

**QLDC Council  
30 April 2015**

**Report for Agenda Item: 4**

**Department: Operations**

**Learn to Swim School at Alpine Aqualand**

**Purpose**

- 1 The purpose of this report is to outline options for the provision of learn to swim lessons at Alpine Aqualand, and recommend a preferred option.

**Recommendation**

That Council:

- a. **Note** the contents of this report and in particular that:
  - i. The provision of learn to swim facilities can be considered a core Council service but, as with all Council services, must be provided in a cost-effective manner;
  - ii. Demand for learn to swim school facilities at Alpine Aqualand (AA) continues to grow rapidly;
  - iii. There are financial and operational difficulties with operating more than one swim school within the AA facility;
  - iv. An Expression of Interest (EOI) was publicly issued on the premise of having a sole provider for a learn to swim school at AA;
  - v. A panel has evaluated the internal Council-provided service as both the best and most cost-effective option ;
- b. **Confirm** the position stated in the Council EOI that QLDC moves to a sole provider model for the delivery of learn to swim at AA
- c. **Adopt** the recommendation of the Evaluation Panel that the Alpine Aqualand Swim School operate as the sole provider of learn to swim at AA from the end of term two 2015

Prepared by: Jendi Paterson

Reviewed and Authorised by:  
Marc Bretherton



Jendi Paterson  
Recreation Programme Team  
Leader



Marc Bretherton  
General Manager Planning &  
Development (& interim  
General Manager Operations)

17/04/2015

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## Background

### *Statutory context*

- 2 The primary purpose of a Council learn-to-swim (LTS) pool is to ensure the community have the recreational opportunity to learn to swim and to assist with the promotion and teaching of water safety skills. In this regard, both operating the pool and offering (paid) swim classes can reasonably be considered a core local government purpose under s.10 of the Local Government Act (LGA) as "...local public services" (s.10 LGA) and "...other recreational facilities and community amenities." (s.11A LGA).
- 3 In considering how to offer such a service, the LGA requires Councils to consider the most cost-effective option(s) (s.10(1)(b) LGA). Swim schools are, however, at best a marginal "business" in that the direct and indirect costs of the service (particularly the depreciation and maintenance costs) are only partially captured (60%) by the class charges. The balance of funding (40%) is met from general rates. Accordingly, the most cost-effective option for a LTS school is essentially one in which the revenue generated from lessons minimises the deficit from operational and capital costs and places the lowest rating burden on the general rate-paying public.<sup>1</sup>

### *Current operations*

- 4 Queenstown Lakes District Council (QLDC) operates Alpine Aqualand (AA) swimming pool based at the Queenstown Event Centre (QEC). A dedicated learn-to-swim (LTS) pool is located in the facility. Currently there are two providers operating out of the facility. One is staff-operated (Alpine Aqualand Swim School (AASS)), and the other is an external provider - Wakatipu Swim School (WSS).

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<sup>1</sup> In this regard it should also be noted that in bearing these costs, private swim school providers are effectively receiving a public subsidy for a private benefit when contrasted to a private service provider operating a comparable service from a privately-owned pool.

- 5 QLDC has delivered in-house learn to swim programmes at AA under the Alpine Aqualand Swim School brand since 2008. Lessons are delivered in a dedicated learn to swim pool (13m x 7.5m) and allocated lanes of the lap pool.
- 6 AASS has more than doubled its enrolments since its first year of operation. Seasonal fluctuations in enrolments are common. AASS reached a peak of 985 in term 1 of 2015. Terms 2 and 3 are typically quieter with AASS reaching 693 in term 2 of 2014. Year on year enrolments have trended upwards, averaging 9% growth.
- 7 The Wakatipu Swim School enrolments typically fluctuate in the vicinity of 15-20% of AASS enrolments.
- 8 Outside the scope of learn to swim, the Queenstown Swim Club delivers competitive swim squad instruction in the lap pool during winter. QLDC offers tri-squad training to adults on weekdays and also delivers the aquatic education programme for local schools at the facility. No changes to these arrangements are proposed.

#### *Prior Council workshops*

- 9 At the July and September 2014 workshops staff presented an overview of the LTS industry operating models and detail on the current model for the provision of learn to swim at AA. Research presented included industry benchmarking detailing how other councils and facilities operate LTS along with cost/revenue and the different type of operations in the market (**Attachment A**).
- 10 Information presented at the September 2014 workshop primarily focussed on whether sole provision of LTS was an option worth further investigation. There was lengthy discussion around sourcing of Expressions of Interest (EOI) as a fair and transparent way to test the market for a potential sole provider of LTS at AA, and this was subsequently progressed.

#### *Sole provider option*

- 11 Subsequent to the EOI, a further Council workshop was held in April 2014. The issue of sole provider was again raised with Council staff being requested to provide further details on this recommended approach. These are now set out below.
- 12 The District has a rapidly growing population. Recent census results for children aged 0-14 years showed a population increase from 3,900 in 2006 to 5,400 in 2013. AASS year on year enrolments have reflected this growth, consistently trending upwards and averaging 9% growth in the past two years. Accordingly, when considering the future of the LTS programme, it is important to recognise that there is: (a) likely to be an increasing demand for this service; and (b) consequently, given its finite capacity, the LTS pool is progressively going to become space constrained.
- 13 The QLDC swim school operations team report the following challenges in having two or more operators in the same swimming pool:

- a. *Reduction of capacity:* Having to physically separate classes within the pool effectively reduces the available teaching space in the water. Limiting the number of classes run at any one time in turn reduces the revenue which can be generated from the LTS, and in turn the attractiveness of it to a private operator. While longer LTS operating hours could partially address this, the peak hours in terms of popularity will always be restricted.
- b. *Disruption:* Classes are disrupted by children (and parents with babies) entering the pool during another schools lesson. This creates undesirable tension between operators and frustration for LTS participants.
- c. *Service quality:* Children in lessons are easily distracted by what other children and instructors are doing. With two or more providers, it is difficult to coordinate the timetables of two schools to ensure classes that are run will be complementary in age, noise and teaching methods.
- d. *Customer experience:* Parents and children are often confused regarding which lesson they are to attend and in what part of the pool. In order to fairly share the desirable steps area (used to help children gain confidence), the two swim schools alternate teaching areas each week. Differing criteria and teaching methods between the schools cause space and communication issues
- e. *Demand on QLDC resources:* Council staff regularly field enquiries for the WSS. There is limited awareness of the operational differences and parents are frustrated that staff cannot help them with their bookings or enquiries. In addition, the operational requirements of changing set ups to divide the pool in order to accommodate two swim schools requires staff resources throughout the day – a cost not currently met by the private provider.

14 In summary therefore, it is considered that two or more operators at the LTS pool will limit the revenue which can be obtained from operation and perpetuate service quality and operational issues at QEC. In the context of endeavouring to achieve the most cost-effective option (as required by s.10 of the LGA), the issue of constraining revenue growth (whether for a private or QLDC operator) is particularly important to consider.

15 A further consideration for retaining a sole provider model is the fact that the EOI that was issued stated:

*“...QLDC seeks to obtain EOI’s from organisations which are interested in securing a contract for the sole provider delivery of learn to swim services...”*

16 Council is not bound by the terms of the EOI, and can choose multiple providers. However, given that there remain good reasons for proceeding with a single LTS provider, it is considered that Council should continue to honour the terms of the EOI which have been responded to in good faith by the respondent parties. Staff have approached the highest ranking respondent to

the EOI who, although not ruling out a multiple-provider option, are reluctant to consider it. Accordingly, changes to the EOI terms after the evaluation has been completed, could have the potential effect of favouring a lower-ranked proposal.

## EOI Process and Evaluation

17 On 13 February 2015 Council officers issued an open EOI (Attachment B) with respondents asked to describe their operation against the following criteria:

- 1) Details of the company/organisation's health & safety policy & procedures.
- 2) A copy of the incident and accident register over the previous 12 months, with commentary around any serious harm incidents that may be on the record.
- 3) Relevant experience
- 4) Scope of service
- 5) Details of any possible or implied conflict of interest
- 6) Details of prices or rates that would be charged to the public
- 7) Details illustrating the structure and quantum of the proposed financial contribution to QLDC for the **exclusive** right to deliver learn to swim programmes at AA.
- 8) Details of any litigation or legal disputes brought against the company/organisation or any of its directors over the past five years.
- 9) Details of the current levels of Public Liability Insurance
- 10) Reference Sites

18 The EOI was on the Government Electronic Tender Services (GETS) for a period of four weeks. It closed on 6 March 2015 with three submissions received. The evaluation panel consisted of:

- John Brimble: CEO, Sport Otago
- Stewart Burns: CFO, QLDC
- Jendi Paterson: Recreation Programme Team Leader, QLDC

19 Each panellist completed an individual evaluation based on the below price and non-price attributes, and scored the results on a matrix. Each of the criteria was scored out of 10. 10 exceeds – 5 adequate – 0 nothing provided. Following individual evaluations, the panel went through group discussions and further information was requested from each submitter to clarify any questions raised.

## 20 Criteria and weighting

<b>Evaluation Criteria</b>	<b>%</b>
Relevant Experience	20
Prices/Rates to Public	20
Financial Contribution to QLDC	20
Scope of Service	15
Health & Safety	5
Accidents	5
Litigation / disputes	5
PI & PL Insurance	5
Conflict of Interest	5
Total	100%

21 Evidence was requested from submitters detailing relevant experience in operating learn to swim services in public owned facilities. Evidence of performance of a large scale (500+ enrolments), and the capacity and capability to deliver exceptional lessons and customer experience was requested.

22 Proposed pricing was evaluated. For context, currently AASS charges students \$9.50 per lesson and Wakatipu Swim School \$11.50 (and an additional \$2 pool entry) per lesson.

23 While the primary purpose of a Council LTS pool is to ensure residents have the opportunity to learn to swim, financial considerations are also important. Each proposal was assessed for the quantum of financial contribution which would be made to QLDC in return for being awarded rights of operation of LTS, and the manner in which those payments would be structured.

24 In order to provide a fair financial comparison between a Council-operated LTS and a privately operated one, the revenue from the former was then off-set against:

- i. Staff and overhead costs;
- ii. Marketing costs
- iii. Minor equipment costs (unique to QLDC operating a LTS school)

## Ref Attachment C

25 Although they are an actual cost, depreciation, maintenance, and other indirect costs were not factored in the assessment of the internal or external proposal. Contract management costs for an externally provided service were not evaluated. We estimate contract management costs to be approximately 0.25FTE.

26 Following the evaluations the following scores were agreed by the panel:

- Submitter A - 62.8%
- Submitter B – 69.7%
- Submitter C – 72.3%
- AASS – 77.3%

27 Submitter C scored highest on relevant experience and evidence of scope of service in their submission. They provided a price rate to the public of \$9.50 per lesson with a 3% increase year on year. Whilst their financial contribution to Council was not the highest of the three submissions, their rating on the remaining criteria made them the top submission scoring 72.3%.

28 Following evaluation of the three external submissions, Jendi Paterson stepped back from the evaluation in order for the remaining panel members to independently evaluate Council's in-house swim school using the same criteria. The results showed AASS at the highest ranking of 77.3% across the same criteria as external submissions.

29 The panel viewed AASS and the projected provision of a sole provider against the external provider submissions using the same criteria. On this basis they found there is no demonstrable advantage in an external provider being given priority over the establishment of a wider comprehensive in house service provision.

## Options

30 This report identifies and assesses the following reasonably practicable options for assessing the matter as required by section 77 of the Local Government Act 2002:

31 Below are the four options for LTS provisions at AA:

Option	Advantages	Disadvantages
<b>Option 1</b>  <b>Status Quo- Current Operating Model</b>	1) No change management required 2) Gives community a choice of provider	1) Physical constraints limits the ability to fully provide for enrolment growth 2) Possible loss on public confidence in the probity of the EOI process 3) Ongoing issues with service/lesson quality levels 4) Ongoing resource demands on QLDC staff 5) Commercial operator continues to receive partial subsidy for private benefit
<b>Option 2</b>  <b>Mixed Operating Model- Top EOI Submitter</b>	1) Gives community a choice of provider	1) Physical constraints limits the ability to fully provide for enrolment growth 2) Possible loss on public confidence in the probity of the EOI process 3) Ongoing issues with service/lesson quality levels 4) Ongoing resource demands on QLDC staff 5) Commercial operator continues to receive partial subsidy for private benefit 6) Recommended proposal has submitted on the basis of exclusive rights and may decline a shared service model
<b>Option 3</b>  <b>Sole Provider – Contract</b>	1) Removal of staff management costs and challenges 2) Guaranteed contribution regardless of enrolment levels 3) Potential for greater promotion to the public of LTS through increased marketing 4) More efficient use of pool space	1) Revenue from sole provider will not be meeting all QLDC operational and capital costs, therefore not the most cost-efficient option (and delivers a public subsidy to private interest) 2) Possible contract management challenges (and costs) to ensure service and price levels are well-managed 3) Disconnection between Swim School and the wider QLDC community recreational services 4) Possible increase in staff turnover due to lower wages
<b>Option 4</b>  <b>Sole Provider – In-house Council Swim School</b>	1) More direct ability by elected member to set service levels and prices 2) QLDC receives all the financial upside of enrolment increases 3) Most consistent option with s.10 of the LGA 4) Minimises service disruption 5) More efficient use of pool space 6) Enables more efficient use of staff resources across other QEC activities	1) Public wanting an alternative provider will have to find alternative LTS facility 2) Greater management implications including staff and H&S 3) Additional investment in marketing or training may be required 4) Loss of enrolments will have a direct effect on revenue levels 5) Managing down costs and maximising operational revenue dependent on effective management

32 The Panel recommend Option four; i.e. that QLDC continues to deliver learn to swim, but on a sole provider basis. The recommendation is made in order to facilitate the growth of learn to swim in our community; improve service levels; and increase the revenue from user charges to the total cost of operating AA.

### ***Significance and Engagement***

33 This matter is primarily one of operational service delivery and does not cross any thresholds for formal community consultations.

### ***Risk***

34 This matter related to the operational risk OR027 delivering levels of service as documented in the Council's risk register. The risk is classed as



low/moderate. The recommended option is considered the most likely to minimise any service disruption to existing or future swim school users.

## **Financial Implications**

- 35 There are no significant budgetary implications with the recommended option, although it should be noted that the proposal is estimated to deliver approximately \$122k-\$245k additional revenue per annum from user charges.
- 36 It should also be noted that a like for like comparison of direct costs only, removing the school programme (run at cost recovery) from the mix and overheads such as human resources and finance support has been documented in Attachment C.
- 37 Of the three external submissions received the best financial outcome for Council was annual revenue to QLDC of \$110,000 increasing to \$130,000 after three years. The highest ranked submitter based on price and non-price attributes was annual revenue of \$90,000 fixed for five years based on being the sole provider of LTS at AA.
- 38 If Council delivers in-house LTS as a sole provider, the estimated worst case scenario would provide annual operating revenue of \$122,000. Potential best case scenario is \$245,000 allowing for enrolment growth and small price increases over time.

## **Council Policies, Strategies and Bylaws**

- 39 This report considered the Community Facility Funding Policy and in particular the principles that:
  - i. Using community facilities is affordable (especially for youth) and not a barrier to entry; and
  - ii. When using public facilities for private commercial gain, the community should ensure a fair return for the use of community facilities.

## **Local Government Act 2002 Purpose Provisions**

- 40 For the reasons outlined above, the recommended option is considered to be consistent with the provisions of the LGA.

## **Attachments**

- A – Table of Swim School delivery types and charges
- B – Expression of interest document
- C – Financial Model

Attachment A: Swim School delivery types and charges

Location	School Numbers (Seasonal fluctuate)	Lesson Price	Operator
<b>Aqualand Swim School</b> -Queenstown Lakes District Council	650-900	\$9.50	In-house council
<b>Gallagher Aquatic Centre</b> -Hamilton City Council		\$14.00	In-house council
<b>Todd Energy Aquatic Centre</b> -New Plymouth District Council	550-750	\$ 10.00	In-house council
<b>Manurewa Aquatic Centre</b> - Auckland City Council	450-600	\$11.50	Swimsation (franchise)
<b>Glenfield Aquatic Centre</b> -Auckland City Council	650-850	Preschool \$11.00 School aged \$12.50	In-house
<b>Rotorua Aquatic Centre</b> -Rotorua District Council	750-950	\$10.50	Swimsation (franchise)
<b>Marlborough Stadium Trust (Stadium 2000)</b> -Marlborough District Council	1200-1400	Under 3 \$8.50 Over 3 \$10.00	In-house
<b>ASB Aquatic and Fitness Centre (CLM)</b> (franchise of full recreation) Nelson District Council	1100-1300	\$13.70	In-house CLM programme Swim Magic (franchise )
<b>Moana Pool</b> -Dunedin City Council	2000-2400	\$11.50	Swimsation but it's an internal/external operation. Unusual operating agreement
<b>Caroline Bay Trust Aoraki Centre</b> -Timaru District Council	600-800	Preschool \$10.45 School aged \$13.20	In-house

Location	School Numbers (Seasonal fluctuate)	Lesson Price	Operator
<b>Swim Smart</b> <b>Christchurch City Council Pools</b>  -Jelly Park Recreation and Sport Centre  -Pioneer Recreation and Sport Centre  -Graham Condon Recreation and Sport Centre	1300-1500  1800-2200  1400-1900	Preschool \$8.40 School aged \$11.20	In-house
<b>Waitaki Aquatic Centre</b> -Waitaki District Council	800-1000	Preschool \$7.50 School aged \$11.50	In-house
<b>MLT Centre Gore</b> -Gore District Council	380-700	\$8.50	In-house
		School aged     \$11.35 Pre-school       \$10.40	



13 February 2015

Open Expression of Interest for Provision of Learn to Swim Services at Alpine Aqualand

**To Whom It May Concern**

**Re: Learn to Swim Delivery  
Expression of Interest**

We are pleased to issue an open invitation to learn to swim providers to provide an 'Expression of Interest' (EOI) for the Provision of Learn to Swim Programmes at Alpine Aqualand in Queenstown.

The purpose of this registration is to confirm your company or organisation's interest and resources to provide learn to swim services for the local community.

**Outline**

Queenstown Lakes District Council (QLDC) is the local authority for the Queenstown Lakes district. The district is one of the fastest growing in New Zealand. In order to inform a decision regarding the future delivery of learn to swim services at Alpine Aqualand (AA), QLDC seeks to obtain EOI's from organisations which are interested in securing a contract for the sole provider delivery of learn to swim services at AA for a three-year period.

QLDC has delivered in house learn to swim programmes at AA under the Alpine Aqualand Swim School (AASS) brand since 2008. Lessons are delivered in a dedicated learn to swim pool (13m x 7.5m) and allocated lanes of the lap pool.

AASS has more than doubled its enrolments since its first year of operation. Seasonal fluctuations in enrolments are common. AASS reached a peak of 925 in term 1 of 2015. Terms 2 and 3 are typically quieter with AASS reaching 693 in term 2 of 2014. Year on year enrolments have trended upwards, averaging 9% growth.

AASS also delivers the aquatic education programme for local schools.

A second independent operator, Wakatipu Swim School (WSS), currently has limited pool space and enrolments fluctuate in the vicinity of 15-20% of AASS enrolments. It is now considered that the needs of the community and QLDC's ability to recover facility operating costs, would be best met through a single provider of learn to swim services at AA.

Outside the scope of learn to swim, the Queenstown Swim Club delivers competitive swim squad instruction in the lap pool during winter and QLDC offers tri squad training to adults on weekdays. It is anticipated this will remain unchanged.

### **Contractor Procurement Process**

The EOI submission will be evaluated on your company or organisation's skills; experience and capability to deliver effective and efficient learn to swim programmes to the community.

### **Entity Information**

Please submit the following information with your Expression of Interest:

- Details of the company / organisation's Health & Safety policy & procedures.
- A copy of your incident and accident register over the previous 12 months, with commentary around any serious harm incidents that may be on the record.
- Relevant Experience (ref appendix 1 for non-exhaustive criteria)
- Scope of Service (ref appendix 2 for non-exhaustive criteria)
- Details of any possible or implied conflict of interest.
- Details of prices or rates that would be charged to the public (ref appendix 2 Scope of Service)
- Details illustrating the structure and quantum of the proposed financial contribution to QLDC for the exclusive right to deliver learn to swim programmes at AA.
- Details of any litigation or legal disputes brought against the company / organisation or any of its directors over the past five years.
- Details of the current levels of Public Liability Insurance Reference Sites

Please supply the following information for sites where you have undertaken work of a similar nature or scale.

- Name, address and contact name of client
- Date of which the work was completed
- A precise summarised scope of work undertaken by your company / organisation

### **Clarifications**

Please note the following clarifications:

- Notwithstanding anything to the contrary, this EOI is not an offer, and no legal or other obligations shall arise or otherwise between any Respondent and QLDC, or any agent of QLDC as a result of the EOI.
- All Respondents warrant that all information provided in their response is complete and accurate in all material respects.
- Communication regarding clarifications or otherwise regarding the EOI is to be directed in writing to Jendi Paterson of QLDC.

Private Bag 50072,

Queenstown 9300

Email: [jendi.paterson@qldc.govt.nz](mailto:jendi.paterson@qldc.govt.nz)

### **Timing**

Your Expression of Interest must be received by:

**4:00pm on Friday 6 March 2015.**

Please submit your EOI in a sealed envelope clearly marked:

**'Provision of Learn to Swim Services at Alpine Aqualand - Expression of Interest'** either:

- Via post to QLDC, Private Bag 50072, Queenstown, 9348
- Via email to [jendi.paterson@qldc.govt.nz](mailto:jendi.paterson@qldc.govt.nz)

Please mark this submission for the attention of Jendi Paterson.

Yours sincerely



**Jendi Paterson**  
**Recreation Programme Team Leader**

Appendix 1: Relevant Experience - Non-exhaustive Criteria

Appendix 2: Scope of Service – Non-exhaustive Criteria



## **Appendix 1**

### **Relevant Experience – Non- exhaustive criteria**

- (a) What is your previous experience, if any, relevant to the Scope of Services? Please provide the details of any examples of contractual or required performance criteria and your performance against those criteria.
- (b) How have you demonstrated commitment to service delivery, quality and innovation as evidenced by services provided to current customers, or the services proposed?
- (c) What is your experience and performance in providing learn to swim services to the public in a Council-owned facility?
- (d) What is your experience and performance in providing learn to swim services, particularly on a large scale (500+ enrolments) and/or in the capacity of sole provider within an aquatic facility.
- (e) How have you demonstrated capability and competence in the identified service areas sought?

### **Relevant Qualifications and Skills**

- (f) What are the capability, competence and expertise of your proposed personnel?
- (g) Detail your existing business systems and functions including administration systems for reporting, cost control and invoicing.
- (h) Detail your client relationship management philosophy/style and how your systems align to ensure exceptional customer service, initiative and problem solving.

## Appendix 2

The expected level of provision is consistent with or higher than what is currently provided at AA.

### 1. Summary Scope of Services:

Lesson Type	Age Range	Minimum No. Levels	Minimum Duration	Maximum Students
Caregiver & Child	6 - 36 months	3	25 minutes	8
Pre - School	3 - 4 years	4	25 minutes	5
School Age	5 - 16 years	4	30 minutes	6
School Age (Lap Pool)	5 – 16 years	4	30 - 45 minutes	8
Private Lessons	Open	NA	40 minutes	2
School Programmes	School age	Year levels	60 minutes	1:10



### Lesson Criteria

Level	Caregiver and Child Classes
1	<ul style="list-style-type: none"> <li>• Introduction to water for babies and caregivers</li> <li>• Basic water safety at home and in the pool</li> </ul>
2	<ul style="list-style-type: none"> <li>• Submersion of child</li> <li>• Increased independent movement</li> <li>• Floating and rotation skills</li> </ul>
3	<ul style="list-style-type: none"> <li>• Developed independent movement in the water</li> <li>• Increased water confidence and less dependent on caregiver</li> <li>• Encourage basic swimming stroke</li> </ul>

Level	Pre-School Classes
1	<ul style="list-style-type: none"> <li>• Safe entry and exit</li> <li>• Repeated submersions with bubbles</li> <li>• Assisted rotation on front to back</li> <li>• Assisted relaxed floatation on back</li> <li>• Unassisted flotation on front and regain to standing position</li> </ul>
2	<ul style="list-style-type: none"> <li>• Safe entry and exit</li> <li>• Unassisted back float without support</li> <li>• Push and glide front/back</li> <li>• Unassisted rotation/both directions/turn over</li> <li>• Push glide freestyle kick</li> <li>• Assisted breaststroke/simultaneous kicking action</li> </ul>
3	<ul style="list-style-type: none"> <li>• Streamline kicking front/back</li> <li>• Repeated rotate kicking between front and back</li> <li>• Basic backstroke, freestyle and breaststroke</li> <li>• Basic dolphin kick/undulating action 5m</li> </ul>
4	<ul style="list-style-type: none"> <li>• Freestyle/bilateral breathing</li> <li>• Backstroke comfortably</li> <li>• Basic breaststroke whilst popping up for breathing</li> <li>• Dolphin kick</li> <li>• Tread water for 10 seconds</li> <li>• Scull head first 5m</li> </ul>

Level	School Aged Classes
1	<ul style="list-style-type: none"> <li>• Repeated submersions under water with bubbles</li> <li>• Unassisted float/front/back without support for 5 seconds and regain standing</li> <li>• Unassisted front/back rotations</li> <li>• Unassisted streamline kick front and back 6m</li> </ul>
2	<ul style="list-style-type: none"> <li>• Rotate kicking from front to back 8m</li> <li>• Basic freestyle, backstroke and breaststroke 8m</li> <li>• Basic dolphin kick 6m</li> </ul>
3	<ul style="list-style-type: none"> <li>• Freestyle (bilateral breathing) 20m</li> <li>• Backstroke (rotation) 20m</li> <li>• Basic breaststroke (pop up breathing) 20m</li> <li>• Tread water 10 seconds</li> <li>• Head first sculling 5m</li> </ul>
4	<ul style="list-style-type: none"> <li>• Freestyle (bilateral breathing) 25m</li> <li>• Backstroke (rotation) 25m</li> <li>• Basic breaststroke (pop up breathing) 25m</li> <li>• Dolphin kick 25m</li> <li>• Head first sculling 10m</li> </ul>

Level	Lap Pool School Aged Classes
1	<ul style="list-style-type: none"> <li>• Continuously swimming bilateral freestyle 50m</li> <li>• Continuously swimming backstroke with rotation 50m</li> <li>• Breaststroke glide pull kick glide 50m</li> <li>• Basic butterfly 12m</li> <li>• Survival backstroke 25m</li> <li>• Straddle jump water entry</li> </ul>
2	<ul style="list-style-type: none"> <li>• Basic starts/turns/finishes</li> <li>• Freestyle with tumble turn 100m</li> <li>• Backstroke and Breaststroke with correct turns 100m</li> <li>• Butterfly 25m</li> <li>• Side stroke 25m</li> </ul>
3	<ul style="list-style-type: none"> <li>• Freestyle with tumble turn 200m</li> <li>• Backstroke and Breaststroke with correct turns 200m</li> <li>• Butterfly 50m</li> <li>• Individual medley (fly/back/breast/free) correct stroke turns 100m</li> </ul>

4	<ul style="list-style-type: none"><li>• Freestyle with tumble turn 400m</li><li>• Backstroke and Breaststroke with correct turns 400m</li><li>• Individual medley (fly/back/breast/free) correct stroke turns 200m</li><li>• Combine a simultaneous arm action and alternating leg kick</li></ul>
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### **School Programmes**

Delivery of Water Safety New Zealand School programmes or provision of a mutually acceptable alternative that will ensure the continued delivery of these community programmes is an expected level of service from the successful participant. The current school programme, run in association with Central Swim Safe, is delivered to over 800 students during the school terms.

QLDC Swim School	Status Quo		Sole Provider (no growth)		Sole Provider (growth)	
	Current enrolments ( 800 pupils per term)		900 enrolments per term		1200 enrolments per term	
	Cost	Revenue	Cost	Revenue	Cost	Revenue
Salaries/wages term lessons	\$ 140,000.00		\$ 150,000.00		\$ 180,000.00	
Salaries/wages HP lesson	\$ 1,320.00		\$ 1,485.00		\$ 1,782.00	
Overheads (Acc, KS, Training)	\$ 9,100.00		\$ 9,750.00		\$ 11,700.00	
Marketing	\$ 10,000.00		\$ 10,000.00		\$ 10,000.00	
Minor equipment	\$ 2,000.00		\$ 2,000.00		\$ 2,000.00	
	<u>\$ 162,420.00</u>		<u>\$ 173,235.00</u>		<u>\$ 205,482.00</u>	
Term lesson fees		\$ 304,000.00		\$ 342,000.00		\$ 456,000.00
HP lesson fees		\$ 23,760.00		\$ 26,730.00		\$ 32,076.00
Less GST		-\$ 42,751.30		-\$ 48,095.22		-\$ 63,662.09
		<u>\$ 285,008.70</u>		<u>\$ 320,634.78</u>		<u>\$ 424,413.91</u>
Maintain lesson price at \$9.50	Contribution	\$ 122,588.70	Contribution	\$ 147,399.78	Contribution	\$ 218,931.91
Increase lesson price to \$11.00	Contribution	\$ 167,541.74	Contribution	\$ 239,217.17	Contribution	\$ 289,460.61
Reduce staff wage to \$16 per hour		\$ 139,892.70		\$ 166,866.78		\$ 244,848.31
Top EOI Submitter - proposed fixed contribution	Contribution	\$90,000.00	Contribution	\$90,000.00	Contribution	\$90,000.00

\* direct overheads associated with LTS approximately \$38,830.00  
\*\* Contract management of an external swim school operator approximately 0.25FTE \$15,000.00

Assumptions:  
Salaries/wages based on an average of 4 students per class @ instructor average wage \$20 per hour (2 classess per hour) + SS coordinators salary  
Enrolments are based on an average across all 4 terms  
Term lessons are based on 4 school terms (10 weeks each)  
HP lessons are based on average 2014/2015 holiday programme lessons of 88 per holiday block over 6 weeks @ current cost of \$45 per block  
The school delivery model works on a break even model and has been removed from cost and revenue for this exercise.  
All costs figures are exclusive of GST