

BUSINESS PLAN

Lucindale Community Swimming Pool

Gum Avenue, Lucindale, SA, 5272

1 March 2019

Executive Summary

The Project

Community Swimming Pool - 25m x 3 lane, fully tiled. Disability swing, Pool cover, Lane ropes, Detachable dive/starter blocks, Solar heating, Gender neutral standard change rooms, Shade structures, Fencing, Pumproom, Bonded Storage & Landscaping.

The Ownership

Ownership will be structured as a community partnership.

The Management

A management committee will be established to manage the Community Pool. The management committee will be made up of representatives of key stakeholders.

The Goals and Objectives

To educate the local community on water safety and education, with a particular focus on youth. To implement targeted programs to address water safety and education, with a focus on providing fundamental swimming lessons.

To advance the health and wellbeing of the Lucindale community and surrounding communities. Specific programs and campaigns will be undertaken to encourage exercise. Programs addressing wellbeing and isolation/disconnection for elderly and those experience physical and social disadvantage. General programs to encourage community connectedness, health and wellbeing.

The Product

Community Swimming Pool

The Target Market

Mothers and babies - education in water awareness and build water confidence

Pre-school - Basic learn to swim and water safety education

5-12yo - Swimming lessons and water safety, awareness and resuscitation education

Teenagers/youth – Swim lessons and fitness, health and wellbeing, water safety, awareness and resuscitation education

Senior citizens/mobility/disability - Health and wellbeing and mobility programs, access to programs to improve health and wellbeing and improve quality of life

Pricing Strategy

Free to access for community. NFP education providers will have access free of charge. "For profit" instructors and education providers may be required to pay a fee for usage.

The Competitors

Nearest swimming pool is located at Kingston SE (110km round trip from Lucindale). Must have private car to access

Capital Requirements

\$1.2 million to be jointly funded

BUSINESS PLAN

Lucindale Community Swimming Pool

Gum Avenue, Lucindale, SA, 5272

The Project

The project is inclusive of:

All construction works per the tendered documentation for a 25m x 3 lane fully tiled Swimming Pool. Disability swing, Roll out pool cover, Lane ropes, Detachable dive/starter blocks, Solar heating, Gender neutral standard change rooms, Shade structures, Fencing, Pumproom, Bonded Storage and Landscaping.

Community Sector

Lucindale is a small town in the Limestone Coast region of *South Australia*. The town is located 345 kilometres south east of the state capital, Adelaide.

Lucindale has a population of 555. There are 160 families in Lucindale, with an average of 1.9 children per family. The median age of people in Lucindale is 47 years. Children aged 0 - 14 years make up 17.7% of the population and people aged 65 years and over make up 19.5% of the population (2016 census). In the twelve months to November 2016, Full-Time Adult Average Weekly Ordinary Time Earnings were **\$1,533.10** In the twelve months to November 2016, the median weekly household income in Lucindale was **\$1,261**.

Project History

The community of Lucindale has not had access to swimming lessons or water and safety education programs since the closure of the pool in 2015, due to its age (60 years) and state of disrepair.

The existing Lucindale Community Pools are approximately 60 years old. The current facility consists of a) 2 pools, a large pool (17m x 7m) and a small shallow/paddling pool (10m x 5m), b) change rooms and c) a chemical storage and pump area. Since the closure of the pools there has been;

1. No access to swimming and aquatic safety programs, including "Learn to Swim" and "Water Safety and Education" programs
2. No annual VACSWIM (Royal Life Saving SA) programs for youth,
3. No ability to run swimming based programs that address community wellbeing and support the health, wellbeing and connectedness of the local community
4. No access to swimming programs for senior citizens and those experiencing mobility issues to assist with their health and wellbeing
5. No access for community groups or community-based sporting groups/clubs for gatherings, training activities, and recovery after sport or injury
6. No option to run extra-curricular activities for Lucindale Area School students and
7. No option to run curriculum-based activities for Lucindale Area School students or other schools in the Naracoorte Lucindale Council area.

The Lucindale community is very supportive of reinstating swimming lessons and water safety education programs for the community. The establishment of a community swimming facility in Lucindale will provide a shared, high quality facility that will enable the reinstatement of water safety and education and learn to swim programs for the community. It will increase participation in swimming and water-based activities, assisting to build the health and wellbeing of the community.

Lucindale is located in an area where large bodies of water are prevalent, such as inland waterways and swamps, southeast drainage scheme, farm tanks, dams and coastal beaches. This presents an unacceptable risk. It is imperative that water safety and awareness education, learn to swim programs and swimming lessons are reinstated and made accessible to the community to educate and prevent the likelihood of drownings.

The lack of a swimming facility in Lucindale and the requirement to travel long distances to access swimming lessons and water safety and education programs, coupled with the lack of public transport and the cost of travel are all real and significant barriers to people learning to swim and participating in water safety and education programs.

The community of Lucindale have been working towards a solution since the closure of the current facility in 2015.

Project Goals and Objectives

The establishment of a fit-for-purpose community swimming facility in Lucindale will provide a shared, high quality facility that will enable the reinstatement of water safety and education and learn to swim programs for the community. It will increase participation in swimming and water-based activities, assisting to build the health and wellbeing of the community.

Principal Purpose 1 - To educate the local community in water safety and education, with a particular focus on youth. Introduce targeted programs to address water safety and education. Introduce basic swimming lessons.

Principal Purpose 2 - To advance the health, wellbeing of the Lucindale and surrounding communities. Introduce specific programs and campaigns that will encourage exercise and healthy choices generally. Introduce programs addressing wellbeing and isolation/disconnection for elderly and those experience physical and social disadvantage. Introduce general programs to encourage community connectedness, health and wellbeing.

Project Ownership Structure

The community swimming pool will be structured as a community partnership between key stakeholders.

Ownership Background

The existing defunct swimming pool facility is sited at Lucindale Area School. Annual operating costs and repairs and maintenance being met through the Lucindale Area School annual operating budget. The pool has been available for both school and community usage since its establishment approximately 60 years ago. The facility has been actively supported

by the District Council of Naracoorte Lucindale through the provision of lifeguards (approximately \$30K pa) for the facility.

Lucindale Area School Governing Council (LAS GC) has been lobbying the Department for Education for a number of years regarding the state of the swimming pools and the options/resolutions that were available through the Department's Swimming Pool Policy. This policy has recently changed and the Department no longer supports swimming pools in schools. The LAS GC has been actively working with the Department for Education since around October 2017 to achieve the outcome as detailed in this Business Plan.

There has been wide consultation with the extended community of Lucindale and surrounding areas and there has been widespread positive community support expressed. A new, shared swimming facility will enable education to increase water safety and survival skills, as well as the development of programs that place emphasis on the need for healthy and active lifestyle choices which will assist with the health and well-being of the small rural community of Lucindale.

Key stakeholders, including the steering committee, representatives from community groups, representatives from sporting clubs, key local individuals, local police, district council of Naracoorte Lucindale and the education department have been consulted in the planning of this project to ensure that the facility meets the needs of the community. A community information session was held at the Lucindale Community Library in February 2019 to advise of the progress of the project, advise of the outcome of the tender process and seek endorsement and commitment from the community to proceed. The community voted unanimously to proceed with the project and committed to raising the \$168,500 shortfall that is required for the project. The community voted unanimously that the tender be accepted.

Summary of Outcomes since September 2017:

- Agreed that it is preferred to not repair the existing facility
- Agreed that a better outcome for the community is to build a new fit for purpose facility
- Agreed that proposed swimming pool will be 25m in length, 3 lanes wide, contain a disability swing, gender neutral standard change rooms, shade structures, fencing, pumphouse and landscaping
- DPTI conducted a competitive fixed price tender process and advised the outcomes
- Preferred tender advised by Department for Education has a fixed price of \$1.2M. DPTI has confirmed that the \$1.2m required for the project is inclusive of:
 - All construction works as per the tendered documentation (25m x 3 lane pool). This price includes for the pool to be fully tiled rather than painted.
 - Disability swing, Gender neutral standard change rooms, Shade structures, Fencing, Pumphouse, Banded Storage and Landscaping
 - All additional items as requested by Lucindale Area School.
 - a. Roll out pool cover - \$6,913
 - b. Lane ropes - \$6,204
 - c. Detachable dive/starter blocks - \$11,708
 - d. Solar heating - \$28,000Total \$52825
 - Professional fees of \$144K
 - Appropriate contingency to manage unforeseen issues of \$85K (If not required this will be returned to LAS)

- Commercial reasonableness of the project has been tested (cost estimates obtained of around \$1M)
- Community meeting held and voted unanimously to proceed with the project and committed to raising the \$168,500 shortfall that is required for the project. The community voted unanimously that the tender be accepted.

It is proposed that the new facility will be sited at Lucindale Area School and that the facility will be operated as a true community partnership. Due to the partnership with the Lucindale Area School, significant cost savings are available to the community with Lucindale Area School covering the annual operational costs for the pool. This is an example of the school's motto "School and Community Working Together" in action. Both the Lucindale Community Library and the Lucindale Community Hall are other examples of community infrastructure sited on land owned by the education department. This relationship has existed and worked seamlessly for many years and is instrumental in enabling the Lucindale community access to infrastructure that it could not sustain independently of the school.

Lucindale Area School is a vibrant rural Area School with a broad catchment. The school currently has enrolments of 177 students from reception through to year 12. The school runs a specialist Agriculture Program that attracts students from across South Australia. The Boarding House enables enrolments from outside of Lucindale. The school farm, "Yackadale Farm," is comprised of 19ha of farming land, sealed workshop facilities and shedding. The farm is dedicated to sustainable agriculture and boasts a 1.1ha Cabernet Sauvignon and Pinot vineyard. Lucindale Area School is in good health, experiencing growth in enrolments and strong support from the local community in recent years. The school is well positioned to support the Lucindale Community Swimming Pool and will play a crucial role in its viability and sustainability for the community.

Project Management Structure

A Management Committee will be established to manage the Community Swimming Pool. It is proposed that the Management Committee will consist of representatives from key stakeholders in the project. It is proposed that there will be 7 members as follows:

- Principal Lucindale Area School, Business Manager *or delegate*
- Grounds Manager Lucindale Area School
- LINC Representative
- x2 Community Representatives
- Lucindale Lions Club Representative
- Naracoorte Lucindale Council Representative

Terms of Reference will be drafted and agreed to for the Management Committee.

Organisational Timeline

Lucindale – Replacement Community Pool		
Action	Timeframe	Indicative date
Tender released to market		20-Nov-18
Tender close	4 weeks	18-Dec-18
Evaluation of tenders	2 weeks	Late January 2019
Community evaluation/approval	1 week	End February
Approval of contract		End February/Early March 2019
Establishment of Fundraising Committee		Mar-19
Fundraising for shortfall	9 months	Mar – Dec 2019
Builder to complete design	4-6 weeks	End March/Early April 2019
Certification	1 week	
Forecast Construction start		May-19
Establishment of Management Committee		Aug-19
Forecast Completion		Dec-19

Project Assets

25m Community Pool
 Change Rooms
 Disability Swing
 Solar heating
 Roll out pool cover
 Lane ropes
 Detachable dive/starter blocks

The Product

The Product

Community Swimming Pool, 25m, 3 lanes, with heating and disability access

Principal Purpose 1 - To educate the local community on water safety and education, with a particular focus on youth. Introduce targeted programs to address water safety and education. Introduce basic swimming lessons.

Principal Purpose 2 - To advance the health, wellbeing of the Lucindale and surrounding communities. Introduce specific programs and campaigns that will encourage exercise and healthy choices generally. Introduce programs addressing wellbeing and isolation/disconnection for elderly and those experience physical and social disadvantage. Introduce general programs to encourage community connectedness, health and wellbeing.

Marketing Plan

The Target Market

Primary:

- Mothers and babies - education in water awareness and build water confidence
- Pre-school - Basic learn to swim and water safety education
- 5-12yo - Swimming lessons and water safety, awareness and resuscitation education
- Teenagers/youth – Swim lessons and fitness, health and wellbeing, water safety, awareness and resuscitation education
- Adults – water safety education and swim programs
- Senior citizens/mobility/disability - Health and wellbeing and mobility programs, access to programs to improve health and wellbeing and improve quality of life

Secondary:

- Community groups and sporting groups – health and wellbeing, community connectedness
- Community generally – health and wellbeing, community connectedness

Geographic Target:

- Lucindale Community, District Council of Naracoorte Lucindale, Neighbouring regions

Location Analysis

This is the sole facility based in the area with the nearest neighbouring facilities being located in Mt Gambier (260km round trip), Penola (150km round trip), Keith (240km round trip), Bordertown (220km round trip) or Kingston (110 km round trip).

The lack of a suitable facility in Lucindale and the requirement to travel extensive distances to access suitable facilities, the lack of public transport and the cost of travel are all real and significant barriers to participation in Learn to Swim and Water Safety and Education Programs.

Established Customers

- Pre-school and kindergarten children
- Local teenagers and youth
- Mothers and babies
- Senior Citizens
- Community Groups/Community Clubs

Pricing

Annual operational costs will be funded via Lucindale Area School. A comprehensive analysis of proposed pricing structure will be undertaken by the Management Committee, with consideration of all relevant factors including local demographic, capacity to pay, any cost-recovery requirements etc.

It is intended that the facility will be free to access for community. Local groups such as the Lucindale Gym and Fitness Centre who will run mobility/fitness classes for elderly and mobility-challenged will have access free of charge. "For profit" swimming instructors may be required to pay a fee for usage.

Advertising

Specific campaigns for Learn to Swim Programs and Water Safety and Awareness programs will be developed. These programs will be advertised and communicated via a combination of social media, advertising in local print media, newsletter of Lucindale Community Health Centre, LINC and Lucindale Area School, as well as posters in and around the township.

Specific campaigns for the elderly and those with mobility issues will be run and advertised via the Lucindale Community Health Centre and aged care services, such as Boandik.

General awareness programs to encourage exercise, address community wellbeing and isolation/disconnection will be communicated via social media, the Lucindale community newsletter, Naracoorte Lucindale Council communication channels, Lucindale Area School communication channels and via the school wellbeing coordinator.

Competitor Analysis

The Competitors

This is the sole facility based in the area with the nearest neighbouring facilities being located in Mt Gambier (260km round trip), Penola (150km round trip), Keith (240km round trip), Bordertown (220km round trip) or Kingston (110 km round trip). The lack of a suitable facility in Lucindale and the requirement to travel extensive distances to access suitable facilities, the lack of public transport and the cost of travel are all real and significant barriers to participation.

Organisational Analysis

Daily Operations

The community swimming pool daily operations will be undertaken by Lucindale Area School, with the oversight of the Management Committee.

A daily operational program will be developed in consultation with the community, which includes scheduling of the pool usage to enable fair access for planned education programs and community groups.

Operational Facilities

The community swimming pool operational facilities will be managed by Lucindale Area School, with the oversight of the Management Committee.

Staffing

The community swimming pool will be staffed as follows;

Management

- A Management Committee will be established and will consist of representatives from key stakeholders in the community swimming pool

Repairs and Maintenance/Daily Management

- Undertaken by Grounds Manager Lucindale Area School
- Overseen by Principal Lucindale Area School and Business Manager Lucindale Area School

Financial/Operational Budgeting

- Undertaken by Business Manager Lucindale Area School
- Overseen by Finance Committee and Principal Lucindale Area School

School Hours

- Lucindale Area School Staffing

Out of School Hours

- User groups will be required to nominate a suitably experienced person as person in charge, as per recognised best practice

Suppliers

Suppliers will be sourced in accordance with the Lucindale Area School and Department for Education procurement policy.

Capital Requirements Plan

Capital Requirements/Funding

ACTUAL funding committed to date:

Department of Education	\$350,000.00
Lucindale Lions Club Inc - Cash	\$50,000.00
Lucindale Lions Club Inc - In Kind*	*\$50,000.00
Lucindale Cricket Club	\$500.00
Jason Christopher Doig	\$1,000.00
Lucindale Area School cash contribution	\$350,000.00
Lucindale Area School low interest loan 15 years	\$230,000.00
SHORTFALL	\$168,500.00
TOTAL TENDER PRICE SWIMMING POOL 25M	\$1,200,000.00

**Note – In-kind may be disallowed due to WHS regulations of decd, need to discuss further with DFE/Lions*

- There is a funding shortfall of \$168,500

- LAS GC has committed to providing the amount required to show capacity for the Tender to be accepted and the contract to be signed.
- There is a commitment from the community to raise the \$168,500 shortfall that is required for the project.
- The community has until completion of the project to raise the required funds.
- The community is taking advice regarding the possibility of tax deductibility for donations received for the project.

A number of avenues are being explored to fund the shortfall, including;

- Investigating grant-funding opportunities.
- Funding proposal will be tabled to Naracoorte Lucindale Council
- Contribution from community groups and sporting clubs. There is a commitment from a number of clubs and groups that they will make a contribution. Seeking to quantify this.
- Private donations/donations from individuals. Currently exploring whether tax deductibility might be possible for donations. Taking advice from a charity law specialist. If it is found that it is possible, it is likely that this is enabled through the Stand Like Stone Foundation donation account held with the Foundation for Rural and Regional Renewal. It is proposed that Stand Like Stone Foundation (SLSF) would manage the donations and enable a flow through grant to LINC (LUCINDALE COMMUNITY ECONOMIC DEVELOPMENT BOARD INCORPORATED ABN 72 102 730 510), a not for profit community organisation, for agreed use in the Lucindale Community Pool Project. Prior to fundraising commencing a MOU would need be drafted between parties (SLSF, LINC and LAS) to outline the arrangement and the charitable purpose for which the funds will be used. If the project does not proceed, the MOU will detail that donations will be returned to donors who can be identified, or invested in a Lucindale-based sub fund if donor cannot be identified. It is proposed that SLSF will treat the funds as a flow-through grant to LINC and LINC will be required to adhere to normal grant governance ie grant agreement and acquittal.

Capital Repayment Plan

Lucindale Area School will take out a low interest loan for \$230K, over a 15-year period, via a Capital Works Assistance Scheme Loan (CWAS) provided by the Department for Education. A repayment plan will be drafted by the Finance Committee, a sub committee of Governing Council, and endorsed by Lucindale Area School Governing Council.