Warranties and Disclaimers

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We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided ‘commercial in confidence’ and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

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1. Introduction
The Moreland community has access to six public aquatic facilities across the municipality. These facilities include a combination of indoor and outdoor pools and dry health and fitness. In their current state, three of the outdoor pools are reaching the end of their serviceable lifespan. Over the next 20 years these facilities will require significant planning and capital investment in order to maintain them at a safe standard, and meet the expectations of the local population.

In order to strategically plan for the future investment of Moreland City Council’s Aquatic and Leisure facilities, a technical review has been undertaken. This review included:

- Capacity of the facilities to adequacy to meet the current and changing needs of the community, their operational performance and capital renewal costs, potential expansion, upgrade and new capital expenditure requirements.
- Industry trends, opportunities, competitors and target market expectations.
- Community and stakeholder consultation to understand local context.
- Technical condition of facilities.

Moreland City Council six Aquatic and Leisure facilities are as follows:

- Brunswick Baths
- Coburg Leisure Centre
- Coburg Olympic Swimming Pool
- Fawkner Leisure Centre
- Oak Park Aquatic Centre (under redevelopment)
- Pascoe Vale Outdoor Pool

The technical review has focused on, operational costs, utilisation, current and future demographics, trends, industry standards and infrastructure including maintenance and capital requirements. This document seeks to:

- Identify the current needs and future needs of the community within Moreland
- Identify trends in usage and attendances for Aquatic and Leisure and the Moreland residents
- Confirm the services and market that should be provided at the respective Active Moreland facilities throughout the municipality.
- Establish a strategic direction for the maintaining, consolidation, investment and development of Councils Aquatic and Leisure facilities, based on independent assessments and audits of current facilities and infrastructure.
- Determine the cost and investment required to maintain all facilities over the next 20 years.
2. Demographic Review
The following provides a summary of the Moreland demographic profile that may have an impact on the current and future use of aquatic and leisure facilities. A detailed analysis of the Moreland City Council demographics can be found in Appendix 1.

2.1 Population

- The population in 2016 was 172,091, which is an increase of 17,844 residents (11.6%) from 2011 (population 154,247 in 2011).

- There was a smaller proportion of people in the younger age groups (under 15 years) and a similar proportion of people in the older age groups (65+ years). Overall, 16.1% of the population was aged between 0 and 15 years, and 13.7% were aged 65 years and over, compared with 18.3% and 14.0% respectively for Greater Melbourne.

- There are slightly more females than males within the population which is consistent with the Greater Melbourne population.

- It is expected that the population within the Moreland City Council region will increase 33.0% from 172,091 in 2016 to 228,807 in 2036.

- The biggest, fastest growth in Moreland’s history will be between now and 2021.

- 70% of growth will be south of Bell Street, with Brunswick East expecting the largest increase at 125%. North of Bell Street has varying degrees of growth, with the Gowanbrae population declining slightly.
2.2 Diversity

- Cultural diversity is reasonably high with 28.6% being born in a non-English speaking country, and 38.2% speaking a language other than English at home, compared to 27.0% and 32.3% in Greater Melbourne.
- The most common languages spoken at home other than English are Italian, spoken by 7.9% of the population followed by Arabic (4.9%), Greek (4.6%), Urdu (2.4%), and Mandarin (2.0%).

2.3 Disadvantage and Social Capital

- Analysis of individual income levels in the City of Moreland in 2016 compared to Greater Melbourne shows that there was a similar proportion of people earning a high income (those earning $1,750 per week or more) as well as a similar proportion of low income people (those earning less than $500 per week). Overall, 11.6% of the population earned a high income, and 37.4% earned a low income, compared with 11.9% and 37.8% respectively for Greater Melbourne.
- The Moreland City Council ranks 34th out of 80 LGA on the SEIFA Index of Relative Social Economic Disadvantage with a score of 998.1. The higher on the Index the lower the level of disadvantage.

2.4 Housing, Homelessness and Transport

- 2.5% of households were social housing rentals which is consistent with the Greater Melbourne area (2.6%).
- 79.1% of households own one or more vehicles, which is lower than the Greater Melbourne population where 83.9% own one or more vehicles.
3. Benchmarking and service provision

Benchmarking against 30 Melbourne metropolitan Council’s was undertaken, comparing provision of aquatic facilities based on population and area.

This exercise found that Moreland City Council had the second highest ratios of aquatic facilities per head of population and per hectare (square kilometre), and the equal highest number of facilities.

Moreland has 1 facility per 28,262 people and 849 hectares, compared to a metropolitan average of 1 facility per 62,841 people and 10,505 hectares.

<table>
<thead>
<tr>
<th>Council</th>
<th>Population of Council</th>
<th>Size of council in hectares</th>
<th>Number of Aquatic facilities</th>
<th>Facility per population</th>
<th>Area per facility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banyule</td>
<td>127,693 Pop Density = 20.43</td>
<td>6,251 hectares 64 km²</td>
<td>3 Greensborough Ivanhoe Heidelberg West</td>
<td>42,564</td>
<td>2,084</td>
</tr>
<tr>
<td>Bayside</td>
<td>102,737 Pop Density = 27.63</td>
<td>3,719 hectares 37km²</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Boroondara</td>
<td>177,361 Pop Density = 28.44</td>
<td>5,996 hectares 60km²</td>
<td>4 Ashburton Balwyn Hawthorn Kew</td>
<td>44,340</td>
<td>1,499</td>
</tr>
<tr>
<td>Brimbank</td>
<td>205,741 Pop Density = 16.68</td>
<td>12,335 hectares 123km²</td>
<td>2 Sunshine St Albans</td>
<td>102,871</td>
<td>6,168</td>
</tr>
<tr>
<td>Cardinia</td>
<td>97,625 Pop Density = 0.76</td>
<td>128,088 hectares 1,281km²</td>
<td>4 Cardinia Koo Wee Rup O/D Garfield O/D Pakenham O/D</td>
<td>24,406</td>
<td>32,022</td>
</tr>
<tr>
<td>Casey</td>
<td>313,521 Pop Density = 6.72</td>
<td>40,916 hectares 409km²</td>
<td>3 Narre Warren Cranbourne Doveton O/D</td>
<td>104,507</td>
<td>13,639</td>
</tr>
<tr>
<td>Dandenong</td>
<td>159,000 Pop Density =</td>
<td>12,900 hectares 129km²</td>
<td>2 Dandenong Noble Park</td>
<td>79,500</td>
<td>6,450</td>
</tr>
<tr>
<td>Darebin</td>
<td>155,022 Pop Density = 29.01</td>
<td>5,344 hectares 53km²</td>
<td>2 Northcote Reservoir</td>
<td>77,511</td>
<td>2,672</td>
</tr>
<tr>
<td>Frankston</td>
<td>135,971 Pop Density =</td>
<td>12,952 hectares 130km²</td>
<td>3 Frankston (New) Frankston Frankston North O/D</td>
<td>45,324</td>
<td>4,317</td>
</tr>
<tr>
<td>Glen Eira</td>
<td>149,012 Pop Density = 38.53</td>
<td>3,867 hectares 39km²</td>
<td>2 East Bentleigh Carnegie</td>
<td>74,506</td>
<td>1,934</td>
</tr>
<tr>
<td>Hobsons Bay</td>
<td>93,392</td>
<td>6,420 hectares 64km²</td>
<td>2 Altona North</td>
<td>46,696</td>
<td>3,120</td>
</tr>
<tr>
<td>Area</td>
<td>Pop Density</td>
<td>Area Description</td>
<td>Pop Density</td>
<td>Area Description</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>------------------</td>
<td>-------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>Hume</td>
<td>14.55</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kingston</td>
<td>17.42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knox</td>
<td>14.12</td>
<td></td>
<td>17.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manningham</td>
<td>10.85</td>
<td></td>
<td>11.37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maribyrnong</td>
<td>27.99</td>
<td></td>
<td>31.21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moonee Valley</td>
<td>28.54</td>
<td></td>
<td>43.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monash</td>
<td>23.68</td>
<td></td>
<td>81.45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moreland</td>
<td>33.78</td>
<td></td>
<td>51.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mornington</td>
<td>2.22</td>
<td></td>
<td>72.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nillumbik</td>
<td>1.49</td>
<td></td>
<td>43.20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Areas:** Broadmeadows, Craigieburn, Splash, Sunbury, Hightett, Mordialloc, Knox, Doncaster, Maribyrnong, Ringwood, Croydon, Melbourne, Kensington, Melbourne North, Melbourne Carlton, Ascot Vale, East Keilor, Windy Hill, Queens Park, Glen Waverly, Clayton, Oakleigh, Brunswick Baths, Coburg, Coburg O/D, Fawkner LC, Oak Park LC, Pascoe Vale O/D, Hastings, Crib Point O/D, Eltham, Diamond Creek O/D.
<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Pop Density</th>
<th>Area (Hectares)</th>
<th>Facilities</th>
<th>Area (Km²)</th>
<th>Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Phillip</td>
<td>108,558</td>
<td>52.74</td>
<td>2,058</td>
<td>2</td>
<td>21</td>
<td>54,279</td>
</tr>
<tr>
<td>Stonington</td>
<td>111,606</td>
<td>43.54</td>
<td>2,563</td>
<td>2</td>
<td>26</td>
<td>55,803</td>
</tr>
<tr>
<td>Whittlesea</td>
<td>207,881</td>
<td>3.66</td>
<td>48,958</td>
<td>3</td>
<td>490</td>
<td>69,294</td>
</tr>
<tr>
<td>Whitehorse</td>
<td>170,093</td>
<td>25.17</td>
<td>6,425</td>
<td>2</td>
<td>64</td>
<td>85,047</td>
</tr>
<tr>
<td>Wyndham</td>
<td>228,088</td>
<td>3.50</td>
<td>54,178</td>
<td>2</td>
<td>542</td>
<td>114,044</td>
</tr>
<tr>
<td>Yarra</td>
<td>93,380</td>
<td>42.80</td>
<td>1,953</td>
<td>3</td>
<td>20</td>
<td>31,127</td>
</tr>
<tr>
<td>Yarra Ranges</td>
<td>155,312</td>
<td>0.63</td>
<td>246,990</td>
<td>6</td>
<td>2,470</td>
<td>25,885</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>150,663</strong></td>
<td></td>
<td><strong>29,199</strong></td>
<td><strong>3</strong></td>
<td></td>
<td><strong>62,841</strong></td>
</tr>
</tbody>
</table>

- Yarra and Moreland have the most facilities per hectare/km² followed by Melbourne.
- Offering 6 facilities, Moreland City Council and Yarra Ranges have the most amount of aquatic facilities within their municipality. This compares to an average provision rate of 3 facilities per municipality.
- Nillumbik, Cardinia and Yarra Ranges have the highest rate of facilities per population, followed by Moreland, all under 30,000 with the exception of Bayside, who don’t have any Council owned facilities.
- Cardinia and Yarra Ranges have significantly larger municipalities, with areas of 128,088 and 246,990 hectares respectively, compared to 5,094 hectares in Moreland.
3.1 Moreland’s aquatic and leisure facility capacity to meet population growth

Aquatics Recreation Victoria's Indoor Aquatic and Recreation Facility Development Guidelines (2011) advises of the following population ratios for aquatic and leisure facilities:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Catchment Population Estimate</th>
<th>Typical General Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>Under 10,000</td>
<td>- shared competition and shallow water to reduced separate water areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- dry/gym facilities as future development option</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- usually linked to other community facilities to share management and operating costs</td>
</tr>
<tr>
<td>Local</td>
<td>10,000 – 40,000</td>
<td>- limited program water combined with leisure water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- limited dry/gym facilities</td>
</tr>
<tr>
<td>District</td>
<td>40,000 – 70,000</td>
<td>- ability to separate program and leisure water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- larger dry/gym facilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- additional limited amenities</td>
</tr>
<tr>
<td>Major</td>
<td>70,000 – 100,000</td>
<td>- more extensive program and leisure water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- consideration of indoor 50m pool and complementary warm water pools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- increased gym and program space</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- additional complementary amenities, food and beverage</td>
</tr>
<tr>
<td>Regional</td>
<td>100,000 to &gt; 150,000</td>
<td>- extensive and varied program leisure water and attractions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- inclusion of indoor 50m pool and separate warm water pools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- wellness/health club and extensive program room inclusions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- complementary services and amenities, crèche, food and beverage</td>
</tr>
</tbody>
</table>

What the data tells us:

- Currently with the existing suite of pools and including the redeveloped Oak Park Leisure Centre Moreland can cater for 120,000 residents at the lower end and up to 240,000 at the upper end of the threshold. This is significantly higher than the current population of 172,091
  - Brunswick Baths, district catering for 40,000 - 70,000
  - Coburg leisure Centre, local catering for 10,000 – 40,000
  - Fawkner Leisure Centre, local catering for 10,000 - 40,000
  - Coburg Olympic Swimming Pool, local catering for 10,000 - 40,000
  - Pascoe Vale Outdoor Pool, local catering for 10,000 – 40,000
  - Oak Park Leisure Centre, district catering for 40,000 - 70,000
- Moreland currently has one facility per 28,681 residents (based on 2016 population) and will have 1 facility per 38,134 people based on 2036 population. Even with population growth,
Moreland’s provision will be at a lower population ratio than the current benchmarked average (1 facility per 62,841 people)

4. Competitor Review

Previous research and industry trends indicate that the range of facilities that are located within the primary catchment area may affect the need and future viability of an aquatic centre. The following section details the current provision of aquatic facilities within the Moreland City Council region.

4.1 Aquatic and Leisure Facility Catchment

Leisure and sporting facility trends and benchmarking generally indicates that local or municipal recreation and sporting facilities generally have a primary catchment radius of approximately 5km and a secondary catchment of 10km. In general, approximately 75% to 85% of users will reside within a 0km and 5km radius of a facility with the remaining 15% to 25% coming from the areas within the 5km to 10km radius of the facility. Regional facilities providing unique facility components and a larger number of pools will draw users from a much wider catchment than a local/municipal facility.

The size and shape of the catchment area will be influenced by a number of factors including the range and quality of facilities and services offered, natural and built barriers i.e. freeways, travel times and the availability of competing facilities. In metropolitan Melbourne it is not uncommon for facilities to share catchment areas, particularly the secondary catchment areas.

4.2 Aquatic and leisure facility provision

Councils are no longer the sole provider of aquatic and leisure services. Over the past decade, there has been significant growth with independent and franchised health clubs and swim schools opening across the state.

Health clubs development over recent years has seen the induction of women’s only gyms such as Curves and Fernwood which have been highly successful and addressed a gap in services. Other developments have been in the introduction of 24 hour gyms, with the first 24 hour gym in Australia being Doherty’s Gym opening in Brunswick in 1998. These gyms are able to offer cheaper membership fees and a reduced line of services compared to the traditional aquatic and leisure centre, due to the reduced operating costs.

Swim schools such as Elite in Brunswick and Pascoe Vale cater for learn to swim programs and have established themselves in old factories and warehouses, and similar to the independent health clubs, are able to reduce overheads by restricting usage and services to program times only. There may be an opportunity for Council to explore similar models at some or all of the Active Moreland facilities if demand is demonstrated.

A review of the aquatic facilities within the Moreland area indicates that there are a number of privately owned and operated gyms. These provide additional services were Council is unable to meet demand in particular the Brunswick region.

4.2.1 Aquatic provision

A review of the aquatic facilities within the Moreland area indicates that there are a total of ten aquatic/swimming pools within Moreland. Council owns six of these, while an additional four are privately owned and operated (providing booked swimming lessons only and are not open for public swimming).

The table below details the current aquatic facility provision.
### Table 1: Moreland City Council Aquatic Facility Provision

<table>
<thead>
<tr>
<th>Map</th>
<th>Name</th>
<th>Address</th>
<th>Aquatic Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Brunswick Baths</td>
<td>14 Dawson Street Brunswick</td>
<td>• Outdoor 50m pool&lt;br&gt;• Outdoor splashpad&lt;br&gt;• Indoor 20m program pool&lt;br&gt;• Indoor toddlers pool with water play and small waterslide&lt;br&gt;• Spa, sauna, steam room</td>
</tr>
<tr>
<td>2</td>
<td>Coburg Leisure Centre</td>
<td>Bridges Reserve, Bell Street, Coburg</td>
<td>• Indoor 25m pool&lt;br&gt;• Learners pool (17x9m)&lt;br&gt;• Toddlers play pool&lt;br&gt;• Spa and steam room</td>
</tr>
<tr>
<td>3</td>
<td>Coburg Olympic Pool</td>
<td>50 Murray Road, Coburg</td>
<td>• Outdoor 50m pool&lt;br&gt;• Learners pool&lt;br&gt;• Toddlers pool&lt;br&gt;• Diving pool</td>
</tr>
<tr>
<td>4</td>
<td>Oak Park Leisure Centre</td>
<td>563A Pascoe Vale Road, Oak Park</td>
<td>• Currently being redeveloped, will include:&lt;br&gt;• Outdoor 50m pool&lt;br&gt;• Outdoor learner pool&lt;br&gt;• Outdoor toddler pool and water play&lt;br&gt;• Waterslides</td>
</tr>
<tr>
<td>5</td>
<td>Pascoe Vale Outdoor Pool</td>
<td>7 Prospect Street, Pascoe Vale</td>
<td>• Outdoor 33m pool&lt;br&gt;• Outdoor 20m learner pool&lt;br&gt;• Zero depth water play feature&lt;br&gt;• Diving pool</td>
</tr>
<tr>
<td>6</td>
<td>Fawkner Leisure Centre</td>
<td>79-83 Jukes Road, Fawkner</td>
<td>• Outdoor 50m pool&lt;br&gt;• Outdoor learner pool&lt;br&gt;• Outdoor toddler pool&lt;br&gt;• Indoor 25m pool&lt;br&gt;• Indoor learner pool&lt;br&gt;• Spa, sauna</td>
</tr>
<tr>
<td>Private Aquatic Facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>North St Learn to Swim</td>
<td>89 North Street, Hadfield</td>
<td>• Learn to Swim pool</td>
</tr>
<tr>
<td>8</td>
<td>Elite Swimming</td>
<td>8 Attercliffe Street, Pascoe Vale</td>
<td>• Learn to Swim pool</td>
</tr>
<tr>
<td>9</td>
<td>Elite Swimming</td>
<td>27 Colebrooke Street, Brunswick</td>
<td>• Learn to Swim pool</td>
</tr>
<tr>
<td>10</td>
<td>Propulsion Aquatic Moomba Park</td>
<td>111 Anderson Road, Fawkner</td>
<td>• Learn to Swim</td>
</tr>
</tbody>
</table>
5. Community Consultation and Key Stakeholder Interviews

The following provides a summary of the community consultation and key stakeholder interviews that have been undertaken as part of the strategy development. Over 1,800 community members provided feedback through this process.

The consultation includes:

- Key stakeholders interviews
- Community Focus Groups
- Community forum
- Vox Pop Survey
- Our Say

5.1 Key Stakeholder Interviews

5.1.1 YMCA Victoria

This section of the report summarises the information from the key stakeholder consultation session with the YMCA Victoria staff servicing the contract for the management and operations of the Moreland City Council Aquatic Facilities. The consultations discussed the Moreland Aquatic and Leisure Strategy project, an overview of the facilities including current issues/needs and potential future opportunities.

The key points and outcomes from the consultations are summarised in the following sections.

5.1.2 Overview of the Facilities

Some positives and key achievements in regards to the facilities, programs and services at each of the centres were identified in the consultation as follows:

Brunswick Baths (BB)

- New facility. Health, fitness and aquatic members peaked just under 4,000 and average around 6,850.
- High small group and personal training utilisation.
- Learn to swim members peaked just under 1,800 and average 1,640
- Casual and multi-visit pass swims average just under 11,000 per month, but peaked at 23,000 for January
- Have a high number of aquatic multi visit pass holders
- Occasional care registered for 27 places tend to only go to 15 with an occupancy average of 48%.
- Selling points include
  - Being Brunswick Baths
  - Outdoor pool and programmable space.
- Strong squad and triathlon base.
- Centre runs a number of successful community seminars and community breakfasts;
Coburg Leisure Centre (CLC)

- Health, fitness and aquatic memberships peaked just under 2,500, and average around 2,375.
- This includes aquatic memberships of between 150 – 200.
- Aquatic users tend to be “multi-visit” pass users, just over 400 registered.
- Aquatic education peaked at 1,755 and averages 1,590.
  - Have developed a real community feel and have seen growth in the number of young families
- Group fitness - 100 – 110 classes per week in health and fitness with average of 15/class.
- Occasional care registered for 21 places have 120 enrolled children 8 – 13 per hour per day. Requires set up and pack up to facilitate multi-use including group fitness in the evenings. Also meeting room in quiet times. Occupancy average of 52%
- Facility location suits seniors – park for day (gym and then shopping).
- Competitors – most are along Sydney Road therefore high profile locations. Coburg was heavily impacted by the 24/7 gyms although starting to see members return and membership growth

Fawkner Leisure Centre and Fawkner Community Sports Hall (FLC):

- Health fitness and aquatic members peaked at 900 but average 783
- Aquatic education peaked at 822 and averages 700 per year.
- Following a significant decline, in the last two years have made progress with member engagement; increased membership; improved staff engagement.
- 14,000 visits to outdoor pools last summer (not including aqua aerobics).
- Occasional care registered for 35 places, with occupancy at 60%.
- Fawkner leisure also includes and has access to the Community Sports Hall – one court stadium (Part of Contact) which is within CB Smith Hub of other services.
- Valued facility by core membership; has strong community feel.
- Additional programming - offer a women’s only aquatics program (including swimming lessons) on a Sunday between 3 – 7pm (dress code, 5 – 7pm). Men’s only program on Saturday 5 – 7pm.
- Competitors – Doherty’s Campbellfield, couple of small Personal Training and yoga; 13 boutique facilities within 5 km radius, which don’t have much of an impact.

Outdoor Pools

- Coburg Outdoor Swimming Pool (COSP):
  - Increasing attendance by families with housing developments at Pentridge, Kodak and other industrial sites.
  - Attendances at closure in 2006 were between 6,000 to 7,000.
  - On reopening have seen a steady increase in attendances now around 25,000 along with community involvement.
  - Have a small amount of season and multi pass sales.
  - Structural works (pool shell) completed as part of re-opening.
  - As it is not heated, it does not generate as many large bookings. Average five schools for carnivals.
- Good community feel, referred to as pool in the park due to location and adjoining environment.
- Recent improvements have include the refurbishment of the entry, foyer, reception and first aid room.

### Pascoe Vale Outdoor Pool (PVOP):
- Attracts families with children and some younger teenagers.
- Although solar heated, have seen a decline in attendances since Coburg Olympic reopened average of 7,000 visits with one school only.
- Predominately casual users; don’t sell any season passes and minimal to no multi visit passes.
- Pascoe Vale Community Centre opened 2018 that includes Maternal & Child Health (four consult rooms); will run programs and services and opportunities for child care. Facility will attract to venue.

### Oak Park Aquatic Centre (OPLC) Prior to redevelopment
- Although closed for redevelopment used to average 40,000 to 60,000 visits per season; 15,000 school visits
- 35 schools; perfect for school carnivals, can accommodate large numbers – large grass area, good parking options
- Have a small but stable number of season pass and multi visit pass holders.
- Good location on Pascoe Vale Road (high visibility); good amenity.

### Active Moreland Overall
- Fees and charges – membership fee based on physical aspects at each facility e.g. 100% at Brunswick Baths and 85% at Fawkner Leisure Centre.
- Oak Park membership fee still to be positioned, but to include access to 24/7 gym and cycle room.
- Have a number of specialists as part of contract and Active Moreland that support community program development and marketing.
- Open Doors – one funding pool (between $60,000 - $70,000) to re-invest back into services on an annual basis. Support participation through memberships (approx. 100 per year). Opportunities are promoted through local agencies.
- Contract specific in maintenance requirements and responsibilities
  - Maintenance up to $5,000 responsibility of YMCA and over MCC.
  - Plant operations are centre based.
  - Gym renewal $35,000/annum.
- Café & Merchandising:
  - Both Fawkner and Brunswick Baths do well considering with 50 – 55% profit.
  - Outdoor pools less profit of around 40%
  - Opportunities at CLC with an external run café to improve bottom line.
  - Policy implementation of Healthy Foods – traffic lights and removal of sugary drinks.
- Marketing & Communications
  - Digital communications for all six facilities.
  - Broad range of demographics – e.g. Brunswick very tech savvy including social media.
  - Communication analysis been completed for each facility.
### Key Issues/Needs
The key issues and needs raised during the consultation session for each of the facilities are summarised in the following table.

#### Table 2 Key Issues/Needs for Facilities, Programs and Services

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Programs and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brunswick Baths</strong></td>
<td></td>
</tr>
<tr>
<td>• No café (have kiosk at Reception) and limited merchandise.</td>
<td>• Gym nearing capacity. 10 people/m² at peak. Have an outdoor training area which assists.</td>
</tr>
<tr>
<td>• Issues with gradient in program pool – sloping floor and depth (1.5m at deep end).</td>
<td>• Aquatic usage is impacted by the seasons, especially with the outdoor that runs year round.</td>
</tr>
<tr>
<td>• Need a wellness area.</td>
<td>• Have had a lock out process; mature business and focus on membership retention rather than acquisition because of space issues.</td>
</tr>
<tr>
<td>• Limited outdoor lawn are during summer</td>
<td></td>
</tr>
<tr>
<td>• Limited and restricted car parking</td>
<td></td>
</tr>
</tbody>
</table>

| **Coburg Leisure Centre** | |
| • Location although positioned in an activity centre issues – may seem tucked away and not the safest access across Bell Street. | • Summer – attendance decreases in summer due to Coburg Outdoor Swimming Pool. Used to also be a decrease in Aquatic Education, however have done some work on this recently. |
| • Design issues - not attractive or vibrant; all corridors; aquatic has dark feel (lack of light). | • Recreation swimming is always behind on budget however the other areas are ahead. |
| • Gym equipment – weights are aged. | • Health & Fitness: |
| • Change rooms require a refurbishment |   - Membership numbers have decreased in past two years due to increased competition. |
| • Not adequate family/accessible and school change areas. |   - Some have gone to competitors for health and fitness (cheaper). |
| • Outdoor area, not inviting or user friendly | • Attendance – good in aqua aerobics, 20 – 30 in some classes which can limit recreation swimming (minimum of one lane to be available). |

| **Fawkner Leisure Centre & Fawkner Community Sports Hall** | |
| • Ageing pool /plant infrastructure. Both pools leak | • This is the same for learn to swim competing for water space |
| • Outdoor pools are a great space but not utilised | |
| • Health & Fitness – not big area but okay for membership base. | |
| • Entire precinct is not well designed – not clear wayfinding and not naturally intuitive and connecting. | |
| • Shared car parking for all facilities on site, however it is a distance to walk to FLC from the car park and can be busy at peak times especially when soccer is operating. Accessible car parks (four) at front of FLC. | |
| • Some issues at times with vandalism; potential issues about feeling safe. | |
| • Not attractive – old, tired, not competing and attracting members and visits; do not have service operations. | |
| • Funding tends to be maintenance and asset renewal not new. | |
| • Targets – behind on membership and ahead in aquatic education with room for significant growth; | |
| • Occasional care (35 places) at 60% occupancy, however 99% do not utilise the facility. | |
| • High turnover in membership however have made some gains in retention. | |
| • Community engagement – hard to engage with community; Neighbourhood House have done some good work in community engagement. | |
| • Not many lap swimmers. Have lunchtime lap swimming and will open outdoor pools for minimum of six lap swimmers in summer. | |
| • Connections with soccer clubs in precinct – increased usage of community centre for training and also pools for rehabilitation; working on a structured program during season – currently ad hoc. | |
### Facilities

<table>
<thead>
<tr>
<th>Outdoor Pools</th>
</tr>
</thead>
<tbody>
<tr>
<td>- All 50+ years old, so ageing pool/plant infrastructure.</td>
</tr>
<tr>
<td>- <strong>Coburg Outdoor Swimming Pool:</strong></td>
</tr>
<tr>
<td>- Close to Coburg Leisure Centre.</td>
</tr>
<tr>
<td>- Not heated and will not cater for heating without significant works and reconfiguring of pool plant.</td>
</tr>
<tr>
<td>- Accessibility issues – ramp provided but not at grade; no hoists.</td>
</tr>
<tr>
<td>- <strong>Pascoe Vale Outdoor Pool</strong></td>
</tr>
<tr>
<td>- Poor visibility from main road; Solar heated, but doesn’t meet requirement of majority of community on daily basis, only when hot.</td>
</tr>
<tr>
<td>- Limited car parks at site so can impact on access.</td>
</tr>
</tbody>
</table>

### Programs and Services

<table>
<thead>
<tr>
<th>Programs and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>- <strong>Coburg Outdoor Swimming Pool:</strong></td>
</tr>
<tr>
<td>- Only 10 – 11 members.</td>
</tr>
<tr>
<td>- Hard pool to attract lap swimmers.</td>
</tr>
<tr>
<td>- <strong>Pascoe Vale Outdoor Pool</strong></td>
</tr>
<tr>
<td>- Already community hall at site, however no real cross-over of users.</td>
</tr>
<tr>
<td>- Will be impacted by the reopening of Oak Park Leisure Centre</td>
</tr>
</tbody>
</table>

### Overall

Change in communities expectations and leisure usage patterns has impacted use of outdoor pools in particular and the traditional lap swimming pool

- Age of facilities – activation and re-investing funding into facilities.
- All have asset management issues and need long term plan and funding to address.
- Substantial investment by MCC both through annual maintenance budget and asset renewal program.
- Café & Merchandising - space issue at most facilities.

- Marketing & Communications
  - Do not undertake a lot of primary research – use Census and Council’s Household Survey and analyse for demand.
  - Demographics – ‘great divide’ at Bell Street.
- Require individual facility approaches e.g. Fawkner Leisure Centre price incentives and Brunswick Baths membership incentives; so targeted at each Centre.
- Child care – activation of spaces; trying to increase occupancy in underutilised spaces.
- Fees and Charges:
  - 702 options across the six facilities.
  - Aquatic Education – different pricing options.
  - Percentage pricing of memberships
  - 162 child care options.
  - 90% workforce is casual so pricing is a significant challenge.
- Some issues with merchandise contracts and maintaining up to date signage and advertising.
- Four tiers of food licensing across the facilities (2, 3 and 4). All are kiosks except Coburg Leisure which has a cafe.

### 5.1.3 Future Opportunities

Representatives were able to provide future opportunities/ideas for improvements with key points being:

**Brunswick Baths (BB)**

- Review options for allied health & wellness.
- Increased health and fitness footprint - extend gym.
- Shelter over outdoor training area.
- Café/merchandise areas.
- Change gradient of indoor program pool.
- Continue to invest in renewal in centre to maintain current standards

**Coburg Leisure Centre (CLC)**
- Activate outdoor area - equipment or re-locating some outside.
- Increase health and fitness footprint – extend gym and add wellness room
- Additional water space required, possible warm water program pool - No need for outdoor aquatics (except water splash area).
- Mechanical air in pool hall not adequate – humid.
- Improve change – family/accessible (only two) add school change.
- Refurbish spa and sauna area
- Upgrade toddlers pool
- Consider redevelopment due to future requirements to meet community need and structural issues.

**Fawkner Leisure Centre and Fawkner Community Sports Hall (FLC)**
- Option for indoor hydrotherapy pool as predominantly older adults between 10am – 3pm (changing demographics).
- Health & Fitness – may be more attractive if larger area and reconfigured (new/grow members).
- Multi-purpose program room. And women’s only exercise space
- Entrance/Access improvements – re-configure so shared access for FLC, Community Centre and Occasional Care.
- Review options for outdoor pool area due to ageing infrastructure and usage

**Outdoor Pools – Coburg Outdoor Swimming Pool (COSP) and Pascoe Vale Outdoor Pool (PVOP).**
- Coburg Outdoor Swimming Pool
  - Review options for interactive water play to cater for children/youth.
  - Heating frequently requested, although would require upgrade to plant. Other feedback indicates that people like the freshness of the pool on a hot day
- Pascoe Vale Outdoor Pool
  - Increased awareness following opening of community centre

### 5.2 Health and Community Sector

Interviews were held with key stakeholders regarding the aquatic and leisure facilities, services and programs in Moreland City Council area in terms of what is good/works well, current issues and gaps, future improvements and opportunities and any partnership/linkage/alignment opportunities.

#### 5.2.1 Merri Health

Merri Health currently utilise the three indoor facilities - Brunswick Baths, Coburg Leisure Centre and Fawkner Leisure Centre.

In terms of positive feedback the collaboration between Moreland City Council and Merri Community Health was identified as a key strength. A Memorandum of Understanding (MOU) specifies what each party will do resulting in a good relationship including the teams at each of the three facilities and with support for new programs and services.
The issues identified were:

- No access to warm water or designated hydrotherapy pool.
- Water at facilities is too cold (no warm water program pool).
- Lack of hoists at all facilities.
- The pools are often used concurrently by school/s which can be off-putting for aged care clients.
- The graded depth of pools impacts on areas that are suitable for activities and programs.
- Coburg Leisure Centre – lack of showers and private change facilities.
- The private hydrotherapy providers are not an option for many clients and so lack of publicly accessible warm water facilities are a key issue.

Future opportunities and / or improvements identified were:

- Ageing populations so opportunities for some time at facilities without competing activities (schools).
- Warm water – whether a separate facility or increasing temperature at existing.
- Improved / upgraded change facilities including provision of more private change facilities. More consumer friendly (quality).

Other discussion points:

- MOU is reviewed annually and provides a good framework/structure for partnership.
- Consumer Directed Care – client in charge of “own journey” with opportunity to decide where spend funding so may go elsewhere if facility and programs do not meet needs, that is, warm water, change, etc.

5.2.2 Sussex Neighbourhood House

The Sussex Neighbourhood House are moving into the new facility adjacent to Pascoe Vale Outdoor Pool.

The issues identified were:

- Always considered pool as part of overall precinct and so brings people to the area (eg Maternal and Child Health) and benefits to Sussex Neighbourhood House; benefits not captured in current thinking.
- The area that the PVOP services has seen a number of developments of apartments and young families moving in and so there are more people in the same space needing access to public pools and parks, etc.
- Lap swimmers do not look at pool as destination.
- Hall facilities may be suitable for yoga and tai chi – not able to provide for more physical activities as is rather warm in that space for high impact classes.
- Car parking at PVOP will not be sufficient once new facility is open; have sent a paper to Council raising concerns about lack of parking provision once new centre operational. With Oak Park closed this summer will see increased usage without sufficient parking provision.

Future opportunities and/or improvements identified were:

- Need to capture precinct and co-location benefits of Community Centre and PVOP.
- Warm water and heating pool (potentially covering) so could cater for all year round swimming.
• Future revolves around how to attract more people to the facility because limited attendance. Identify why people don’t use it and then determine how to address this and make PVOP more attractive to community to use.

• Propose a gym on site to be able to provide other health and wellness activities such as aerobics, group fitness, cardio and weights.

• Maternal and Child Health – may be needs from this being located at the site.

• Cross promotion opportunities re programs and services.

• Joint programming opportunities – already discussing with YMCA so will continue to develop relationship.

• Opportunity to bring other community organisations to the new centre and the precinct eg arts groups.

• More shade on west side of pool.

Other:

• Very few halls that size and with a kitchen.

• Council needs to seriously consider potential of the PVOP and what could be occurring – potential solutions for what can be done to improve usage of the asset.

• No playground in park to meet changing demographics and Maternal and Child Health client needs.

• No BBQ; plenty of green space available in park - whole area could be improved.

• May be more ideas identified once on site.

5.2.3 Yooralla Fawkner Community Hub

Yooralla Fawkner Community Hub currently utilise the Fawkner Leisure Centre (FLC) gym on Mondays with four clients attending for between 1 – 1½ hours. The program has been operating for a long time and have established good relationships with staff, including between staff and clients. One client also uses the gym (Assisted Supported Initiative). The facility is accessible for clients and the staff are very good interacting with the clients.

The key issue is that there is no warm water (pools too cold) or hydrotherapy pool so clients are going to Thomastown Recreation and Aquatic Centre for this activity.

Future opportunities and/or improvements identified were:

• Warm water locally at FLC could get a lot more customers and use for a full day (work on low ratios).

• Group fitness for clients at FLC – some would benefit from this opportunity (some have high physical support needs).

• Clients are always looking to try new activities and socialising so would be interested in exploring any new opportunities further.

5.3 Community Focus Groups

Four Centre based focus groups were held during June and July along with a specific Youth Focus group held at Oxygen open to users and non-users of Councils facilities. In total 49 community members participated in a mix of group discussions, individual worksheet and interactive activities, to with a focus on discussing their facility of choice: Brunswick Baths, Fawkner Leisure Centre, Coburg Leisure Centre, Coburg Olympic Swimming Pool and Pascoe Vale Outdoor Pool. Participants were provided with background information on Moreland’s aquatic and leisure centres outlining: service
The purpose of the focus groups was to:

- To understand the value placed on Council’s aquatic and leisure facilities
- To gather feedback on what services and uses should be accommodated at facilities
- To gather feedback on asset retention within the context of financial constraints.

The participants do not represent a statistically significant sample of the Moreland community, so the views should not be presumed to be representative of the broader community.

Capire Consulting Group were commissioned to undertake a number of focus group as part of the community consultation process. Capire designed and delivered four 2-hour focus groups with a total of 42 community members participating in a range of mixed group discussions, individual worksheet and interactive activities.

Key themes that emerged from the four focus groups are:

- Participants highly valued their local aquatic and leisure facility, not only for the exercise and wellbeing opportunities, but as community hubs where people come together.
- The important role that facilities play in teaching people to swim (both children and adults) was highly emphasised. Participants thought that this need would always be present due to Moreland’s multicultural population, with groups of residents who may not have had the opportunity to learn to swim as children.
- Participants emphasised that Moreland’s population was growing, and that demand for aquatics and leisure facilities would only increase. The development of many apartment buildings in the vicinity to the facility in the near future was regarded as highly likely to put even more demand on facilities that are already popular.
- Participants who favoured outdoor pools requested pool heating and longer and more reliable opening hours, which they thought would contribute to making the facilities increasingly popular year-round and therefore more viable.
- People who made use of outdoor spaces, for seating, swimming and group fitness purposes, all wanted improved shading for hot summer months.
- Maintenance and upkeep concerns were present across all four facilities of focus, with participants highlighting the pool, change rooms and toilet condition most frequently.
- Participants did not prioritise any services that they regarded as monopolising the pool from general patrons, such as birthday parties, private lane hire and gender-specific swimming.
- Participants recognised that Council has limited funds and cannot fix everything or build new facilities, however they were generally reluctant to recommend that their facility of choice be closed.

<table>
<thead>
<tr>
<th>Usage</th>
<th>Infrastructure and services that should be provided</th>
<th>Operation of facilities in current form</th>
<th>Condition, service and functionality issues</th>
<th>Maintenance priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>The most popular aquatics activities amongst participants are: • aqua aerobics at Brunswick Baths • lap swimming at Fawkner Leisure</td>
<td>The most common infrastructure and services that participants believe should be added to facilities are:</td>
<td>All participants thought that improvements could be made to their facility of choice to improve its operation, however no</td>
<td>The most common condition, service and functionality issues that participants commented on at their facility of choice are:</td>
<td>The most common maintenance priorities at facilities are: • upgrades to change rooms and bathrooms at Brunswick Baths</td>
</tr>
</tbody>
</table>
The most popular leisure activities amongst participants are:
- group fitness classes at Brunswick Baths
- the gym at Fawkner Leisure Centre and Coburg Leisure Centre.
Participants also noted using all the facilities as places to socialise, including meeting with friends and staying connected to the community.

<table>
<thead>
<tr>
<th>Centre, Coburg Leisure Centre, Coburg Olympic Swimming Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>• swimming lessons for children at Pascoe Vale Outdoor Pool.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>participants recommended that their facility of choice cease operating</th>
</tr>
</thead>
<tbody>
<tr>
<td>• weather-related infrastructure such as shade from the sun and outdoor shelter for when it rains at Brunswick Baths</td>
</tr>
<tr>
<td>• new and updated gym equipment that is easier to use for people of all abilities at Fawkner Leisure Centre</td>
</tr>
<tr>
<td>• extra swimming lessons and further gym and exercise opportunities at Coburg Leisure Centre</td>
</tr>
<tr>
<td>• better social infrastructure offerings including places to sit and socialise, and improved food provision at Coburg Olympic Swimming Pool</td>
</tr>
<tr>
<td>• extra swimming lessons at Pascoe Vale Outdoor Pool.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>improvements to change rooms at Brunswick Baths and Coburg Leisure Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>• improve temperature issues at Fawkner Leisure Centre</td>
</tr>
<tr>
<td>• longer and more consistent opening hours at Coburg Olympic Swimming Pool and Pascoe Vale Outdoor Pool.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>upgrades to spa and sauna at Fawkner Leisure Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>• upgrades to pool shell, deck and tiling at Coburg Leisure Centre</td>
</tr>
<tr>
<td>• addition of heating to the pool at Coburg Olympic Swimming Pool</td>
</tr>
<tr>
<td>• general facility upgrades at Pascoe Vale Outdoor Pool.</td>
</tr>
</tbody>
</table>

5.4 Public information session

A Public Information Session was held in August with 52 registered attendances both users and non-users of our facilities. Once again community members participated in a mix of group discussions, and interactive activities, with a focus on discussing all facility. Participants were provided with background information on Moreland’s aquatic and leisure centres outlining: service provision, financial considerations, facility condition and population trends via a briefing document, and a presentation delivered by Council Officers.

The purpose of the Information session was to:
- To understand the value placed on Council’s aquatic and leisure facilities
- To gather feedback on what services and uses should be accommodated at facilities
- To gather feedback in relation to asset improvements.

The participants represent a more even spread of representatives from each facility although once again an older cohort. Non users weren’t evenly represented, so the views should not be presumed to be representative of the broader community.
Key themes that emerged from the Information session were:

- Participants highlighted convenience and location of the pools as a positive
- Overcrowding and facilities being too small was identified as an issue at Brunswick Baths and Coburg Leisure Centre
- People who favoured outdoor pools requested heating and longer more reliable hours
- Participants highly valued their local aquatic and leisure facility, not only for their exercise and wellbeing opportunities, but as a community hub where people come together – could focus on more community involvement activities.
- Change rooms including family change rooms was highlighted as an area of improvement for Council facilities
- Participants suggested more water play activities and hydrotherapy pools as something they would like to see considered that isn’t currently in Moreland and making the pools more accessible (DDA compliant)

### 5.5 Community Consultation and Surveying

#### 5.5.1 Online Surveys

Prior to the focus groups Council undertook an online survey and received 331 responses in January 2017. The purpose was to benchmark the current community view and position of the Aquatic and Leisure facilities

#### Key findings:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Community rating</th>
<th>Area for improvement</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick Baths</td>
<td>Good (43.4%)</td>
<td>Change rooms size (46.2%) Facility presentation (24.2%) Café and kiosk (23.6%)</td>
<td>Reason for attending – close to home (68.3%) Main activities - Lap swimming (60%) Used 2 to 3 times a week (34%)</td>
</tr>
<tr>
<td>106 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Leisure</td>
<td>Adequate (43.5%)</td>
<td>Change rooms (55.1%) Facility presentation (37.7%) Centre access and use (too crowded) (23.7%)</td>
<td>Reason for attending – close to home (71.6%) Main activities - Recreational swimming/fun (43.5%) Used once a week (36.6%)</td>
</tr>
<tr>
<td>70 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Olympic</td>
<td>Good (36.5%)</td>
<td>Water temperature (39.2%) Kiosk facilities (37.8%) Change rooms (32.4%)</td>
<td>Reason for attending - Is an outdoor pool (85.1%) Main activities - Recreational swimming/fun (90.5%) Used summer only school holidays (47.3%)</td>
</tr>
<tr>
<td>73 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5.5.2 Facility Snapshots

Over the summer period over 950 snapshot surveys were received with a focus on casual aquatic users. The purpose was to capture information in relation to:

- Usage patterns
- Who people attended with
- Why they used a particular pool

The results were online and reflected responses received from the online summer surveys above.

Key findings:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Why people attend</th>
<th>Who they attend with</th>
<th>How they attend and from where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick Baths</td>
<td>35% for lap swimming</td>
<td>37% by themselves</td>
<td>45% by car 71% less than 3km</td>
</tr>
<tr>
<td>192 responses</td>
<td>59% because it is close to home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Leisure</td>
<td>68% or aquatic programs 69% because it is close to home</td>
<td>66% with family With up to 2 children, under the age of 10 years</td>
<td>81% by car 64% less than 3km</td>
</tr>
<tr>
<td>204 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Olympic</td>
<td>67% to cool off 76% because it is close to home</td>
<td>With family of 2 people With children under the age of 10 years</td>
<td>70% by car 85% less than 3km</td>
</tr>
<tr>
<td>162 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fawkner Leisure</td>
<td>28% to cool off 54% because of family and friends</td>
<td>38% by them self Or with children under the age of 10 years</td>
<td>81% by car 57% less than 3km</td>
</tr>
<tr>
<td>194 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pascoe Vale Outdoor</td>
<td>38% to cool off 43% because it is close to home</td>
<td>With family and friends of 2 people With children under the age of 10 years</td>
<td>41% by car 60% less than 3km</td>
</tr>
<tr>
<td>128 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Quote from Fawkner Leisure Centre:
“It’s not 5 star but I don’t expect it to be. It’s a great pool”.

Quote from Coburg Leisure Centre:
“The change rooms are horribly old and need updating - There is no 50m pool - The 25m pool is often full - The children's pools are tiny and limited options with no play area or equipment - The price of entry is not reflected in quality”.

15552 Facility Snapshots

Over the summer period over 950 snapshot surveys were received with a focus on casual aquatic users. The purpose was to capture information in relation to:

- Usage patterns
- Who people attended with
- Why they used a particular pool

The results were online and reflected responses received from the online summer surveys above.

Key findings:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Why people attend</th>
<th>Who they attend with</th>
<th>How they attend and from where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick Baths</td>
<td>35% for lap swimming</td>
<td>37% by themselves</td>
<td>45% by car 71% less than 3km</td>
</tr>
<tr>
<td>192 responses</td>
<td>59% because it is close to home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Leisure</td>
<td>68% or aquatic programs 69% because it is close to home</td>
<td>66% with family With up to 2 children, under the age of 10 years</td>
<td>81% by car 64% less than 3km</td>
</tr>
<tr>
<td>204 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coburg Olympic</td>
<td>67% to cool off 76% because it is close to home</td>
<td>With family of 2 people With children under the age of 10 years</td>
<td>70% by car 85% less than 3km</td>
</tr>
<tr>
<td>162 responses</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fawkner Leisure</td>
<td>28% to cool off 54% because of family and friends</td>
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<td>81% by car 57% less than 3km</td>
</tr>
<tr>
<td>194 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pascoe Vale Outdoor</td>
<td>38% to cool off 43% because it is close to home</td>
<td>With family and friends of 2 people With children under the age of 10 years</td>
<td>41% by car 60% less than 3km</td>
</tr>
<tr>
<td>128 responses</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Oak Park Aquatic
72 responses
56% for lap/recreation swimming
64% because it is close to home
54% with family of 2+ people
With children both under and over the age of 10 years
90% by car
47% less than 3km

Quote from Coburg Olympic
"Most beautiful pool in Melb. For a city pool it makes you feel like you are in the country.
Always clean, people diverse and friendly"

Quote from Pascoe Vale Outdoor
"Great place to come and relax"

5.5.3 Vox Pop surveys

284 intercept surveys were undertaken in the shopping areas of Brunswick, Coburg and Fawkner to capture non users and to gain an understanding of:

- What could be provided that would make them want to use Moreland’s Aquatic and Leisure facilities
- Why is there nothing that would make them want to use the facilities?
- What do you they see as the current issues in relation to Council’s aquatic and leisure facilities?

57.1% (161 people) of those surveyed used one or more of Moreland’s Aquatic and leisure Facilities
42.9% (121 people) did not currently use Councils Aquatic and Leisure facilities.

Current users of Moreland City Council:
The Vox Pop survey respondents that identified that they had used any of Moreland’s aquatic and leisure centres were asked to identify what they saw as the current issues in relation to Council's aquatic and leisure facilities.

The key themes that emerged from the responses were:

- Users highlighted space and crowding as an issue at Brunswick Baths and overcrowding as an issue in the aquatics area at Coburg Leisure Centre.
- Lack of disabled parking at Fawkner Leisure Centre
- Size of change rooms at Brunswick Baths
- Condition of change rooms and Coburg Leisure Centre

Survey results
- Improve facility/pools (FLC) 19 respondents (11.8%)
- None 18 respondents (11.2%)
- Improved change rooms 17 respondents (10.6%)
- Improve/more gym equipment 15 respondents (9.3%)
- Improve car parking at BB 11 respondents (6.8%)
- More space 3 respondents (1.9%)
- Expand pool facilities 3 respondents (1.9%)

Non-users of Moreland City Council facilities:
Respondents who identified that they do not use any of the Moreland’s aquatic and leisure centres were asked to identify if there was anything that Council could provide that would make them want to use the facilities. Less than half of respondents (42.1%) identified that there was something that Council could do, compared to 57.9% stating that there was nothing Council could do to make them want to use the facilities.
Those who identified that there was nothing that Council could do to make them use the aquatic and leisure facilities were subsequently asked why there was nothing to make them use the facilities. The key themes that emerged from the responses were:

- Don’t live locally: 21 respondents (30.0%)
- No time: 14 respondents (20.0%)
- Don’t like gyms: 14 respondents (20.0%)
- Use other facilities/gyms: 6 respondents (8.6%)
- Old equipment: 3 respondents (4.3%)
- Just moved to the area: 2 respondents (2.9%)

Those respondents that identified there was something that Council could do to make them want to use the aquatic and leisure centres were asked to identify what could be done to encourage this potential use. The key themes that emerged from the responses are identified below.

- Update/Improve facilities: 19 respondents (37.3%)
- Better prices/off peak memberships: 7 respondents (13.7%)
- Better/more parking at BB: 5 respondents (9.8%)
- Better advertising/website: 4 respondents (7.8%)
- Open earlier, better hours, or 24/7: 4 respondents (7.8%)
- Women only classes/times: 4 respondents (7.8%)
- Outdoor pool year round: 2 respondents (3.9%)

### 5.6 Online discussion platform via ‘our say’

Community members were able to provide valuable input into the development of the strategy from the 6 June to 28 July 2018.

*‘Get immersed in Moreland's Aquatic and Leisure Strategy - What do you see as the current issues in relation to Council's Aquatic and Leisure facilities’?*

During this period Council officers were also engaged in the conversations. 118 individual posts 'ideas', 310 comments to ideas and 533 post likes/votes were received. There was a strong focus from the ‘Save Pascoe Vale Swimming Pool’ group.

Key themes included:

- Add additional water play features
- Better access for single gender users
- Improved opening hours
- Review pricing structure and memberships
- Gym equipment in parks
- Seeking funding from State/ Federal governments
- Access to warm water for hydrotherapy activities
- Provide flexible space for alternate activities i.e. dance, tennis
- Make facilities more accessible

<table>
<thead>
<tr>
<th>Facility</th>
<th>Posts</th>
<th>Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick Baths</td>
<td>4 ideas for Brunswick Baths</td>
<td>- Infrastructure improvements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Additional programing</td>
</tr>
<tr>
<td>Coburg Leisure Centre</td>
<td>9 ideas for Coburg Leisure Centre</td>
<td>- Infrastructure improvements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Revise opening hours</td>
</tr>
<tr>
<td>Location</td>
<td>Ideas for Facility</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Fawkner Leisure Centre</td>
<td>6 ideas for Fawkner Leisure Centre</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Infrastructure improvements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Additional programming</td>
<td></td>
</tr>
<tr>
<td>Coburg Olympic Swimming Pool</td>
<td>29 ideas for Coburg Olympic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Infrastructure improvements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Revised opening hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Additional programming</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Better promotion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Better connections to transport</td>
<td></td>
</tr>
<tr>
<td>Pascoe Vale Outdoor Pool</td>
<td>42 ideas for Pascoe Vale Outdoor Pool</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Acknowledgment of ideas and petition received which identified:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Infrastructure improvements</td>
<td></td>
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<tr>
<td></td>
<td>- Revised opening hours</td>
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<tr>
<td></td>
<td>- Additional programming</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Better promotion</td>
<td></td>
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</tbody>
</table>

5.7 Council Plan

Community consultation undertaken earlier in the year to inform the Council Plan development also asked about the value of Councils aquatic and leisure facilities in context of all of Councils facilities. Three forums were conducted at locations across the municipality, in Fawkner, Coburg and Brunswick. A total of 100 residents participated – 36 in Brunswick, 33 in Fawkner and 31 in Coburg.

Finding from the consultation was that this was not a topic that generated a lot of discussion at the tables, despite receiving a reasonable number of votes. Most participants wanted to keep the existing aquatic and leisure centres but thought most of them needed upgrading (with the exception of Brunswick Baths).

A common topic discussed was the cost of entry to leisure centres and pools. Some people thought these were too high, especially when compared to other facilities. Some said this was a barrier to promoting an active, healthy lifestyle to community members. Other comments included:

- “Coburg Leisure Centre and Fawkner Leisure Centre are not good. They are rundown.”
- “The leisure centre facilities need to be updated.”
- “Enthusiastic about the renovation of Oak Park Aquatic Centre.”
- “Brunswick Baths is excellent. The upgrade was desperately needed.”
- “The costs of the local gyms and pools is way too much.”

5.8 Summary of general feedback

Community feedback themes:

<table>
<thead>
<tr>
<th>General themes</th>
<th>Service related themes</th>
<th>Infrastructure related themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community highly value facilities</td>
<td>Opening hours</td>
<td>Past lack of investment e.g. faster degradation</td>
</tr>
<tr>
<td>Largely don’t support any closures</td>
<td>Pricing structure and membership</td>
<td>Identified ‘things that were missing’; Warm water pools and Water play</td>
</tr>
<tr>
<td>Some support for rationalisation (but not their centre’s)</td>
<td>Improved food and beverage e.g. Food trucks</td>
<td>Overcrowding</td>
</tr>
<tr>
<td></td>
<td>Better ‘marketing’ to improve use e.g. events/special activities</td>
<td>Infrastructure provided was important; Heating,</td>
</tr>
</tbody>
</table>
Concerns about population growth
Community hubs (social)
Focus on past promises by Council
Pools competing for resources

Maintenance, Change room quality
DDA compliance / physical accessibility

5.9 Other feedback
- Save Pascoe vale Outdoor Pool Group established resulted in a petition with 1,200 signatures being received by Council
- Friends of Coburg Olympic Swimming pool remained active and shared information

5.10 Public consultation on draft strategy
67 submissions were received on the draft between 18 December and 20 February 2018.

The following table highlights the number of submissions and key issues raised

<table>
<thead>
<tr>
<th>Submissions</th>
<th>Key Issues Raised</th>
</tr>
</thead>
</table>
| Pascoe Vale Outdoor Pool (PVOP) 17 x Submissions | - Investment more money (2)  
- Redevelop (14)  
- Maintain (1)  
- Invest less in other centres (linked to all) |
| Coburg Olympic Swimming Pool (COSP) 41 x Submissions | - Heat the outdoor pool (36)  
- Invest more money (5) |
| Fawkner Leisure Centre (FLC) 5 x Submissions | - What does repurposing Outdoor Pool area mean? (4)  
- Investment more money (1) |
| Brunswick Baths (BB) 2 x Submissions | - Water space (outdoor children's pool (1)  
- Expand Baths into school site (1) |
| Coburg Leisure Centre (CLC) Inc. in other submission | - Question funding allocation (1) |
| General 2 x Submissions | - More money to maintain all pools (1)  
- Splash park with Merlynston regeneration (1) |

Key themes in relation to:
- Greater investment in all pools
- Less investment in Coburg Leisure Centre
- Redevelop Pascoe Vale Outdoor Pool
- Heat Coburg Olympic Swimming Pool
- Provide certainty to future of outdoor pools

A hearing of submissions was held on Tuesday 20 March 2018. Seven (7) respondents stated they wished to be heard with three (3) respondents attending.
6. **Industry Trends**

The following details a range of trends within the sport and recreation industry that may have an impact on an aquatic and leisure facility.

6.1 **Aquatic and Leisure Facility Specific Trends**

Components that contribute to successful contemporary aquatic and leisure facilities are summarised in the figure below.

![Figure 1 Successful Aquatic and Leisure Facility Model](image)

**6.1.1 Aquatic Facility User Markets**

Traditionally many local government aquatic and leisure facilities were built for specialist or limited market users (i.e. competitive swimmers or high level sport participants). Detailed planning and comprehensive feasibility studies now are able to show more targeted user profiles.

Such studies usually identify the demographic profile of residents in the project area, their current aquatic and leisure participation patterns and use of surrounding aquatic and leisure facilities that provide a sound base for more user-friendly facilities.

The majority of aquatic facility market research indicates complexes must equally cater for four distinct aquatic user markets as outlined in Figure 2 Main Aquatic Leisure Facility User Markets below.
The main aquatic leisure facility user markets are:

- **Recreation and Leisure Market** - usually made up of families, people coming with friends and groups for fun, relaxation, social activity and low level competition/participation.

- **Competitive/Training/Fitness Market** - usually made up of people predominantly attending facilities alone for structured fitness or competition activities.

- **Education Market** - usually made up of children and adults wishing to increase water safety and survival skills. Includes ‘Learn to Swim’ classes, school and club use and individuals improving their skills and techniques. They require hot water pools and water depths with some straight edges and easy water access, etc.

- **Health and Therapy Market** - usually made up of children, adults and older adults wanting to relax or exercise in hot water. This market also includes specialist health condition groups such as arthritis, asthma sufferers, etc. They require hot water pools and associated health relaxation areas, i.e. spa/saunas, etc.

Previous studies have indicated that the recreation and leisure market will usually be the largest as it contains people of all ages, ability, types, interest and gender. The competitive/training/fitness market is a more specialist market as it usually contains younger, fitter and more active people who have made time to train and compete.

Benchmarking studies have indicated that in many cases 60% to 70% of facility users come from the recreation/leisure sector with 20% to 30% coming from the competitive/training/fitness markets. The health and therapy and education markets can range from 10% to 20% of the market subject to the age and health profile of the community in which the facility is located.

The most successful centres attract all user markets and should be set up to allow people to participate in a range of activities at the one site. The further addition of health and fitness facilities,
spas and saunas and social areas have been very successful at many aquatic facilities, as they add to the user experience and contribute to people being attracted to attend these facilities more often.

6.1.2 Aquatic Facility Activities

Industry trends indicate that in the majority of current indoor and outdoor standalone aquatic facilities, revenue does not meet annual operating costs. While some Centres may have the capacity to return an operational surplus, they show minimal return on capital investment which results in run down facilities not meeting customer needs/often shut due to breakdowns etc. A review of successful Centres demonstrates that they have the following characteristics:

- High visits per square metre
- High expense recovery ability including capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- Excellent range of attendance types (adult/child ratio)
- Draws users from a large catchment area
- High revenue returns from health and fitness (often used to subsidise aquatics)

Traditionally, commercial investment in aquatic facilities has been in specialist pools such as learn-to-swim or as additions to health and fitness clubs. High capital cost and limited financial returns have contributed to this situation.

6.1.3 Health and Fitness Activity Areas

Industry trends indicate that users of aquatic facilities are also significant users of health and fitness facilities. Location of each of these activity components at the one site improves financial viability.

Health and fitness components have the capacity to record high expense recovery returns, with many centres returning 125% to 180% of expenditure. Traditionally these returns can also attract commercial investors and operators to health and fitness facilities. Locating these facilities at aquatic centres increases the potential of cross-selling and spin-off use. It also improves the membership/program user and casual user ratio especially where services such as a spa, steam or sauna or available.

6.1.4 Ancillary Services and Activity Areas

In recent years, there has been a trend to develop a range of complementary businesses in conjunction with aquatic and leisure facilities. These include:

- Wellness Centres/Day Spas: There is an emerging trend of adding in an area for specialist wellness activities, services and merchandising. The key services found at successful wellness centres include massage, beauty therapy treatments, gentle exercise classes and relaxation and time out activities.
- Inclusion of such facilities offers a broader range of activities to a larger age profile of people. The massage and beauty therapy are high yield sales activities and can have high linked merchandising product sales.
- It is essential in developing such areas that they are located with good views, away from general public noise and viewing areas and have very good finishes and fittings. There needs to be a close by lounge for relaxation after treatment or classes.
- Sports Medicine: Development of consulting rooms, with patient access to health and fitness and pools, have been excellent revenue generators.
• Health and Therapeutic Services: Health consultancies, weight loss and therapeutic services linking in worker and accident rehabilitation patients to use the range of facilities with centre memberships paid by relevant authorities.

• Health and Beauty Services: Leased areas to services such as beauticians, hair salons and body toning.

6.1.5 Potential Future Aquatic & Leisure Facility Trends

Aquatic and Leisure Facility reviews in Australia, North America, Canada, the Middle East and China in recent years along with research into health and fitness trends provides a guide to potential aquatic and leisure facility innovations and trends.

Key points of relevance to this project are provided below.

Leisure Play Equipment
Changing static shallow water areas into water play and fun zones is one of the most popular renovations. This can be done by adding simple play equipment, water sprays and interactive equipment to existing pools. Added to this is the option to introduce inflatable play equipment to allow the area to be changeable.

Major Attraction Leisure Features
Water slides and similar challenge and adventure type activities have remained popular as long as the venue has a range of slides/rides to keep peoples interest. Single ride facilities struggle to keep interest due to the lack of variety. Multi ride areas allow users to try different length and configuration rides.

There are also a range of new water rides that have a slide component leading to another ride experience such as dropping into a bowl and then water, or onto a ramp and then into a splash pool but require significant capital investment.

A key design trend is to link all slides to a common entry platform to ensure one staff person can supervise the area. A common splash down zone also allows one lifeguard to control a range of ride water entry points.

Special Effects
A range of North American Indoor leisure parks have added computerised light shows and sound systems to allow night time areas to be changed. The use of lights and sound provided users with new indoor facility experiences at night-time.

Some centres have gone further by adding projection walls to incorporate movies and short video clips with their new light and sound effects.

Health and Fitness Trends
Profile of the Fitness Industry in Australia (Fitness Australia, 2016)\(^1\), identifies the following current and future trends.

• Current Trends:
  o 24/7 gyms will continue to have a presence and cater for those who are “time poor during regular business hours, self-motivated and fitness-confident” gym users.
  o Demand will continue for “personal full-service model” that provides “sufficient flexibility”.
  o Demand for online fitness services - direct customer based programs through social media have risen over the past few years; some see social media business models as new income streams in the future.

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\(^1\) Profile of the Fitness Industry in Australia, Fitness Australia, 2016.
• Future Trends:
  o Efficient fitness such as body weight training and high intensity interval training (refer below) are ideal for the time poor.
  o Population changes provide opportunities such as:
    ▪ Ageing population - may be directed to fitness by health professional; may also be increase in “older” fitness professionals.
    ▪ Increasing number of unhealthy with high rates of overweight/obese requiring fitness professionals to help improve their health.
  o Expectation for higher standards of fitness trainers and professionals – qualifications will be expected for those referred by health professionals.
  o Technology advances including wearables; connectivity to internet and apps is providing increased opportunities to bypass going to the gym or using a personal trainer in person to engage in fitness activities; opportunity for real time delivery of fitness programs which could enable expansion of programs to remote areas where access to a gym or instructors may not be available or for those who have difficulty leaving home.

• Factors Impacting on Participation:
  o Convenience of location followed by what services are provided are the highest factors in determining what gym, with location and value for money the key factors impacting on long term commitment.
  o Reasons for discontinuing include conflicting time commitments and changed circumstances.
  o Affordability is a major issue in committing to a gym.
  o Personal training – short term interactions up to six months were the most common type, whilst reasons for discontinuing was cost and achieving initial goal.
  o Perceived reputation of a facility in terms of presentation and cleanliness.

The *Worldwide Survey Fitness Trends for 2017* aims to assist the health and fitness industry with decisions regarding programming and business. The top twenty trends for 2017 include continued support for some new trends from 2016 such as wearable technology and body weight training whilst sport specific training and core training dropped out of the top twenty trends. The top twenty 2017 trends as identified in the survey with the 2016 ranking are provided in the table below.

**Table 3 Top 20 Worldwide Fitness Trends for 2017**

<table>
<thead>
<tr>
<th>2017 Ranking</th>
<th>Trend</th>
<th>2016 Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wearable Technology</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Body weight training</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>High-intensity interval training</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Educated, certified, and experienced fitness professionals</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Strength training</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Group training</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Exercise is Medicine ®</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>Yoga</td>
<td>10</td>
</tr>
<tr>
<td>9</td>
<td>Personal training</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>Exercise and weight loss</td>
<td>9</td>
</tr>
<tr>
<td>11</td>
<td>Fitness programs for older adults</td>
<td>8</td>
</tr>
<tr>
<td>12</td>
<td>Functional fitness</td>
<td>7</td>
</tr>
<tr>
<td>13</td>
<td>Outdoor activities</td>
<td>14</td>
</tr>
<tr>
<td>14</td>
<td>Group personal training</td>
<td>11</td>
</tr>
<tr>
<td>15</td>
<td>Wellness coaching</td>
<td>13</td>
</tr>
<tr>
<td>16</td>
<td>Worksite health promotion</td>
<td>12</td>
</tr>
<tr>
<td>17</td>
<td>Smartphone exercise apps</td>
<td>17</td>
</tr>
</tbody>
</table>
For the second year in a row wearable technology such as activity trackers, smart watches, smart glasses, smart fabrics and interactive textiles, is ranked as the number one trend. Wearable technology can motivate people to increase physical activity and exercise and have potential to make programs “fast, clear and enjoyable”. This is followed by body weight training (2), high intensity interval training (3) and educated fitness professionals (4). High intensity interval training which typically takes 30 minutes to perform, potentially meets the needs of those time poor/too busy, providing a time-efficient exercise option.

New to the Top 20 for 2017 is group training (6) which is classified as more than five participants. The reason for this increase in popularity was not able to be identified through the research.

A continued interest in “strength training and functional fitness” is also reflected in the trends. A gap in the trends identified by one of the expert reviewers was the lack of interest in programs targeting childhood obesity.

In terms of the ongoing impact of technology, *The Club of 2020 (2016)*, identifies a number of ways that technology may continue to change the fitness industry, with technology (wearables, mobile app and social media) being important to success. The following key themes are discussed:

- **Business Model** – new models include premium classes, pay-as-you-go options (e.g. younger members able to select different package options such as total club visits), at home services (e.g. could include workout at centre and virtual personal training, or trainers going to a person’s home, more services provided outside the centre) and time based pay (depending on times use centre, off-peak and peak); demand for personalised service – pay premium for personalised service.

- **Personalisation** – key is availability of data which will enable personalised experiences that are tailored for each member.

- **Wearables** – growing at 35% (annual compounding rate); includes smart clothing, linkages to mobiles (messages to apps); points and rewards programs.

> “In 5 years, nearly every successful club will have its own app that integrates with the variety of other technologies that members and staff utilize on a daily basis.”

- **Internet** – smarter equipment (e.g. preventative maintenance, automated replacement ordering; automated touchless check-in (e.g. iBeacon technology with mobile app).

- **Optimisation** – capacity utilisation providing real time information on classes, centre usage, etc.; dynamic pricing.

A US based study by Technogym of 5,000 Millennials (those aged 14 – 34 years) found that:

- Millennials would like to exercise more often however indicated that they are often too busy and unable to properly devote the time they needed resulting in a growing wellness deficit. As such “short, sharp exercise formats that fit into their everyday busy schedules” are generally sought.

- Technology has ability to assist in overcoming the wellness deficit, and social media has power to motivate to exercise more often.

- Key barriers are too busy (50%) and lack of motivation (30%).

---


3 The Club of 2020, Greg Skloot and Bryan O’Rourke, Netpulse, 2016.

• Preferences of Millennials included:
  o Tracking and monitoring fitness programs is important (65%).
  o Mobile technology benefits include tracking progress wherever and whenever (72%) with use likely to rise (56% to 74%).
  o Group exercise benefits include increased motivation (70%) and more enjoyable sessions (65%).
  o Physical competitions are a good way of keeping fit whilst socialising (69%).
  o Workout should be interactive, fun (77%) and personalised to meet individual goals (77%).

Leisure Furniture and Food/Beverage/Merchandising
Many centres endeavour to keep parents and children at centres longer (to encourage greater secondary spending on food/beverage/merchandising) by providing quality furniture. The use of pool side lounges, tables, chairs, umbrellas, has allowed families to stay close to the water areas in relative comfort.

Food/beverage/merchandising area has seen some major changes through development of pool side and dry area multi serving zones. Linked to these are high quality wet and dry lounge zones where people are encouraged to sit down and relax. A number of other centres visited have used merchandising innovations, such as all existing customers having to go through the sales area.

Other innovations include:
• Multi-media video screens through the centre reminding customers about programs, special promotions, and food/beverage and merchandising specials.
• Providing customers with discount vouchers (at entry to centre) to spend in food/beverage and merchandising outlets or on their next visit.
• Offering combination sales specials to attract a higher spend per person
7. Previous Research
A number of reports and plans were referred to in the process of undertaking their project.

The Oxygen Project is an Oxygen – Moreland Youth Services initiative. It aims to engage with stakeholders to develop and deliver a clear strategy for improved services and facilities for young people in Moreland. In 2014, new research was undertaken by Moreland Youth Services in partnership with the Oxygen Committee, as part of the Oxygen Project – Phase 2 with these specific aims:

- Identify new and emerging needs of young people
- Check the relevance of outstanding infrastructure projects from Oxygen Project – Phase 1
- Gain feedback on the ways that existing Capital Projects could be enhanced to improve their appeal to young people.

The data illustrated a number of key issues affecting Moreland’s young people. Research findings highlighted that young people place high importance on wellbeing, employment and training, cost of accessing services, safety and recreational interests. However, while the data suggested that health and wellbeing services, including employment and training, are of high importance, the cost of accessing these services can be a significant barrier, particularly for those whom live in the northern suburbs of Moreland. Importantly, the cost of accessing public transport, pools and gyms were also major concerns for respondents.

Respondents were generally supportive of infrastructure proposals across Moreland. They indicated that they would like to see spaces that have Wi-Fi, seating and shelter, lighting, drink fountains, toilets, artwork and activity (such as festivals and events).

The following Goals and Actions relate to the provision or aquatic and leisure activities.

<p>| Goal 2 – To improve council responses to better meet the needs of young people |</p>
<table>
<thead>
<tr>
<th>OFFICER LED ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Promote casual and unstructured participation in sport and physical activity through the delivery of health and wellbeing programs (e.g. social soccer and outdoor gym program) and other supported fitness programs for young people.</td>
</tr>
<tr>
<td>6. Explore options to improve young people’s access to clubs and facilities and other opportunities through volunteering in exchange for memberships.</td>
</tr>
</tbody>
</table>

Higher proportions of 12-17 year olds live in the Coburg Statistical Local Area (SLA) and the North SLA than in Brunswick (38% and 42.7% compared with 19.4% in Brunswick). In contrast, higher proportions of 18 – 25 year olds live in the Brunswick SLA (37.8% in Brunswick compared to 31.1% each for Coburg and North SLAs).

Physical activity declines significantly once Moreland’s young people leave primary school and enter their high school years, although regular exercise tends to increase in the 20-25 year age group.

The research findings focused on key areas as priorities, one being:

Facility Development
A strong theme among young people and community stakeholders was the need for a centralised space where services and recreation opportunities are delivered. In addition to this, there was a clear need for more spaces that are affordable and accessible to young people in Moreland. These spaces included a range of indoor and outdoor options as informal social and meeting spaces, as well as programmed spaces.

A survey was conducted with 448 respondents. Health and wellbeing was identified as the one of the most important services to provide to young people with more than half of respondents (58.8%) identifying it as their first or second preference when it came to service provision. They also identified
cost and transport as the major barriers when it came to young people accessing services. Sport, recreation and leisure programs and activities were ranked 1 or 2 by nearly two out of three respondents (60.5%) when asked what programs and activities were important to young people. More than half of respondents (51.3%) also identified that the cost of pools and gyms was ranked 1 or 2 in issues affecting young people in Moreland.

7.2 **Active Moreland Strategic Plan 2015 – 18**

The Strategic Plan has a number of outcomes divided under five Themes and then Directions. The following Outcomes may have an impact on the provision of aquatic facilities.

**Table 4 Summary of Active Moreland Strategic Plan 2015 - 2018**

<table>
<thead>
<tr>
<th>Active Moreland’s People</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direction: Healthy and Educated</strong></td>
<td></td>
</tr>
<tr>
<td>1. Moreland’s people are mentally and physically healthy and active</td>
<td>• Provide healthy food and beverage options through Active Moreland aquatic and leisure facilities</td>
</tr>
<tr>
<td>3. Programs and services reflect the needs of Moreland’s people</td>
<td>• Provide opportunities for young people that support health and wellness needs • Provide opportunities for women and girls • Provide opportunities for seniors (aged 55+) • Provide opportunities for children</td>
</tr>
<tr>
<td><strong>Direction: Connected</strong></td>
<td></td>
</tr>
<tr>
<td>5. Active Moreland builds strong relationships with Moreland based community groups</td>
<td>• Enhance relationships with sporting groups and clubs</td>
</tr>
<tr>
<td><strong>Direction: Diversity and Human Rights</strong></td>
<td></td>
</tr>
<tr>
<td>8. Active Moreland supports people experiencing disadvantage</td>
<td>• Provide supported access to aquatic and leisure centres through Active Moreland memberships and grants • Provide a range of programs that support people with additional needs • Provide opportunities for people from Culturally and Linguistically Diverse backgrounds</td>
</tr>
<tr>
<td>9. Active Moreland celebrates diversity</td>
<td>• Develop policies and practices that celebrate gender diversity</td>
</tr>
<tr>
<td><strong>Active Moreland’s Places and Spaces</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Direction: Accessible Places</strong></td>
<td></td>
</tr>
<tr>
<td>10. Active Moreland facilities are welcoming and accessible</td>
<td>• Improve centre accessibility where relevant, based on consumer and organisational feedback and audits</td>
</tr>
<tr>
<td><strong>Direction: Looking Better</strong></td>
<td></td>
</tr>
<tr>
<td>11. Active Moreland Aquatic and Leisure facilities and internal assets are maintained to a high standard</td>
<td>• Ensure quality management of Active Moreland assets • Active Moreland aquatic and leisure facilities are well presented, maintained and clean</td>
</tr>
<tr>
<td><strong>Direction: Community Infrastructure</strong></td>
<td></td>
</tr>
<tr>
<td>10. Active Moreland continues to invest in aquatic and leisure facilities for the community</td>
<td>• Oak Park Aquatic Centre is redeveloped to better facilitate the needs of the community • A key focus on capital work submissions to improve member and guests experiences • Effective use of Moreland City Council rolling maintenance, provisional maintenance sum and other funding opportunities to maintain Council assets</td>
</tr>
<tr>
<td><strong>Active Moreland’s Civic Leadership</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Direction: Active Partnerships</strong></td>
<td></td>
</tr>
<tr>
<td>13. Active Moreland’s partnerships benefit the community while building credibility and endorsement of the Active Moreland brand</td>
<td>• Continue to provide Allied Health services in Active Moreland aquatic and leisure facilities</td>
</tr>
<tr>
<td><strong>Direction: Financial Sustainability</strong></td>
<td></td>
</tr>
</tbody>
</table>
Active Moreland’s People

15. Active Moreland in financially responsible taking into account current and future needs

- Maintain the financial sustainability of Active Moreland aquatic and leisure facilities
- The Active Moreland offering remains a competitive advantage compared to private 24/7 operators

Direction: Access to Services

16. All suburbs of Moreland have access to Active Moreland programs and services

- Provide programming opportunities for people in suburbs of Moreland classified as most disengaged from health and wellness services
- Ensure people in all suburbs in Moreland have the opportunity to participate in Active Moreland programs, services and events
- Continue to be positioned as a key local hub for linking people to each other and to relevant services within Moreland

Active Moreland’s Environmental Sustainability

Active Moreland’s Sustainable Economy

Direction: Innovative Building

20. Active Moreland is innovative and up to date with industry trends

- Conduct research into innovative programs trending in the aquatic and leisure industry

7.3 Active Moreland Marketing and Communications Strategic Plan 2015 – 18

The Active Moreland Marketing and Communications Strategic Plan 2015 – 18 provides a high level document overview of the outcomes and deliverables to be completed by the YMCA for the contract due to end 30 June 2018.

The Plan detailed the location of aquatic and leisure memberships and swimming lesson students for Active Moreland’s three year-round facilities as of 31 October 2015.

Brunswick Baths: The membership density is lower around the Brunswick Baths facility as it has the ability to draw members from outside the traditional 3km and 5km radius zones. It is evident that the centre attracts a large volume of commuters on their way in and out of the city. The majority of swimming lesson participants live within the traditional 3km radius.

Coburg Leisure Centre: Coburg Leisure Centre catchments are quite traditional with a high percentage of members residing within the 3km radius of the centre. The Coburg market is quite saturated with competitors so Active Moreland’s service and product positioning is vital. A significantly higher percentage of swimming lesson families reside south of Bell Street, with greater opportunities potentially available north east of the Coburg Leisure Centre which is a heavily populated area.

Fawkner Leisure Centre: The Fawkner Leisure Centre membership map showed a vastly different distribution to that of Brunswick Baths and Coburg Leisure Centre with Merri Creek, the Western Ring Road and Fawkner Memorial Park acting as restrictors to further significant use. A higher percentage of members reside within the 3-5km radius zone. Swimming lesson member catchment is similar to that of the aquatic and leisure member catchment with a significant percentage of swimming lesson families residing in the 3 – 5 km radius zone.

The report outlines the competitors for these three facilities within a 5km radius of the centre. There are 116 competitors within a 5km radius of Brunswick Baths with 33 of these within 3km with one swimming lesson provider within the 3km radius and a number within 3 – 5km of the Brunswick Baths. Coburg Leisure Centre has 64 competitors within 5km of the facility, with 19 of these (with 1 swimming lesson facility) within 3km. Fawkner Leisure Centre has a different distribution of competitors with only 4 competitors being identified within 3km out of a total of 26 competitors in the 5km radius. Fawkner Leisure Centre has three competing aquatic facilities offering similar services but these exist outside the previously mentioned barriers of participation.
The Plan identifies a range or target markets for the different core business areas of Active Moreland and different marketing tools that can be used to target these groups. A range of brand development and implementation strategies are outlined in the report as well as areas of particular focus areas to be targeted.

7.4 Other Strategies and Plans

A number of other strategies and reports were consulted including:

- Open Space Strategy 2012 – 2022
- Early Years Strategy 2011 – 2015
- Moreland Human Rights Policy 2016 – 2026
- Moreland City Council Disability Access and Inclusion Plan 2016 – 2020
- Moreland City Council Engagement Strategy
- Moreland Sport and Physical Activity Strategy 2014 – 2018
- The Moreland Community Vision – Our Community in 2025
- Moreland City Council Plan 2017 – 2021
  - Strategic Resource Plan
- Moreland Municipal Health and Wellbeing plan 2017 – 2021
- Moreland Corporate Carbon Reduction Plan
- Zero Carbon Evolution Strategy 2014
- Moreland Community Infrastructure Framework 2015
- Brunswick Structure Plan 2010
- Coburg Place Framework 2012
8. **Aquatic and Leisure Centres Operational Reviews**

This section of the report presents the results of the operational reviews of the five Moreland City Council Aquatic and Leisure Centres providing:

- Key facility details
- Operations
- Attendances
- Memberships
- Key Centre programs and usage
- Overall financial performance

The key findings from the operational review of each Centre are summarised in the following sections.
8.1 Brunswick Baths

8.1.1 Facility overview

The Brunswick Baths are located at 14 Dawson Street Brunswick. The 100 year old facility underwent an $18m redevelopment with the final works completed in October 2014. Brunswick Baths is Council’s most highly attended facility and has a significant membership and swim school base which is nearing capacity.

Key Facility Components
The following facilities are available at Brunswick Baths.

Aquatics Indoor:
- Main pool – 20m x 5 lane with ramp access.
- Water play pool with water slide and beach entry.
- Spa, steam and sauna.

Aquatics Outdoor:
- Main pool – 50m x 8 lane heated pool.
- Splash pad.

Health & Fitness:
- Group fitness room.
- Gym and Cardio area.
- Cycle room (for RPM and spin).
- Training room (personalised programming).

Other:
- Reception/entry.
- Office/administration areas.
- Café and merchandise shop.
- Childcare with outdoor play (capacity 27).
- Male/Female Change rooms.
- Training zone.
- Five accessible change rooms.
Facility operating hours
The current operating hours\(^5\) for Brunswick Baths are provided in the table below.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>Indoor Aquatic Area Times</th>
<th>Outdoor Aquatic Area Times</th>
<th>Gym &amp; Cardio Room Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>6.00am – 9.45pm</td>
<td>6.00am – 9.45pm</td>
<td>6.00am – 10.00pm</td>
</tr>
<tr>
<td>Weekends</td>
<td>8.00am – 7.45pm</td>
<td>8.00am – 6.00pm</td>
<td>8.00am – 8.00pm</td>
</tr>
<tr>
<td>Public Holidays *</td>
<td>8.00am – 7.45pm</td>
<td>8.00am – 6.00pm</td>
<td>8.00am – 8.00pm</td>
</tr>
</tbody>
</table>

Note: Closed Christmas Day and Good Friday; Anzac Day hours: 1.00pm – 8.00pm; reduced operating hours between Christmas and New Year.

Council has recently implemented a trial to extend the full centres operating hours to 10pm weekdays.

### 8.6.2 Review of Brunswick Baths Attendances

The table opposite provides the total number of visits for the period 2014/15 to 2016/17.

A review of the results indicates that over the three-year period visitation has increased each year since redevelopment peaking at 448,734 and has since steadied.

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\(^5\) Currently trialling extended operating hours to 10.00pm on weekdays.
Program /activity attendances
The table opposite provides the visitation for 2016/2017 by program/activity area.

A review of the 2016/17 visitation by program/activity area indicates that:

- Member visits contribute to half of the total visitation with 216,515 (50%), with a further 31% (132,901) for aquatics. As such more than three-quarters of the centre visits are from these two activities.
- Aquatic Programs (primarily swimming lessons and squads) contributed 12% (53,290) and Casual Fitness Classes a further 4% (19,464) of total visits.

This section reviews the membership numbers for Brunswick Baths for the period 2014/15 to 2016/17. In 2016/17 memberships are available in the following categories:

- Universal – Full, Full Concession, Aquatic and Aquatic Concession
- Active Moreland - Full, Concession, Senior and Youth
- Aquatic – Full, Full Concession and Senior
- Asylum Seeker/Board
- Participation/Concession Support/Open Doors
- Other

The table opposite provides details of monthly membership numbers for the period 2014/15 to 2016/17.
Brunswick Baths Average Annual Memberships – 2014/15 to 2016/17

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Annual Membership Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>3,741</td>
</tr>
<tr>
<td>2015/16</td>
<td>3,958</td>
</tr>
<tr>
<td>2016/17</td>
<td>3,856</td>
</tr>
</tbody>
</table>

A review of the results indicates that average membership numbers at Brunswick Baths have increased from 2,741 in 2014/15 and peaking at 3,958 in 2015/16, before settling to 3,856 in 2016/17 (an increase of 3%). This indicates the potential for future growth of the membership base is limited and that the focus should be on member retention.

The total memberships by gender for 2017 is provided in the table below.

Brunswick Baths Total Members by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>58%</td>
</tr>
<tr>
<td>Male</td>
<td>42%</td>
</tr>
</tbody>
</table>

A review of the results for the number of members by gender indicates that 42% are males and 58% are females.

8.6.3 Brunswick Baths Swimming Lesson

The following table provides the swimming lesson enrolments for each year of the three-year period from 2014/15 to 2016/17.

Brunswick Baths Annual Average Swimming Lesson Enrolments

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Annual Enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>1,342</td>
</tr>
<tr>
<td>2015/16</td>
<td>1,547</td>
</tr>
<tr>
<td>2016/17</td>
<td>1,649</td>
</tr>
</tbody>
</table>

A review of the results for swimming lesson enrolments indicates that:

- Overall the number of participants has increased over the three-year period.
- Enrolments peaked in April 2017 with 1,770 enrolments from a low in Aug 2014 of 1169 enrolments, an overall increase of 23%.
- The YMCA in the 2015/16 Active Moreland Annual Report has identified capacity restrictions as an issue affecting ongoing program growth. The report also stated that average program occupancy in 2015/16 was 91.5% “which makes it difficult to easily provide progression opportunities to our students.”
Brunswick Baths Swimming Lesson Enrolments by Gender
The total swimming lesson enrolments by gender are provided in the following table.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>49%</td>
</tr>
<tr>
<td>Male</td>
<td>51%</td>
</tr>
</tbody>
</table>

Brunswick Baths Swimming Lesson Enrolments by Age Groups June 2015 & June 2016 & June 2017
The breakdown of swimming lesson enrolments by key age groupings is provided in the table below.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>June 2015</th>
<th></th>
<th>June 2016</th>
<th></th>
<th>June 2017</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of</td>
<td>Percentage of</td>
<td>Number of</td>
<td>Percentage of</td>
<td>Number of</td>
<td>Percentage of</td>
</tr>
<tr>
<td></td>
<td>Enrolments</td>
<td>Total</td>
<td>Enrolments</td>
<td>Total</td>
<td>Enrolments</td>
<td>Total</td>
</tr>
<tr>
<td>Pre-School Age</td>
<td>672</td>
<td>48%</td>
<td>732</td>
<td>47%</td>
<td>770</td>
<td>46%</td>
</tr>
<tr>
<td>School Age</td>
<td>637</td>
<td>46%</td>
<td>742</td>
<td>47%</td>
<td>827</td>
<td>49%</td>
</tr>
<tr>
<td>Teenage/Adults/Private</td>
<td>48</td>
<td>3%</td>
<td>53</td>
<td>3%</td>
<td>46</td>
<td>3%</td>
</tr>
<tr>
<td>Development Squad</td>
<td>16</td>
<td>1%</td>
<td>28</td>
<td>2%</td>
<td>11</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>1%</td>
<td>11</td>
<td>1%</td>
<td>35</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>1,389</td>
<td>100%</td>
<td>1,566</td>
<td>100%</td>
<td>1,689</td>
<td>100%</td>
</tr>
</tbody>
</table>

A review of the above results by age group indicates that:
- The majority of enrolments (94%) are in the Pre-school Age group (48% in 2015, 47% in 2016, 46% in 2017) and school age group (46% in 2015, 47% in 2016, 49% in 2017).
- As such 94% are from these two age groupings
- The number of participants increased from 2015 to 2017 in all age groupings.
- There was a 14% increase in enrolments in the School Age and 9% in both Pre-school and Teenage/Adults/Privates, and a 43% increase in Development Squad enrolments.
8.6.4 Review of Group Fitness Programs

Brunswick Baths offers a range of Group Fitness Programs in categories being Aqua, Wellness Classes, RPM/Cycle Classes and Group Fitness. Classes are conducted in the program pool, outdoor training zone, group fitness room, cycle room, gym and functional training room with a range of programs scheduled from Monday to Sunday. In May 2017, the program included the following:

- 66 classes in the Group Fitness Room being:
  - Group Fitness – Body Pump (18), Body Attack (7), Body Step (5), CXWORX (3), Cardio Box (3), Core Strength & Stability (2), Sh'Bam Express (2), Active Seniors (2), TRI, ZUMBA, Step Athletic and Intro to Body Pump (1/month).
  - Wellness - Body Balance (4), Pilates (4), Yoga (5), Meditation and Yoga Advanced.
- 18 classes in the Cycle Room comprising 14 RPM and four cycle
- Program Pool – nine classes per week comprising Aqua Seniors (5), Water Workout (2), Deep Water Running (2) and Deep Water Aqua.
- Other:
  - Functional Training Room – four classes being Lift for Life (2) and Active Hearts (2)
  - Gym for two Pre/Post Natal classes
  - Outside Training Zone for two Cardio Box classes.

Type of Group Fitness attendance at Brunswick Baths

The type of class by day of the week is provided in the table below:

<table>
<thead>
<tr>
<th>Day</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average Attendance</td>
<td>Percentage</td>
<td>Average Attendance</td>
</tr>
<tr>
<td>Casual</td>
<td>882</td>
<td>57%</td>
<td>790</td>
</tr>
<tr>
<td>Multi Visit</td>
<td>674</td>
<td>43%</td>
<td>920</td>
</tr>
<tr>
<td>Members</td>
<td>Numbers not available</td>
<td></td>
<td>5,275</td>
</tr>
</tbody>
</table>

Moreland City Council • Aquatic and Leisure Strategy Background Review Paper
### Type of Group Fitness Class by Day of the Week at Brunswick Baths

<table>
<thead>
<tr>
<th>Day</th>
<th>Wellness</th>
<th>Aqua&lt;sup&gt;6&lt;/sup&gt;</th>
<th>RPM/Cycle</th>
<th>Group Fitness</th>
<th>Daily Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Tuesday</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Wednesday</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Thursday</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Friday</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>Saturday</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Sunday</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>7 (8)</td>
</tr>
<tr>
<td>Weekly Totals</td>
<td>18</td>
<td>10</td>
<td>19</td>
<td>53 (or 54)</td>
<td>100 (101)</td>
</tr>
</tbody>
</table>

<sup>6</sup> Excludes Swim Squad.

### 8.6.5 Financial Performance Review

#### Overall Financial Performance

**2016/17 Summary of base operational costs and subsidy**

<table>
<thead>
<tr>
<th>Attendances</th>
<th>434,132</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational costs</td>
<td>-$744,873</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$266,142</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$158,000</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$1,169,015</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$2.96</td>
</tr>
</tbody>
</table>

**2015/16 summary of base operational costs and subsidy**

<table>
<thead>
<tr>
<th>Attendances</th>
<th>462,915</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational costs</td>
<td>-$1,294,624</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$279,217</td>
</tr>
<tr>
<td>Provisional Maintenance sum</td>
<td>$153,661</td>
</tr>
<tr>
<td>Total Costs</td>
<td>-$861,746</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>-$1.86</td>
</tr>
</tbody>
</table>

*Excludes Swim Squad.*
8.2 Coburg Leisure Centre

8.2.1 Facility Overview

The Coburg Leisure Centre (CLC) is located at Bridges Reserve, Bell Street, Coburg. The Coburg Leisure Centre was opened to the public in 1993 as a new facility. The extension of the gym was completed in the 1998 which is now the weights area and the foyer and kiosk area were upgraded in 2009.

Key Facility Components

The following facilities are available at Coburg Leisure Centre:

Aquatics Indoor:
- Main Pool – 25m x 6 lane with ramp access.
- Learners Pool – 17m x 9m.
- Toddlers Play Pool – circular 20cm deep play pool with mushroom water feature.
- Water play pool with water slide and beach entry.
- Spa and steam.

Health & Fitness:
- Group fitness room.
- Gym and Cardio area.
- Cycle Studio.
- Training room (personalised programming).

Other:
- Reception/entry.
- Office/administration areas.
- Café and swim shop.
- Childcare.
- Male/Female change rooms.
- Change rooms for people with disabilities.
Facility operating hours

The current operating hours for Coburg Leisure Centre are provided in the table below.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>Indoor Aquatic Area Times</th>
<th>Centre Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>6.00am – 9.15pm</td>
<td>6.00am – 9.30pm</td>
</tr>
<tr>
<td>Weekends</td>
<td>8.00am – 5.45pm</td>
<td>8.00am – 6.00pm</td>
</tr>
<tr>
<td>Public Holidays *</td>
<td>8.00am – 5.45pm</td>
<td>8.00am – 6.00pm</td>
</tr>
</tbody>
</table>

Note: Closed Christmas Day and Good Friday; Anzac Day hours: 1.00pm – 8.00pm; New Year’s Day hours 12 pm to 6pm; Christmas Eve and New Year’s Eve close at 6pm; reduced operating hours between Christmas and New Year. The learner’s pool closes at 7.30 pm weekdays.

8.2.2 Review of Coburg Leisure Centre Attendances

The table opposite provides the total number of visits for the period 2013/14 to 2015/16.

A review of the results indicates that over the three-year period visitation has increased from 263,743 in 2014/15, then decreased to a low for the three-year period of 254,498 visits before increasing to 283,489, achieving an overall increase of 7.5%. This initial decline was due to a number of 24/7 gyms opening within a 5km radius of the leisure centre.
Program/activity attendances

The table opposite provides the visitations for 2016/17 by program/activity area

The review of the 2016/17 visitations by program/activity area indicate that:

- Member visits contribute more than half of the total visitation with 152,930 (54%)
- Aquatics programs was the next highest with 22% (61,044) and aquatics with 14% (40,391)
- As such more than three-quarters of the centre visits are from these three activities (90%)
- Casual Fitness Classes contributed a further 6% (16,965) of total visits

Coburg Leisure Centre Memberships

This section reviews the membership numbers for the period 2014/15 to 2016/17. In 2016/17 memberships are available in the following categories:

- Universal – Full, Full Concession, Aquatic and Aquatic Concession
- Active Moreland - Full, Concession, Senior and Teen
- Aquatic – Full, Full Concession and Senior
- Asylum/Open Doors
- Participation/Concession Support
- Other

The table opposite provides details of monthly membership numbers for the period 2014/15 to 2016/17.
A review of the results for monthly membership numbers indicates that:

- The monthly membership numbers have peaked in different months in each of the four full years of records as follows:
  - September 2012/13 with 3,022, the highest monthly membership recorded.
  - July 2013/14 with 2,801 members.
  - October 2014/15 with 2,378 members.
  - 2015/16 February and March with 2,469 in each month.

- The lowest monthly membership has also varied as follows:
  - June for both 2011/12 with 2,737 members and 2012/13 with 2,405 members.
  - September 2014/15 with 2,276 members the lowest for the record period.
  - August 2015/16 with 2,310 members.

- Monthly membership numbers have fluctuated by between 45% (2015/16) and 14% (2013/14) in each year.
- The following table provides the average annual memberships for the period 2011/12 to 2015/16.
A review of the results for the number of CLC members by gender indicates that:

- In June 2015, 44% were male and 56% were female.
- By June 2016 there has been a decrease in the number of males from 1,041 to 947 and as such 41% are males and 59% are females.

### 8.2.3 Coburg Leisure Centre Swimming Lesson

The following table provides the swimming lesson enrolments for each year of the three-year period from 2013/14 to 2016/17.

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Annual Enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>927</td>
</tr>
<tr>
<td>2014/15</td>
<td>1,342</td>
</tr>
<tr>
<td>2015/16</td>
<td>1,547</td>
</tr>
<tr>
<td>2016/17</td>
<td>1,600</td>
</tr>
</tbody>
</table>

A review of the results for the average number of annual swimming lesson enrolments indicates that this has increased each year over the three-year period from 927 in 2013/14 to 1,547 in 2015/16, an increase of 40%.

A review of the results for swimming lesson enrolments indicates that:

- Overall the number of participants has been reasonably constant over the three-year period.
- Enrolments peaked in March 2016 with 1,639 enrolments from a low in January 2013 of 391 enrolments.
- The warmer months of February and March have the highest number of enrolments whilst January (school holidays) and the colder months of July to September (Term 3) have the lowest number of enrolments.
Coburg Leisure Centre Swimming Lesson Enrolments by Gender

The total swimming lesson enrolments by gender are provided in the following table.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>49%</td>
</tr>
<tr>
<td>Male</td>
<td>51%</td>
</tr>
</tbody>
</table>

A review of the results indicates that there was a higher percentage of males (51.6%) enrolled in swimming lessons than females (48.4) in 2015, however in June 2016 there was almost an even split with 50.1% male and 49.9% female.

Coburg Leisure Centre Swimming Lesson Enrolments by Age Groups June 2015 & June 2016

The breakdown of swimming lesson enrolments by key age groupings is provided in the table below.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>June 2015</th>
<th>June 2016</th>
<th>June 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Enrolments</td>
<td>Percentage of Total</td>
<td>Number of Enrolments</td>
</tr>
<tr>
<td>Pre-School Age</td>
<td>537</td>
<td>36%</td>
<td>549</td>
</tr>
<tr>
<td>School Age</td>
<td>825</td>
<td>56%</td>
<td>834</td>
</tr>
<tr>
<td>Teenage/Adults/Private</td>
<td>60</td>
<td>4%</td>
<td>52</td>
</tr>
<tr>
<td>Development Squad</td>
<td>37</td>
<td>3%</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>17</td>
<td>1%</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>1,476</td>
<td>100%</td>
<td>1,493</td>
</tr>
</tbody>
</table>

A review of the above results by age group indicates that:

- More than half of the enrolments are in the school age group (56% in 2015, 56% in 2016).
- Over one third are in the Pre-school Age group (36% in 2015, 37% in 2016).
- As such, 92% in June 2015 and 93% of enrolments in June 2016 are in these two age groups.
- The number of participants increased from 2015 to 2016 in all age groupings except Teenage/Adults/Private (-15%) and Development Squad (-147%).
- There was a 60% increase in enrolments in the other category and a minimal change in Pre-school (+2%) and School Age (+1%).
8.2.4 Review of Group Fitness Programs

Coburg Leisure Centre offers a range of Group Fitness Programs in categories being Aqua, Wellness Classes, RPM/Cycle Classes and Group Fitness. Classes are conducted in the program pool, group fitness room, cycle room, gym and stretch room with a range of programs scheduled from Monday to Sunday.

In May 2017, the program included the following:

- 56 classes in the Group Fitness Room being:
  - Group Fitness – Body Pump (10), Active Seniors (6), Body Attack (5), CXWORX (5), Body Step (4), Body Combat (3) Body Jam (2), ZUMBA (2), Body Pump Express, Active Hearts, Chairobics and ABT.
  - Wellness - Yoga (6), Body Balance (5), Pilates (3), and Tai Chi
- 15 cycle classes in the Cycle Room
- Program Pool – 15 classes per week comprising Water Workout (11) and Aqua Seniors (4)
- Other:
  - Stretch Room – four classes for Living Longer Living Stronger
  - Gym for two Lift for Life classes
  - Occasional Childcare Room for two Cardio Box classes

Type of Group Fitness Class at Coburg Leisure Centre

The type of class by day of the week is provided in the table below.

<table>
<thead>
<tr>
<th>Day</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average Attendance</td>
<td>Percentage</td>
<td>Average Attendance</td>
</tr>
<tr>
<td>Casual</td>
<td>622</td>
<td>56%</td>
<td>616</td>
</tr>
<tr>
<td>Multi Visit</td>
<td>483</td>
<td>44%</td>
<td>847</td>
</tr>
<tr>
<td>Members</td>
<td>Numbers not available</td>
<td>4,371</td>
<td>75%</td>
</tr>
</tbody>
</table>

- As such there are classes provided every day with Monday having the most classes with 19, followed by Tuesday and Thursday with 16 each and Wednesday with 15.
- There are 11 Group Fitness classes on Monday and nine each on Tuesday and Thursday
- There are four Aqua classes on Tuesday however no aqua classes are conducted on a Sunday.
### 8.2.5 Financial Performance Review

#### Overall Financial Performance

**2016/17 Summary of base operational costs and subsidy**

<table>
<thead>
<tr>
<th>Attendances</th>
<th>283,489</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Costs</td>
<td>-$1,583,660</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$198,940</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$144,200</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td>-$1,240,520</td>
</tr>
<tr>
<td><strong>Cost per visit</strong></td>
<td>-$4.38</td>
</tr>
</tbody>
</table>

**2015/16 summary of base operational costs and subsidy**

<table>
<thead>
<tr>
<th>Attendances</th>
<th>255,746</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Costs</td>
<td>$236,676</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$239,821</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$145,500</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td>$149,245</td>
</tr>
<tr>
<td><strong>Cost per visit</strong></td>
<td>$0.58</td>
</tr>
</tbody>
</table>
8.3 Fawkner Leisure Centre

8.3.1 Facility Overview

The Fawkner Leisure Centre (FLC) is located at 79 – 83 Jukes Road, Fawkner. The Fawkner Leisure Centre was originally built as an outdoor pool in the 1960s, part of the City of Broadmeadows. The indoor aquatic area, health club and reception area was added in the mid 1980s.

Key facility components
The following facilities are provided at Fawkner Leisure Centre

Aquatics Indoor:
- Main pool – 25m x 6 lane.
- Play area
- Spa and sauna.

Aquatics Outdoor:
- Main pool – 50m x 6 lane heated pool with diving zone.
- Heated learners and toddler’s pools.
- Play slide.
- In-ground trampoline and volleyball game area.
- BBQs.

Health & Fitness:
- Group fitness studio.
- Gym with training area.

Other:
- Reception/entry.
- Office/administration areas.
- Café and members lounge.
- Swim shop.
- Childcare with outdoor play area.
- Male/Female Change rooms.
- Two family and two accessible change rooms.
Facility operating hours

The current operating hours for Fawkner Leisure Centre are provided in the tables below.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>Indoor Aquatic Area Times</th>
<th>Gym &amp; Cardio Room Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday - Thursday</td>
<td>6.00am – 8.45pm</td>
<td>6.00am – 9.30pm</td>
</tr>
<tr>
<td>Friday</td>
<td>6.00am – 7.45pm</td>
<td>6.00am – 8.00pm</td>
</tr>
<tr>
<td>Saturday</td>
<td>8.00am – 5.00pm</td>
<td>8.00am – 5.00pm</td>
</tr>
<tr>
<td></td>
<td>5.00 pm – 7.00pm Men's only swimming</td>
<td></td>
</tr>
<tr>
<td>Sunday</td>
<td>9.00am – 3.00pm</td>
<td>9.00am – 3.00pm</td>
</tr>
<tr>
<td></td>
<td>3.00pm – 7.00pm Women's only swimming</td>
<td></td>
</tr>
<tr>
<td>Public Holidays *</td>
<td>9.00am – 4.45pm</td>
<td>9.00am – 5.00pm</td>
</tr>
</tbody>
</table>

*Note: Closed Christmas Day and Good Friday; Anzac Day and New Year’s Day hours: 1.00pm – 5.00pm; reduced operating hours between Christmas and New Year.

The following table provides the operating hours for the seasonal outdoor pool which is open from 1 December to 31 March. Normal opening hours apply when the weather is forecast between 24 (26 degrees for the learners and toddler’s pools) and 32 degrees as forecasted the day prior in accordance with the hot and cold weather policy.

Outdoor Pool operating at Fawkner Leisure Centre

<table>
<thead>
<tr>
<th>Day/s</th>
<th>School Terms</th>
<th>School Holidays Weekdays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>3.00pm – 6.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
<tr>
<td>Weekends</td>
<td>12.00pm – 6.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
<tr>
<td>Public Holidays</td>
<td>12.00pm – 5.00pm</td>
<td>12.00pm – 5.00pm</td>
</tr>
</tbody>
</table>

*Note: Closed Christmas Day and Good Friday; New Year’s Day 1.00pm to 5.00pm; reduced operating hours between Christmas and New Year.*
8.3.1 Review of Fawkner Leisure Centre Attendances

The table opposite provides the total number of visits for the period 2014/15 to 2016/17.

A review of the results indicates that:

- Over the three-year period visitation increased from a low of 132,458 in 2014/15, to a high of 134,850 in 2016/17.
- This resulted in an overall decrease of 1.81% over the three-year period.
  - From 11 October 2015, the YMCA ceased managing the Fawkner Synthetic Soccer Pitch on behalf of Council.
Program/Activity attendances

The table opposite provides the visitation for 2016/17 by program/activity area.

A review of the 2016/17 visitation by program/activity area at FLC indicates that:

- Member visits contribute 42% of the total visitation with 56,726 visits
- Aquatics programs was the next highest with 26% (34,483) and aquatics with 16% (21,602)
- As such over three-quarters of the centre visits are from these three activities (84%)
- Sports Hall contributed 7% (9,812) and Casual Fitness Classes contributed a further 4% (5,372) of total visits.

8.3.2 Fawkner Leisure Centre Memberships

This section reviews the membership numbers for Fawkner Leisure Centre for the period 2011/12 to 2015/16. In 2015/16 memberships are available in the following categories:

- Universal – Full, Full Concession, Aquatic and Aquatic Concession
- Active Moreland - Full, Concession, Senior and Teen
- Aquatic – Full, Full Concession and Senior
- Asylum Seeker
- Participation/Concession Support/Open Doors
- Other

The following figure provides details of monthly membership numbers for the period 2014/15 to 2016/17.
Fawkner Leisure Centre Average Annual Memberships – 2011/12 to 2015/16

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Annual Membership Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/12</td>
<td>586</td>
</tr>
<tr>
<td>2012/13</td>
<td>818</td>
</tr>
<tr>
<td>2013/14</td>
<td>760</td>
</tr>
<tr>
<td>2014/15</td>
<td>750</td>
</tr>
<tr>
<td>2015/16</td>
<td>718</td>
</tr>
<tr>
<td>2016/17</td>
<td>783</td>
</tr>
</tbody>
</table>

A review of the results for the average annual membership numbers at Fawkner Leisure Centre indicates that:

- These increased significantly from 583 in 2011/12 to 818 in 2012/13 and have then been decreasing each of the next three years to an average of 718 in 2015/16.
- Overall this is a decrease in average annual membership numbers of 18% from 2011/12 to 2015/16.

A review of the results for monthly membership numbers indicates that:

- The monthly membership numbers have peaked in each of the four full years of records as follows:
  - October 2012/13 with 1,103, the highest monthly membership recorded
  - September 2013/14 with 828
  - Otherwise the peak each year has been in February with 783 in 2014/15 and 767 in 2015/16
- The lowest monthly membership has also varied however has been in the colder months between May and August.
- Monthly membership numbers have fluctuated, and after reaching over 1,000 for the three-month period from August to October 2012, numbers have over the past three years ranged from 642 in June 2016 to 828 in September 2013.
- The general trend has been for a decreasing number of members.

The following table provides the average annual memberships for the period 2011/12 to 2015/16.

Fawkner Leisure Centre Total Members by Gender

The total memberships by gender for June 2015 and June 2016 are provided in the table below.
A review of the results for the number of FLC members by gender indicates that:

- In June 2015, 58.8% were males and 41.2% were female.
- By June 2016 there has been a decrease in the number of males and females resulting in 57.5% males and 42.5% are females.

8.3.3 Fawkner Leisure Centre Swimming Lesson

The following figure provides the swimming lesson enrolments for each month of the three-year period from 2013/14 to 2016/17.

Figure 3 Fawkner Leisure Centre Monthly Swimming Lesson Numbers 2013/14 to 2016/17

A review of the results for swimming lesson enrolments indicates that:

- Overall the number of participants has been reasonably constant over the three-year period.
- Enrolments peaked in February 2014 with 731 enrolments, from a low in January 2013 of 215 enrolments.
- The warmer months of February and March have the highest number of enrolments whilst January (school holidays) and the colder months of July to September (Term 3) generally have the lowest number of enrolments.

The average annual enrolment numbers for the three-year period are summarised in the following table.

Fawkner Leisure Centre Annual Average Swimming Lesson Enrolments

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Annual Enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>582</td>
</tr>
<tr>
<td>2014/15</td>
<td>557</td>
</tr>
<tr>
<td>2015/16</td>
<td>596</td>
</tr>
<tr>
<td>2016/17</td>
<td>684</td>
</tr>
</tbody>
</table>

A review of the results for the average number of annual swimming lesson enrolments indicates that

- This decreased from 582 in 2013/14 to 557 in 2014/15 and then increased to a peak of 596 in 2015/16, an increase of 2.3%.
Fawkner Leisure Centre Swimming Lesson Enrolments by Gender
The total swimming lesson enrolments by gender are provided in the following table.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>51%</td>
</tr>
<tr>
<td>Male</td>
<td>49%</td>
</tr>
</tbody>
</table>

A review of the results indicates that there was a higher percentage of males (52%) enrolled in swimming lessons than females (48%) in 2015, however in June 2016 there was almost an even split with 49.6% male and 50.4% female.

Fawkner Leisure Centre Swimming Lesson Enrolments by Age Grouping June 2015, June 2016 & June 2017
The breakdown of swimming lesson enrolments by key age groupings is provided in the table below.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>June 2015</th>
<th></th>
<th>June 2016</th>
<th></th>
<th>June 2017</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Enrolments</td>
<td>Percentage of Total</td>
<td>Number of Enrolments</td>
<td>Percentage of Total</td>
<td>Number of Enrolments</td>
<td>Percentage of Total</td>
</tr>
<tr>
<td>Pre-School Age</td>
<td>109</td>
<td>19%</td>
<td>110</td>
<td>22%</td>
<td>176</td>
<td>25%</td>
</tr>
<tr>
<td>School Age</td>
<td>396</td>
<td>69%</td>
<td>309</td>
<td>62%</td>
<td>469</td>
<td>65%</td>
</tr>
<tr>
<td>Teenage/Adults/</td>
<td>54</td>
<td>9%</td>
<td>77</td>
<td>15%</td>
<td>61</td>
<td>9%</td>
</tr>
<tr>
<td>Private</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Squad</td>
<td>6</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>2%</td>
<td>6</td>
<td>1%</td>
<td>11</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>578</td>
<td>100%</td>
<td>502</td>
<td>100%</td>
<td>717</td>
<td>100%</td>
</tr>
</tbody>
</table>

A review of the above results by age group indicates that:

- More than two-thirds of the enrolments are in the School Age group in 2015 with 69% and almost two-thirds in 2016 with 62%.
- The next highest is in the Pre-school Age group (19% in 2015, 22% in 2016).
- As such 88% of enrolments in 2015 and 2016 are in these two age groups.
- Key changes between 2015 and 2016 enrolments were:
  - A decrease in the School Age Group from 396 in 2015 to 302 in 2016 (-28%).
  - An increase in Teenage/Adults/Private from 54 in 2015 to 77 in 2016 (+30%).
There were no Development Squad enrolments in 2016 (6 only in 2015) whilst Pre-School Age remained consistent over the two-year period and Other decreased 117% from 13 to six.

8.3.4 Review of Group Fitness Programs

Fawkner Leisure Centre offers a range of group fitness programs in categories being Aqua, Wellness Classes, Cycle Classes and Group Fitness. Classes are conducted in the program pool, group fitness room, gym and Fawkner Community Hall with a range of programs scheduled from Monday to Sunday.

In May 2017, the program included the following:

- 31 classes in the Group Fitness Room being:
  - Wellness - Yoga (3), Pilates (3) and Body Balance.
- Program Pool – 10 classes per week comprising Aqua Seniors (6) and Water Workout (4).
- Other:
  - Gym for four Cycle classes and two ‘Lift for Life’ classes.
  - Fawkner Community Hall for Social Badminton (1).

Type of Group Fitness Class by Day of the Week at Fawkner Leisure Centre

The type of class by day of the week is provided in the table below.

<table>
<thead>
<tr>
<th>Day</th>
<th>2014/15</th>
<th></th>
<th>2015/16</th>
<th></th>
<th>2016/17</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average Attendance</td>
<td>Percentage</td>
<td>Average Attendance</td>
<td>Percentage</td>
<td>Average Attendance</td>
<td>Percentage</td>
</tr>
<tr>
<td>Casual</td>
<td>283</td>
<td>76%</td>
<td>363</td>
<td>21%</td>
<td>320</td>
<td>18%</td>
</tr>
<tr>
<td>Multi Visit</td>
<td>89</td>
<td>24%</td>
<td>146</td>
<td>8%</td>
<td>128</td>
<td>7%</td>
</tr>
<tr>
<td>Members</td>
<td>Numbers not available</td>
<td>0%</td>
<td>1,261</td>
<td>71%</td>
<td>1,350</td>
<td>75%</td>
</tr>
</tbody>
</table>

- As such there are classes provided every day with Tuesday having the most classes with 12, followed by Wednesday and Thursday with nine each and Monday with seven.
There are seven Group Fitness classes on Tuesday, six on Wednesday and five on Thursday.
There are one - two Aqua classes on each day except Sunday when no classes are conducted.
Wellness classes are conducted on five days of the week and Cycle classes on three days. As such there are no Wellness classes on Friday or Sunday and no Cycle classes on Monday, Wednesday or the weekend.

8.3.5 Financial Performance Review

Overall Financial Performance

<table>
<thead>
<tr>
<th>2016/17 Summary of base operational costs and subsidy</th>
<th>2015/16 summary of base operational costs and subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendances</td>
<td>134,840</td>
</tr>
<tr>
<td>Operational costs</td>
<td>$1,840,848</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$211,924</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$149,660</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$2,202,432</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$16.33</td>
</tr>
</tbody>
</table>
8.4 Coburg Olympic Swimming Pool

8.4.1 Facility Overview

The Coburg Olympic Swimming Pool is located at 50 Murray Road, Coburg. The Coburg Olympic Swimming Pool was opened in 1965, and closed at the conclusion of the 2004 season. After repair works were completed on the pools, the Coburg Olympic Swimming Pool re-opened in 2007.

Key Facility Components

The following facilities are available at Coburg Olympic Swimming Pool:

Aquatics Outdoor:
- Main pool – 50m x 8 lane outdoor pool.
- Diving Pool with 1m diving board.
- Learners pool.
- Shaded shallow toddlers pool.
- Landscaped lawn area and natural shade areas.
- Basketball pad.
- BBQs and picnic facilities.

Other:
- Reception/entry.
- Office/administration areas.
- Kiosk and merchandise.
- Male/Female Change rooms.
- Change rooms for people with a disability.
Facility operating hours
The current operating hours for Coburg Olympic Swimming Pool are provided in the table below. The centre is open from the 1 December to 31 March. Normal opening hours apply when the weather is forecast between 24° (26° for the learners and toddler's pools and 28°) and 32° as forecasted the day prior in accordance with the hot and cold weather policy.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>School Terms</th>
<th>School Holidays Weekdays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>3.00pm – 7.00pm</td>
<td>11.00am – 7.00pm</td>
</tr>
<tr>
<td>Weekends</td>
<td>12.00pm – 6.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
<tr>
<td>Public Holidays</td>
<td>12.00pm – 5.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
</tbody>
</table>

Note: Closed Christmas Day; New Year’s Day 12.00 to 5.00pm; reduced operating hours between Christmas and New Year.

8.4.2 Review of Coburg Olympic Swimming Pool Centre Attendances

The table opposite provides the total number of visits for the period 2013/14 to 2015/16.

Coburg Olympic Swimming Pool Annual Visitation

A review of the results indicates that over the three-year period visitation increase from 18,611 in 2014/15 and then increased 26,547 visits, achieving an overall increase of 42.6% from 2014/15 to 2016/17.
**Program/Activity attendances**

The table opposite provides the visitation for the 2016/2017 season by program/activity area.

A review of the 2016/17 visitation by program/activity area indicates that:

- Aquatic visits contribute more than three quarters of the total visitation with 22,410 (84%), with a further 13% (3,451) for Aquatic Programs.
- As such 97% of the centre visits are from these two activities.

**Coburg Olympic Swimming Pool Monthly Attendances**

The following two figures summarise Coburg Olympic Swimming Pool visitation by month for the period 2014/15 to 2016/17.

A review of the monthly visitation indicates that:

- The highest monthly attendances are generally in January and February, potentially due to the warmer weather, holiday period and schools.
- The lowest visitation is March in every year with less than 2,000 visits recorded, except 2016/17 where visits were around 4,000 for the month.
- In 2016/2017 the highest monthly visitation was recorded in January with 12,068 visits.
8.4.3 Coburg Olympic Swimming Pool Programs and Events

This section summarises key program and event data for the three-year period from 2014/15 to 2016/17 provided in the YMCA Annual Reports to Council.

- Swimming Lesson Holiday Program – a five-day program for five to 12 year olds. For the three-year period, the highest number of participants was in 2014/15 with 44. This is compared with 30 participants in 2013/14 and 25 in 2015/16.

- Schools and Events
  - In 2013/14 inclement weather impacted scheduled event resulting in conduct of End of Season Party. Events in 2015/16 the January Ride to Pool Day was expanded to a week (11 – 17 January) and an End of School Party was conducted with 788 visits.
  - Six school carnivals in February 2014/15 resulted in 3,223 attendees. Overall there were 4,073 school entries from 13 carnival and school lane hire bookings for the season.
  - In 2015/16 nine school carnivals resulted in 3,820 school attendees in January and February.
  - Active Week at COSP commencing 21 February with the Active Moreland Fun Run with free entry to the pool for participants.

8.4.4 Financial Performance Review

Overall Financial Performance

2016/17 Summary of base operational costs and subsidy

<table>
<thead>
<tr>
<th>Attendances</th>
<th>26,647</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Costs</td>
<td>$296,852</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$37,006</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$31,200</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$365,058</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$13.70</td>
</tr>
</tbody>
</table>

2015/16 Summary of base operational costs and subsidy

<table>
<thead>
<tr>
<th>Attendances</th>
<th>22,178</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational costs</td>
<td>$125,569</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$45,619</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$31,960</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$203,148</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$9.16</td>
</tr>
</tbody>
</table>
8.5 Pascoe Vale Outdoor Pool

8.5.1 Facility Overview

The Pascoe Vale Outdoor Pool is located at 7 Prospect Street, Pascoe Vale. The Pascoe Vale Outdoor Pool was opened in the late 1950s as a single pool with a ‘learn to swim’ pool added in 1965. Extensive renovations in 1999 added a community hall and redevelopment of the reception and entry point.

Key Facility Components

The following facilities are provided at Pascoe Vale Outdoor Pool

Aquatics Outdoor:
- Main pool – 33m x 7 lane solar heated pool.
- Solar heated diving pool with 1m diving board.
- Solar heated and shaded 20m learner's pool.
- Shaded toddler's water play feature.
- Landscaped lawn area and shaded areas.
- Basketball pad.
- BBQ and picnic area.

Other:
- Reception/entry.
- Office/administration areas.
- Kiosk.
- Male/Female Change rooms.
- Change rooms for people with a disability.
Operating Hours at Pascoe Vale Outdoor Pool
The current operating hours for Pascoe Vale Outdoor Pool are provided in the table below. The centre is open from the 1 December to 31 March. Normal opening hours apply when the weather is forecast between 24° (26° for the learners and toddler’s pools and 28°) and 32° as forecasted the day prior in accordance with the hot and cold weather policy.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>School Terms</th>
<th>School Holidays Weekdays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>3.00pm – 6.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
<tr>
<td>Weekends</td>
<td>12.00pm – 6.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
<tr>
<td>Public Holidays</td>
<td>12.00pm – 5.00pm</td>
<td>12.00pm – 6.00pm</td>
</tr>
</tbody>
</table>

Note: Closed Christmas Day; New Year’s Day 12.00 to 5.00pm; reduced operating hours between Christmas and New Year.

8.5.2 Review of Pascoe Vale Outdoor Pool Centre Attendances

The table opposite provides the total number of visits for the period 2014/15 to 2016/17.

A review of the results indicates that over the three-year period visitation increased from 6,760 in 2014/1, to a high of 9,187 in 2016/17, achieving an overall decrease of 35.9% from 2014/15 to 2016/17.
Program/Activity attendances
The table opposite provides the visitation for the 2016/2017 season by program/activity area.

A review of the 2016/17 visitation by program/activity area indicates that:
- Aquatic visits contribute 94% of the total visitation with 8,661 visits.
- A further 5% (465) are for aquatic programs.

Pascoe Vale Outdoor Pool Monthly Attendances
The table opposite summarise Pascoe Vale Outdoor Pool visitation by month for the period 2014/15 to 2016/17.

A review of the monthly visitation indicates that:
- The highest monthly attendances are generally in January, potentially due to the warmer weather and the holiday period.
- The lowest visitation is generally in March.
- In 2016/2017 the highest monthly visitation was recorded in January with over 5,000 visits for the month.
8.5.3 Pascoe Vale Outdoor Pool Programs and Events

This section summarises key program and event data for the three-year period from 2014/15 to 2016/17 provided in the YMCA Annual Reports to Council.

- Schools and Events
  - In 2013/14 inclement weather impacted scheduled event resulting in conduct of End of Season Party. Events in 2015/16 the January Ride to Pool Day was expanded to a week (11 – 17 January).
  - In 2013/14 there were 550 participants in the school’s program, with the majority (340, three schools) in December.

8.5.4 Financial Performance Review

Overall Financial Performance

<table>
<thead>
<tr>
<th>2016/17 Summary of base operational costs and subsidy</th>
<th>2015/16 summary of base operational costs and subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendances</td>
<td>9,184</td>
</tr>
<tr>
<td>Operation Costs</td>
<td>$305,550</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$34,069</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$26,100</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$365,719</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$39.82</td>
</tr>
</tbody>
</table>
8.6 Oak Park Aquatic Centre

8.6.1 Facility Overview

The Oak Park Aquatic Centre is located at Pascoe Vale Rd and Main Street, Pascoe Vale. The Oak Park Aquatic Centre (OPAC) was opened in 1966 with the majority of existing facilities built at that time. The Centre is currently closed for redevelopment which will be maintained as an outdoor pool with the addition of health club facilities. The Centre is used as a Regional School Carnival venue and sub-regional family pool.

Key Facility Components

The following facilities were provided at Oak Park Aquatic Centre (pre-closure for re-development)

Aquatics Outdoor:
- Main pool – 50m x 8 lane heated pool.
- 20m learners heated pool with shade.
- Heated and shaded toddlers play pool.
- Giant water slide and splash pool.
- Lawn and shade areas with seating.

Other:
- Reception/entry.
- Office/administration areas.
- Kiosk and merchandise.
- Male/Female Change rooms.
- Change rooms for people with a disability.
- Multi-purpose function room.
Facility operating hours

The operating hours for Oak Park Aquatic Centre for the period covered by this review are provided in the table below. The centre is open from the 1 November to 31 March. Normal opening hours apply when the weather is forecast between 24° (26° for the learners and toddler’s pools and 28°) and 32° as forecasted the day prior in accordance with the hot and cold weather policy.

<table>
<thead>
<tr>
<th>Day/s</th>
<th>School Terms</th>
<th>School Holidays (Weekdays)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>6.00am – 11.00am</td>
<td>6.00am – 7.00pm</td>
</tr>
<tr>
<td></td>
<td>3.00pm – 7.00pm</td>
<td></td>
</tr>
<tr>
<td>Weekends &amp; Public Holidays</td>
<td>8.00am – 6.00pm</td>
<td>8.00am – 6.00pm</td>
</tr>
</tbody>
</table>

Note: Closed Christmas Day; New Year’s Day 12.00 to 5.00pm; reduced operating hours between Christmas and New Year.

8.6.2 Review of Oak Park Aquatic Centre Attendances

The table opposite provides the total number of visits for the period 2013/14 to 2015/16.

A review of the results indicates that over the three-year period visitation has increased from 41,417 in 2014/15 to a high for the three-year period of 51,028 visits in 2016/17, achieving in overall increase of 23.2%.
Program/Activity attendances
The table opposite provides the visitation for the 2016/2017 season by program/activity area.

A review of the 2016/17 visitation by program/activity area indicates that:

- Aquatic visits contribute almost two thirds of the total visitation with 32,225 (63%), whilst Aquatic Programs are more than one third with a further 34% (17,234).
- As such 97% of the centre visits are from these two activities.

Oak Park Aquatic Centre Monthly Attendances
The table opposite summarise Oak Park Aquatic Centre visitation by month for the period 2014/15 to 2016/17.

A review of the monthly visitation indicates that:

- The highest monthly attendances are generally in January and February, potentially due to the warmer weather, holiday period and schools.
- The lowest visitation is November or March in each year with some seasonal variations.
- A delayed opening to 21 November 2015 resulted in reduced number of attendances for that month.
8.6.3 Oak Park Aquatic Centre Programs and Events

This section summarises key program and event data for the three-year period from 2014/15 to 2016/17 provided in the YMCA Annual Reports to Council.

- **Schools**
  - In 2013/14 as part of school carnivals and end of season break up events, 17,987 students and teachers attended. This includes 8,500 students in February 2014 attending for school carnivals.
  - School carnivals in 2014/15 resulted in 15,540 student and teacher attendances. This included 18 school carnivals in February.
  - In 2015/16 17 school carnivals resulted in 10,560 school attendees in February.

- **Events and Programs**
  - Half price family entries in November 2014 saw 293 visits compared with only 49 in November 2013.
  - Several new programs commenced in 2015/16 – Sunrise Yoga (four classes in December); Pilates from 21 January to end of February (five participants weekly).
  - In 2015/16 the January Ride to Pool Day was expanded to a week (11 – 17 January) and an End of School Party was conducted with 1,013 visits.
  - Active Week at OPAC commencing 21 February offered free entry for ride to pool participants, one free Pilates class, one free yoga class, free boot camp and nutritional seminar.

8.6.4 Financial Performance Review

**Overall Financial Performance**

<table>
<thead>
<tr>
<th>2016/17 Summary of base operational costs and subsidy</th>
<th>2015/16 summary of base operational costs and subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendances</strong></td>
<td>51,028</td>
</tr>
<tr>
<td>Operational costs</td>
<td>$277,819</td>
</tr>
<tr>
<td>Utility Costs</td>
<td>$109,786</td>
</tr>
<tr>
<td>Provisional Maintenance Sum</td>
<td>$56,100</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$455,177</td>
</tr>
<tr>
<td>Cost per visit</td>
<td>$8.92</td>
</tr>
</tbody>
</table>
9. **Asset and technical review**

As per the Victorian Auditor General’s Report – February 2014, Asset Management and Maintenance by Councils:

“all councils face the problem of ageing assets. As the condition of assets deteriorates, the level of service supported by those assets diminishes. Councils must invest in maintaining and replacing those assets if they wish to maintain the same level of service”.

“Council spending on renewing or replacing existing assets is not keeping pace with their rate of deterioration, resulting in cumulative renewal gaps that grow each year”.


- Of the 278 council-owned ARCs identified in the report across Victoria,
  - Nearly half of the facilities are more than 26 years old, and are therefore likely to be in need of repair or upgrading in the near future
  - The condition of 74 facilities is average and
  - 35 are ranked as poor or very poor, with the condition of a further 84 facilities not known.

This is currently being experienced within Moreland City Councils Aquatic and Leisure facilities as they are reaching the end of their serviceable lifespan. If we are to maintain current operations and facilities, investment will be required in order close the renewal gap.

As pools operate in a corrosive environment the serviceable lifespan can be impacted. The below table outlines the expected lifespan of the pool shell being approximately 50 years and the pool plant infrastructure being approximately 20 years.
9.1 Asset investment

Engineering consultants have recommend between 2% and 4% of the capital cost/value of the facility is a reasonable base figure to allocate as investment back into the facility in order to maintain. ‘This doesn’t cover capital replacements associated with life cycle replacements (i.e. replacement of a chiller or boiler); this would need to be calculated separately. This % range does however cover the normal, what is called, annual recurrent maintenance (i.e. preventative / corrective). Another way of looking at it is, if you spent 1.5% of your ARV on maintenance you can pretty well guarantee that you will achieve a Facility Condition Index (FCI) of 95% for your assets, but you would need to know your backlog liability in this case’.

Industry benchmarks suggest 0.9% of the capital cost/value of the facility should be reinvested back into the facility to maintain the facility to an appropriate standard in years 1 to 3, 1% in years 4 to 9 and 1.5% from year 10 onwards.

Frankston City Council has committed to allocating 2% annually of the value of the $49 million facility to its capital and maintenance program that will sit separately from Councils capital program this currently equates to $980,000 per annum.

9.1.1 General Programmed and Reactive Maintenance Costs

Industry benchmarks suggest 10 – 15% of the budgeted operating costs are related to general programmed and reactive maintenance.

Under the contract for the Management of Council’s Aquatic and leisure facilities, the contracted Service Provider remains responsible for reactive and programmed maintenance items under $5,000, which are funded from the provisional maintenance sums within the operational budgets of the respective facilities. This equates to approximately 0.75% of the current total value of the Council’s facilities.

Items over the $5,000 threshold are funded via the capital works and operational budgets and include a range of maintenance requirements including major pool plant and infrastructure maintenance and replacement.

- An allocation of $518,637 was provided through the operational budget in 2016-17, and Council also contributed up to an additional $600,000 to both reactive and capital maintenance.
- $600,775 is provided for 2017-18, with Council also estimating to spend an additional $1.9m on reactive and capital maintenance.
- This excludes the total sum of $27.3m for the redevelopment of the Oak Park Sports and Aquatic Precinct

The following provides a summary of the of the history and condition status of each of Council’s Aquatic and leisure facilities collated from a number of technical reports conducted at each of the facilities over the past five years:

1. ACOR Consultants that were undertaken in 2014 focusing specifically on the pool shells and associated infrastructure.
2. Roejen Engineering and Technical Services a review of the site and previous documentation was completed in September 2012 with a focus on the pool plant equipment condition and maintenance. The report provides repair & maintenance requirements over five years and a Capital Replacement program based on whole of life estimates.
3. Commercial Aquatics Australia provided a Capital Replacement program based on whole of life estimates on all plant equipment for Brunswick Baths.

4. Lacus Consulting have undertaken a number of specific aquatic, civil and engineering assessments of the facilities over the past three years to provide advice on the structural integrity, lifespan and capital work requirements including the methodology for works.


6. BDC Group Engineering has undertaken a structural review of the buildings following identification of some structural issues and works required.

7. Life Saving Society Safety Audit is conducted annually in line with the guidelines for safe pool operations and focuses on facility safety and compliance.

Through these audit and reviews, a number of industry standard requirements have been identified in order to ensure the continued operations of each aquatic centre. These have focused on industry regulations, safety, plant condition and infrastructure condition and have been factored into the review and financial forecasting for the strategy.

Projected pool plant assets associated with water pumping stations, water mains, sewer mains, structures, mechanical and electrical components have estimated lifespan varying between 8 and 80 years, depending on the construction material. Therefore major components are nearing the end of their estimated lifespan at Coburg Olympic Swimming Pool, Pascoe Vale Outdoor Pool and Fawkner Outdoor Pool.

Within the next 10 years significant components at both Coburg Leisure Centre and Fawkner Leisure Centre will also be nearing the end of their estimated lifespan.

Additionally the Moreland Community Infrastructure Framework 2015 identifies facility components and assessments under:

- Accessibility assessment based on: proximity to activity centre, Proximity to public transport, proximity to other facilities
- Functionality assessment based on: capacity, fit for purpose and patterns of usage

9.2 Coburg Leisure Centre

Background
The Coburg Leisure Centre was opened to the public in 1993 as a new facility.

- Extension of the gym was completed in the 1998 which is now the weights area
- Capital works were undertaken in 2004 to refurbish the filters in order to maximise the service life of the water treatment equipment.
- The foyer and kiosk area was upgraded in 2009 along with roof repairs to the aquatic area.
- Pool plant work in 2009 included the installation of a new fully automated ‘Mechmate’ switchboard including pool water chemistry and heating management, remote access and monitoring functions.
• Minor works were completed to modify the gym and adjacent room to include separate cycle and stretch area in 2010

• In 2012 – 2016 significant works have been completed on the pool plant including removal of ozone and installation of U.V. filtration cell replacement, upgrade of the heating, ventilation and air-conditioning system, boiler replacement, pool shell repairs and painting, replacement of wet deck grating (excluding spa pool) upgrade of pool hall lighting, installation of solar panels, and pool blankets, double glazing of pool hall windows

Since opening the building has constantly moved causing structural cracks in the brick work and most recently required a corner to be supported with a steal beam and windows frames replaced before they fractured. The facility requires some major structural repairs due to poor construction and subsoil conditions.

The centre would benefit from some modernisation and brought up to best practice standards.

Plant
• Water disinfection is within the code guidelines.
  o Water quality due to the filtration system could be improved.
• Significant filtration improvements and upgrades were completed in 2015 although works still need to occur on the spa pool. The two main upgrades in the near future will be the replacement of the heat exchangers and the switchboard control system.
• As the plant is now 25 years old, more significant repair and maintenance are going to be required in the short, medium and long term.

Pool shells and Infrastructure
• Static leak detection and testing has shown that the main pool and learner’s pool don’t leak, whereas the toddler’s pool and spa pool do.
• The learner’s pool has tilted causing the recirculated water to only flow over one side of the pool causing lower than required turnover in some areas of the pool and high turnover in others.
• Painting of the toddlers, learn to swim and main pool was completed in 2014/2015, along with some significant tiling repair works and re-grouting.
• These works uncovered some issues in relation to the condition of the pool balance tanks, suspended slabs and concourse and significant concrete spalling (concrete cancer) reducing the life expectancy of the aquatic area. This will require ongoing monitoring and eventually replacement before the expected life expectancy is reached.
• Additional repairs are also required on the spa pool water proofing, jets and wet deck grating system.
• The splash pad centre piece stand has recently shown signs of deterioration and it has been advised that consideration should be given to an update of the toddler pool or convert to a splash deck for entertainment value but

Building Structure
• Structurally the building and pool has some significant issues with movement, which has resulted in the pools tilting in the ground.
• Seepage through the plant wall into the plant room is evident and more predominate during the winter months which suggested poor construction and drainage.

• A recent engineering report has also again highlighted poor construction as an issue in relation to the long term structural integrity of the facility.

Fit for purpose

• Functionality score is satisfactory.

• The pools comply with the disability access requirements of the BCA and Australian Standards.

• Currently the aquatic area is at capacity during peak times with programs competing with water space, restricting general public access to water space.

• The gym likewise experiences capacity issues at peak time.

9.3 Coburg Outdoor Pool

Background

The Coburg Olympic Swimming Pool was opened in 1965.

• The Centre’s water disinfection plant was upgraded to sodium hypochlorite, (from chlorine gas), in 1998 and a backwash water retention system was also installed in 1986 to comply with the local water authority’s requirements of the day.

• 1999 saw the installation of shade structures, a barbecue and basketball pad

• The pool was closed at the conclusion of the 2004 season for two years due to concerns about the pool infrastructure and water restrictions.
  o Repairs were undertaken on the hob, pool walls, and filtration and reopened in 2007.
  o The dive pool shell was structurally repaired where it collapsed.

• Following changes in the Royal Life Saving Society – Guidelines for Safe Pool Operations – the dive towers were removed and replaced with a lower level spring board.

• 2012/13 summer season the filter bed collapsed for the second time and was rebuilt.

• In 2014 the front entrance, foyer and first aid room were refurbished maintaining the 1960’s retro feel.

• In 2017 the main pool and learner’s pool were completely retiled, with the dive pool hob being retiled. All pools were repainted.

Plant

• Water disinfection is NOT within the code guidelines.
  o Turnover rates do not comply with Australian Standards
  o The sand cells filter water at a “rapid “rate and are inadequate under current codes and best practice for the current size of the pool without the toddler’s pool
  o The current filtration system is not-compliant with current standards in that the high risk pools are not separated from the remainder of the system. Notwithstanding In summary the integrated pool filtration system does not have adequate capacity nor does it comply with the current codes for the current volume of water and depths. The
filtration system in its current configuration is undersized and not compliant with code guidelines that require high risk pools (Toddler & Learner) to be on an independent filtration system.

- Further investigations have suggested that the filter cells have reached the end of their serviceable lifespan and will need to be replaced and in turn improve water filtration and turnover rates to meet compliance requirements.
- The two main upgrades in the near future will be the replacement of the filtration control system and the filter cells and related infrastructure.
- The systems are old and show significant corrosion. The filter cells show leaching at pour joints and have incurred major structural issues in the past despite rectification works in 2007 and 2013. The cavities in the sand bed indicate laterals have collapsed and require replacement.

Pool Shell Infrastructure

- The main pool, learner’s pool and hob of the dive pool were retiled in 2017. The concrete hob and walls around the Toddlers pool has cracks appearing on surface and tiles are in poor condition and will need replacing.
- Localised corrosive staining and deterioration of the concrete in the overflow channel is evident, nor is there a protective coating to the concrete scuppers drain and pit.
- There is evidence of movement between the pool shells and the concourse slab.

Building Structure

- The concourse around the pools is in situ concrete slab on grade with joints in two directions. The slab on grade is showing signs of aging and wear and tear with joints opening up and joint sealant coming off the joints.
- Structurally the plant room walls and roof are in serviceable condition.
- The main building has undergone some recent works with the eaves and guttering system being replaced. The external roof sheeting is showing significant areas of rusting, which will need to be replaced in the medium term along with the change room skylights that require replacement.

Fit for purpose

- Functionality score is satisfactory to poor.
- The pool does not comply with disabled person’s access provisions and should provide a ramp entry to improve access.
- The ramp from reception to the pool deck also does not comply due to its gradient.
9.4 Fawkner Leisure Centre – Indoor Pool

Background
The indoor aquatic area, health club and reception area was built in 1987.

- The indoor pool shell was scheduled for some works in 2009, including repairs to tiles, regrouting and repairs to leaks, but unfortunately works did not occur due to other necessary critical works completed on the pool hall roof.
- Between 2009 - 2011 over a $1,000,000 was invested in the facility including:
  - Replacement of the roof over the pool hall following structural engineering advice that it had reached the end of its functional life.
  - Change room refurbishment
  - Painting of indoor aquatic area
  - Upgrade of the HVAC system in the gym, group fitness and foyer area
  - New fibreglass shell installed in the spa following broken pipes
  - Installation of water tanks
  - Solar hot water installation for showers
  - Sand media replacement of the indoor pool filters
  - Pool pump and filtration repairs
- Lighting upgrade in foyer
- Installation of a ‘Mechmate’ chemical control dosing unit
- Upgrades to the sauna and sauna shower area
- Resurfacing the pool hall concourse and change rooms in 2016
- Pool shell investigative works, minor shell repairs and replacement of sand media for main pool 2017
- Boilers replaced in pool area 2017
- Group fitness and gym flooring replacement in 2017

Plant
- As the plant is now 30 years old, more significant repair and maintenance are going to be required in the short, medium and long term and bring to best practice and industry standards.
- The air handling unit for the aquatic hall is over 30 years of age and requires replacing. The plant and units are built into the building so these works will require structural changes to the building.

Pool shell and infrastructure
- The pool leaks. With the major cause being a broken return filtration line under the concourse that need to be replaced during the next shut down period along with clearing blocked filtration return lines around the pool shell.
- Recent investigative works on the structural integrity of the indoor pool shell, determined in relatively good condition for its age. Expansion joints will need to be replaced in the near future.
• Repairs and tile replacement including re grouting are required in the near future.
• Spa pool shell has failed, and a fibreglass insert has been installed as a temporary measure. This needs to be addressed and fully replaced in the short to medium term.
• Plantroom floor and balance tanks are showing evidence of concrete spalling (concrete cancer) with the balance tanks requiring works in the medium term to ensure their structural integrity.

**Building**

• The building itself could do with a makeover and improved access to the centre. Currently the entry point is at the back of the precinct and is overshadowed by the community health centre.
• Structurally the building is sound, although struggles to accommodate staff needs and storage.

**Fit for purpose**

• Functionality score is satisfactory.
• The pool does not comply with disabled person's access provisions and should provide a ramp entry to improve access.

### 9.5 Fawkner Leisure Center – Outdoor Pool

**Background**

Fawkner Leisure Outdoor Pool opened in 1964 and included the caretakers residence which is now occupied by the Neighbourhood House

• The outdoor pool has a purpose built well to recapture water that leaks from the pool and recirculate back into the system.
• Boilers were replaced in 2012
• Outdoor pools painted and hobs temporarily repaired 2010 and again in 2017
• Expansion joints in learner’s pool replaced and control pump between the toddlers and learners pool decommissioned and removed.
• Structure repairs to the suspended slab in the pool plantroom in 2016
• Reactive works undertaken, including the repair and replacement of some pipe works, and investigative works on the filtration and return lines of the outdoor pools
• Most recently in 2017 repairs to the pool hobs, including replacement of damaged slabs on hob, removal of asbestos, tiles and cracks, replacement of expansion joints and repainting of the outdoor pool including jet cleaning of the main lines.

**Plant**

• Water disinfection is NOT within the code guidelines.
  • Turnover rates do not comply with Australian Standards
  • The sand cells filter water at a “rapid” rate and are inadequate under current codes and best practice for the current size of the pool without the toddler’s pool
  • The current filtration system is not-compliant with current standards in that the high risk pools are not separated from the remainder of the system. Notwithstanding
the integrated pool filtration system does not have adequate capacity nor does it comply with the current codes for the current volume of water and depths. The filtration system in its current configuration is undersized and not compliant with code guidelines that require high risk pools (Toddler & Learner) to be on an independent filtration system.

- There is one treatment plant that services all the pools, i.e. the pools share the filtration and chemical dosing plant. The filtration system is an open gravity bed type with two cells and is non-compliant with current standards in that the high risk pools are not separated from the remainder of the system.
- The valves and filter equipment for the facility is mounted on the floor and walls below ground.
  - The valves are old and corroded, not sound and leak
- The plant is over 60 year’s old and showing significant signs of corrosion. Being below ground level the filtration system is subject to flooding and additional corrosion.
- The filtration cells and main channel are showing significant signs of wear and cracking, which will require replacement in the short to medium term and bring to best practice and industry standards

**Pool shell and infrastructure**

- The outdoor pools are sound and in average condition. Ongoing works are going to be required for the future.
- Asbestos lining panels in the original formwork used when the concrete was poured undertaken, under the hob has become loose and are drummy indicating the commencement of corrosion in the reinforcement. These panels have been removed as an interim measure.
- Rust patches caused by rusted metal inserts– in particular around the stub columns, ideally should be removed and replaced or the hob removed and converted to a wet deck.
- The pool will not be in line with best practice and unless the pool return system is upgraded and the bodies of water operate on a separate system.

50 metre main pool –

- There has been some movement within the shell and a large crack has formed on the east side of the pool, which has been injected and patched and will continue to be required to be monitored.

20 metre learner’s pool –

- A large section crack and movement is having a substantial impact on the integrity of the shell that has been injected and patched and should be stable, but may need to be addressed again in the medium term with consideration of replacement for the longer term.

**Building**

- The plantroom is not functional and is a hazardous work environment due to inadequate space and added to due to the split level to the lower level filtration plant.
- The external building is in reasonable condition, but showing an extensive crack in the wall which will require repair.

**Fit for purpose**

- Functionality score is satisfactory to poor.
- The pool does not comply with disabled person's access provisions and should provide a ramp entry to improve access.

### 9.6 Pascoe Vale Outdoor Pool

**Background**
The main pool was built in 1940s and opened in 1941

- Last major upgrade carried out circa 1999 to the administration areas and splash deck to help extend the design life of the facilities.
- Prior to that filtration system was replaced in the 1960’s, when the learners and diving pool were built. Changing the filtration system from an above ground gravity feed cell to below ground gravity feed cells in the new plantroom.
- The backwash water retention system was installed in 1986 to comply with the local water authority’s requirements of the day.
- In 2013 the pool shells were repainted and minor tile repairs completed.
- Following changes in the Royal Life Saving Society – Guidelines for Safe Pool Operations – the dive towers were removed and replaced with a lower level spring board.
- Recent works have including
  - Painting the main building including change rooms
  - Replacement of the filtration platform
  - Replacement of the chemical dosing system and reconfiguration
  - Upgrade of the outdoor pool lighting

**Plant**
- Water disinfection is NOT within the code guidelines.
  - Turnover rates do not comply with Australian Standards
  - The sand cells filter water at a “rapid “rate and are inadequate under current codes and best practice for the current size of the pool without the toddler’s pool
  - The current filtration system is not-compliant with current standards in that the high risk pools are not separated from the remainder of the system. Notwithstanding In summary the integrated pool filtration system does not have adequate capacity nor does it comply with the current codes for the current volume of water and depths. The filtration system in its current configuration is undersized and not compliant with code guidelines that require high risk pools (Toddler & Learner) to be on an independent filtration system.
- Similar to Fawkner outdoor the plant is below ground and subject to dampness and corrosion.
- The multi-port valve requires replacement, which impacts the backwash and cleaning process switch.
- Access to site is restricted and noncompliant, therefore chlorination requirements were changed to a dry dosing system, not used at other facilities.
- The switchboard being near original requires upgrading and replacement
Pool shell and infrastructure

- For a facility nearly 80 years old the shell integrity seems in reasonable condition.
- There is evidence of movement between the pool shells and the concourse slab.
- Re-painting works, uncovered layers of paint and once removed large pock holes were evident in the base of the pool which required a new coating.
- Although the pool floor joints do not appear to be leaking they are due for repair/replacement in the short term.
- Water leaks through the grout into the gutter in all pools.
- The tiles in the pool walls are old and will be increasingly difficult to match and replace with the same tiles and it is our recommendation that these be replaced with new if the systems are to be increased in capacity.

Building

- The plant room is on two levels with all pump and filter equipment for the facility mounted on floor and walls below ground. Water chemistry, controllers’ electrical equipment and storage are located at ground level.
- The plant room is not functional and is a hazardous work environment due to inadequate size requiring shifting of materials to access required equipment or materials and risks of slip and fall in the access to the below grade filtration plant.
- Structurally the plant room walls and roof are in serviceable condition.
- The main building itself is small comprising of an admin/reception and kiosk area along with change rooms.
- Structurally the building is sound and forms part of the community hall.

Fit for purpose

- Functionality score is poor to satisfactory.
- The pool does not comply with disabled person’s access provisions and should provide a ramp entry to improve access.
9.7 Brunswick Baths

Background
The pool facility was originally opened in 1914, following closure in 2011 and the relocation to a temporary gym which has now become the new group fitness room, the centre reopened in stages in 2013.

- Since reopening the roof tiles have been replaced along with the structural repairs being completed on the west wall running along the length of the 50m pool

Plant
- Although the plant is new, ongoing high level maintenance is required on the outdoor pool boilers and duct cleaning of the air handling system indoors.
- The chemical delivery bund requires modifications to improve access for chemical deliveries in the short term.

Pool shell infrastructure
- Recent redevelopments at approximately the 5 – 7 year mark are starting to experience issues in relation to the adhesiveness of the pool tiles to the pool shell. This is something that needs to be tested and reported for Brunswick Baths in the short term.
- Re-grouting of the outdoor pool and relining of the channels and balance tank is also required.

Building
- Much of the building external structure is the original, in particular the facade and roof over the indoor program pool.
- The back plant room which used to form part of the gun club and Moreland band room, shows signs of cracking that requires monitoring.
- There are issues surrounding access to components of the facility for general and capital maintenance, which require external access from either Saxon Street or Phoenix Street

Fit for purpose

- Functionality score is good.
- Currently the aquatic are is at capacity during peak times with programs competing with water space, restricting general public access to water space.
- The gym likewise experiences capacity issues at peak time.

9.8 Oak Park Leisure Centre

Background
Originally opened in 1966. Is now closed for a full redevelopment and anticipated to open for the 2018-19 summer season.
Appendix 1 - Demographic Review

Demographic Profile and Population Trends
The following section of the report reviews the demographic profile for the Moreland City Council area based on information obtained from .id, an online base company who complete demographic analysis.

The population trends indicate that between 2006 and 2011 the population of the Moreland City Council area increased from 135,765 people to 147,244 people. This equates to an approximate growth of 8.5% of the population (+11,479 residents).

Age Group Population Profile
The age profile of residents in 2011 compared to Greater Melbourne and the 2006 ABS Census data was estimated as follows:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2011 Number</th>
<th>2011 %</th>
<th>Greater Melbourne Number</th>
<th>Greater Melbourne %</th>
<th>Change 2006 to 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 4</td>
<td>9,543</td>
<td>6.5</td>
<td>8,455</td>
<td>6.3</td>
<td>+1,088</td>
</tr>
<tr>
<td>5 to 9</td>
<td>7,666</td>
<td>5.2</td>
<td>7,137</td>
<td>6.3</td>
<td>+529</td>
</tr>
<tr>
<td>10 to 14</td>
<td>6,646</td>
<td>4.5</td>
<td>6,714</td>
<td>4.9</td>
<td>-68</td>
</tr>
<tr>
<td>15 to 19</td>
<td>6,968</td>
<td>4.7</td>
<td>7,098</td>
<td>5.2</td>
<td>-70</td>
</tr>
<tr>
<td>20 to 24</td>
<td>12,017</td>
<td>8.2</td>
<td>10,685</td>
<td>7.4</td>
<td>+1,332</td>
</tr>
<tr>
<td>25 to 29</td>
<td>15,070</td>
<td>10.2</td>
<td>12,264</td>
<td>9.0</td>
<td>+2,806</td>
</tr>
<tr>
<td>30 to 34</td>
<td>14,298</td>
<td>9.7</td>
<td>12,583</td>
<td>9.3</td>
<td>+1,715</td>
</tr>
<tr>
<td>35 to 39</td>
<td>12,388</td>
<td>8.4</td>
<td>11,664</td>
<td>8.6</td>
<td>+724</td>
</tr>
<tr>
<td>40 to 44</td>
<td>10,909</td>
<td>7.4</td>
<td>9,881</td>
<td>7.3</td>
<td>+1,028</td>
</tr>
<tr>
<td>45 to 49</td>
<td>9,335</td>
<td>6.3</td>
<td>8,572</td>
<td>6.9</td>
<td>+763</td>
</tr>
<tr>
<td>50 to 54</td>
<td>8,109</td>
<td>5.5</td>
<td>7,090</td>
<td>6.4</td>
<td>+1,019</td>
</tr>
<tr>
<td>55 to 59</td>
<td>6,563</td>
<td>4.5</td>
<td>6,112</td>
<td>4.5</td>
<td>+451</td>
</tr>
<tr>
<td>60 to 64</td>
<td>5,683</td>
<td>3.9</td>
<td>4,995</td>
<td>4.5</td>
<td>+688</td>
</tr>
<tr>
<td>65 to 69</td>
<td>4,600</td>
<td>3.1</td>
<td>5,321</td>
<td>3.9</td>
<td>-721</td>
</tr>
<tr>
<td>70 to 74</td>
<td>4,889</td>
<td>3.3</td>
<td>5,545</td>
<td>4.1</td>
<td>-656</td>
</tr>
<tr>
<td>75 to 79</td>
<td>4,845</td>
<td>3.3</td>
<td>5,211</td>
<td>3.8</td>
<td>-366</td>
</tr>
<tr>
<td>80 to 84</td>
<td>4,156</td>
<td>2.8</td>
<td>3,919</td>
<td>2.9</td>
<td>+237</td>
</tr>
<tr>
<td>85 and over</td>
<td>3,559</td>
<td>2.4</td>
<td>2,519</td>
<td>1.9</td>
<td>+1,040</td>
</tr>
<tr>
<td>Total</td>
<td>147,244</td>
<td>100.0</td>
<td>135,765</td>
<td>100.0</td>
<td>+11,479</td>
</tr>
</tbody>
</table>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented in profile.id by .id, the population experts

Analysis of the five year age groups of the City of Moreland in 2011 compared to Greater Melbourne shows that there was a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups (65+).

Overall, 16.2% of the population was aged between 0 and 15, and 15.0% were aged 65 years and over, compared with 18.5% and 13.1% respectively for Greater Melbourne.

The major differences between the age structure of the City of Moreland and Greater Melbourne were:

- A larger percentage of persons aged 25 to 29 (10.2% compared to 7.9%)
- A larger percentage of persons aged 30 to 34 (9.7% compared to 7.5%)
- A smaller percentage of persons aged 15 to 19 (4.7% compared to 6.3%)
- A smaller percentage of persons aged 10 to 14 (4.5% compared to 5.9%)
From 2006 to 2011, City of Moreland’s population increased by 11,479 people (8.5%). This represents an average annual population change of 1.64% per year over the period. The largest changes in age structure in this area between 2006 and 2011 were in the age groups:

- 25 to 29 (+2,806 persons)
- 30 to 34 (+1,715 persons)
- 20 to 24 (+1,332 persons)
- 0 to 4 (+1,088 persons)

**Gender Population Profile**

The following table details the gender comparison of Moreland residents in 2011 compared to 2006 and the Greater Melbourne.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2006</th>
<th>Change 2006 to 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Greater Melbourne %</td>
</tr>
<tr>
<td>Population</td>
<td>147,244</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Males</td>
<td>72,133</td>
<td>49.0</td>
<td>49.2</td>
</tr>
<tr>
<td>Females</td>
<td>75,111</td>
<td>51.0</td>
<td>50.8</td>
</tr>
</tbody>
</table>


There are more females than males in the Moreland population (51.0% compared to 49.0%) which is consistent with the Greater Melbourne population which also has a slightly higher ratio of females to males. Between 2006 and 2011 in Moreland there has been a slight decrease in the percentage of females in the population.

**Country of Birth**

The percentage of the population born overseas and the diversity of their country of origin can give an indication of how diverse the population is within the community.

An analysis of the cultural diversity data for the Moreland area shows that there is a high level of diversity with 29.0% born in a non-English speaking country and 39.4% speaking a language other than English while at home.

The table below details the country of birth of residents in 2011 and 2006 as well as being compared against Greater Melbourne data.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2006</th>
<th>Change 2006 to 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Greater Melbourne %</td>
</tr>
<tr>
<td>Australia</td>
<td>88,497</td>
<td>60.1</td>
<td>63.3</td>
</tr>
<tr>
<td>Italy</td>
<td>8,958</td>
<td>6.1</td>
<td>1.7</td>
</tr>
<tr>
<td>India</td>
<td>3,918</td>
<td>2.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Greece</td>
<td>3,692</td>
<td>2.5</td>
<td>1.2</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>3,335</td>
<td>2.3</td>
<td>4.1</td>
</tr>
<tr>
<td>Lebanon</td>
<td>2,776</td>
<td>1.9</td>
<td>0.4</td>
</tr>
<tr>
<td>China</td>
<td>2,229</td>
<td>1.5</td>
<td>2.3</td>
</tr>
<tr>
<td>New Zealand</td>
<td>2,174</td>
<td>1.5</td>
<td>1.7</td>
</tr>
<tr>
<td>Turkey</td>
<td>1,847</td>
<td>1.3</td>
<td>0.4</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1,431</td>
<td>1.0</td>
<td>0.2</td>
</tr>
<tr>
<td>Nepal</td>
<td>1,261</td>
<td>0.9</td>
<td>0.1</td>
</tr>
</tbody>
</table>

The table below summarises the diversity within the Moreland population and identifies whether residents are from English or non-English speaking backgrounds.

### Table 9 Summary of Diversity

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2006</th>
<th>Change 2006 to 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Greater Melbourne %</td>
</tr>
<tr>
<td>Total overseas born</td>
<td>49,700</td>
<td>33.8</td>
<td>31.4</td>
</tr>
<tr>
<td>Non-English speaking backgrounds</td>
<td>42,716</td>
<td>29.0</td>
<td>24.2</td>
</tr>
<tr>
<td>Main English speaking countries</td>
<td>6,984</td>
<td>4.7</td>
<td>7.2</td>
</tr>
<tr>
<td>Australia</td>
<td>88,497</td>
<td>60.1</td>
<td>63.3</td>
</tr>
<tr>
<td>Not stated</td>
<td>9,046</td>
<td>6.1</td>
<td>5.3</td>
</tr>
<tr>
<td>Total Population</td>
<td>147,243</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The percentage of the population born overseas is slightly higher than that found in the Greater Melbourne area (33.8% compared to 31.4%). The percentage from non-English speaking backgrounds is also higher than that of the Greater Melbourne area at 29.0% compared to 24.2%.

### Languages Spoken at Home

The Moreland area has a significantly higher percentage of residents that speak a language other than English at home with 39.4% of residents in Moreland compared to 29.0% in Greater Melbourne. The top five languages spoken in Moreland other than English in 2011 were:

- Italian
- Arabic
- Greek
- Turkish
- Mandarin

### Resident Income Levels

The table below presents the personal weekly income levels of Moreland residents.

### Table 10 Weekly Individual Income Levels for the Moreland Area

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Greater Melbourne %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
</tr>
<tr>
<td>Negative Income/Nil income</td>
<td>9,884</td>
<td>8.0</td>
</tr>
<tr>
<td>$1-$199</td>
<td>8,557</td>
<td>6.9</td>
</tr>
<tr>
<td>$200-$299</td>
<td>15,042</td>
<td>12.2</td>
</tr>
<tr>
<td>$300-$399</td>
<td>12,694</td>
<td>10.3</td>
</tr>
<tr>
<td>$400-$599</td>
<td>13,447</td>
<td>10.9</td>
</tr>
<tr>
<td>$600-$799</td>
<td>11,976</td>
<td>9.7</td>
</tr>
<tr>
<td>$800-$999</td>
<td>9,874</td>
<td>8.0</td>
</tr>
<tr>
<td>$1000-$1249</td>
<td>10,018</td>
<td>8.1</td>
</tr>
<tr>
<td>$1250-$1499</td>
<td>7,432</td>
<td>6.0</td>
</tr>
<tr>
<td>$1500-$1999</td>
<td>7,789</td>
<td>6.3</td>
</tr>
<tr>
<td>$2000 or more</td>
<td>6,081</td>
<td>4.9</td>
</tr>
<tr>
<td>Not stated</td>
<td>10,592</td>
<td>8.6</td>
</tr>
<tr>
<td>Total</td>
<td>123,386</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Analysis of individual income levels in the City of Moreland in 2011 compared to Greater Melbourne shows that there was a lower proportion of people earning a high income (those earning $1,500 per week or more) and a higher proportion of low income people (those earning less than $400 per week).

Overall, 11.2% of the population earned a high income, and 37.4% earned a low income, compared with 12.9% and 35.8% respectively for Greater Melbourne.

The major differences between the City of Moreland's individual incomes and Greater Melbourne's individual incomes were:

- A larger percentage of people who earned $200-$299 (12.2% compared to 9.8%)
- A larger percentage of people who earned $300-$399 (10.3% compared to 8.9%)
- A smaller percentage of people who earned $2000 or more (4.9% compared to 6.5%)
- A smaller percentage of people who earned Negative Income/Nil income (8.0% compared to 9.4%)

Vehicle Ownership

The number of vehicles per household is detailed in the table below.

Table 11 Vehicle Ownership

<table>
<thead>
<tr>
<th></th>
<th>2011 Number</th>
<th>2011 %</th>
<th>Greater Melbourne %</th>
</tr>
</thead>
<tbody>
<tr>
<td>No motor vehicles</td>
<td>8,233</td>
<td>14.1</td>
<td>9.0</td>
</tr>
<tr>
<td>1 motor vehicle</td>
<td>24,166</td>
<td>41.3</td>
<td>33.9</td>
</tr>
<tr>
<td>2 motor vehicles</td>
<td>16,214</td>
<td>27.7</td>
<td>35.5</td>
</tr>
<tr>
<td>3 or more motor vehicles</td>
<td>5,665</td>
<td>9.7</td>
<td>15.4</td>
</tr>
<tr>
<td>Not stated</td>
<td>4,295</td>
<td>7.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Total households</td>
<td>58,573</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented in profile.id by id, the population experts

A household’s ownership of vehicles can be used as an indicator of an individual’s ability to independently access leisure facilities without the reliance on public transport or utilising other modes of transport.

A review of vehicle ownership in Moreland indicates that nearly eight out of every 10 households (78.7%) own one or more vehicles indicating an ability to independently access leisure activities. This is lower than the general Greater Melbourne population where 84.8% own one or more vehicles. Fourteen per cent (14.1%) of Moreland households identified that they do not have access to a motor vehicle, therefore there is likely to be a reliance on public transport or non-motorised forms of transport such as walking, bike riding or using skateboards.

Future Population Predictions

It is expected that the population in the Moreland City Council region will increase 38.9% from 154,245 in 2011 to 214,320 in 2036. The largest annual average rate of change is predicted to occur between 2011 and 2016 before continuing to slow down between 2016 and 2036.

The table below gives an indication of the increase in population numbers in the Moreland area between 2011 and 2036.

Table 12 Projected Population 2011 - 2036 in Moreland City Council

<table>
<thead>
<tr>
<th>Forecast year</th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
<th>2026</th>
<th>2031</th>
<th>2036</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>154,245</td>
<td>172,816</td>
<td>191,663</td>
<td>201,594</td>
<td>208,316</td>
<td>214,320</td>
</tr>
<tr>
<td>Change in population (5yrs)</td>
<td>18,571</td>
<td>18,847</td>
<td>9,931</td>
<td>6,722</td>
<td>6,004</td>
<td></td>
</tr>
<tr>
<td>Average annual change</td>
<td>2.30%</td>
<td>2.09%</td>
<td>1.02%</td>
<td>0.66%</td>
<td>0.57%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Population and household forecasts, 2011 to 2036, prepared by .id, the population experts, October 2014.
The figures for the projected populations are slightly higher than the data collected during the census as it takes into consideration the population that may have been missed by the census and the population that were overseas at the time the census was completed.

The following table highlights the likely change in the population age profiles between 2011 and 2036.

Table 13 Moreland City Council Future Population Age Profile

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2011 Number</th>
<th>2026 Number</th>
<th>2036 Number</th>
<th>Change between 2011 and 2036</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 4</td>
<td>9,792</td>
<td>13,406</td>
<td>13,667</td>
<td>+3,875</td>
</tr>
<tr>
<td>5 to 9</td>
<td>7,880</td>
<td>10,918</td>
<td>11,297</td>
<td>+3,417</td>
</tr>
<tr>
<td>10 to 14</td>
<td>6,762</td>
<td>9,152</td>
<td>9,761</td>
<td>+2,999</td>
</tr>
<tr>
<td>15 to 19</td>
<td>7,277</td>
<td>10,226</td>
<td>11,017</td>
<td>+3,740</td>
</tr>
<tr>
<td>20 to 24</td>
<td>13,260</td>
<td>16,813</td>
<td>17,458</td>
<td>+4,198</td>
</tr>
<tr>
<td>25 to 29</td>
<td>16,614</td>
<td>21,516</td>
<td>21,796</td>
<td>+5,182</td>
</tr>
<tr>
<td>30 to 34</td>
<td>15,257</td>
<td>21,021</td>
<td>21,269</td>
<td>+6,012</td>
</tr>
<tr>
<td>35 to 39</td>
<td>12,885</td>
<td>18,030</td>
<td>18,430</td>
<td>+5,545</td>
</tr>
<tr>
<td>40 to 44</td>
<td>11,264</td>
<td>15,018</td>
<td>15,703</td>
<td>+4,439</td>
</tr>
<tr>
<td>45 to 49</td>
<td>9,660</td>
<td>12,828</td>
<td>13,932</td>
<td>+4,272</td>
</tr>
<tr>
<td>50 to 54</td>
<td>8,377</td>
<td>10,974</td>
<td>12,326</td>
<td>+3,949</td>
</tr>
<tr>
<td>55 to 59</td>
<td>6,780</td>
<td>9,455</td>
<td>10,667</td>
<td>+3,887</td>
</tr>
<tr>
<td>60 to 64</td>
<td>5,795</td>
<td>7,965</td>
<td>9,018</td>
<td>+3,223</td>
</tr>
<tr>
<td>65 to 69</td>
<td>4,822</td>
<td>6,663</td>
<td>7,649</td>
<td>+2,827</td>
</tr>
<tr>
<td>70 to 74</td>
<td>5,047</td>
<td>5,375</td>
<td>6,477</td>
<td>+1,430</td>
</tr>
<tr>
<td>75 to 79</td>
<td>4,960</td>
<td>4,579</td>
<td>5,475</td>
<td>+515</td>
</tr>
<tr>
<td>80 to 84</td>
<td>4,280</td>
<td>3,674</td>
<td>4,286</td>
<td>+6</td>
</tr>
<tr>
<td>85 and over</td>
<td>3,533</td>
<td>3,982</td>
<td>4,095</td>
<td>+562</td>
</tr>
<tr>
<td>Total persons</td>
<td>154,245</td>
<td>201,594</td>
<td>214,320</td>
<td>+60,075</td>
</tr>
</tbody>
</table>

Source: Population and household forecasts, 2011 to 2036, prepared by .id, the population experts, October 2014

In 2011, the dominant age structure for persons in the City of Moreland was ages 25 to 29, which accounted for 10.8% of the total persons. This age group is predicted to remain the dominant age group with 10.2% of the population in 2036 predicted to fall in this age bracket.

The largest increase in persons between 2011 and 2036 is forecast to be in ages 30 to 34, which is expected to increase by 6,012 and account for 9.9% of the total population.