

NORTHERN MIDLANDS SWIMMING POOL REVIEW

May 2021



NORTHERN
MIDLANDS
COUNCIL

ABSTRACT

A review into the future provision of seasonal swimming pools in the Northern Midlands Council

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1. Executive Summary

Northern Midlands Council (NMC) owns and manages seasonal outdoor pools in Campbell Town, Cressy and Ross. The provision of swimming pools is a traditional service delivered by Council's right across Australia and provides a number of physical and social health benefits to communities.

Industry trends indicate that the majority of current aquatic facilities are not profitable. Deficits vary, depending on factors such as the facility location, type, size and elements. The limited numbers of facilities that are meeting their operating costs show minimal financial return on capital investment.

With three swimming pools, the Northern Midlands Council has an extremely high level of aquatic facility provision for a population of 13,598; only modest population growth of 8% since 2006; and a high level of Council subsidy per patron visit. This is further exacerbated by two of the three pools (Campbell Town and Ross) servicing a combined catchment population of 2,297. This high level of provision has arisen partially as a result of inheriting pools that were wholly or substantially funded by the community.

Due to the number of swimming pools in NMC and the small population base, all three swimming pools perform well below industry benchmarked pools in towns with catchment populations under 2000 (Campbell Town and Ross); and towns with a catchment population between 4,000 and 8,000 (Cressy).

The following table provides an overview of key information for each pool.

Indicator	Campbell Town	Cressey	Ross	Benchmark ¹
Features	25 metres	25 metres	20 metres	
Population Catchment	1894	5842	403	
Operational Cost (3 year Average)	\$ 60,439	\$ 75,355	\$ 33,075	
Expense Recovery (3 year Average)	\$ 18 153	\$ 29 929	\$ 5,391	
Attendance – 20/21 Season	1702	Not Available	1014	
Cost Per Visit 20/21 Season	\$35.51		\$32.61	
Fees per visit	\$4.00	\$4.00	\$4.00	\$ 3.78
Surplus / subsidisation per visit	(\$24.84)		(\$27.30)	(\$ 5.00)
Labour costs				
Expense Recovery as a % of Operational Costs	30%		16%	50%

Given the three pools poor performance against industry benchmarks, NMC face the need to balance the undoubted social, health and community benefits of retaining three aquatic facilities against their affordability and sustainability, particularly as asset maintenance and operating costs continue to increase as pools age.

The core focus of the swimming pool review has been to assess the current status and performance of NMC's three seasonal pools against industry benchmarks, and to provide an objective decision-making framework in relation to the provision of aquatic facilities in NMC.

Due to the technical nature of assessing the capital infrastructure, this report does not cover an assessment of capital infrastructure or the remaining useful life of the capital assets. This is being undertaken as a separate scope of work.

¹ CERM Key indicators benchmarks

2. Recommendations

2.1 Ross

1. That NMC agree to the proposal from the Ross community as outlined in the discussion paper submitted to NMC in Dec 2020 as follows:

“Request that the NMC defer making any decision regarding the Ross swimming pool for 12 months to give the Ross community time to establish regular fund raising events with the aim of being able to progressively increase the communities financial contribution to pool operating costs into the future. The Ross community are prepared to negotiate with the NMC to provide up to 50% towards pool operating costs (net of attendance fees). The Ross community would also appreciate NMC’s assistance in obtaining grant funding to address any basic capital upgrades that may be required to ensure the pool continues to meet regulatory requirements.

As a community we accept that any decision about the pool cannot be open ended, and propose that the partnership between NMC and the Ross community to retain the pool is reviewed annually to ensure that both parties are able to continue working together to achieve the goal of retaining a pool in Ross.

Finally, the Ross community request a meeting with NMC Councillors to discuss the above proposal; clarify any aspects of this proposal necessary, and to have the opportunity to speak directly with Councillors about the longer term future of the Ross pool.”

2. In agreeing to the above proposal, by the 30th June 2021 the NMC provide Ross with the engineering report (scope of work that was to be undertaken separate to this process) that provides Ross with the necessary information regarding:
 - I. Remaining useful life of hard assets including but not limited to:
 - a. Integrity of pool lining
 - b. Change room / kiosk / plant room building
 - c. Filtration pipes and valves
 - d. PVC supply and return pipework
 - e. Fencing and gates
 - f. Pavement and paths around pool
 - g. Other associated equipment and infrastructure
 - II. Hard asset compliance with relevant legislation including but not limited to
 - a. Public Health Act – Recreational Water Quality Guidelines
 - b. Disability Access Legislation
3. The Ross District Advisory Committee be tasked with working with the Ross community to identify the most appropriate community organisation to co-ordinate fund raising activities.
4. At the end of the twelve months, NMC and the Ross community assess whether it is feasible for the Ross community to take over all aspects of pool operations to either
 - I. Enter into a partnership agreement that maps out a framework for how all pool operations will be handed over to the Ross community under a Community Management Arrangement, and what level of operational assistance will be provided by NMC; or
 - II. If the Ross community are unable to take over full operational control of the facility within a reasonable period of time, the facility be closed and NMC negotiate with the Ross community regarding repurposing the land where the pool is located.
5. NMC provide resources (human and / or financial) of no more than \$10,000 to assist the Ross community progress towards taking over all aspects of pool operations (e.g. grant funding applications, assistance in forming a ‘Community Not-for-Profit’ body if a suitable body is not currently in place)

2.2 Volunteer Lifeguards: All three sites

Background research identified a number of sites that were using volunteer lifeguards to extend opening hours, which had a positive impact on the sites benchmarked performance indicators.

Recommendation: That NMC support the use of volunteer lifeguards to increase patronage by extending opening hours.

2.3 Campbell Town:

To increase usage of the Campbell Town facility, greater effort is needed to 'market' the facility by co-ordinating different initiatives and activities (e.g. family BBQ nights).

The NMC lease fee of the facility be waived on the understanding that the Campbell Town Swimming Pool Committee expend funds to the equivalent value to:

- I. Employ a pool co-ordinator to a maximum of 15 hours per week to
 - co-ordinate day-to day operations and volunteer activities
 - organise and promote a range of initiatives to encourage greater use of the facility outside normal opening hours.
- II. Expend any surplus funds to purchase equipment to enhance the pool usage experience (e.g BBQ, outdoor settings, pool equipment)

2.4 Cressy

A requirement that the collection of pool usage numbers be included in the Management Agreement between NMC and the Cressy Swimming Pool Management Committee.

No concession to waive lease fees (or their equivalent) be made until 12 months of data is available, and that any waiver of lease/rent fees in the future be tied to the collection and reporting of attendance / usage numbers.

2.5 Strategic Directions

With changes to the population distribution and composition in the NMC geographical area, it is inevitable that there will be demand for access to new facilities, or upgrading of existing facilities to enable usage 12 months of the year, and to support hydrotherapy and rehabilitation programs and services in the future.

To mitigate against future community expectations, NMC implement a decision-making and benchmarking framework outlined in this report.

3. Overview of Review Findings

3.1 Benchmarked Performance

All three pools performed poorly relative to benchmark indicators for similar size facilities. Out of the three pools the Ross facility performed slightly higher in the 'Star Rating Assessment Framework' compared with Campbell Town and Cressy facilities. Campbell Town performed the lowest of the three facilities. Ross's higher performance is a reflection of the higher level of involvement of the local pool management committee, and the level of community support for the facility relative to the other two facilities.

Subsidisation of the cost per visit of the 3 NMC pools was much higher than the industry benchmark of \$5.00. Subsidisation of other comparable facilities ranged from \$6.86 to \$30.61.

3.2 Community Consultation

Current circumstances particularly in Ross and Cressy had a significant bearing on the level of community involvement in the review process.

Uncertainty surrounding the future of the Ross pool had a significant bearing on the level of community involvement in the review process. By comparison participation from the Cressy community was minimal. This was possibly due to the planned upgrade of the Cressy facility resulting in a level of confidence in the community that their pool was not under threat.

Understandably, the Ross postcode of 7209 had the highest percentage of all survey responses received at 53.39%. With a population of 404, the usage of the Ross facility relative to Campbell Town with a population of 772, attendance was 1014 and 1702 respectively indicating a higher usage rate per head of population.

A review of individual comments made highlighted factors that were contrary to the demographic profile of Ross, which impacted on usage numbers relative to the resident population. This included:-

- The number of respondents from the Ross postcode that, whilst they didn't use the facility personally, the facility was used extensively during weekends and school holidays when family visited.
- Utilisation by visitors to Ross staying at either the Caravan Park or the Motel.

A majority of all respondents wanted to see extended opening hours and co-ordination of family events to increase usage of the facility.

3.3 Management Models

All three pools operate under a quasi Direct Council Management / Community Management Model. NMC directly oversee the management and operation of the facilities through either a lease agreement (Campbell Town) or a MOU (Cressy and Ross), with the local volunteer management committee being responsible for taking entrance fees, running the kiosk, routine cleaning and general ground maintenance.

Due to the size of the catchment population and the number of pools involved, there is limited scope to consider alternative management models.

From the literature review undertaken there were examples where pools were operated entirely by a local management committee with a financial contribution from council towards annual pool operation costs, and a further annual financial contribution to the ongoing planning and capital improvements of the facility².

3.4 Demographics

With the next Australian Bureau of Statistics (ABS) census not occurring until 10 August 2021 it is highly likely that variations will be evident since the 2016 census was undertaken. However, it should be noted that different projections were identified when assessing population projects (2037) with the Department of Treasury & Finance suggesting a decline in population of approximately 0.75%³, compared with a Utas study indicating a modest growth of 3.4% by 2042⁴

For the entire Northern Midlands LGA, the largest changes in the age structure between 2011 and 2016 were in the age groups:

² https://greatershepparton.com.au/assets/files/documents/community/recreation/pools/Seasonal_Pools_Review_and_Strategy_-_FINAL.PDF, pg 78

³ https://www.treasury.tas.gov.au/Documents/2014_Tasmania_population_projections.pdf

⁴ https://www.utas.edu.au/__data/assets/pdf_file/0009/1236348/ISC-UTAS-Insight-Nine-Regional-Population-Trends-in-Tasmania.pdf

- Seniors (70 to 84) (+294 people)
- Empty nesters and retirees (60 to 69) (+291 people)
- Parents and homebuilders (35 to 49) (-239 people)
- Older workers and pre-retirees (50 to 59) (+177 people)

Analysis of the service age groups of Campbell Town - Ross - Avoca and District in 2016 compared to Northern Midlands shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

This trend was consistent across all the Northern Midlands districts. However, it should be noted that the largest changes in the age structure in Evandale area between 2011 and 2016 were in the age groups:

- Parents and homebuilders (35 to 49) (-112 people)
- Seniors (70 to 84) (+50 people)

The largest changes in the age structure in Longford area between 2011 and 2016 were in the age groups:

- Seniors (70 to 84) (+143 people)
- Empty nesters and retirees (60 to 69) (+137 people)
- Parents and homebuilders (35 to 49) (-128 people)
- Secondary schoolers (12 to 17) (-112 people)

The major differences between the age structure of Perth and Northern Midlands were:

- A larger percentage of 'Young workforce' (12.2% compared to 9.4%)
- A larger percentage of 'Primary schoolers' (9.1% compared to 8.1%)
- A smaller percentage of 'Empty nesters and retirees' (12.8% compared to 15.0%)
- A smaller percentage of 'Seniors' (10.4% compared to 11.8%)

Emerging groups in the Perth area between 2011 and 2016 were in the age groups:

- Empty nesters and retirees (60 to 69) (+106 people)
- Seniors (70 to 84) (+86 people)
- Tertiary education and independence (18 to 24) (+55 people)

4 Industry Trends

A number of industry and societal trends that impact on the provision of publicly funded seasonal pools. One of the most significant factors impacting the current use of seasonal pools is the variety of opportunities for communities to recreate in summer. Societal trends have improved the home environment (including backyard pools and indoor climate control) and provided various entertainment options that are seen by many people as more appealing than visiting seasonal pools in the summer.

Industry research indicates most people use aquatic centres that are close to home and will travel between 20 and 30 minutes to access aquatic facilities.

It is now commonly expected that public aquatic and leisure facilities are fully accessible. Changes in government legislation regarding disability access now require modern facilities to have ramp access into pools, hoists and accessible toilets and change facilities. There is also the growing demand for programs and activities to be offered to people of all different abilities, physical condition, and skill levels.

With an increasing ageing population, there will be greater demand for access to warm water pools to support hydrotherapy and rehabilitation programs and services. With minimal and decreasing population rates and ageing infrastructure, it is expected there will be ongoing pressures on Council resources to maintain these vital community assets.

All swimming pools have a finite life. The pool tank and buildings have a much longer life than the plant and equipment used to filter, treat and heat the pool water. The life of a swimming pool varies and is usually 50 plus years. The life of plant and equipment is in the order of 10 to 20 years and is relatively easy to upgrade and replace. Buildings tend to have a long life (50 plus years) and if maintained appropriately can be cost-effectively refurbished. Pool tanks and piping is a more complex situation, partly because the assets are in ground. Factors that contribute to a reduced life are concrete cancer and soil movement resulting in cracking of the tank and pipes. In addition, in practice it is often difficult to identify the cause of any leaks, which may result in long term underground soil erosion.

5 Guiding Principles for Future Seasonal Pool Provision

In continuing to provide seasonal pools, it is essential that NMC have a clear framework in all decision-making processes. The following 'Guiding Principles for Seasonal Pools' underpins an objective and transparent decision-making process.

Community need and benefit	To improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing diversity. Seasonal pools are strongly valued by our community for the range of physical, social and mental health benefits that participation in swimming and water play provide.
Educational function	Seasonal pools provide an important function in water safety education, water familiarity and ensuring that community members can participate in formal learn-to-swim programs.
Provision	Council demonstrates its commitment to the provision of aquatic facilities to the community through a substantial resource allocation and operational deficit relative industry benchmarks.
Access	Facilities will be provided within reasonable proximity to a high percentage of NMC residents.
Accessible and safe	Facilities are safe and accessible through appropriate fees, days and hours of operation, and physical access (as best as possible). Any new amenities or facilities are accessible as required by current Australian Standards and Universal Design Principles
Encourage participation	Inclusive events, activities and programs will be run or supported to provide opportunities for participation and socialisation for all segments of our community
Effective collaboration	Council will work in collaboration with the community to promote usage of the pools and develop events, activities and programs that encourage participation. Council will work with communities to identify priorities at each pool and ways in which the community can support the achievement of these priorities
Asset management	Maintaining and rehabilitating existing assets in a manner which is acceptable to the community in terms of financial burden, safety, quality, impact on the environment, meeting needs and Council's ability to fund those works. Facilities will be operational and well maintained, with plant, amenities and equipment performing their functions.
Effective management	Facilities will be suitably managed by competent and suitably trained staff ensuring all aspects of operations meet the community's expectation
Effective planning	Facilities will be continually improved to support changing community needs.
Sustainability and flexibility	Ensure that facility developments allow for flexibility to meet future needs and focus on versatile, multiuse and shared-use facilities for the betterment of the community
Viability	Council will educate and communicate with the community on key targets and performance indicators which will determine the ongoing viability of the seasonal pool in each township. Council will ensure the community is provided with the opportunity to improve performance areas prior to any significant decision on the future of a pool.

6 Performance Against Key Performance Indicators

A review of other rural seasonal pools was undertaken to develop a framework to, where possible objectively assess the three NMC pools, relative to other seasonal pools. Appendix 1 provides details on the criteria used and the basis of how each criterion is measured.

Key performance indicators (KPIs) reflect proposed priorities and philosophy of Council and expectations of the community for the purposes of this review are:

- A community level swimming facility within 30 minutes drive of 90% of residents.
- At least one aquatic facility within the Council area to service the main community priorities of (1) health & fitness, (2) recreational swimming, (3) learn to swim, and (4) rehabilitation.
- Aquatic facilities that are fit for purpose and meet OHS and regulatory and health guidelines and standards as measured by an annual RLSS safety audit.
- Aquatic facilities that are operated in accordance with the RLSS Guidelines for Safe Pool Operation as measured by an annual RLSS safety audit.
- Facilities meet Government Legislation regarding disability access.

Performance Against Key Performance Indicators

For the past 25 years the University of South Australia has been providing operational management benchmarks for public aquatic, recreation and sport facilities (referred to as CERM Key indicators benchmarks). Pools are scored for their performance against 5 key indicators which aim to provide an overall assessment rating of the pools current status (Refer to Attachment A, Sections 1, 2, 3, 4 & 5 for descriptors and performance ranges). The 5 Key Performance Indicators that the pools are scored against are:

1. Cost per visit
2. Operational Subsidy
3. Attendance
4. Community Involvement
5. Condition of Major Assets (Useful Life)

Table 1: Star Rating Performance

Indicator	Weighting	Campbell Town		Cressy		Ross	
		Current Performance	Score	Current Performance	Score	Current Performance	Score
Cost Per Visit Score	40%	40	16	40	16	40	16
Operational Subsidy Score	20%	25	5	25	5	25	5
Attendance	20%	40	8	40 ⁵	8	45	9
Community Involvement Score	15%	25	3.75	40	6	60	9
Condition of Major Assets	5%	55	2.75	60	3	20	1
Totals	100%		35.5		38		40
Pool Assessment Rating		Not Acceptable		Not Acceptable		Improvement Required	

Aquatic Facility Star Rating

A review of other similar facilities identified a 'Star Rating assessment framework'. The assessment was based on five Core Values incorporating fourteen Service Quality Attributes. The descriptions of the 'Star Ratings' are shown in Table

⁵ Attendance figures for Cressy unavailable so estimate relative to Campbell Town & Ross made

2. The results of the Aquatic Facility Star Rating assessment for the three NMC pools are provided in Table 1.0. The key functions of the Star Ratings are that they:

- Define the service level in an understandable way
- Provide a framework in which improving the standard can be addressed through a number of areas

Table 2: Star Rating Descriptors

<i>5 Star – International</i>
International standard facility such as Melbourne Sports and Aquatic Centre. Able to host international events and providing a broad range of facilities and equipment to service in excess of 750,000 visits each year for both community and elite users.
<i>4 Star – Significant Regional</i>
Significant regional facility providing both wet and dry area program spaces capable of servicing up to 750,000 visits a year. Facilities are able to host regional standard events. Generally very good and well maintained supporting infrastructure
<i>3 Star – Small Regional</i>
Primarily outdoor facility perhaps servicing broader than immediate local community which may include some limited indoor spaces and activity. Water may be heated most likely through solar and primary use is for summer recreational swimming. Facilities are cleaned daily and some programming is undertaken. Supporting infrastructure such as parking and shade provided at a good level
<i>2 Star – Good Quality Local</i>
Local outdoor seasonal facility most likely unheated but may have provision for solar. Comfortable and generally fit for purpose which is primarily recreational swimming. Little programming. Supporting infrastructure such as change facilities, shade and parking is available.
<i>1 Star – Poor Quality Local</i>
Outdoor seasonal facility with limited access. No heating or programming (including cleaning and maintenance) and very basic supporting infrastructure

Table 3: Star Rating Assessment for NMC Pools

	SERVICE QUALITY ATTRIBUTES	MAX SCORE	CAMPBELL TOWN	CRESSY⁶	ROSS
1	ACCESSIBILITY				
1.1	Travel distance to an aquatic facility is <30 kms	5	5	5	5
1.2	Access for people with disability	5	2	4	1
1.3	Available for use	5	2	2	2
2	AFFORDABILITY				
2.1	Affordability – value for money	5	4	4	4
3	QUALITY				
3.1	Type and range of programs	5	1	1	1
3.2	Range of equipment to undertake a range of programs	5	1	1	1
3.3	Well maintained equipment	5	2	2	2
3.4	Facilities are clean	5	2	3	4
3.5	Pool water cleanliness	5	3	3	3
3.6	Facilities are comfortable and pleasant	5	3	3	3
3.7	Pool water temperature	5	4	2	2
3.8	Parking Suitability	5	4	3	2
3.9	Parking Safety	5	4	3	2
3.10	Facilities are fit for purpose	5	2	2	2
4	CUSTOMER SERVICE				
4.1	Customers are treated fairly and respectfully	5	3	2	4
5	HEALTH AND SAFETY				
5.1	Facility health and safety	5	3	4	4
	SCORE	80	45	44	42
	SCORE AS A % OF TOTAL AVAILABLE SCORE	100%	56.75	55	52.5
5 Star : 90 – 100%		4 Star : 80 – 90%		3 Star : 70 – 80%	
		2 Star : 60 – 70%		1 Star: less than 60%	

Ratings for the Cressy facility reflect performance once upgrading of the facility currently being undertaken has been completed. Campbell Town and Ross pools rated very similar, largely on the basis that they offer comparable facilities, amenities and services to their respective communities. Of concern is that all three pools only received a 1 Star rating. If there was a desire to increase the rating score of all three pools, this could be achieved by the following measures which require additional financial or human resources, and therefore additional funding:

- Improve accessibility for people of all abilities.
- Increase opening hours
- Increase programming and associated equipment to provide a range of activities for a variety of ages and abilities.

⁶ Ratings for the Cressy facility reflect performance once upgrading of the facility currently being undertaken has been completed

- Increase the level of resources allocated to the cleaning of both the facility, amenities and surrounds, and the water.
- Increase the comfort of amenities through capital investment in upgrades, including additional heating of the pool water.

7 Appendix 1: Benchmarking Framework for Seasonal Pools

The preceding information presented in this review has aimed to provide a comprehensive overview of considerations impacting on the future of seasonal pools in NMC municipality. It is critical to understand the wide range of considerations in order for key findings and issues to be identified and recommendations to be developed. To ensure that the key findings and issues are addressed in line with Council's overall decision making process for aquatic provision, they require a strong correlation to the Guiding Principles for Future Aquatic Provision (outlined in Section 4). The following table identifies the key findings and issues and the relevant Guiding Principle/s that must be considered.

Key Findings / Issue		Relevant Guiding Principles
1.	Benefits of pools	<ul style="list-style-type: none"> • Community need and benefit • Educational Function
2.	Pool usage and cost per visit	<ul style="list-style-type: none"> • Community need and benefit • Encourage participation • Effective collaboration • Viability
3.	Community demand for aquatic facilities	<ul style="list-style-type: none"> • Community need and benefit • Educational function • Effective collaboration • Access
4.	Condition of infrastructure and assets	<ul style="list-style-type: none"> • Provision • Accessible and safe • Asset management • Effective planning • Sustainability and flexibility • Viability
5.	Council direction and the Strategic Resource Plan	<ul style="list-style-type: none"> • Provision • Access • Asset management • Effective planning • Sustainability and flexibility • Viability
6.	Operational Improvements	<ul style="list-style-type: none"> • Provision • Accessible and safe • Asset management • Encourage participation • Effective collaboration • Effective management
7.	Benchmarking	<ul style="list-style-type: none"> • Provision • Effective operations • Effective management

7.1 Current Performance Scoring Classification Descriptions

This rating is an overall assessment of each pools performance against the Key Performance Indicators. The rating is a combination of a variety of factors and aims to demonstrate the current status of each pool. The following descriptions are indicative only.

Rating	Description
90 - 100	Excellent
80 - 89	Very Good
70 – 79	Good
60 - 69	Acceptable
50 - 59	Improvement Required
40 - 49	Significant Improvement Required – possible closure
< 39	Not acceptable – possible closure

7.2 Descriptions for Cost Per Visit, Operating Subsidy and Attendances

90 – 100 Excellent	Best practice of benchmarked facilities, or very close to - Minimal improvement possible
70 – 90 Very Good	Within close proximity to best practice of benchmarked facilities - Some improvement possible
40 – 70 Good	Above the average of benchmarked facilities (higher end of scale), or within close proximity to the average – above or below (lower end of the scale) - Numerous opportunities for improvement
20 – 40 Acceptable	Below the average of benchmarked facilities (higher end of scale), or well below the average (lower end of the scale) - A wide range of areas requiring improvement
0 – 20 Not acceptable	Lowest rating of benchmarked facilities, or very close to - Significant improvement required, or a level of performance so low that it is unable to be rectified

7.3 Descriptions for Community Involvement

Potential types of community involvement include but are not limited to:

- Committee managing all aspects of pool operations, with Council providing only a financial contribution.
- Pool Advisory Group or subgroup of Town Planning Committee assisting Council in operating the pools.
- Pool Advisory Group or subgroup of Town Planning Committee advising Council on community requirements and/or improvements.
- Organisation of events and/or activities by groups or individuals
- Management of the kiosk by groups or individuals (either voluntary or for-profit)
- Voluntary lifeguards, as groups or individuals
- Pool identified as a Town Planning Committee priority project.
- Fundraising efforts for pool projects by groups or individuals
- Working bees or assistance with maintenance/cleaning tasks by groups or individuals

90 – 100 Excellent	Either committee management of the pool, or all other types of community involvement - Minimal improvement possible
70 – 90 Very Good	Most types of community involvement - Some improvement possible
40 – 70 Good	Various types of community involvement - Numerous opportunities for improvement
20 – 40 Acceptable	Some minor level of community involvement - A wide range of areas requiring improvement
0 – 20 Not acceptable	No community involvement - Significant improvement required, or a level of performance so low that it is unable to be rectified

7.4 Descriptions for Condition of Major Assets (Useful Life)

90 – 100 Excellent	Pool, buildings and other major infrastructure near to 50 years useful life (all assets, or average useful life of assets where they vary) - Minimal improvement possible
70 – 90 Very Good	Pool, buildings and other major infrastructure near to 30 years useful life (all assets, or average useful life of assets where they vary) - Some improvement possible
40 – 70 Good	Pool, buildings and other major infrastructure near to 20 years useful life (all assets, or average useful life of assets where they vary) - Numerous opportunities for improvement
20 – 40 Acceptable	Pool, buildings and other major infrastructure near to 15 years useful life (all assets, or average useful life of assets where they vary) - A wide range of areas requiring improvement
0 – 20 Not acceptable	Pool, buildings and other major infrastructure near to 5 years useful life (all assets, or average useful life of assets where they vary) - Significant improvement required, or a level of performance so low that it is unable to be rectified

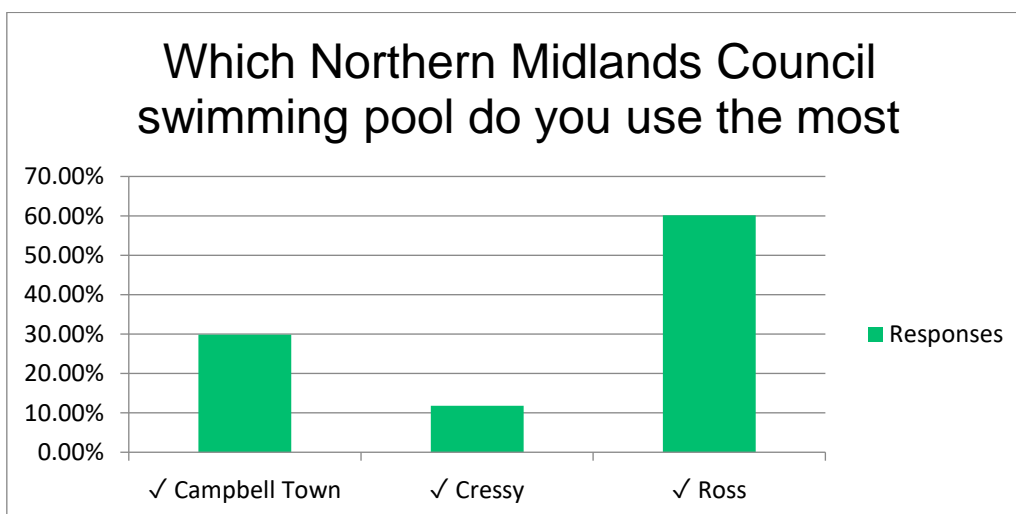
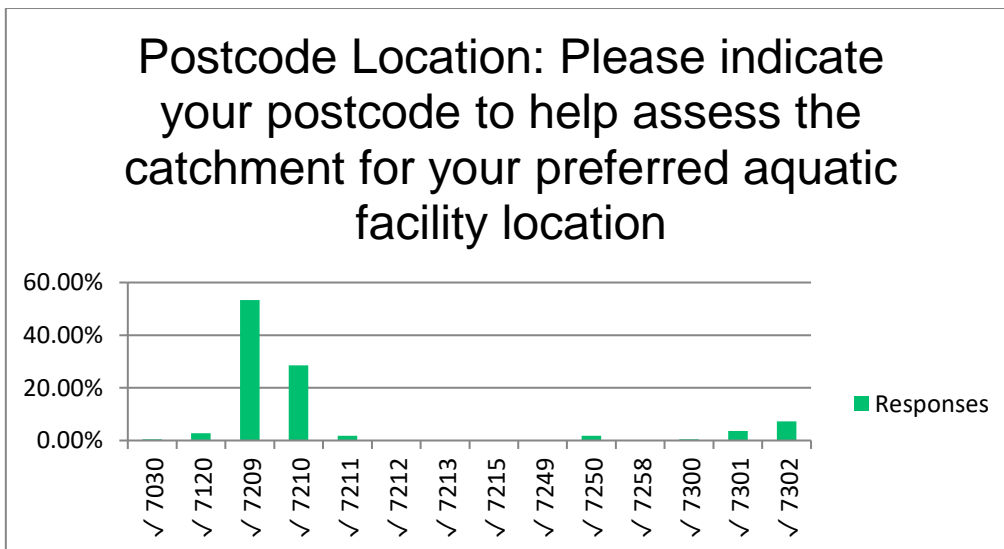
8 Appendix 2: Community Consultation

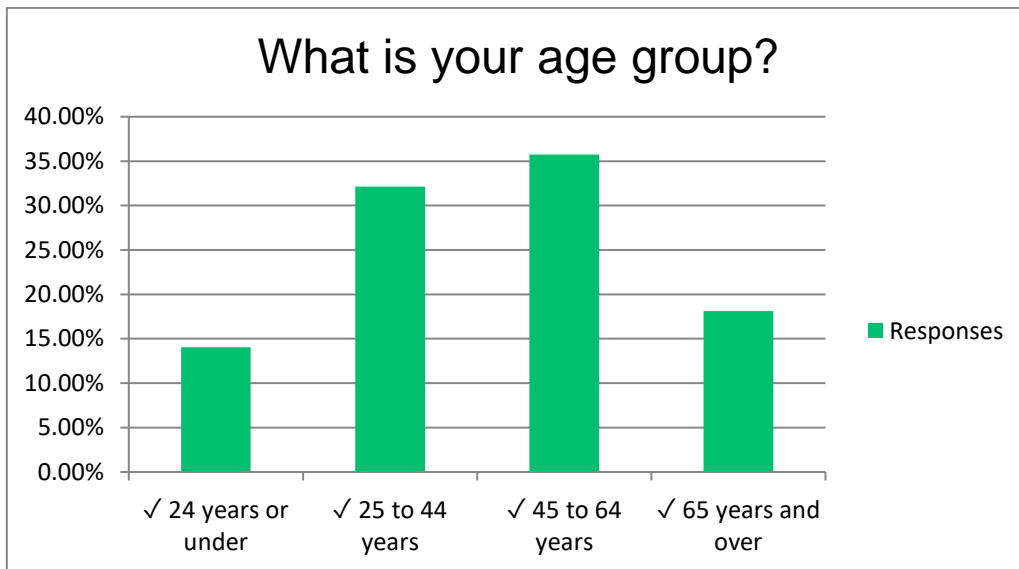
A total of 292 residents participated in the following consultation activities:

- Community Surveys: A community survey was designed and distributed via letter box drops and able to be completed electronically to ascertain the views of local residents on seasonal swimming pool provision and to determine potential future directions in terms of aquatic provision. Survey return boxes were made available in key locations around the community. A total of 224 surveys were returned.
- Community meetings in Campbell Town (9 participants), Cressy (Nil) and Ross (59 participants)

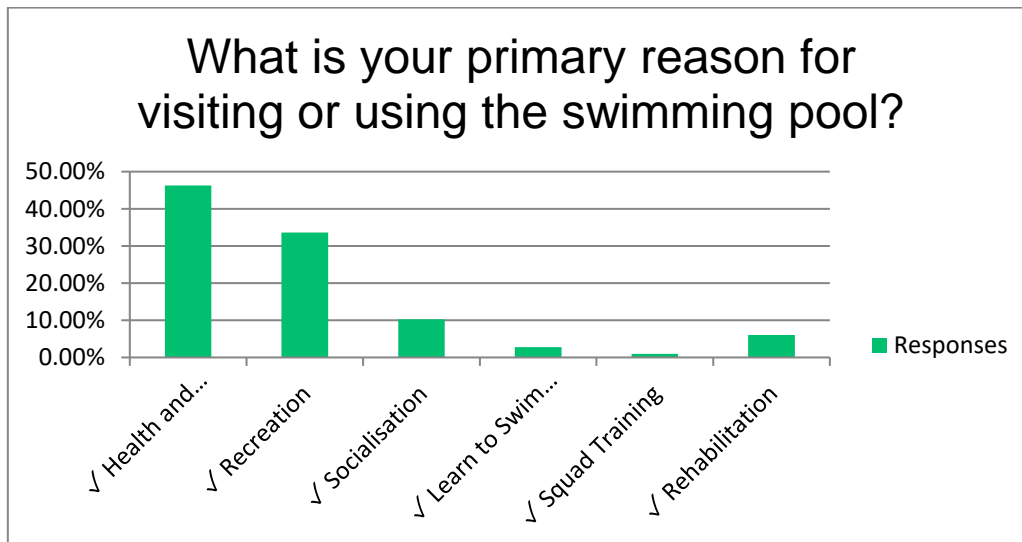
Analysis of survey responses indicated that:

- 118 or 53.39% were from within the 7209 postcode (Ross)
- 63 or 28.51% from 7210 (Campbell Town)
- 16 or 7.24% from 7302 (Cressy)
- 8 or 3.62% from 7301 (Longford)
- 6 or 2.71% from 7120 (Turnbridge)
- 4 or 1.81% from 7211 (Epping Forrest / Cleveland / Conara)
- 4 or 1.81% from 7250 (Launceston)
- 2 or 0.90% other

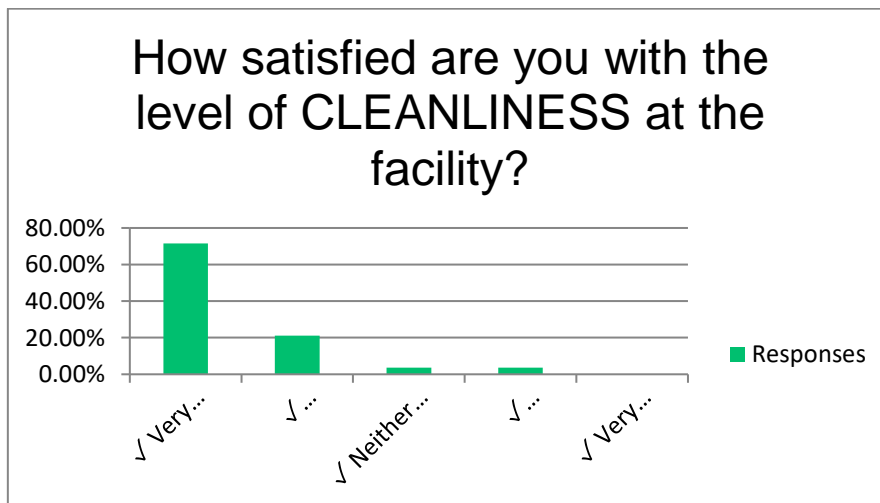
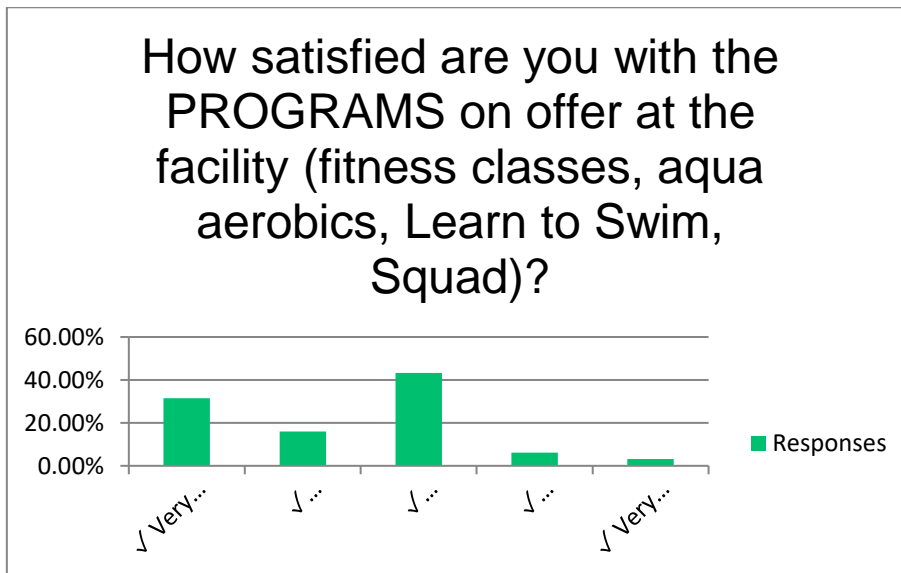


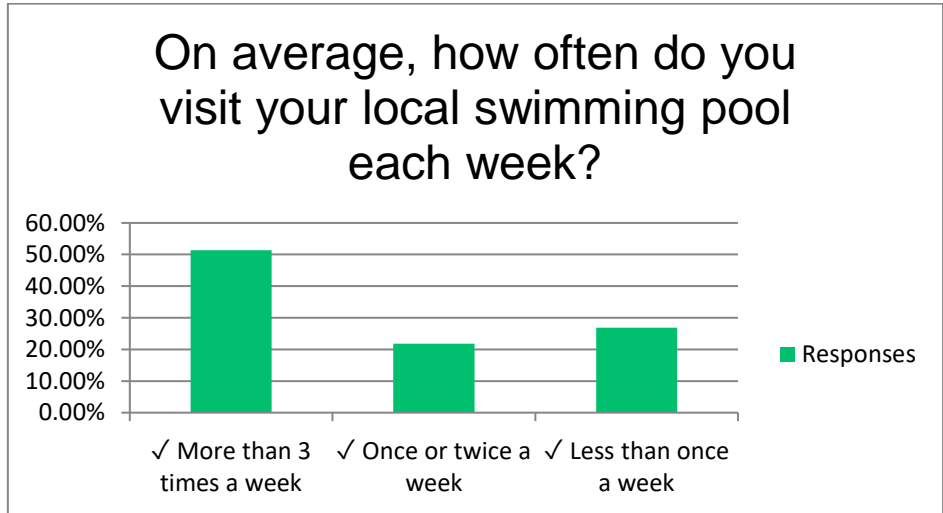
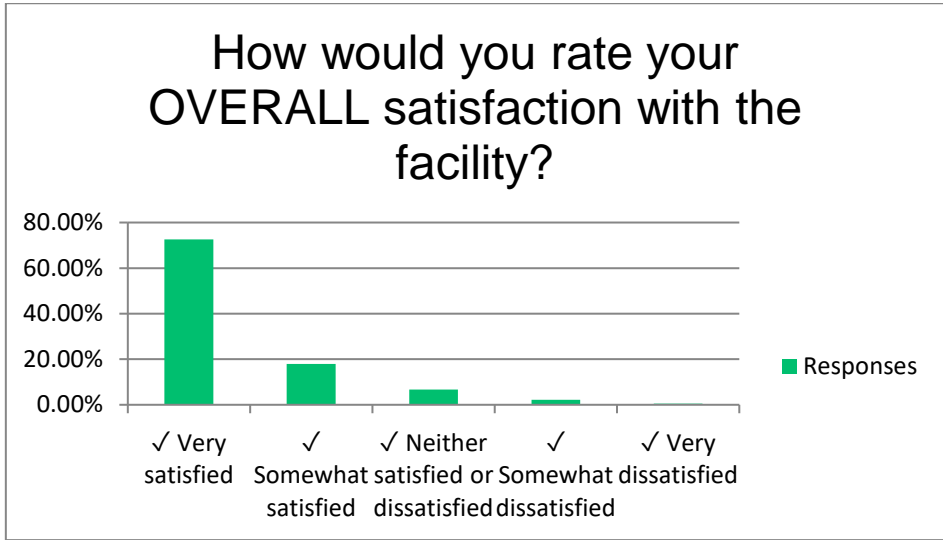
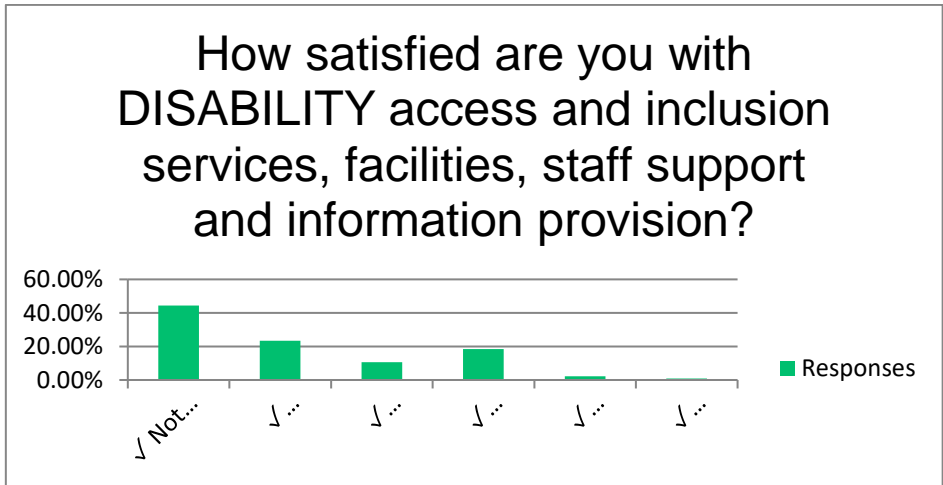


Community and stakeholder consultation indicated that health & fitness, recreational swimming with family / friends, learn to swim and rehabilitation are the four major reasons people currently visit aquatic centres throughout the municipality.



- 46% listed health & fitness as the primary reason for visiting or using the pool
- 34% for recreation
- 10% for socialising
- 7% for rehabilitation
- 3% for learn to swim programs





8.1 Summary of Community Feedback

CAMPBELL TOWN	
Strengths	<ul style="list-style-type: none"> • Heated pool
Weaknesses	<ul style="list-style-type: none"> • Limited opening hours • More community involvement required • No dedicated hours for lap swimmers or rehabilitation usage
Opportunities	<ul style="list-style-type: none"> • More events, e.g. community BBQs • Water aerobics • More swimming lessons • Better advertising of opening hours • Encourage family get-togethers, birthday parties and other events – publicise it as more than just a pool • Needs BBQ facilities to encourage people to spend the whole day there • Extend opening hours
Improvements	<ul style="list-style-type: none"> • Ability to have local volunteer life guards • Have a policy on when to close pool – no. of people, temperature, light • Upgrade mesh fence to provide wind barrier

CRESSY	
Strengths	<ul style="list-style-type: none"> • Upgrading of amenities • BBQ in park • Lots of shade • Good meeting place • Used by families • Some will use the pool even if they have their own backyard to socialise • All the parents keep an eye on everyone's children (over 10), not just their own.
Weaknesses	<ul style="list-style-type: none"> • Improve signage to pool • Extend open hours to accommodate lap swimming and later closing times to encourage farmers to access • Pool not open early enough • More community involvement required
Opportunities	<ul style="list-style-type: none"> • Allow the use of volunteer life guards to extend open hours
Improvements	<ul style="list-style-type: none"> • Reduce traffic speed to 50kms an hour when passing pool complex • Extend opening hours • Cost – free entry for parents / incentives for membership – promoted and clearly explained • More events e.g. BBQ on Friday night – raise funds and good social interaction

ROSS	
Strengths	<ul style="list-style-type: none"> • Locals raised money to construct the pool • Dedicated group of volunteers to run the facility and undertake any maintenance to keep pool costs down • Great place for families to socialise • Joint membership with Campbell Town is good value • Good to know that someone will be watching / supervising children (over 10) • Close to home • Centrally located • Nice lawn area • Good place to hang out with friends in the summer • Safer than the river for swimming

Weaknesses	<ul style="list-style-type: none">• Declining population• Less than 12 kms to the Campbell Town's pool• People not using it• Loss of younger children• Change rooms – standard is very basic and don't meet disabled access requirements for a public facility
Opportunities	<ul style="list-style-type: none">• Partnership between NMC and the community regarding the future retention of the facility
Improvements	<ul style="list-style-type: none">• Basic upgrade of change rooms to meet disability requirements.• Replace fencing

9 Appendix 3: Demographics

Northern Midlands

Service age groups

In 2016, Northern Midlands had similar proportion of children (under 18) and a higher proportion of persons aged 60 or older than Regional TAS.

The Age Structure of Northern Midlands provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of Northern Midlands's residential role and function and how it is likely to change in the future.

Service age groups divide the population into age categories that reflect typical life-stages. They indicate the level of demand for services that target people at different stages in life and how that demand is changing.

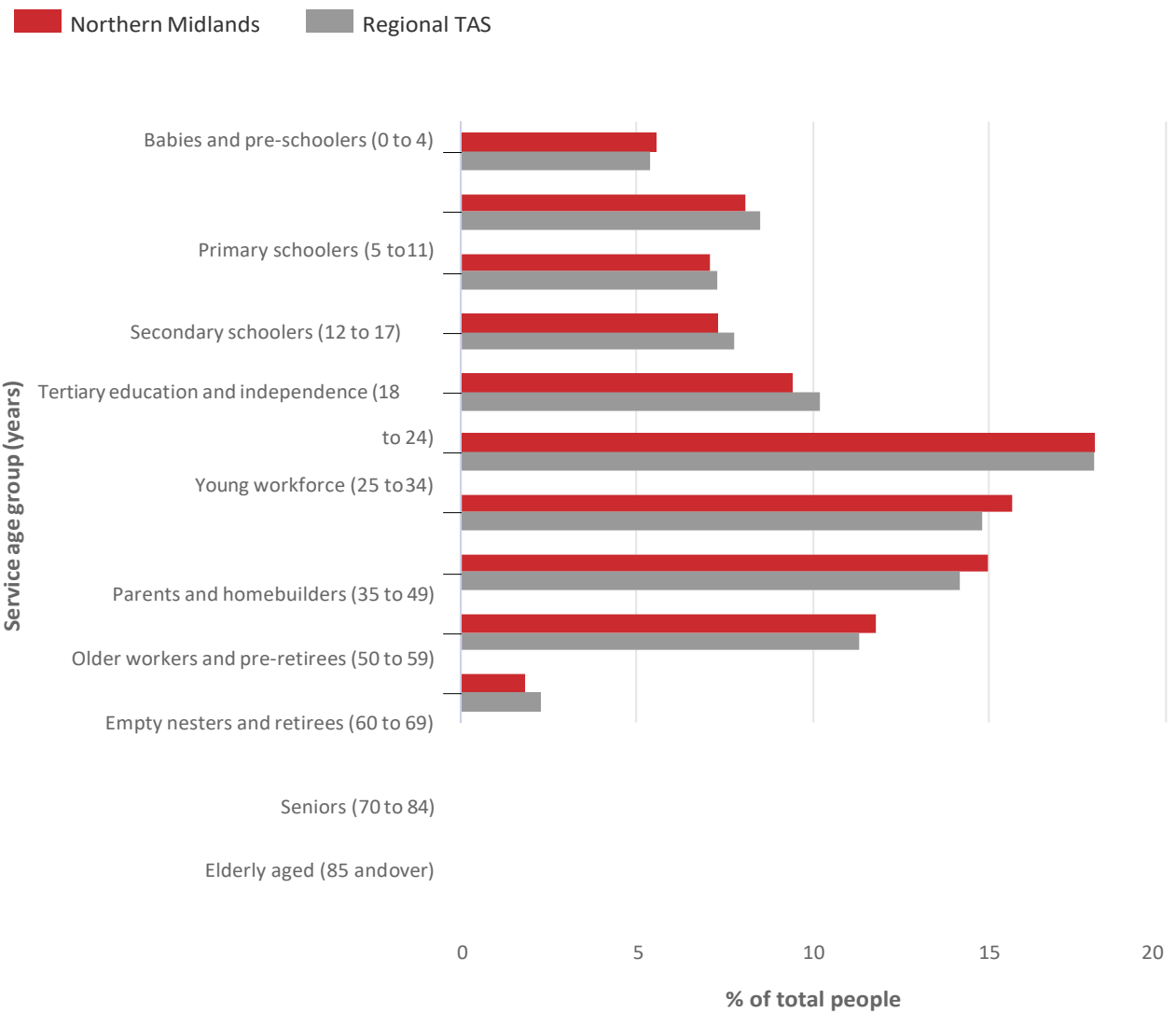
Age structure - Service age groups

Northern Midlands - Total persons (Usual residence)	2016			2011			Change
Service age group (years)	Number	%	Regional TAS %	Number	%	Regional TAS %	2011 to 2016
Babies and pre-schoolers (0 to 4)	711	5.5	5.4	728	6.0	6.2	-17
Primary schoolers (5 to 11)	1,042	8.1	8.5	1,113	9.1	8.8	-71
Secondary schoolers (12 to 17)	910	7.1	7.3	1,061	8.7	8.3	-151
Tertiary education and independence (18 to 24)	935	7.3	7.8	783	6.4	7.8	+152
Young workforce (25 to 34)	1,210	9.4	10.2	1,095	9.0	10.3	+115
Parents and homebuilders (35 to 49)	2,310	18.0	18.1	2,549	20.9	20.1	-239
Older workers and pre-retirees (50 to 59)	2,015	15.7	14.8	1,838	15.0	14.5	+177
Empty nesters and retirees (60 to 69)	1,927	15.0	14.2	1,636	13.4	12.5	+291
Seniors (70 to 84)	1,518	11.8	11.3	1,224	10.0	9.5	+294
Elderly aged (85 and over)	238	1.9	2.3	196	1.6	2.0	+42
Total	12,816	100.0	100.0	12,223	100.0	100.0	+593

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed decisions).

Age structure - service age groups, 2016

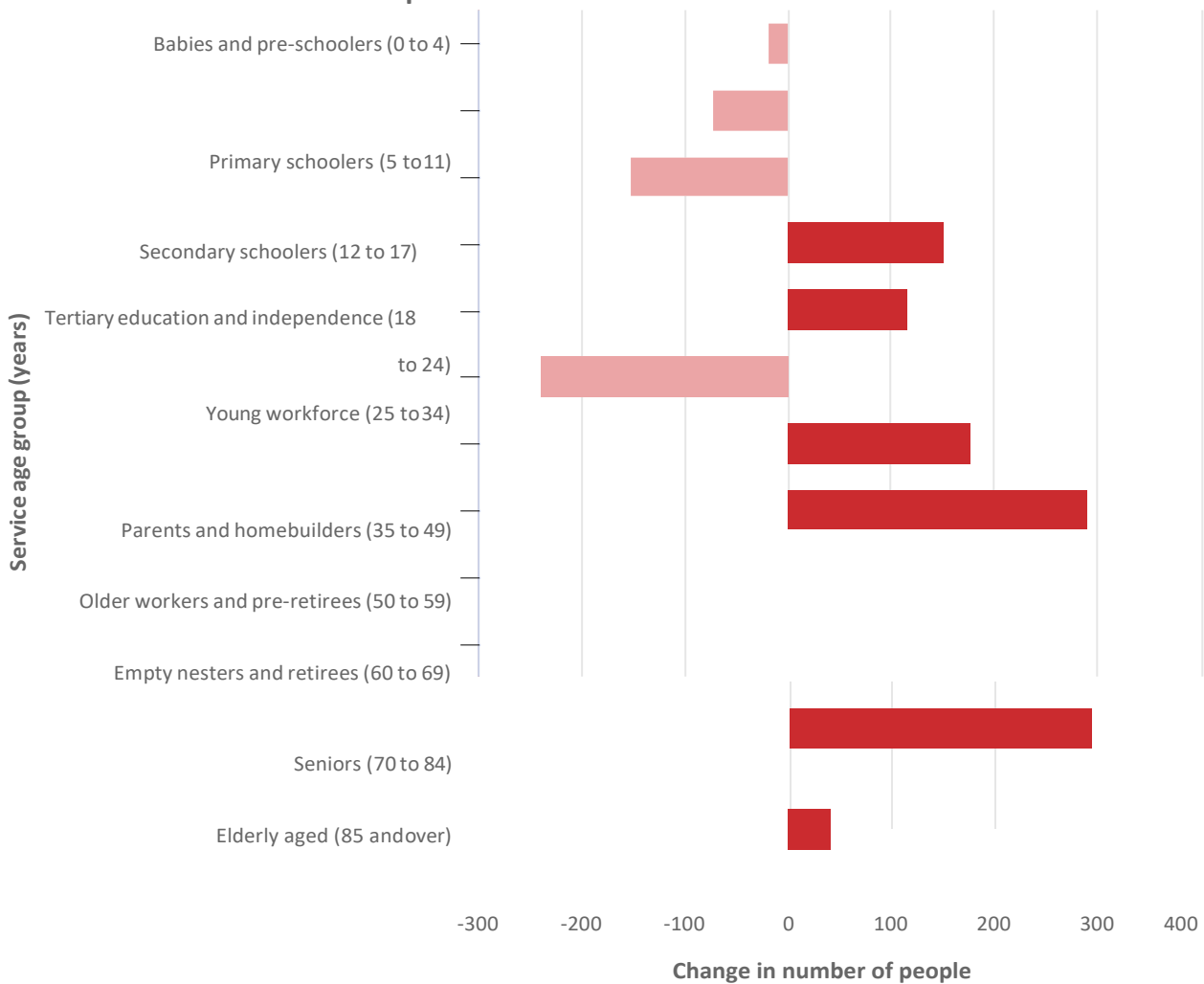
Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Change in age structure - service age groups, 2011 to 2016

Northern Midlands - Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Dominant groups

Analysis of the service age groups of Northern Midlands in 2016 compared to Regional TAS shows that there was a similar proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 20.8% of the population was aged between 0 and 17, and 28.7% were aged 60 years and over, compared with 21.2% and 27.9% respectively for Regional TAS.

The major differences between the age structure of Northern Midlands and Regional TAS were:

- ♦ A larger percentage of 'Older workers & pre-retirees' (15.7% compared to 14.8%)
- ♦ A larger percentage of 'Empty nesters and retirees' (15.0% compared to 14.2%)
- ♦ A smaller percentage of 'Young workforce' (9.4% compared to 10.2%)

Emerging groups

From 2011 to 2016, Northern Midlands's population increased by 593 people (4.9%). This represents an average annual population change of 0.95% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Seniors (70 to 84) (+294 people)
- Empty nesters and retirees (60 to 69) (+291 people)
- Parents and homebuilders (35 to 49) (-239 people)
- Older workers and pre-retirees (50 to 59) (+177 people)

Campbell Town - Ross - Avoca and District

Service age groups

The Age Structure of Campbell Town - Ross - Avoca and District provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of Campbell Town - Ross - Avoca and District's residential role and function and how it is likely to change in the future.

In 2016, Campbell Town - Ross - Avoca and District had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Northern Midlands.

Service age groups divide the population into age categories that reflect typical life-stages. They indicate the level of demand for services that target people at different stages in life and how that demand is changing.

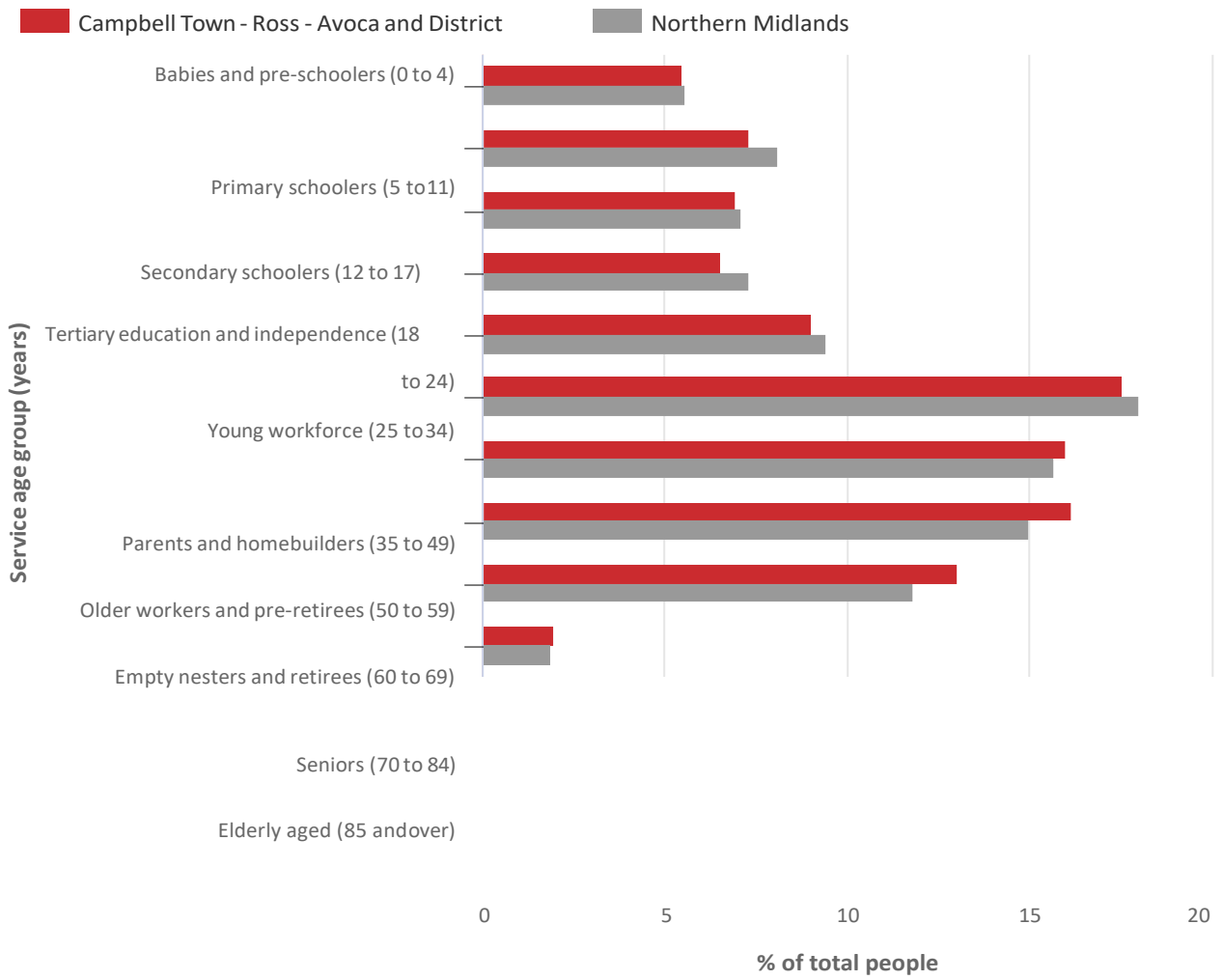
Age structure - Service age groups

Campbell Town - Ross - Avoca and District - Total persons (Usual residence)	2016			2011			Change
Service age group (years)	Number	%	Northern Midlands %	Number	%	Northern Midlands %	2011 to 2016
Babies and pre-schoolers (0 to 4)	126	5.4	5.5	111	5.0	6.0	+15
Primary schoolers (5 to 11)	169	7.3	8.1	188	8.5	9.1	-19
Secondary schoolers (12 to 17)	161	7.0	7.1	152	6.8	8.7	+9
Tertiary education and independence (18 to 24)	151	6.5	7.3	109	4.9	6.4	+42
Young workforce (25 to 34)	209	9.0	9.4	218	9.8	9.0	-9
Parents and homebuilders (35 to 49)	406	17.5	18.0	430	19.4	20.9	-24
Older workers and pre-retirees (50 to 59)	371	16.0	15.7	336	15.1	15.0	+35
Empty nesters and retirees (60 to 69)	374	16.2	15.0	357	16.1	13.4	+17
Seniors (70 to 84)	302	13.0	11.8	272	12.2	10.0	+30
Elderly aged (85 and over)	46	2.0	1.9	48	2.2	1.6	-2
Total	2,315	100.0	100.0	2,221	100.0	100.0	+94

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed decisions).

Age structure - service age groups, 2016

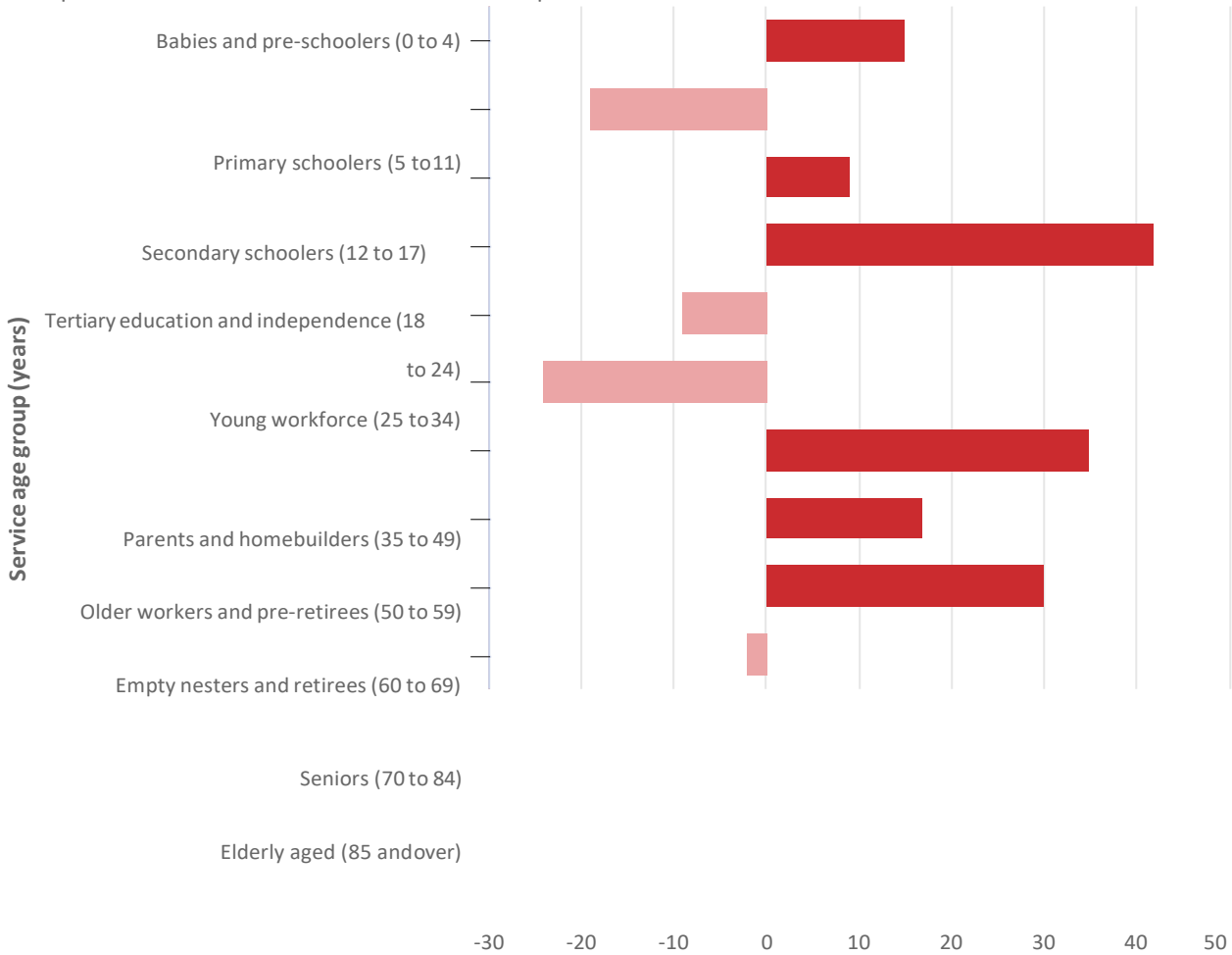
Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Change in age structure - service age groups, 2011 to 2016

Campbell Town - Ross - Avoca and District - Total persons



Dominant groups

Analysis of the service age groups of Campbell Town - Ross - Avoca and District in 2016 compared to Northern Midlands shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 19.7% of the population was aged between 0 and 17, and 31.2% were aged 60 years and over, compared with 20.8% and 28.7% respectively for Northern Midlands.

The major differences between the age structure of Campbell Town - Ross - Avoca and District and Northern Midlands were:

- A larger percentage of 'Seniors' (13.0% compared to 11.8%)
- A larger percentage of 'Empty nesters and retirees' (16.2% compared to 15.0%) A smaller percentage of 'Primary schoolers' (7.3% compared to 8.1%)
- A smaller percentage of 'Tertiary education & independence' (6.5% compared to 7.3%)

Emerging groups

From 2011 to 2016, Campbell Town - Ross - Avoca and District's population increased by 94 people (4.2%). This represents an average annual population change of 0.83% per year over the period.

There were no major differences in Campbell Town - Ross - Avoca and District between 2011 and 2016.

Longford and District

Service age groups

The Age Structure of Longford and District provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of Longford and District's residential role and function and how it is likely to change in the future.

In 2016, Longford and District had similar proportion of children (under 18) and a higher proportion of persons aged 60 or older than Northern Midlands.

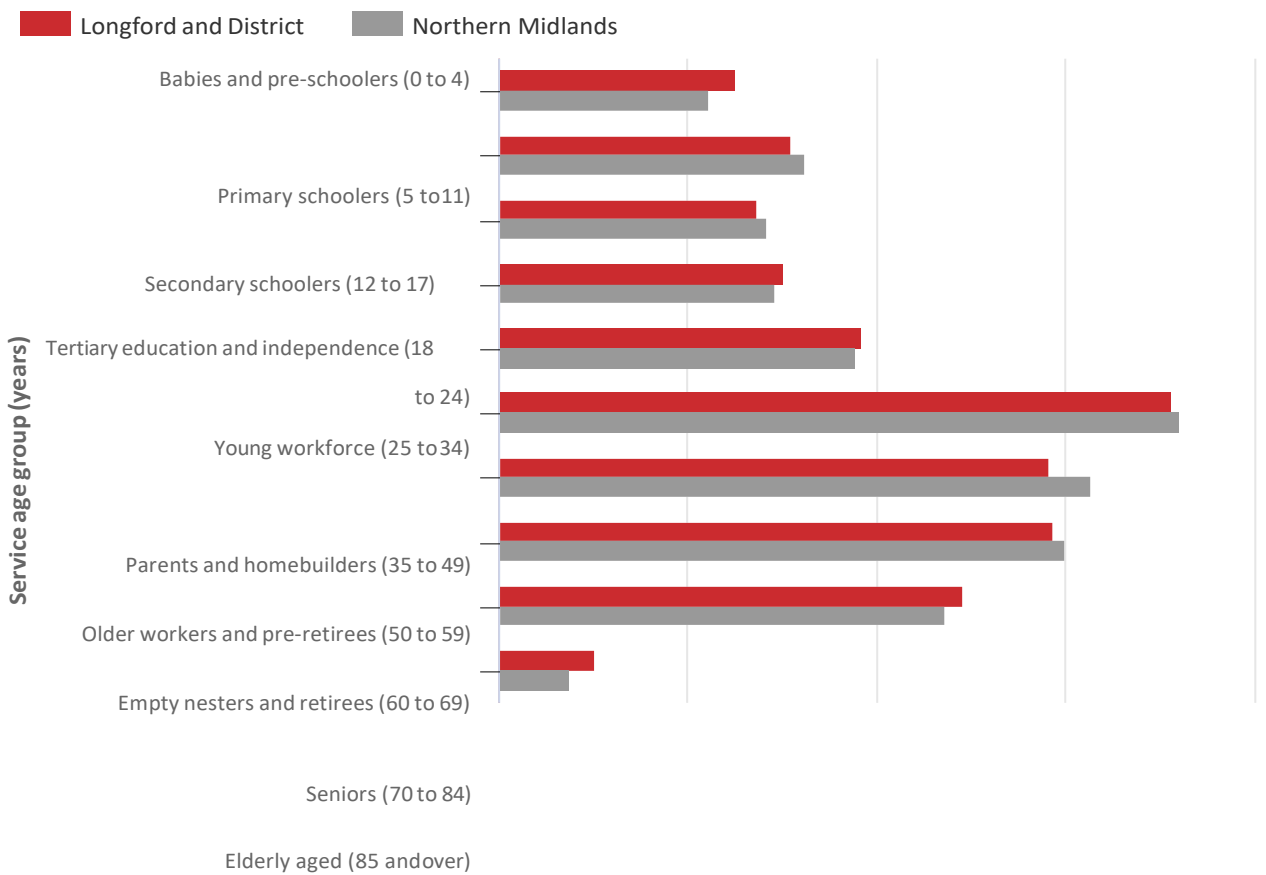
Age structure - Service age groups

Longford and District - Total persons (Usual residence)	2016			2011			Change
Service age group (years)	Number	%	Northern Midlands %	Number	%	Northern Midlands %	2011 to 2016
Babies and pre-schoolers (0 to 4)	342	6.3	5.5	302	5.7	6.0	+40
Primary schoolers (5 to 11)	422	7.7	8.1	486	9.2	9.1	-64
Secondary schoolers (12 to 17)	372	6.8	7.1	485	9.2	8.7	-112
Tertiary education and independence (18 to 24)	410	7.5	7.3	370	7.0	6.4	+40
Young workforce (25 to 34)	522	9.6	9.4	496	9.4	9.0	+26
Parents and homebuilders (35 to 49)	970	17.8	18.0	1,098	20.9	20.9	-128
Older workers and pre-retirees (50 to 59)	794	14.6	15.7	749	14.2	15.0	+46
Empty nesters and retirees (60 to 69)	801	14.7	15.0	664	12.6	13.4	+137
Seniors (70 to 84)	671	12.3	11.8	528	10.0	10.0	+143
Elderly aged (85 and over)	138	2.5	1.9	86	1.6	1.6	+53
Total	5,446	100.0	100.0	5,265	100.0	100.0	+180

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed decisions).

Age structure - service age groups, 2016

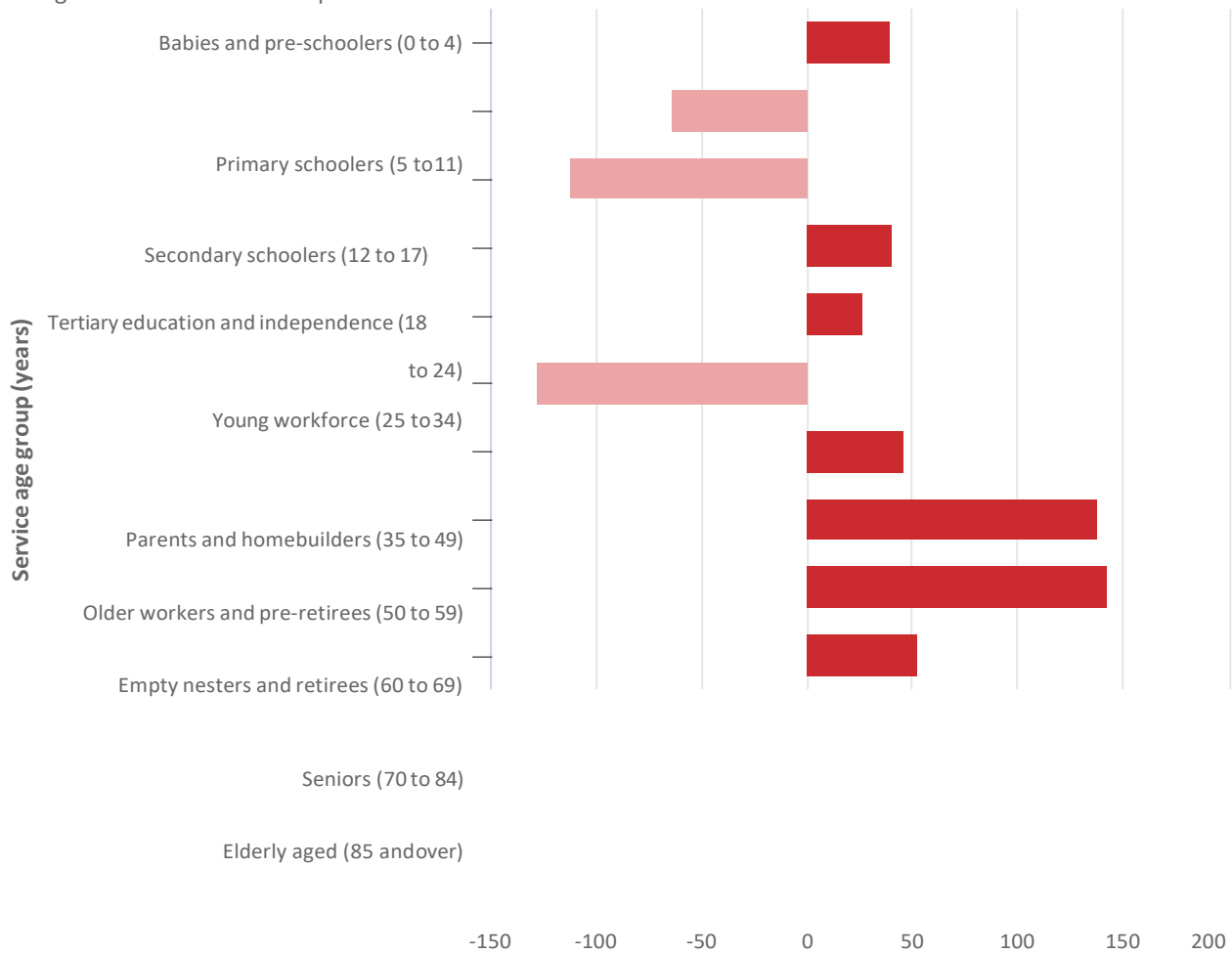
Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Change in age structure - service age groups, 2011 to 2016

Longford and District - Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Dominant groups

Analysis of the service age groups of Longford and District in 2016 compared to Northern Midlands shows that there was a similar proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 20.9% of the population was aged between 0 and 17, and 29.6% were aged 60 years and over, compared with 20.8% and 28.7% respectively for Northern Midlands.

The major difference between the age structure of Longford and District and Northern Midlands is:

- A smaller percentage of 'Older workers & pre-retirees' (14.6% compared to 15.7%)

Emerging groups

From 2011 to 2016, Longford and District's population increased by 181 people (3.4%). This represents an average annual population change of 0.68% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Seniors (70 to 84) (+143 people)
- Empty nesters and retirees (60 to 69) (+137 people)
- Parents and homebuilders (35 to 49) (-128 people)
- Secondary schoolers (12 to 17) (-112 people)

Evandale and District

Service age groups

In 2016, Evandale and District had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Northern Midlands.

The Age Structure of Evandale and District provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of Evandale and District's residential role and function and how it is likely to change in the future.

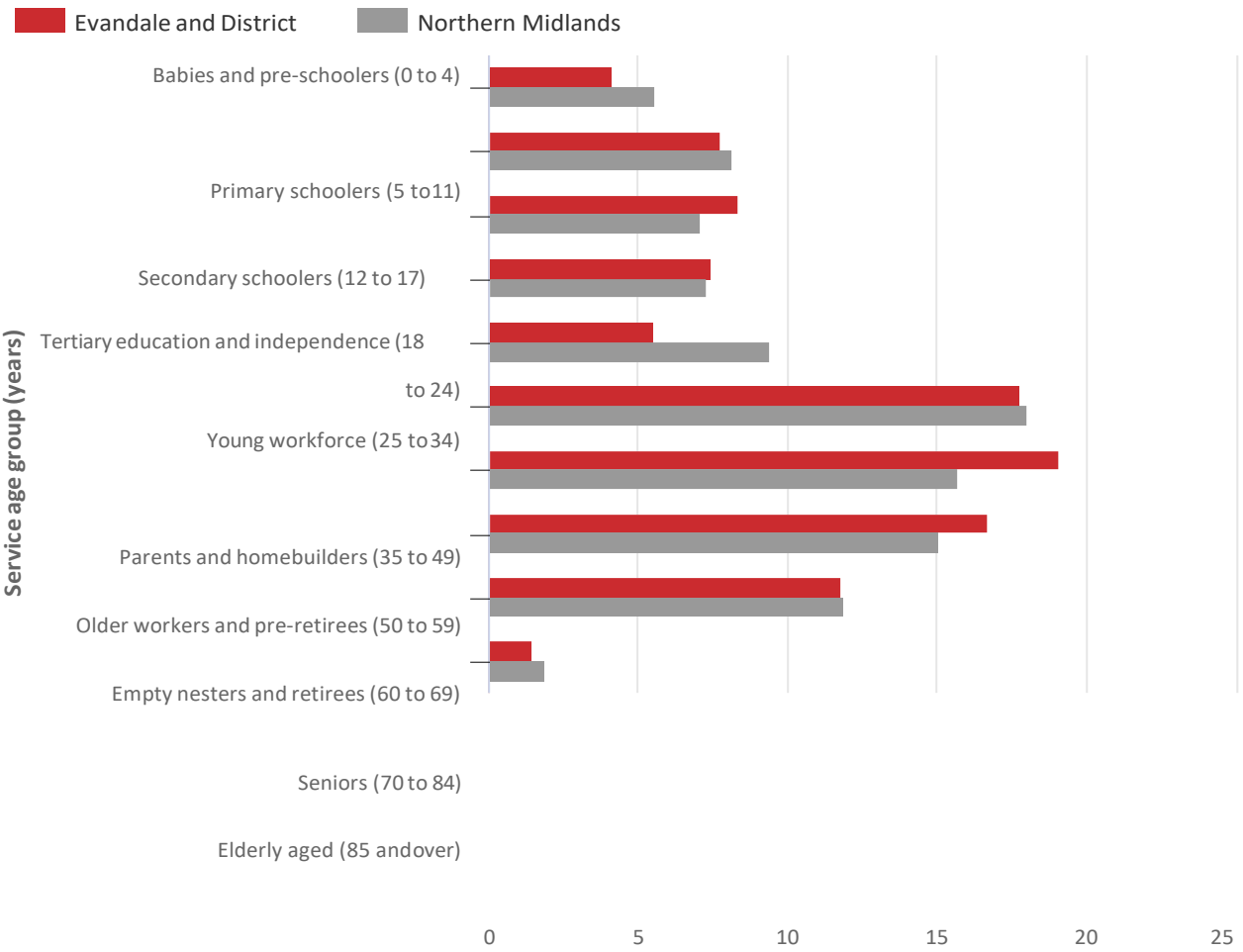
Age structure - Service age groups

Evandale and District - Total persons (Usual residence)	2016			2011			Change
Service age group (years)	Number	%	Northern Midlands %	Number	%	Northern Midlands %	2011 to 2016
Babies and pre-schoolers (0 to 4)	84	4.1	5.5	110	5.3	6.0	-26
Primary schoolers (5 to 11)	160	7.8	8.1	198	9.5	9.1	-38
Secondary schoolers (12 to 17)	172	8.3	7.1	183	8.8	8.7	-11
Tertiary education and independence (18 to 24)	154	7.4	7.3	126	6.1	6.4	+28
Young workforce (25 to 34)	114	5.5	9.4	119	5.7	9.0	-5
Parents and homebuilders (35 to 49)	368	17.8	18.0	480	23.0	20.9	-112
Older workers and pre-retirees (50 to 59)	396	19.1	15.7	347	16.7	15.0	+49
Empty nesters and retirees (60 to 69)	346	16.7	15.0	302	14.5	13.4	+44
Seniors (70 to 84)	244	11.8	11.8	195	9.4	10.0	+50
Elderly aged (85 and over)	29	1.4	1.9	21	1.0	1.6	+9
Total	2,072	100.0	100.0	2,085	100.0	100.0	-13

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed decisions).

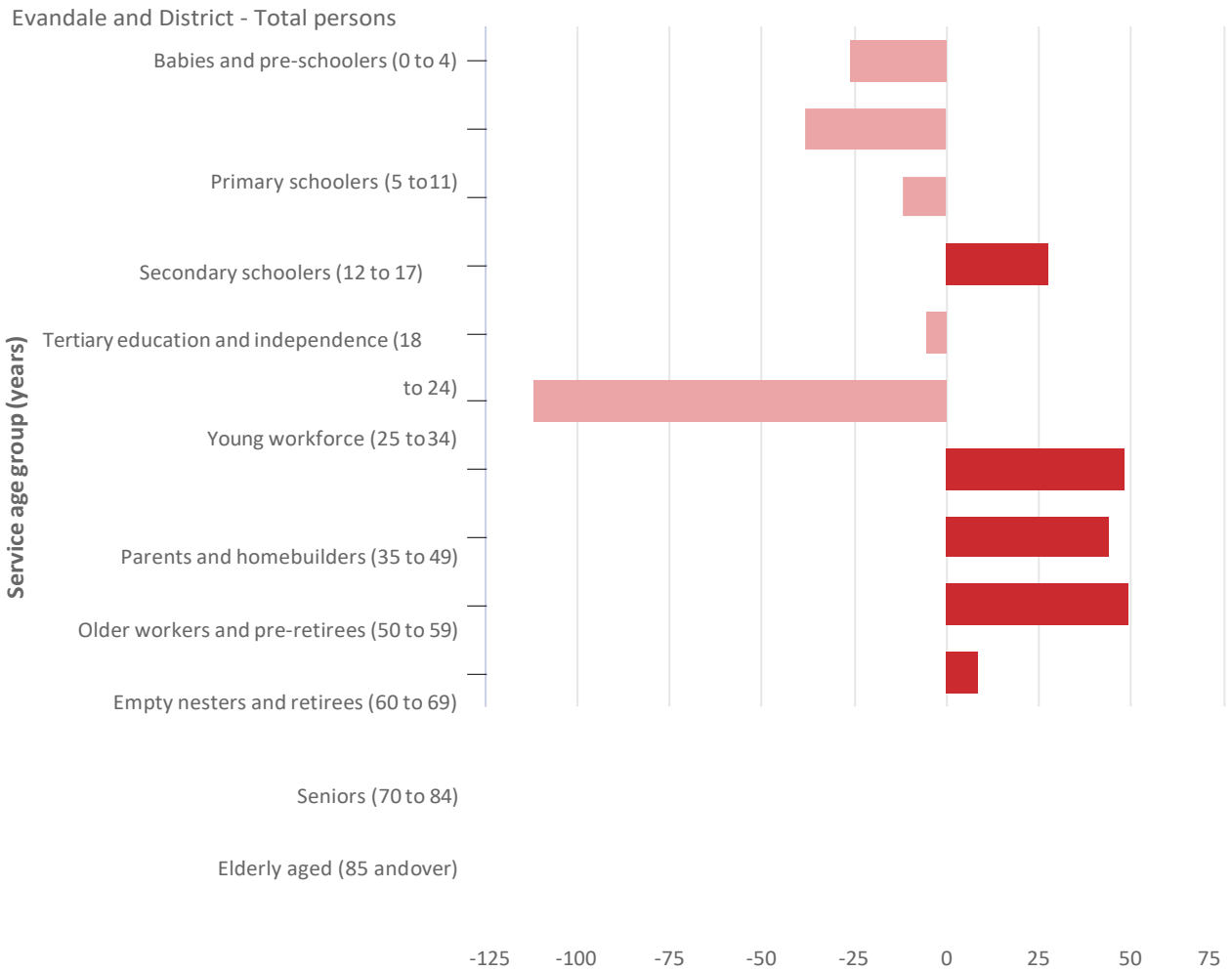
Age structure - service age groups, 2016

Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Change in age structure - service age groups, 2011 to 2016



Dominant groups

Analysis of the service age groups of Evandale and District in 2016 compared to Northern Midlands shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 20.2% of the population was aged between 0 and 17, and 30.0% were aged 60 years and over, compared with 20.8% and 28.7% respectively for Northern Midlands.

The major differences between the age structure of Evandale and District and Northern Midlands were:

- A larger percentage of 'Older workers & pre-retirees' (19.1% compared to 15.7%)
- A larger percentage of 'Empty nesters and retirees' (16.7% compared to 15.0%)
- A smaller percentage of 'Young workforce' (5.5% compared to 9.4%)
- A smaller percentage of 'Babies and pre-schoolers' (4.1% compared to 5.5%)

Emerging groups

From 2011 to 2016, Evandale and District's population decreased by 13 people (0.6%). This represents an average annual population change of -0.13% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Parents and homebuilders (35 to 49) (-112 people)
- Seniors (70 to 84) (+50 people)

Perth

Service age groups

In 2016, Perth had higher proportion of children (under 18) and a lower proportion of persons aged 60 or older than Northern Midlands

The Age Structure of Perth provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of Perth's residential role and function and how it is likely to change in the future..

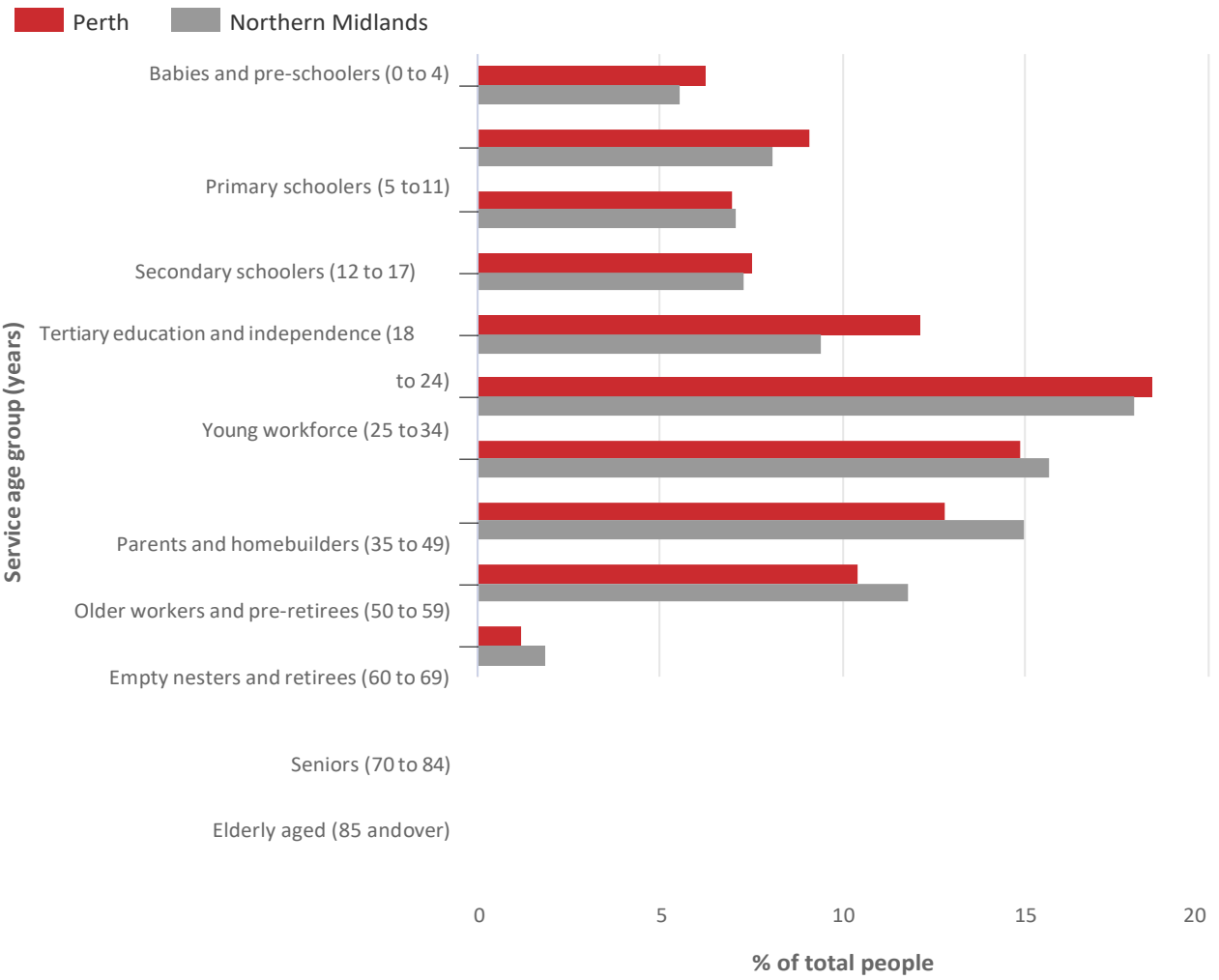
Age structure - Service age groups

Perth - Total persons (Usual residence)	2016			2011			Change
Service age group (years)	Number	%	Northern Midlands %	Number	%	Northern Midlands %	2011 to 2016
Babies and pre-schoolers (0 to 4)	188	6.3	5.5	213	8.0	6.0	-25
Primary schoolers (5 to 11)	274	9.1	8.1	256	9.6	9.1	+18
Secondary schoolers (12 to 17)	210	7.0	7.1	202	7.6	8.7	+7
Tertiary education and independence (18 to 24)	226	7.5	7.3	171	6.4	6.4	+55
Young workforce (25 to 34)	365	12.2	9.4	350	13.1	9.0	+15
Parents and homebuilders (35 to 49)	556	18.5	18.0	530	19.9	20.9	+27
Older workers and pre-retirees (50 to 59)	447	14.9	15.7	411	15.4	15.0	+36
Empty nesters and retirees (60 to 69)	386	12.8	15.0	279	10.5	13.4	+106
Seniors (70 to 84)	313	10.4	11.8	227	8.5	10.0	+86
Elderly aged (85 and over)	36	1.2	1.9	25	0.9	1.6	+11
Total	3,005	100.0	100.0	2,668	100.0	100.0	+337

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id (informed decisions).

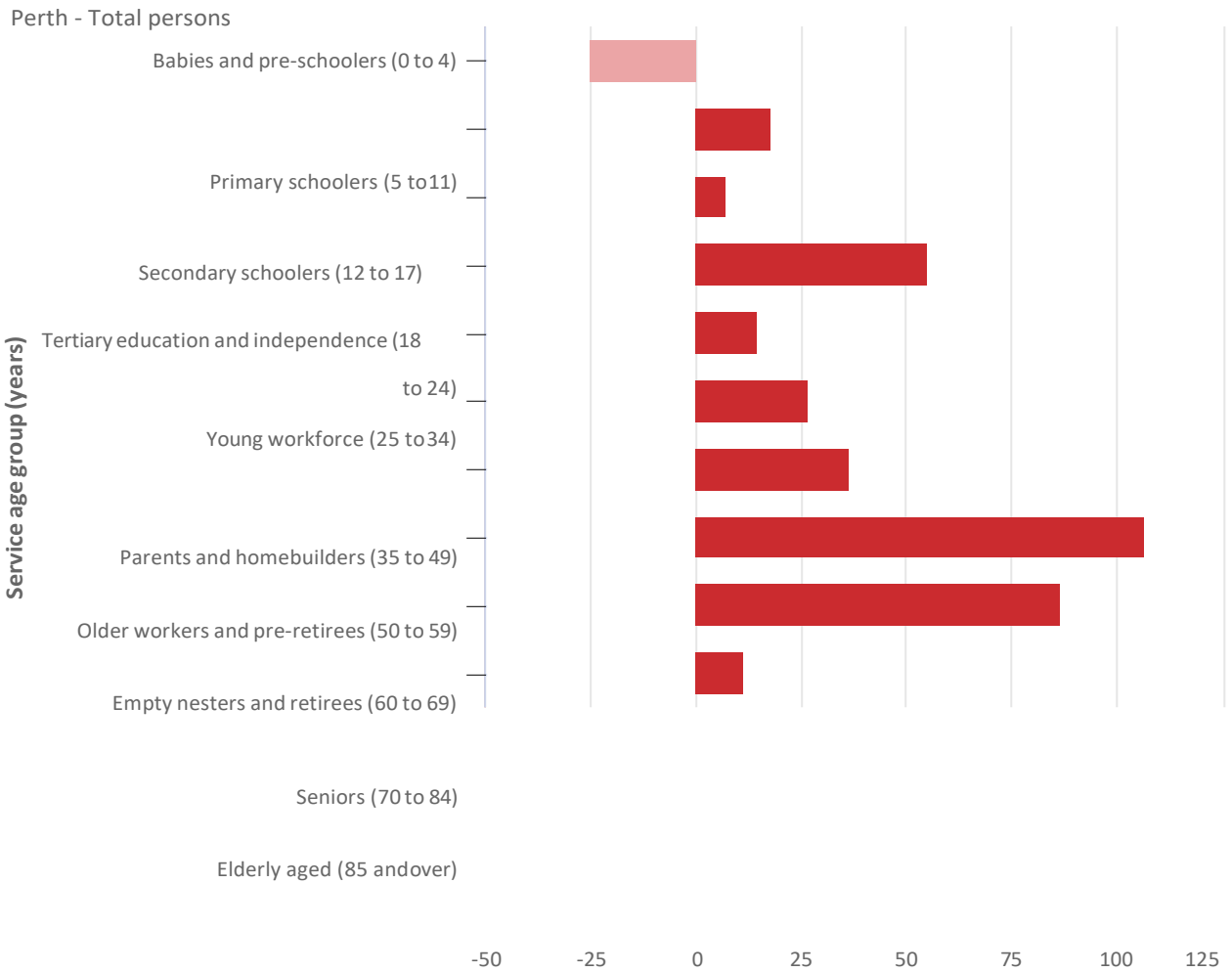
Age structure - service age groups, 2016

Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Change in age structure - service age groups, 2011 to 2016



Dominant groups

Analysis of the service age groups of Perth in 2016 compared to Northern Midlands shows that there was a higher proportion of people in the younger age groups (0 to 17 years) and a lower proportion of people in the older age groups (60+ years).

Overall, 22.4% of the population was aged between 0 and 17, and 24.5% were aged 60 years and over, compared with 20.8% and 28.7% respectively for Northern Midlands.

The major differences between the age structure of Perth and Northern Midlands were:

A *larger* percentage of 'Young workforce' (12.2% compared to 9.4%) A *larger* percentage of 'Primary schoolers' (9.1% compared to 8.1%)

A *smaller* percentage of 'Empty nesters and retirees' (12.8% compared to 15.0%) A *smaller* percentage of 'Seniors' (10.4% compared to 11.8%)

Emerging groups

From 2011 to 2016, Perth's population increased by 337 people (12.6%). This represents an average annual population change of 2.41% per year over the period.

The largest changes in the age structure in this area between 2011 and 2016 were in the age groups:

- Empty nesters and retirees (60 to 69) (+106 people)
- Seniors (70 to 84) (+86 people)
- Tertiary education and independence (18 to 24) (+55 people)

10 Appendix 4: Management Models

Management by Lease

A lease generally transfers responsibility for the care, control and management of a venue to an independent entity set up specifically to manage the aquatic facility in return for an agreed lease fee, which may involve payment by the lessee to council or by council to the lessee, depending on the potential commercial viability of the facility concerned. The balance for council is that typically there is an aim to maximise community benefit from the operation of the pools by widening access and increasing participation, expanding programs and delivering facility enhancements. However, there is often a motivation to also minimise council subsidy of the operation of the pools by seeking commercial rental and/ or capital investment offers.

A lease is structured to reflect council's facility management requirements and can be structured to give short, medium or long-term tenure to the lessee. If well documented, the agreement will clearly specify the lessee's responsibilities and the areas in which council will retain control. Areas council's may wish to retain control of include:

- Setting of fees and charges with a view to ensuring ongoing equitable community access
- Cyclical/ planned building maintenance with a view to protecting council's investment
- Capital improvements
- Purchase and supply of bulk chemicals and energy supply
- Aspects of occupational health and safety requirements
- Public safety (training in areas such as emergency procedures, evacuations, etc); and infrastructure insurances.

In addition, a lease may also specifically nominate the degree of tenure, and rights and responsibilities, to be afforded to third parties (e.g. food and beverage outlets and/ or a health and fitness centre).

Under the lease, council removes itself from the day-to-day operations of the facility, in favour of a single point of contact and relationship with the designated representative of the leasing entity. This normally simplifies the council's involvement by divesting the majority of normal day to day operational responsibilities directly to the lessee.

Contract Management

Contract management offers council an opportunity to retain direct management of the facility, but divest itself of the specialist responsibilities for any aspects of the venue that council would choose to transfer.

In short, contract management is a hybrid version of direct council management and management by lease, but tailored to suit council's immediate short to medium term management needs.

Under contract management, council effectively retains the bulk of responsibility for the facility, as described in the direct council management model. These can include:

- Setting of pay-as-you-enter fees and charges with a view to ensuring equitable access
- Cyclical/ planned building maintenance with a view to protecting council's investment
- Asset maintenance with a view to protecting council's investment
- Capital improvements
- Purchase and supply of equipment or goods and services
- Other aspects pertaining to public safety e.g. training in defined areas such as emergency procedures, evacuations, etc; and
- Public liability and infrastructure insurance with a view to protecting council's investment.

Council chooses the aspects of day-to-day operation in which it seeks to remain involved, the main feature being that council retains the right to direct the contractor as, and when necessary. Under a contract management scenario, council may transfer responsibility for any or all of the following components to the contractor:

- Site supervision and general administration
- Pool plant operations
- Lifeguarding
- Cleaning and minor maintenance
- Security
- Food and beverage
- Health and fitness
- Swim programs
- Other programs and activities
- Wellness services

- Program delivery and coaching.

In-House or Direct Council Management

Under the direct council management option, council directly oversees the full management and operation of the facility including staffing, operating, maintaining the facilities and all capital works. This model provides Council with complete control over the operations of the facility. Council accepts the complete risk for the operations of the facility including financial, safety and asset maintenance.

Community Management Arrangements

A community committee can be appointed to manage a local pool based on land zoning on which the pool is located. In the NMC context, all three pools are run by a committee who ensure that the facility is provided for the community every summer. The committee manage most aspects of the pool's operations including, some maintenance, water quality and cleaning.

Advantages and Disadvantages of Management Models

Model	Advantages	Disadvantages
Management by Lease	<p>Responsibility for all staff matters including salary and human resourcing rest with the lessee</p> <ul style="list-style-type: none"> • Access to more flexible award arrangements, potentially resulting in reduced labour costs • The risk of fluctuations in net costs is transferred to the lessee • Annual net operating cost are defined and stabilised as a pre-determined budget amount • Industry specific expertise as a result of facility management generally being the lessees core business • Opportunities for operational economies of scale savings where a lessee operates two or more facilities • Reduced corporate overhead costs experienced by government operated facilities • A greater degree of flexibility in day-to-day management/ decision-making is extended to the lessee; and • Council is able to selectively determine the aspects of facility management it wishes to retain (e.g. major asset maintenance) 	<p>Availability of service providers in the marketplace. Council may discover that well-qualified venue managers are scarce, and that a tender process yields disappointing results in terms of applicants and/ or leasing fees</p> <ul style="list-style-type: none"> • Council becomes once-removed from the centre and loses its understanding and control of the day-to-day operation and more particularly, loses control of the programming, recruitment and selection standard of staff hired to deliver the programs, aspects of quality control and pricing of the programs and services • Community health and social outcomes may be diminished as the lessee concentrates on servicing those programs that generate the greatest commercial return • The requirement for staff to set-up and oversee lease contract conditions can also be a significant ‘hidden cost’ to council and should be considered part of a total lease cost • Non-contemporary ageing facilities can be used as an argument by lessees to seek increased subsidisation and/ or compensation • Operators may seek to charge a premium at facilities where the financial/ participation trends are indicating declining performance.
Contract Management	<p>A greater degree of flexibility in day-to-day management/ decision-making on the part of the contractor will enable a pro-active response to changing market conditions, particularly in terms of the range of programs on offer, and/ or their pricing. This should also apply to response times for on-site matters such as minor maintenance</p> <ul style="list-style-type: none"> • Council retains a high level of understanding and control of the day-to-day operation, and most particularly, retains control of programming made available to the community and quality and pricing of programs and services. • The contractor delivers staff, programs and services specific to its operational responsibilities for a set fee which will include the contractor’s profit margin. Council can determine to retain all revenues and if well managed and operated, these revenues can, over time, offset the initial contract fee, particularly if the programs become established and attendances increase 	<p>Ability to secure suitable specific contract managers from the marketplace</p> <ul style="list-style-type: none"> • Council may contract out those facility elements that provide the better commercial return and be left with those requiring greatest subsidisation • The risk of fluctuations in net operating costs rests with council; and • Council’s line management needs to have a clear understanding of the venue’s objectives and a capacity to manage the contractor accordingly

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Direct Council Management</p>	<p>Council has ‘hands on’ control in ‘real time’ of the operations and asset maintenance of its facility</p> <ul style="list-style-type: none"> • Operational costs can be defrayed or minimised by using council’s existing operations (payroll, insurances, accounting procedures, asset and building services) • Flexible and responsive management systems which can be linked directly to council policies • Provides an initial understanding of the facility’s management and operational requirements thereby building a database of performance information to assist in determining any future management system requirements; and • Council has an accurate picture of the performance and potential of the venue and is able to work closely with residents and user groups in regard to future operational and development initiatives. 	<p>Council is seen as the operator and this can impact positively and negatively on the community’s perception of the facility</p> <ul style="list-style-type: none"> • Council is not seen as being ‘arm’s length’ from the operational issues and community demands • Council may not consider venue management to be its ‘core business’ • Generally higher staffing costs under local government awards and higher associated indirect costs • Council’s processes and procedures may not be conducive to the timing associated with ‘commercially driven decision’ making • All of the operational risk rests with council • Council is responsible for all operating costs and any unforeseen deficits • The facility may be required to absorb costs required by council that are not typical to the operation of a leisure facility • Potential for exposure to industrial relations issues; and • Council retains responsibility for all staff matters including human resource management, wages and recruitment.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Community Management Arrangements</p>	<p>Council is seen as not involved in the pool operations therefore responsibility for all matters rest with the committee</p> <ul style="list-style-type: none"> • Reduced corporate overhead costs experienced by government operated facilities • Council provide an annual contribution towards minor capital upgrades or larger maintenance requirements • Greater flexibility in day-to-day management/ decision-making as this is the responsibility of the committee • Community attendance is strong as the facility is run by local people who encourage more visits through social connections and personalised service • There is an ability to develop a community feel that contributes to the social fabric of the town through activity and fun in a welcoming environment, which is difficult for council to create in direct managed facilities • The risk of fluctuations in net costs is addressed by the committee 	<p>There is a heavy reliance placed on the committee to operate the facility and if the committee were unable to gather appropriate resources, council would likely be approached by the community to keep the pool operational</p> <ul style="list-style-type: none"> • Council may be asked to increase its annual contribution if the operational cost of the facility increases • Council may be required to contribute to or prioritise the community managed facility for capital funding ahead of council facilities if works are desperately required, and/or if the committee don’t have the financial resources to provide upgrades for the community • Overall, although the management arrangement is ‘hands off’ for council other than an annual contribution, there is a risk associated with the model being completely reliant on the good will of a few dedicated community members. Where this is no longer possible, the community will look to council to maintain the pool operations which could deliver an asset in need of significant investment.

11 Appendix 5: Community Comments From Survey

The following information has been extracted verbatim from written responses made in the community survey. Where possible comments have been separated to reflect feedback on a specific pool.

Q11 Use this space to provide suggestions for how we could improve your local swimming pool:

Answered: 140 Skipped: 84

Campbell Town

- Shut Ross. Don't need 2 pools within 15minutes of each other. Then invest more/proceeds at Campbell town. Next to hospital/ school. No brainer.
- Frosted windows on the meeting room in the complex. Very unsafe to have children walking past in their swimmers if there is a meeting going in, and everyone can see them. Volunteers have to have a wvvp card to volunteer, but our children can walk past these unknowns without a worry??? I don't think so.
- More in canteen
- It should be open a lot earlier. Most days last summer it didn't open until 1pm which isn't great. Some more shade over the pools such as a roof would be great for sun safety. If a roof was put in then it could be open for more than 3 months of the year and regular programs could be running that benefit the wider community. I think a change in committee may be of benefit too.
- Longer opening hours would be greatly appreciated.
- Be open during the day while kids are at school so people can enjoy a kid free swim even if it's 1 day a week
- Make it accessible all year round
- I would think with all the feasibility surveys NMC does it should be apparent that the CT pool could be better used by community, ie, open longer times in summer, open earlier, like before lunch! So many things
- Pricing for families and extend opening hours
- keep it open for a start and give the community a chance to see if they can maintain it better than the Council has over the years
- Morning hours or longer afternoons. From 2pm perhaps.
- Open more often Lanes for lap swimmers Provide more opportunities for lap swimmers early mornings and evenings
- More fun inclusions for kids - slide, water canons, fountain etc. Extra seating. Shaded areas. Extend ground - make a destination stop for travellers. Great meeting point for northern and southern families to catch up. Ideal minor water park location. Cataract Gorge have a new interactive water play area - ideas.
- Inconsistency in opening hours is very frustrating, especially for people traveling from other areas to arrive and pool is closed...
- It would be great for a stronger relationship to be built between the volunteers and the council. The Campbell town pool is a great facility which is predominantly run by volunteers for which the council should acknowledge and be grateful for.
- Maybe a bit more shading for warmer months and definitely clean the inside of the pool
- Irrigation to water grass, more regular morning swims, upgrade of picnic tables/seating.
- Undercover seating
- Extended hours (earlier) booking it for party etc
- Open longer from November to April. Enclose and open all year. Lane for lap swimmers. Blow up pool fun park. Water slide. TOILETS TO BE RE OPENED for eye safety of our children. BBQs.
- More shaded areas for spectators would be great but it's pretty good on the whole
- Indoors so can be used during winter
- Seating Second entry /exit ladder
- Upgrade the toilet & change room at the pool (also happy to use it as is) We just dont like having to walk so far to the footy club toilet & change room. A clear wind break to stop the wind but still let the sun through. It would be amazing to be able to use the pool all year round if it were indoors.
- Shade areas. Kiosk, kids safety

- Wind breakers to shelter the pool.
- Upgrade to changerooms (can be also painted to match new sporting complex)
- It opens earlier during school holiday like 11am or 12pm. Entry fee options. Not only season pass. Ex, Season pass Early bird discount etc... Slide or something kids play area. Warmer water A bit more varieties at Kiosk
- Some more seating
- More shade and table and chairs
- Opening hours for seniors only , sometime in the mornings perhaps ? Family fun days hiring in extra equipment , specific promoted bus sometimes from Longford to cressy for an outing , Perth to Cressy or Campbelltown Evandale to either bringing the rural communities together at the pools
- Would love to see longer opening hours (open past 6pm even just on Friday and Saturday's) Would like to have lap swimming available early mornings I think it would be a great place to have "community" days, celebrate Australia Day etc. maybe include some games, bbq by local sporting group.
- Pricing can be a bit steep for pension who are recovering from surgery and use the pool to assist in rehabilitation
- Opening hours longer in the evening.
- Dedicate a set time for lap swimming for adults. Need to separate kids playing from adults who want a quieter time for either lap swimming or just relaxing
- Entry price posted. Times of activities posted.
- A better kiosk
- Have a Smaller toddler baby pool area
- Lap lane sectioned off by rope More events in summer More opening hours
- Open longer and open earlier and later
- Opening hours to be longer

Cressy

- The Cressy Swimming Pool is a huge asset for the town & surrounding area including Longford. The NMC should retain ownership of the facility. The volunteers & committee do excellent work. A sign should be displayed at entrance to Cressy to inform people there is a heated pool,
- Cressy pool is great, volunteers running canteen and great life guards. There was occasional last year when they couldn't get a life guard to work so that was disappointing. So having plenty would be better
- More shaded area around the pool
- The committee seem to think they own the place. People won't put there hand up to help
- Reliable opening hours. Would be great to have in longford where population is greater to ensure it will be used more.
- Maybe could have some time set aside for younger kids before school finishes. Committee needs to back off they dont own pool. Maybe then more pool would volunteer to help
- It would be great if it could be covered and available all year round. Perhaps also have a membership key system where families could book it privately
- More programs / year round opening / enclosed to make it indoor / children play area / water slide added / BBQs

Ross

- Very happy with Ross swimming pool
- It would be an option for a much larger sign to promote the facility We need the pool as there is NOTHING for our younger people in Ross
- Keep up the good work. Expensive improvements aren't necessary
- Increase the grass area Make more suitable for families
- DO NOT CLOSE IT - Support it to stay open. Remember - the Ross community paid for it originally - not NMC
- It doesn't have to be improved Just leave it open and don't interfere
- Heated Never been

- Keep it as it is - as long as it is safe to use We do not need 'bells & whistles' The charm of the pool is that it stays as is I would rather swim/float there than beside a busy highway As for an enclosed pool - in the world as it is now - that is not an environment people want to be in
- No financial statements as one person does the job who is on leave - very poor & unbelievable
- Volunteer tradesman would (nt) carry out work to regulatory standards – bull they wouldnt
- Woman running meeting wasted too much time talking about herself & where she came from - waste of council time (our) money (NB: *This comment relates to the Newdegate Case Study that was used to offer an insight into what one small community had achieved to demonstrate what can be achieved when a community worked together*)
- Date should have been changed so councillors would attend instead of being scarred to turn up
- Heat the pool
- Longer open hours
- To be open longer hours If there wasn't a pool in Ross I wouldn't be bothered in going to Campbell Town or Cressy to swim
- The Ross pool is a delightful pool for young and old and appreciated by tourists using the nearby caravan park. Little children learn to paddle and swim in a safe environment. The facilities are quite adequate when they meet required standards. Im in my 80's and use the pool whenever the weather is warm enough
- Transfer ownership (or 99 yr lease) back to the village which built it (set up a co-op or similar) Note that Campbell Town is 12 kms away up the main Tasman highway - what about transport. Our kids will go back swimming in the river out of necessity. If council closes Ross pool ... Liability??
- Disability access would be a welcome and necessary improvement to our pool. We need very little else
- Ross Motel: Patrons of all ages use the pool
- For an old pool it is kept in good condition - surrounds very clean. Well looked after by volunteers
- We are very happy with the current swimming pool - costs are fair, conditions and cleanliness are excellent and it is a lovely pool. We look forward to many more years of enjoyment and exercise / therapy
- When we purchase our property one of the draw cards was having a local swimming pool within walking distance. We loved that we could walk across the road. Our children and grand children also look forward to swimming at the pool. The community swimming pool is a wonderful facility. Residence enjoy the convenience of being able to walk to the pool and not having to drive or rely on other transport to access the Campbell Town pool. Personally I wouldn't use the CT pool because of where it is situated being extremely open to passing traffic. By supporting the community and keeping the pool open! Small communities need places to gather for the mental health and well being. Children need facilities to keep them stimulated as we all know boredom bring on vandalism and other destructive behaviour. In my opinion councils and governments are closing down too many facilities in small town which in return kills the township., I was wondering why the correct maintained and upkeep hasn't been fulfilled over the years as regulations and standards have been in place. We pay rates so why has it been overlooked to now. Please have a heart and keep our community pool open. It is so important for the community their families, business, bakeries, especially the caravan park, motel and hotel as the pool is an attraction to all families visiting Ross.
- I would be happy to just have a pool. There isnt anything I feel I need extra
- Minor upgrades would be fine, we dont need the big gold plated ideas that the council came up with
- The local swimming pool simply needs to be kept open. It is disgraceful behaviour by the NMC to attempt to close such a valuable part of our community. A council determined to push their (NORTHERN) agenda and forget about Ross in the interest of Penny Pinching
- Encourage the provision of aqua aerobics & fitness classes. Our village pool in Ross doesnt really need a lot spent on it, just upgrading of the change rooms & toilets. Please keep it open - it means so much to limited mobility people such as myself
- Leave it open would be a start
- It is running very well as it is
- No 'programs are required at the pool. The pool is required for the community and those staying at the Caravan Park to cool off during warner months. The pool is conveniently located over the road from the Caravan Park and many guests and their children utilise the pool on warm/hot days during the warmer months

- Make greater use of volunteers from within the community. Seek community donations to support this facility
- Nothing to change
- My grand children & great grand children learnt to swim at Ross pool. The pool is wonderful for anyone to use. The kids haven't got much here for them. There is no football now for girls or boys. They need something to stop them getting into trouble. Please keep Ross pool open - the village paid for it. Could you get people to put an extra on rates; say \$5 or \$10 either a week, fortnight or month to help keep it up. I have never used the pool myself but I am not the only person in the village of Ross and my eyes are playing up (loosing my sight). People dont seem to think we need anything new added onto it. We all just love it for the village. The kids in Campbell Town have a pool, skate park, football. The kids here only have the Ross swimming pool and thats only for summer time. Im not only think of kids, for adults too. We dont have much here
- Advertising / Signage / Consistent opening / Working bees / Assisted funding from donations : grants; local groups. Country people & children have access to a swimming pool & be able to have the chance to learn to swim - safety issue. School swimming programs are limited
- I think attendance to the pool could be cheaper. It would be difficult to finds funds for a family say of 2,3,4 children on a daily or even weekly basis. My children and grand children loved come home from school via Launceston and instantly meet up with their friends at the pool. Also most of the Cressy children are pretty good swimmers.
- Open longer hours
- Need to have programs to add further value (learn to swim, fitness, aerobics
- By keeping it open. It is a wonderful pool with very friendly volunteer and very good life saver
- To update facilities at a realistic price. Not a million dollars required for this. We dont need a Las Vegas upgrade. Just some realistic care & attention
- Set time for lap swimming 6 to 7.00 pm because general open time there are kids & mums & bubs. Kids need to free style, dont want fussy 'old' 50s folks swimming up & down. Rather than depend on drs, Id rather be pro-active and do water therapy & save the medical system \$\$\$. I do a lot of physical work & swimming is great therapy
- The Ross swimming pool is an asset for Ross. It, in my opinion is fit for purpose and does not need any improvements as it is quite functional as it is.
- To be honest I don't have anything to change
- Would be fantastic to see it open all year round. We should get a grant to see if we can get a roof put over it. I am sure if this happened a lot more people would use it!
- It's perfect. It doesn't need to be too fancy!
- I love the pool and don't need anything fancy there.
- Some aqua fitness classes would be great
- Keep it open.
- Leave it alone
- Keep it open for our kids kids to use a smaller sized pool without bias
- By letting us keep it, we are happy the way it is.
- Don't remove it
- Keep the Ross pool open too. I like the fact that when I pay my family membership pass I can take my four children and their friends to either the Campbell Town or Ross pools
- Let the pool remain open.
- Do not let another town asset die like so many other in small towns it should not be always about the mighty \$.That makes it stay open or close. The people of Ross built this asset and have been supporting it from day one 1 and always will. This pool is a credit to the town and must remain open
- The pool itself does not need improvement but I do believe that the expectation on volunteer members of the community in the running of a public facility is too great.
- Not much is needed it is well run by the great volunteers
- Very happy with current set up, just want it to remain open.
- No improvements required