

2022

AQUATIC FACILITIES ACTION PLAN





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1. EXECUTIVE SUMMARY

Background

The Aquatic Facilities Action Plan (AFAP) has been developed in response to a key action identified in the Active Ipswich Strategy 2021–2031. Action Plans are essential for working towards goals and objectives of strategies, and are central to the identification of Ipswich City Council's operational and capital projects. The AFAP is:

- a commitment to contribute toward developing and supporting physically active and healthy communities
- provides direction for environmentally, economically, and socially sustainable aquatic facilities
- provides an action plan to meet the needs of the community, attract a greater level of use, and provide higher quality and diverse aquatic facilities to the community.

Key Findings

Literature Review

The review of existing strategic planning and operational documentation revealed:

- swimming ranked 7th and 2nd most popular activities for adults and children, respectively, in 2019₂.

The existing aquatic centres are in varying conditions:

- Bundamba Aquatic Centre: a review of this facility in 2017 identified only minor rectification works were required. Overall, the facility achieved a 'Fair' or better assessment of 99.6% of its assets, excluding the pool₂₇. A separate review of the pools in 2015 found that the 50m pool tiles were manufactured for bathrooms, have been poorly installed without enough space for grouting and hard to find replacements₂₆.
- Goodna Aquatic Centre: was built in 2004 and with appropriate maintenance should have a 40-year useful life₂₈.
- Leichhardt Aquatic Centre: overall, the Leichhardt pool was assessed as 'Fair' or better on 95% of assets₂₉.
- Rosewood Aquatic Centre: opened in 1966 and has now reached the end of its useful life. The council needs to consider planning and construction of a new centre_{30, 31}.

Benchmarking and Financial Feasibility

The Aquatic Facilities Feasibility and Benchmarking Report conducts a review of the sustainability of existing facilities. The key recommendations of this report are:

Rosewood Aquatic Centre (Western region)

The existing Rosewood Aquatic Centre is at the end of its useful life.

- It is recommended a new local level facility be established in the Western region (Rosewood SA2). Capital cost estimates indicate this facility would cost between \$5.0m and \$7.5m at current prices.

Bundamba Aquatic Centre

- It is recommended a new indoor pool be established at Bundamba. Capital cost estimates for this new pool would be between \$3.5m and \$5.0m at current prices.

New Aquatic Centre (South East region)

- There is no public pool facility in the South East region of the LGA.
- It is recommended a new aquatic centre be established in this region to cater to demand from residents. It is estimated this new aquatic centre would cost between \$20.0m and \$25.0m at current prices.

Artificial Lagoon Facilities

- It is unlikely Ipswich would need an additional artificial lagoon in the next 20 years.

New Splash Parks:

- It is recommended an additional two splash parks be built, one having a medium and one a low priority.

Community Consultation

Phase 1 engagement of the Ipswich community occurred on Shape your Ipswich – an online survey tool. Shape your Ipswich received 145 completed surveys from community members between March and April 2021.

The emerging themes from the community engagement were:

- new indoor and outdoor aquatic facilities
- better protection from sun exposure
- aquatic facilities for play and fun activities
- aquatic facilities for mature or disabled visitors.

In phase 2, previous survey respondents were asked to what extent do you support the option to build a new 25m pool (indoor, heated, all abilities access) at the Bundamba Swim Centre? 42 responses were received with overwhelming support for such a facility.

Action Plan

The outcomes of the Action Plan respond to the identified guiding principles and objectives of:

- Health and Wellbeing: supporting residents to have healthy lifestyles through improved facility design, appropriate locations and accessibility.
- Sustainable and Efficient Facilities: provision for socially, economically and environmentally sustainable aquatic facilities.
- Environmental Sustainability: council's aquatic facilities will be environmentally sustainable.
- Economical Sustainability: the aquatic network will be operated in a financially sustainable manner.
- Community Hub: develop its aquatic facilities as integrated and multifunctional venues.
- Access and inclusion: council's aquatic facilities will be accessible and inclusive to all ages, abilities and cultures.

- Well planned and fit for purpose aquatic facilities: the provision of aquatic facilities and infrastructure reflects community needs.
- Partnerships: council will actively pursue opportunities to partner in the provision of aquatic facilities and opportunities.

Implementation

Performance indicators were identified to ensure the successful implementation of the AFAP. Regular monitoring of these indicators allow fine-tuning of the action plan and any reviews for water activities. Performance indicators were identified for:

- growth in aquatic infrastructure: new and improved facilities
- participation in aquatic activities: increase adults and children participating in aquatic activities
- satisfaction levels with aquatic facilities: increase in satisfaction for number, quality, and location of aquatic facilities.

2. INTRODUCTION

The City of Ipswich, Ipswich local government area (LGA) and South East Queensland (SEQ) has sustained population growth for several decades and current population forecasts project this trend to continue until at least 2041. In 2021, the City of Ipswich was home to 246,000 residents. Over the next two decades there is potential for the Ipswich local government area population to more than double, to reach approximately 557,000 residents. As a result, it is expected there will be an increased pressure on existing public open spaces, sport and recreation facilities, and programs and services supporting participation in sport, recreation, and physical activity. Demand is expected to grow for aquatic facilities and water playgrounds in line with population increases.

Council adopted the Active Ipswich Strategy 2031 (AIS2031), which was identified in the Ipswich iFuture Corporate Plan as a catalyst project for 2021–2026. The AIS2031 is a key project outcome under the 'Vibrant and Growing' theme, which seeks to ensure 'our city is active and healthy with a variety of activities, facilities and services on offer for all to take part'.

In 2020 the Analysis of Sport, Recreation and Physical Activities Trend Report identified swimming as a highly participated activity within the Ipswich community. As a result, the development of a AFAP was included as a key recommendation of the AIS2031 and considered one of the high priority actions to be delivered by 2024.

Ipswich City Council has developed the AFAP as a commitment to increase participation in aquatic activities which directly supports health and wellbeing outcomes for the Ipswich community. The AFAP is essential in working towards the goals and objectives of the AIS2031 and is central to the identification of council's operational and capital funded aquatic infrastructure projects.

A key objective of developing the AFAP is to establish the appropriate level of service for aquatic facilities, to sustainably meet community needs over the next 10 years. By understanding the level of service required for aquatic facilities, the council can sequence more effective planning and provide support to federal and state grant funding applications for any required investment.

What are aquatic facilities?

An aquatic facility is a man-made body of water used for sport, recreation, educational or therapeutic water activities. This includes swimming pools, lagoons and water playgrounds.

Council swimming pools have limited public access restrictions, such as children under a certain age need to be accompanied by a parent. These facilities are available to the general public for payment of an entry fee.

Council lagoon and water playgrounds are accessible to the general public at no cost.

3. STRATEGIC DIRECTION

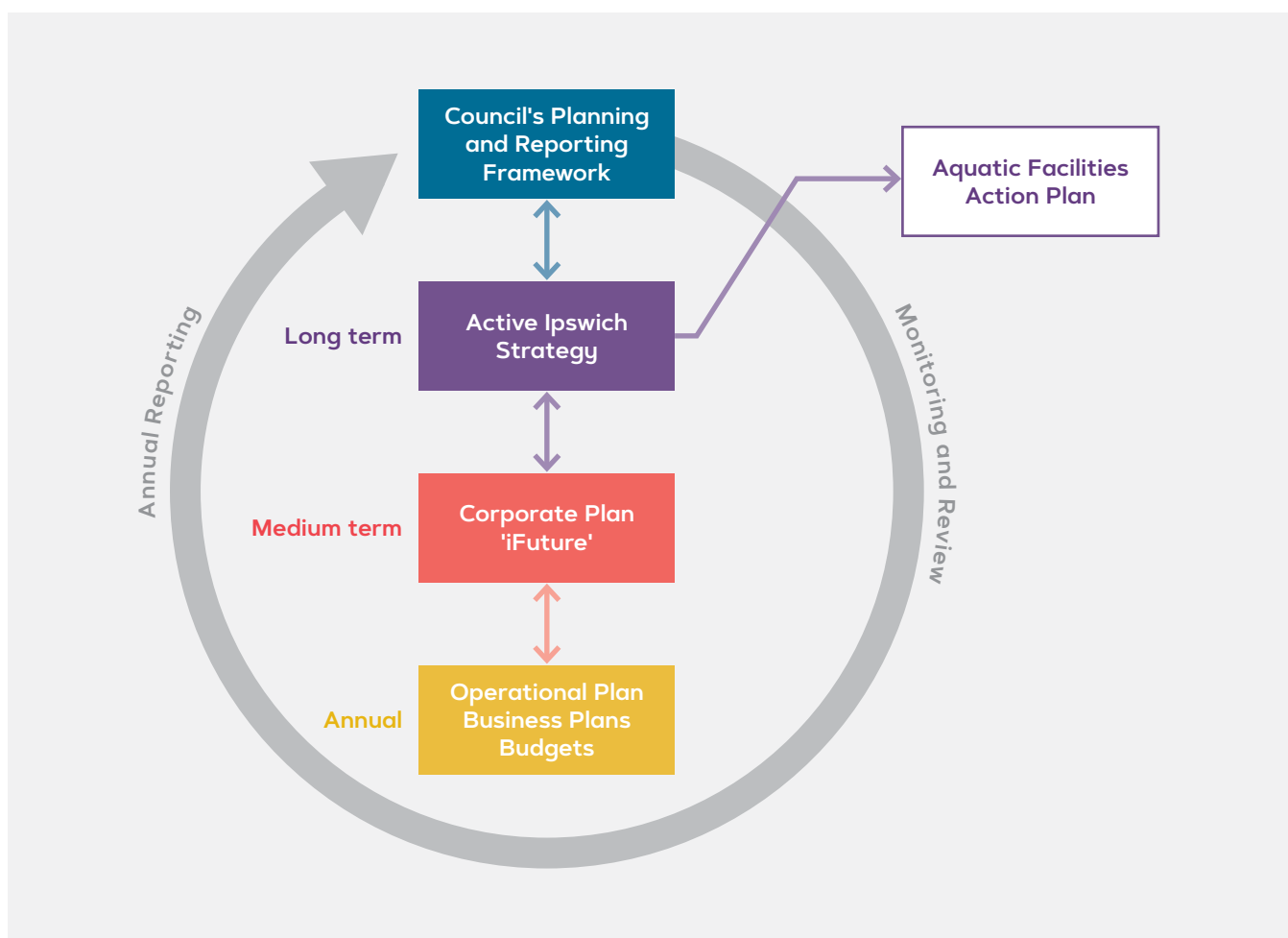
3.1 Document Hierarchy

The integrated planning and reporting framework, guides corporate planning for Ipswich City Council. This framework identifies three stages for annual, medium-term and long-term plans to guide the council's vision, aims and objectives. The Aquatic Facilities Action Plan is an outcome of the Active Ipswich Strategy 2031. Action Plans are essential in working towards the goals and objectives of strategies and are central to the identification of operational and capital projects.

The Active Ipswich Strategy is the council's 10-year (2021–2031) strategy to improve health and wellbeing by creating a more active city. AIS2031 aims to improve participation in and to increase opportunities for physical activity in Ipswich. This strategy provides the council with clear and focussed strategic direction, meaningful goals and targeted actions for the planning, management and provision of open space land, infrastructure and recreational services and programs in response to the growth and demands of Ipswich and its community.

The Active Ipswich Strategy 2031

Figure 1: The role of the AFAP within council's integrated planning and reporting framework.



3.2 Vision

Ipswich's aquatic facilities will continue to contribute toward developing and supporting physically active and healthy communities and are valued as a social meeting and gathering place. Ipswich City Council provides environmentally, economically and socially sustainable aquatic facilities to more effectively meet the needs of the community, attract a greater level of use, and provide higher quality and diverse aquatic facilities to the community.

3.3 Objectives and Guiding Principles

Health and Wellbeing

Ipswich City Council's aquatic centres will actively support residents to have healthy lifestyles through improved facility design, appropriate locations, and accessibility. These centres will encourage participation in both informal and formal aquatic activities to benefit the physical and mental health of the individual, and the well-being of the community.

Sustainable and Efficient Facilities

Ipswich City Council will provide socially, economically, and environmentally sustainable aquatic facilities. They will be more effective and closely connected to existing services and facilities to maximise the use of existing facilities.

Environmental Sustainability

Council's aquatic facilities will be environmentally sustainable and incorporate energy-saving, waste minimisation, and water-saving and re-use elements.

Economical Sustainability

The community's aquatic network will be operated in a financially sustainable manner. Priority will be given to maximise the use of existing facilities and attract a greater level of use, factoring in the wider regional aquatic network.

Community Hub

Ipswich City Council will develop its aquatic facilities as integrated and multifunctional venues that provide a centre for community activity and can be used for a range of purposes. Ipswich City Council will ensure the type and design of aquatic facilities, and infrastructure retains flexibility and diversity to accommodate future demand.

Access and inclusion

Ipswich City Council's aquatic facilities will be accessible and inclusive to all ages, abilities and cultures, and will support more residents to become active participants. Connections to walking and cycling pathways and public transport routes are considered to be an access priority. New aquatic facilities are located, designed and constructed to be safe and accessible to public and active transport networks.

Well planned and fit for purpose aquatic facilities

Community feedback and feasibility studies will be undertaken to ensure the provision of aquatic facilities and infrastructure reflects community needs.

Partnerships

Ipswich City Council will be open to and actively pursue opportunities to partner in the provision of aquatic facilities and opportunities. Council will encourage and support entrepreneurial arrangements which value-add to aquatic facilities.



4. METHODOLOGY

Table 1: Aquatic facilities action plan methodology.

1. PROJECT MANAGEMENT, BACKGROUND RESEARCH, INTERNAL CONSULTATION, DEMOGRAPHICS
<ul style="list-style-type: none">▪ Develop project management plan, methodology, and stakeholder management plans▪ Literature review: a review of key council research documents, existing strategies, policies, surveys, and external aquatic strategies and plans▪ Trend review: industry and societal trends, participation trends▪ Aquatic industry management models▪ Internal consultation: Council Officers from the Departments of Infrastructure and Environment and Community, Cultural and Economic Development▪ Demographics, population projections
2. BENCHMARKING AND FEASIBILITY
<ul style="list-style-type: none">▪ Economic feasibility report of council's current and future aquatic facilities▪ Benchmarking against both the Customer Experience Research Metrics Performance Indicators (CERM PI) aquatic industry standards (UNISA, 2019) and peer councils in South East Queensland
3. COMMUNITY CONSULTATION
<ul style="list-style-type: none">▪ Online Shape Your Ipswich survey supported by media and social media promotions▪ Collation and analysis of data▪ Implications and recommendations for the action plan
4. ACTION PLAN PRIORITISATION AND IMPLEMENTATION
<ul style="list-style-type: none">▪ Development and prioritisation of actions▪ Development Implementation Plan▪ Draft and review Aquatic Facilities Action Plan▪ Finalise Aquatic Facilities Action Plan

5. RESEARCH AND DATA

5.1 Literature Review

Several existing reports, studies and strategy documents were reviewed for their implications on the Aquatic Facilities Action Plan. It is important to note the information contained within many of these studies is relevant to the provision and planning of specific aquatic-based facilities, not just over the whole council area.

This review was undertaken to provide the council with a succinct summary of these documents, and any implications for the AFAP. A full review of existing strategies, policies, surveys, and plans is contained in Appendix C.

The following documents were reviewed:

Strategic Planning Documents

- iFuture Corporate Plan 2021–2026 (2021)
- Advance Ipswich (2015)
- Active Ipswich Strategy 2021–2031. Ipswich City Council (2021)
- Corporate Plan 2017–2022 (2016)
- Operational Plan 2020–2021
- Ipswich Planning Scheme (2019)
- Three Year Capital Works Program 2020–2023

Sporting Trends and Benchmarking

- Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City (2020)
- Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City (2012)
- Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City (2006)
- Aquatic Facilities Feasibility and Benchmarking Report (2020)
- Benchmarking of LGA Community Sports Facilities and Associated Services in SEQ (2020)

Aquatic Facilities Reports and Plans

- Aquatic Facilities Feasibility and Benchmarking Study. Ipswich City Council, 2020.
- Bundamba Swim Centre Master Plan and Report (2009)
- Business Plan: Bundamba Aquatic Centre (2009)
- Bundamba Aquatic Centre, 50 Metre Pool, Condition Report (2015)
- Bundamba Swim Centre: Condition Assessment Report (2017)
- Leichhardt Swim Centre: Condition Assessment Report (2017)
- Rosewood Aquatic Centre: Building Condition and Structural Engineering Assessment Report (2018)
- Rosewood Aquatic Centre Condition Report (2015)
- Goodna Swim Centre: Condition Assessment Report (2007)
- Regional Aquatic Leisure Facility Feasibility Study (2005)

A summary of the key findings, with a particular strategic focus, are outlined in Table 2.

Table 2: Literature review key findings

STRATEGIC THEME	SUMMARY OF FINDINGS																											
Planning	<ul style="list-style-type: none">Provide land and facilities to meet the community's active and passive recreation and leisure needs.Aquatic facilities should meet this need and be in regional centres.Social infrastructure should be in key centres.The new AFL facility in Springfield may include a 25m lap pool open to the public^{C₆,7,9,10}.																											
Health	<ul style="list-style-type: none">Ipswich community is facing health problems due to a lack of physical exercise and a sedentary lifestyle.Ipswich ranks fourth nationally as the most physically inactive and overweight LGA, with 68.9% of residents not meeting the physical activity requirements for health benefits. Therefore, removing obstacles for the community to engage in sporting activity is important to ensuring a healthy community in the future^{17,18,32}.																											
Trends	<ul style="list-style-type: none">10% of adults (7th most participated activity) and 18% of children (second most participated activity) participate in swimming.Swimming is less popular for adults in Ipswich than in Queensland (17%, Rank 3), but swimming is equally popular for children in Ipswich as in Queensland.43% of respondents thought there is an adequate number of aquatic facilities and lagoons.53% of respondents thought the location of the existing facilities was either good or very good₂.74% of respondents thought the quality of the existing facilities was either good or very good₂.For 12% of the respondents new or upgraded outdoor swimming pools and for 10% a new or upgraded indoor swimming pool was one of the top three most important projects for funding over the next 10 years_{2,3,4}. <table><tr><th></th><th>2006</th><th>Rank</th><th>2012</th><th>+/-</th><th>Rank</th><th>2020</th><th>+/-</th><th>Rank</th></tr><tr><td>Adults</td><td>7%</td><td>3</td><td>5.7%</td><td>-1.3%</td><td>7</td><td>10%</td><td>3%</td><td>7</td></tr><tr><td>Children</td><td>17%</td><td>2</td><td>10.1%</td><td>-6.9%</td><td>2</td><td>18%</td><td>7.9%</td><td>2</td></tr></table>		2006	Rank	2012	+/-	Rank	2020	+/-	Rank	Adults	7%	3	5.7%	-1.3%	7	10%	3%	7	Children	17%	2	10.1%	-6.9%	2	18%	7.9%	2
	2006	Rank	2012	+/-	Rank	2020	+/-	Rank																				
Adults	7%	3	5.7%	-1.3%	7	10%	3%	7																				
Children	17%	2	10.1%	-6.9%	2	18%	7.9%	2																				
Facilities	<p>General:</p> <ul style="list-style-type: none">Co-location of facilities provides opportunities for savings and creates regional hubs.Swimming facilities should cater for both formal (squad, learn to swim) as well as informal usage^{19,21,23}. <p>Goodna:</p> <ul style="list-style-type: none">The Goodna pool was built in 2004, and with appropriate maintenance should have a 40-year useful life (through to 2044). <p>Rosewood:</p> <ul style="list-style-type: none">The Rosewood Aquatic Centre was opened in 1966 and has now reached the end of its useful life. The council needs to consider planning and constructing a new centre. <p>Bundamba:</p> <ul style="list-style-type: none">A review of this facility identified only minor rectification works totalling \$6,980, with the facility achieving 99.6% assessment at a fair or better rating. This review did not consider the pool itself.The Bundamba 50m pool tiles were manufactured for bathrooms that are not suitable for pools. Further, they have been poorly installed, without enough space for grouting. <p>Leichhardt:</p> <ul style="list-style-type: none">The overall condition of the Leichhardt pool was assessed as 95% Very Good, Good or Fair. <p>Springfield</p> <ul style="list-style-type: none">The new AFL ground ('the Reserve') in Springfield may have some facilities which are available to the public, including a commercial 25m lap pool and gym^{26,27,28,29,30,31}.																											
Location	<ul style="list-style-type: none">The planning scheme recommends social infrastructure is concentrated in key centres:<ul style="list-style-type: none">principle centres: Ipswich and Springfieldmajor centres: Goodna and Ripleydistrict centres: Booval, Brassall, Brookwater, Karalee, Redbank Plains, Redbank Plaza, Rosewood, Springfield Fair, Yamanto, Ripley East, Ripley West, Walloon.Focus on centres as key locations for the delivery of social infrastructure and community facilities.The growth corridor between Ipswich and Springfield (which passes through Ripley) is planning to provide a train line and a network of connecting bus lines^{19,20,21}.																											
Financial	<ul style="list-style-type: none">Council generated an operating surplus in 2018–2019 of 6.5%, however, it recorded an asset sustainability ratio of 63% (Target 90%).Council had an annual capital works program of approximately \$100 million in 2018–2019, of which approximately 20% was for new buildings and structures, and 3% for land acquisition.Council's 3-year Capital Portfolio for Parks, Sport and Environment has a budget of \$34,992,000. Over this time, it is planned to spend \$1,106,000 on upgrades of council's swim centres and the installation of water treatment equipment in Orion Lagoon^{1,13,15,16}.																											

5.2 Demographics: Population Profile, Social Profile and Implications

An individual's preference to participate in sport, recreation and physical activity is influenced by their stage in life and a range of social and economic factors. Understanding the city's demographic variations, such as age, household composition, and income and employment patterns assist in understanding the significance of information gained through research.

The following summary is extracted from the iFuture Plan and Census 2019 and 2016 (where no 2019 data is available) data to provide an understanding of population makeup both now and in the future Ipswich City Council.

5.2.1 Population Profile

The LGA of Ipswich City had a population of 246,000 in 2021. Ipswich and the western corridor have been identified as major growth areas under the SEQ Regional Plan. As a result, it is expected that the population will rise to 410,630 residents by 2031 and 557,000 by 2041.

With an average age of 32.8 years, Ipswich's residents are ageing but relatively young compared to State and National averages (both 37 years). Unlike the rest of Australia, which faces an ageing population, Ipswich will continue to have a higher proportion of people in the younger age groups.

30.5% of the community is aged under 20 years. A younger population is more likely to seek both structured and unstructured recreation and physical activity pursuits, such as competitive and social sporting competitions and longer opening hours of facilities. A significant proportion of people in these age cohorts will place pressure on the council to improve and maintain their aquatic facilities.

5.2.2 Social Profile

Ipswich's full-time employment rate is 62.6%. The overall unemployment rate of 9% remains higher than Queensland (7.6%) and national (6.9%) figures. The youth engagement rate of 72.1 %, despite increasing, is lower than in Queensland (76.2 %).

Ipswich offers a diverse range of employment opportunities in specialised activity areas, including RAAF Base Amberley, regional medical and para-medical facilities, regional tertiary education facilities, major sports and recreation, tourism, and motorsports facilities. However, the main employing industry is health care and social assistance, retail trade and manufacturing.

Ipswich City prides itself on being a great destination to live with many lifestyle benefits for families. Approximately 48,000 of the households in the community are 'family households' out of around 63,000 total households. The average family size per household is 2.8 persons. If there are children in the household the average number of all children in a family is 2. As a result of the overall projected population growth, it is expected the number of people using aquatic facilities will increase₂.

5.2.3 Implications of social and demographic profiles

The age profile for the Ipswich community goes against the predominant trend of an ageing population compared with other regions across Australia. The sex and age pyramid indicates large proportions of children in families and relatively few elderlies. Seventy-six per cent of households in Ipswich are family households. This has implications for the council's provision of aquatic facilities and services to support learn-to-swim programs and recreational aquatic facilities.

With formal sport participation being most popular for people aged between 5 and 35 years, the combination of Ipswich's young population and continuing population growth points toward the need for ongoing planning for the provision of aquatic facilities and services by the council. However, this requires balance with the trend of increasing participation in unstructured and informal sport and recreation activities_{1,2}.

5.3 Current and Future Requirements

Ipswich's communities have experienced dramatic changes in aquatic trends and developments over the last decades.

Ipswich City Council undertook and compiled the 2020 report on the Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City₂. This 2020 study reviews the previous 2006₄ and 2012₃ analysis (by the same name) and through various means of community consultation and background, research provides up-to-date trends data on Ipswich residents' participation in sport, recreation and/or physical activities and the motivations and barriers that influence participation.

5.3.1 Current Requirements

The following section provides an overview of current requirements impacting the provision and use of aquatic facilities.

- The proportion of respondents classed as active adults were highest in the Statistical Areas Level 2 (SA2s) of Ipswich North (89%), Ripley (87%) and North Ipswich-Tivoli (81%) and lowest in the SA2s of Riverview (44%), Leichhardt-One Mile (54%) and Redbank Plains (58%).
- Keys to barriers are lack of time (51% of respondents), expense (18% of respondents), physical constraints (13% of respondents) and not being interested (11% of respondents). While some respondents voted lack of facilities available and facilities too far away (8% and 7% respectively).
- 66% of respondents were happy with the number of outdoor recreation parks and facilities, however, 47% indicated a lack of satisfaction with the number of indoor sport and recreation facilities.
- 10% of adults (7th most participated activity) and 18% of children (second most participated activity) participate in swimming.

- Concerning the number of aquatic facilities and lagoons, respondents voted:
 - 43% – Yes, an adequate number
 - 36% – Adequate in some parts of council
 - 21% – No, not an adequate number
- Concerning the quality of the aquatic facilities and lagoons, respondents voted:
 - 22% – Very good
 - 52% – Good
 - 14% – Indifferent
 - 7% – Poor
 - 4% – Very poor
- Concerning the location of the aquatic facilities and lagoons, respondents voted:
 - 12% – Very good
 - 41% – Good
 - 18% – Indifferent
 - 21% – Poor
 - 9% – Very poor
- Swimming is less popular for adults in Ipswich than in Queensland (17%, Rank 3)
- Swimming is equally popular for children in Ipswich as in Queensland.
- For 12% of the respondents new or upgraded outdoor swimming pools and 10%, a new or upgraded indoor swimming pool was one of the top three most important projects for funding over the next 10 years.

5.3.2 Future Requirements

Future requirements for Ipswich's swim centres based on visitation was determined by calculating the participation rates identified in the analysis of sport and recreation levels and participation reports, to predicted population growth estimates.

Figure 2 and Table 3 show predicted swim centre visitation based on population growth estimates and 2020 participation rates.

Figure 2: Swim centre visitation prediction years 2021–2041

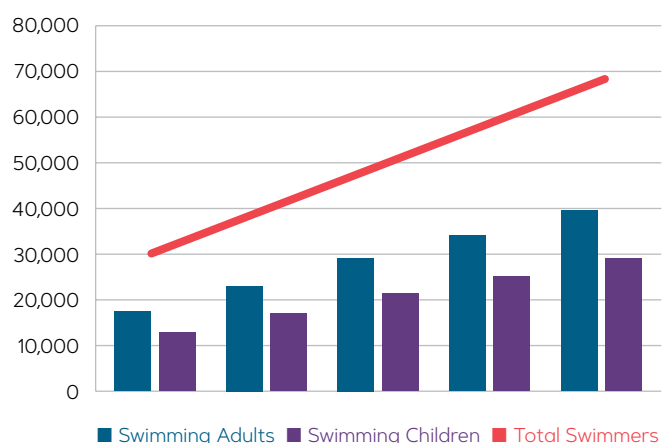


Table 3: Swim Centre visitation prediction 2021–2041

	2021	2026	2031	2036	2041
Swimming Adults	17,472	23,082	29,141	34,104	39,593
Swimming Children	12,846	16,970	21,424	25,074	29,109
Total Swimmers	30,318	40,052	50,565	59,178	68,702

5.4 Industry and Societal Trends

5.4.1 Industry Trends

Swimming and leisure centres

Swim and leisure centres that integrate traditional gyms into swimming pools are quite common. This model offers many operational and administrative benefits and potentially significant financial benefits. The largest aquatic facilities will primarily have an indoor heated pool and an indoor program pool, in addition to the outdoor water facilities. Facilities with only one indoor pool are not suitable for those who wish to experience "outdoor swimming".

Multiuse or Shared Facilities and Provision of Services

In the last few decades, there has been a strong shift towards multipurpose and co-location of facilities. Swim and leisure centres have different types of facilities, programs and services in one central location that serve a broad population. Factors that are driving facility and service relocation include better ability to secure funding for multipurpose facilities, limited space or central location, the need for high facility utilization, and facility sharing. The benefits for this are better management of facilities with limited resources, and the ability to provide more or improved services for the community.

Swim and recreational centres take into account the broader community benefits from pools of varying depths, particularly swimming learners and older adults, rather than focusing on elite swimming and hosting large-scale events with a pool of constant depth.

Pools as a place for socialising

The social function of swim and leisure facilities is becoming increasingly important. Facilities must be multifunctional and serve as a "social hub" for the community. This is best achieved when the facility integrates all stakeholders and seeks close relationships with users. Swim and leisure facilities also play an important role in supporting and encouraging youth participation and this has many positive social outcomes in the wider community.

The emergence of splash parks and water play parks

Having fun is important for children and families as an introduction to water and leisure. Hence local governments have installed indoor and/or outdoor spray parks, spray pads or water play areas either in addition to traditional pools or as a replacement.

Splash parks, like the one at River Heart, offer several benefits.

- Splash parks add vitality and excitement to communities, and are an innovative community improvement.
- Splash parks are an ideal place for children and families to develop and maintain an active mind and body, and contributes to overall physical, mental, and social health.
- Water systems with no depth, spray parks provide a safe water environment without the need for lifeguards.
- Splash parks offer various environmentally responsible supplements that make them viable and socially responsible. Recirculation, collection and treatment systems offer advanced water management technologies and are better water-saving options than traditional drainage systems.
- While a splash park cannot replace a full-service pool, it is an relatively inexpensive way to add water equipment³⁴.

Equipment Risk

Swimming pools often have water slides and diving boards. When a waterslide or diving board has reached the end of its useful life and no longer meets today's standards, it often gets removed and not replaced. Risk assessments and the financial cost of installing new equipment can deter councils from renewing such equipment. However, there is a potential to increase visitor numbers through the provision of equipment.

Sustainable and healthy pool facilities

Climate change is putting a new focus on environmental sustainability and local governments are increasingly accepting social and corporate responsibility to reduce energy use and greenhouse gas emissions. This requires a holistic approach from the planning and construction to the operation of pools with a minimal ecological footprint. Important strategies are water-saving, heat recovery, combined heat and power generation, solar energy and waste/plastic reduction. High electricity and water usage is likely not the only reason council decides to shut down a seasonal pool. But along with other key factors such as patronage, maintenance costs, capital improvements, and changing community needs, it can certainly add to such a decision. An alternative option could be to build a new facility that performs better on all of these important aspects.

The increasing awareness of climate change and sun damage to the skin is resulting in a call for more protection of facilities from the sun. Sun exposure poses new challenges and limitations on outdoor activities.

Designing for inclusivity

The original concept of accessibility is focused on the needs of people with visual and mobility impairments. This has increased significantly in recent years as society becomes more inclusive. Social sustainability and inclusion have become important goals for public swim and leisure facilities. The demands for inclusivity are leading to new

design strategies for many aspects of pools, including stairs, lighting, signage, surfaces and acoustics, as well as changing rooms and toilets. Cultural and demographic differences also lead to increasing demand for privacy to better accommodate certain groups.

Competing demands on public finances

In the competition for public funding, advocates of pool projects have to communicate to stakeholders the significant 'public value' of pools, also known as the social return on investment. The competing demands on public finances require investments to be prioritised. In response to financial pressures, new projects can be carried out in partnership models with non-profit or private commercial companies.

Improving economics

Long-term business plans (including life cycle costs and financing) are critical steps in achieving good long-term financial results. Financial performance can be improved by combining profitable lifestyle sports with traditionally unprofitable activities and sports e.g., adding recreational elements or a fitness club to a competitive pool, or combining pools with other non-athletic communal functions. However commercial lifestyle sports are often run by privately financed and operate as sports and leisure facilities such as fitness clubs and wellness spas. This trend can result in public facilities lagging with the less profitable sports segments (e.g. competition pools) and without the possibility of cross-financing with profitable sports segments. Reviewing the business case and the public value is also very important when old pools need renovation.

Pool management usually has the highest economic leverage on revenues, and especially admission fees (rather than costs), and pools should be managed professionally.

Digital transformation

The digital accessibility of sports and leisure facilities before, during and after the visit is more and more important. There is an increasing demand for sports tracking and performance measurement. The quality of service for users and staffing requirements will change with new access control and cashless payment systems³⁵.

5.4.2 Societal Trends

Participation in physical activity and sedentary behaviour

There is a trend in Australian communities towards less participation in physical activity and a more sedentary lifestyle. Multiple factors are contributing insufficient participation in recreational physical activity and an increase in sedentary behaviour at work and home. In the context of aquatic facilities, this behaviour change could mean that fewer people will engage in water activities.

Swimming is regaining importance

The individualisation of our society and new ways of working, with blurring boundaries between work and leisure, is leading to stronger informal or on-demand

physical activities like swimming, jogging and cycling. This means that more access to swimming for all is needed with adjusted opening hours to benefit swim centres.

Immersing in a lifelong healthy lifestyle

Water sports and swimming fit perfectly with the trend of people leading healthier lifestyles coupled with an aging society with more active seniors. For this reason, water-based exercise classes are becoming increasingly popular as a gentle start to an active lifestyle and swimming lessons for adults. These activities can often be accommodated in teaching pools³³.

Backyard Pools

One of the most important social changes to consider relating to the use of community pools is the increased availability of garden pools. The personal desire to own a garden pool have led to a marked increase since the 1960s. Residents with backyard swimming pools still enjoy visiting public swimming pools. But for every additional pool built in a backyard, a family is less likely to join a community pool. However, the provision of public aquatic facilities and services allows access for people who cannot afford private pools.

Household Climate Control and Technology

The percentage of people living in Ipswich City who have air conditioning has undoubtedly increased as affordability has improved. While people still like to swim, many stay in the air conditioning, watching movies and using technology to spend their time on hot days. The mix of air conditioning and entertainment has led Australian society to reconcile physical and social activities with screen time. The increase in "screen time" during the "free time" hours has greatly contributed to increased sedentary behaviour in children and families.

Learn to Swim

In the last two decades, Learn to Swim programs have gained prominence and popularity throughout Queensland. Many children no longer learn to swim from their parents, instead swimming lessons for children (at school or as a leisure activity) are becoming increasingly important. These activities are often accommodated in learning or teaching pools. A positive by-product is they also provide a significant source of revenue.

Boutique Swim Schools

In many communities and suburbs, boutique-style swimming schools have opened with a focus on intimate class sizes in a small pool. Boutique swimming pools and children's facilities will be a focus for people to maintain a specialized service. Businesses and individuals have the opportunity to set up small water facilities to fill that gap to provide additional services for the community.

SunSmart

The SunSmart campaign had a major impact on the behaviour of people engaged in outdoor activities. Many people continue to do the same activities as before with an increased awareness of ultraviolet

(UV) radiation and do so by taking one or more of the measures to protect against UV damage. Being aware of the dangers of UV exposure has also contributed to the behaviour of our communities in participating in outdoor activities such as swimming in a local seasonal pool in the hot afternoon sun. The increased awareness will benefit indoor aquatic facilities and swim centres with adequate shade provisions in and around pools³⁴.

5.5 Aquatic industry management models

Each aquatic facility and the community it serves is unique and needs to be considered in determining the best option for its management.

For the successful management of aquatic facilities some of the requirements are:

- **Planning** – a clear definition of financial and social goals of the facility.
- **People** – qualified personnel with a customer-centric service outlook.
- **Systems** – finance and asset management systems must be in place.

Each of these criteria forms the basis of the venue management requirements. The three most common management models for modern swim centres in Australia are:

- management by lease
- contract management
- internal or direct management by council.

Management by lease

The management of swimming centres by lease usually transfers the responsibility for the maintenance, control and management of a venue to an independent lessee. The lessee runs the swimming pool for an agreed fee. Depending on the economic viability of the venue, this can include a payment by the lessee to the council or the council to the lessee.

The objective of the leasing process is to maximise community benefits by expanding access and programs and improving facilities. Another objective is to minimise council subsidies for pool operations.

Contract management

Contract management allows the council to maintain direct management of the facility. But it will pass on the technical responsibilities for all aspects of the venue that the council wishes to delegate to a contractor. Contract management is tailored to the council's immediate short to medium-term management needs.

Internal or direct council management

Under direct management, the council monitors the management and operation of one or more swim centres³⁴.

6. BENCHMARKING AND FEASIBILITY REPORT

Ipswich City Council has engaged AEC to conduct a review into the sustainability of existing facilities and benchmark these facilities. The review compares the facilities against both the Customer Experience Research Metrics Performance Indicators (CERM PI) aquatic industry standards (UNISA, 2019), and peer councils in South East Queensland. The Benchmarking and Feasibility report provides an assessment of current and future levels of public demand for aquatic services within Ipswich and provides a gap analysis to assist in the planning and development of aquatic facilities in the future.

6.1 Current Demand

The current and projected demand analysis shows that:

- Council population growth by 2041 (124%) is going to outstrip state population growth over the same period (38%) (ABS (2019), LGIP (2017). The region's contributing most to this rapid growth include:
 - **Ripley** (102,491 new residents or 970% growth)
 - **Rosewood** (52,082 new residents or 377% growth)
 - **Springfield Lakes** (25,443 new residents or 112% growth)
- **Bellbird Park – Brookwater** (25,099 new residents or 130% growth)
- **Ipswich – Central** (14,091 new residents or 200% growth)
- Current visitation levels are inconsistent across council's aquatic centres, with Bundamba and Goodna experiencing relatively higher levels of visitation, while Rosewood and Leichhardt have relatively lower levels of visitation.
- Orion Lagoon achieves the highest level of visitation of the free community assets.
- Rosewood receives the fewest visits overall, however once adjusting for the smaller catchment population, Leichhardt receives the lowest number of visits on a per person basis.
- Attendance is cyclical with lower visitation throughout the winter months, despite all facilities, other than Rosewood, having heated pools (Rosewood facility closes throughout winter). There also appears to be a general upward trend in overall annual attendance figures at each of the facilities, for all age groups, and visitor types (see Table 4).

Table 4: Annual attendance figures (all ages/visitor types)

FINANCIAL YEAR	BUNDAMBA	GOODNA	LEICHHARDT	ROSEWOOD	ORION LAGOON	BOB GAMBLE PARK (RIVER HEART PARKLANDS)
2014–2015	86,053	165,146	43,348	0	0	0
2015–2016	89,075	134,257	42,294	0	346,903	0
2016–2017	105,465	165,527	43,105	30,648	312,132	16,759
2017–2018	112,030	183,186	43,763	27,157	329,028	43,892
2018–2019	124,577	178,127	51,365	25,375	320,319	37,676
2019–2020*	120,861	139,521	44,998	18,295	260,822	36,805

Note: all pools were closed from April 2020, in response to the COVID-19 pandemic, therefore for 2019–2020 figures represent the year to date from July 2019 to March 2020.

6.2 Projected Demand

Travel time analysis shows suburbs in the South East of Ipswich's LGA have the longest travel times. Based on the closest available facility, catchments have been established (see Table 5). These catchments indicate that the total increase in population will be highest in the Bundamba catchment, followed by Goodna and Rosewood.

Table 5: Catchment Summary – Travel time

CATCHMENT	2020 POPULATION	2041 POPULATION	POPULATION GROWTH	POPULATION GROWTH (%)
Bundamba	89,480	222,165	132,685	148%
Goodna	80,990	149,146	68,160	84%
Leichhardt	47,973	81,478	33,505	70%
Rosewood	13,797	65,879	52,082	377%

Demand for aquatic facilities will increase in proportion with the population growth, adjusted marginally for an ageing population which will result in proportionately fewer learn to swim classes.

Table 6 shows the visitation to swim centres by age group, based on the national sporting participation rates, combined with the reported median for Queensland participation rates. The figure shows total swimming participation will grow in line with population growth, and while the LGA is marginally ageing over the period (resulting in a lower level of participation on average) there is still expected to be a significant increase in demand for swimming participation.

Table 6: Annual visitation number by age group

AGE GROUP	2020	2041	GROWTH (#)	GROWTH (%)
0-4	372,473	773,808	401,335	108%
5-8	402,332	842,947	440,615	110%
9-11	206,284	435,228	228,944	111%
12-14	104,054	220,387	116,334	112%
15-17	46,130	102,648	56,518	123%
18-24	66,334	144,234	77,900	117%
25-34	120,982	250,565	129,583	107%
35-44	138,220	321,201	182,981	132%
45-54	108,472	275,485	167,013	154%
55-64	61,922	136,799	74,878	121%
65+	52,556	171,266	118,710	226%
TOTAL	1,679,759	3,674,569	1,994,810	119%

6.3 Benchmarking and Financial Feasibility

Benchmarking and review of the facilities indicate:

- Leichhardt and Goodna are both profitable facilities, while Rosewood and Bundamba require an annual subsidy
- labour costs appear to be consistent with industry standards, although staffing levels are significantly lower at Goodna relative to the benchmarks
- visitation is highest at Bundamba and Goodna. Visitation per person (using catchment population) is highest at these two facilities as well.

The following key findings are taken from the benchmarking against other South East Queensland councils:

- There is a general trend towards fewer aquatic facilities per capita as the population increases. Ipswich currently has 1.8 pools per 100,000 people. This is on par with councils of similar size, for instance, Logan, which also has 1.8 pools per 100,000 people. However, as the population grows over the next 20 years, it would be expected this number may decline (for instance the Gold Coast has 1.3 pools per 100,000 and Brisbane has 1.7 pools per 100,000).
- It is common for councils to charge different rates depending on a pool's location or service offer (i.e., councils do not necessarily maintain consistent pricing across all facilities).
- Ipswich charges below the median for adult, child and family swim passes.
- The benchmarking indicates that Ipswich has exceeded the service provision levels for artificial lagoons relative to its South East Queensland peers, and is on par with two of the largest councils

in the region. The existing provision of one lagoon will be sufficient over the next 15-20 years despite the forecast of strong population growth.

- Ipswich ranks second overall of the South East Queensland councils in its provision of zero-depth water park infrastructure. With almost one zero-depth splash park per 100,000 people (and more if the third park which is not council operated is considered), Ipswich is second only to Noosa. To maintain the existing service level provision (and once considering the third existing park), Ipswich may need three additional splash parks by 2041.

6.4 Case Studies

The following key findings are taken from best-practice aquatic facilities:

- children's splash areas are increasingly incorporating "Splash buckets", landing pads and slides
- cafe/kiosk/shop is an essential service at aquatic centres
- facilities should cater to all abilities, including changing facilities and access ramps
- poolside grassed areas and 'sunbathing' spots are increasingly common
- barbeque and picnic facilities are increasingly common
- both indoor and outdoor pools, heated and shaded are common

The following key findings are taken from best practice lagoon/recreational water play facilities:

- hosting markets and live music events is a common approach to attracting visitors and activating the lagoon and surrounding areas
- lifeguards are essential, and security is common after hours
- cafes, restaurants, and kiosks are all common additions to lagoon areas
- both lagoons reviewed are saltwater and provide a range of depths to cater to all ages and abilities
- accessibility ramps are an essential feature
- barbeque and picnicking opportunities surrounding the facilities are common
- shade structures either in or around the lagoon are also common.

6.5 Desired Service Levels

Service standards are set locally by councils across Australia, as a one-size-fits-all approach would not be appropriate given the varying community needs across Australia. Whilst council is currently in the process of establishing its service standards, based on the benchmarking with other councils in South East Queensland, the following possible standards are suggested.

Table 7: Desired Service Standard for Aquatic Facilities

FACILITY TYPE	LEVEL	POSSIBLE RANGE OF PROVISION*
Aquatic Centre	Local	1: 30,000 – 70,000
	Regional / City wide	1: 100,000 – 500,000
Artificial Lagoon	Local	Nil
	Regional / City wide	1: 200,000 – 2,000,000
Splash Parks	Local	1: 75,000 – 125,000
	Regional / City wide	1: 250,000 – 500,000

*Note: ratio reflects the number of facilities per capita.
Source: AEC.

6.6 Recommendations and Costings

The following recommendations have been made based on the available evidence and analysis summarised above. Council should overlay its internal planning processes, and peer review to establish if these recommendations align with the vision for Ipswich:

Rosewood Aquatic Centre (Western region)

- The existing Rosewood Aquatic Centre is at the end of its useful life.
- There is no publicly available alternative in the Rosewood area which could serve as a substitute for swimmers.

- The population of Rosewood is expected to increase from 13,797 in 2020, to 66,879 in 2041, however, it is noted this is expected to be located in the eastern part of the SA2 (which might mean Leichhardt pool is an alternative option available to residents, particularly residents of Walloon).
- Any planning of future facilities should take into consideration the growth of suburbs in Rosewood SA2 and not necessarily assume that the existing location is the best choice for the future. Walloon and Thagoona are expected to grow to be larger than Rosewood.
- It is recommended that a new local level facility be established in the Western region (Rosewood SA2). Capital cost estimates indicate that this facility would cost between \$5.0 million and \$7.5 million at current prices.

Bundamba Aquatic Centre

- Bundamba is council's closest aquatic centre to a regional facility. It does not currently allow for disabled access to the pool, nor does it have an indoor pool.
- It is recommended that a new indoor pool (25 m, heated and all abilities access) be established at Bundamba. Capital cost estimates for the new pool would be between \$3.5 million and \$5.0 million at current prices.

New Aquatic Centre (South East region)

- There is no public pool facility in the South East region of the LGA.
- This region has and is expected to continue to achieve strong population growth over the next 20 years, specifically in areas such as Springfield Lakes and Ripley.
- It is recommended that a new aquatic centre be established in this region to cater to demand from residents. It is estimated a new aquatic centre would cost between \$20.0 million and \$25.0 million at current prices.

Artificial Lagoon Facilities

- It is unlikely that Ipswich would need an additional artificial lagoon in the next 20 years.

New Splash Parks:

- It is recommended an additional two splash parks be built, one having a medium and one a low priority.

The Aquatic Facilities Feasibility and Benchmarking Report outlines the investigations and detailed findings into the sustainability of existing aquatic facilities supported the development of the AFAP.

7. COMMUNITY ENGAGEMENT

In early 2020, Ipswich City Council commenced a city-wide engagement program to inform the development of the Action Plan. There were two engagement phases throughout the project, with each building on and refining the previous. Direct engagement with council officers occurred between September and October 2020. Engagement of the broader community occurred with the Shape your Ipswich online tool and received 145 completed surveys from community members between March and April 2021.

The online Shape Your Ipswich engagement included:

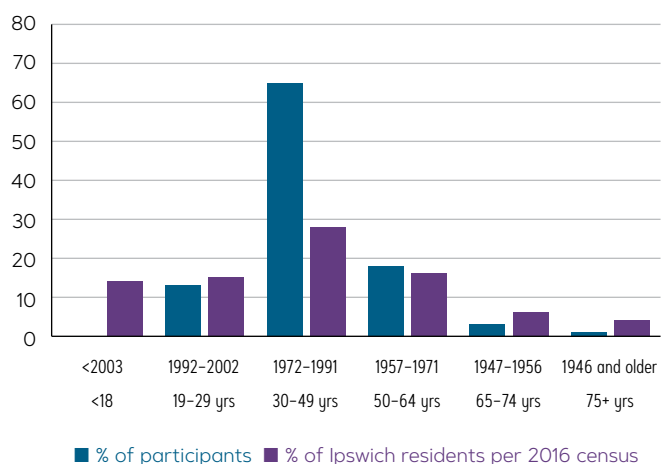
- A survey with general questions about council's swim centres and water playgrounds. The questions were to gather information about aquatic facilities visitation routines, preferences for facility features, satisfaction levels and priorities for aquatic infrastructure.
- The general part was followed by a question about which facility or facilities the respondent visits and their satisfaction level of features in that specific facility.
- Social media promotions to create awareness of the survey.
- A media release on Ipswich First and The Wire.

Demographics of the community members engaged in this survey are shown below. Where possible, comparisons have been made to the Ipswich LGAs population profile. The Community Engagement Report outlines the approach and detailed results of the community engagement program that supported the development of the AFAP.

Age Representation

There were no participants 18 years and under, 13% were aged between 19–29 years, 65% were aged between 30–49 years, 18% were aged between 50–64 years, 3% were aged between 65–74 years and 1% were 75+ years.

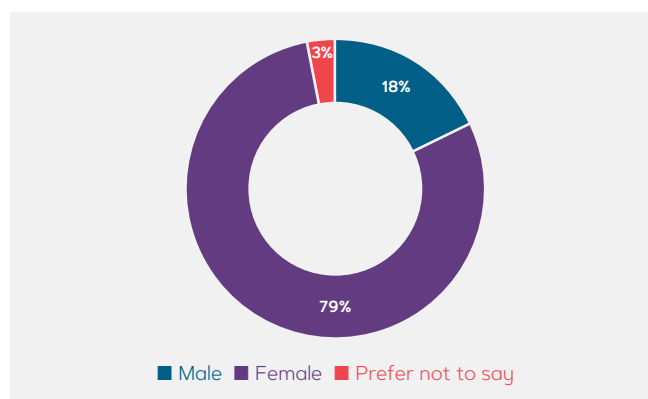
Figure 3: Age representation – total participants



Gender Representation

79% of the total participants were female and 18% were male. 3% did not disclose their sex.

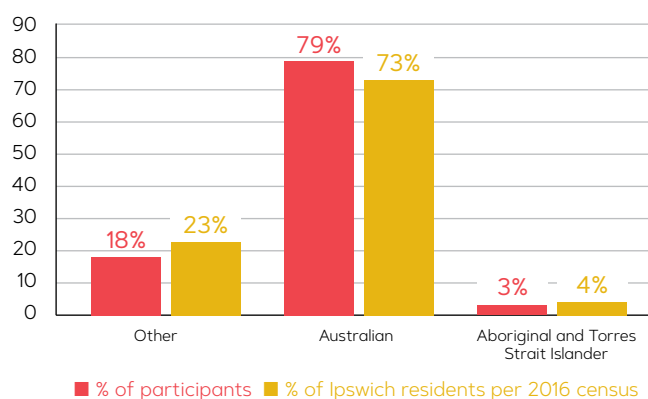
Figure 4: Participants representation by sex – total participants



Cultural Background

79% of participants identified as having an 'Australian' cultural background, 3% as 'Aboriginal and Torres Strait Islander' and 18% identified as 'Other'.

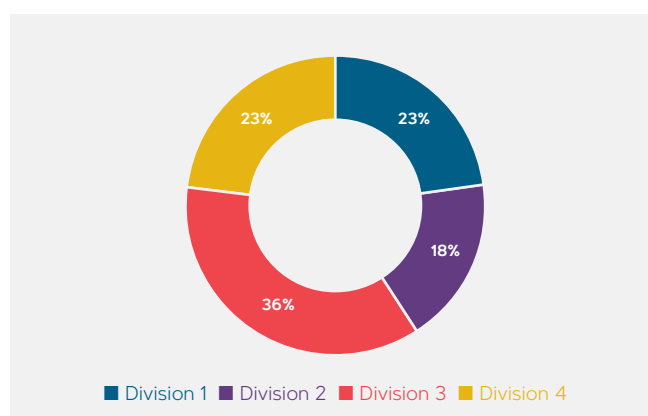
Figure 5: Cultural background



Divisional Representation

A total of 23% of participants resides in Division 1, 18% in Division, 35% in Division 3 and 23% in Division 4.

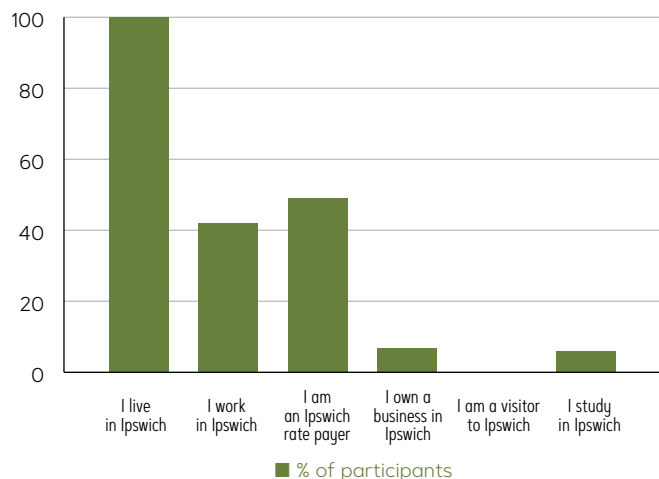
Figure 6: Divisional representation – total participants



Connection to Ipswich

Participants indicated their connection to Ipswich. Multiple answers were possible. 100% of the survey participants live in Ipswich, with 49% being Ipswich ratepayers, 42% working in Ipswich, 6% studying in Ipswich, 7% owning a business in Ipswich.

Figure 7: Connection to Ipswich



Following a review of the community engagement data, the following themes are of importance to the users of aquatic facilities in Ipswich:

- the main purpose to visit a swim centre or water playground is for play and recreation, for fitness and to attend classes
- the majority comes as a family group by car
- most visitors are satisfied with the facilities

- the most used facility is the outdoor pool
- the highest priority is for a new or upgraded indoor swimming pool
- the improvements most requested were more shade, a new outdoor pool and a new heated indoor pool.

The top three rated features, for each pool included in the survey were:

- Bundamba Swim Centre: opening times, outdoor 50m pool, car park
- Goodna Aquatic Centre: opening times, entrance fee, outdoor 25m pool
- Leichhardt Swim Centre: opening times, carpark, outdoor 25m pool
- Rosewood Aquatic Centre: entrance fee, opening times, car park
- Orion Lagoon: Lagoon, recreational pathways, public toilets
- Bob Gamble Water play ground: recreational pathways, splash and spray play and gazebos and shelters

The emerging themes were:

- new indoor and outdoor aquatic facilities
- better protection from sun exposure
- aquatic facilities for play and fun activities
- aquatic facilities for mature or disabled visitors



8. ACTION PLAN

The objectives in this action plan have considered best practice approaches, research results and community needs. A key element in successful aquatic action plans is to recognise that people use our aquatic facilities for different purposes and needs.

Table 8: actions, priorities and responsibilities for better aquatic facilities

HEALTH AND WELLBEING	IPSWICH CITY COUNCIL'S AQUATIC CENTRES WILL ACTIVELY SUPPORT RESIDENTS TO HAVE HEALTHY LIFESTYLES THROUGH IMPROVED FACILITY DESIGN, APPROPRIATE LOCATIONS AND ACCESSIBILITY. THEY ENCOURAGE PARTICIPATION IN BOTH INFORMAL AND FORMAL AQUATIC ACTIVITIES TO BENEFIT THE PHYSICAL AND MENTAL HEALTH OF THE INDIVIDUAL AND HENCE TO THE WELL-BEING OF THE COMMUNITY AS A WHOLE.	PRIORITY	OWNER
1.1	Develop an investment program for shade provisions for existing aquatic facilities.	High	IED (ISP)
1.2	Implement an investment program for shade provisions for existing aquatic facilities. Maximise shade provisions in the planning and construction of new facilities.	Medium	IED (ISP)
1.3	Review master plan and concept plans for a heated indoor facility at Bundamba Pool suitable for water-based exercise classes and swimming lessons for children and adults.	Medium	IED (ISP)
1.4	Develop detail design for a heated indoor facility at Bundamba Pool.	Medium	IED (ISP)
1.5	Construct a heated indoor facility at Bundamba pool. Suitable for water-based exercise classes and swimming lessons for children and adults.	Low	IED (ISP)
1.6	Continue to develop Bundamba Swim Centre as per the endorsed Bundamba Swim Centre Master Plan.	Low	IED (ISP, AM)
1.7	Develop and implement an aquatic facilities investment program to establish a local level swimming pool in the Western region.	High	IED (ISP)
1.8	Develop and implement an aquatic facilities investment program to establish a new aquatic centre in the South East region.	Medium	IED (ISP)
1.9	Develop and implement an aquatic facilities investment program to establish a splash park over the next 10 years.	Low	IED (ISP)
2.1	Investigate and provide social and economic measures to improve the sustainability of existing and new facilities.	High/ Medium	IED (ISP) CCED (CCS)
2.2	Investigate and provide improvements for quality aquatic infrastructure that is inviting to spend time in, considering the user experience and requirements.	Medium/ Low	IED (ISP) CCED (CCS)
2.3	Investigate and review the opening hours of aquatic facilities to provide longer access.	Medium	CCED (CCS)
2.4	Bundamba Swim Centre Maintain existing functionality of the site. Address the identified defects as soon as possible, renew ageing assets and conduct recommended preventative maintenance. Investigate the condition and rectify: <ul style="list-style-type: none"> 25m and Water Park filters 50m pool tiling 50m pool steel suction and in-ground pipework 	Medium/ Low	IED (AM)
2.5	Goodna Aquatic Centre Maintain existing functionality of the site. Renew ageing assets and conduct recommended preventative maintenance. Investigate the condition of and rectify mechanical and filtration equipment.	Medium	IED (AM)
2.6	Leichhardt Community Swim Centre Maintain existing functionality of the site. Address identified defects and maintenance activities as soon as possible, renew ageing assets and conduct recommended preventative maintenance.	Medium/ Low	IED (AM)
2.7	Rosewood Aquatic Centre Maintain existing functionality of the site. Address identified defects as soon as possible, renew ageing assets and conduct recommended preventative maintenance. <ul style="list-style-type: none"> Investigate a full site replacement 	Medium	IED (AM)

2.8	Robelle Domain Lagoon Maintain existing functionality of the site. Address identified defects as soon as possible, renew ageing assets and conduct recommended preventative maintenance. Investigate the condition and: <ul style="list-style-type: none"> replace internal surface finishes add a second UV treatment process. 	Medium/Low	IED (AM)
2.9	Undertake an asset condition and compliance audit of each existing aquatic facility.	High	IED (AM)
2.10	Develop an investment program for rehabilitation, refurbishment and maintenance of existing aquatic facilities.	Medium	IED (AM)
ENVIRONMENTAL SUSTAINABILITY	COUNCIL'S AQUATIC FACILITIES WILL BE ENVIRONMENTALLY SUSTAINABLE AND INCORPORATE ENERGY-SAVING, WASTE MINIMISATION, AND WATER-SAVING AND RE-USE ELEMENTS.	PRIORITY	OWNER
3.1	Investigate environmentally sustainable strategies for existing and new swim centres. Such as water conservation, heat recovery, combined heat and power generation, solar energy, passive house principles, and waste/plastic reduction.	High	IED (ISP, E&S)
3.2	Implement identified environmentally sustainable strategies to existing and new swim centres.	Medium	IED (ISP, E&S)
ECONOMICAL SUSTAINABILITY	THE COMMUNITY'S AQUATIC NETWORK WILL BE OPERATED IN A FINANCIALLY SUSTAINABLE MANNER. PRIORITY WILL BE GIVEN TO MAXIMISE THE USE OF EXISTING FACILITIES AND ATTRACT A GREATER LEVEL OF USE, FACTORING IN THE WIDER REGIONAL AQUATIC NETWORK.	PRIORITY	OWNER
4.1	Develop and implement long-term business plans (including life-cycle costing and financing).	High	IED (ISP, AM)
4.2	Investigate to combine profitable lifestyle sports with traditionally unprofitable activities and sports or by combining pools with other non-sport council functions.	Medium	CCED (CCS) IED (ISP)
4.3	Incorporate maintenance and whole of life costs as part of feasibility studies for new aquatic infrastructure.	High	IED (ISP, AM)
4.4	Investigate, plan and deliver new access control and cashless payment systems for new and retrofit in existing aquatic facilities.	Medium	IED (ISP) CCED (CCS)
COMMUNITY HUB	IPSWICH CITY COUNCIL WILL DEVELOP ITS AQUATIC FACILITIES AS INTEGRATED AND MULTIFUNCTIONAL VENUES THAT PROVIDE A CENTRE FOR COMMUNITY ACTIVITY AND CAN BE USED FOR A RANGE OF PURPOSES. IPSWICH CITY COUNCIL WILL ENSURE THE TYPE AND DESIGN OF AQUATIC FACILITIES, AND INFRASTRUCTURE RETAINS FLEXIBILITY AND DIVERSITY TO ACCOMMODATE FUTURE DEMAND.	PRIORITY	OWNER
5.1	Investigate, plan and deliver multifunctional facilities taking into account provisions for exercise, fitness, wellness and fun.	Medium	IED (ISP)
5.2	Promote the opening of new aquatic facilities through events, maps, media and other effective mechanisms to ensure they receive maximum use.	Low	CCED (CCS) Media
5.3	Expand community education programs and workshops to educate users and instil confidence in the water.	High	CCED (CCS)
5.4	Promotion/encouragement efforts should target the following key groups: <ul style="list-style-type: none"> general residents of the city school students and university students existing aquatic facilities users workplaces families with children. 	High	CCED (CCS)
ACCESS AND INCLUSION	IPSWICH CITY COUNCIL'S AQUATIC FACILITIES WILL BE ACCESSIBLE AND INCLUSIVE TO ALL AGES, ABILITIES AND CULTURES AND WILL SUPPORT MORE RESIDENTS TO BECOME ACTIVE PARTICIPANTS. CONNECTIONS TO WALKING AND CYCLING PATHWAYS AND PUBLIC TRANSPORT ROUTES ARE CONSIDERED TO BE AN ACCESS PRIORITY. NEW AQUATIC FACILITIES ARE LOCATED, DESIGNED AND CONSTRUCTED TO BE SAFE AND ACCESSIBLE TO PUBLIC AND ACTIVE TRANSPORT NETWORKS.	PRIORITY	OWNER
6.1	Investigate, plan and deliver walking and cycling pathways to existing aquatic facilities.	Medium	IED (ISP)
6.2	Undertake a DDA/accessibility compliance audit of all aquatic facilities.	High	IED (AM)
6.3	Develop and implement appropriate accessibility improvements.	Medium	IED (AM)
6.4	Develop, plan and deliver new inclusion strategies for visual and mobility impairments and social, cultural and demographic inclusion.	Medium/Low	IED (CCED)

WELL PLANNED AND FIT FOR PURPOSE AQUATIC FACILITIES	COMMUNITY FEEDBACK, AS WELL AS FEASIBILITY STUDIES AND FEEDBACK WILL BE UNDERTAKEN TO ENSURE THE PROVISION OF AQUATIC FACILITIES AND INFRASTRUCTURE REFLECTS COMMUNITY NEEDS.	PRIORITY	OWNER
7.1	Develop and implement community engagement for the new swimming pool in the Western region, the new aquatic centre in the South East region, the new indoor pool at Bundamba and the splash park.	Medium	IED (ISP)
7.2	Include community engagement activities in the development of a masterplan and concepts for the replacement of Rosewood Pool.	High	IED (ISP)
7.3	Develop a Desired Standard of Service for local and city-wide aquatic facilities.	Medium	IED (ISP)
7.4	Develop or review and update Master Plans for aquatic facilities as appropriate.	Medium	IED (ISP)
PARTNERSHIPS	IPSWICH CITY COUNCIL WILL BE OPEN TO AND ACTIVELY PURSUE OPPORTUNITIES TO PARTNER IN THE PROVISION OF AQUATIC FACILITIES AND OPPORTUNITIES. COUNCIL WILL ENCOURAGE AND SUPPORT ENTREPRENEURIAL ARRANGEMENTS WHICH VALUE-ADD TO AQUATIC FACILITIES.	PRIORITY	OWNER
8.1	Investigate partnership models with not-for-profit or private commercial companies.	Medium	IED (ISP) CCED (CCS)
8.2	Investigate, plan and advocate opportunities and establish public-private partnerships for a new aquatic centre in the South East region.	High	CCED (CCS)
8.3	Investigate, plan and advocate opportunities and establish public-private partnerships for a new aquatic centre in the Western region.	High	CCED (CCS)
8.4	Investigate, plan and advocate opportunities and establish public-private partnerships for an additional two splash parks.	Medium	CCED (CCS)



9. IMPLEMENTATION

9.1 Performance Indicators and Benchmarking

It is important to identify benchmarking and performance indicators as this can help to ensure the successful implementation of the AFAP. The ongoing collection and analysis of physical activity data and investment into aquatic infrastructure can:

- show how the vision and objectives of the AFAP are implemented
- assist in managing investments and improving decision-making
- assist with ongoing planning for aquatic infrastructure.

Regular monitoring will also allow the council to fine-tune the action plan and any reviews for water activities.

Table 9: performance indicators, measures, data sources and KPIs

PERFORMANCE INDICATOR	MEASURE	WHERE ARE WE NOW	POTENTIAL DATA SOURCE	10 YEARS
Growth in aquatic infrastructure	Rosewood Swim Centre	The existing swim centre is at the end of life	Council GIS database and records of newly constructed facilities	Rosewood Swim Centre replaced
	Indoor swimming pool in Bundamba	No indoor pool at Bundamba		New Indoor swimming pool in Bundamba
	50m outdoor pool in Bundamba	At the end of life in 2025		New 50m outdoor swimming pool in Bundamba
	Swim centre in south/east Ipswich LGA	No swim centre in south/east Ipswich LGA		New swim centre in south/east Ipswich LGA
Participation in aquatic activities	% of adults participating in aquatic activities	10% of adults	Analysis of Sport, Recreation and Physical Activity Levels and Trends Report, online community survey	5% increase
	% of children participating in aquatic activities	18% of children		5% increase
Satisfaction levels with aquatic facilities	The number of aquatic facilities and lagoons	43% – Yes, an adequate number 36% – Adequate in some parts of council 21% – No, not an adequate number.	Analysis of Sport, Recreation and Physical Activity Levels and Trends, community surveys	5% increase each for an adequate number and adequate in some parts of council
	The quality of the aquatic facilities and lagoons	22% – Very good 52% – Good 14% – Indifferent 7% – Poor 4% – Very poor		5% increase each for very good and good
	The location of the aquatic facilities and lagoons	12% – Very good 41% – Good 18% – Indifferent 21% – Poor 9% – Very poor		5% increase each for very good and good

9.2 Monitoring and Reporting

The AFAP is a key delivery of the Active Ipswich Strategy 2031. As part of the AIS2031, a working group will be established to coordinate the delivery of AIS2031 and its action plans. The key role of the group will be to ensure actions are prioritised, funded, implemented and coordinated across the council to optimise and maximise the potential for success and efficiency.

Following the council's Integrated Planning and Reporting Framework, an AIS2031 annual report will be published. This report will present how the AFAP is being implemented provides a status on the actions and deliverables.

10. APPENDICES

10.1 Appendix A: Literature Review

10.1.1 Strategic Planning Documents

iFuture Corporate Plan 2021–2026

Overview

The iFuture Corporate Plan 2021–2026 is a vision for the future of Ipswich and sets out the roadmap to achieve this vision. This vision is broken into four themes:

- **Theme 1** – Vibrant and Growing
- **Theme 2** – Safe, Inclusive and Creative
- **Theme 3** – Natural and Sustainable
- **Theme 4** – A Trusted and Leading Organisation

Relevant Key Findings

Theme 1 Outcomes

- Ipswich's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
- Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
- Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.

Advance Ipswich (2015)

Overview

Advance Ipswich is council's long-term vision (30 years) for Ipswich. It builds on the programs and strategies in the previous community plans and sets the themes and goals for the future of Ipswich City.

Relevant Key Findings

- There is a desire to ensure the city creates local jobs and businesses to grow the economy while providing housing, education opportunities, shopping and entertainment venues, recreation and sports facilities, community services, transport, and other infrastructure.
- Support economic activity based on health, well-being, and human services.
- Develop a strong network of centres to support community connectedness and identity, and accessibility to services and facilities that contribute to both social and economic outcomes.
- Implement an integrated open space plan which provides land and facilities to meet the community's active and passive recreation and leisure needs.

Active Ipswich Strategy 2021–2031

Overview

The Active Ipswich Strategy 2031 is the council's commitment to improving health and wellbeing by creating a more active city. AIS2031 is the council's ten-year (2021–2031) strategy to improve participation in and increase opportunities for, physical activity in Ipswich.

Relevant Key Findings

Develop an Aquatic Facilities Action Plan to identify the priority actions and investment needed to implement the Aquatic Facilities Strategy and background research, benchmarking and network analyses.

Sport and Recreation Strategy 2015–2020 (2015)

Overview

The Sport and Recreation Strategy 2015–2020 provides council with a five-year strategy and targeted action plan detailing how to provide greater sport and recreation opportunities within the city.

Relevant Key Findings

- Swimming is the second most participated sport for children, and seventh for adults, based on 2011 data.
- The Ipswich region has a high heart risk profile, with a comparatively high proportion of adults who smoke daily and are either overweight or obese.
- Ipswich ranks fourth nationally as the most physically inactive and overweight local government area (LGA), with 68.9% of residents not meeting the physical activity requirements for health benefits.
- Swimming is identified as trending towards the most popular activity for participation in the future, and the council should continue to offer a range of programs and activities at council-owned aquatic facilities and other specialised facility venues.
- Swimming was identified as a high priority for council.
- More than 60% of community members indicate overall high satisfaction with sport and recreation facilities.
- Due to high participation and demand within Ipswich, it is recommended council conduct a review of the aquatic facilities.
- The strategy identifies the importance of swimming to council, and the existing facilities and programming are maintained and enhanced.
- Identified suitable funds need to be allocated for maintaining specialised facilities like aquatic centres.

- The strategy identifies the development of a Strategic Sports Facilities Provision Plan, to determine the future delivery of sport-specific facility requirements within Ipswich. This document should be assessed and included in the literature review.

Open Space and Recreation Strategy (2014)

Overview

The Open Space and Recreation Strategy was designed to establish the vision for the planning and development of open space and recreation in Ipswich. The strategy proposes a 10-year implementation period through to 2024.

Relevant Key Findings

- On a city-wide basis, swimming ranks second overall for current participation for under 16s, and seventh for adults. While for future participation, swimming ranks first.
- There are stable participation numbers overall, however, this represents a decline in participation percentage (given population is growing).
- Good range of existing facilities, with plenty of capacity.
- Informal water-play opportunities exist.
- No indoor, all-season facilities.
- Suitable facilities are provided in line with the current needs of the community and identified user groups.
- Recreation and physical activity opportunities are accessible to the whole community.
- Recreation nodes are co-located with sports, community facilities and other public spaces.
- There is an increase in health issues related to inactivity.
- The community has an increasing preference for participation in informal and unstructured recreation activities.
- There is a current lack of affordable physical activity programs in Ipswich.
- Based on a demonstrated need, master planning of all new sports facilities is to inform future infrastructure investment.
- Explore opportunities to partner with schools, state and federal governments to provide access to recreation facilities.

Corporate Plan 2017–2022 (2016)

Overview

- Council's Corporate Plan 2017–2022 is a statutory document that sets out the strategic direction of Ipswich City Council over 5 years aligned to the themes and goals identified in Advance Ipswich.

Relevant Key Findings

- This document delineates responsibilities for each of the strategies contained in the Advance Ipswich document, to the appropriate department.

Operational Plan 2020–2021 (2020)

Overview

- The Annual Operational Plan is a statutory document that sets specific projects and actions that will be undertaken in one year of the five-year Corporate Plan.

Relevant Key Findings

- Strategy 5 – Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

Ipswich Planning Scheme (2019)

Overview

The new Ipswich Planning Scheme (which is currently in development) seeks to:

- balance competing interests affecting land use and development
- protect key valuable features
- effectively deal with development constraints
- establish an ecologically sustainable growth management framework
- identify key infrastructure to service existing and new communities
- demonstrate alignment with SPP, ShapingSEQ and key ICC Corporate strategies.

Relevant Key Findings

- Identifies the key centre for Ipswich:
 - principle Centres: Ipswich and Springfield
 - major Centres: Goodna and Ripley
 - district Centres: Booval, Brassall, Brookwater, Karalee, Redbank Plains, Redbank Plaza, Rosewood, Springfield Fair, Yamanto, Ripley East, Ripley West, Walloon
- Focus on centres as key locations for the delivery of social infrastructure and community facilities.

Three Year Capital Works Program 2020–2023

Overview

Council has developed a city-wide three-year capital works program that is refined each financial year. This 3 year capital program has been developed for the 2020–2021 budget. The Parks, Sport and Environment Program provides improvements to parks, recreational areas, and drainage reserves.

Relevant Key Findings

Aquatic facilities projects in the program include:

- Bundamba Swimming Centre: Planning for upgrades to the Bundamba Swim Centre – \$51,000.
- Council Swim Centres DDA Compliance (Stage 1 and 2): Implementation of outcomes to achieve Disability Discrimination Act compliance – \$212,000.
- Rosewood Aquatic Centre (Anzac Park): Master planning and design investigation work for the Rosewood Aquatic Facility – \$643,000.

10.1.2 Sporting Trends and Benchmarking

Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich (2020)

This 2020 study reviews the previous 2006 and 2012 analysis (by the same name) through various means of community consultation and background research. The 2020 study provides up-to-date trends data on Ipswich residents' participation in sport, recreation and/or physical activities and the motivations and barriers that influence participation – see Appendix 10.3 for further details.

Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich (2012)

Overview

This 2012 study reviewed the previous 2006 analysis (by the same name) and through various means of community consultation and background research. The 2012 study provided up-to-date trend data on Ipswich residents' participation in sport, recreation and/or physical activities and the motivations and barriers that influenced participation.

Relevant Key Findings

- Participation rates improved slightly over this period for males, while female participation declined. Overall, there was no change between 2006 and 2011.
- Over half (56.4%) of active adults in Ipswich participated in regular (3+ times per week) activity, slightly lower than the state average.
- Ipswich residents continued to favour non-organised sports (informal), consistent with the 2006 review.
- Child participation rates increased from 60.0% in 2006 to 71.1% in 2011.
- Participation rates in swimming declined over the period from 2006 to 2011 by 1.3%.

Key Learnings and Implications

- Swimming facilities need to cater for both formal (squad, learn to swim) as well as an informal usage.
- As the age of Ipswich residents lowers, more learn to swim facilities may be required.

Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich (2006)

Overview

Given the rate of population growth in Ipswich, in 2006, council needed to understand what activities and what future activities were likely to be in demand. This review would best prepare council programs and assets to cater for the community needs. This study looked at the trends and participation rates, along with changing demographics to assess those needs.

Relevant Key Findings

- There was a strong shift from formal sports participation (clubs, organised, competitive) to non-formal sports participation.
- There was a shift toward flexible activity types, which could be undertaken around work schedules, and other priorities.
- Increase in demand for high-quality facilities, as well as sun smart facilities.
- The Ipswich sports participation rate was lower than both the state and national average.
- Ipswich participation rates in swimming were less than half of both the state and national averages.
- Swimming was identified with the third-highest participation rate in Ipswich, behind walking and gym, respectively. This is on par with state and national trends, where swimming is also ranked third.
- Learn to swim programs remained a popular focus for existing aquatic facilities.
- There was a demand for access to year-round heated hydrotherapy facilities, particularly from the health sector.

Benchmarking of LGA Community Sports Facilities and Associated Services in SEQ (2020)

Overview

From July to November 2019, Integrated Open Space Services (IOSS) undertook a benchmarking study to monitor the provision of community sports facilities and associated support services with eight other South East Queensland LGAs (Brisbane, Gold Coast, Lockyer Valley, Logan, Moreton Bay, Redland, Sunshine Coast and Toowoomba). The study objectives were to:

- benchmark Ipswich City Council against other LGA's within South East Queensland, for the provision of community sports facilities and associated support services.
- provide a high-level benchmark "Report Card" and recommendations for improvements to councils current provision of community sports facilities and associated support services to meet current and future community demand.

Relevant Key Findings

- Council is situated at the median mark for the provision of aquatic centres, with 0.18 aquatic centres per 10,000 residents (with Brisbane, Logan). The highest is 0.53 (Toowoomba), and the lowest is 0.12 (Redland).
- Ipswich expends significant capital investment on community sporting facilities compared to other SEQ LGAs.
- In 2018–2019, council spent \$189.89 per resident on community sporting reserves. The next highest was \$44.09 (Moreton Bay). The lowest was \$2.68 (Lockyer Valley), and the median was \$23.51.
- In the 2018–2019 financial year, council spent \$43.7 million on capital investment in sporting facilities; compared to Brisbane (\$19.3 million), Moreton Bay (\$20.7 million), Sunshine Coast (\$10.2 million), Gold Coast (\$8.8 million), and Lockyer Valley (\$112 thousand).
- Council's Community Facilities and Operating Model Policy 2019 states facilities are to be developed and maintained as council assets and be managed to minimise operational and maintenance costs.

Key Recommendations

- Continue to develop and prioritise multi-use sports facilities.
- Develop a suite of KPIs that monitor sports facility planning and management that are integrated into annual reporting cycles.

10.1.3 Aquatic Facilities Reports and Plans

Bundamba Swim Centre Master Plan and Report (2009)

Overview

The purpose of the document was to provide council with a master planning strategy for the future development of the Bundamba Aquatic Centre. The master plan was developed by undertaking community and stakeholder consultation, focussing on developing facilities to better serve the growing needs of the local Ipswich community.

Relevant Key Findings

- Lap swimmers requested a heated outdoor 50m pool, but also suggested an indoor pool would greatly extend their season.
- The indoor heated pool would improve child 'learn to swim' participation rates.
- The master plan includes the development of a new leisure swimming area, gym, and indoor heated pool.

Business Plan: Bundamba Aquatic Centre (2009)

Overview

The purpose of the Business Plan was to determine the viability of the development and operation of Stage 1, Stage 2, and Stage 3 of the upgrades to the Bundamba Aquatic Centre, primarily including the development of a new Lagoon Pool. This assessment was used to justify the council's investment of \$2.5 million and to support further investment in the centre by the Commonwealth Government.

Relevant Key Findings

- The upgrade to the existing Bundamba site was proposed to take place over three stages.
 - Stage 1: new lagoon facility, resurface the existing 25m pool and landscape (\$1.2 million).
 - Stage 2: refurbish amenities block, new kiosk, new reception, new gym, and increase grandstand capacity (\$1.3 million).
 - Stage 3: new indoor 25m pool and associated plant, new service road, electricity supply upgrade (\$3.8 million).
- Bundamba is the highest usage aquatic centre in Ipswich.
- Co-located facilities provide opportunities of scale for the council.

Bundamba Aquatic Centre, 50 Metre Pool, Condition Report (2015)

Overview

The Condition Report focused on the 50m pool and provides a high-level summary of the results of an asset inspection conducted in March 2015.

Relevant Key Findings

- The pool tiles were manufactured for bathrooms that are not suitable for pools. Further, they have been poorly installed, without enough space for grouting. There are challenges in finding matching replacement tiles.
- The pool's concourse is showing early signs of delamination from the concourse's concrete substrate.
- The fabric covering the shade structure at the pool's deep end is faded and may be approaching the end of its useful life.
- The pool filters have been recently replaced, and are appropriately sized for the pool, but:
 - the inlet/outlet pipework on the filters is undersized
 - there are no gradings available for the sand or gravel placed in the filter
 - backwash water currently discharges straight into the sewer which could cause surcharging in the sewer
 - automatic air release/vacuum breaker valves have not been installed to protect the filters against collapse under suction
 - no pressure gauges on the inlet/outlet pipes to allow performance monitoring
 - no flow meter on the water treatment plant.
- Total remedial works (excluding the replacement of the tiling) were estimated at \$85,000.

Bundamba Swim Centre: Condition Assessment Report (2017)

Overview

The Condition Assessment Report provides a high-level summary of the results of an asset inspection conducted on 7 June 2017.

Relevant Key Findings

- It should be noted the condition report was for the buildings and structures, and underwater areas (such as pool lining) were not inspected in detail.
- Overall, the condition of the Bundamba Swim Centre assets was scored to be:
 - 0.4% – Very Good
 - 72% – Good
 - 27% – Fair
 - 0.4% – Poor
 - 0.0% – Very Poor

- This review identified only minor rectification works totalling \$6,980, which was split between aesthetic works (\$5,300) and functional works (\$1,680).
- Key works issues related to gyprock lining throughout the building, concrete ramps.

Leichhardt Swim Centre: Condition Assessment Report (2017)

Overview

The Condition Assessment Report provides a high-level summary of the results of an asset inspection conducted on 1 June 2017.

Relevant Key Findings

- Overall, the condition of the Bundamba Swim Centre assets was scored to be:
 - 1.0% – Very Good
 - 66% – Good
 - 28% – Fair
 - 4.0% – Poor
 - 1.0% – Very Poor
- This review identified only minor rectification works totalling \$19,015, which was split between aesthetic works (\$4,750), functional works (\$11,785) and safety works (\$2,500).
- Key safety issues related to a concrete slab, and floor waste.
- Other functional issues include brick cladding, missing shade clothes, and corroded shed siding.

Rosewood Aquatic Centre: Building Condition and Structural Engineering Assessment Report (2018)

Overview

The Condition Assessment Report provides a high-level summary of the results of an asset inspection conducted on 11 October 2018 and 26 November 2018.

Relevant Key Findings

- The facility is approximately 50 years old, being opened in 1966 with various structural additions and maintenance works completed since it was built.

Building condition assessment of centre assets:

- The following assets are approaching the end of their useful life, and planning is critical:
 - children's pool
 - picnic shelter (concerns over the design capacity of this structure in a large wind event)
 - heated 10m pool (several cracks and movements of pavement and brick lining)
 - pool pump house (a gap between building and pavement, and corrosion of roof)
 - light poles (significant vertical cracking at the top of poles)
 - white timber fencing (fence leaning and planks cracking)

- pool pavement (no expansion joints in the pavement, and therefore moderate cracking along the full length of pavement).
- The first aid building is at the end of its useful life, and replacement planning should be well advanced.
- The report contains a prioritisation of works for rectification of assets (other than the main building) totalling \$85,900. This prioritisation has been replicated in Appendix B.

Structural engineering assessment of the main building:

- Based on the condition and age of the main building it is reported the asset is at the end of or approaching the end of, its useful life, and the recommendation is replacement planning is critical.
- The report also contains a prioritisation of works of the main building totalling \$26,400. This prioritisation has been replicated in Appendix B.

Rosewood Aquatic Centre Condition Report (2015)

Overview

The Condition Assessment Report provides a high-level summary of the results of an asset inspection conducted in March 2015.

Relevant Key Findings

- The Rosewood Aquatic Centre opened in 1966 and has now reached the end of its useful life. The council needs to consider planning and constructing a new centre.
- Council should start planning as soon as possible for its replacement if Rosewood requires an aquatic centre.
- Pool water discharge from the 25m pool only occurs along a length of scum gutter approximately 2m long, at the northwest corner of the pool.
- The pool's concrete concourses appear to have experienced significant vertical, differential movement. The steps at joints have created a trip hazard.
- The pool water treatment plant does not have a flow meter to allow performance monitoring.
- Pressure gauges should be installed on the inlet and outlet to both the pool water circulation pump and the sand filters.
- The pool water circulation pump did not appear to be delivering its design capacity of approximately 20 litres per second.
- Heated water from the solar system was being piped back into the system at an inappropriate spot.
- If council wishes to continue using the pools for a few years while a new facility is planned and built, then some maintenance would need to be carried out on the pools and their water treatment plants to improve pool water quality which is currently, in their opinion, unacceptable.
- Total remedial works were estimated at \$78,000.

Goodna Swim Centre Condition Assessment Report (2007)

Overview

The Condition Assessment Report provides a high-level summary of the results of an asset inspection conducted by Howell Facilities in 2007.

Relevant Key Findings

- The Goodna pool was constructed in 2004.
- The pool is believed to have had lining problems from construction, through to the date of this review (2007).
- The facility was assessed to have a "fair" standard overall and was deemed to be meeting the desired standards.
- The report indicates that a 25m pool bowl would be expected to have a useful life of 40 years, implying this pool will be useable until 2044 (with the appropriate level of maintenance).
- The report estimates a 10-year maintenance schedule, which totals \$511,725.

Regional Aquatic Leisure Facility Feasibility Study (2005)

Overview

The purpose of this study was to establish the feasibility of a new regional aquatic facility in Ipswich.

Relevant Key Findings

- This report reviews the findings of a previous report and presents two options for a lagoon-style pool.
- The preferred recommendation is for a combined facility at the Bundamba Swim Centre, including:
 - lagoon pool
 - indoor aquatic facility
 - fitness centre
 - cafe
 - childcare centre.

10.2 Appendix B: Existing ICC
Aquatic Facilities

Bundamba Swim Centre

The Bundamba Swim Centre is located at 256 Brisbane Road, Bundamba. The pool was constructed in 1973 and had major refurbishments in 2010. Part of the 2010 refurbishments was a new water playground, gym and entrance building with kiosk, shade structures, pavement and landscaping.

The facility features:

- 50x19m heated outdoor pool with 8 lanes
- 25x6.5m heated outdoor pool with 3 lanes
- Children’s water play area, gym, kiosk, changing room, barbeques and shelters.

The 25m pool will remain heated through winter. The centre features a barbecue area for sausage sizzles and a kiosk for light snacks.

A Learn to Swim Program for babies through to adults is conducted at the centre and the Vikings swimming club meets every Monday and Wednesday night from 6.30 pm – 9.00 pm. The swim centre operates under lease management and is open year-round with reduced hours during the winter.

Recommendations

Needs new 25m indoor pool with DDA ramp access and heated to 36 degrees for hydrotherapy^{24,25,26,27}.

Visitation

Visitor numbers increased from 86,053 (2014/15) to 160,796 (2018/19).

Table 10: Visitor numbers at the Bundamba Swim Centre 2014–2019

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Visitors	86,053	89,075	105,465	112,030	160,796

Goodna Aquatic Centre

The Goodna Aquatic Centre is located at Toongarra Road, Leichhardt. The centre comprises three pools: a 25m, eight-lane lap pool, 16m x 12m multi-purpose pool and a children’s play pool. Both the 25m and multi-purpose pools have wheelchair access ramps.

During the winter season, the temperature of the 25m pool is maintained at between 27 to 28 degrees, the multi-purpose pool 32 degrees and the children’s play pool is unheated. The 25m and play pools have shade sails and the 16m pool is partly enclosed. A Learn to Swim Program is conducted at the centre. The swim centre operates under lease management and is open year-round with reduced hours during the winter²⁸.



Visitation

Visitor numbers increased from 165,146 (2014/15) to 185,210 (2018/19).

Table 11: Visitor numbers at the Goodna Aquatic Centre 2014–2019

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Visitors	165,146	134,257	165,527	183,186	185,210

Georgie Conway Leichhardt Community Swim Centre

Georgie Conway Leichhardt Community Swim Centre Toongarra Road, Leichhardt and was constructed in 1997.

The swim centre has:

- 25x12m 6-lane heated outdoor pool
- 6x12m learn to swim pool
- children's play pool with a lazy river, mushroom fountains, spa bubbler, water cannons and beach entry, barbecue area and a playground.

A Learn to Swim Program is conducted at the centre. The swimming club meets every Friday night (during the summer season only) from 7.00 pm – 9.00 pm.

During the winter season, the pool temperature is maintained at approximately 29 degrees. The swim centre operates under lease management and is open year-round with reduced hours during the winter²⁹.

Visitation

Visitor numbers increased from 43,348 (2014/15) to 59,281 (2018/19).

Table 12: Visitor numbers at the Georgie Conway Leichhardt Community Swim Centre 2014–2019

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Visitors	43,348	42,294	43,105	43,763	59,281

Rosewood Aquatic Centre

The Rosewood Aquatic Centre is located in Mill Street, Rosewood. It was constructed in 1966 and has a 25x11m 6-lane outdoor pool and a small children's pool. A Learn to Swim Program is conducted at the centre. The swim centre operates under lease management and is open only in the summer months^{30/31}.

Visitation

Visitor numbers decreased from 30,648 (2016/17) to 27,682 (2018/19).

Table 13: Visitor numbers at the Rosewood Aquatic Centre 2016–2019

Year	2016/17	2017/18	2018/19
Visitors	30,648	27,157	27,682

Orion Lagoon

Orion Lagoon is located in Springfield, just a 25-minute drive from Ipswich Central Business District. Situated within Orion Springfield Central and the newest stage of the huge Robelle Domain parklands, Orion Lagoon has a vast expanse of shallow pools and water features.

The interconnected pools cater to all age groups, from toddler-friendly 0.3m up to 1.5m for more proficient swimmers. Some are gently graded from the edge to give a beach-like effect, with one section offering activity features such as squirting spouts and stepping-stones.

Lifeguards are on duty from 5.00 am – 9.00 pm, from 1 September to 30 April and 7.00 am – 5.00 pm, 1 May to 31 August.

Visitation

Visitor numbers increased from 346,903 (2015/16) to 320,319 (2018/19).

Table 14: Visitor numbers at the Orion Lagoon 2015–2019

Year	2015/16	2016/17	2017/18	2018/19
Visitors	346,903	312,132	329,028	320,319

Bob Gamble Park River Heart

Bob Gamble Park is part of the River Heart parklands on King Edward Parade, Ipswich. The re-dedication of Bob Gamble Park and the official opening of River Heart Parklands Stage 2 was held on 14 October 2012.

Making use of the slope, there are numerous hand water pumps, with troughs or water wheels. At the bottom is the zero-depth splash area. This area has a rubberised base with water jets aiming in all directions.

New features within Bob Gamble Park (River Heart Parklands – Stage 2):

- a zero-depth water park
- extensive play equipment, including a spider web style climbing frame
- a 25m flying fox
- football-field-sized 'Discovery Forest' incorporating features that include forts, a bridge across a dry creek bed, carved wooden totems and balance beams

The park has been designed to ensure Ipswich residents can take advantage of the great outdoors. The new boardwalk will be an advantage to walkers, joggers, cyclists and others on the move. It also allows people to view the Bremer River from a different vantage point.

Water playground hours are 8.00 am – 6.00 pm.

Visitation

Visitor numbers decreased from 43,892 (2017/18) to 37,676 (2018/19).

Table 15: Visitor numbers at the Bob Gamble Water Park 2017–2019

Year	2017/18	2018/19
Visitors	43,892	37,676

Splash'n'Play, Ripley

The multi-age Splash'n'Play area at Providence Ripley offers fountains and water play features usually reserved for fee entry aquatic centres. With wiggly sprayers that can be controlled by kids and a bigger kids zone with water shooters, this is an exciting place for kids to be. It is the ultimate in free play for kids, outdoors, with climbing, water and fun. Features at the Splash'n'Play are:

- multi-age playground
- waterplay for multi-ages
- toilets
- showers
- flying fox
- 80% of water play is covered in shade sails
- shops being constructed nearby
- pram and wheelchair friendly
- heaps of parking
- sheltered BBQ facilities

10.3 Appendix C: The Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City 2020

Relevant Key Findings

- 29.2% of all residents (both adults and children combined) participated in swimming.
- 66% of respondents were happy with the number of outdoor recreation parks and facilities, however, 47% indicated a lack of satisfaction with the number of indoor sport and recreation facilities.
- Concerning the number of aquatic facilities and lagoons, respondents voted:
 - 43% – Yes, an adequate number
 - 36% – Adequate in some parts of council
 - 21% – No, not an adequate number
- Concerning the quality of the aquatic facilities and lagoons, respondents voted:
 - 22% – Very good
 - 52% – Good
 - 14% – Indifferent
 - 7% – Poor
 - 4% – Very poor
- Concerning the location of the aquatic facilities and lagoons, respondents voted:
 - 12% – Very good
 - 41% – Good
 - 18% – Indifferent
 - 21% – Poor
 - 9% – Very poor
- Swimming was the seventh most popular activity for active adults in Ipswich in 2019.

Physical inactivity is due to inadequate participation in recreational physical activity and an increase in sedentary behaviour at work and at home. Physical inactivity is recognized worldwide as participating in less than 30 minutes of moderately intense physical activity most days of the week.

The Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City provides a snapshot of physical activity levels (Figure 8, 9), health status (Figure 10) and activities Ipswich residents participate (Figures 11 and 12).

Activity status by SA2 region

The proportion of respondents classed as active adults were highest in the SA2s of Ipswich North (89%), Ripley (87%) and North Ipswich-Tivoli (81%) and lowest in the SA2s of Riverview (44%), Leichhardt-One Mile (54%) and Redbank Plains (58%) (see Figure 8).

Figure 9: Proportion of Ipswich residents reported to be physically inactive across population health areas.

Physical inactivity

PHA	%
1	55%
2	59%
3	60%
4	58%
5	56%
6	55%
7	60%
8	84%
9	56%
10	58%
11	54%

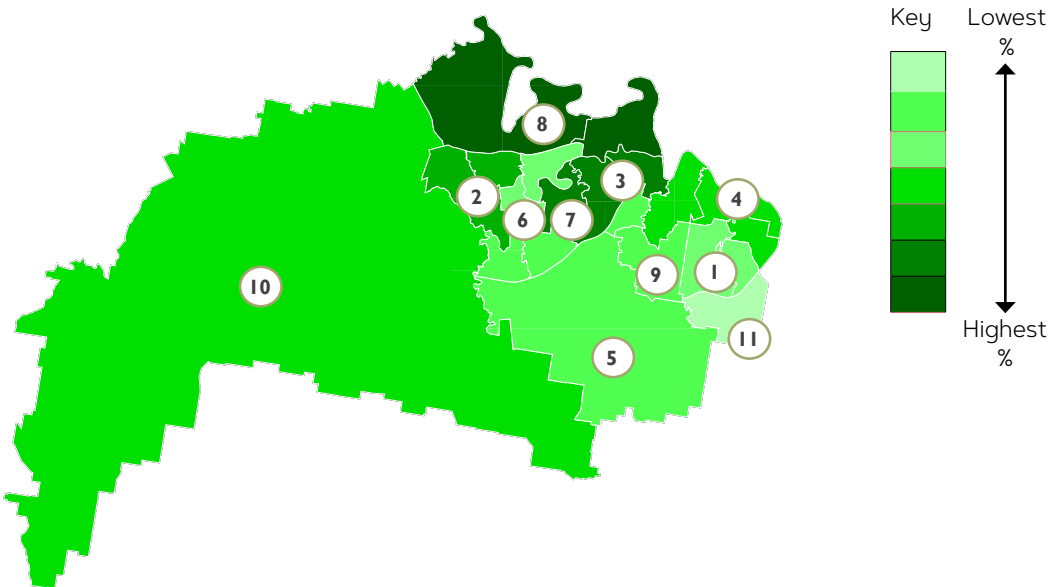
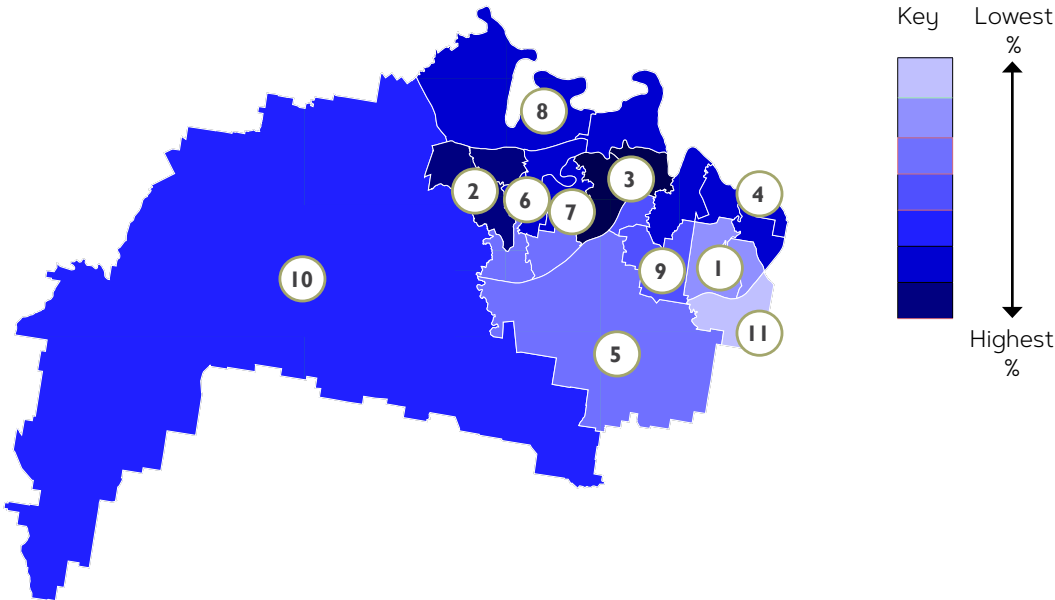


Figure 10: Proportion of Ipswich residents with fair or poor health across population health areas.

Fair or poor health

PHA	%
1	10%
2	19%
3	20%
4	17%
5	14%
6	18%
7	18%
8	18%
9	15%
10	16%
11	8%



Top ten activities in Ipswich in 2019

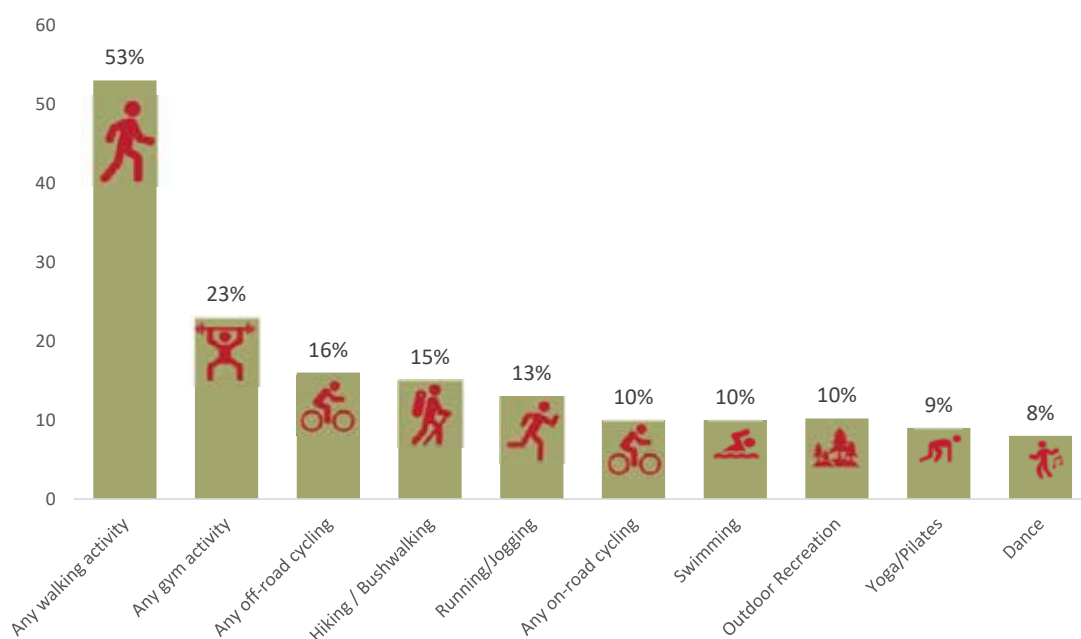
The top three activities are all composites of related sub-types of activity. Walking is overwhelmingly the most popular activity chosen by active adults in Ipswich (Figure 10). Over half of respondents (53%) reported doing at least one of the following walking activities: walking for recreation, walking for transport and walking the dog.

The gym activity category includes weight training and fitness classes and 23% of respondents reported doing at least one of these types of gym activities.

Sixteen per cent of respondents reported engaging in at least of the following off-road cycling activities: mountain biking, gravel bike riding, cyclocross or BMX riding. Importantly, the 1st, 3rd, 4th, 5th, 6th, and 8th most popular activities in Ipswich all occur outdoors in streetscapes, parklands, or bushlands.

Swimming is the 7th ranked activity in Ipswich. It is less popular than in the rest of Queensland (3rd ranked activity). There was no difference in the popularity of swimming based on gender. Males and females participate equally in swimming.

Figure 11 shows the top ten most popular types of activities for active adults in Ipswich in 2019, showing collapsed categories for related sub-types of activity (e.g. any walking activity).



Activity type by age group

There were differences in the popularity of swimming across the different age groups (Table 10). Swimming is more popular amongst the over 50-year-old (rank 6), but lesser important to the 25–49 years old (rank 8). Swimming is not amongst the ten most activities for those aged 14–24 years old.

Table 10: Proportion of active adults reporting types of activity (top ten only) in 2019 by age group.

TOP TEN MOST POPULAR ACTIVITIES	ALL RESPONDENTS	BY AGE GROUP			
		14–24 YEARS	25–49 YEARS	50–59 YEARS	60+ YEARS
1	Any walking activity ¹	Any walking activity	Any walking activity	Any walking activity	Any walking activity
2	Any gym activity ²	Any gym activity	Any gym activity	Any off-road cycling	Any gym activity
3	Any off-road cycling ³	Dance	Any off-road cycling	Any gym activity	Any off-road cycling
4	Hiking/bushwalking	Playground play	Running/jogging	Dance	Hiking/bushwalking
5	Running/jogging	Outdoor recreation	Hiking/bushwalking	Hiking/bushwalking	Running/jogging
6	Any on-road cycling ⁴	Running/jogging	Any on-road cycling	Swimming	Swimming
7	Swimming	Soccer (football)	Outdoor recreation	Yoga/pilates	Any on-road cycling
8	Outdoor recreation	Geocaching	Swimming	Fishing	Yoga/pilates
9	Yoga/pilates	Hiking/bushwalking	Playground play	Geocaching	Outdoor recreation
10	Dance	Rugby Union	Soccer (football)	Martial Arts	Dance
UNWEIGHTED N	1,061	116	607	169	169

Notes:

1. This includes 'walking for recreation', 'walking for transport' and 'walking the dog'

2. This includes 'weights training' and fitness classes

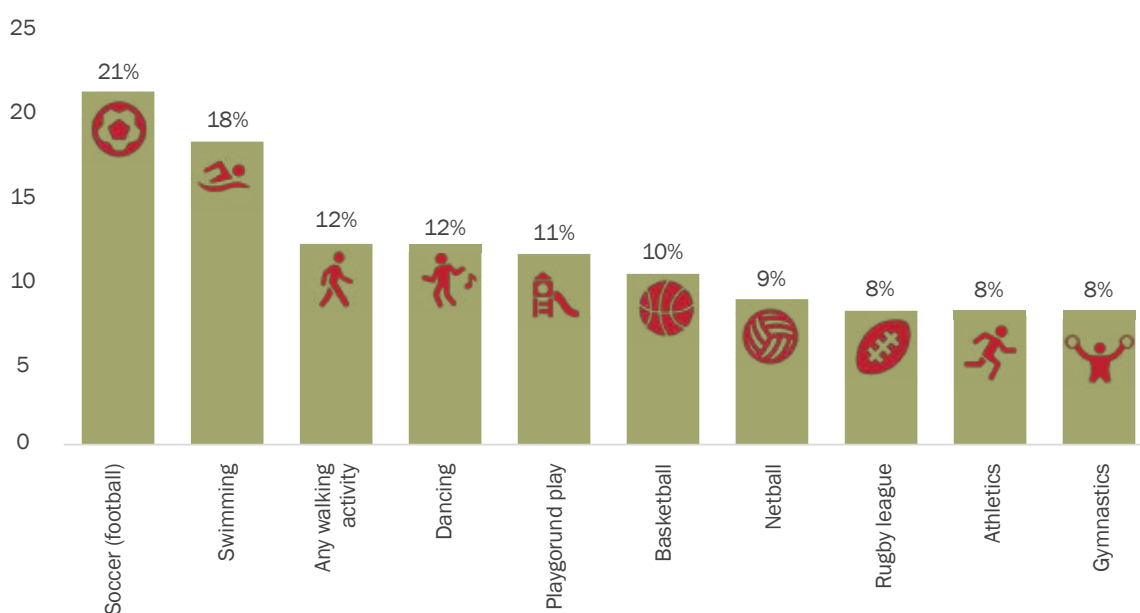
3. This includes 'mountain biking', 'BMX riding', 'cyclocross' and 'gravel bike riding'

4. This includes 'cycling (road)' and cycling (criterium)'

Top 10 childrens activities in 2019 overall

Respondents indicated in which activities their children are engaged from a list of 67 possible activities. The most common activity that children engaged in was soccer, closely followed by swimming.

Figure 12: Proportion of active children (n=1,027) participating in the top ten most popular activities.



How does this compare to the Ipswich survey from 2011, and to Queensland?

Football (soccer) and swimming remain the top two most popular activities for children in Ipswich in 2019. A notable finding is that the participation rate in swimming has increased from 10% in 2011 to 18% in 2019 (Table 11).

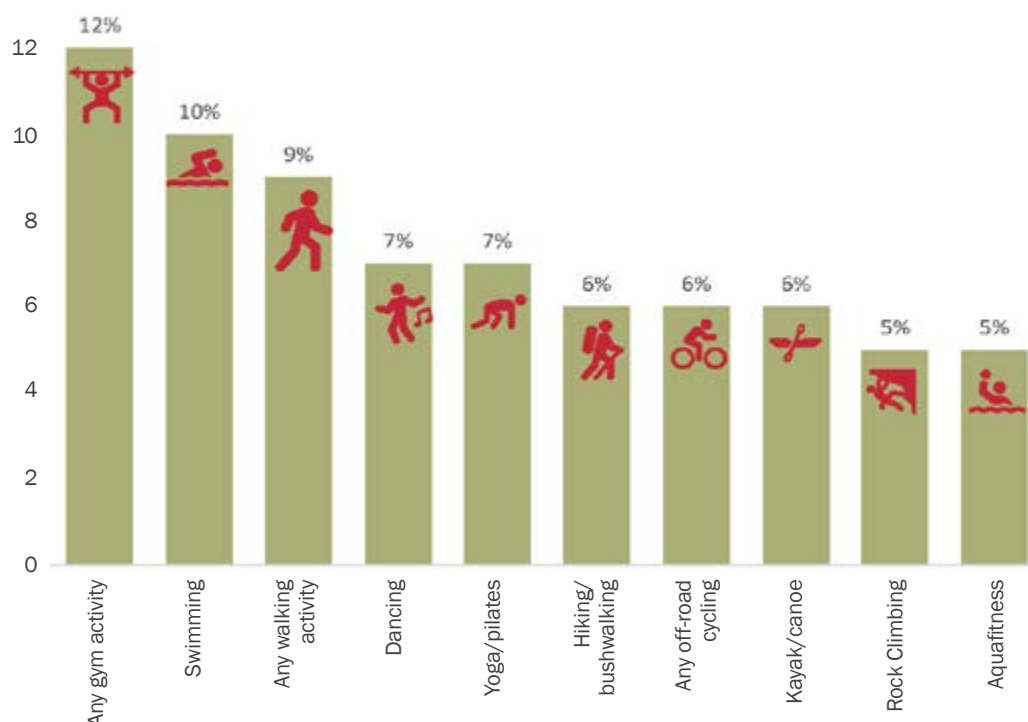
Table 11: Proportion of active childrens top ten most popular activities in Ipswich in 2011 and 2019 and Queensland children in 2012.

RANK	CPCLA 2012		IPSWICH 2019		IPSWICH 2011	
		%		%		%
1	Swimming	18	Football (soccer)	21	Football (soccer)	18
2	Dancing	15	Swimming	18	Swimming	10
3	Football (soccer)	14	Any walking activity	12	Dancing	8
4	AFL	8	Dancing	12	Netball	6
5	Netball	8	Playground play	11	Martial Arts	5
6	Basketball	8	Basketball	10	Rugby League	5
7	Tennis	7	Netball	9	Walking	4
8	Martial Arts	6	Rugby League	8	Rugby Union	4
9	Gymnastics	5	Athletics	8	Athletics	4
10	Cricket (outdoor)	5	Gymnastics	8	Cycling / Tennis	3

Family needs for future participation

Survey respondents were asked to report on the types of activity that they are not currently participating in but would like to in the future. This question asked the respondents to consider themselves and their family and therefore represents the desires of both adults and children.

Figure 13 shows the top ten most reported activities to try in the future.



Swimming is already a very popular activity among active adults, it was the second most popular activity to take up in the future. 10% of adults would like to take it up in the future.

10.4 Appendix D: Aquatic industry management models

Each aquatic facility and the community it serves is unique and needs to be considered in determining the best option for its management.

For the successful management of aquatic facilities some of the requirements are:

- **Planning** – to ensure everyone involved knows what is to be achieved. The more precisely the facility's financial and social goals direction are defined, the more likely a swimming centre will achieve its goals.
- **People** – qualified personnel with customer-centric skills are required to perform as expected.
- **Systems** – to manage finances and assets appropriate systems must be in place and operated by qualified personnel.

Managing large swim centres often requires a combination of expertise, including:

- general business acumen and people management
- marketing
- catering service
- operation of health and fitness centres
- provision of community programs
- work-and Health protection
- expertise in risk management.

Each of these criteria forms the basis of the venue management requirements. The three most common management models for modern swim centres in Australia are:

- management by lease
- contract management
- internal or direct management by the council.

Management by lease

Management of swimming centres by lease usually transfers responsibility for maintenance, control and management of a venue to an independent lessee. The lessee runs the swimming pool for an agreed fee. Depending on the economic viability of the venue, this can include a payment by the lessee to the council or the council to the lessee.

Advantages of management by lease can be:

- the lessee has more flexibility in day-to-day business and decision-making. This allows for proactive reaction to market conditions, primarily the range of programs and/or their pricing and response times for on-site matters such as minor maintenance work.
- a more specific provision of services and programs by the swimming centre due to the dependency on market requirements.

- capital improvements can be supported by public-private partnerships.
- the lessee is responsible for all personnel matters, including salaries and administration.
- programs are more effectively managed and developed.
- risk of net cost fluctuations is passed to the lessee.
- annual net operating costs are defined and stabilised as a fixed budget amount
- the council can selectively determine which aspects of facility management should be retained (e.g. the maintenance of key assets).
- distancing the council from day-to-day problems related to water facility management, including the risk of litigation for personal injury.
- an improved ability to meet staff training needs through established networks and access to specialised staff in various areas of program and facility management.

Potential weaknesses in management by lease can be:

- availability of service providers in the market. There may be a shortage of well-qualified swimming centre managers at the time of the tender. There is a risk that a bidding process leads to disappointing results in terms of applicants and/or leasing fees.
- because council is not directly involved in the operations of swim centres, it might lose understanding and control over ongoing operations. In particular, it loses control over:
 - programming
 - recruitment and selection standards of the employees hired to run the programs
 - aspects of quality control
 - pricing of programs and services.

The objectives of the leasing process is to:

- maximise benefits for the community. By increasing access, participation, program expansion and improving facilities at the pool.
- minimising council subsidies for operating pools by looking for commercial rental and investment opportunities.

Contract management

Contract management allows council to maintain direct management of the facility. But it will pass on the technical responsibilities for all aspects of the venue the council wishes to delegate to a contractor. Contract management is tailored to the council's immediate short and medium-term needs.

Advantages of contract management can include:

- the contractor having a greater degree of flexibility in decision-making. Allowing for proactive response for appropriate services and programs run by the facility.

- the contractor having a greater degree of flexibility in day-to-day management of the facility. Improving response times for on-site matters such as minor maintenance.
- council retains a high level of understanding and control of day-to-day operations while retaining control of programs, pricing and services available to the community.
- the contractor provides staff, programs, and services specific to its operational tasks for a specified fee (including the contractor's profit margin). Council can determine all revenue is withheld. If these revenues are well managed, they can make up for the initial contract fee over time, especially as programs are set up and attendance increases.

Potential weaknesses of the contract management model can include:

- ability to secure suitable contract managers.
- fluctuations in net operating costs rest with council.
- council's line management having a clear understanding of the venues objectives and capacity to manage the contractor accordingly.

Internal or direct council management

Under the direct management option, the council monitors management and operation of one or more swim centres.

Potential benefits of direct management can be:

- council has control over the operation and maintenance of its centres in real-time following the adopted service standards.
- operational costs can be met or minimized by accessing key council resources (e.g., payroll, insurance, IT support, financial management systems, plant and building services).

- council has a clear picture of the ongoing performance and potential of the venue. This works closely with residents and user groups for future operational and development initiatives.
- council retains the benefits and operating surpluses associated with the management of each swim centre.

Possible disadvantages of direct council administration can be:

- council is considered as an operator and this can have a positive and negative impact on the perception of the community for the new facility.
- staff structures of the council do not include specific skills and experience required for the effective management and promotion of aquatic facilities. As a result, recruiting personnel can take a significant amount of time and money.
- the council may not view event management as its core business.
- often, higher staffing costs are required as part of local government procurement rates.
- there may be higher costs for internal services and indirect costs.
- council processes and procedures may not provide the flexibility to operate its facilities efficiently and competitively compared to commercial operators.
- requires additional initial investment by council in management systems (e.g. bookings, asset management, ticketing, catering, financial management, and HR system setup).
- council is responsible for all operating and maintenance costs and any unforeseen deficiencies³⁴.



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AQUATIC FACILITIES ACTION PLAN

