

FRANKSTON INDOOR GYMNASTICS AND BASKETBALL FEASIBILITY STUDY

FINAL REPORT



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Executive Summary

The Project

The Frankston Basketball and Gymnastics Stadium Redevelopment Feasibility Study has involved extensive market research, a site analysis, an engagement process with key stakeholders, peak bodies and across Council departments and State Government, and a concept development stage involving concept plans, cost plans, management review and financial operational model. This Final Report summarises the key findings and proposes four new multi-sport courts and a community gymnastics hall to support basketball and gymnastics participation including other indoor sports and disability programs in the Frankston and Mornington Peninsula region.

Why do we need it?

The City of Frankston are currently preparing the *Frankston Basketball and Gymnastics Centre Feasibility Study*. A Final Report has been prepared that supports the proposed development. The next step is to prepare a full business case and social and economic benefits statement.

The study has uncovered:

- A growing basketball and gymnastics participation that is higher than the State participation rate average and is being fuelled by a young, active and growing population.
- The existing indoor sports stadiums in Frankston is at capacity and is now showing its age. The Frankston Basketball Stadium is at full capacity (100%) during peak operating hours for indoor courts and the Frankston and District Basketball Association (FDBA) competitions. The stadium doesn't provide for the contemporary sport industry design standards.
- The Bayside Gymnastics Club (BGC) need a new fit for purpose home with Gymnastics Victoria advocating for this facility to be on Council land that will provide secure tenure for the club and support the growth of programming and participation. The club currently operate from a short-term arrangement on school land
- The existing Frankston Basketball Stadium site is constrained however Council has recently purchased 39 Wells Road to support additional car parking required to expand the stadium.

In addition, previous planning studies support additional indoor sports courts for FDBA and gymnastics hall for BGC:

- The *Frankston Basketball Facility Expansion Feasibility Study* supported the redevelopment of the stadium to provide for indoor sports in the Frankston and Mornington Peninsula region. A requirement of between four and five sports courts was recommended
- Since this report and the decision to not proceed with the project, The *Jubilee Park Master Plan and Economic and Social Impact Report* was completed and funded with the Jubilee Park Stadium commencing construction in 2021/22. The project features six indoor sports courts with a show court providing 1000 seats. Access to these courts for basketball use forms part of the occupancy schedule and operational model. This venue will only provide for part of the future basketball participation demand
- The *Centenary Park Regional Tennis and Gymnastics Centre Economic and Social Impact Report* supported the development of a regional gymnastics centre of excellence in Frankston. This facility was to provide for the BGC. This project was not funded and will not proceed. Gymnastics Victoria's priority is to support the BGC in a community sized gymnastics hall.



Growing participation in Frankston and Mornington Peninsula region is leading to an increased indoor sports participation demand



Frankston Basketball Stadium doesn't meet contemporary standards for a major indoor sports stadium



Opportunity to increase the overall use and financial viability of a major stadium through additional basketball courts and providing a home for gymnastics

What is Proposed?

The following key facility components are proposed for the facility.

Indoor Sports Hall

- Four new full size multi-sport courts suitable for competition. A total of eight courts will be provided where two old courts will be replaced by two full sized courts and an additional two new courts built
- Seating provided between courts for spectator viewing
- Control / operations room
- Future court expansion area for two to four courts.

Gymnastics Hall

- A 1,000m² gymnastics hall and training pit (community standard)
- Other support facilities including storage for gymnastics equipment.

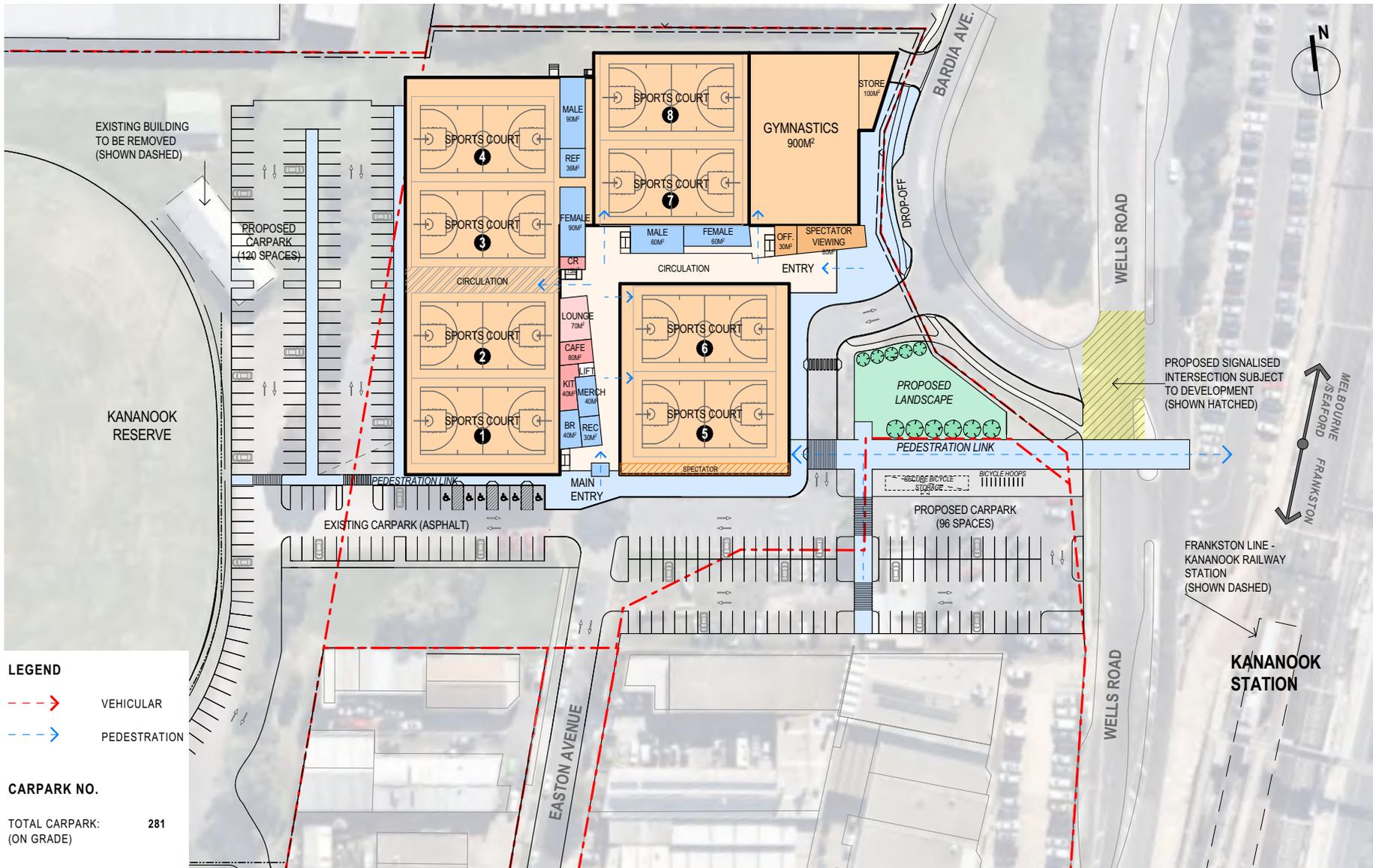
Front of House

- Improved foyer, reception and recharge spaces
- Improved kiosk and lounge for 'grab and go' food and drinks and a socialisation area
- Improved first aid room that can provide drug testing requirements
- Improved dedicated change rooms that are unisex and provide an accessible toilet and shower in each change room
- Improved separate public toilet amenities for male, female and accessible
- Improved referees change room that are unisex and include a control / briefing space
- Other support facilities including storage for court equipment, associated plant room and cleaner room.

Precinct Improvements

- Provision of 350 car spaces. These car spaces will be supported through additional car spaces on 39 Wells Road. On-road car parking in nearby streets have also been upgraded to support the provision of car parking.
- Landscaping including additional trees, pedestrian pathways, bike parking and water urban design solutions.

A preliminary concept plan has been prepared to show the proposed design layout. This is provided in the next page.



What will it cost?

An independent cost plan has been prepared by Turner and Townsend Quantity Surveyors. The total capital cost of the proposed stadium works is estimated at **\$44,999,900**.

OPG has prepared Financial Operational Model for the proposed Stadium. The 10-year base case business projections (for an external contractor management model) shows:

- An annual average visitation of 312,640 visits over a 10 year period
- An annual average revenue of \$1,739,826 over a 10 year period
- An annual average expenditure of \$1,503,876 over a 10 year period
- An annual average operating surplus of \$235,950 over a 10 year period.

How will it be managed?

A review of the possible management models for the facility supports either Company Limited by Guarantee Management Model or Lease Model.

The Company by Limited Guarantee Model represents a low risk to Council because Frankston City Council is an early adopter of the Company by Limited Guarantee Model through the establishment of Peninsula Leisure. The model has a lower cost to Council than inhouse, comparable to external contractor model.

The lease model is a financially attractive model for exclusive use sports facilities. However, the model has the lowest level of Council control and influence on operations. The current operation of the Frankston Basketball Centre is under lease and managed by the Frankston and District Basketball Association (FDBA). The FDBA would like to continue to manage the facility.

The key questions for Council and key stakeholders to consider are:

- Is FDBA willing to take on the financial risk and operate the facility in totality, taking on all the roles of programming, financial reporting, asset management and lease with Bayside Gymnastics Centre?
- Is Frankston City Council prepared to give over the management responsibility to FDBA or does it want direct control over centre management through using its commercial company; and if so, does this impact the positive benefits of the current user group partnerships and volunteer input?
- If Council support continuation of a lease model with FDBA, does this extend to the gymnastics centre, noting the implications of having two separate leases over common (shared) spaces?

Who will benefit?

The proposed stadium will benefit the following user groups.

Frankston District Basketball Association

The FDBA is one of the top five largest participation basketball associations in Victoria and Basketball Victoria considers it the regional hub for basketball for the Frankston and Mornington Peninsula region. A map showing the number of members by post codes is provided showing the regional reach of basketball is provided.

The FDBA currently schedules 16,000 games per year with games scheduled on a weekly basis across 9 venues and utilising up to 23 indoor courts. The Association today has over 850 teams and over 8,100+ participants competing in various organised competitions and programs for able and special need athletes. FDBA has grown from 5,000 participants in 2013. There were 5,130 juniors and 3,190 adult participants in 2019.

Bayside Gymnastics Club

The BGC is a community-based not for profit gymnastics club that delivers recreational, semi competitive and competitive gymnastics programs. The club attracts children and families from Frankston, Casey and Mornington. A map showing the number of members by post codes is provided showing the district reach of gymnastics is provided.

The club has grown their membership from 330 members in 2015 to over 400 members in 2017 but restricted membership to 365 members (2019) due to the high membership being very problematic to run programs. Also, BGC delivers a coaching pathway through the national accreditation system, providing development and career progression opportunities for all coaches and participants.

Disability Sport and Recreation Victoria

Disability Sport and Recreation Victoria advocates for the expansion of the current AAA Basketball Program. These include wheelchair sports like Rugby (DSR directly management competition); Basketball and AFL. There are other disability sport organisations within the sector that could also benefit including: Blind sports; Deaf sports; and Power chair sports.

Other Indoor Sports

There is an opportunity for other indoor sports like Volleyball, Badminton and Futsal to use the stadium outside times required for FDBA and Bayside Gymnastics Club.

The Frankston Basketball and Gymnastics Stadium and new Jubilee Park Stadium will complement each other in providing for all indoor sports in the Frankston and Mornington Peninsula region.

What are the social and economic benefits?

The proposed facility will provide for the high basketball and gymnastics participation growth being experienced in the Frankston and Mornington Peninsula region and provide primarily for competition and programming needs.

Other indoor sports users include disability sports. FDBA already run an All-Abilities Basketball Program for young people (6 to 14 years) with a disability. Disability Sport and Recreation Victoria are interested to expand this program into other disability sports including wheelchair sports, blind sports, deaf sports and power chair sports.

The participation growth of sports in the City of Frankston is being fuelled by a young, active and growing population. The current population of 143,338 (ERP 2020) will grow to 163,610 by 2041 (.idcommunity). Also, the community has a high proportion of people between 5 and 49 years considered within the 'active years' age bracket.

There is a current participation for basketball of 8,146 that is predicted to grow to 9,246 by 2041. This will require access to four additional courts by 2041. Jubilee Park Stadium will provide access to two additional courts including a show court for major basketball events. An additional two courts are required at the Frankston Basketball Stadium.

There is a current participation for gymnastics of 365 that is predicted to grow to 412 by 2041. However, the club has already increased their membership beyond 400 participants. Therefore, 412 participants can be considered conservative. With a fit for purpose venue, the club is predicted to attract over 500 participants. This will require access to a community size (about 1000m²) gymnastics hall that can provide for the full athlete pathway of programs.

To show the potential of developing the Frankston Basketball and Gymnastics Centre, OPG has prepared a social and economic benefits model.

The project is estimated to deliver a positive Benefit Cost Ratio of **4.11** (4% discount rate) and deliver the following benefits:

- An annual average visitation of 312,640 visits over a 10 year period. A total of 3,120,000 visits over a 10-year period.
- A total of 87.37 FTE jobs (71.61 direct jobs and 15.72 indirect jobs) would be generated during the construction period
- The operation of the stadium would generate a total of 7.14 full time equivalent jobs during operations
- The present value of total benefits generated by the investment is estimated at \$179.441 million (4% discount) over a 10-year period
- The increase in regional economic benefits generated by the investment is estimated at \$17.398 million over a 10 year period
- An indirect health benefit of \$18.758 million over the 10-year period for stadium users of the stadium.

1. Introduction

The Frankston Basketball and Gymnastics Stadium Feasibility Study will help inform the Frankston City Council of the feasibility of upgrading and developing the Frankston Basketball Stadium to accommodate the future growth of the Frankston and District Basketball Association (FDBA) together with a dedicated gymnastics facility for the Bayside Gymnastics Club (BGC).

This Final Report provides a comprehensive analysis of the current facility, including conditions, fit for purpose, usage and operations together with the demand and requirements for the Frankston and District Basketball Association (FDBA) and the Bayside Gymnastics Club (BGC) to grow and prosper in the future.

The analysis has included a site assessment of the current Frankston Basketball Stadium to understand whether the site can accommodate the proposed facility requirements.

1.1 Project Objectives and Tasks

The projects objectives and associated tasks are:

- Identify facility requirements to support the FDBA and BGC for the next 10 years
- Review the existing nature, distribution and capacity of facilities in a local and regional context
- Assess likely demand for indoor sport through population projections and the demographic profile of Frankston City, and projected future participation in basketball and gymnastics throughout South East Region
- Determine the ability of facilities to service other community indoor recreational and leisure needs
- Review the overall economic and social impact of the potential expansion
- Identify ways to increase participation opportunities, with a focus on areas/cohorts of disadvantage and under-represented groups
- Assess the feasibility for expanding the Frankston Basketball Stadium site (Bardia Avenue) and/or identify alternative locations
- Create schematic and conceptual designs of the proposed facility including indicative capital costs
- Establish a business case for any proposed expansion and/or acquisition of land
- Provide business modelling recommendations and direction into management control and governance, operating financials, maintenance and operational costs and asset management.

1.2 Project Planning Process

To deliver the project to meet the client brief the key stages & tasks for the project are outlined in the graphic below.



Figure 1: Planning Process

2. Strategic Review

There are several recent sports facility research reviews that have analysed participation demand and sports facility requirements in the Frankston City Council area. These strategies have been reviewed and key findings summarised below.

2.1 City of Frankston Strategic Commitments

City of Frankston Council Plan 2017 to 2021

The *Council Plan 2017 to 2021* commits Council to four long term community outcomes:

- **A planning city** – Theme 1.1 Community Infrastructure supports Council’s advocacy to government for funding towards regional sporting facilities. These projects will be supported by feasibility studies / business cases
- **A liveable city** – Theme 2.3 Health and Wellbeing supports Council enhancing access to sport and leisure opportunities
- **A well governed city** – Theme 3.1 Accountable Governance commits Council to clear and unified directions and transparent decision making
- **A well-managed city** - Theme 4.1 Services commits Council to identifying service assts and service levels required to meet future community needs; Theme 4.3 Resources commits Council to funding decisions that are based on Council priorities and sound business principles.

Community Facilities Needs Assessment 2021 (Underway)

The City of Frankston has recently commissioned the development of a community facilities needs assessment. The needs assessment will consider the future sport and recreation facility requirements for the City of Frankston.

This feasibility study together with previous indoor sports facility plans will help inform the community facilities needs assessment of the indoor sports facility requirements in the future.

2.2 Indoor Sports Facility Planning History

Frankston Basketball Expansion Feasibility Study 2014

The *Frankston Basketball Facility Expansion Feasibility Study* supported the redevelopment of the stadium to provides for indoor sports in the Frankston and Mornington Peninsula region. The study predicted participation of 8,162 registered players by 2031 and this lead to a future court requirement of between four and five sports courts in Frankston.

A range of options were prepared together with a detailed design, cost plan and detailed 10-year financial operational model. The total project cost in 2014 was in order of \$22 million. The facility was expected to generate an average usage of 130,000 visits and an operating surplus of \$753,000 per year.

The project was funded by Council and the State Government however the project did not proceed due to the City of Frankston and FDBA being unable to come to terms on a governance and financial agreement.

Jubilee Park Master Plan 2013

The *Jubilee Park Master Plan* was adopted by Council in November 2013. The concept master plan is provided on the next page.

The Master Plan includes 50 recommendations and an indicative cost of \$18M. The following development projects concerning the stadium redevelopment included:

- The construction of a new two-court indoor stadium on the site of the Jubilee Park Aquatic Centre, pending its removal as part of the completion of Peninsula Aquatic Recreation Centre (PARC)

- Upgrade the existing netball stadium into a regional, multiuse sporting facility accommodating netball (bringing a total of three indoor courts), indoor cricket training and other indoor recreation uses such as basketball and futsal
- Expand and upgrade the trotting track oval.

Jubilee Park Stadium Development Planning 2018

City of Frankston, key stakeholders and peak sporting bodies revisited the 2013 demands and ideas for the indoor sports facility and in 2018 approved a new six-court indoor multi-sport stadium with show court and seating for 1000 spectators, capable of hosting Victorian Netball League Competitions and major sporting events.

The additional multi-sport courts were planned to address in part future demand by netball (4 courts) and other indoor sports domestic competitions like basketball, volleyball and futsal and social competitions (2 courts) in the Frankston region.

Other features of the facility development include an elite cricket training hub as part of the proposal with new indoor cricket / multipurpose training facilities; multi-purpose meeting and function rooms; a café serving indoor and outdoor; a crèche; and associated player and spectator amenities servicing indoor and outdoor facilities.

The project will be completed at a cost of \$34.9M and is fully funded by Council, State and Federal Government contributions. Detailed design is completed, and a town planning applications have been received.

The centre is expected to be completed by mid 2023 and will see an upgraded Jubilee Park Stadium ensuring Frankston City is ready to host major regional netball and basketball events as well as accommodating more players for netball and a range of sports including basketball, volleyball etc.

Jubilee Park Stadium Economic and Social Impact Report 2018

To support the new Jubilee Park Stadium Concept, the City of Frankston commissioned the development of an *Economic and Social Impact Report 2018* that included a review of the management model options and a financial operational (business) model.

The report found there is a growing demand for indoor sports courts in Frankston. The demand was being driven by:

- Frankston City's population is projected to grow by 10.59% in the next decade.
- The 10km facility catchment area for Jubilee Park Sports Precinct responds to the Frankston City municipal area that currently has a population of 140,708 people
- Indoor sports participation is growing substantially in Frankston City on the back of an increasing population in the main user 'active' age groups (0 to 49 years)
- Tenant sports at Jubilee Park and indoor sports associations (netball and basketball) in Frankston City recorded higher participation growth rates than the population growth. Major users will be the Frankston District Netball Association with over 2000 players and Frankston District Cricket Club with over 150 players
- The current indoor sports courts in Frankston are at capacity. The existing two indoor sports courts are reporting to operate at full capacity by netball. Basketball has access to 14 courts for use with these facilities also reported to be at full capacity
- All sports are implementing new participation pathways to attract players in response to changing leisure patterns and targeting school aged children in partnership through the Australian Sports Commission School Sports Program. These initiatives are seeing an increase in programming of facilities by sports
- The Australian Sports Commission reports in the latest AusPlay 2016 survey that physical health or fitness, fun/enjoyment and social as the main motivators of participating in a sport. These recreation trends are being experienced at the existing Jubilee Park Stadium where there is a waiting list for participants and teams for social night competitions.

The report confirmed scheduling confidence in filling four out of the six proposed courts at peak times for netball competition. This is based on current and projected demand evidenced by FDNA having a growing waiting list for participants wanting to play in the social night competitions.

The report identified high demand from other indoor sports, particularly from Frankston District Basketball Association with 5,347 players as a satellite venue, to fill the other two courts usage. Any spare court space could also be utilised by volleyball competitions.

A usage schedule showing current and future programming supports this report.

The projected Jubilee Park Stadium attendance was for 293,664 visits in year 1 and projected to grow to 319,939 visits by year 10. The project was assessed at delivering a positive Benefit Cost Ratio of 1.32 (7% discount rate), create over 146.2 (direct and indirect) jobs and generate \$57.2 million regional income into the City of Frankston economy.

All management model options were tested and provided to Council. Since this report was prepared, Council has resolved to enter into a Long-Term Lease agreement with the Frankston and District Netball Association to manage this facility.

Centenary Park Regional Tennis & Gymnastics Centre Economic & Social Impact Report 2018; and Management Model Review 2018

The Centenary Park Regional Tennis and Gymnastics Centre project proposed the relocation and merger of the Frankston Tennis Club with the Frankston East Tennis Club and the Bayside Gymnastics Club. The facility was to provide for a regional catchment and was supported by both Tennis Victoria and Gymnastics Victoria.

The Centre concept was to include:

- 16 hard courts including four that meet International Tennis Federation (ITF) court standards; four hot shot courts for junior tennis development; courtside and pavilion spectator viewing areas
- 1500m² gymnastics hall and training pit; 500 seat retractable spectator seating overlooking the gymnasium
- Retail space; function room and kitchen with associated amenities; ground floor kiosk / café; multi-purpose community meeting rooms; associated player and spectator amenities; and outdoor meeting and landscape spaces.

The Centre was designed to:

- Allow for the relocation of Frankston Tennis Club to cater for the expansion of Frankston Hospital
- Enable current demand for participation in gymnastics to be met and allow for the sport to grow
- Be capable of hosting regional and international tennis tournaments, bringing broader economic benefits to the region
- Drive growth in the sports or tennis and gymnastics at the community level, contributing to health and the development of social capital
- Provide significant investment in female sporting participation
- Provide cross-sport development opportunities and other benefits of a shared multi-use facility
- Provide all abilities access to high quality sporting opportunities
- Provide leadership across the region supporting all abilities access, junior development and pathways to elite level competition.

This project was completed as a tennis only facility.

The participation data and facility requirements within this report were revisited with Bayside Gymnastics Club and Gymnastics Victoria. Gymnastics Victoria has confirmed that they now support a local community gymnastics level facility of 1,000m² to support the Bayside Gymnastics Club as opposed to the proposed regional gymnastics level facility in the Centenary Park proposal.

2.3 State Sports Associations Strategies

Basketball Victoria Facilities Master Plan 2017

Basketball Victoria Facilities Master Plan identified the need for 60 new courts over the next 10-15 years.

The master plan reports:

- The actual development of basketball courts is not keeping pace with the predicted demand
- There is a need for a further 45 basketball courts to cater for current unmet demand across the state. Major shortfalls are identified in Wyndham, Melton, Casey, Cardinia, Wodonga, Mildura, Whittlesea and Hobsons Bay
- At a regional / sub-regional level, there are no facilities of a full regional standard in the Mornington Peninsula, western and outer south-eastern areas of Melbourne and inadequate regional indoor basketball court provision in the Geelong/Barwon region, western, north-east and north-west Victoria regions
- Further basketball court developments are required for Frankston, Bendigo and Nunawading.

The Master Plan identifies the following statistics and future development recommendations for Frankston City Council:

- Almost three percent (2.99%) of the City's population are registered members of Basketball Victoria
- The City is serviced by the Frankston District Basketball Association, which is one of the top five basketball associations in Victoria. The association has grown by 19% over the last four years and has 5,347 members. The Chelsea Basketball Association also uses a facility in the City.
- There are 14 courts available for basketball use
- One indoor basketball court accessed per 9,749 residents
- The Master Plan references the "Jubilee Netball Centre currently caters for netball only and includes indoor and outdoor courts".
- The Master Plan also references the now abandoned redevelopment of the Frankston Basketball Stadium, however, highlights the peak sporting bodies interest in the future development of the basketball stadium to fulfil a regional role.

Netball Victoria State Facilities Plan 2016

Netball Victoria State Facilities Plan identifies 66 potential indoor stadium projects that could be undertaken over the next 10 years. Nearly all projects involve multi-sport facilities.

The Facilities Plan recommends Netball Victoria seek to be involved in the planning of indoor sports facilities and advocate for courts to be built compliant for netball, and for netball to gain reasonable access for competition and training. Indoor courts will allow for:

- Greater scheduling capacity for user groups
- Is not weather dependent
- Can be used for longer periods of the day
- Is supported by adequate changerooms, amenities and car parking spaces.
- Indoor courts also allow netballers to run modified games and programs that cater for broader user groups

The Facilities Plan outlines the following strategic directions relevant to the study:

- Provide access to appropriate netball venues in each Netball Victoria region that satisfy the needs of grassroots netball associations and Netball Victoria's competition and elite pathway programs.
- Ensure all new netball facilities are developed to meet national standards.

The Facilities Plan reports:

- All Greater Melbourne regions (Central, Western Metro, Southern Metro, Northern Metro, Eastern Metro) have a current deficit of multi-lined indoor courts
- Twenty-five (25) LGAs had current deficits of indoor multi-lined courts ranging from one to 35 courts
- Deficits were also recorded in Frankston, Maroondah, Hobsons Bay, Maribyrnong and Stonnington
- The strategy identifies 66 potential indoor stadium projects that could be undertaken over the next 10 years. Nearly all projects involve multi-sport facilities.

The Strategy identifies the following statistics and future development recommendations for Frankston City Council:

- Frankston has a court provision rate per population of one court per 4,136 people. This figure takes into account indoor and outdoor courts. If only indoor courts, the court provision rate per population is one court per 10,499 people
- The plan identifies a deficit of indoor courts to service Frankston current participation of 1.6 courts (2015) and future population of 5.2 courts (2031).

Volleyball Victoria State Facilities Plan 2019

Volleyball Victoria State Facilities Plan identifies access to more indoor sports courts in growing population areas as critical to the sports growth in Victoria.

The Facilities Plan reports volleyball participation is growing by 10 to 15% annually with the sport introducing new participation programs aimed at attracting juniors and women to play.

The facilities plan identified the following issues relevant to the study:

- Resolving the current lack of access to courts for training and competition in both regional and metropolitan areas
- Ensuring volleyball has a strategic presence in new facilities
- Ensuring informed planning for future facilities.

The facilities plan also outlines the following strategic directions relevant to the study:

- Volleyball to partner in the development of indoor sports facilities in growth areas
- Jubilee Park Stadium is identified as locations to develop regional volleyball hubs in the Frankston and Mornington Peninsula Region.

Gymnastic Victoria State Facilities Plan – Draft 2021

Gymnastics Victoria State Facilities Plan has been drafted and will be released later in 2021. Gymnastics Victoria has provided the following strategic insights from the plan to help inform this project.

“Across Victoria, there has been significant growth and demand for gymnastics participation over the last five years. A major factor limiting the growth of many gymnastics’ clubs, and the community health benefits they provide are insufficient access to facilities to keep pace with demand.

The state-wide participation rate for children under the age of fourteen is only 5%. However, in areas with high-accessibility and provision of gymnastics facilities, localised participation rates are almost 10%, double the state average. This demonstrates there is unmet demand which can be unlocked through the provision of additional gymnastics facilities.

Over the last 10 years, gymnastics participation nationally has grown by 88%, from 122,877 participants in 2010 to 231,220 in 2019. Over the same period, gymnastics participation in Victoria has increased by 111%.

Nationally, the increase in the number of gymnastics facilities has not kept pace with participation growth. In 2016, there were 706 gymnastics facilities across Australia, equating to an average of 197 participants per venue.

By 2019, the number of gymnastics facilities had grown by 3.8% to 733, equating to an average of 315 participants per venue. While this high-level analysis does not take into consideration the type and size of the gymnastics facilities being built, it does indicate that on average, facilities are becoming busier.

The sustainable business model for gymnastics clubs can help enhance the feasibility of new indoor sport and recreation facilities being planned by local governments. The allocation of space for gymnastics within these facilities can provide areas which will generate revenue for the facility, rather than being a cost centre.

Additionally, many LGAs have the challenge of deciding what to do with existing non-compliant indoor netball/basketball facilities. These spaces can be converted into a space for gymnastics rather than demolishing and rebuilding compliant netball/basketball facilities. This provides council with a sustainable tenant and the ability to repurpose existing facilities and extend the infrastructure lifecycle”.

Whether a Council has an underutilised indoor facility which needs an injection of a sustainable and vibrant sport or is planning a new multi-purpose facility, Gymnastics Victoria seek to partner with councils to provide the local community with access to a high-quality gymnastic experience.

A club facility should be a minimum of 1000m² – 1200m² to support the requirements which lead to better club / community outcomes.

Table Tennis in Victoria Our Future Now – Table Tennis Victoria Strategic Plan 2019 to 2022

The Table Tennis Victoria Strategic Plan aims to connect more people in Victoria with more forms of table tennis, more often.

To achieve this, Table Tennis Victoria will:

- Profile – Enhance the table tennis brand in Victoria and innovatively activate it to connect more people in Victoria with the sport. Table Tennis Victoria will work collaboratively with member clubs and partners to build a growing and sustainable sports business.
- Participation – Make table tennis in Victoria more accessible, relevant and rewarding for anyone who wants to get involved.
- Performance – Develop and deliver frameworks, programs and systems to assist players, coaches and referees in Victoria.

A specific strategy for TTV is to develop relationships with members clubs and key partners and have more facilities being used to deliver the sport in Victoria.

A State Table Tennis Centre Strategy is proposed and is the priority for TTV. TTV are supportive of the Mornington Peninsula Table Tennis Association and current venue noting that they have strong participation that services a regional catchment.

Disability Sport and Recreation Strategic Plan 2020 to 2025

Disability Sport and Recreation provides and promotes positive outcomes for people with disability, through meaningful engagement in sport and recreation.

One in Five people in Victoria identify as living with a disability with 40% less likely to be physically active than Victorians without disability. There is an 8% gap in sport and physical activity participation rates for Victorians with and without disability, despite 83% of people with disability who don't play sport, want to become active.

The Strategic Plan identifies partnering with sport and active recreation organisations and providers to increase their capacity, knowledge and create opportunities for people with disability to take part in sport and active recreation.

Disability Sport and Recreation has partnered with the AFL in the development of an AFL Wheelchair competition and supports Wheelchair Rugby Victoria with their competition and programs. These programs are played on indoor sports courts and showcase the opportunities for inclusive participation opportunities for people with disability in highball stadiums.

2.4 Relevant State Government Strategies

Victorian Government – Active Victoria

Active Victoria was launched by the Victorian Government in 2017. It is a strategic framework for sport and recreation in Victoria and plans to cater for growing demand and to cement Melbourne (and Victoria's) reputation as Australia's sporting capital.

The framework includes six key directions:

- Meeting demand.
- Broader and more inclusive participation.
- Additional focus on active recreation.
- Build system resilience and capacity.
- Connect investment in events, high performance and infrastructure.
- Work together for shared outcomes.

This study responds to strategic directions about meeting demand and connecting investment in infrastructure. Specifically, this project will be eligible for funding under the Better Indoor Sports Facilities program.

2.5 Key Findings of the Projects Strategic Review

There is a high level of strategic support for the project, supporting additional indoor sports courts for the Frankston and District Basketball Association and a community gymnastics centre for Bayside Gymnastics Club.

The Frankston District Basketball Facility Expansion Feasibility Study supported the redevelopment of the stadium to provide for indoor sports in the Frankston and Mornington Peninsula region. The study predicted participation of 8,162 by 2031 and a requirement of between four and five sports courts in Frankston. The project did not proceed, and this project will revisit the demand and facility requirements for basketball.

The Jubilee Park Stadium Economic and Social Impact Report has identified available use of two courts for the Frankston and District Basketball Association (as a satellite venue). The Jubilee Park Stadium will feature six indoor sports courts with a show court providing 1000 seats. The project is funded with construction commencing in 2021/22.

Gymnastics Victoria has confirmed that they now support a local community gymnastics level facility of 1,000m² to support the Bayside Gymnastics Club as opposed to the proposed regional gymnastics level facility in the Centenary Park Regional Tennis and Gymnastics Centre proposal. Please note that this project was not funded and will not proceed.

Peak sports bodies state facilities plans (basketball, netball, volleyball and gymnastics) advocate for additional multi-purpose indoor sports courts and facilities to support the growth of their respective sport participation in Frankston. The Jubilee Park Stadium development will provide for netball and volleyball needs and in part basketball needs as a satellite venue.

However, expansion of the Frankston Basketball Stadium to provide for the high basketball participation growth predicted and to provide a permanent and secure home for Bayside Gymnastics Club is still required in the medium term (5 years+).

3. Demographic Review

The following section summarises the key population and demographic characteristics and trends likely to impact future indoor sports participation in the Frankston City Council area.

3.1 Resident Profile

The resident profile is based wherever possible on the 2016 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

Population

- The Frankston City Council (FCC) area has an estimated resident population of 143,338 for 2020. The population is forecast to grow to 163,610 by 2041 which is an increase of 20,272 people.
- High population growth areas are within the Frankston east development areas (including Carrum Downs and Langwarrin) with population decline being experienced in the older Frankston west areas (including Frankston, Seaford, Karingal and Frankston South)
- There is a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years). Overall, 22.2% of the population was aged between 0 and 17, and 20.9% were aged 60 years and over, compared with 21.7% and 19.0% respectively for Greater Melbourne
- Interestingly, all age groups, except for 12 to 24 years experienced population growth between 2011 and 2016
- There is a large proportion of the FCC population that fall into the 5-49 years old age bracket that are most likely to make regular use of indoor sporting infrastructure. This accounts for 65.6% of the population. By 2041, there will be an additional 6,451 or 7.7% people living in the FCC area who fall within the active years age bracket.

Diversity

- Cultural diversity is low with 11.0% being born in a non-English speaking country and 11.4% speaking a language other than English at home, compared to 27.0% and 32.3% in Greater Melbourne
- The most common language spoken at home other than English is Greek, spoken by 0.9% of the population, followed by Mandarin (0.8%) and Italian (0.6%).

Disadvantage and Social Capital

- Analysis of individual income levels in FCC in 2016 compared to Greater Melbourne shows that there was a lower proportion of people earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income people (those earning less than \$500 per week). Overall, 7.8% of the population earned a high income, and 36.7% earned a low income, compared with 11.9% and 37.8% respectively for Greater Melbourne
- The SEIFA measures the relative level of socio-economic disadvantage based on a range of characteristics. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage. FCC scored 1,001 overall, which rates it as the 33rd highest LGA in Victoria out of 80 LGA's, meaning it has a moderately high level of disadvantage. Frankston North (823.0), Frankston Centre (931.1) and Karingal (955.5) were rated the most disadvantaged communities in the FCC area
- 2.6% of houses in the FCC area were social housing, which is the same as Greater Melbourne at 2.6% and Victoria with 2.8%
- Car travel is heavily relied upon in the FCC area. 85.6% of households have access to one or more motor vehicle, which is slightly higher than that of Greater Melbourne (84.8%).

3.2 Social Benefits of Sport and Recreation

Health Benefits

OPG has reviewed numerous studies examining the benefits of exercise and physical health. Many of these studies show that participation in sport and recreation increases positively in areas where there are greater amounts of courts and playing spaces, both indoor and outdoor, per 1000 residents.

Increasing sports participation helps to achieve substantial physical and mental health benefits through engaging in organised sporting activities. Physical health benefits include lower cardiovascular disease, lower risk of developing Type 2 diabetes and longer life expectancy. The ABS released the first results from their national health survey in 2018. Extrapolating these results to the population of FCC area reveals the following.

Table 1: Estimated Population Impacted by Health Issues

Health Issue	National Percentage	Estimated CoF Residents
Cardiovascular Disease	4.8%	6,880
Type 2 Diabetes	4.1%	5,877
Chronic obstructive pulmonary disease	2.5%	3,583

In addition to increasing the provision of sport and recreation options, improving the quality of existing facilities will also be of benefit to the users. By ensuring that facilities meet current standards including female friendly provisions and disabled access this will allow for a larger proportion of the population to be able to access the facility and receive the benefits.

Mental Health and Social Benefits

In 2017-2018 the Australian Bureau of Statistics completed the National Health Survey. The results of the survey found that one in five (20.1%) Australians live with a mental or behavioural condition. These disorders can be wide ranging and can differ in severity and duration. There has been an association made between diagnosis of a mental disorder and a physical disorder, often referred to as a comorbid disorder.

The ABS has released statistics on the mental health of the population in their national health survey from 2018. Applying the results to the FCC population reveals the following.

Table 2: Estimated Population Impacted by Mental Health Issues

Health Issue	National Percentage	Estimated CoF Residents
Mental Health Disorders	20.1%	28,811
Anxiety Related Disorder	13.1%	18,777
Depression	10.4%	14,907

Similar to physical health issues, increasing the population's opportunities for participation in sport and active recreation through increased provision of facilities will benefit potential users within the local area. When facilities meet current standards around female friendly changing rooms as well as disability access this will ensure facilities are accessible for all in the community.

3.3 Key Findings of Demographic Review

There is a high demand for indoor sport and recreation facilities to service the rapidly growing population of the FCC area. The population will grow from 143,338 (ERP 2020) to 163,610 by 2041 (.idcommunity). This study will need to understand how best to provide for the growing basketball and gymnastics participation demand resulting from this population growth.

The FCC area is a young and active community. There is a high proportion of people aged between 5 and 49 years (65.6%) that our market research shows are the most active age groups in our community. These demographic characteristics will fuel the sport participation. We can assume basketball and gymnastics participation will grow in line with population growth and in turn support continued demand and use of indoor sports facilities.

4. Current Indoor Sport Facilities Review

This section of the report covers a review of current indoor sport facilities in the Frankston City Council area

4.1 Frankston Basketball Stadium



Frankston Basketball Stadium is located at Bardia Avenue. The stadium is the home of the Frankston and District Basketball Association (FDBA).

The stadium is a six-court indoor facility. One of the courts is a show court with spectator seating capacity for approximately 500 to 600 spectators. Other facilities include:

- Change rooms and amenities
- Administration area
- Car parking approximately 173 spaces 2 accessible spaces
- Bus drop off zone.

FDBA has been based out of the Bardia Avenue precinct since it was first built as a two (2) court stadium in 1979. Since then, the facility was extended to include a further four (4) courts in 1992, and most recently, saw the refurbishment and extension to the office and entry areas in 2008.

A planned upgrade was scheduled for this facility following a 2014 feasibility study regarding capacity constraints; however, the project did not go ahead.

An occupancy table of court usage is listed in appendix 1 and shows:

- Peak times during the weekdays are operating at 100% capacity
- Peak times on Saturday is operating at 100% capacity
- Peak times on Sunday are operating at 61% capacity

- Off peak times on weekdays are operating at 30% to 50% used by school, community groups and development squads.

These figures show a facility near full capacity during peak operating hours for indoor sports courts and as a result is unable to accommodate any current or future additional usage or demand at the venue.

This has led the FDBA to access eight additional satellite indoor sports stadiums for a total of 120 hours. These facilities are profiled in the table below.

Table 3: Other Venues Used By FDBA for Basketball

Venue	Courts	Hours Per Week
Bonbeach Sports Reserve	2	8
Carrum Downs Secondary College	2	16
Elisabeth Murdoch College	3	38
Flinders College Carrum Downs	2	8
Frankston High School	2	20
John Paul College	2	6
McClelland College	2	16
Monash Peninsula	2	8
Total	17	120

A facility catchment map is provided on the following pages. The map shows:

- A regional population catchment area covering the central, northern and eastern areas of the City of Frankston
- There is an overlap with the Jubilee Park Stadium. This means the stadiums will need to complement each other in use.

The Jubilee Park Stadium is providing a show court with 1000 seats for major netball, basketball and volleyball events, plus two courts available for community basketball use.

Any redevelopment of Frankston Basketball Stadium would focus on domestic basketball demand requirements as opposed to a show court venue.

Further, access to two courts at Jubilee Park will reduce the required court provision at the Frankston Basketball Stadium.

Site Constraints and Opportunities

The stadium is located within a sports reserve with sports oval and pavilion, the stadium and car parking. The site is zoned Public Park and Recreation Zone. The site is constrained with surrounding private industrial buildings and the Kananook Station.

There will be a significant increase in basketball participation from additional 'community' courts and introducing gymnastics to the facility that will result in an increased footprint for the building to accommodate additional courts and a gymnastics hall, all contributing to a key development requirement for additional car parking.

The assessment recommends 350 car park spaces provided to support the stadium, which can be supported through. Council has recently purchased 39 Wells Road to provide additional car parking (96 car spaces) and identified an area between the oval on Kananook Reserve and the stadium for an additional 120 car spaces. It is also noted that an additional 50 to 60 on road car spaces has been delivered around the site including on Bardia Avenue and as part of footpath works.

The new shared use path constructed also provides an active transport link. The site is well serviced by public transport including bus service and stops and the Kananook Train Station.

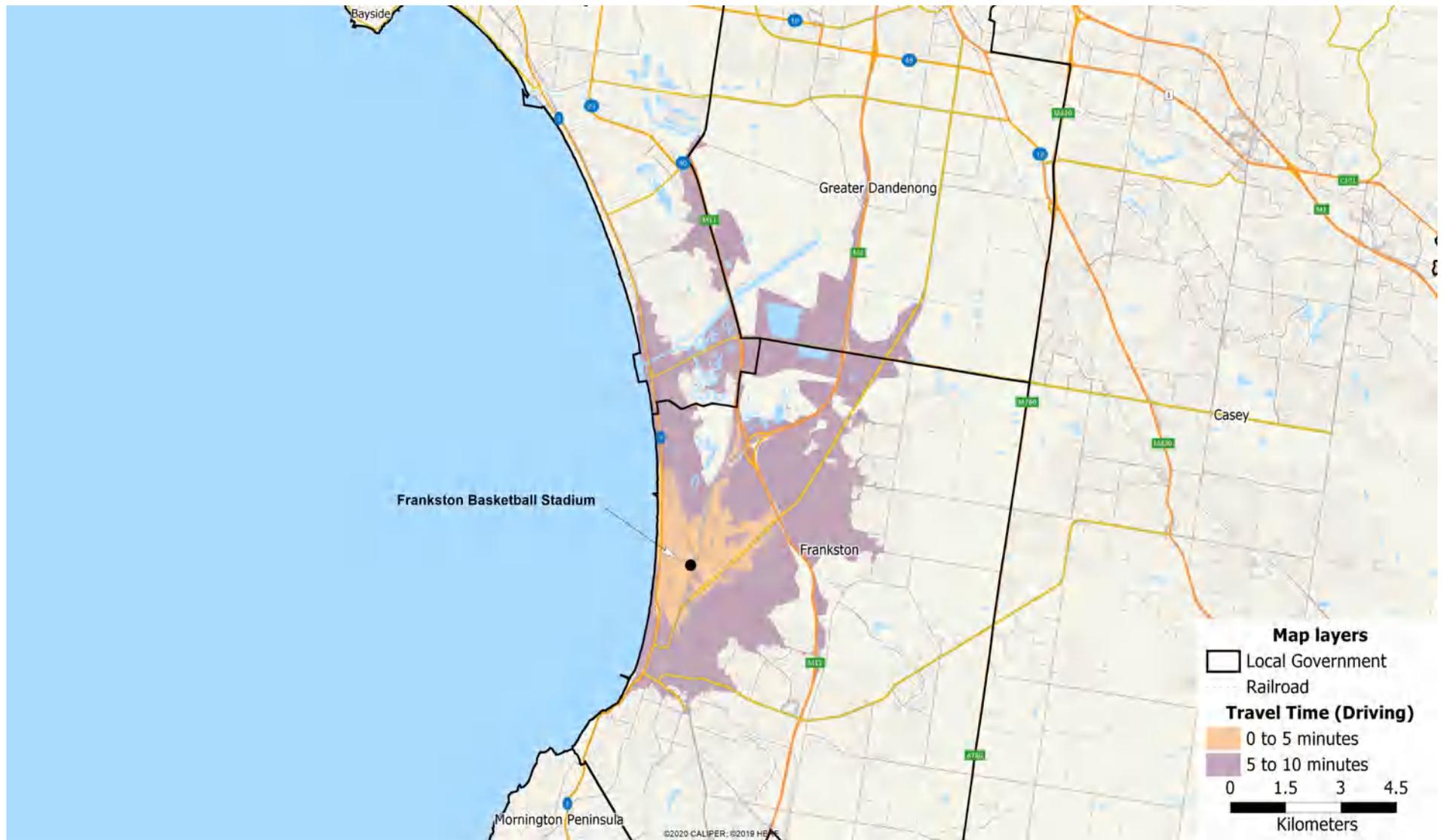


Figure 2: Frankston Basketball Stadium Facility Catchment Map by Travel Time

An aerial photo of the current basketball stadium and associated site area (marked in red shading) plus surrounding development is listed as follows.



Figure 3: Current Site

4.2 Monterey Secondary College Stadium

The Bayside Gymnastics Club was approached by the Monterey Secondary College (MSC) in 2019 and has offered them use of a surplus sports hall. This arrangement has been taken up and based on the current lease and will mean a permanent home for a likely term of 3 to 5 years.

MSC has built a new sports hall and was planning to demolish the surplus hall (a full basketball court plus a mezzanine space (for kinder gym / training); and change room / toilets).

There are limits to the facility because it doesn't have a jump pit and there will not be an opportunity to put this in. This is a requirement for artistic programs. This arrangement will allow for full recreation gymnastics programming again and allow for growth, continue and expand the kinder gym; and introduce a school program and disability program.

Further, school sites are problematic. There is a clause within the user agreement with MSC that is the school requires the hall, the Bayside Gymnastics Club arrangement will cease. Security of tenure is therefore a concern.

The following information provides an overview of the Bayside Gymnastics Club current usage and operations.

- Hire primary school hall (600m²)
- Main usage - Saturday 8am – 4pm, Weekdays (except Wed) – 4pm – 8pm
- Volunteer committee manages club
- Training/competitions managed by paid coaches

- Don't have a desire to take on management of new facility.
- Gymnastics want to manage gymnastic hall and operations only.
- Club pays \$20,000 - \$25,000 to school for court hire per year
- Club operates at an annual surplus and has funds in reserve
- Operating costs include payment of coaches on a casual basis
- Income mainly from membership/fundraising.

4.3 Current Facilities Review Findings

There is an overlap with the Jubilee Park Stadium. This means the stadiums will need to complement each other in use. The Jubilee Park Stadium is providing a show court with 1000 seats for major netball, basketball and volleyball events, plus two courts available for community basketball use.

Any redevelopment of Frankston Basketball Stadium would focus on domestic basketball demand requirements as opposed to a show court venue. Further, access to two courts at Jubilee Park will reduce the required court provision at the Frankston Basketball Stadium.

There is a common trend across all major stadiums of high demand for courts at peak times between Monday and Thursday from 4pm – 10pm. There is limited availability to enable growth of participation or access to courts during these times

The occupancy of the Frankston Basketball Stadium shows a facility at full capacity (100%) during peak operating hours for indoor sports courts and as a result is unable to accommodate any current or future additional usage or demand at the venue.

Availability of courts for club or team training is a challenge for all local basketball associations. There is limited capacity at the major stadiums during peak times for training that leads to use of a number of single court stadiums (usually on school land). Eight of these minor stadiums are also being used for some domestic basketball competition for 120 hours each week.

The Bayside Gymnastics Club has entered into a short-term agreement to use the surplus hall at Monterey Secondary School. Security of tenure remains a concern of the club being accommodated on another school site. There is a clause within the user agreement with Monterey Secondary School that is the school requires the hall, the Bayside Gymnastics Club arrangement will cease.

The site is constrained within private industrial businesses and the Kananook Station. There is an opportunity to provide additional car parking on Council's recently purchased 39 Wells Road site and on land between the oval on Kananook Reserve and the Stadium. This will provide for the 350 car spaces to support an expanded Frankston Basketball Stadium with additional courts and gymnastics hall.

5. Stakeholder Engagement

The following section summarises the findings from stakeholder engagement interviews and discussions.

5.1 Local Associations and Clubs

Frankston District Basketball Association

The Frankston District Basketball Association (FDBA) currently schedules 16,000 games per year. The FDBA has grown by 13% since 2013, on a weekly basis across nine venues.

FDBA use Frankston Basketball Stadium with six courts and an additional eight satellite venues with 17 courts. This has grown from using three venues with 12 courts in 2013 to now nine venues with 23 courts in 2021.

FDBA today has over 850 teams and over 8,100 participants competing in various organised competitions and programs for both able and special need athletes.

FDBA is at its facility/courts capacity across all nine venues at peak times for junior participation. Future additional courts are required to support the projected area population growth as well as the continued popularity of the sport in Frankston / Mornington Peninsula region. FDBA would like an additional six court courts at the Frankston Basketball Stadium and believe their projected demand warrants this level of investment.

The following issues / concerns were identified with the current Frankston Basketball Stadium:

- The age of the older section (courts 5 & 6 and amenities) of the stadium is now 30+ years
- There are issues with the condition of the stadium including rust prevalent / water leaks, internal walls and seating showing signs of general disrepair, poor roof condition, emergency exit doors in poor condition and sporadic electrical issues
- Court compliance issues. Court two run off is non-compliant and court six width reduced by 1m to allow for run-off
- Access issues. Entrance way is a choke point and there is a lack of sufficient parking
- Maintenance and capital works issues. Court five and six floorboards need replacing and emergency exit door requires replacement
- Club rooms require refurbishment. The shower pressure and temperature is poor and the away rooms are in poor condition.

Bayside Gymnastics Club

The Bayside Gymnastics Club (BGC) grew to over 400 members in 2017 and in 2019 recorded 394 members (pre covid-19)

Over 400 members was very problematic to run activities from the Langwarrin Primary School in a pack up set up situation and a venue not fit for purpose. The club is still determining how they are going to bounce back following COVID-19 restrictions and impact.

The club has returned to 200 members and membership is growing again. This is likely to increase again with a new home arrangement struck by BGC with Monterey Secondary College.

BGC was approached by Monterey Secondary College in 2019 to see if they had an interest in using their old indoor court building.

A new hall was built and the school management were planning to demolish the surplus hall (full basketball court plus a mezzanine space (for kinder gym / training); and change room / toilets. The hall was offered to BGC for their exclusive use as long as the school could also use the gymnastics area under agreement for classes.

This arrangement has been taken up and now means a permanent home for at least 3 to 5 years. The school reserves the right to cease this arrangement if future school upgrades require reuse of this area.

Though the centre now works well as all equipment can be kept set up there are limits to the facility because it doesn't have a pit and there will not be an opportunity.

This arrangement now allows for full recreation gymnastics programming again and allows for membership growth as well as expand the kinder gym; and introduce new school and disability programs.

BGC priority is a community club; but open to supporting Gymnastics Victoria if they still require the venue to be a regional elite pathways hub.

Current facility issues include:

- Site has challenging constraints so investigation on what is possible.
- Volunteering is a challenge. Setting up and pack down does not support retention or recruitment of volunteers.
- School sites are problematic. There is a clause that Monterey Secondary College requires the hall the BGC arrangement will cease so longer term security of tenure is a concern.

The Centenary Tennis and Gymnastics Centre proposal considered a regional venue – Gymnastics Victoria had earmarked major events and required a 1500m² and 500 seat venue. However, this proposal was not funded. Being a regional venue the club believe they would have capacity facility wise to grow beyond 1000 members.

The BGC have a hard working facility development committee and wish to continue to be engaged in any future facility the planning processes.

Frankston District Netball Association

Frankston District Netball Association (FDNA) are in lease negotiations with the City of Frankston to manage the redeveloped Jubilee Park Stadium.

The FDNA has been in discussions with FDBA and other potential users of the six indoor sports courts as part of the business planning and scheduling of use for the new facility when opened.

FDNA has offered the FDBA access to two courts on weeknights from 4pm to 7pm for their hire and discussions are still being held in relation to weekend use which will be limited as the FDNA is likely to use all six courts for domestic netball competition.

The FDNA has also had discussions with Volleyball Victoria about access to two courts usage from 7pm to 9pm/10pm on weekdays. This timeslot has not been offered to basketball at this stage because FDBA has outlined that they have access to nine courts from 7pm onwards and do not have pressure for more courts at this time (for adults). FDBA's main issue relates to more courts for junior competition.

FDNA are happy to enter into a five year lease term agreement for basketball use of the centre. FDNA are also happy to prebook out the show court (1,000 seat) for basketball events well into advance to give them capacity to bid / book for such use.

5.2 State Sports Associations

Basketball Victoria

The general trend of participation since the return from COVID is senior teams are returning quickly to competitions. Membership numbers have returned to 80-90% pre COVID levels. Junior teams are returning at slower rates due to facility capacity restrictions and parents being cautious due to ongoing COVID-19 restrictions.

However, the state peak basketball body is optimistic participation levels with gradually increase for the winter season and further into 2021/2022.

There is a transitional model emerging for how Associations are operating. COVID-19 has offered an opportunity to reset traditional operating processes for example team game payments compared to individual player payments, less cash handling transactions and better use of technology and cards for payments.

Basketball Victoria strongly support the Frankston and District Basketball Association proposal for expansion of the Frankston Basketball Stadium and they note currently it is one of the top five largest Associations in Victoria.

Basketball Victoria supports the new direction of the Frankston and District Basketball Association, following the relinquishment of the State Government funding and failure to deliver the previously adopted and supported basketball stadium expansion.

This is a concept that Basketball Victoria supports and acknowledges needs revisiting to understand what is required to support FDBA growth in the future.

Gymnastics Victoria

The sport of gymnastic is an excellent pre-cursor / foundation for the development of skills for all sports and general health and wellbeing of children. The peak body referred to these foundational movement skills as physical literacy opportunities for children from pre-school and secondary school ages.

One of the key strengths of the sport is developing and providing quality coaches. Significant resourcing and investment is directed into coach development programs.

There are currently 130 venues across Victoria providing gymnastics programs, but 70 venues are located on private / school properties. This means the sport that is vulnerable under commercial leases or joint use agreements on school sites. Gymnastics Victoria have a vision of partnering with Council's and in the long term wish to occupy facilities on Council land for greater security of the sport.

The Gymnastics Victoria Facilities Strategy clearly outlines provision gaps relative to population growth across Victoria. This strategy is currently being developed and will note the need for a community size gymnastics club in Frankston to support the Bayside Gymnastics Club.

Each local club is experiencing exceptional growth, despite sharing catchment areas. Bayside Gymnastics Club is no exception to this trend.

Some Councils have adopted not-for-profit gymnastics clubs in their venues. These include the Casey Stadium, State Basketball Centre and Oakleigh Recreation Centre. This is an arrangement Gymnastics Victoria supports for the Bayside Gymnastics Club.

One of the biggest issues for affiliate clubs in Victoria is access to facilities that allow them to run the programs they would like. Often facilities of the size required can be difficult to come by and clubs are forced into commercial factory style facilities that come with a range of issues. The main issue being rental prices of these properties and being under landlords who, of course, have this facility as an investment.

By engaging councils and providing council run facilities to clubs both not-for-profit and privately owned, there is an opportunity for clubs to feel secure in their investment and also an opportunity for rent to be provided at reasonable rates. Council' benefit to for they have the security of a sound business investment utilising their facilities and a proven business model that provides activities for the 0 to 14 years age group, localised employment of coaches and administrators and support of the business by the State body.

Major events are managed by Gymnastics Victoria so there is not really the need to ensure that clubs are part of a major infrastructure and part of a larger regional facility, unless they have a specific area set aside for the gymnastics club – Casey Stadium is a good example of this as a multi-sport facility that has a stand-alone gymnastics club within the facility. ***There is no requirement for providing regional level facility requirements in Frankston.***

The priority for Gymnastics Victoria at Frankston is to ensure that Council is moving forward with the provision of a venue for Bayside Gymnastics Club who are currently still in a pack up/set up style facility utilising school property. A permanent and secure home that is fit for purpose is important to help the club develop programs and grow participation.

Disability Sport and Recreation Victoria

Disability access is rated as average to poor across most indoor stadiums across Victoria, particularly in older venues.

Wheelchair sports currently played in indoor venues include:

- Rugby (Direct management role)
- Basketball
- AFL.

There are other disability sport organisations within the sector that include:

- Blind sports
- Deaf sports
- Power chair sports.

The AAA Play Platform is used widely through the disability sport sector. Many of sports promote through this platform. Each State Sporting Associations have different approaches and resources to provide disability programs and competitions. There is not a consistent approach which makes it challenging for people with disabilities to access certain sport or recreation opportunities.

VWFL - Wheelchair AFL is a good example of how a sport has adapted an existing sport and developing product and competition opportunities.

Show court venues are required to support disability sports events. The venues should include appropriate areas seating and amenities that cater for people with disabilities to encourage participation and spectators involvement.

Casey Stadium and Ballarat Stadium are good benchmarks for accessibility and programming.

Programming opportunities include:

- Daytime (off peak) programming of disability programs – non-traditional sport providers.
- Link with Leisure Networks to access local resourcing, contacts, programming and funding opportunities.
- State Sporting Association sports – growth potential of disability participants in region with new programs.
- Blind Sports Victoria operate from a school, however, would like to be located in an education and competition facility ideally.

Facilities required that should considered with a venue design:

- Indoor sports court ideal for most disability sports
- Netting / walls
- Ample circulation space
- Access of facilities important – Older venues are set up for one or two people in a wheelchair (one accessible toilet and car park). When you have competition, you could have up to 40 people
- Storage areas for wheelchairs (10 chairs) for programs
- Lifts (bigger is better)
- Light switches at right height
- Braille signage
- Access keys / downloadable information
- Phoenix USA – Ability 360 Centre. Fit for purpose facility for adaptive sports – best practice. It is a best practice example in terms of welcoming and functional requirements for people with a disability.

Disability Sport and Recreation want to encourage and support regional and rural venues – opportunity to activate.

Sport and Recreation Victoria

Sport and Recreation Victoria support the development of additional ‘community’ basketball courts for community; and a gymnastics centre (local and pathways).

This could be a separate facility, so site and development options need to be explored as part of the Feasibility Study.

There needs to be concrete evidence of a governance and financial agreement between Council and key user groups put in place to manage the site for State Government to consider funding.

This is due to the history of a funding grant being provided and withdrawn for the redevelopment of Frankston Basketball Stadium and Council and FDDBA unable to come to terms on the lease agreement.

5.3 Key Findings of Stakeholder Engagement

The Frankston District Basketball Association (FDDBA) are expressing significant growth and operate across nine venues. FDDBA advocate for expanding Frankston Basketball Stadium in line with the previous feasibility study recommendations that delivered additional indoor sports court, addressed asset renewal and compliance issues with existing courts and structure and improved the functionality and access of the stadium.

The Bayside Gymnastics Club (BGC) has recently moved to a surplus sports hall at Monterey Secondary College. This is a short-term arrangement until a permanent home can be found. This arrangement will allow for full recreation gymnastics programming again and allow for growth, continue and expand the kinder gym; and introduce school program, disability program. BGC seek a fit for purpose facility and a long-term secure tenure to grow the sport.

Basketball Victoria is very supportive of the development of additional courts to support the growth of FDDBA, already one of the top five largest Associations in Victoria.

Gymnastics Victoria advocate for a new fit for purpose home for Bayside Gymnastics Club in partnership with FDDBA and the City of Frankston. This will provide a secure tenure for the club and a fit for purpose venue to support the growth of programming and participation in Frankston.

The Frankston District Netball Association has offered the FDDBA access to two courts a weeknight from 4pm to 7pm at the new Jubilee Park Stadium to support the domestic junior basketball competitions. The FDDBA has expressed that supporting the junior competition is the most pressing needs of the Association. The FDDBA are willing to enter into a 5 year lease agreement for use of the courts and prebook the show court for basketball events.

Sport and Recreation Victoria support the development of community basketball courts and a gymnastics centre, however not another show court arena that would compete with Jubilee Park Stadium. A governance and finance agreement between the City of Frankston and FDDBA will be required as part of any future funding approach to State Government.

6. Future Indoor Facility Demand Assessment

The demand assessment identifies the current and potential indoor sports participation market together. An analysis of participation and facility trends supports the demand assessment.

6.1 Current Indoor Sport Participation

Frankston District Basketball Association

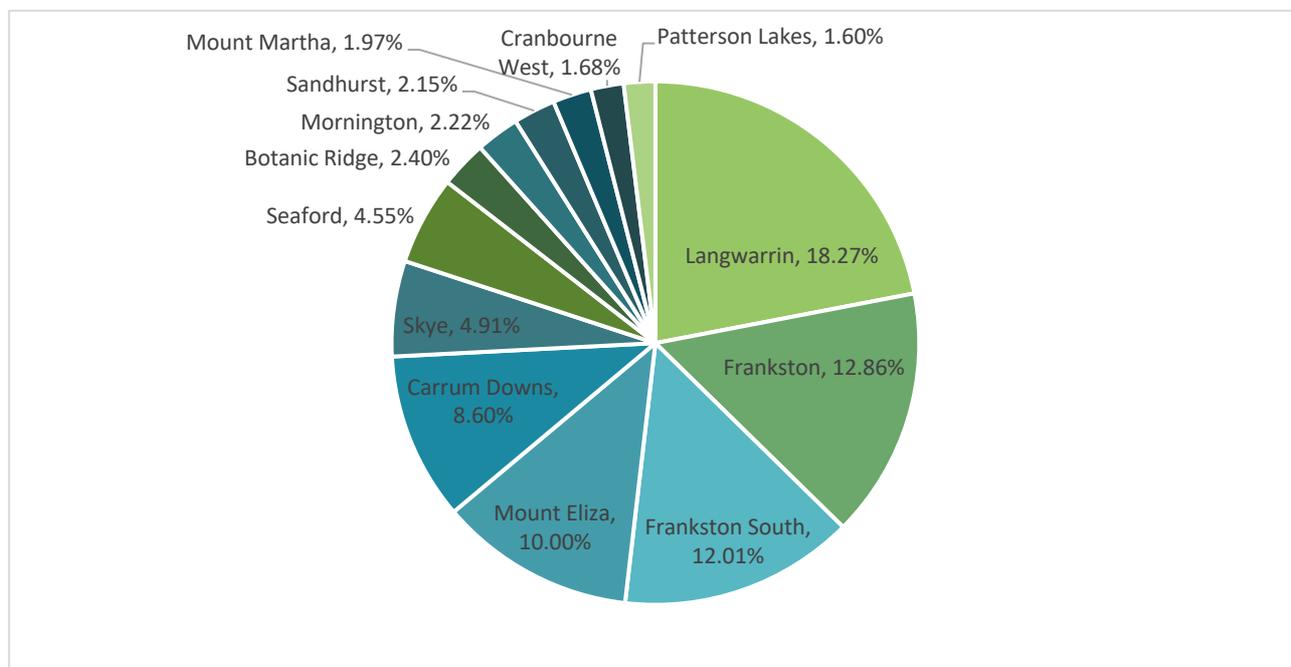
The FDBA is one of the top five (5) largest participation basketball associations in Victoria and Basketball Victoria considers it the regional hub for basketball on the Frankston and Mornington Peninsula region.

The FDBA currently schedules 16,000 games per year, an 8.5% increase over the last three years. Games are scheduled on a weekly basis across 9 venues and utilising up to 23 indoor courts. The Association today has over 850 teams and over 8,000 participants competing in various organised competitions and programs for able and special need athletes.

FDBA has grown from 5,000 participants in 2013 to 8,320 participants in 2019 (pre covid-19). There were 5,130 juniors and 3,190 adult participants in 2019.

The majority of growth is in junior boys and girls participation. Junior teams for example have increased from 435 in 2016 to 609 in 2019.

The post code map of FDBA registered players is listed on the following page and shows the regional reach of the FDBA and very high membership in Frankston down to the northern part of Mornington Peninsula and western part of Casey City Council. The graph below highlights registered players by main suburb



The Mornington Peninsula Basketball Association and Cranbourne Basketball Association are surrounding facility catchments that cater for their respective areas.

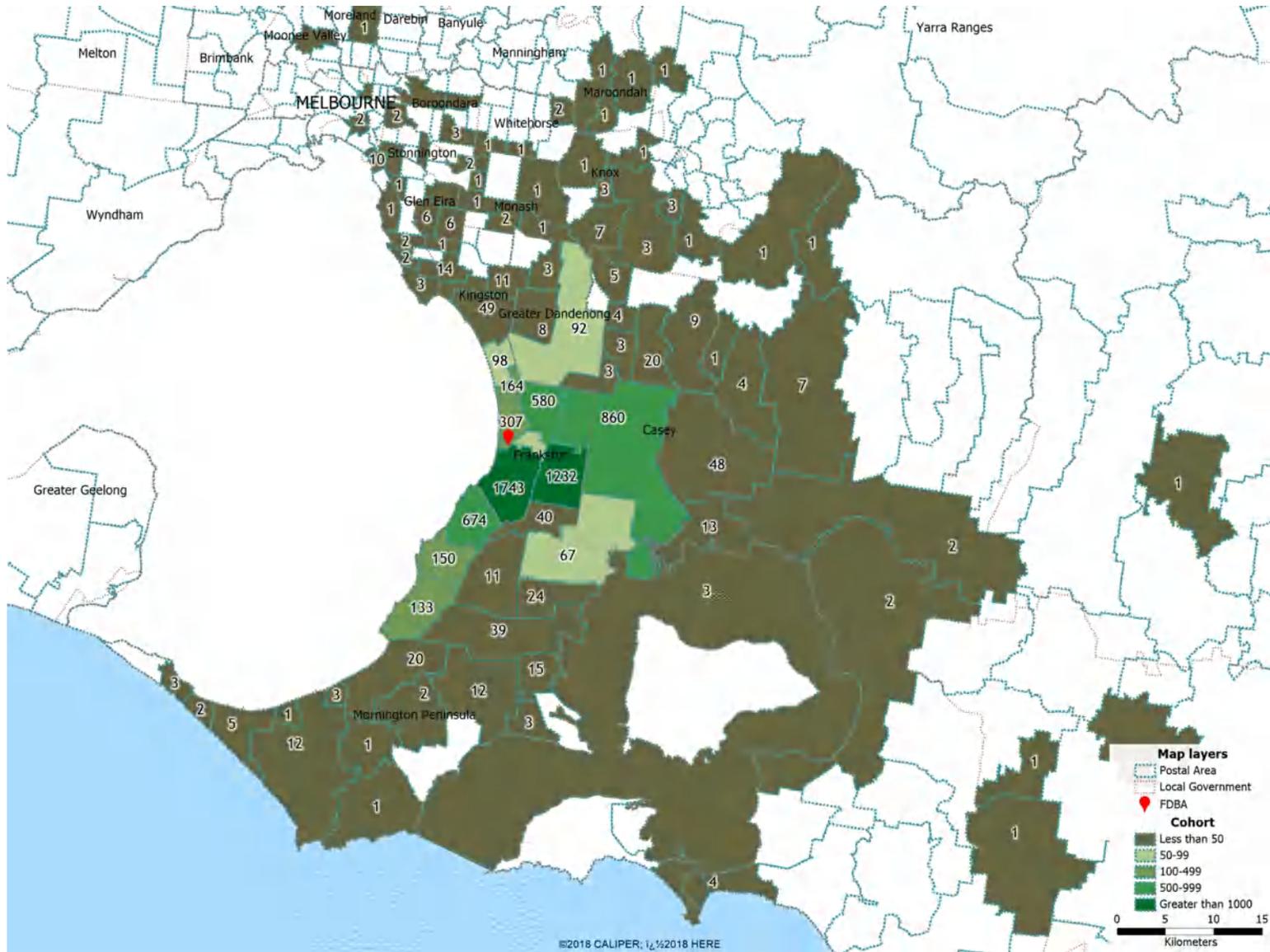


Figure 4: Basketball Post Code Map Listing Registered Players by Postcode

The top ten suburbs for registered players (senior and junior) are detailed as follows:

Table 4: Top 10 FDFA registered Players by Suburb/Postcode

Suburb	Postcode	Junior	Senior	Total	Percentage
Langwarrin	3910	930	302	1,232	18.27%
Frankston	3199	597	270	867	12.86%
Frankston South	3199	645	165	810	12.01%
Mount Eliza	3930	548	126	674	10.00%
Carrum Downs	3201	421	159	580	8.60%
Skye	3977	256	75	331	4.91%
Seaford	3198	201	106	307	4.55%
Botanic Ridge	3977	102	60	162	2.40%
Mornington	3931	81	69	150	2.22%
Sandhurst	3977	123	22	145	2.15%

Bayside Gymnastics Club

The BGC is a community-based not for profit gymnastics club that was founded in the mid 1970's and currently delivers various internal and external recreational, semi competitive and competitive programs, and attracts children and families from Frankston, Casey and Mornington.

The club has 12 staff and now operates from Monterey Secondary College (MSC) in a surplus sports hall. This means they can keep their equipment set up.

The club previously operated out of Langwarrin Park Primary School and relied heavily on coaching staff and volunteers to 'set-up' and 'pack-down' equipment on a daily.

The club has grown their membership from 330 members in 2015 to over 400 members in 2017 but restricted membership to 365 members (2019) due to the high membership being very problematic to run programs. The club is slowly returning to 2019 membership levels following COVID-19 restrictions and impact on services.

The club cannot provide for the full athlete pathway of programs without a fit for purpose venue. The club lose the higher-level athletes to other clubs because of the sub-standard facilities.

BGC is affiliated with Gymnastics Victoria and Gymnastics Australia and delivers a coaching pathway through the national accreditation system, providing development and career progression opportunities for all coaches and participants.

Having a permanent and dedicated gymnastics facility will enable current demand for participation and provide opportunities to grow gymnastics and gym-sports across the entire Mornington Peninsula and South East Melbourne regions.

Bayside Gymnastics Club sits in the Gymnastics Region of Metro South which includes the LGAs of Bayside, Frankston, Glen Eira, Greater Dandenong, Kingston, Monash, Mornington Peninsula and Stonnington. This region has the highest overall participation rates of all regions across the state, at 6.4%. It also has more clubs than any other region, resulting in the lowest average club size. 78% of participants are female!

All major clubs in the region have experienced significant growth in participants (average increase of 51.5%) following a move to new facilities.

The maps below plot BGC members. The first map on the next page identifies location of members and 5, 10 and 15 minute travel times from MSC The second map is a heat map showing the concentration of members.

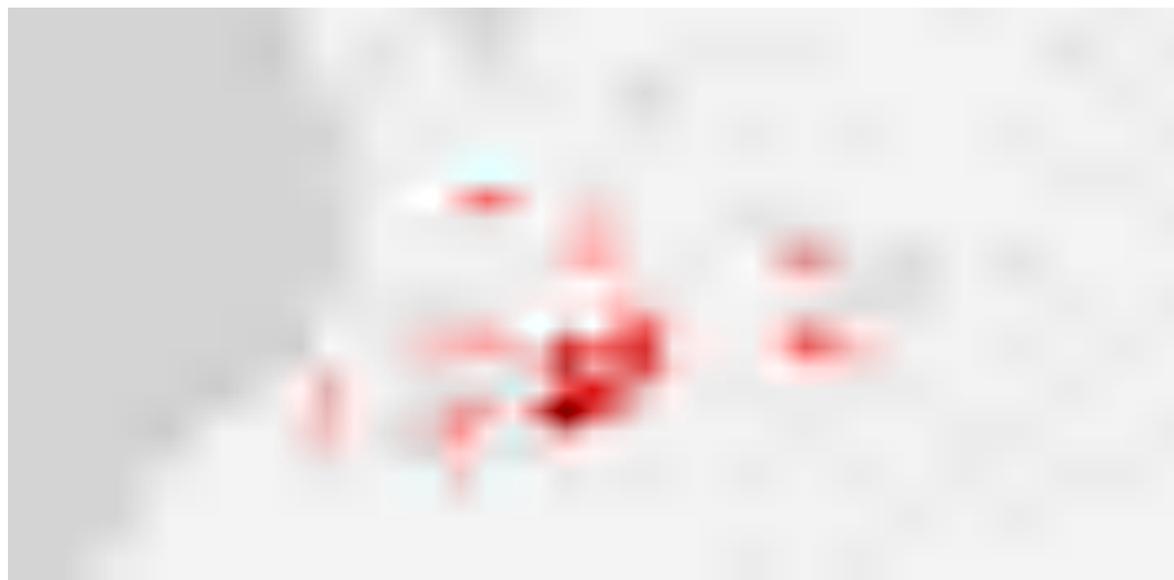


Figure 5: Bayside Gymnastics Club Member Location and Heat Maps

In addition, a post code map of BGC members has been developed on the following page.

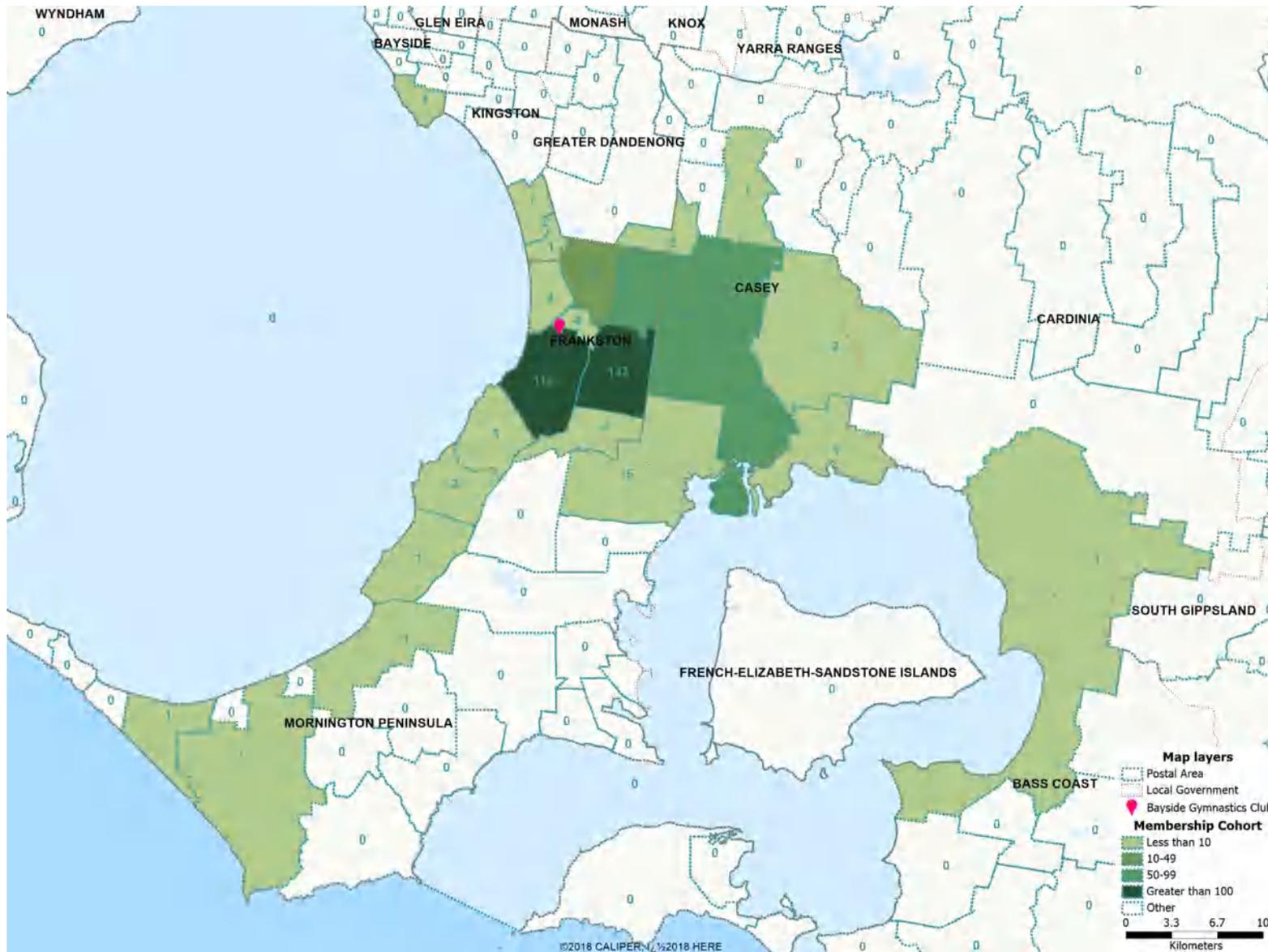


Figure 6: Gymnastics Post Code Map

The map shows that the majority of members are from Frankston City Council postcodes with the highest number of participants from Langwarrin (PC 3910 – 133)

Table 5: Top 10 Bayside Gymnastics Registered Members by Suburb/Postcode

Post Code	Suburbs	Membership No
3910	Langwarrin	133
3199	Frankston, Frankston East, Frankston Heights, Frankston South, Karingal, Karingal Centre	110
3977	Cranbourne, Cranbourne North/East/South/West, Devon Meadows, Botanic Ridge, Cannons Creek, Junction Village, Sandhurst, Skye	91
3201	Carrum Downs	23
3912	Pearcedale, Sommerville	15
3930	Kunyang, Mount Eliza	5
3198	Seaford	4
3911	Langwarrin South, Baxter	4
3200	Frankston North, Pines Forest	4
3931	Mornington	2

The Bayside Gymnastics Club is a not-for-profit community club that compliments the private gymnastics clubs in the City of Frankston and community clubs in neighbouring municipalities in the City of Casey and Mornington.

Regionally, the other adjoining gymnastic facilities see:

- **Dolphins Gymnastics Club** is a privately owned club in Carrum Downs. The club provide competitive classes in both Women’s Artistic Gymnastics (WAG) and Men’s Artistic Gymnastics (MAG) levels 1-10, along with recreational classes for boys and girls from KinderGym through to Adult classes.
- **Diamonds Gymnastics Club** is a privately owned club in Somerville. The club provide competitive classes in both WAG and MAG levels 1-10, along with recreational classes for boys and girls from KinderGym through to Adult classes. The club have a limited facility and member capacity.
- **Cranbourne Gymnastics Club** and **Mornington Gymnastics Club** operate in surrounding facility catchments and cater for their respective local areas.

6.2 Predicted Future Indoor Sport Participation

The estimated likely number of participants can be made based on population forecasts. The table below identifies the current participation level in the City of Frankston. Club participation numbers have been used.

The tables below show a total of 8685 participants currently participating in basketball and gymnastics. This will potentially grow to 9913 participants in 2041.

Table 6: Predicted Future Participation for Basketball and Gymnastics Based on Population Growth Trends

Sports	Current estimated participation level for 143,338 population (2020)	Current participation rate	Potential 2036 participation level for 159,299 population (2036)	Potential 2041 participation level for 163,610 population (2041)
Basketball	8,146	5.68%	9,053	9,298
Gymnastics*	365	0.25%	406	417
Total	8,511		9,459	9,715

* This is considered conservative because the current participation level is restricted by the facility available. The club has demonstrated their ability to reach beyond 400 participants when advertising service.

This predicted indoor sport participation level is based on:

- Participation in indoor sporting activities will increase in line with predicted population increases and current participation rates that are above the stage participation rate averages
- An increasing population in the most active age group 5 to 49 years, although only modest growth is forecast in the next 20 years
- Access to multiple, quality courts and facilities that are fit for purpose and compliant
- Access to venues for training opportunities
- Access to quality indoor sporting programs that provide a development pathway from beginner development programs through to elite programs
- Access to courts for other indoor sports proposed for the venue including disability sports.

Predicted court demand

Netball Victoria and Basketball Victoria’s developed strategic plans identified that based on available useable court hours, one sports court can accommodate between 300 – 500 people per week. This is based on an average use per person of 2.8 hours per week (training and competition each week).

Please note that program participants operate differently to this assumption. For the purposes of our modelling, we have assumed the highest amount of program participants recorded in a School Term (853).

The table below details the predicted participation increases to 2041 and, based on this, the projected level of court provision requirement.

Table 7: Predicted Future Participation and Indoor sports court (basketball court) Requirements

Category	2020	2036	2041
Population *	143,333	159,299	163,610
Predicted indoor sports court participation (basketball) **	8,146	9,053	9,298
Court requirement	16 to 27 Mid – 20 courts)	18 to 30 Mid - 23	19 to 31 Mid – 24 courts
Current competition courts available (This assumes all venues are available at peak times for basketball)	23	25***	25
Additional court needs	-7 to +4 Mid -3	-7 to +5 Mid -2	-6 to +6 Mid -1
OPG Recommended Court Requirement	+2	+2	+2

*Source: Profile ID ERP 2020 census population, 2036 ERP and ERP 2041 est. resident pop. projections

** The predicted indoor sport court participation for basketball includes the 7,293 registered Basketball Victoria members in 2021 plus the highest amount of program participants recorded in a School Term (853)

*** Jubilee Park two courts available for basketball use from 2023.

Over the course of the next 20 years to 2041, Council would need to continuously monitor actual population growth and participation levels and assess based on this, whether the number of courts to be developed should be at the higher end or lower end of the estimates.

Other factors influencing the court requirements in the future include:

- Since 2013, the FDDBA has grown participation by 13% and have a participation (penetration) rate of 5.68%. This is well above the 3.5% Victorian average
- The annual FDDBA growth rate of 173 participants (based on an 8 year trendline) is unsustainable noting only 3% participation growth forecast for City of Frankston population and only modest growth in 5 to 49 year age groups (active age groups)
- The current six courts at Frankston Basketball Stadium is operating at 100% capacity. The FDDBA use another eight other venues with 17 courts. This has grown from using three venues with 12 courts in 2013 to now nine venues with 23 courts in 2021.

- There is a risk of FDBA competition being displaced or reduced at school sites due to school access requirements that would increase the additional courts needed at other venues. Presently, four of these satellite venues have restricted use. One of these venues provides for six hours each week and the other three venues are used for eight hours each week.
- Access to two courts is available at Jubilee Park Stadium in the short term. The opening of the Jubilee Park Stadium in 2023 will provide basketball with two new courts at this venue. Though final usage is being negotiated between FDBA and the Frankston District Netball Association (FDNA) the current agreement identifies two courts would be leased Monday to Friday for as many hours as FDBA needs for at least 2023 to 2028.

There is an opportunity to provide for other indoor sports including disability sports. This use would be secondary to the primary requirements of basketball and gymnastics and complement the activities at the new Jubilee Park Stadium.

6.3 Participation Trends

This analysis of participation data trends for Victoria provides information to assist in determining the need for indoor sport and recreation facilities and services.

Since 2001, data has been collected on participation in exercise, recreation and sport by adults aged 15 year and over. Consistent data was collected via the Exercise, Recreation and Sport Survey (ERASS) between 2001 and 2010. Similar data was collected by the ABS between 2011 and 2014.

The AusPlay survey was introduced by the Australian Sports Commission in 2015 and collects sports participation data for children aged 0 to 14 and adults aged 15 and over. The latest data was released in April 2020, with results for calendar year 2019. The AusPlay survey results along with other sport and recreation participation research are summarised in this section.

Basketball:

- The annual population estimate for Adults 15+ participating in basketball was 699,007 (or 3.5% of the Adult 15+ population). Interestingly, this is also the Victorian participation rate
- Adult participation was heavily skewed towards males (496,945 or 5.0% of the male population), with males accounting for 71% of participation. Female participation was lower than males but still high (202,061 or 2.0% of the female population). The lower female participation rate is likely due to the competition for participants provided by netball
- Around two thirds of Adult 15+ basketball participation was organised (65%), with most of organised participation (66%) through sport clubs
- AusPlay estimates that 318,962 Children 0-14 years of age participated in organised basketball out-of-school
- The peak participation rates for organised basketball were among Children 12 to 14 years of age.
- Participation rates increase after 8 years of age and remained high through the rest of childhood and even throughout adolescence before decreasing from adulthood onwards
- Basketball participants had a median frequency of once per week and median session duration of 60 minutes. Therefore exceeding the recommended physical activity guidelines
- The motivations factors for basketball participants was 'Fun/enjoyment' (57%), 'Social reasons' (39%) and 'Physical health/fitness' (36%). Interestingly, 'Social reasons' overtakes 'Fun/enjoyment' as the primary motive for middle age (45-64 years of age).

Gymnastics:

- The annual population estimate for Children 0 to 14 years of age participating in organised out-of-school gymnastics was 398,374 (or 8.5% of the Children's 0-14 population)
- Gymnastics was most popular with girls and they accounted for 74% of all participants. 12.9% of all Australian girls aged 0 to 14 years of age took part in gymnastics

- The peak participation rates for organised gymnastics were among Children 5 to 8 years of age. These findings supports the important contribution gymnastics makes to building Children’s fundamental movement skills
- Participation for boys was high from 0 to 4 years of age (almost on par with girls at 5% vs 6%) but girls participation increased sharply between the ages of 5-8 with 21.6% of girls in this age group taking part in Gymnastics, whereas boys participation only marginally increased (5.7% at ages 5 to 8 years of age)
- Participation in Gymnastics for Children 0-14 was more prevalent in major cities (8.9%) compared to inner/outer regional areas (7.4%) and remote and very remote (4.1%) locations.

OPG research has identified a range of general sport and recreation participation trends that are likely to impact on local communities in the future. These are:

- **A gradual ageing of the population.** As life expectancy increases, birth rates stay low and the “baby boomers” of the 1950s and 1960s grow older. This is placing a demand on providing specific older persons programs.
- **Flexibility in the times when people recreate.** As demands on people’s time increases and work practices change, people are seeking to take their sport and recreation at different times, over a broad spread of hours and at facilities that offer a lot of activities under the one roof. Health and fitness facilities are particularly attractive and getting easier to use, as many are open 12 to 16 hours per day, 7 days a week, with some now also open 24/7.
- **Increased variety in sport and recreation options.** People’s sport and recreation options are changing towards newer more varied activities offered over a greater range of timeframes compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multi-use facilities to attract a broader range of users as well as multiple programs to meet different needs at the one facility.
- **Constraints to sport and recreation participation.** Lack of time, lack of facilities close by, family and work constraints, health problems and cost of service or use of facilities are the main constraints to many people’s sport and recreation participation. The development of targeted markets of users, programs and services at many health and fitness centres has assisted in reducing some of these participation constraints.
- **Changing employment structures, trading and work hours.** These trends often make participation in traditional sport and recreation activities difficult and therefore people are looking for facilities that are open longer hours and have a lot of activity options at the one site. This makes opportunities such as indoor sports courts attractive as their long opening hours and days open per year means usage can be made in a wide range of social, training, competition and educational settings.
- **Different people want different activities.** The different population characteristics sees the need for facilities to offer potential users a much more varied range of programs and services than previously offered. All year round available indoor and outdoor sport and recreation facilities also provide the greatest diversity of activities throughout the different seasons impacted by the areas weather.
- **Provision of high standards and quality of facilities and services.** People are more and more looking for high standard, high quality facilities and services to meet their sport and recreation needs. This has also seen the trend for indoor facilities becoming very popular as they allow activity in safe and secure spaces in all weather and environmental conditions. This leads to indicating that building low standard, low cost facilities will not attract the maximum user market. The development by a number of peak sporting bodies of sport specific facility standards and guidelines has also placed pressure on facility providers to meet higher standards of provision.
- **Desire for activities to be affordable.** The development of multi-purpose fitness and indoor sport centres has enabled the high operating cost activities to be cross subsidised by more profitable activity areas such as health and fitness, food and beverage and entertainment areas. This has enabled many facilities to keep general entry fees low to encourage use whilst seeking users who want special services to contribute at a greater level to the cost of such activities. In general, there is a greater reliance on locally accessed and lower cost opportunities by those without the resources to travel and pay for more expensive activities.
- **Recognition of strong links between physical activity and health.** Preventative health care and active lifestyles are very important to many people and health and fitness and indoor sport activities are becoming a large part of people’s activity choices. There is increased recognition of the strong links between involvement in recreational activity and good health, and the development of appropriate activities and services, which support this.

- **Expectations of equity and access.** Today's society expects all abilities and people with disabilities to be catered for in public facilities. This has seen improved design features to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all abilities, physical condition and skill levels.
- **Sustainable Development.** In addition to the trends above there are specific trends relating to leisure and sporting facility development such as sport facility planners and operators need to respond to community demand for more sustainable and eco-friendlier infrastructure.

All sports and recreation providers are operating in an environment of change. There are many challenges that will need to be dealt with including:

- **Consumer Expectations.** As a result of consumers being exposed to high quality programs, events and services through the media and other leisure industry providers they are expecting more and more from their sport and recreation programs. This includes quality of facilities, support amenity, player and spectator comfort, quality of service, coaching and expecting the service to be provided when they want it. However, this has meant that significantly less program space can be achieved per investment dollar.
- **Changing population demographics.** Australia's population is ageing. The percentage of population of 5 to 14-year-olds will continue to decrease with the greatest growth in the 55+ age group. This will create a demand for programs and services in sport and recreation that go well beyond a focus on junior participation.
- **Competition for participants.** All of Australia's sporting codes have recognised the need to recruit young players into their sport at an early age. Many of the sports face competition from large, well-funded junior programs and high-profile sports as well as other forms of entertainment competing for the time and interest of young people. A key challenge for many sports and recreational activities is the retention of those recruits beyond their early to mid-teen years.
- **Reliance on external revenues.** Participants provide a large proportion of funding for most sport and recreation activities, programs and services. Competition is intense for funding, sponsorship, spectators, profile and members. Providers will need to clearly differentiate and market products and benefits to seek to access other revenue streams. This is particularly important in the development and upgrade of facilities and equipment.
- **Facilities.** Maintaining and developing new facilities is a major challenge for the sport and recreation industry. The future may require sporting and recreation providers to partner in multi-sport/recreational developments either in local government or commercially built complexes.
- **Well-trained personnel:** Volunteers predominantly service most sports. Recruiting and retaining paid staff and volunteers are critical to operations. In an increasingly regulated world, volunteers need and demand access to training and education in a flexible delivery model that responds to their busy lives. Coaches, officials and administrators must be supported to ensure the delivery of quality programs and competitions. Supporting and recognising volunteers is a task not to be underestimated.

Peak sporting bodies are also using Sport Australia's megatrends research, conducted in 2013 by CSIRO, together with their participation data (existing and potential markets) to design new participation programs to attract a broader audience or improve the retention rates of players.

The megatrends profile of the types of participants in *The Future of Australian Sport* (Australian Sports Commission now Sport Australia, 2013) were:

- A perfect fit – personalised sport for health and fitness.
- More than a sport – achieving health, community and overseas aid objectives via sport.
- Everybody's game – sports that respond to demographic, generational and cultural change.
- From extreme to mainstream – the rise of lifestyle sports.
- Tracksuits to business suits – market pressures and new business models.
- New wealth, new talent.
- Economic growth and sports development in Asia.

COVID Impact

In May and June 2020, the Australian Sports Foundation carried out a survey of local sports clubs to assess the impact of COVID-19 on community sport. The research estimates that over 16,000 local sports clubs are at risk of closure due to financial losses and new costs associated with COVID-19.

Key findings include:

- 93% of clubs surveyed have lost money since the onset of COVID-19 caused by a steep decline in revenues and the need to pay ongoing costs.
- 80% of clubs forecast ongoing reductions in core revenue streams like membership, sponsorship and fundraising.
- One in four respondents cited organisational solvency as a major concern.
- 43% of sports clubs projected a decline in volunteering due to the impact of COVID-19.

Since this study was released, Local and State Government together with peak sporting bodies have provided subsidies like foregoing tenancy fees and grants to local sports clubs to mitigate these impacts.

In August 2020, the Victorian Government released a \$12.7 million Community Sport Sector COVID-19 Survival Package. Almost 70 organisations were awarded grants under this scheme including all peak indoor sports organisations. In addition, local sports clubs and associations have received \$1,000 grants as part of the scheme.

6.4 Indoor Sport Facility Trends

Indoor Sports Facility Management Trends

Common indoor facility management trends have been observed in recent times including:

- A general shift (back) to in house Council management.
- Limited choice in professional non-government indoor facility management service providers.
- Incorporation of commercial facility components into the overall service mix, e.g. retail outlets, health services and café facilities.
- Establishment of community Boards of Management/Committees to oversee the operation of indoor facilities.
- Pursuit of non-sporting uses for indoor facilities, e.g. events, displays, functions, etc.

Financial Performance of Indoor Sports Facilities

The following are relevant trends in the financial performance of indoor sporting facilities:

- Generally, stadiums with less than three to four courts have a lower income generating capacity and lower likelihood of being financially viable. A minimum of four courts is required for a commercial service, whilst a one to two court facility is considered a community service.
- Facilities that are designed and operated to be 'multi-use' are generally operated at higher levels of usage capacity and financial performance than single sport/specialist facilities.
- Large regional facilities with four or more courts that are centrally located in large catchment areas, with a low level of external competition, in prominent positions have a greater chance of being financially viable.
- Larger centralised facilities are more efficient in terms of both competition coordination and financial sustainability.
- Successful indoor sporting associations have access to a larger multi-court facility of four or more courts for competition and a range of smaller facilities e.g. schools, for training.
- Indoor sports stadiums provide social and economic benefits to a region, whilst generating jobs during construction and operation.

Funding of Major Sports Infrastructure

With ongoing Government economic constraints and limited capital and operational budgets, many new sports facilities may have to be joint venture arrangements between private and public sectors and sports clubs.

The reduction in commitment to curriculum-based school sports in State Government schools will have impacts on the local availability of school sports facilities while also discouraging public sector investment in new facilities at these sites.

Due to restricted rate and other revenue bases, local Councils may have to encourage greater private investment in leisure facilities and services. This may be achieved by a mix of rate concessions, payback loans, management rights in return for investment, provision of land and planning concessions.

Facility provision is changing from single purpose to multi-purpose. However, there is also an emphasis on ensuring facilities are designed to meet the specific needs of the key user groups i.e. correct runoff and facility standards.

A great deal of infrastructure expenditure is now being directed to the development of larger public and private complexes providing aquatic, health, fitness and indoor sports facilities because of the higher utilisation which can be achieved. There is less emphasis on the development of traditional single purpose outdoor sports facilities.

The planning process for new facilities has improved significantly with the conduct of effective feasibility studies being the norm. These studies have generally included management / marketing / financial plans with demand projections based on sophisticated survey data.

There has been considerable improvement in the management of leisure facilities, with increased expectations of managers to produce better financial outcomes and generate higher attendance. Public sector facility managers now need higher skill levels, face broader roles, need access to better training and professional networks and improved financial reporting systems.

As competition increases there will be an increased emphasis on programming and target marketing based on adopting consumer driven strategies and performance evaluation techniques. This indicates a greater resourcing of local area planning, knowing who “are your customers” and how to attract them.

6.5 Key Findings of Indoor Sport Facility Demand Assessment

The proposed facility will provide for the very high demand for courts to support basketball and access to a permanent gymnastics hall for Bayside Gymnastics Club. The facility will support the growth of basketball and gymnastics in the Frankston region and provide primarily for competition and programming needs.

There is a current participation for basketball of 8,146 that is predicted to grow to 9,298 by 2041.

Based on OPG modelling and industry trends, four additional courts are recommended in the medium term, with a future expansion area identified for an additional two courts if demand exceeds the current participation (penetration) rate in the long term; or the existing access and use of satellite courts are impacted.

This recommendation is made based on the following factors:

- The participation (penetration) rate will likely be maintained in line with the population growth forecast
- The FDDB continues to record significant growth in participation (13% since 2013) and have a participation (penetration) rate of 5.68% well above the 3.5% Victorian average
- The annual FDDB growth rate is unlikely to continue noting only 3% population growth is forecast for City of Frankston and only modest growth in 5 to 49 year age groups (active age groups)
- The current six courts at Frankston Basketball Stadium are operating at 100% capacity at peak times. The FDDB use another eight other venues with 17 courts. The recommended court requirement assumes all 23 courts are maintained

- There is a risk of FDBA competition being displaced or reduced at school sites due to school access requirements that would increase the additional courts needed at other venues. A future expansion area would help mitigate this risk
- Access to two courts is available at Jubilee Park Stadium in the short term.

There is a current participation for gymnastics of 365 members that is predicted to grow to 412 by 2041. This will require access to a community/district size (1000m²) gymnastics hall and support facilities (approx. 300m²).

Emerging and second tier sports like volleyball and futsal seek access to courts. This is a challenge because the facility provision is not keeping pace with the demand generated by the growth of indoor sports, particularly basketball and netball participation growth means these sports are currently using most (if not all) indoor courts across Council, private and school stadiums for competition (and clubs for training).

There is an opportunity to provide for other indoor sports including disability sport at Frankston Basketball and Gymnastics Stadium. This use would be secondary to the primary requirements of basketball and gymnastics and complement the activities at the new Jubilee Park Stadium.

The new Jubilee Park Stadium that includes six indoor courts where court access is being negotiated for volleyball; and an indoor cricket centre that is being designed to provide for Futsal and social sport competition such as Rock Up Netball.

Both State Sports Associations have expressed an interest to partner in the development of programs and increasing participation of local associations in the new facilities.

The Bayside Gymnastics Club is a not-for-profit community club that compliments the private gymnastics clubs in the City of Frankston and community clubs in neighbouring municipalities in the City of Casey and Mornington. Council's role in supporting gymnastics is primarily on providing facilities for community clubs and not private clubs.

7. Indoor Sport Facility Benchmarking

Benchmark case study examples of recent regional indoor sport facility developments showcase the current standard, function and key learnings from these new facilities.

A summary of key Victorian Indoor Sport Facilities that includes benchmarking analysis of management models and business / operational indicators for indoor sport facilities is provided in **Appendix 3 of this report**.

7.1 Wurdi Baierr Stadium, Torquay



Surf Coast Shire Council has partnered with the Surf Coast Secondary College and Department of Education and Early Childhood Development (DEECD) in the development of a further three courts on the current one court sports stadium.

The \$13.5M stadium will deliver a four-court indoor court facility providing space for basketball, netball, futsal, badminton, volleyball and other sporting, education and community uses. Features will include:

- Three additional courts constructed to netball/multi-sport standards. This will deliver four courts for indoor sports, group fitness and community users requiring larger spaces such as arts displays, indoor markets etc.
- Flexible change rooms and associated amenities that can also be utilised by the outdoor sporting areas in the precinct.
- Staff and administration areas that can also support learning and development opportunities.
- Reception, café and merchandising area to help support the operating expenses.
- Parking, vehicle and pedestrian access.

The facility recently opened in February 2021.

A full business case for the stadium was prepared in 2016. The business case was supported by a concept plan, independent Quantity Surveyor report, financial operational model and economic benefit assessment. Key findings of the report include:

- There is demand for additional indoor sports courts in the Surf Coast region to service a predicted participation that is set to double to 1,500 to 2,000 participants and facility catchment of 29,726. This is being fuelled by a 7% annual population growth with all seven current indoor sports facilities consisting of eight courts operating at full capacity and only one existing court is compliant with netball or multi-sport standards.
- All indoor sports including basketball, netball and soccer, fitness programs, community groups and schools in the region will benefit. The 2016 Business Case reports 846 participants in the summer season and 934 participants in the winter season playing indoor sports. Of the current participants 624 (67%) play basketball, 258 (28%) play netball, 36 (4%) play soccer, 16 (1.7%) are badminton. Basketball is experiencing an annual 10% growth in participation.
- The Centre attendances are predicted to grow to 208,000 visits, operate an annual operating surplus, create 44.8 FTE jobs during construction and on average 29.9 jobs during operations each year and generate a \$27.151M regional economic benefit to Surf Coast in the next 10 years.

A key success of the project has been the partnership between Surf Coast Shire Council and DEECD in the planning, design, construction and management of the facility. DEECD owns the land and it is managed by the Surf Coast Secondary College. A Joint Use Agreement (JUA) for use of the existing single court stadium is in place. A new JUA is in development for the new facility that will be supported by a foundation agreement, which includes a proposed occupancy use schedule.

7.2 Community Bank Stadium, Diamond Creek



The Community Bank Stadium serves more than 6,000 people each week and features a three-court stadium with 900 seat retractable seating, a multipurpose room, performing arts space, gymnastics hall and café. Recent improvements include installing solar panels to enable the Stadium to act as a recovery centre.

A Feasibility Study and Business Case supported the development of the \$10M Diamond Creek Community Bank Stadium.

The project attracted funding from Federal Government (\$3.4M), State Government (\$3.4M) and Bendigo Bank through Valley Community Financial Services (\$971K that included a \$728K naming rights deal).

7.3 Eagle Stadium Hoppers Crossing



Eagle Stadium is the largest regional indoor stadium in the west of Melbourne. The complex features:

- 1,500-seat show court
- 12 indoor multi-purpose courts
- 4 outdoor netball courts
- State of the art gym, dedicated group fitness and spin rooms
- Crèche
- Café.

The Eagle Stadium show courts show the treatment required to provide a large and flexible event space. This includes retractable seating, courts and lighting, air conditioning and noise attenuation measures. The noise attenuation of this court area is outstanding, cancelling out most noise from outside community court areas.

A Feasibility Study and Business Case supported the development of the \$47M Eagle Stadium.

The project attracted funding from Federal Government (\$9M) and State Government (\$650K).

The Stadium attracts over 1M visits each year and boasts more than 1,300 health and fitness members. The Stadium delivers for all indoor sports competition whilst attracting major events.

7.4 State Basketball Centre and Gymnastics Facility, Wantirna South



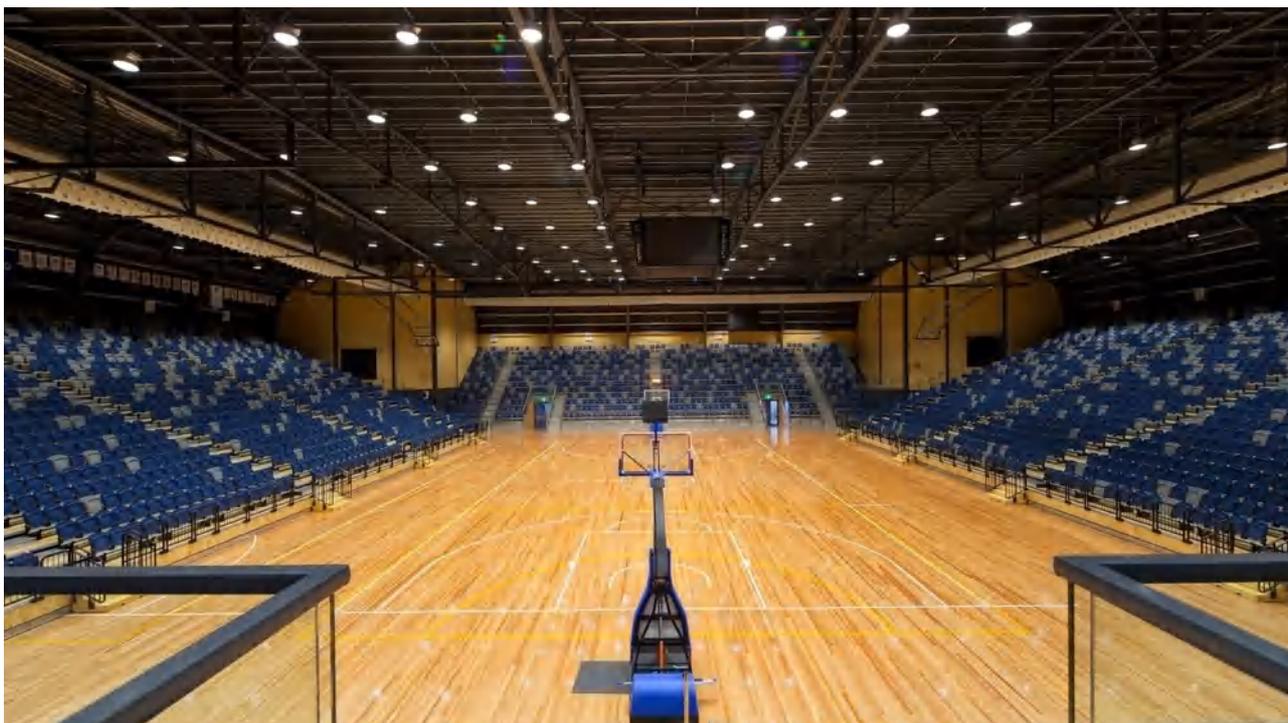
The State Government and Knox City Council is expanding the State Basketball Centre with additional courts and a gymnastics training facility. The master plan provides for the development of a Centre of Excellence to support an elite training facility for athletes that are part of the pathways program for both basketball and gymnastics.

The Business Case also supported the expansion of the existing basketball courts with an additional six courts that will support domestic basketball competitions, State level basketball championships, NBL games and elite pathways.

The Business Case also identified the current Knox Gymnastics facility, located in Pickett Reserve, is at capacity. There has been a significant participation increase over the last five years with a prediction that a membership of 1,500 could be achieved if suitable facilities were available. The inclusion of a gymnastics including trampolining into the facility at the Knox Regional Sports Park enables the facility to be a multi-purpose competition and training facility.



7.5 Bendigo Stadium, Eaglehawk



The Bendigo Stadium is the largest indoor stadium outside metropolitan Melbourne and is also the largest netball facility in regional Victoria. As a result, the facility is well placed to attract large scale sporting events.

The facility comprises 10 indoor multipurpose courts and 12 outdoor netball courts facility. The latest expansion of the facility delivered a 4,000 seat show court arena.

15,000+ people visit Bendigo Stadium each week for sport, leisure, functions, and more.

The facility is home to the WNBL club – Bendigo Spirit, the NBL1 club – Bendigo Braves and many local netball and volleyball clubs. The venue is designed to deliver a training and competition venue from grassroots through to elite level sport.

In addition, the show court arena has the state-of-the-art technology and seating to attract national / international sport and entertainment events. Recent sports events include:

- NBL games i.e. NBL Blitz;
- Michael Zerafa v Jeff Horn boxing match;
- Super Netball games i.e. Magpies v Fever;
- international games i.e. Boomers v Kazakhstan, Australian Diamonds v England and Opals v Brazil.
- Recent music/concert events include: The Wiggles, Guy Sebastian, Jaqq, Ross Wilson and Lee Kernaghan.

7.6 Ballarat Sports and Events Centre, Wendouree



The Ballarat Sports and Events Centre is now one of the largest sporting facilities in regional Victoria. The Centre is part of the Eureka Sports Precinct that also includes MARS Stadium (premier AFL standard outdoor stadium and second home to the Western Bulldogs Football Club).

The Wendouree Sports Stadium has been redeveloped into the new Ballarat Sports and Events Centre. This \$24M project was made possible through joint funding from the Federal Government (\$10m), State Government (\$9m) and City of Ballarat (\$5m).

The new indoor arena features eight courts including a new 3000-seat show court capable of hosting a range of events including netball, basketball, volleyball and badminton. The redevelopment included new amenities and facilities, including female-friendly changerooms and an adult changing facility.

The venue is home to the region's elite indoor sporting teams, as well as many community teams.

Funding of \$5.2M from State Government was received to develop stage two of the Ballarat Sports and Events Centre. Stage 2 Construction includes three 3x3 Outdoor Basketball Courts, High Performance Centre including Gym and Running Track, Façade Upgrade of original Wendouree Netball Centre, Learning Spaces, Function Room and Dining Area.

Over 8,000 participants use the facility each week through Basketball, Netball and other sporting activities.

7.7 Traralgon Sports Stadium, Traralgon



The Traralgon Sports Stadium has been redeveloped and expanded for multi-purpose indoor sports use and allowing the centre to host large-scale events. The new courts cater for netball, basketball, badminton and other indoor sports.

The upgrade delivered an additional four-courts to the existing stadium (eight in total), featuring a new show court with 3,000 capacity spectator seating and associated amenities.

The \$19 million project also included the construction of office space, training rooms, a cafeteria and a modernised foyer, with GippsSport taking up permanent residence for their operations.

The stadium is one of seven new Basketball Victoria high performance training hubs which will host elite pathway programs for Gippsland athletes.

7.8 Key Findings of Indoor Sport Benchmarking Analysis

The success factors to a new modern indoor sports stadium include:

- A Business Case that identifies an occupancy schedule of use that can be used as a foundation agreement for current and future users and help inform a Centre Manager of expectations of use.
- The planning and design for a new facility is supported by a function design component schedule that informs the functional relationships between the proposed use and user requirements and facility components.
- A partnership approach to planning, design and funding the new facility.
- An indoor stadium should provide for three to four courts for these facilities are shown to be more viable (dependent on the demand).
- Facilities to be designed and operated as 'multi-use' and clustered with other community or sports facilities. Multi-use facilities generally operate at higher levels of usage capacity and financial performance than single sport/specialist facilities.

- Facilities that are located in large and growing population catchment areas, with a low level of external competition and in prominent positions have a greater chance of being financially viable.

Key learnings from benchmark case studies of co-located integrated service models of indoor sports stadiums and other services, show:

- Provides a one stop shop for a range of community activities, leisure, knowledge, education and cultural events.
- Passive exposure of co-location of community facilities where visitors go between the indoor sports stadium and the other services.
- Offers a broader range of activities to attract all interests.
- Provides for shared infrastructure such as entry, foyer, amenities, staff areas, café and social spaces.
- Avoids duplication of these common elements and means a higher quality treatment is possible in design that in turn makes the Centre more attractive and inviting to users.
- Maximises the use of multi-purpose rooms.
- Ability to cross promote a broad range of facilities, activities, programmes and special events.
- Opportunity for joint programming and sharing resources including administration spaces.
- Operational savings including management, staffing and maintenance savings.
- Council's capacity to deliver an increased standard and range of services to the community is improved.

8. Future Indoor Sport Facility Design Considerations

This section summarises the key issues identified in the market research, site analysis and stakeholder engagement stages of the project. A proposed vision and supporting design principles and key facility components have been designed to respond to these key issues.

8.1 Key Issues

Key future facility redevelopment and expansion issues identified as part of this studies engagement and research indicates the following key project issues.



Figure 7: Key Issues Infographic

Strategic support for stadium redevelopment

There is a high level of strategic support for the project. Previous feasibility study assessments support additional indoor sports courts for Frankston and District Basketball Association (FDBA) and gymnastics centre for Bayside Gymnastics Club (BGC).

The *Frankston Basketball Facility Expansion Feasibility Study* supported the redevelopment of the stadium to provide for indoor sports in the Frankston and Mornington Peninsula region. A requirement of between four and five sports courts was recommended.

Since this report and the decision to not proceed with this project, The *Jubilee Park Master Plan* and *Economic and Social Impact Report* was completed, funded and construction will commence in 2021/22. The project features six indoor sports courts with a show court providing 1000 seats. Access to these courts for basketball use forms part of the occupancy schedule and operational model.

Growing basketball and gymnastics participation

The proposed facility will provide for the high basketball and gymnastics participation growth being experienced in the Frankston / Mornington Peninsula region and provide primarily for competition and programming needs.

The participation growth is being fuelled by a young, active and growing population. The current population of 143,338 (ERP 2020) will grow to 163,610 by 2041 (.idcommunity). The City of Frankston also has a high proportion of people between 5 and 49 years considered within the 'active years' age bracket. Although this age group is going to only modestly increase in the next 20 years.

There is a current participation for basketball of 8,146 that is predicted to grow to 9,298 by 2041.

Based on OPG modelling and industry trends, four additional courts are recommended in the medium term, with a future expansion area identified for an additional two courts if demand exceeds the current participation (penetration) rate in the long term; or the existing access and use of satellite courts are impacted.

This recommendation is made based on the following factors:

- The participation (penetration) rate will likely be maintained in line with the population growth forecast
- The FDDB continues to record significant growth in participation (13% since 2013) and have a participation (penetration) rate of 5.68% well above the 3.5% Victorian average
- The annual FDDB growth rate is unlikely to continue noting only 3% population growth is forecast for City of Frankston and only modest growth in 5 to 49 year age groups (active age groups)
- The current six courts at Frankston Basketball Stadium are operating at 100% capacity at peak times. The FDDB use another eight other venues with 17 courts. The recommended court requirement assumes all 23 courts are maintained
- There is a risk of FDDB competition being displaced or reduced at school sites due to school access requirements that would increase the additional courts needed at other venues. A future expansion area would help mitigate this risk
- Access to two courts is available at Jubilee Park Stadium in the short term.

OPG recommends the proposed development of the stadium is developed in a staged way and needs to consider:

- The actual rate of participation demand
- The capacity of the Frankston Basketball Stadium site to provide for additional courts and the required additional car spaces.

There is a current participation for gymnastics of 365 that is predicted to grow to 412 by 2041. This will require access to a community size (about 1000m²) gymnastics hall.

Opportunity to Expand Disability Sport Presence

FDDB already run an All-Abilities Basketball Program for young people (6 to 14 years) with a disability. Disability Sport and Recreation Victoria are interested to expand this program into other disability sports including Wheelchair sports, Blind sports, Deaf sports and Power chair sports.

Existing indoor sports stadiums are at full capacity

The occupancy of the six courts at Frankston Basketball Stadium shows a facility at full capacity (100%) during peak operating hours for indoor sports courts and as a result is unable to accommodate any current or future additional usage or demand at the venue.

Further supporting the need for additional courts is the limited capacity at the major stadiums during peak times for training. Eight of the 'minor' stadiums (17 courts) are being used for domestic basketball competition (120 hours each week).

There is an opportunity to provide for other indoor sports including disability sport at Frankston Basketball and Gymnastics Stadium. The use by other indoor sports would complement the activities at the new Jubilee Park Stadium.

Bayside Gymnastics Club needs a permanent home

The BGC has recently moved to a surplus sports hall at Monterey Secondary College. This is a short-term arrangement that will allow for full recreation gymnastics programming again and allow for growth, continue and expand the kinder gym; and introduce school program, disability program.

Gymnastics Victoria advocate for a new fit for purpose home for BGC on Council land that will provide a secure tenure for the club and support the growth of programming and participation in Frankston. Security of tenure remains a concern of the club whilst being accommodated on another school site.

The BGC is a not-for-profit community club that compliments the private gymnastics clubs in the City of Frankston and community clubs in neighbouring municipalities in the City of Casey and Mornington. Council's role in supporting gymnastics is primarily on providing facilities for community clubs and not private clubs.

Existing site is constrained but capable of delivering facility requirements

Frankston Basketball Stadium site is constrained within private industrial businesses and the Kananook Station on a public park reserve with oval and pavilion. To address this concern, Council has recently purchased 39 Wells Road to facilitate the development of 350 car spaces to support the facility requirements of the stadium.

8.2 Proposed Future Facility Vision

An expanded Frankston Basketball Stadium that will provide four new courts and a community size gymnastics hall to support the growth of basketball and gymnastics in the Frankston and Mornington Peninsula Region.

8.3 Facility Design Principles

Design principles have been developed based on feedback through the project consultation and research into benchmark facilities, sports standards and best practice design principles.

The key facility principles identified are:

- Welcoming, accessible and fit for purpose
- Multi use, flexible and integrated
- Seamless relationship with surrounding precinct that flows together
- Environmental Sensitive Design (ESD) and Water Sensitive Urban Design (WSUD)
- Future proof.

The facility should be designed to meet Universal Design principles and Female Friendly Guidelines as follows.

8.4 Proposed Key Facility Components

The following key facility components are proposed for the facility.

Indoor Sports Hall

- Four new full size multi-sport courts suitable for competition
- Seating provided between courts for spectator viewing.
- Control / operations room
- Future expansion area for two courts as a future stage.

Gymnastics Hall

- Provide a 1,000m² gymnastics hall and training pit (community standard)
- Other support facilities including storage for gymnastics equipment.

Front of House

- Improved foyer, reception and recharge spaces
- Improved kiosk and lounge for 'grab and go' food and drinks and a socialisation area
- Improved first aid room that can provide drug testing requirements
- Improved dedicated change rooms that are unisex and provide an accessible toilet and shower in each change room
- Improved separate public toilet amenities for male, female and accessible
- Improved referees change room that are unisex and include a control / briefing space

- Other support facilities including storage for court equipment and associated plant room.
- Cleaners room.

8.5 Concept Plan

To enable HB Architecture to develop a site layout plan and future facility concept plans that considers how to provide for the proposed facility requirements and meet site access and car parking requirements, OPG have developed a facility design component brief. **This is listed in Appendix Two of this report.**

The facility component brief details up proposed new and redeveloped/refurbished areas so site and facility options can be developed.

Please note as there are requirements to not only add new areas as well as refurbish and repurpose existing areas the draft component brief has indicate general areas and actions. These are considered in the proposed site layout plan.

The carparking layout proposed in the plan has been informed by traffic and engineering advice obtained by HB Architecture.

Please see the next page for the site layout plan and preliminary concept plans. The design has been refined following feedback from the Project Working Group and Project Reference Group.

The PCG has provided the following design feedback for consideration in the schematic design stage of the project:

- The significance of the project will trigger a planning permit
- There is a requirement for drainage plans as part of the schematic design. The site attributes will likely need Melbourne Water approval. The previous proposal that covered a similar scope of works received approval and has a supporting drainage plan that could inform this new concept
- There is a low level of loss of open space due to the facility and car park expansion. Consider a Landscape Plan for Kananook Reserve that ties in the landscaping from the Station, around the Stadium and within Kananook Reserve
- The schematic design will need to include ESD and WSUD measures to meet sustainability objectives of Council. Council is committed to a 0 emissions target
- Consider additional storage, increasing circulation space, increasing foyer space in main entry as part of schematic design
- The schematic design process will need to investigate possible asbestos under proposed car space extension and fire separation and protection measures i.e. sprinkler system
- A creative car parking solution will be required to support any future expansion of courts.

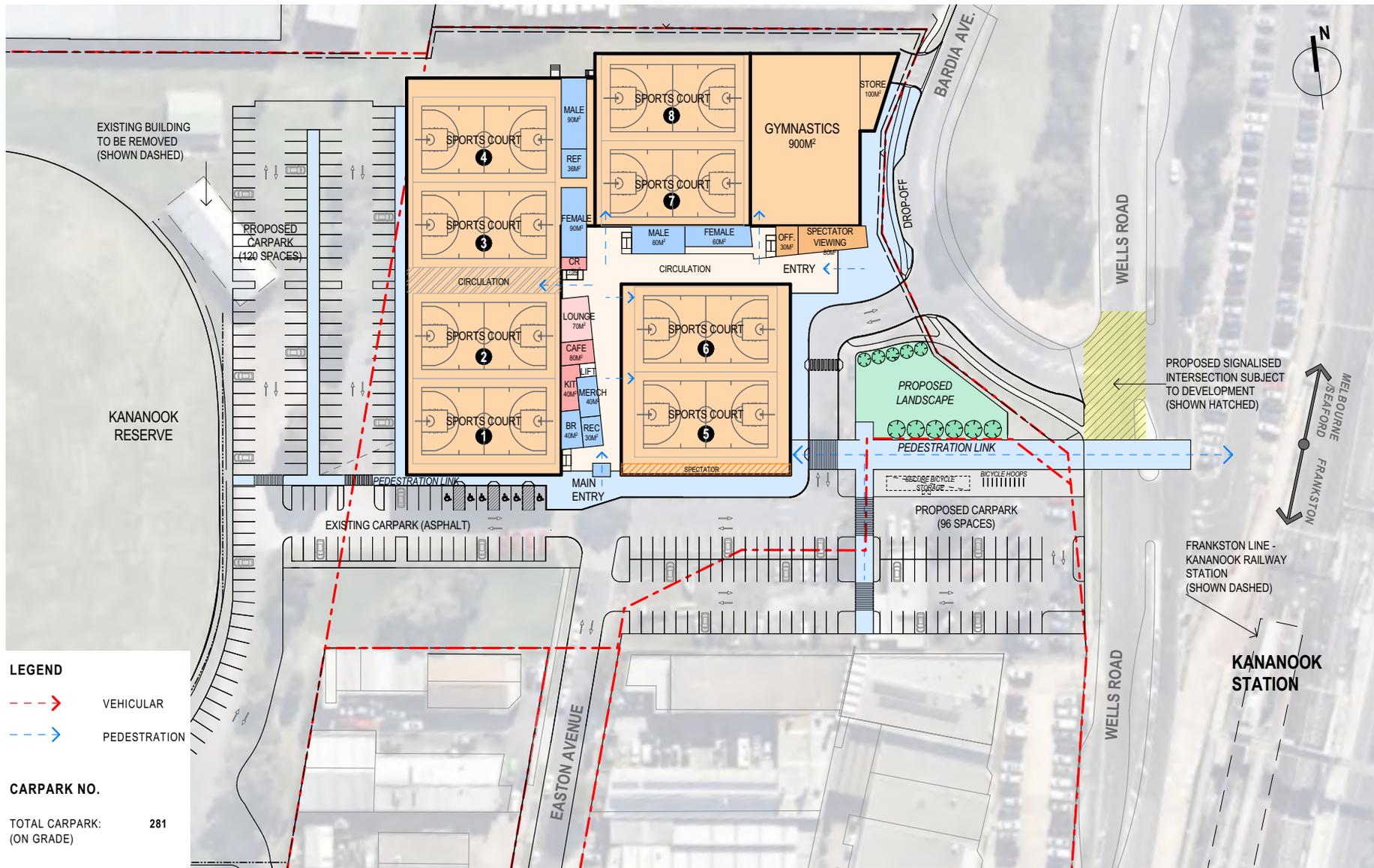


Figure 8: Preliminary Concept Plan (Ground Floor)

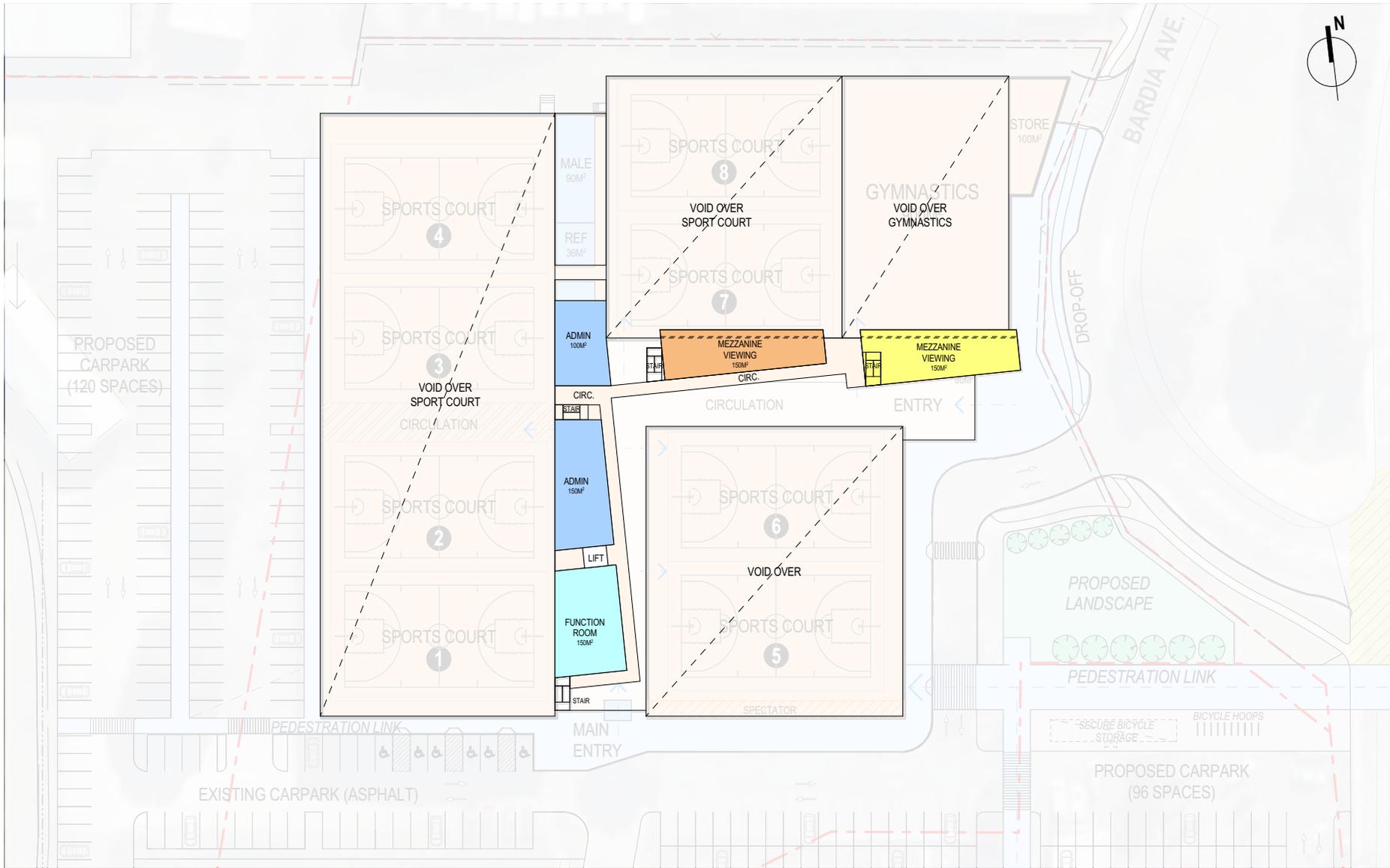


Figure 9: Preliminary Concept Plan (First Floor)

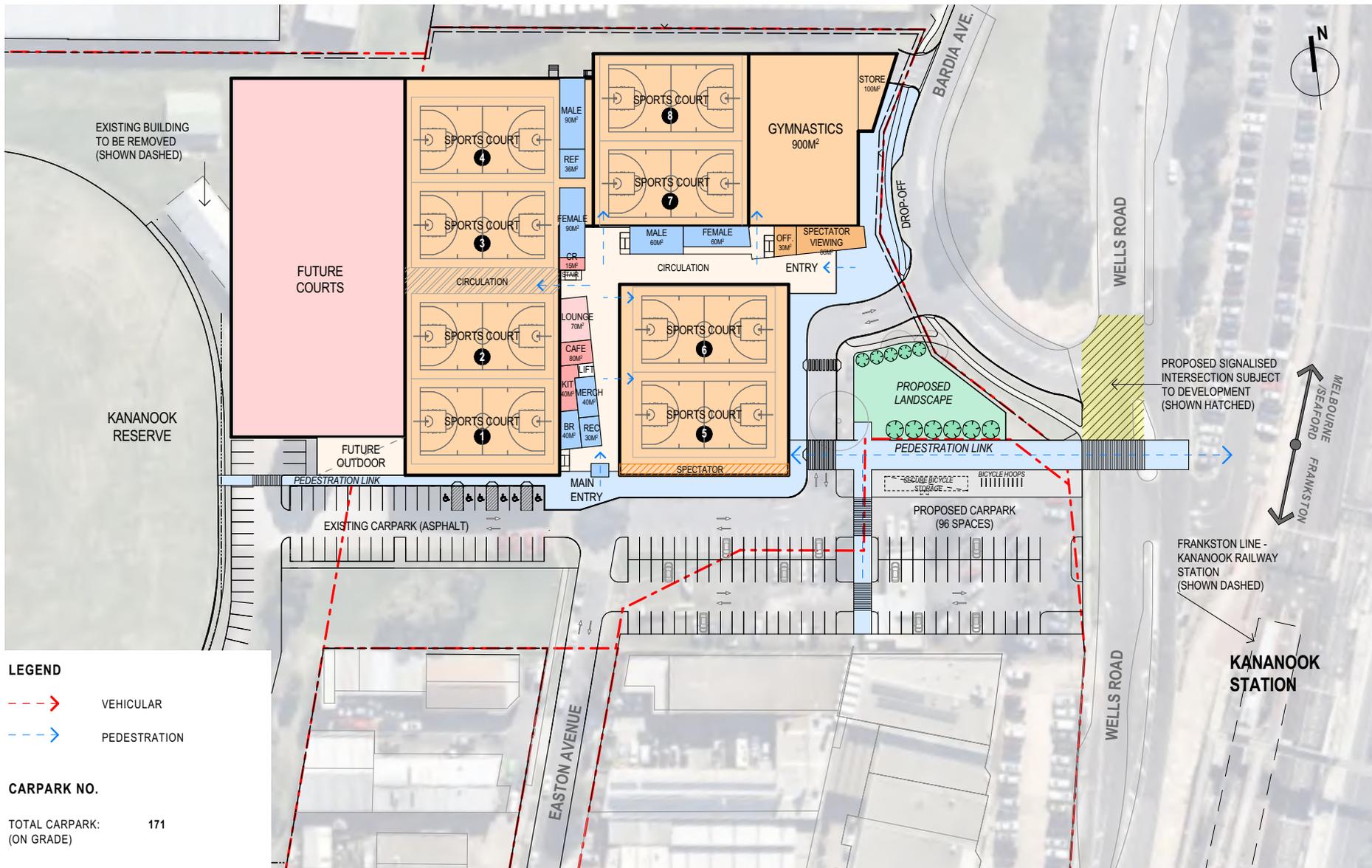


Figure 10: Preliminary Concept Plan (Future Expansion Stage)

8.6 Preliminary Cost Plan

Removed due to commercial confidentiality.

9. Management Model Options

9.1 Potential Future Management Options

This section looks at the potential management models that are currently operating in the leisure industry, and then summarises options that may be feasible and suitable for the Frankston Basketball and Gymnastics Centre.

The main management models currently operating in the Australian Leisure Industry include:

- **Internal Management:** This is the most traditional model where councils directly employ management and staff to operate the aquatic facilities. This management model allows council full control of operations, pricing, programming, asset management and staffing.
- **External Management:** This is where councils contract out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.
- **Company Limited by Guarantee:** This model is an emerging one and involves council setting up a separate wholly owned company to manage and operate the facilities on its behalf. This model allows the company to be in control of all facilities based on the Management Services Agreement and key operating directions set up by council. This option is used where councils wish management to be more commercial and are prepared to hand off responsibility to the company but retain some strategic direction and control of the company. The model generally has higher start-up costs and is better suited to a network of facilities due to the economies of scale it can deliver.
- **Lease:** This is where councils lease out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.

These all have a range of differences, but they can be defined by some common linkages into two groups linked by:

- Level of control council wants or is prepared to give away.
- Level of risk council is prepared to take or want to give away.

It should be noted that the current Covid-19 pandemic has shown that a council cannot contract out risk.

This is summarised in the management linkages graphic on the next page:

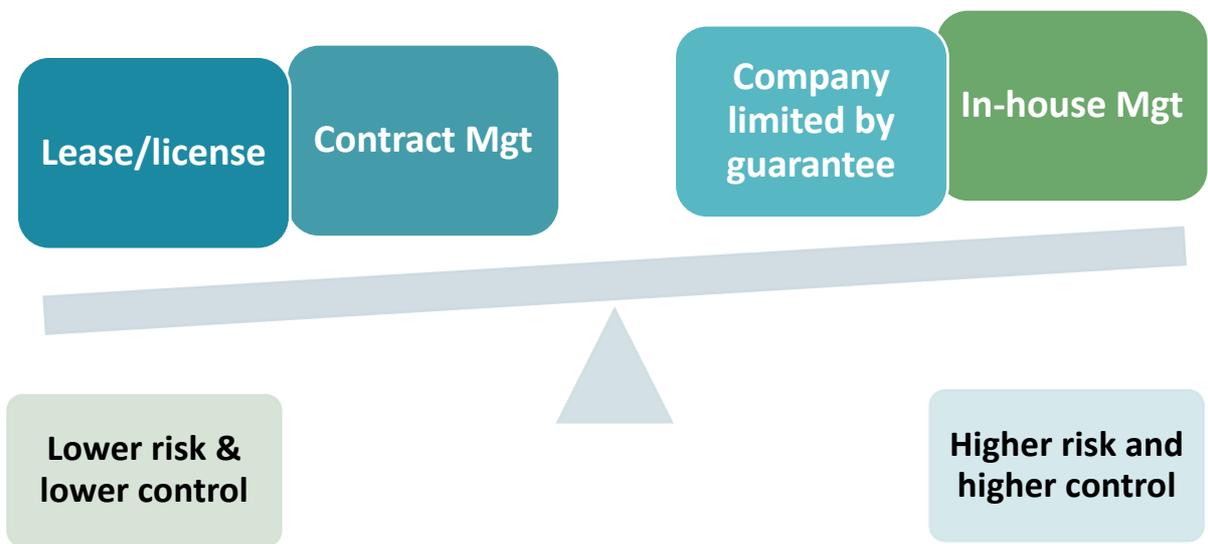


Figure 11: Management Linkages

Table 9: Management Model Key Business Issues Comparisons

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Responsible To	<ul style="list-style-type: none"> 100% responsible to Council. 	<ul style="list-style-type: none"> Contract Company is 100% responsible to shareholders and company and 0% responsible to Council for company viability. 	<ul style="list-style-type: none"> 100% responsible to company (company is wholly-owned by Council). Budgets and key business indicators are set in consultation with Council via a Management Services Agreement. 	<ul style="list-style-type: none"> Lessee is 100% responsible to shareholders and company and 0% responsible to Council for viability.
Fees and Charges	<ul style="list-style-type: none"> All fees would be set by Council and are usually lower than market rates due to political process and wish to provide a community service. Essential that as many fees and charges are based on market rates and increase annually as costs increase. 	<ul style="list-style-type: none"> Some basic usage fees could be set by Council, which may be usually lower than market rates due to political process and wish to provide a community service. Contractor usually can set most of other charges at market rates or greater i.e. health/fitness/wellness etc. Essential that fees and charges are based on market rates and increase annually as costs increase. 	<ul style="list-style-type: none"> The company would recommend fees and charges to Council after reviewing business model and agreed business result and set fees and charges based on market rate and cost of service. This model can provide concessional use to community users and sets some user fees higher to compensate. 	<ul style="list-style-type: none"> Lessee usually can set all charges.
Alignment to Council objectives and achievement of agreed outcomes	<ul style="list-style-type: none"> Strong alignment to Council objectives through internal inter-departmental planning. Corporate Reporting systems will capture performance against KPI's. 	<ul style="list-style-type: none"> Alignment to Council objectives reached via Contractor aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices. Strong Contract Management practises required to monitor contractor achievement against KPI's. 	<ul style="list-style-type: none"> The company aligns its Strategic and Business Plan to Council objectives that are set out in the Management Services Agreement. Sound management practises required to monitor company performance against Strategic and Annual Plans. 	<ul style="list-style-type: none"> Alignment to Council objectives reached via Lessee aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices. Strong Contract Management practises required to monitor contractor achievement against KPI's.
Operating Hours	<ul style="list-style-type: none"> Operating hours set to ensure community access as a priority. May not be set around economic staffing model. 	<ul style="list-style-type: none"> Will want to negotiate on reduced operating hours to reduce staff salaries. Priority will be to minimise salaries and not community access unless contract specifies operating hours. 	<ul style="list-style-type: none"> Would set operating hours around when reasonable numbers of users will attend. This model will monitor usage and change operating hours to reflect when customers use the facility. 	<ul style="list-style-type: none"> Will want to negotiate on reduced operating hours to reduce staff salaries. Priority will be to minimise salaries and not community access unless contract specifies operating hours.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Participation outcomes	<ul style="list-style-type: none"> Usage sometimes may not be a primary business indicator measurement. Need to set annual targets by each activity and monitor performance. Customer focused management monitors usage and revenue. 	<ul style="list-style-type: none"> Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews. 	<ul style="list-style-type: none"> Usage forms a key business indicator to meet budget. Very customer focused to continually grow usage and beat targets. Provides incentives to management to achieve above budget usage results. 	<ul style="list-style-type: none"> Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews. Sporting Associations/Clubs may have an unconscious bias to promoting growth in their sport ahead of other sports.
Social and community use (e.g. gender equity, diversity, inclusion)	<ul style="list-style-type: none"> Linked to Council strategies and may benefit from Council officers' expertise in these spaces. 	<ul style="list-style-type: none"> Some contract management companies have Diversity/Inclusion Managers in their senior leadership teams. Contract can stipulate targets in these result areas. Any management specification can articulate a KPI that requires gender equity and inclusion as a key priority. 	<ul style="list-style-type: none"> Company may not have dedicated resources. Any management service agreement can articulate a requirement that requires gender equity and inclusion as a key priority. 	<ul style="list-style-type: none"> Associations/Clubs may not have dedicated expertise or resources in this space. Contracts can stipulate targets in these result areas if required.
Revenue Guarantee	<ul style="list-style-type: none"> Will have annual revenue target set as part of budget. Usually no penalties if revenue target not met. 	<ul style="list-style-type: none"> During Covid-19, an increased number of contracts have shifted towards a non-guaranteed result Usually will not guarantee revenue (or net result) unless contract is performance based with penalties. Will usually offer best endeavours to meet revenue targets. Usually seek profit share if financial targets are bettered. 	<ul style="list-style-type: none"> Must reach or exceed revenue targets to improve financial solvency. Must trade profitably or receive an agreed annual operating subsidy and deliver the revenue budget to this target. 	<ul style="list-style-type: none"> Usually will not guarantee revenue will be met unless contract is performance based with penalties. Will usually offer best endeavours to meet revenue targets. Usually seek profit share if beat financial targets.
Staffing Allowances	<ul style="list-style-type: none"> Staffing numbers will rely a lot on awards and rosters and associated conditions. Usually using LGA awards then staffing likely to be higher as rostering out of normal business hours has impacts and costs. Higher staff numbers tend to increase over the years. 	<ul style="list-style-type: none"> Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs. Usually contractors have their own award and pay same staff rates across weekdays and weekends and can roster staff on at any time without penalties. When budgets are tight contractors will reduce staff as a first initiative. 	<ul style="list-style-type: none"> Will generally match staffing needs to usage and industry safety requirements. Will monitor staffing and make regular changes. Will likely have local agreement or apply Fitness Industry and other Awards and have flexible rostering conditions. 	<ul style="list-style-type: none"> Will likely have local agreement or apply Fitness Industry/other Awards and have flexible rostering conditions. Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Staff Awards and Wages	<ul style="list-style-type: none"> • LGA awards tend to result in highest salaries and conditions offered to staff under this management arrangement. • Usually have high retention of staff. • Usually retain older and more experienced staff due to better salaries and conditions. • A Greenfields Agreement may offer one avenue to decrease labour costs, compared to general Council EA's. • Revisions/amendments may be required to current EBA to accommodate for all roles required to operate i.e. Lifeguards, group fitness instructors, gym staff etc. • Council may elect to enter negotiations to create a local area work agreement for leisure and aquatic employees. • Council Employment Awards normally include higher penalty rates, which could have a negative financial impact. 	<ul style="list-style-type: none"> • Some companies will have own award and associated conditions. • May see higher turnover due to lower salaries and conditions. • May see much younger staff as are prepared to work for lower hourly rates as not have a lot of industry experience. • Will pay less per hour for most salaries so significant savings in operating budgets can be achieved. • Council has less administrative responsibility - 3rd party takes all the Human Resources responsibility and administration costs associated with them. Staff likely to be engaged under Contractors EBA. • A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement. • Ability to secure suitably qualified and experienced contractors may be difficult, especially in rural areas. 	<ul style="list-style-type: none"> • Will base salaries on key job descriptions and use an industry standard to match duties to pay. • Provides fair and reasonable salaries that reward and provide incentives to beat budget targets and staffing rosters. • Reward performance with part at risk salaries linked to KPIs. • Most staff likely to be engaged under Greenfield EBA or Fitness Industry Award. • An EBA would need to be negotiated by the Company and approved by the Board. Peninsula and Western Leisure both operate under the Fitness and other applicable Award instruments. 	<ul style="list-style-type: none"> • Will base salaries on key job descriptions and use an industry standard to match duties to pay. • A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement.
Services Cost Allowances (Note tends to be a similar cost for each option)	<ul style="list-style-type: none"> • Usually based on Council contract rates and unless some key services are treated as a cost of business. 	<ul style="list-style-type: none"> • Usually based on contracted rates and unless a key requirement service treated as a cost. 	<ul style="list-style-type: none"> • Ongoing monitoring to reduce cost of services and to ensure most efficient models are in place. 	<ul style="list-style-type: none"> • Usually based on contracted rates and unless a key requirement service treated as a cost.
Maintenance and asset management	<ul style="list-style-type: none"> • Will be dependent upon Council policy and practices for asset maintenance. • Sometimes when budgets are done annually maintenance can be cut. • Quality and management control over maintenance and asset management. 	<ul style="list-style-type: none"> • Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area. • When budgets are tight this is the area they will not invest funds to. • Hardest area to monitor in the business and many contracts fail as 	<ul style="list-style-type: none"> • Would operate under an approved asset management plan. • Contributions to maintenance and asset renewal from current operating budgets and possibly future operating surpluses. • Budget requirements should be set out in an Asset Management Plan. 	<ul style="list-style-type: none"> • Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area. • When budgets are tight this is the area they will not invest funds to. • Hardest area to monitor in the business and many contracts fail as

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		management does not invest in maintaining the asset.		management does not invest in maintaining the asset.
Management/ Administration	<ul style="list-style-type: none"> Usually obliged to take internal council administration and financial services which may be at a high cost. 	<ul style="list-style-type: none"> Will usually use a head office low-cost sharing model for management/administration. Usually will charge an external office overhead cost for these services and this is hard to monitor against actual costs. Corporate overheads usually charged as a % of turnover. 	<ul style="list-style-type: none"> Would set up cost effective services to meet business needs which could include contracting Council Services. 	<ul style="list-style-type: none"> Would set up cost effective services to meet business needs. The Association/Club will be responsible for meeting all business and legal responsibilities.
Business Results Guarantees	<ul style="list-style-type: none"> Usually no guarantee provided on annual business results or performance apart from normal Council checks and balances and audit requirements. 	<ul style="list-style-type: none"> Most contracts are not guaranteed against performance and the company will not enter at risk levels of financial performance. Councils need to specify guarantees to hold company to performance. 	<ul style="list-style-type: none"> Would guarantee performance as part of its statement of intent. 	<ul style="list-style-type: none"> Most contracts are not guaranteed against performance and the Association/Club will not enter at risk levels of financial performance. Councils need to specify guarantees to hold Association/Club to performance.
Risk if Business Fails	<ul style="list-style-type: none"> Treated like any part of business as part of annual operational budget. 	<ul style="list-style-type: none"> Come back to Council for bail out/renegeotiate. History of three major companies going into receivership in last 15 years so need ongoing monitoring of company financial health. 	<ul style="list-style-type: none"> Usually falls back on Council unless specified in agreement. 	<ul style="list-style-type: none"> Come back to Council for bail out/renegeotiate.
Human Resources	<ul style="list-style-type: none"> Council's HR would run recruitment and employ staff under Council EBA. Increase in FTE employees which increases Council's management of servicing those employees. Implications for associated Council departments to assist in ongoing administration or management of Payroll, IT, Finance, AP, AR, Comms and Marketing, OHS and Risk, HR etc. Future potential to share staff across multiple facilities and Council services. 	<ul style="list-style-type: none"> External Management company would recruit staff who would be employed by their company. Industry knowledge gained through managing other sites enables the contractor to draw on staff knowledge and benchmark data. A career path potentially available for all staff through a broad organisation means the best staff in the industry are attracted and retained. 	<ul style="list-style-type: none"> Enables a purpose-designed industry employment agreement for staff or employment under the Modern Fitness Award. Flexible staffing across the facilities and a reward and recognition system linked to the achievement of key performance indicators (KPIs) for the role. Pay rates are market driven and/or generally lower than those of Council's Employment Agreement. The Board is recruited by Council (as per Constitution), and Company 	<ul style="list-style-type: none"> Sport Association/Club will recruit staff who would be employed by their organisation. May not have ready access to all aspects of business management expertise including but not limited to Finance, OHS/Risk, HR, IT, Marketing, AP/AR.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		<ul style="list-style-type: none"> Ability to draw on staff as required ensuring the facility operates with the best systems and staffing. 	employees are all recruited by the Company.	
Relationship with Council	<ul style="list-style-type: none"> Direct access to Council's internal services (e.g. HR, finance, asset and building services, insurances, etc). This may increase costs if the capacity of resources is currently limited, additional FTE may be required in some current team structures. Council aligns the Leisure Strategic and Annual Business Plans to Council objectives. 	<ul style="list-style-type: none"> Relationship defined by management specification of the contract. Relationship mostly occurs between Facility Manager and Contract Manager. Council requires the External Contract Manager to deliver services and programs consistent with Council objectives. Overseen by Contract Manager. 	<ul style="list-style-type: none"> The relationship is defined by the Constitution and Management Services Agreement. The relationship mostly occurs between the Company CEO and Council CEO/Director with additional meetings with Board Chair, Company CEO and Councillors and Council's Executive Team. Council appoints and removes Director's as per Constitution. Contact between Council and Company officers to solve joint operational issues and matters. The Company works for Council, not for the benefit of a private, profit-driven company. It is wholly owned by Council. Strategic Plan must be approved by Council. Annual plans and budgets agreed by Council. Retains strong control and alignment with community needs. Management Services Agreement contains register of relevant Council Policy to guide operations. 	<ul style="list-style-type: none"> Relationship defined by the lease. Relationship mostly occurs between Facility Manager and Contract Manager.
Governance and Compliance	<ul style="list-style-type: none"> Required to develop all operational procedures and documentation (possibly from scratch), which could be costly and time and labour intensive. Council will be responsible for administrative support services such as finance, marketing, human resources. 	<ul style="list-style-type: none"> Council may have minimal control over day-to-day operations depending on contract structure. Compliance obligations set out in Contract. 	<ul style="list-style-type: none"> May create an extra level of reporting between the Company Limited by Guarantee and Council. Required to develop all operational procedures and documentation (possibly from scratch), which Council will need to fund. 	<ul style="list-style-type: none"> Council may have minimal control over day-to-day operations depending on lease structure. Compliance obligations set out in lease.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
	<ul style="list-style-type: none"> Red tape and Council policies may limit service delivery and innovation and capacity to operate in the highly competitive leisure services industry (e.g. usage and access to social media, responding to market trends and issues in a timely manner, etc). Council must comply with all statutory obligations. 		<ul style="list-style-type: none"> Required to comply with all statutory obligations including the Corporations Act. Company will usually have its own internal and external auditors to oversee audit program and EOY financials. 	
OHS & Risk	<ul style="list-style-type: none"> Operational risks rest with Council. OHS also managed by Council. 	<ul style="list-style-type: none"> External Management company would manage, and risks are shared with Council. 	<ul style="list-style-type: none"> The Company manages Strategic and Operational risks and is responsible for OHS management systems. Ultimately, Council may be joined to any serious risk claims. 	<ul style="list-style-type: none"> Lessee would manage, and risks are shared with Council.
Facility Performance Management (Key Performance Indicators)	<ul style="list-style-type: none"> Usually form part of Council's Corporate Information database and organisational performance reporting systems. KPI's set by Facility Manager and agreed by supervisor(s). KPI's reported by Facility Manager. 	<ul style="list-style-type: none"> Can be outlined in Management specification. Agreed between Council and Facility Manager and reported to Council by Facility Manager. 	<ul style="list-style-type: none"> Requirement to set annual KPI's described in Management Services Agreement. KPI's set annually in consultation with Council. KPI's reported quarterly to Council officers and presented twice yearly to Councillors by CEO and Board Chair. 	<ul style="list-style-type: none"> Can be outlined in lease. Agreed between Council and Facility Manager and reported to Council by Facility Manager.
Financial performance	<ul style="list-style-type: none"> Retention of total net return from facility operations. Financial stability of operations under Council management. Responsible for operating costs and unforeseen deficits. 	<ul style="list-style-type: none"> Contract can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included. Financial stability of contract management company (e.g. RANS) and the financial/public relations costs because of collapse of company. Council is usually required to pay a management fee as well as other administration fees. 	<ul style="list-style-type: none"> Allows for a commercial approach to management and operating structure, including the ability to have a pricing strategy with commercial and concession rates. Funding from Council is fixed each financial year according to the operational budget developed by the Company. Any fluctuations in trade need to be met by the Company Limited by Guarantee. Council may need to provide a letter of comfort for the Company for its creditors in the first few years. 	<ul style="list-style-type: none"> Lease can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included. Sports Associations may want to discuss financial arrangement including peppercorn rentals and/or leases with inclusions and exclusions (maintenance, cleaning etc).

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
			<ul style="list-style-type: none"> Any surplus can be returned to Council as a dividend. 	
Appointment of Centre manager/CEO	<ul style="list-style-type: none"> Council controlled and managed through current resources. 	<ul style="list-style-type: none"> External Management organisation would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process. 	<ul style="list-style-type: none"> Company would manage the recruitment process. Council could influence appointment by writing into the Management Services Agreement a requirement to be part of the recruitment panel/process or that the proposed CEO present to Council. 	<ul style="list-style-type: none"> Sports Association/Club would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process.
Branding	<ul style="list-style-type: none"> Ability to cross promote with other Council activities and services and to use services and programs as marketing tools for other Council departments. Sole community recognition as a Council facility and service. 	<ul style="list-style-type: none"> Set out in contract and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager. Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding. 	<ul style="list-style-type: none"> Set out in Management Services Agreement that the Company must adhere to visual style guide. Compliance usually overseen by Council representative. 	<ul style="list-style-type: none"> Set out in lease and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager. Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding.
Delivering program and services at the facility	<ul style="list-style-type: none"> Total and sole management control of the facility, services, programs and maintenance. Sole community recognition as a Council facility and service. Quality control over programming and delivery. 	<ul style="list-style-type: none"> Depending on contract structure the contractor may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach. Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation. May be reduced social / community benefit - contractor may only offer profitable programs and services and may disregard the social needs of the broader community. 	<ul style="list-style-type: none"> Can offer broad range of programs and services to users. Can operate with complete flexibility to meet Council's service and programming objectives and maintain commercial competitiveness in an open market. 	<ul style="list-style-type: none"> Depending on contract structure the Sports Association/Club may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach. Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation. May be reduced social / community benefit – Lessee may only offer profitable programs and services and may disregard the social needs of the broader community.

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Stakeholder management (Clubs and associations)	<ul style="list-style-type: none"> Management by Council consistent with existing Council policy. 	<ul style="list-style-type: none"> Reciprocal usage agreements for members and clubs are easier to deliver if all facilities are managed by same organisation. Some contract management company's value adds to the community above their contracted responsibilities. 	<ul style="list-style-type: none"> Managed by the Company in a consistent manner with Council objectives. 	<ul style="list-style-type: none"> Sporting Association/Club will manage all stakeholders in a consistent manner with Council objectives. Perception of bias by other sports possible.
Customer Experience and Service Quality	<ul style="list-style-type: none"> Managed by Facility management and reported to Council. Council is responsible for resolution. 	<ul style="list-style-type: none"> Managed by External Management Company. Reported to council but resolved by External Management Company. 	<ul style="list-style-type: none"> Managed by the Company. Reported to council but resolved by Company. 	<ul style="list-style-type: none"> Managed by Sporting Association/Club. Reported to council but resolved by Sporting Association/Club.
Café and Allied Health/Wellness Centre options	<ul style="list-style-type: none"> Council can operate these services directly or indirectly via a lease or licence arrangement with a second party. 	<ul style="list-style-type: none"> Commercial retail sections (e.g. food and beverage) that can generate revenue to offset other running costs for the facility. Council may/may not have full control and financial benefit over 3rd party leases, e.g. café / food and beverage and merchandise. Some cost fluctuations may remain Council's responsibility. Some external contractors have now established ongoing arrangements with Allied Health organisations and can mobilise quickly. 	<ul style="list-style-type: none"> Commercial retail sections (e.g. food and beverage) that can generate revenue to offset other running costs for the facility. Council may/may not have full control and financial benefit over 3rd party leases, e.g. café / food and beverage and merchandise. 	<ul style="list-style-type: none"> Commercial retail sections (e.g. food and beverage) that can generate revenue to offset other running costs for the facility. Council may/may not have full control and financial benefit over 3rd party leases, e.g. café / food and beverage and merchandise.

9.2 Risks and Benefits

To inform the next phase of analysis and reporting, a review of the benefits and risks of the identified potential management options for Frankston Basketball and Gymnastics Centre are summarised in the following table.

Table 10: Analysis of the Benefits and Risks of Future Potential Management Options for Frankston Basketball and Gymnastics Centre

Management Option	Benefits	Risks
Internal (inhouse) Management	<ul style="list-style-type: none"> • Council has 'hands-on' control in 'real-time' of the strategic alignment, operation and asset maintenance of its facility. • Operational costs can be defrayed or minimised by using Council's existing operations (payroll, insurances, accounting procedures, asset and building services etc). • Flexible and responsive management systems can be linked directly to Council policies. • Ensures assets are maintained in good condition and not allowed to run down. • Enables a trained team to be developed and rotated around different centres. • Provides Council with an accurate picture of the performance and potential of the venue, which would assist in assessing future tenders (should Council decide to seek external management again in future). 	<ul style="list-style-type: none"> • There is less management staff within Council with the experience/expertise to maximise each Leisure Centres usage and viability. • All the operational risk rests with Council. • Council responsible for all operating costs and any unforeseen deficits. • Generally higher staffing costs under local government awards, higher associated on-costs, and therefore higher overall operating costs. • Council's internal policies and procedures may not allow commercially driven decision making and can be time consuming. • Potential for exposure to industrial relations or human resource management issues. • Lack of flexibility to respond in a timely manner to customer issues. • Council systems can lack the flexibility to operate in a highly competitive leisure services industry.
External (Contract) Management	<ul style="list-style-type: none"> • Responsibility for all staffing and human resourcing rests with the operator. • Generally lower staffing and on-costs than direct Council management as contractors are often sole or dual operators or family businesses that are not subject to Local Government Awards or are large companies with their own greenfield award and work and employment conditions. • Industry specific expertise in aquatic and leisure centre management is generally the operators core business. • Opportunities for operational economies of scale savings where an operator manages two or more facilities. • Reduced corporate overhead costs compared to typical in-house Council operation • More flexibility in day-to-day management/ decision-making is extended to the operator. • Council can selectively determine the aspects of facility management it wishes to retain (e.g. major asset maintenance). 	<ul style="list-style-type: none"> • Availability of service providers in the marketplace. Council may discover that well-qualified venue managers are scarce, and that a tender process yields disappointing results in terms of applicants, management fees offered, or subsidy payments required, and/ or capital works contributions. • No Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses). • Larger companies may appoint an on-site manager who does not have the same connection with the community as a smaller operator. • Community health and social outcomes may be diminished if the operator concentrates on servicing those programs that generate the greatest commercial return. • The operator may pay less attention to asset maintenance resulting in Council inheriting a facility in less satisfactory condition at the end of the contract period.

Management Option	Benefits	Risks
		<ul style="list-style-type: none"> • The requirement for staff to set-up and oversee management contract conditions can be a significant 'hidden cost' to Council and should be considered as part of a total cost analysis. • Non-contemporary, ageing facilities can be used as an argument by operator to seek increased subsidy and/ or compensation from Council. • Venue management companies may seek to insure themselves when tendering for the management rights to new unknown facilities. This can translate into Council paying a premium for the 'unknown' quantity associated with operating a new venue. • In most cases, the risk of fluctuations in net operating costs still rests with Council. • Council's line management needs to have a clear understanding of the venue's objectives, responsibilities of the contractor and Council, and the capacity to effectively manage the contractor.
Company limited by shares	<ul style="list-style-type: none"> • Council retains a level of control over the operation and maintenance of its services and asset via the Management Services Agreement. • Generally lower staffing and on-costs than direct Council management as are not subject to Local Government Awards and likely to use their own greenfield award or Modern Fitness Award. • The Company Strategic Plan is approved by Council. • Annual Business Plans and Budgets are set in conjunction with Council. • The Company retains day to day operational flexibility and agility to respond in a competitive marketplace. • Ensures assets are maintained in good condition and not allowed to run down via an agreed Asset Management Plan. • Provides incentives for Management to achieve above budget results. • Can be more commercially focused than an internal model. • Skills based Board. • Any operating surpluses are returned to Council via a dividend. 	<ul style="list-style-type: none"> • There will be one-off start-up costs associated with company establishment. • Council remains ultimately responsible for the financial solvency of the company. • Little to no Council influence in day-to-day operation, programming, staffing, capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses). • Council management needs to clearly articulate expectations in Management Services Agreement. • Council line management need to have a clear understanding of where responsibilities are (and are not). • Economies of scale are generally only realised with two or more facilities. • Local Government Act compliance. • Establishment costs. • Time required to establish company and for the company to prepare for trade.
Lease	<ul style="list-style-type: none"> • Ability to attract capital investment. • Operational risks rest with the operator. • Capacity to maximise commercial return on Council assets. • Allows flexible approach for Council to meet diverse community needs. 	<ul style="list-style-type: none"> • Usually involves longer terms. • Council has minimal input into operations. • Council assumes all risks associated with tenants (for example, poor tenants, including accidental property damage, non-payment and/or timeliness of rent and breaking lease conditions). • Completion of maintenance obligations and asset management. • Council identified community, social and health outcomes may not be achieved as control is handed to the operator (lessee).

9.3 Implications for Frankston Basketball and Gymnastics Centre

The information in the tables above provide a general comparison overview of the leading management approaches. Many of these factors will be determined by the management contract / lease specification, how prescriptive it is regarding business performance and guaranteed results as well as the market conditions and competitiveness of the bid.

The in-house model retains high levels of control for Council and aligns strongly with Councils strategic direction and objectives. This model will however come with higher risk to Council and generally with higher labour costs.

The traditional direct employment of staff under LGA awards and conditions does not suit this industry because of the need for longer operating hours per day and the need to work on weekends and public holidays. LGA awards, in general, do not suit these facilities because they set conditions such as operating hours normally as weekdays 8am to 6pm and outside of these hours and days penalty rates may apply. In most leisure centres, more than 50% of normal operating hours occur when penalty rates apply.

The external contractor model represents a low risk to Council, a lower cost to Council then inhouse and ability to contribute towards the achievement of Council strategies and objectives

Contract management companies have not had to apply the LGA awards to their staffing as they can apply and set up a local award that recognises out of hours and weekend work as a normal part of the industry. Many management contractors have therefore been able to pay lower salary rates to employees and initially, this was a major reason to move to contract management for some LGAs.

The company model represents a low risk to Council because Frankston City Council is an early adopter of the Company by Limited Guarantee Model through the establishment of Peninsula Leisure (PL). Therefore the model has a lower cost to Council then inhouse, comparable to external contractor model. PL currently manage PARC and Pines Forest Aquatic Centre.

As salaries and award conditions have continued to increase over the years, the gap in the cost of staff has also increased. Some LGA's have been able to modify their local area agreements to reflect these industry-specific issues, whilst others that wanted to maintain ownership and control have developed the internal company model. The appointed company owned by the LGA sets up the facilities and can develop their own award and conditions or employ under the Fitness Industry Award, which has similar conditions to contract management companies.

Moving to the company model has required an ongoing effort by both parties to maintain and develop relationships between the Board and Council. With a change in Councillors every four years and Board turnover it is imperative that both parties continue to invest in the relationship and communicate openly to maximise outcomes.

The lease model is a financially attractive model for exclusive use sports facilities. However, the model has the lowest level of Council control and influence on operations. The current operation of the Frankston Basketball Centre is under lease and managed by the Frankston and District Basketball Association (FDBA).

In review of the above, the key questions for Council and key stakeholders to consider are:

- Is FDBA willing to take on the financial risk and operate the facility in totality, taking on all the roles of programming, financial reporting, asset management and lease with Bayside Gymnastics Centre?
- Is Frankston City Council prepared to give over the management responsibility to FDBA or does it want direct control over centre management through using its commercial company; and if so, does this impact the positive benefits of the current user group partnerships and volunteer input?
- If Council support continuation of a lease model with FDBA, does this extend to the gymnastics centre, noting the implications of having two separate leases over common (shared) spaces?

10. Financial Operational Model

This section summarises the financial operational performance of proposed facilities.

Projections and comparisons are made using Otium Planning Group's financial model, which is designed to highlight the likely base case business performance of each management option. The 10-year financial model software was established in collaboration with KPMG via the Business Case for Melbourne Sports and Aquatic Centre (MSAC) in 1996/97.

Over the last 25 years, the model has been used and refined for over 250 aquatic, sport, health and leisure facility projects and is recognised by local, state and federal governments as a reputable and reliable business financial forecasting and operational tool.

10.1 Financial Model Assumptions

This section summarises the global impacts and financial operational model assumptions for the proposed facility.

An electronic copy of the financial operation models will be provided separately as **Appendix 5**.

Global Impacts

The 10-year projections are developed using the following global impact assumptions.

The financial models assume existing business and usage in year one. Industry trends indicate leisure facilities increase usage annually, however this is restricted to a modest increase due to the capacity of the facility. The financial models therefore see the following business growth impacts.

Table 12: Business Growth

Year									
1	2	3	4	5	6	7	8	9	10
98%	99%	100%	101%	102%	103%	104%	105%	105%	105%

Other global impact assumptions include:

- The financial model is annually impacted by a CPI increase. This has been set at 1.5% from year two to year 10.
- Hire and other fees price growth are set at 1% annually from year two onwards.
- An additional 2.5% is provided from year two to year 10 to account for increase to a range of different expenses.
- An additional 1.2% is provided every year to account for salary increases that may occur because of local enterprise bargain agreements and or salary increases.

Business Assumptions

Participation levels, operating hours, fees and charges, recurrent operating expenditure, maintenance, staffing, food and beverage and functions (hospitality) assumptions are informed by OPG benchmarking and available information on the current operations of the existing facilities.

The following list of business assumptions apply to all potential management models.

Hours of Operation

- The facility will be open for 52 weeks of the year
- The total weeks of court operation available for community sport competition and school use including basketball, netball, volleyball, futsal, social sport, and schools is 42 weeks. The total hours of use per week assumes 98 hours (9am to 11pm).
- It is assumed that participation and visitation level will increase in line with Frankston City Council population growth forecasts. There is a supporting summer and winter stadium schedule of use. Please refer to Appendix 5.

Fees and Charges

- Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Indoor Sporting Centres (2021). The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed usage or service agreement.
- The following table details the proposed rates, consistent with current operations:

Table 13: Proposed Fee Per Court

User Type	Proposed Fee per court
Senior Domestic	\$65
Junior Domestic	\$52
Development Program	\$80
Junior Blues Training	\$20
Senior Blues Training	\$20
Representative Competition	\$57
Community Group Competition	\$38

- The sporting association charges both a registration fee and a “sheet fee” to players. The registration fee includes the State bodies’ registration/affiliation fee as well as a contribution to insurance. The “sheet fee” is charged to a team at each game they play. The model assumes that the sporting associations would collect the sheet and registrations fees from their members and retain the income. The operator would then issue a monthly court hire invoice for court usage.
- The following table details the proposed rates for event, consistent with current operations.

Table 14: Proposed Hire Charge Per Event

User Type	Hire Charge / Cost Per Participant
NBL1 Games	\$4,000 (Hire charge per day)
Aussie Hoops Holiday Camp	\$45 (Cost per participant)
Slam Dunk Holiday Camps	\$55 (Cost per participant)
Casual Shooting	\$3 (Cost per participant)
Representative Games Spectator Entry Charge	\$3 (Cost per spectator)

- It is assumed that the building lease to the Frankston District Basketball Association is provided at \$164,836 from year 3 (100% business growth). This figure is based on Council’s Property Department advice

- It is assumed that the gymnastics hall will be booked out for 40 classes per week for 40 week of operation and attract 8 participants per class. The gymnastics hall is licensed to the Bayside Gymnastics Club for a fee of \$90 per sqm rate or \$107,555 from year 3 (100% business growth).

Café and merchandise

- The model assumes secondary spend income based on a percentage per spend per visitor. The model assumes the stadium operator will be responsible for the café / kiosk. An average spend of \$1 at a penetration rate of 60% and margin on sale of 35% is assumed for food and beverage income and expenses.
- The model assumes the stadium operator will be responsible for the merchandising. An average spend of \$1.50 at a penetration rate of 25% and margin on sale of 60% is assumed for merchandising income and expenses.

Operating costs

- Most recurrent operating expenditure including utilities, marketing and maintenance, floor resurfacing and cleaning are based on the industry benchmarks for similar facilities and advice from JWC Structural Engineers
- The model includes an allowance for public liability and building insurance.
- No allowance for sponsorship has been included in this model. There may be the opportunity to attract sponsorship as the project develops further.

Staffing

- The following organisational structure is adopted for the Centre Management. A roster summary supports the model and has been informed by current operational information and benchmark examples.

Position	Salary (Excluding Super)	EFT
CEO	\$110,000	1.0
Operations Manager	\$70,000	1.0
Development Manager	\$62,000	1.0
Marketing Manager	\$63,000	1.0
Competitions Coordinator	\$56,000	1.0
Competitions Assistant	\$45,000	1.0
Bookkeeper	\$44,000	1.0
Café/Reception Staff	\$45,000	0.8

Please note that the Centre Management staffing includes Frankston District and Basketball Association operations. The staffing structure doesn't include the Bayside Gymnastics Centre where a sub-lease is assumed.

Asset Management and Maintenance

- Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.
- An annualised asset management allowance has been included in the financial model of \$170,000 per annum. This is informed by the Asset Management Schedule prepared by JWC Engineers on behalf of OPG and industry benchmarks of similar facilities.

Depreciation and Cost of Capital

- The depreciation costs of 2% (\$760,000) and cost of capital is excluded from the financial model. These costs can be confirmed once Council has identified its funding strategy.

10.2 Operational Model Outputs

The table on the next page summarises details the Base Case 10-year business projections.

The 10-year Base Case business projections indicate:

- The facility attendances are expected to gradually increase from 299,792 in year 1 to 321,206 by year 10. An annual average of 312,640 visits over a 10 year period
- Revenue is expected to increase annually ranging from \$1,508,025 in year one to \$1,966,443 by year 10. An annual average revenue of \$1,739,826 over a 10 year period
- Expenditure is expected to increase annually ranging from \$1,379,683 in year one to \$1,632,209 in year 10. An annual average expenditure of \$1,503,876 over a 10 year period
- The facility is expected to operate an annual operational surplus from year 1. The operational surplus margin will increase from \$128,342 in year 1 to \$334,234 in year 10. An annual average surplus of \$235,950 over a 10 year period

In addition to the Base Case business projections, the following business scenarios are provided:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case.

Table 15: Base Case 10 Year Operational Business Projections

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	299,792	302,851	305,910	308,969	312,028	315,087	318,146	321,206	321,206	321,206
Revenue	\$1,508,025	\$1,556,578	\$1,606,598	\$1,658,130	\$1,711,217	\$1,765,905	\$1,822,240	\$1,880,272	\$1,922,857	\$1,966,443
Expenditure	\$1,379,683	\$1,405,953	\$1,432,748	\$1,460,079	\$1,487,959	\$1,516,397	\$1,545,407	\$1,575,000	\$1,603,328	\$1,632,209
Operational Perf.	\$128,342	\$150,625	\$173,851	\$198,051	\$223,258	\$249,508	\$276,834	\$305,272	\$319,529	\$334,234
Asset Mgt	\$100,000	\$100,000	\$100,000	\$100,000	\$250,000	\$100,000	\$100,000	\$250,000	\$100,000	\$500,000
Centre Performance	\$28,342	\$50,625	\$73,851	\$98,051	\$26,742	\$149,508	\$176,834	\$55,272	\$219,529	\$165,766

Note: Does not include development costs such as capital cost repayments, land tax, Council rates and depreciation. but includes annual asset management cost.

Table 16: Optimistic Case 10 Year Operational Business Projections

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	329,771	333,136	336,501	339,866	343,231	346,596	349,961	353,326	353,326	353,326
Revenue	\$1,648,387	\$1,701,639	\$1,756,503	\$1,813,026	\$1,871,258	\$1,931,248	\$1,993,049	\$2,056,713	\$2,103,382	\$2,151,150
Expenditure	\$1,395,871	\$1,422,552	\$1,449,766	\$1,477,526	\$1,505,842	\$1,534,727	\$1,564,192	\$1,594,250	\$1,622,867	\$1,652,041
Operational Perf.	\$252,516	\$279,087	\$306,736	\$335,500	\$365,416	\$396,522	\$428,857	\$462,462	\$480,515	\$499,109
Asset Mgt	\$100,000	\$100,000	\$100,000	\$100,000	\$250,000	\$100,000	\$100,000	\$250,000	\$100,000	\$500,000
Centre Performance	\$152,516	\$179,087	\$206,736	\$235,500	\$115,416	\$296,522	\$328,857	\$212,462	\$380,515	\$891

Note: Does not include development costs such as capital cost repayments, land tax, Council rates and depreciation. but includes annual asset management cost.

Table 17: Conservative Case 10 Year Operational Business Projections

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	269,813	272,566	275,319	278,072	280,825	283,579	286,332	289,085	289,085	289,085
Revenue	\$1,367,662	\$1,411,516	\$1,456,694	\$1,503,234	\$1,551,176	\$1,600,561	\$1,651,432	\$1,703,832	\$1,742,332	\$1,781,735
Expenditure	\$1,363,494	\$1,389,353	\$1,415,729	\$1,442,633	\$1,470,075	\$1,498,067	\$1,526,622	\$1,555,750	\$1,583,789	\$1,612,377
Operational Perf.	\$4,168	\$22,163	\$40,965	\$60,601	\$81,101	\$102,494	\$124,810	\$148,082	\$158,543	\$169,359
Asset Mgt	\$100,000	\$100,000	\$100,000	\$100,000	\$250,000	\$100,000	\$100,000	\$250,000	\$100,000	\$500,000
Centre Performance	\$95,832	\$77,837	\$59,035	\$39,399	\$168,899	\$2,494	\$24,810	\$101,918	\$58,543	\$330,641

Note: Does not include development costs such as capital cost repayments, land tax, Council rates and depreciation. but includes annual asset management cost.

11. Social and Economic Benefit Model

To show the potential of developing the Frankston Basketball and Gymnastics Stadium, OPG has prepared a social and economic benefits model.

The stadium will be used primarily by local indoor domestic sports competition including basketball, netball, volleyball and disability sport and local schools within the Frankston Area and Greater South East Melbourne region.

There will be limited use by persons staying overnight (domestic and international visitors). The economic modelling in this report is based on estimates of annual local users of the stadium and other assumptions that are utilised in quantifying spending in the region.

The social and economic impact analysis was conducted on two phases of the project: the construction phase and operations phase.

The stadium development will generate positive economic benefits for the Greater South East Melbourne region during the construction phase and in the operations phase.

11.1 Social and Economic Benefit Model Assumptions

The following assumptions have informed the social and economic benefit model. These are:

- The total capital cost of \$44,999,900 is informed by the capital cost estimate obtained from Turner and Townsend Quantity Surveyors
- Visitation in year 1 of 299,792 growing to 321,206 in year 10. The stadium is a local facility that will service a growing population in the regional catchment area. It will be used for competitive team sports and training, school programs and a range of fitness and recreational programs
- The revenue in year 1 of \$1.508M growing to \$1.966M in year 10
- The expenditure in year 1 of \$1.379M growing to \$1.632M in year 10
- The operational surplus in year 1 of \$128,342 increasing to \$334,234 in year 10
- The new stadium would have an estimated 7.14 FTE on-site job. This does not include jobs in businesses using the stadium for the delivery of exercise or recreation programs (e.g. personal trainers and instructors). The new facility and continued population expansions will see a growth in these programs and an increase in employment in these external businesses
- By analysing the spending and saving habits of local residents, an estimate of how far new wages will circulate through the economy can be made. Economy.id estimate that 12.4% of income is being saved by workers in Frankston. In terms of Frankston Basketball and Gymnastics Stadium workers this translates to \$552,022 annually in flow on effects on new wages
- Secondary “intangible” benefits including health benefits, productivity benefits, human capital uplift and criminal and social benefits have also been measured. These benefits, measure the reduction in negative effects of poor health, productivity and effects of crime. Secondary benefits are estimated at \$20.745M in year 1 of operations to \$22.227M in year 10 of operations.

11.2 Social and Economic Benefit Assessment

The modelling shows an increase in activity and employment generated by the stadium that will provide a boost to regional income.

Social impact

The stadium will provide for the very high demand for courts to support basketball, netball, volleyball and futsal participation growth in Frankston and primarily for competition needs in the South East Melbourne Area.

There is also a demand for a local gymnastic hall and dance hall for the growing gymnastics and calisthenics participation and an opportunity to provide for disability sport through a partnership with Disability Sport and Recreation Victoria and peak sporting bodies.

The current potential market for indoor sports in Frankston is 25,997 players across basketball, volleyball, gymnastics, soccer, netball and calisthenics. If current participation rates are maintained this market could grow to over 38,000 players by 2041.

The stadium will provide for an annual average visitation of 312,640, servicing the growing population in the local/regional catchment area. It will be used for competitive team sports and training, school programs and a range of fitness and recreational programs.

There are several additional social and productivity benefits that are difficult to quantify and are not included in this assessment and these are:

- Lower workforce absentee rates from a fitter and more active workforce
- Career and training opportunities in the sports and recreational services
- Volunteering benefits and urban consolidation benefits (including transport benefits) associated with the clustering of sports facilities in proximity to community services, schools, and major residential and activity centres.

Construction Phase Impact

Local jobs and an increase in regional income will be generated during the construction phase of the project.

- A total of 87.37 FTE jobs (71.61 direct jobs and 15.72 indirect jobs and 14.32 manufacturing jobs) would be generated during the construction period
- During construction a total of \$10.217 million in regional income would be generated (\$8.378 million direct income and \$1.839 million indirect/induced).¹

Operational Phase Impact

The ongoing growth in user numbers will support an increasing number of jobs in the region.

- The operation of the stadium would generate a total of 7.14 full time equivalent jobs during operations
- On a sector basis, the jobs (FTE-direct and indirect) generated by stadium users are mainly concentrated in recreational services, food service and other retail
- The total increase in regional income generated annually by the operation of the stadium and users/day visitor spending totals \$0.552 million during operations

Benefit Cost Analysis

The stadium development generates combined benefits that are substantially above the full costs (construction, maintenance, and depreciation) over a 10-year period.

- For a stadium project a 4% discount rate is appropriate, and the project yields a positive BCR of 4.11 (3.39 for a 7% discount rate)
- The net present value (4% discount) of total benefits is \$179.441 million (\$148.208M for a 7% discount) generated by the investment exceeds the total costs of the project (\$44.990million) over a 10-year period
- The increase in regional income generated by stadium users spending over a 10-year period totals \$17.398M million (in constant \$2021 prices)
- This indirect health benefit is estimated at \$18.758 million over the 10-year period (in constant \$2021 prices) for stadium users of the stadium
- The consumer surplus value is estimated at \$26.097 million over the 10-year period (in constant \$2021 prices) for stadium users.

¹ This assumes the construction workforce would come from Frankston LGA and adjacent areas

Table 11: Measuring benefits of Frankston Gymnastics and Basketball Centre

Measuring Benefits	Definition	Value of Benefits (2018 prices)
Direct Benefits - Users (estimates)	<p>Value that users place on their use of the facility. This has 2 components:</p> <p>Value in exchange – what users pay for use of the facility – measured by <u>total revenue</u> of the facility.</p> <p>Consumer surplus: the additional value a consumer places on the value of the service delivered. As most of the sports use is team sport, the competitors are not paying directly for use. Rather the use fees are imbedded in other much higher team fees paid by competitors. For this analysis we have assumed the total value of the consumer surplus is an additional 50% of user charges.</p>	<p>Direct Benefits Users</p> <p>Value in exchange - facility revenue total 10 years: <u>\$17.4 million</u></p> <p>Consumer surplus: additional 50% of facility revenue: <u>\$26.1 million</u></p> <p>Total value in use: value in exchange + consumer surplus: <u>\$43.5 million</u></p>
Health and Welfare Benefits (reduction in health costs)	<p>There are significant long-term health costs savings for persons who exercise. For the purpose of this analysis we have assumed that the health cost savings average \$4 per hour of competition for each competitor and with game playing accounting for an average 1.5 hours per week. This means that savings per user are \$6 per week or around \$300 per year (private expenses & government Medicare payments). For the estimated users of the facility this translates to a total benefit (health cost saving) of \$0.1.875 million per year</p>	<p>Health Benefit (health cost saving)</p> <p>Annual: <u>\$1.875 million</u></p> <p>Total 10 years: <u>\$18.758 million</u></p>
Volunteer Benefits	<p>While the team sports held at the facility have associations who run the competitions (and include some paid staff and paid referees), most teams are reliant on volunteers for many coaches and team managers. In this benefit analysis we have estimated a value for volunteer benefits.</p> <p>This is based on: an estimate of the number of teams in a competition, the number of volunteers per team (2 assumed); average number of hours volunteering 1.5 hours per week /for 40 weeks per year; and volunteering valued at \$20 per hour.</p> <p>Based on these assumptions: the value of volunteers was estimated at an average of <u>\$3,120</u> per year (over the 10 year period in constant 2021 prices).</p>	<p>Volunteer Benefits</p> <p>Annual: <u>\$3,120</u></p> <p>Total 10 Years: <u>\$31,200</u></p>
Direct Benefits - Regional Income	<p>Increase in regional income that is generated by facility operations and by user/spectator spending in the local region,</p> <p>Average per year over 10 years: <u>\$1.274 million</u> (constant 2021 prices)</p>	<p>Regional Income Benefits</p> <p>Annual: <u>\$1.740 million</u></p> <p>Total 10 years: <u>\$17.398 million</u></p>
Total Benefits	<p>Estimated all measurable benefits</p>	<p>Total Benefits</p> <p>Annual: <u>\$23,662 million</u></p> <p>Total 10 years: <u>\$236.623 million</u></p>

12. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

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

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

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

Appendix 1: FDNA Court Occupancy Review

Table: Frankston Basketball Stadium Occupancy Tables

Monday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am							
9.00am	Senior Domestic		Senior Domestic				33%
10.00am	Senior Domestic	Development Pgm	Senior Domestic				50%
11.00am	Senior Domestic		Senior Domestic				33%
12.00pm							
1.00pm							
2.00pm	Development Pgm						16%
3.00pm	Junior Domestic	100%					
4.00pm	Junior Domestic	100%					
5.00pm	Junior Domestic	100%					
6.00pm	Junior Domestic	100%					
7.00pm	Senior Domestic	100%					
8.00pm	Senior Domestic	100%					
9.00pm	Senior Domestic	100%					
10.00pm	Senior Domestic	100%					
11.00pm							

Tuesday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am							
9.00am							
10.00am		Development Pgm	Community Group	Community Group			50%
11.00am			Community Group	Community Group			33%
12.00pm			Community Group	Community Group			33%
1.00pm			Community Group	Community Group			33%
2.00pm			Community Group	Community Group			33%
3.00pm	Junior Domestic	Development Pgm	Junior Domestic	Junior Domestic	Junior Domestic	Junior Domestic	100%
4.00pm	Junior Blues	100%					
5.00pm	Junior Blues	100%					
6.00pm	Senior Blues	Senior Blues	Junior Blues	Junior Blues	Junior Blues	Junior Blues	100%
7.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
8.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
9.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
10.00pm							
11.00pm							

Wednesday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am							
9.00am							
10.00am		Development Pgm					16%
11.00am							
12.00pm			Community Group	Community Group	Community Group	Community Group	66%
1.00pm			Community Group	Community Group	Community Group	Community Group	66%
2.00pm			Community Group	Community Group	Community Group	Community Group	66%
3.00pm	Development Pgm	Junior Domestic	100%				
4.00pm	Junior Domestic	100%					
5.00pm	Junior Domestic	100%					
6.00pm	Junior Domestic	100%					
7.00pm	Senior Domestic	100%					
8.00pm	Senior Domestic	100%					
9.00pm	Senior Domestic	100%					
10.00pm							
11.00pm							

Thursday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am							
9.00am							
10.00am		Development Pgm					16%
11.00am							
12.00pm							
1.00pm							
2.00pm							
3.00pm	Junior Domestic	Development Pgm	Junior Domestic	Junior Domestic	Junior Domestic	Junior Domestic	100%
4.00pm	Junior Domestic	100%					
5.00pm	Junior Domestic	100%					
6.00pm	Senior Blues	Senior Blues	Junior Domestic	Junior Domestic	Junior Domestic	Junior Domestic	100%
7.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
8.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
9.00pm	Senior Blues	Senior Blues	Senior Domestic	Senior Domestic	Senior Domestic	Senior Domestic	100%
10.00pm							
11.00pm							

Friday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am							
9.00am							
10.00am		Development Pgm	Community Group	Community Group			50%
11.00am			Community Group	Community Group			33%
12.00pm			Community Group	Community Group			33%
1.00pm			Community Group	Community Group			33%
2.00pm							
3.00pm							
4.00pm	Development Pgm	Junior Domestic	100%				
5.00pm	Junior Domestic	100%					
6.00pm	Rep Competition	100%					
7.00pm	Rep Competition	100%					
8.00pm	Rep Competition	100%					
9.00pm	Rep Competition	100%					
10.00pm	Rep Competition	100%					
11.00pm							

Saturday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am	Junior Domestic	100%					
9.00am	Junior Domestic	100%					
10.00am	Junior Domestic	100%					
11.00am	Junior Domestic	100%					
12.00pm	Junior Domestic	100%					
1.00pm	Junior Domestic	100%					
2.00pm	Junior Domestic	100%					
3.00pm	Junior Domestic	100%					
4.00pm	Junior Domestic	100%					
5.00pm	Junior Domestic	100%					
6.00pm	Junior Domestic	100%					
7.00pm	Junior Domestic	100%					
8.00pm							
9.00pm							
10.00pm							
11.00pm							

Sunday							
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6	Capacity
8.00am	Junior Blues	100%					
9.00am	Junior Blues	100%					
10.00am	Junior Blues	100%					
11.00am					Junior Blues	Junior Blues	33%
12.00pm					Junior Blues	Junior Blues	33%
1.00pm							
2.00pm							
3.00pm	Development Pgm						16%
4.00pm	Development Pgm						16%
5.00pm	Senior Domestic	100%					
6.00pm	Senior Domestic	100%					
7.00pm	Senior Domestic	100%					
8.00pm	Senior Domestic	100%					
9.00pm							
10.00pm							
11.00pm							

Appendix 2: Facility Component Brief

Design Principles

Design principles have been developed based on feedback through the project consultation and research into standards and best practice design principles.

The key facility principles identified are:

- Welcoming, accessible and fit for purpose
- Multi use, flexible and integrated
- Seamless relationship with surrounding precinct that flows together
- Environmental Sensitive Design (ESD) and Water Sensitive Urban Design (WSUD)
- Future proof.

The facility should be designed to meet Universal Design principles and Female Friendly Guidelines as follows.

Universal Design Principles

The seven Principles of Universal Design were developed in 1997 by a working group of architects, product designers, engineers and environmental design researchers. The following principles will guide the design of the new Sports Performance Event Activity Centre in terms of place and function, environment and sustainability, products and communications:

- Equitable use: The design is useful and marketable to people with diverse abilities.
- Flexibility in use: The design accommodates a wide range of individual preferences and abilities.
- Simple and intuitive use: Use of the design is easy to understand, regardless of the user's experience, knowledge, language, skills, or current concentration level.
- Perceptible information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- Tolerance for Error: The design minimises hazards and errors – most used elements, most accessible; hazardous elements eliminated, isolated or shielded.
- Low physical effort: The design can be used efficiently and comfortably and with a minimum of fatigue.
- Size and space for approach and use: Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

Female Friendly Guidelines

Female sport participation at the elite and peak of athlete pathways is increasing and rapidly in line with an increase in grass root participation in sport and physical activity. This represents an exciting time for Australia, but also presents challenges for sport administrators and facilities.

Sport and Recreation Victoria has developed the Female Friendly Guidelines that include the following design principles to create female friendly facilities:

- Fit for purpose: While promoting a flexible and multi-use approach, ensure female friendly design elements and specific requirements meet the level and type of activities being delivered, as well as occupant, club or tenant needs.
- Multi and shared use: Infrastructure should be efficiently designed to promote equitable and flexible use by a mixture of users capable of sharing facilities and usage times. The facility space planning and design of public spaces should adopt a multi-purpose approach.
- Compatibility: Identification of compatible sports, teams, activities, clubs or organisations with similar objectives and requirements for facility design, use and management should be promoted.

- **Universal Design:** The principles of Universal Design should be applied to community sport and recreation facilities so that they accommodate users of all ages, gender, ability and cultural backgrounds.
- **Public Safety:** Crime Prevention through Environmental Design (CPTED) takes into consideration the relationship between users and the physical environment in the design of public spaces in crime prevention and assists with public safety.
- **Health and safety:** Security and safety of users should be paramount. Sport and active recreation facilities and their surrounds should be designed, built and maintained in accordance with relevant occupational health and safety standards. They should also incorporate child safe and safer design principles into facility design.
- **Functionality:** Facility design and layout should promote safe and optimal functionality to accommodate formal, competitive, social and recreational forms of usage and participation.

Functional Design Components Schedule

Key Design Requirements

Key requirements of the design brief include:

- The building must meet the agreed area schedules.
- The building should identify areas for expansion in the future.
- Sustainable design features (ESD and WSUD).
- Building features that present and function as a welcoming and inclusive place for all ages, cultures and abilities. Consider ideas that go beyond the standards.
- Consideration of Universal Design Principles.
- Consideration of Female Friendly Guidelines.
- Consideration of CPTED Principles.
- Consideration of peak sporting bodies facility design guidelines for: Netball Victoria, Basketball Victoria, Volleyball Victoria, Badminton Victoria, Football Victoria (Futsal) and Gymnastics Victoria.

Functional Relationships

- The building layout and location shall accommodate services typical of community facilities including but not limited to deliveries of food and drink, essential services, rubbish collection and spectator access.
- Floor plans shall consider the sport and school-specific requirements including umpires, exams, school events and the seasonal nature of the building.

Component and Area Schedule

Preferred areas for each component of the building are listed below. The figures are indicative only; they should be confirmed as part of the design process and must adhere to the requirements of the Building Code of Australia and any other legislative requirements.

Activity Area	Facility Component	Target Market	Facility Objectives	Functional Relationships	Other Issues and Considerations	Area Schedule	Total Area (m ²)
Indoor Sports Hall	2 x 2 full size indoor sports courts suitable for competition basketball and netball	<ul style="list-style-type: none"> Education Competition Events Training 	<ul style="list-style-type: none"> Meet universal design principles as a minimum Provide indoor sports courts for: <ul style="list-style-type: none"> Basketball Netball Volleyball Futsal 	<ul style="list-style-type: none"> Adjacent to spectator areas. Adjacent to amenities block Linkage to food and beverage area 	<ul style="list-style-type: none"> Previous master plan developed a set of two new courts off the south eastern corner of the building (over current car park). It also proposed two new courts running north south off the western wall of the existing courts 1 to 4. These options appear to meet the future layout needs of this component brief however requires review. 	<ul style="list-style-type: none"> 4 multi-sport courts (for Basketball, Netball, Volleyball and Soccer) Courts 15.25m x 30.5m Runoff to netball dimensions - 3.05 m unencumbered (4 m clearance between courts) Roof height - 8.3m at highest point unencumbered. Provide adequate clearance for scorer's bench and seating between each court (approx. 1.5m) Provide adequate clearance for circulation space between courts (1.5m-1.8m). Provide adequate clearance for wheelchair access. 	<p>Area 1: 2 courts 37m x 43m = 1,554m² approx.</p> <p>Area 2: 2 courts 37m x 43m = 1,554m² approx.</p> <p>Future expansion area: 2 to 4 courts</p>
	Spectator Area	<ul style="list-style-type: none"> Education Competition Events Casual spectator 	<ul style="list-style-type: none"> Area 1 south east option - show court provide relocatable seating provision (500 to 1,000 allowance) Other courts – single row of seating along each court 	<ul style="list-style-type: none"> Along one side of court one 	<ul style="list-style-type: none"> Allow floor loading only for temporary seating for show court 	<ul style="list-style-type: none"> Row of seating between courts for spectator viewing additional area requirement. 	200m ²
	Control & operations room	<ul style="list-style-type: none"> Education Competition Events 	<ul style="list-style-type: none"> Provide single control point for competitions and tournaments 	<ul style="list-style-type: none"> Direct access and viewing over courts - preferred 	<ul style="list-style-type: none"> Access via courts to submit scoresheets Capacity for 3/4 people Sliding window Potential link to reception 	<ul style="list-style-type: none"> Room - 10m². 	10m ²
Subtotal Indoor Sports Halls							3,175m²

Activity Area	Facility Component	Target Market	Facility Objectives	Functional Relationships	Other Issues and Considerations	Area Schedule	Total Area (m2)
Front of House Refurbish of existing foyer area remaining after new court additions	Foyer / Reception / Management	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering main activity areas. Provide recharge station 	<ul style="list-style-type: none"> Links to lounge and kiosk Links to main activity areas 	<ul style="list-style-type: none"> Universal Design Way finding Principles Allowance for vending machine locations Allowance for merchandise display on movable racks and display cabinets in foyer Possible location of display cases for memorabilia Provide recharge points. 	<ul style="list-style-type: none"> Foyer – 300m² Reception – 30m² Merchandise store – 40m² Management offices 200m² Board Room/meeting room 50m² 	620m ²
	Cafe / Lounge	<ul style="list-style-type: none"> All customers and staff 	<ul style="list-style-type: none"> Provide a grab and go food and drinks kiosk Key socialisation area 	<ul style="list-style-type: none"> Links to foyer 	<ul style="list-style-type: none"> Linkage to other activity areas for sales 	<ul style="list-style-type: none"> Lounge – 70m² Informal collegial space Café/prep/stores– 80m² 	150m ²
	First aid	<ul style="list-style-type: none"> All Centre users 	<ul style="list-style-type: none"> Provide access to first aid room linked to sports hall 	<ul style="list-style-type: none"> All Centre users 	<ul style="list-style-type: none"> Emergency service vehicle access Provides for drug testing and consulting room 	<ul style="list-style-type: none"> 10m² 	10m ²
	Other support facilities - Storage - Plant rooms	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Storage for administration area and main sports hall 	<ul style="list-style-type: none"> Storage of sports equipment for multi lined sports courts Consider storage systems to maximise storage capacity. 	<ul style="list-style-type: none"> Storage – 150m² (height of 4m) Plant – 300m² 	450m ²
Subtotal Front of House							1,230m²
Change Rooms & Amenities	Change Rooms	<ul style="list-style-type: none"> Indoor Sports Facility Users 	<ul style="list-style-type: none"> Provide change room facilities Capacity for 10 players per room 	<ul style="list-style-type: none"> Easy access to the courts Easy access from main entrance.. Possible new set of amenities between new south east courts & amenities between existing courts 1 and 4 	<ul style="list-style-type: none"> Provide to Netball Victoria and Basketball Victoria Facilities Guidelines Change rooms could be designed so they can be opened up to make a larger space or partitioned off to divide into smaller change rooms. 	<ul style="list-style-type: none"> 4 dedicated change rooms. Uni sex design. Each 100m² 3 toilets and showers per change area 1 accessible toilet and shower per change area. 	400m ²
	Foyer Amenities	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide modern amenities easily maintained 	<ul style="list-style-type: none"> Adjoining all main activity areas 	<ul style="list-style-type: none"> Fully accessible amenities Baby change provision 	<ul style="list-style-type: none"> Separate public toilets male/female/ accessible each 60 m² (in line with BCA requirements) Service areas – 20m² 	140m ²
	Referees room and change room	<ul style="list-style-type: none"> Referees 	<ul style="list-style-type: none"> Provide modern amenities easily maintained 	<ul style="list-style-type: none"> Adjoining all main activity areas 	<ul style="list-style-type: none"> Fully accessible amenities 	<ul style="list-style-type: none"> Control / staff room Change room m² Toilet/shower uni sex accessible 	40m ²
Subtotal Change Rooms & Amenities							570m²

Activity Area	Facility Component	Target Market	Facility Objectives	Functional Relationships	Other Issues and Considerations	Area Schedule	Total Area (m ²)
Other Indoor Areas	Meeting & Function Room	<ul style="list-style-type: none"> Events Meetings Functions 	Provide kitchenette in room in lockable cupboard area	Located off foyer and close to management offices		<ul style="list-style-type: none"> 10 x 150m² 	150m ²
	Cleaners Room / Store					<ul style="list-style-type: none"> Allowance 	20m ²
Subtotal Other Areas							170m²
Gymnastic Hall Area	New gymnastics centre plus change rooms, office and viewing areas.	<ul style="list-style-type: none"> Education Competition Events Training 	<ul style="list-style-type: none"> Meet universal design principles as a minimum Provide for community gymnastics. 	<ul style="list-style-type: none"> Links to foyer Links to lounge and café 	<ul style="list-style-type: none"> Meet community standard provision for men and women gymnastics under Gymnastics Facilities Guidelines Provision of drop off area for parents in foyer Storage areas for gymnastics equipment Amenities within gymnastics control space. 	<ul style="list-style-type: none"> 1,000m² district size gymnastics hall and training pit Storage – 100m² Male/female change/amenities off foyer in controlled space 160m² Management offices/staff area 60m² Spectator and display space 147m² 	1,467m²
Total Gymnastics Hall Areas							1,467m²
Precinct Areas	Car Parking	<ul style="list-style-type: none"> All users 	<ul style="list-style-type: none"> Provide additional space to enable ease of circulation 	<ul style="list-style-type: none"> Providing within precinct DDA accessible car parking spaces and drop off zones located near entry 	<ul style="list-style-type: none"> Consider car park capacity within precinct to cater for peak periods of use and major events Drop off area and bus zones 	<ul style="list-style-type: none"> Indoor stadium car parking based on 8 courts and gymnastics centre 350 spaces for normal usage (allows for game cross over to be considered as part of whole precinct and included in Precinct Traffic Management Plan.) 	TBCm²
	Precinct connections - Pathways, social plaza areas to service sports stadiums precinct	<ul style="list-style-type: none"> All users 	<ul style="list-style-type: none"> Provide outdoor social and meet up areas and connections to and through the school and Gateway Reserve 	<ul style="list-style-type: none"> Consider orientation of school site and Gateway Reserve and the relationship of the stadium with other sports facilities 		<ul style="list-style-type: none"> Space provision showing connection with future sports facilities in precinct 	TBCm²
Subtotal Precinct Areas							TBCm²

Appendix 3: Indoor Sport Centre Benchmarking

Benchmarking of a range of indoor sporting facilities has been completed to understand the current environment in which Council are operating in relation to indoor stadium facilities.

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
						Junior	Senior	Rep.						
Broadmeadows Basketball Stadium Opened 2009 Hume City Council Population: 207,830 Updated 07/18	4	Show court seating: 800 Kiosk Meeting room	Peak/Off-peak \$36.50/hr Casual \$3.00 pp	License Agreement between Council and Basketball Association. License fee discounted based on criteria identified within policy i.e. provides a service to the community. Current license fee in the vicinity of \$100k per annum. Association operates kiosk and retains revenue. Period of license is five	D \$2.50 R \$3.00	\$50.00	\$75.00	\$55.00 VC \$60	Operated by Basketball Association with all profits going to the Association.	Owned by Hume City Council, managed by Broadmeadows Basketball Association under licence agreement.	Hume City Broncos: Big V State Champions hip Men Big V State Champions hip Women Big V Youth League 1 Men Big V Youth Champions hip Women Players can come and train for free	Don't contribute to Council sinking fund but pay for capital improvement to Centre such as converting storage room to meeting room and improving heating	No	License agreement responsible for minor maintenance \$10K Major maintenance \$10K plus Council

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Senior	Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				years (expiry 2020). Association responsible for cleaning, minor maintenance and outgoing i.e. utilities. Council responsible for capital works.										
Boroondara Sports Complex Boroondara City Council Population: 177,361 Updated 2015/16	6	Show court seating: 500 Kiosk Multi-purpose room Gym Outdoor 50m pool	Peak \$58.76/hr Off-peak \$55.70/hr Badminton \$18.70/hr Casual \$7.00 pp	Facility managed by the YMCA. License agreement between the YMCA and the basketball association. Court hire rates range from \$41.60/hr through to \$65.85/hr. Majority hired out at \$50.50/hr. Association pays an annual rental fee of	D \$0.00 R \$3.00	\$70.00	\$75.00 \$61.30 ladies AM Basketball	\$55.00	Operated by YMCA.	Management contracted to YMCA, Council owned.	Hawthorn Magic: Big V State Champion hip Men Big V Division 1 Women Big V Youth Champion hip Men Big V Youth Champion hip Women	\$400,000	\$0	\$0

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Senior	Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				approximately \$191,000. YMCA/Council responsible for all outgoings, maintenance, utilities and cleaning. YMCA operates kiosk.										
Craigieburn Sports Stadium Hume City Council Population: 207,830 Updated 07/18	5	2 courts with show court seating: 300 Separate kiosk to Leisure Centre Meeting room Squash courts Health Club Pool Crèche	Peak \$70.00/hr Off-peak \$46.90/hr Junior Hire \$35.00/hr Casual \$2.50 pp	Association hire facility under Occasional Hire arrangement. Basketball Association has been paying hourly court rate however are moving to a set monthly rate, however this is still to be confirmed. Netball Association still pays hourly rate	D \$0.00 R \$3.00	\$60.00	\$60.00	\$70.00	Kiosks: 1 club run kiosk in Stadium (operating club receives profits). 1 Council run kiosk in main reception area	Hume City Council owned and managed.	Craigieburn Eagles: Big V Division 2 Men Big V Division 2 Women Big V Youth League 2 Men Big V Youth League 1 Women	Council responsible for all	Council responsible for all	Council responsible for all

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees Junior	Game Fees Senior	Rep.	Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				Council responsible for outgoings and asset management.										
Dandenong Basketball Stadium Opened 1991 City of Greater Dandenong Population: 157,242 Updated 07/18	10	Show court seating: 2400 Kiosk 250 seat function space 3 Beach Volleyball courts	Peak/Off-peak Show court \$81.10/hr Basketball community groups \$41.20/hr Basketball Commercial groups \$68.05/hr Volleyball community group \$41.20/hr Volleyball commercial group \$68.05/hr Beach Volleyball \$45.00/hr Basketball casual use \$5.50 pp	License agreement between Elite (umbrella management group) and Council. License fee \$157K (2014/2015) per annum increasing by CPI. License renegotiated in 2017 for 5 years Elite sublet the facility to Dandenong Basketball and Volleyball. Management body responsible for all outgoings, maintenance	\$3.00	\$48 (U10-16) \$49 (U18-20) \$27 (U8-9))	\$58	VC \$53 VJBL \$45	Merchandise managed by Dandenong Basketball. Kiosk run by Elite	Council owned Managed by Elite Stadium and Events (sub-group of Dandenong Basketball) under agreement with City of Greater Dandenong Council.	Dandenong Rangers: SEABL Men SEABL Women Big V Youth Championship Men Big V Youth Championship Women	Joint responsibility of Elite and Council depending on project and costs	Joint responsibility of Elite and Council depending on project and costs	Maintenance joint responsibility of Elite and Council

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Senior	Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				, cleaning and kiosk. Council responsible for capital works.										
Darebin Community Sports Stadium Opened 1991 Darebin City Council Population: 146,719 Updated 07/18	4	Show court seating: 1500 Mezzanine hall Multi-purpose room 5 outdoor Netball courts 2 Tennis courts	Peak \$54.00/hr Off-peak \$41.60/hr Peak Contract \$51.00/hr Casual \$5.00 pp	Facility managed by the YMCA. Peak Contract Agreement negotiated annually between the YMCA and the Basketball associations. Peak Contract rate used if more than 40 court hours per year Associations invoiced monthly for court usage. If usage changes, fee can be altered if prior notice given.		\$37.00 (\$2.50 entry fee)	\$50	NA	Run internally by the YMCA with all profits retained by the YMCA.	Facility located on DEECD land, Joint Use Agreement, Council responsible for management which is contracted to YMCA.	NA	YMCA contribute approx. \$250k annually towards capital costs	Councils responsibility	Councils responsibility

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees			Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
						Junior	Senior	Rep.						
Diamond Creek – Community Bank Stadium Opened 2012 Nillumbik Shire Council Population: 61,273 Updated 07/18	3	Show court seating: 900 Multi-purpose room Café Performing arts space Gymnastics space	Peak \$52.15/hr Off-peak \$39.60/hr Casual \$4.60 pp	The Shire of Nillumbik developed Indoor Pricing Policy in 2011 as a result of inconsistent fees and charges being levied for the use of Council's indoor courts. The current 5 year contract is due to expire in 2019/2020 Possible extension part of contract but Council looking to combine multiple facilities under same contract in 2019/2020 Currently a deficit contract	Centre does not charge a door fee however Associations occasionally do.	\$50.00	\$70.00	\$60.00	Profits from Kiosk to YMCA	Owned by Nillumbik Shire Council, managed by YMCA.	Diamond Valley Eagles: SEABL Men SEABL Women Big V Youth Champion hip Men Big V Youth Champion hip Women	YMCA contribute \$30k + 3% each year of contract DET contributed land	Council	YMCA and Council responsible (Council responsible for structural elements)

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees			Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
						Junior	Senior	Rep.						
Diamond Valley Sports and Fitness Centre Open 40+ years Nillumbik Shire Council Population: 61,273 Updated 07/18	5 + one ¾ sized court	Show court seating: 250 3 Squash courts 6 multi-purpose rooms Health club Childcare Kiosk	Peak \$52.15/hr Off-peak \$39.60/hr Badminton Peak \$13.65 Off-peak \$10.25 Casual \$3.70 pp	As per Diamond Creek Community Bank Stadium Current contract due to expire in 2019/2020 Currently on the second extension year of contract Currently a deficit contract	Centre does not change a door fee however Associations occasionally do.	\$50.00	\$70.00	\$60.00	Basketball Association stock merchandise at the Stadium and all profits go back to Association	Owned by Nillumbik Shire Council owned, managed by Clublinks. Council and Management group responsible for asset management.	Diamond Valley Eagles: SEABL Men SEABL Women Big V Youth Championship Men Big V Youth Championship Women	Clublinks contribute \$45k + 3% each year of contract	Council	Clublinks and Council responsible (Council responsible for structural elements)
Frankston Basketball Stadium Frankston City Council Population; 134,143 Updated 07/18	6	Show court seating: 700 Kiosk (subleased) Meeting room Merchandise outlet	Peak/Off-peak \$38.50/hr FDBA Team \$30.00/hr Casual: \$4.00 pp	Lease arrangement between Council and the Basketball Association. 21-year leases commenced in 2005. Currently \$22k per annum increasing by CPI each year. Association responsible	D \$0 SEABL Games Adult \$12 Child \$8 Blues member \$4	\$50.00 - \$60.00 depending on age	\$63.00 Sunday Masters \$60.00	\$50.00	Merchandise/Canteen operated by Frankston Basketball Association with takings retained by them.	Owned by Frankston City Council, managed under lease by Frankston Basketball Association. Basketball Association is responsible for asset management/	Frankston Blues: SEABL Men SEABL Women Big V Youth League 2 Men Big V Youth League 2 Women	Contributed some capital for initial development (amount not provided) \$1M towards recent \$12M extension	No	Association responsible for all maintenance Council does some (ad hoc) maintenance

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				for outgoings and indoor maintenance . Council responsible for outdoor maintenance . Lease will be reviewed as part of future stadium expansion (2 additional courts)						maintenance.				
Kilsyth Sports Centre Upgraded 2011 Yarra Ranges Shire Council Population: 149,537 Updated 07/18	6	Show court seating: 1000 Kiosk Meeting room <i>The Locker Room</i> merchandise store 8 outdoor Netball courts	Peak/Off-peak Show Court 1: \$50.00/hr Court 2: \$35.00/hr Court 3 & 4: \$30.00/hr Courts 5 & 6: \$40.00/hr Casual \$2.00 pp No charge for schools or charities	Facility leased separately to Basketball and Table Tennis Associations. 30-year lease due to expire 2022. Peppercorn rental of \$1 per annum. Associations' responsible for all recurrent maintenance for own	D \$2.50 VJBL \$3.00 SEABL Games Adult \$12 Child <12 \$3 Child 13+ \$5 Family \$25	\$37.00 (U12+) \$32.00 (U8-U11)	Senior Domestic \$65.00 Senior Domestic C'ships \$75.00 Ladies Daytime \$55.00 No door fee	80 min. game \$65.00 70 min. game \$65.00 50 & 60 min. games	Managed and run by Kilsyth Basketball with profits going back into the running of the Centre.	Kilsyth Basketball manages two facilities including Kilsyth Sports Centre. The facility is located on Council land however the Association provided capital funds	Swinburne Kilsyth Cobras: SEABL Men SEABL Women Big V Youth Champions hip Men Big V Youth Champions hip Women	Yes, \$1M + Currently contributing \$2M towards development of 4 courts at Melba College	Yes, fund major maintenance	Association responsible for maintenance

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Senior	Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement	
			Currently fully booked during peak times	areas and outgoings. All Associations contribute to maintenance reserve fund that is used for common area maintenance : Basketball \$10K Badminton \$10K Council \$15K Committee determines how funds are to be spent, with unused funds rolled over to next year. Council responsible for infrastructure maintenance . Associations have contributed significant			charged	\$55.00			towards the development of the facility.				

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior Senior Rep.			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement	
				<p>funding to recent court extensions i.e. \$1.5M to 2 court extension and \$900k to kiosk/foyer refurbishment.</p> <p>Eastern Sports Development (ESD) with separate board are the umbrella organisation responsible for overall management. General Manager of Kilsyth and Mountain District Basketball reports to the board. ESD owns and operates Club Kilsyth and Club Ringwood (both with gaming machines)</p>											

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Game Fees Senior	Game Fees Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				and profits help fund stadium developments and provide community grants.										
The Rings (previously Maroondah Indoor Sports Centre) Maroondah City Council Population: 110,376	4	Show court seating: 265 Crèche Kiosk Function room	Peak \$45.30/hr Off-peak \$34.90/hr Casual \$4.00 pp	Council owns and operates the facility. Council operator collects score sheet fees and door entry from all games on behalf of the Basketball Association, then transfers the entire amount to the Association at the end of each month. The Basketball Association is then charged \$43.47 (incl GST) per	D \$2.50 R \$3.00	\$36.00	\$64.00	VC \$65.00 Others \$55.00	Managed by the Council and takings go back to the Council.	Managed by Maroondah City Council's Leisure Group. Council responsible for asset management and maintenance.	Ringwood Hawkes: Big V State Championship Men Big V State Championship Women Big V Youth Championship Men Big V Youth League Championship Women Players pay for court hire	No	No	No

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior Senior Rep.			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				court per hour for their agreed hours of use. The Association is also charged a monthly administration fee for Council time spent on administering the competition and banking revenue. If the Association wants additional hours this is charged at normal rates unless it is a public holiday where additional charges are required. Council responsible for all outgoings and										

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior	Game Fees Senior	Game Fees Rep.	Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				maintenance .										
Keilor Indoor Stadium Upgraded 2015 Brimbank City Council Population: 194,319	6	Show court seating: 900 Kiosk Meeting room Creche	Basketball 1 court \$41/court/hr 2 courts \$34/court/hr 3+ courts \$27/court/hr Volleyball 1 court \$41/court/hr 2 courts \$34/court/hr Badminton 1 court \$20.50/court/hr	New license agreement recently negotiated between Council and Keilor Basketball Association (KBA). Annual License Fee: \$330,910 (incl GST, CPI will apply each year). License Term: 10 years. This includes a \$20,000 fee for sole use and	D \$2.50 R \$3.00	\$50.00	\$75.00 (no door fee charged)	\$80.00	Canteen managed by Stadium Management Group.	Council owned and managed	Keilor Thunder Basketball: Big V State Champions hip Men Big V State Champions hip Women Big V Youth Champions hips Men Big V Youth League 1 Women	\$6.4M extension \$1.2M Council guarantor for the loan 10-year license agreement based on per court per hour increased by published CPI	No	Council responsible for maintenance Second tenant Netball

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior Senior Rep.			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
			4 courts \$41/court/hr Casual \$4.20 pp	profit of canteen sales. Fee determined after benchmarking exercise which determined peak times would be \$34.00 per hour/per court and off-peak at \$28.00. The flat fee only applies to KBA given their capital contribution towards the upgrade project (2015). Council is responsible for all operating costs for the facility including cleaning, maintenance and utility bills as well										

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees Junior	Game Fees Senior	Rep.	Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
				as provide Council staff at the centre who oversee the operation of the centre during business hours. Licensed areas include: 6 indoor courts Office area Canteen area A crèche Male and female amenities/change rooms										
Nunawading Basketball Centre Opened 1970, upgraded 1997 onwards Whitehorse City Council	5	Show court seating: 650 Kiosk 2 conference/function rooms Bar Commercial kitchen	Peak/Off-peak \$19.00 - \$29.70/hr (Community groups and charity at the lower end, Rep Basketball charged \$29.70) Casual	Lease Agreement between Council and Basketball Association. Lease is in over holding. Current lease fee \$12,000 per annum. Association operates	D \$3.00 R \$2.50	\$34.00	\$47.00	VC \$59.00 Metro \$52.00	Managed by the NABA with profits returned to the NABA.	Council owned, managed under lease by the Nunawading Amateur Basketball Association on Council land.	Nunawading Spectres: SEABL Men SEABL Women Big V Youth Championship Men Big V Youth Champions	No	No	No

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior Senior Rep.			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
Population: 162,078			\$4.00 pp	kiosk and retains revenue. Association is responsible for cleaning, maintenance and outgoing i.e. utilities, insurances. Council is responsible for capital works. Council is in the process of reviewing and updating its leases and licenses policy. The lease for Nunawading stadium will be updated based on the outcomes of the review.							hip Women			
State Basketball Centre Opened 2012 Knox City Council	6	Show court seating: 2900 Administration offices Kiosk	Rep. teams \$15.00/hr Club teams \$25.00/hr Community \$35.00	Information not provided.	D \$3.00 R \$2.50	\$35.00 (plus \$2.50 door fee)	Mon-Thur \$65.00 (no door fee) Sunday	\$50.00 (plus \$3.00 door fee)	Managed by Knox Basketball Inc.	Owned by Knox City Council, managed by Knox Basketball Inc under a 10-year	Information not provided	\$600,000	\$75K – years 1,2 & 3 \$100K – Year 4	Information not provided

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees Junior	Senior	Rep.	Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
Population: 154,110		Meeting rooms Function room Administration base for Basketball Victoria	- \$40.00/hr (off-peak/peak) Casual \$4.00 pp				\$43.00 (door fee)			license agreement with option to extend.				
Boronia Basketball Stadium Opened 1975 Knox City Council Population: 154,110	6	Show court seating: 1200 Kiosk Meeting Rooms Administration area	Peak/Off-peak \$38.50/hr Casual: \$4.00 pp	Information not provided.	D \$2.50 R \$2.50	\$35.00	Mon-Thur \$65.00 (no door fee) Sunday \$43.00 (door fee)	\$50.00	Managed by Knox Basketball Inc.	Owned by Knox City Council, managed by Knox Basketball Inc under lease agreement.	Information not provided	Information not provided	Information not provided	Information not provided
Wyndham Eagle Stadium Opened 2015/16 Wyndham City Council Population: 217,122	12	Show court seating: 900 Administration Café Meeting rooms Referee room Gym 2 Group fitness rooms Crèche	Peak \$49.50/hr Shoulder \$38.70/hr Off-Peak \$30.20/hr Badminton \$9.30-13.50/hr Casual \$4.10 pp	Facility managed by Western Leisure. Sporting Associations have a license with Western Leisure based on \$45.00/hr.	D \$2.50 R \$2.50	\$35.00 (plus \$2.50 door fee)	\$60.00 (no door fee) Midweek or social comp \$50.00 (no door fee)	\$50.00 (plus \$3.00 door fee)	Managed by Western Leisure.	Owned by Wyndham City Council and Managed by Western Leisure under contract.	Werribee Devils Basketball: Big V State Championship Men Big V Division 1 Women Big V Youth League 1 Men Big V Youth	No	No	No

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/ Arrangement	Spectator/ Door Fee*	Game Fees Junior Senior Rep.			Kiosk/ Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
		Sports Association Offices									League 2 Women			
Springers Leisure Centre Opened City of Greater Dandenong Population: 164,148 Updated 07/18	5	Childcare Meeting rooms x 3 Health services (massage, myotherapy etc) Health and fitness	Basketball - \$46/hr VBall - \$37.40/hr Badminton: Peak \$24.40/hr Offpeak \$16.00/hr W/end \$19/hr		D \$0.00	N/A	\$70	N/A	YMCA managed	Managed by YMCA Owned by Council	N/A			
GESAC Opened 2012 Glen Eira City Council Population: 140,882 Updated 07/18	3	50m pool 25m pool Hydrotherapy pool Leisure pool Learn to swim pool Water slides Fitness studios Gym Childcare	Peak + Off-Peak \$63.50/hr Casual \$6.30 pp	Lease with McKinnon Basketball Association Lease is for 1 year and rolls over automatically Association charged monthly for usage of courts and charged same fee as other court users	D \$3.00 Set and paid to Association	\$1000/season	\$55		Commercially operated	Owned and managed by Council	McKinnon Cougars Big V State Championship Men Big V State Championship Women Big V Youth Championship Men Big V Youth League 1 Women	Association doesn't contribute	Association doesn't contribute	Association doesn't contribute

Facility Name	No. of Courts	Other Facilities	Court Hire Fees & Charges	Association License Fee/Arrangement	Spectator/Door Fee*	Game Fees Junior Senior Rep.			Kiosk/Merchandise Arrangements	Management Arrangement	Big V/SEABL	Capital Contribution	Contribution to Asset Management	Maintenance Arrangement
Waverley Basketball Centre City of Monash Population: 182,598 Updated 07/18	6		Varies greatly depending on who is hiring and at what times. Average fee \$45 for regular users at peak time Casual \$3 pp (not charged to Falcon players or regular players)		D \$3.00	\$40	\$45	\$55	Run by Association and profits kept	Managed by the Waverley Basketball Association Owned by Council	Falcons Big V Men Big V Women Big V Youth Championship Men Big V Youth Championship Women			

Appendix 4: Stadium Cost Plan

Pages 103 - 104 removed due to commercial confidentiality.

Appendix 5: Financial Operational Model

Separate electronic copy provided.

Appendix 6: Preliminary Concept Plans

Separate electronic copy provided.