategic Community Plan sets out the long-term vision of the community for the next 10 years. It is a strategic roadmap of where the community wants to go and how we will get there. The Plan is intended to be a resource to help guide policies, strategies and actions that relate to the Shire and the community.

The Plan has four key focus areas as follows:

1. **Healthy vibrant active communities** - Improving liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
2. **Enhancing the environment** - Valuing the Kimberley lifestyle and natural environment. Working to improve the liveability of our towns and their connection to the surrounding environment.
3. **Economic Prosperity** - For the Shire to be open for business with a growing and successful economy and jobs for all.
4. **Civic Leadership** - Delivering Shire services to the community efficiently, and providing leadership and governance that is future thinking, transparent, accountable and relevant.

Within these focus areas the following community goals and strategies of the Plan are particularly relevant to this project:

1. Healthy vibrant active communities - Goal 1.2 - Increase participation in sporting, recreation and leisure activities by:
 - Collaborating with a wide range of stakeholders to advocate and provide accessible facilities that supports a range of sporting and recreational activities;
 - Developing partnerships to support and maximise participation in a range of activities and promote the benefits of healthy lifestyles;
 - Supporting and building capacity of community groups and clubs through community grants programs, advice and management of Shire reserves and facilities.
2. Enhancing the environment - Goal 2.2 - Provide sustainable public infrastructure that serves the current and future needs of the community by:





- Providing and maintaining infrastructure that promotes sustainable growth and positively impacts the well-being and lifestyle of residents and users;
 - Ensuring energy efficiency options are considered to reduce the Shire's costs;
 - Promote the colocation of municipal, government and community facilities to create hubs to enhance access to services.
3. Civic Leadership Sustainably - Goal 4.4 maintain the Shire's financial viability by:
- Diversifying and strengthening funding streams and pursue non-rates revenue opportunities;
 - Securing the maximum grant assistance available, whilst ensuring the greatest relevant benefit to the community;
 - Adequately plan for and fund asset maintenance and renewal to deliver planned services;
 - Apply best practice financial management to ensure long term sustainability

The redevelopment of the Kununurra Aquatic and Leisure Centre will deliver against all of these goals and strategies, resulting in the achievement of the Shire's vision to be a thriving community with opportunities for all and social, cultural, economic and environmental benefits for all of the community.

7.3.2. Shire of Wyndham East Kimberley Local Planning Strategy – August 2019

The Local Planning Strategy (LPS) is the principal guiding framework for land use and development in the Shire of Wyndham East Kimberley. The Shire of Wyndham East Kimberley Local Planning Strategy is the framework for local planning over the next 10 to 15 years, and the document makes recommendations for the planning and development of key precincts within the Shire.

The Strategy observes that Kununurra has an undersupply of some infrastructure for its existing permanent resident population. Impediments to, or a lack of, infrastructure can impact the community's ability for recreation opportunities, as is the case with the current state of the facilities at the Kununurra Aquatic and Leisure Centre. Undertaking this redevelopment and upgrading existing facilities as well as creating a potential creche/cafe, will go towards the Shire's goal to improving the community's ability for recreation opportunities.

7.3.3. Shire of Wyndham East Kimberley Tourism Plan 2022

The Shire of Wyndham East Kimberley has identified the significance of the tourism industry to the East Kimberley economy and has determined that the Tourism Plan 2022 will set quantifiable goals with measurable results to take a broader, longer term view of the East Kimberley's strategic roles in tourism.

The East Kimberley Tourism Plan 2022 guides the sustainable regional growth of tourism to 2022. The Plan builds on existing strategies and is designed to assist the Shire in policy development, planning and financial decision making. Where appropriate, the Tourism Plan aligns with broader regional tourism. The strategic goal of the Plan is to increase the value of tourism to the East Kimberley from \$100.5M in 2013 to \$130M by 2022.





A concept that is fundamental to this Plan is that tourism "destination" development involves creating positive experiences for visitors based on attractions, activities, events and services, and includes management of the destination's assets in addition to marketing activities. One of the plans strategic objectives identified to achieve its goal is to develop products, services and events to meet the needs and expectations of target market segments.

The redevelopment of the Kununurra Aquatic and Leisure Centre into a modern vibrant centre with a potential café and facilities that can hold events will add to the appeal of the town and assist in attracting more visitors.

7.3.4. Shire of Wyndham East Kimberley EK@25k

EK@25 outlines a growth pathway for the Shire of Wyndham–East Kimberley to reach a population of 25,000 people. The aspiration for the Shire is for future population growth at around 4.0 per cent per annum which will take the Shire to a population of 25,000 residents by 2041. This growth is based on an aspiration of 5.0 per cent growth per annum, for Kununurra and 2.2 per cent growth for Wyndham and the rest of the Shire.

The report includes an analysis of the population demographics, a profile of the local economy including the main economic drivers, growth pressures the Shire is, or will experience, high, medium and low growth scenarios, the identification of infrastructure required to enable/meet the growth scenarios and a program for delivery for each growth scenario based on identified cause-and-effect “demand triggers” and “tipping points”.

To meet the growth scenarios, the Shire will need to provide community and recreational facilities and infrastructure that are functional, modern and in keeping with what is expected in most towns and cities. This is required to not only retain the existing population but also to attract new people to the town.

Redevelopment of the Kununurra Aquatic and Leisure Centre will go towards meeting this requirement as it will provide community recreational facilities and infrastructure that will attract and retain new people.





8. PROJECT DELIVERABLES

The project will deliver the below measurable outputs and outcomes.

Outputs		Performance Measure	Performance Measure Method
1	A redeveloped Aquatic and Leisure Centre in Kununurra.	Completed in accordance with specifications, timeframes, budget, building codes and regulations.	Project Management Team: conduct regular reviews during construction phase against budget, timing of events and periodic and final construction review. Shire's Works Supervisor to certify that quantity and quality of works comply with the Council and provision of Certificate of Practical Completion
2	User Licence Agreements	User Licence Agreements for all relevant users agreed	User Licence Agreements between the Shire of Wyndham East Kimberley and all Users are signed off.
Outcomes		Performance Measures	Performance Measure method
1	Contribution to improved community health and well being	Increased membership and usage of Kununurra Aquatic and Leisure Centre within 12 months of project completion	Membership Register Income from membership and user fees
2	Increase in sport and recreation participation.	Increase in the number of people participating in sports in the Shire of Wyndham East Kimberley Increase in the regularity of sporting events (training and events) at Kununurra Aquatic and Leisure Centre Increase in the number of sporting and recreational clubs/activities being offered at Kununurra Aquatic and Leisure Centre	Comparison of before and after registration statistics maintained by the Shire and clubs Shire register of bookings for Kununurra Aquatic and Leisure Centre facilities
3	Increase in paid employment opportunities.	Creation of new jobs during construction period.	Contractor/sub-contractor statistics provided by the successful contractor and the Shire.
4	Increase in community connectivity	At least one new regional event at the new facility in the 12 months following project completion	Statistics maintained by the Shire and through booking sheets.
5	Multi-purpose function/meeting facilities for use by other not for profits, local businesses and community	Increase in groups, clubs and/or businesses, who have not previously used the Kununurra Aquatic and Leisure Centre, will use the new facility in the first 12 months following project completion	Number of commercial ventures using facility to conduct business Rate of hire and revenue raised resulting from venue hire. Frequency of use by other NFP groups.
6	Economic returns to the Shire of Wyndham East Kimberley	Increased visitations to the Shire for the purpose of attending the new facility	Event registration records

Project Deliverables





9. STAKEHOLDER ENGAGEMENT AND CONSULTATION

In the development of this business case, NAJA conducted a range of stakeholder engagements and consultations. These consisted of a workshop and numerous meetings with the Shire of Wyndham East Kimberley, sporting associations, politicians, government departments and other key stakeholders.

9.1. Workshop

A workshop was held at the Shire offices on 23 October 2019. Attendees were user groups of the Aquatic and Leisure Centre, and Community Development Shire staff members. It was at this workshop that the various options were explored and, taking into consideration time, cost and the positives and negatives of each option, the group cemented the plan to go forward with Option 3. The agendas, the attendee list and a summary of the outcomes from the workshops can be found at Appendix B1 to this business case.

9.2. Key Stakeholders

NAJA undertook a thorough engagement process, meeting with a range of key stakeholders as listed below. A full stakeholder list and comments can be found in Appendix B 22.2

- Nick Kearns, Director Planning and Community Development, Nick Allen, Coordinator Recreation and Leisure, SWEK.
- Jeff Gooding, CEO Kimberley Development Commission – Monday 15th July 2019, Kununurra WA.
- Vernon Lawrence, Acting CEO, Nick Kearns Director Planning and Community Development, Alfred Nagaiya, Senior Economic Development Officer, SWEK – Tuesday 16th July 2019 Kununurra WA.
- Jennifer Ninyette, Manager Planning Regulation Services, Katherine Gilpin, Planning Officer, Tom Pucci, Business Support Officer, SWEK – Tuesday 16th July, Kununurra WA.
- Alfred Nagaiya, Senior Economic Development Officer, SWEK– Wednesday 17th July, Kununurra WA.
- Deb Pearce, Shire Councillor, SWEK – Wednesday 17th July 2019, Kununurra WA.
- David Menzel, President SWEK and President OIC and Matt Dear, Councillor SWEK and CEO OIC – 17th July 2019 and 25th October 2019, Kununurra WA.
- Gavin West, Assistant Director, Lead Kimberley Juvenile Justice Strategy, Strategic Reform and Nora Chan-Furness, Senior Project Officer, Grants Advertising, Office of Director General, Department of Justice WA, - Thursday 18th July 2019, Perth WA.
- Glenn Taylor, Kimberley Coordinator Royal Life Saving and President Argyle Swim – Wednesday 9th October 2019, Perth WA, Teleconference and Thursday 24th October 2019, Kununurra, WA.
- Michelle Plume, Community Development Manager, SWEK, Wednesday 23rd October 2019, Kununurra, WA.
- Leisure Centre Management Staff and User Groups Workshop – Wednesday 24th October 2019, Kununurra, WA.





- Nick Kearns, Director, Planning and Community Development, Michelle Plume, Community Development Manager and Merle Stoldt, Leisure Centre Manager, – Thursday 24th October 2019, Kununurra, WA.
- Kimberley Empowering Youth (KEY) Workshop – Thursday 24th October 2019, Kununurra, WA.
- Krissie Dickman, Kimberley Regional Manager, Alana Henderson and Kent Burton Facilities Manager, Department of Local Government, Sport and Cultural Industries – Thursday 24th October 2019, Kununurra WA, Teleconference
- Carl Askew CEO, Vernon Lawrence, Director, Corporate Services, Stuart Dyson, Director, Infrastructure and Nick Kearns, Director, Planning and Community Development – Thursday 24th October 2019, Kununurra, WA.
- David Van Ooran, CEO PCYC WA – Wednesday 20th November 2019, Leederville, WA.
- Duncan Ord, Director General Department of Local Government, Sports and Cultural Industries – Wednesday 27th November 2019, Leederville, WA.

These meetings have shown strong support for the concept of the Kununurra Aquatic and Leisure Centre redevelopment. A synopsis of each of the discussions and outcomes from those meetings can be found at Appendix B2.





10. CASE STUDIES

In order to better understand the operating models, opportunities and issues associated with the redevelopment of community and sporting facilities, case studies were undertaken of Paraburdoo Community Hub, Mount Gambia and Broome; which have, or will be, undergoing redevelopment. Each project provided a unique set of circumstances and learnings which have been captured as “take-outs”, culminating in an overview of points which should be considered in the Kununurra Aquatic and Leisure Centre redevelopment. The “take-outs” are listed below, with full details of the case studies being found in Appendix C.

10.1. Case Study 1: Paraburdoo Community Hub

The inclusion of Paraburdoo as a case study is deemed to be important as it highlights a Community Hub approach and the benefits gained through colocation of recreational activities.

10.1.1. Take outs:

- The co-location of community sports and activities to create a community hub has the potential to deliver many advantages such as efficient land-use outcomes and economies of scale in the operation of community infrastructure.
- Repurposing facilities can be a way to reduce costs and reduce waste (as could be the case with the old Kununurra Shire building adjacent to the Aquatic and Leisure Centre)
- Flexible spaces are seen as important to ensure a variety of user groups
- Industry and Shire financial backing were substantial
- Community engagement within the needs analysis showed the necessity for the town to have more service offerings.



*Paraburdoo Sports, Fitness and Community Complex – showing the new construction combined with the existing building
New indoor courts*



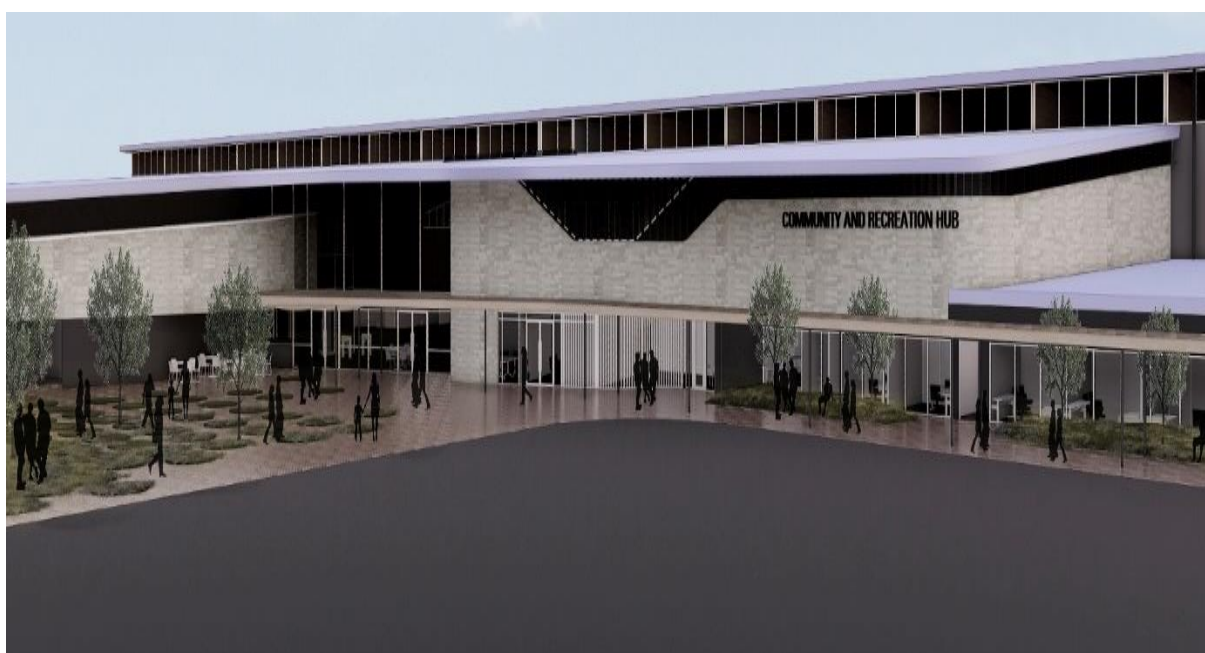


10.2. Case Study 2: Mount Gambia

The following case study gives a real insight into the workings of a Council who decided to apply for major funding for their Community and Recreation Hub off the back of a long-standing awareness of need and a community push to “have a go”. Dr Judy Nagy, the General Manager City Growth for Mount Gambia presented a paper at Segra 2019 in Barooga, entitled “Major Funding Applications by Local Government – What to do and what not to do,” and she was later consulted for further information.

10.2.1. Take outs:

- Establishment of need, and community support are essential if seeking funding
- A hub which will be used by a wider hinterland for sporting events, community functions, fitness, youth activities, meetings etc provides value for Local, State and Federal Governments
- On-hand Shire planning, economic and strategic documents are invaluable to build a Business Case
- Budget, and allow enough time, for staffing and external expertise in the funding sourcing phase and ongoing project management
- Communication regarding the project needs to be consistent across all media, dealings with the community, stakeholder groups and government agencies
- Establish a clear idea on estimated costs if State and Federal Government funding is forthcoming and budget for planning, construction and ongoing operational contributions.





10.3. Case Study 3: Broome Recreation and Aquatic Centre

Broome Recreation and Aquatic Centre (BRAC) highlights the benefits of a community hub approach in the Kimberly, with a demographic similar to Kununurra. It shows the range of activities and programs that are possible across all ages, encapsulates regional events and provides data on usage increase after refurbishment of the pool.

10.3.1. Take outs:

- Limit community impact and Shire losses by performing work in stages and keeping parts of the centre open
- Cater for seasonal changes by adjusting staffing and programs
- Regular programming builds client base, but finding qualified people to run the programs may be an issue
- Kiosk design/staffing may limit food options
- Creche facilities, although offered over morning programming times, have not proven as popular as expected
- Grant funding requires extensive work, but helps to minimise the impact on rate payers.





11. SOCIO-ECONOMIC BENEFITS

11.1. Social Inclusion

A dynamic and vibrant community reflects the level of social interaction between individuals and groups within that community. Youth clubs, groups, associations and facilities provide valuable meeting places where members of a community can interact.

Youth recreation facilities are not regarded as luxuries, but as necessary aspects of community infrastructure. A major responsibility of governments is to ensure that appropriate infrastructure is available, and operational within the financial constraints of the local community.

Research shows that the general community benefits from recreation and sport facilities, programs and services in the following ways:

- Reduced health care costs
- Enhanced community identity
- Increased community integration
- Deterrent effect on delinquent behaviour
- Improved social fabric and community development opportunities
- Increased volunteer participation
- Direct and indirect employment opportunities
- Economic activity through construction and productive engagement in the youth sector
- Economic activity through revenue generated by anchor tenants and participation in recreation activities that are user pay (selected programs)
- Economic activity generated by capital developments

In that context, the Kununurra Aquatic and Leisure Centre Redevelopment project will:

- Provide a youth activity focus for the Shire of Wyndham East Kimberley and the Kununurra community
- Prioritise opportunities for children and young people
- Incorporate community uses with fitness, recreation, leisure and sporting uses that will facilitate community capacity building and inter-generational / inter-demographic communication

People with special needs in the community may also require assistance to eliminate barriers to participation and this aspect will be considered in light of the NDIS rollout and a sensitive approach to design and inclusion in the physical facility and also in the design of programs. Additionally, a growing number of disaffected or alienated people within the community who have no interest in participating in recreation activities and are socially isolated can be catered for in this environment and build resilience.





In undertaking this redevelopment of the Kununurra Aquatic and Leisure Centre, the Shire of Wyndham East Kimberley will ensure incorporation of all-abilities access and equitable design elements, which will be key to the project enhancing the region's social inclusiveness.

11.2. Health & Productivity

Community connectiveness is extremely important in combating positive health and productivity outcomes and also addresses issues of isolation. Loneliness and social isolation are on the rise in Australia, with more than eighty percent of Australians believing that our society is becoming a lonelier place, and of these, sixty percent reported that they 'often felt lonely'. Evidence demonstrates direct correlations between loneliness, isolation and mental and physical health issues of individuals (including issues related to lack of exercise, obesity or smoking), and the subsequent impact on overall community wellbeing. For this reason, the Kununurra Aquatic and Leisure Centre is a very important part of the Shire of Wyndham East Kimberley community as it provides a place and avenue for participants to connect.

The evidence is mounting that links community connectedness and well-being to mental health. It is important for the individual community members' mental health that isolated communities can connect through clubs, events, social and sporting activities. Without the redevelopment of the Kununurra Aquatic and Leisure Centre, the local community would not have the enhanced capacity for sporting activities, community events, meetings and other functions.

A review of current literature indicates that people who participate in sports clubs and organised recreational activity enjoy better mental health, are more alert, and more resilient against the stresses of modern living. Participation in recreational groups and socially supported physical activity is shown to reduce stress, anxiety and depression, and reduce symptoms of Alzheimer's disease. Violent crime also decreases significantly when participation in community activities increases⁴.

Being physically active: protects against mental health problems, decreases depression in older adults, reduces the symptoms of post-natal depression, is as effective as medication for mild to moderate anxiety and depression, improves self-esteem and cognitive function in young people, playing sport reduces psychological distress by 34% 1-3 times a week and 46% 4+ times a week, people who participate in sports clubs and organised recreational activity enjoy better mental health⁵.

⁴ Carcach C, Huntley C. Community Participation and Regional Crime. Canberra: Australian Institute of Criminology; 2002.

⁵ <https://www.dsr.wa.gov.au/support-and-advice/research-and-policies/organised-recreational-activity-and-mental-health>





The Department of Sport and Recreations (DSR) 2017 Community Perceptions Survey also found in relation to physical activity and mental health within community sport and recreation, that:



- Around 8 in 10 Western Australians believe it's important for sport and active recreation to help us feel good about ourselves and build our confidence and self-esteem.
- More than 8 in 10 Western Australians feel it's important and agree that sport and active recreation creates close friendships.
- More than 8 in 10 Western Australians feel it's important that sport and active recreation involve people like coaches who can have a positive impact on children's lives⁶.

Physical inactivity is second only to tobacco as a contributing factor to the burden of disease and injury in Australia⁷. Regular physical activity is widely recognized as protective against the overall burden of disease⁸ In 2002, more than a third (37.6%) of adult Australians reported no participation in sports and physical recreation¹⁰ Approximately half of the remainder (31.5%) participated in organized sports and physical recreation, with a further 30.9% reporting that they undertook some form of physical activity. For both males and females, walking was the most popular form of recreational physical activity. Approximately 40% of children do not participate in organised sporting activity outside of school⁹.

All of this research emphasises why it is so important for people in the Shire of Wyndham East Kimberley to have access to quality sporting and community infrastructure to ensure that community members have the best opportunity to participate in physical activity and events, in turn reducing their chances of disease, mental health, depression and obesity.

⁶ <https://www.dsr.wa.gov.au/support-and-advice/research-and-policies/organised-recreational-activity-and-mental-health>

⁷ Mathers C, Vos T, Stevenson C. The burden of disease and injury in Australia. Canberra: Australian Institute of Health and Welfare; 1999.

⁸ Roberts CK, Barnard RJ. Effects of exercise and diet on chronic disease 10.1152/jappphysiol.00852.2004. J Appl Physiol 2005;98(1):3-30

⁹ Australian Bureau of Statistics. Sport and Recreation: A Statistical Overview. In. Canberra: Australian Bureau of Statistics; 2006.





The World Health Organisation¹⁰ identifies physical inactivity as a leading risk factors of death worldwide, and health professionals urging the adoption of less sedentary lifestyles to combat this growing health problem. With an increased opportunity for people to be more active from this proposal comes an improved likelihood of better health outcomes – both in terms of physical fitness as well as the improved mental wellbeing typically associated with increased opportunities to be engaged in social interactions.

Research suggests a direct correlation between the health of an individual and their level of productivity. Healthy, fit employees are more likely to be productive, with increased output due to attitude and motivation changes from positive leisure experiences improving their quality of life. They are subsequently better equipped to deal with the physical demands of their job and to cope with stress and mental pressure. Regular physical activity has the potential to reduce worker absenteeism by an average of 1.5 days per worker every year¹¹.

In 2008, the financial costs of obesity were estimated at \$2.0 bn direct health system costs and \$3.6 bn in productivity costs. A reduction in the health costs could, therefore, lead to productivity improvement by a factor of 1.8¹². According to Deloitte Access Economics in 2008 17.5% of the Australian population was estimated to be obese. The direct health system cost of obesity to the nation that year was \$2.0 bn.

On a local level, projects such as the development of a more functional and appealing Kununurra Aquatic and Leisure Centre, offer the opportunity for the Kununurra community to enjoy a more active and healthier lifestyle by utilisation of the activities and services offered at the redeveloped facility. With increased opportunity for people to be more active comes an improved likelihood of better health outcomes – both in terms of physical fitness as well as the improved mental wellbeing typically associated with increased opportunities to engaged in social interactions.

The flow-on benefits to the local economy also point to improved worker productivity when the workforce is engaged in more physical activity, there is a lower burden on the local health system due to conditions associated with inactivity and an improvement to the liveability of the local area strengthening the ability to attract and retain a robust local workforce.

Additionally, a report looking at the economic benefits of Australia's Public Aquatic Facilities undertaken by the Royal Life Saving Society – Australia in 2017¹³, was used to estimate the economic benefits of an individual aquatic facility visit by measuring the links between an increase in physical activity from an average pool visit and reduced risk of mortality, morbidity and health care expenditure, as well as reduced absenteeism.

¹⁰ WHO. (February 2017) Physical Activity: Fact Sheet. Retrieved from <http://www.who.int/mediacentre/factsheets/fs385/en/>

¹¹ HO. (February 2017) Physical Activity: Fact Sheet. Retrieved from <http://www.who.int/>

¹² [iacentre/factsheets/fs385/en/](http://www.who.int/mediacentre/factsheets/fs385/en/)

growing cost of obesity in 2008: three years on

¹³ Barnsley, P. Peden, A. Scarr, J. (2017) Economic Benefits of Australia's Public Aquatic Facilities, Royal Life Saving Society – Australia, Sydney.





The report concluded that physical inactivity imposes massive costs on Australian society, leading to higher rates of stroke, heart disease, diabetes and cancer. Almost every Australian could benefit from engaging in additional exercise. Our public aquatic facilities enable Australians to engage in more than 130 million hours of vigorous exercise each year. This activity generates direct economic value, particularly in the form of patrons' improved future health and reductions in health care expenditure, which was estimated to be \$26.39 per visit, or \$2.8 billion each year.

The study also quoted the following:

“These benefits from public aquatic facilities are additional to the revenue they generate and to their many intangible benefits including a sense of community, social capital, access to water safety education and patron enjoyment. When considering whether to provide new aquatic infrastructure and whether to maintain existing facilities, governments should take into account the measurable health benefits these facilities deliver when conducting cost benefit analysis.”

The redevelopment of the Kununurra Aquatic and Leisure Centre could also have a significant impact on the health of the local Aboriginal children. The World Health Organisation has stated that Aboriginal children currently have the highest rates of otitis media, a middle ear infection that causes hearing loss (known as Glue Ear), than any other people in the world. This is also a problem in Aboriginal children in the Kimberley and the overall health benefits for these children to have access and be involved in aquatic activities such as swimming, assists in clearing the sinuses leading to better health outcomes, reduced cases of deafness and therefore also reduced learning difficulties for these children.

The outcome from this data and research is that for the investment made in the construction of the Kununurra Aquatic and Leisure Centre it is estimated that it will have a community health and productivity benefit over ten years of \$5,964,460 (refer to Attachment 5 - Cost Benefit Analysis Report).

11.3. Community Benefits

The need for sport and recreation in regional communities is well recognised and documented. The then Department of Sport and Recreation commissioned a study into the benefits of sport for regional communities in 2006 titled Sport and Community Cohesion in the 21st Century.

This report reveals direct links between participation in sport and the development of cohesive social communities. The report provides evidence of sport being linked to social benefits to both the individual and the community, such as community integration, cohesion, cooperation, and community identity and pride. Local sporting clubs have played a key role in regional communities across Australia providing better physical and mental health outcomes for people of all ages. They also help teach values, volunteerism, cooperation, leadership, teamwork, and help in overcoming adversity. It is now highly recognised by all levels of government that sport and recreation in regional communities are integral to bringing people together and improving community cohesion, social capital and resilience.





Redevelopment of the Kununurra Aquatic and Leisure Centre for Kununurra and its surrounding areas will have the benefit of making these facilities a central point in town for the community to gather and socialise. This is likely to encourage more people to get involved in sports and activities that can use the new facilities and to become more physically active. Exposing children to these sports on a regular basis will hopefully create a desire to be involved.

In addition to the physical health benefits from the various sport related activities offered by the existing facilities, the redeveloped facilities will also offer acknowledged benefits in terms of connectedness and wellbeing.

A recent Australian based sporting study conducted by the La Trobe University, Centre for Sport and Social Impact titled, 'Value of a Community Football Club'¹⁴, highlights the potential value of investment in community sporting facilities, and showed that for every dollar invested in a community sporting facility will return \$4.40 in social value in terms of increased social connectedness, wellbeing and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

A technical report for Aquatics and Recreation Victoria undertaken by the Victoria University in April 2014¹⁵ also looked at the community benefits of Victorian Aquatic and Recreation Centres (ARCs). The purpose of this research was to identify the scope and scale of the community benefits that come from the operations of ARCs. For the purposes of that study, community benefits were confined to cover both economic significance and social benefits. Economic significance related to the size and nature of financial activities of an ARC. Social benefits related to the capacity of the ARCs to address the needs of their local community and the social connection that the users gained from their participation in the ARC programs and services.

The findings from this research provided some insights about ARC operations and benefits provided to their communities that have not been previously identified. The main conclusions and implications from the research were:

- The centre users participate in a variety of moderate and vigorous physical activity that exceeds the normal physical activity patterns of most Australians. This makes an important contribution to participants' health.
- Most centre users may be among the truly dedicated physical activity participants so there would be value for ARCs to attract a wider range of users, especially from disadvantage sectors of the community.
- The ARC goals/vision expresses a desire to address the social and community development activities in their operations but there may be economic impediments and limited resources to pursue these goals. ARCs need to review these goals and their operations to determine how they can make the social aspects of their operations a larger part of their main activities.

¹⁴ La Trobe University, Centre for Sport and Social Impact. (2015). Value of a Community Football Club. Retrieved from <http://www.afvic.com.au/wpcontent/uploads/2015/02/Latrobe-Value-of-a-Community-Football-Club-Final-PDF.pdf>

¹⁵ Victoria University, Institute of sport, Exercise and Active Learning (2014), Community Benefits of Victorian Aquatic and Recreation Centres – A Technical Report for Aquatics and Recreation Victoria





- ARCs contribute to local social capital, but it tends to not be particularly strong. ARC management may need to review how they interact with their customers to facilitate the development of community connections.
- ARCs are important economic entities in their local communities. They provide:
 - Facilities, programs and services for their local residents
 - Employment for local residents
 - Employment for local contractors
- ARC activities are important contributors to the local community. Users value their visit to the centre at almost \$48 per visit and the centres provide an average \$38 million of benefits. The centres generate a return of \$7.60 value for every dollar of expenditure, excluding capital expenditure. The value of their operations needs to be better recognised by the wider community and political decision makers.

Overall, the research identified that ARCs are making important community and economic contributions to their local communities.

As a comparison to the above benefits and in calculating the estimated community and economic benefits of the redeveloped Kununurra Aquatic and Leisure Centre facilities we have also referred to the Royal Life Saving Society – Australia report mentioned in the previous section that looked at the economic benefits of Australia’s Public Aquatic Facilities in 2017 and estimated that the average aquatic facility creates \$2.72 million a year in value to the community. The outcome from this is that for the investment made in the construction of the Kununurra Aquatic and Leisure Centre it is estimated that it will have a socio-connectiveness benefit impact on the local community to the value of \$98,236,780 and add value to the community of \$2,495,568 annually.

11.4. Volunteering

In 2015, Volunteering WA commissioned the Institute of Project Management to undertake a research study to quantify and present a comprehensive analysis of the economic, social and cultural value of volunteering to Western Australia. The study applied a model of value creation to locate the discrete values of volunteering activity in Western Australia and, for the first time, illustrate the dynamic ways in which they interact. The findings depicted how individuals, businesses and all levels of government use their time, resources and money to enable volunteering across the State and how this alters individual and community states of physical, human, social and symbolic capital.

The research findings¹⁶ place volunteering front and centre as one of Western Australia’s largest industries, annually contributing \$39bn in benefits to the community. It also showed that volunteering offers a significant return on investment, with \$4.50 returned for every dollar invested, with each hour of volunteering costing the community \$6.15. It noted that volunteering is both essential to the wellbeing of Western Australians, impacting positively upon the welfare of society and a key driver of economic growth influencing fiscal growth across a range of other sectors.

¹⁶ Institute of Project Management (2015), “The Economic, Social, and Cultural Value of Volunteering to Western Australia, prepared for Volunteering WA”





The various groups that utilise the current and proposed facilities are essentially all run as volunteer operations, and they deliver not only an essential service to the Kununurra community and Shire of Wyndham East Kimberley community, but also provide a significant contribution to the local and State economy based on the research undertaken by Volunteering WA.

This was analysed through the cost benefit analysis, which showed that the various groups undertook 2940 volunteer hours a year in their own time based on data for the last year. This equates to the Kununurra Aquatic and Leisure Centre volunteers providing \$172,932 in value to the Shire of Wyndham East Kimberley community and the Western Australia economy each year through their volunteering hours.

11.5. Short Term Economic Opportunities

This is a significant community infrastructure development and can be utilised to provide a short-term boost to the local economy, particularly in the building and construction sector. The construction phase offers the opportunity for both use of the local labour force, as well as sourcing of materials locally where possible. The project will provide a full, fair and reasonable opportunity for regional businesses in its planning, tendering and contract management through the advertisement of the tender via local, regional and state publications.

With the intention of supporting the Shire of Wyndham East Kimberley economy, the procurement process of services and materials for the construction phase will see the Shire follow a 'buy local' policy where local suppliers demonstrate they can provide a good value for money offer and deliver at the required standard. The rationale for this is underpinned by the following anticipated benefits:

- Fostering partnerships with local businesses;
- Demonstrating investment within the local community and building goodwill;
- Local suppliers place considerable value on serving their local community;
- Proximity makes it easier to travel to them for support development and contract management purposes, as well as for site inspections, thus minimising costs;
- Local knowledge of local suppliers means they can appreciate local preferences;
- Supply chains are shorter, leading to greater predictability of delivery times;
- Labour is generally locally based, leading to minimisation of costs along with supporting a sustainable local workforce.

The provision of a price differential up to 10% will apply to all suppliers who are based in, and operate from, the Shire of Wyndham East Kimberley in relation to all tenders and quotations for this project invited by the Shire for the supply of goods, services and construction (building) services, unless the tender or quotation document specifically states otherwise, providing they are competitive with regard to specification, service, delivery and price and such that such preference does not contravene the National Competition Policy.



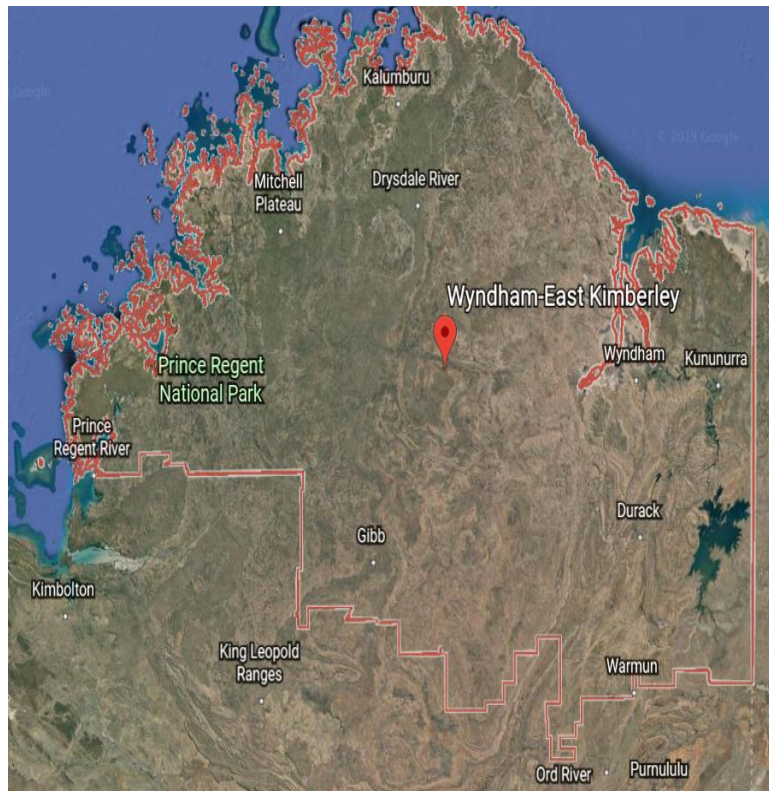


12. ECONOMIC AND FINANCIAL ANALYSIS

12.1. Shire of Wyndham East Kimberley Population and Social Profile

Shire of Wyndham East Kimberley is located in the ruggedly picturesque and sparsely populated northeast corner of Western Australia, stretching from the Northern Territory border to the northern most tip of Western Australia. The Shire includes the towns of Kununurra and Wyndham, the township of Kalumburu, more than 40 Indigenous communities and a number of other small settlements and station homesteads.

The Shire covers 121,000 square kilometres and is one of the four local governments that make up the Kimberley region.



Over 50% of the population live in the town of Kununurra (4,341 residents)¹⁷, located approximately 38km west of the northern territory border.

The relatively low residential population is increased by visitors on a regular basis due to seasonal farm workers, tourists and fly in fly out workers for the mines within the region. On census night in 2016 the population within the Shire including season farm workers, tourists and fly in fly out workers was 10,287, an increase on the actual residential population (7,478) of 38%.

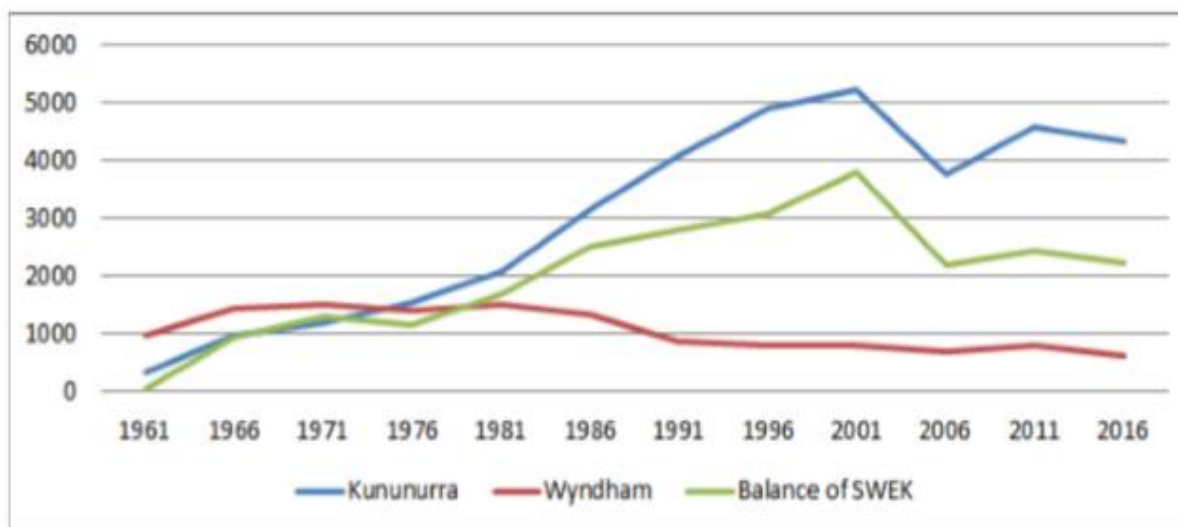
Over a 55-year period the Shire has experienced a population increase of an average of 15.6% per annum between 1961 and 2001. This growth has been predominantly in the town of Kununurra (as depicted in the graph below), whilst the town of Wyndham has experienced a population decrease of 0.5% per annum.

¹⁷ Kununurra UCL – ABS Census 2016





Historical population counted on Census night – 1961 to 2016¹⁸



From 2001 onwards, there has been a fluctuation in the numbers within the Shire. The population peaked in 2013 with 8,243 people but has since declined to 7,316 in 2018 (See table below).

Historical Population, Shire of Wyndham East Kimberley¹⁹

Shire of Wyndham East Kimberley Population numbers																	
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
7240	7406	7595	7716	7789	7879	7866	7967	8066	8111	8195	8228	8243	8020	7780	7478	7412	7317

The percentage of males in the shire is 49.4%, whilst females make up 50.6% of the population with a median age of 33.

Based on the latest population forecasts from the WA Planning Commission, the current decline in the growth rate over the last 5 years is expected to reverse, with the population estimated to potentially reach 9,240 people by 2031 under the Band-E high growth scenario, an increase of over 26% from today’s figures or an average of around 4% growth per year (see Chart below). This is in line with the Shire’s “EK@25k” growth pathway report compiled by MacroPlan Dimasi in 2013. This report outlined the aspiration for the Shire for future population growth at around 4.0 per cent per annum, which will take the Shire to a population of 25,000 residents by 2041.

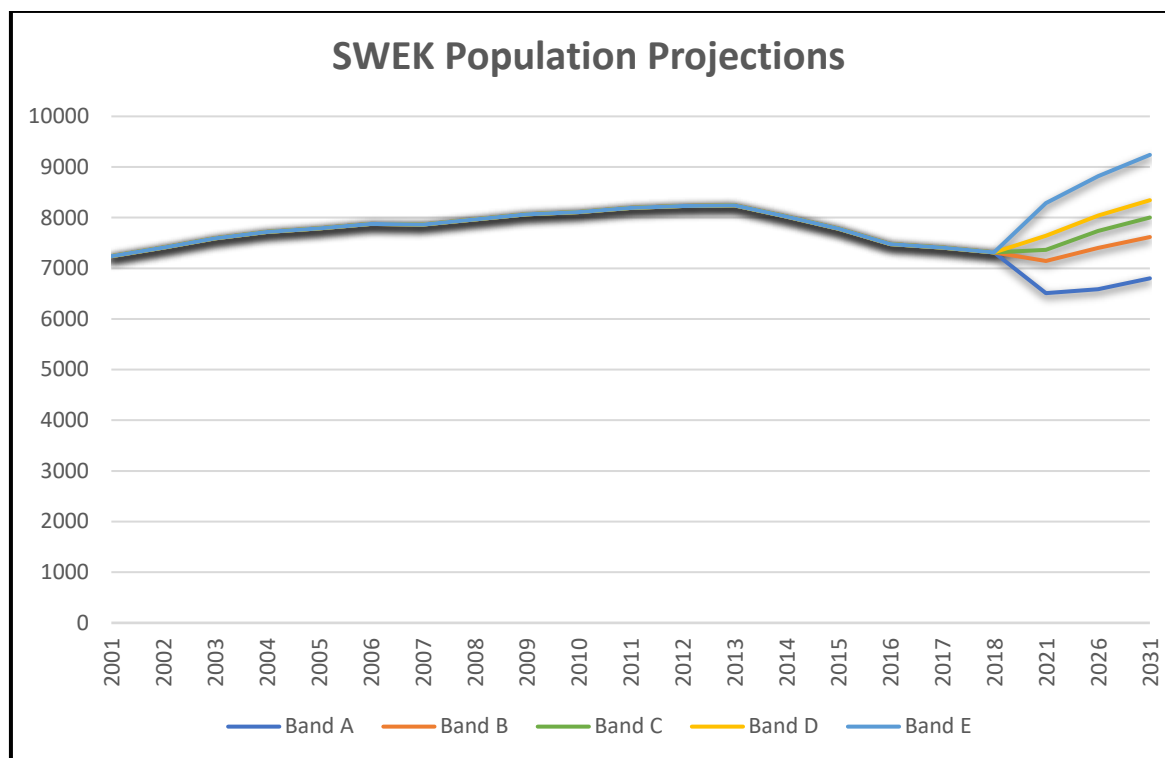
¹⁸ ABS Census 1961 to 2016

¹⁹ ABS (2018)





Future Estimated Population, Shire of Wyndham East Kimberley²⁰



Other Social characteristics of the Shire from the 2016 ABS Census are as follows:

Characteristic	Shire of Wyndham East Kimberley	Western Australia
Median age	33	36
Median personal weekly income	\$864	\$724
Median weekly household income	\$1,704	\$1,595
Average household size	2.7	2.6
Aboriginal and/or Torres Strait Islander people	2338 (32.7%)	75,978 (3.1%)
Australian born	5,282 (74.1%)	1,492,842 (60.3%)
Overseas born	25.9%	39.7%

This data clearly indicates that the majority of the population is Australian born. This is important when the participation trends are taken into account, as the highest participating category of people in recreational activities are Australian born with a participation rate of 57.6%.

²⁰ ABS (2018); WA Tomorrow (2019)





In order to service the current and future population based on this data and projections, the Shire of Wyndham East Kimberley will need to provide suitable recreational opportunities and facilities to cater for its population.

12.2. Shire of Wyndham East Kimberley Economy and Employment

Local Economy

The Shire of Wyndham-East Kimberley area constitutes an important focus of development and change in Northern Australia. Large-scale project development proposals, a growing population and host of wider land and environmental considerations make this a dynamic and challenging area.

The Shire economy is built upon a wide and diversifying base. A number of trends and initiatives point to continued prospects and opportunity. Home to 7,317 people, Wyndham-East Kimberley supports 3,763 jobs and has an annual economic output of \$1.355bn.

Pastoralism has historically taken up much of the land area. The imprint of this activity is seen across the landscape and in the pattern of landholdings. Commercial fishing and mineral exploration is undertaken within the area. The proximity of onshore and offshore petroleum and gas prospects could present opportunities for supply and servicing of resource development projects. Aquaculture, though currently practised on a very small scale, presents considerable potential for growth.

Irrigated agriculture has been the major focus of land use and economy in recent years, and the stage 2 of the Ord River Irrigation Area (ORIA) will make this one of Australia's hubs of primary production.

Tourism is a growing industry in the region continues to show strong and consistent growth. The Kununurra-Wyndham area is assuming an important position in the opening of the top end of Australia to tourism. The area offers open space, spectacular landscapes, managed conservation estate and a range of educational, cultural and recreational experiences.

Updated statistics from Tourism Western Australia indicate that the estimated average annual visitors over 3 years (2015-2017) were as follows:

- Intrastate - 52,600 visitors
- Interstate - 57,400 visitors
- International - 13,200 visitors

These figures indicate that the Shire of Wyndham East Kimberley attracts mainly visitors from interstate. This puts the Shire in second position for the interstate visitors within the top five local governments in the North West region²¹.

²¹ TWA, 2018





A growing economy including land and resource development projects brings demand for land as well as the requirement for broad-ranging infrastructure. It brings enterprise and employment, providing the foundation for population growth which in turn leads to further urban and service centre development.

The Shire of Wyndham East Kimberley's Gross Regional Product is estimated at \$690.238m. The Shire of Wyndham East Kimberley represents 25.22% of RDA Kimberley's GRP of \$2.737bn, 0.28% of Western Australia's Gross State Product (GSP) of \$247.705bn and 0.04% of Australia's GRP of \$1.755tn²².

These are, in brief, the economic indicators of the local economy.

Employment

Natural resources form the basis of the economy in the Shire of Wyndham East Kimberley, enabling both the agricultural and mining industries to thrive. Nevertheless, these industries are not the predominant employer for residents within the Shire. The most common industries of employment for those that reside in the Shire are all service industries such as health care and social assistance (13.3%), education and training (10.3%), public administration and safety (9.5%) and agriculture, forestry and fishing (9.0%).

Different areas offer different opportunities for employment. The town of Kununurra is the administrative area servicing the Shire. The four most common industries of employment within Kununurra include: health care and social assistance (14.7%), public administration and safety (11.4%), education and training (10.8%) and retail trade (8.4%).

Several areas within the Shire cater for mining opportunities with the mining sector accounting for approximately 4.3% employment (ABS 2016 – Industry of Employment LGA); the mining sector being subject to the economic variability of commodity prices.

12.3. Key Economic Projects and Drivers

Tourism

The tourism industry continues to make a significant contribution to the Shire's economic activity. Direct flights linking Kimberley to Sydney, Melbourne, Adelaide and Darwin have enhanced the accessibility and attractiveness of the region. Major population centres and natural attractions such as the El Questro Wilderness Park, Drysdale River National Park and Lake Argyle, continue to provide a range of tourism options in the Shire. There are numerous accommodation options, with the Hilton Group currently considering building a hotel at the Kununurra Golf Course.

²² Latest REMPLAN data incorporating Australian Bureau of Statistics' (ABS) June 2017 Gross State Product, 2015/2016 National Input Output Tables and 2016 Census Place of Work Employment Data





The East Kimberley Tourism Plan 2022 (EKTP) provides the blueprint for stimulating tourism growth in the Shire of Wyndham East Kimberley. Specifically, the plan outlines four key areas for improvement; product development, access to the region, capacity of local tourism industry and building the value of tourism.

The key strategic goal is to “increase the value of tourism to the East Kimberley from \$100.5m in 2013 to \$130m by 2022”. The three priority market segments for tourism in the Shire to 2022 include business visitors, grey explorers and dedicated discoverers (adventure tourism), each with different priorities.

A key tourism strategy is the creation of the Kimberley Wilderness Parks, aligning with the EKTP that has a future focus on ecotourism and nature-based tourism.

To implement the wilderness parks several broader initiatives were included in the strategy, including conservation and fire management approaches, training and employment for Aboriginal rangers, investment to raise awareness of tourism opportunities and improve visitor facilities.

Agriculture

The Shire of Wyndham East Kimberley has an abundance of the key natural resources necessary for a strong agriculture and food industry: climate, soil and water. As such, agriculture is already one of its most progressive, vibrant and promising industries. Agriculture also has large potential for future growth with excess capacity; additional scope for development; and building on its success in attracting large-scale foreign investment. The Shire is home to a large number of pastoral stations and the Ord River horticulture developments.

The Ord River Irrigation Area (ORIA) is the State’s largest irrigated agricultural project and has been developed in two stages: Stage 1 in the 1960’s and 1970’s saw construction of the major water supply and drainage infrastructure and 14,000 ha of agricultural land. Stage 2 (Ord Irrigation Expansion Project) from 2009-2013 involved State Government funding of \$311 million through Royalties for Regions to release 13,400 ha of agricultural land and supporting infrastructure.

The Ord Valley produces a wide range of grains and seeds including sunflower, safflower, maize, grain sorghum, chickpeas, soybean and a wide variety of hybrid seed crops. Further, sandalwood harvesting has been conducted in small stages over the last years. Sandalwood plantings are predominantly managed by Quintis with smaller areas owned and managed by Santanol and private owners. Production is around 300 tonnes per year. Cotton is an emerging industry in the agricultural sector. Farmers in the valley believe that cotton could be the base crop they had been looking for since the mid-2000s.

Kimberley Agricultural Investments (KAI), the developers of the ORIA Stage 2 expansion, have planted around 2500 ha of mixed grain crops (chia, sorghum and millet). No detailed production data is available; however, it is estimated that production targets are around 1.5 tonnes per hectare and gross return of \$3,000 – \$3,500 per hectare.





In regard to pastoral stations in the Shire, it is estimated that at least 30 in the Kimberley region are beneath peak production. There is an opportunity to improve through better land management, breeding genetics, better fodder and improved livestock performance, using models established in similar Northern Australian operations for those within the Shire of Wyndham East Kimberley.

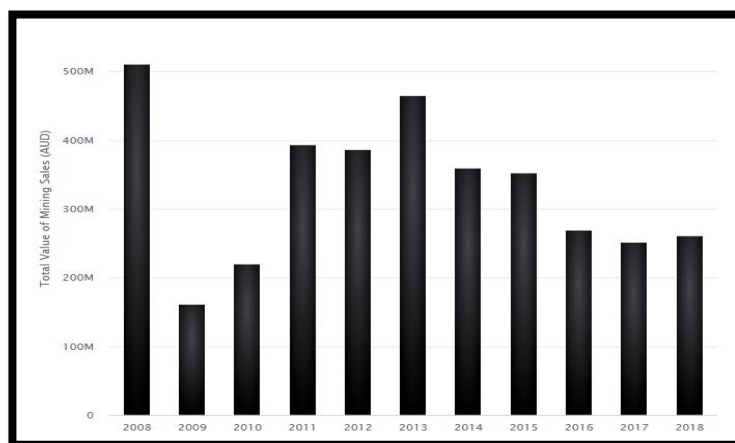
The improved market position for beef cattle exports has seen a resurgence of fodder production and feed supplementation. High levels of interest are also being generated from recent major investment in the pastoral industry from new players such as Hancock Agriculture and others.

Mining

The value of minerals produced in the Shire has been fairly volatile as production is mostly driven by world demand (see chart below). Production in 2018 showed similar yet improved patterns in relation to 2017 and 2016, with the Shire increasing its value of minerals produced to \$261 million in 2018²³.

The Shire accounts for most of Western Australia’s diamond production and produces around 90 per cent of the world’s pink diamonds from the Argyle Diamond mine south of Kununurra, which is owned and operated by Rio Tinto. While famous for producing rare pink and yellow diamonds, the outlook is for gradual reduction in the industry and production with the Argyle Mine in transition to shut down mode in 2020. The mine has been operating since 1983 and has produced more than 800 million carats of rough diamonds. It is one of the world’s largest supplier of diamonds and the world’s largest supplier of natural coloured diamonds.

Value of Mineral Production for Shire Wyndham East Kimberley 2008-2018²⁴



²³ Department of Mines, Industry Regulation and Safety. Historical Values 2018 Spatial and regional resources data.

²⁴ Department of Mines, Industry Regulation and Safety. Historical Values 2018 Spatial and regional resources data.





12.4. Project Economic and Financial Analysis

The \$22,326,541 project investment will have significant flow-on effects in the local economy.

It is anticipated that the local economy would benefit from the direct spend of the construction of the facility and its ongoing operations and maintenance, through various multipliers, associated with employment, increased members and visitor numbers and generally because of the improved recreational facilities.

This is likely to have a flow-on benefit of improving the viability and scope of existing businesses, as well as potentially stimulating the development of new businesses that leverage off the development's appeal.

There are a range of indirect benefits of the project, through attraction and retention factors which positively impact on the local workforce through the improved amenity and experiential recreation areas. Facilitating quality regional living through modern services and facilities will encourage the development of strong local communities and contribute to the attractions of residents to the area.

To calculate the employment benefits and gross regional product for this project, the Flinders University – Australian Urban Research Infrastructure Network - Economic Impact Analysis Tool (EIAT) was used. The EIAT is developed based on the location quotient adaptation of the 2009/10 national input-output (I-O) table of 19 industry sectors (consistent with the 2006 Australian and New Zealand Standard Industrial Classification (ANZSIC) 1-digit level) using the 2016 Census industry employment data for local government areas in all the states and territories of Australia.

It is expected that jobs for 133 FTE will be created for the construction of the redeveloped Kununurra Aquatic and Leisure Centre over a 24-month construction period. Of these, it is estimated that 67 FTE will be directly employed in the construction for this size of building, with a further 66 FTE indirectly employed across related industry sectors that support the building and construction sector.

It is also expected that jobs for 11 FTE will be maintained annually through the life of the new facilities to cover the administration, operations and maintenance of the facilities. Of these, it is estimated that 5 FTE will be directly employed within the Shire of Wyndham East Kimberley, with a further 6 FTE indirectly employed across related industry sectors that support the Shire to operate and maintain these facilities.

Using these FTE figures the EIAT modelling and cost benefit analysis show that the direct and indirect economic dollar value of employment benefits for the project during construction and operations over ten years will be \$18,004,048.

The EIAT modelling also showed that the construction of the redeveloped Kununurra Aquatic and Leisure Centre and ongoing capital upgrades would result in a total GRP Benefit of \$15.779m to the economy in the Shire of Wyndham East Kimberley.





It is also anticipated that the redevelopment of the Kununurra Aquatic and Leisure Centre will positively impact on community health and wellbeing with the tangential benefits of building community pride and participation, interest in volunteering and generally high levels of community engagement. This positive community atmosphere will, in turn, provide an improved experience for those visiting the new facilities.

Beyond the quantifiable economic benefits presented above, there would also be numerous additional benefits, for the local community stemming from the redevelopment of the Kununurra Aquatic and Leisure Centre project, including:

Population Attraction: the redeveloped facility will act to attract future residents to the community, helping to grow the area and maintain a vibrant community.

Increased Community Wellbeing: health, sports and leisure activities is an important facet of community wellbeing, not only through the positive physical health benefits, but also through numerous mental health benefits as well. Community pride and community cohesion would also be enhanced through this project.

Increased participation in sport and recreation: according to the Department of Sport and Recreation Annual Report 2016/17, the provision of facilities leads to an increase in physical activity levels and participation in physical activity. Increased participation in sport and recreation will make individuals, families and the community healthier. Evidence from other communities has shown a dramatic increase in club participation once new facilities are delivered locally. Some club memberships have grown by 200% to 300%.

Health benefits: there are numerous individual and community health benefits that the new facilities would support. Healthier people provide lower cost and lower burden for the public health system.

Financially, the Shire of Wyndham East Kimberley understands and can ensure it has the required funds to maintain and operate the new facilities as well as its other current assets. It has an asset management plan in place and will ensure that the new facilities are included in this plan once built. The Shire will also be assisted in this process through leasing space within the new facilities to generate an income stream.

13. COST BENEFIT ANALYSIS

The key benefit categories identified in relation to this project encompass:

Economic	Social
Employment	Community
Gross Regional Product	Social Connectedness
Health plus Productivity	Volunteering





NAJA Business Consulting Services undertook a cost benefit analysis, which mapped the expected benefits of the project in comparison to the costs, however it is noted that cost benefit analysis findings often overstate the actual benefits, along with the difficulties in the Western Australian context of applying outdated data and multipliers which may not be directly transferrable to the state's regional economic conditions²⁵.

As such, a very conservative approach has been taken to the development as the Shire of Wyndham East Kimberley does not want to imply the potential of creating an unrealistic impact. A copy of the full Cost Benefit Analysis Report is included at Attachment 5 to this business case. The breakdown of costs and benefits, as defined above is provided below, along with a cost-benefit assessment.

Establishment	<p>Upfront costs of \$22,326,541 (excluding GST and all spent in construction and fit out phase for Stage 1 Aquatic Facilities, Stage 2 Zero Depth Water Splash Pad, Stage 3 – Sports Centre Facilities and Stage 4 – Additional facilities)</p> <p>Total - \$22,326,541 (once off)</p>
Recurrent Costs	<p>The recurrent (ongoing) costs in Year 1 of \$2,002,128 increasing to \$2,828,919 by year 10 in line with the whole of life model and sustainability analysis for the existing and new facilities broken down as follows:</p> <p>Total Annual Operating Costs - \$1,442,852 indexed at CPI @ 1.5%;</p> <p>Average Annual Maintenance Demand Expenditure - \$557,676 per annum over 20 years; and</p> <p>Capital Replacement for new facilities (Asset Renewal Fund) – starting at \$1,600 in year 1 due to it being a new facility, increasing to \$621,500 in Year 10, which represents cash backed depreciation to a building and infrastructure asset renewal reserve fund (Refer to Whole of Life Asset Sustainability Section of the Business Case).</p>

Benefit Area	Future Value of Benefits over 10 years
Employment	\$18,004,048
Gross Regional Product	\$15,778,501
Health plus Productivity	\$5,964,460
Community	\$24,955,680
Social Connectedness	\$98,236,780
Volunteering	\$1,729,320

²⁵ Department of Treasury and Finance (WA). (March 2002). Economic Research Articles. Retrieved from <https://www.treasury.wa.gov.au/uploadedFiles/ecoresearchart2002.pdf>





A standard cost-benefit framework was used to develop a 10-year discounted cash flow analysis of the benefits and costs identified in the preceding sections. Assuming a discount rate of 6%, the project is expected to yield a Net Present Value Benefit of \$121.29 million over 10 years. The Benefit Cost Ratio is 3.98 to 1. For reference, calculations at a discount rate of 2% have also been shown in the following tables.

Discount Rate	2%	6%
Present value of costs – project plus ongoing renewal (\$m)	\$44,131,241	\$40,655,533
Present value of benefits (\$m)	\$169,311,258	\$161,946,249
Net Present Value (\$)	\$125,180,018	\$121,290,716
Benefit to Cost Ratio	3.84 : 1	3.98 : 1

A breakdown of the present value of benefits, assuming a discount rate of 6% over ten years, yields ratios for economic benefits of 1.05 to 1 and social community benefits of 2.93 to 1.

Economic Benefits

Discount Rate	2%	6%
Present value of costs – project plus ongoing renewal (\$m)	\$44,131,241	\$40,655,533
Present value of benefits (\$m) - Economic	\$46,398,802	\$42,719,151
Net Present Value (\$)	\$2,267,561	\$2,063,618
Benefit to Cost Ratio - Economic	1.05 : 1	1.05 : 1

Social Community Benefits

Discount Rate	2%	6%
Present value of costs – project plus ongoing renewal (\$m)	\$44,131,241	\$40,655,533
Present value of benefits (\$m) - Social	\$122,686,209	\$119,055,596
Net Present Value (\$)	\$78,554,968	\$78,400,063
Benefit to Cost Ratio - Social	2.78 : 1	2.93 : 1





As discussed earlier, a conservative approach was taken in this analysis, however it is possible that the actual economic benefits could be lower than estimated, especially if the operating costs for the new facilities do not remain relative to the current operational costs. Should these increase substantially then it is expected that the economic benefit to cost ratio would become negative. Also impacting the economic benefit is the assumptions made regarding the increase in operational revenue based on the new facilities. Should this increase in revenue also not eventuate from more usage of the new facilities then it is expected that the economic benefit to cost ratio would become negative.

However, on current figures as just a stand-alone economic investment proposal, the development at a 6% discount rate provides a fairly cost neutral position with a small net present benefit of \$2,063,618 and benefit cost ratio of \$1.05 returned for every dollar invested over the 10-year period. This fairly balanced outcome is not unexpected as many of these types of facilities are run at a loss and are subsidised by local government revenue based on the community and social benefits that arise.

With the addition of the social and community benefits taken into consideration the project becomes a more attractive proposition, with the project expected to yield a Net Present Value Benefit of \$121.29 million over 10 years and a benefit cost ratio of \$3.98 for every dollar invested.

On the basis of these returns the Shire of Wyndham East Kimberley would be justified in proceeding with this investment given the benefits it will bring to its local community, but noting the proviso that they will need to operate the new facility within a normal current expenditure profile and also increase its incoming revenue.

14. RISK ANALYSIS

The purpose of this risk analysis is to ensure that levels of risk and uncertainty are properly managed for the Shire of Wyndham East Kimberley in developing the Kununurra Aquatic and Leisure Centre infrastructure project. The Shire of Wyndham East Kimberley will monitor and manage these risks in a structured way, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes/benefits by the Shire of Wyndham East Kimberley are appropriately managed to ensure the project is completed successfully.

As risk management is an ongoing process over the life of an asset or project, the Risk Register in Section 14.1 must only be considered a 'snapshot' of relevant risks at this one point in time.

14.1. Risk Register

The following Risk Register has been prepared for the Shire of Wyndham East Kimberley and is current as of November 2019.





Item	Potential Risk	Risk Type	Initial Risk Level	Control Measure	Responsibility	Residual Risk
Finance and Funding						
1	Failure to achieve majority support from the community	Financial /Design	D4 Low	Public consultation and engagement to offer an opportunity for comment/ input. Information to explain design options/constraints, and costs.	Project Management Team	C5 Low
2	Failure to achieve grant funding	Financial	B1 Extreme	Preparation of quality application that meets funding criteria.	Shire of Wyndham East Kimberley - Management Committee	C1 high
3	Grant funding offered is less than requested	Financial	C2 High	Shire of Wyndham East Kimberley will need to negotiate with other funding bodies to make up shortfall OR redesign and build in part.	Shire of Wyndham East Kimberley - Management Committee	C2 High
4	Cost estimate increasing beyond budget	Financial /Design	D5 Low	Constant review of costs. Estimates include contingencies	Project Management Team	D5 Low
5	Construction, program and cost variations	Financial	D4 Low	A district loading estimate has been allowed for in the cost estimates using historical trend building costs. This will be reviewed during the process	Project Management Team	D4 Low
6	Construction, program and cost variations	Financial	D4 Low	Management of the construction program by the Project Manager and cost control by the QS. Tendering processes will eliminate some of the potential for cost variations.	Project Management Team	D4 Low
7	Inaccurate cost estimation	Financial	C4 Moderate	A QS have been sourced. Contingency is allowed for in the current cost estimates.	Project Management Team	E4 Low
Design						
8	Lack of agreement and understanding between parties of the design deliverables	Project / Governance	D4 Low	Extensive consultation has already occurred, and regular collaboration and milestone targets will be set.	Project Management Team	E4 Low
9	Cost estimate over-runs with detailed design reviewed	Financial / Design	C4 Moderate	Some contingency is allowed in the cost estimate. Cost monitoring by project team will be in place	Consultants	D4 Low
10	Exposure to legal risk by project not complying with legislation	Legal / Governance	D4 Low	Review of design in accordance with legislative requirements and Council requirements for minimum standard	All parties	E5 Low
11	Contract sums being over budget	Financial	D4 Low	Tender prices in the open market may differ from expected budgets and cost estimates. If required cost negotiation and value management sessions could be undertaken to reduce costs	All parties	E4 Low





Item	Potential Risk	Risk Type	Initial Risk Level	Control Measure	Responsibility	Residual Risk
12	Project construction behind scheduling	Financial	D3 Moderate	Time estimation for construction will be managed by the contractor and monitored by the Project Management Team. Capacity of Builders carefully assessed before contracted.	Project Management Team	D4 Low
13	Client variations	Financial	D4 Low	Regular collaboration between contractor, Council and funding parties to resolve issues as they arise.	All parties	D4 Low
14	Dispute occurrences	Financial	D4 Low	Regular collaboration between contractor, Council and funding parties to resolve issues as they arise.	All parties	D4 Low
15	Industrial Relations issues	Financial / Legal	D3 Moderate	Community facilities not normally the target of industrial action.	All parties	D4 Low
16	Public safety during construction	Safety / Legal	D4 Low	Site fencing and controls to be implemented	Project Management Team	E5 Low
17	Poor soil / site contamination	Financial	D4 Low	Research of the site will be done	Project Management Team	E5 Low
Operations						
18	Higher than expected operating &/or maintenance costs.	Financial	D3 Moderate	The successful operation of the facility expects operating costs in line with other similar facilities in Australia. Monitored by the Shire.	Shire of Wyndham East Kimberley	D3 Moderate
19	Poor management of the Facilities.	Financial	D3 Moderate	The Shire will have an asset management plan for the facility and is experienced in management of similar facilities in the Shire.	Shire of Wyndham East Kimberley	D4 Low
20	Disputes between other users and the Shire	Governance / Legal	D4 Low	Governance risks are considered in terms of the various legal agreements between users and the Shire regarding the operation of the facility.	All parties	D4 Low

14.2. Management of Risks

The Shire of Wyndham East Kimberley will appoint a project manager for the build; however, a project management team will be developed made up of Council and community representatives, which will oversee and manage the risks. Risks will be managed as identified using the methods and processes outlined below:

14.2.1. Identification

The Shire of Wyndham East Kimberley has followed the Australian Standard for Risk Management AS/NZS 4360: 2004 in identification of the risks for the project. The wording or articulation of each risk under this process follows a simple two-step approach:

1. Consider what might be a 'trigger' event or threat – several triggers may reveal the same inherent risk; then





2. Identify the risk - e.g. 'budget blow out' then describe the nature of the risk and the impact on the project if the risk is not mitigated or managed (e.g. project delayed or abandoned, expenditure to date wasted, outcomes not realised, etc.

14.2.2. Analysis and Evaluation

Once risks have been identified they will be analysed by determining how they might affect the success of the project including:

- Project outcomes (benefits) are delayed or reduced;
- Project output quality is reduced;
- Timeframes are extended; and/or
- Costs are increased.

Once analysed, the risks will be evaluated to determine the likelihood of a risk or threat being realised and the consequence, or impact, should the risk occur. 'Likelihood' is a qualitative measure of probability to express the strength of the belief that the threat will emerge, generally ranked as Rare, Unlikely, Moderate, Likely or Almost Certain. 'Consequence' is a qualitative measure of negative impact to convey the overall loss of value from a project if the threat emerges, based on the extent of the damage (generally ranked as Insignificant, Minor, Moderate, Major or Catastrophic).

The following Corporate Risk Matrix listed below provides the basis of how the likelihood and consequence for each risk was analysed and evaluated.

CORPORATE RISK MATRIX						
Likelihood		Consequence				
		5	4	3	2	1
		Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain Expected to occur at times of normal operations (more than once per year) 95% chance	A	Moderate	High	High	Extreme	Extreme
Likely Will occur at some stage based on previous incidents 75% to 95% chance	B	Moderate	Moderate	High	High	Extreme
Possible Not expected to occur but could under specific circumstances 25% to 75% chance	C	Low	Moderate	High	High	High
Unlikely Conceivable but not likely to occur under normal operations (no previous occurrence) 5% to 25% chance	D	Low	Low	Moderate	High	High
Rare Only occurs in exceptional circumstances <5% chance	E	Low	Low	Moderate	Moderate	High





The consequences are rated against the following criteria.

Consequences	5	4	3	2	1
	Insignificant	Minor	Moderate	Major	Catastrophic
Financial <ul style="list-style-type: none"> Asset/Infrastructure Compliance/Regulatory Legal Contract Management Procurement/Tendering Project Management 	Negligible financial loss (>10k or 5% of project cost) No real disruption to business	Minor financial loss (\$10k-\$50k or 10% of project cost) minor financial disruption. Minor variation to budget for financial year.	Moderate financial loss (\$50k-\$200k or 20% of project cost). Moderate impact to business operations. May impact beyond current financial year.	Major financial loss (\$200k-\$500k or 30% of project cost) major impact on business operations. Multiple financial year impact.	Significant financial loss (>\$500k or 40% of project cost) loss of business operation. Multiple financial year impact
People <ul style="list-style-type: none"> HR WHS 	No injury/first aid only. No impact on morale.	Minor medical attention. Negligible impact on morale.	Significant injury requiring medical attention. Short term effect on morale and business.	Serious long-term injury. Temporary disablement. Significant impact on morale and business.	Major injury/disablement or death. Long term effect on morale and performance of business.
Reputation <ul style="list-style-type: none"> Political Business Development 	No media or political attention. Some local complaints	Some local media attention. Community concern - little adverse effect.	Significant media attention. Significant public interest. Potential for adverse local media or potential attention.	Regional or State-wide media attention. Public Interest. Long term effect on reputation	Potential National media attention. Prolonged media or political attention. Irreparable damage to reputation.
Environmental <ul style="list-style-type: none"> Asset/Infrastructure 	Minor instance of environmental damage. Can be reversed immediately.	Minor impact to environment. Can be reversed in short term.	Moderate impact to environment. Localised damage that has potential to spread and reversed with intensive efforts.	Severe loss of environmental amenity, danger of continuing environmental damage.	Major loss of environmental amenity - irrecoverable environmental damage.
Service Delivery <ul style="list-style-type: none"> Compliance/ Regulatory Governance Strategic Risk Project Management 	Interruption to a service - no impact to customers/ business	Minor interruption to service: minimal impact to customers/ business	Moderate interruption to service delivery. Customer impact up to 48hrs. Partial BCP action may be needed.	Major interruption to service delivery. Customer impact 7-14 days. Full or partial BCP action may be needed.	Major interruption to delivery of all or most services for more than 14 days. Full BCP action required.

14.2.3. Risk Mitigation – Control Measures

Mitigation of risks or control measures involve the identification of actions to reduce the likelihood that a threat will occur (preventative action) and/or reduce the impact of a threat that does occur (contingency action). This strategy also involves identifying the stage of the project when the action should be undertaken, either prior to the start of or during the project.

Risk mitigation strategies to reduce the chance that a risk will be realised and/or reduce the seriousness of a risk if it is realised have been developed by the Shire of Wyndham East Kimberley as per the risk register.





14.2.4. Monitor and Review

Risk Management is an iterative process that should be built into the management processes for any project. It must be closely linked with Issues Management, as untreated issues may become significant risks. If prevention strategies are being effective, some of the Extreme and High Risks should be able to be downgraded early in the project. When the project is established, the following risk protocols will be confirmed with the Project Manager and Project Management Team:

- Frequently of the Risk and Issues Registers review;
- Responsibility for review
- Frequency of monitoring of established risks to ensure that appropriate action is taken should the likelihood, or impact, of identified risks change and to ensure that any emerging risks are appropriately dealt with;
- The format of the risk management plan and risk management register.
- How often the Risk Management Committee or Project Sponsor/Senior Manager will be provided with an updated Risk Register for consideration; and
- How often Risk status will be reported in the Project Status Reports to the Board and Senior project officers (usually only High and Extreme risks).

Further to this, the Shire of Wyndham East Kimberley throughout the project will ensure that all open risks will be reviewed and reported at project meetings and in the monthly report in relation to how they are being managed, the impact on the project and resource allocation for further monitoring.

Regarding the current Risk Register there are two risks that were rated as 'extreme'. The first related to inadequate funds to complete the project due to withdrawal of committed funding – this risk will be mitigated through Shire of Wyndham East Kimberley's formal partnership with any funding provider.

The second risk is failure to meet the projected budgeted costs and the project runs out of funding before construction is complete. The Shire of Wyndham East Kimberley has taken measures to minimise this risk through careful planning of the construction costs and ensuring there is contingency included in the budget. The Shire of Wyndham East Kimberley will monitor the budget regularly to ensure construction of the project is completed within agreed pricing.

14.2.5. Communicate and Consult

The Project Manager, under guidance of the Project Management Team, will ensure dissemination of information with internal and external stakeholders and keeping of records around all risks.





15. OPERATIONAL BUDGET

In order to estimate the likely future operating budget of the facility, the 2018/19 Kununurra Aquatic and Leisure Centre operating budget was considered and then projected over ten years to develop the scenario for the increased activity.

Key assumptions and considerations around growth in income and expenditure have been applied, namely:

- An overall increase in Aquatic Centre revenue of 1.5 times, even though Olympic pool will be twice the size, it is best to conservative.
- New revenue as a result of the new splash and dash pool.
- Future gym membership numbers increase due to increasing size of facility.
- Leisure Centre revenue increases of 2 times due to overall increasing size.
- Operating costs for the new facilities are estimated to be on par with the existing facilities e.g. estimated to start at \$1,442,852 per annum in 2020/21 indexed at CPI of 1.5% per annum. However, these may be higher than predicted given the increased scale of facilities.
- Maintenance Demand for the new facilities is expected to be on average over the life of the facility \$557,676 per annum.
- As part of the Whole of Life Sustainability of the facility, an Asset Renewal Fund would be set up to enable the replacement of the facility at the end of its useful life. This is expected to start at \$1,600 in year 1 due to it being a new facility, increasing to \$621,500 in Year 10, which represents cash backed depreciation to a building and infrastructure asset renewal reserve fund (Refer to Whole of Life Asset Sustainability Section of the Business Case).
- For the nine months January 2019 to September 2019, there has been a total attendance at the facility of 34,015 people. This has been extrapolated for the 12 months with an expected number of attendances at the facility to be at least 51991 uses per annum.
- It should be noted the revenue is significantly less than what the Shire spends on the premises and this will continue with the new facilities. Effectively the Shire subsidises users to utilise the facilities as a community service.
- The Shire's subsidy per participant use of the facilities per annum is expected to be approximately \$22.65 (Projected Operating Net Loss for 2020/21 \$1.18m/ 52,000 participation uses during the year).





15.1. Historical Operational Revenue with Predicted Increase

Shire of Wyndham East Kimberley Kununurra Leisure Centre and Swimming Pool - Operating Revenue 2018/19 and Predicted Revenue after Redevelopment			
	Actuals	Predicted	Assumptions
Description	2018/19	2020/21	
Operating Revenue			
Kununurra Swimming Complex			
Pool Admissions - Kununurra Swimming Complex	\$78,675.44	\$118,013.16	Revenue increase of 1.5 times
Pool Courses - Kununurra Swimming Complex	\$800.91	\$1,201.37	Revenue increase of 1.5 times
Swim School Income - Kununurra Swimming Complex	\$8,854.50	\$13,281.75	Revenue increase of 1.5 times
Pool Hire (Functions) - Kununurra Swimming Complex	\$9,742.35	\$14,613.53	Revenue increase of 1.5 times
Pool Admissions – Splash and Dash	\$0.00	\$78,675.44	Revenue increase of 1.5 times
Grants - Kununurra Swimming Complex	\$0.00	\$0.00	
Sub-total Kununurra Swimming Complex	\$98,073.20	\$225,785.25	
Kununurra Leisure Centre			
Recreation Hall Hire - Kununurra Leisure Centre	\$47,461.96	\$94,923.92	Revenue increase of 2 times
Memberships - Kununurra Leisure Centre	\$159,666.27	\$319,332.54	Revenue increase of 2 times
Classes and Programming - Kununurra Leisure Centre	\$8,402.15	\$16,804.30	Revenue increase of 2 times
Casual Use - Kununurra Leisure Centre	\$21,143.04	\$21,143.04	
Squash Court and Equipment - Kununurra Leisure Centre	\$13,794.81	\$13,794.81	
Equipment Hire - Kununurra Leisure Centre	\$1,174.54	\$1,174.54	
Sale of Consumables - Kununurra Leisure Centre	\$30,359.34	\$60,718.68	Revenue increase of 2 times
Group Fitness - Kununurra Leisure Centre	\$334.09	\$334.09	
Personal Training/Gym Assessment - Kununurra Leisure Centre	\$0.00	\$60,718.68	Figure due to increase in gym
SWEK Staff Memberships - Kununurra Leisure Centre	\$7,885.74	\$7,885.74	
Sub-total Kununurra Leisure Centre	\$290,221.94	\$596,830.34	
Total Operating Revenue	\$388,295.14	\$822,615.59	



15.2. Current Indicative Forward Operating Budget for Kununurra Aquatic and Leisure Centre

Note: This page is prepared for landscape printing)

Note: The Forward Operating Budget below excludes an Annual Figure that should be applied to an Asset Renewal Reserve Fund (refer to Section 16 - Whole of Life Sustainability) for replacement of the facilities when they reach their useful life.

Shire of Wyndham East Kimberley												
Kununurra Leisure Centre and Swimming Pool - Operating Budget 2018/19 and forward projections												
Description	Actuals	Estimated										
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Revenue												
Kununurra Swimming Complex	\$98,073	\$99,544	\$225,785	\$229,172	\$232,610	\$236,099	\$239,640	\$243,235	\$246,883	\$250,587	\$254,345	\$258,161
Kununurra Leisure Centre	\$290,222	\$294,575	\$596,830	\$605,783	\$614,870	\$624,093	\$633,454	\$642,956	\$652,600	\$662,389	\$672,325	\$682,410
Total Operating Revenue	\$388,295	\$394,120	\$822,616	\$834,955	\$847,479	\$860,191	\$873,094	\$886,191	\$899,483	\$912,976	\$926,670	\$940,570
Operating Expenditure												
Kununurra Swimming Complex	\$967,797	\$982,314	\$997,048	\$1,012,004	\$1,027,184	\$1,042,592	\$1,058,231	\$1,074,104	\$1,090,216	\$1,106,569	\$1,123,168	\$1,140,015
Kununurra Leisure Centre	\$432,725	\$439,216	\$445,804	\$452,491	\$459,278	\$466,167	\$473,160	\$480,257	\$487,461	\$494,773	\$502,195	\$509,728
Total Operating Expenditure	\$1,400,521	\$1,421,529	\$1,442,852	\$1,464,495	\$1,486,462	\$1,508,759	\$1,531,391	\$1,554,362	\$1,577,677	\$1,601,342	\$1,625,362	\$1,649,743
Maintenance Demand Expenditure	\$123,066	\$124,912	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676	\$557,676
Net Operating Profit/Loss	-\$1,135,293	-\$1,152,322	-\$1,177,913	-\$1,187,216	-\$1,196,659	-\$1,206,244	-\$1,215,972	-\$1,225,847	-\$1,235,870	-\$1,246,042	-\$1,256,368	-\$1,266,848





16. WHOLE OF LIFE MODEL & SUSTAINABILITY

The Kununurra Aquatic and Leisure Centre is located at 95 Coolibah Drive, Kununurra in the Shire of Wyndham East Kimberley. The Shire of Wyndham East Kimberley proposes the redevelopment of the Kununurra Leisure Centre in order to:

- Develop a new multi-purpose facility which meets the needs of current and future patrons.
- Provides an economic driver for the community;
- Creates a drawcard for locals and visitors alike to the town of Kununurra;
- Provides options to underpin cost through the leasing of part of the facility for commercial purposes (i.e. Café, Creche or WA PCYC); and;
- Provides a state-of-the-art facility for training and leisure.

An important consideration in any development such as this is ensuring that a local government, can sustainably manage the ongoing financial demands of asset ownership.

To develop an understanding of this capability, consideration is first given the existing demands of the current facility on a long-term basis. Following this evaluation, consideration of the ongoing financial demand of the proposed new facility along with the implications of any difference between current financial demand and future financial demand.

16.1. Existing Facility Sustainability

The existing Kununurra Aquatic and Leisure Centre is now over 35 years old, having been built in 1983. It no longer meets modern design / building code standards; nor does it meet the expectations of today's leisure-centre user groups. The Aquatic Facilities have reached the end of their serviceable life and require major rectification works.

The land, on which Kununurra Aquatic and Leisure Centre sits, is vested under provisions of the Land Administration Act to the Shire for the purposes of "Recreation and Civic Centre". Consequently, the developments outlined within this proposal are consistent with that purpose outlined in this business case.

There are significant geotechnical / structural issues impacting the existing pool making ongoing maintenance and management of the pool complex and expensive.

The cost to renew the existing facility on a like for like basis has been estimated based on the floor area, unit rates from Rawlinsons Australian Construction Handbook 2019 (Rawlinson and the cost escalation scale factor for Kununurra utilising Perth as the base rate).

Buildings and facilities do not last indefinitely and require ongoing replacement of asset components as they wear out. For example, metal building roofs corrode and eventually requires replacement. It is rare that buildings are completely demolished and replaced by completely new buildings. More often individual components are replaced as they wear out.





A measure of sustainability for an asset owner is determining whether the asset owner has sufficient long-term cash flow to manage the renewal of major asset component at the optimum time. As such, it is important to understand what the demand for renewal and maintenance is for the existing facility.

It should also be noted that different asset components have different lives and therefore produce different cash flow demands. For example, it is not unusual for the structure of a building to have a life of 100 years whereas the roof cladding may only have a life of 25 years, hence in theory, the roof will be replaced 4 times over the life of the structure.

To model the Annual Average Renewal Demand (AARD) cash flow demand of the existing building, it has been broken into its major asset components.

Existing Facility	Area	Unit	Unit Rate \$	Renewal Estimate \$	Structure	Roof	Mechanical Services	Fit Out	Other
Leisure Centre Building	2,500	m ²	2,800	7,000,000	4,200,000	350,000	1,050,000	1,400,000	0
Main Swimming Pool	700	m ²	4,500	3,150,000	1,989,474	0	497,368	663,158	0
Small Pool	200	m ²	3,500	700,000	442,105	0	110,526	147,368	0
Shade Structures	520	m ²	550	286,000	114,400	171,600	0	0	0
Paved Areas	2,200	m ²	80	176,000	0	0	0	0	176,000
Car Parking	2,040	m ²	80	163,200	0	0	0	0	163,200
Lighting				150,000	0	0	0	0	150,000
Building Renewal Cost			Total	11,625,200	6,745,979	521,600	4,977,795	2,210,526	489,200

Annual Average Renewal Demand (AARD) of New Building

Component	Value %	Component Value \$	Life Years	Intervention	Renewal %	Annual Renewal \$
Structure	60.6%	6,745,979	100	8	1.25%	84,325
Roof	4.7%	521,600	30	8	4.17%	21,733
Mechanical Services	14.9%	1,657,895	25	8	5.00%	82,895
Fit Out	19.9%	2,210,526	30	8	4.17%	92,105
Total	100%	11,136,000			AARD1=	281,058
Total Renewal Demand over 20 years						5,621,161
Annual Consequential Maintenance Demand @ 2%						222,720





Annual Average Renewal Demand (AARD) of Other Infrastructure

Component	Value %	Component Value \$	Life Years	Intervention	Renewal %	Annual Renewal \$
Paved Areas	100%	176,000	30	8	4.17%	7,333
Car Parking	100%	163,200	25	8	5.00%	8,160
Lighting	100%	150,000	15	8	8.33%	12,500
Total	100%	489,200			AARD1=	27,993
Total Renewal Demand over 20 years						559,867
Annual Consequential Maintenance Demand @ 2%						9,784
Annual Average Renewal Demand Buildings						281,058
Annual Average Renewal Demand Other Infrastructure						27,993
Annual Consequential Maintenance Demand Buildings						222,720
Annual Consequential Maintenance Demand Other Infrastructure						9,784
Total Combined Current Annual Average Renewal & Maintenance Demand						541,555

Table1: Annual Average Renewal Demand of the new Facility, plus Estimated Consequential Maintenance Demand

Error! Reference source not found. shows that to maintain the existing facility, the facility owner would need to spend, on average, \$281k/annum on building renewal, \$28k on renewal of other infrastructure and \$223k/annum on building maintenance and \$10k on maintenance of other infrastructure. This results in an annual average combined renewal and maintenance demand of approximately \$541k/annum.

In asset management, there is a broad rule of thumb that an asset owner needs to allocate between 2% and 4% of the capital value of an asset toward the combined cost of maintenance and asset renewal. Based on a \$11.6m renewal value, this range calculates to be in the order of \$232k - \$465k. The 2% figure is required when the building is new and in good condition, the 4% is required when the building is old and in poor condition.

To confirm this figure, the building data was input to the Moloney Model. The Moloney Model operates at a network level to determine the future renewal (or replacement) demand to maintain the whole of a like performing asset group to a predetermined condition level, therefore results based on a single asset are only indicative. Nonetheless the results provide a reasonable estimation.

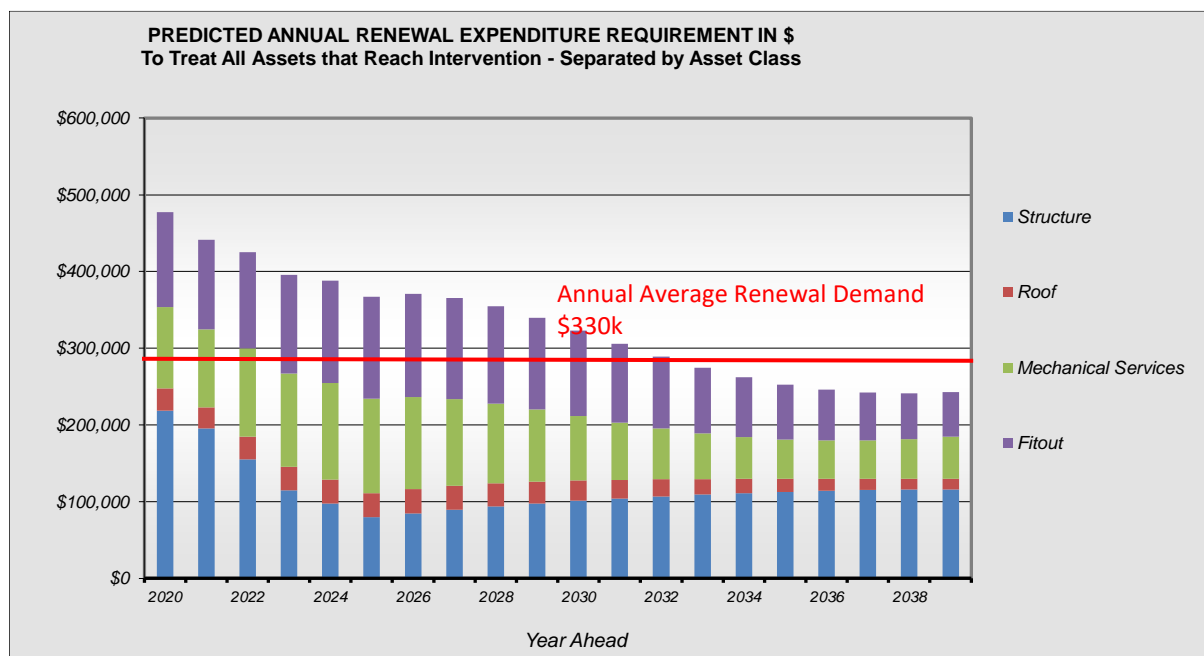
The model is predicated on the assumption that an individual asset is created; it decays with time, and will eventually require renewal, or rehabilitation. The rate of decay needs to be established and at any point in time the asset can be assigned a condition rating. The condition rating scale MUST be linked to the progress of the asset from “new” condition to the point at which it requires rehabilitation.



To drive the model the user first must identify sets of assets. These will have sufficient commonality in performance and costs to be usefully grouped and modelled. For each asset set to be modelled the program needs:

- Condition distribution based on a 0 – 10 scale where 0 is new and 10 has no remaining value.
- Deterioration curve expressed in average years life within each condition range 0 – 9.
- Unit renewal value of the asset – e.g. \$20/m² for road pavement rehabilitation
- Service level, or intervention level at which you need to rehabilitate the asset e.g. Condition 8

With all the above information in place, it becomes a mathematical exercise to determine the profile of the renewal demand. Once the actual or proposed renewal expenditure profiles are input, the renewal gap profile is created by taking the proposed expenditure profile from the predicted renewal demand profile.



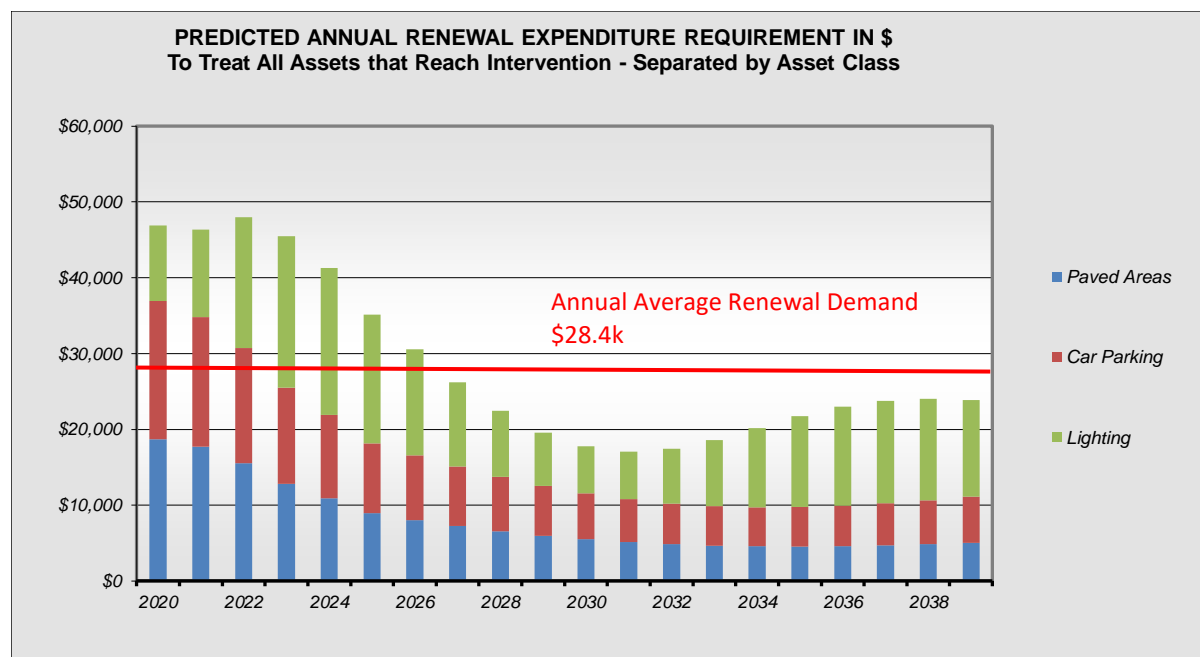
Predicted 20-year Renewal Demand of existing buildings, split by Major Asset Component

The output from the Moloney model indicated the renewal demand on the existing building is currently at approximately \$477k/year in year 1, mainly due to the poor condition of the current assets. This then decreases to below \$242k/ year after 20 years if the correct amount of money is being spent on building renewal. This provides a 20-year annual average renewal demand from the model of \$330k/year, slightly higher than the figure in **Error! Reference source not found.** due to a backlog in renewal.





A similar graph for other assets was produced as follows;



Predicted 20-year Renewal Demand of existing other infrastructure, split by Major Asset Component

The output from the Moloney model indicated the renewal demand on the existing other infrastructure is currently just over \$46.8k/year in year 1, dips to just over \$17k/year in year 12 and the rises to ~\$24k/year by year 19. This provides a 20-year annual average renewal demand from the model of \$28.4k/year.

16.2. Proposed New Aquatic and Leisure Centre Sustainability

The new facility is proposed as a multi-use, state of the art facility consisting of:

- Upgrade to the existing leisure centre building
- New 50m x 8 lane pool
- New Freeform Leisure Pool
- New 20m x 7m Walk Lane Pool
- New Freeform Tots Pool
- New Filtration System
- New Pool Heating
- New Shade Structures
- New buildings

The total new facility cost is quoted to be \$22,326,541 being made up of \$4,559,394 for new and renovated Building facilities and \$17,767,147 of Pools and associated items. It has been assumed that the paving, carparking and lighting will be similar, and that the renewal value of the leisure centre will be the same and hence the refurbishment cost of the leisure centre has been ignored. This brings the total estimated renewal value of the new development to \$27.8m.





Existing Facility	Area	Unit	Unit Rate \$	Renewal Estimate \$	Structure	Roof	Mechanical Services	Fit Out	Other
Refurbished Leisure Centre	2,500	m ²	2,800	7,000,000	4,200,000	350,000	1,050,000	1,400,000	0
New Buildings		m ²	2,800	2,627,463	1,576,478	131,373	394,119	525,493	0
New 50m Pool	1,050	m ²	10,019	10,520,037	7,890,028	0	0	2,630,009	0
Freeform Leisure Pool	350	m ²	5,195	1,818,278	1,363,708	0	0	454,569	0
20m x 7m Walk Lane Pool	140	m ²	5,195	727,311	545,483	0	0	181,828	0
Freeform Tots Pool	50	m ²	5,195	259,754	194,815	0	0	64,938	0
Filtration System				2,318,304	0	0	2,318,304	0	0
Pool Heating				1,136,424	0	0	1,136,424	0	0
New Splash Pad				500,000	315,789	0	78,947	105,263	0
Shade Structures				487,039	194,815	292,223	0	0	0
Paved Areas				176,000	0	0	0	0	176,000
Car Parking	2,200	m ²	80	163,200	0	0	0	0	163,200
Lighting	2,040	m ²	80	150,000	0	0	0	0	150,000
Building Renewal Cost			Total	27,883,810	16,281,118	773,596	4,977,795	5,362,101	489,200

Annual Average Renewal Demand (AARD) of New Building

Component	Value %	Component Value \$	Life Years	Intervention	Renewal %	Annual Renewal \$
Structure	59.4%	16,281,118	100	8	1.25%	203,514
Roof	2.8%	773,596	30	8	4.17%	32,233
Mechanical Services	18.2%	4,977,795	25	8	5.00%	248,890
Fit Out	19.6%	5,362,101	30	8	4.17%	223,421
Total	100%	27,394,610			AARD1=	708,058
Total Renewal Demand over 20 years						14,161,155
Annual Consequential Maintenance Demand @ 2%						547,892





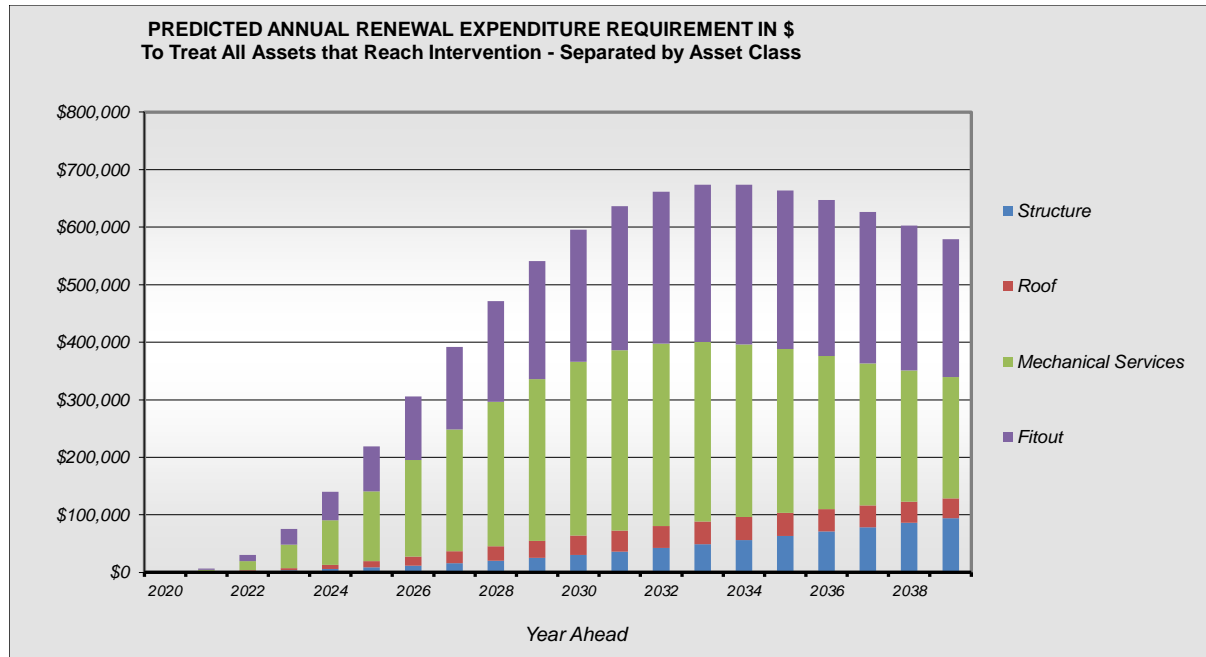
Annual Average Renewal Demand (AARD) of Other Infrastructure

Component	Value %	Component Value \$	Life Years	Intervention	Renewal %	Annual Renewal \$
Paved Areas	100%	176,000	30	8	4.17%	7,333
Car Parking	100%	163,200	25	8	5.00%	8,160
Lighting	100%	150,000	15	8	8.33%	12,500
Total	100%	489,200			AARD1=	27,993
Total Renewal Demand over 20 years						559,867
Annual Consequential Maintenance Demand @ 2%						9,784
Annual Average Renewal Demand Buildings						708,058
Annual Average Renewal Demand Other Infrastructure						27,993
Annual Consequential Maintenance Demand Buildings						547,892
Annual Consequential Maintenance Demand Other Infrastructure						9,784
Total Combined Current Annual Average Renewal & Maintenance Demand						1,293,727

Table 2: Annual Average Renewal Demand of the new Facility, plus Estimated Consequential Maintenance Demand

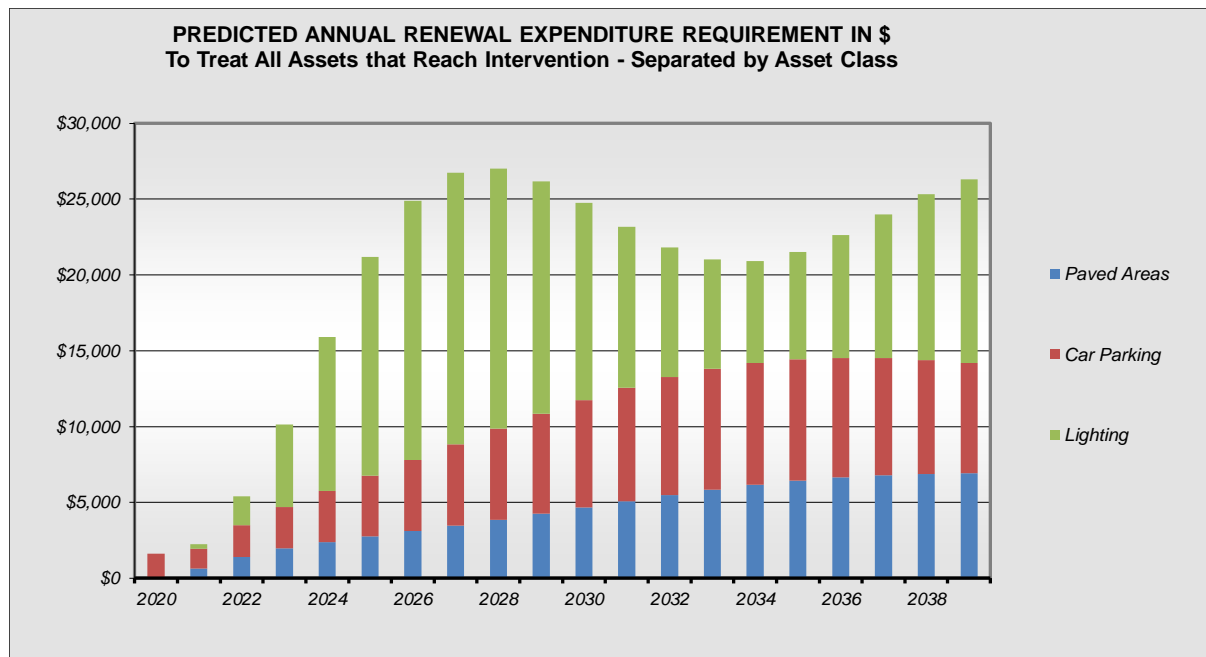
Table 2 demonstrates that the AARD has increased to \$708k/annum for buildings and remains at \$28k/annum for other infrastructure and the annual consequential maintenance demand has increased to \$548k/annum for buildings and remains at \$10k/annum for other infrastructure. This totals a combined Consequential Maintenance / Renewal Demand of \$1.293m/annum, a total increase over the existing facility of \$752k/annum.

When the new building is input to the Moloney Model, the resultant renewal demand graph steadily builds renewal demand from \$0 in Year 1 (due to the asset being new) to \$674k in year 15. This then falls to \$579k by year 20 within the \$558k (2%) - \$1.15m (4%) range.



Predicted 20-year Renewal Demand of new building, split by Major Asset Component

A similar exercise for Other Infrastructure indicates that renewal demand grows from \$1.6k in year one (due to asset lives being short) to just over \$26k by year 20.



Predicted 20-year Renewal Demand of existing other infrastructure, split by Major Asset Component





17. FUNDING STRATEGY AND TOTAL BUDGET

The Shire of Wyndham East Kimberley has obtained a quantity surveyor (QS) cost indication from Neil Butler Quantity Surveying Services on the concept design by Donovan Payne Architects to deliver the preferred Option 3 for the redevelopment of the Kununurra Aquatic and Leisure Centre. The QS cost estimate for Option 3 is \$22,326,541 exclusive of GST to complete Stages 1-4 of the construction.

17.1. Total Budget

The table below outlines the QS cost estimate of the potential total budget to deliver the redeveloped Kununurra Aquatic and Leisure Centre as per the preferred Option 3 (see Attachment 4 for copy of the detailed QS assessment).

Summary Concept QS Cost Estimate Plan - Kununurra Aquatic and Leisure Centre Redevelopment				
Item	Description	Cost with 60% Loading Exc GST	Cost with 30% Loading Exc GST	Cost with no Loading Exc GST
	Stage 1 - Aquatic Facilities			
1	Building Works and pools excluding 50m x 8 lane pool	1,565,625	1,565,625	1,565,625
3	50m x 8 lane pool	3,240,000	3,240,000	3,240,000
	Leisure Pool, Program Pool, Tots Pool	2,078,000	2,078,000	2,078,000
4	External Works	502,500	502,500	502,500
5	External Services	210,000	210,000	210,000
6	Builder's Preliminaries	911,535	911,535	911,535
7	Contingencies	1,531,379	1,531,379	1,531,379
8	Furniture and Fittings			
9	Professional Fees	1,204,685	1,204,685	1,204,685
10	Escalation			
11	District Loading on Construction Costs	6,023,423	3,011,711	0
	Total for Stage 1 - Aquatic Facilities (Kununurra)	17,267,147	14,255,436	11,243,724



Item	Description	Cost with 60% Loading Exc GST	Cost with 30% Loading Exc GST	Base Cost with no Loading Exc GST
Stage 2 - Zero Depth Water Splash Pad				
1	Building Works	279,018	279,018	279,018
2	External Works			
3	External Services			
4	Builder's Preliminaries			
5	Contingencies			
6	Furniture and Fittings			
7	Professional Fees	33,482	33,482	33,482
8	Escalation			
9	District Loading on Construction Costs	187,500	93,750	
Total for Stage 2 - Zero Depth Water Splash Pad		500,000	406,250	312,500
Stage 3 - Sports Centre Facilities				
1	Building Works	785,620	785,620	785,620
2	External Works			
3	External Services	15,000	15,000	15,000
4	Builder's Preliminaries	96,074	96,074	96,074
5	Contingencies	161,405	161,405	161,405
6	Furniture and Fittings	100,000	100,000	100,000
7	Professional Fees	138,972	138,972	138,972
8	Escalation			
9	District Loading on Construction Costs	634,860	317,430	
Total for Stage 3 - Sports Centre Facilities		1,931,931	1,614,501	1,297,071
Stage 4 - Additional Facilities				
1	Building Works	990,075	990,075	990,075
2	External Works	115,650	115,650	115,650
3	External Services	20,000	20,000	20,000
4	Builder's Preliminaries	118,809	118,809	118,809
5	Contingencies	224,016	224,016	224,016
6	Furniture and Fittings	50,000	50,000	50,000
7	Professional Fees	227,783	227,783	227,783
8	Escalation			
9	District Loading on Construction Costs	881,130	440,565	
Total for Stage 4 - Additional Facilities		2,627,463	2,186,898	1,746,333
Total Estimated Commitment for all Stages exc GST		22,326,541	18,463,085	14,599,628



Notes to QS Cost Estimate:

This Concept Cost Indication has been based on Donovan Payne Architects Drawings SK01(1:1000), SK02(1:500) and SK03(1:200) - dated 23/10/2018.

Exclusions:

- Upgrade of incoming services if insufficient to meet new demands
- Excavation in rock
- Removal of contaminated soil
- Works to Existing Facilities Items 24.0, 24.1, 25.0, 26.0, 27.0 and 28.0
- Upgrade of existing carpark
- Moveable boom to 50m pool
- Costs of re-using existing equipment
- Holding and Finance charges
- Fire tanks and pumps
- Legal costs
- Public Art

The QS cost estimate provided by Neil Butler Quantity Surveying Services on the concept design by Donovan Payne Architects to deliver the preferred Option 3 included a 60% district loading, based on the location of the construction being in a regional locality, is \$22,326,541. However, given recent construction projects and the downturn in the economy, it is thought that there is a possibility that this district loading figure is quite high and could be significantly reduced. As a result, the budget table also includes a reduced district loading figure of 30% and a base cost with no district loading for comparison purposes. The base cost for delivery of all stages comes down to \$14,599,628 and with only a 30% district loading instead of 60% it would be \$18,463,085.

Based on these comparisons of the QS cost estimate, the Shire of Wyndham East Kimberley will need to consider all known risks in undertaking this project and adopt strategies to mitigate their effects where necessary. To assist in this manner, due diligence will be undertaken in relation to the costings for the construction of the facility, with a tender panel review by the Shire of Wyndham East Kimberley.

The Shire of Wyndham East Kimberley will also monitor and control cost throughout the tender process and the life of the project, looking for opportunities to minimise the project costs in consultation with the Project Steering Committee, but not to the detriment of the project outcomes and deliverables.

17.2. Funding Strategy

The following outlines the high-level funding strategy for this project. A detailed Funding Strategy has been developed and can be found at Attachment 4. The current strategy for the project is to be funded through a combination of Shire of Wyndham East Kimberley contributions along with a combination of grant funds and if necessary self-supporting loans.





Source of Funds exc GST	QS including 30% District Loading \$	QS including 60% District Loading \$	Funding confirmed	Funding Details
State Government	\$590,000	\$590,000	Yes	CSRFF funding towards the splash pad
Federal Government	\$17,873,085	\$21,736,541	No	Potential BBRF Grant and Sport Australia – Community Sport Infrastructure Grant
State Government			No	Potential Royalties for Regions, Lotterywest or further CSRFF
SWEK			No	Shire Contribution or Self-Supporting Loan
Total Funds Available if completely secured				
Total Quoted Cost to build	\$18,463,085	\$22,326,541		
Surplus/(Shortfall)	-	-		

18. PROJECT KEY MILESTONES

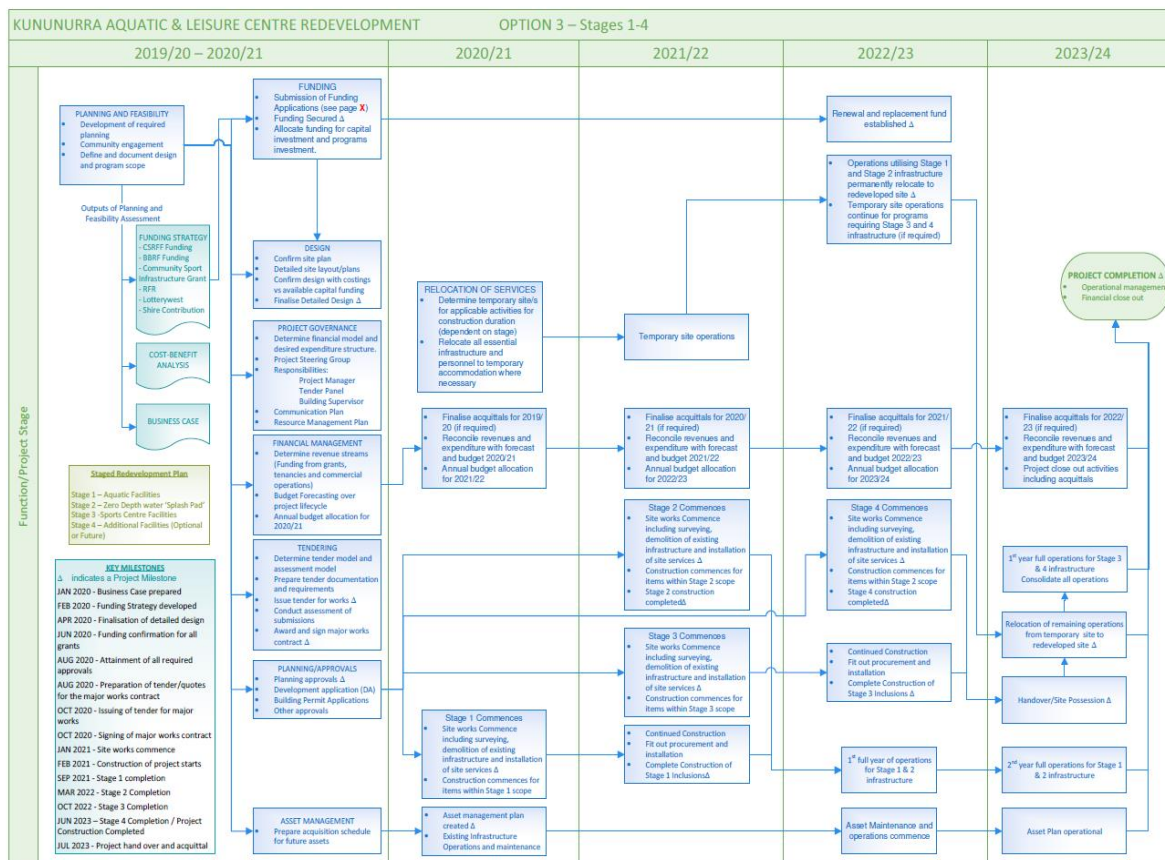
Kununurra Aquatic and Leisure Centre Redevelopment Option 3 – Key Milestones

Milestone	Indicative completion
Business Case prepared	January 2020
Funding Strategy developed	February 2020
Finalisation of detailed design	April 2020
Funding confirmation for all grants	June 2020
Attainment of all required approvals	August 2020
Preparation of tender/quotes for the major works contract	August 2020
Issuing of tender for major works	October 2020
Signing of major works contract	October 2020
Site works commence	January 2021
Construction of project starts	February 2021
Stage 1 Completed	September 2021
Stage 2 Completed	May 2022
Stage 3 Completed	October 2022
Stage 4 Completed (Project Construction Completed)	June 2023
Project hand over and acquittal	July 2023





19. PROJECT SCHEDULE



Project timeline: see Attachment 2 for A3 foldout

20. OPERATIONAL GOVERNANCE ARRANGEMENTS

The current arrangement between the Shire and the users of the Leisure Centre is based on the individual groups signing an annual hire agreement and paying a hire fee per use. This stipulates general conditions of hall and facility usage such as cleaning requirements and necessity to pay for breakages.

These groups are relative happy with the current arrangements. With the Leisure Centre having a strong community feel, the advantages of multiple organisations using the facility include increased community involvement and volunteering. Multiple club engagement in the facility also leads to higher usage of the space, making the return on investment higher and more likely to appeal to funding bodies.

Collocation without amalgamation allows clubs to retain control of their governance, particularly in terms of leadership and finances. Challenges related to this model include the relinquishment of some control over the use of the space and the need to have a robust set of policies and procedures in place to allow for a harmonious collocation of clubs with differing needs and priorities.





A different approach would be to establish an overarching sporting association as an umbrella organisation managing the facility on behalf of the existing four club associations. This approach offers many of the benefits outlined in the collocation option, but with a number of other features that offer both benefits and challenges. With a growing trend to difficulty attracting management committee members to clubs and a sense of ‘volunteer burn out’ with the same people sitting on multiple organisation’s management, an amalgamation of a variety of clubs provides an option to reduce the number of people required to manage the overall organisation. This has the potential to free up more people to volunteer in an operational capacity and possibly lead to more engaged and robust management structures with the members having less demands of their time created by no longer sitting on multiple organisation boards.

This advantage is tempered by the need for clubs to consider contributing finances and coming to agreement on the equitable expenditure of funds across interest groups.

The tenure arrangements for the annual users would be reviewed with a view to transferring them onto multi-year.

21. IMPLEMENTATION STRATEGY GUIDE

21.1. Project Implementation Governance

The Shire of Wyndham East Kimberley (SWEK) has significant experience in delivering a variety of projects of a range of sizes, scope and complexity, including projects that utilise significant portions of grant funding. With excellent internal controls and best practice approaches in place, the Shire is confident it possesses the staff skills and resources to deliver the proposed project in a timely manner.

The Shire has a track record in delivering major infrastructure projects including:

- Kununurra Airport (RADS Scheme) Upgrade 2009-10 - \$350k
- SWEK Housing Units and Caretaker Residents (R4R) 2008-09 - \$1.7m
- Kununurra Visitors Centre – Argyle Downs Homestead (KDC) 2009-10 - \$135k
- Staff Housing Construction Project (R4R) 2010-11 - \$1.1m
- Wyndham Oval Ablution Block (R4R) 2011-12 - \$125k
- Drainage and Car Parking Coolibah Drive (R4R) 2011-12 - \$420k
- Kununurra Agriculture Oval and Wyndham Pool Lights (R4R) 2011-12 - \$223k
- Staff Housing Waterlilly Place Kununurra (R4R) 2011-12 - \$180k
- Joint delivery of Ord Stage 2 Infrastructure and services with State and Commonwealth Governments 2010-2015 - \$500m
- Lilly Creek Boat Ramp 2015-2016 \$TBA
- Outdoor Hard Courts in Kununurra and Fitness Equipment at Celebrity Tree Park (CSRFF) 2018-19 - \$150k
- Provision and Installation of CCTV Kununurra and Wyndham (FSCF) 2018-19 - \$800k

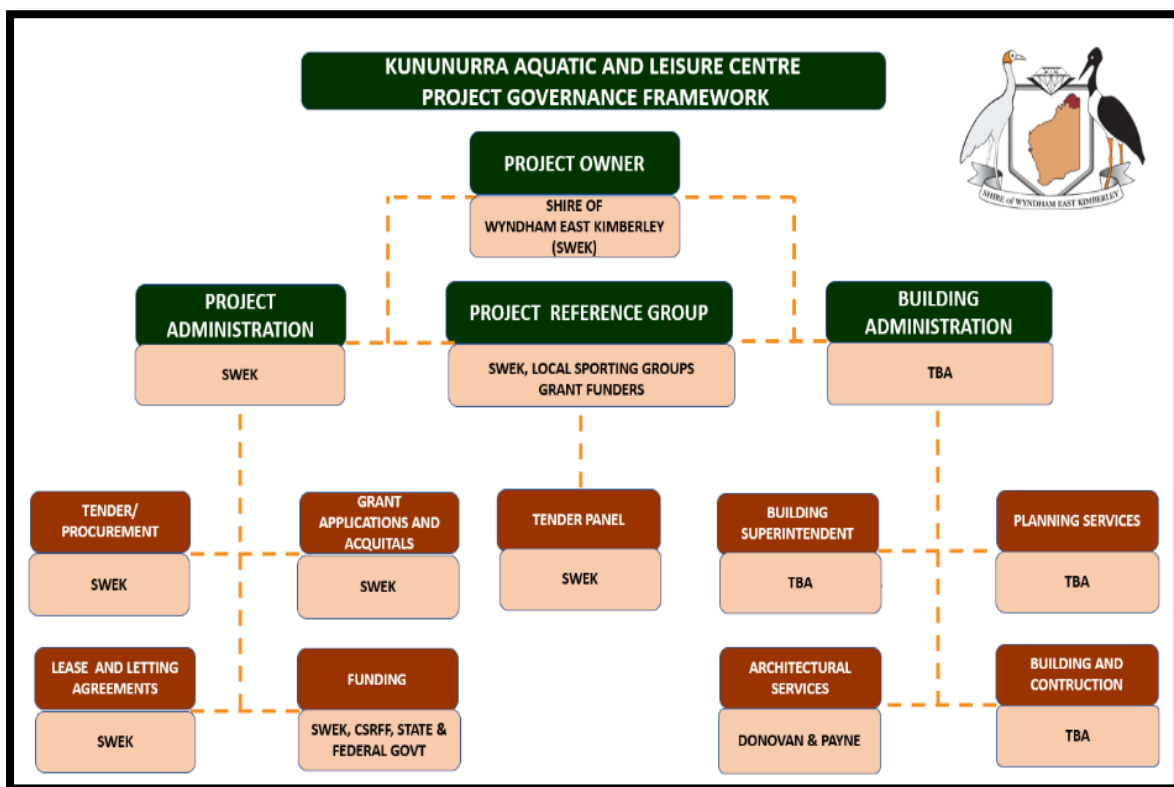




SWEK has consistently ensured that project budgets, timelines and delivery have been managed effectively and efficiently and with significant experience in grant reporting and acquittals the Shire has never been rejected funding due to a breach of a grant agreement.

Representatives of the current users will form a formal Project Reference Group for the duration of project delivery. As current community users of the Kununurra Aquatic and Leisure Centre facility, the role of the Project Reference Group is to be a sounding board, an advisory group, and a bank of community sports and recreation practice wisdom for the project.

The Project Manager will meet with the Project Reference Group on a monthly basis to discuss project progress, planning and issues. In this way, the project team remains accountable to its primary stakeholders.



Project Governance Structure

In the longer term, following project completion it is envisaged the Reference Group will become a resource as a body and a collaborative forum for co-management, problem solving and knowledge sharing of the redeveloped facility.



21.2. Project Management

This project will be managed by SWEK; with the CEO as the Project Sponsor. As part of the overall project budget, an allocation will be made to retain the services of an experienced Project Manager to oversee the implementation of this construction project, managing both the development and communications with stakeholders.

An industry standard project management approach (PMBOK or Prince2) will be utilised to manage the project stages, with management documentation and reporting processes developed as part of the Project Manager role. The Shire will release a Request for Tender to secure an experienced and qualified builder to complete the project as designed.

21.3. Project Communications and Engagement Plan

Section 9, Stakeholder Engagement and Consultation details the communications undertaken in the development of the project to date. The communication management approach and the communications requirements for the implementation of this project are detailed in the tables below.

Stakeholder	Level of Interest	Level of Influence	Comments
Shire Council and Management	H	H	Make policy and funding decisions and have the ultimate authority over the project
Project Team	H	H	Responsible for the day-to-day management of the project. Bring expertise in specialist areas. Contact point for all project queries.
Project Reference Group (Representatives of current User Groups)	H	H	Funding co-contributor and holder of key knowledge regarding the facility and its use/needs.
Facility potential user groups	H	M	May have specific project requirements to enable use.
SWEK community	M	M	Need to be informed of the project and its progress
Funding bodies	H	H	Major stakeholder. Specific grant requirements need to be met.

Stakeholders





The key communications types and frequency proposed for each stakeholder is:

Communications Type	Description	Frequency	Format	Stakeholders	Responsibility
Project Status Report	Report detailing the status of the project	Fortnightly	Email	Shire Council and Management, Project Team	Project Manager
Project Team Meeting	Meeting to discuss project actions, review status report	Fortnightly	In person	Project Team	Project Manager
Project Update	Report detailing the status of the project	Monthly	In person	Project Reference Group (Representatives of current Users)	Project Manager
Technical Design Review	Review of technical designs	As needed	Email	Project Team and consultants	Project Manager
Social Media updates	Short project updates	Monthly	Social Media platforms	SWEK community	Project Manager
Shire newsletter	Short project updates within the broader Shire newsletter	Monthly	Online	SWEK community	Project Manager

Communications Plan

21.4. Procurement Strategy

This project will be managed in accordance with SWEK's Purchasing Policy. This policy is in place to:

- Ensure compliance with all relevant legislation including the Local Government Act 1995 and the Local Government (Functions and General) Regulations 1996;
- Ensure all purchasing activities are recorded in compliance with the State Records Act 2000 and internal record management practices of the Shire of Chittering;
- Demonstrate that best value for money is attained for the Shire;
- Mitigate probity risk, by establishing processes that promote openness, transparency, fairness and equity to all potential suppliers;
- Ensure that sustainable benefits such as environmental, social and local economic factors are considered in the overall value for money assessment; and
- Ensure all purchasing activities are conducted in a consistent and efficient manner organisational-wide, and that ethical decision making is demonstrated.

The Shire will also apply its Regional Price Preference Policy to the procurement for this project. This Policy is in place to maximise the use of competitive local business in the procurement of goods and services, supporting local business and industry and to encourage employment of local people, thereby generating economic growth within the Shire. Upon securing all project funding, the Shire will release a public Request for Tender for the construction works, in line with the Shire's standard tendering processes.

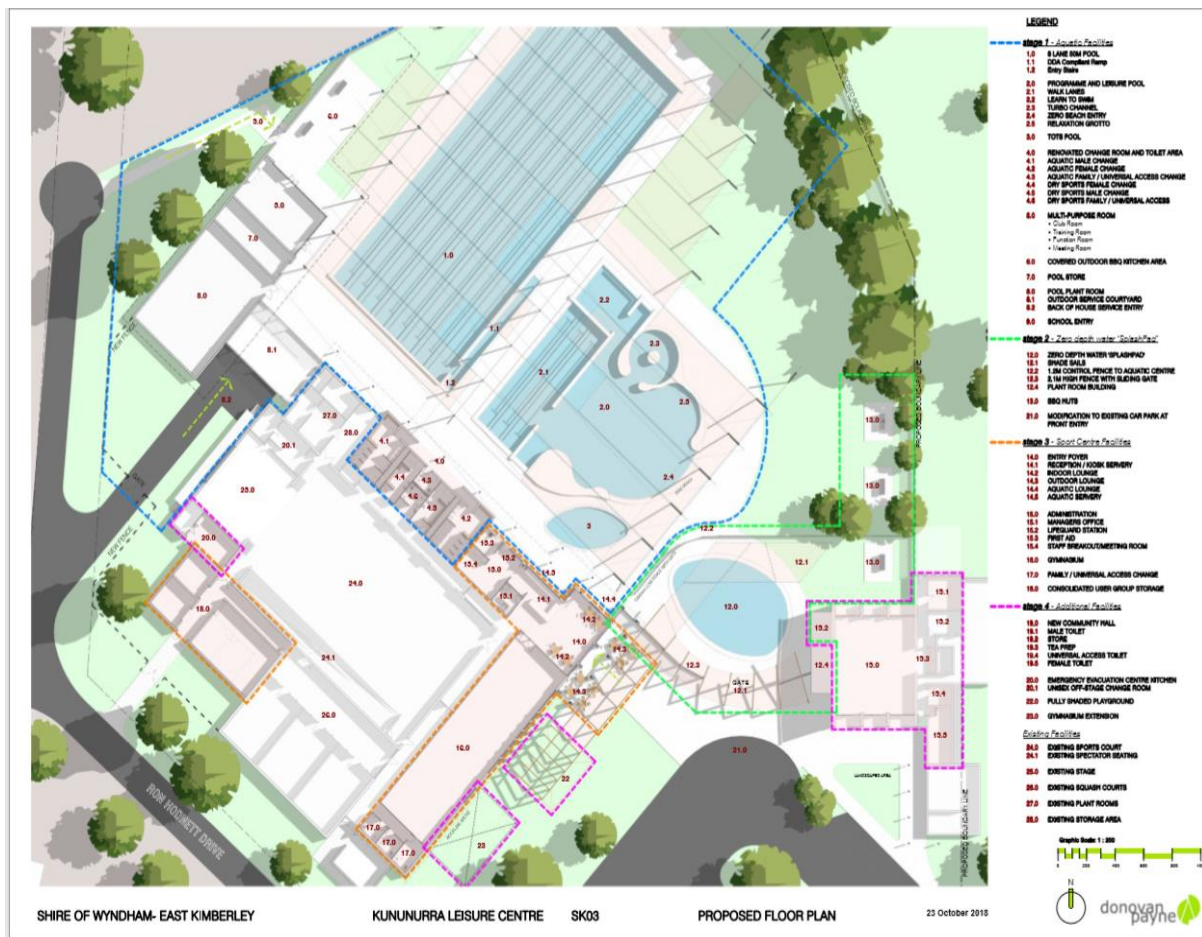




21.5. Lease Agreement/Land information

The Kununurra Aquatic and Leisure Centre and surrounds (Reserve 27603) is currently vested under provisions of the Land Administration Act to the Shire of Wyndham East Kimberley on the 3rd of March 1998 for the purposes of “Recreation and Civic Centre”. Consequently, the developments outlined within this proposal are consistent with that purpose and no Minister for Lands approval is required to undertake the works outlined in this business case.

If the Shire wants to enter into a sub-lease with tenants into the new facilities rather than an annual user agreement license, it has the power under the current vesting to lease for any term no longer than 21 years with the consent of the Minister for Lands.





22. Appendix A – Melissa Northcott Disability Access Report

Melissa Northcott; Board Member of Disability Services Commission and Ability Centre Australasia Ltd

Accessibility/Inclusion Considerations Report

DISABILITY access is both a legislative and logical requirement that everyone could consider and adhere to, as every individual with disability or mobility device/issue should be the focus. But also considering needs in general as easy access to communities, buildings, facilities and venues, as everyone should be treated as equals; not segregated due to having a disability, mobility aid or age. Disability is not always about the stereotyping of wheelchair, it is physical, mobility impairment, blindness, hearing loss or deafness, intellectual, psychosocial and invisible, disability comes in any forms and degrees and can affect those of any age.

Disability access legislative requirements come in the forms of Disability Access Inclusion Plans for statutory authorities, local governments, government departments, Acts and other policy guiding documents such as

- Disability Discrimination Act,
- Equal Opportunity Act
- Australian Standards (in particular AS1428) and Australian Building Codes
- Universal Design Principles
- United Nations Convention for the Rights of People with Disability
- WACOSS Outcomes Measurement Framework
- State Disability Plan (currently under development)

If doing a contract or development with a local government authority or a government agency that has their own access and inclusion working/advisory/reference group – then have an architect, developer, planner attend a meeting to get the thoughts of those that can direct and impact on the design and outcome of a project or development – may be surprised what one can learn and realise what could be changed or impacted.

The logical would be to include every person – disability or not to access the community! Some very common themes that can be actioned and achieved throughout the various stages of a development, that come from issues, complaints and access for all, that can be identified and resolved early on that come directly from people with disability, families and carers and shared throughout different access and inclusion committees are in no particular order:

- Having pathways, railings, seating at various heights.
- Non-slip concrete surfaces DO NOT USE COBBLE STONES – disability nightmare, slip and trip hazard for everyone disability, seniors and children
- Some seating with arm/back rests, benches at multiple heights
- Doorways and shopping venues and other aisles/ passageways in public locations/restaurants etc. are wider for prams, wheelchairs or trolleys





- Toilet doors easy open and the accessible toilet push button operation or automatic sliding door and not heavy to try and push/pull open. Have a mix of ambulant and universal accessible and normal but with wider doors.
- Seating throughout pathways in public open spaces and/or playgrounds allows for all to sit and rest whilst walking to locations.
- Installing a Changing Place Facility (a universal toilet with a hoist, adult changing table, shower, additional need and easy access for a person with complex needs, larger wheelchair and need for additional carers/support workers).
- Desks/benches/reception are at a multi-level height to allow for wheelchair and gopher access and having seat with armrest for those with mobility needs/seniors that need to sit, as well as hearing loop for hearing impaired.
- Having car parking bays/ bus or van bays and an ACROD at POS/playgrounds
- More ACROD bays at locations level to pathways/roadways/pram ramped not at kerbs or next to trolley bays/motorcycles then the minimum standard allows not only to cater for growing population, for popular locations where there is a high need for ACROD use such as Aquatic centres, community facilities such as libraries, community centres, pavilions and shopping centres but future proofs too instead of having to install later.
- Having all ability playground and all ability play elements within playgrounds/public open spaces (Examples: wheelchair accessible picnic table/ wheelchair accessible BBQ/ accessible flying fox/ inclusive and wheelchair carousel/ sensory zone for children with autism/ sensory needs, fenced area, ramps instead of steps and multiple shade sails)
- Ramps with railings on both side and ramp ways clear of obstructions such as bins midway, promotional banners etc. Clear path of travel
- Having matting over lawns for wheelchair/ mobility aid use at events and not obstructing pathways with signage/ tents
- When large events – have seating for food areas and stages and stages to have ramp access as well as steps. Even have a section dedicated to mobility/ disability.
- Kerbs not steep and high (low or slanted)
- Have charging points for gophers and power assist wheelchairs that community centres or local government authority or another popular location.
- Have water station for guide dogs/seeing eye dogs/ assistance dogs at locations such as aquatic centres, public open spaces, events
- Consulting with VisAbility or other vision impaired auditor for use of tactile pavers – Tactile Ground Surface Indicators (TGSi) - to make sure the venue has the right type for the surfaces, directions, colour contrasting is correct etc. or if need replacing.
- Signage with braille and mindful of colour contrasting
- Documents in word format and braille – especially maps and important documents
- Having AUSLAN interpreters for functions and events, also AUSLAN captioned videos on websites
- Having a range of pools with varied temperatures and ramps/beach access, program or hydrotherapy pools.



Recently Dementia Friendly awareness zones, colour schemes, programs. Dementia friendly community toolkit is attached, and for more information contact Dementia Friendly Communities <https://www.dementiafriendly.org.au> or Dementia Australia <https://www.dementia.org.au> and the Dementia WA office, postal address: PO Box 6233, East Perth WA 6892 or phone (08) 9225 4094

New sensory zones for those with autism and sensory issues are quiet, non- congested areas with areas to rest or activity to do. These are areas that organisations and LGA are starting to do at major events.

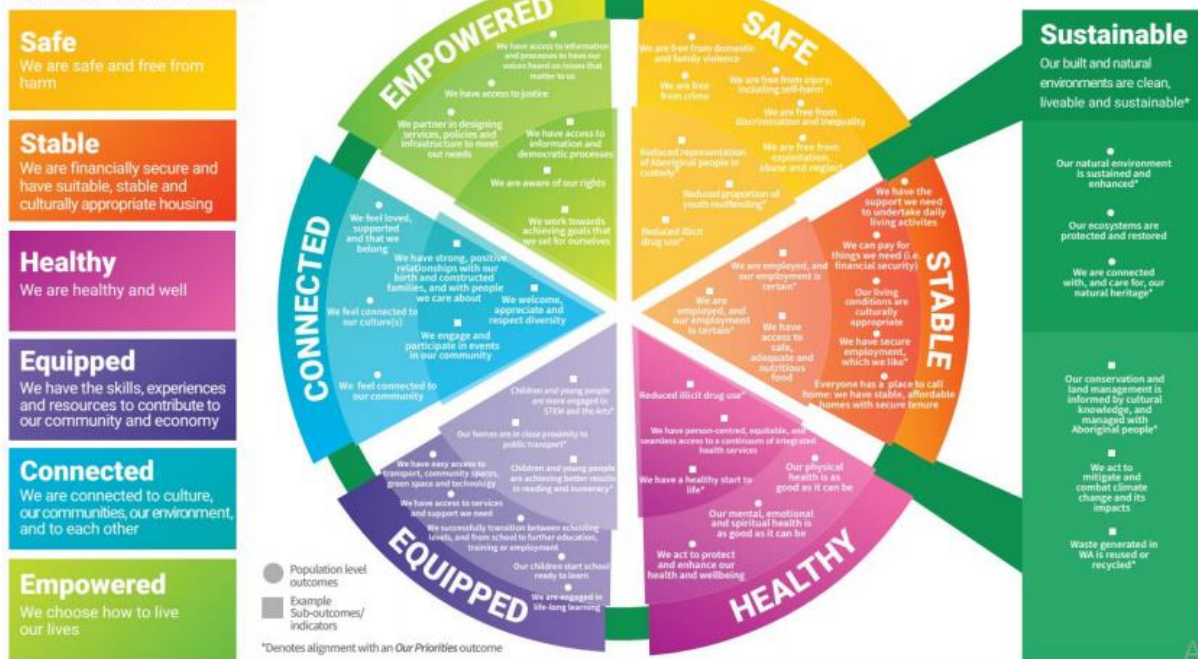
Doing some of these suggested from the beginning makes everyone’s lives easier and in the long run will save dollars. For developers to have logical sense, from day one, planner to contractors thinking what we can do to make things better for all – to future proof instead of adding on or changing after the fact. For contractors it allows, shows that not just ticking the compliance checklist but actioning and understanding from the get-go and involvement in making a community, infrastructure or facility, welcoming and accessible for all.

Outcomes Measurement Framework WA Prototype 5:

June 2019

The Framework is a hierarchy of outcomes and associated indicators, providing the architecture for a whole-of-government and a whole-of-sector approach to service delivery across agencies and organisations. The intent of the Framework is to orient our focus to the **outcome**, rather than the output, and to the **person**, rather than to the program.

Domains and outcome statements:





23. Appendix B – Stakeholder Engagement

23.1. Shire of Wyndham-East Kimberley Aquatic and Leisure Centre Workshop

23.1.1. Introduction

A workshop was held at the Shire offices on 23 October 2019. Attendees were user groups of the Aquatic and Leisure Centre, and Community Development Shire staff members.

STAKEHOLDER GROUP	REPRESENTATIVE
Save the Children	Natasha Cross
East Kimberley College	Matthew Stubbs
Gymnastics Club	Mark Phillips
Shire of Wyndham (Leisure Centre Manager)	Merlee Stoldt
Crocs Swim Club	Maxine Fitzpatrick
St Josephs School	Marian Gehmann
Shire of Wyndham-East Kimberley	Michelle Plume
Shire of Wyndham-East Kimberley	Nic Kearns



The Presentation was also shown to the KEY Group (Kimberley Empowering Youth) on 24 October 2019.

STAKEHOLDER GROUP	REPRESENTATIVE
Save the Children	Natasha Cross
B Visual Media	Vicky Biorac
KMHDS	Nathan Vadhial
Shire of Wyndham (Leisure Centre Manager)	Merlee Stoldt
Kununurra Waringarri Aboriginal Corporation	Robert Warren
Kununurra Waringarri Aboriginal Corporation	Sherie Lethbridge
Shire of Wyndham-East Kimberley	Michelle Plume
Shire of Wyndham-East Kimberley	Alana Henderson
WACHS - KMHDS	Louella Monaghan

The workshop content was also shared separately with:





- Chrissie Dickman and Kent Burton from Department of Local Government, Sport and Cultural Industries
- Shire Executives including Carl Askew; Chief Executive Officer, Nick Kearns; Director Planning and Community Development, Stuart Dyson; Director of Infrastructure, and Vernon Lawrence; Director Corporate Services
- David Menzel; Shire President and Cr Mat Dear
- Aquatic and Leisure Centre staff members
- Glenn Taylor; Event Coordinator Lake Argyle Swim

23.1.2. Purpose and Considerations

The purpose of engaging with numerous stakeholders on this site visit was to test the current Concept Plan, (developed in 2018 by Donovan Payne), with key stakeholders and users of the Aquatic and Leisure Centre. The main considerations were:

- The Shire has been in consultation with the community and stakeholders since 2012 after structural problems with the 25m pool led to its closure for six months. The current Concept Plans have been available for public comment for a year, and there is a feeling that stakeholders are becoming “consultation weary”.
- Previous community consultations: The Shire received written input from 8 stakeholders in the engagement around the original concept plan. All were supportive of the proposal but suggested the following:
 - More storage
 - Increase parking
 - Café
 - Gender separation in Gym
 - Improved signage including bilingual (Mirrowong)
 - More ‘programmable’ spaces – exercise spaces etc.
 - More internal court space (2 courts)
 - Improved outdoor facilities ie mini golf
 - Inclusion of Aboriginal culture and murals
 - Improved disability access
 - Retractable shade sails
 - Bike racks

The Shire has advised that all of the comments appear achievable:

- Parking can be addressed by splitting access to allow dedicated school and user group access from the rear. This can be done in stage 1.
- The gym can include a separating wall for gender separation
- The architect has said that increasing internal storage will be straight forward
- An additional indoor court could be built in subsequent stages if we remove the current stage, which has not been used for some time
- The outdoor spaces can be improved to allow additional activities associated with the water park component but may be in later stages – but would not be a costly item





- The proposal 'pivots' on addressing disability access so this is a fundamental of the proposal

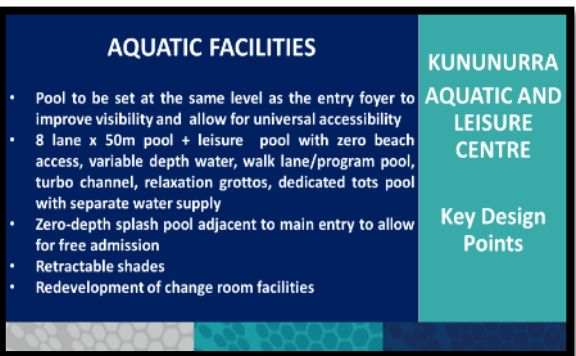
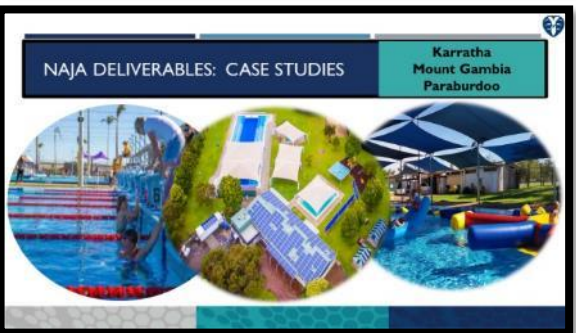
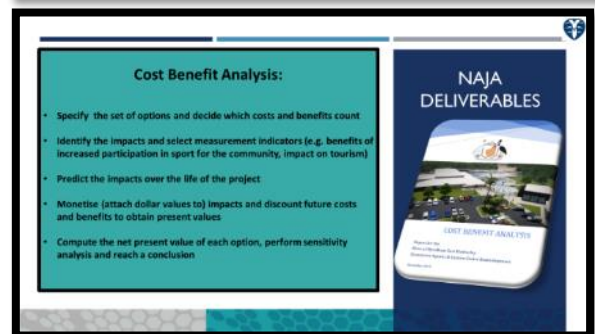
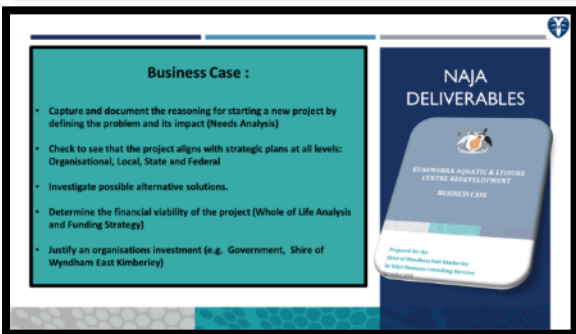
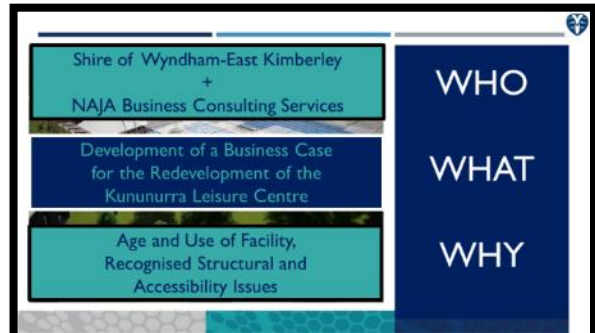
It is noted that the Swim Club and Lake Argyle Swim Committee are advocating for the 50m pool component. The Shire has backed this subject to properly understanding all the associated operating expenses. The Shire received an additional 34 submissions, all in favour of the proposal, with the following suggestions:

- Improvement to the waterpark component to include a slide
- External activity space
- Pool heating (for the Dry)
- Scuba diving
- Outdoor gym
- Improved access and (covered) walkways
- Additional indoor court
- More meeting spaces
- Kids parties
- Crèche
- Outdoor playground



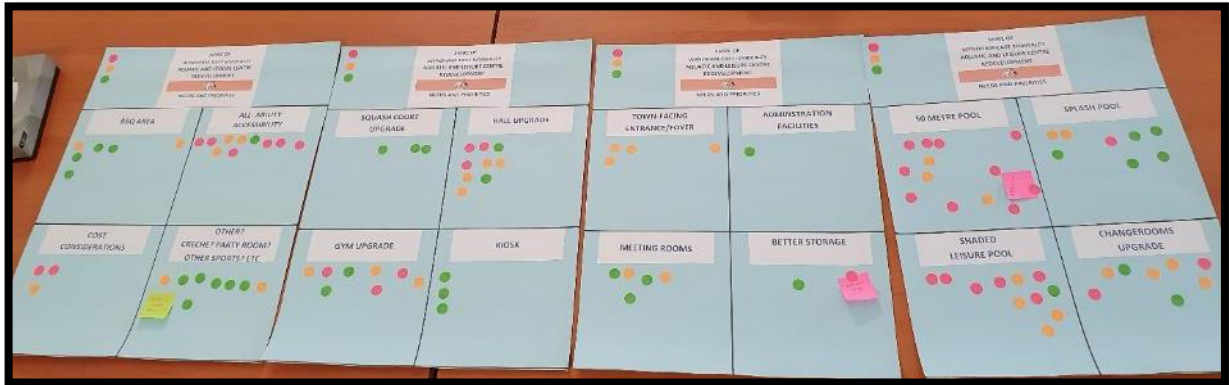


23.1.3. Workshop Slides and Notes





2. User Groups + KEY Group



Notes: 25m pool added



3. User Groups + KEY Group + Aquatic and Leisure Centre Staff + Shire Executive

4. User Groups + KEY Group + Aquatic and Leisure Centre Staff + Shire Executive + Council Members

Notes: added “healthy food options”





Comments made by Leisure Centre staff indicate that:

- apparatuses such as slides are diversion points for them in patrolling the entire aquatic area.
- more administration space is required (not reflected by the other groups as it has no impact)
- kitchen is not required
- 24-hour gym access is requested, and gym does not necessarily have to be at the Leisure Centre

A total analysis of stakeholder engagement, scored in a points system where Priority 1 scores 3 points, priority 2 scores 2 points and priority 3 scores 1 point:

NEEDS AND PRIORITIES	1 (total)	2(total)	3(total)	Total 1=3points 2=2 points 3= 1 Point
50m Pool	24 +2x 25m	7	3	89 + 6 for 25M
Splash Pool	4	5	13	22
Shaded Leisure Pool	18	8	6	76
Changerooms Upgrade	2	10	7	33
Town-Facing Entrance/Foyer	0	8	1	17
Administration Facilities	0	2	9	13
Meeting Rooms	1	4	8	17
Better Storage	2	2	3	13
Squash Court Upgrade	0	1	4	6
Hall Upgrade	8	9	3	45
Gym Upgrade	8	5	5	39
Kiosk	1	5	9	22
BBQ Area	2	10	14	38
All Ability Accessibility	10	7	3	47
Cost Considerations	11	5	2	45
Other? Creche? Party Room? Other Sports?	5	9	9	51

23.1.4. Summary

Overall the Concept Design has been well received by the Kununurra community and user groups. The main priorities appear to be the Aquatic Facilities, with the 50m and leisure pools scoring the highest amongst participants of workshops and stakeholder consultation conducted on this site visit.





23.2. Stakeholder Engagement

Nick Kearns, Director Planning and Community Development, **Nick Allen**, Coordinator Recreation and Leisure, SWEK.

As project coordinators for this project regular sessions were held between both Nicks and the NAJA principal in defining the project scope and refining it as the project took shape. The consultants ensured that the changing landscape and council priorities were fed into the analysis and ultimate development of this case.

Jeff Gooding, CEO Kimberley Development Commission – Monday 15th July 2019, Kununurra WA.

Spoke with Jeff and updated him on the status of the development of the potential redevelopment of the Leisure Centre and possibility of funding from the recently announced REDs grant scheme was discussed as it pertained to creating strong regional leadership that is achieving the Region's potential, advancement opportunities for aboriginal people as an integral part of the Region's development, tourism and jobs opportunities. The current REDs grant round closed on September 13 which proved difficult to access this round given the timing of this project.

Vernon Lawrence, Acting CEO, **Nick Kearns** Director Planning and Community Development, **Alfred Nagaiya**, Senior Economic Development Officer, SWEK – Tuesday 16th July 2019 Kununurra WA.

Discussions were held at the Shire offices regarding all matters pertaining to this project. There has been numerous attempts to resolve the issue of the faulty swimming pool in the past. Vernon could see the benefit that the Leisure Centre Redevelopment would have in activating that key area of the CBD.

Jennifer Ninnette, Manager Planning Regulation Services, **Katherine Gilpin**, Planning Officer, **Tom Pucci**, Business Support Officer, SWEK – Tuesday 16th July, Kununurra WA.

Discussed tenure and leasing arrangements at the Kununurra Leisure Centre and subsequently provided title and associated management order. The surrounding titles and leases were also discussed within the context of a broader master plan. Given the existing tenure, purposes and town plans for the area in question it was seen that modifications to the site would be able to be undertaken using existing land tenure without triggering Native Title negotiations.

Alfred Nagaiya, Senior Economic Development Officer, SWEK– Wednesday 17th July, Kununurra WA.

Alfred provided an oversight of the economic landscape around Kununurra and the surrounding region. He briefed NAJA on the potential for a Global Export Hub being established at the airport with associated runway upgrades to cater for air Freighters. Further growth in the Agricultural sector and the Sea Dragon processing plant being in Kununurra indicated significant development opportunities.





Deb Pearce, Shire Councillor, SWEK – Wednesday 17th July 2019, Kununurra WA.

Spoke with Deb and updated her on the status of the development of the potential redevelopment of the Leisure Centre. Deb provided an insight into the Centre and the Community need it addresses as a town centre hub. The concept of a 50m pool being incorporated was also canvassed as was the site being used as a youth hub, accommodating the PCYC recently announced facility to be in Kununurra.

David Menzel, President SWEK and President OIC and **Matt Dear**, Councillor SWEK and CEO OIC – 17th July 2019 and 25th October 2019, Kununurra WA.

NAJA engaged with both David and Matt in their capacity as Shire President and Councillor. They emphasised the need for the Leisure Centre to be cost efficient in its operations recognising the dire need to address the current inadequacies of the centre and in particular the structural integrity of the swimming pool.

They were keen to finalise the concept and the development of a justifiable business case, as the community was becoming impatient with the inordinate timeframe this proposition had transgressed. The NAJA project team then met again at the completion of their stakeholder engagement visit to brief David and Matt about the workshop and community mood towards the project.

Gavin West, Assistant Director, Lead Kimberley Juvenile Justice Strategy, Strategic Reform and **Nora Chan-Furness**, Senior Project Officer, Grants Advertising, Office of Director General, Department of Justice WA, - Thursday 18th July 2019, Perth WA.

NAJA Business Consulting met with Gavin West and staff on Thursday 18 July 2019. Gavin and Nora overviewed the Kimberley Youth Strategy, due for release within a month. It is based on Co-Design, Co-Production model engaging with the local Indigenous leaders, groups and communities to develop a response that is tailored to their needs. Discussions have been underway with partners such as Peter Yu, Teddy Carlton, Lawford Benning, Yawuru, MG, Wunan and others in developing this strategy.

Further consultations were held with Directors General from relevant Agencies, Service Providers and reports such as Josie Farrah's "message sticks" and recommendations coming from the coronial enquiry into youth suicide. This project, together with its youth hub concept and collocation with the new PCYC facility could be being aligned to this strategy.

Glenn Taylor, Kimberley Coordinator Royal Life Saving and President Argyle Swim – Wednesday 9th October 2019, Perth WA, Teleconference and Thursday 24th October 2019, Kununurra, WA.

Glenn passionately outlined the argument for a 50m pool at the leisure centre quoting considerable statistics and facts to support his claim. The Lake Argyle swim is arguably the largest sports event in the Kimberley and participants need quality training facilities in town to compete.





There is a very high percentage of swimmers in Kununurra when compared to other areas of the nation. The demand on the swim club far exceeds supply with the swim club now restricting new membership as a result. Access times to the pool, including a closing time of 5.30pm were also hampering the ability for workers to utilise the facility both as a swim club member and a Lake Argyle Swim participant.

Michelle Plume, Community Development Manager, SWEK, Wednesday 23rd October 2019, Kununurra, WA.

Toured the Leisure centre with Michelle and captured relevant information relevant to the project. Michelle emphasised the importance that tourism has to the viability and patronage of the facility. She also overviewed the prospects the redevelopment has for enhancing youth services and the discussions she has had with Save the Children and PCYC organisations as potential tenants at the site.

Leisure Centre Management Staff and User Groups Workshop – Wednesday 24th October 2019, Kununurra, WA.

Several Community User group representatives from Save the Children, Education Campuses, Gymnastics, Swim Club and Shire Leisure centre management staff attended a workshop to discuss all facets of the project and provide feedback from their perspectives. The latest concept plans were discussed as was the project staging.

The attendees then applied their own prioritisation exercise against Pool, Facilities, Activities and other needs and priorities to establish a consensus from their combined viewpoint.

Nick Kearns, Director, Planning and Community Development, **Michelle Plume**, Community Development Manager and **Merle Stoldt**, Leisure Centre Manager, – Thursday 24th October 2019, Kununurra, WA.

Further Discussions were held at the Shire offices regarding all matters pertaining to this project. The project options were discussed in detail including potential refurbishment of the old shire hall and administration building, the pool surrounds, gymnasium and poolside facilities. It was emphasised that the challenge facing the project was to endeavour to curtail staffing costs and operational costs using novel design changes and alternative energy sources where possible.

Kimberley Empowering Youth (KEY) Workshop – Thursday 24th October 2019, Kununurra, WA.

Several KEY members from Waringarri Arts, Save the Children, B Visual Media and the WA Country Health and Shire management staff attended a workshop to discuss all facets of the project and provide feedback from their perspectives. The latest concept plans were discussed as was the project staging. The attendees then applied their own prioritisation exercise against Pool, Facilities, Activities and other needs and priorities to establish a consensus from their combined viewpoint.





Krissie Dickman, Kimberley Regional Manager, **Alana Henderson** and **Kent Burton** Facilities Manager, Department of Local Government, Sport and Cultural Industries – Thursday 24th October 2019, Kununurra WA, Teleconference

Krissie and Kent were provided a brief overview of the recent history of the project and the work that had been done to date to develop plans and a preliminary business case which have formed the basis for this document.

There was a reluctance to support the 50m pool option however this was contested with relevant regional facts and statistics which supported such an option. Ms Dickman made it clear that there was limited funding in the CSRFF program, and it was suggested that maybe the pool changeroom area was the best option to target this funding.

Carl Askew CEO, **Vernon Lawrence**, Director, Corporate Services, **Stuart Dyson**, Director, Infrastructure and **Nick Kearns**, Director, Planning and Community Development – Thursday 24th October 2019, Kununurra, WA.

The Shire Corporate Executive attended a mini workshop discussing all facets of the project and providing feedback from the previous evening's community workshop. The latest concept plans were discussed and the project staging.

The estimated QS costings were considered to be overly conservative given the 60% regional loading applied to the project on top of liberal contingencies. Given the current marketplace there was consensus that considerable savings could be made by adopting prudent procurement and project superintendent processes.

The Executive then applied their own prioritisation exercise against Pool, Facilities, Activities and Other needs and priorities overlaid on the community workshop priorities established from the previous night's User Workshop and the KEY results from earlier in the day.

David Van Ooran, CEO PCYC WA – Wednesday 20th November 2019, Leederville, WA.

Discussed the possibility of the new PCYC facility being located within the surrounds of the Leisure Centre precinct. David advised that he could see the merits of such a location and advised that the locality in question was still under consideration.

Duncan Ord, Director General Department of Local Government, Sports and Cultural Industries – Wednesday 27th November 2019, Leederville, WA.

Duncan Ord was updated on progress of the project and the associated benefits it would bring to the East Kimberley. Duncan showed a genuine interest in the potential benefits the project could bring to the community and recognised the benefits to the Indigenous populations given his considerable experience working in this sector for a long part of his career.





24. Appendix C – Case Studies

24.1. Case Study 1 Paraburdoo:

24.1.1. Introduction:

The inclusion of Paraburdoo as a case study is deemed important as it highlights a Community Hub approach and the benefits through colocation of recreational activities.

24.1.2. Location Information

Situated on the desert fringe of the Hamersley Ranges and within the Shire of Ashburton, Paraburdoo is located 24 kilometres north of the Tropic of Capricorn. It was established in 1970 as a mining town by Rio Tinto and has grown to a community of more than 1,380 permanent residents with a further 500 fly-in-fly-out workers based in an accommodation village in the town centre. With the Shire covering 105,647km², and a minimum of 80 kilometres between the towns, the resultant isolation necessitated projects that promote community integration and connectedness.



Rio Tinto Iron Ore Mine- Paraburdoo



Paraburdoo



Sporting and Community Centre

24.1.3. Background

Although Paraburdoo was set up as, and essentially still is, a mining town, the creation of community services was seen to be important to attract and retain workers and their families. Facilities built in the 1970's were generally aged and, in many cases, beyond their useful life, which created significant operational budget pressures for the Shire.

The poor state of facilities also acted as an inhibitor to community participation and involvement in activities, as evidenced in a Baseline Community Assessment Report which was undertaken by Rio Tinto in 2011 to ascertain the existing gaps and future desires of the Paraburdoo community. Residents were asked to rate a number of services and attributes according to how well they felt that attribute was provided or met through living in the town. The results showed a negative view, with 82% of respondents reporting access to services as poor.





24.1.4. Discussion

In 2017 a project was initiated to create a centrally located, accessible, engaging, community hub. Jointly funded, at a cost of \$15m, by the Shire of Ashburton, Rio Tinto and Royalties for Regions, the project used a master planning approach to identify existing and required infrastructure. Consideration of existing facilities for improvement or repurposing saved costs associated with building everything new, and the missing elements were captured in a new multi-purpose facility.

Existing Facility	Current Purpose	New purpose	Proposed works
Indoor Sports Pavilion (20m x 11m)	Squash Clubroom + 2 Courts	Squash Clubroom + 2 courts	<ul style="list-style-type: none"> • Repaint • New floor coverings • Provide glass backing of second court • Repair sprung floor in second court
	Meeting room, storeroom, limited activities	Neighbourhood Centre	<ul style="list-style-type: none"> • New internal fit out with new internal walls, ceiling, floor coverings • Karingal to move here • Toy Library • Playgroup – indoor and outdoor space. • Kitchen/Tea prep area. • Administration/offices. • Community group room. • Service/counselling/consulting rooms. • Cleaner rooms. • Amenities.
Community Hall (Lesser Hall)	A community facility	A community facility and Shire meeting space	<ul style="list-style-type: none"> • Repaint and refurbish. • Relocate shed to back of Hall. • Grounds beautification.
Paraburdoo Saints Football Club Rooms	Club Rooms + limited equipment storage	Lock up storage for 4 clubs	<ul style="list-style-type: none"> • Convert to four lock up garages for club trailer and equipment storage.
Paraburdoo Swimming Pool Amenities and Surrounds	Community Pool Amenities	Community Pool Amenities	<ul style="list-style-type: none"> • Amenities and office to be demolished. • No changes to pool itself. • Pool plant room to remain. • New fencing and shady trees. • New barbecue, seating and tables.
Oval	Field sports and recreation and community use	Field sports and recreation and community use	<ul style="list-style-type: none"> • Installation of new Softball Diamond Permanent Net.



The construction of a Multi-purpose Centre met a broad range of community needs, therefore representing value for money. Located within the same precinct as the swimming pool and indoor sports pavilion, it created a 'community and recreation hub' atmosphere.

Multi-purpose Centre components:

Space	Size	Purpose/Comments
Equipment Storage	50m ²	
Indoor Multi Purpose Hall	975m ²	<ul style="list-style-type: none"> • Flexible space for indoor court sports, e.g. basketball, netball, volleyball, badminton • Flexible space for recreation activities including fitness classes, dance, drama and community events. • Flexible community space for school holiday activities, assemblies, after school activities, events etc. as it will be adjoined by walkways.
Storage	34m ²	<ul style="list-style-type: none"> • For use by gym and recreation/activity space.
Gym	300m ²	<ul style="list-style-type: none"> • Service the community and Rio Tinto FIFO workers. • 24hr access via swipe cards. • Flexible for use as aerobics space.
UAT	8m ²	<ul style="list-style-type: none"> • Located in gym area.
Kitchen and sports bar	47m ²	<ul style="list-style-type: none"> • Fit out with 900mm range, sink and refrigerator. • Capacity to prepare and cook food from raw. • Sealed walls that can be scrubbed.
Clubroom	130m ²	<ul style="list-style-type: none"> • Have capacity for 100 people standing. • Will display club memorabilia. • Indoor/outdoor area shared with the verandah • Shared space for several sporting codes and clubs
Verandah	85m ²	<ul style="list-style-type: none"> • Overlooking oval with elevated terrace
Sports Amenities	50m ² each	<ul style="list-style-type: none"> • Home and away amenities
Umpire room	40m ²	
First Aid Room	20m ²	
Cleaners Room	6m ²	
Pool Amenities	95m ²	
Pool Storage	150m ²	<ul style="list-style-type: none"> • For plant and equipment
Reception	130m ²	<ul style="list-style-type: none"> • Point of sale, customer service, program co-ordination
Plantroom	25m ²	
Cleaner	6m ²	
Total	1,226m²	



Considered pivotal to the project was the relocation of the Neighbourhood Centre to this community hub so that it had more capacity to offer quality services (either visiting or permanent) to Paraburdoo, such as health and mental health workshops, Centrelink, early learning programs for children, Op Shop, information and referral services and opportunities for social engagement. A larger facility and capacity for private consulting rooms enabled partnership with other regional and outreach programs such as child health nurse services, physiotherapy and specialist education.

Also seen as important to this project was to address the disability access and safety issues associated with the older buildings, with the new multi-purpose hall also being engineered to serve as an emergency centre during cyclones.

The capital funding strategy for this project outlined three major funding sources: Rio Tinto \$6m, Shire of Ashburton \$ 3,396,065, and Royalties for Regions \$5m. Having such large commitments from both private industry and the Shire was no doubt a major factor for the State Government funding contribution.

24.1.5. Take outs:

- The co-location of community sports and activities to create a community hub has the potential to deliver many advantages such as efficient land-use outcomes and economies of scale in the operation of community infrastructure.
- Repurposing facilities can be a way to reduce costs and reduce waste (as could be the case with the old Kununurra Shire building adjacent to the Aquatic and Leisure Centre)
- Flexible spaces are seen as important to ensure a variety of user groups
- Industry and Shire financial backing were substantial
- Community engagement within the needs analysis showed the necessity for the town to have more service offerings.



Paraburdoo Sports, Fitness and Community Complex – showing the new construction combined with the existing building



24.2. Case Study 2 Mount Gambia:

24.2.1. Introduction:

The following case study gives a real insight into the workings of a Council who decided to apply for major funding for their Community and Recreation Hub off the back of a long-standing awareness of need and a community push to “have a go”. Dr Judy Nagy, the General Manager City Growth for Mount Gambia presented a paper at Segra 2019 in Barooga, entitled “Major Funding Applications by Local Government – What to do and what not to do,” and she was later consulted for further information.

24.2.2. Location Information

Mount Gambier is the second most populated city in South Australia with an estimated urban population of 29,639. It is a service Centre for the Limestone coast and, because it is halfway between Adelaide and Melbourne, it has become the centre of a large transport industry. With the Blue Lake, craters, caves, sinkholes, underground waterways, wineries, markets, galleries, festivals and events, Mount Gambia also attracts a large tourist population.

24.2.3. Background

For over thirty years, there had been community discussion in Mt Gambia about the desire for an indoor aquatic centre; evolving into bigger aspirations for the inclusion of other indoor facilities over the last few years. The need for a space which could hold community events as well as catering for different types of sports, saw the development of a **community and recreation hub** concept. With the 50m outside pool still in good condition and providing a necessary training ground for local and regional competition swimmers, the addition of an indoor heated pool was deemed necessary to provide year-round swimming opportunities.



Mt Gambia – current Aquatic Centre and surrounds





A Commonwealth Regional Growth Fund program was released in Feb 2018 with no thought that Council would have something to submit by the April close-off, however the community pushed for Council to ‘have a go’ early in March 2018. The grant submission process was in two phases: an initial EOI, followed by a full Business Case Submission for those projects likely to succeed.

The Council had a suite of reports from 2017 that articulated a strategic developmental approach, and these formed the basis of the initial EOI along with a petition of 10,000 signatures that were raised as support for the project.

Timelines for project preparations were very tight:

- 14 March 2018 - Community Forum
- 20 March 2018 - Council endorsed preparing an EOI
- 24 April 2018 - Council endorsed submission of the EOI

The Council decided to carry on with preparations, despite not knowing if their project was going to be successful through to stage 2:

- May – July 2018 Procurement of Architects and Quantity Surveyors
- June 2018 Project officer appointed; Community Reference Group established
- 26 October 2018 - progression to stage 2, fact sheets created, tender for community survey
- November 2018 - Council elections, prepared Community survey
- 10 Nov – 9 Dec 2018 Community engagement and “Have your say” commenced the day voting for Council elections closed
- 9 th January 2019 Community vote results = 72% YES (Federal Government funding was conditional on majority community support for the project)
- 24 January 2019 Submission of Full Business case
- 13 March 2019 approval for **Commonwealth Government funding of \$15m**
- 1 April 2019 Project officially commenced
- April 2019 **State Government funding of \$10m**

24.2.4. Discussion

Funding: The project cost was \$39.1m, of which the Council had hoped to get \$30m in funding from Federal and State funds, and they had anticipated that they would contribute \$9.1. The \$5m shortfall in expected funding, has meant that the Council will have to borrow around \$7.6 through the Local Government Finance Authority at 3.6% interest rate p.a.

A contribution of \$350,000 was also received from a neighbouring council in recognition that their ratepayers will use the facility. Mount Gambia Council has indicated that the loan and the estimated yearly \$1.4m operating cost of the new hub will not put a burden on rate payers and has remained committed to maintaining rate increases to the standard 4.5%.





Design:



Mt Gambia Recreation Centre

The facility has been designed to increase the City's ability to host major state and national sporting competitions, conferences, events and performances and is expected to provide significant social and economic benefits to Mount Gambier.

The core elements of the facility include:

- Conference, events and performance space, adaptable for many uses with 1000 person plus capacity
- Six indoor multi-purpose courts catering for various sports and users
- All year-round aquatics facility including children's water play/splash pad area, learn to swim pool, 25 metre pool and warm water/program pool
- Community and function rooms
- Fitness areas
- Dedicated youth space, and
- Integration with existing 50 metre outdoor pool throughout the summer months.



Mt Gambia Recreation Centre

A Community Reference Group (CRG) representing local schools, swim clubs, allied health care providers, sporting/recreation club representatives and other community groups was formed to help direct feedback; and the Council sought general community feedback on the hub concept design. They also took into consideration recent sporting and National Construction code changes, and whole of life factors. As a result of this, changes in design included:



- An additional commercial kitchen space to allow more flexibility in catering for different events
- enhanced water play area and additional storage
- hydronic flooring to provide for improved energy efficiency, reduce the amount of ongoing maintenance and cleaning required and improve safety
- provisions for solar power
- increased electrical capabilities to provide the option to power the whole facility by generator in instances of the hub being required to be used as a disaster recovery centre
- Change rooms will have a divider in them, so they can provide four spaces or two, depending on the size of the event, or teams
- Acoustic considerations, both reverberation time and breakout noise from the facility required surface and flooring changes

Lessons learned by the Council:

Staffing: Funding preparation, community engagement, and management of the process are time consuming and require someone dedicated to the task plus extra assistance, either internal or external, as required. External expertise may be required for business case development, cost benefit analysis, whole of life calculations and grant writing, although council documents may be essential in the building of the case, and shire staff knowledge “picks up on grains of sand to enrich the story”. Budgetary considerations need to be made for internal and external support.

In-House documents: It is crucial to have relatively up to date planning strategies so that if funding opportunities for large projects arise, the information is ready to be formatted into a business case and grant application. Mount Gambia had the following documents ready:

- Profile iD Community Profile
- Mount Gambier City Growth Strategy
- Summary of Initial Community Engagement
- Economic iD Modelling Construction
- Economic iD Modelling Ongoing
- Economic Search Snapshot – City Growth Strategy
- Limestone Coast Region Plan
- City of Mt Gambier Youth Engagement Strategy
- Youth Population Statistics
- Issues and Directions Paper Sport and Recreation – State Government
- Community Benefits of Aquatic Facilities
- Economic Benefits of Recreation Facilities
- Guidelines for Management of Rec. Facilities
- SEIFA Summary Profile iD
- Cultural Heritage Plan





Funding: Major infrastructure projects require support from all three levels of government to secure funding. Make intentions known early to relevant government departments and keep them all informed. Community hubs and swimming pools may cost more to operate than they bring in revenue, however if the shire can show how it can incorporate the on-going costs into their budget, the social benefits considered prove \$ positive on the cost benefit analysis. Even if the initial funding is not successful, the data captured can be “banked” for future opportunities.

If successful, funding reporting/acquittals are delivered differently across Federal and State, with Federal focusing on % completion of the project and State focusing on % of dollars that have been spent – so trying to align the reporting milestones up will save time and effort.

Communication:

- Government - communicate information at the same time to the tiers, but don't share documents provided by one tier to other tiers without permission. Election times may make a difference to urgency and outcomes
- Community - the importance of proactively engaging with the community cannot be underestimated.
- Stakeholders - identify all the stakeholders early.
- Council members face the public and need to be informed/committed to project
- Communication (one way) and engagement (two way) are different
- Attention to who comes first in the communication chain; social media - Council decisions may be on Facebook before the meeting is over
- Have a proactive media strategy as mistruths can derail the best of intentions. Don't react to media. Messaging need to be consistent and led in accordance with timelines rather than being reactive
- Politics is not limited to government agencies

24.2.5. Take outs:

- Establishment of need, and community support are essential if seeking funding
- A hub which will be used by a wider hinterland for sporting events, community functions, fitness, youth activities, meetings etc provides value for Local, State and Federal Governments
- On-hand Shire planning, economic and strategic documents are invaluable to build a Business Case
- Budget, and allow enough time, for staffing and external expertise in the funding sourcing phase and ongoing project management
- Communication regarding the project needs to be consistent across all media, dealings with the community, stakeholder groups and government agencies
- Establish a clear idea on estimated costs if State and Federal Government funding is forthcoming and budget for planning, construction and ongoing operational contributions.





24.3. Case Study 3 Broome:

24.3.1. Introduction:

Broome Recreation and Aquatic Centre (BRAC) highlights the benefits of a community hub approach in the Kimberly, with a demographic similar to Kununurra. It shows the range of activities and programs that are possible across all ages, encapsulates regional events and provides data on usage increase after refurbishment of the pool.

24.3.2. Location Information

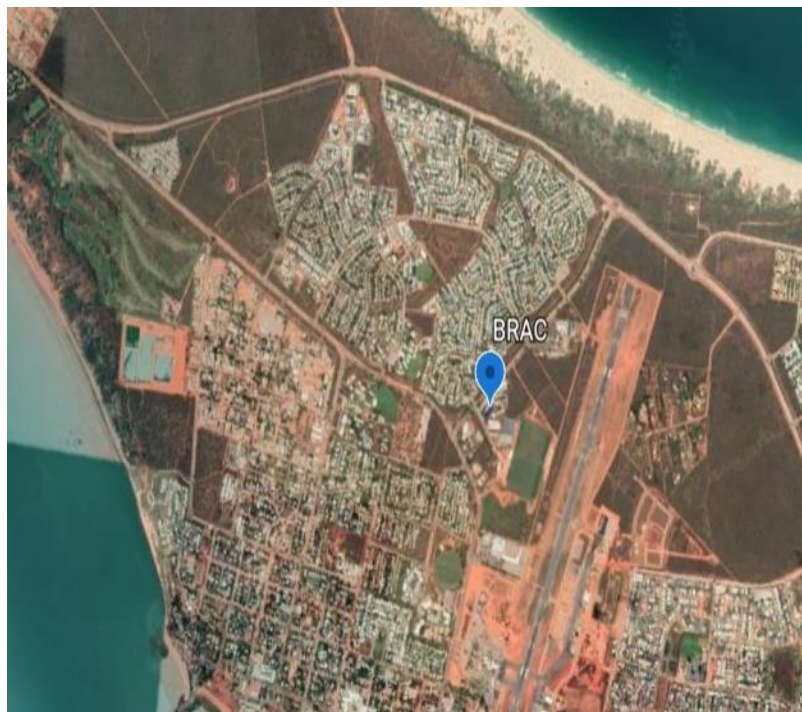


Broome is located 2365 km north-east of Perth via Highway One (2239 km via Newman on the inland route) and 1065km from Kununurra. Cable Beach provides opportunities for ocean swimming for most of the tourist season, but not during the wet season, November to May-June, when the northern oceans are inhabited by Chironex box jellyfish and Irukandji.

24.3.3. Background

BRAC was officially opened on 24 March 2002 and is well utilised by residents and visitors. The aquatic area includes an 8 lane 25m pool, a shallow lagoon pool, spa area, water spray feature, BBQ facilities, basketball ring and sand play area. The indoor stadium has two courts, changerooms and two squash courts.

There is a multi-purpose room for conferences/meetings and a creche. Outside there are eight synthetic tennis courts, four latexite netball/basketball courts, kiosk and restricted bar facilities, and a skate park. BRAC is also responsible for two ovals within the shire.





Due to age, increase in maintenance costs and the need to update for safety and accessibility issues, the infrastructure was redeveloped in 2016/17 with a \$3.3m Shire, State and Federal investment. In order for the public to still engage in a range of fitness activities, only certain parts of the centre were closed off while the upgrades took place. This also lessened the impact of the financial losses for the Shire over this period. Figures below show the impact of the redevelopment including the one-year downturn and then the positive effect thereafter.

Year	Pool entry - 117410
2014/15	\$174,362
2015/16	\$193,041
2016/17	\$148,962
2017/18	\$272,973
2018/19	\$256,781

24.3.4. Discussion









The redevelopment took into consideration that BRAC is the community hub for most sport and recreation activities in the Broome Shire and so needed to be functional, inviting and meet the needs of the community.

BRAC gets a wide range of users from residents, visitors (particularly in the dry season), schools and care agencies.

BRAC Facilities

Venue Hire

Venues at the Broome Recreation & Aquatic Centre are available for hire. For further information contact the Broome Recreation & Aquatic Centre or simply download the venue hire form from the relevant page.

 <p>Aquatic Centre Fully shaded 8 lane 25 metre swimming pool</p>	 <p>Indoor Sports Stadium BRAC's Indoor Sports Stadium</p>
 <p>Outdoor Sports and Facilities Tennis basketball and netball courts, sporting fields and entertainment areas available for hire</p>	 <p>Glenn and Pat Medlend Pavilion Pavilion with undercover outdoor area, meeting and change rooms, kitchen facilities and umpires room</p>
 <p>Skate Park Coast over to BRAC's skate park and nail that elusive switch 180 kickflip</p>	 <p>Kiosk and Cafe Enjoy a coffee or our famous hot chips!</p>
 <p>Creche Facilities BRAC offers creche facilities so people can enjoy our services while comfortable in the knowledge their kids are having a good time too!</p>	 <p>Functions and Events Birthdays, exhibitions, expos, conferences and private functions are all catered for</p>





Sports and activities include:

- basketball, netball, volleyball, floorball and indoor soccer
- Tae Kwon Do, circus skills workshops
- group fitness
- social badminton and table tennis
- educational courses and meetings
- tennis
- school holiday program
- concerts, exhibitions, weddings, conferences, large scale AGMs, public meetings
- three major events annually: The Beach 2 Bay Virtual Swim, Dash & Splash Series and the BRAC 2 Beach Fun Run.
- North West Expo, Worn Art, the Kimberley Cup regional sports competition



The seasonal nature of usage is such that in the dry season, the recreation centre and aquatic fitness classes are very busy, whereas in the wet season, the recreation centre slows down and the aquatic area is busy. The group fitness classes (wet & dry) tends to attract the older demographic due to the low impact nature of the activities, with the younger gym users going to local private gyms.

With regard to programming, BRAC attracts quite large numbers, with the three most well attended programs being swim lessons, aquatic group fitness and the school holiday program. Swim lessons are only limited by the number of instructors that can be sourced from Broome’s small population; likewise, the aquatic group fitness has 30-40 participants in the wet and up to 80 per class in the dry season and could expand if more instructors could be sourced. The school holiday program is most popular on the aquatic based programming days.

Year	Swim lessons - 117282	Group fitness - 117280	School holiday program - 117272
2014/15	\$86,171	\$31,293	\$24,265
2015/16	\$102,079	\$35,045	\$30,215
*2016/17	\$40,992	\$26,070	\$20,368
2017/18	\$121,000	\$34,701	\$21,218
2018/19	\$119,373	\$36,505	\$28,609

* Refurbishment/redevelopment





Staffing: An extensive review has been undertaken to make efficiencies in the centre operations while not reducing the level of customer service. This has led to the current staffing of 7 full time staff and 17 casual staff. The casual staff include several that are program specific and work very limited hours.

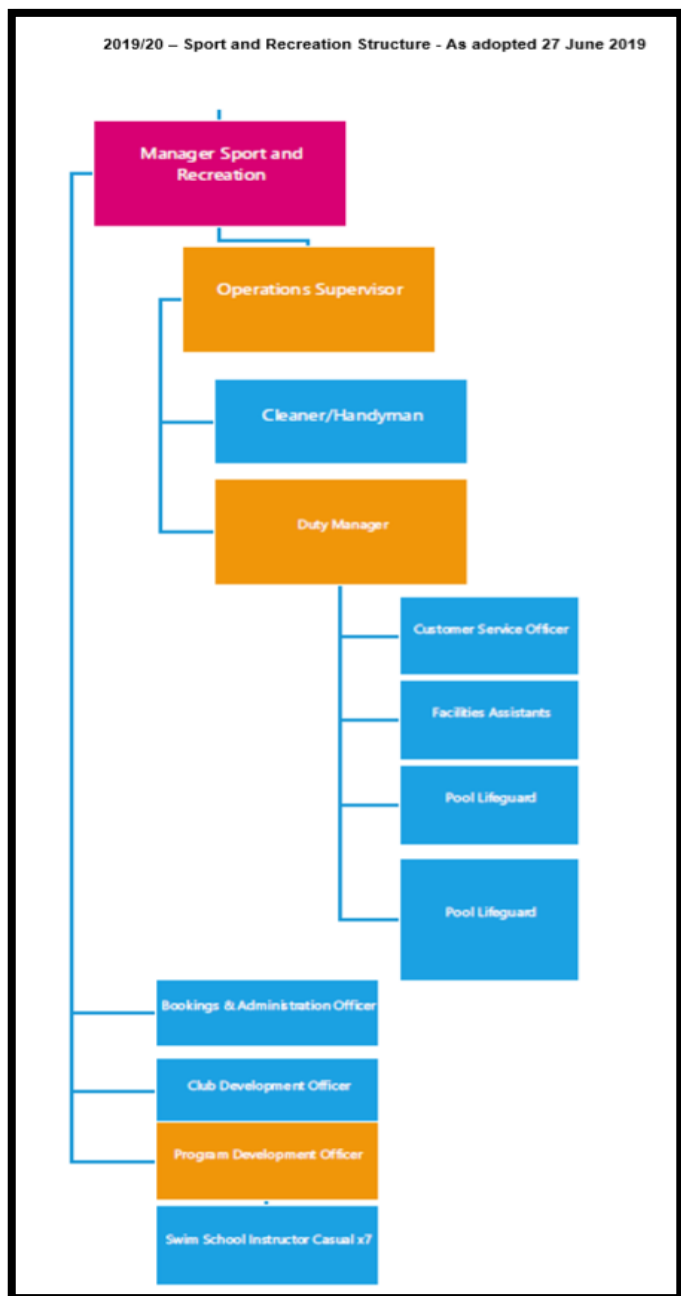
Seasonal comment – BRAC has two very distinct seasons between the wet and the dry and staffing changes as required.

Specialised instructors:

- Swim teachers are all employed on a casual basis.
- Group fitness instructors are a mix of casual employees and the occasional contractor.

School holiday program leaders and creche attendants are employed on a casual basis.

The kiosk is operated by the customer service officer/facility assistant and Duty Manager: undertaking both kiosk and reception duties (serving food and coffees & taking entry fees). The creche is also run by BRAC staff.





Auxiliary Facilities: The kiosk has a sit-down area but is more of a take-away style. The set up/layout of the kitchen and servery limits the amount of food preparation able to be undertaken so limits the type of food able to be offered. It is well used during events and swim lessons, although the Shire has noticed reduced income over the last couple of years due to school groups bringing own lunches and drinks for school carnivals and events. It runs at approximately 160% profitability

The creche is only open from 8:00am – 11:00am Monday to Friday to coincide with aquatic programming, however it is not heavily utilised with 3 – 10 children on most days.

Lease arrangements: With staff running the kiosk and creche, and casual and subcontractors being employed for programs, there is no need for any leases. Sporting groups that use the centre hire the facility on a seasonal basis and individuals pay a hire fee per use.

With the focus on facility improvements over the last five years, extensive work has been done to attract grant funding to minimise the impact on rate payers. This has included targeted grants for accessibility and grants through KidSport funding to allow for underprivileged children to attend programs and sporting activities.

Broome Changing Place to open up leisure options

Tuesday, 30 August 2016

- Concept plans for a Changing Place at Broome Recreation and Aquatic Centre
- New facility will make local events more accessible for people with disability

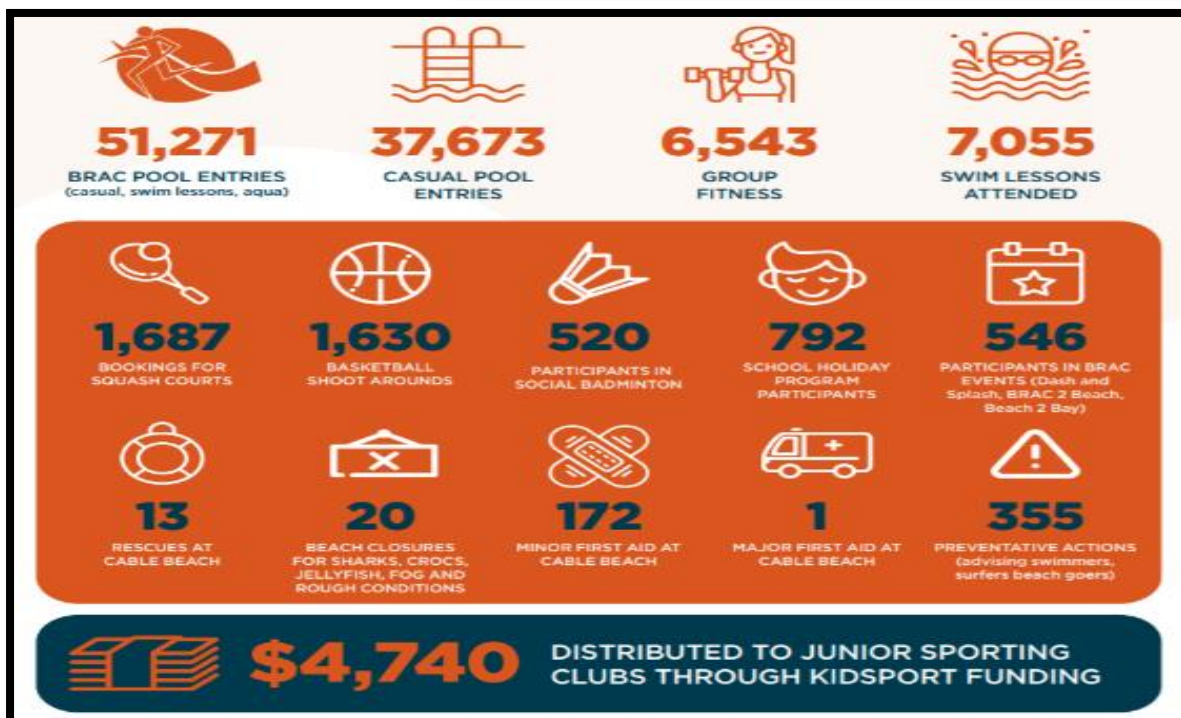
Concept plans have been developed for a Changing Place which will be built as part of upgrade works currently underway at the Broome Recreation and Aquatic Centre.

Disability Services Minister Donna Faragher visited the centre yesterday and was shown the architectural plans for the first stage of the building project.

The Shire of Broome was one of the first local governments to receive a Liberal National Government grant of \$74,000 last year for a Changing Place to be included in the Broome Recreation and Aquatic Centre's upgrade.

"A Changing Place will make it easier for people with a disability to access recreation facilities that the rest of the community takes for granted," Mrs Faragher said.

"When it opens, Broome's Changing Place will create a more welcoming environment for the community who will benefit from the facility and for tourists with disability, their families and carers visiting the region."





24.3.5. Take outs:

- Limit community impact and Shire losses by performing work in stages and keeping parts of the centre open
- Cater for seasonal changes by adjusting staffing and programs
- Regular programming builds client base, but finding qualified people to run the programs may be an issue
- Kiosk design/staffing may limit food options
- Creche facilities, although offered over morning programming times, have not proven as popular as expected
- Grant funding requires extensive work but helps to minimise the impact on rate payers.





25. ATTACHMENTS

- 25.1. Attachment 1 – Kununurra Aquatic and Leisure Centre Concept Design Report and Masterplan Drawings
- 25.2. Attachment 2 - Project Timeline – A3
- 25.3. Attachment 3 – QS Cost Estimate
- 25.4. Attachment 4 - Funding Strategy
- 25.5. Attachment 5 - Cost Benefit Analysis
- 25.6. Attachment 6 - Kununurra Aquatic and Leisure Centre Hire Fees
- 25.7. Attachment 7 – Letters of Support

