



# West Coast Aquatic Facilities Strategy



2017

## Issues and Options



28/08/17

## About this document

This document is the Issues and Options document – a precursor to the draft report. It provides an overview of the assessment of the current facilities, the key issues arising, and short and long-term aquatic facility options.

It builds on the demand and consultation findings previously submitted, which provided a summary of the demographic influences/projections, and the results of the consultation with residents and stakeholders related to Council's pools located in West Coast.

## Acknowledgements

@leisure Planners acknowledge and appreciate the contributions made by the project team from West Coast Council, Councillors, and from residents who were interviewed, made comments, came to public workshops or filled in a survey.

## Disclaimer

Note: This report makes a number of assumptions related to costs, staffing and programming of capital works that may or may not be achievable for Council due to local circumstances, and resource availability. Income and attendances may also vary with temperature variations and program patronage.

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## Summary of options

West Coast has three outdoor pools. They are a fantastic resource for the community, are well maintained and generally are in good condition.

The value and potential of swimming pools in the West Coast were clearly articulated during the community engagement process. However, the ongoing operational costs of Council's pools are beyond what is affordable for Council and the community.

### One indoor aquatic centre

The option for providing one all year indoor aquatic centre for West Coast has been discounted as the probable cost to operate such a facility is likely to be in the order of \$500,000 per annum. This option of just one pool is also considered unsustainable, given the low potential attendances due to the distance between towns, ability to pay, and the small total population.

### Next season and the ongoing operational budget

This report describes recommended programming, management, marketing and pricing strategies for the operation of outdoor seasonal pools, along with use and revenue projections. Council staff indicate that not all suggestions are practical due to internal resourcing. Hence the original projections of income were too optimistic.

Adopting a temperature based opening hours policy for recreational swimming (excluding programs) is highly recommended to reduce costs. This has become common practice in seasonal pools elsewhere. A minimum temperature needs to be agreed that balances cost and community service.

There are four options:

1. **Close one pool for the season**- and open the others for three month season with a minimum temperature determining recreational swimming hours (20<sup>o</sup>)
2. **Open all for a shorter season** – ie a week later with a minimum temperature determining recreational swimming hours (options 18-21<sup>o</sup>)
3. **Open all with a minimum temperature** determining recreational swimming hours (options 18-21<sup>o</sup>)
4. **Open as a low patronage pool** with 1 lifeguard for under 25 patrons

Only the first option is likely to come in on budget at \$200,000.

These options are summarised on the following page.

**Table 1. Options for 2017/18 season with projected income net cost and advantages and disadvantages**

Option	Income		Net cost		Main Advantages	Main Disadvantages
	Conservative	Optimistic	Best Case	Worst Case		
<b>Option 1.</b> Don't open one pool (Zeehan or Rosebery) in 2017/18	\$16,000	\$41,558	\$178,385 (@20°C)	\$195,947 (@18°C)	Cheapest option. Only option under \$200,000 budget. If Zeehan pool doesn't open then capital works improvements could commence before next season.	Limits attendances especially if Zeehan closes as it is central to Council area. The community consultation suggested few patrons are likely to travel to pools in other towns.
<b>Option 2.</b> Open all pools a week later for recreational swimming.	\$23,056	\$51,405	\$250,054 (@20°C)	\$278,403 (@20°C)	All pools open for a three-month season. More time to set up.	Doesn't come in under \$200,000. And doesn't make significant savings over opening all season. Harder to fit in schools (although could be out of public hours).
<b>Option 3.</b> All recreational swimming temperature dependent	\$25,000	\$55,738	\$236,903 (@21°C)	\$274,731 (@18°C)	Operating hours allow for a broader program schedule over three months. Reduced operating costs, as Lifeguards are not required on duty on cool/cold days. Some heating savings by keeping pool cover on while being heated.	Not within the \$200,000 budget. Relies on good communication with users and the public around opening hours.
<b>Option 4:</b> Low patronage pools model 1 lifeguard for 25 patrons max. for recreational swimming.	\$25,000	\$55,738	\$230,858 (@21°C)	\$274,731 (@18°C)	Operating hours allow for a broader program schedule over three months, but less staff and reduced costs when weather is cool. Programs run regardless.	Not within the \$200,000 budget. If the weather is hot and a higher number of users attend, this option won't come into play.

A further option for 2017/18 is to commence a capital works program that addresses the pool shell leaks that will save on both the cost of heating and the cost of water. The savings from these cannot be calculated easily before the works are conducted.

In addition to the capital improvements recommended, some basic equipment to facilitate toddlers play and social/family recreation (such as moveable plastic chairs, balls, buckets and utensils, loose materials, and plastic sports equipment) should be provided at each pool, as well as one inflatable for use between pools.



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## Capital Works

Some capital works will be required before or during the next pool season, to ensure the comfort, health and safety of patrons. These required works include separating the water treatment for the toddlers and the main pools, and repairing the heating at Zeehan.

The probable costs of works for all pools is likely to be in the order of \$225,000 for upgrading the toddler water treatment systems, (depending on the exact design specification) plus the cost of a new heater at Zeehan. Appendix 5 outlines these works and planning actions to address leaks, water treatment compliance, as well as the condition of support facilities. The engineering report recommends a further upgrading of filtration and water treatment systems in the future, at an additional \$1.65 million.

## The need for a warm water program/hydrotherapy pool

Currently, there is a need in the West Coast for a warm water program and hydrotherapy pool, for preventative health. However, the cost of running an indoor aquatic facility would not be affordable for Council given the current population, transport options, and the geographic separation of towns.

Providing a pool only for hydrotherapy is not Council's core business, and such a facility would require ongoing sponsorship from a partner such as a health or aged care provider, as well as the subsidisation of users to ensure access.

The Council could advocate to the government to provide a year-round hydrotherapy/warm water program pool in Queenstown. This proposition should be included in the mix of siting options in the long and medium term development options considered for the outdoor pools.

## Medium term options

In the medium term, the landscape surrounds and support facilities of each pool will benefit from upgrades. However, these upgrades should not be undertaken before the long term options have been determined.

Based on the information available, it may be economical for Council to continue to operate the current facilities for the next five years, after which the assets should be considered for redevelopment.

As it will be necessary to redevelop the support facilities and pool surrounds in the medium term, the medium term options are as follows.

1. Reassess the need to replace two pools or all the pools after year 5, as per the long term options; or
2. Commence the planning of the redevelopment of the Queenstown pool as soon as the 2017/18 season has finished, and before undertaking works on the main pool water treatment or solar heating upgrade.

Due to the uncertainty related to the population, any decision to redevelop support facilities should be made in conjunction with the following considerations:

- The need for three pools
- Whether to resite facilities to be co-located with a different facility
- The option for one pool to be redesigned as a smaller water body (i.e. 25m 2/3 lanes)
- The need to redesign the pools to include lap swimming, programmable water, toddlers and intermediate depth, and accessible facilities.

If developed, the existing facilities should not be replaced like for like.

## Long term options

Long term development options for the outdoor pools include:

1. Retaining and upgrading three pools in the current towns, or
2. Retaining two upgraded pools (Queenstown and Zeehan) only.

Both options include:

- a) Retaining an outdoor competition 25m pool at Queenstown with both a toddlers and an intermediate depth pool and landscaped surrounds, either:
  - At the same site but integrated better with indoor sports courts or gym, or
  - In conjunction with another service such as a hydrotherapy pool at the hospital, or a school/another recreation facility.
  - Retaining an outdoor pool in Zeehan:
  - On the same site but designed to better integrated with the community gym/squash courts, or in conjunction with another service (such as a school, or community service), that can also include some non-seasonal fitness/sport activity.
  - Redesigned with potentially only three lanes, as well as a toddlers and an intermediate depth pools, and landscaped surrounds.



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Option 1. Should also consider (within five years and dependent on any revised population projections) the nature of redevelopment of the Rosebery pool:

- As a pool of 2/3 lanes and integrated with a community gym/indoor sport or recreation facility, and
- Located either on the same site, or preferably in conjunction with another service (such as a school, community/health service, or hotel).

Option 2. This option would not retain the Rosebery Pool at the end of its useful life, or beyond the closure of the mine.

# 1. Introduction

## Background

West Coast Council has three outdoor heated swimming pools managed by Council: Rosebery Swimming Pool, Queenstown Swimming Pool and Zeehan Swimming Pool.

In 2016 the Council required a reduction in operating costs of the three seasonal pools that were costing Council an average of \$400,000 per annum to operate. The cost was seen as unsustainable and Council staff were set a target to halve operating costs to \$200,000 for the 2016/17 season.

Consequently, the pool operating hours were reduced significantly and were set as follows:

- Rosebery Swimming Pool: 1 February 2017 to 28 February 2017
- Queenstown Swimming Pool: 1 December 2016 to 28 February 2017 (closed every Thursday in December and February)
- Zeehan Swimming Pool: 1 December 2016 to 31 December 2016

Other changes introduced for the 2016-2017 pool season included:

- Pool entry to be by gold coin donation
- No early morning swimming
- Pools to be closed on public holidays
- A slight reduction in opening hours, with the pools opening from 2pm to 6pm on weekdays and from 11am to 6pm on weekends and during school holidays

## The project

The project brief required @leisure to:

- a) Work with Council (staff and elected members), swimming pool stakeholders and the wider community to gain an understanding of the current situation regarding the facilities.
- b) Investigate opportunities and limitations for each pool, including its infrastructure, maintenance and management.
- c) Provide a one year business plan that will enable Council to operate swimming pool/s for the upcoming 2017-2018 season in a manner that is supported/understood by all stakeholders and within Council's budget capabilities
- d) Provide a three year business plan for the operation/management of the swimming pool/s

- e) Provide a long-term plan for how swimming pools will 'look'/operate in the future on the West Coast.

## The existing pools

There are currently three outdoor 25m pools in West Coast, at Rosebery, Zeehan and Queenstown.

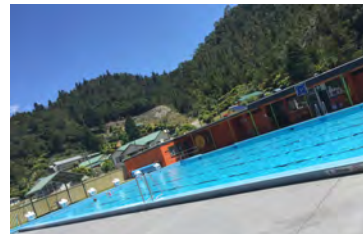
### Rosebery Swimming Pool

Located on Park Road, Rosebery, this pool features a 25m pool (5 lanes) with a separate Toddlers Pool that has interactive play equipment and a beach entry. The pool has solar heating with an electric pump back up.



### Queenstown Swimming Pool

Located on the Esplanade, Queenstown, this pool features a 25m pool (6 lanes) with separate Learn to Swim and Toddlers Pools with interactive play equipment. The pool has solar heating with an electric pump back up.



### Zeehan Swimming Pool

Located on Fowell Street, Zeehan, this pool features a 25m pool (4 lanes) with separate Toddlers Pool with interactive play equipment and a waterslide. The pool has solar heating with an electric pump back up.







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## **2. Summary of demand presented in the previous document**

The swimming pools are of significant value to residents and schools for recreation, fitness, water safety and sport. The community of the smaller towns see the pools as being essential community infrastructure. Some residents will move away if the pools are no longer provided.

Health professionals see the swimming pool as being integral to keep staff productive and in town, and necessary for their clients for health and wellbeing and social connections, especially for those for whom walking is painful due to weight and osteo issues. The education sector sees the pools as essential for water safety programs, swimming lessons and sport, and for the general health and wellbeing of the community.

The community consultation highlighted that: resident, schools and community services need the pools to be open for a longer season, and for longer hours, and need more options for toddlers play and lap swimming, improved surrounds for picnic and family activities, as well as programs such as aqua fit and private lessons.

Whilst the community broached the idea of one indoor pool, this was quickly deemed only acceptable to the town that may accommodate it, as a water space is needed in the three main towns.

Generally, the residents consulted are happy to pay more to ensure the pools are retained.

The focus of the outcome of the consultation was largely the desire to keep all pools and that these need only to be basic.

### 3. Key Issues and Opportunities

#### 3.1 Asset maintenance

Geoff Ninnis Fong and Partners undertook an engineering assessment of the pools in June 2017.

The key general findings of this assessment are:

- The pools appear to be well maintained.
- The pools lose significant amounts of water and this contributes to substantial cost of operation. Works are required in the short term to seal joints in the pools. Further investigations of pipe work may be required to address significant water loss.
- There are issues with the compliance and scale of water treatment and water turnover rates. In particular, the water treatment system for the toddler pools need to be separated from the water from the main pools. The overall plant also needs to be upgraded.
- The pools appear to be on very stable ground, although surface cracking and issues associated with previous repairs will need to be monitored and rectified.

The full engineering assessment has been supplied, separate to this report. A summary of findings is included in the outline by pool in Appendix 4.

In broad terms the pools probably have up to ten years remaining of life if they are well maintained.

The heating systems haven't been able to deliver water to a consistent temperature throughout the season, and at Zeehan the water temperature is too low. Appendix 5 provides a suggested program for how these works should be undertaken.

Whilst smaller water bodies (for example three lanes) could meet the community needs at Zeehan and Rosebery, other issues suggest it may not be worth replacing these until after 5 years.

#### 3.2 Presentation and amenity

##### Pool surrounds

A visual inspection of the pools was conducted in June 2017.

The landscape surrounds at the pools for social/family recreation are relatively poor quality and could be improved with the addition of trees/planting along boundaries and general landscaping, as well as sheltered and better quality facilities for parents to watch and play with their children. The survey found better facilities for toddlers, BBQs, and more shaded areas to sit with family are sought after.

These improvements may encourage more people to visit the pool and stay longer. Feedback from the consultation was that the pools are important for outdoor family gatherings and outings as there are limited opportunities for outdoor social/family recreation (such as destination parks or play spaces).

In the short term additional equipment for toddlers and movable chairs should be sought with support from partners. Landscape design improvements should also be considered.

Long term development options for the pools need to consider the design of the surrounds.

### 3.3 Condition of support facilities

The support facilities (entry building, toilets, change and club rooms, etc.) are indicative of the era in which they were built. They are simple and of a basic construction. The need for some minor maintenance was noted.

Few specific comments were provided by the community about the condition of these facilities, as the main focus of the community comments was around season length, opening hours, and keeping the pools. "We do not want great facilities - just a pool" was one such comment.

Comments made in the consultation about support facilities included: The showers in the change rooms need repairs, signs are needed in change cubicles to advise when empty, more undercover seating and handrails in showers are needed, pool tiles need cleaning, and the floors in the change rooms are slippery.

More than 60% of survey respondents said the change rooms were satisfactory. Only 18% said they were very poor.

The following features were rated more important in the community survey than the change rooms:

- Facilities suitable for toddlers
- Suitable water temperature
- Learners pool
- Facilities accessible for people with a disability
- Suitable pool depth
- 25 metre/lap swimming pool
- Warm water pool for programs/therapy

Whilst the community indicated (during the consultation for this project), that they do not expect anything but basic facilities, these facilities are not reflective of contemporary aquatic facilities and could be considered either close to being, or functionally obsolete.

If they were rebuilt they could achieve a greater life (say 30 years), they would be code compliant, insulated and/or heated, and provide a higher level of comfort which will attract additional patrons.

As is the case with the pools, due to the potential decline in population, the replacement of the support buildings would not be recommended in the short term other than at Queenstown pool. Then this potential redevelopment should consider other sites, the possibility of a health partner funding a warm water pool, and the condition of the sports stadium.

A draft program of works is provided in Appendix 5.

### 3.4 Employment/ economic development

Unemployment is very high in West Coast. The pools provide valuable opportunities for young people to gain summer employment, for skill acquisition, for small businesses in the swim and fitness area to grow, and potentially to recruit volunteer support for pool related services.

The availability of accredited swimming pool expertise and small businesses that deliver pool services, that can add value to the pool and contribute to employment opportunities, is exceptional in West Coast. These enable Council to contract services out - especially aqua fit and learn to swim - and still gain highly valuable participation benefits for residents without ongoing costs.

There are also small businesses in West Coast delivering physical activity and yoga for example. If these could be facilitated in conjunction with the pool/adjoining facilities, there may be an opportunity to provide a more sustainable palate of physical activity across the whole year. Health providers said it was hard to get people motivated to do regular physical activity in the pool, and to sustain this in the colder weather, when many overweight and less mobile clients have trouble with weight bearing activities such as walking. So physical activity tends to drop away at the end of the summer season. Options to continue gentle exercise indoors adjacent to the pool may be beneficial to all.

Pooling resources in various ways is becoming integral to urban life. Making money from idle capacity (be that time and skills), or assets such as a spare room, or car, is made easy by firms offering platforms to connect supply and demand in the collaborative (or sharing/peer) economy. The main attraction for suppliers, or 'workers' on these platforms is, unsurprisingly, the flexibility they offer in earning extra income<sup>1</sup>. Council has the opportunity to advertise for other providers to make use of the water capacity outside the Council programmed activity and recreational swimming times at the pools. Council could also underwrite training courses in pool operation, lifeguarding etc., to encourage small business to enter the market.

The projected minimum hours included in the program show some 270 hours over a three-month season for a lifeguard that should be attractive to provide employment for a young person over summer.

<sup>1</sup> Uber 'Micropreneurs' Danielle Logue for Sydney University Of Technology, 2015



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### 3.5 Programming activities at the pool

Due to the small population and very high incidence of chronic disease in the West Coast and concern for the need to learn to swim, it is essential that the pools provide a range of programs to suit different markets such as:

- Preschool aged water familiarisation, play, and lessons (For pre-schoolers, the most common organised activity in Australia is swimming (30%)).
- School aged children who need to learn to swim or may seek holiday programs
- Younger or more active people who seek high intensity fitness programs.
- Adults who seek fitness, and gentle exercise and mobility for older adults.

These programs should be delivered in all pools, on a regular published schedule, regardless of temperature, and at times most suitable to the market – including outside recreational swimming times.

Trends suggest growth in the following key programs and activities:

1. Small group training/exercise; as many people want a fitness experience mixed with a social or community experience.
2. Strength training, especially amongst women who are starting to become more aware of the health benefits of this type of activity.
3. Gentle exercise or training that equips people to improve their everyday functional ability.
4. Stroke correction and/or lessons for older people as more, older family members are becoming responsible for child care than ever before.

Increasingly, and especially for females, the choice of leisure and activity options is defined by the ability to develop and enjoy social relationships. Women are important targets for programs because they tend to be more sedentary and susceptible to cardio vascular disease than men.

The ABS shows the relationship between participation in physical activity or sport and having good social relationships is significant. A key reason to join group exercise classes is motivation to keep exercising and social connectedness. Numerous studies suggest that friendships and continued exercise often results from group exercise.

Medical referrals to appropriate exercise and lifestyle management programs are also expected to increase. There is little or no ability to promote these

to doctors or clients without the availability of such opportunities.

During the consultation some health professionals suggested there is a very high demand for pool exercise programs and that a scheme to bulk bill or similarly subsidise programs for low income families would be necessary to remove identified barriers to access on the West Coast.

Private health organisations will continue to focus on prevention of chronic disease and will encourage more people to be active and adopt a healthier lifestyle, e.g. insurance companies. Whilst this may imply more warm water programming, the current facilities' depth and water temperature are suitable for a number of such programs.

The most common request for different activities at the pool was for lap swimming, open earlier mornings (36), with 6am regularly mentioned.

To facilitate lap swimming, all pools will need lane ropes and a schedule to fit in around family responsibilities, and school and work (including shift works).

A typical program schedule (in line with the likely numbers of participants at each pool) has been devised and used to determine potential attendances and revenue. This is shown in Appendix 1.

Note this program schedule shown is primarily for four lanes at each pool. Activities in the pools with more than four lanes (including the learners pool at Queenstown which is not included in the program) can be scaled up, or used for recreational swimming.

If Council finds that there is limited take up of the programs offered – for example at Rosebery and Zeehan, then this is an indication for Council that there may not be value in retaining the pools.

It will be incumbent on the community to show that they will utilise the facilities.



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### 3.6 Operation costs and revenue

Council have indicated the total costs of operation of the pools need to be less than \$200,000 per season. With other budget commitments Council and the community cannot afford the \$400,000 previously being paid for the operation of its current pools.

Council determined in 2016 that it would reduce the costs of operating the pools to \$200,000. Whilst this was achieved in the 2016/17 season, the principal mechanism used to reduce cost, was reducing the season. This doesn't enable the participation outputs necessary for resident's health benefits, nor enables flexibility to ensure residents have access and choice in when they can access the pools. The reduced season was met with considerable criticism by residents.

Unfortunately, this reduction in availability of the pools coincided with a higher than usual mean maximum temperature over the season.

To address these issues there are three key strategies recommended to reduce fixed and variable costs.

#### Reduction in fixed costs

##### Key strategies to reduce fixed costs include:

1. Increase the efficiency of water use by reducing leaks and considering provision of rainwater tanks, and upgrading plant and equipment.
2. Investigate options to reduce the cost of power, ensure pool blankets are kept on when not in use, and in the offseason reduce the amount of grid electricity use, as well as provide more cost effective solar and other heating.
3. Additionally, in the longer term the reduction in the size of water space, for example a 2/3 lane pool that would be sufficient to provide for lap swimming, school programs, Aquafit, and recreational swimming/water play could be considered.

#### Reduction in variable costs

To reduce recurrent costs of operation, there are six key strategies and some other options related to variable costs:

1. Introduce opening hours for recreational swimming based around a temperature, which is standard practice in Victorian Seasonal Pools.
2. Operate the pools on a low patronage pool basis for lap swimming and off peak times.

This may mean supplementing standard recreational swimming hours with additional guards in warm weather and/or lock out when the pools have more than 25 patrons (outside those in programs). Services available outside warm afternoons could be provided through contactors and an agreed regular program of lifeguards services.

3. Increase revenue through events, programming, membership, and marketing to increase attendance, opportunities for sponsorship to cover costs of equipment and services.
4. Increase buy-in by industry and health partners to reduce specific costs and subsidising use by target groups.
5. Increase Council rates slightly to contribute to an increased budget for the pools.
6. Changing ticketing types to assist with increasing revenue.
7. Advertise the opportunity for sponsorship or seek grants for programs and equipment such as inflatables, lane ropes, noodles, equipment, and swimming aids to facilitate people with a disability using the pools, and the painting and retrofitting facilities. Sponsors could include: corporate entities that include mining, tourism, and fishing for example, aged care or health providers (government or private)
8. Introducing a voluntary membership that could aid communication with users, generate community buy-in, and raise money for facilities or equipment sought after by members.
9. Use volunteers for tasks such as:
  - Office related activities
  - Promotion
  - Co-ordination of activities
  - Cleaning
  - Booking and programming
  - Out of hours lap swimming
  - Selling memberships
  - Fundraising
  - Communication with stakeholders
  - Newsletters

Other options considered for reducing the costs of operation of pools included transferring one of the pools to a community enterprise to operate.

### 3.7 Access and inclusion

The pools and support facilities are not accessible to adults with a disability. Access for people with physical disabilities is not facilitated in the current design of the pool tanks either. This means some 10% of the population may not be able to swim if they want to. No ramps, hoists, or vertical pool lifts are available into the pools.

At Queenstown there is no stair or other access into the main pool at the shallow end.

There are no accessible change facilities or toilets, at any pool, or family change or gender neutral facilities.

General circulation around the facilities could be relatively good for people with a mobility device as there are no major level changes across the sites. Similarly, the spaces in the change rooms are relatively generous and may allow for good circulation, however the doorways may not be code compliant.

Access to the pool enclosures by people using a wheelchair is likely to be possible, even though this may need to be through a side access at Rosebery.

Whilst no architectural assessment for code compliance has been undertaken, it is likely that an accessible toilet/shower could be added to each of the current change rooms.

Water temperature is critical for many people with a disability and if facilities were made physically accessible to aid social inclusion, not all people with a disability may choose to swim because of the water temperature.

### 3.8 Presentation and Prominence

The pools are not very prominent from the street. None are in very prominent central town sites. They do not have brightly painted façades (like the walls of the support facilities interior to the pool enclosure), and the pool water is not visible from the street.

Directional sign on from the main street is very limited and no pool has a major sign saying Heated Swimming Pool. These things will help remind and encourage people to swim, and are very important to motivate people to use them.

Colocation with other community or recreation facilities, especially those that are not seasonal, is important for the same reason - to encourage people to extend their physical activity in the off season and to extend the market for the pools.

From the inside, the walls of the pool buildings and the adjacent gym at Zeehan have been brightly painted and this provides a warm and cheerful aesthetic for the pool surrounds.

It is desirable to paint at least one wall viewable from the outside bright blue and with the words including "heated swimming pool". A large sign should also be provided on street. Directional signage from the main street and destinations in each town would be beneficial.



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### 3.9 Marketing and Communication

Councils typically spend around 3+% of revenue on promotion, and private operators of swim and gym facilities spend significantly more.

A component of Council's budget allocated to recreation facilities including the pool for marketing and promotion is likely to generate considerably more attendance, and will be necessary if programs and a weather dependent policy is implemented.

Apps and websites provide essential tools for people wanting to find a place, to pre plan a visit, for sharing information, to put people in touch with others, to do an activity or organise an activity (such as Meetup), challenging personal bests, and competing without a partner in real time such as "lap it up" style competitions at a local pool. Sharing of information can be fulfilling and creates a sense of belonging to like-minded people.

There is a wide range of simple methods of communication with users and potential users. Memberships to the pool could be sought to increase funds and donated rewards. Members could receive a weekly update and newsletter for example if volunteers could be sought to prepare one. The annual Ezy pay surveys of the fitness industry suggest regular communication and information are important motivators of use. The majority of members only want their gym to communicate with them once a week (72.5%).

The pools do not currently have a place marker in Google.

In order to maximise use and communicate with potential users about daily events opening hours, programs and up and coming events it will be necessary to have the following:

- Signage that is easily visible from outside the facility (external walls or doors)
- Open flags erected daily
- Signage of facility
- A notice-board at the entry point
- Information on the Council website
- Social media – daily updates on Facebook and Twitter
- A member newsletter
- SMS messaging to regular users
- A public address system and verbal reminders to patrons by staff throughout the day.

Council could consider identifying an ambassador or champions that can be utilised in promotional activities for each pool. These should reflect specific age groups and target markets.

A weekly newsletter would be desirable. This can be distributed cost-effectively to a range of different providers including the not-for-profit health and community service providers working in the areas of diabetes, chronic disease, mental health, disability, etc. In addition, communication with visitor accommodation and major employers - such as MMG - should be considered.

A standard schedule of programs and activities is required at each pool Council manages in order to target the wide range of different potential users for water safety, fitness, recreation, and preventative health activities. There are a number of different stakeholders interested in each of those markets. Therefore, it follows that regular communication occurs with stakeholders who also service these markets. See the table following.

**Table 2. Suggested stakeholders to communicate with**

Program	Target Market	Suggested stakeholders
Water safety and learn to swim	Schools Residents <ul style="list-style-type: none"> <li>• Preschool</li> <li>• School Aged</li> <li>• Adult</li> </ul>	Education Department, Royal Life Saving, Tas Swimming, Masters Swimming Vic
Recreation	Residents Major employers Major tourism providers	Not-for-profit social / Community services Health providers with clients in the West Coast Sport and Recreation TAS
Sport	Swimming Club Schools	Queenstown Amateur Swimming Club
Fitness	Residents Local health and community services	Not-for-profit health providers Government health providers not-for-profit health prevention agencies, such as The Heart Foundation Major employers
Health promotion prevention and rehabilitation	Employers Hospitals	E.g. the Queenstown hospital and Rosebery Health Centre MMG



## 4. Factors influencing future development options

### 4.1 First principles that determine the most sustainable options

#### Is there a need for swimming pools in West Coast?

Due to the West Coast climate, demographics remoteness, and physical proximity to water, as well as economic climate, there is a community need for swimming pools and considerable value in maintaining access to at least two swimming pools, due to the geographic dispersed and the size of settlement.

Swimming pools in West Coast are needed to be able to provide water safety, fitness activities, health prevention, rehabilitation activities, and recreation and sport. What is needed however is more than just the infrastructure. It cannot be expected that the attendances at swimming pools will increase until the basic requirements of each market (relevant facilities, activities, and the scheduling of those activities) are met, as well as promotion of the offer.

#### Location of pools

Strahan is the lowest priority for the location of a public swimming pool, given the fact that it does have access to swimming in the sea, and there is one small private pool that is used by private operators for programs.

If a public swimming pool was to be considered in Strahan, colocation or a partnership with a tourism provider should be investigated.

There is a strong argument for Queenstown to retain access to a swimming pool. This is because:

- a) It is the main township of the municipality, and it has 42% of West Coast's population base.
- b) It has a range of services that will likely be maintained regardless of the success or otherwise of mining and other industries primarily located elsewhere.
- c) It can probably provide access to the greatest number of people at any one time.
- d) It has the support services and staff required to use and maintain a pool.

- e) The hospital is one of the main employers in the West Coast and it is needed to be able to provide fit and healthy and productive staff given the difficulty of recruiting new staff to stay in the West Coast.
- f) From a health prevention and promotion perspective, Queenstown also provides the most likely partner opportunities to address the demand for hydro and fitness related warm activities.
- g) It is not likely that West Coast can sustain more than one swimming club and therefore the most practical location for a competition pool that services club and school competitions is Queenstown.

Zeehan has good potential to maintain an outdoor swimming pool. This is because:

- It is the most central township within the West Coast.
- It has opportunities for further economic development from new and existing industries and it is a town that is scalable.
- It has some good supporting infrastructure such as the hotels and a school etc., in Zeehan
- It is an area where a pool can potentially attract more residents to live.
- This town is also supported by visitor activity through the museum and as people wishing to travel to Granville Harbour or Trial harbour need to come through Zeehan.

A pool located in Rosebery is not likely to be able to draw users readily from other towns; therefore, the viability of the pool is largely dependent on population growth of the town, which is not likely at this time.

Rosebery has the smallest population of the three towns with pools. The town's future appears to be dependent on the future of the mine, or the legacy of MMG - which is unknown.



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## 4.2 Siting of pools

The location of pools should be prominent and the facilities should be identifiable as a swimming pool to remind and motivate local people to swim, as well as to attract a wider range of patronage including drive in driver workers and visitors.

There are benefits of maintaining the swimming pools so that they can be accessible to schools and to health providers, and where possible provided in conjunction with sport, fitness, and recreation facilities that are not seasonal and that can be programmed.

This colocation may assist in:

- Promoting available opportunities.
- Providing a management presence.
- Creating a more social atmosphere.
- Increasing the range of users and the types of, and overall use.
- Motivating people to exercise all year.
- Providing opportunities for small business to have a sustainable income, and
- Reducing overall operating costs.

The future development options for pools and support facilities should consider siting options, in particular the future of Council indoor court and community gym assets.

## 4.3 Provision of services at swimming pools

Based on the principle that swimming pools in West Coast are needed to be able to provide water safety, fitness activities, health prevention, rehabilitation activities, and recreation and sport; the current swimming pools are not programmed sufficiently to provide the range of necessary services and community benefits.

The existing pools have potential to provide all of those sport, recreation, health, and education services except for hydrotherapy and some warm water health and education programs. These programs require a higher degree of accessibility to provide for people with physical mobility constraints and warmer water (34°C) to enable programming 12 months of the year.

In order to provide the fitness, water safety, sport, and recreation services for different age groups and people working different hours, to be attractive to a wider range of patrons and provide some basic return on investment, then it will be necessary to provide:

- a) A consistent and agreed temperature for water.
- b) Access into water bodies for people with a disability.
- c) Additional programming and scheduling of activities to meet the target markets availability and requirements.
- d) Regular communication and substantially more marketing of the offer.
- e) An improvement to the general amenity, comfort, and attractiveness of the facilities in the longer term to different age groups and target markets including preschool, family, teenagers, and older adults.

In the short term additional equipment for toddlers, movable chairs for parents, lane ropes for lap swimming, and specific programs for different age groups, level of activity, and ability are required with corresponding promotion and communication to attract these groups.

The scheduling of different activities to service different markets requires access to the pool over a number of different hours per day. Different ways of providing supervision to cover these different markets may be necessary in order to keep staffing costs down.

In order to target lap swimmers for example, it will be necessary to have early morning swimming and swimming access after shift finishes, subject to lifeguard/staff volunteer availability.



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It may be necessary to allocate one or two lanes for lap swimming so as to attract this market. In addition, pools will need to have lane ropes. The pools will need to run on a low patronage pool program after core hours, or provide volunteers to supervise swimming at these key times and/or have swim at your own risk sessions outside the core recreational swimming times.

In order to provide for the range of services necessary through pools, it will be necessary to provide at least one 25-metre lap pool in the long term, suitable for competition. The most logical location for this pool is in Queenstown with its larger population, a swimming club, and the largest school population.

Desirably one warm water/hydrotherapy pool in the LGA should be provided on an ongoing basis. The only cost-effective way of delivering this service would be in conjunction with a health/aged care provider with the operational costs sponsored by entities other than Council.

Community engagement process highlighted the importance of swimming pools for these reasons, in addition to being able to attract and maintain a population base in the smaller townships.

#### 4.4 The role of local government in swimming pool services

Council's role should extend to the provision of the infrastructure as well as the operation of swimming pools either directly or indirectly, and the marketing of those facilities and services. This doesn't mean that all aquatics services need to be fully funded by local government.

Some of the assets such as the Rosebery pool were provided by others (MMG). The future of this pool should be part of the planning for MMG exit, including legacy contributions.

Swimming pools are community infrastructure required for a range of health, recreation, sport education, and economic development purposes. Therefore, these desirably need to be supported by a range of government services including health, sport and recreation, education, and economic development.

Council's core business should be considered as the generation of the participation and economic benefits for the good for the community - not the direct programming of these pools - unless it can provide greater community benefits by providing programs directly.

#### 4.5 Relationship with other pools and services

State Growth indicates that like many more remote rural communities, the West Coast is an isolated community disadvantaged by not experiencing the same growth and breadth of opportunities as larger Tasmanian urban centres. Industry closures, high unemployment, issues with the condition of roads, the lack of public transport and communication infrastructure, and the persistent outward migration of the population (in particular its young people), are issues that should be considered in planning for aquatics services<sup>2</sup>.

Health infrastructure and services are a key part of a modern liveable place, particularly for an ageing population requiring access to more services more often than other age groups. The North West Regional Hospital in Burnie will continue to be the primary hospital and health centre in the region, complemented by the West Coast District Hospital at Queenstown.<sup>3</sup> (Queenstown Hospital does not have a hydrotherapy pool. The North West Regional Hospital in Burnie has a hydrotherapy pool. Currently it has one patient from West Coast).

State Growth reinforces that the provision of sport and recreation programs and infrastructure also has benefits for the region in terms of liveability and the economy.

Participation in sport and recreation encourages social inclusion and connected communities that are more attractive places to live, work, and visit. In 2011, a study was released by the Australian Innovation Research Centre, which showed that sport and physical recreation is a significant contributor to the Tasmanian economy. The Value of Sport and Physical Recreation to Tasmania demonstrated that relatively modest expenditure in sport and recreation is far outweighed by the revenue, cost savings, and community benefits derived from sport and recreation, with every \$1 invested delivering over \$4 in benefits to Tasmania.

Given that Council's core business is not directly in health and education, the provision of future swimming pools on the West Coast should seek ongoing support from other state government departments including Health and Human Services and Education.

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<sup>2</sup> State Growth 2015

<sup>3</sup> Ibid



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Surprisingly, there are no private swimming pools available for community use in West Coast, other than one residential pool used by contractors in Strahan.

The closest public pools are in Devonport and Burnie. The closest indoor aquatics facility is in Burnie. Burnie pool is likely to be the main competition to pools in West Coast as it has indoor and outdoor competition pools and has the capacity for school programs and competition.

There are also several private pools in Burnie offering swim programs.

Currently regional interschool competitions for West Coast students are held in Burnie.



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## 5. Appendices

### Appendix 1. Operation of the Pools in 2017/18

#### 5.1 Proposed Management and Staffing 2017/18

##### Management models

There are a number of management models that can be adopted by local government for the operation of their swimming pools and community leisure centres. They include:

- In house management by Council (current arrangement).
- Management by Committee of Management - established by Council.
- Contract Management, e.g. Belgravia Leisure, YMCA.
- Lease to single operator, e.g. Swim Coach or Swim Club.
- Council controlled combined business entity e.g. Western Leisure Services – City of Wyndham (Vic).

The current model employed by Council - management services in-house - provides the best opportunity to manage risk, reduce operating costs, and manage financial performance, as well as conduct programs appropriate to local demand and manage the asset.

This model is also likely to be the most practical given the lack of other pools and suitable management entities in the region. (The YMCA manages two centres in Clarence, and Belgravia manages one centre in Devonport).

##### Staff Roles

With the in-house model, the following staff structure and responsibilities are typical of what is required.

Council's existing position descriptions provide a good indication of the ongoing role recommended.

##### Council/HR

- Administer bookings off-season
- Initial pool preparation, e.g. water quality
- Initial stock orders
- Equipment purchasing
- Arrange pool plant servicing
- Asset maintenance
- Contractor liaison

- Provide staff induction and training
- Monitoring qualifications/updates
- Financial administration, including invoicing schools and hirers
- Policy and Procedure updates
- Venue and program marketing
- Administer pays
- Coordinate staff training
- Hire a Pools Coordinator

##### ***Pools Coordinator (Based as Lifeguard at one pool)***

- Rosters x 3 pools
- Coordinate programs/program contractor's x 3 pools
- Orders: chemicals, kiosk, merchandise x 3 pools in season
- Banking
- Water quality/plant management
- OHS checks

##### ***Lifeguard (senior/junior)***

- Pool supervision
- Water testing
- Cleaning
- Reception



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## 5.2 Temperature based opening hours

The models offer the option that the pools opening hours are based on a cold weather policy, whereby the pools open for public recreational swimming when the temperature is forecast to be above an agreed temperature based on the Bureau of Meteorology forecast for Strahan Airport at 6.00pm the previous evening, or alternatively 9.00am that day. The policy can also outline extensions to operating hours due to hot weather. See Appendix 3 for a draft Policy.

The model is now very common amongst regional and metropolitan Councils, especially in Victoria as a way of reducing operating costs and maximising services for the community.

Programs could continue and not be dependent on the cold weather policy. Program staff would be required to obtain a Lifeguard Certificate and First Aid and the pool operate under the Low Patronage Pool Guideline<sup>4</sup> of 1 qualified Lifeguard staff for less than 25 patrons.

The temperature model adopted may be varied according to the minimum temperature that Council prefers. Also as forecasts temperatures are for Strahan, there will be temperature variations from these that may affect the towns Queenstown, Zeehan and Rosebery, which are further inland. Advice on this variation has been sought from the Bureau of Meteorology.

As the table below shows, the higher the set temperature to trigger pool opening, the less days that pools will be open for recreational swimming.

The table below shows the average number of days the temperature is likely to equal or exceed 18°C, 19°C, 20°C, and 21°C; based on averages for the last 8 years.

**Table 1. The average number days the temperature is likely equal or exceeds 18°C, 19°C, 20°C, and 21°C<sup>4</sup>**

Month	18°C	19°C	20°C	21°C
Dec	19	15	12	10
Jan	25	20	16	12
Feb	24	21	17	14

<sup>4</sup> Guidelines for Safe Pool Operation RLSS

## 5.3 Costs/Budget 2017/18 - Financial Scenarios

The following budget options include pools opening when the forecast temperature (based on Strahan Airport) is between 18 and 21 degrees or above for the months of December, January and February.

Temperature maximums for Strahan were reviewed over the past eight summers. Staff hours were budgeted based on the average number of days for each month that were 20°C or higher.

The following draft operating budgets are based on range of different scenarios including optimistic and conservative income and revenue projections as well as:

- Not opening one pool for one season (e.g. either Zeehan or Rosebery)
- Opening hours for public recreational swimming is based on varying forecast temperatures
- An option to reduce the season in all pools by one week
- Introducing a low patronage pools policy that means only one lifeguard is required when there are fewer than 25 patrons in the pool.

Unless otherwise stated, the models have the following assumptions:

- The three month season is December 1 2017 to February 28, 2018.
- The opening hours for each pool, in 2017 /2018 season is:
  - Weekends 1.00pm – 7.00pm
  - Weekdays 11.00am – 6.00pm
  - School Holidays Weekdays 11.00am to 7.00pm.
  - (School Holidays December 22 2017 – February 7 2018)
- Pack up and set up time of 30 minutes is allowed for Lifeguards
- Programs run regardless of temperature

### Potential income

Based on good weather, the facilities being operational, water temperature being suitable, programs being well marketed, potential participants being able to afford access, etc.; the following attendances and potential revenue has been identified. Note: this may be ambitious in the first season and has been termed as “optimistic” in the previous financials models.

**Table 2. Projected income based on potential attendance and the proposed program of activities**

Market	Zeehan	Queenst own	Roseb ery	Total visits per season	Potential revenue
Swimming total recreation, etc.	3,229	5,970	2,086	11,285	\$42,883
School lessons	96	190	108	1,366	\$980
School holiday program	20	25	12	93	\$160
School sports	96	190	108	394	\$1,379
Aqua fit	95	523	121	740	\$2,400
Other club/sport training	10	143	9	3894	\$775
Hydrotherapy	15	40	18	1088	\$550
Preschool lessons	21	46	19	859	\$6,014
School aged lessons	56	0* club provided	74	596	
Total excluding Hydrotherapy	3,568	7,087	2,463	18,632	\$55,738

**Table 3. Summary of revenue and expenses with an optimistic income scenario and the various options for 2017/18**

Scenario 2017/18	Optimistic Income Scenario						
	All Pools 18°C	All Pools 19°C	All Pools 20°C	All Pools 21°C	Close Zeehan. Other Pools 18°C +	Close Zeehan Other Pools 20°C	All Pools Open 3 weeks in Dec/ 20°C
Total Revenue	55,738	55,738	55,738	55,738	41,558	41,558	51,405
Total Expenses	330,469	318,320	304,331	292,641	237,555.8	220,243.8	301,459
Net Result	-274,731	-262,582	-248,593	-236,903	-195,997.8	-178,685.8	-250,054

**Table 4. Summary of revenue and expenses with a conservative income scenario and the various options for 2017/18**

Scenario 2017/18	Conservative Income Scenario					
	All Pools 18°C	All Pools 19°C	All Pools 20°C	All Pools 21°C	Close Zeehan. Other Pools 18°C +	Close Zeehan Other Pools 20°C
Total Revenue	25,000	25,000	25,000	16,000	16,000	23,056
Total Expenses	330,469	304,331	292,641	220,243.8	237,555.8	301,459
Net Result	-305,469	-279,331	-267,641	-204,243.8	-221,555.8	-278,403





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## Option 1 – One pool, i.e. (Zeehan or Rosebery) not open for 2017/18

### a) Optimistic income

Queenstown and either Rosebery or Zeehan open when forecast temperature is 18 degrees or higher or 20 degrees or higher (Strahan Airport) and Zeehan closes for season to commence capital works program if program is bought forward. Income is based on an optimistic program schedule.

Optimistic Income scenario	20 degrees or higher
Revenue	\$41,558
Expenses	\$220,243
Net Result	-\$178,686

Optimistic Income scenario	18 degrees or higher
Revenue	\$41,558
Expenses	\$237,559
Net Result	-\$195,998

### Assumptions

- Income based on optimistic program schedule at Queenstown and Rosebery/Zeehan
- Pool Coordinators full time wage split between Queenstown and Rosebery/ Zeehan
- No additional income proposed at other pools with one pool's closure
- All pool's depreciation costs are included in operational expenses
- Other expenses reduced by one third
- A warmer than average summer will increase staff costs

### Advantages

- Total forecast operating costs are below \$200,000 for 2017/18 season
- Capital works could be programmed for Zeehan to address heating, compliance matters and structural issues- reducing pressure on doing all pools in one season.
- Queenstown and remaining pools open for a 3 month period
- Operating hours allow for a broader program schedule

- Reduced operating costs compared to previous seasons, as lifeguards are not required on duty on cool/cold days.

### Disadvantages

- Zeehan (or Rosebery) pool closes for 2017/18 only
- Zeehan ((or Rosebery) residents and schools required to travel to neighbouring towns for 2017/18 season
- Revenue is based an optimistic program schedule that assumes staffing availability, marketing support and strong customer patronage.

### b) Conservative income

Queenstown and Rosebery (or Zeehan) open when forecast temperature is 18 degrees or higher or 20 degrees or higher (Strahan Airport) and Zeehan closes for season to commence capital works program if the program can be bought forward. Income is based on a conservative program schedule.

Conservative Income Scenario	20 degrees or higher
Revenue	\$16,000
Expenses	\$220,243
Net Result	-\$204,243

Conservative Income Scenario	18 degrees or higher
Revenue	\$16,000
Expenses	\$237,556
Net Result	-\$221,556



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## Assumptions

- Income based on conservative program schedule at Queenstown and Rosebery/Zeehan
- Pool coordinator's full time wage split between Queenstown and Rosebery/Zeehan
- No additional income proposed at other pools with one pool's closure
- All pool's depreciation costs are included in operating expenses
- Other expenses reduced by one third
- A warmer than average summer will increase staff costs
- Forecast income is conservative and in line with previous seasons

## Advantages

- Total forecast operating costs within budget of \$200,000 for 2017/18 season
- Queenstown and one other pool open for a 3 month period
- Operating hours allow for a broader program schedule
- Reduced operating costs compared to previous seasons as Lifeguards are not required on duty on cool/cold days.
- If Zeehan isn't opened for the season, capital works (heating, and pool structure and compliance issues can be done before opening in 2018/19, rather than staggered over two seasons.

## Disadvantages

- Residents and schools will need to travel to a neighbouring town's pool for 2017/18 season
- Fewer people will swim in West Coast because of the lack of a local pool
- If Zeehan closes this is the most central pool to some communities.



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## Option 2. Open all pools one week later

In this option the season would commence Friday December 8 2017, one week later than proposed in other options. Pools will also open when the forecast temperature is 20 degrees (Strahan Airport) (or a higher temperature as determined by Council).

In this option the expenses stay the same.

### Optimistic income

Optimistic Income Scenario	20 degrees or higher
Revenue	\$51,405
Expenses	\$301,459
Net Result	-\$250,054

### Conservative income

Conservative Income Scenario	20 degrees or higher
Revenue	\$23,056
Expenses	\$301,459
Net Result	-\$278,403

### Disadvantages

- Slight reduction in season length has little impact on overall operation costs
- Operating costs in excess of \$250,000
- A warmer than average summer will increase staff costs further
- Capital works program to commence at end of 2017/18 season in all pools, increasing operating costs this season, e.g. water loss and heating.

### Assumptions

- Income based on optimistic program schedule.
- Income does not change with temperature variations, as programs are not weather dependent and will continue to operate.
- Program staff have a Pool Lifeguard Certificate and First Aid.
- Pools operate as 'Low Patronage Pool' when programs operate outside of normal operating times.

### Advantages

- Two pools open for an extended period compared to last season
- Operating hours allow for a broader program schedule
- Reduced operating costs compared to previous seasons as Lifeguards are not required on duty on cool/cold days.



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### Option 3 - Temperature based opening; 3 pools

#### a) Optimistic income

Open when forecast temperature is 18, 19, 20 or 21 degrees or higher (Strahan Airport)

Optimistic Income scenario	18 degrees or higher
Revenue	\$55,738
Expenses	\$330,469
Net Result	-\$274,731

Optimistic Income scenario	20 degrees or higher
Revenue	\$55,738
Expenses	\$304,331
Net Result	-\$248,593

Optimistic Income scenario	19 degrees or higher
Revenue	\$55,738
Expenses	\$318,320
Net Result	-\$262,582

Optimistic Income scenario	21 degrees or higher
Revenue	\$55,738
Expenses	\$292,641
Net Result	-\$236,903

#### Assumptions

- Income based on optimistic program schedule.
- Income does not change with temperature variations, as programs are not weather dependent and will continue to operate.
- Program staff have a Pool Lifeguard Certificate and First Aid.
- All pool's depreciation costs are included in operational expenses
- Pools operate as 'Low Patronage Pool' when programs operate outside of normal operating times.
- A warmer than average summer will increase staff costs.

#### Advantages

- Two scenarios forecast operating costs under \$250,000 for 2017/18 season
- All three pools open for a 3-month period
- Operating hours allow for a broader program schedule
- Reduced operating costs compared to previous seasons as Lifeguards are not required on duty on cool/cold days.

#### Disadvantages

- Revenue is based an optimistic program schedule that assumes staffing availability, marketing support and strong customer patronage
- A warmer than average summer will increase staff costs
- Capital works program to commence at end of 2017/18 season, increasing operating costs this season, e.g. water loss and power usage for heating

#### b) Conservative income

Open when forecast temperature is 18, 19, 20 or 21 degrees or higher (Strahan Airport)

Conservative Income Scenario	18 degrees or higher
Revenue	\$25,000
Expenses	\$330,469
Net Result	-\$305,469

Conservative Income Scenario	20 degrees or higher
Revenue	\$25,000
Expenses	\$304,331
Net Result	-\$279,331

Conservative Income Scenario	19 degrees or higher
Revenue	\$25,000
Expenses	\$318,320
Net Result	-\$293,320



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Conservative Income Scenario	21 degrees or higher
Revenue	\$25,000
Expenses	\$292,641
Net Result	-\$267,641

### Assumptions

- Income is based on a conservative program schedule.
- Income does not change significantly with temperature variations, as programs are not weather dependent and will continue to operate.
- Program staff have a Pool Lifeguard Certificate and First Aid.
- Pools operate as 'Low Patronage Pool' when programs operate outside of normal operating times.
- A warmer than average summer will increase staff costs

### Advantages

- All three pools open for a 3-month period.
- Operating hours allow for a broader program schedule.
- Reduced operating costs compared to previous seasons as Lifeguards are not required on duty on cool/cold days.
- Income forecast similar to previous seasons accounting for potential lack of program staff and customer patronage.

### Disadvantages

- Operating costs are higher than the 2017/18 budget of \$200,000.
- Capital works program may need to commence at end of 2017/18 season, increasing operating costs this season e.g. water loss, and power.
- Less programs will be on offer at pools if there is conservative income.



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## Option 4 – Low Patronage Pools model

### a) Optimistic income

Open when forecast temperature is 18, 19, 20 or 21 degrees or higher (Strahan Airport)

Optimistic Income scenario	18 degrees or higher
Revenue	\$55,738
Expenses	\$319,045
Net Result	-\$263,307

Optimistic Income scenario	20 degrees or higher
Revenue	\$55,738
Expenses	\$296,771
Net Result	-\$241,033

Optimistic Income scenario	19 degrees or higher
Revenue	\$55,738
Expenses	\$308,912
Net Result	-\$253,174

Optimistic Income scenario	21 degrees or higher
Revenue	\$55,738
Expenses	\$286,593
Net Result	-\$230,858

### Assumptions

- Income based on optimistic program schedule.
- Income does not change with temperature variations, as programs are not weather dependent and will continue to operate.
- Program staff have a Pool Lifeguard Certificate and First Aid.
- Pools operate as 'Low Patronage Pool' when programs operate outside of normal operating times.
- All pool's depreciation costs are included in operational expenses

### Advantages

- Two scenarios forecast operating costs under \$250,000 for 2017/18 season
- All three pools open for a 3-month period
- Operating hours allow for a broader program schedule
- Reduced operating costs compared to previous seasons, as Lifeguards are not required on duty on cool/cold days, and only one life guard is present when the number of patrons is below 25.

### Disadvantages

- Revenue is based on an optimistic program schedule that assumes staffing availability, marketing support and strong customer patronage
- A warmer than average summer will increase staff costs as more than 25 patrons will require more than one lifeguard.

### b) Conservative Income

Conservative Income Scenario	19 degrees or higher
Revenue	\$25,000
Expenses	\$318,320
Net Result	-\$293,320

Conservative Income Scenario	21 degrees or higher
Revenue	\$25,000
Expenses	\$292,641
Net Result	-\$267,641

### Assumptions

- Income is based on conservative program schedule.
- Income does not change with temperature variations, as programs are not weather dependent and will continue to operate.
- Program staff have a Pool Lifeguard Certificate and First Aid.
- All pool's depreciation costs are included in operational expenses



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- A warmer than average summer will increase staff costs
- Pools operate as a 'Low Patronage Pool' during recreational swimming times where there are less than 25 patrons and when programs operate outside of normal operating times.

### **Advantages**

- All three pools open for a 3-month period
- Operating hours allow for a broader program schedule
- Reduced operating costs compared to previous seasons as Lifeguards are not required on duty on cool/cold days or when there are less than 25 patrons.
- Income forecast similar to previous seasons accounting for potential lack of program staff and customer patronage

### **Disadvantages**

- Operating costs is higher than 2017/18 budget of \$200,000.
- Less programs may be on offer at pools if a conservative income approach is taken.



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## 5.4 Other Budget Assumptions 2017/18

### Income

Additional income from previous seasons is proposed based on a range of programs to be offered at the three pools.

Entry costs, lane hire rates, and pool hire costs are based on the 2015/16 rates schedule and industry sources.

Council allow contractors to operate programs out of operational hours and charge a lane hire fee. No Council lifeguard required, any contractor using a pool out of operating hours must have relevant qualifications.

Adequate qualified staff can be engaged to deliver programs.

The following table outlines the assumptions related to price of activities.

**Table 5. Assumptions related to the pricing of programs and activities**

Program/ Activity	Price used/ assumption
Swimming (lap or recreational)	Average of \$3.80 per person based on \$3.50 per child, and \$4.50 per adult
School lessons	8 kids per lane. Half an hour per lane. \$20 per lane
School holiday program	\$3.50 per child per visit
School carnival/sports	Exclusive Use: Whole pool 1/2 day = \$400 standard industry rate
Aqua fit	2 lanes @ Max. 40 min @10 per lane per session. (Contractor class fee could be approved by Council e.g. \$8 per lesson)
Other squad training/ or training for other water sports e.g. water polo triathlon etc.	Half price (\$5) per lane 10 hours *11 weeks
Preschool / other lessons	\$7 per person per .5hr lesson

### Expenses

Morning and evening lap swimming (out of operational hours) is either staffed voluntarily, or not offered at all.

A Pool Coordinator is employed full time from 17 weeks from November 6 to March 2.

Staff hours based on average days of 20°C or above as per Table 5.

Staff hours include 30 min set up and lock up time each day pool is open (pool blankets)

Staff rates \$30.20 - \$31.00 per hour.

Operational expenses are based on previous seasons.

The table following shows the additional labour costs if pools are staffed with 1 Lifeguard for 'out of hours' lap swimming.

**Table 6. Additional labour costs if pools are staffed with 1 Lifeguard for 'out of hours' lap swimming**

	Lap swimming costs		
	Voluntary staff	1 Lifeguard 7 sessions x 3 pools	1 Lifeguard 5 sessions x 3 pools
Wages	\$72,701	\$86,012	\$83,933
Net Loss	\$181,422	\$194,733	\$192,654

The minimum operation costs provided will include on average in excess of 270 hours per pool per season for a lifeguard. This should be attractive to a potential lifeguard, and this would be considerable more than hours available at the pools in 2016/7.





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### 5.5 Programs 2017/18

A number of new procedural or policy changes need to be adopted by Council for the model to be successful. These include:

- The adoption of a cold weather policy
- Contractors to be engaged to conduct programs out of normal pool operating hours
- The adaption of Low Patronage Pool policy for lap swimming access and some programs.

A Low Patronage policy will require written procedures for emergency response as per the Guidelines For Safe Pool Operation.

- Low Patronage Pools are those that consistently have fewer than 25 patrons in the water at any one time. It is suggested that 'Low Patronage' applies only to programs out of normal operating hours.

All contractors will require a Pool Lifeguard Certificate and First Aid Certificate plus appropriate industry qualification for the program that they are to deliver.

The table following shows proposed programs, cost and expected provider.

**Table 7. Proposed programs, cost and expected provider**

Program	Council Fee	Provider
Lap swimming	Normal Entry	Council/ Contractor
Swim lessons school aged and above	Lane Hire - \$20 per hr per lane	Contractor (or swim club at Queenstown)
Schools swim program	Lane Hire - \$20 per hr per lane	School
Aqua aerobics	Lane Hire - \$20 per hr per lane	Contractor
Squad training	Lane Hire - \$10 per hr per lane	Swim Club/ Contractor
Pre-school swim lessons	Lane Hire - \$20 per hr per lane	Contractor
School carnival/ events	Pool Hire \$400 per ½ day	School
Holiday program	Normal Entry	Council/ Contractor

### Indicative program schedule

An indicative program schedule has been devised based on the likely attendances and demand, and basic assumptions about mobility of staff and equipment, etc. The intent is to provide a starting point for determining budget, and for a refined program that can be staffed, advertised, and costed.

If Council finds that there is limited take up of the programs offered – for example at Rosebery and Zeehan, then this is an indication for Council that there may not be value in retaining the pools.

It will be incumbent on the community to show that they will utilise the facilities.









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## Appendix 3. Operating hours and Draft Cold Weather Policy

### Introduction

The purpose of this policy is to detail the operating hours West Coast outdoor pools and the circumstances in which these will vary as a result of hot, cold, or extreme weather conditions.

### Objectives

The objective of this policy is to:

- Provide some certainty and consistency in relation to the extended or reduced operating hours based on forecast and daily temperatures for customers and staff;
- Provide flexibility to respond at short notice to increases or decreases in community demand, and safety issues based on weather conditions;
- Ensure that occupational health and safety, public safety, and facility preparation issues are considered in decision making for extension of operating hours and;
- Ensure viable financial operations of the outdoor pools.

## POLICY DETAILS

### Swimming Pools

West Coast Council owns three outdoor pools, which are managed by Council staff:

- Queenstown Swimming Pool – Seasonal heated outdoor pool
- Zeehan Swimming Pool – Seasonal heated outdoor pool
- Rosebery Outdoor Pool – Seasonal heated outdoor pool

### Community demand for seasonal outdoor pools

The stand-alone seasonal outdoor pools are primarily used by the community for recreational use associated with warmer weather. This policy allows for extension and reduction of hours of operating in response to weather conditions and the increase or decrease in community demand. This allows for responsive and efficient operation.

### Constraints

Council needs to balance extension of hours with requirements for preparation for the next day of operation, staff availability and safety, including adequate lighting. The pool plant has limited capacity for re-establishing water quality, particularly at centres where it is aged.

Water clarity is more difficult to re-establish than water hygiene, however is important to public perception and appropriate supervision of bathers. Therefore, adequate water turnover time is important to be able to maximise use of facilities each day.

Staff availability is also a critical factor, with a range of occupational health and safety considerations, including minimum overnight break requirements. Therefore, particularly in a 'heat-wave' situation, water turnover time and staff health and availability will be a consideration in deciding whether to implement an extension to hours.



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## Communication and advertising outdoor pool operating hours and Hot Cold Weather Policy

The Media & Communications Officer, in liaison with the Pools Coordinator must ensure that set operating hours and policy are advertised and communicated via:

- Signage that is easily visible from outside the facility (external walls or doors)
- Open flags erected daily
- Signage of facility notice-boards at entry point
- Information on the Council website
- Social media – daily updates on Facebook and Twitter
- Newsletters (if produced)
- SMS messages (if this function is available)
- Public address and verbal reminders to patrons by staff throughout the day.

## Monitoring weather forecasts

The Pools Co-ordinator will monitor the Bureau of Meteorology Strahan weather forecast daily, and for several days in advance, to assist with forward planning for hot and cold weather and communication.

The planning trigger for changes to opening hours is based on the Bureau of Meteorology weather forecast for Strahan, with the forecast being displayed on the Council website.

## Cold weather closure

The planning trigger for considering closing outdoor pools for the next day is when the Bureau of Meteorology afternoon weather forecast for Strahan has been issued and has forecasted a maximum less than 18 degrees Celsius. This forecast will be monitored early each day to determine if there has been significant change forecast on the day.

Outdoor pools will open for bookings and regular programs regardless of cold weather, in consultation with these groups.

## Hot weather extensions

### **Hot weather extension of hours – late closure of outdoor pools**

The planning trigger to open each centre later than the core hours is based on the Bureau of Meteorology (Strahan) weather forecast:

- By 6pm for the next day if the forecast is to be 30 degrees or higher.
- Forecast will be monitored early each day to determine if there has been a significant change of forecast for the day.
- At opening on the day if the forecast is 30 degrees or higher.
- Forecast will be monitored during the day to determine if there has been a significant change to the forecast for the day. Otherwise the late closing hours (8.00pm) are set and confirmed on opening.

### **Hot weather extension of hours – late closure of outdoor pools past 7.00 pm**

Pool Coordinator may decide that pools remain open later than 7.00 pm if there is ongoing demand, adequate lighting, staff available and adequate time to prepare the centre for next day of operation with regard to:

- Water quality (both sterilisation and clarity)
- Cleaning
- Restocking

### **Extreme weather conditions – closure**

Outdoor pools may be closed at any time for safety reasons, including extreme weather conditions such as storms, hail, lightening and high winds, and sometimes with very short notice to patrons.

Staff will immediately advise the appropriate Council Team on each occasion should a pool be closed due to extreme weather.

## Reporting

Pool staff will be required to document in their monthly reports the days/times the pool hours were extended or reduced, associated maximum temperatures, weather conditions and attendances.



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## OUTDOOR POOL HOURS OF OPERATION

### Opening Hours

Times	Queenstown Outdoor Pool	Zeehan Outdoor Pool	Rosebery Outdoor Pool
Summer Season	1 December to 28 February	1 December to 28 February	1 December to 28 February
School Term - Weekdays	1pm – 7pm	1pm – 7pm	1pm – 7pm
Weekends and Public Holidays	11am – 6pm	11am – 6pm	11am – 6pm
School Holidays - Weekdays	11am – 7pm	11am – 7pm	11am – 7pm

### Cold Weather Reduced Hours

Closures	Queenstown Outdoor Pool	Zeehan Outdoor Pool	Rosebery Outdoor Pool
<b>Full Closure</b> Cold Weather (If below 18°C predicted 6.00pm day prior)	Closed other than bookings or regular programs	Closed other than bookings or regular programs	Closed other than bookings or regular programs
<b>Early Closure</b> Cold Weather Change (If below 18°C at 5.00pm and no swimmers are present, reduce hours and close early)	Early close other than bookings or regular programs	Early close other than bookings or regular programs	Early close other than bookings or regular programs

### Public Holidays

Holiday	Opening times per outdoor pool		
	Queenstown	Zeehan	Rosebery
Christmas Eve	Close at 4 pm	Close at 4 pm	Close at 4 pm
Christmas Day	Closed	Closed	Closed
Boxing Day	11 am – 6 pm	11 am – 6 pm	11 am – 6 pm
New Year's Eve	Close at 4 pm	Close at 4 pm	Close at 4 pm
New Year's Day	11 am – 6 pm	11 am – 6 pm	11 am – 6 pm
Australia Day	11 am – 6 pm	11 am – 6 pm	11 am – 6 pm



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## Applicable School Term and School Holiday Dates

Summer Season	School Holiday Dates
2017/2018	Friday 22 December 2017 – Wednesday 7 February 2018

## DEFINITIONS

Term	Definition
Hot Weather	Weather forecast to reach 30 °C or higher
Cold Weather	Weather forecast below 18 °C
BOM	Bureau of Meteorology





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## Appendix 4. Description and Issues by Swimming Pool

### 5.7 Queenstown

#### Description, site context, and presentation

Located on the Esplanade, Queenstown. The facility includes an outdoor 25m pool (6 lanes) and connected Learn to Swim and separate Toddlers Pool with interactive play equipment.

The main pool is a war memorial pool built in 1972. It was a 33yard pool which has been divided to form a learn to swim pool. It hosts the West Coast's only swimming club.

Queenstown pool is not located in a central location in the town, although they may have some prominence being adjacent to the railway, and the adjoining sports stadium. The sports stadium has solar panels that are connected to the pool.

The site has a relatively low fence with a horizontal rail that will allow an agile young person to climb it.

#### Pools

The main pool is 25m x 14.9m lap pool, (6 lanes) with starting blocks. The pool is 1.8m at the deepest end and 1.3m at the shallow end. It has a raised pediment around the entire pool. The main pool has relatively new starting blocks for competition.

The Learn-To-Swim pool is 7.6m x 14.9m (three lanes across the pool). The LTS pool is .9m to .8m deep.

The 25m and LTS pools were formed from the original 33m pool, which was subdivided into a 25m pool and a LTS pool separated by an insitu concrete dividing wall. The floor of the LTS pool has been thickened with additional concrete to achieve a reduced pool depth.

The learners pool has two stair accesses. As the stairs serviced the full 33m pool before the wall divided the two pools, there is no longer stair access to the shallow end of the main pool. The main pool has two rung ladder accesses only at the deep end. Due to their age there is no easy access to either pool for people with a physical disability. No hoist was sited.

The main and learners pool has covers, which were not in place on inspection, and the pool consequently was very dirty.

There is a separate toddler's/splash pool of approximately 42m<sup>2</sup>. This toddler's pool is .2m deep to .4m. It has a pediment slightly raised above the pool deck, and no beach entry like Rosebery.

The toddler's pool is small with similar spray mushrooms as the other pool but no slide as Zeehan. No shade sails were present when inspected. However, supports were evident.

The pools have no lighting.

#### Support facilities

The pool buildings are brightly coloured on the outside with orange and contrasting colour trim.

The main building has a former kiosk and a swim clubroom. Some equipment, such as the lane ropes and blocks, are owned by the club.

The pool covers are stored at end of the building. If this is generally the case during the season, they would be inconvenient to apply regularly.

The building has a relatively narrow covered veranda facing the pools.

The facilities are relatively generous with a swim clubroom and an area that was previously a canteen.

The facilities are relatively basic in nature, constructed in concrete blocks but in line with the standards acceptable when they were constructed, and their seasonal nature, as they are at the other pools.

The colourful painting of the wall and trim provide warm, more playful atmosphere.

The showers in the change rooms have a privacy screen unlike at the other centres.

No BCA audit of facilities was conducted.

The pool surrounds is grass and is a relatively narrow space without trees. There are no trees along the rear of the property or elsewhere on the site.

There are several covered picnic areas; one adjacent to the toddler's pool, one at the other end, and two along the length of the main pool. Each has a picnic setting. No path access from the concourse is provided for people with a mobility devise to access the toddlers pool.

The fence is hard and severe looking without vegetation, and it appears quite low.



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## Works undertaken recently and inspections

The 25m and LTS pools surfaces are treated with a fibreglass coating, which currently appears to be in reasonable condition.

Unfortunately, the coating has also continued over the control/expansion joints, some of which have caused crack growth in the fibreglass coating, which will facilitate leakage of water through these joints.

When inspected in June 2017, the floor surfaces of these pools were covered with silt, mould, or algae accumulated during the closed period of the centre.

The mould may have been caused by tree leaves and other material rotting in the pools during the centre closure.

The splash/toddlers pool is also coated with fibreglass. Minimal mould growth has occurred in this pool.

The pools do not exhibit any significant differential movement and presumably the material on which the pools are founded is stable and unreactive, possibly even a stable rock. Given the minimal thickness and reinforcement in the pool shells, the bearing material must be stable or significant structural defects would be expected by now.

## Concourses

The concourses around the pools are in generally good condition but do exhibit numerous shrinkage cracks perpendicular to the pool walls. While numerous control joints were installed in the concourse slabs, shrinkage cracking would be expected with the minimal 4" slab thickness and bottom mesh in the slab. The surface finish of the concourse slabs, which appears to be a painted material, is in good condition other than for the numerous shrinkage cracks.

Review of the drawings provided seems to indicate additional pipework was installed on both sides of the main pools during the alterations.

Staff said that when pool works were undertaken, the concourse was replaced but not the pipe work underneath. Some suggested this is where the pool is most likely to leak from.

## Pool Water Reticulation

Soiled water is removed from the lap and LTS pools by skimmer boxes on the northern walls of the pools, and nozzles return filtered treated water in the southern walls. The toddler's/splash pool has one skimmer box in the southern wall and one return nozzle in the northern wall. The lap pool has five skimmer boxes and five associated return nozzles, and the LTS pool has two skimmer boxes and two associated nozzles.

## Issues raised about the facility by the community and staff

Staff indicated that there are pool leaks, and the solar heating doesn't work properly, as it doesn't seem to be hooked up properly.

There have been some problems with stabilising temperatures in the pool and overheating in the Summer.

The pool has experienced some security problems with vandalism and illegal entry to the site.

The facilities are not accessible to adults with a disability as there are no accessible change facilities or toilets. General circulation around the facility would be relatively good for people with a mobility device as there are no major level changes across the site, Similarly the spaces in the change rooms allow good circulation, however the doorways are unlikely to be accessible.

## 5.8 Zeehan

### Description, site context, and presentation

Located on Fowell Street, Zeehan the outdoor pool opened in 1980. It comprises a 25m pool (4 lanes) with separate toddler's pool featuring interactive play equipment and waterslide. The toddler's pool has a shade sale over it, which hasn't been removed in the off-season.

The pool is located up on a rise above the main road. It is not in a very prominent location or adjacent to the main shops, but is located with a short walk of the school.

The pool is attached to a community gym and squash court but it doesn't share the same entrance.

The pool has no lighting.

The pool is not prominent from the street as it does not have a painted façade and the pool water is not visible from the road. There is a small blue directional sign on the main road.

From the inside, the walls of the pool building and the adjacent gym have been painted bright green with colourful yellow and blue trim. This provides a warm aesthetic for the pool surrounds.

The end of the plant room is open above an unpainted paling fence with a dormant creeper growing on it.

It has an unattractive external presentation from the street.

There are no trees along the streetscapes or the embankment to create an aesthetic backdrop to the pool setting.

As the site is sloping, there is no lawn area with picnic facilities and shelters as at the other pools. There is a small undercover area with two picnic table settings on the pool deck.

### Support facilities

The support building is a simple and basic concrete block construction. Zeehan used to have a swim team and the pool has a largish room with honour boards, now used for first aid and other activities.

The change rooms have basic toilet cubicle and have open bricks needed for roofline ventilation.

The men's change room has open showers and urinals. There is no family change or gender neutral or accessible change facility. There is no place where parents could change two children of

different genders. They are generous spaces and likely could be used by a person in a wheel chair, although there are no accessible toilets.

The change rooms have natural light from skylights, although new solar heating has been installed over the top. The change rooms are open plan and have timber slatted seats and hooks above. The interiors are unlined and not painted concrete blocks.

It looks as if trees have been removed behind the pool, as this slope is bare and unattractive.

Whilst the site is sloping, it appears that wheel chair access to the pool from the street would be possible.

The doorways however do not appear to be to code. No BCA audit of facilities was conducted.

### Pools

The Zeehan swimming pool is 25m x 10m lap pool and the toddler's pool is approximately 28m<sup>2</sup>.

The main pool is 1.6 m \*.95 deep. The main pool has blocks on the deep end. It is solar heated with electric back up. There are cool covers in place.

The pool has a raised pediments (minor) with a wet deck at a lower level. There is no accessible entry for people with mobility impairments.

There are no pool hoists.

The pool has stair entries at the shallow building end and rung ladders toward the street end.

The toddlers pool is .49 m deep. It has a small slide and several mush room sprays. It has some raised pediments around the pool and is not accessible to children with mobility impairments.

Around the pool there is evidence of the gel coat of paint on the fibreglass being worn.

The 25m-lap pool is a reinforced concrete pool with wet deck gutters on both long sides.

The toddler's pool is a reinforced concrete pool using basically part of the concourse slab and some deeper areas through the concourse slab. The pools do not exhibit any significant differential movement and as for Queenstown, presumably the material on which the pools are founded is stable and unreactive, possibly even stable rock. No pool structural drawings were provided for this centre.

The 25m lap pool surface is treated with a fibreglass coating which currently appears to be in reasonable condition other than adjacent to the wet decks on the pool water side, where the coating is wearing away in patches. Unfortunately, the coating has again also been applied over the control/expansion joints, some of which have again caused crack growth in the fibreglass coating which will facilitate leakage of water through these joints.

The floor surfaces of these pools have some dark green coating of mould or algae but very much less than has occurred at the Queenstown pools. The reduced mould may be due to the general environment which has much fewer trees and other larger plant growth than at Queenstown.

The splash/toddler's pool is also coated with fibreglass, with no significant mould or algae growth occurring in this pool.

### Concourses

The concourses around the pools are in generally good condition but do exhibit numerous shrinkage cracks perpendicular to the pool walls and at corners. Numerous control joints were installed in the concourse slabs, but the shrinkage cracking occurring would be likely due to a slab thickness and reinforcement similar to that of the Queenstown concourse slabs. The surface finish of the concourse slabs is brushed uncoated concrete and is in good condition other than for the numerous shrinkage cracks.

### Pool Water Reticulation

Soiled water is removed from the lap pool by wet deck gutters on both long side walls of the lap pool, and filtered water is returned via nozzles from a pipe located centrally in the pool floor. A wet deck system is also used in the toddler's pool to return soiled water to the filters.

Filtered water return nozzles are provided on the horizontal step into the pool for the small upper pool area and return holes in the horizontal face of the step into the lower pool area.

### Issues raised about the facility by the community and staff

- The community and staff suggested that the current heater was not adequate
- This pool is typically substantially cooler than the others
- Pool tiles need cleaning
- A canteen is needed
- Would love a BBQ at the Zeehan pool as I would find I would spend more time there and stay and cook something for lunch

## 5.9 Rosebery

### Description, site context, and presentation

Located on Park Road, Rosebery, the pool is 25m outdoor with 5 lanes. It has a separate Toddler's Pool featuring interactive play equipment and beach entry. It has solar heating with an electric back up.

It is located away from the main street, but adjacent to the football ground.

The pool is on a steep sloping site and has steep stairs up to the entry. This means that it is not providing for people with mobility impairments. Wheel chair access could be created from the road and fenced area adjacent to the football club.

The pool has no lighting.

Behind the main pool is a grassed area with two tent-like shade sails with picnic tables beneath. These are not connected to the concourse to facilitate accessibility for people using mobility devises.

The pools have a pleasant forest backdrop and there is one adjacent house – perhaps a caretaker's cottage at the rear.

The building is of concrete block painted with purple and contrasting yellow on the door frames on the inside. The new concourse is of reddish coloured concrete. The colours provide a cheerful backdrop the pool.

### The pools

The facility has two pools, a 25m x 11m lap pool, and a toddler's/splash pool of approximately 32m<sup>2</sup>.

The main pool has no pediment on the side closest to the building and it has a wet deck on this side. Pool covers were in place when inspected. The pool doesn't have blocks. Like Zeehan, it has stair entries on either side, and at the other end a ladder entry is provided on each side.

The toddler's pool appears to be .95m deep based on concourse markings, and has a number of spray mushrooms. It has pediment above grade but it has a small beach entry on one side. There is no slide as in the similar toddler's pool in Zeehan. The shade sail was still present when visited.

The 25m pool originally had a deep end for diving which has been infilled with concrete to provide a

relatively shallow pool from .8m to 1.7m depth. However, there is some discrepancy between the pool drawings (say .9m - 1.6m) and the pool deck signs. It may be that the depth varies on each side.

The floor surface of the lap pool has very little green mould visible and appears to have been cleaned more frequently than the other centres' pools. The splash/toddler's pool is also coated with fibreglass, with minimal mould growth occurring in this pool.

The pools again do not exhibit any significant differential movement, and presumably the material on which the pools are founded is stable and unreactive, possibly even a stable rock. Given the minimal thickness (100mm) and reinforcement in the pool shells, the bearing material must be stable or significant structural defects would be expected by now.

### Support facilities

The main building has a wide internal veranda facing the pool cover with skylights and solar heating above, and one timber picnic table. The veranda and entry has a pool fence separating it from the raised pool deck.

The administration rooms are small and there are limited fixtures to keep equipment and paper work organised.

There are male and female change rooms. There is no family change or gender neutral or accessible change facility.

The change rooms are dark as the solar heating is located over the skylights. There are shower cubicles and a baby change table. Some minor maintenance is required to windows, etc.

The facilities do not have the large swim clubroom space as the other two pool sites.

Signs indicate the floors of the change rooms may be slippery when wet.

No BCA audit of facilities was conducted.

### Works undertaken recently

The pool lining and pipe work was upgraded in 2009 - 2010. In addition, the pool pediment was reduced by eight inches to increase the visibility of the water surface by supervising staff. It appears that the concourse was increased in height to grade up to the pool edge and increase visibility.

The project had an approximate value of \$180 000. This will also affect a reduction in staff from two to one. The amenities and administrative block at the pool was reroofed in 2009.

The 25m lap pool surfaces are treated with a fibreglass coating, which currently appears to be in reasonable condition. Unfortunately, the coating has also continued over the control/expansion joints, some of which have caused crack growth in the fibreglass coating, which will facilitate leakage of water through these joints.

In the area where the deep end of the 25m pool was filled, control joints appear to have been located to coincide with the joints in the original pool. A number of these joints stop or change direction without any obvious reason. Inspection of the drawings provided did not help understand the logic of some of the joint locations.

### **Concourses**

The concourses around the pools have a number of control joints installed, and are in generally good condition, but do exhibit numerous shrinkage cracks perpendicular to the pool walls and in many cases at 45degrees to the pool and step corners. Shrinkage cracking would be expected with the minimal 100mm slab thickness and bottom mesh in the slab. The surface finish of the concourse slabs, which appears to be a painted broomed concrete finish, is in good condition other than for the numerous shrinkage cracks.

### **Pool Water Reticulation**

Soiled water is removed from the lap pool by wet deck gutters on one long side walls of the lap pool, and filtered water is returned via nozzles from a filtered water return pipe located in the pool floor slab alongside one of the long pool walls.

A partial wet deck system is also used in the toddler's pool to return soiled water to the filters. Filtered water return nozzles are provided on the floor slab for return of treated water.

### **Issues raised about the facility by the community and staff**

No issues were raised about the Rosebery facility during the consultation for this project.

## Appendix 5. Indicative Program of Capital Works

### INDICATIVE WORKS PROGRAM

- Planning Capital Improvements
- Minor Maintenance
- Equipment Purchase
- Admin and Operations
- LTS Cyclic Maintenance Assessments
- Major Cyclic Maintenance

		PRIOR TO OPENING IN DECEMBER										DURING THE POOL SEASON										FOLLOWING CLOSURE IN MARCH									
<b>QUEENSTOWN</b> <b>ZEEHAN</b> <b>ROSEBERY</b>	Separate Toddlers Water Treatment Specify and where possible water proofing of pool joints Assess Heat Pumps Assess Solar Heating Paint Pool Externals Upgrade Street and Pool Signage Purchase Inflatables, plastic chairs and sundry toddler play items Investigate the provision of rain water tanks Develop marketing and communication plan for each pool Prepare new pricing schedule Seek expressions of interest for program providers at the pools Replace Zeehan heater Refine and publish the program schedule Monitor and fill necessary concourse cracking Replace missing grates, resurface, paint Clean and erect shade sails Minor maintenance change and toilets																														
	Design new plant to compliant commercial standard Specify and water proof of other pool joints Plan better integration with adjacent or additional community gym/courts Consider options to introduce a small kiosk at one or more pool Assess further pipe work for leaks Devise online booking system Undertake pipe work upgrade Develop ongoing relationships with key employers, education and health sectors to assist in future pool activities Assess future siting of Queenstown pool Prepare Landscape Design of Surrounds Commence Planning and Redesign Queenstown pool																														
	Admin and Operations																														
	Major Cyclic Maintenance																														