

CHAPTER 8

Leisure and Cultural Services Department

<p>Provision and management of indoor recreational and sports facilities</p>

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PROVISION AND MANAGEMENT OF INDOOR RECREATIONAL AND SPORTS FACILITIES

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PART 1: INTRODUCTION

1.1 This PART describes the background to the audit on the provision and management of indoor recreational and sports facilities.

Background

1.2 Recreation and sports provide opportunities to enrich the quality of life in Hong Kong. The Government aims to nurture an environment in which the public can enjoy a wide range of recreational and sports activities. The Leisure and Cultural Services Department (LCSD) is responsible for promoting and developing recreation and sports at the community level. The LCSD:

- (a) provides and manages recreational and sports facilities to foster public participation in recreational and sports activities through close liaison with the 18 District Councils; and
- (b) organises a wide range of recreation and sports programmes through its 18 District Leisure Services Offices to promote the concept of “Sport-for-All”.

Indoor recreational and sports facilities

1.3 Indoor recreational and sports facilities refer to those facilities provided in sports centres or squash centres managed by the LCSD. Before 2000, facilities in the urban area and the New Territories (NT) were managed by the then Urban Services Department and the then Regional Services Department respectively. Following the dissolution of these two departments and the establishment of the LCSD in January 2000, the management of facilities in the territory was brought together under the LCSD.

Sports centres

1.4 As at 1 April 2004, the LCSD managed 83 sports centres providing various indoor recreational and sports facilities. The main facility provided in a sports centre is the arena, which is a multi-purpose court suitable for playing various games such as badminton, basketball and volleyball. Other facilities in a sports centre may include activity rooms, American pool rooms, children playrooms, dance rooms, fitness rooms, squash courts and table tennis tables. All sports centres open daily throughout the year except during the

Chinese New Year holidays. In 2003-04, for the 83 sports centres, the estimated operating revenue and expenditure were \$140 million and \$574 million respectively.

1.5 The number of sports centres in the urban area and the NT for the years from 1992-93 to 2003-04 is shown in Table 1.

Table 1
Number of sports centres
(1992-93 to 2003-04)

Year	Number	
	Urban area	NT
1992-93	34	28
1993-94	34	31
1994-95	35	32
1995-96	37	32
1996-97	40	32
1997-98	41	33
1998-99	42	34
1999-2000	45	35
2000-01	46	36
2001-02	46	36
2002-03	46	37
2003-04	46	37

Source: LCSD records

1.6 The average usage rates of arenas in the urban area and the NT for the years from 1992-93 to 2002-03 are shown in Table 2.

Table 2
Average usage rate of
arenas in the urban area and the NT
(1992-93 to 2002-03)

Year	Average usage rate (Notes 1 and 2)	
	Urban area	NT
1992-93	62.6%	59.6%
1993-94	60.6%	60.5%
1994-95	65.1%	63.7%
1995-96	69.1%	70.3%
1996-97	71.3%	78.5%
1997-98	68.3%	65.1%
1998-99	63.6%	61.0%
1999-2000	60.9%	57.6%
2000-01	58.9%	61.0%
2001-02	61.8%	65.2%
2002-03	63.2%	68.5%

Source: LCSD records

Note 1: The average usage rate is calculated by dividing the annual total user hours by the annual total available hours of all arenas in the urban area or the NT.

Note 2: The usage rates of two arenas (i.e. the Ho Man Tin Sports Centre opened in December 1999 and the Luen Wo Hui Sports Centre opened in November 2002) were excluded because they were used mainly for playing table tennis.

1.7 The average usage rates of other facilities (i.e. facilities other than those provided in the arena) in the urban area and the NT for the years from 1992-93 to 2002-03 are shown in Table 3.

Table 3
Average usage rate of
other facilities in the urban area and the NT
(1992-93 to 2002-03)

Year	Average usage rate	
	Urban area	NT
1992-93	35.0%	24.7%
1993-94	36.8%	27.3%
1994-95	35.3%	24.8%
1995-96	35.6%	35.0%
1996-97	35.8%	40.0%
1997-98	37.9%	37.2%
1998-99	37.3%	38.8%
1999-2000	35.5%	33.0%
2000-01	36.2%	35.0%
2001-02	37.3%	39.9%
2002-03	38.9%	44.3%

Source: LCSD records

Squash centres

1.8 As at 1 April 2004, the LCSD managed 17 squash centres providing mainly squash courts. All squash centres open daily throughout the year except during the Chinese New Year holidays. In 2003-04, for the 17 squash centres, the estimated operating revenue and expenditure were \$6 million and \$40 million respectively.

1.9 From 1999 to 2004, there were 7 squash centres in the urban area and 10 squash centres in the NT. The average usage rates of squash courts in these squash centres for the years from 1999-2000 to 2002-03 are shown in Table 4.

Table 4

**Average usage rate of squash courts in squash centres
(1999-2000 to 2002-03)**

Year	Average usage rate	
	Urban area	NT
1999-2000	22.8%	12.9%
2000-01	22.1%	9.5%
2001-02	20.6%	11.2%
2002-03	21.4%	12.9%

Source: LCSD records

Note: Information on the average usage rates of squash courts in squash centres before 1999-2000 was not available from the LCSD.

Recreation and sports programmes

1.10 In order to promote the concept of “Sport-for-All” and encourage regular participation in recreational and sports activities, the LCSD organises a wide variety of recreation and sports programmes through its 18 District Leisure Services Offices. The recreation and sports programmes include training courses, recreation activities (e.g. fun days and carnivals) and competitions. In 2002-03, 10,838 (or 53%) out of 20,323 recreation and sports programmes organised by the LCSD were held at sports centres.

Audit review

1.11 The Audit Commission (Audit) has conducted a review on the provision and management of indoor recreational and sports facilities by the LCSD. The audit has focused on the following areas:

- (a) provision of indoor recreational and sports facilities (see PART 2);
- (b) usage of indoor recreational and sports facilities (see PART 3);
- (c) hire charges and promotion of usage (see PART 4); and
- (d) recreation and sports programmes (see PART 5).

Audit has found that there are areas where improvements can be made and has made a number of recommendations to address the issues.

Acknowledgement

1.12 Audit would like to acknowledge with gratitude the full cooperation of the staff of the LCSD during the course of the audit review.

PART 2: PROVISION OF INDOOR RECREATIONAL AND SPORTS FACILITIES

2.1 This PART examines the provision of indoor recreational and sports facilities, and suggests improvement measures in planning for the provision of such facilities.

Provision of sports centres

2.2 In planning for the provision of a new sports centre, the LCSD takes into account the standards of provision laid down in Chapter 4 of the Hong Kong Planning Standards and Guidelines (HKPSG —Note 1). The current planning standards and guidelines for indoor recreational and sports facilities were updated in February 1998.

2.3 According to the size and scale of facilities, there are four types of sports centres (see Appendix A). As at 31 December 2003, there were 83 sports centres in Hong Kong (i.e. 5 Type A, 38 Type B, 36 Type C and 4 enhanced Type C). The standards for the provision of sports centres, laid down in the HKPSG and in terms of residential population, are as follows:

- (a) one Type A sports centre per 15,000 to 24,999 residents;
- (b) one Type B sports centre per 25,000 to 49,999 residents; and
- (c) one Type C sports centre per 50,000 to 65,000 residents.

However, no standard is laid down for the provision of enhanced Type C sports centre (Note 2) which is a modified version of the Type C sports centre. According to the LCSD, the enhanced Type C sports centre provides an additional basketball court, on top of the two basketball courts provided in Type C sports centres, in order to better serve the needs of the local community and to more gainfully utilise the site available.

2.4 In the main employment areas (i.e. Central and Western District, Wan Chai District and Yau Tsim Mong District) which have a large influx of workers from all over the territory, the HKPSG specifies that one additional Type C sports centre should be provided in each of these three districts on top of the provision required by the residential population.

2.5 Audit has computed the average number of residents served by the sports centres on the basis of their district residential population in 2003. The results are shown in Table 5.

Note 1: *The HKPSG is a Government manual of criteria for determining the scale, location and site requirements of various land uses and facilities. Chapter 4 of the HKPSG is concerned with land use for recreation, open space and greening.*

Note 2: *As at 1 April 2004, there were four enhanced Type C sports centres (viz. the Western Park Sports Centre, the Chai Wan Sports Centre, the Kowloon Park Sports Centre and the Shek Kip Mei Park Sports Centre) managed by the LCSD.*

Table 5
Average number of residents served by sports centres in 2003

Region/District	Residential population (Note 1)	No. of sports centres (Note 2)	Residents per sports centre
	(a)	(b)	(c) = (a) ÷ (b)
Urban area			
Central and Western	237,600	5	59,400 (Note 3)
Southern	276,000	4	69,000
Yau Tsim Mong	278,200	5	69,550 (Note 3)
Sham Shui Po	351,100	5	70,220
Kwun Tong	570,700	8	71,338
Kowloon City	366,000	5	73,200
Wong Tai Sin	443,200	6	73,867
Wan Chai	150,400	3	75,200 (Note 3)
Eastern	596,200	5	119,240
Subtotal	3,269,400	46	71,074
NT			
Islands	107,100	4	26,775
Tsuen Wan	271,100	4	67,775
Kwai Tsing	499,200	7	71,314
North	294,600	4	73,650
Tai Po	301,700	4	75,425
Sai Kung	368,300	3	122,767
Tuen Mun	504,300	4	126,075
Sha Tin	627,400	4	156,850
Yuen Long	524,900	3	174,967
Subtotal	3,498,600	37	94,557
Total	6,768,000	83	81,542

Source: Census and Statistics Department and LCSD records

Note 1: The residential population figures are based on the General Household Survey conducted between May and August 2003.

Note 2: For the sake of simplicity, all sports centres are taken as Type C which is the largest type among Types A, B and C.

Note 3: According to the HKPSG, one additional sports centre should be provided in the district on top of the standard provision (see para. 2.4). Therefore, the number of sports centres should be reduced by one for the calculation of residents per sports centre.

2.6 Audit noted that in 2003:

- (a) there was an overall under-provision of sports centres in the territory. According to the HKPSG, a Type C sports centre should be provided for every 50,000 to 65,000 residents. On average, each of the existing 83 sports centres served about 82,000 residents;
- (b) the provision of sports centres in the territory was uneven. On average, a sports centre in the urban area served about 71,000 residents and that in the NT served about 95,000 residents; and
- (c) the provision of sports centres among the 18 districts was uneven. For example, a sports centre in Central and Western District served about 59,000 residents and that in Yuen Long District served about 175,000 residents.

2.7 The observation that there was an overall under-provision of sports centres in the territory in 2003 did not tally with the average usage rates of sports centres shown in Table 2 of paragraph 1.6 and Table 3 of paragraph 1.7. The average usage rates of the sports centres were not high in the past ten years. Audit considers that the HKPSG standards in planning for the provision of sports centres need to be reviewed, taking into account recent changes in user profile and needs.

Provision of indoor core facilities

2.8 Core activities are those very popular recreation activities provided by the Government to cater for the widest range of population. Core facilities are provided in accordance with population-based standards stipulated in the HKPSG. The population-based standards for the provision of some of the indoor core facilities are as follows:

- (a) one table tennis table per 7,500 residents;
- (b) one badminton court per 8,000 residents; and
- (c) one squash court per 15,000 residents.

2.9 Audit compared the provision of table tennis tables, badminton courts and squash courts as at 30 November 2003 with their respective population-based standards in the HKPSG. The results are summarised in Table 6.

Table 6
Provision of indoor core facilities (Note 1)
(30 November 2003)

Facility	No. of residents per facility based on provision	No. of residents per facility based on the HKPSG standard	Percentage of provision to standard
	(a)	(b)	$(c) = \frac{(a)}{(b)} \times 100\%$
One table tennis table	1 : 8,418	1 : 7,500	89%
One badminton court (Note 2)	1 : 9,880	1 : 8,000	81%
One squash court	1 : 13,590	1 : 15,000	110%

Source: Census and Statistics Department and LCSD records, and HKPSG

Note 1: Indoor core facilities include those provided in the public housing estates and those provided by the LCSD, the private housing developers and other public bodies.

Note 2: Badminton, basketball and volleyball are the three principal sports activities in the arena. The provision of badminton courts is based on the assumption that the whole arena is used solely for playing badminton.

2.10 According to Table 6, the provision of table tennis tables, badminton courts and squash courts as at 30 November 2003 were 89%, 81% and 110% of their respective population-based standards. The results indicate a 10% over-provision of squash courts in relation to the HKPSG standards.

Sports participation survey

2.11 The Hong Kong Sports Development Board had since 1996 commissioned the Social Sciences Research Centre of the University of Hong Kong to carry out a territory-wide survey of sports. The last sports participation survey conducted in 2001 interviewed 3,214 people aged 15 and above, and 856 children aged 5 to 14. Statistics from the survey (Note 3) showed that, on average, 48% of the population aged 15 years and above, and 65% of children aged 5 to 14 had participated in at least one sports activity during 2001. According to the survey, the sporting population in 2001 of table tennis, badminton and squash were 150,000, 444,000 and 67,000 respectively.

Survey on the provision of leisure, recreational and library facilities

2.12 In October 2002, the LCSD commissioned a survey on the provision of leisure, recreational and library facilities. The survey aimed to cover as many as possible of the leisure, recreational and library facilities provided by the private and public sectors other than those provided by the LCSD in Hong Kong. The survey was conducted between December 2002 and May 2003. The final report of the survey on the provision of leisure, recreational and library facilities was completed in June 2004.

Actual number of participants per indoor core facility

2.13 Based on the statistics collected by the Sports Participation Survey in 2001 and by the survey on the provision of leisure, recreational and library facilities in 2003, Audit has computed the average number of participants per indoor core facility in 2003. The results are shown in Table 7.

Note 3: *The results of the last sports participation survey conducted by the Social Sciences Research Centre of the University of Hong Kong were released in February 2003.*

Table 7

Sporting population per indoor core facility in 2003

Core facility	Estimated sporting population	Total facilities provided	Average no. of participants per facility
	(a)	(b)	(c) = (a) ÷ (b)
Table tennis table	150,000	804	187
Badminton court	444,000	685	648
Squash court	67,000	498	135

Source: Sports Participation Survey in 2001, and the survey on provision of leisure, recreational and library facilities in 2003

2.14 According to Table 7, in 2003, 135 players shared a squash court, 187 players shared a table tennis table, and 648 players shared a badminton court. Hence, after taking into account the estimated sporting population, the provision of squash courts was nearly five times that of badminton courts, and 1.4 times that of table tennis tables. According to the HKPSG standards, the provision of squash courts should be about 53% of that of badminton courts or 50% of that of table tennis tables (see Table 6 of para. 2.9). Therefore, there is an over-provision of squash courts in relation to badminton courts and table tennis tables.

Updating of the Hong Kong Planning Standards and Guidelines

2.15 In view of the lapse of time since the last updating of Chapter 4 of the HKPSG in 1998 and in the light of the latest surveys of sports participation and facilities, Audit considers that a review should be undertaken to see if revisions are required. The review should take into account the latest sporting trends, sporting participation rates and usage rates of facilities.

Audit recommendations

2.16 **Audit has *recommended* that the Director of Leisure and Cultural Services should, in consultation with the Director of Planning:**

- (a) **review the provision of sports centres in the territory and, in planning for the provision of new sports centres, take into account the uneven distribution of sports centres among the districts (see paras. 2.6(c) and 2.7); and**
- (b) **conduct periodic surveys to find out the sporting population, the provision of recreational and sports facilities by the private and public sectors other than those provided by the LCSD, and the local demand for new facilities (see paras. 2.11 and 2.12).**

2.17 **Audit has *recommended* that the Director of Planning should regularly update the HKPSG standards for the provision of sports centres, and recreational and sports facilities (see para. 2.15).**

Response from the Administration

2.18 **The Director of Leisure and Cultural Services has said that:**

- (a) many of the sports centres in the urban districts were planned some 10 to 20 years ago when a large portion of the population lived in the urban areas. Subsequently, there have been movements of population. To meet the changing needs, the LCSD is putting increasing focus on development of sports centres to serve the increasing population in the new towns in the New Territories. To cope with the increase in population, sports centres in Tai Po and Ma On Shan will be commissioned soon. A sports centre for Tin Shui Wai will be commissioned in 2006 and a sports centre for Tung Chung is under active planning. The LCSD regularly reviews the provision of sports centres in the territory and will take into account the distribution of sports centres among the districts when it plans for new facilities;
- (b) surveys on the sporting population would provide useful references for the provision of recreational and sports facilities. However, there are other important considerations (e.g. the age profile of the population, the socio-economic characteristics of the residents, the demand and level of existing provision of facilities and shortfall, and policy initiatives to promote specific

sports activities) that need to be taken into account in the planning of new facilities;

- (c) the LCSD will conduct regular surveys on the provision of leisure, recreational and library facilities by the private and public sectors other than those provided by the LCSD. The data obtained from the survey will be updated periodically. The LCSD will also seek advice from the Planning Department as to how private recreational facilities should be counted towards the actual provision of facilities in the local community; and
- (d) the LCSD will assess the local demand through consultation with the District Councils.

2.19 The **Director of Planning** has said that:

- (a) the purpose of the HKPSG is to provide an equitable basis for the reservation of land. Site reservations on town plans do not automatically justify the provision of the facilities. In terms of land reservation, the HKPSG acknowledges that the standards set may not be achieved all at once, nor uniformly throughout the territory. Areas of new development should be planned to meet the standards, whereas old developed areas should be planned to pursue incremental improvements towards the standards through such means as urban renewal. Private recreational facilities must be taken into account when applying the HKPSG in land reservation as well as in the actual provision of facilities;
- (b) in determining the actual level and type of recreational facilities to be provided, a host of relevant factors (such as the functions, location, population structure, physical and socio-economic characteristics of the district) have to be taken into account. The LCSD is urged to review the facilities periodically and take into account possible changes in users' characteristics and needs. Flexibility should be exercised in the application of the standards; and
- (c) regular updating of the HKPSG is very much part of the Planning Department's work. The Planning Department has undertaken to work closely with the relevant bureaux and departments on the review of the HKPSG. The review takes into account the latest sporting trends, sporting participation rates and usage rates of facilities.

PART 3: USAGE OF INDOOR RECREATIONAL AND SPORTS FACILITIES

3.1 This PART examines the usage of various indoor recreational and sports facilities at sports centres and squash centres, and identifies room for improvement.

Usage rate of arena

3.2 In 2002-03, the average usage rates of all arenas, for peak hours and non-peak hours, were 77% and 51% respectively. In December 2002, the LCSD set the target usage rates of arena at 75% to 80% for peak hours (Note 4) and 50% for non-peak hours (Note 5).

3.3 Audit analysed the usage rates of arenas for peak hours and non-peak hours in 2003. Audit has found that:

- (a) the average usage rates of all arenas for peak hours and non-peak hours were 81% and 54% respectively;
- (b) 17 (or 21%) out of 81 arenas failed to meet the minimum target usage rate of 75% for peak hours; and
- (c) 31 (or 38%) out of 81 arenas failed to meet the minimum target usage rate of 50% for non-peak hours.

Details of the arenas that failed to meet the minimum target usage rates are given in Appendix B.

Note 4: *Peak hours in the urban area refer to opening hours after 5 p.m. on weekdays and all opening hours on Saturdays, Sundays and public holidays. Peak hours in the NT refer to opening hours after 6 p.m. on weekdays, all opening hours after 1 p.m. on Saturdays, and all opening hours on Sundays and public holidays.*

Note 5: *Non-peak hours refer to all opening hours other than peak hours mentioned in Note 4.*

3.4 In 2003, some sports centres in 11 out of 18 districts failed to meet the target usage rate for peak hours, non-peak hours or both. Among these 11 districts, five sports centres in Kwun Tong District failed to meet the target usage rates for both peak hours and non-peak hours, and the remaining three sports centres failed to meet the target usage rate for either peak hours or non-peak hours. Details are given in Appendix B.

Usage of facilities in Kwun Tong District

3.5 Audit conducted a study of the usage of eight sports centres in Kwun Tong District. The Lei Yue Mun Sports Centre was excluded from the study because the occupation of a large part of the Lei Yue Mun developments had been affected by the Government's policy of implementing a moratorium on the sale of Home Ownership Scheme flats. The study revealed that at least one sports centre (i.e. the Chun Wah Road Sports Centre —CWRSC) in Kwun Tong District, could be released for other more gainful uses. The operating expenditure of the CWRSC was \$3.1 million in 2002-03. In 2002-03, the total capacity of the remaining six sports centres, other than the Lei Yue Mun Sports Centre, could accommodate the highest usage by the users of the district. The study also revealed that there were surplus facilities in the remaining six sports centres even after releasing a sports centre for other use. Audit considers that there is still room for improving the usage of the surplus facilities.

Audit recommendations

3.6 **Audit has *recommended* that the Director of Leisure and Cultural Services should:**

- (a) **consider releasing the CWRSC in Kwun Tong District for other more gainful uses (see para. 3.5);**
- (b) **consider implementing measures to improve the usage of the surplus facilities (e.g. conversion of surplus facilities to other uses such as study room or children playroom) (see para. 3.5);**
- (c) **consider scaling down the operations of the Lei Yue Mun Sports Centre (such as closing it during non-peak hours) until an increase in the district population justifies its full operation (see para. 3.5);**

- (d) **conduct a study of the usage of sports centres of other districts and evaluate whether some centres can be released for other more gainful uses (see para. 3.5); and**
- (e) **in order to further promote the usage of sports centres, consider the feasibility of handing over the management of some surplus sports centres to subvented non-governmental organisations (NGOs), National Sports Associations (NSAs) and District Sports Associations (DSAs).**

Response from the Administration

3.7 The **Director of Leisure and Cultural Services** has said that:

- (a) the CWRSC was constructed by the Housing Department (HD) in May 1984 and had been managed by the ex-Urban Services Department since 1985 with a tenancy agreement signed by the two departments. In 1998, the then Provisional Urban Council (PUC) proposed to return the management of the CWRSC to the HD. However, the local community and the District Board in Kwun Tong strongly objected to the change on the ground that the closure of the Sports Centre would affect the services to local residents. After lengthy negotiation among the PUC, the HD and the local community, the PUC finally decided to continue maintaining the sports facilities at the CWRSC to meet local demand;
- (b) in 2001, the management of the CWRSC was contracted out to a private management agency. The second contract, started on 1 July 2004, will last for three years. The monthly management fee is reduced by 47% from \$258,166 to \$138,000 per month. A change at this stage to release the sports centre for other uses may lead to claims from the contractor. The average usage rate of arena at the CWRSC, ranged from 42% to 64% in 2003-04, indicates that there is a local demand for the facilities. The LCSD will make further efforts to enhance the usage of the CWRSC in the meantime and review the situation in due course;
- (c) the LCSD has no objection to consider releasing the CWRSC for more gainful uses when there is other substitute in the vicinity to meet the local demand and when the situation warrants. There is also a need to consult the District Council;
- (d) the LCSD has implemented improvement measures to increase the usage of the low usage facilities by:

- (i) converting squash courts into multi-use activity rooms; and
 - (ii) promoting the facilities to schools and local organisations, especially for use during non-peak hours;
- (e) there is a public demand for the Lei Yue Mun Sports Centre. The usage rate of the arena was about 75 % from 6 p.m. to 10 p.m. for the period from January to July 2004 and exceeded 30% for non-peak hours in July 2004. Scaling down the operation of the Lei Yue Mun Sports Centre may lead to adverse feedback from the public. However, the LCSD has no objection to consider any change in operating hours when there is other substitute in the vicinity to meet the public demand and when the situation warrants. The LCSD will consult the District Council on the proposal;
- (f) the LCSD has been closely monitoring the usage rates of sports centres and exploring various measures to promote their usage. In the past three years, the overall usage rate of sports centres had shown an upward trend. Besides, the venue manager of each sports centre will set his work target to improve the usage. In the event that the usage of a sports centre remains low, the LCSD will consider releasing it for other more gainful use provided that there is support from the local community; and
- (g) the LCSD will continue to monitor the usage of sports facilities including sports centres and would examine the feasibility of releasing some surplus centres to be run by NGOs, NSAs and DSAs.

Average usage rate of other facilities

3.8 The average usage rates of the major facilities, other than the arenas, for peak hours and non-peak hours in 2002-03 are shown in Table 8.

Table 8
Average usage rate of major facilities other than arenas
(2002-03)

Facility	Average usage rate	
	Peak hours	Non-peak hours
Activity room	61.3 %	44.2 %
Dance room	64.2 %	51.2 %
Fitness room	66.4 %	59.6 %
Squash court at sports centre	33.6 %	22.5 %
Squash court at squash centre	23.7 %	11.3 %
Table tennis table	46.8 %	31.4 %

Source: LCSD records

Usage rate of fitness rooms

3.9 The usage rates of the major facilities in Table 8 indicated the proportion of time the facilities were hired by users during peak and non-peak hours in 2002-03. The usage rate of 11.3% of squash courts at squash centres for non-peak hours suggested that no user used these squash courts during 88.7% of the total available non-peak hours in 2002-03. Fitness rooms, however, are hired to users on an individual basis. Unlike dance rooms and squash courts, the use of fitness rooms by users usually does not preclude use by other users at the same time.

3.10 For safety reasons, the LCSD has set a maximum capacity (i.e. the number of users that can be allowed at any time during its opening hours) for each fitness room. The LCSD used to record the usage rate of a fitness room in an hour as 100% even if there was only one user during that hour. This method of recording reflects the occupation rate instead of the usage rate of fitness rooms.

Usage of fitness rooms

3.11 Audit considers that the LCSD needs to adopt a fairer basis for recording the usage rates of its 61 fitness rooms. In March 2004, Audit informed the Director of Leisure and Cultural Services of the audit observations on the LCSD's recorded usage rates of

fitness rooms. As a result, effective from 1 April 2004, the LCSD ceased to report usage rates of fitness rooms. Instead, the LCSD started to report the daily total number of user hours by recording the number of users in each hourly time slot during the opening hours of the fitness rooms.

3.12 Based on the LCSD's statistics on usage of fitness rooms, the overall usage rate of fitness rooms was 18.2% in April 2004. On an individual fitness room basis, the usage rates ranged from 4.1% (the Wo Hing Sports Centre) to 47% (the Fa Yuen Street Sports Centre).

3.13 Audit analysed the usage of fitness rooms in April 2004. Audit noted that 48,958 (or 54.4%) out of 89,917 fitness room user hours in April 2004 were used by individuals and 40,959 (or 45.6%) user hours were used by groups for training courses. The breakdown for the monthly average usage rate of 18.2% in April 2004 was therefore 8.3% for groups and 9.9% for individuals.

Gold Card Fitness Scheme

3.14 In 2002-03, the LCSD organised 2,687 fitness multi-gym training courses with 63,188 participants. A participant who has attended at least 75% of all training classes may apply to take a fitness assessment test to prove his proficiency in handling fitness equipment. Once an applicant passes the test (Note 6), and provided he is aged 18 or above, a Fitness Gold Card is issued to him free of charge. Presently, user of fitness rooms managed by the LCSD must be a member of the Gold Card Fitness Scheme.

3.15 Audit noted that in 2002-03, 9,247 (or 14.6%) out of 63,188 participants of multi-gym training courses applied for the fitness assessment test and 7,843 participants passed the test. Thus, in 2002-03, only 7,843 (or 12.4%) out of 63,188 multi-gym course trainees might qualify to use the fitness rooms managed by the LCSD. In response to Audit enquiry, the LCSD said that, among the 63,188 participants of multi-gym training courses in 2002-03, about 14,800 (or 23.4%) were newcomers and 48,388 (or 76.6%) were repeaters (Note 7). After excluding the repeaters who might already be gold card holders or who might not be interested in taking the fitness assessment test, the percentage of new

Note 6: *The test can also be taken in an open assessment session or in an assessment conducted by an instructor stationed at designated fitness rooms.*

Note 7: *The LCSD developed a computerised Repeater Check System for processing applications for programme enrolment in March 2003 (see para. 5.12). Since 2003-04, the LCSD has been able to differentiate newcomers from repeaters among the participants. The estimated numbers of newcomers and repeaters in 2002-03 were based on the data in 2003-04.*

participants who applied for taking the test was 62.5% (9,247 out of 14,800 new participants). The passing rate was 84.8% (7,843 out of 9,247 participants). Notwithstanding the above, the LCSD will review the situation with a view to seeking improvements as far as possible.

3.16 Audit notes that participants of multi-gym training courses must be aged 15 or above whereas Fitness Gold Card holders must be aged 18 or above. Hence, even a young multi-gym training course participant has passed the fitness assessment test, he is not qualified to join the Gold Card Fitness Scheme until becoming 18 years old.

Fitness room monthly ticket scheme

3.17 A fitness room monthly ticket scheme was launched in October 2001. Under this scheme, a Fitness Gold Card holder can purchase a fitness room monthly ticket which entitles him to unlimited use of the designated fitness rooms located in 19 sports centres (see Appendix C).

3.18 The 19 designated fitness rooms are used exclusively by individuals. As for the other 42 fitness rooms, they are used by groups for training courses and by individuals during their free sessions.

3.19 During the period from October 2001 to October 2003, a monthly average of 48,006 Fitness Gold Card holders were eligible to join the fitness room monthly ticket scheme. However, on average, only 1,816 (or 3.8%) of them joined the monthly ticket scheme during the period. Based on this average joining rate of 3.8%, Audit considers that the fitness room monthly ticket scheme has not been effective.

Instructors stationed at designated fitness rooms

3.20 An instructor is employed to station at each of the 19 designated fitness rooms from 6:30 p.m. to 8:30 p.m. from Mondays to Fridays including public holidays. Audit has reservations on the need to provide an instructor at the designated fitness rooms because the users have already passed the fitness assessment test. They are proficient in handling the fitness equipment in a safe and correct manner.

3.21 In order to assess the impact of instructors on the usage of fitness rooms, Audit analysed the usage between 6 p.m. to 9 p.m. at the 19 designated fitness rooms in April 2004. The results are shown in Table 9.

Table 9
Usage of fitness rooms with and without instructor

Hour	Average number of users on		
	Weekdays	Public holidays falling on weekdays	Saturdays and Sundays
6 p.m. — 7 p.m.	5.48	4.18	2.83
7 p.m. — 8 p.m.	5.92	2.95	1.84
8 p.m. — 9 p.m.	3.90	2.37	1.37
Total	<u>15.30</u>	<u>9.50</u>	<u>6.04</u>
Average per hour	5.10	3.17	2.01

Source: Audit analysis of LCSD records

3.22 The results indicate that the impact of the instructors on the usage of the fitness rooms on weekdays is not obvious. There were more users during weekdays than Saturdays and Sundays. However, this was because of the holiday effect rather than the impact of the instructors. There were, on average, 5.1 users from 6 p.m. to 9 p.m. on weekdays against only 3 users on public holidays falling on weekdays. The average number of users dropped significantly even though instructors were present on public holidays falling on weekdays. Audit therefore considers that it is not cost-effective to provide instructors at the 19 designated fitness rooms at a cost of \$1.2 million (Note 8) a year.

Note 8: The cost of hiring sports instructors at the 19 designated fitness rooms from 6:30 p.m. to 8:30 p.m. is:

$$\begin{aligned}
 &= \text{Hourly rate of fitness instructor} \times \text{No. of designated fitness rooms} \times \text{No. of weekdays in a year} \times \text{No. of hours each day} \\
 &= \$122 \times 19 \times 52 \times 5 \times 2 \\
 &= \underline{\underline{\$1,205,360}} \text{ (say \$1.2 million)}
 \end{aligned}$$

Audit recommendations

3.23 **Audit has *recommended* that the Director of Leisure and Cultural Services should:**

Usage rate of fitness rooms

- (a) **regularly compute the usage rates of fitness rooms based on the maximum capacity of each room in order to provide better management information (see para. 3.10);**

Fitness room monthly ticket scheme

- (b) **modify the fitness room monthly ticket scheme to make it more attractive to the public (e.g. introducing more varieties to the scheme and lowering the monthly fee —see para. 3.19);**

Instructors stationed at designated fitness rooms

- (c) **critically assess the need for the provision of instructors at the 19 designated fitness rooms between 6:30 p.m. to 8:30 p.m. during weekdays (see para. 3.22); and**

General

- (d) **consider converting the surplus fitness rooms into other facilities if their usage remains low.**

Response from the Administration

3.24 **The Director of Leisure and Cultural Services has said that:**

Usage rate of fitness rooms

- (a) **the usage of fitness rooms has been computed each month based on the number of attendance since April 2004. The LCSD considers that the maximum capacity of each fitness room is not constant. It may vary from time to time due to monthly changes resulting from repair or maintenance of equipment, or yearly changes resulting from replacement or additional provision of equipment. Therefore, the LCSD considers that it is more realistic to compute the usage rates based on the average room capacities on a yearly basis;**

Fitness room monthly ticket scheme

- (b) the LCSD will review the fitness room monthly ticket scheme to make it more attractive to the public;

Instructors stationed at designated fitness rooms

- (c) the LCSD is examining a proposal to provide sports trainers at selected sports centres. The sports trainers will replace the existing part-time instructors stationed at the 19 designated fitness rooms and will carry out various tasks including coaching work at the centres. The LCSD considers that this will be a more cost-effective option to provide the instructor services; and

General

- (d) the LCSD will consider measures to promote the usage of fitness rooms. Subject to local response and support, the LCSD will also consider converting the surplus fitness rooms into other facilities.

Usage of squash courts

3.25 The LCSD is well aware of the problem of low usage of squash courts located at sports centres and squash centres (see Table 8 of para. 3.8). In fact, the LCSD has spent much efforts in promoting the usage of squash courts.

Conversion of squash courts into other uses

3.26 The conversion of squash courts into table tennis rooms took place before the establishment of the LCSD in 2000. Between March 2002 and May 2002, the LCSD converted 27 squash courts into American pool rooms.

Conversion of squash centres

3.27 As at 1 April 2004, the LCSD managed 17 squash centres. Their usage rates in 2002-03 ranged from 2.5% to 29.7% (see Appendix D). Two squash centres have been separately reserved by two sports associations. The head office of the Hong Kong Squash Association (HKS) is located within the Hong Kong Squash Centre, which is often used as a tournament centre. The Cornwall Street Squash and Table Tennis Centre has been used by the Hong Kong Table Tennis Association as its training base for table tennis.

3.28 In August 2003, the HKS agreed that there was apparently an over-supply of squash courts against demand, and hence the curtailing of some squash courts would be justified. The LCSD discussed with the HKS about the conversion plans for the LCSD squash centres and sought its agreement for the conversion. In March 2004, the LCSD planned to convert eight stand-alone squash centres into other facilities. Details are shown in Appendix E.

Audit observations

3.29 There are still seven squash centres without any conversion plan or being reserved by sports associations, notwithstanding that their usage rates are very low. Audit noted that the LCSD had no plan to convert these squash centres. The usage rates of these seven squash centres are shown in Table 10. The usage rates of five out of the seven squash centres in 2002-03 were below 10%. Audit considers that there is a need for the LCSD to prepare a plan to convert squash courts in the under-utilised squash centres into other facilities.

Table 10

Usage rate of squash centres without conversion plan

Squash centre	Usage rate
Kowloon Tsai Park Squash Centre	2.5%
The Jockey Club Kwai Shing Public Squash Courts	3.7%
Tung Chau Street Park Squash Centre	4.9%
Morse Park Squash Centre	8.3%
Fanling New Town Squash Centre	8.6%
Aberdeen Tennis and Squash Centre	17.4%
Sai Kung Squash Centre	26.1%

Source: LCSD records

Audit recommendation

3.30 **Audit has *recommended* that the Director of Leisure and Cultural Services should consider converting the five extremely under-utilised squash centres (i.e. the Kowloon Tsai Park Squash Centre, the Jockey Club Kwai Shing Public Squash Courts, the Tung Chau Street Park Squash Centre, the Morse Park Squash Centre and the Fanling New Town Squash Centre) into other facilities (see para. 3.29).**

Response from the Administration

3.31 The **Director of Leisure and Cultural Services** has said that the LCSD has planned:

- (a) to further open up under-utilised squash courts, including the five extremely under-utilised squash centres for hire as activity rooms suitable for multi-uses (such as yoga practice, judo practice, aerobic dance, tai chi practice and small group games) with effect from 1 August 2004;
- (b) to consult the respective District Councils on its proposals to use the under-utilised squash courts for other community purposes (e.g. landscaped open space); and
- (c) where appropriate, to examine the feasibility of releasing the under-utilised squash centres to be run by NGOs, NSAs and DSAs.

PART 4: HIRE CHARGES AND PROMOTION OF USAGE

4.1 This PART examines the hire charges of indoor recreational and sports facilities, and the LCSD's promotion efforts on improving the usage of these facilities, with a view to identifying room for improvement.

Alignment of fees and charges

4.2 Owing to the different policies of the former municipal councils, there were disparities in the hire charges of leisure and cultural facilities in the urban area and in the NT. In March 2001, the LCSD carried out a review of fees and charges with a view to achieving their alignment. In April 2001, the fees and charges alignment exercise was put on hold. In view of the financial climate, the LCSD considered that any increase in fees in either the urban area or the NT to achieve the alignment of fee levels would add burden on the general public. On the other hand, the LCSD was also concerned that any reduction in fees as a result of alignment would require a corresponding increase in government subsidies. In November 2001, the LCSD proposed to defer the alignment of fees and hire charges for leisure and cultural facilities and services. The Chief Secretary for Administration agreed to the LCSD's proposal. However, he asked the LCSD to produce a rational basis for the fees and charges alignment exercise.

Audit observations

4.3 Audit has the following observations on the hire charges of indoor recreational and sports facilities in the urban area and in the NT:

- (a) unlike the NT, there is no price differential between hire charges for peak hours and for non-peak hours in the urban area;
- (b) hire charges in the NT are generally lower than those in the urban area. The major exception is hire charges of badminton courts in the NT for peak hours (see Appendix F);
- (c) the hire charges levied in the NT for non-peak hours range from 66.7% to 100% of their corresponding peak hours charges (see Appendix F); and

- (d) an arena can be used as a basketball court, a volleyball court or four badminton courts. In the urban area, the hourly hire charges of a basketball court or a volleyball court are four times those of a badminton court. However, in the NT, the hourly hire charges of a basketball court or a volleyball court range from 41.9% to 58.8% of those of four badminton courts. Details are shown in Table 11.

Table 11

**Hourly hire charge of a badminton court
vis-à-vis a basketball or volleyball court in the NT**

	Hourly hire charge in the NT		
	One basketball/ volleyball court	Four badminton courts	Charging ratio
	(a)	(b)	(c) = $\frac{(a)}{(b)} \times 100\%$
	(\$)	(\$)	(%)
Peak hours with air-conditioning	148	264	56.1 %
Peak hours without air-conditioning	82	192	42.7 %
Non-peak hours with air-conditioning	120	204	58.8 %
Non-peak hours without air-conditioning	57	136	41.9 %

Source: LCSD records

Audit recommendations

4.4 **Audit has *recommended* that, in the fees and charges alignment exercise, the Director of Leisure and Cultural Services should consider:**

- (a) **introducing peak hours charges and non-peak hours charges in the urban area (see para. 4.3(a));**
- (b) **establishing a rational basis for determining the hire charges of facilities in the urban area and in the NT (see para. 4.3(b));**
- (c) **setting an appropriate ratio between peak hours charges and non-peak hours charges and applying it consistently to all facilities (see para. 4.3(c)); and**
- (d) **aligning the charging ratio (i.e. the ratio of the hiring charge of a basketball court/volleyball court to that of a badminton court) in the NT with that in the urban area (see para. 4.3(d)).**

Response from the Administration

4.5 The **Director of Leisure and Cultural Services** has said that she will consider all audit recommendations on fees and charges in the future fee review exercise.

4.6 The **Secretary for Financial Services and the Treasury** has said that he generally supports the recommendations regarding the factors to be taken into consideration in the fees and charges alignment exercise. To ensure that the exercise will be completed as soon as practicable, the Financial Services and the Treasury Bureau (FSTB) has been urging the Home Affairs Bureau and the LCSD to take early actions for the relevant preparatory work with a view to achieving consistency in the pricing policies, fee structure and costing basis.

Leisure and Cultural Services Department's promotion efforts

4.7 The LCSD's promotion efforts on improving the usage of indoor recreational and sports facilities focused on the following two areas:

- (a) the implementation of a free use scheme aiming to promote usage of facilities during non-peak hours and to promote sports among students and elderly; and
- (b) the deployment of venue managers to promote their responsible sports centres.

Free use scheme

4.8 The free use scheme was implemented in the urban area on 1 November 1998 and was subsequently extended to the NT on 1 September 2000. This scheme allows schools, NGOs, NSAs and DSAs to apply for the free use of some available sports facilities during non-peak hours from opening to 5 p.m. on weekdays. The available facilities for free use include arenas, dance rooms and activity rooms in sports centres, and squash courts in sports centres and squash centres. Apart from the designated uses, other sporting or non-sporting uses may be allowed provided that such other uses will not cause damage to the facilities. As a general rule, not more than half the number of available courts at a venue can be booked for free use at any one time and block booking for free use should not exceed half the total available non-peak hours in a day. Nonetheless, the venue managers have discretion to relax the rule by reallocating facilities for free use.

4.9 A free use scheme year starts from 1 September and ends on 30 June of the following year. Application by user groups should be submitted on or before 1 June each year. The applications by schools have higher priority over the other three user groups. Hence, applications by other user groups are processed after the allocation of all the school bookings. To facilitate the user groups to plan their activities, free use bookings are confirmed in one go.

4.10 Audit notes that fitness rooms are not available for free use. Since the usage of fitness rooms is low (see para. 3.12), Audit considers that the LCSD should explore the feasibility of including fitness rooms in the free use scheme so as to improve their usage during non-peak hours.

Usage of the free use scheme

4.11 The average usage rate of the free use scheme, based on the proportion of free use hours to the corresponding available non-peak hours, is shown in Table 12.

Table 12

**Usage rate of the free use scheme
(2000-01 to 2002-03)**

Year	Total free use hours during the year	Available non-peak hours during the year	Average usage rate during non-peak hours
	(a)	(b)	(c) = $\frac{(a)}{(b)} \times 100\%$
2000-01	49,460	1,724,415	2.9%
2001-02	72,732	1,704,093	4.3%
2002-03	103,658	1,681,206	6.2%
Total	<u>225,850</u>	<u>5,109,714</u>	

Source: LCSD records

4.12 Audit noted a steadily rising trend of the average usage rates of the free use scheme between September 2000 and June 2003. The average usage rate of the scheme rose from 2.9% in 2000-01 to 6.2% in 2002-03.

4.13 Audit analysed the usage of the free use scheme by user groups between September 2000 and June 2003. The results are shown in Table 13.

Table 13

**Usage analysis of the free use scheme
(September 2000 to June 2003)**

Year	Schools		NGOs		NSAs		DSAs		Total	
	(Hour)	(%)	(Hour)	(%)	(Hour)	(%)	(Hour)	(%)	(Hour)	(%)
2000-01	42,882	86.7%	1,693	3.4%	4,082	8.3%	803	1.6%	49,460	100%
2001-02	64,150	88.2%	4,244	5.9%	3,583	4.9%	755	1.0%	72,732	100%
2002-03	93,697	90.4%	5,698	5.5%	3,801	3.7%	462	0.4%	103,658	100%
Total	200,729	88.9%	11,635	5.1%	11,466	5.1%	2,020	0.9%	225,850	100%

Source: LCSD records

4.14 Audit noted that, as free users, schools had accounted for 89% of the total usage of the free use scheme between September 2000 and June 2003. Audit also noted that the usage by the NGOs had generally increased, and the usage by both the NSAs and the DSAs had decreased during the same period. In response to Audit enquiry, the LCSD explained that the athletes, trainees or participants attending the programmes organised by the NSAs and the DSAs were mostly amateurs and they had to work during the day. They could not benefit from the free use scheme during non-peak hours. As the combined usage of the NSAs and the DSAs only accounted for a small portion of the total usage and the vast number of venues or facilities and organisations were involved, a minor variation in user hours per venue or facility might cause a significant change in trend. Audit considers that the LCSD should ascertain fully the underlying reasons for the low usage so as to improve on the free use scheme.

Financial limit of revenue forgone

4.15 In August 2000, the then Secretary for the Treasury delegated the LCSD with the authority to waive, in whole or in part, fees and charges for leisure services. This included granting various discount and forgoing revenue under the free use scheme, issuing complimentary tickets for admission to and use of leisure services/facilities and activities on condition that the total revenue forgone would not exceed 1.2% of total fees and charges of leisure services for the year concerned.

4.16 Audit noted that, in 2002-03, the financial limit of 1.2% was exceeded by 0.2%. The LCSD estimated that the total revenue forgone in 2003-04 would be about \$7.7 million, representing 2.4% of the estimated total fees and charges of leisure services in 2003-04. In October 2003, the LCSD sought:

- (a) covering approval for exceeding the approved financial limit of 1.2% of total fees and charges of leisure services in 2002-03; and
- (b) authority to increase the maximum financial limit of revenue forgone from 1.2% to 2.4% of total fees and charges of leisure services in 2003-04.

As at 30 September 2004, the LCSD was still awaiting the approval of the FSTB.

4.17 Notwithstanding that there was a financial limit imposed by the FSTB, Audit observed that the LCSD had taken positive steps to streamline the booking procedures and relax the quota in the allocation of facilities for free use. As a consequence, the usage of the free use scheme increased from 49,460 hours in 2000-01 to 103,658 hours in 2002-03 (see Table 12 of para. 4.11). Since the average usage rate of sports centres for non-peak hours is still low (see Table 8 of para. 3.8), Audit considers that the LCSD may need to continue expanding the free use scheme and that there is a need to consider further relaxing the financial limit.

Annual Business Plans of sports centres

4.18 In October 2002, Assistant Leisure Services Manager IIs (ALSMII) were deployed to sports centres as venue managers. As the venue manager of a sports centre, the ALSMII is effectively the head of the centre. He oversees the daily operations of the sports centre to ensure that the key objectives set in the Annual Business Plan are achieved. In May 2003, the LCSD required the venue managers to draw up the Annual Business Plans of the 83 sports centres for 2004-05.

4.19 Audit has noted the following deficiencies in the Annual Business Plans of individual sports centres for 2004-05:

- (a) ***Lack of financial targets.*** There are very few financial targets in the business plans. Some venue managers set targets on the planned reduction of electricity cost and budget expenditure of new programmes. However, there is a general lack of financial targets to help manage each sports centre. Audit considers that more financial targets should be set to assess the financial performance of individual sports centres; and
- (b) ***Lack of performance indicators.*** Among the 83 sports centres managed by the LCSD, 21 in the NT and 15 in the urban area did not set any target usage rates (Note 9) of facilities provided. For those sports centres which had set target usage rates for facilities provided, there were no separate usage targets for peak hours and non-peak hours.

Audit recommendations

4.20 **Audit has recommended that the Director of Leisure and Cultural Services should:**

General

- (a) **consider including fitness rooms in the free use scheme (see para. 4.10);**

Usage of free use scheme

- (b) **conduct a user opinion survey on the free use scheme:**
 - (i) **to find out the reasons for the low usage of the scheme (see para. 4.12);**
 - (ii) **to identify features in the scheme that keep the user groups from using the facilities (see para. 4.14); and**

Note 9: *The LCSD has set the target usage rates of arena for peak hours and non-peak hours. Audit considers that the individual sports centres should set target usage rates of the major facilities, other than the arenas, for peak hours and non-peak hours.*

- (iii) to explore ways of further promoting the usage of the scheme;

Financial limit of revenue forgone

- (c) examine the need for further relaxing the limit of revenue forgone under the free use scheme (see para. 4.17);

Annual Business Plans of sports centres

- (d) set more financial targets (e.g. unit cost and cost recovery targets) in the Annual Business Plans of sports centres (see para. 4.19(a)); and
- (e) set target usage rates for both peak hours and non-peak hours for the individual types of facilities in the Annual Business Plan of each sports centre (see para. 4.19(b)).

Response from the Administration

4.21 The Director of Leisure and Cultural Services has said that:

General

- (a) the LCSD will consider including fitness rooms in the free use scheme;

Usage of free use scheme

- (b) the LCSD will conduct a user opinion survey on the free use scheme as suggested;

Financial limit of revenue forgone

- (c) the LCSD will examine the need for further relaxing the limit of revenue forgone under the free use scheme in the review; and

Annual Business Plans of sports centres

- (d) the sports centre venue managers have been asked to add financial and usage targets in the Annual Business Plans of their sports centres.

4.22 The **Secretary for Financial Services and the Treasury** has said that he generally supports the recommendation that the existing financial limit of revenue forgone under the free use scheme needs to be reviewed. He has also said that:

Financial limit of revenue forgone

- (a) the FSTB has requested the LCSD to review and work out the long-term target percentage of waiver, taking into account the waiver pattern for the past few years, the long-term subsidy policy and the target cost recovery rate for leisure services;
- (b) the low usage rate of sports centre was not caused by the delegated financial limit. He understands that the LCSD would accept an application for free use as long as the applicant could meet the criteria for the free use scheme. The financial limit has not been hindering the grant of free use to eligible users, nor has it been preventing or discouraging users from applying for the free use scheme as it is hardly known to the public;
- (c) there are various factors contributing to the low usage rate of recreational and sports facilities such as the popularity, accessibility of the facilities concerned, and the size and distribution (e.g. geographical, age group and occupation) of the sporting population in the community. In the absence of any positive attempts to find out the problems and to work out corresponding solutions, further relaxing of the free use scheme may not necessarily achieve the intended result of a higher usage rate for non-peak hours;
- (d) as suggested by Audit, options such as conversion of unpopular facilities and scaling down the operations of certain facilities during non-peak hours should be explored; and
- (e) in the course of reviewing the further relaxing of the free use scheme, the LCSD should strike a fair balance between the need to promote usage of sports centres during non-peak hours and the protection of government revenue. In addition, the LCSD should establish and implement proper and adequate control measures to ensure that the relaxed free use scheme is not abused by users.

PART 5: RECREATION AND SPORTS PROGRAMMES

5.1 This PART examines the pricing and management of the recreation and sports programmes, and suggests measures for improvement.

Recreation and sports programmes at sports centres

5.2 In 2002-03, the LCSD organised 9,340 (or 86.2%) out of 10,838 programmes held at sports centres in the form of training courses. In 2002-03, the total training course fees were \$13.9 million and the total programme expenditure was \$25.8 million.

Training course fees

5.3 Although the same types of training courses are organised in the urban area and the NT, the amount of fees charged, the course duration and the number of participants per course are different. The revenue per hour for the individual training courses are shown in Appendix G.

5.4 Audit has compared the revenue per hour for the individual training courses with their respective instructor's fees. The resultant surplus or deficit per hour for each training course is shown in Table 14.

Table 14
Surplus/(Deficit) for the individual training courses
(2002-03)

Training course	Revenue per hour		Instructor's fee per hour (Note)		Surplus/(Deficit) per hour	
	Urban area	NT	Urban area	NT	Urban area	NT
	(a)	(b)	(c)	(d)	(e) = (a) - (c)	(f) = (b) - (d)
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Dance and fitness						
Aerobic dance	171	108	122	122	49	(14)
Children dance	107	60	122	122	(15)	(62)
Chinese dance	96	45	122	122	(26)	(77)
Modern dance	129	70	122	122	7	(52)
Oriental dance	96	45	122	122	(26)	(77)
Social dance	129	135	244 (2 instructors)	183 (1 instructor with 1 assistant)	(115)	(48)
Western dance	96	45	122	122	(26)	(77)
Fitness exercise	171	125	122	122	49	3
General gymnastics	81	65	122	183 (1 instructor with 1 assistant)	(41)	(118)
Jazz	129	70	122	122	7	(52)
Judo	107	65	183 (1 instructor with 1 assistant)	183 (1 instructor with 1 assistant)	(76)	(118)
Yoga	129	127	122	122	7	5
Individual games						
Badminton	141	140	122	122	19	18
Mini-tennis	64	56	122	122	(58)	(66)
Squash	120	124	122	122	(2)	2
Table tennis	103	84	122	122	(19)	(38)

Source: LCSD records

Note: The hourly rates of instructor's fee were revised downward on 1 August 2003. The revised rates are used in this comparison.

5.5 Audit has found that:

- (a) training courses organised in the NT generally incurred larger deficits than those in the urban area (see Table 14); and
- (b) the cost factor was generally ignored in both urban and NT courses. For example, a lower revenue per hour was computed for the general gymnastics course in the NT notwithstanding that the instructor's fee was higher. The same anomaly also appeared in the social dance course in the urban area (see Table 14).

Audit has estimated that, if the fees of all the individual training courses had been fixed at a level to recover at least the course instructor's fees in 2002-03, additional potential revenue of \$1.8 million could have been received. Details are given in Appendix H.

Training course fees for peak hours and non-peak hours

5.6 The majority of the recreation and sports training courses are conducted during peak hours. In 2002-03, 64% of the recreation and sports training courses at sports centres were conducted during peak hours and 36% during non-peak hours.

5.7 Audit notes that the same course fees are charged on training courses conducted during peak hours and non-peak hours. In order to relieve the relatively high demand during peak hours at sports centres, Audit considers that there should be price differential between training courses conducted during peak hours and non-peak hours. If the fees of the major training courses conducted during peak hours in 2002-03 had been adjusted in line with the ratio of peak to non-peak hours hire charges in the NT (Note 10), additional potential training course revenue of \$0.9 million could have been received. Details are given in Appendix I.

Programme expenditure

5.8 In 2002-03, the LCSD incurred \$38.4 million for organising recreation and sports programmes at sports centres. Programme expenditure included direct expenses and indirect expenses. Instructor's fee was a direct expense. Indirect expenses included

Note 10: *Unlike the NT, urban hire charges for peak hours and non-peak hours are the same (see para. 4.3(a)).*

inventory cost (such as purchase of sporting equipment for similar training courses) and promotion cost (such as printing of promotional training materials for all activities). Audit noted that there were significant variances in the expenditure incurred for the same type of training courses or recreation activities across districts, and within the same district. Significant variances in programme expenditure incurred in 2002-03 for the three types of training courses and recreation activities are shown in Table 15.

Table 15

**Significant variances of programme expenditure
(2002-03)**

Training course/ recreation activity	District	Highest expenditure	Lowest expenditure	Ratio of highest to lowest expenditure
		(a)	(b)	(c) = (a) ÷ (b)
		(\$)	(\$)	
American pool courses	Sham Shui Po	10,546	1,296	8.1 : 1
Briefing activities on the use of Aerobic Machines	Islands	51,403	470	109.4 : 1
Fencing (Stage I) courses	Yuen Long	5,096	1,896	2.7 : 1

Source: LCSD records

5.9 Audit has the following observations:

- (a) ***American pool courses in Sham Shui Po District.*** An amount of \$9,000 for purchasing souvenirs for promoting the American Pool Fun Day was recorded in the project file of one of the four training courses organised in the district. An amount of \$3,200 was recorded in the project file of another training course for the purchase of stainless steel platform used for the Po On Road Complex Indoor Games Hall and the Tung Chau Street Park;

- (b) ***Briefing activities on the use of aerobic machines in Islands District.*** Three briefing activities were organised in March 2003 at the Cheung Chau Sports Centre, the Peng Chau Sports Centre and the Mui Wo Sports Centre and the programme expenditure were \$470, \$11,401 and \$51,403 respectively. The significant variations were due to the recording of:
- (i) the total cost of \$50,820 for the purchase of laminating machine, portable amplifiers with cordless microphone and printing posters, which were not directly related to the activity, to the activity organised at the Mui Wo Sports Centre; and
 - (ii) the costs of publicity and posters of \$10,785, which were not solely related to the briefing, to the activity organised at the Peng Chau Sports Centre; and
- (c) ***Fencing (Stage I) courses in Yuen Long District.*** The significant variation in programme expenditure was the recording of the cost of \$3,800, being the yearly maintenance service cost of forty sets of fencing equipment kept in the district, to one of the four courses.

5.10 Audit considers that direct and indirect programme expenditure should be segregated for comparison purposes. Audit noted that the LCSD did not compile management information on the costs of recreation and sports programmes within and across districts. For management control purpose, Audit considers that the LCSD needs to compare and control the programme expenditure incurred within and across districts.

Repeater Check System

5.11 There were 212,152 participants for the training courses held at sports centres in 2002-03. The LCSD considers that the problem of repeaters may affect the enrolment opportunities of new learners. According to the LCSD, the main reasons for participants joining training courses repeatedly are that:

- (a) some activities (e.g. Aerobic Dance, Social Dance and Tai Chi) are group sports and it is not practical for an individual to hire his own facility; and
- (b) there is a significant price difference between group training course fees and individual hire charges.

5.12 In March 2003, the LCSD developed a computerised Repeater Check System for processing applications for programme enrolment through the three channels (i.e. at counter, through telephone or by Internet). Under the proposed arrangement, the LCSD would accord a higher priority to newcomers than repeaters in processing programme enrolment. The system was originally planned to be implemented in January 2004. However, the LCSD decided to withhold the implementation of the system with a view to reassessing the implications to the public, the instructors and the department itself.

Practice classes

5.13 As the places for repeaters to enroll in training courses might be limited under the proposed Repeater Check System, the LCSD proposed to introduce practice classes:

- (a) to sustain participants' interest in doing regular exercise through participation in physical activities; and
- (b) to provide more opportunities for newcomers to enroll in elementary training courses.

5.14 The LCSD proposed that practice classes for Tai Chi, Aerobic Dance and Yoga would be organised initially. The repeaters from the fitness training courses would be encouraged to apply for Fitness Gold Cards and join the fitness room monthly ticket scheme. Other repeaters, who had acquired the basic knowledge of a particular sport, would be encouraged to join the relevant community sports clubs or to book the LCSD's facilities for practice with their friends.

5.15 Audit notes that the LCSD has still not implemented the Repeater Check System to identify repeaters in training course enrolment. The proposed introduction of practice class has been held in abeyance.

Audit recommendations

5.16 **Audit has *recommended* that the Director of Leisure and Cultural Services should:**

Training course fees

- (a) **recover at least the instructor's fees incurred on training courses (see para. 5.5);**

- (b) consider introducing peak hours charges for training courses conducted during peak hours (see para. 5.7);

Programme expenditure

- (c) issue departmental guidelines on the segregation of direct and indirect expenses in the compilation of management information on the costs of recreation and sports programmes (see para. 5.10);
- (d) consider the need to review and monitor expenditure on recreation and sports programmes within and across districts (see para. 5.10);

Repeater Check System and practice class

- (e) expedite the implementation of the Repeater Check System in order to identify repeaters in training courses (see para. 5.12); and
- (f) introduce practice classes as soon as possible to sustain participants' interest in recreational and sports activities and to provide more opportunities for newcomers to enroll in elementary training courses (see para. 5.15).

Response from the Administration

5.17 The Director of Leisure and Cultural Services has said that:

Training course fees

- (a) the LCSD will examine the arrangement for recovering at least the instructor's fees incurred on training courses in its overall fee review exercise which will be carried out when appropriate. The LCSD will consider aligning the course fees to a level that is affordable to the public and at the same time can improve the cost recovery rate of the training courses. For new programmes launched after 2002 (e.g. the Shaolin Physical Exercise Training Course and the Shaolin Physical Exercise Training Camp), programme fees have already been set at levels at which the direct operating costs are recovered;
- (b) the recreation and sports training programmes provided by the LCSD are structured to meet the public demand of the target segment. The subscription rates for the programmes organised during peak hours and non-peak hours are all on the high side. Since these programmes are targeted at different customers,

the introduction of a differential pricing for programmes conducted at peak hours and non-peak hours will unlikely have any significant impact on diverting demand from peak to non-peak hours. In the overall fee review exercise, the LCSD will study in greater detail the introduction of peak hours charges for training courses conducted during peak hours;

Programme expenditure

- (c) the LCSD will issue appropriate guidelines on the segregation of direct and indirect expenses in the compilation of management information on the costs of recreation and sports programmes;
- (d) the expenses of similar recreation and sports programmes include mainly standard items (such as expenses on instructors and consumable sports equipment for training courses). The chance of varying these standard items is minimal as the instructor or official to participants ratio, duration of an activity as well as equipment to be used are all laid down. The possible variation on items, such as publicity and souvenirs, is unlikely to be significant. This minor variation among programmes within a district is now compared and controlled by the District Leisure Manager. As for the comparison of expenditure on similar types of programmes across districts, the LCSD will review the existing arrangement so that programme expenditure across districts can be monitored at the Headquarters level; and

Repeater Check System and practice class

- (e) the LCSD is working on various plans to encourage the regular participants who have undergone training courses to upgrade their skill or to sustain their interest in sports through other means (e.g. practice classes and the formation of community sports clubs). The LCSD will launch the Repeater Check System as soon as the interests of the regular participants have been properly addressed.

5.18 The **Secretary for Financial Services and the Treasury** has said that he generally supports the audit recommendation that the LCSD should take into account the cost factor in the review of fees and charges of recreation and sports programmes.

Types of sports centres

Type	Basic provision of facilities
Type A	1 basketball court
Type B	1 basketball court plus games/activity/dance room
Type C	2 basketball courts plus games/activity/dance room
Enhanced Type C	3 basketball courts plus games/activity/dance and fitness room

Source: LCSD records

Appendix B
(paras. 3.3 and 3.4 refer)

**Sports centres with usage rate of arena below LCSD targets
(2003)**

District	Sports Centre	Average usage rate	
		Peak hours (%)	Non-peak hours (%)
Central and Western	Shek Tong Tsui Sports Centre	80.4	42.1
	Sheung Wan Sports Centre	82.4	41.8
	Smithfield Sports Centre	81.6	47.1
	Western Park Sports Centre	82.5	41.6
Islands	Cheung Chau Sports Centre	51.1	55.9
	Mui Wo Sports Centre	26.8	37.4
	Peng Chau Sports Centre	30.0	23.7
	Praya Street Sports Centre	57.3	46.7
Kowloon City	Fat Kwong Street Sports Centre	77.8	32.5
	Hung Hom Sports Centre	86.2	48.6
	Kowloon City Sports Centre	82.1	48.0
	To Kwa Wan Sports Centre	80.1	49.8
Kwai Tsing	Fung Shue Wo Sports Centre	75.9	49.2
Kwun Tong	Chun Wah Road Sports Centre	62.8	42.7
	Hiu Kwong Street Sports Centre	73.6	44.3
	Kowloon Bay Sports Centre	74.3	52.4
	Lam Tin South Sports Centre	72.6	33.1
	Lei Yue Mun Sports Centre	63.1	23.3
	Ngau Tau Kok Road Sports Centre	73.6	56.0
	Shui Wo Street Sports Centre	81.2	46.1
	Shun Lee Tsuen Sports Centre	68.5	41.4

District	Sports Centre	Average usage rate	
		Peak hours	Non-peak hours
		(%)	(%)
North	Tin Ping Sports Centre	73.8	57.1
Sham Shui Po	Cheung Sha Wan Sports Centre	75.4	32.9
	Lai Chi Kok Sports Centre	86.9	47.0
	Po On Road Sports Centre	81.1	46.9
	Shek Kip Mei Park Sports Centre	77.7	35.5
Southern	Ap Lei Chau Sports Centre	69.9	39.0
	Wong Chuk Hang Sports Centre	61.1	29.1
	Yue Kwong Road Sports Centre	65.7	33.1
Tsuen Wan	Yeung Uk Road Sports Centre	85.5	49.0
Wong Tai Sin	Choi Hung Road Sports Centre	77.7	36.3
	Chuk Yuen Sports Centre	73.2	38.9
	Kai Tak East Sports Centre	71.6	45.9
	Po Kong Village Road Sports Centre	82.9	47.0
Yau Tsim Mong	Kwun Chung Sports Centre	87.6	45.6

Source: LCSD records

Remarks: The figures in bold indicated that the usage rates of arenas in the sports centres were below the LCSD's minimum target usage rate of 75% for peak hours, and 50% for non-peak hours.

Designated fitness rooms under the fitness room monthly ticket scheme

Region	District	Designated fitness rooms
Hong Kong	Southern	Ap Lei Chau Sports Centre
	Central and Western	Hong Kong Park Sports Centre Smithfield Sports Centre
	Eastern	Island East Sports Centre
Kowloon	Wong Tai Sin	Choi Hung Road Sports Centre
	Kowloon City	Ho Man Tin Sports Centre
	Yau Tsim Mong	Kowloon Park Sports Centre
	Kwun Tong	Lam Tin South Sports Centre Ngau Tau Kok Road Sports Centre
	Sham Shui Po	Shek Kip Mei Park Sports Centre
NT	Yuen Long	Fung Kam Street Sports Centre
	Tuen Mun	Leung Tin Sports Centre
	North	Lung Sum Avenue Sports Centre
	Kwai Tsing	Osman Ramju Sadick Memorial Sports Centre Tsing Yi Sports Centre
	Tai Po	Tai Wo Sports Centre
	Sai Kung	Tseung Kwan O Sports Centre
	Tsuen Wan	Wai Tsuen Sports Centre
	Sha Tin	Yuen Wo Road Sports Centre

Source: LCSD records

Usage rates of squash centres in 2002-03

Squash Centre	Usage rate
Kowloon Tsai Park Squash Centre	2.5%
The Jockey Club Kwai Shing Public Squash Courts	3.7%
Tung Chau Street Park Squash Centre	4.9%
Tuen Mun Swimming Pool Squash Centre	6.0%
Morse Park Squash Centre	8.3%
Fanling New Town Squash Centre	8.6%
Victoria Park Squash Centre	12.3%
Tai Po Sports Ground Squash Centre	12.9%
Tai Kiu Market Squash Courts	13.8%
Sir Denys Roberts Squash Centre	16.5%
Aberdeen Tennis and Squash Centre	17.4%
Yuen Long Jockey Club Squash Centre	17.6%
Sha Tin Jockey Club Public Squash Centre	20.3%
Cornwall Street Squash and Table Tennis Centre	23.5%
Sai Kung Squash Centre	26.1%
Hong Kong Squash Centre	29.7%
Siu Lek Yuen Road Playground Squash Centre	29.7%

Source: LCSD records

LCSD plans to convert under-utilised stand-alone squash centres

District	Squash Centre	No. of squash courts	Average usage rate in 2002-03	Remarks
Eastern	Victoria Park Squash Centre	4	12.3%	The plan is to demolish the squash centre and convert the site into an outdoor basketball court. The estimated cost for conversion is about \$1.5 million and the estimated saving in annual recurrent cost is \$0.15 million.
Tuen Mun	Tuen Mun Swimming Pool Squash Centre	4	6.0%	The plan is to convert two squash courts into table tennis rooms and another two squash courts for multi-purpose uses such as judo and yoga activities. No structural conversion is required.
Yuen Long	Yuen Long Jockey Club Squash Centre	4	17.6%	The plan is to convert a squash court into a table tennis room. No structural conversion is required.
	Tai Kiu Market Squash Centre	2	13.8%	The plan is to release all squash courts for multi-purpose uses such as judo and yoga activities. No structural conversion is required.
	Sir Denys Roberts Squash Centre	4	16.5%	The plan is to convert two squash courts into American pool rooms. No structural conversion is required.
Sha Tin	Sha Tin Jockey Club Squash Centre	6	20.3%	The plan is to convert two squash courts into American pool rooms. No structural conversion is required.
	Siu Lek Yuen Road Playground Squash Centre	4	29.7%	The plan is to convert two squash courts into table tennis rooms. No structural conversion is required.
Tai Po	Tai Po Sports Ground Squash Centre	6	12.9%	The plan is to convert one squash court into an indoor driving range and one squash court for multi-purpose uses such as judo and yoga activities. No structural conversion is required.

Source: LCSD records

Appendix F
(para. 4.3(b) and (c) refers)

**Hire charges of indoor recreational and sports facilities
as at 1 June 2004**

Facility	Hourly hire charge of facility in			Ratio of non-peak hours charges to peak hours charges
	Urban area	NT		
	Whole day	Peak hours	Non-peak hours	
		(a)	(b)	(c) = $\frac{(b)}{(a)} \times 100\%$
	(\$)	(\$)	(\$)	
Squash court				
With air-conditioning	54	54	36	66.7%
Without air-conditioning	34	34	26	76.5%
Badminton court				
With air-conditioning	59	66	51	77.3%
Without air-conditioning	37	48	34	70.8%
Basketball court				
With air-conditioning	236	148	120	81.1%
Without air-conditioning	148	82	57	69.5%
Volleyball court				
With air-conditioning	236	148	120	81.1%
Without air-conditioning	148	82	57	69.5%
Table tennis court				
With air-conditioning	21	14	13	92.9%
Without air-conditioning	12	Note	Note	N.A.
Use of fitness equipment in any activity room	17	14	13	92.9%

Appendix F
 (Cont' d)
 (para. 4.3(b) and (c) refers)

Facility	Hourly hire charge of facility in			Ratio of non-peak hours charges to peak hours charges
	Urban area	NT		
	Whole day	Peak hours	Non-peak hours	
		(a)	(b)	(c) = $\frac{(b)}{(a)} \times 100\%$
	(\$)	(\$)	(\$)	
Activity room of 100 square metres or above				
With air-conditioning	75	57	54	94.7%
Without air-conditioning	N.A.	39	37	94.9%
Activity room of 100 square metres or below				
With air-conditioning	47	38	36	94.7%
Without air-conditioning	27	20	19	95.0%
American pool table	30	30	30	100%
Golf practice green	16	12	12	100%
Golf driving bay	20	12	12	100%

Source: LCSD records

Note: The table tennis courts in the NT are air-conditioned.

**Revenue per hour for the individual training courses
(2002-03)**

Training course	Course fees		Duration		No. of participants per course		Revenue per hour	
	Urban area	NT	Urban area	NT	Urban area	NT	Urban area	NT
	(a)	(b)	(c)	(d)	(e)	(f)	$(g) = (a) \times \frac{(e)}{(c)}$	$(h) = (b) \times \frac{(f)}{(d)}$
	(\$)	(\$)	(Hour)	(Hour)			(\$)	(\$)
Dance and fitness								
Aerobic dance	80	65	14	12	30	20	171	108
Children dance	86	60	16	20	20	20	107	60
Chinese dance	64	45	20	20	30	20	96	45
Modern dance	86	70	20	20	30	20	129	70
Oriental dance	64	45	20	20	30	20	96	45
Social dance	86	90	20	20	30	30	129	135
Western dance	64	45	20	20	30	20	96	45
Fitness exercise	80	75	14	12	30	20	171	125
General gymnastics	54	65	20	20	30	20	81	65
Jazz	86	70	20	20	30	20	129	70
Judo	86	65	24	20	30	20	107	65
Yoga	86	85	20	20	30	30	129	127
Individual games								
Badminton	118	175	20	20	24	16	141	140
Mini-tennis	64	70	12	20	12	16	64	56
Squash	160	155	16	15	12	12	120	124
Table tennis	86	105	20	20	24	16	103	84

Source: LCSD records

Appendix H
(para. 5.5 refers)

**Additional potential revenue based on full recovery of instructor's fee
(2002-03)**

Activity	No. of chargeable training courses		Duration		Deficit per hour (Note)		Additional potential revenue		
	Urban area	NT	Urban area	NT	Urban area	NT	Urban area	NT	Total
	(a)	(b)	(c)	(d)	(e)	(f)	(g) = (a) × (c) × (e)	(h) = (b) × (d) × (f)	(i) = (g) + (h)
			(Hour)	(Hour)	(\$)	(\$)	(\$)	(\$)	(\$)
Dance and fitness									
Aerobic dance	1,277	816	14	12	N.A.	14	N.A.	137,088	137,088
Children dance	102	154	16	20	15	62	24,480	190,960	215,440
Chinese dance	14	0	20	20	26	77	7,280	N.A.	7,280
Modern dance	21	14	20	20	N.A.	52	N.A.	14,560	14,560
Oriental dance	16	24	20	20	26	77	8,320	36,960	45,280
Social dance	245	218	20	20	115	48	563,500	209,280	772,780
Western dance	22	26	20	20	26	77	11,440	40,040	51,480
General gymnastics	24	13	20	20	41	118	19,680	30,680	50,360
Jazz	66	38	20	20	N.A.	52	N.A.	39,520	39,520
Judo	21	65	24	20	76	118	38,304	153,400	191,704
Individual games									
Mini-tennis	72	48	12	20	58	66	50,112	63,360	113,472
Squash	247	226	16	15	2	N.A.	7,904	N.A.	7,904
Table tennis	154	171	20	20	19	38	58,520	129,960	188,480
Total							789,540	1,045,808	1,835,348

Source: LCSD records

Note: The deficit per hour is based on the figures in the last column of Table 14 of paragraph 5.4.

Appendix I
(para. 5.7 refers)

**Additional potential training course revenue based on adjusted peak hours charges
(2002-03)**

Activity	Training courses		Hire charges in NT per hour			Assuming 60% of courses organised in peak hours	Additional potential revenue
	No. of major courses (Note)	Total revenue	Peak hours	Non-peak hours	Ratio of peak to non-peak hours charges		
		(a)	(b)	(c)	(d) = (b) ÷ (c)		
		(\$)	(\$)	(\$)		(\$)	(\$)
Fitness (multi-gym)	2,584	4,060,221	14	13	1.08	2,436,133	194,891
Aerobic dance	2,093	3,694,489	38	36	1.06	2,216,693	133,002
Badminton	825	1,728,127	66	51	1.29	1,036,876	300,694
Yoga	697	1,481,418	38	36	1.06	888,851	53,331
Social dance	463	920,180	38	36	1.06	552,108	33,126
Squash	473	600,325	54	36	1.50	360,195	180,098
Table tennis	325	327,737	14	13	1.08	196,642	15,731
Jazz	104	186,497	38	36	1.06	111,898	6,714
Children dance	256	172,656	38	36	1.06	103,594	6,216
Mini-tennis	120	52,368	82	57	1.44	31,421	13,825
Total							937,628

Source: LCSD records

Note: Training courses with more than 100 programmes are reckoned as major courses.

Acronyms and abbreviations

ALSMII	Assistant Leisure Services Manager II
Audit	Audit Commission
CWRSC	Chun Wah Road Sports Centre
DSAs	District Sports Associations
FSTB	Financial Services and the Treasury Bureau
HD	Housing Department
HKPSG	Hong Kong Planning Standards and Guidelines
HKS	Hong Kong Squash Association
LCSD	Leisure and Cultural Services Department
NGOs	Subvented non-governmental organisations
NSAs	National Sports Associations
NT	New Territories
PUC	Provisional Urban Council