



LEISURE CENTRE

STRATEGY AND IMPLEMENTATION PLAN

2023-2038

Acknowledgement of Country

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, the sea and community.

We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

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INTRODUCTION



Local Context

The Sutherland Shire is situated 26 kilometres from the Sydney Central Business District and covers an area of 369 km².

It is bounded by Canterbury-Bankstown and Georges River in the north, the South Pacific Ocean in the east, Wollongong City and Royal National Park in the south, and Deadman's Creek, Woronora Dam, Campbelltown City and Liverpool City in the west.

The location of the Sutherland Shire provides residents and visitors with good access to the wider Sydney Metropolitan area, and residents enjoy the natural environmental features surrounding the Sutherland Shire, including extensive waterways, bush land and the Royal National Park.

The current population is approximately 230,000 and is expected to grow by 25,000 residents (+10.6%) over the next 15 years.

Purpose of this Strategy

Sutherland Shire Council provides and maintains a diverse variety of facilities to cater for aquatic, indoor sport, gym, leisure and recreational pursuits of the local Sutherland Shire community.

The Leisure Centre Strategy provides a long-term approach that reflects the needs and expectations of the growing community and sets a framework for the creation of an active, safe, healthy, vibrant and liveable region.

As a key informing strategy under Council's integrated planning and reporting framework, the Leisure Centre Strategy is directly aligned to our community strategic plan.

Responsibility for progress towards achieving the strategy outcomes will be led by Council and supported by various Government agencies, sports associations and clubs, community organisations and the local business community.

The ongoing activities that Council will deliver to support progress of the Leisure Centre Strategy will be detailed in Council's four-year delivery program and annual operational plans.



VISION AND OBJECTIVES

Our Vision

“An industry-leading network of community-focused leisure facilities which enhance the lives of our community.”

Objectives of the Strategy

- Develop a long-term Leisure Centre strategy that aims to reflect the needs and expectations of our growing community and framework for the creation of an active, safe, healthy, vibrant and liveable community.
- Develop a strategic framework for the delivery of Leisure Centre based services utilising existing and expanded facilities including short term (4 years) implementation plans, medium term (10 years) operational strategies and long term (10+ years) asset and services strategies.
- Develop recommendations for the renewal, renovation, relocation and/or replacement of Caringbah Leisure Centre and the types of facilities and services that will provide financial sustainability and complement that broader Leisure Centre service mix.
- Develop recommendations regarding the optimal governance and operational structure for the Leisure Centre Business Unit.

How will we measure success?

- Completion of major Leisure Centre improvement projects to meet industry compliance and best practice.
- Quality and diversity of programs, product and services.
- Improved community usage and satisfaction.
- Achieve future financial sustainability benchmarks.

BACKGROUND

Where are we now?

There are six leisure centres in the Sutherland Shire that are the primary facilities covered within the scope of the Leisure Centre Strategy.



Sutherland Leisure Centre and Indoor Sports Stadium



Caringbah Leisure Centre



Engadine Leisure Centre



Menai Indoor Sports Centre



Como Pool

There are also open water pools, which are beyond the scope of this strategy. These facilities include:

- Cronulla.
- Gunnamatta.
- Lilli Pilli Baths.
- Gymea Bay Baths.

The Leisure Centre Strategy will be the first of its kind for the Council and has been developed to reflect the needs and expectations of our growing community.

BACKGROUND

Where do we want to be?

The Leisure Centre Strategy sets a framework for the creation of an active, safe, healthy, vibrant and liveable community. Specifically, it will seek to:

- Ensure the provision and delivery of Leisure Centre assets meet the needs of current and future generations of the Sutherland Shire.
- Identify opportunities to generate income from the Leisure Centre Assets that are socially, fiscally and environmentally sustainable.
- Encourage and provide access for people of all ages, physical abilities and interests to participate in improving health and wellbeing.
- Establish optimal operating models and structures that enable efficient programming, policies and resource allocation.
- Inform collaborative Strategic Asset Management to ensure provision, design, configuration, renewal and maintenance of Leisure Centre assets to ensure capacity and participation opportunities are maximised and are aligned to the needs of the community.
- Determine appropriate service levels and resource allocation to meet needs and best value from Leisure Centre facility investment and management.

How will we get there?

The Strategy outlines three areas of focus, centered around all of the Leisure Centre precincts.

Areas Of Focus	
1	Industry Leading Facilities
2	Community Engagement and Activation
3	Evidence-based Products and Services

These focus areas are based on optimising the existing facilities to ensure they meet the minimum standards and expectations of our participants and key stakeholders.

How will we know we have arrived?

The activities we will deliver to support the progression of the Leisure Centre Strategy are detailed in the Implementation Plan and will be integrated into Council's four-year Delivery Program and Annual Operational Plans.

OUR COMMUNITY AT A GLANCE



226,450

Total population

+30,000
By 2036



25.5%

Growth in people over 60 by 2036



33,980

Youth in 2016

+25%
By 2036



49%

Of households are families



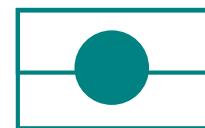
39,318

People are born overseas



28,318

People speak a language other than English at home



2,435

Aboriginal and Torres Strait Islander peoples



36%

Of the housing types across the LGA are medium and high density



16,306

People living in lone-person households



9,352

People with a disability (4.3%)

OUR LEISURE CENTRES AT A GLANCE



465,000

Aquatic and squad attendances per annum



115,000

Learn to swim attendances per annum



333,000

Health and wellbeing attendances per annum



2

Available gyms



11

Available bodies of water



14

Indoor sports courts



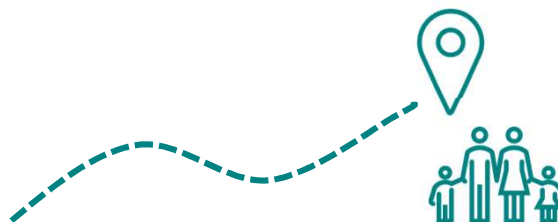
208

Fitness classes per week



98%

Of centres within a 20 minute drive for our community



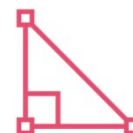
9.4k

Facebook likes



10k

Facebook followers



7,879

Sqm of aquatic space

MARKET TRENDS AND DRIVERS OF CHANGE

The Leisure Centre Strategy has been developed to respond to the following key drivers of change.



Increasing community needs for flexibility and accessibility

A growing desire for more flexibility in accessing sport and recreation offers, with an increase in unstructured sport and informal participation. Innovative facility designs that attract a more diverse range of demographics and user groups provide an opportunity to generate additional revenue.



Aquatic lagoons, slides and splash parks

Recent aquatic facility developments have seen a trend towards aquatic lagoons, water slides, water play and splash park elements that enhance recreational use and encourage visitation. This is particularly so in facilities that are within a close proximity to the foreshore (such as Darwin, Cairns and the Gold Coast).



Multi-use facilities that meet the needs of the entire community

A move towards multi-use sporting facilities that accommodate a range of sports and market segments. The industry is shifting towards co-locating health and fitness facilities with other leisure-based activities to create multi-purpose leisure venues that facilitate improved financial performance and sustainability.



Changing community expectations influencing facility design and provision

Australia has an ageing population with differing demographic demands. Customer expectations about the quality of offers and services provided at leisure facilities are changing and facility management models and staffing structures must be nimble to adapt to changing community needs.



Enhanced collaboration and reliance on partnerships

Facilities previously funded by one organisation are now provided by partnerships between various types of organisations including State Government, Local Government and the private sector.

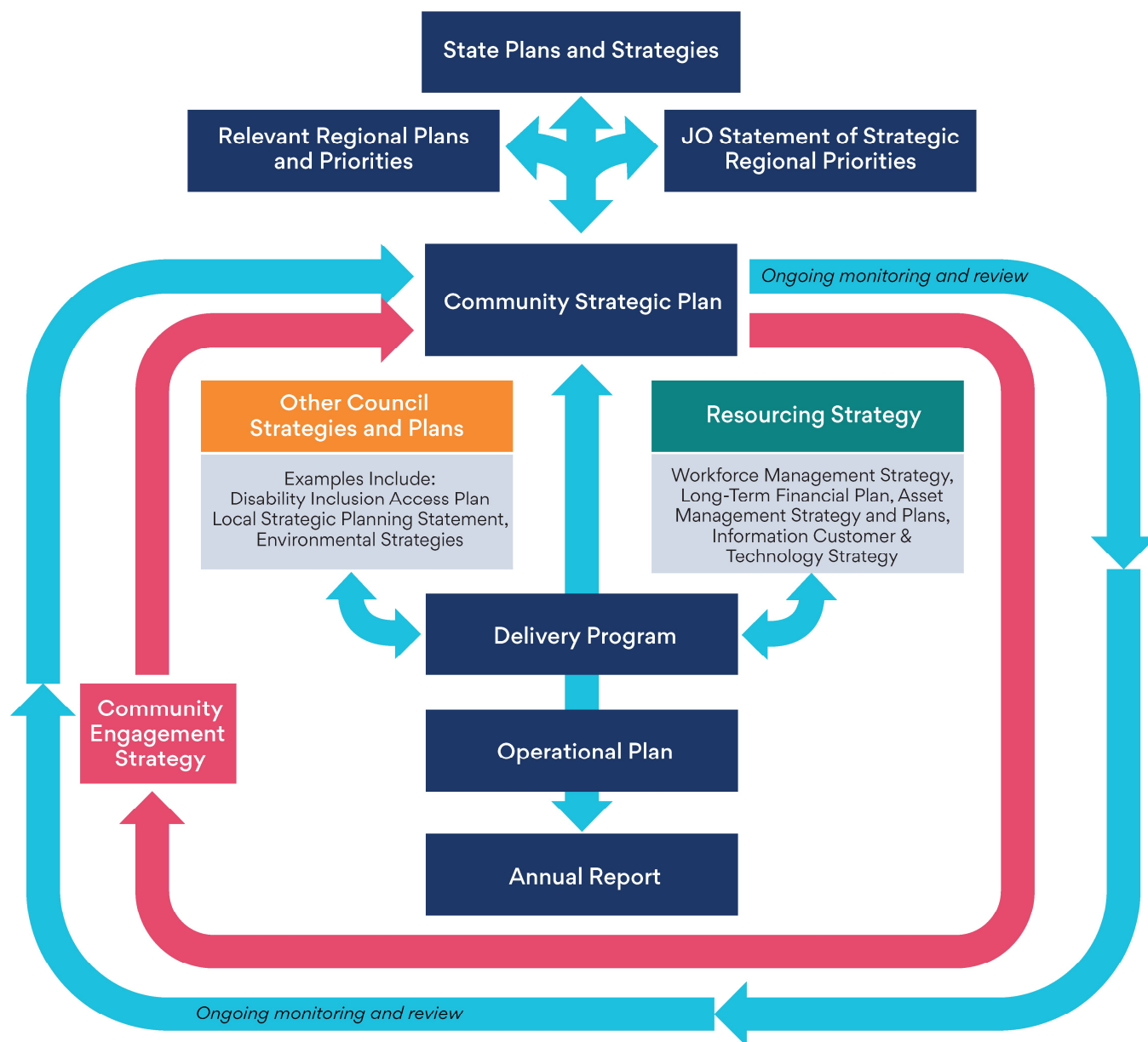


Increasing land and facility pressures due to urban growth and development

Land shortages and limited resources mean that Councils are increasingly updating ageing sport and recreation infrastructure rather than building new facilities. Some LGAs are now identifying the early determination of issues affecting service. (e.g., service reviews, bench-marking and performance measurement)

PLANNING CONTEXT

Council's Plans and Strategies work together to make Sutherland Shire a connected and safe community that respects people and nature, enjoying active lives in a strong local economy.



STRATEGIC CONTEXT

Council has an integrated approach. Council's Plans and Strategies work together to make the Sutherland Shire a liveable place for all people.



Alignment with Our Shire, Our Community Plan

The Leisure Centre Strategy contributes to delivering “Our Shire, Our Community Plan” which aims to promote and enhance places where people can enjoy active lifestyles. It specifically supports Outcome 5, which is:

“An active community that enjoys safe, accessible and diverse open places and spaces”

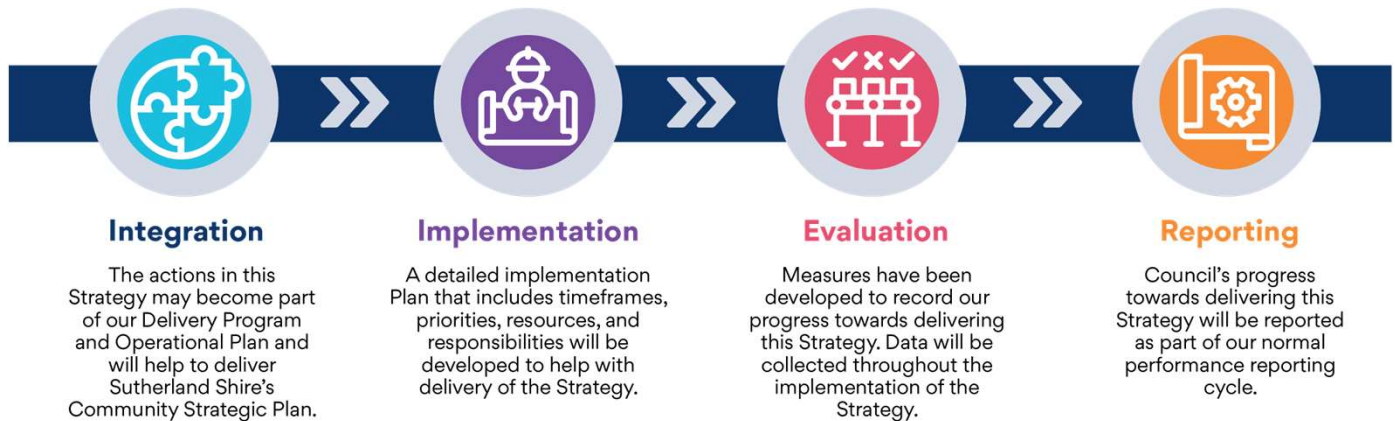
Integration with other Supporting Documents

The Leisure Strategy and Implementation Plan expands on Our Shire, Our Community Plan, and sets out approaches taken by Council to sustain a liveable place with a high quality of life. A number of intersecting and ‘supporting documents’ are connected and sit alongside the Leisure Strategy. These include:

- Sport Strategy and Implementation Plan 2022 – 2037
- Open Space Strategy and Implementation Plan 2021 – 2031
- Play Strategy and Implementation Plan 2021 – 2031
- Library Strategy 2022 – 2032
- Catchment and Waterways Strategy and Implementation Plan
- Active Transport Strategy 2022 – 2032

Some of the above were still in development at the time of publication of this document.

DELIVERING THE STRATEGY



Integration

The Leisure Centre Strategy and Implementation Plan will integrate with our four-year delivery program and annual operational plans, supporting our delivery of Sutherland Shire's Community strategic plan.

Implementation

The delivery of the Strategy will be guided by the implementation plan contained within it. The Implementation Plan sets out a program of actions for each of the Focus areas and includes timeframes and responsibilities.

Evaluation

Monitoring and evaluating our delivery of the Strategy will be ongoing. We will use a range of methods to help us measure the Strategy's outcomes. These methods may include demographic data, participation/usage data, community and customer satisfaction surveys, focus groups and case studies.

Reporting

We will report on the delivery of this Strategy in the following ways:

- Occasional reporting via social media and Our Shire newsletter.
- Half yearly reporting to Council.
- Annual Report.
- Major review in 2030, prior to developing the next Leisure Centre Strategy.

Resourcing

Most of the actions in this Strategy will require dedicated funding strategies and will be guided by further and more detailed feasibility and design processes, which will inform and justify specific expenditure budgets (and external funding opportunities).

Some actions will require additional funding and these will be considered as part of Council's annual budget and planning process.

We may apply for external funding as the Strategy will be dependent on securing government funding or potentially private, public partnerships to help deliver all the proposed actions.

OUR GUIDING PRINCIPLES

The guiding principles will ensure the future planning, provision and maintenance of aquatic, indoor sport, gym, leisure and recreational facilities across Sutherland Shire meet the needs of our community – both now and in the future.

These principles will enable the creation of an active, safe, healthy, vibrant and liveable community.



Equitable

Fair access to facilities and services that are needed across Sutherland Shire including healthy, safe and inclusive places, spaces and services.



Accessible

Accessible for all abilities, affordable and easy for people to get to.



Adaptable

Flexible to meet the changing needs of the community.



Integrated

Integrated with other services where possible and a place for the community to come together.



Sustainable

Environmentally, fiscally, socially and culturally responsible, well designed, effectively managed and usage is optimised, now and into the future.

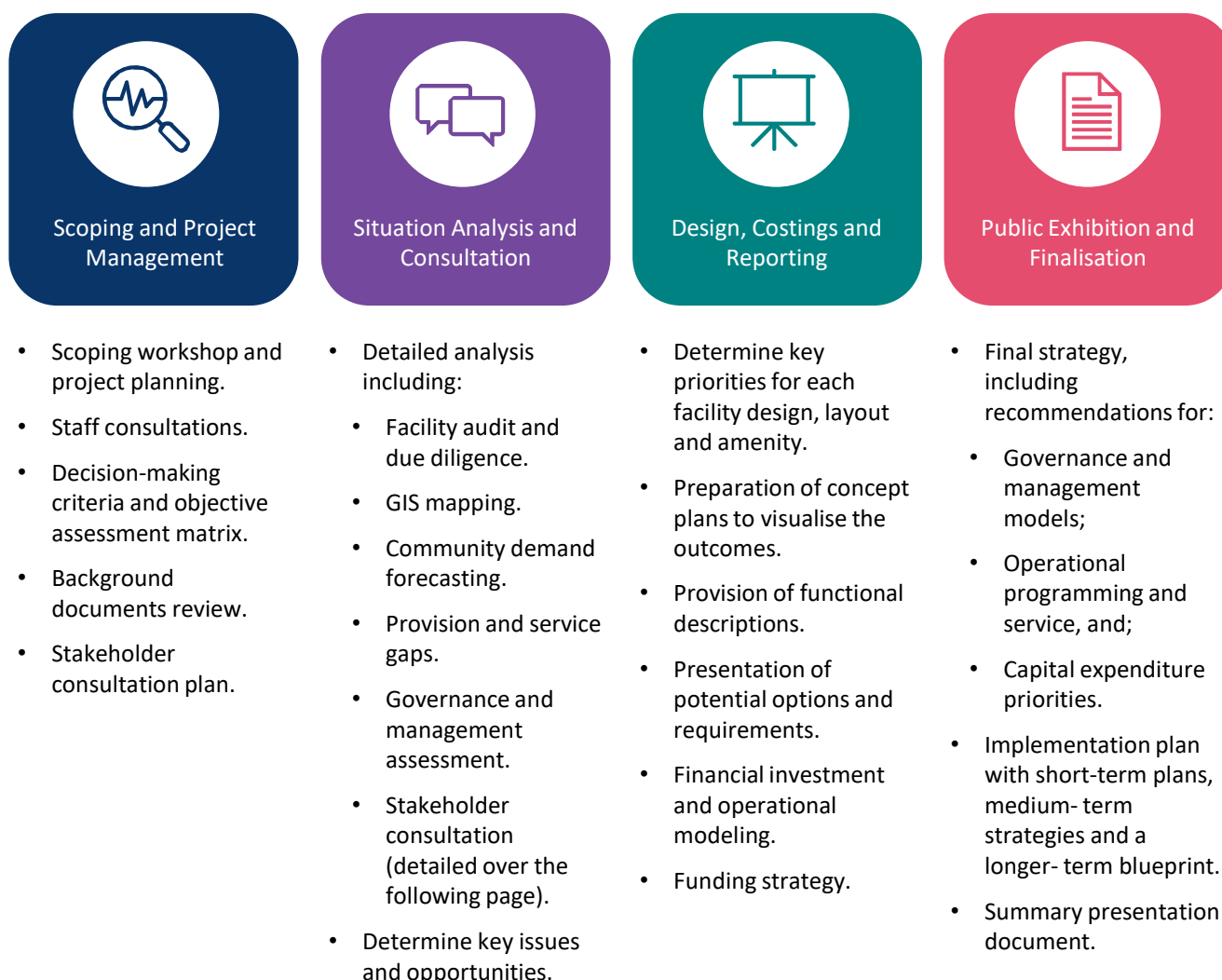


Community-Focused

We will ensure the provision, design, configuration, renewal and maintenance of our leisure and aquatic assets meet community needs, both now and into the future.

STRATEGY DEVELOPMENT

The Leisure Strategy has been developed on a robust foundation of evidence and analysis. Below is a high-level overview of the methodology that was followed, which ultimately informed the development of the strategy.



LEISURE CENTRE PROVISION AND CONSULTATION

Overall Provision and Performance

High-level provision benchmarks show that Sutherland Shire currently has an adequate supply of aquatic facilities.

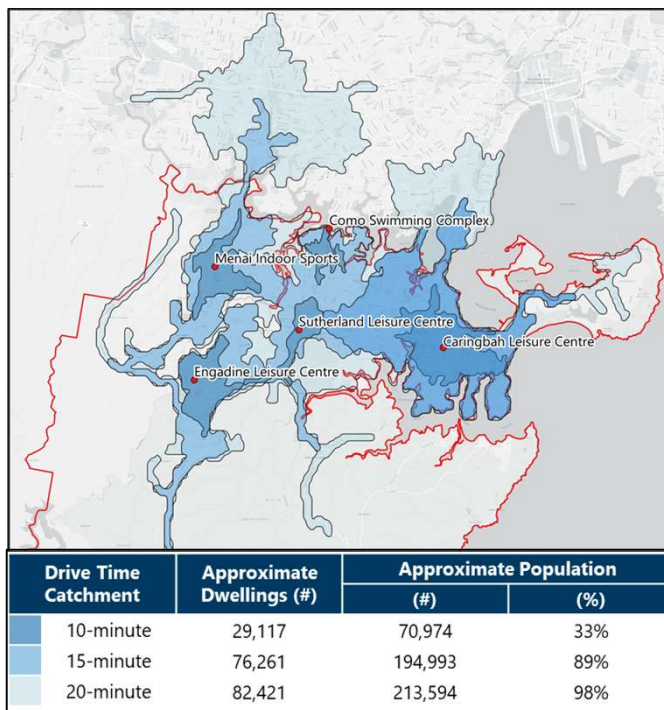
The geographic positioning of these facilities is well-aligned to the current and expected future population (~266,000 by 2036) within the Shire. Currently, 89% of residents are within a 15-minute drive time of a Leisure Centre.

The total volume of wet and dry spaces is sufficient to cater to current demand levels, with capacity available for increased patronage and usage in the future.

The Gym, Learn to Swim (L2S) and Squad programs are fundamental to the overall operating performances of each of the Leisure Centres, and are the key focus areas for short-term operational improvements.

However, using an established benchmark for indoor sport facility provision of 1 court per 10,000 residents indicates that Sutherland Shire will require 13 additional indoor courts by 2036.

Catchment Analysis



Consultation Overview

- 17 interviews and feedback sessions with a broad range of stakeholders including:
 - Learn to Swim providers/contractors
 - Swimming clubs
 - Swimming NSW
 - Water Polo
 - Basketball Association
 - Basketball NSW
 - Futsal/Football (Football NSW)
 - Rainbow Club
 - Physiotherapists
 - Gym tenants

In addition, the following activities were also undertaken:

- Four presentations to the Sport and Active Communities Sub-Committee.
- Consultation session with the Councillor working group.
- Community survey with a total of 279 complete responses recorded.

LEISURE CENTRE PROVISION AND CONSULTATION



Key Themes and Findings

The more common reasons for community participation are recreational swimming, fitness/gym, basketball and specific programs (including Learn to Swim, Yoga/Pilates, Water Aerobics and Dance).

The most supported priorities are:

- Additional indoor sport facilities;
- Improving the condition, presentation and maintenance of changerooms;
- Upgrading pool and gym facilities, and; Increasing programming.

Many stakeholders and residents are conscious of the consistent growth in the community and the pressure it is placing on existing facilities.

The utility pool at SLC is one of only three internationally recognised pools for water polo in Sydney and while the facility offer is good, the ability for the club to access it is challenging due to the bookings process and the demand for the pool from other users.

Competition for access to indoor sports stadiums is raised by many sports representatives who are seeking additional facilities and increased allocations within

facilities (i.e. Basketball, Futsal, Volleyball, Badminton, etc.). The same was raised for aquatic facilities for Water Polo and Triathlon.

The sporting association representatives would like to be consulted on the specifications whenever new facility planning is underway – to ensure competition requirements are allowed.

Swimming NSW specifically raised that it would like to explore opportunities to partner with Sutherland Shire on its pathway development programs for athletes, coaches and officials. It also expressed that hosting major national level tournaments would require an indoor Olympic pool with stadium seating capacity.

LEISURE CENTRE IMPROVEMENT ANALYSIS

Aquatic Spaces

Industry benchmarks would suggest the outdoor 50-metre pools are at an age that warrants consideration for planning/scheduling of complete renewal. The rule of thumb for outdoor 50-metre pools is approximately 50 years.

Many of the Sutherland Shire pools are all close-to or well-past this age and in need of renewal through the implementation of this strategy. This table summarises the quantity of indoor and outdoor aquatic space at each Leisure Centre.

Aquatic space provision by facility			
Centre	Indoor (m ²)	Outdoor (m ²)	Total (m ²)
Sutherland	1,671	2,590	4,261
Caringbah	0	1,830	1,830
Engadine	0	1,563	1,563
Como	0	225	225
Total	1,671	6,208	7,879

A key challenge for Sutherland Shire is that the only indoor pool space available to the community is an interconnected water body at Sutherland Leisure Centre. Due to its functional use, it is often closed for cleaning, which removes all provision of indoor water facilities for the community.

Indoor Sports

Sutherland Shire Council has provision of 14 indoor sports courts across eight facilities. The future projected requirement of 27 courts is based on one court per 10,000 population.

Best practice for indoor sport stadium planning is to segment provision into two categories.

- **Competition venues:** Large 4-8 (or up to 12) indoor sport court stadiums which can cater to large volumes of competitions and greater variety of sports, in a centrally managed location.
- **Training venues:** Single or double indoor sport court facilities which can cater to local training sessions and some overflow competition.

Gym Spaces

The Leisure Centre's incorporate two dedicated gym offerings. Sutherland Leisure incorporates five separate gym spaces that are no longer contemporary, including one spin room (60m²) and four multi-purpose rooms (ranging in size from 105m² to 215m²), while Engadine Leisure Centre incorporates one spin room (55m²) and one multi-purpose room (465m²).

A best-practice/optimal layout would be a large single space that can be divided and reorganised to suit changing consumer needs over time.

LEISURE CENTRE IMPROVEMENT ANALYSIS



Key Insights and Priorities

- Engage an independent expert to complete an assessment and set up a structured asset register. This would include advice on the remaining useful life and a 10-year costed renewal schedule, which would become a valid reference point for capital improvement and renewal decision-making.
- Improve the current pool space – rather than trying to increase the number of pools. The key improvements are increasing provision of indoor programming pools and water-play aquatic spaces.
- Maintain provision of a utility pool, which meets the specifications for international Water Polo competitions.
- Investigate the feasibility of developing a Regional Indoor Sports Stadium (ideally 8-10 courts). The recommendation is to provide a regional indoor sport stadium within the current Sutherland Leisure Centre and Sutherland Indoor Sport Stadium Site (Waratah Park).
- Additional provision of single court facilities is an area where a partnership approach is required to increase community access to existing and new facilities which are owned and managed by private providers, schools, etc.
- Increase the total area (Sutherland up to 2,000m² and Engadine up to 600m²) and improve the overall functionality of the gym spaces to enable increased patronage and operational performance – as well as investigate options for a dedicated gym facility at Caringbah (1000m²).

LEISURE CENTRE FACILITY HIERARCHY

Best practice facility planning applies a hierarchical classification system to community infrastructure. The hierarchy is determined based on a facility's intended function, the standard of service expected, the population catchment, and the location in relation to other facilities.

The Facility Hierarchy will assist Council in guiding investment into maintenance and renewal of sporting assets and infrastructure. It will also ensure there is equitable distribution and accessibility to various facility types across the Shire.

Hierarchy	Description
REGIONAL Sutherland Leisure Centre and Indoor Sports Stadium	<p>Premier venue that has an important role in attracting and supporting events competitions, and elite athlete development that cannot be provided at the major, district, and local level.</p> <p>Key attributes:</p> <ul style="list-style-type: none"> Leisure water and other attractions. Inclusion of indoor 50m pool and separate warm water pools. Wellness/health club and extensive program room inclusions. Complementary services and amenities, crèche, food and beverage. Facility footprint greater than 6,000m². Benchmark population catchment serviceability of 100,000 to 150,000 people. Benchmark visitation/annual patronage of 680,000 plus.
DISTRICT Caringbah Leisure Centre; Engadine Leisure Centre; Menai Indoor Sports Centre	<p>Expected to address district community needs across different life stages.</p> <p>Key attributes:</p> <ul style="list-style-type: none"> Ability to separate primary and secondary activity areas. Additional limited amenities which may include larger wet/dry/gym facilities. Usually linked to other community facilities to share management and operating costs. Facility footprint between 3,000m² and 5,999m². Benchmark population catchment serviceability of 40,000 to 70,000 people. Benchmark visitation/annual patronage of 430,000 plus.
LOCAL Como Swimming Pool	<p>Smaller in size and scale, and intended to address local community needs.</p> <p>Key attributes:</p> <ul style="list-style-type: none"> Shared competition and shallow water to reduce separate water areas. Limited program water combined with leisure water. Limited dry/gym facilities. Facility footprint less than 3,000m². Benchmark population catchment serviceability of 10,000 to 40,000 people. Benchmark visitation/annual patronage of up to 430,000.

RECOMMENDATIONS

1. Sutherland Leisure Centre and Indoor Sports Stadium

Overview	Additional Recommendations
<p>Reclaim its original status as the premier leisure centre within the region, with best-practice, regionally classified, year-round aquatic, indoor sport and gym offerings.</p> <ul style="list-style-type: none"> The location and extensive facility footprint are suitable for a regional Leisure Centre. The general functional layout, overall condition and age of some specific facility components (including the Indoor Sports Stadium, Leisure Centre building fit-out, indoor pool structure and plant rooms) are approaching end of useful life during this strategy. Operationally it is the only Leisure Centre that runs at a surplus with large annual patronage and memberships. Current Hierarchy Classification: Regional Future Hierarchy Classification: Regional 	<ul style="list-style-type: none"> Improve indoor aquatic layout by separating pools. Replace outdoor pools and re-align plant rooms as pools reach end of life. Maintain provision of a utility pool, which meets international Water Polos standards. Consolidate internal functional layout and increase gym space (up to 2,000m²). Investigate water play upgrades and provision of additional water slides/ attractions. Build new 8-10 court regional indoor sports stadium. Explore the option of multi-purpose courts above the existing car park. Ensure structural building improvements enable solar panels and energy efficiencies. Integrating planning within existing Waratah Park master planning processes. Investigate requirements for upgrading/replacing pool shell, plant room equipment and DDA compliance.

Key Recommendation/Strategic Direction	Benefits/Rationale
<p>Redevelop the combined Sutherland Leisure Centre and Sutherland Indoor Sports Stadium precinct:</p> <ul style="list-style-type: none"> New and improved functionality of the current Leisure Centre facilities with additional features and spaces for water-play attractions, indoor programming, and gym. New 8-10 court regional indoor sports stadium facilities (or 2 x 4-6 court stadiums) 	<ul style="list-style-type: none"> Enhances aquatic appeal and alignment with industry best-practice for Regional facilities; Addresses shortage of regional indoor stadium; Broadens and future-proofs the overall offer, usage, patronage and operational performance; Maximises community use of site; Addresses plant room access, WHS, DDA, and general access and presentation issues; Improves energy efficiency of pools;

RECOMMENDATIONS

2. Caringbah Leisure Centre

Overview	Additional Recommendations
<p>Become the lead attraction within a contemporary and highly activated aquatic, leisure and community precinct.</p> <ul style="list-style-type: none"> • Caringbah Leisure Centre (CLC) is in the Shire's East, within a highly populated residential area. • It has strong Learn to Swim and Squad programs. • The aquatic patronage is highly seasonal, and the Centre has potential to be much more activated in the future. • The aquatic facilities are ageing and the entry, sense of arrival and overall amenity is due for renewal. • Current Hierarchy Classification: District • Future Hierarchy Classification: District 	<ul style="list-style-type: none"> • Reimagine the leisure centre site to deliver an integrated facility. • Develop a dedicated gym space. • Move the program pool and toddler play area indoors. • Consider design opportunities to increase the flexibility of the 50-metre pool (i.e., for uses such as water polo and other water activities). • Investigate feasibility of adding other complimentary community facilities within the precinct. • Ensure building improvements enable solar panels to be installed. • Investigate requirements for upgrading the pool shell, plant room and DDA compliance

Key Recommendation/Strategic Direction	Benefits/Rationale
<p>Redevelop Caringbah Leisure Centre facilities with additional new features and spaces for indoor heated programming pool, water-play and gym.</p>	<ul style="list-style-type: none"> • Broadens overall offer, usage, patronage and operational performance; • Indoor programming pool and indoor gym can be highly utilised all year round strengthening the operating model; • Integrating with other services and consolidating building footprints can improve capital and operating efficiency.

RECOMMENDATIONS

3. Engadine Leisure Centre

Overview	Additional Recommendations
<p>A diverse community health and fitness offer with enhanced flexibility and potential to expand its overall quality, offering and performance.</p> <ul style="list-style-type: none"> Engadine Leisure Centre (ELC) is located in the Shire's West and within a residential area with moderate population density. The Centre is within a small sports precinct, which presents an opportunity for greater integration. The gym facilities are highly-utilised, despite the unusual layout, and are the source of most of the Centre's annual patronage – although still below industry averages for membership per m² gym space. With ageing, outdoor pool spaces, the Centre lacks the facilities to engage with the community all year around. Current Hierarchy Classification: District Future Hierarchy Classification: District 	<ul style="list-style-type: none"> Increase commercial tenancy space. Re-purpose underutilised space into a new kids zone/multi-purpose space. Convert creche into two additional change rooms on pool level. Improve flexibility of current gym space. Integrate additional community health and fitness programming with the surrounding Shire open space. Investigate requirements for upgrading pool shell, plantroom and DDA compliance. Ensure building improvements enable solar panels to be installed. <p>Longer-term</p> <ul style="list-style-type: none"> Incorporate toddler and program pool into building structure. Investigate longer-term opportunities for water play/splash park and additional gym space.

Key Recommendation/Strategic Direction	Benefits/Rationale
<p>Investigate interior design opportunities to increase functional space and improve operational outcomes.</p> <p>In the longer-term, investigate the feasibility of re-designing the aquatic space to incorporate an indoor programming pool and toddlers water-play space.</p>	<ul style="list-style-type: none"> Focuses on smaller 'moves' with lower costs and lower risks (compared to two primary Aquatic Centres). Improves operational performance of gym and overall centre. Increases commercial tenancy space and income opportunities. Reduces underutilised space across the Centre. Broadens overall offer, usage, patronage and operational performance. In the longer-term, indoor programming pool can be highly utilised all year round strengthening the operating model;

RECOMMENDATIONS

4. Menai Indoor Sports Centre

Overview	Additional Recommendations
<p>A boutique indoor sports competition venue with broad and flexible competitions, services and programs that adapt to community needs.</p> <ul style="list-style-type: none"> • Menai Indoor Sports Centre is located in the West of the Shire, with high accessibility based on its proximity to the freeway. • It is an operationally viable facility which achieves a surplus. • It is an ageing facility with unresolved temperature control, humidity, leaking and administration visibility issues. • The upstairs area functional layout is sub-optimal for attracting multiple tenants. • Current Hierarchy Classification: District • Future Hierarchy Classification: District 	<ul style="list-style-type: none"> • Re-design the upper-level functional layout, creating opportunities for multiple tenants; • Re-design the entry, reception, administration, kitchen and café space, and; • Address the unresolved maintenance issues with a building structure, health and safety audit. • Ensure building improvements enable solar panels to be installed.
Key Recommendation/Strategic Direction	Benefits/Rationale
<p>Revitalise the indoor sports stadium, addressing the unresolved maintenance issues and investigate opportunities to improve the overall functionality of the Centre.</p>	<ul style="list-style-type: none"> • Increases tenancy space and community organisation use opportunities; • Improves operational functionality of the site with logical sight lines from administration space; • Reduces underutilised space across the Centre.

RECOMMENDATIONS

5. Como Pool

Overview	Additional Recommendations
<p>Como Pool will once-again become a hidden gem for the community to enjoy all year round.</p> <ul style="list-style-type: none"> • Como Pool is a small outdoor seasonal pool in the Shire's North and right on the water. • The site is under-activated based on limited seasonal opening hours (only open afternoons during summer). • There is no revenue from this facility as it is free to use when open. • All aquatic facilities are expensive factoring in depreciation and maintenance so maximising usage/community benefit is critical for viability. • It is a constrained space with limited aquatic development options – including depth due to proximity to ocean. • Current Hierarchy Classification: Local • Future Hierarchy Classification: Local 	<ul style="list-style-type: none"> • Conduct audit of pool shell condition. • Determine the feasibility of continuing the current operations of the pool until it reaches the end of its useful life. • Explore opportunities to provide additional shade and seating options around the pool.
Key Recommendation/Strategic Direction	Benefits/Rationale
<p>Investigate the feasibility of replacing the current pool with a zero-depth water-play park as the current pool reaches the end of its useful life.</p>	<ul style="list-style-type: none"> • Reduces current overheads, ongoing maintenance and capital investments, and enables the space to be activated all year around - without operational staff; • Reduces current risk profile for compliance and WHS.

RECOMMENDATIONS

Strategic Direction and Major Projects for each Leisure Centre

	Indicative Timeframe	Indicative Costings of major projects (2023 AUD)
Sutherland Leisure Centre and Indoor Sports Stadium		
Reclaim its original status as the premier leisure centre within the region, with best-practice, regionally classified, year-round aquatic, indoor sport and gym offerings.	2026/2027	\$80 million – \$150 million Depending on scale of redevelopment and integration of redeveloped facilities
Caringbah Leisure Centre		
Become the lead attraction within a contemporary and highly activated aquatic, leisure and community precinct.	2027/2028	\$50 million – \$150 million Depending on level of precinct integration.
Engadine Leisure Centre		
Replace the Existing outdoor 50m pool and plantroom	2024/2025	\$5 million – \$7 million Pool and plant replacements
A diverse community health and fitness offer with enhanced flexibility and potential to expand its overall quality, offering and performance.	2034/2035	(TBC depending on assessments).
Menai Indoor Sports Centre		
A boutique indoor sports competition venue with broad and flexible competitions, services and programs that adapt to community needs.	2023/2024	\$1 million Roof replacement
Como Pool		
Replace the current pool with a zero-depth water-play park to create a hidden gem for the community to enjoy all year round.	2027/2028	\$1 million - \$1.5 million Timing depending on feasibility assessments

KEY FOCUS AREAS

The areas of focus are aligned to the vision and the desired future community usage, benefits and health and wellbeing outcomes.



1. Industry Leading Facilities

Reclaim Sutherland Shire Council's status as the premier destination for leisure, aquatic, indoor sport and gym facilities - with best-practice planning aligned to industry guidelines and hierarchy.



2. Community Engagement and Activation

Proactively engage with our key stakeholders and user groups, and ensure our facilities, programs and services are easy to find, access and enjoy.



3. Evidence-based Products and Services

Establish a culture of continually reviewing and refining our mix of products and services to ensure they are tailored to the needs of the community.

1. INDUSTRY LEADING FACILITIES

Context for Key Focus Area 1 Recommendations

The recommendations in this focus area have been developed based on the following considerations:

- The ongoing operations of Sutherland Leisure and Caringbah Leisure Centres' are fundamental to the overall viability and community accessibility of Leisure Centres within the community.
- There are visible, structural indicators that the age and condition of the existing pools and plantrooms, require major repairs or rebuilding to meet future service, safety, and accessibility requirements. (recommended to be assessed by industry experts).
- With multiple Leisure Centres, there is flexibility to ensure that no more than one Leisure Centre is closed for community access during strategic upgrades at any one time
- The following summary outlines the major project sequencing and staging recommended in this Strategy and the following pages provide a more detailed breakdown:

Short term (0-5 years):	<ul style="list-style-type: none"> • Engadine Leisure Centre: Replace the 50 metre pool and plant-room to ensure this pool will be operational through the strategic redevelopments of the Caringbah leisure Centre and Sutherland Leisure Centre and Indoor Sport Precinct (subject to confirmation of necessity by engineering assessments). • Sutherland Leisure Centre, Sutherland Indoor Sports Stadium and Menai Indoor Sports Centre: Complete required upgrades to ensure functionality, accessibility and safety requirements are satisfactory for centre use prior to possible redevelopment. • Caringbah Leisure Centre: Complete feasibility and detailed planning to reimagine the Caringbah leisure centre to deliver an integrated facility as part of the Caringbah Town Centre Precinct Plan. • Sutherland Leisure Centre, Sutherland Indoor Sports Stadium: Complete feasibility and detailed planning to redevelop the Sutherland Leisure Centre and Indoor Sports Stadium. • Sutherland Leisure Centre, Sutherland Indoor Sports Stadium: Redevelop the Sutherland Leisure Centre and Indoor Sports Stadium. • Caringbah Leisure Centre: Redevelop the Caringbah Leisure Centre and community precinct. • Como Swimming Pool: Explore the feasibility of replacing the existing outdoor pool and plant-room with a zero-depth water-play park (and other options/opportunities) for the community to enjoy all year round.
Medium term (5-10 years):	<ul style="list-style-type: none"> • Menai Indoor Sports Centre: Upgrade interior design to increase upstairs tenancy space and improve functional outcomes.
Long-term (10-15 years plus):	<ul style="list-style-type: none"> • Engadine Leisure Centre: Investigate the feasibility of re-designing and incorporating the current program pool and toddlers pool within an expanded building footprint (incorporate an indoor programming pool and toddlers water-play space).

1. INDUSTRY LEADING FACILITIES

Recommendations and Implementation Plan

1. Industry Leading Facilities	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/Ongoing
1.1. All Facilities											
1.1.1. Engage an independent expert to complete an engineering assessment of the remaining useful life of each pool and plant room and set up a structured asset register with a 10-year costed maintenance and renewal schedule.	ASD	SL	Funded	●							
1.1.2. Investigate requirements to ensure all workplace and patron access spaces across each facility comply with current industry standards for: <ul style="list-style-type: none"> Work Health and Safety (WHS). Accessibility compliance. 	SL	ASD, CG, BO	Funded	●							
1.1.3. Complete required upgrades to ensure functionality, accessibility and safety requirements are satisfactory and will be in place until the recommended Leisure Centre and Stadium redevelopment projects can occur.	ASD	SL, BO, FS	Not Funded		●	●					
1.1.4. Implement a funding advocacy strategy to secure capital for the recommended Leisure Centre and Stadium redevelopment projects.	SL	FS	Funded								●
1.1.5. Review the Leisure Centre facilities hierarchy and the recommended functional brief specifications with current best-practice during detailed planning phases for the recommended Leisure Centre and Stadium redevelopment projects.	SL / ASD	Peak Industry Organisations	Not Funded								●

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P: Property
OSO: Open Space Operations
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TPDS: Traffic & Public Domain Services

1. INDUSTRY LEADING FACILITIES

Recommendations and Implementation Plan

1. Industry Leading Facilities	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/Ongoing
1.2. Engadine Leisure Centre											
1.2.1. Engage an independent engineer to assess the remaining useful life of the outdoor change rooms and assess feasibility options to re-purpose this space.	ASD	SL, BO, FS	Funded	●							
1.2.2. Replace the existing outdoor 50 metre pool and plant-room to ensure this pool will be operational through the strategic redevelopments of the Caringbah Leisure Centre and Sutherland Leisure Centre and Indoor Sport Precinct (subject to confirmation of necessity by engineering assessments).	ASD	SL, BO, FS	Not Funded		●	●					
1.2.3. Review and re-design the interior to enhance functional areas and improve operational outcomes.	ASD / SL	BO, FS	Not Funded					●			
1.2.4. Implement interior design enhancements to increase functional space and improve operational outcomes.	ASD / SL	BO, FS	Not Funded						●		
1.2.5. Investigate the feasibility of re-designing and incorporating the current program pool and toddlers pool within an expanded building footprint (incorporate an indoor programming pool and toddlers water-play space).	ASD	BO, SL, FS	Not Funded							●	
1.3. Caringbah Leisure Centre											
1.3.1. Complete detailed design, feasibility, business case and funding strategy for a complete redesign and integration of the Leisure Centre and community precinct.	ASD	BO, FS, SP, AL, SL	Not Funded		●						
1.3.2. Redevelop Caringbah Leisure Centre facilities with additional new features and spaces for indoor heated programming pool, water-play and gym.	ASD	AS, BO, FS, SP, AL, SL	Not Funded				●	●			

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1. INDUSTRY LEADING FACILITIES

Recommendations and Implementation Plan

1. Industry Leading Facilities	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/Ongoing
1.4. Sutherland Leisure Centre and Indoor Sports Stadium											
1.4.1. Complete detailed design, feasibility, business case and funding strategy for a complete redesign and integration of the Sutherland Leisure Centre and the Indoor Sports Stadium.	ASD	SL / SP / Peak Industry Organisations	Not Funded	●							
1.4.2. Review and update the existing Waratah Park Master Plan to ensure integration and alignment with redevelopment of Leisure Centre and the Indoor Sports Stadium site.	ASD	OSO, SL, P	Not Funded		●						
1.4.3. Redevelop the combined Sutherland Leisure Centre and Sutherland Indoor Sports Stadium precinct: <ul style="list-style-type: none"> New and improved functionality of the current Leisure Centre facilities with additional features and spaces for water play attractions, indoor pools, and gym. New 8-10 court regional indoor sports and basketball stadium facilities (or 2 x 4-6 court stadiums), incorporating a show court and in compliance with state sporting guidelines. 	ASD	SL, BO, FS, P, SP	Not Funded				●				

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1. INDUSTRY LEADING FACILITIES

Recommendations and Implementation Plan

1. Industry Leading Facilities	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/Ongoing
1.5. Como Swimming Pool											
1.5.1. Undertake a feasibility study to determine the cost-benefit of continuing the pool operations until the asset reaches the end of its useful life.	ASD	SL	Not Funded			●					
1.5.2. Investigate the feasibility of replacing the current pool with a zero-depth water-play park as the current pool reaches the end of its useful life (and other options/opportunities).	ASD	SL, BO	Not Funded			●					
1.5.3. Replace the existing outdoor pool and plant-room with a zero-depth water-play park (and other options/opportunities) for the community to enjoy all year round.	ASD	SL, FS	Not Funded					●			
1.6. Menai Indoor Sports Centre											
1.6.1. Replace the Menai Indoor Sports Centre roof.	ASD	SL	Funded	●							
1.6.2. Investigate, design and implement interior enhancements to increase upstairs tenancy space and improve functional outcomes.	ASD, SL	BO	Not Funded						●		

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2. COMMUNITY ENGAGEMENT AND ACTIVATION

Recommendations and Implementation Plan

2. Community Engagement and Activation	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/Ongoing
2.1. Review and update signage at all Leisure Centre's to improve visibility and inclusiveness, e.g., Acknowledgement of Country and visually impaired.	SL	CEC	Funded	●							
2.2. Collaborate on suburb wayfinding projects to improve wayfinding to Leisure Centres and improve visibility.	SL	TPDS	Not Funded		●						
2.3. Review and update the Leisure Centre Strategic Marketing and Community Communications plan to best respond to the needs of the business, e.g., incentive Engadine fitness offering.	SL	CEC	Funded	●							●
2.5. Complete a review of our strategic partnerships to ensure governance, management and outcomes are in line with best practice.	SL	Peak Industry Organisations, CG	Funded		●						
2.6. Explore opportunities to build a partnership with key sporting bodies to leverage high performance capabilities to enhance the Leisure Centre programs. E.g., Swimming NSW and Water Polo NSW.	SL	Peak Industry Organisations	Funded								●
2.7. Explore and build strategic partnerships with schools to diversify our program offering and provide opportunities for development pathways within the workforce.	SL	Dept. Edu., Ind. schools, Catholic Edu.	Funded		●						●
2.8. Establish and maintain an industry-leading approach to capturing, monitoring and evolving the customer experience across all Leisure centres.	SL	ASD, IMT	Funded	●							●
2.9. Develop and continually monitor service-related customer personas to understand the leisure centre audience profile and better respond to the needs of the community.	SL	CEC	Not Funded		●						●

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3. EVIDENCE-BASED PRODUCTS AND SERVICES

Recommendations and Implementation Plan

3. Evidence-based Products and Services	Delivery Stream	Collaboration	Funded	23/24	24/25	25/26	26/27	27/28	2029 - 2033	2034 - 2038	Regular/ Ongoing
3.1. Develop, endorse and regularly review Sutherland Shire Leisure Strategy.	SL		Funded								●
3.2. Assess current programming, products and services for diversity and to ensure they meet the changing demographic profile.	SL		Funded								●
3.3. Review Leisure Services operational performance against financial and industry benchmarks. (including operating model, hours of operation, program offerings, utilisation of spaces.)	SL		Funded								●
3.4. Review and implement industry leading technologies to provide cost effective, efficient and seamless experience for customers. (Including point of sale, anti drowning surveillance, member portals etc) Review - Funded Implementation outcomes - unfunded	SL	IMT, BO	Partially Funded	●	●						●
3.5. Develop and present intercultural programs to create connection with and improve knowledge of First Nations culture in our Leisure Centres.	SL	CC	Not Funded		●						●
3.6. Explore opportunities to increase representation of our diverse community in our programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTIQ communities.	SL	CC	Not Funded		●						●
3.7. Continual professional development and upskill staff industry knowledge to be up to date with latest industry standards and trends.	SL	Peak Industry Organisations	Funded	●							●

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PROPOSED FUNCTIONAL BRIEF SPECIFICATIONS

Engadine Leisure Centre	Specifications (m2)
50-metre heated outdoor pool (1,250m ²), including concourse (1,000m ²)	2,250
Marshalling rooms	60
Program pool (500m ²), including concourse (425m ²)	925
Toddlers/Water play pool	350
Cardio room, weights room, aerobics room	600
Crèche and consulting rooms	250
Café, kitchen and party rooms	210
Car parking (spaces)*	90

Caringbah Leisure Centre	Specifications (m2)
50-metre heated outdoor pool (1,250m ²), including concourse (1,000m ²)	2,250
Marshalling rooms	60
25-metre indoor pool (625m ²), including concourse (350m ²)	975
Clubrooms (squad prep and education sessions)	150
Toddlers/Water play pool	450
Café, kitchen and party rooms	210
General office/administration space	365
General/lobby/communal areas	350
Consolidated Gym space (including weights room, aerobics room etc)	1,000
Open Space	1,500
Car parking (spaces)*	120

PROPOSED FUNCTIONAL BRIEF SPECIFICATIONS

Sutherland Leisure Centre	Specifications (m2)
50-metre heated outdoor pool (1,250m ²), including concourse (1,000m ²)	2,250
Two marshalling rooms	80
Media Room	20
Clubrooms (squad prep and education sessions)	150
Heated outdoor utility/water polo pool that meets international competition standards (880m ²), including concourse (575m ²)	1,455
25-metre indoor pool (625m ²), including concourse (350m ²)	975
Program pool (500m ²), including concourse (425m ²)	925
Indoor children's play area (400m ²), including concourse (300m ²)	700
Spa and steam room (50m ²), including circulation (50m ²)	110
Hydrotherapy (290m ²), including concourse (230m ²)	520
Water slides	900
Outdoor water-play	500
Plantroom/s	1,000
Consolidated gym space with cardio room, weights room, aerobics room	2,000
Café, kitchen and party rooms	210
Multi-purpose meeting/creche	285
General office/administration space	365
General/lobby/communal areas	350
Open Space	1,500
Car parking (spaces)*	250
Sutherland Indoor Sports Stadium	Specifications (m2)
10 court stadium (425m ² court and 190m ² runoff per court)	6,150
Changerooms	310
Storage	350
General office/administration space	250
General/lobby/communal areas	500
Car parking (spaces)	250

PROPOSED FUNCTIONAL BRIEF SPECIFICATIONS

Como Swimming Pool	Specifications (m2)
Splash park (150m ²), including concourse (250m ²)	400
Menai Indoor Sports Centre	Specifications (m2)
4 court stadium (425m ² court space and 190m ² runoff per court)	2,500
Multi-purpose consulting suites	4,000
General office/administration space	250
Café and kitchen	150
Car parking (spaces)*	100



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SUTHERLAND LEISURE CENTRE

Operational Analysis

SLC has proven it can meet and exceed industry benchmarks for overall usage, programming and levels of services as a regional aquatic centre. The Leisure Centre recorded more than 680,000 attendances in 2018/19 and an operational surplus.

The programs having a significant impact on the operational performance are:

- Health and wellbeing program.
- Learn to Swim.
- General swimming including water polo.

Learn to swim accounts for approximately 10% of the centre's annual attendances and is facilitated in a relatively small amount of pool space. There is an opportunity to expand this service and increase its positive impact on the overall financial sustainability.

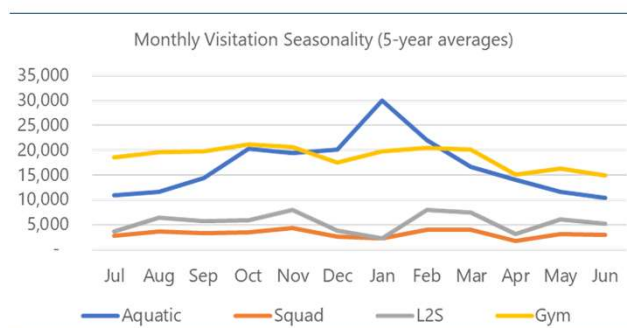
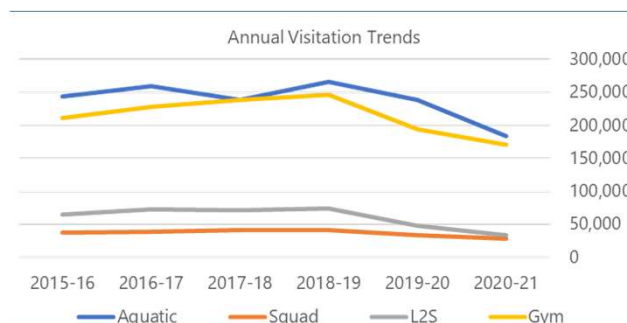
Site Analysis

SLC is a complex site with significant slope and grading differences from the top car park to the back of the Indoor Sports Stadium.

The internal layout is sub-optimal with many functions split up into disparate locations and spaces (i.e., Gym and Admin). The current health and fitness rooms are disjointed and inconsistent with industry best practice, and compromise the overall customer experience in poor weather and winter months.

The large indoor pool integrates functions for lap swimming, programming and play. This interconnected water body is:

- Inefficient for temperature control.
- Problematic for NSW health legislation compliance.
- Regularly closed for cleaning (after incidents in programming space), impacting usage and revenues.



The customer journey can be significantly improved by re-imagining the entry, layout and internal functions, while also addressing plant room access, WHS, DDA, and general access and presentation issues.

Key Learnings

- There are opportunities to expand the Learn to Swim offering with an expanded and separated pool.
- Recreational play is currently limited to still water activities for adolescent and adult play, which is another area for improvement.
- Connected contemporary health and wellbeing spaces to change facilities would further improve the customer experience and performance of the centre.

ENGADINE LEISURE CENTRE

Operational Analysis

Engadine is currently operating below industry benchmarks for attendance and financial performance. The Health and Wellbeing offerings are the Centre's strongest, followed by its Learn to Swim program.

The Learn to Swim patronage (~5,000 per year) is relatively low when compared to SLC. Using SLC as a benchmark for Learn to Swim patrons per allocated pool space, ELC could be engaging up to 40,000 patrons per year (noting this is a comparison between an indoor regional pool versus an outdoor district pool).

Site Analysis

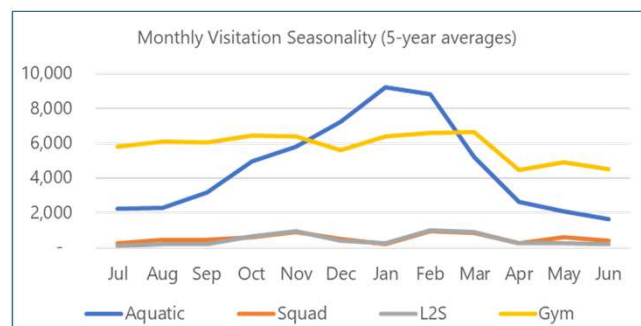
The site has two car parks at opposite ends of the facility, some additional/unused space and the architectural design of the building structure prioritises amenity over function.

The internal building layout is sub-optimal with many functions split up into disparate locations and spaces (i.e., Creche, Gym, Commercial Suites, and Admin).

The arrival, entry, circulation and way-finding can be improved to enhance the customer experience.

Key Learnings

The key improvement area for ELC is the Learn to Swim program. After factoring in the seasonality, the target for ELC might be 15,000 – three-to-four times more than its current performance. This would likely immediately reduce the aquatic operating losses and would likely have positive flow-on effects to Squad and Gym patronage too.



CARINGBAH LEISURE CENTRE

Operational Analysis

CLC is currently operating below industry benchmarks for attendance and financial performance.

Learn to Swim is the strongest activity with regard to attendance and financial performance.

With only an outdoor pool, it is significantly limiting the offering to a large catchment in the Shire for indoor aquatic services and programs, as well as opportunities for Health and Wellbeing programs to be leveraged from any development.

Site Analysis

The Leisure Centre is positioned within a precinct of Shire-owned assets but there is minimal operational integration between the Leisure Centre and the precinct.

The entry, reception and general accessibility is all compromised by the current design of the building structure, which includes changerooms, merchandise, administration and an unused apartment.

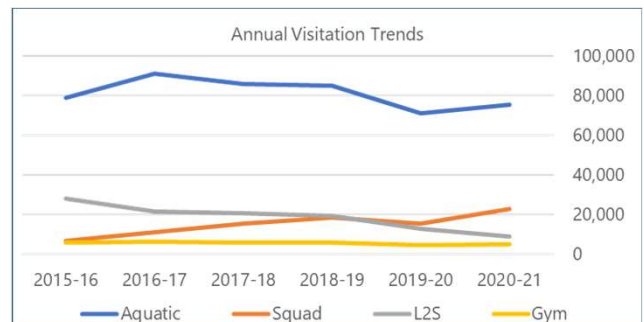
There are heritage trees on the grassed open space within the Leisure Centre, which need to be protected through any development,

There are general plant room access, WHS, DDA, and general access and presentation issues to be addressed.

Key Learnings

The key improvement areas for CLC is the entry and sense of arrival, and its operational performance.

The operational performance site layout can be improved through greater integration with the surrounding community assets (such as Library and other complimentary community activities.) to create economies of scale and alternative revenue sources.



OTHER CENTRES

Operational Analysis

With the current management and operational models for these facilities, there is no recorded data for patrons and financial performance.

Site Analysis – Sutherland Indoor Sports Stadium

This facility is ageing and there are constant cleaning, maintenance and presentation issues arising through the day-to-day operations.

The quality of insulation and ventilation has been raised throughout the project as a key issue to be resolved.

Several additional site issues relating to the roof structure and guttering, façade, changerooms, administration, storage, safety and wayfinding have all been raised through this project.

Site Analysis – Menai Indoor Sports Centre

The facility appears to be structurally sound and functional for its use. It has high accessibility based on its proximity to the freeway.

The site is constrained for expansion by vegetation and roads.

The upstairs level can be improved to create opportunities for additional private/community group tenants. This will require reviewing the access to, and separation of, space including the reception area.

Site Analysis – Como Swimming Pool

Como Swimming Pool is a small outdoor seasonal pool in the Shire's North and located right on the open water.

It is a constrained space with limited aquatic development options – including depth due to proximity to ocean.

There is a Council-owned café on the boundary of the pool, although the two facilities are not integrated from a site connectivity or operational/management perspective.

Key Learnings

Key operational data is very important for analysis and strategy development. A structured process should be established in partnership with the Centre Managers to ensure this is captured in the future.

Summary of Analysis Priorities

1. Maintain and strategically improve Sutherland Leisure and Caringbah Leisure, which collectively provide access to 91% of the Sutherland community.
2. Increase provision of indoor programming pools and water-play aquatic spaces.
3. Separate interconnected pools, and rebuild plant rooms to meet current WHS and industry standards.
4. Empower staff to proactively review and improve current operating procedures

DETAILED AQUATIC FACILITY REQUIREMENTS

Structural Condition Summary

- Industry benchmarks would suggest the outdoor 50-metre pools are at an age that warrants consideration for planning/scheduling of complete renewal (rule of thumb for outdoor 50-metre pools is generally ~40-50 years).
- Many of the Sutherland Shire pools are all close-to or well-past this age and in need of renewal through the implementation of this strategy.
- While no independent pool and plant room engineering assessments have been completed to verify the life expectancy of key components and equipment, there are known issues which need to be addressed in the short-term, including:
 - Plant-room access and functionality issues such as the height, acoustics, layout and age of equipment.
 - Pool tiles are regularly needed replacement.
 - Some concrete and structural concerns have been identified.
 - And specifically at Sutherland Leisure Centre, the interconnected indoor pool and plantroom is contributing to workplace health and safety risks.

Tactical Considerations and Recommendations

The independent consultants consider the current financial expenditure forecasts for plant and machinery maintenance to be lower than what is likely to be required.

The independent recommendation is to engage an independent expert to complete an assessment and set up a structured asset register. This would include advice on the remaining useful life and a 10-year costed renewal schedule, which would become a valid reference point for capital improvement and renewal decision-making.

DETAILED AQUATIC FACILITY REQUIREMENTS

Current Provision

The following table summarises the quantity of indoor and outdoor aquatic space by facility and pool type.

Detailed break down	Pool Type	Indoor (m ²)	Outdoor (m ²)
Sutherland			
50-metre heated outdoor pool	Lap Swimming		1,210
Heated outdoor utility pool	Sport		880
Indoor Pool (25m component)	Lap Swimming	585	
Indoor Pool (program component)	Programs	551	
Indoor Pool (play component)	Play	430	
Toddler pool	Play	40	
Spa	Recreation/Other	65	
Water fun park	Play		500
Carringbah			
50 metre heated outdoor pool	Lap Swimming		1,238
25 metre heated outdoor program pool	Programs		332
Toddlers pool	Play		260
Engadine			
50-metre heated outdoor pool	Lap Swimming		1,210
Heated outdoor program pool	Programs		265
Outdoor toddlers pool	Play		88
Como			
20-metre seasonal outdoor pool	Recreation/Other		225

Aquatic space provision by facility			
Centre	Indoor (m ²)	Outdoor (m ²)	Total (m ²)
Sutherland	1,671	2,590	4,261
Caringbah	0	1,830	1,830
Engadine	0	1,563	1,563
Como	0	225	225
Total	1,671	6,208	7,879

Aquatic space provision by pool type			
Pool Type	Indoor (m ²)	Outdoor (m ²)	Total
Lap Swimming	585	3,658	4,243
Sport	0	880	880
Recreation/ Other	65	225	290
Programs	551	597	1,148
Play	470	848	1,318
Total	1,671	6,208	7,879

Tactical Insight

Based on industry benchmarks, annual patron visits for this mix of water space is 680,000 per year, which is 120,000 more than the peak visitation recorded in 2018/19. This surplus capacity of overall pool space will allow for future growth in annual patronage of approximately 20%.

Due to the surplus capacity, the strategic priority of this strategy to improve the current pool space – rather than trying to increase the number of pools. The key improvements are increasing provision of indoor programming pools and water-play aquatic spaces.

DETAILED INDOOR SPORT FACILITY REQUIREMENTS

Current Provision

Benchmarks for indoor sport facility provision range from of 1 court per 7,000 to 1 court per 12,000 residents. The 2036 requirements are based on a provision ratio of 1 court per 10,000 residents.

LGA	Council Owned	Current Provision Ratio	2036 requirements to meet benchmark
	Indoor Courts	Population/court	Indoor Courts
Sutherland	14	20,043	27

References	Courts	
Sutherland Indoor Sport	4	Basketball
Menai Indoor Sports Centre	4	Basketball; Netball; Badminton; Indoor Soccer; Gymnastics / Acrobatics; Karate; Table Tennis; Skating; Group Fitness
Sylvania Youth Club	1	Dance, Calisthenics, Physie, Jujutsu.
Taren Point Badminton	1	4x Badminton courts.
Miranda RSL Youth Club (Seymour Shaw)	1	Karate; Trampoline; Tumbling.
Bellingara Indoor Netball Court	1	Indoor Netball.
Anzac Oval Indoor Facility	1	Gymnastics, indoor cricket and indoor programs
Caringbah YMCA	1	Gymnastics Centre and fitness offering.
Total	14	

Tactical Insight and Recommendation

The strategic priority for Sutherland Shire is to investigate the feasibility of developing a Regional Indoor Sports Stadium (ideally 8-10 courts). The recommendation is to provide a regional Indoor Sports Stadium within the current Sutherland Leisure Centre and Sutherland Indoor Sport Stadium Site (Waratah Park).

If this is not feasible, there is consideration for replacing the current Sutherland Indoor Sport Stadium with a new 4-6 court stadium while providing an additional 4-6 indoor sports competitions venue in a separate location of the Sutherland Leisure and Indoor Sport Stadium site (Waratah Park).

Additional provision of single court facilities is an area where a partnership approach is required to increase community access to existing and new facilities which are owned and managed by private providers, schools, etc.

We also note some schools are currently developing strategies for additional single and double indoor court facilities, subject to funding support.

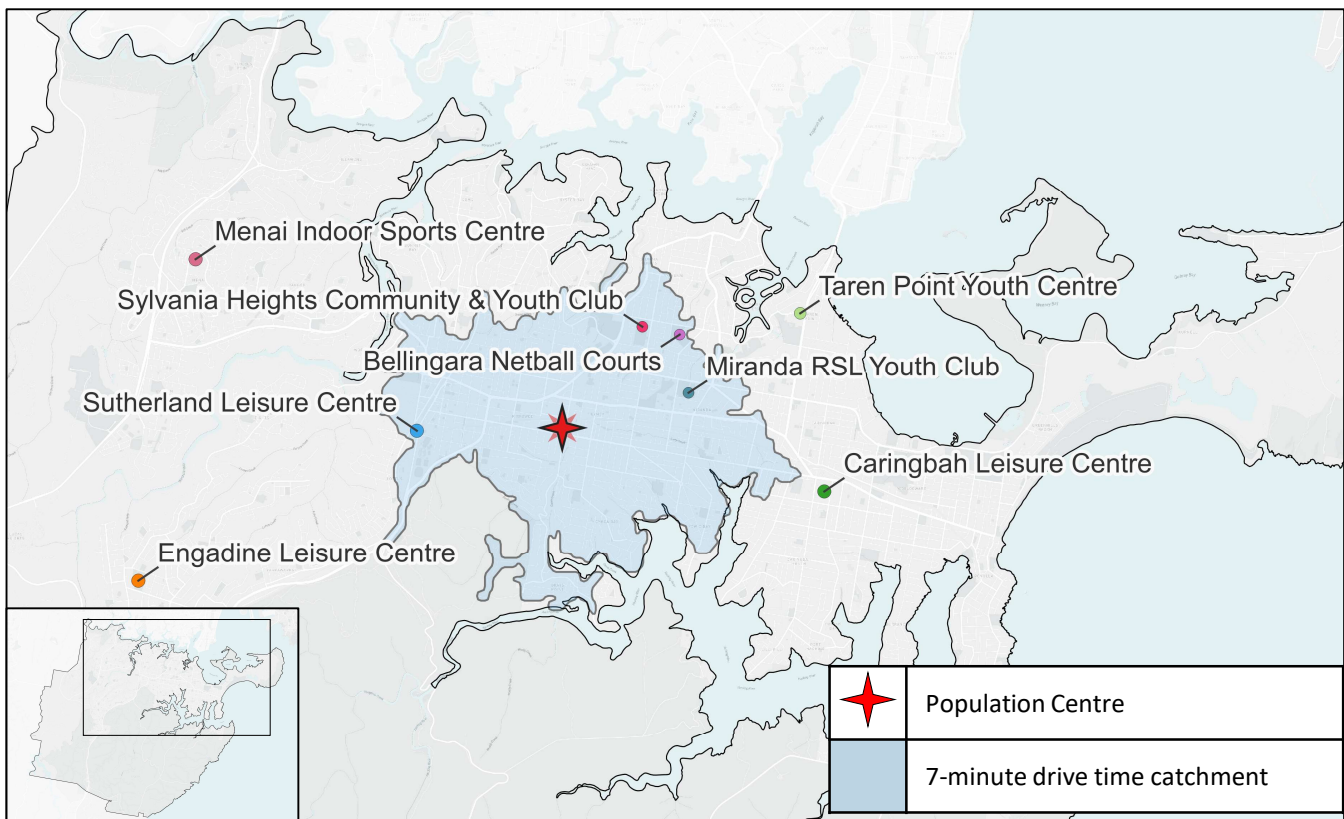
DETAILED INDOOR SPORT FACILITY REQUIREMENTS

Future Planning

Industry best practice for indoor sport stadium planning is to segment provision into two categories.

1. **Competition venues:** Large 4-8 (or up to 12) court stadiums which can cater to large volumes of competitions and greater variety of sports, in a centrally managed location.
2. **Training venues:** Single or double court facilities which can cater to local training sessions and some overflow competition.

To inform the strategic priority of investigating the feasibility of developing a Regional Indoor Sports Stadium before 2036, the following analysis has been prepared to determine the optimal location for a venue of this scale – the location which provides the greatest accessibility for the whole community.



- The population centre is the weighted mean of population distribution across the whole Shire (located near the corner of Hotham Road and President Avenue).
- This location represents the greatest ability to equitably service the whole Shire as a regional facility.
- The closest existing Leisure Centre to the population centre is Sutherland Leisure Centre, located approximately 4-km to the west.

The recommendation is to locate the regional indoor stadium at the Sutherland Leisure Centre and Indoor Sports Stadium site as this is the closest existing site to the population centre.

DETAILED GYM FACILITY REQUIREMENTS

Current Provision

The Leisure Centre's incorporate two dedicated gym offerings. Sutherland Leisure incorporates five separate gym spaces including one spin room (60m²) and four multi-purpose rooms (ranging in size from 105m² to 215m²), while Engadine Leisure Centre incorporates one spin room (55m²) and one multi-purpose room (465m²).

Gyms	Current Provision			Current Provision Ratio	
	Gym Space (m ²)	Average Total Gym Members (2018/19*)	Gym Patron Visits (2018/19*)	Members/m ²	Annual Visits/m ²
Sutherland	750	2,650	246,909	3.5	329.2
Engadine	520	815	76,149	1.6	146.4

Tactical Insight

A best-practice/optimal layout would be a large single space that can be divided and reorganised to suit changing consumer needs over time.

There are opportunities at both sites to increase the total area (Sutherland up to 2,000m² and Engadine up to 600m²) and improve the overall functionality of the gym spaces to enable increased patronage and operational performance – as well as investigate options for a dedicated gym facility at Caringbah (600m²).

Summary of Tactical Analysis Priorities

- Engage an independent expert to complete an assessment and set up a structured asset register. This would include providing advice on:
 - The remaining useful life of all pool and plant room equipment.
 - A 10-year costed maintenance and renewal schedule
 - Recommendations for which equipment needs replacement prior to redevelopment projects, as well as which components can be retained throughout.
 - Planning redevelopment informed by the above (as you've mentioned)
- Increase/Improve provision of indoor programming pools, water slides and water-play aquatic spaces
- Increase provision of a Regional Indoor Sports Stadium (ideally 8-10 courts) before 2036 and implement at/within the redeveloped Sutherland Leisure Centre and Indoor Sports Stadium site.
- Increase the total gym space area from 1,270m² to more than 2,200m² during recommended upgrade works, and improve the overall flexibility and functionality of the gym spaces.

CONSULTATION FINDINGS

Consultation Process Overview

- 17 interviews and feedback sessions with a broad range of stakeholders including:
 - Council Executive and Leadership Groups.
 - Council staff and contractors.
 - Learn to Swim providers/contractors.
 - Swimming clubs, water Polo and Swimming NSW.
 - Basketball Association and Basketball NSW.
 - Futsal/Football (Football NSW).
 - Rainbow Club, Physiotherapists and Gym tenants.
- Four presentations to the Sport and Active Communities Sub-Committee.
- Consultation session with the Councillor working group.
- Community survey with a total of 279 complete responses recorded.

Key Themes and Findings – Survey

- The more common reasons for community participation at the Sutherland Leisure Centres are recreational swimming, fitness/gym, basketball and specific programs (including Learn to Swim, Yoga/Pilates, Water Aerobics and Dance).
- Caringbah Leisure Centre and Sutherland Indoor Sports Stadium received the lowest ratings from the community for overall satisfaction.
- The most supported priorities for the community are:
 - Additional indoor sport facilities;
 - Improving the condition, presentation and maintenance of changerooms;
 - Upgrading pool and gym facilities, and;
 - Increasing programming.

Key Themes and Findings – Consultations

- Recent planning has been highly operational, and a strategic analysis of the current and future use and provision requirements is exactly what is required.
- Many stakeholders and residents are conscious of the consistent growth in the community and the pressure it is placing on existing sports facilities – and the scarcity of space for new facilities.
- Maintaining a high standard of service, continually improving program offers, and consistently investing in staff development and the facilities will enable sustainable success for Leisure Centres.
- The same can be said for the back-of-house functions, with contractors raising opportunities for greater collaboration with Council as a key improvement area (bookings, processes, technology, flexibility to make changes in real time, etc.).
- Competition for access to indoor sports stadiums is raised by many sports representatives who are seeking additional facilities and increased allocations within facilities (i.e. Basketball, Futsal, Volleyball, Badminton, etc.). The same was raised for aquatic facilities for Water Polo and Triathlon.
- The sporting association representatives would like to be consulted on the specifications whenever new facility planning is underway – to ensure competition requirements are allowed.
- Swimming NSW specifically raised that it would like to explore opportunities to partner with Sutherland Shire on its pathway development programs for athletes, coaches and officials. It also expressed that hosting major national level tournaments would require indoor Olympic pool with stadium seating capacity.

APPENDIX: INDUSTRY BENCHMARK FACILITIES

Aquatic Centres

	Wyndham Aqua Pulse	Glen Eira GESAC	Cockburn ARC	Casey RACE	Georges River Hurstville	Sydney Gunyama Park
YEAR	2015	2012	2017	2009	1995	2021
\$	\$54.4 million	\$46 million	\$109 million	\$37 million	\$5.2 million	\$106 million
VISITS	970,000	1.6 million	800,000	1.1 million	1.2 million	Not reported
FACILITY MIX - WET	<ul style="list-style-type: none"> • 50m indoor heated pool that can be split into two 25m sections • 25m Learn to swim pool • Warm water pool • Indoor aqua play park • Water slides • Spa, sauna and steam room 	<ul style="list-style-type: none"> • 25m Indoor pool • 50m heated outdoor pool • Wellness pool • Hydrotherapy pool • Indoor leisure pool • 2 waterslides and interactive water park • Learn to swim pool • Spa and sauna 	<ul style="list-style-type: none"> • 50m outdoor pool • 25m indoor pool • Learn to swim pool • Three 18m high waterslides that run up to 125m in length 	<ul style="list-style-type: none"> • Indoor 50m pool • Program pool • Rehabilitation pool • Toddler play pool with splash park • Spa, steam room and sauna • A space bowl and tandem raft slide 	<ul style="list-style-type: none"> • Indoor 25m pool • Indoor leisure pool • Indoor program pool • Indoor slide • Outdoor • Sauna, steam room, spa 	<ul style="list-style-type: none"> • 50m outdoor pool • 25m indoor pool • Hydrotherapy pool • Spa, steam room and sauna
FACILITY MIX - DRY	<ul style="list-style-type: none"> • 1,000m² gym cardio, machine and free weights • Physio • Dietitian and Nutritionist • Three-year-old Kinder • Crèche • Café 	<ul style="list-style-type: none"> • Gym and health club • Cardio room • 3 group fitness rooms • 3 court indoor stadium • Café • Childcare • Physiotherapist • Spa and wellness • Retail 	<ul style="list-style-type: none"> • Six-court multi-purpose stadium • Gym and group fitness • Allied health centre, • Crèche • Café • Function space • Community oval 	<ul style="list-style-type: none"> • Health Club • Cycle studio • Group fitness studio with over 70 classes per week • Functional training zone • Café • Childcare facilities 	<ul style="list-style-type: none"> • Gym • Three-court indoor stadium • Crèche • Café 	<ul style="list-style-type: none"> • Health club • 3 court indoor stadium • Café • Crèche

APPENDIX: INDUSTRY BENCHMARK FACILITIES

Indoor Sport Centres

	Casey Casey Stadium	Manningham Mullum Mullum stadium	Wyndham Eagle Stadium	Bendigo Bendigo Stadium
YEAR	2017	2018	2016	2018
\$	\$25 million	\$19.6 million	\$47 million	\$23.6 million
VISITS	650,000	TBC	TBC	TBC
FACILITY MIX - WET	<ul style="list-style-type: none"> • 10 full size basketball and netball courts • Equipment and line marking for the provision of Badminton, Volleyball and Futsal • Show court hall, with spectator seating up to 1,500 people • 6 indoor cricket lanes • 2 gymnastics spaces • Commercial café • Piazza style hub • Program rooms • Office space • Formal meeting rooms • Large function area • Change rooms and toilets • Co-located with Casey RACE (aquatic centre) 	<ul style="list-style-type: none"> • 5 indoor sports courts, including two show courts • Seating for up to 500 spectators • Cafe • Meeting and function facilities • 235 space car park, next to the stadium <p>The centre's line configurations allow the following number of games to occur at once:</p> <ul style="list-style-type: none"> • Five basketball games or • Five netball games or • Six volleyball games or • Use of open space. 	<ul style="list-style-type: none"> • 1,500 seat show court • 12 indoor multi-purpose courts • 4 outdoor netball courts • State of the art gym • Dedicated group fitness • Spin class rooms, • Crèche, • Café • Car parking 	<ul style="list-style-type: none"> • 10 indoor multi-purpose courts (largest outside Melbourne) • 12 outdoor netball courts (largest in Victoria) • 4,000-seat show court arena <p>Other</p> <ul style="list-style-type: none"> • Home of the WNBL club, the Bendigo Spirit • Targeting world-class events, large sporting events, industry conferences and community sport

APPENDIX: NATIONAL GUIDELINES

Swimming Australia - Facility Requirements for levels of provision

	State / National level	Regional level	Local level
Pool tank length and width	50 metres length with touch pads in place 25.4 metres wide	50 metres or 25 metres with touch pads in place 25 metres wide	50 metre or 25 metre 17.6 metres wide
Pool tank depth	2 metres for length of pool	Minimum 2.0 metres at one end graduating to 1.35 metres at other end.	Minimum of 1.8 metres at one end graduating to 1.1 metres at other end.
Starting platforms	10 non-slip platforms fixed at each end of the pool tank	8 – 10 non-slip platforms at each end with deeper end fixed the shallower end removable.	4 – 8 removable non-slip platforms at deepest end for use in swim training only.
Bulkheads	Movable bulkhead that can be set to adjust pool length between long course and short course.	Movable bulkhead that can be set to adjust pool length between long course and short course.	Movable bulkhead that can be set to adjust pool length between long course and short course.
Walls	Must be right angles to the pool length and water surface extending to 300mm above the water line.	Must be right angles to the pool length and water surface extending to 300mm above the water line	Can be flush with water level and may have provision for temporary turning boards.
Lanes	Lane width of 2.5 metres	Lane width of 2.25 – 2.5 metres	Lane width minimum of 2 metres
Lane ropes	In colour codes and marking styles to meet FINA standards	Colour change at 5 metres from end walls, reference points at 15 metres from end walls and reference point at centre of pool.	Colour change at 5 metres from end walls
Turn indicators	Backstroke flags at 1.8 metres above water line and 5 metres from end walls. Plugs for false start poles at 15 metres from end walls.	Backstroke flags at 1.8 metres above water line and 5 metres from end walls. Plugs for false start poles at 15 metres from end walls.	Backstroke flags above water line and 5 metres from end walls
Secondary pool	25 metre 6-8 lane pool for swimmer warm up and cool down	25 metre 4-6 lane space for swimmer warm up and cool down	Not required
Concourses	7 metres at start end, 5 metres at turn end and 4 metres at sides	4 metres at start end, 3 metres at turn end and 3 metres at sides	3 metres at start end, 2 metres at turn end and 2 metres at sides
Timing system	Electronic recording and display board connected to control room	Connections for electronic recording to control room or pool side control area	Not required as manual systems used for timing.
PA system	For broadcast of results, presentations and public announcements	For broadcast of results and public announcements	For broadcast of public announcements.
Spectator seating	Minimum seating for 2,200	Minimum seating for 600	Seating for 150
Competition Control	Control room adjacent to finish wall of main pool tank	Control room or concourse space adjacent to finish wall of main pool tank.	Concourse space for set up of temporary control desk.
Marshalling	2 Marshalling rooms of 40 m2	Separate Room or concourse space of 60 m2	Concourse space of 25 m2
Clubrooms	Space of 100-150 metres for squad preparation and education sessions.	Space of 100-150 metres squared for Club activities	Space of 80-100 metres squared for Club activities
Media room	Media Room adjacent to pool concourse	Not applicable	Not applicable
Lighting	Minimum 1500 lux where telecast is being conducted Minimum even spread of 600 lux for state level competition	Minimum 400 lux over pool surface increasing to 600 lux at start and turn points.	Minimum 300 lux over pool surface
Drug testing room	Private toilet area with individual cubicles for two athletes to be tested and waiting area for minimum of 4 athletes awaiting testing.	Not applicable	Not applicable
Equipment store	Provision for storage of items including advertising devices, medal dais, movable timekeeper seating, back-up timing equipment, training equipment etc	Provision for storage of items including medal dais, movable timekeeper seating, back-up timing equipment, training equipment etc	Provision of storage for pool deck training equipment, removable start blocks etc.
Pace Time clocks	Provision of multiple pace time clocks, positioned to allow sight lines from all pool lanes.	Provision of pace time clocks at each end of the pool with sight lines to all pool lanes.	Pace clock at both ends or one end of pool to accommodate squad training activities.

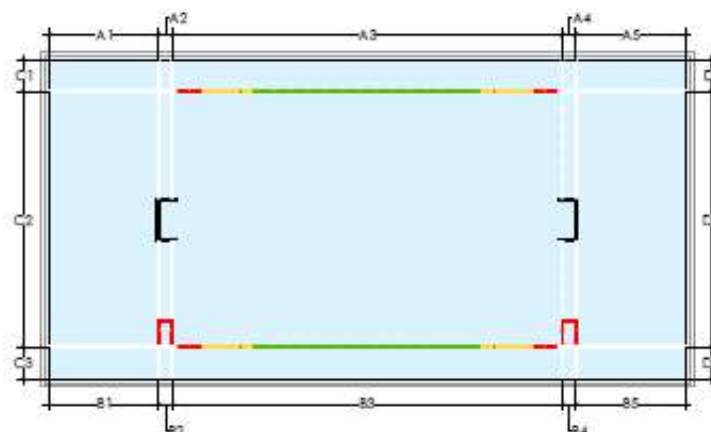
APPENDIX: INTERNATIONAL WATER POLO GUIDELINES

FR 8 - WATER POLO POOLS FOR OLYMPIC GAMES AND WORLD CHAMPIONSHIPS

FR 8.1 - FIELD OF PLAY

FR 8.1 - The overall Field of Play will be 30.60m x 20.00m for men and 25.60m x 20.00m for women. The distance between respective goal lines shall be 30.00 metres for games played by men and 25.00 metres for games played by women. The anchor point at the edge of the Field of Play shall be placed 30cm behind the front of the goal line. The width of the Field of Play shall be 20.00 metres. The depth of the water shall be consistently not less than 2.00 metres.

Dimension	MEN		WOMEN	
A1				
A2				
A3				
A4				
A5				
B1				
B2				
B3				
B4				
B5				
C1				
C2				
C3				
D1				
D2				
D3				





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