

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

21 June 2016

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SEASONAL POOLS REVIEW AND STRATEGY



GREATER
SHEPPARTON



ACKNOWLEDGEMENTS

The Seasonal Pools Review and Strategy Project Team acknowledges the input and support from a range of Council staff and representatives from external agencies and organisations. The Project Team acknowledges the invaluable contribution by members of the community in completing surveys and speaking with staff and consultants throughout the consultation period.

DISCLAIMER

This document has been developed by the Greater Shepparton City Council's Active Living Department. Information contained in this document is based on available information at the time of production. All figures, tables and diagrams are indicative only and should be referred to as such. This is a strategic document which deals with technical matters in a summary way only. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

EXECUTIVE SUMMARY

Council owns and manages seasonal outdoor pools in Merrigum, Mooroopna and Tatura. The provision of swimming pools is a traditional service delivered by Council's right across Australia and provides a number of physical and social health benefits to communities. The following table provides an overview of key information for each pool:

	Merrigum	Mooroopna	Tatura
Constructed	1985	1962 (War Memorial Pool)	1970
Features	26m x 12m main pool, toddler pool, shade, change rooms, kiosk, BBQ.	34.5m x 13.5m main pool, toddler pool, shade, change rooms, kiosk.	34.5m x 13.5m main pool, toddler pool, shade, change rooms, kiosk, BBQ.
Operational Cost (3 year average)	\$54,592	\$71,565	\$61,167
Population Catchment	672	7,837	4,362
Attendance (3 year average)	2,628	4,107	6,194
Cost Per Visit (3 year average)	\$21.73	\$17.47	\$10.06
Star Rating (out of 5)	2 Star - Local Facility	2 Star - Local Facility	2 Star - Local Facility

The Murchison Pool is on Crown Land and is managed by a volunteer committee who are undertaking their own strategic planning. The pool has been receiving a \$70,000 annual contribution from Council for a number of years of which \$20,000 is to support the operation of the pools, and \$50,000 is to support the upgrade of the pools ageing facilities. The Aquamoves 50m pool and associated seasonal aquatic areas will undergo a separate detailed strategic planning process for the entire facility.

Strategic Context

An extensive analysis of relevant strategic documentation was undertaken including key strategic Council documents, town plans, industry guidelines and articles. This analysis provided context for the provision of seasonal pool facilities within Greater Shepparton and assisted the development of the review and strategy by providing guidance and information for consideration. Key linkages included:

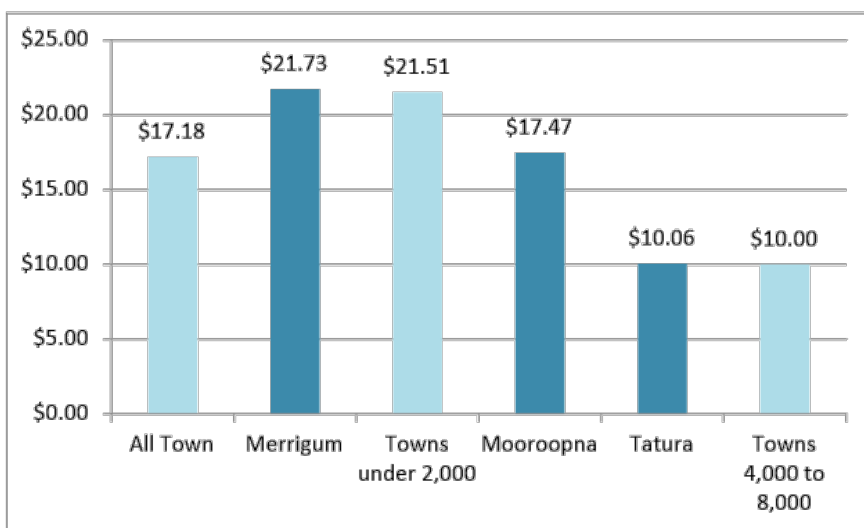
- Council Plan 2013 – 2017: Active and Engaged Communities
- Greater Shepparton 2030: Community Life
- Strategic Resource Plan
- Asset Management Policy
- Municipal Health & Wellbeing Plan
- Community Development Framework
- Merrigum, Mooroopna and Tatura Community Plans

Review and Strategy Purpose

The core focus of the 'Seasonal Pools Review and Strategy' is to assess the current status and performance of Council's three seasonal pools, and to provide guidance to Council in relation to the provision of services and the development of facilities for swimming in Greater Shepparton. The document sets targets to achieve well run and utilised services, at a sustainable cost to Council, and provides direction for operational management.

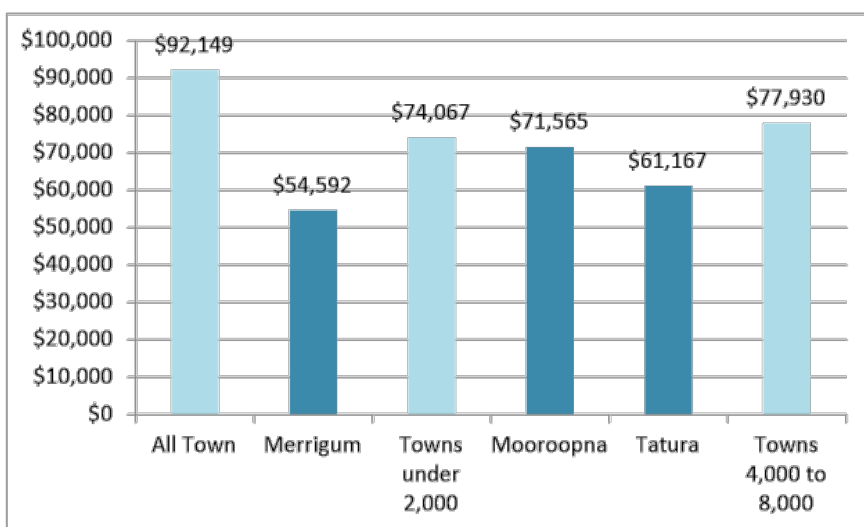
Situational Analysis

Cost Per Visit



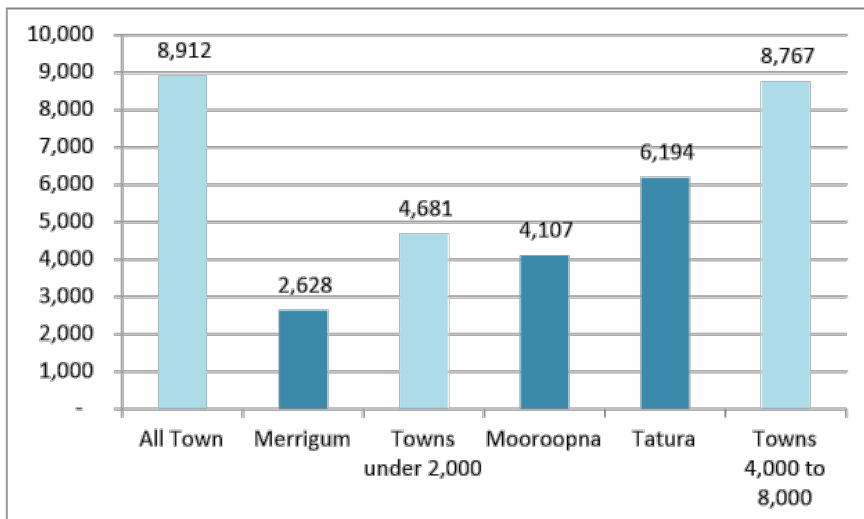
Benchmarking data and three year averages for the Merrigum, Mooroopna and Tatura Pools for the 2012/2013, 2013/2014 and 2014/2015 seasons indicate that Merrigum Pool's cost per visit (\$21.73) is higher than the average of all individual benchmarked pools (\$17.18), and the average of individual benchmarked pools in towns with populations under 2,000 (\$21.51). Mooroopna Pool's cost per visit (\$17.47) is also higher than the average of all individual benchmarked pools (\$17.18), and well above the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$10.00). Only Tatura Pool's cost per visit (\$10.06) was below the average of all individual benchmarked pools (\$17.18). However when compared with the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$10.00), Tatura is still slightly higher than this average. Overall, this data indicates that Merrigum and Mooroopna are performing poorly when benchmarked against other facilities. Tatura performed reasonably well however improvement is required.

Operational Subsidy



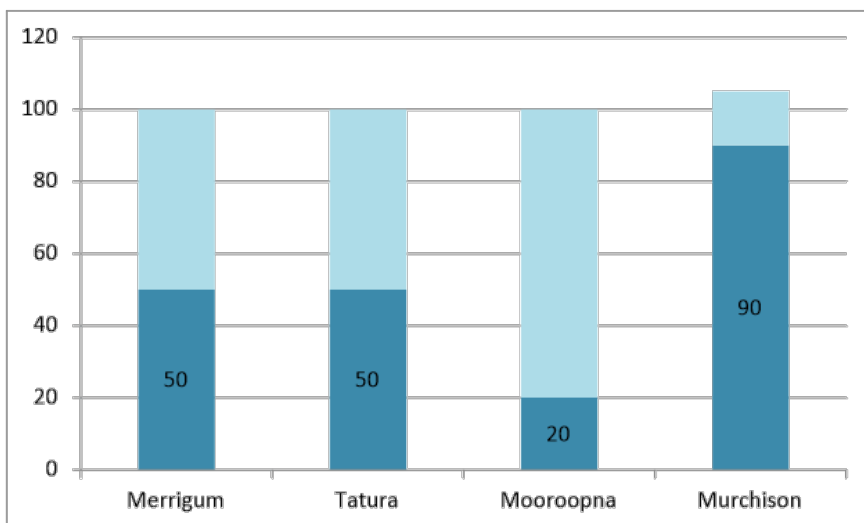
Council's seasonal pools three year averages for operating subsidy perform well when compared to the average of individual benchmarked pools. Further, Merrigum (\$54,592) is significantly below the average of individual benchmarked pools in towns with populations under 2,000 (\$74,067), whilst Mooroopna (\$71,565) and Tatura (\$61,167) are also below the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$77,930).

Attendance



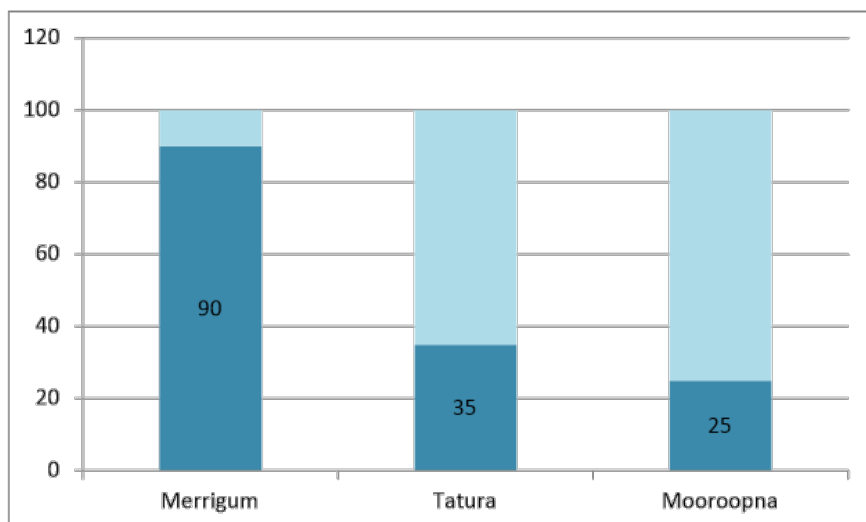
Three year attendance averages for Council's seasonal pools perform poorly when compared to the average attendances of individual benchmarked pools (8,912). Merrigum (2,638) is well below the average of individual benchmarked pools in towns with populations under 2,000 (4,681), whilst Mooroopna (4,107) and Tatura (6,194) are well below the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (8,767).

Community Involvement



Community Involvement is deemed a key indicator in analysing the performance of Council's seasonal pools. Scoring each pool out of a possible 100, with Murchison Pool as a committee-managed facility scoring 90, Merrigum and Tatura pools scored 50 for differing types of involvement. Merrigum have formed a Community Plan Pool Subgroup undertaking fundraising activities including an annual event, and have listed installation of water play features as a priority for the Community Plan. The Tatura community formed a Pool Advisory Group in 2014 and have run community events on Friday evenings to increase socialisation and provide an opportunity for community groups to fundraise. Mooroopna Pool scored 20 as there is no community involvement, other than the pool been identified as a priority in the Community Plan.

Condition of Major Assets (Useful Life)



Condition of Major Assets (Useful Life) is deemed a key indicator in analysing the performance of Council's seasonal pools. Scoring each pool out of a possible 100, Merrigum scored 90 with pools at 49 years and buildings at 24 years, rating the facility as a reasonable 'fit for purpose'. Tatura scored 35 with pools at 14 years and buildings at 9 years, rating the facility as a questionable 'fit for purpose'. Mooroopna scored 25 with pools at 14 years and buildings at 1 year, rating the facility as a questionable 'fit for purpose' with particular concern about the remaining useful life of the buildings.

Industry and Societal Trends

The report highlights a number of industry and societal trends that impact on the provision of Council's seasonal pools. One of the most significant factors impacting the current use of seasonal pools is the variety of opportunities for our communities to recreate in summer. Societal trends have improved the home environment (including backyard pools and indoor climate control) and provided various entertainment options that are seen by many people as more appealing than visiting seasonal pools in the summer. Further to these, community's expectations of aquatic provision are changing, with the emergence of splash parks and water play facilities influencing people's expectations on what should be provided locally.

Consultation

Extensive consultation consisting of over 1200 interactions was undertaken with our community and staff to aid in a thorough review of the pools and in the development of relevant recommendations. Consultation focussed on positive aspects of the pools, as well as issues or areas for improvement that will assist in providing enjoyable experiences for the community. Current users of Council's seasonal pools expressed strong levels of satisfaction with the provision of these facilities and associated services.

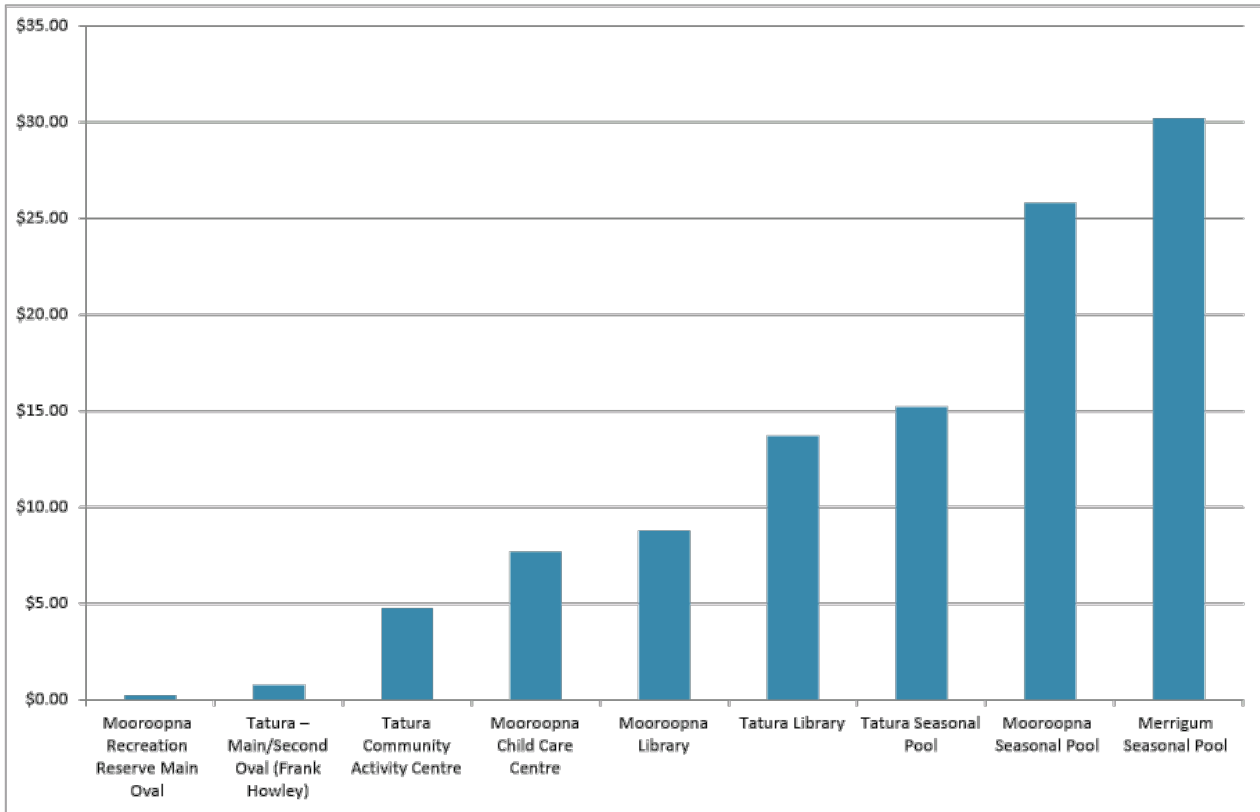
The consultation highlighted that there is high value placed on the need for ongoing provision, including 91% of the survey respondents indicating that Council should continue to fund pools. It was evident that community members value the physical benefits of participating in recreational swimming, the educational benefits of learning to swim, the social health benefits of interacting with other members of the community in a welcoming environment and the mental health benefits of physical activity and socialisation.

Survey respondents believed that swimming pools should have equal importance in receiving financial support as other Council services with 68% believing spending by Council on aquatics has the same priority as other services, while a further 16% believe that it should have a higher priority.

Recent research supported by Aquatics and Recreation Victoria and Sport & Recreation Victoria and conducted by Victoria University and the University of South Australia further supported the consultation outcomes suggesting that with 12,060 visits in the 2014/15 season, the investment by Council of \$191,645 into the rural seasonal pools provided a perceived \$578,880 in personal benefits to our community.

Cost to Provide Council Facilities/Services

Cost Per Visit



When benchmarked against other Greater Shepparton City Council facilities including sports ovals, libraries and child care, the 'cost per visit' to seasonal pools is high. Recreation facilities such as ovals are very low (\$0.25, \$0.76), largely due to these facilities only requiring ground maintenance, with all programming and activities undertaken by facility user groups. The Mooroopna Child Care Centre and Mooroopna Library have similar costs per visit (\$7.70, \$8.80), whilst the Tatura Community Activity Centre (\$4.77) is low. These would rate as a 'best practice' costs per visit when compared to the costs per visit of benchmarked seasonal pools. The Tatura Library (\$13.71) and Tatura Pool (\$15.22) are quite similar and around the mid-range of the costs per visit of benchmarked seasonal pools. The Merrigum Seasonal Pool (\$30.22) and Mooroopna Seasonal Pool (\$25.81) are the highest costs per visit of any Council facility and are amongst the highest of benchmarked seasonal pools. (NOTE: the pool cost per visit figures include ground maintenance costs).



Pool Performance

Key Performance Indicators

Seasonal pools are scored for their performance against 5 key indicators which aims to provide an overall assessment rating of the pools current status.

The 5 Key Performance Indicators that the pools are scored against are:

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

Pool Assessment Rating

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

Rating	Description
90 - 100	Excellent
80 - 89	Very Good
70 - 79	Good
60 - 69	Acceptable
50 - 59	Improvement required - possible closure
40 - 49	Significant improvement required - possible closure
20 - 39	Not acceptable - possible closure
0 - 19	Closure

Performance Against Key Performance Indicators

Based on the investigation and consultation undertaken in preparing this report, each pool was scored for its performance against the Key Performance Indicators. Although there are some positive results, generally the pools are operating below the desired level. Merrigum Pool scored 50 out of a possible 100 rating it as 'Improvement Required', whilst Tatura Pool scored 51.25 also rating it as 'Improvement Required'. Mooroopna Pool scored 30.25 rating is as 'Not Acceptable'.

Indicator	Weighting	Merrigum	Mooroopna	Tatura
Cost Per Visit Score	40%	16	8	20
Operational Subsidy Score	20%	16	14	15
Attendance Score	20%	6	4	7
Community Involvement Score	15%	7.5	3	7.5
Condition of Major Assets (Useful Life) Score	5%	4.5	1.25	1.75
TOTALS	100%	50	30.25	51.25
POOL ASSESSMENT RATING:		IMPROVEMENT REQUIRED	NOT ACCEPTABLE	IMPROVEMENT REQUIRED

Recommendations

This report recommends that Council continue to invest in the provision of the Merrigum, Mooroopna and Tatura seasonal pools, however there are clear actions to be achieved and key focus areas to be worked on to ensure improvement. These include efforts to increase visitation, reduce operational cost, increase community involvement, conduct more community events and activities, maintain and renew infrastructure, effectively manage operations and undertake suitable review, reporting and strategic planning.

Stage 1: Short Term (Years 1 – 3)

This stage has a focus on operational improvement with the major target of '100% of pools performing at a 'Good' level or better'. The achievement of this target will require increases in community involvement, increases in visitation and a reduction in operational cost.

Stage 2: Mid Term (Years 4 – 6)

If Stage 1 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities.

This stage will focus on a review of services and the potential to consider and plan for capital improvement including undertaking upgrades and/or significant capital improvements to existing facilities.

Stage 3: Final Term (Years 7 – 9)

If Stage 2 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities.

This stage will involve undertaking significant capital development to better meet the future needs of the community and cater to the demands of increased usage.



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INTRODUCTION

The Greater Shepparton City Council's 'Seasonal Pools Review and Strategy' provides an extensive assessment of the current provision of seasonal pools to the community and analyses considerations and requirements for the ongoing provision of these facilities and services to encourage a healthy and active lifestyle. Councils have traditionally provided seasonal pools to communities across regional Victoria either through direct management of all aspects or outsourced management with operational and capital contributions in order to ensure communities have the opportunity to participate in swimming as a recreational pastime.

Participation in sport and recreation activities provides community members with physical and mental health benefits and social connectedness outcomes, contributing significantly to the wellbeing of our communities. Councils can support the achievement of these outcomes by providing facilities that empower our communities to actively pursue healthy lifestyles.

Vision

Greater Shepparton residents will lead healthy and active lifestyles through reasonable access to quality aquatic facilities and associated services that are financially viable.

In line with the major aim of Council's Active Living Department, the provision of our seasonal pools aims to help people be:

Healthy

Active

Happy

Connected

Objective

The key objective of the review and strategy is to provide guidance to Council in relation to the provision of services and the development of facilities for swimming in Greater Shepparton.

Council Plan Goal

The Seasonal Pools Review and Strategy has a strong correlation to the 'Council Plan Goal 1: Active & Engaged Community (Social):

- We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

This goal can only be achieved through the provision of appropriate facilities and services that provide quality opportunities for participation.

Strategy Life Span and Review Periods

The 'Seasonal Pools Review and Strategy' is intended to have a life span of 9 years, at which point the entire document will be completely reviewed.

The Recommendations section will be reviewed every 3 years for necessary changes reflecting current operational status and Council or community priorities.

Council will conduct an annual assessment of all items in the Recommendations section to track progress and be accountable to the commitments made to the Greater Shepparton community.

Strategy Staged Approach

The life span and review periods of the 'Seasonal Pools Review and Strategy' provide 3 key stages. Each stage has a particular outcome based on successful achievement of targets, focus areas and key performance indicators at each pool. If these are not achieved, progression to the next stage may not occur, or may only occur at certain facilities. In this case, review of community need and facility viability will be undertaken.

Stage 1: Operational improvement

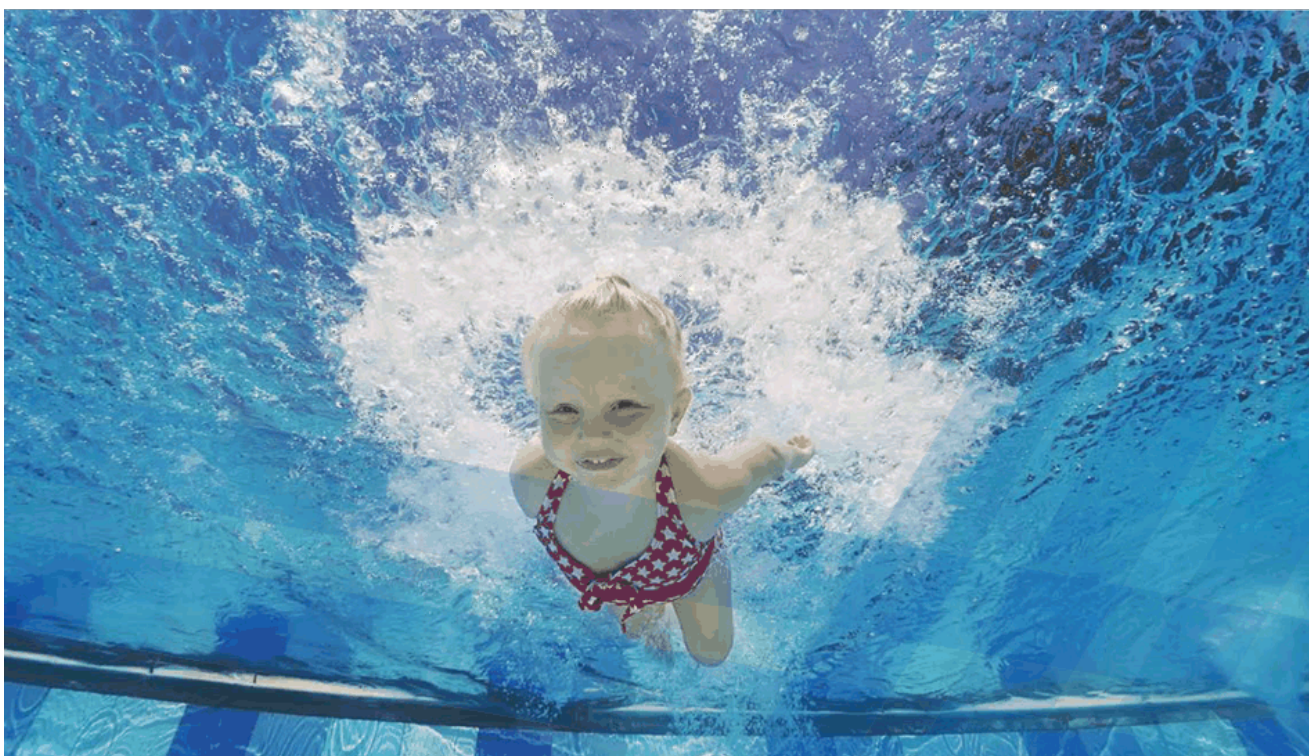
- Continue to improve operations and collaboration with the community to achieve increased participation and quality of facilities and service

Stage 2: Capital improvement

- Undertake upgrades and/or significant capital improvements to existing facilities

Stage 3: Capital development

- Undertake significant capital development of a facility or facilities to better meet the future needs of the community and cater to the demands of increased usage.



Guiding Principles for Future Seasonal Pool Provision

In continuing to provide seasonal pools to our community, it is essential that Council consider the following 'Guiding Principles for Future Aquatic Provision' in all decision making processes.

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

Scope

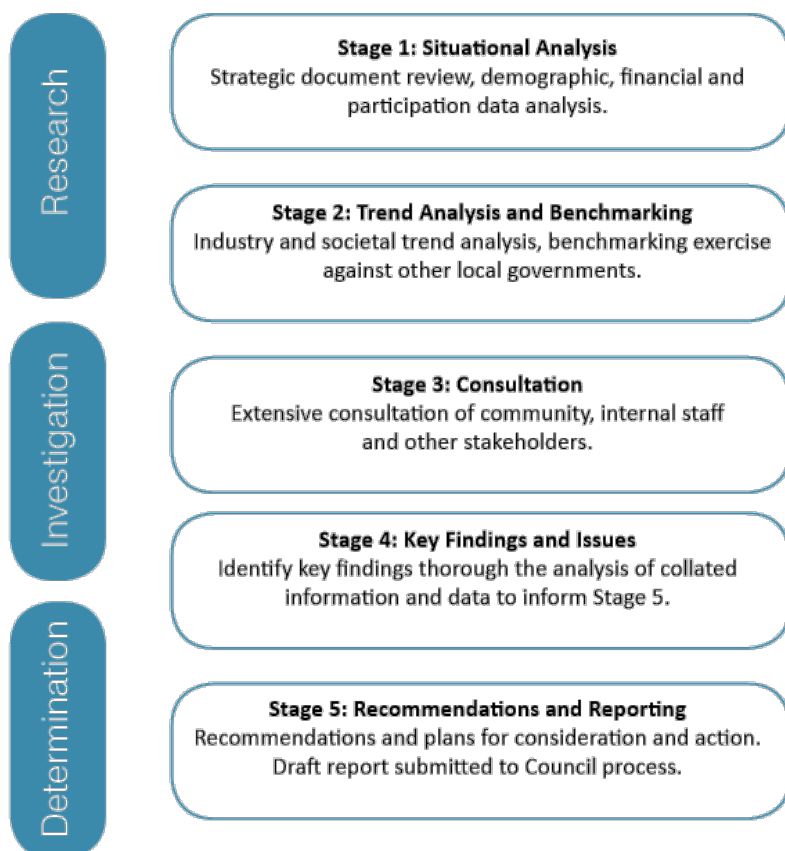
The scope of the review and strategy is:

- The Council-managed seasonal pools within Greater Shepparton located in the Mooroopna, Tatura and Merrigum communities and at the Aquamoves Aquatic Centre.
- The regional context, including consideration of the broader use of Aquamoves, Murchison Pool and other aquatic facilities within Greater Shepparton and adjoining localities.

Methodology

The review and strategy was developed through the following approach:

Figure 1.0: Project Methodology



SITUATIONAL ANALYSIS

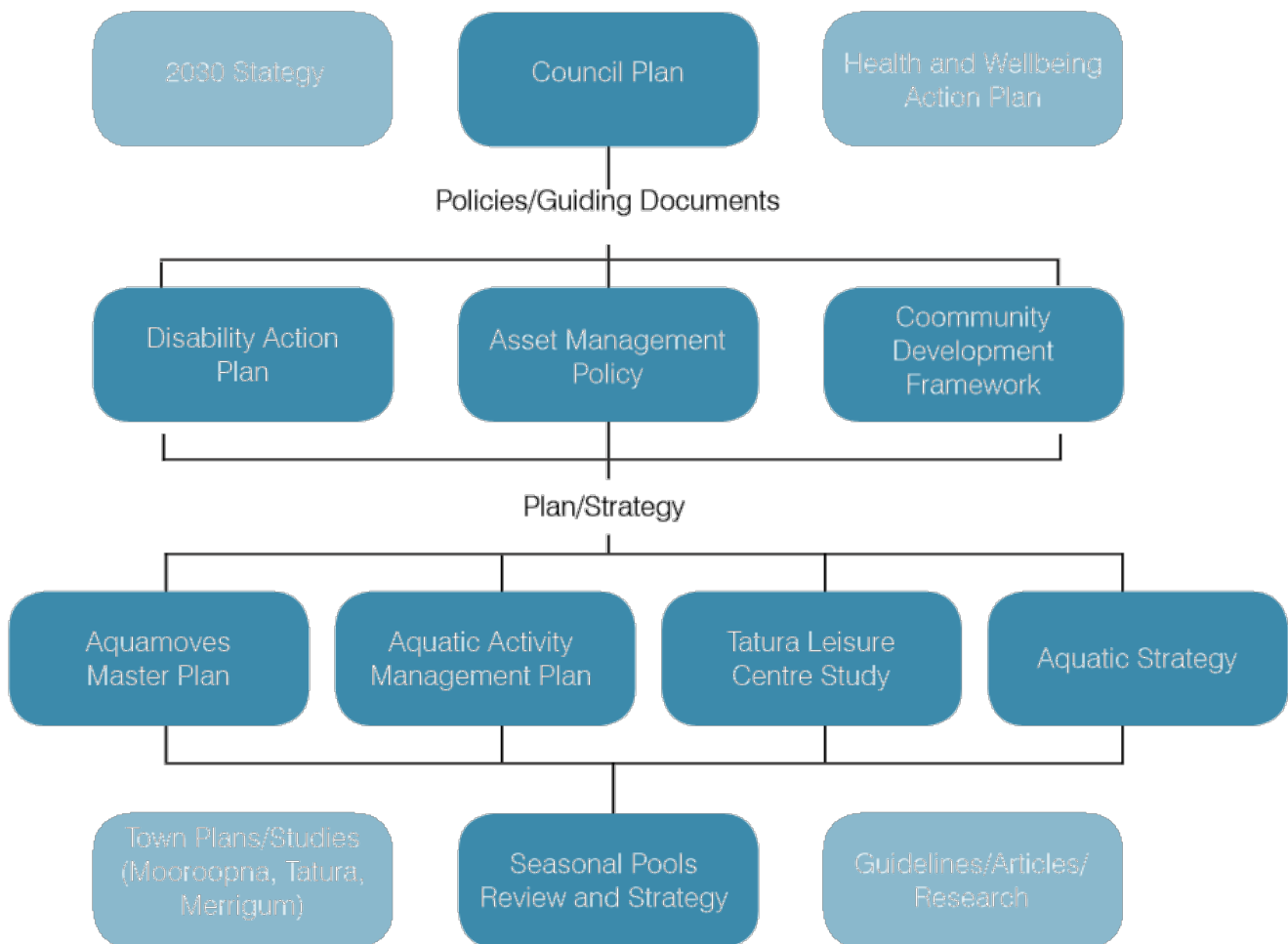


GREATER SHEPPARTON

STRATEGIC DOCUMENT REVIEW

The following documents provide context and support the development of the review and strategy.

Figure 2.0: Strategic Document Hierarchy



Council Plan 2013-2017

The Council Plan (the Plan) is the road map for the implementation of the Greater Shepparton community's vision for the future as outlined in the Greater Shepparton 2030 Strategy (refer below) focusing on the short term, four year implementation period. The Plan has been developed through extensive community and stakeholder consultation and identifies 16 strategic objectives under five key strategic goals.

- Goal 1: Active & Engaged Community (Social): We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
- Goal 4: Quality Infrastructure (Built): We will provide and maintain urban and rural infrastructure to support the development and liveability of our communities.

The provision of quality aquatic facilities and services will assist Council in ensuring a high level of liveability within our communities, contributing significant social and health benefits.

Greater Shepparton 2030 Strategy (2006)

The Greater Shepparton 2030 Strategy outlines a planned future for Greater Shepparton for the next 20 to 30 years, serving as a vision and a guide to planning and leadership for the municipality into the future.

- Strategic Direction 2: Community Life
 - To enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services.

The strategy identifies the need to ensure that facilities, services and policies are accessible and inclusive and appropriate to the sporting and recreational needs of the community and highlights the need to prepare master plans of major parks and open space areas, recreation reserves and sporting facilities.

Greater Shepparton Municipal Health and Wellbeing Action Plan 2014-15

The Action Plan demonstrates a cross-sector partnership approach to addressing our key health and wellbeing matters, with regular monitoring to capture achievement toward maximising health outcomes in our local community.

- Goal 4: Built Environment – Quality Infrastructure: Improve open spaces, urban environments and places to encourage healthy lifestyle choices, social inclusion opportunities, pedestrian mobility and universal access; including safe public amenities.
 - Goal 4 Target: Deliver and promote a range of activities and programs utilising Council's recreational facilities at Aquamoves, Outdoor Pools, KidsTown, Sports Stadium and at 'Healthy Communities' events to encourage active participation from all age cohorts, inclusive of cultural needs and varying physical capabilities.

The plan undertakes a commitment to provide places, spaces, events and programs that are accessible and inviting which encourage participation in physical activity for people of all ages and abilities.

Greater Shepparton Community Development Framework (2010)

This Framework aims to achieve an actively engaged community that is linked to Council's vision and strategic direction for the Greater Shepparton community and reflects the corporate values of Greater Shepparton City Council.

Council believes the achievement of an engaged and participative community requires a strategic approach with four key focus areas:

- People: Community strengthening and support
- Place: Local area development
- Participation: Community involvement and civic participation
- Partnerships: Building strong and authentic relationships

While the provision of seasonal pools is consistent with many of the strategies and actions identified right across the Framework, specifically it acknowledges the importance of a healthy lifestyle, including regular physical activity in optimising health and wellbeing and states Council's commitment to providing accessible, safe and appealing public gathering spaces for sport, recreations and community activities.

Greater Shepparton Asset Management Policy (2007)

This Policy sets out the Council's commitment to manage and improve assets, as an integral part of its delivery of services to the community, so that through the utilisation of best practice the Council can achieve its vision and meet the sustainable levels of service agreed with the community.

- Achieving financial sustainability of the services it delivers including the sustainability of the assets it uses to deliver those services through the following measures:
 - Giving priority to capital renewal expenditure over new and upgrade expenditure in allocating capital funds and in reviewing and updating a capital projects evaluation model to assist in determining which projects are funded.
 - Securing increasing grant and other funding for maintenance and renewal of its existing assets to ensure that agreed levels of service are being met.
- Improving its maintenance and rehabilitation practices to maintain and where possible increase the remaining life of assets.
- Maintaining and rehabilitating its existing assets in a manner which is acceptable to the community in terms of financial burden, safety, quality, impact on the environment, meeting needs and Council's ability to fund those works.

The policy outlines Council's approach and principles to managing its assets which must be considered in the context of this review and strategy and the development of associated recommendations.

Greater Shepparton Disability Action Plan (2004)

The Greater Shepparton Disability Action Plan provides a range of objectives and strategies aimed at promoting access.

Objectives and strategies aimed at promoting access that inform the strategy and review are:

- Building and Facilities: To ensure equity of access to building and facilities for all users.
- Infrastructure Planning and Design: To provide infrastructure that meets the needs of all Shepparton residents and visitors.
- Leisure and Recreation Services: To provide appropriate and accessible facilities for all users.

The existing seasonal pool facilities have accessibility issues due to their construction many years ago. Renewals or capital developments should be implemented incorporating accessibility principles and through liaison with the Council's Access and Inclusion Officer and Disability Advisory Committee.

Aquamoves Master Plan (2005)

The Master Plan assesses the current and future needs of the facility in order remain true to its Mission. This includes extensive reviews of demand and opportunities both internally and through the broader industry as well as significant community consultation.

Facility development priorities identified include:

- Development of a small leisure pool and water playground
- Filling in the existing leisure pool and creation of grassed areas with shade and BBQ's
- Provision of an indoor program pool;
- Re-location of the outdoor 50m pool and change rooms;
- Creation of additional outdoor leisure water

Specifically:

- 6.3 Outdoor Pools
 - 6.3.1 Outdoor Leisure Pools
 - The provision of leisure water and gathering spaces outdoors was a recurring theme through all feedback from stakeholders.
 - In the short term a smaller area of leisure water incorporating play features would meet demand, however spaces should be retained for expansion in the future as the population grows. Ideally water spaces designed for specific populations will be incorporated into the long term planning and development of the facility.
 - The filling in and grassing of the existing leisure pool in the short term and the provision of shade and BBQ facilities will provide community spaces for groups and families to gather that was identified as important through consultation.
 - 6.3.2 Outdoor 50m Pool
 - 6.3.2.1 Heating of the Existing 50m Pool
 - In order to relieve some of the pressure on the indoor pools during winter, there is potential to heat the 50m pool to a satisfactory level through upgraded solar, gas back up and provision of blankets and shift the swimming clubs use to this area permanently.
 - 6.3.2.2 Future Provision of 50m Pool
 - There is strong support for the retention of a 50m pool based on its regional significance primarily relating to swimming programs and carnivals.
 - In the long term, the re-location of the 50m pool to the rear of the Aquamoves building provides for greater synergies for use and also may reduce the cost of operating.
 - 6.3.2.3 Change and Meeting Rooms
 - Development of facilities appropriately sited to the re-located 50m pool will provide change and meeting rooms for swimming clubs, schools, groups and pool user's. The newly developed rooms will be designed in a fashion to promote multipurpose use and flexibility to allow for All Ability Playground user's to use the rooms as well as Aquamoves users.
 - This will also accommodate the removal of the Raymond West buildings which are aging and facing increasing costs to maintain.

The priorities recommended in this document provide an opportunity for future Aquamoves planning to determine progress and/or a shift in direction away from these identified priorities. This process will inform recommendations in any new Aquamoves Master Plan or Future Direction Plan relating to required future developments at Aquamoves to support the provision of seasonal aquatic facilities in a regional context. This review and strategy will not focus on recommendations or developments at Aquamoves as a separate strategic planning process will be undertaken for this facility.

Greater Shepparton Aquatic Strategy (2006)

The purpose of the strategy was to address the future planning, management and operations of Greater Shepparton swimming pools. The document provides an extensive range of background information and guiding principles that supported the development of the following Activity Management Plan.

City of Greater Shepparton Aquatic Activity Management Plan (2008)

The development of this plan seeks to outline a longer term approach to identifying and responding to the range of infrastructure challenges and proposes responsive and proactive actions to ensure aquatic facilities are provided sustainably.

A key component of the document was the 'Aquatic Facility Star Rating' as follows.

Aquatic Facility Star Rating (2007)

In December 2007, an internal working group undertook an assessment of aquatic facilities to determine their 'Star Rating'. The assessment was based on five Core Values incorporating fourteen Service Quality Attributes. The descriptions of the 'Star Ratings' are shown in Table 1.0, whilst the results of the Aquatic Facility Star Rating assessment are provided in Table 2.0. The key functions of the Star Ratings are that they:

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

It should be noted that the scoring is reflective of the status of these facilities in 2007 and since this time changes have occurred which would impact current scoring, particularly at Aquamoves.

The outcomes of the 'Star Rating' exercise were as follows:

- Aquamoves 3 Star (Small Regional – close to Significant Regional)
- Merrigum 2 Star (Good Quality Local)
- Mooroopna 2 Star (Good Quality Local)
- Tatura 2 Star (Good Quality Local)

Table 1.0: Star Rating Descriptions

5 Star - International
International standard facility such as Melbourne Sports and Aquatic Centre. Able to host international events and providing a broad range of facilities and equipment to service in excess of 750,000 visits each year for both community and elite users.
4 Star - Significant Regional
Significant regional facility providing both wet and dry area program spaces capable of servicing up to 750,000 visits a year. Facilities are able to host regional standard events. Generally very good and well maintained supporting infrastructure.
3 Star - Small Regional
Primarily outdoor facility perhaps servicing broader than immediate local community which may include some limited indoor spaces and activity. Water may be heated most likely through solar and primary use is for summer recreational swimming. Facilities are cleaned daily and some programming is undertaken. Supporting infrastructure such as parking and shade provided at a good level
2 Star - Good Quality Local
Local outdoor seasonal facility most likely unheated but may have provision for solar. Comfortable and generally fit for purpose which is primarily recreational swimming. Little programming. Supporting infrastructure such as change facilities, shade and parking is available.
1 Star - Poor Quality Local
Outdoor seasonal facility with limited access. No heating or programming (including cleaning and maintenance) and very basic supporting infrastructure.
Basis for Attributes and Ratings
Used the Core Attributes from the existing plan as a framework
Incorporated issues from CERM 'Customer Service Quality' results (previous surveys) that users deemed important (scoring greater than 5 for expectation)
Incorporated items such as distance from facilities as part of accessibility.

Table 2.0: Aquatic Facility Star Rating

	Service Quality Attributes	Max Score	AQUAMOVES	MERRIGUM	TATURA	MOORoopNA
CORE VALUE - ACCESSIBILITY						
1	Accessibility					
1.1	Travel distance to facilities	5	5	5	5	5
1.2	Access for people with a disability	5	3.5	1	1	1
1.3	Available for use	5	5	2	3	2
CORE VALUE - AFFORDABILITY						
2	Affordability					
2.1	Affordability - value for money	5	4	4	4	4
CORE VALUE - QUALITY						
3	Programming					
3.1	Type and range of programs	5	3.5	2	2	2
4	Equipment Quality and Maintenance					
4.1	Range of equipment to undertake a range of programs	5	4	2	2	2
4.2	Well maintained equipment	5	4	3	3	3
5	Facility Presentation					
5.1	Facilities are clean	5	4	2	2	2
5.2	Pool water cleanliness	5	4	3	3	3
6	Physical Comfort and Amenity					
6.1	Facilities are comfortable and pleasant	5	4	4	3	3
6.2	Pool water temperature	5	4	3	3	3
7	Parking					
7.1	Parking Suitability	5	2	5	5	4
7.2	Parking Safety	5	2	4	4	4
8	Fit for purpose					
8.1	Facilities are fit for purpose	5	4	3	3	3
CORE VALUE - CUSTOMER SERVICE						
9	Customers are treated fairly and respectfully					
9.1	Customers are treated fairly and respectfully	5	5	4	4	4
CORE VALUE-HEALTH AND SAFETY						
10	Health and Safety					
10.1	Facility health and safety	5	5	4	4	4
	Score	80	63	51	51	49
	Score % of Total		78.8%	63.8%	63.8%	61.3%
	5 Star (90-100%) 2 Star (60-70%)					
	4 Star (80-90%) 1 Star (less than 60%)					
	3 Star (70-80%)					

The three rural seasonal pools all rated very similar, largely on the basis that they offer comparable facilities, amenities and services to their respective communities. If there was a desire to increase the rating score of the rural seasonal pools, this could be achieved by the following measures which require additional financial or human resources, and therefore additional funding:

- Improve accessibility for people of all abilities. This would require significant capital investment at all facilities to provide access from the car park through to entry to the pool.
- Increase opening hours.
- Increase programming and associated equipment to provide a range of activities for a variety of ages and abilities.
- Increase the level of resources allocated to the cleaning of both the facility, amenities and surrounds, and the water.
- Increase the comfort of amenities through capital investment in upgrades, including additional heating of the pool water.
- Improve the standard and number of parking spaces.
- Invest significant capital in upgrading plant and infrastructure to a high level, ensuring an improvement to 'fit for purpose'.
- Address all recommended health and safety measures, including those beyond standards or expectations

Tatura Leisure Centre Study (2004)

This document was produced based on the proposal by the Tatura Leisure Centre Committee to construct of an indoor aquatic centre. The document investigated all necessary considerations including demographics, participation data, benefits, siting options, management options and operational aspects. The Indicative Operating Deficits concluded the following:

Based on experience of other regional indoor aquatic centres, it could be expected that an indoor aquatic centre in Tatura would run at a significant annual loss. This loss would be on-going. While it is not possible to quantify the extent of this loss until the range of services and facilities, operating hours, etc are identified, it could be expected this loss would exceed \$100,000 per annum. However, given the small size of the population, the deficit could easily exceed \$200,000.

As such, the proposal was deemed unfeasible and not pursued any further.

Mooroopna Community Plan (2015)

The Mooroopna Community Plan identifies the community's vision for the future and the priorities identified to achieve this vision. Endorsed Community Plans are developed and utilised for the community to advocate and to seek funding for the implementation of priorities.

The Swimming Pool facility in Mooroopna has been identified as a priority since the first Community Plan was developed. The 2015 consultation with the Mooroopna community identified that improvements to the Mooroopna Pool was remain a priority for the local community including infrastructure improvements, seats, fencing, landscaping and adequate parking were identified. The community also identified a preference for the provision of an indoor pool.

A related goal in the Community Plan is 'support the use and development of the Mooroopna Pool'.

Tatura Community Plan (2015)

The Tatura Community Plan identifies the community's vision for the future and the priorities they have identified to achieve this vision. The first Tatura Community Plan was developed in 2010. In 2015 extensive

community consultation was undertaken with the local community to determine what priorities were still relevant and identify emerging priorities. The Tatura Community Plan 2015 now incorporates both new and ongoing actions for the future. The Community Plan will be used by the Community Plan Steering Committee to advocate or seek funding to implement initiatives.

Swimming facilities and the provision of an indoor heated pool continued to be raised throughout the consultation for the Community Plan in 2015. A Community Swimming Pool Committee has been established and meets with Council three times per year to discuss the operation of the Tatura Swimming Pool and to identify opportunities to increase community use of the pool.

The 2015 Community Plan identifies the ongoing key priority of swimming facilities for Tatura and the provision of an indoor heated pool.

A key goal is 'swimming facilities' with the following actions identified.

- Work in partnership with Council to investigate upgrade options for the Tatura Swimming Pool.
- Encourage increased use of the pool through promotion and supporting activities at the Pool.
- Investigate the possibility of a weekly bus to the hydro pool in Shepparton.

Merrigum Community Plan (2012)

The purpose of this report is to review progress on priorities identified in the Merrigum Master Plan (2006), continuously evaluate the relevance of existing priorities and identify any new priorities that may have emerged.

References within the plan included:

- Priority 8: more activities and infrastructure for young people
- Priority 30: Introduce VicSwim program

The Plan makes minor reference to the pool which is more around programming than upgrades or improvements. Given that the Merrigum pool is the youngest of all seasonal pools, this may suggest that residents are generally satisfied with the quality of infrastructure however would like to see increases in programs and activities.

Small Town Community Plans - Various

An analysis of the Community Plans for the following small towns found some references to swimming pools whilst others did not view a swimming pool as a town priority:

- Murchison – Council to continue to provide support and advocacy for the existing committee managed pool.
- Dookie – The Dookie Forum & Ramp it Up Committee identified that having access to the Dookie College swimming pool is a priority. Currently it cannot be used by anyone in the community. An opportunity exists for an advocacy role that Council could undertake including assisting in the training of volunteer community lifeguards or other advocacy measures.
- Katandra West – construction of a swimming pool as number 18 on the communities list of suggested improvements.
- Undera – Plan Action: 'investigate the formation of a committee to investigate children/youth spaces – including a swimming pool'.
- Congupna – swimming pool not a priority (although mentioned by some primary students during consultation).
- Tallygaroopna – a swimming pool is not mentioned at all.

Guidelines for Safe Pool Operation (GSPO)

The Guidelines for Safe Pool Operation (GSPO) is an example of a venue based risk management tool provided as a voluntary guide for operators which assists an operator in satisfying their legislative duties and providing a high standard of care for visitors to their centre. Operators of aquatic facilities are charged with a responsibility for public and occupational health and safety and they must work within a diverse web of standards, state legislation and industry best practice. Although the GSPO is published by Royal Life Saving, it represents the collective opinion of the aquatics industry and a range of expert personnel across Australia through its development process.

This document guides the management and operational aspects of Greater Shepparton's seasonal pools.

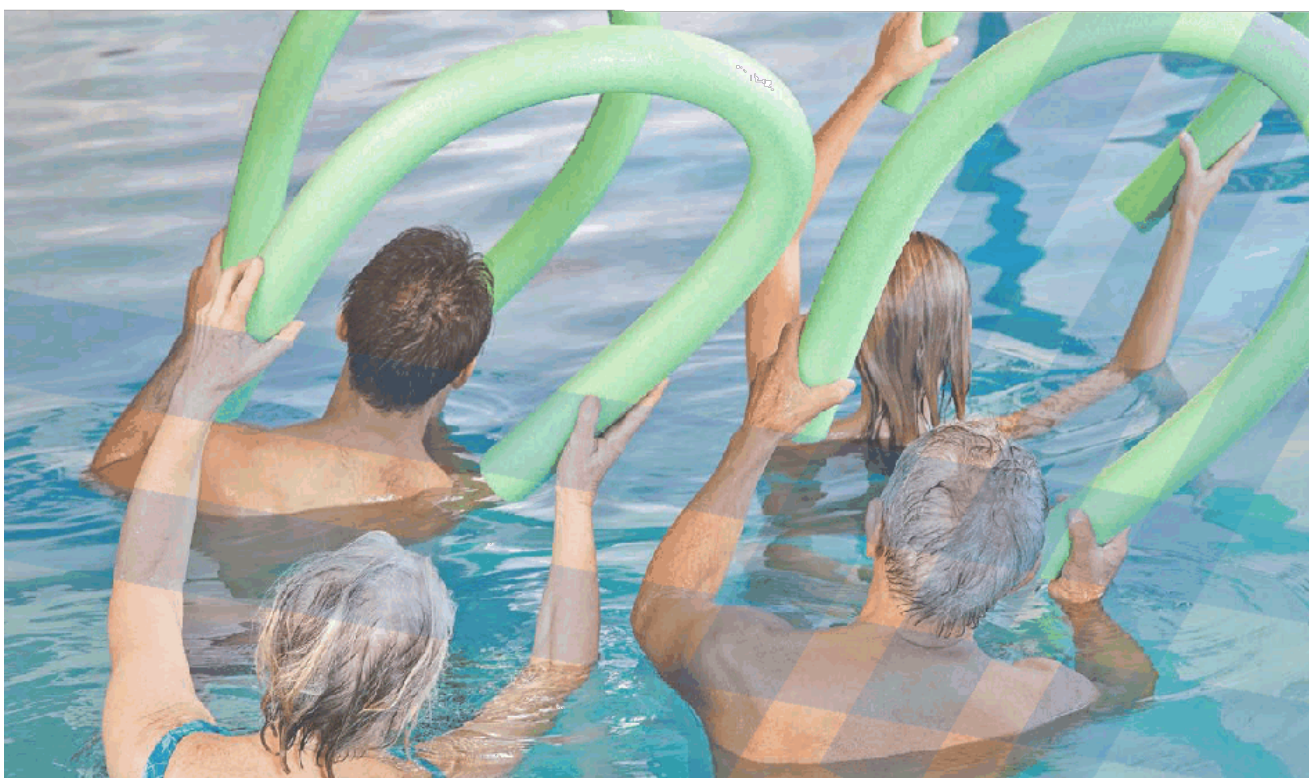
Australian Water Safety Strategy 2012-15

This Australian Water Safety Strategy 2012-15 (AWSS 2012-15) builds upon previous Australian Water Safety Plans and Strategies and was developed by the Australian Water Safety Council (AWSC) in collaboration with water safety agencies, government and other groups with an interest in preventing drowning.

■ Goal 6: Reduce Drowning Deaths by Strengthening the Aquatic Industry

- 6.1 Implement programs that improve management standards and practices and that minimise risk in aquatic recreational environments
 - Risk reduction strategies and programs are refined, implemented and the effectiveness is being monitored
 - All aquatic locations have had safety risk assessments

The national strategy developed by the Australian Water Safety Council and Royal Life Saving Society Australia outlines their focus areas which our facilities must also be aiming to achieve.



Aquatics and Recreation Victoria 'Guidelines for Outdoor Seasonal Pools' (2015)

The purpose of these guidelines is to provide industry advice for local government, leisure planners, designers, architects and facility managers surrounding options for operation, retrofitting, refurbishing or re-building outdoor seasonal pools. The guidelines provide a range of considerations in assessing the performance and status of a seasonal pool, and planning for its future.

The guidelines were produced in the latter stages of the development of this review and strategy, however they validated the process which has been undertaken by Greater Shepparton City Council as in line with industry best practice.

Aquatics and Recreation Victoria Research (2013 – 2014)

Recent research supported by Aquatics and Recreation Victoria and Sport & Recreation Victoria and conducted by Victoria University and the University of South Australia provide an insight into the economic and health benefits of the aquatic and recreation industry. The reports are:

- Personal benefits for Australian public aquatic & recreation centre customers (2013)
- Community Benefits of Victorian Aquatic and Recreation Centres (2014)
- Summary: 'Economic and Health Benefits Project – Community Aquatic and Recreation Centres' (May 2014)

These reports highlight the particular importance of health benefits experienced through participation in physical activity, including swimming, which is relevant to our community's use of seasonal pools.

The past and future of local swimming pools (2009)

This journal article by Ian McShane, which appeared in the Journal of Australian Studies, examines both recent policy to rationalise the provision of local public swimming pools, and the controversy that some closure or redevelopment plans have generated. Focusing on Victoria, the article analyses the cultural and political history of municipal pools, challenging a current policy narrative of local authority failure by highlighting earlier civic and higher government initiatives for pool building.

Whilst not providing significant guidance or recommendations, this journal article highlights the major and interrelated benefits of seasonal pools and provides examples of issues arising out of pool closures when extensive consultation and collaboration with the community did not appear to be evident. This is important in the context of this review and strategy to ensure that suitable community consultation is conducted both now and into the future.

Drowning Deaths in Australian Rivers, Creeks and Streams: A 10 Year Analysis (2014)

In May 2014, Australasian Leisure Management produced an article summarising the findings of the 10 year analysis.

Royal Life Saving River Research Key Findings

- 735 people have drowned in Australian rivers, creeks and streams between 1st July 2002 and 30th June 2012
- Men account for 80% of all drowning deaths in rivers across the decade
- New South Wales recorded the highest number of drowning deaths with 246 drowning deaths, followed by Queensland with 219 and Victoria with 98 river drowning deaths
- Falls into water accounted for 20% of river drowning deaths, followed by accidents involving non-aquatic transport (18%), swimming and recreating (15%) and accidents involving watercraft (14%). Activity was unknown in 18% of river drowning deaths.

- 17% of all river drowning deaths took place in remote or very remote areas of Australia
- 17% of all river drowning deaths were known to be flood related.
- Aboriginal and Torres Strait Islanders drown in rivers at a rate that is 4.5 times that of the non-Indigenous population.

It was noted that rivers account for more drowning's than beaches or swimming pools.

Drowning in rivers is largely a local issue, with almost three quarters (74%) of people who drowned in rivers doing so within 100 kilometres of their home postcode. The number 1 River Drowning Black Spot was identified as the Murray River. Given the close proximity of Greater Shepparton to the Murray River, and the numerous creeks, rivers and channels in our region, the findings of this report are extremely relevant to our community and highlight the role of water safety education through our aquatic facilities.

In August 2013, Royal Life Saving welcomed the then Opposition's election commitment to reducing drowning in inland waterways and promoting access to swimming and water safety in disadvantaged communities. Over the next four years the Society will be working across the country to implement drowning prevention interventions targeting known river drowning black spots and educating the community on risk reduction strategies when recreating in such aquatic locations.

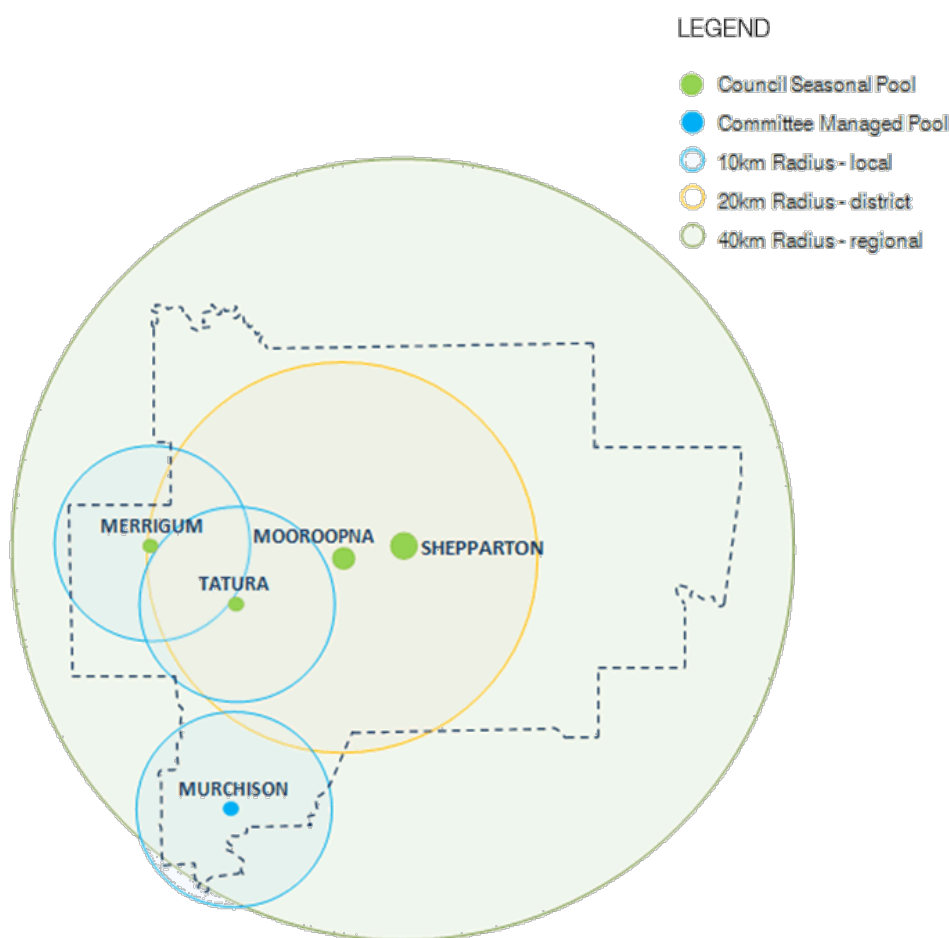


GREATER SHEPPARTON'S SEASONAL POOLS OVERVIEW

The Greater Shepparton City Council owns and operates seasonal pools in Shepparton, Mooroopna, Tatura and Merrigum. Council also provides financial assistance the Murchison Pool Committee, appointed by the Department of Environment, Land, Water & Planning (DELWP).

The map below outlines the location of the facilities operated or supported by Council within the municipality and provides an indication of the proportion of Greater Shepparton residents within a 10km, 20km or 40km proximity of a seasonal pool. The pools have been categorised as servicing a 'local', 'district' or 'regional' area, based on their geographic location within the municipality and the population catchment of each town and their surrounding areas.

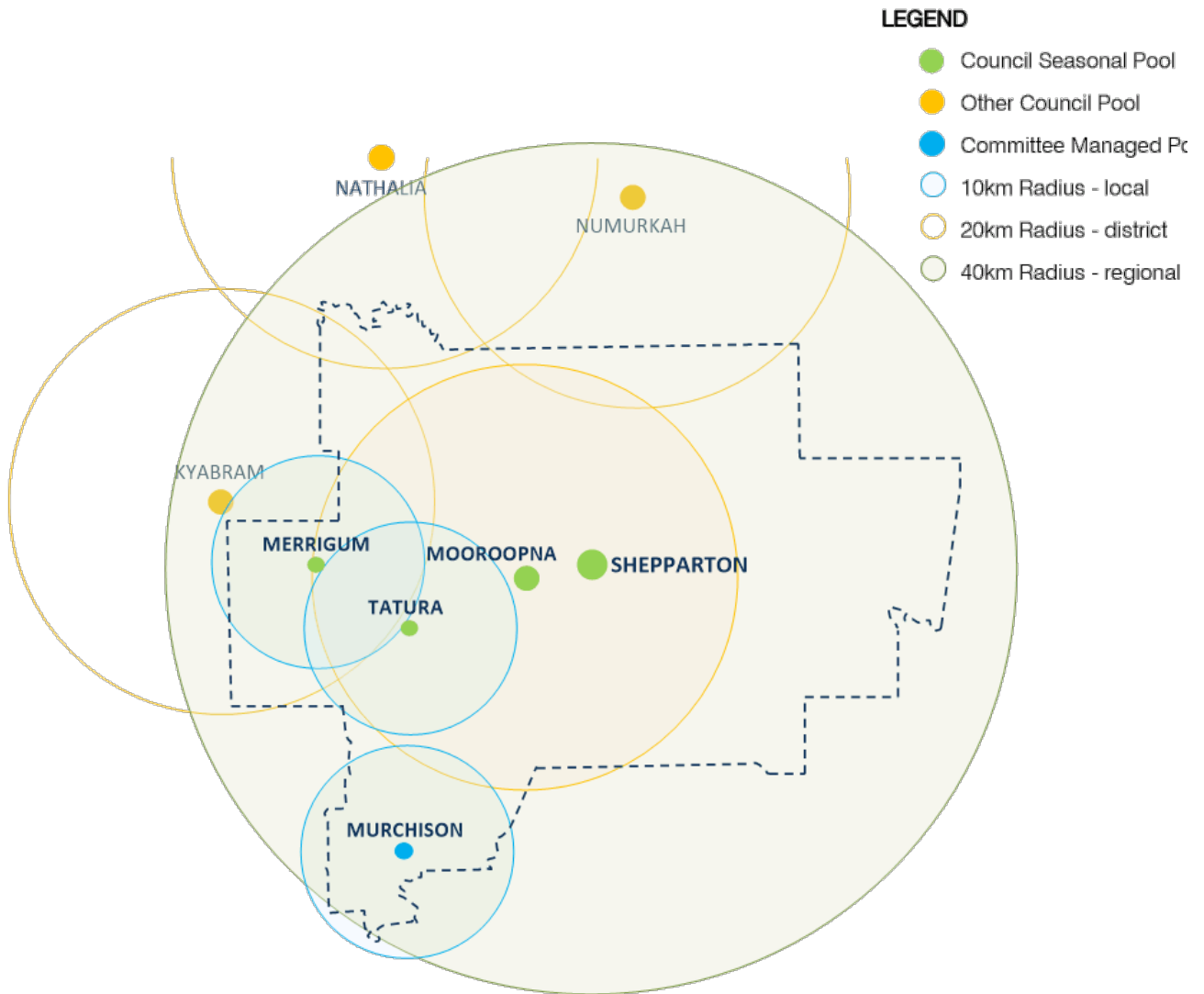
Figure 3.0: Proximity to Seasonal Pools



The map shows that almost 100% of Greater Shepparton residents live within 40km of a seasonal pool. The townships within Greater Shepparton that lie within the 40km radius of the Aquamoves Seasonal Pool, however are outside the 20km radius from a seasonal pool are Katandra, Katandra West, Dookie, Cosgrove, Nalinga, Caniambo, Gowangardie, Boxwood and surrounding areas. This equates to an estimated 1,151 people (1.9%), therefore approximately 98% of Greater Shepparton residents live within 20km of a Council operated or supported seasonal pool (Source: Census 2011). The majority of residents within the townships of Shepparton, Mooroopna, Tatura, Merrigum and Murchison live within 5kms of their town centres, therefore based on population data it is estimated that approximately 80% of Greater Shepparton residents live within 5km of a Council operated or supported seasonal pool.

In addition to accessing Council operated or supported seasonal pools, facilities in adjoining municipalities also provide services to Greater Shepparton residents. The following map shows three additional pools in nearby towns and their respective 20km radius's which provide opportunity for a proportion of Greater Shepparton residents to access alternate facilities that in some cases are in closer proximity to their household than a Greater Shepparton seasonal pool.

Figure 3.1: Proximity to Other Seasonal Pools



Aquamoves Seasonal Facilities

Aquamoves is located at the Victoria Park Lake precinct in Shepparton and is rated as a 'Small Regional' facility (3 stars – close to 'Significant Regional'), as per the 'Aquatic Facility Star Rating 2007' (see Tables 1 and 2). The 50 metre pool and adjacent building were constructed in 1955 with a major upgrade of the pool conducted in 1981. The Aquamoves centre opened in 1997 and is the City's major regional aquatic facility. Council assumed management of the facility in 2005 and a major redevelopment of the outdoor area was undertaken in 2009 with the installation of a new splash park, leisure pool with beach entry, amenities and extensive landscaping throughout.

Aquamoves performs a regional function due to its size, range of activities, year round operation, location and as the only indoor heated facility in the region. As a seasonal facility, Aquamoves boasts exceptional features that generate significant visitation from across the Goulburn Valley region. As Greater Shepparton and the Goulburn Valley Region's most significant aquatic and leisure facility, Aquamoves will continue to plan and implement capital improvements to meet the required level of service which will be determined through a specific detailed strategic planning process.

The seasonal facilities at Aquamoves include:

- 50 metre pool (8 lanes)
- Splash park
- Leisure pool with beach entry
- BBQ amenities
- Steel shade structures
- Sand volleyball court and basketball half-court

In addition, Aquamoves offers a wide range of indoor facilities and services:

- Indoor heated 25 metre pool
- Hydrotherapy and separate leisure pool
- Rapid river
- Water slide
- Tarzan swing
- Spas
- Sauna
- Fully equipped gymnasium
- 2 group fitness studios
- RPM studio
- Child care centre
- Cafe
- Meeting room
- Change room facilities

A key function of the Aquamoves seasonal 50 metre pool is the provision of suitable facilities for the sport of swimming, including the capacity to host high level championships and conduct swimming carnivals for Goulburn Valley schools. The facility has hosted several major championship events and is the major venue for local and regional swimming club meets. Throughout the month of February, school carnival bookings for the Aquamoves 50 metre pool are at approximately 75% capacity. As such, the Mooroopna Seasonal Pool performs the important function of a backup or secondary option for school swimming carnivals.

A condition assessment conducted in 2005 by Dennis Hunt and Associates concluded that the facility was overall in an average condition with a range of maintenance, capital and compliance improvements required.

The summary of 'expected useful life' of major assets at the Aquamoves 50m Seasonal Pool in 2005 was:

Asset	Expected Useful Life
Concrete main pool	17 years
Kiosk/change room/first aid building	32 years
Backwash tank	20 years
Plant room/pool piping	10 years

It is noted that the following items were listed in 2005 as due for renewal and have been upgraded in recent years:

■ Solar heating system	2014
■ Domestic Hot Water Service – Raymond West	2014
■ Domestic Hot Water Service – Aquamoves	2009

The following list of items have not been replaced, however have been maintained and repaired to ensure ongoing operations:

■ Chlorination plant – hypo and pump	2 years
■ Filtration enclosure, distributors, pump	5 years
■ Plant room valves	5 years

Merrigum Seasonal Pool

The Merrigum Pool was built in 1985 and provides a valuable asset to the community encouraging participation in leisure and social activities. The facility is rated as a 'Good Quality Local' facility (2 stars), as per the 'Aquatic Facility Star Rating 2007' (see Tables 1 and 2). The facility comprises the following:

- Fully tiled concrete pool (26m by 12m)
- Fully tiled wading pool (6m)
- Building (plant, kiosk, cashier, first aid and change rooms)
- Plant yard
- Steel and timber shade structures

The Merrigum Pool is open from November until March and operates from 3.30pm to 6.30pm throughout school terms and 1.00pm to 7.00pm on weekends and during school holidays. The Merrigum Pool performs a local function, providing aquatic facilities to the broader Merrigum community, whilst also catering to community members located to the north, south and southwest of the township. The Merrigum Pool is reasonably well-utilised by local schools for classes and casual play sessions.

Merrigum Seasonal Pool Performance 2014/2015

Indicator	Merrigum (local)
Pool site area m2	3,730
Aquatic area m2	319
Population catchment	672
Total annual visits	2,507
Number of visits per capita	3.73
Number of visits per aquatic m2	7.86
Gross income	\$9,039
Gross expenditure	-\$65,994
Operating deficit	-\$56,955
Expense recover	14%
Income per aquatic m2	\$28.33
Income per visit	\$3.61
Net cost per visit	\$22.72
Labour Cost	\$44,087
Labour cost % of total expenditure	67%
Labour cost per aquatic m2	\$138.20
Labour cost per visit	\$17.59



2014-2015 Season Attendance Data

Attendance	Merrigum
Member	
Child	387
Adult	301
Family	140
Casual	
Child	760
Adult	523
Toddlers	103
Spectators	192
Total	2,507

Seasonal Pools Financial Performance 2014/15

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Merrigum	\$65,994	(\$9,039)	\$56,955	2,507	\$22.72

A condition assessment conducted in 2013 by Dennis Hunt and Associates concluded that the facility was overall in an average/good condition with a range of maintenance, capital and compliance improvements required.

The summary for the Merrigum Pool for the next 5 years was:

■ Maintenance	\$130,660
■ Capital	\$58,130
■ TOTAL	\$188,790

The summary of 'expected useful life' of major assets at the Merrigum Pool in 2013 was:

Asset	Expected Useful Life
Tiled concrete main pool	51 years
Kiosk/change room/plant room building	26 years
Tiled toddler pool	51 years
Solar tubing	0 years
Fibreglass sand filters	0 years
Dulcometer and probes	1 year
PVC supply and return pipework	11 years
Shade structures	6 years
Colourbond fence and gates	31 years
Chain mesh fence and gates	6 years
Concrete block paving, pavement and paths	11-16 years
Barbeque	16 years
Irrigation system and pipe work	1 year

See Appendix 2 for condition assessment analysis.

Mooroopna Seasonal Pool

The Mooroopna & District War Memorial Pool was built in 1962 and provides a valuable asset to the community encouraging participation in leisure and social activities. The facility has the added privilege of serving as a memorial to the brave men and women of the Royal Australian Navy, Australian Imperial Force and Royal Australian Air Force, as demonstrated by the plaques on the front of the building. The facility is rated as a 'Good Quality Local' facility (2 stars), as per the 'Aquatic Facility Star Rating 2007' (see Tables 1 and 2).

The facility comprises the following:

- Painted concrete pool (34.5m by 13.5m)
- Painted concrete wading pool (11m by 8m)
- Building (kiosk, cashier, first aid and change rooms)
- Plant room building and external filter
- Steel and timber shade structures

The Mooroopna Pool is open from November until March and operates from 12.00noon to 7.00pm everyday throughout the pool season (weather dependent). With its close proximity to Shepparton, the Mooroopna Pool performs a local function, providing aquatic facilities to the broader Mooroopna community. Throughout the month of February, school carnival bookings for the Aquamoves 50 metre pool are at approximately 75% capacity. As such, the Mooroopna Seasonal Pool performs the important function of a backup or secondary option for school swimming carnivals. Further to this, Mooroopna Pool is well-utilised by schools from both Shepparton and Mooroopna for classes and casual play sessions.

Mooroopna Seasonal Pool Performance 2014/2015

Indicator	Mooroopna (local)
Pool site area m2	3,486
Aquatic area m2	644
Population catchment	7,813
Total annual visits	3,768
Number of visits per capita	0.48
Number of visits per aquatic m2	5.85
Gross income	\$16,573
Gross expenditure	-\$86,437
Operating deficit	-\$69,864
Expense recover	19%
Income per aquatic m2	\$25.73
Income per visit	\$4.40
Net cost per visit	\$18.54
Labour Cost	\$54,134
Labour cost % of total expenditure	63%
Labour cost per aquatic m2	\$84.05
Labour cost per visit	\$14.37



2014-2015 Season Attendance Data

Attendance	Mooroopna
Member	
Child	293
Adult	98
Family	436
Casual	
Child	1,458
Adult	882
Toddlers	143
Spectators	274
Total	3,768

Seasonal Pools Financial Performance 2014/15

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Mooroopna	\$86,437	(\$16,573)	\$69,864	3,768	\$18.54

A condition assessment conducted in 2013 by Dennis Hunt and Associates concluded that the facility was overall in an average condition with a range of maintenance, capital and compliance improvements required.

The summary for the Mooroopna Pool for the next 5 years was:

■ Maintenance	\$167,710
■ Capital	\$107,700
■ TOTAL	\$275,410

The summary of 'expected useful life' of major assets at the Mooroopna Pool in 2013 was:

Asset	Expected Useful Life
Concrete main pool	16 years
Kiosk/change room/first aid building	3 years
Plant room building	3 years
Concrete toddler pool	16 years
Solar tubing	0 years
Filtration pipes and valve	13 years
Cast iron supply and return pipework	28 years
Drainage pipework and pits	11 years
Steel shade structure	0 years
Fabric shade structures	6-15 years
Concrete concourse and path paving	0 years
Galvanised poles with floodlights	0 years
Irrigation system and pipe work	16 years

See Appendix 2 for condition assessment analysis.

Tatura Seasonal Pool

The Tatura Pool was built in 1970 and provides a valuable asset to the community encouraging participation in leisure and social activities. The facility is rated as a 'Good Quality Local' facility (2 stars), as per the 'Aquatic Facility Star Rating 2007' (see Tables 1 and 2). The facility comprises the following:

- Painted concrete pool (34.5m by 13.5m)
- Painted concrete wading pool (octagonal)
- Building (kiosk, cashier, first aid and change rooms)
- Plant room building and filter enclosure
- Chemical storage shed
- Steel and timber shade structures

The Tatura Pool is open from November until March and operates from 12.00noon to 7.00pm everyday throughout the pool season (weather dependent). The Tatura Pool performs a local function, providing aquatic facilities to the broader Tatura community, whilst also catering to community members located in the surrounding area, particularly to the south. The Tatura Pool is reasonably well-utilised by schools from both Shepparton and Tatura for classes and casual play sessions.

Tatura Seasonal Pool Performance 2014/2015

Indicator	Tatura (local)
Pool site area m2	3,552
Aquatic area m2	582
Population catchment	4,448
Total annual visits	5,785
Number of visits per capita	1.3
Number of visits per aquatic m2	10
Gross income	\$21,787
Gross expenditure	-\$86,613
Operating deficit	-\$64,826
Expense recover	25%
Income per aquatic m2	\$37.43
Income per visit	\$3.77
Net cost per visit	\$11.21
Labour Cost	\$53,284
Labour cost % of total expenditure	61%
Labour cost per aquatic m2	\$91.55
Labour cost per visit	\$9.21



2014-2015 Season Attendance Data

Attendance	Tatura
Member	
Child	826
Adult	459
Family	1,293
Casual	
Child	1,773
Adult	883
Toddlers	180
Spectators	265
Total	5,785

Seasonal Pools Financial Performance 2014/15

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Tatura	\$86,613	(\$21,787)	\$64,826	5,785	\$11.21

A condition assessment conducted in 2013 by Dennis Hunt and Associates concluded that the facility was overall in an average condition with a range of maintenance, capital and compliance improvements required.

The summary for the Tatura Pool for the next 5 years was:

■ Maintenance	\$151,350
■ Capital	\$119,350
■ TOTAL	\$270,700

The summary of 'expected useful life' of major assets at the Tatura Pool in 2013 was:

Asset	Expected Useful Life
Concrete main pool	16 years
Brick change room/kiosk building	11 years
Brick plant room building	11 years
Concrete toddler pool	16 years
Sand filters	6 years
Cast iron supply and return pipework	36 years
Shade structures	11-16 years
Thermal pool blankets	4 years
Chain mesh fence and gates	21 years
Concrete concourse and path paving	1 year
Irrigation system and pipe work	6 years

See Appendix 2 for condition assessment analysis.

Murchison Seasonal Pool

The Murchison Pool was built in 1972 on Crown Land owned by DELWP and is managed by an appointed committee. The facility comprises the following:

- Painted concrete pool (25m by 9m)
- Painted concrete wading pool (octagonal)
- Fibreglass waterslide
- Building (kiosk and change rooms)
- Plant and storage shed
- Timber shade structures

The Murchison Pool is open from November until March and operates from 12.00noon to 7.00pm everyday throughout the pool season. The Murchison Pool performs a local function, providing aquatic facilities to the broader Murchison community. Council has provided a \$20,000 annual contribution to the operations of the pool, and a \$50,000 annual contribution to the ongoing planning and capital improvement of the facility. As this facility is not operated by Council there has been no condition assessments conducted. The Committee received a \$200,000 grant from the Department of Transport, Planning and Local Infrastructure in 2011 for a \$348,000 chemical and water treatment plant upgrade. The Committee is currently investigating design options for further upgrades to the facility.

Seasonal Pools Performance Summary (2014/2015)

The performances of Council's seasonal pools against key indicators are provided in Table 3.0. The data indicates:

- Tatura is the best performing seasonal pool for key indicators of 'total annual visits', 'net cost per visit' (\$11.21), 'gross income' and 'expense recovery'.
- Mooroopna pool had the lowest 'number of visits per capita' and the highest 'operating deficit' of all three pools.
- Merrigum pool had the highest 'number of visits per capita' (3.73), lowest 'expense recovery' (14%) and lowest 'operating deficit', however rated the highest 'net cost per visit' (\$22.72)
- Aquamoves, as the regional centre, demonstrated excellent 'expense recovery' and 'net cost per visit', noting that these figures are based on year-round, whole-facility use.

Table 3.0: Seasonal Pools Performance 2014/2015

Indicator	Aquamoves (annual)	Aquamoves (seasonal)	Merrigum (local)	Mooroopna (local)	Tatura (local)
Pool site area m2	22,928	18,265	3,730	3,486	3,552
Aquatic area m2	2,418	2,418	319	644	582
Population catchment	62,784	62,784	672	7,813	4,448
Total annual visits	650,094	25,660*	2,507	3,768	5,785
Number of visits per capita	10.35	0.41	3.73	0.48	1.3
Number of visits per aquatic m2	NA	10.6	7.86	5.85	10
Gross income	\$2,800,571	NA	\$9,039	\$16,573	\$21,787
Gross expenditure	-\$3,249,325	NA	-\$65,994	-\$86,437	-\$86,613
Operating deficit	-\$448,754	NA	-\$56,955	-\$69,864	-\$64,826
Expense recover	86%	NA	14%	19%	25%
Income per aquatic m2	NA	NA	\$28.33	\$25.73	\$37.43
Income per visit	\$4.31	NA	\$3.61	\$4.40	\$3.77
Net cost per visit	\$0.69	NA	\$22.72	\$18.54	\$11.21
Labour Cost	\$2,349,078	NA	\$44,087	\$54,134	\$53,284
Labour cost % of total expenditure	72%	NA	67%	63%	61%
Labour cost per aquatic m2	NA	NA	\$138.20	\$84.05	\$91.55
Labour cost per visit	\$3.61	NA	\$17.59	\$14.37	\$9.21

*Estimated through annual full centre attendances

Seasonal Pools Attendance Data

Table 4.0 provides attendance data for the 2014-2015 season at each seasonal pool. Table 5.0 provides historical attendance data of Greater Shepparton's seasonal pools over the past 20 years.

Table 4.0: 2014-2015 Season Attendance Data

Attendance	Mooroopna	Tatura	Merrigum	Total
Member				
Child	293	826	387	1,506
Adult	98	459	301	858
Family	436	1,293	140	1,869
Casual				
Child	1,458	1,773	760	3,991
Adult	882	883	523	2,288
Toddlers	143	180	103	426
Spectators	274	265	192	731
Total	3,768	5,785	2,507	12,060

The overall attendance outcome was an increase of 1.1% across all facilities compared to 2013-2014. This followed a decrease of -19.5% compared to 2012-2013. The increases on the previous year were Tatura at 3.2% and Merrigum at 11.4%, whilst Mooroopna experienced a decrease of 8.2%.

As shown in Table 5.0, the result of the 2014-2015 season is approximately 43% lower than the 2003-2004 season and approximately 64% lower than the 1995-1996 season, demonstrating significant decreases over these periods.

However it should be noted that since the 2009/10 season, total attendances across the three seasonal pools have remained relatively consistent each year, with an average of 12,521, a low of 11,925 and a high of 14,801.



Table 5.0: Seasonal Pools Historical Attendance Data

Year	Mooroopna	Tatura	Merrigum	Total	% Change
1995 / 96	18,140	15,446	NA	33,586	0
1996 / 97	16,572	18,227	4,529	39,328	14.6%
1997 / 98	10,698	9,770	5,849	26,317	-33.1%
1998 / 99	12,290	12,422	7,706	32,418	18.8%
1999 / 00	7,819	9,312	3,819	20,950	-35.3%
2000 / 01	11,878	10,198	4,258	26,334	20.5%
2001 / 02	7,919	7,610	2,642	18,171	-31.0%
2002 / 03	11,750	9,035	4,159	24,944	27.2%
2003 / 04	8,745	8,465	4,121	21,331	-14.5%
2004 / 05	6,141	6,068	2,503	14,712	-31.0%
2005 / 06	7,773	7,865	3,400	19,038	29.4%
2006 / 07	8,043	7,871	3,430	19,344	1.6%
2007 / 08	6,467	7,538	1,906	15,911	-17.7%
2008 / 09	6,311	9,135	2,671	18,117	13.8%
2009 / 10	4,022	6,777	1,802	12,601	-30.4%
2010 / 11	4,543	5,358	1,774	11,675	-7.3%
2011 / 12	4,296	5,359	2,411	12,066	3.3%
2012 / 13	4,448	7,197	3,156	14,801	22.6%
2013 / 14	4,105	5,599	2,221	11,925	-19.5%
2014 / 15	3,768	5,785	2,507	12,060	1.1%

Seasonal Pools Financial Performance

Tables 6.0, 6.1, 6.2 and 6.3 provide the financial performance of the seasonal pools for the 2012/13, 2013/14, 2014/15 seasons and the adopted budget for the 2015/16 season.

Table 6.0: Seasonal Pools Financial Performance 2012/13

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Merrigum	\$57,741	(\$11,169)	\$46,572	3,156	\$14.76
Mooroopna	\$95,895	(\$20,862)	\$75,033	4,448	\$16.86
Tatura	\$81,164	(\$25,458)	\$55,706	7,197	\$7.74

Table 6.1: Seasonal Pools Financial Performance 2013/14

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Merrigum	\$70,322	(\$8,772)	\$61,550	2,221	\$27.71
Mooroopna	\$92,359	(\$22,562)	\$69,797	4,105	\$17.00
Tatura	\$82,180	(\$19,210)	\$62,970	5,599	\$11.25

Table 6.2: Seasonal Pools Financial Performance 2014/15

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Merrigum	\$65,994	(\$9,039)	\$56,955	2,507	\$22.72
Mooroopna	\$86,437	(\$16,573)	\$69,864	3,768	\$18.54
Tatura	\$86,613	(\$21,787)	\$64,826	5,785	\$11.21

Table 6.3: Seasonal Pools Financial Projected 2015/16

Pool	Expenses	Income	Operating Subsidy	Visits	Cost Per Visit
Merrigum	\$68,521	(\$9,355)	\$59,166	2,632	\$22.48
Mooroopna	\$89,747	(\$17,153)	\$72,594	3,956	\$18.35
Tatura	\$89,930	(\$22,549)	\$67,381	6,074	\$11.09

NOTE: Projected increases to expenses and income have been based on the average of percentage increases in Council's 'Strategic Resource Plan'. Visits increase projected at 5% based on target (see Section 5).

Regional Aquatic Centre Impact on Attendances

Table 5.0 and Figure 4.0 demonstrate the impact of the opening and ongoing usage of the Aquamoves Aquatic Centre on Council's three seasonal pools. Aquamoves opened in May 1997, prior to the 1997/98 outdoor pool season which started in November. The 1997/98 season saw a decrease of 33% in outdoor pool attendances which can likely be attributed to the opening of Aquamoves. Whilst a range of other factors impact attendances including weather, entry cost, facility condition, promotion/awareness of the facility, the emergence of technology and popularity of other activities, it is evident that since Aquamoves opened in 1997, the outdoor pool attendances of the Merrigum, Mooroopna and Tatura pools have declined by a total of 69%. This is a significant decrease that a proportion must be attributed to the decision of community members to attend Aquamoves rather than their local outdoor pool. The popularity of Aquamoves, and subsequent decrease in outdoor pool attendances, was further experienced in the 2009/10 season following the opening of the newly constructed 'splash park', leisure pool and landscaped outdoor area at Aquamoves. The new elements of Aquamoves opened in December and the end-of-season attendance result was 30% lower than the previous year. Whilst the impact of Aquamoves on outdoor pool attendances has been significant, the facility does not appeal to a large segment of the Greater Shepparton community due to a range of factors including but not limited to travel distance/time, overcrowding and patron behaviour. The Merrigum, Mooroopna and Tatura pools perform a valuable local function to their communities, particularly for those who can't travel to Aquamoves, or choose not to.

Figure 4.0: Regional Aquatic Centre Impact on Attendances



Impact on Attendances of Weather

An analysis of weather records from the Bureau of Meteorology for Shepparton (Station: Shepparton Airport) and annual pool attendance data identifies a strong correlation between the average mean maximum and overall attendances for any given year. Table 7.0 demonstrates that higher temperatures correlate with higher attendances on the previous year, whilst lower temperatures correlate with lower attendances than the previous year. There are six anomalies out of 18 years whereby the comparison to the previous year isn't explained through the weather. However of these six instances, four could be attributed to other factors, either the impact of Aquamoves developments or operational performance.



Table 7.0: Impact on Attendances of Weather

Year	Nov	Dec	Jan	Feb	Mar	Average	Rating	Attendances	Correlation Y/N	Comments
1996/97	22.6	26.8	31.5	33.8	25.8	28.1	15	39,328	NA	
1997/98	26.7	29.6	31.5	31	28.6	29.48	9	26,317	N	Aquamoves opened
1998/99	23.8	29.2	34.4	30.7	26.4	28.9	13	32,418	N	
1999/00	23.6	27.9	28.7	33.1	27.8	28.22	14	20,950	Y	
2000/01	25.8	29.5	33.9	31	26	29.24	10	26,334	Y	
2001/02	24.2	26.1	29.9	28.3	27.8	27.26	18	18,171	Y	
2002/03	28.6	30.2	32.5	31.6	27.4	30.06	3	24,944	Y	
2003/04	26.1	30.2	29.3	32.3	28.2	29.22	11	21,331	Y	
2004/05	25.6	28.4	30.6	26.7	26.4	27.54	17	14,712	Y	
2005/06	25.2	29.6	33.7	30.9	29.3	29.74	6	19,038	Y	
2006/07	28	29.9	32.2	33.8	28.3	30.44	1	19,344	Y	
2007/08	28.6	29.5	32.5	28.4	29.4	29.68	7	15,911	Y	
2008/09	25	26.4	33.8	32.4	27.3	28.98	12	18,117	N	
2009/10	31.2	29.6	32.9	31.3	26.6	30.32	2	12,601	N	Splash park opened at AM
2010/11	25.4	26.2	30	27.7	24.8	26.82	19	11,675	Y	
2011/12	26.7	28.3	31.3	29.5	24	27.96	16	12,066	Y	
2012/13	27.4	29.3	32.9	32.1	28	29.94	5	14,801	Y	
2013/14	25.2	30	33.5	32.7	28.4	29.96	4	11,925	N	Poor operational performance
2014/15	28	30.2	30.6	32.5	26.4	29.54	8	12,060	N	Improved operational performance



Non-Council Seasonal Pool Facilities

The Greater Shepparton region includes several aquatic facilities that are not Council-owned however have minimal relevance to this review and strategy. One indoor facility is located in north Shepparton which provides primarily programming services, whilst an indoor facility in Mooroopna closed in December 2014. The University of Melbourne Dookie Campus provides an outdoor pool to enrolled students, staff and those students living on campus from November to March. Key access is provided and individuals are responsible for anyone they invite to use the facility such as family members or friends.

Seasonal Pool Facilities in Neighbouring Municipalities

Greater Shepparton is neighboured by municipalities from the north, south, east and west. Table 8.0 outlines each municipality and the seasonal facilities provided to their catchment. The results indicate that other Council's provide the opportunity for some Greater Shepparton residents living in outlying towns to access aquatic facilities. However the majority of Greater Shepparton residents reside closer to Greater Shepparton City Council facilities.

Table 8.0: Seasonal Pool Facilities in Neighbouring Municipalities

Municipality	Seasonal Aquatic Facility	Features	Closest town in GSCC	Distance to facility
Moira (north)	Yarrowonga Outdoor Swimming Pool	50m pool, toddler's pool, change rooms, kiosk, BBQ, playground and shaded seating.	Dookie	68km
	Yarrowonga Foreshore Waterslide, Splash Park and Kiosk	Waterslide, splash park, BBQ's, playgrounds, shaded seating, public toilets and rotunda.	Dookie	68km
	Numurkah Outdoor Swimming Pool	50m pool, learners pool, toddler's pool, change rooms, kiosk, BBQ, playground and shaded seating.	Tallygaroopna	17km
	Nathalia Outdoor Swimming Pool	50m pool, toddler's pool, kiosk, change rooms, BBQ, playground and shaded seating.	Tallygaroopna	33km
	Strathmerton Outdoor Swimming Pool	25m kidney shaped pool, toddler's pool, change rooms, shaded seating.	Tallygaroopna	39km
	Cobram Outdoor Swimming Pool	50m pool, learners pool, toddler's pool, kiosk, change rooms, BBQ, playground and shaded seating.	Tallygaroopna	55km
Benalla (east)	Benalla Aquatic Centre	50m pool, indoor 25m pool, hydrotherapy pool, leisure centre facilities/ amenities.	Shepparton East	56km

Strathbogie (south)	Euroa	50m pool, children's pool, toddler's pool, change rooms, kiosk and BBQ facilities.	Murchison	39km
	Nagambie	25m pool, toddler pool, shaded seating, change rooms, kiosk.	Murchison	23km
	Violet Town	25m pool, toddler pool, shaded seating, change rooms, kiosk.	Murchison	45km
	Avenel	25m pool, toddler pool, shaded seating, change rooms, kiosk.	Murchison	46km
Campaspe (west)	Echuca	50m indoor pool, learner's pool, toddler's pool, leisure centre facilities/amenities.	Undera	48km
	Kyabram	50m pool, toddler's pool, change rooms, kiosk, club rooms.	Merrigum	14km
	Rochester	50m pool, toddler's pool, change rooms, kiosk.	Merrigum	45km
	Rushworth	25m pool, learners pool, toddler's pool, change rooms, kiosk.	Murchison	20km
	Stanhope	25m pool, learners pool, toddler's pool, change rooms, kiosk.	Merrigum	20km
	Lockington	25m pool, toddler's pool, change rooms, kiosk.	Merrigum	68km
	Tongala	25m pool, learners pool, toddler's pool, change rooms, kiosk, club rooms.	Merrigum	30km
	Colbinabbin	20m pool, toddler's pool, shared change rooms, kiosk.	Murchison	40km

DEMOGRAPHIC ANALYSIS

Greater Shepparton City Council is located in north-central Victoria, about 180 kilometres north of Melbourne. In 2014, the population of Greater Shepparton was estimated as 62,784 with projected growth of over 80,000 by 2031. Greater Shepparton includes the major centre of Shepparton, as well as significant rural hinterland. Smaller urban areas and townships include Congupna, Dookie, Katandra, Murchison, Tallygaroopna, Toolamba and Undera, and the towns in which this project is focussed which are Merrigum, Mooroopna and Tatura. Three quarters of the population live in the main urban centres of Shepparton and Mooroopna. Greater Shepparton encompasses a total land area of 2,422 square kilometres with rural land used mainly for dairy farming and agriculture, including wineries and orchards, with the region being a major fruit and vegetable processing centre.

The Goulburn Valley experiences a semi-arid climate, with hot summers and cold winters. The hottest summer month is January, when the average temperature reaches 31.7 degrees Celsius. In winter, the weather becomes coldest in July when the minimum averages 3.2 and the maximum gets to 13.2 degrees. For the period May 2013 to May 2014, Greater Shepparton experienced 47 days over 30°C, 15 days over 35°C and 12 days over 40°C.

Like many regional areas, traditional sports including Australian Rules Football, netball, cricket, soccer, basketball golf and bowls are popular in Greater Shepparton. Recreational activities and other sports including walking, cycling, martial arts, aerobics/fitness, running, tennis, hockey, athletics, badminton, squash/ racquetball, triathlon and table tennis are also enjoyed regularly by many members of the community. The Greater Shepparton region provides a wide range of sport and recreation facilities to meet the physical activity needs of the community. Council prioritises the provision of quality sport and recreation facilities, including the development and improvement of the Victoria Park Lake precinct, Aquamoves Aquatic Centre and Deakin Reserve, undertaking a jointly funded \$13 million project at the Shepparton Sports Precinct, and continual renewal, maintenance and upgrade of facilities throughout the municipality.



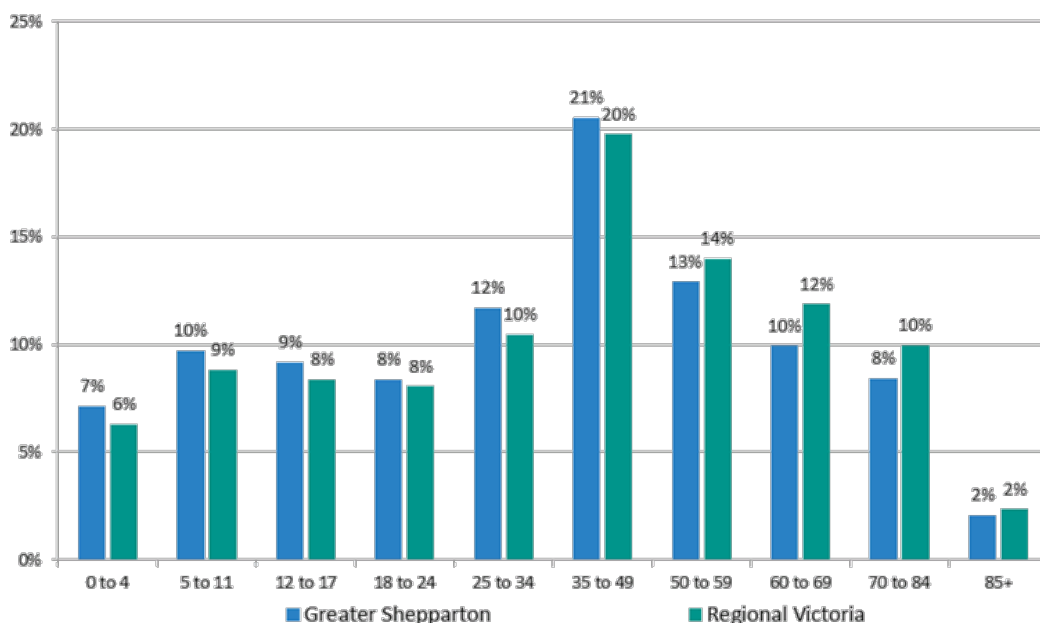
Total Population/Age Profiles

The highest age cohort in Greater Shepparton was the 35 to 49 years (21%), followed by the 50 to 59 years (13%). This is in line with the Regional Victorian average. The most significant differences for Greater Shepparton when compared with the Regional Victorian average is:

- There are a higher proportion of 0 to 17 years in Greater Shepparton
- There are a lower proportion of 50 to 85+ years in Greater Shepparton

It is worth noting that Greater Shepparton has higher percentages than the Regional Victorian average for cohorts 0 to 34 years, and then lower for cohorts 35 to 85+. This suggests an overall younger population than the Regional Victorian average, including a higher percentage of families and children.

Figure 5.0: Total Population/Age Profiles



Compared to the Greater Shepparton data, Tatura experiences lower rates of 18 to 24 years (↓ 1.9%) and 25 to 34 years (↓1.4%). Conversely, Tatura experiences higher rates of 70 to 84 years (↑3.1%) and 85+ years (↑1.0%). This may suggest that a higher number of residents aged 70+ are unlikely to utilise the outdoor pool due to a lack of appeal.

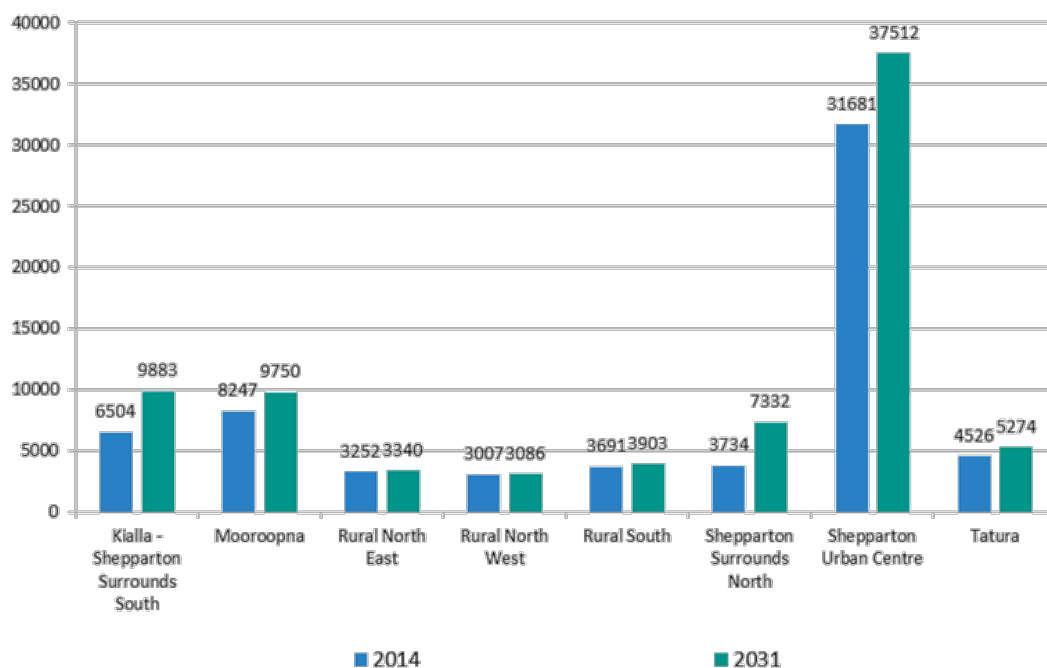
Mooroopna experiences lower rates of 5 to 11 years (↓1.0%), 12 to 17 years (↓0.7%) and 35 to 49 years (↓0.9%). Mooroopna experiences higher rates in the 60 to 69 years (↑1.4%) and 70 to 84 years (↑1.1%). Although the percentage of children and teenagers is lower, Mooroopna’s population is still significant enough for high usage of the pool by these age groups. The higher percentage of residents aged 60 to 69 years may suggest that there is interest from this age group in using the outdoor pool for lap swimming and casual use, however noting that the indoor pool at Aquamoves is within 10kms of Mooroopna.

The Rural North West area which Merrigum is located within experiences lower rates of 0 to 4 years (↓1.0%), 18 to 24 years (↓2.3%), 25 to 34 years (↓1.9%), 70 to 84 years (↓2.4%) and 85+ years (↓1.5%). The Rural North West experiences higher rates of 12 to 17 years (↑1.2%), 35 to 49 years (↑1.4%), 50 to 59 years (↑3.3%) and 60 to 69 years (↑2.4%). Although there is a higher percentage of teenagers, the Rural North West population is quite small and therefore usage of the pool by this age group is relative to the number of teenagers in the area. The higher percentage of residents aged 35 to 69 years may suggest that there is interest from this age group in using the outdoor pool for lap swimming and casual use, however unfortunately the Merrigum pool is not ideal for lap swimming, and the shorter opening hours don’t allow for lap swimmers in the early morning, lunchtime or evening.

Population Projections by District

The most significant increases in population are expected in the Shepparton Urban Centre (5,831), Shepparton Surrounds North (3,598) and Kialla – Shepparton Surrounds South (3,379). The total increase in population within these three districts by 2031 is estimated at approximately 12,808. Towns with outdoor pools are expected to have positive growth, however increases are significantly lower due to lower populations in Mooroopna (1,503), Tatura (748) and Merrigum (in Rural North West) (79) which will impact future community needs and provision of services.

Figure 6.0: Population Projections by District



The districts expected to experience the highest percentage increase in population are Shepparton Surrounds North (96.4%), which is estimated to almost double in population, and Kialla – Shepparton Surrounds South (52%). Shepparton Urban Central (18.4%), Mooroopna (18.2%) and Tatura (16.5%) are the other districts estimated to experience solid growth. All districts are expected to experience some level of positive growth, with no district forecast to decline.

Figure 7.0: Population Projections – Percentage Increase by District

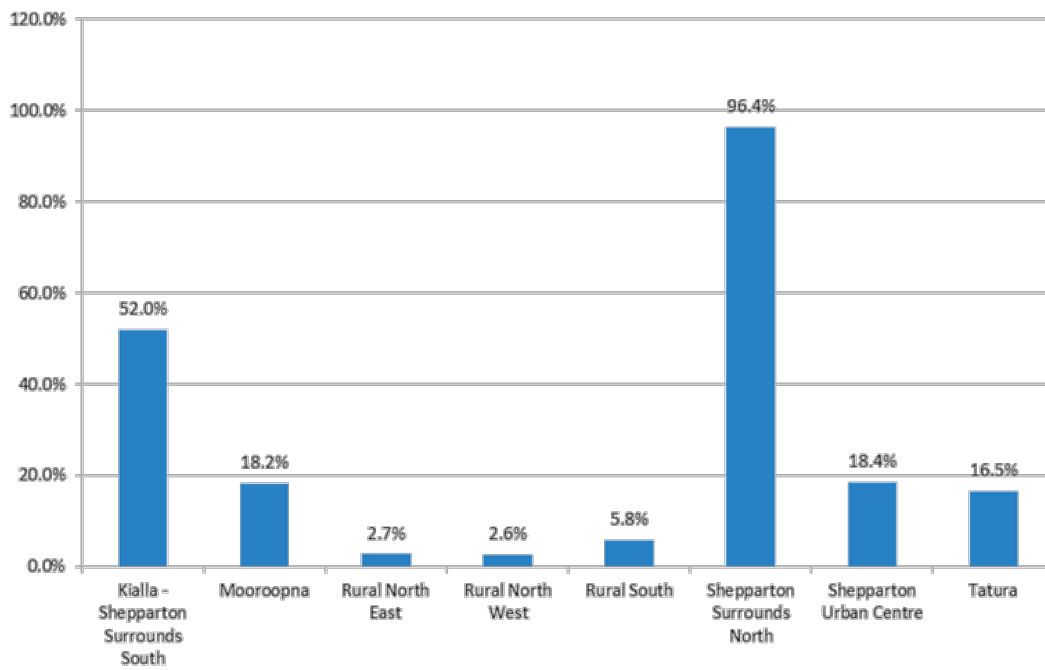
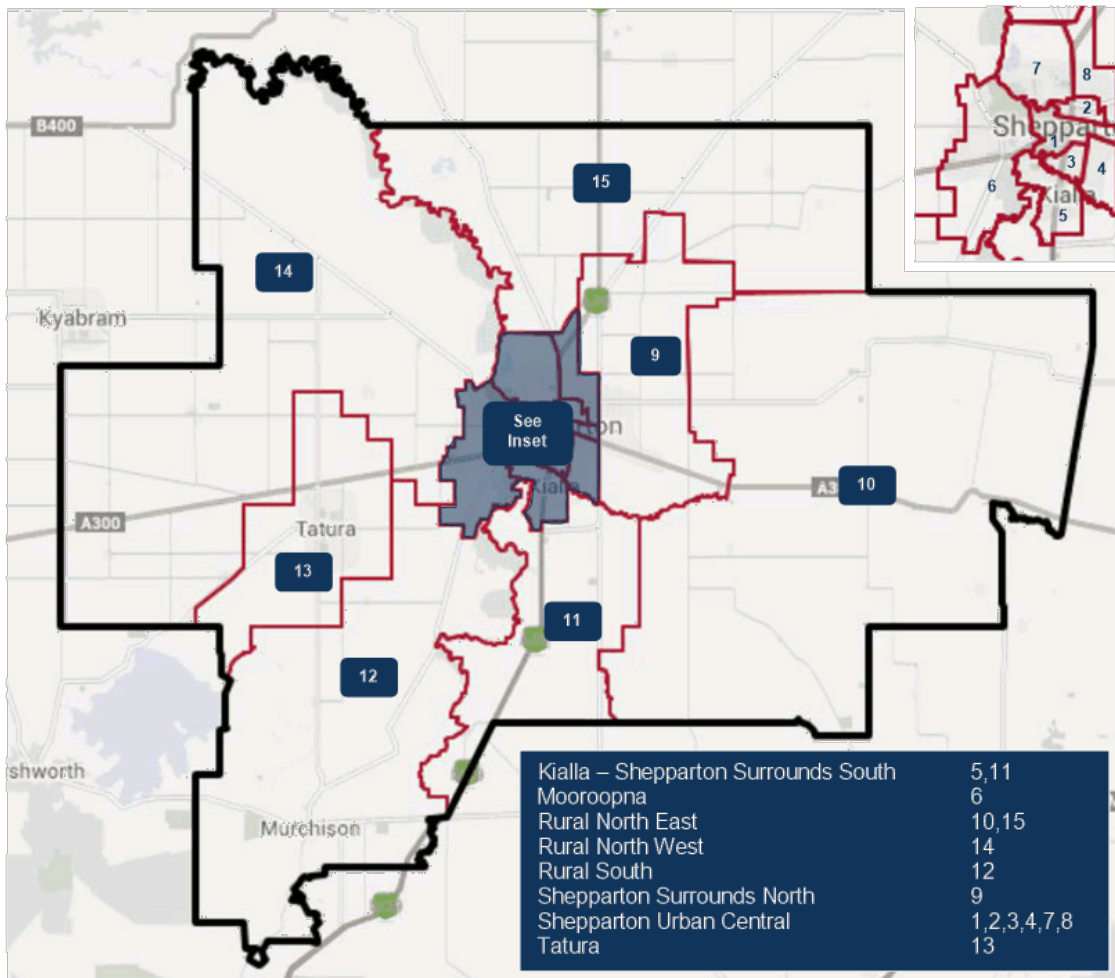


Figure 7.1: Population Districts Map



Population Projections by Age Structure

The most significant increases in population are expected in 70 to 74 years (↑1.0%), and 75 to 79 years (↑0.9%), 65 to 69 years (↑0.6%) and 80 to 84 years (↑0.6%). As is widely acknowledged, this confirms that Greater Shepparton will experience an ageing population by 2031. The most significant decreases in population are expected in the 15 to 19 years (↓1.2%), 20 to 24 years (↓0.9%), 25 to 29 years (↓0.7%) and 10 to 14 years (↓0.6%). These age groups are key users of outdoor pools, therefore the projected decrease in their population numbers must be considered. It is worth noting that amongst the decreases of the younger population, there is a projected increase of 0.4% for the 5 to 9 years cohort which is also a key user of outdoor pools through family use and school use.

The following figure and table provide the same information in different formats.

Figure 8.0: Population Projections – Age Structure

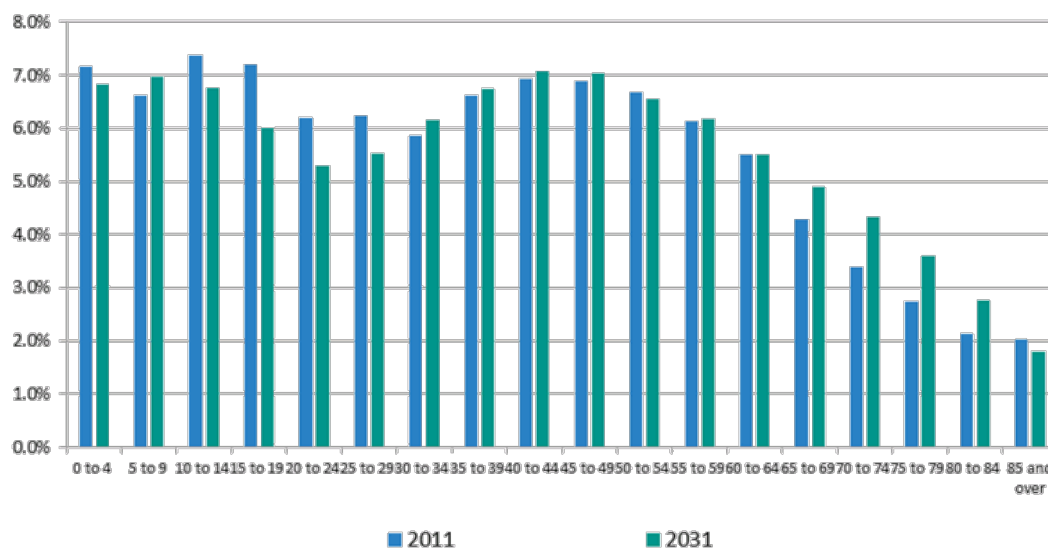


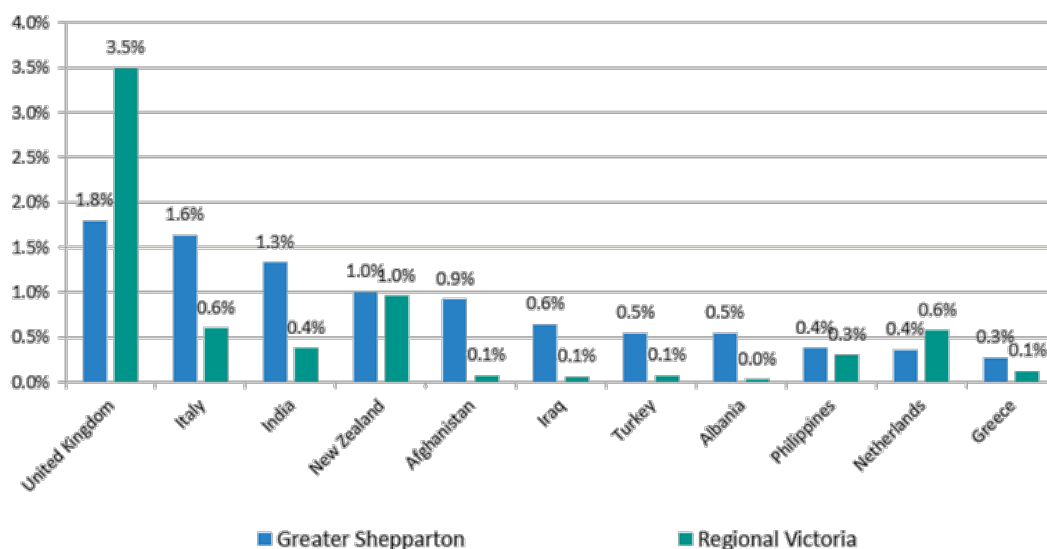
Table 9.0: Population Projections – Age Structure

Age Cohort	2011	2031	% Change between 2011 and 2031
0 to 4	7.2%	6.8%	↓ -0.4%
5 to 9	6.6%	7.0%	↑ 0.4%
10 to 14	7.4%	6.8%	↓ -0.6%
15 to 19	7.2%	6.0%	↓ -1.2%
20 to 24	6.2%	5.3%	↓ -0.9%
25 to 29	6.2%	5.5%	↓ -0.7%
30 to 34	5.9%	6.2%	↑ 0.3%
35 to 39	6.6%	6.7%	↑ 0.1%
40 to 44	6.9%	7.1%	↑ 0.1%
45 to 49	6.9%	7.0%	↑ 0.1%
50 to 54	6.7%	6.5%	↓ -0.1%
55 to 59	6.1%	6.2%	↑ 0.03%
60 to 64	5.5%	5.5%	0.0%
65 to 69	4.3%	4.9%	↑ 0.6%
70 to 74	3.4%	4.3%	↑ 1.0%
75 to 79	2.7%	3.6%	↑ 0.9%
80 to 84	2.1%	2.8%	↑ 0.6%
85 and over	2.0%	1.8%	↓ -0.2%

Country of Birth

Greater Shepparton is a culturally diverse community, welcoming and celebrating a range of ethnicities. This is demonstrated in Figure 7.0 where Greater Shepparton has higher numbers of community members from Italy, India, New Zealand, Afghanistan, Iraq, Turkey, Albania, Philippines and Greece than the Regional Victorian averages. This is also the case for the following countries, however numbers are less significant: Sudan, Sri Lanka, Malaysia, Kuwait, Former Yugoslav Republic of Macedonia and Pakistan. Since 2006, Greater Shepparton has experienced a significant increase in the number of community members born in India, Afghanistan, Sudan, China, Sri Lanka, Malaysia, Thailand, Democratic Republic of Congo and Pakistan. The significant multicultural diversity of Greater Shepparton, in particular the population of newly arrived refugees, asylum seekers and others not familiar with swimming in rivers, lakes and oceans, increase the importance of water education and learn to swim programs for children and families. As such, outdoor pools perform a critical function in assisting people to learn to swim and also become familiar with casual swimming and water play in a safe and monitored environment.

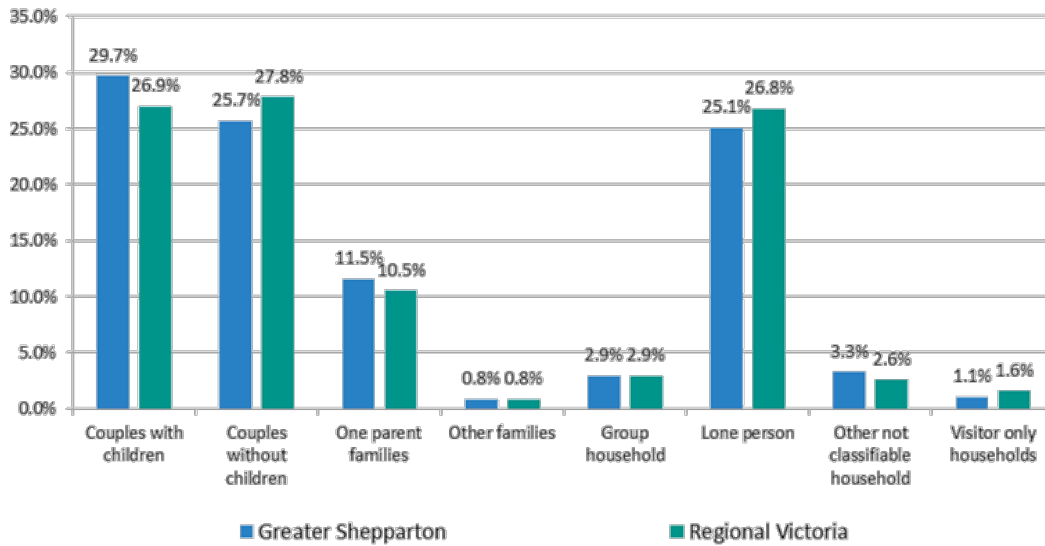
Figure 9.0: Country of Birth



Household Types

Greater Shepparton experiences a higher number of 'couples with children' and 'one parent families' than in Regional Victoria, whilst 'couples without children' and 'lone persons' are lower. This data suggests the importance for Greater Shepparton City Council to provide facilities, services and activities for families and children.

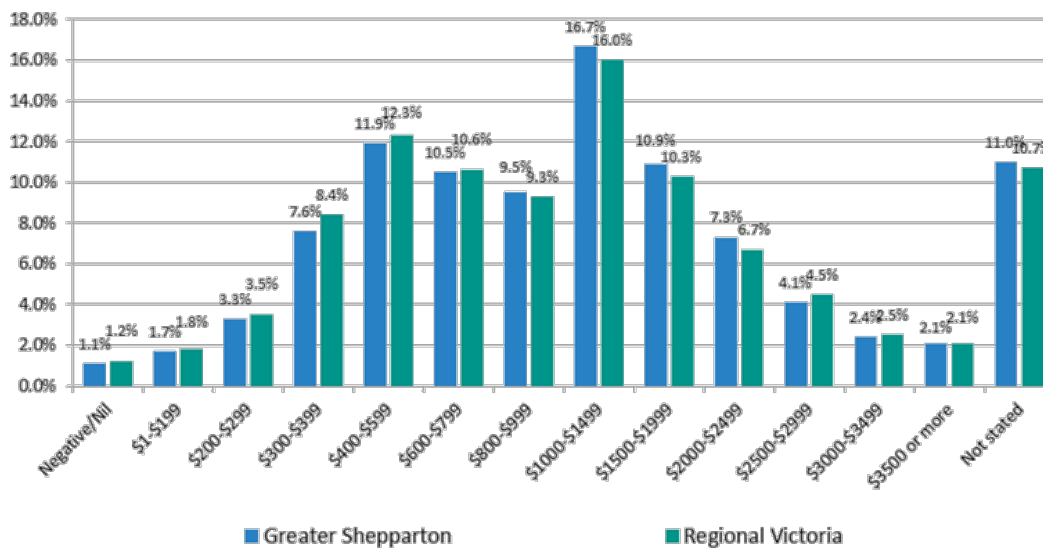
Figure 10.0: Household Types



Household Income

Greater Shepparton households had a lower percentage for weekly household income from 'negative/nil' income through to \$600-\$799 than Regional Victoria. Greater Shepparton households rated higher than Regional Victoria from \$800-\$999 through to \$2000-\$2499. With the National Minimum Wage currently \$641.05 per week (38 hours per week), approximately 60.9% of Greater Shepparton households are receiving more than a household with one working person on the National Minimum Wage. This is compared to 59.3% for Regional Victoria. It is acknowledged that an outdoor pool membership or day entry can be considered an affordable activity for a family (when compared to other options), however the affordability of outdoor pools will be a major factor in determining ongoing usage, in particular for low socioeconomic families within the community who don't have access to a private pool and may not have household air conditioning.

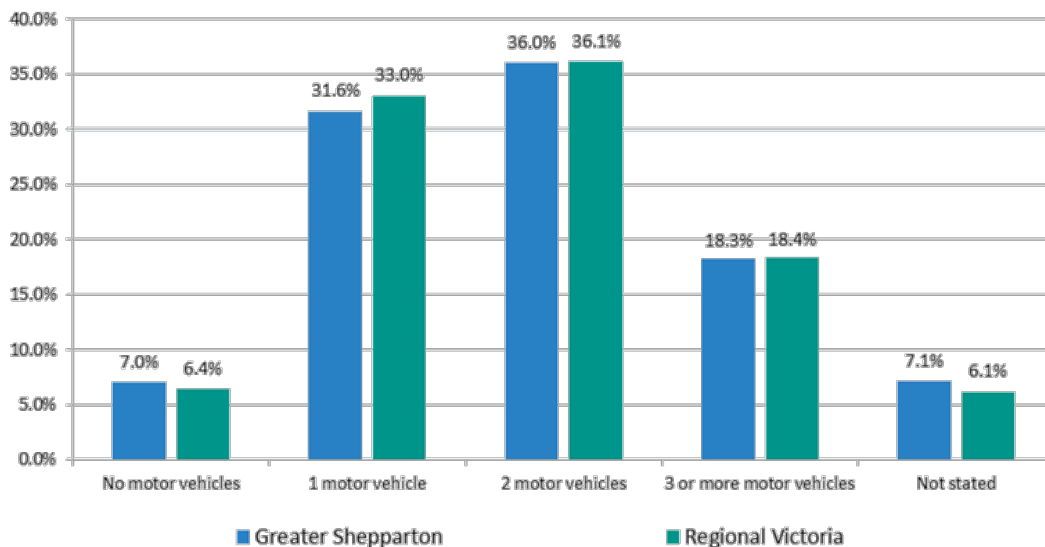
Figure 11.0: Household Income



Car Ownership

Greater Shepparton has a higher percentage of residents who do not own a car than in Regional Victoria. However the percentage of residents with only one car in Greater Shepparton is less than in Regional Victoria. Despite these differences the fact remains that a significant proportion of the Greater Shepparton population (38.6%) have no car or only one car in the household. This may be all that the household requires, however alternatively it may create barriers to accessing facilities and services.

Figure 12.0: Car Ownership



SEIFA Index of Disadvantage

The 'Socio-Economic Index for Areas' (SEIFA) Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The lower the score received by the Local Government Area (LGA), the higher the level of disadvantage experienced in that area. The SEIFA Index rates Greater Shepparton as the 13th highest disadvantaged LGA in Victoria. Greater Shepparton's surrounding municipalities that may also be serviced by our facilities and affordable recreational or aquatic opportunities are rated as 15th (Moirra), 16th (Benalla), 20th (Campaspe) and 23rd (Strathbogie) respectively.

Participation in Sport and Physical Recreation

The Australian Bureau of Statistics 'Participation in Sport and Physical Recreation 2013-14' results indicated that the highest participation rate in sport and physical recreation was reported by people aged 15–17 years (74%). Participation generally decreased with age, with persons aged 65 years and over having the lowest participation rate (47%). Male and female participation rates were similar, except in the 25-34 age group where participation rates were higher for males (67%) than females (61%).

The 'Participation in Sport and Physical Recreation 2011-12' report stated that approximately 65% of Victorian males and females participated in sport and physical recreation at least once during the 12 months prior to interview in 2011–12. Approximately 7.5% of males and females in Australia participated in swimming/diving. This placed swimming/diving as the third most popular activity for females and sixth for males. Within the total numbers of participation in swimming/diving, it's estimated that approximately 10.4% participate in 'organised only', 87.3% participate in 'non-organised only' and 2.3% participate in both 'organised and non-organised'.

The Australian Sports Commission's 'Participation in Exercise, Recreation and Sport 2010' estimates that approximately 85.1% of Victorian males and 81.7% of Victorian females aged 15 years and over participated in organised and/or non-organised physical activity. This is slightly higher than the national estimates for both males (83.4%) and females (81.1%). Approximately 12.6% of males participated in swimming, rating it as the fifth most popular activity. An estimated 14.4% of females participated in swimming, rating it as the third most popular activity. Nationally, swimming rated third (13%) in 'total participation' behind walking (35.9%) and aerobics/fitness (23.5%). In 'regular participation', swimming rated fifth behind walking, aerobics/fitness, running and cycling. Participation in swimming decreased by approximately 6% between 2001 – 2010.

This data suggests that Victorians have good levels of participation in physical activity and that swimming is a popular activity within our communities. State data such as this can be validated through analysis of localised data from our seasonal pool facilities and consultation with our residents.



INDUSTRY AND SOCIETAL TRENDS

Between 1950 and 1980 Victorian councils built around two hundred swimming pools. Responding to long-standing views on swimming as a natural Australian pastime, desires for community-building, and an urgent need for recreation facilities in new post-war suburbia, this was one of the most vigorous examples of social infrastructure provision in Australia (McShane, I. 2009).

Four decades on, not only has the perception of seasonal pools changed for many Local Governments, the aquatic industry and society have experienced dramatic changes in trends and developments. The following sections provide an overview of such changes which are impacting on the use of seasonal pools.

Industry Trends

Leisure Centres

The linkage of traditional gyms and pools has developed over time whereby the co-location of these services in 'Leisure Centres' has become commonplace. There are numerous operational and managerial advantages to this model, including potentially significant financial benefits. Predominantly the major aquatic provision will include an indoor heated pool, whilst some will also include outdoor aquatic facilities. The difficulty with 'Leisure Centres' in providing for large or geographically spread communities is that they are centrally located in highly populated areas which can create transport difficulties for outlying communities, and as they are servicing a large population catchment, these facilities can often become crowded which deters people seeking a peaceful outing. Further, those facilities with only an indoor pool will not be able to cater to those people who desire the 'outdoor swimming' experience. Further to Leisure Centres, the preference towards multiuse facilities that provide year-round use for a range of sports, activities and user groups is a key consideration for governments and communities alike.

Visitation to Seasonal Pools

Greater Shepparton City Council is not the only Local Government to experience a decline in visitation to seasonal pools. This trend has been experienced across many areas of regional Victoria where Local Governments have had to either continue to operate pools with increasing operational subsidies, or make the difficult decision to close pools with minimal usage. Whilst a variety of factors contribute to people's desire to use seasonal pools including the quality of the facility, service provision and the weather, the section on 'Societal Trends' will also shed some light on the decline in visitation.

The Emergence of Splash Parks and Water Play Features

A growing number of Local Governments are installing indoor and/or outdoor splash parks, spray pads or water playgrounds to provide aquatic experiences for their community either in addition to traditional pools, or as a substitute. Splash parks, such as the one constructed at Aquamoves in 2009, offer a range of benefits including the following:

- Innovative Community Enhancement
 - Splash park areas provide a unique way of bringing vitality and excitement to their communities.
- Healthy Play and Connecting Families
 - Splash parks are an ideal venue for children and families to develop and maintain active bodies and minds. Interactivity in these settings help develop overall physical, mental and social health.
- Inherently Safe
 - As zero-depth aquatic facilities, splash parks offer a safe aquatic environment without the need for lifeguards. Further, construction usually includes soft rubber compound surfaces to protect people who might trip or fall and are free of any sharp or protruding equipment.
- Environmentally Sustainable Play
 - Splash parks offer several conservation options that make them a viable and socially responsible amenity. Recirculation systems and capture and repurposing systems offer advanced technology

for water management, and serve as superior water conservation options than traditional drain-away systems.

■ Modest Investment for High Value

- While a splash park cannot replace a full service pool, it is an affordable way to add a water amenity for a relatively small investment and low ongoing maintenance and operational costs. Splash parks are often offered free to the community when located in parks or community areas.
- (Source: <http://www.landscapeonline.com>, 2015)

Equipment Risk

Seasonal pools were often associated with waterslides and diving boards, however this has changed throughout Victorian communities over time. Once a waterslide or diving board has reached the end of its useful life and is deemed non-compliant to today's standards, risk assessments and the financial cost of installing new equipment can discourage Council's from renewing such equipment. However Council's need to consider the community desire for such equipment and the potential to increase visitation through its provision.

Environmental Sustainability

Local Governments are increasingly accepting a social and corporate responsibility to decrease energy consumption and reduce greenhouse gas emissions. As such, facilities such as seasonal pools which are predominately aging infrastructure built with limited or no consideration of energy efficiency are coming under scrutiny for their use of resources. Whilst a high level of consumption of electricity, gas and water are unlikely to be the sole reason for a Council to decommission a seasonal pool, it may well contribute to such a decision along with other key factors such as visitation, maintenance costs, capital improvements required and changing community needs, particularly when an alternate option is to construct a new facility which performs better in all of these key considerations.



Societal Trends

Participation in Physical Activity and Sedentary Behaviour

The World Health Organisation attributes the trend toward physical inactivity to be due in part to insufficient participation in physical activity during leisure time, (recognised globally as participating in less than 30 minutes of moderate intensity physical activity on most days of the week), and to an increase in sedentary behaviour as part of the activities undertaken at work and at home.

The Australian Health Survey 2011-12 indicated that:

- Only one-third of children, and one in ten young people undertook the recommended 60 minutes of physical activity every day.
- Fewer than one in three children and young people (5-17 year olds) met the "no more than 2 hours of screen-based entertainment" every day.
- 60% of Australian adults did less than the recommended 30 minutes of moderate intensity physical activity per day.
- Nearly 70% of Australian adults (i.e. almost 12 million adults) are either sedentary or have low levels of physical activity.
- (<http://www.health.gov.au>, 2015)

Modern lifestyles have resulted in a trend of increasing uptake of non-organised physical activities. Participation in these activities has grown by 8% across Australia since 2001 (from 63% to 71%). Despite this trend of increasing participation in non-organised physical activities, overall participation in organised activities has remained fairly steady (approximately 40% of the population) for the last 10 years. (<http://www.recsport.sa.gov.au>, 2015)

According to the Bureau of Statistics, over the 12 months prior to April 2012 in Australia, 1.7 million or 60 per cent of children aged 5 to 14 years participated in at least one sport outside of school hours that had been organised by a school, club or association. Participation amongst boys (949,000) exceeded that of girls (727,000), both overall and within each age group category. Children aged 9 to 11 years were most likely to participate in sport (66 per cent). The three most popular organised sports for boys in 2011 to 2012 were soccer (22 per cent of total), swimming and Australian rules football. For girls, swimming/diving (19 per cent of total) and netball were predominant. (<http://www.betterhealth.vic.gov.au>, 2015)

There are a range of factors that contribute to both participation in physical activity and sedentary behaviour. However it is evident that Australian communities have experienced a trend towards lower levels of participation in physical activity, higher levels of childhood obesity and higher levels of sedentary behaviour. With that said, it is evident that the importance of physical activity and healthy eating is widely known and promoted by a range of all levels of government, agencies, businesses, schools, clubs and community groups that aims to ensure that Australians have the information on opportunities to lead active and healthy lives. In the context of seasonal pools, this behaviour change could be attributed to some of the decline in visitation. Conversely, the increase in participation in non-organised physical activity, particularly in warmer months, is a positive for seasonal pools.

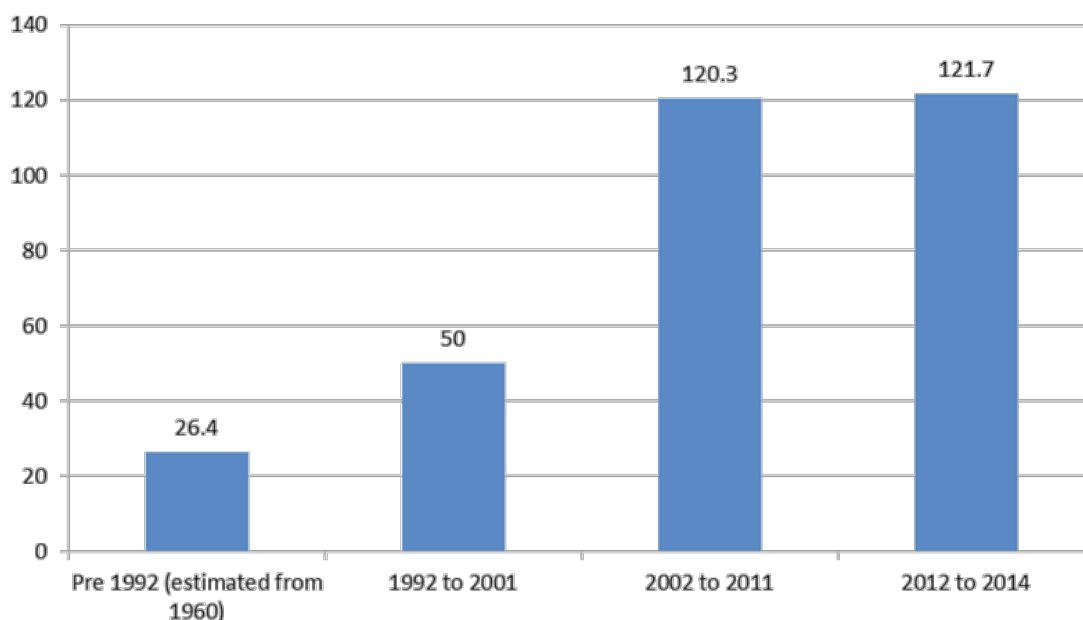
Backyard Pools

The personal desire to own a backyard swimming pool and the ability and availability to install this home lifestyle feature has seen the number in Greater Shepparton increase considerably since the 1960's. Through an assessment of planning permits for the construction of backyard swimming pools in Greater Shepparton since 1960 (estimated), the average number of pool installations has increased dramatically. It is estimated that prior to 1992 an average of 26 backyard swimming pools were constructed each year. The amount almost doubles to an average of 50 pools per year for 1992 to 2001, and more than doubles again to an average of 120 per year for 2002 to 2011. The high level of backyard swimming pool installations continues for the period of 2012 to 2014 with an average of 121 per year. Whilst there is evidence to suggest that people with backyard swimming pools still derive benefit and enjoyment from visiting public swimming pools for the elements that a private pool cannot provide, the significant increase in backyard swimming pools has no doubt had an impact on the attendance rates of public swimming pools. Acknowledging that numerous other factors mentioned in this section are having an impact on visitation to public pools, when reviewed in conjunction with Greater Shepparton seasonal pool attendance data from 2003/04 (see Table 3.0), it is evident that the 44% decrease in attendance over the 10 year period to 2013/14 has likely been impacted significantly by an 87% increase in backyard swimming pools over the same period (from 1,555 pools in 2003 to 2,914 pools in 2014).

Table 10.0: Backyard Swimming Pools – Average Permits Per Year (Decades)

Time Period	Pool Permits	Average Permits Per Year
Pre 1992 (estimated from 1960)	846	26.4 per year
1992 to 2001	500	50 per year
2002 to 2011	1203	120.3 per year
2012 to 2014	365	121.7 per year

Figure 13.0: Backyard Swimming Pools – Average Permits Per Year (Decades)



Household Climate Control

The percentage of residents in Greater Shepparton City Council who have household climate control has no doubt increased as affordability has improved, new houses are built with these features and rental properties require climate control to increase market value and provide comfort for tenants. The Greater Shepparton Seasonal Pools Consultation (2014/2015) found that 94% of 273 respondents had air conditioning in their home. Further, respondents told us that their favourite activity on a hot day to cool down is to swim at a public pool or to just stay inside and relax. Respondents preferred summer activities were indoor activities at 82.5% (such as watching TV/movies, playing computer games and reading), whilst swimming at a public pool at 52% and swimming in a pool at home at 25% rated lower (noting that 23% of the total respondents had their own pool). In all discussions with school students where the question "What do you like to do to cool down in summer?" was asked (5 of 7 groups), a response on the preference to 'stay inside/indoors with the air conditioner on' was provided. Throughout the consultation, anecdotally it was explained that often it is preferable and/or easier to stay indoors in the comfort of air conditioning than make the effort to go swimming.

Technology

The preference for residents to remain indoors on hot days is particularly more appealing with the wide range of technology that is now available. Compared to past generations where a television or radio were the only forms of home entertainment, households are now spoiled for choice with a wide array of technology including but not limited to home entertainment systems, 'SMART' or 3D televisions and increased channels, gaming consoles, the Internet, DVDs, pay TV, streaming services for movies and music, smart phones and applications, iPads (or similar) and laptops/personal computers. The mix of climate control and entertainment has seen Australian society trying to balance physical and social activities with 'screen time'. The increase in sedentary behaviour amongst children and families has been largely contributed to an increase in 'screen time' during 'leisure' hours each day and on weekends.

Learn To Swim

Since the 1990's, 'learn to swim' (LTS) programs have increased in prominence and popularity across Victoria. Focussed on helping all Australian's to learn to swim for safety and enjoyment, these programs have provided positive experiences as well as a life skill for survival. Aquatic centres view LTS programs as critical for community safety, with a positive by-product being that they also provide a significant revenue stream. Promotion of and participation in LTS programs, and significant awareness of the 'Kids Alive (do the five)' and other water safety initiatives, have had an invaluable impact on the behaviour of our communities. These programs have not only provided the skills to swim and survive and be safe by the water, but have ensured that people are comfortable in and around water and encouraged participation in swimming and water play. This has positive implications for the use of seasonal pools with increased confidence for parents knowing that children have developed valuable skills.

Sunsmart

The Sunsmart campaign was first funded in Victoria in 1988 and has had a major influence on the behaviour of people participating in outdoor activities. Many people will continue to enjoy the same activities as they've always done with an increased awareness of ultraviolet radiation (UV), and do so by adopting one or more of the well promoted measures to protect against UV damage. However there is no doubt that in addition to the other factors previously outlined that make staying indoors on a hot day more appealing, awareness of the dangers of exposure to UV has also contributed to the behaviour of our communities in participating in outdoor activities, such as swimming at a local seasonal pool in the hot afternoon sun.

Ageing Population

As is widely acknowledged, Australian communities will experience an ageing population over coming decades. This will have an impact on the desire of older community members to access pools with suitable physical access and an appropriate temperature for participating in swimming, aquatic exercise and rehabilitation.

Stranger Danger

Due to an increased awareness of 'stranger danger' over the past few decades, many parents are reluctant to allow children to travel to and from school or places of recreation (like the local swimming pool) with the same freedom that earlier generations experienced. Terrible incidences of child assault or abduction in Australian communities have increased parents awareness of 'stranger danger' and in turn their reluctance to let children travel alone or unsupervised, or to travel at all; preferring that children stay within the household or street. Our children, and anyone for that matter, should be able to travel safely in any community without a fear of strangers, however unfortunately that is the society we currently live in.

In the context of seasonal pools, these societal trends provide a range of factors that are impacting on the behaviour of our communities, and in particular the decision to participate in swimming and water play at our facilities. Visits to Greater Shepparton seasonal pools were around 12,000 in 2014/15, however this is a decrease of approximately 43% since 2003/04. This decline could be attributed to many factors however it is contended that the above mentioned trends have likely had a significant impact.



KEY INDICATOR BENCHMARKING

Seasonal Pools Benchmarking

Tables 11.0 and 11.1 demonstrate the performance of Greater Shepparton's seasonal pools as benchmarked against other facilities from local government areas across the country. Please note that the data is from varying years, depending on when the information was made available.

Cost per visit data demonstrates that Greater Shepparton (\$18.65) was the tenth highest cost per visit of 13 Council's benchmarked against, the lowest being Greater Geelong (\$7.30) and the highest Clarence Valley (\$26.61). Across all 55 individual pools with cost per visit data, the lowest was Yarrowonga (\$4.09) and the highest was Glenreagh (\$44.09), with the average across all individual pools at \$17.18. Of the Greater Shepparton pools, Tatura pool rated at number 22 (\$11.25), Mooroopna at 32 (\$17.00) and Merrigum at 47 (\$27.71).

It is worth noting that the average cost per visit for towns with a population of over 4,000 people was \$9.66, which increases to \$10.00 if the maximum population is less than 8,000 people. Notably, Mooroopna Pool (\$17.00) is one of only two pools in this range (14 pools) to have a cost per visit higher than \$12.32, suggesting that Mooroopna Pool performs poorly given its population (noting the impact of proximity to Aquamoves). As population increases higher than 8,000 (Lara and Kardinia), the cost per visit reduces further. This suggests that townships with a population of above 4,000 people are likely to generate a sufficient number of visits to keep the cost per visit at an amount that would appear to be reasonable in the context of providing these types of facilities.

The operating deficit of pools ranges from \$40,578 (Colignan) to \$579,609 (Kardinia), with an average across all pools of \$92,149. The average operating deficit for Greater Shepparton facilities of \$64,772 is well below this average. Even when discounting the two highest and two lowest operating deficits across all pools, the revised average of \$81,364 is still significantly higher than the average for Greater Shepparton pools which is a positive result.

The overall cost to Councils of providing seasonal pools to their communities varies greatly, ranging from \$731,653 for Greater Geelong (2 pools) to \$75,411 for Yarra Ranges (1 pool). While the cost to Councils largely depends on how many pools are provided for the community, the average of \$389,863 is just over double the amount invested by Greater Shepparton City Council in providing our seasonal pools. Although Council only provides 3 pools, the operating subsidy of these individual pools and the overall cost to Council of providing seasonal pools when compared to other councils is quite reasonable.

Analysing the data of the number of visits per resident is somewhat limited due to only using the population statistic for each town, which is unlikely to accurately represent the actual population catchment that a seasonal pool would provide for (i.e. a broader region and/or other nearby towns). However the data is still useful for assessing how Greater Shepparton pools generally perform in this measure. From the data obtained, the visits per resident to a seasonal pool range from 0.36 (Wendouree) to 26.97 (Mitiamo), with the average across all benchmarked pools of 4.61 visits per resident. All three Greater Shepparton pools rate below this average, with Merrigum (3.31) the closest to the average at number 28 out of 63 pools. Tatura is quite low at number 56 out of 63 pools, and Mooroopna is very low at number 61 out of 63 pools. This data suggests that residents of our communities do not use their pool as regularly as those residents in other municipalities, and that there is great scope for more Greater Shepparton residents to use our pools more often.

Table 11.0: Seasonal Pools Performance Benchmarking

Council	Facility	Population Census 2011	Attendance	Operating Deficit	Net cost per visit (Totals are an average)
Greater Shepparton (2013)	Mooroopna	7,813	4,105	-\$69,797	\$17.00
	Tatura	4,448	5,599	-\$62,970	\$11.25
	Merrigum	672	2,221	-\$61,550	\$27.71
	TOTALS	12,933	11,925	-\$194,317	\$18.65
Ballarat (2013)*	Buninyong	3,244	8,800	NA	NA
	Black Hill	2,131	6,000	NA	NA
	Wendouree	10,658	3,800	NA	NA
	Eureka	85,935	53,500	NA	NA
	Brown Hill	3,078	4,900	NA	NA
	TOTALS	105,046	77,000	NA	NA
Buloke (2012)	Donald	1,693	11,408	-\$84,086	\$7.37
	Charlton	1,288	4,624	-\$97,063	\$20.99
	Wycheproof	789	6,513	-\$78,924	\$12.12
	Sea Lake	616	5,691	-\$87,322	\$15.34
	Birchip	662	8,026	-\$84,379	\$10.51
	Berriwillock	320	2,521	-\$77,167	\$30.61
	Watchem	454	1,808	-\$73,694	\$40.76
	TOTALS	5,822	40,591	-\$582,635	\$19.67
Campaspe (2014)	Kyabram	7,371	11,475	-\$85,865	\$7.48
	Rochester	3,013	9,205	-\$96,144	\$10.44
	Tongala	1,869	4,064	-\$67,515	\$16.61
	Rushworth	1,381	3,264	-\$59,276	\$18.16
	Stanhope	915	2,345	-\$61,205	\$26.10
	Colbinabbin	297	1,923	-\$50,492	\$26.26
	Lockington	778	2,436	-\$58,774	\$24.13
	TOTALS	15,624	34,712	-\$479,271	\$18.45
Clarence Valley (2012)	Ulmarra	784	1,631	-\$62,728	\$38.46
	Maclean	2,600	35,000	-\$240,100	\$6.86
	Yamba	6,074	10,169	-\$67,928	\$17.02
	Glenreagh	862	1,250	-\$55,112	\$44.09
	TOTALS	10,320	48,050	-\$425,868	\$26.61
Glenelg (2012)	Heywood	1,725	1,864	NA	NA
	Casterton	1,764	8,247	NA	NA
	Merino	364	2,311	NA	NA
	TOTALS	3,853	12,422	NA	NA
Greater Geelong (2014)	Kardinia	196,610	93,636	-\$579,609	\$6.19
	Lara	14,264	18,100	-\$152,044	\$8.40
	TOTALS	210,874	111,736	-\$731,653	\$7.30
Loddon (2013)	Boort	1,173	7,753	-\$69,591	\$8.98
	Inglewood	1,058	3,189	-\$80,543	\$25.26
	Mitiamo	77	2,077	-\$61,925	\$29.81
	Pyramid Hill	419	4,518	-\$84,752	\$18.76
	Wedderburn	980	4,619	-\$66,743	\$14.45
	TOTALS	3,707	22,156	-\$363,553	\$19.45
Macedon Ranges (2013)	Lancefield	2,357	4,204	-\$99,943	\$23.77
	Woodend	5,413	7,104	-\$77,867	\$10.96
	TOTALS	7,770	11,308	-\$177,810	\$17.37
Mildura (2013)	Irymple	5,015	12,061	-\$112,813	\$9.35
	Merbein	2,671	8,498	-\$128,119	\$14.72
	Red Cliffs	4,625	15,888	-\$128,051	\$8.59
	Ouyen	1,082	6,436	-\$125,383	\$19.48
	Underbool	202	2,558	-\$58,040	\$22.68
	Murrayville	548	4,858	-\$50,794	\$10.39
	Colignan	259	1,262	-\$40,587	\$32.16
	TOTALS	14,402	51,561	-\$643,787	\$16.77
Mitchell (2013)	Seymour (O)	6,370	8,661	-\$106,709	\$12.32
	Broadford	4,175	6,211	-\$46,707	\$7.52
	Tallarook	789	1,702	-\$50,198	\$29.48
	TOTALS	11,334	16,574	-\$203,614	\$16.44

Moirā (2014)	Yarrowonga	7,057	13,308	-\$54,382	\$4.09
	Numurkah	4,768	8,256	-\$72,926	\$8.83
	Nathalia	1,902	7,959	-\$70,387	\$8.84
	Strathmerton	941	1,404	-\$45,960	\$32.74
	Cobram	6,018	6,886	-\$65,079	\$9.45
	TOTALS	20,686	37,813	-\$308,734	\$12.79
South Gippsland (2011)	Foster	1,677	4,000	-\$89,533	\$22.38
	Toora	887	20,895	-\$255,973	\$12.25
	Poowong	610	2,893	-\$76,923	\$26.59
	Korumburra	4,373	10,290	-\$64,519	\$6.27
	Mirboo North	2,296	8,562	-\$136,145	\$15.90
	TOTALS	9,843	46,640	-\$623,093	\$16.68
Strathbogie (2014)	Avenel	1,048	3,840	-\$55,065	\$14.34
	Euroa	3,166	11,000	-\$100,870	\$9.17
	Nagambie	1,548	2,408	-\$42,477	\$17.64
	Violet Town	1,084	14,000	-\$60,060	\$4.29
	TOTALS	6,846	31,248	-\$258,472	\$11.36
Yarra Ranges (2012)	Healesville	6,839	7,695	-\$75,411	\$9.80
	TOTALS	6,839	7,695	-\$75,411	\$9.80

* Attendances estimated from graph
(O) = Outdoor

Table 11.1: Seasonal Pools Performance Benchmarking - Average net cost per visit

Council	Average net cost per visit
1. Greater Geelong (2015)	\$7.30
2. Yarra Ranges (2012)	\$9.80
3. Strathbogie (2014)	\$11.36
4. Moira (2015)	\$12.79
5. Mitchell (2013)	\$16.44
6. Mildura (2013)	\$16.77
7. South Gippsland (2011)	\$16.68
8. Macedon Ranges (2013)	\$17.37
9. Campaspe (2014)	\$18.45
10. Greater Shepparton (2013)	\$18.65
11. Loddon (2013)	\$19.45
12. Buloke (2012)	\$19.67
13. Clarence Valley (2012)	\$26.61

'Know Your Council' Benchmarking

In November 2015, the Victorian Government launched the 'Know Your Council' website as a tool to educate and inform the public on the performance of their local Council across various service and financial indicators, and enable comparisons across suburban and regional Councils. One of the key indicators is 'Aquatic Facilities', with a specific section relating to cost per visit of outdoor aquatic facilities (website definition: is a facility that includes at least one uncovered wet area for swimming and/or water-play, is operated on a seasonal basis and not part of an indoor aquatic facility. It excludes facilities where council does not have operational control.)

Whilst the cost per visit information provides an interesting snapshot, it is an overall figure only, and is not broken down to individual pools. The information submitted by Councils may include estimated attendances to 'open' splash parks which aren't included in the above analysis. The initiative by the Victorian Government is excellent and in time will likely refine the measures for these key indicators, however the individual benchmarking data in the previous section is of far greater benefit to the analysis of Greater Shepparton seasonal pools performance.

Monitoring of Strategic Planning Processes

Whilst the above analysis has focused on benchmarking of pool performance, it is also valuable to constantly monitor and periodically review the strategic planning processes and consequent decisions of other municipalities in the provision of seasonal pools and aquatics to their communities. Although Greater Shepparton is a distinct area with specific communities and needs, it is valuable to be aware of changes to aquatic provision in other municipalities and understand why decisions have been made to change how aquatic facilities are provided. Each 3-yearly revision of this review and strategy document will include a review of other municipality's planning and implementation of aquatic provision and incorporate any relevant information into the revised considerations and recommendations.

Council Facilities Benchmarking

Comparison with seasonal pools in other municipalities provides a valuable like-for-like analysis on a similar type of facility in communities that are very different to ours in a variety of ways. However with consultation survey results indicating that 68% of respondents believe that spending by Council on aquatics has the same priority as other services, another valuable comparison is the cost for Greater Shepparton City Council to provide a variety of facilities and services to our communities. This comparison takes into account that the demographics of communities are identical, however the nature of the facility and cost to provide it differs.

Table 12.0 provides a review of several Council facilities and services. The results demonstrate that the cost per visit of recreation facilities such as ovals is very low (\$0.25, \$0.76), largely due to these facilities not having 'operational hours' requiring staff, and the only staff cost relating to facility maintenance. The Mooroopna Child Care Centre and Mooroopna Library have similar costs per visit (\$7.70, \$8.80), whilst the Tatura Community Activity Centre (\$4.77) is low. These would rate as a 'best practice' costs per visit when compared to the costs per visit of seasonal pools benchmarked in Table 11.0. The Tatura Library (\$13.71) and Tatura Pool (\$15.22) are quite similar and around the mid-range of the costs per visit of benchmarked seasonal pools. The Merrigum Seasonal Pool (\$30.22) and Mooroopna Seasonal Pool (\$25.81) are the highest costs per visit of any Council facility and are amongst the highest of benchmarked seasonal pools (noting that other pool figures won't include grounds maintenance costs).

It is important for Council to consider suitable cost per visits for facilities provided to the community and ensure consistency in the review and setting of performance targets of varying facilities. The differing benefits derived from a visit to a Council facility should also be considered, however caution must be taken in assessing one facility to provide greater benefit than another as this very difficult to ascertain. Ultimately, a review of cost per visit of Council facilities provides an important indicator of the current status of cost to Council in providing these facilities, and the ability to set performance targets for improvement.

Table 12.0: Council's Cost to Provide Community Facilities/Services

Service	Cost to Council	Annual Visits	Cost per Visit
Merrigum Seasonal Pool (2013/2014)	\$75,755 Includes grounds maintenance	2,507	\$30.22
Mooroopna Seasonal Pool (2013/2014)	\$97,247 Includes grounds maintenance	3,768	\$25.81
Mooroopna Child Care Centre (2015/2016)	\$118,328	15,361	\$7.70
Mooroopna Library (2013/2014)	\$248,182	28,187	\$8.80
Mooroopna Recreation Reserve Main Oval & Surrounds (2013/2014)	\$10,778	44,000	\$0.25
Tatura Seasonal Pool (2013/2014)	\$88,045 Includes grounds maintenance	5,785	\$15.22
Tatura Library (2013/2014)	\$175,187	12,778	\$13.71
Tatura – Main/Second Oval & Surrounds at Frank Howley Reserve (2013/2014)	\$16,041	21,000	\$0.76
Tatura Community Activity Centre (2014/2015)	\$42,941	9,000	\$4.77

NOTE:

- All figures are indicative only and should be referred to as such.
- Some facilities generate income through visitations, therefore providing the ability to offset a proportion of expenses and reduce the cost per visit.
- Child care figures are based on estimated site visits and cost to Council of providing the facility/service. It should be noted that in addition to Council subsidising the cost of child care in these facilities, Federal Government funded child care rebates can further reduce or even eliminate the cost of child care to community members.
- Library figures provided by the Goulburn Valley Regional Library Corporation are estimates based on the percentage of staff time allocated to each site applied to the overall budget.
- Oval visits have been estimated based on the number of participants in games and training for each booking throughout the year.
- Tatura Community Activity Centre figures have been estimated as a percentage of overall 'Stadiums' costs, which include Shepparton, Tatura and Mooroopna.

Aquatic Facility Provision Versus Population

Table 13.0 demonstrates the number of community members serviced by the aquatic facilities in the municipalities neighbouring Greater Shepparton. The data shows that Greater Shepparton provides the equal second highest number of aquatic facilities for the community, however due to the population within the catchment, the amount of people serviced by each facility is the highest of the neighbouring municipalities.

For further comparison, Table 13.1 lists Greater Shepparton with the regional centres of Ballarat, Bendigo, Geelong. Compared relatively to these municipalities and their populations, Greater Shepparton services a slightly higher population per facility than Bendigo, a lower population per facility than Ballarat and a significantly lower population per facility than Geelong, where opportunities exist for the community to visit the various local patrolled beaches and the Adventure Park in nearby Wallington.

Table 13.0: Aquatic Facility Provision Versus Population – Neighbouring Municipalities

Catchment	Population	Indoor 25m	Indoor 50m	Outdoor Pool	Water Play/ Park	Total	Pop per facility	Pop per indoor pool	Pop per outdoor facility
Strathbogie	9,706			4		4	2,426	NA	2,426
Moira	28,675	1 (12.5m)		5	1	7	4,096	28,675	4,779
Campaspe	36,992		1	7		8	4,624	36,992	5,284
Benalla	13,719	1		1		2	6,859	13,719	13,719
Greater Shepparton	62,784	1		5	1	7	8,969	62,784	10,464

NOTE: Where one facility has several pools and amenities (i.e. water play) for the population these have been split across the different categories so as to accurately show the number of aquatic opportunities provided for the community, even if some are co-located. This includes both indoor and outdoor water play areas/parks. The 'Population per outdoor facility' factors in both 'outdoor pools' and 'water play areas/parks'.

Table 13.1: Aquatic Facility Provision Versus Population – Regional Centres

Catchment	Population	Indoor 25m	Indoor 50m	Outdoor Pool	Water Play/ Park	Total	Pop per facility	Pop per indoor pool	Pop per outdoor facility
Bendigo	105,332		1	11	1	13	8,102	105,332	8,777
Greater Shepparton	62,784	1		5	1	7	8,969	62,784	10,464
Ballarat	98,684	2	1	4	3	10	9,868	32,895	14,097
Geelong	221,515	3	1	3	4	11	20,137	73,838	31,645

NOTE: Where one facility has several pools and amenities (i.e. water play) for the population these have been split across the different categories so as to accurately show the number of aquatic opportunities provided for the community, even if some are co-located. This includes both indoor and outdoor water play areas/parks. The 'Population per outdoor facility' factors in both 'outdoor pools' and 'water play areas/parks'.

Impact of Increased Attendances on Cost per Visit

In benchmarking against other facilities it is evident that those with a lower cost per visit have a combination of good attendance levels and a reasonable operating deficit relative to the size of the facility and service area population. Table 14.0 demonstrates impact of increases in attendances on cost per visit if the operating deficit was to remain constant.

Table 14.0: Attendance Increases/Impact on Cost per Visit

Increase in Attendance	Estimated Attendance	Cost per Visit	Reduction % to 2014/15
0%	12,060	\$17.49	0%
5%	12,663	\$15.13	-13%
10%	13,266	\$14.45	-17%
15%	13,869	\$13.82	-21%
20%	14,472	\$13.24	-24%
25%	15,075	\$12.71	-27%
30%	15,678	\$12.22	-30%
40%	16,884	\$11.35	-35%
50%	18,090	\$10.59	-39%
60%	19,296	\$9.93	-43%
70%	20,502	\$9.35	-47%
75%	21,105	\$9.08	-48%
80%	21,708	\$8.83	-50%
90%	22,914	\$8.36	-52%
100%	24,120	\$7.95	-55%

Impact of Volunteer 'Staff' on Operating Costs and Cost per Visit

It is evident that one way to reduce the cost per visit is to reduce operating costs, and a major percentage of costs are dedicated to staff wages. The Murchison Seasonal Pool in Greater Shepparton is an excellent example of how a group of dedicated and passionate volunteers can successfully operate a seasonal pool at a minimal cost for labour. Table 15.0 demonstrates the impact on staff wages if a percentage of the lifeguard hours were covered by volunteers. Table 16.0 demonstrates how a reduction in staff wages through the use of volunteers could reduce the cost per visit of Council's seasonal pools.

Table 15.0: Volunteer 'Staff' and Reduction in Operating Costs

Pool	2014/15 Labour Cost	Estimated Potential Volunteer Hours	Estimated Saving for 'Under 20 Years Rates'	Estimated Saving for 'Over 20 Years Rates'	Total Potential Savings	Potential Reduced Labour Cost at 100% of Junior Rates Covered by Volunteers
Merrigum	\$44,087	375	\$6,055	\$5,651	\$11,706	\$32,381
Mooroopna	\$54,134	375	\$6,055	\$5,651	\$11,706	\$42,428
Tatura	\$53,284	375	\$6,055	\$5,651	\$11,706	\$41,578
TOTALS	\$151,505	1125	\$18,165	\$16,953	\$35,118	\$116,387

NOTE: Council employees numerous staff under the age of 20 years, however at certain times of the season only staff over the age of 20 years are available, hence why the savings are split under these categories (and different wage rates applied accordingly)

Table 16.0: Volunteer 'Staff', Reduction in Operating Costs and Impact on Cost Per Visit

Percentage	Hours Per Pool	Potential Labour Cost Savings Per Pool	Total Potential Labour Cost Savings All Pools	Cost Per Visit
100%	375	\$11,706	\$35,118	\$14.22
90%	338	\$10,535	\$31,606	\$14.55
80%	300	\$9,365	\$28,094	\$14.88
75%	281	\$8,780	\$26,339	\$15.04
70%	263	\$8,194	\$24,583	\$15.20
60%	225	\$7,024	\$21,071	\$15.53
50%	188	\$5,853	\$17,559	\$15.86
40%	150	\$4,682	\$14,047	\$16.18
30%	113	\$3,512	\$10,535	\$16.51
25%	94	\$2,927	\$8,780	\$16.67
20%	75	\$2,341	\$7,024	\$16.84
15%	56	\$1,756	\$5,268	\$17.00
10%	38	\$1,171	\$3,512	\$17.16
5%	19	\$585	\$1,756	\$17.33
0%	0	0	0	\$17.49

Impact of Standard Increases in Costs with No Increase in Attendances

Whilst efforts can be made to increase attendances and reduce operating cost, it is interesting to assess the 'do nothing' option. This is based on the assumption that attendances would stay constant while costs (and income) would increase by standard percentages such as market increases, Consumer Price Index (CPI), Enterprise Bargaining Agreement (EBA) increases in wages and Council increases in fees and charges.

The data demonstrates that if costs and income increase while attendances remain constant, the operating subsidy for the three seasonal pools of Merrigum, Mooroopna and Tatura could increase by 52% over 10 years (from \$191,646 to \$291,905). Consequently the cost per visit would also increase by 52%, from an average of \$15.89 across the three pools to \$24.20.

Table 17.0: Impact of Standard Increases in Costs with No Increase in Attendances

Indicator	Current Situation (2014/15)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Attendance	12,060	12,060	12,060	12,060	12,060	12,060	12,060	12,060	12,060	12,060	12,060
Costs	\$239,045	\$248,926	\$259,222	\$269,949	\$281,126	\$292,772	\$304,907	\$317,552	\$330,728	\$344,458	\$358,766
Income	\$47,399	\$49,058	\$50,775	\$52,552	\$54,391	\$56,295	\$58,265	\$60,305	\$62,415	\$64,600	\$66,861
Operating Subsidy	\$191,646	\$199,868	\$208,447	\$217,397	\$226,735	\$236,477	\$246,642	\$257,247	\$268,313	\$279,858	\$291,905
Cost per Visit	\$15.89	\$16.57	\$17.28	\$18.03	\$18.80	\$19.61	\$20.45	\$21.33	\$22.25	\$23.21	\$24.20

NOTE: Projected increases to costs and income have been based on percentage increases in Council's 'Strategic Resource Plan':

- Wages – 4.50% (average of 4.25%, 4.50% and 4.75%)
- Utilities – 3.50%
- Materials and services – 3.50%
- Income – 3.50% increase in fees and charges, including increases on kiosk products

MANAGEMENT MODELS

The majority of the following information was sourced from the Clarence Valley Aquatic Strategy produced by the Clarence Valley Council and Strategic Leisure Group.

Management by Lease

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

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

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

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

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

Contract Management

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

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

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

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

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

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

In-House or Direct Council Management

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

Community Management Arrangements

A community committee can be appointed to manage a local pool based on land owner's arrangements on which the pool is located. In the local context, the Murchison Pool is run by a committee of dedicated volunteers who ensure that the facility is provided for the community every summer. The committee manage all aspects of the pool's operations including staff, maintenance, water quality and cleaning. Greater Shepparton City Council provides a \$20,000 annual contribution to the operations of the pool, and a \$50,000 annual contribution to the ongoing planning and capital improvement of the facility. Whilst the Murchison model provides a completely community managed facility, there are valuable learning's on how elements of pool operations could be managed by the community for the benefit of both council and patrons.

Table 18.0: Advantages and Disadvantages of Management Models

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

<p>Direct Council Management</p>	<ul style="list-style-type: none"> • Council has 'hands on' control in 'real time' of the operations and asset maintenance of its facility • Operational costs can be defrayed or minimised by using council's existing operations (payroll, insurances, accounting procedures, asset and building services) • Flexible and responsive management systems which can be linked directly to council policies • Provides an initial understanding of the facility's management and operational requirements thereby building a database of performance information to assist in determining any future management system requirements; and • Council has an accurate picture of the performance and potential of the venue and is able to work closely with residents and user groups in regard to future operational and development initiatives. 	<ul style="list-style-type: none"> • Council is seen as the operator and this can impact positively and negatively on the community's perception of the facility • Council is not seen as being 'arm's length' from the operational issues and community demands • Council may not consider venue management to be its 'core business' • Generally higher staffing costs under local government awards and higher associated indirect costs • Council's processes and procedures may not be conducive to the timing associated with 'commercially driven decision' making • All of the operational risk rests with council • Council is responsible for all operating costs and any unforeseen deficits • The facility may be required to absorb costs required by council that are not typical to the operation of a leisure facility • Potential for exposure to industrial relations issues; and • Council retains responsibility for all staff matters including human resource management, wages and recruitment.
<p>Community Management Arrangements</p>	<ul style="list-style-type: none"> • Council is seen as not involved in the pool operations therefore responsibility for all matters rest with the committee • Reduced corporate overhead costs experienced by government operated facilities • Based on the \$50,000 annual capital works contribution, council is not responsible for any planning, development or capital upgrades • Greater flexibility in day-to-day management/ decision-making as this is the responsibility of the committee • Community attendance is strong as the facility is run by local people who encourage more visits through social connections and personalised service • There is an ability to develop a community feel that contributes to the social fabric of the town through activity and fun in a welcoming environment, which is difficult for council to create in direct managed facilities • The risk of fluctuations in net costs is addressed by the committee 	<ul style="list-style-type: none"> • There is a heavy reliance placed on the committee to operate the facility and if the committee were unable to gather appropriate resources, council would likely be approached by the community to keep the pool operational • Council may be asked to increase its annual contribution if the operational cost of the facility increases • Council may be required to contribute to or prioritise the community managed facility for capital funding ahead of council facilities if works are desperately required, and/or if the committee don't have the financial resources to provide upgrades for the community • Overall, although the management arrangement is 'hands off' for council other than an annual contribution, there is a risk associated with the model being completely reliant on the good will of a few dedicated community members. Where this is no longer possible, the community will look to council to maintain the pool operations which could deliver an asset in need of significant investment.

CONSULTATION



GREATER
SHEPPARTON



CONSULTATION

Extensive consultation has been undertaken with our community and staff to aid in a thorough review of the pools and in the development of relevant recommendations. Consultation has focussed on positive aspects of the pools, as well as issues or areas for improvement that will assist in providing enjoyable experiences for the community. This section outlines each consultation effort and the outcomes/results obtained. A summary of the consultations engagement with the community is as follows:

Consultation	Engagement
Pool Users Survey (2012 - 2014)	150
Greater Shepparton Seasonal Pools Consultation (2014/2015)	526
'Your pools, your say' Community Survey (2015)	520
Greater Shepparton Staff Consultation (2015)	21
TOTAL ENGAGEMENT	1,217



Pool Users Survey (2012 - 2014)

Between November 2012 and March 2014 over 150 pool users were surveyed about a variety of aspects relating to their use of Greater Shepparton facilities. The key information derived from these surveys included:

- 91% were satisfied (or very satisfied) as a customer of the pool
- 95% indicated they would recommend (or strongly recommend) the pool to others
- 69% felt that Council spending on pools was about the same priority as other services
- 67% have been using their pool for more than 2 years, whilst 13% were new to the facility
- 76% visit their pool once per week or more
- 65% live within 5km of their pool, with a further 15% living within 10km
- 73% drive to their pool whilst the remaining 27% walk or ride
- 14% own a backyard pool, and 55% had visited someone else's backyard pool at least once
- 93% have air conditioning at home
- If not using the pool on a hot day, 65% like to stay inside and 19% will swim elsewhere
- 76% of respondents attend for casual swimming
- 86% attend with a friend or family member
- 88% have 1 or more family members who use the pool
- 71% spend between 60 – 90 minutes at the pool each visit
- 70% prefer to use the pool between 12.00pm – 6.00pm
- 86% require the temperature to be above 25°C before they would visit the pool
- 51% prefer to use the pool on Fridays, Saturdays and Sundays
- 53% were casual users, with 47% having a single or family membership
- 68% of the respondents were aged 30 – 60 years
- 70% of respondents were female
- 47% had visited someone else's backyard pool during the summer
- Aspects of the pool most enjoyed were:
 - Friendly staff/lifeguards
 - Swimming/playing in the water
 - Not too crowded
 - Shaded areas
 - Clean water/facility
 - Grassy areas/seating
 - Local facility/close to home
 - Family friendly/nice atmosphere
- Highest rated suggestions to improve their pool were:
 - Waterslide
 - Better change rooms/toilets
 - Longer opening hours
 - More shade

- To encourage more people to use the pool, the highest rated suggestions were:
 - Advertise
 - Pool party
 - Family fun days
 - BBQ area
 - Longer opening hours

These results validate what we already know about the provision of outdoor pools, such as the popularity for casual swimming, the appeal of pools for socialisation and family outings, that locals visit their local pool including a high proportion on memberships, the preferred days and hours of use, and the range of positive aspects enjoyed by patrons.

However the results also provide additional information of note, such as despite 65% living within 5km, 73% of people drive to their pool. The majority of people spend only 60 – 90 minutes at the pool each visit, suggesting that there may not be enough events, activities and equipment to encourage people to extend their stay. Interestingly, although 14% of respondents had their own backyard pool, 47% have access to someone else's private pool and 92% have air conditioning in their homes, people still attend their outdoor pools for all the positive aspects mentioned previously. This information demonstrates the importance of outdoor pools in the provision of positive experiences for the community, and opportunities for Council to improve the experience for patrons so as to become an 'attraction' or activity centre, rather than just a pool.



Greater Shepparton Seasonal Pools Consultation (2014/2015)

This consultation phase was undertaken in October and November 2014 via a number of consultation activities. A total of 526 residents participated in the following:

- Community surveys (273)
- Town meetings in Merrigum, Mooroopna and Tatura (3 meetings – 24 participants)
- Listening posts at Aquamoves (outdoor), Merrigum, Mooroopna and Tatura swimming pools (4 listening posts – 58 participants)
- Workshops in schools (seven classes in five schools and 171 participants)

The consultation specifically aimed to identify:

- Activities that people participate in over summer
- Level of use of private pools and public swimming pools
- Positive aspects of public swimming pool provision
- Issues and challenges associated with provision of public pools
- Factors or trends that enable or limit use of public pools
- Essential improvements required to enhance public pool user experience
- Determine future aquatic needs or desired developments

Key information was provided for the community to consider when responding including:

Outdoor Pool Statistics in Greater Shepparton

- 11,925 visits were recorded for the three rural outdoor pools in 2013/14, with Aquamoves estimated at 64,507
- It costs Council an average of \$19.19 per person for a swim
- \$252,032 cost to Council (per year) to operate the three rural outdoor pools
- \$50,796 income (per year)
- \$735k over 5 years (estimated additional renewal and maintenance costs)

What we know:

- Swimming pools are highly valued by local residents
- 64% of survey respondents live less than 5km from a public pool
- 23% have their own backyard pool
- 94% have air conditioning at home
- The number of people who use public outdoor pools in Greater Shepparton has steadily decreased in recent years from 21,331 visits in 2003/04 to 11,925 in 2013/14 - a drop of 44%
- Splash parks are becoming increasingly popular
- Swimming is great exercise and can be a very social activity
- Indoor heated pools are popular with older adults and also with children for swimming lessons

Key findings from the consultation included the following:

What you told us:

- Your preferred summer activities are:
 - Indoor activities – watching TV/movies, playing computer games, reading
 - Spending time with family/friends
 - Walking, running or jogging
 - Swimming at a public pool
- Your favourite activity on a hot day to cool down is to swim at a public pool or to just stay inside and relax
- The main activity you take part in at public pool is casual swimming, water play or hanging out with friends
- If you don't visit a public pool, your main reason for not doing so is that you either have a pool at home, you don't feel comfortable wearing bathers in public, or you live too far away.
- You are most likely to use a public swimming pool on Saturday or Sunday, and least likely to use it on a Monday
- Favourite time to swim: 3.00pm - after 6.00pm.
- Swimming pools should have equal financial support as other Council services with 68% believing spending by Council on aquatics has the same priority as other services, while a further 16% believe that it should have a higher priority. 11% said that it should have a lower priority, and 5% weren't sure.

Improvements you would like to see:

- More events at the pools (e.g. Friday night BBQs, pool parties, dive in movies, etc)
- More activities at the pools (e.g. beach volleyball, basketball half court, aqua aerobics)
- Slides and water play or splash park features
- Upgraded facilities and amenities
- More affordable entry and membership prices
- Changes to opening and closing hours
- Solar heating to extend the season
- More shade and seats
- More pool toys, e.g. foam mats, inflatables, etc
- Better management of lap swimming areas
- Play music over the PA system
- Hot food available in the kiosk

See the complete 'Greater Shepparton Seasonal Pools Consultation' as Appendix 3.

'Your pools, your say' Community Survey (2015)

In February 2015, the 'Your pools, your say' survey was promoted throughout the community over a two month period receiving a total of 520 responses. This involved an extensive communication and distribution strategy including:

- Mail outs to Merrigum, Mooroopna and Tatura residents
- Survey link emailed to a significant database including schools, individuals, business and community organisations
- Hardcopy surveys provided at each pool
- Newspaper advertising
- Media release and direct contact with media outlets

The summary of the findings are as follows, including Table 19.0 which provides an overview of survey responses with a positive answer to the questions:

Table 19.0: Survey Responses with a Positive Answer to the Questions

Question	Aquamoves	Merrigum	Mooroopna	Tatura	Murchison	AVERAGE
1. Use pool more if improvements were made	58%	54%	62%	71%	60%	61%
2. Council should continue to fund pools	90%	91%	89%	92%	91%	91%
3. Outdoor pools are needed in the future	74%	79%	63%	72%	72%	72%
4. Preference to use a public outdoor pool on a hot day	61%	67%	56%	72%	65%	64%

Aquamoves

Question 1: If we are able to make the improvements people have suggested, would you use your local pool more often? Why or why not?

Over half of all respondents (117 people or 58%) indicated that they would use Aquamoves outdoor pool more often if improvements were made; 29 people (14%) said they wouldn't use it more because they already use it regularly; and 19 people (9%) said they would not / don't use it at all. There were 37 responses (18%) that did not specify an answer.

Thirty-three people (16%) stated that extended opening hours/ extended season of the outdoor pool would encourage them to use Aquamoves outdoor pool more often. Other reasons given that would encourage greater use include: warmer water temperature in the outside pool (19 people or 9%) and upgraded amenities (19 people or 9%). Thirteen people (6%) said that they would use the pools more often if there were more activities / events available; 13 people (6%) wanted more shade; and a further 12 people (6%) use the pool for exercise and would use it more often. Eleven people (5%) considered pricing important in their decision as to whether or not to use the pool more often. Nine people (19%) stated that their age was a factor in their decision and two people (1%) cited poor access to the pool / facilities as a factor.

Question 2: It costs a lot of money to run outdoor pools. Should Council continue to spend money on outdoor pools? Why or why not?

The overwhelming majority (181 people or 90%) responded that Greater Shepparton City Council should continue to spend money on outdoor pools. Only nine people (4%) stated that they don't believe that Council should continue to spend money on outdoor pools. There were 12 people (6%) who did not specify a response to the question. The reasons given for why Council should continue to spend money on outdoor pools included:

- pools promote a healthy lifestyle (49 or 24%)
- the local pool provides an opportunity for people to both exercise and learn to swim in a safe environment (71 respondents or 35%)
- the 50 metre pool is important for school and club-based competitions (25 people or 12%);
- the local pool is a community service (27 people or 13%)
- a public pool should be provided for those who don't have their own pool / can't afford their own pool (22 people or 11%).
- pools provide social benefits for youth, family or community (18 people or 9%)
- provided that swimming remains affordable for people, 15 people (7%) agreed that Council should continue to spend money on outdoor pools.

Question 3: Are outdoor pools what we need in the future, or are there other ways we can keep people cool in summer? If so, what ideas do you have?

Over two-thirds of people (150 people or 74%) believe outdoor pools are needed in the future; seven people (3%) believe they are not required in the future; and 45 people (22%) did not specify a response. Four people (2%) believe that pools should be indoor or semi-enclosed. Several respondents misinterpreted the question, stating that there are significant social and health benefits associated with the provision of outdoor public pools.

Ideas suggested for keeping people cool in summer in Greater Shepparton, included:

- provide splash parks / free water parks / local parks with splash features (22 people or 10%)
- provide more shade (7 people or 3%);
- visit shopping centres/ cinemas (3 people or 1%)

- provide adequate green spaces (2 people or 1%),
- provide community spaces that are air-conditioned (2 people or 1%).

Four people (2%) suggested that without outdoor pools children would swim in channels, rivers or dams that may be unsafe.

Question 4: Some people say they prefer to stay indoors with entertainment and air conditioning on a hot day, or swim in their own pool rather than using a public pool. What do you prefer to do and why?

The majority of respondents (124 or 61%) said their preference on a hot day is to use a public pool. Thirty two people (16%) choose to stay inside on a hot day and twenty-eight people (14%) prefer to use their own pool on a hot day. A further 20 people (10%) like to be outside.

Of those who choose to swim in a public pool, 36 people (18%) cited health benefits and 34 people (17%) said that they did not own a pool. Seventeen people (8%) cited the social benefits of visiting public pools as their primary reasons for doing so. Other reasons given for the use of public pools include children becoming bored inside or the need to get children active (6 people or 3%).

Nine respondents (4%) cited cost as a factor in their decision to go to their local swimming pool or the frequency of their visits to the public pool. Eight people (4%) would use a private pool if they had one / could afford one, in preference to a public pool. Five people (2%) cited their age as a factor in their decision whether to use the public pool. A further three respondents (1%) considered dams / channels as an unsafe and unclean option.



Merrigum Pool

Question 1: If we are able to make the improvements people have suggested, would you use your local pool more often? Why or why not?

Of the 100 respondents, 54 people (54%) indicated that they would or might use Merrigum Pool more often if suggested improvements are made, while 18 people (18%) said that they wouldn't use their local pool more often because they already use it. Fourteen people (14%) stated that they would not use the pool even if the suggested improvements were made, the same number did not specify a response. The reasons given for not using the local pool more often included:

- too expensive (11 people or 11%)
- proximity / location of the pool in relation to home (4 people or 4%)
- use their own pool (3 people 3%)
- the water in the pool is too cold (1 person or 1%)
- it is a waste of tax payer money, instead reduce tax and save money (1 person or 1%).

The following reasons were given as factors that would encourage greater use of the Merrigum Pool:

- extended opening hours (18 people or 18%);
- the provision of more social activities/ events (8 people or 8%);
- the inclusion / provision of a splash park (6 people or 6%)
- inclusion of a water slide (4 people or 4%).
- age (4 people or 4%)

Question 2: It costs a lot of money to run outdoor pools. Should Council continue to spend money on outdoor pools? Why or why not?

Of the 101 respondents, 92 people (91%) believe that Council should continue to spend money on outdoor pools and only three people (3%) don't think it should be a priority for Council. The reasons given for continuing to spend money on outdoor pools include:

- outdoor pools provide benefits of swimming/ learning to swim - safety, exercise, skill development (21 people or 21%)
- outdoor pools provide a community service (16 people or 16%)
- outdoor pools provide a social benefit for youth/ community/ family (16 people or 16%)
- outdoor pools promote healthy living (13 people or 13%)
- outdoor pools provide a meeting place (10 people or 10%);
- outdoor pools provide an opportunity for swimming and water play for those who can't afford / don't have their own pool (8 people or 8%).

Question 3: Are outdoor pools what we need in the future, or are there other ways we can keep people cool in summer? If so, what ideas do you have?

Seventy-nine people (79%) believe that outdoor pools are required in the future, whereas three people (3%) were not convinced that this should be the type of facility Council provides. There were 18 responses (18%) that did not specify an answer to the question. Suggestions of other ways people can keep cool in summer include:

- provide splash parks / water park (9 people or 9%)

- provide indoor / semi-enclosed pools (2 people or 2%)
- visit shopping centres / cinemas (2 people or 2%).
- provide adequate green spaces (2 people or 2%)

Four people (4%) felt that if public pools are not provided, people will resort to swimming in channels, rivers or dams. Respondents feel that these water sources may be less safe options compared with a supervised swimming pool.

Question 4: Some people say they prefer to stay indoors with entertainment and air conditioning on a hot day, or swim in their own pool rather than using a public pool. What do you prefer to do and why?

The comments revealed that 68 people (67%) prefer to use the public pool on a hot day; 20 people (20%) prefer to stay inside; 17 people (16%) prefer to be outside (it is unclear whether this referred to outdoor public pools or being outside); and six people (6%) use their own pool. The preferences were not mutually exclusive, with respondents at times choosing several of these options. Twenty-two people (22%) did not specify a response to the question.

Reasons for choosing to use a public outdoor pool on a hot day included:

- don't own a pool (21 people or 21%);
- health benefits of swimming (17 people 17%)
- social benefits of visiting the public pool (11 people or 11%);
- desire to get children outside and active / prevent their children becoming bored (10 people or 10%).



Mooroopna Pool

Question 1: If we are able to make the improvements people have suggested, would you use your local pool more often? Why or why not?

Eighty-nine of the 144 responses (62%) believe that they would use Mooroopna Pool more often if suggested improvements are made. Twenty-seven people (19%) would not use the pool more often / at all if changes are made and six people (4%) already use the pool so don't believe that their usage rate will change.

The factors given that would encourage greater use of Mooroopna Pool include:

- extended opening hours (19 people or 13%)
- the inclusion of more social events/ activities (18 people or 13%)
- the provision of upgraded amenities (11 people or 8%)
- the provision of a water slide (9 people or 6%)

Seven people (5%) cited age as a reason for their answer on whether they would use the pool.

Question 2: It costs a lot of money to run outdoor pools. Should Council continue to spend money on outdoor pools? Why or why not?

Of the 146 responses, 130 people (89%) believe that Council should continue to spend money on outdoor pools and 10 people (7%) don't believe that pool expenditure is a priority for Council. Six people (4%) did not specify a response to the question. The reasons given for why Council should continue to spend money on outdoor pools include:

- the benefits of swimming/ learning to swim – safety, exercise and skill development (37 people or 25%)
- public pools should be available for those who can't afford/ don't have their own pool (17 people or 12%)
- public pools promotes healthy living (17 people or 12%);
- public pools provides social benefits for youth / community / family (15 people or 10%)
- they are easily accessed by locals (7 people or 5%).

Nine people (6%) cited pricing as important to their response.

Question 3: Are outdoor pools what we need in the future, or are there other ways we can keep people cool in summer? If so, what ideas do you have?

The majority of respondents were supportive of Council continuing to provide outdoor pools in the future (92 people or 63%). Only five people (3%) were not supportive of this notion. Forty-nine people or 34% did not specify an answer to the question.

Ideas put forward for keeping people cool in summer include:

- Provide a splash park / water park (16 people or 11%)
- Provide more shade (7 people or 5%).

Five people (3%) feel that swimming in channels, dams or rivers is considered an unsafe but likely alternative, if there are no outdoor pools provided by Greater Shepparton City Council locally.

Question 4: Some people say they prefer to stay indoors with entertainment and air conditioning on a hot day, or swim in their own pool rather than using a public pool. What do you prefer to do and why?

Eighty-one people (or 56%) who responded to this question prefer to use Mooroopna Pool on a hot day. Twenty-one people (14%) would rather stay inside; 14 people (10%) prefer to be outside; and 12 people (8%) use their own pool. Respondents at times chose several of these answers as their preferred way of spending a hot day.

The reasons given for electing to use the Mooroopna Pool on a hot day include:

- do not own a private pool (35 people or 24%)
- the social benefits of a public pool (16 people or 11%)
- the health benefits of a public pool such as exercise/ swimming laps (9 people or 6%)
- getting children active and/ or outside (6 people or 4%).

Eight people (6%) expressed a preference for swimming in their own pool, if they could afford one.

Tatura Pool

Question 1: If we are able to make the improvements people have suggested, would you use your local pool more often? Why or why not?

One hundred and twenty-three people (71%) said that they would visit Tatura Pool more if the suggested improvements were made, while 10 people (6%) said that they would not.

The factors identified to encourage greater use of Tatura Pool include:

- longer opening hours (37 people or 21%)
- the addition of more social activities/ events at the pool (32 people or 18%)
- the provision of upgraded amenities (21 people or 12%)
- the inclusion of a water slide (20 people or 11%)
- the provision of an indoor heated pool / heated water (18 people or 10%)
- more shade over and/ or around the pool (14 people or 8%).

Question 2: It costs a lot of money to run outdoor pools. Should Council continue to spend money on outdoor pools? Why or why not?

Of the 175 responses to this question, 161 people (92%) believe that Council should continue to spend money on outdoor pools, while 8 people (5%) believe that Council should not. Seven people or 4% did not specify an answer to the question. The reasons given for continuing to spend money on outdoor pools include:

- the benefits of swimming – it provides exercise / promotes safety (71 people or 41%)
- there are social benefits of swimming – for youth / family / community (43 people or 25%)
- it is a community service (30 people or 17%)
- it provides an opportunity for swimming / water play for those who can't afford/ don't have a pool of their own (19 people or 11%)
- the pool is a good community meeting place (18 people or 10%)
- the local pool is easily accessible to locals (17 people or 10%).

One person made the following comment: "We should be promoting sustainable practices - so a better public pool means more people don't need to have a private pool."

Question 3: Are outdoor pools what we need in the future, or are there other ways we can keep people cool in summer? If so, what ideas do you have?

Of the 174 people who responded to this question, 125 (72%) agree that we need outdoor pools in the future. Forty-seven people (27%) did not specify an answer to the question. The ideas posed by respondents for keeping people cool in summer, include:

- provide splash parks (11 people or 6%)
- provide indoor pools (6 people or 3%)
- provide more shade (6 people or 3%)
- address climate change / provide more green spaces / undertake passive climate control (2 people or 1%).

Question 4: Some people say they prefer to stay indoors with entertainment and air conditioning on a hot day, or swim in their own pool rather than using a public pool. What do you prefer to do and why?

Of the 175 responses recorded, 126 people (72%) are in favour of using a public pool to cool down on a hot day; 38 people (22%) prefer to stay inside; and 17 people (10%) use their own pool. Twenty-five people (14%) did not specify an answer to the question. Answers were not mutually exclusive with people indicating a combination of responses. The reasons given by respondents for their preference in using a public pool include:

- do not own a private pool (39 people or 22%);
- the health benefits of using a public pool (27 people 15%)
- the social benefits of using a public pool (23 people 13%).



Murchison Pool

Although Murchison Pool is not managed by Council, 47 survey responses were received and have been included here for interested parties.

Question 1: If we are able to make the improvements people have suggested, would you use your local pool more often? Why or why not?

Of the 47 responses recorded for this question, 28 people (60%) would use Murchison Pool more often if suggested works are carried out. Six people (13%) already use the pool and would not use it more often, whilst another 8 people (17%) do not / would not use the pool at all. There were five respondents who did not specify an answer to the question. The factors identified to encourage greater use of Murchison Pool include:

- provide more shade (5 people or 11%)
- longer opening hours (9 people or 19%)
- upgraded amenities (6 people or 13%).
- more social activities / events (5 people or 11%)
- provision of swimming lessons (2 people or 4%).

Reasons that people choose not to use Murchison Pool more often include:

- the water is too cold (6 people or 13%)
- cost of visiting the pool (4 people or 9%).
- age related reasons (3 people or 6%)
- own a private pool (2 people or 4%)
- poor accessibility (1 person or 2%)

Question 2: It costs a lot of money to run outdoor pools. Should Council continue to spend money on outdoor pools? Why or why not?

Forty-three respondents (91%) believe Council should continue to spend money on outdoor pools and 4 people (9%) don't think that Council should direct its funds to such assets.

The reasons given for continuing to spend money on outdoor pools include:

- the benefits of swimming / learning to swim, exercise (21 people or 45%)
- the social benefits of using a public pool for youth / community / family (15 people or 32%)
- public pools are a community service (10 people or 21%)
- public pools promote healthy living (11 people or 23%)
- public pools are a good community meeting place (8 people or 17%)
- public pools are for those who can't afford / don't have their own pool (6 people or 13%)
- pricing was an important consideration for 5 people (11%). For example, one response was: *"Yes the council have a responsibility to rate payers and community. Every town has a right to a swimming pool which should be free or cheaper to make it family friendly cost. It's typical you charge a lot and people can't afford to attend whereas you make it affordable and more will attend which in return council will make more money."*

Question 3: Are outdoor pools what we need in the future, or are there other ways we can keep people cool in summer? If so, what ideas do you have?

Of the 47 responses, the majority (34 people or 72%) were in agreement with keeping outdoor pools open in the future. Ten people (21%) did not specify an answer to the question.

The ideas posed for keeping people cool in summer include:

- swim in dams / channels / rivers – although there are concerns over the safety of this by some respondents (4 people or 9%)
- provide splash parks (2 people or 4%)
- visit shopping centres – although this is also considered an unhealthy alternative by one person (2 people or 4%).

Question 4: Some people say they prefer to stay indoors with entertainment and air conditioning on a hot day, or swim in their own pool rather than using a public pool. What do you prefer to do and why?

Thirty-one (65%) of the 54 responses indicated a preference for swimming in the public pool on a hot day. Thirteen people (27%) prefer to stay inside in air conditioned rooms and three people (6%) prefer to use their own pool on a hot day. Some respondents chose several of these answers.

The reasons given for using Murchison Pool on a hot day include:

- do not own a pool (14 people or 29%)
- the social benefits of using the public pool (12 people or 25%)
- the health benefits of using the public pool (6 people or 13%)
- children becoming bored inside / a desire to get children outside and active (4 people or 8%).

Two people (4%) believe that the alternative to public pools is to swim in dams, rivers or channels; however they considered this an unsafe option. Two people (4%) expressed a preference for swimming in a private pool if they had one.



Greater Shepparton Staff Consultation (2015)

Overview

An internal staff survey was conducted within the Active Living Department to gain a perspective on operational, promotional and developmental aspects, as well as the future of seasonal outdoor pools. A total of 21 respondents completed the survey, with individual contributors for Aquamoves (17), Merrigum (5), Mooroopna (6) and Tatura (5). Survey respondent's positions within the department ranged from Lifeguards to Team Leader/Manager roles. The results can be viewed in Appendix 4.

Aquamoves

Staff believe that the Aquamoves seasonal pool provides a great variety of activities in a large and well-designed space. The surrounds, water quality, availability and plant are other positives. To assist staff in completing their roles it was suggested that a tower chair, lifeguard shade, improved mats/trolleys, signage, communication and Duty Supervisor lifeguard qualifications be provided. A range of suggestions to improve pool operations included upgrades to amenities, shade over some of the pool, increased shade for staff and patrons, wind breaks and removing the sand area near the leisure pool. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council, wind breaks, seating and shade, repair splash park equipment, a longer season, effective promotion/offers, dry land activities, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (100%) for needing this outdoor pool in the future due to various benefits such as socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool sustainably. Other comments focussed around the need for Council to run the pools well and provide quality facilities, and continue to invest in and improve Aquamoves as a regionally significant facility.

Merrigum

Staff believe that the Merrigum pool provides a great environment and community atmosphere in a good location. The layout of the pool and age of the facility are other positives. Potential improvements to assist staff in completing their roles included kiosk stock levels being kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, table near the BBQ, improved plant and heating, and water play features. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community, new infrastructure such as water play features or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (80%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool, or even consider replacing it with a self-operating splash park due to the high cost to run the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry and increase the level of equipment for staff and patrons.

Mooroopna

Staff believe that the Mooroopna pool is in a good location providing beneficial amenities such as large grounds, shade over the pool and seating. The deep water and size of the pool are other positives. Potential improvements to assist staff in completing their roles included kiosk stock levels being kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, BBQ, improved plant and heating/solar blankets, and new filtration system. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community, new infrastructure such as water play features, diving or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (83%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was

suggested that costs need to be minimised in continuing to operate the pool, or even consider replacing it with a self-operating splash park due to the high cost to run the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry, consider reducing opening hours to after-school times unless booked, and increase the level of equipment for staff and patrons.

Tatura

Staff believe that the Tatura pool provides a great environment and community atmosphere. The deep water, size of the pool and toddler pool are other positives. Potential improvements to assist staff in completing their roles included kiosk stock levels being kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards, membership list, booking details, operating hours to reflect demand, and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, better solar blankets, and healthy food options. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community (this year's BBQ's worked well), new infrastructure such as water play features, diving or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (100%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry and increase the level of equipment for staff and patrons.



Pool Improvements Data

These consultation phases have all provided a wide range of information critical to informing the future direction of seasonal pools in Greater Shepparton. Ongoing operational and capital improvements are one of the most significant areas of inquiry from the consultation which has a major influence on existing users continuing to utilise the facility, and the ability to attract new users. The following tables summarise data from the 'Greater Shepparton Seasonal Pools Consultation (2014/2015)' and 'Your pool, your say' Community Survey (2015)' consultation phases in relation to suggested improvements from the community.

Aquamoves Seasonal Pool

Pool	<ul style="list-style-type: none"> • Deeper pool • Diving area • More slides • Rapid water park • Replace tiling • Develop it into an indoor Olympic sized pool • Better heating
Pool surrounds	<ul style="list-style-type: none"> • Large signage • Improve car park and road entry • Barbecue • Seating • Age specific areas for teenagers, toddlers / babies area • Better maintenance of outdoor area (i.e. clean duck faeces) • More shade – particularly over the splash park, lawns, baby area and outdoor leisure pool.
Change facilities	<ul style="list-style-type: none"> • Improve cleanliness and maintenance of outdoor change rooms • Upgrade toilets
Kiosk	<ul style="list-style-type: none"> • Wider range of food, including healthier food
Staff and supervision	<ul style="list-style-type: none"> • Friendlier staff • Have more life guards • Need greater supervision in busy times
Programs	<ul style="list-style-type: none"> • Lap swimming - swimming lanes with session times so lap swimmers know when to access lanes, more opportunities for lap swimmers, no playing in lap lanes • Volleyball
Events	<ul style="list-style-type: none"> • Parties for children, with running jumping castles and swinging ropes – supervised by life guards. • Parties and barbecue nights • Low cost activities • Music
Cost	<ul style="list-style-type: none"> • Cheaper entry • Membership that covers all pools, • Family pass (discounted in the evenings) • More affordable for single income families • Provide deals e.g. entry and a drink
Opening times	<ul style="list-style-type: none"> • Greater access (extended hours and season) to outdoor pool, particularly for lap swimmers and competitive swimmers.
Accessibility	<ul style="list-style-type: none"> • Improve access to pool and facilities.

Merrigum Pool

Pool	<ul style="list-style-type: none"> • Water slide • Diving board • Splash park • Spa • Improve water heating • Semi-enclose the pool • Bigger pool
Pool surrounds	<ul style="list-style-type: none"> • Better flood lighting • More shade • Improve maintenance • Garden/ landscaping • Barbecues • Seating • Tables • Basketball court • Playground • Provide access from walking track
Kiosk	<ul style="list-style-type: none"> • Kiosk - more volunteers for kiosk • Community to stock and run the kiosk • Good coffee
Staff and supervision	<ul style="list-style-type: none"> • Train more lifeguards
Programs	<ul style="list-style-type: none"> • More 'learn to swim' opportunities • More pool toys • Volleyball • Establish a junior swimming club
Events	<ul style="list-style-type: none"> • Activities and events such as theme nights, pool parties, amateur swimming competitions, Christmas carols, outdoor movies, twilight parties • Community run events with bowls club, cricket club, tennis club, football club • Music
Cost	<ul style="list-style-type: none"> • Cheaper rate – early bird incentives, clearly explained membership, free entry for parents
Opening times	<ul style="list-style-type: none"> • Extend opening hours (dairy farmers, people who work office hours), particularly on weekends and hot days • Policy on when to close the pool (number of people, weather, etc.)
Accessibility	<ul style="list-style-type: none"> • Amenities and access for disabled
Management	<ul style="list-style-type: none"> • Better promotion • Encourage schools to use the pool. • Make it an attractive option for ageing population • Greater community involvement.

Mooroopna Pool

Pool	<ul style="list-style-type: none"> • Cover the pool • Water slide • Tarzan rope • Diving board • Convert pool to 50m for use by lap swimmers, swim clubs • Wave pool • Water park / splash park • Improve filtration system • Retile the pool • Repair equipment in toddler pool • Signage to indicate deep end • Shade - over the pool and surrounding areas • Heat the pool • Clean the pool more often • Put lights in the pool
Pool surrounds	<ul style="list-style-type: none"> • Outdoor gym • Improve signage to the pool • More equipment – volleyball net, hockey, pull-up bar • Provide barbecues • More bins (near seats) • Shelter • Replace fence • Outdoor showers • Landscaping and improved aesthetics
Change facilities	<ul style="list-style-type: none"> • Repair/update change rooms
Kiosk	<ul style="list-style-type: none"> • Greater range of food in kiosk – hot and cold
Staff and supervision	<ul style="list-style-type: none"> • Lifesaving courses
Programs	<ul style="list-style-type: none"> • Water aerobics • More swimming lessons • Water safety courses • More inflatables
Events	<ul style="list-style-type: none"> • More activities and events – cricket, community barbecues, discos, Friday night pool parties • Music
Cost	<ul style="list-style-type: none"> • Reduce costs - lay-by plan for membership • Concession card rates
Opening times	<ul style="list-style-type: none"> • Extended opening hours / season
Accessibility	<ul style="list-style-type: none"> • Improve accessibility to the pool (provide hand rail)
Management	<ul style="list-style-type: none"> • Improve information distribution (council website, council rates, letterbox drop) • Provide bus access more frequently • Encourage schools to use it • Free pass or free day e.g. for Grade 6 children • Better advertising.

Tatura Pool

Pool	<ul style="list-style-type: none"> • Heated water (solar or gas) • Indoor heated pool • More shade over and around the pool, particularly junior area • Install solar powered lights over pool • Water slide • Diving board • Spa • Splash park / water fountain • Another pool for 3-5 year olds
Pool surrounds	<ul style="list-style-type: none"> • More picnic tables • Basketball ring/space for playing cricket • Lockers • Install a gym and sauna • Extend size of lawn area • Landscaping (along fence) • More fencing out to car park • Develop a playground
Change facilities	<ul style="list-style-type: none"> • More showers/ shower cubicles • Upgrade toilets • Installation of more mirrors • Develop a family change room
Kiosk	<ul style="list-style-type: none"> • Fruit • Hot food • Slushy machine • Cappuccino machine • EFTPOS
Staff and supervision	<ul style="list-style-type: none"> • Lifeguards supervise/ manage bad behaviour • Train local lifeguards and encourage them to volunteer
Programs	<ul style="list-style-type: none"> • Aerobics (perhaps run by Neighbourhood House) • School holiday program • More equipment for in and out of the pool, e.g. inflatable toys, Tarzan rope
Events	<ul style="list-style-type: none"> • More social activities and events, e.g. pool parties, raffles, quizzes, Carols by candle light, activity days, Friday night barbecues • Community swimming events • Music
Cost	<ul style="list-style-type: none"> • Cheaper entry • Develop membership packages • Provide free passes • Provide free entry when temperature is 40 degrees or more • More flexibility around membership
Opening times	<ul style="list-style-type: none"> • Extended opening hours/ swimming season
Accessibility	<ul style="list-style-type: none"> • Access – stairs built into side of pool
Management	<ul style="list-style-type: none"> • Better promotion of pools and swimming lessons • Promote pool use to schools • Advertise opening hours and bookings • Provide incentives – free swimming nappies, free drinks • Open a pool shop.

Murchison Pool

These comments have been sourced from the survey summary – no town or onsite consultations were held in Murchison as the pool is not directly run by Council.

Pool	<ul style="list-style-type: none"> • Heat pool • Water slide • Splash park/ water park features
Pool surrounds	<ul style="list-style-type: none"> • Provide more shade
Change facilities	<ul style="list-style-type: none"> • Upgrade amenities
Programs	<ul style="list-style-type: none"> • Provision of swimming lessons • Classes such as water aerobics
Events	<ul style="list-style-type: none"> • Provide more activities/ events
Opening times	<ul style="list-style-type: none"> • Longer opening hours
Cost	<ul style="list-style-type: none"> • Reduce cost
Accessibility	<ul style="list-style-type: none"> • Improve accessibility

KEY FINDINGS AND ISSUES



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KEY FINDINGS AND ISSUES

The preceding information presented in this review has aimed to provide a comprehensive overview of considerations impacting on the future of Seasonal Pools in the Greater Shepparton municipality. It is critical to understand the wide range of considerations in order for key findings and issues to be identified and recommendations to be developed.

To ensure that the key findings and issues are addressed in line with Council's overall decision making process for aquatic provision, they require a strong correlation to the Guiding Principles for Future Aquatic Provision (outlined in the 'Introduction'). The following table identifies the key findings and issues and the relevant Guiding Principle/s that must be considered.

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

Benefits of pools

The consultation highlighted both the local community and broader societal importance of seasonal pools, including 91% of the 'Your pools, your say' respondents indicating that Council should continue to fund pools. It was evident that community members value the physical benefits of participating in recreational swimming, the educational benefits of learning to swim, the social health benefits of interacting with other members of the community in a welcoming environment and the mental health benefits of physical activity and socialisation.

Recent research supported by Aquatics and Recreation Victoria and Sport & Recreation Victoria and conducted by Victoria University and the University of South Australia into the economic and health benefits of the aquatic and recreation industry further supported the consultation outcomes. The reports are:

- Personal benefits for Australian public aquatic & recreation centre customers
- Community Benefits of Victorian Aquatic and Recreation Centres
- Summary: 'Economic and Health Benefits Project – Community Aquatic and Recreation Centres'

Whilst these reports focus on aquatic and recreation centres, they highlight the particular importance of health benefits experienced through participation in physical activity. The 'Economic and Health Benefits Project' also provides an indication of the economic value of seasonal pools, based on the contention that "*Users value the personal benefits they receive at \$48.00 each time they use their centre.*" Using this measure, it could be suggested that with 12,060 visits in the 2014/15 season, the Greater Shepparton rural seasonal pools provided a perceived \$578,880 in personal benefits to our community. The benefits of seasonal pools to our community are clear and should be considered in the assessment of the future of these facilities in conjunction with usage, cost and community involvement.

Pool Usage and Cost Per Visit

As outlined in this review, attendances for the three rural seasonal pools have experienced a significant decline over the past 20 years, despite been interspersed with some years of increases. A range of factors have influenced this decline, many out of the control of Council. Despite the overall decline which occurred from 1995/96 until 2008/09, since the 2009/10 season total attendances across the three seasonal pools have remained relatively consistent each year with an average of 12,521. This suggests that the community benefit derived from participation at the pools, appropriate operational performance, facility condition, community involvement and favourable weather conditions has ensured maintenance of attendance rates over the six year period.

With operational costs rising each year, the cost per visit to Council is always in danger of increasing. However Council can reduce the cost per visit by either 1. increasing visits, 2. reducing operational cost or 3. a combination of both. As a key determinant and benchmark for pool performance, it is imperative that cost per visit is a focus area for Council in the coming years.

Changes to the Demand for Rural Pools

Industry and societal trends have significantly influenced the usage of seasonal pools, particularly over the past 20 years. Factors such as increases in backyard pools and air conditioning in households, the advancement of personal and home technology, reduced physical activity levels and more locally, the impact of the Regional Aquatic Centre (Aquamoves), have all contributed to the community's demand for seasonal pools. On a purely local level, the opening of Aquamoves in 1997 and the splash park development in 2009 appear to have had a significant impact on pool attendances in those years, and the years following each development. However it was evident in the consultation that Aquamoves does not appeal to all community members for a range of reasons, and as such highlights the need for Council to provide a variety of aquatic opportunities throughout the municipality.

Further, there has also been strong evidence through the consultation phase that seasonal pools are essential infrastructure in our communities for physical health, educational and social health reasons. Our communities are changing, as are their expectations of facilities and services provided by Council. As such, Council must ensure that efforts are made to meet the need for the segments of the community who utilise seasonal pools, whilst balancing the other service and infrastructure needs of communities through equitable and evidence-based decision-making processes. In doing so, Council must encourage community involvement in the operation of seasonal pools and shift the perspective of a 'Council-run' facility to a 'Council and community' collaboration.

Condition of Infrastructure and Assets

With many seasonal pools constructed across Victoria in the 1960's, the condition of infrastructure and assets is a major concern to many Councils. Condition assessments conducted of the three rural seasonal pools in 2013 have highlighted that whilst the infrastructure and assets are ageing, the condition of major items is quite good and their useful life is not yet expired. This is a significant positive for Council as there are no identified major capital works required in order to continue pool operation. However Council needs to set in place a Key Performance Indicator for each seasonal pool that triggers a discussion with the community in the event that a major piece of infrastructure at one of the pools reaches the end of its useful life.

There are examples across the state and country of the changing trends in aquatic provision. Such changes are evident in caravan parks, resorts, water parks and other areas with water features that can influence people's expectations of what an aquatic environment should or could include. This is important to the ongoing provision and future development of Council's seasonal pools as community experience and expectations will impact on the type of facilities and features that will continue to generate visitation. Whilst the condition of existing infrastructure at our seasonal pools is quite good, it is only a positive if the asset maintains relevance and popularity, and as such continues to attract people to use it.

Due to the construction dates of Council's seasonal pools, an additional element of existing infrastructure that is a constant issue is accessibility. Currently the three rural seasonal pools provide limited or no accessibility infrastructure. People with a disability cannot access the facility or pool safely. Measures can be undertaken to make minor improvements to accessibility, however the facilities will remain inaccessible to a proportion of the community and not compliant to current standards unless significant investment is made in substantial capital works. There is an acknowledgment that Aquamoves provides a highly accessible and quality facility no more than 40kms from almost 100% of Greater Shepparton residents, however it is further acknowledged that people requiring accessibility to a pool could potentially experience barriers to participation at Aquamoves such as transport and cost.

Council Direction and the Strategic Resource Plan

The Strategic Resource Plan (SRP) is prepared in conjunction with the Council Plan to reflect the financial and non-financial resources required to achieve the strategic objectives included in the Council Plan.

The purpose of the SRP is to:

- Establish a framework to manage the resources required to achieve the strategic objectives as expressed in the Council Plan;
- Provide an assessment of the resources required to achieve the strategic objectives of the Council Plan;

- Plan for the long-term financial sustainability of the Council;
- Establish a basis to measure Council's adherence to the principles of the SRP; and
- Assist the Council to comply with sound financial management principles in accordance with the Act.

A number of strategic challenges remain ahead including continuing to provide an appropriate range and level of services to a growing and diverse community, renewing existing assets, maintaining a sound financial position and addressing the need for capital expansion. The introduction of 'rate capping' by the Victorian Government for the 2016/17 financial year will provide a further challenge to Council in balancing the needs of the community with available resources.

Seasonal pools will be considered along with a range of other services and facilities in terms of the benefit to the community, operational cost, expected useful life of existing infrastructure and future capital investment. These considerations in line with the SRP will determine the capacity of Council to continue to provide seasonal pools to the community, as was evidenced by the data in Table 17.0 which outlined the impact of projected increases in expenditure and income when attendances stay constant.

The purpose of this review and strategy, and the focus areas, key performance indicators and recommended actions outlined in the following section is to maintain the cost of provision of the seasonal pools within the framework of the SRP. Further, this review and strategy aims to provide Council with critical information for decision making in line with the Council Plan and the SRP, and provide the community with a clear outline on how Council will approach the future of aquatic provision in our municipality.

Operational Improvements

There are a range of identified operational improvements that Council can undertake to increase the performance of the seasonal pools without relying on significant capital investment for upgrades or new developments. Operational improvements that have been highlighted throughout the consultation phase and/or are a focus area for the Active Living Department include community involvement and events, maintenance, cleaning, equipment, staff structure, staff training, staff consultation, communication and staff amenities. Clear actions are required in all these areas to continue to improve the operational performance of the pools and ensure that quality facilities and associated services are provided to our community.

Benchmarking

Benchmarking data was difficult to obtain and there were limitations to the comparability of the data with Greater Shepparton, however the exercise of benchmarking has been valuable for this review and needs to be an ongoing process for Council to undertake to validate the status and progress of seasonal pools in the future.

Greater Shepparton performed quite well in several benchmarking indicators. The average operating deficit for Greater Shepparton facilities of \$67,079 is well below the average across all pools of \$118,040. From an operational perspective, Greater Shepparton pools have the lowest budget. Finally, Greater Shepparton's fees for use of seasonal pools is mid-range when compared to other municipalities, which is a suitable position for a regional city.

Cost per visit is a key indicator that Greater Shepparton needs to undertake efforts to improve, as discussed earlier. There is a clear correlation between attendance and cost per visit, and as such Greater Shepparton seasonal pools could definitely improve usage rates given the higher numbers reached in previous decades and evidence of increases in other municipalities. However there must be a consideration of the range of factors influencing the decline in usage in Greater Shepparton, and therefore the areas in which Council can focus efforts to achieve usage rate increases.

Data obtained through the review process has highlighted that Greater Shepparton performs 'better than average' in several important performance indicators, however has some key areas for improvement when compared to seasonal pools in other municipalities. This provides an opportunity for Council to strive to achieve 'best practice' in key areas rather than aim or be content with the 'average'.

RECOMMENDATIONS AND REPORTING



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RECOMMENDATIONS

This section is dedicated to the rural seasonal pools of Merrigum, Mooroopna and Tatura. Although Aquamoves Outdoor Pool and Murchison Pool have been included in the review section and consultation results, the focus of the strategy and these recommendations is the future of the three Council owned and operated rural seasonal pools.

In striving to achieve outcomes and undertaking the recommendations set out in this section, it is essential that Council consider the 'Guiding Principles for Future Aquatic Provision' as outlined in the Introduction section.

The recommendations include opportunities for improvement that have either been raised by the community or internally, and are in line with Council's priorities and realistic achievements for these facilities.

The Recommendations provide a summary for each seasonal pool including:

- Current Performance for Key Indicators
- Expected Future Performance
- Key Focus Areas and Recommended Actions

The following information provides an outline on the purpose of each item within the summary.

Current Performance for Key Indicators

Seasonal pools are scored for their performance against 5 key indicators which aims to provide an overall assessment rating of the pools current status. Information on the Key Performance Indicators, Scoring and Assessment Ratings are as follows:

Key Performance Indicators

The 5 Key Performance Indicators that the pools are scored against are:

1. Cost per visit – calculated by dividing the operating subsidy by the number of visits, this provides a dollar figure that it costs Council each time a community member visits a pool.
2. Operational Subsidy – the cost to Council to provide the facility and services, calculated by subtracting the income from the cost.
3. Attendance – the number of recorded visits to the facility throughout the pool season.
4. Community Involvement – level of involvement by the community in the operations of the pool, including having a specific 'pool committee or group', organising events and activities, fundraising for pool projects and/or contributing to operational aspects such as running the kiosk or providing voluntary lifeguards.
5. Condition of Major Assets (Useful Life) – calculated by expert consultants through condition audits on the seasonal pool facilities in 2013.

Current Performance Scoring

This scoring is used to rate the current performance of each pool against the 5 Key Performance Indicators. The method of scoring is based on current and previous performance, and comparison with benchmarking data.

90 – 100	Excellent
70 – 90	Very Good
40 – 70	Good
20 – 40	Acceptable
0 – 20	Not acceptable

Please see Appendix 1 for specific descriptions of these scoring classifications for the 5 Key Performance Indicators.

Pool Assessment Ratings

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

Rating	Description
90 - 100	Excellent. Very high attendances, community involvement and useful life of major assets. Operational costs and subsidy are at an excellent level. No action required.
80 - 89	Very good. High attendances, community involvement and useful life of major assets. Operational costs and subsidy are at a very good level. No action required.
70 - 79	Good. Good level of attendances, community involvement and useful life of major assets. Operational costs and subsidy are at a good level. No major action required, however assessment of areas for improvement and action plan to be implemented.
60 - 69	Acceptable. Reasonably good level of attendances, community involvement and useful life of major assets. Operational costs and subsidy are at a reasonable level. Some action required. Assessment of areas for improvement and action plan to be implemented.
50 - 59	Improvement required – possible closure. Average level of attendances, community involvement and useful life of major assets. Operational costs and/or subsidy are at an average level. Action required. Assessment of areas for improvement and action plan to be implemented in collaboration with the community.
40 - 49	Significant improvement required – possible closure. Low level of attendances, community involvement and useful life of major assets. Operational costs and/or subsidy are of concern. Major action required. Immediate assessment of areas for improvement and action plan to be implemented in collaboration with the community.
20 - 39	Not acceptable – possible closure. Low attendances, low or no level of community involvement, major assets with some useful life but may be nearing their expiry, high operational costs and/or subsidy. Immediate action required. Consultation with community on identified issues and potential actions that can positively impact the future of the pool.
0 - 19	Closure. Major assets with either some or no useful life, extremely low attendances, no level of community involvement, very high operational costs and/or subsidy. Immediate action required. Urgent consultation with the community on the likely closure of the pool.

Expected Future Performance

This table outlines the expectations of both the community and Council over the coming 3 years. It sets targets for future performance that all parties can work towards achieving. These targets aim to provide a trigger point for further consideration and consultation with the community if the expected performance isn't met. The expectations aim to convey that the community is accountable to ensure the seasonal pools are used and have involvement in the pools operations, while Council is accountable to undertake efforts to increase attendances, lower costs, conduct ongoing maintenance and ensure the facility and associated services and managed effectively.

Key Focus Areas and Recommended Actions

This table outlines key focus areas for Council to concentrate on specific to each pool. These Key Focus Areas are in addition to the Council Operational Focus Areas that are covered in the latter section of the recommendations.

Merrigum Seasonal Pool Recommendations

The Merrigum Seasonal Pool is a valued community asset providing a fantastic environment for locals and visitors to enjoy time with family and friends. Community members believe that the pool provides learn-to-swim, health and social benefits to users, particularly those who don't have access to a private pool. The Merrigum Pool provides a primarily local function for community members, however also attracts people from other nearby townships due to its pleasant environment. The future function of the Merrigum Pool should remain as 'local'.

The current cost per visit of the Merrigum Pool (\$22.72 – 2014/15) is approximately 5% higher than the average of all other benchmarked pools in a town with under 2,000 people (\$21.51), which is positive result however demonstrates opportunities for improvement. Unfortunately when compared with other Greater Shepparton City Council facilities, the cost per visit of Merrigum Pool is the highest of all facilities and well above the average cost per visit for Council facilities. Based on this information, Merrigum Pool received a score of 40 for cost per visit.

Merrigum Pool's operating subsidy is quite low when benchmarked against seasonal pools in other municipalities, which is a very positive result. It also has the lowest operating subsidy of Council's three seasonal pools. Based on this information, Merrigum Pool received a score of 80 for operating subsidy.

Attendances to Merrigum Pool are relatively low when benchmarked against other facilities in towns with a population of less than 2,000, rated at number 26 out of 36. Visits per resident for Merrigum Pool are reasonable when compared to other benchmarked pools, rating 28 out of 63. When compared to the Mooroopna and Tatura pools, the number of visits per resident to the Merrigum Pool are quite high. Based on this information, Merrigum Pool received a score of 30 for attendances.

The community involvement at the Merrigum Pool is positive with the Town Planning Committee running an event in 2014/15 and 2015/16 to raise funds for future projects at the pool. The Committee see the pool as a priority, and have expressed their interest in the future installation of water play features. There are greater opportunities for further community involvement including the formation of a Pool Advisory Committee, additional events or activities and contribution to operational aspects of the pool. Based on this information, Merrigum Pool received a score of 50 for community involvement.

The condition of major assets is very good, with the pools at 49 years and the building at 24 years. Based on this information, Merrigum Pool received a score of 90 for the condition of major assets (Useful life).

In assessing the Merrigum Pool against 5 Key Performance Indicators and applying appropriate weighting percentages, the final score was 50 out of a possible 100 points rating the pools performance as 'Improvement Required - possible closure.

Based on current attendance levels, financial performance and condition of infrastructure, it is recommended that Council continues operation of the Merrigum Pool providing that targets and performance indicators are met. The Merrigum community need to be aware that specific Key Performance Indicators are set for the Merrigum Pool and if they aren't met as outlined, this will prompt discussion by Council on the future of the pool.

The following tables outline performance against Key Performance Indicators, Expected Future Performance and Key Focus Areas and recommended actions.

Merrigum Pool Key Performance Indicator Scorecard 2014/15

Indicator	Weighting	Current Performance	Total Score
Cost Per Visit	40%	40	16
Operational Subsidy	20%	80	16
Attendance	20%	30	6
Community Involvement	15%	50	7.5
Condition of Major Assets (Useful Life)	5%	90	4.5
TOTALS	100%		50
POOL ASSESSMENT RATING: IMPROVEMENT REQUIRED			



Merrigum Pool Key Performance Indicators and Expected Future Performance – 2015/16 – 2018/19

Assessment Rating Objective: To achieve a Pool Assessment Rating of 'GOOD' by June 2019		
Indicator	Current Status	Expected Future Performance
Cost Per Visit	2014/15: \$22.72 3 Year Average: \$21.73 <u>Benchmarking</u> All Towns: - Average: \$17.18, Median: \$14.72 Towns under 2,000 population: - Average: \$21.51, Median: \$20.99, Best Practice: \$4.29	Cost per visit to be reduced. Increases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Operational Subsidy	2014/15: \$56,955 3 Year Average: \$54,592 <u>Benchmarking</u> All Towns: - Average: \$92,149, Median: \$72,926 Towns under 2,000 population: - Average: \$74,067, Median: \$66,743, Best Practice: \$40,587	To be reduced, maintained or an increase as per standard Council increases. An increase in operational subsidy additional to standard increases for 2 consecutive years will be deemed non-performance.
Attendance	2014/15: 2,507 3 Year Average: 2,628 <u>Benchmarking</u> All Towns: - Average: 8,912, Median: 5,691 Towns under 2,000 population: - Average: 4,681, Median: 3,227, Best Practice: 20,895	Attendance to be maintained or increase. Decreases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Community Involvement	Liaison with the Merrigum Town Planning Committee has been positive and there is goodwill for community involvement in the pool.	Level of community involvement, through either a Merrigum Pool Advisory Group, the Town Planning Committee, another group or individuals to be maintained or increased in operations and/or events/activities. No or minimal community involvement in the pool will be deemed non-performance. Noting that Council will be required to make efforts to engage with the community in order to facilitate involvement.
Condition of Major Assets (Useful Life)	The useful life of major assets is very good, with the pools at 49 years and the building at 24 years.	Significant issues or failure of a major asset resulting in substantial estimated capital cost of works will need to be considered in relation to the value of the asset, both in a financial context and for community benefit.

NOTE: in the event that non-performance of one Key Performance Indicator occurs, Council will consider the pools performance against other Key Performance Indicators and consult with the community in further detail to inform any decisions.

Merrigum Pool Key Focus Areas and Recommended Actions – 2015/16 – 2018/19

Focus Area	Current Status	Recommended Actions
Attendance	2014/15 - 2,507 3 Year Average - 2,628	<ol style="list-style-type: none"> 1. Improve processes for manually recording visitation, or consider the installation of a 'people counter' to accurately record attendances for monitoring and comparison. 2. Council to invest resources into effective promotion of the pools to the community. 3. Community to undertake efforts to encourage increased usage of the pool.
Financial Performance	2014/15 Subsidy - \$56,955 3 Year Average Subsidy - \$54,592	<ol style="list-style-type: none"> 1. Investigate potential operational savings, particularly through staffing arrangements, including community involvement. Undertake efforts to increase attendance and therefore potential to increase income.
Community Involvement and Events	<p>Liaison with the Merrigum Town Planning Committee has been positive and there is goodwill for community involvement in the pool, however it has been difficult to find people to volunteer for roles. The committee ran an excellent event in 2014/15 that not only provided a great social activity, but also raised funds for the potential future development of water play features, which is a priority of the committee.</p> <p>In previous years, Council-run events and activities have been organised at the seasonal pools with varying success. In 2014/15, 'Pool Party's' were held at each of the three pools as part of the 'Activities in the Park' program. Aquatic Classes were also held at the Tatura Pool over 4 weeks in February. Community-run events were held in 2014/15 at both Tatura (Friday Night BBQ's) and Merrigum (Family Fun Day).</p>	<ol style="list-style-type: none"> 1. Liaise with the Merrigum Town Planning Committee to form a specific Merrigum Pool Advisory Group. 2. In collaboration with this group, investigate opportunities for community involvement in area: such as the kiosk and/or lifeguarding, which could assist in extending opening hours. 3. Support and collaborate with the committee on events and activities aimed at increasing the usage of the pool, and foster an enhanced community atmosphere. 4. Schedule Council-run events such as 'Pool Party's' and 'Aquatic Classes' based on interest and demand, and ensure extensive promotion to the community.
Community Education	<p>The consultation process has engaged with a range of community members on various aspects of their local pool. This has included challenging questions around the need for Council to continue to spend funds on outdoor pools, and whether outdoor pools are what we need in the future. Whilst there has been some indication that the pools need to be used in order for them to remain viable, this hasn't been specifically communicated to the community.</p>	<ol style="list-style-type: none"> 1. Undertake efforts to educate the community, particularly through the Merrigum Town Planning Committee, on the 'Key Performance Indicators', the need for the pool to be used and for the community to be involved in its operations. 2. Through these efforts, ensure that the community are aware of the current status and the potential outcomes if the 'Key Performance Indicators' are not met.

audit and planning	<p>The major infrastructure is in good condition with an 'expected useful life' of 26-51 years for the pools and building. Plant and solar tubing renewals are items for short term capital improvement. Efforts were made in 2014/15 and 2015/16 to perform a range of minor improvements to the building and surrounds which will continue in future years.</p>	<ol style="list-style-type: none"> 1. Continue to conduct minor infrastructure improvements, repairs and maintenance through capital budgets at an amount relative to the other Active Living Department facilities. 2. Submit minor capital budget bids for plant and solar tubing renewal projects, and other priority projects identified either through inspections, audits or community consultation. 3. Continue to liaise with the Merrigum Town Planning Committee on the potential future development of water play features, including pursuing suitable grant funding. A bid has been included in Council's capital project process for 2018/19 on the basis of securing government funding and community contribution.
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Mooroopna Seasonal Pool Recommendations

The Mooroopna Seasonal Pool is a valued community asset providing a great environment for locals and visitors to enjoy time with family and friends. Community members like the features of the pool including its depth, size, shade over the shallow end, large grounds and location within town. Although the Mooroopna Pool is within reasonably close proximity to Aquamoves, it provides an important local function for the Mooroopna population and surrounding areas. Further, the Mooroopna Pool performs the important function of a backup or secondary option for school swimming carnivals and is well-utilised by schools from both Shepparton and Mooroopna for classes and casual play sessions.

The current cost per visit of the Mooroopna Pool (\$18.54 – 2014/15) is 85% higher than the average of all other benchmarked pools (bar one) in a town with between 4,000 – 8,000 people (\$10.00), which is a poor result demonstrating the need for improvement. When compared with other Greater Shepparton City Council facilities, the cost per visit of Mooroopna Pool is the second highest of all facilities and well above the average cost per visit for Council facilities. Based on this information, Mooroopna Pool received a score of 20 for cost per visit.

Mooroopna Pool's operating subsidy is lower than benchmarked seasonal pools in other municipalities, which is a positive result. It has the highest operating subsidy of Council's three seasonal pools. Based on this information, Mooroopna Pool received a score of 70 for operating subsidy.

Attendances to Mooroopna Pool are the second lowest of all seasonal pools when benchmarked against other pools in towns with a population over 4,000, rated at number 17 out of 18. This is despite the fact that Mooroopna has a population higher than all but two of these towns, which is a poor result. Visits per resident for Mooroopna Pool are very low when compared to other benchmarked pools, rating 61 out of 63. When compared to the Merrigum and Tatura pools, the number of visits per resident to the Mooroopna Pool are 40% and 60% lower respectively. Based on this information, Mooroopna Pool received a score of 20 for attendances.

The community involvement at the Mooroopna Pool is currently very limited and requires efforts by both Council and the community to improve this level of involvement for the betterment of the pool. Based on this information, Mooroopna Pool received a score of 20 for community involvement.

The condition of major assets is low, with the pools at 14 years and the buildings at only 1 year. Based on this information, Mooroopna Pool received a score of 25 for the condition of major assets (useful life).

In assessing the Mooroopna Pool against 5 Key Performance Indicators and applying appropriate weighting percentages, the final score was 30.25 out of a possible 100 points rating the pools performance as 'Not Acceptable - possible closure'.

Based on current attendance levels, financial performance and condition of infrastructure, it is recommended that Council continues operation of the Mooroopna Pool providing that targets and performance indicators are met. However given the current status of the Key Performance Indicator Scorecard, a strong focus and significant effort is required by both Council and the Mooroopna community to improve attendances, condition of infrastructure and community involvement. The Mooroopna community need to be aware that specific Key Performance Indicators are set for the Mooroopna Pool and if they aren't met as outlined, this will prompt discussion by Council on the future of the pool.

The following tables outline performance against Key Performance Indicators, Expected Future Performance and Key Focus Areas and recommended actions.

Mooroopna Pool Key Performance Indicator Scorecard 2014/15

Indicator	Weighting	Current Performance	Total Score
Cost Per Visit	40%	20	8
Operational Subsidy	20%	70	14
Attendance	20%	20	4
Community Involvement	15%	20	3
Condition of Major Assets (Useful Life)	5%	25	1.25
TOTALS	100%		30.25
POOL ASSESSMENT RATING: NOT ACCEPTABLE			



Moeroopna Pool Key Performance Indicators and Expected Future Performance – 2015/16 – 2018/19

Assessment Rating Objective: To achieve a Pool Assessment Rating of 'GOOD' by June 2019		
Indicator	Current Status	Expected Future Performance
Cost Per Visit	2014/15: \$18.54 3 Year Average: \$17.47 <u>Benchmarking</u> All Towns: - Average: \$17.18, Median: \$14.72 Towns 4,000 – 8,000 population: - Average: \$10.00, Median: \$9.40, Best Practice: \$4.09	Cost per visit to be reduced. Increases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Operational subsidy	2014/15 - \$69,865 3 Year Average - \$71,565 <u>Benchmarking</u> All Towns: - Average: \$92,149, Median: \$72,926 Towns 4,000 – 8,000 population: - Average: \$77,930, Median: \$71,362, Best Practice: \$46,707	To be reduced, maintained or an increase as per standard Council increases. An increase in operational subsidy additional to standard increases for 2 consecutive years will be deemed non-performance.
Attendance	2014/15 – 3,768 3 Year Average – 4,107 <u>Benchmarking</u> All Towns: - Average: 8,912, Median: 5,691 Towns 4,000 – 8,000 population: - Average: 8,767, Median: 8,256, Best Practice: 15,888	Attendance to be maintained or increase. Decreases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Community involvement	The Moeroopna Town Planning Committee identified the pool as a priority project in the first plan in 2010, and this has remained the case in the 2015 revision. However to date there is minimal community involvement in the pool which requires Council and the Town Planning Committee to work collaboratively to identify ways to improve this, including the potential to form a Moeroopna Pool Advisory Group.	Level of community involvement, through either a Moeroopna Pool Advisory Group, the Town Planning Committee, another group or individuals to be maintained or increased in operations and/or events/activities. No or minimal community involvement in the pool will be deemed non-performance. Noting that Council will be required to make efforts to engage with the community in order to facilitate involvement.
Condition of Major Assets (Useful Life)	The useful life of major assets is low, with the pools at 14 years and the buildings at only 1 year.	This suggests that minor renewal works for the buildings may not be sufficient, and more significant capital renewals or improvements will be required in the near future to ensure the buildings meet community and staff expectations. Periodic condition audits will assist in assessing the ongoing useful life of the pools. Significant issues or failure of a major asset resulting in substantial estimated capital cost of works will need to be considered in relation to the value of the asset, both in a financial context and for community benefit.

NOTE: in the event that non-performance of one Key Performance Indicator occurs, Council will consider the pools performance against other Key Performance Indicators and consult with the community in further detail to inform any decisions.

Mooroopna Pool Key Focus Areas and Recommended Actions – 2015/16 – 2018/19

Focus Area	Current Status	Recommended Actions
Attendance	2014/15 – 3,768 3 Year Average – 4,107	<ol style="list-style-type: none"> 1. Improve processes for manually recording visitation, or consider the installation of a 'people counter' to accurately record attendances for monitoring and comparison. 2. Council to invest resources into effective promotion of the pools to the community. 3. Community to undertake efforts to encourage increased usage of the pool.
Financial Performance	2014/15 Subsidy - \$69,865 3 Year Average Subsidy - \$71,565	<ol style="list-style-type: none"> 1. Investigate potential operational savings, particularly through staffing arrangements, including community involvement. Undertake efforts to increase attendance and therefore potential to increase income.
Community Involvement and Events	<p>The Mooroopna Town Planning Committee identified the pool as a priority project in the first plan in 2010, and this has remained the case in the 2015 revision. However to date there is minimal community involvement in the pool which requires Council and the Town Planning Committee to work collaboratively to identify ways to improve this, including the potential to form a Mooroopna Pool Advisory Group.</p> <p>In previous years, Council-run events and activities have been organised at the seasonal pools with varying success. In 2014/15, 'Pool Party's' were held at each of the three pools as part of the 'Activities in the Park' program. Aquatic Classes were also held at the Tatura Pool over 4 weeks in February. Community-run events were held in 2014/15 at both Tatura (Friday Night BBQ's) and Merrigum (Family Fun Day).</p>	<ol style="list-style-type: none"> 1. Liaise with the Mooroopna Town Planning Committee to form a specific Mooroopna Pool Advisory Group. 2. In collaboration with this group, investigate opportunities for community involvement in areas such as the kiosk and/or lifeguarding, which could assist in extending opening hours. 3. Support and collaborate with the committee on events and activities aimed at increasing the usage of the pool, and foster an enhanced community atmosphere. 4. Schedule Council-run events such as 'Pool Party's' and 'Aquatic Classes' based on interest and demand, and ensure extensive promotion to the community.
Community Education	<p>The consultation process has engaged with a range of community members on various aspects of their local pool. This has included challenging questions around the need for Council to continue to spend funds on outdoor pools, and whether outdoor pools are what we need in the future. Whilst there has been some indication that the pools need to be used in order for them to remain viable, this hasn't been specifically communicated to the community.</p>	<ol style="list-style-type: none"> 1. Undertake efforts to educate the community, particularly through the Mooroopna Town Planning Committee, on the 'Key Performance Indicators', the need for the pool to be used and for the community to be involved in its operations. 2. Through these efforts, ensure that the community are aware of the current status and the potential outcomes if the 'Key Performance Indicators' are not met.

Audit and Planning	<p>The major infrastructure is in poor-to-fair condition with an 'expected useful life' of 14 years for the pools and 1 year for the building. The fence was renewed in 2015/16, while plant and solar tubing renewals are items for short term capital improvement. Efforts were made in 2014/15 and 2015/16 to perform a range of minor improvements to the buildings and surrounds which will continue in future years.</p>	<ol style="list-style-type: none"> 1. Continue to conduct minor infrastructure improvements, repairs and maintenance through capital budgets at an amount relative to the other Active Living Department facilities. 2. Submit minor capital budget bids for plant and solar tubing renewal projects, and other priority projects identified either through inspections, audits or community consultation. 3. Given the assessed useful life of major infrastructure, condition audits will be required periodically to assess the ongoing useful life of the buildings and pools and identify issues and/or necessary works.
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Tatura Seasonal Pool Recommendations

The Tatura Seasonal Pool is a valued community asset providing a fantastic environment for locals and visitors to enjoy time with family and friends, particularly with the introduction of social events in 2014/15. Community members believe that the pool provides learn-to-swim, health and social benefits to users, particularly those who don't have access to a private pool. The Tatura Pool provides a primarily local function for community members, however also attracts people from other nearby townships due to its pleasant environment and the features of the pools. The future function of the Tatura Pool should remain as 'local'.

The current cost per visit of the Tatura Pool (\$11.21 – 2014/15) is 12% higher than the average of all other benchmarked pools in a town with between 4,000 – 8,000 people (\$10.00), which is a positive result however demonstrates opportunities for improvement. When compared with other Greater Shepparton City Council facilities, the cost per visit of Tatura Pool is around the average for these facilities. Based on this information, Tatura Pool received a score of 50 for cost per visit.

Tatura Pool's operating subsidy is quite low when benchmarked against seasonal pools in other municipalities, which is a positive result. Its operating subsidy is second out of Council's three seasonal pools. Based on this information, Tatura Pool received a score of 75 for operating subsidy.

Attendances to Tatura Pool are the third lowest of all seasonal pools when benchmarked against other pools in towns with a population over 4,000, rated at number 16 out of 18. Visits per resident for Tatura Pool are quite low when compared to other benchmarked pools, rating 56 out of 63. When compared to the Merrigum and Mooroopna pools, the number of visits per resident to the Tatura Pool are almost triple Mooroopna, but are less than half of Merrigum. Based on this information, Tatura Pool received a score of 35 for attendances.

The community involvement at the Tatura Pool is very positive with the community proactively forming a Tatura Pool Advisory Group in 2014 to assist Council in operating the Tatura Pool to community expectations. The formation of this group and ongoing relationship with Council is of great benefit to the operations of the pool, including identifying and implementing improvements. The group has also assisted in encouraging greater use of the pool through various efforts, including informal promotion to the community and supporting the organising of community barbeques. Although there is scope for greater involvement by the group and the community in the Tatura Pool operations, the group sets a strong example of how a Pool Advisory Group can play an integral role in assisting Council to provide seasonal pools to the community, and sets a solid foundation from which to work towards the Murchison Pool committee model. Based on this information, Tatura Pool received a score of 50 for community involvement.

The condition of major assets is average, with the pools at 14 years and the building at 9 years. Based on this information, Tatura Pool received a score of 35 for the condition of major assets (useful life).

In assessing the Tatura Pool against 5 Key Performance Indicators and applying appropriate weighting percentages, the final score was 51.25 out of a possible 100 points, rating the pools performance as 'Improvement Required - possible closure'.

Based on current attendance levels, financial performance and condition of infrastructure, it is recommended that Council continues operation of the Tatura Pool providing that targets and performance indicators are met. The Tatura community need to be aware that specific Key Performance Indicators are set for the Tatura Pool and if they aren't met as outlined, this will prompt discussion by Council on the future of the pool.

The following tables outline performance against Key Performance Indicators, Expected Future Performance and Key Focus Areas and recommended actions.

Tatura Pool Key Performance Indicator Scorecard 2014/15

Indicator	Weighting	Current Performance	Total Score
Cost Per Visit	40%	50	20
Operational Subsidy	20%	75	15
Attendance	20%	35	7
Community Involvement	15%	50	7.5
Condition of Major Assets (Useful Life)	5%	35	1.75
TOTALS	100%		51.25
POOL ASSESSMENT RATING: IMPROVEMENT REQUIRED			



Tatura Pool Key Performance Indicators and Expected Future Performance – 2015/16 – 2018/19

Assessment Rating Objective: To achieve a Pool Assessment Rating of 'GOOD' by June 2019		
Indicator	Current Status	Expected Future Performance
Cost Per Visit	2014/15: \$11.21 3 Year Average: \$10.06 <u>Benchmarking</u> All Towns: - Average: \$17.18, Median: \$14.72 Towns 4,000 – 8,000 population: - Average: \$10.00, Median: \$9.40, Best Practice: \$4.09	Cost per visit to be reduced. Increases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Operational Subsidy	2014/15 - \$64,826 3 Year Average - \$61,167 <u>Benchmarking</u> All Towns: - Average: \$92,149, Median: \$72,926 Towns 4,000 – 8,000 population: - Average: \$77,930, Median: \$71,362, Best Practice: \$46,707	To be reduced, maintained or an increase as per standard Council increases. An increase in operational subsidy additional to standard increases for 2 consecutive years will be deemed non-performance.
Attendance	2014/15 – 5,785 3 Year Average – 6,194 <u>Benchmarking</u> All Towns: - Average: 8,912, Median: 5,691 Towns 4,000 – 8,000 population: - Average: 8,767, Median: 8,256, Best Practice: 15,888	Attendance to be maintained or increase. Decreases over 2 consecutive years will be deemed non-performance, however external factors will be considered.
Community Involvement	In 2014/15, a Tatura Pool Advisory Group was formed to assist in operating the Tatura Pool to community expectations. The formation of this group and ongoing relationship with Council is of great benefit to the operations of the pool, including identifying and implementing improvements.	Level of community involvement, through either the Tatura Pool Advisory Group, the Town Planning Committee, another group or individuals to be maintained or increased in operations and/or events/activities. No or minimal community involvement in the pool will be deemed non-performance. Noting that Council will be required to make efforts to engage with the community in order to facilitate involvement.
Condition of Major Assets (Useful Life)	The useful life of major assets is average, with the pools at 14 years and the building at 9 years.	Significant issues or failure of a major asset resulting in substantial estimated capital cost of works will need to be considered in relation to the value of the asset, both in a financial context and for community benefit.

NOTE: in the event that non-performance of one Key Performance Indicator occurs, Council will consider the pools performance against other Key Performance Indicators and consult with the community in further detail to inform any decisions.

Tatura Pool Key Focus Areas and Recommended Actions – 2015/16 – 2018/19

Focus Area	Current Status	Recommended Actions
Attendance	2014/15 – 5,785 3 Year Average – 6,194	<ol style="list-style-type: none"> 1. Improve processes for manually recording visitation, or consider the installation of a 'people counter' to accurately record attendances for monitoring and comparison. 2. Council to invest resources into effective promotion of the pools to the community. 3. Community to undertake efforts to encourage increased usage of the pool.
Financial Performance	2014/15 Subsidy - \$64,826 3 Year Average Subsidy - \$61,167	<ol style="list-style-type: none"> 1. Investigate potential operational savings, particularly through staffing arrangements, including community involvement. Undertake efforts to increase attendance and therefore potential to increase income.
Community Involvement and Events	<p>In 2014/15, a Tatura Pool Advisory Group was formed to assist in operating the Tatura Pool to community expectations. The formation of this group and ongoing relationship with Council is of great benefit to the operations of the pool, including identifying and implementing improvements.</p> <p>In previous years, Council-run events and activities have been organised at the seasonal pools with varying success. In 2014/15, 'Pool Party's' were held at each of the three pools as part of the 'Activities in the Park' program. Aquatic Classes were also held at the Tatura Pool over 4 weeks in February. Community-run events were held in 2014/15 at both Tatura (Friday Night BBQ's) and Merrigum (Family Fun Day).</p>	<ol style="list-style-type: none"> 1. Continue to collaborate with the Tatura Pool Advisory Group to improve various aspects of pool operations. 2. In collaboration with this group, investigate opportunities for community involvement in areas such as the kiosk and/or lifeguarding which could assist in extending opening hours. 3. Support and collaborate with the committee on events and activities aimed at increasing the usage of the pool, and foster an enhanced community atmosphere. 4. Schedule Council-run events such as 'Pool Party's' and 'Aquatic Classes' based on interest and demand, and ensure extensive promotion to the community.
Community Education	<p>The consultation process has engaged with a range of community members on various aspects or their local pool. This has included challenging questions around the need for Council to continue to spend funds on outdoor pools, and whether outdoor pools are what we need in the future. Whilst there has been some indication that the pools need to be used in order for them to remain viable, this hasn't been specifically communicated to the community.</p>	<ol style="list-style-type: none"> 1. Undertake efforts to educate the community, particularly through the Tatura Pool Advisory Group and Tatura Town Planning Committee, on the 'Key Performance Indicators', the need for the pool to be used and for the community to be involved in its operations. 2. Through these efforts, ensure that the community are aware of the current status and the potential outcomes if the 'Key Performance Indicators' are not met.
Audit and Planning	<p>The major infrastructure is in average condition with an 'expected useful life' of 9-14 years for the pools and buildings. Solar tubing was renewed in 2014/15, with other items submitted for short term capital improvement in coming years. Efforts were made in 2014/15 and 2015/16 to perform a range of minor improvements to the building and surrounds which will continue in future years.</p>	<ol style="list-style-type: none"> 1. Continue to conduct minor infrastructure improvements, repairs and maintenance through capital budgets at an amount relative to the other Active Living Department facilities. 2. Submit minor capital budget bids for renewal projects and other priority projects identified either through inspections, audits or community consultation.

Council Operational Focus Areas 2015/16 – 2018/19

Council will invest resources in the following operational focus areas for the next 3 years:

Council Operational Focus Areas 2015/6 – 2018/9		
Focus Area	Current Status	Recommended Actions
Capital Investment	Minor building renewals, minor equipment renewals and specific minor projects such as Tatura Solar Tubing, Pool Base Painting and Hypo Storage at all 3 pools were completed in 2014/15. Minor building and equipment renewals and the Mooroopna Fence Renewal will be completed in 2015/16. Capital project bids for 2016/17 and 2017/18 have been submitted for consideration.	<ol style="list-style-type: none"> 1. No major infrastructure improvements for the Useful Life of major assets. This means that pools and buildings won't be replaced unless they are at the end of their useful life. 2. No major upgrades or new developments for 3 years. Minor projects such as those completed in 2014/15, due to be completed in 2015/16 or that have been submitted for following years based on information in the condition audits or a valid business case will continue to be implemented.
Opening Hours	The consultation results have highlighted a desire from community members to extend pool opening hours and the length of the pool season. Extended opening hours suggestions have included morning hours, earlier start times and later opening times.	<ol style="list-style-type: none"> 1. No changes to opening hours at any of the three pools unless the cost to Council remains the same. This can be achieved through options such as community members volunteering their time to offset staff costs.
Entry Fees	The consultation results demonstrated that a proportion of the community would prefer to see a reduction in entry fee prices as this would encourage increased usage of the pools.	<ol style="list-style-type: none"> 1. No reduction of entry fees unless a thorough analysis is completed to determine the positive and negative impacts. 2. No significant increases to entry fees beyond Council's standard increases. 3. Affordability of entry fees and the impact on community access must be considered in the decision making process.
Staff Structure	In 2014/15, a full time Workgroup Coordinator was appointed to manage Duty Supervisor Lifeguards, and casual lifeguards. The Workgroup Coordinator reported to the Team Leader Leisure Facilities, who in turn reported to the Manger of Active Living. This structure enables operational accountability to sit with the Workgroup Coordinator who has the ability to frequently travel to and operate from each pool. This ensures good levels of communication with lifeguards and clear reporting back through the correct channels.	<ol style="list-style-type: none"> 1. Maintain the current staff structure.

Staff Training	An improved staff induction and training program was implemented in 2014/15 with positive results.	1. Undertake continuous improvement of the staff induction and training program in close consultation with lifeguards and other staff.
Staff Consultation	In 2014/15, Duty Supervisor Lifeguards were assigned to each pool assisting in greater ownership of the facility's operations. The Workgroup Coordinator consulted directly with Duty Supervisor Lifeguards and casual lifeguards on issues and required improvements, assisting in meeting the community's expectations.	1. Undertake continuous improvement of the frequency of consultation with onsite staff 2. Ensure timely completion of required actions, providing updates on progress until complete.
Communication	Given the remote nature of the sites to the coordinating staff based in Shepparton, effective communication has been identified as an area for improvement, particularly in relation to bookings, events and operations.	1. Undertake continuous improvement of the communication systems with lifeguards to ensure that they are provided with necessary information in a timely manner. 2. Consider technological improvements to assist in improved communication.
Maintenance	As highlighted through the 2013 Dennis Hunt & Associates Condition Audits and ongoing observations, some areas of the pools have not been adequately maintained on a structured program.	1. Establish and follow a structured cyclical maintenance program based on the information from the Dennis Hunt & Associates Condition Audits. A key component of this will be an inspection checklist to ensure that all areas are assessed on a periodical basis.
Cleaning	In 2014/15, a list of 'Cleanliness Expectations' was developed to ensure clarity for staff on the required level of cleanliness of the pool, amenities and surrounds.	1. Undertake continuous improvement of the 'Cleanliness Expectations' in close consultation with lifeguards and other staff. Further, develop a structured inspection program to assess quality and provide feedback to onsite staff.
Equipment	In 2014/15, a range of equipment was purchased for pool patrons to enjoy both in and out of the water. The intention is for the provision of equipment to enhance users experience at the pool, and encourage them to spend longer on each visit.	1. Ensure an adequate amount of play equipment is available and in good order for use. Replace as necessary with renewed or new items.
Staff Amenities	The maintenance and improvement of the pools in recent years has focussed on the amenities available to the public and to ensure the suitable operation of each facility. Due to the need for this focus and budget limitations, there is still improvement to be made on staff amenities to provide enhanced working environments.	1. Consider improvements as outlined in the results of the Staff Consultation.

<p>Advocacy for small towns (Dookie)</p>	<p>The Dookie Forum & Ramp it Up Committee identified that having access to the Dookie College swimming pool is a priority. Currently it cannot be used by anyone in the community.</p>	<p>1. An opportunity exists for an advocacy role that Council could undertake including assisting in the training of volunteer community lifeguards or other advocacy measures.</p>
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Management Models Recommendation

In the Greater Shepparton context, Council directly manages 4 outdoor pools (Aquamoves, Merrigum, Mooroopna and Tatura) and the Murchison Pool is committee managed. The Murchison Pool Committee of Management is an excellent model demonstrating how the community run all elements of facility operations with benefit to both the community and Council. It is recommended that Council continue to work with the respective communities of Merrigum, Mooroopna and Tatura in an effort to identify aspects of the pool operations that the community can assist in managing. This outcome could provide financial or operational benefits (i.e. increased operating hours), however also increase the perception by the community of their local pool as not just 'Council-run', leading to increased usage and creation of an enhanced social environment through activities and events. This will be on an individual basis for each community, and whilst achieving the Murchison model might not be attainable or desired for the Merrigum, Mooroopna and Tatura communities, an increased level of community involvement in the operations of Council's seasonal pools is highly recommended.

The potential disadvantages of Management by Lease and Contract Management suggest that at this point in time these models are not for consideration by Council. In particular, the potential unavailability of service providers in the marketplace that could operate the facilities at a reduced subsidy to that currently experienced through direct management.

Entry Fee Recommendation

Throughout the overall consultation, comments around the affordability of entry fees to the outdoor pools, and either a preference that they be reduced or the impact of perceived high fees as a barrier to participation have been evident. In the Greater Shepparton Seasonal Pools Consultation (2014/2015), 20% of respondents identified that the entry fee is not affordable. Approximately 6.5% of respondents commented that their 'one suggestion to improve public pools' was to reduce the price. This led to the inclusion in the 'Your pools, your say' summary provided for community comment of a key suggested improvement of 'More affordable entry and membership prices'. In response to the 'Your pool, your say' Community Survey (2015), an average of 61% of respondents across all facilities stated that they would attend the pool more often if the suggested improvements were made. In addition to answering 'Yes', an average of 7.35% of respondents across all facilities specifically noted that price would be a determining factor in using the facility more often. Whilst the numbers outlined here do not show a significant community issue with the price of entry, they do suggest that entry fees are a consideration for community members in choosing to access outdoor pools and a reduced fee would encourage increased use.

Benchmarking data suggests that Greater Shepparton's entry fees are suitable in that they are higher than rural communities in Moira and Loddon, yet not as expensive as Greater Geelong.

In assessing this information, neither the community feedback or benchmarking data suggest the need for significant change. Rather, the affordability of entry fees and the ongoing consideration of entry fee increases should be factored into decision making on an annual basis.

However, that's not to say that significant change should be ruled out. Strathbogie Shire made a momentous decision prior to the 2010/11 season whereby a free family entry pass was provided to all ratepayers. This bold decision had some disadvantages, however the major advantage was the substantial increase in annual attendances; recording a 35% increase in total attendances in year 1. This level has been maintained for several years, and even increased again in 2014/15 by another 7.5% on 2013/14. The health and social benefits associated with this increase have not been measured, however they would be considered significant.

It is proposed that Greater Shepparton City Council further investigate the advantages and disadvantages of offering free or donation-based entry to the three outdoor pools to ratepayers. This is based on the potential to dramatically increase the attendances and usage of valuable community assets, contributing to the physical, mental and social health of our community, and eliminating a major barrier to participation.

Greater Shepparton's income from the three outdoor pools has been an average of \$52,000 over the past three years, including kiosk sales. The operational costs have totalled an average of \$242,000, with an average operational subsidy of \$189,000 per year. The cost per visit over the past three years has averaged \$16.53.

Although this model would require the elimination of the entry fee income and accepting a 27.5% increase in the operational subsidy of each pool, this is an increase that can be outweighed by the various advantages listed. A major consideration of this proposal is the increase in visits, reduction in cost per visit, and the significant associated benefits of more people using the facilities more often.

For example, the following table highlights the potential reduction in cost per visit if attendances were to increase due to free or donation-based entry. This is based on the 2014/15 total visits for the three outdoor pools of 12,060, operational costs of \$239,044 and an average cost per visit for the three outdoor pools of \$19.82 (increased from \$17.49 due to no income received):

Increase in Attendance	Estimated Attendance	Cost per Visit	Reduction % to 2014/15
0%	12060	\$19.82	0%
5%	12663	\$18.88	5%
10%	13266	\$18.02	9%
15%	13869	\$17.24	13%
20%	14472	\$16.52	17%
25%	15075	\$15.86	20%
30%	15678	\$15.25	23%
40%	16884	\$14.16	29%
50%	18090	\$13.21	33%
60%	19296	\$12.39	37%
70%	20502	\$11.66	41%
75%	21105	\$11.33	43%
80%	21708	\$11.01	44%
90%	22914	\$10.43	47%
100%	24120	\$9.91	50%

Considerations in investigating this proposal in more detail include:

- Decrease in income and increase in subsidy
- Increase in attendances
- Decrease in cost per visit
- Physical, mental and social benefits for the community
- Increase in kiosk sales
- Cost to issue membership card with rates notice
- Cost of extra staff for increased attendances
- Cost of additional cleaning and maintenance
- Increase in interest for capital improvements
- Positive community outcomes for Council
- Potential for entry donations to contribute to valuable community programs such as Council's 'Sporting Chance Scholarships', or local charities

A significant analysis of all considerations, advantages and disadvantages is required before an informed decision can be made. It is therefore recommended that the investigation be undertaken to determine the impacts and potential outcomes.

Unsupervised Swimming Consideration

Throughout Australian caravan parks and resorts there are swimming pools provided for patrons with no lifeguards or supervision. It is the responsibility of pool users to ensure the safety of themselves and their children. In several local government areas there are examples of aquatic facilities that encourage public use, yet don't provide supervision or only at certain times. The Naracoorte Swimming Lake, Millicent Swimming Lake, Cataract Gorge Basin Pool in Launceston, Thompson's Beach in Cobram, Bright River Pool and Porepunkah River Pool are examples of aquatic facilities that provide their communities and visitors alike with the opportunity to swim and play without supervision at all times.

It is recommended that further investigation be undertaken on the potential advantages, disadvantages, risks, capital costs and financial outcomes of unsupervised swimming at Council's seasonal pools.



APPENDICES

Appendix 1 – Current Performance Scoring Classification Descriptions

Descriptions for Cost Per Visit, Operating Subsidy and Attendances

90 – 100	Excellent <ul style="list-style-type: none"> - Best practice of benchmarked facilities, or very close to - Minimal improvement possible
70 – 90	Very Good <ul style="list-style-type: none"> - Within close proximity to best practice of benchmarked facilities - Some improvement possible
40 – 70	Good <ul style="list-style-type: none"> - Above the average of benchmarked facilities (higher end of scale), or within close proximity to the average – above or below (lower end of the scale) - Numerous opportunities for improvement
20 – 40	Acceptable <ul style="list-style-type: none"> - Below the average of benchmarked facilities (higher end of scale), or well below the average (lower end of the scale) - A wide range of areas requiring improvement
0 – 20	Not acceptable <ul style="list-style-type: none"> - Lowest rating of benchmarked facilities, or very close to - Significant improvement required, or a level of performance so low that it is unable to be rectified

Descriptions for Community Involvement

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

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

90 – 100	Excellent <ul style="list-style-type: none"> - Either committee management of the pool, or all other types of community involvement - Minimal improvement possible
70 – 90	Very Good <ul style="list-style-type: none"> - Most types of community involvement - Some improvement possible
40 – 70	Good <ul style="list-style-type: none"> - Various types of community involvement - Numerous opportunities for improvement
20 – 40	Acceptable <ul style="list-style-type: none"> - Some minor level of community involvement - A wide range of areas requiring improvement
0 – 20	Not acceptable <ul style="list-style-type: none"> - No community involvement - Significant improvement required, or a level of performance so low that it is unable to be rectified

Descriptions for Condition of Major Assets (Useful Life)

90 – 100	Excellent <ul style="list-style-type: none"> - Pool, buildings and other major infrastructure near to 50 years useful life (all assets, or average useful life of assets where they vary) - Minimal improvement possible
70 – 90	Very Good <ul style="list-style-type: none"> - Pool, buildings and other major infrastructure near to 30 years useful life (all assets, or average useful life of assets where they vary) - Some improvement possible
40 – 70	Good <ul style="list-style-type: none"> - Pool, buildings and other major infrastructure near to 20 years useful life (all assets, or average useful life of assets where they vary) - Numerous opportunities for improvement
20 – 40	Acceptable <ul style="list-style-type: none"> - Pool, buildings and other major infrastructure near to 15 years useful life (all assets, or average useful life of assets where they vary) - A wide range of areas requiring improvement
0 – 20	Not acceptable <ul style="list-style-type: none"> - Pool, buildings and other major infrastructure near to 5 years useful life (all assets, or average useful life of assets where they vary) - Significant improvement required, or a level of performance so low that it is unable to be rectified

Appendix 2 - 2013 Condition Assessment Analysis

The objective of the technical assessments were to establish the current condition and life of all components of the facilities, prepare a five year maintenance proposal, assess the facility against current relevant regulations and prepare a capital program.

Condition Assessment of Merrigum Swimming Pool 2013

Merrigum Pool was built in 1985 and comprises of:

- 26m x 12m (kidney shaped) fully tiled concrete pool
- 6m fully tiled wading pool
- Kiosk / cashier / first aid / change room / plant room building
- Plant yard
- Steel and timber shade structures.

The estimated maintenance cost over the next five years for Merrigum Pool is \$130,660. This is proposed to be spent in the following areas:

- Year 1 - Change rooms – dual flush cisterns, tile replacement, replacement of hand dryers, replacement of lights, replacement of siren / strobe to external wall, replacement of solar tubing and PVC pipes to roof (\$27,900)
- Year 1 – Disabled change – replace taps (\$400)
- Year 1 – Kiosk – replace venetian blind, replace external wall mounted clock, replace lights, replace telephone (\$3,250)
- Year 1 – Kiosk / change room – repaint exterior doors, frames veranda posts, rails and timber fascia; replace rotted posts (\$4,200)
- Year 1 – Plant room – Upgrade hypo storage tank and replace lights (\$18,400)
- Year 1 – Plant yard – remove tank and stand, replace fuse board (\$4,000)
- Year 1 – Pools and surrounds – treat and repaint base plate of galvanised steel light tower, remove BBQ and old rocks, replace entry light (\$1,750)
- Year 2 – Kiosk – repaint sill / counter and ceiling (\$430)
- Year 2 – Plant room – replace irrigation pump (\$4,000)
- Year 2 – Pools and surrounds – replace caution sign (\$400)
- Year 3 – Plant room – repaint rusting beam; replace dosing pumps, probes, circulation pump and motor, fibreglass sand filters and solar pump; service distributor valves (\$50,580)
- Year 3 – Pools and surrounds – replace shade structure (\$3,000).

The most urgent maintenance tasks, totalling \$2,200, are:

- Replace rotted external veranda posts in the kiosk / change room (\$1,200)
- Reset concrete pit to SE lawn with flush mounted pit cover (\$700)
- Repair damaged chain wire at entry gate (\$300)

The estimated capital costs over the next five years are \$58,130. This is proposed to be spent in the following areas:

- Year 1 – disabled access and facilities – step ramp to change room, lower basin, lower grab rail to shower, retractable seat to shower, Braille signage, change table, disabled car parking space, replace door handles, lower kiosk counter, lower signs, removable pool hoist / chair and hand rails to side of pool (\$22,000)
- Year 2 – RLSSA Guidelines – install fence with gate to wading pool, resign depth markings, paint caution signs to concourse, relocate chemicals to chemical storage shed (\$11,500)
- Year 3 – Building Code of Australia – install water type fire extinguisher (\$300)
- Year 4 – Staff and public safety – install additional power outlets to kiosk, relocated chemicals to storage shed, rest concrete pit to SW lawn with flush mounted pit cover (\$4,300)

- Year 5 – Capital upgrades – install vinyl floor in kiosk, connect back wash tank to sewer, remove septic pump and connect to sewer (\$20,300).

Condition Assessment of Mooroopna Swimming Pool 2013

Mooroopna swimming pool was built in 1962 and comprises the following:

- 34.5mx13.5m (24.5 shallow end) painted concrete pool
- 11.0x8.0m painted concrete wading pool
- Kiosk/cashier/first aid/change room building
- Plant room building and external filter
- Steel and timber shade structures.

The estimated maintenance over the next five years was \$167,710. This is proposed to be spent in the following areas:

- Year 1 – change rooms – replace the following: cistern, rotted timber bottom rail in female change room, rubber tube solar collectors and PVC pipe work to roof (\$25,800)
- Year 1 – First Aid room – replace the following: rotted timber on north door, timber benches and cupboards to kiosk/ cashier with cupboards double bowl stainless steel sink, standard power outlets, Quartz electric wall clock, fire extinguisher, electrical fuse board with ACBs, telephone handset. Fix ID sign on fire extinguisher (\$11,430)
- Year 1 – Kiosk – replace flywire and closer to security door (\$650)
- Year 1 – Plant Room – replace the following: missing bricks to SW corner, electric switchboard with ACB/ RCD board in cabinet, hot water service, hypo storage with calcium hypo system, fluorescent fittings with sealed fittings. Repaint/ repair timber doors and frames, repaint interior of timber window frames, refix loose east eave lining, install confined space notice, install cover/ screen, (\$29,100)
- Year 1 – Pool and Surrounds – treat and repaint corroded steel bike rail, straighten poles of steel framed shade mesh structure to NE of main pool, replace old/ rotted timber picnic settings, replace chain mesh corroded gates to west and south boundary (\$8,800)
- Year 2 – Plant Room – replace the following: fire extinguisher with 2.5kg extinguisher, solar controller, solar pump, chain mesh rail corroded to west boundary. Repaint timber seats (\$11,450)
- Year 3 – Kiosk – replace tiles (ceramic tiled floor), repaint exterior window frames, and replace rotary ceiling fans, fluorescent light fittings, and porch fluorescent fittings (\$7,500)
- Year 3 – Change Rooms – replace fluorescent fittings (\$1,600)
- Year 3 – Kiosk/ Change Rooms – repaint the following: exterior timber doors and frames, exterior lining boards over kiosk windows, exterior fascia, exterior fascia to change rooms, steel entry gate (\$1,800)
- Year 3 – Plant Room – repaint timber fascia and replace acid dosing pump, auto doser, and hypo dosing pump (\$16,550)
- Year 3 – Pool and Surrounds – replace the following: steel framed shade structure with shade mesh structure, shade mesh on shade structure to NE of main pool, shade mesh on shade structure to SW on main pool (\$11,000)
- Year 4 – Kiosk – repaint ceiling (\$480)
- Year 4 – Kiosk / Change Rooms – replace PA speaker horn (\$500)
- Year 4 – Plant Room – Service distributor valve of sand filters (\$1,200)
- Year 4 – Pools and Surrounds – replace stand pipes and water taps to pool surrounds (\$2,800).

The most urgent maintenance tasks, totalling \$37,480, are:

- Kiosk – fix ID sign over extinguisher (\$80)
- Plant Room
 - pump well – install cover on concrete well in floor (\$500)
 - install sign over fire extinguisher (\$150)
 - replace missing bricks to SW corner (\$400)

- Pool and surrounds
 - fit lock to cover and clean out pit (\$350)
 - pit cover outside plant room – replacement required with confined space ID (\$1000)
 - remove all tiles (inside edge of pool) and make good to perimeter pediment (\$35,000).

The estimated capital costs over the next five years are \$107,700. This is proposed to be spent in the following areas:

- Year 1 – Plant Room – install the following: new lock on roller shutter, cover to pump well, sign over fire extinguisher. Complete labelling to PVC pipes, relocate electric meters to outside wall, provide improved support to cables and feeds on hypo dosing pump, relocate pool water meter to exterior (\$4,450)
- Year 1 – Pools and Surrounds – replace corroded steel plate in babies pool concourse and Weldmesh fence to toddler pool, remove badly laid inside edge tiles to main pool, install stainless steel cover to sump, remove rotted timber edging and make good paving, repair uneven paving, replace corroded steel cover and clean pit of lawn water meter, remove poles (pool area lighting), re-lay uneven concrete block paving (\$49,250)
- Year 1 – Change Rooms – install wall tiles to urinal surrounds, install wall tiles to showers (\$6,100)
- Year 1 – First Aid Room – install glazed door (\$3,000)
- Year 1 – Kiosk – replace sink and tap (\$400)
- Year 1 – Plant Room – hypo storage replacement with calcium hypo system (\$2,800).

Condition Assessment of Tatura Swimming Pool 2013

Tatura Swimming Pool was built in 1970 and comprises the following:

- 34.5mx13.5m (24.5 shallow end) painted concrete pool
- Octagonal painted concrete wading pool
- Kiosk/cashier/first aid/change room building
- Plant room building and filter enclosure
- Chemical storage shed
- Steel and timber shade structures.

Estimated maintenance costs over the next five years were \$151,350. This is proposed to be spent in the following areas:

- Year 1 – Change Rooms / Kiosk - replace stainless steel double bowl sink and tap and male and female external signs (corroded) (\$1700)
- Year 1 – Change Rooms – replace the following: basin to male change room, oyster lights to kiosk veranda, TCA speaker horn, power outlets to kiosk and store, solar tubing and pipework to roof, and fuse board with ACB/RCD switchboard. Mount extinguisher on wall and replace telephone (\$31,200)
- Year 1 – Chemical Shed – repair damaged section of fence (\$300)
- Year 1 – Plant Room – replace the following: rain dial, unenclosed fluorescent lights, pump control switch (\$1900)
- Year 1 – Pools and Surrounds – replace the following: chipped tiles, shade cloth to SW structure, picnic setting to SW lawn, expansion joints to main pool, cracked section concourse to babies pool (north), rough concourse to south main pool, cracked section of paving to SE of main pool (east side), and lap timer. Fix down cover, install hydro static valve to deep end of main pool, remove base of steel column of main pool coping, repair cracked floor (deep end) main pool at next repaint, fill expansion joints to concourse to babies pool, fill back of coping to main pool (concourse joint), fill expansion joints near babies pool, fill back of coping to main pool, (\$31,250)
- Year 2 – Plant Room – replace solar pump (\$1,800)
- Year 3 – Change Rooms / Kiosk – repaint the following: columns to male change rooms, veranda posts, fascia, exterior doors and frames, coat rails, WC doors and frames to change rooms, timber shelving, walls to kiosk and store, eaves, interior doors and frames. Replace hot water service, replace

lighting in change rooms (\$11,200)

- Year 3 – Exterior – repaint bench seat to exterior (\$100)
- Year 4 – Change Room / Kiosk – replace fluorescent lights with sealed fittings (\$1,600)
- Year 4 – Plant Room – repaint fascia, repaint exterior doors and frames, replace fluorescent light (\$1750)
- Year 5 – Change Room / Kiosk – repaint windows (\$450)
- Year 5 – Pools and Surrounds – replace pool blankets (\$26,000).

The most urgent maintenance tasks, totalling \$2,050, are:

- Plant Room – replace fluorescent fittings with enclosed fittings (\$800)
- Pools and Surrounds – replace chipped tiles, replace picnic setting (\$1,250).

Five year capital costs of \$119,350. This is proposed to be spent in the following areas:

- Year 1 – Exterior – install enclosure and protection on water meter (\$500)
- Year 1 – Plant Room – replace hypo storage, support cables to wall for acid dosing pump, support cables to wall for hypo dosing pump, relocate electricity meters, install expanded metal to floor, install confined space notice (\$24,200)
- Year 1 – Change Rooms / Kiosk – replace timber benches, remove and replace brick partitions, replace cupboard under sink (\$14,000)
- Year 1 – Plant Room – raise pumps (subject to flooding), install high level alarm (\$4,500)
- Year 2 – Plant Room - replace pool pumps, replace sump pump (\$11,600)
- Year 3 – Change Rooms / Kiosk – new bench seating in change rooms, install floor to kiosk and store (\$6,300).

Appendix 3 - 'Greater Shepparton Seasonal Pools Consultation'

Greater Shepparton Seasonal Pools Consultation



February 2015

1.0 Introduction

The aim of Greater Shepparton City Council's 'Seasonal Pools Review and Strategy' is to assess the current provision of seasonal (outdoor) pools and to ensure that we understand what is required to continue to provide appropriate aquatic services and facilities throughout the municipality, taking into consideration aquatic trends, the needs expressed by the community and our desire to encourage and promote a healthy and active lifestyle for all residents.

The review is specifically trying to identify and address:

- Activities that people participate in over summer
- Level of use of private versus public swimming pools
- Positive aspects of swimming pool provision
- Issues and challenges associated with provision of public pools
- Factors or trends that enable or limit use of public pools
- Essential improvements required to enhance public pool user experience
- Determine future aquatic needs or desired developments

In order to identify the type of things local residents do to cool down; to determine the reasons they do or don't use public outdoor pools; and to identify any specific ideas that they may have to improve the usage and functionality of swimming pool, a number of consultation activities were undertaken. A total of 526 residents participated in the following consultation activities:

- Community surveys (273)
- Town meetings in Merrigum, Mooroopna and Tatura (3 meetings – 24 participants)
- Listening posts at Aquamoves (outdoor), Merrigum, Mooroopna and Tatura swimming pools (4 listening posts – 58 participants)
- Workshops in schools (seven classes in five schools and 171 participants)



2.0 Surveys

A community survey was designed and distributed to schools and community groups and networks electronically to ascertain the views of local residents on season swimming pools and to determine potential future directions in terms of aquatic provision. Survey return boxes were made available in key locations around the community. A total of 273 surveys were returned.

Survey respondent profile

- 73% are female and 27% are male
- Majority of respondents (54%) are between 30-49 years of age. Only 3% are over 70 and only 6% are between 12-19 years of age
- 2% of respondents are Aboriginal and / or Torres Strait Islanders
- 9% were born overseas and 2% speak a language other than English at home
- Most respondents live in 4 or 2 person households (27% and 26% respectively)
- 23% own their own pool and 94% have air conditioning in their home.
- 64% live less than 5km from a public pool, 27% 5-10km away and 9% over 10km away.
- Respondents are from Shepparton (34%), Murchison (15%), Mooroopna (13%), Kialla (9%), Merrigum (7%), Tatura (6%), Girgarre (5%), Kyabram (2%) and other – Katandra West Tallygaroopna, Dookie, Melbourne, Warrnambool, Nathalia, etc (9%)
- 68% believe spending by Council on aquatics has the same priority as other services, while a further 16% believe that it should have a higher priority. 11% said that it should have a lower priority, and 5% weren't sure.



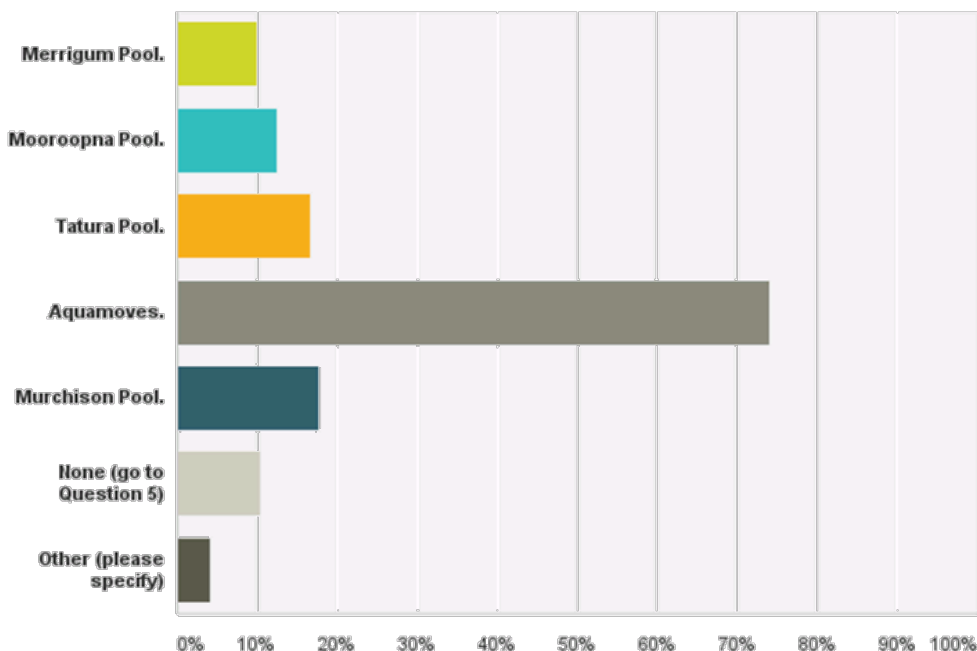
Visitation of public pools

Aquamoves was the most frequently visited swimming pool in Greater Shepparton City Council in the last 12 months. Almost three quarters of all survey respondents (74%) had visited it in this time period. Visitation to

other pools in the municipality were fairly equally distributed, as shown in the graph below:

Q3 Have you visited any public pools in Greater Shepparton in the past 12 months? If so, which ones?

Answered: 270 Skipped: 3



What types of recreational activities do people take part in over summer at least once per week?

- 85% watch TV / movies, social media (daily)
- 80% read, play music, do art / craft (sev times pw)
- 71% visit or hang out with friends (sev times pw)
- 71% walk, run or jog (sev times pw)
- 52% swim at a public pool (once pw)
- 43% go to park, playground, river (few times pm)
- 41% go to gym / fitness classes (sev times pw)
- 37% go to the cinema / shopping (once per week)
- 29% cycle – MTB or BMX (sev times pw)
- 25% swim in pool at home (sev times pw)
- 27% play sport (once pw)
- 14% swim in river, dam, lake or sea (once per week)
- 6% swim in friend's pool (once per week)
- 5% do water sports (once per week)

- 4% do adventure activities (once per week)

What do people do to cool down?

- Swim at an outdoor public pool (59%)
- Stay inside and relax - read, listen to music, rest (56%)
- Stay inside with entertainment – watch TV, watch movies, play computer games, etc (47%)
- Swim in the river, dam, lake or sea (39%)
- Swim in their own pool (23%)

Main programs or activities undertaken at swimming pools

- Casual swimming / playing / hanging out with friends (46%)
- Lap swimming (27%)
- Learn to swim program / VIC Swim (10%)
- School swimming program / sports (4%)
- Swim squad (3%)
- Fitness classes, e.g. aqua aerobics (3%)

Top 6 reasons for non-visitation of public pools

- I have my own pool at home (40%)
- I don't feel comfortable wearing bathers in public (13%)
- I live too far away from the pool (13%)
- I can't get there easily (10%)
- The pool is too crowded or noisy (10%)
- I swim at a friend's place (10%)

The 7 most enjoyable aspects of public pools in CoGS

- Nice lawn areas (90%)
- Suitability for casual swimming and play (87%)
- Suitability for lap swimming (83%)
- Friendly staff and lifeguards (83%)
- Clean water (83%)
- Friendly, welcoming and comfortable atmosphere (81%)
- Suitability of pools for swimming lessons (81%)

Key areas requiring improvement

- Quality of pools and change rooms
- Management of multiple activities at once, e.g. lap swimming, lessons, casual swimming, etc

- Noise and crowds
- Availability of activities and opportunities for all age groups
- Accessibility for people with disabilities

Other things that could be considered to encourage more use of public pools

- Heating of outdoor pools
- Longer opening hours
- More shade
- Cater for all users
- Manage patron behaviour
- More events and free activities
- Better parking
- Retain pools in small towns
- More splash parks and water slides – particularly for older children
- Cheaper entry fees
- Diving boards and diving pool
- Better family change facilities
- Improve maintenance
- Prevent conflict of use between lap swimmers and recreational swimmers
- Access to Dookie College Pool outside college terms
- More advertising
- Improve standard of facilities
- Lower entrance fees / free entry / better pricing deals / free entry for supervising parents
- More events / activities at the pool, e.g. dive in movies, pool parties, free BBQs, outdoor concert
- Water features
- More seating
- BBQ areas and bubble taps
- Kiosks
- Public transport to connect to pools
- Provide bigger range of swimming lessons, e.g. babies
- Adult swim squad
- More equipment, e.g. tarzan rope
- Play music on PA system
- Encourage schools to use their local public pool

- Install a water slide

Days and times of use

- Saturdays and Sundays most popular, with Monday being least popular
- 3pm-6pm and 6pm-9pm the most popular time slots, with 6am-9am being least popular (this may be because most of the seasonal outdoor pools are not open at that time).

3.0 Town Meetings

Public meetings were held in Mooroopna, Tatura and Merrigum to speak with local residents about their ideas for improving outdoor swimming pools in the municipality. Results of these meetings follow:

3.1 Mooroopna Pool Town Meeting

A meeting was held at Mooroopna on 19 November 2014, attended by five people. Each of the five participants use the pool. Two of the participants were teenage boys.

Strengths

- Locals raised money to construct the pool
- It's a war memorial pool
- Great place for kids to socialise
- Membership is good value
- Membership is a good Christmas present
- It's good to know that someone will be watching / supervising children (over 10)
- Close to home
- Cold water is good for the heart
- Cold water makes you swim
- Centrally located
- Nice lawn area
- Good place to hang out with friends in the summer
- Safer than the river for swimming
- No alcohol and associated issues
- Close to school
- Good size
- Pools for toddlers and big kids
- Has inflatables and noodles
- Beautiful Lemon Scented Gum Tree

Weaknesses

- Too cold
- Too many leaves
- Filtration system is not very efficient
- Jagged edges on side of pool – one boy had to go to hospital as his leg was cut open (NB: these tiles have been made safer this year)

Opportunities

- Lay-by plans with membership
- More events, e.g. community BBQs and Blue Light Discos with lucky door prizes from local businesses. Allows people to meet the staff
- Water aerobics
- More swimming lessons
- Cover the pool - like at Norlane
- Outdoor gym
- Improve signage to pool
- Information about the pool (including a map) to be distributed via:
 - Council rates
 - Council website
 - letterbox drop
- People are looking more for entertainment now – things to do, e.g. splash park, cricket, kids need stimulation
- More equipment, e.g. volleyball net, hookey – things to do outside the pool
- Lifesaving courses – train up kids
- Encourage family get-togethers, birthday parties and other events – publicise it as more than just a pool
- Convert pool to 50m
- Roof over change rooms has a gap
- Filtration system is problematic
- Lots of clover in the grass therefore lots of bees
- Fence around the pool is old and easy to break in
- Sewerage farm across the road stinks
- Needs BBQ facilities to encourage people to spend the whole day there
- Not open until 12 noon – would like it open at 11am – better for older people and lap swimmers
- Lack of play things, e.g. diving board and slide
- Pool too small to play water polo
- Change rooms are poor quality
- Need a rail down the step into the pool to improve accessibility
- 33.3m pool – forces swimming clubs to go to Aquamoves where pool is 50m
- Need bus access to pool (currently bus just stops there informally)
- Need to get whole family there to understand water safety
- Kids need to be taught water safety
- Tell people about all the things there, e.g. lawns
- Loose or fixed equipment (e.g. fountain) in toddler pool
- Encourage schools to use local pool more
- Need visual sign to demonstrate deep end
- Free pass or free day for Grade Sixes to encourage use

Threats

- Drowning
- School lessons held at Aquamoves therefore kids not so familiar with local pool so don't request to go
- Lack of use by community.



3.2 Merrigum Pool Town Meeting

Thirteen people attended a pool meeting held in Merrigum on 17 November 2014. Nine of the attendees don't use the pool, and four use the pool several times each year. Of those who don't use the pool, their main reasons are:

- Too old
- Pool closes too early for people who work (i.e. 7pm)
- Too comfortable inside cool house
- Lack of time – work and look after grandchildren
- Not a pool person – river and dam
- Body image
- Grandchildren have pool in their own backyard therefore not exciting to go to public pool
- Swim in river in preference
- Not on radar to go to pool
- Allergy to chlorine.

Strengths	<ul style="list-style-type: none"> • Looks appealing • BBQ in park • Lots of shade • Character • Good meeting place • Used by families • Some will use the pool even if they have their own backyard to socialise • Backpackers live in hot cabins / tents with no air conditioning • Change rooms are enclosed • Draws families from Stanhope and Undera • Pool is attractive to the backpacker who live in town
Weaknesses	<ul style="list-style-type: none"> • Water too cold • Pool not open early enough • Poor landscaping • More community involvement required – use kiosk lifesavers for patrolling and use volunteers to man the canteen, then money could be redirected to keeping the pool open longer.

<p>Opportunities</p>	<ul style="list-style-type: none"> • Train lifeguards • Community to stock and run the pool and kiosk • Kiosk – money could go to pool project • Splash Park – cannons, squirt from guns, fountain, small scale, bucket • Junior Swimming Club (most go to Kyabram or Shepparton) • Events e.g. amateur swimming comps, pool party • Community run events, e.g. school, bowls club, footy club or whoever running their events at the pool. E.g. footy club Friday night BBQ – also a fundraiser. Lions Club too. Great way to connect to communities. Council could possibly donate fees or make free entry • Competition for kinder kids • Theme nights • Pool parties • If there was a mini bus to Aquamoves, some people may be interested. It will depend on the cost for older adults. • Maintenance issue • Declining population • People not using it • Loss of younger children
<p>Improvements</p>	<ul style="list-style-type: none"> • Time pool is open • Past 5pm on New Year’s Eve, dairy farmers need time for ..., later – depends on weather • Cost – free entry for parents / incentives for membership – promoted and clearly explained • A policy on when to close pool – no. of people, temperature, light • Better flood lighting • More volunteers for kiosk • More events e.g. BBQ on Friday night – raise funds and good social interaction • Early bird incentive to become a member – cheaper rate • Promo of pool • Want lots more learn to swim and promote • Quieter and better than Kyabram at Merrigum



3.3 Tatura Pool Town Meeting

Of the six people who attended a pool meeting in Tatura on 18 November 2014, five use the pool regularly. The person who does not use the pool is unable to swim. Some of the attendees also visit Aquamoves regularly.

<p>Strengths</p>	<ul style="list-style-type: none"> • Length 33 m and depth 3.3 m • Good for lap swimming • Can dive because of the depth • Has a good shallow area so good for multiple groups at once • Clean • Friendly staff • There is shade – even over the pool • Pool and change rooms have recently been painted and look much better • Like the fact that the pool has been retained • Nice lawns • Encourages social interaction • Season pass is good value • Older people are using the pool • Swimming lessons are available • Kiosk is part of the culture of a public pool – this is something a backyard pool doesn't have • Public pools are particularly important for families who don't have air-conditioning.
<p>Weaknesses</p>	<ul style="list-style-type: none"> • Need improved disabled access – hand rail on shallow steps • Change rooms – standard is very basic. Lock on girls bathroom is broken • Need to attract new users – make facility improvements and advertise to user groups • Schools take kids to Aquamoves rather than Tatura – then they don't use it – need to introduce kids to Tatura pool • Clean pool more often – leaves tend to collect in one of the shallow corners • Opening hours – consider opening at 6.30am • Staff need to manage patron behaviour a bit more – especially for lap swimmers

<p>Opportunities</p>	<ul style="list-style-type: none"> • Advertise closing hour extensions • Heat the pool – put covers on and improve solar heating – would extend use of the pool • Water slide • Volleyball net – either on lawn or in water • Tarwin Lower has Perspex on one side – prevailing wind side and gas heating and roof – consider these improvements for Tatura • Aquamoves indoor heated pool is 20 mins away – possible to bus people there in winter • Promote pool more to workplaces and the general community • Opportunity for neighbourhood house to develop a casual swimming group in the 9am – 12pm slot (when not many others are there). These people could pay for their ‘class’ to help offset additional staff costs • Train local lifeguards (Council to pay for training) and then these people may come back to volunteer • Neighbourhood house could run classes such as water aerobics • Extend size of lawn area – a master plan is currently being prepared • Advertise opening hours and when schools have booked pool out. Post this info on Facebook page – Aquamoves Facebook page. Also, place on whiteboard at entrance • Friday night BBQs – will bring grandparents and others who may never go. Hold thee BBQs when horse events are in town. • Council could support Neighbourhood House to do Friday night bookings (for sports / community clubs to hold a BBQ at the pool) and organise training re food handling
<p>Threats</p>	<ul style="list-style-type: none"> • If pool is run down, people won’t go
<p>Opportunities</p>	<ul style="list-style-type: none"> • Better package of pool entry fees • Sporting chance scholarship – for people on low-socio-economic could include summer pool pass



4.0 Swimming Pool Listening Posts

The project team visited Aquamoves (outdoor pools), Tatura, Mooroopna and Merrigum Swimming Pools at the end of November 2014 and spoke with children and adults at each of these pools about their particular ideas to improve the pools. Results of each of these listening posts follow:

4.1 Merrigum Swimming Pool

The listening post held at Merrigum Swimming Pool on Saturday 22 November attracted ten people (7 females: three of whom were aged around 8-12 years of age and three women approximately 40 years of age, as well as one male around 60 years of age and two boys around eight years of age. Several other people completed a survey.

<p>What do you like about the pool?</p>	<ul style="list-style-type: none"> • Across the road from my house. • Are able to borrow equipment. • Can get a membership instead of having to pay each time • Baby pool for little kids. • Can play under sprinklers • It's close to school • Like the \$200 membership deal. • Like muddy puddles under the sprinklers • Pool is clean (cleaner than Tongala). • Casual family pass is good. • Part of a nice precinct with park next door. • Not too busy. • Close to home – can walk here. • Two pools. • Toddler pool is a good size. • Nice grounds.
<p>What don't you like about your pool?</p>	<ul style="list-style-type: none"> • Should be open later in summer until 9pm. • Want someone to run swimming lessons • Stone edge hurts when you get out • Need a ladder in the deep part – bottom step is too high • Cost to get in is prohibitive – so much so that people are buying small above ground pools. Cost should not be the same as Aquamoves. Campaspe pools are about half the price (e.g. Tongala – also has a diving board). Adult here is \$4 but Tongala about \$2. • Some of the backpackers 'get amorous' in the pool and showers – this is awkward when young children are around • Too cold.

<p>What could be improved about the pool?</p>	<ul style="list-style-type: none"> • More shade • Waterslide. • Garden. • Call it 'Fun Water Park' • Water slide. • Splash Park. • Playground slide • Spa • Need more pool toys, e.g. foam mats and other toys. • Make it look more like a resort pool – palms, banana lounges. • Solar heating (that works). • Run more swimming programs. • Good coffee for sale at the pool • BBQs, swim-up, bar
<p>How could we get more people to use the pool?</p>	<ul style="list-style-type: none"> • Pool parties • BBQs • Ads on TV • Conduct swimming lessons • Develop a swim squad • Improve gardens and plant flowers. • Have more pool toys. Water bow and arrow and water pistols • Bigger pool. • Open pool upon Christmas Carol Night, or have Christmas Carols at the pool • Pool parties. • Low cost family activities at the pool, e.g. twilight stroll, sack races – helps socially isolated people and people doing it tough financially • Pool parties with inflatables. • Increase water temperature. • Open pool more towards end of school term during school hours, 1-2 days per week



4.2 Aquamoves

The project team held a listening post in the outdoor pool area at Aquamoves on Saturday 22 November. Twenty people participated – 12 females ranging in age from approximately 25-60 years of age; and 8 males ranging in age from approximately 20-45 years of age. Several other people completed a survey.

<p>What do you like about the pool?</p>	<ul style="list-style-type: none"> • Open space. • Swimming lessons. • Well maintained. • Great staff. • Facilities are good – outdoor pools are really nice. Splash pool is great. • Solar on outdoor pool is good • Clean. Kids enjoy it. • Open at convenient times • Spacious outside • Swimming lessons. • Like all of the pools. • Good that 50m outdoor is solar heated. • Hours are good. • Prices are reasonable. • Outdoor 50m is very fast. Great setting. Lots of space. Solar system and sits at around 26C. Run an Aussie Masters Program • Good variety of pools for swimmers and non-swimmers • Splash Park is good. • Nice shallow pool for toddlers • BBQ area • Water play • Indoor and outdoor play • Aesthetics • Amenities • Zero depth – safe • Outdoor activities • Clean • Relaxing, enjoyable • Visibility – supervision • Amenities – tables
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<p>What don't you like about your pool?</p>	<ul style="list-style-type: none"> • Good coffee would be a bonus • Water in outdoor pools is too cold. Need to make sure there is a constant temperature of around 26C • Needs to be more shade and more parking. • Staff on front desk aren't very friendly. • Outdoor pool not open early enough. • Change rooms are a bit run down, including family change rooms (will get dressed outside in preference to using them). • Animals and guns on one side of see-saw in Splash Park don't work • Needs to be cleaned more – hose off concourse (not scrub with a brush and bucket) – need small pressure pack system to clean duck poo off the concourse. • Not enough shade over lawn areas • Prickles in the grass • Women's cubicle, showers walls are too high get splashed • Overcrowded • Shade over Splash Park
<p>What could be improved about the pool?</p>	<ul style="list-style-type: none"> • Bike racks and encourage more people to cycle and walk to Aquamoves • Need shade over Splash Park, lawns and outdoor leisure pool. • Extend the season by heating pool to a constant temperature for 9 months of the year. Heat all outdoor pools. • Improve the outdoor change rooms – they're not clean enough and are poorly maintained • Cheaper entry • Hard to find parking when an event is on. • Attitudes of staff at front desk • Gas heating in the pool • Leisure pool – shade would be good over baby area and other parts (but not whole pool). • More things in the splash park for toddlers / babies • Proper windbreak on south side of 50m pool. Clever landscaping with the right shrubbery (hedge perhaps). • More nice public seating • Plant grass without prickles • BBQ, seating

<p>How could we get more people to use the pool?</p>	<ul style="list-style-type: none"> • Reduce the cost. • More heating of pool water and more shade • Make pool entry cheaper. • Marquees near Splash Park. • Music, events, activities, parties and BBQ nights – following a walk. • Open the pool in October and also at 5am • Family pass – discounted in the evenings. • Parties for children, with running jumping castles and swinging ropes – supervised by life guards. • Run First Aid courses at the pool. • Run new mums groups at centre so people can meet each other. • Membership fee may be too high for some families (i.e. \$200 pool pass) • Put gas heating on outdoor 50m with a \$100,000 system – would allow pool to open from late September. Advertise the swimming temperature • Run more family events e.g. movies, Christmas Party in the evenings • More events for families that are low cost • More events for families – pool parties • Food needs to be cheaper in kiosk. • Stop people from spitting in the pool. • Cater for families • Large signage
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4.3 Tatura Pool

The project team spoke with eight people at the Tatura Pool on Saturday 22 November: three males between six and 30 years of age and five females aged between 10 and 25. Several other people completed a survey.

<p>What do you like about the pool?</p>	<ul style="list-style-type: none"> • Somewhere to go to meet your friends. • Close to home • Somewhere to chill out when it's hot. • It's outdoors – good for fun and active living. • Nice grounds / lawn, BBQ and seats • Big pool and toddler pool. • It has shade over the toddler pool. Lawns. • It has a kiosk, which is not too crowded. Food is cheap and you can buy ice-creams • It's deep up one end • Like the rail to hang on to up the deep end. • Flags over the pool – you can use these to play volleyball • There's good rules to protect safety for little kids, e.g. not allowed up the deep end. • Like stairs and ladders to help people get in and out of the pool. • Like the timer clock. • Life guards let you borrow balls, mats, paddling balls, etc.
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<p>What don't you like about the pool?</p>	<ul style="list-style-type: none"> • Nothing although get grass on you • Not enough shade • Not enough shade over pool. Membership – only takes into consideration nuclear families • Not enough shade. Membership needs to take into consideration de facto relationships • Water is cold. Restricted by weather – would like an indoor heated pool • Not open in winter • Leaves that get in the pool. Lots of bugs floating in the pool • The drop up the deep end is too sudden
<p>What could be improved about the pool?</p>	<ul style="list-style-type: none"> • Need more toilets (only) two and proper shower cubicles • Place shade over shallow end of pool. More tables. Upgrade change rooms • Place shade over junior part of pool. Upgrade change facilities • More flexibility around membership. Friday night family barbecues • More fence out to car parking area on Tat Event side. Solar heating. EFTPOS. A cappuccino machine. Family change room needed – with shower and toilets. Upgrade change facilities. Shade over shallow end of big pool. Better food. School holiday pool program. Down ball and volleyball area and half-court basketball • Heat pool • Tarzan rope. Waterslide. Cubby house that floats on the water. Diving board. Plant more trees. P.A. system • Lillo's that you can lie on. More shade over the big pool. Like to have stairs at the deep end built onto the side. Put in another pool for 3-5 year olds. Put in a small pool where you can use the big inflatable balls that you run around in. Splash Park for big kids and one for little kids. Improve landscaping along fence. Make it clearer for little kids to know which end is the deep end. • Tatura Pool – needs a change room upgrade and more shade sometimes it closes earlier than advertised. Would like it open earlier than 1 pm on hot days

How could we get more people to use the pool?

- Slide
- Hold activity days
- Better promotion of pool and swimming lessons
- Promote through schools and supermarket
- Campaign to ban Ipad and screens. Also be active campaign – to promote the pool. Open the pool in the morning – would be very attractive to mothers and young children. Put in a kids playground with a swing. Splash park
- Heat the pool
- Advertise on TV and big billboards
- Advertise. Make sure lifeguards supervise people and manage bad behaviour.



4.4 Mooroopna Pool

Twenty local residents took part in a listening post at Mooroopna Pool on Friday 21 November. Fourteen of these people are female aged between 12 and 60, and the remaining six males are aged between 10 and 40.

<p>What do you like about the pool?</p>	<ul style="list-style-type: none"> • Deep diving • Quiet • Cold • Location • Hours • Condition good – few things to improve • Improvements are good • Clean, safe • Grass, area – space to run • Shade • Local – don't have to travel. • Good place to bring grandchildren. • Has toddler pool. • Like picnic tables. • Has a kiosk. • Good place for kids to meet friends. • Life guards manage behaviour well • Shallow areas for little kids and deeper areas for big kids • Easy to supervise kids. • Has a good family feel. • All the kids know each other • Having water to cool down in.
<p>What don't you like about your pool?</p>	<ul style="list-style-type: none"> • Entry fee • There is no hot food available • Can't dive into the pool • Lack of bike stands inside grounds • Not enough shade over the water, particularly in the shallow end • Not enough shelter. • Pool's too small • Kids get bored quickly
<p>What could be improved about the pool?</p>	<ul style="list-style-type: none"> • Install a diving board • Install equipment – pull up bar, Tarzan rope, other activities out of the pool • Pool party – Friday nights • Longer hours • Radio to play music • Would like more activities at the pool, e.g. volleyball on the lawn, splash park type activities, swings. • Slide or diving board (but may cause accidents). Some more inflatables • More bins near the seats • More equipment to play with in the pool • More shelter. BBQ – permanent • Make the pool bigger. Wider out the side.

How could we get more people to use the pool?

- More advertising – better signage
- Make the pool bigger
- Extend the shade over the pool
- Play music over the PA
- Some more activities for the kids
- Hard to get more people as many people have their own pool
- Friday night activities, e.g. BBQs run by clubs with free entry to the pool
- Make different rules – want to be able to dive in the deep end
- More signs on the road
- Landscaping and better aesthetics.
- Put in some water features
- More advertising on TV.
- More events
- More equipment in the pool and in the grounds



5.0 Primary School Consultations:

5.1 Tatura Primary School

30 grade six children took part in a consultation on 5 December 2014.

Overview	27 children use the Tatura Pool regularly, but three don't. Two of the children who don't use the pool have their own swimming pool at home and one doesn't like swimming. 7 children occasionally swim in channels. Most children visit Aquamoves on occasions and two regularly visit Merrigum pool.
What I like about Tatura Pool	<ul style="list-style-type: none"> • It's outside • It's deep enough to dive into • Feel safe because there are lifeguards • There is a lot of equipment • It's a big pool • You can buy food and drinks
What I don't like about Tatura Pool	<ul style="list-style-type: none"> • There is no water slide • There isn't enough shade • There is one spot where leaves gather • There is no diving board • Too many people muck around
How we can attract more people to Tatura Pool	<ul style="list-style-type: none"> • Cheaper entry • Have a package price • Have a free pass in the newspaper • Have free drinks or happy hour half price drinks • Hold a pool party • Have a coupon on the supermarket receipts • People get in for free when the temperature is above 40° • Have free swimming nappies • Heat the pool • Extend the swimming season • Build more picnic tables
What I like to do to cool down in summer	<ul style="list-style-type: none"> • Play under the sprinkler • Sit under the air conditioner • Play on the slip and slide • Eat icy poles • Have a water balloon fight • Go to the Waranga Basin • Play basketball under sprinklers • Put the sprinkler on the trampoline • Go to the pool

Other ideas to improve Tatura Pool

- Have a water slide
- Have a diving board
- More shade over shallow pool
- Have more equipment in and out of the pool
- Be able to get in for free
- Have a basketball ring
- A space to play cricket
- Have a reduced rate for sports clubs
- A slushy machine or chocolate fountain in the canteen
- Sell more fruit
- Have hot food in the canteen
- Have a spa
- A water fountain
- Have a splash park
- Cascading water over a diving board
- Get famous people there e.g. Gian Rooney
- Hold more community swimming events
- Have a swimming quiz with prizes
- Have a lucky door prize
- Hold a raffle
- Create an obstacle course in grounds
- Hold a Carols by Candlelight event
- Hold a New Year's Eve Party or Christmas Party
- Have solar powered lighting over the pool
- Install lockers
- Upgrade the change facilities - need a mirror
- Needs more toilets and showers
- Have the pool available to hire for parties
- Play music over the loudspeakers
- Open a pool shop selling bathers, goggles, hairbrushes etc.
- An outdoor gym
- Create a lost and found
- Hold the world's biggest pool party
- Have more equipment available e.g. cricket bats and balls
- Have the shade cloth on an angle so balls don't get stuck on top
- Hold water aerobics classes
- Have a sauna
- Hold Friday night fireworks

5.2 Mooroopna Primary School

40 grade six children took part in a consultation on 5 December 2014.

Overview	Of the 40 children surveyed, 19 of them use the Mooroopna pool. 21 don't use the pool because the water is too cold, they have their own pool (one third of the students) or the tiles are too sharp and cut them while swimming.
What I like about Mooroopna Pool	<ul style="list-style-type: none"> • The pool is deep enough for diving • It is big enough for a lot of people to enjoy at once • It is a good length • There are lifeguards on duty • There is a canteen available
What I don't like about Mooroopna Pool	<ul style="list-style-type: none"> • The pool is too cold • There is no diving board • Not allowed to do flips
How we can attract more people to Mooroopna Pool	<ul style="list-style-type: none"> • Heat the pool • Have more shaded areas
What I like to do to cool down in summer	<ul style="list-style-type: none"> • Swim in the pool • Wet the trampoline • Hop in their spa • Eat icy poles • Stay inside under the air conditioning
Other ideas to improve Mooroopna Pool	<ul style="list-style-type: none"> • Have a waterslide • Lower the entry cost • Have more pool toys available • Make the pool bigger • Have more shade over the shallow end • Make it easier to get out of the pool • Retile the entire pool • Have a slippery slide on the grass • Have an outside pool • Tarzan rope over the pool • Have a splash park • Water pistols available for use • A drencher or water buckets to play with

5.3 Mooroopna Secondary College

5.3.1 Year 11 Students

Eight year 11 students took part in a consultation on the 5th of December 2014.

Overview	Out of the eight students interviewed, two use the Tatura pool, none use the Mooroopna Pool and three go to Aquamoves. The reason the other students don't use public pools is because they have their own pool; they use their friends pool; or they don't live in Mooroopna.
How we can attract more people to Mooroopna Pool	<ul style="list-style-type: none"> • Increase the opening hours • Have the pool open earlier than November
What I like to do to cool down in summer	<ul style="list-style-type: none"> • Stay at home • Go to Aquamoves • Drink frozen drinks/slushies • Stay under the air conditioner
Other ideas to improve Mooroopna Pool	<ul style="list-style-type: none"> • Have slides to play on • Open a water park • Open the pool earlier and stay open later into the evening. • Have a pool party at night with music • Make the entry fee cheaper • Have a good variety of food in the canteen - hot and cold • Have a volleyball/water polo net • Put lights in the pool • Have a spa • Clean the pool more often • Upgrade the change rooms and put mirrors in • Install hooks to hang clothes or towels on in the change rooms • Make the change rooms more inviting • Have outdoor showers • Have a beach theme at the pool • Make a wave pool • Start doing Aquamoves

5.3.2 Year Eight Students

30 year 8 students took part in a consultation on the 5th of December 2014.

Overview	15 students use the Mooroopna pool regularly, one student regularly uses the Tatura pool and none of the students use the Merrigum pool. Students don't use the pools because they have their own pool, live in a different town, swim in the river and seven students have a pool at home.
What I like about Mooroopna Pool	<ul style="list-style-type: none"> • The pool is nice and big • It is deep
What I don't like about Mooroopna Pool	<ul style="list-style-type: none"> • Too cold • Not long enough
How we can attract more people to Mooroopna Pool	<ul style="list-style-type: none"> • Heat the pool to make it warmer • Make it bigger
Other ideas to improve Mooroopna Pool	<ul style="list-style-type: none"> • Make the pool 50m • Have hot food in the canteen e.g. burgers and chips • Heat the pool • Make it prettier - landscaping and flowers • Needs more shade around the whole site • Install a waterslide • Have a diving board • Have a Tarzan rope over the pool • Have a wet deck to play on • Have music playing while swimming • Retile the pool because the tiles are too sharp and cut people • Open later into the night • Under water lights • Have a longer swimming season and shut the pool later.

5.4 Shepparton High School

5.4.1 – Year 9 Students – Group 1

26 year 9 students took part in a consultation on the 5th of December 2014.

Overview	Of the 26 students, 14 regularly use Aquamoves. There are five that have their own pool at home and the remaining seven students don't use any of their local pools.
What I like about my Pool	<ul style="list-style-type: none"> • There are lots of different pools to choose from • There is shade to sit in • There is lots of space in the pools • Activities like the Tarzan rope and volleyball • There is something for every age group • The sandpit is good to play in when you aren't swimming
What I don't like about my Pool	<ul style="list-style-type: none"> • We aren't allowed to dive into the pool • Not enough activities for teenagers • It can get too crowded
Other ideas to improve my Pool	<ul style="list-style-type: none"> • Make the entry cheaper • Improve the waterslide • More slides for teenagers • Have a rapid water park • Lower the age to use the gym • Have another leisure pool for teenagers • Mooroopna pool is too small and there is only one • It needs more activities like volleyball. • Would like it to be deeper like the Tatura pool • The canteen needs a wider range of food

5.4.2 Year 9 Students – Group 2

13 year 9 students took part in a consultation on the 5th of December 2014.

Overview	Of the 13 year 9 students in this consultation 12 use Aquamoves. One student swims in Merrigum Pool and another uses the Mooroopna pool.
What I like about Aquamoves	<ul style="list-style-type: none"> • The waterslide • The Tarzan ropes to swing into the pool • The playground • The spa • The water is cool and refreshing • It is spacious • They serve good food like hot chips • It has a gym • It is cheap to get into
What I don't like about Aquamoves	<ul style="list-style-type: none"> • There are too many little kids • Things get stolen • It is too hot inside • It isn't deep enough • The life guard isn't on the ball enough
What I like to do to cool down in summer	<ul style="list-style-type: none"> • Swim in the pool • Eat ice creams • Sit in the air conditioning • Play video games inside • Fill the pool with ice • Use a fan
Other ideas to improve Aquamoves	<ul style="list-style-type: none"> • Have better gym equipment • More lifeguards • Have music playing • Be able to have pool parties there • Have a deal e.g. an entry and drink deal • Toys like McDonalds • Have a slide for teenagers • Have an area for teenagers • Lower the price for lockers • Have fans to move the hot air from inside • Hold more events

5.5 Mooroopna Park Primary School

24 students took part in a consultation on the 5th December 2014.

Overview	10 of the 24 students swim in Mooroopna Pool on a regular basis. 14 of these students don't use any local pool.
What I like about Mooroopna Pool	<ul style="list-style-type: none"> • They are able to dive because it is deep enough • Lots of space on the water and grass • You can play games and cannon ball into the pool • Lots of water games to play • Has a good chlorine level • It is busy, fun and social • The staff are polite and friendly • There is lots of shade • A good kiosk • You can get a pass to go out of the pool and come back • There is shade over the pool in the shallow end
What I don't like about Mooroopna Pool	<ul style="list-style-type: none"> • The edges are too sharp • Need more toilets • There are not enough changing rooms. The grade 3-6's change at the pool and there isn't enough space • Open showers - no wall/curtain • There is no water play or splash park • No water slide • The ladder is missing at the deep end • The fence needs to be better • The drinking taps don't work near the change rooms • Needs more taps • Hot food in the canteen because the outlets are too far and they can't walk.
How we can attract more people to Mooroopna Pool	<ul style="list-style-type: none"> • Make it look nicer • Paint it • Heat the water • Play music • Have disco lights or dry ice in the water • Have a water slide or jumping castle • Have a Tarzan swing • Have an open day with free entry to try the pool • Have a table tennis table on the pool deck or grass • Have a pool party or night-time events • Have a diving board • Longer opening hours • Sell sandwiches • More ladders for getting in or out of the pool • Sell/hire goggles and sunscreen etc
What I like to do to cool down in summer	<ul style="list-style-type: none"> • Swim in the pool • Sit under the air conditioner and stay inside • Eat icy poles • Sit in the shade • Have lots of cold drinks • Have a cold shower • Play under the sprinkler • Have a water fight

Other ideas to improve Mooroopna Pool

- Have more chairs
- Bigger pool and the deep end could be deeper
- More tables or seating in the shade
- More pool toys or floatation devices
- Have a clock
- An outside thermometer
- Bells or whistles to get people out of the pool
- Inflatable equipment
- Cleaner pool
- Inflatable water slide
- Inflatable chairs for pools or toddlers
- More staff
- Better parking
- Bike racks



6.0 Summary

Summary of key findings include:

6.1 What we know

- Swimming pools are highly valued by local residents
- Swimming is great exercise and can be a very social activity
- 64% of survey respondents live less than 5km from a public pool
- 76,432 visits were recorded for outdoor pools in 2013/14
- It costs Council between \$11.24 to \$27.50 per person for a swim
- Income received by Council from outdoor pools is \$50,796
- It costs Council \$252,032 to maintain and operate outdoor pools.

6.2 Changes and trends in society that impact on public outdoor pool usage:

- An increasing number of households have their own backyard pool (23% of survey respondents)
- Most households have air conditioning (94% of survey respondents)
- Splash parks are becoming increasingly popular
- Increasingly swimmers are using indoor pools for lessons and lap swimming rather than outdoor pools
- The ageing population tends to gravitate more towards warmer pools and exercise programs in pools.

6.3 What you told us

- Your preferred activities in summer in order of preference are:
 - watching TV or movies, playing computer games or using social media
 - reading, playing / making music, art / craft
 - walking, running or jogging
 - visiting or hanging out with friends
 - swimming at a public pool
- Your favourite activity on a hot day to cool down is to swim at a public pool or to just stay inside and relax
- The main activity you take part in at public pool is casual swimming, water play or hanging out with friends
- If you don't visit a public pool, your main reason for not doing so is that you either have a pool at home, you don't feel comfortable wearing bathers in public, or you live too far away.
- The most frequently visited pool in GSCC is Aquamoves
- You are most likely to use a public swimming pool on Saturday or Sunday, and least likely to use it on a Monday
- Your preferred time to swim is from 3pm-6pm or after 6pm.
- You believe that swimming pools should have an equal right to financial support as other Council services.

6.4 The improvements that you said you would like to see are:

- More events at the pools, e.g. Friday night BBQs, pool parties, dive in movies, etc
- More activities at the pools, e.g. beach volleyball, basketball half court, aqua aerobics
- Slides and water play / splash park features
- More pool toys, e.g. foam mats, inflatables, etc
- More shade and seats
- Later closing times, particularly on hot days and on weekends
- Earlier opening hours so people can swim before work
- Solar heating to extend the season
- Upgraded change facilities
- Lower entry fees / affordable packages
- Better management of lap swimming areas
- Play music over the PA system
- Hot food available in the kiosk.

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Images

Images throughout this strategy have been sourced from Google images.

Appendix 4 - Greater Shepparton Staff Consultation (2015)

Seasonal Pools - Staff Survey Results

OVERVIEW

An internal staff survey was conducted within the Active Living Department to gain a perspective on operational, promotional and developmental aspects, as well as the future of seasonal outdoor pools. A total of 21 respondents completed the survey, with individual contributors for Aquamoves (17), Merrigum (5), Mooroopna (6) and Tatura (5). Survey respondent's positions within the department ranged from Lifeguards to Team Leader/Manager roles.

AQUAMOVES SUMMARY

Staff believe that the Aquamoves Outdoor pool provides a great variety of activities in a large and well-designed space. The surrounds, water quality, availability and plant are other positives. To assist staff in completing their roles it was suggested that a tower chair, lifeguard shade, improved mats/trolleys, signage, communication and Duty Supervisor lifeguard qualifications be provided. A range of suggestions to improve pool operations included upgrades to amenities, shade over some of the pool, increased shade for staff and patrons, wind breaks and removing the sand area near the leisure pool. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council, wind breaks, seating and shade, repair splash park equipment, a longer season, effective promotion/offers, dry land activities, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (100%) for needing this outdoor pool in the future due to various benefits such as socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool sustainably. Other comments focussed around the need for Council to run the pools well and provide quality facilities, and continue to invest in and improve Aquamoves as a regionally significant facility.

AQUAMOVES

What do you think is great about this pool?

- Layout and variety
- Space
- Atmosphere
- Entertainment
- Availability
- Good water
- Surrounds
- Size
- Varied use (lap swimming, recreational, carnivals)
- Splash park
- Friendly staff
- Plant - dosing, solar heating, vac run well
- Great community asset

What improvements could we make for staff who are running the pool? (think about what would help you in completing the tasks of your job)

- Lifeguard shade at all pools, tower chair
- Better mats and trolleys
- Standardisation of rules and their use
- Cleanliness (duck issue)
- Communication
- Permanent signage for acceptable behaviour
- Operating hours that reflect demand
- DS staff to have lifeguard quals

What major improvements could we make to the facility to improve pool operations? (think about the plant, buildings, pool, equipment and surrounds)

- Shade over part or all of the pool
- Shaded areas (lifeguards and public)
- Better mats, trolleys and system so they don't have to be moved

- Improved change rooms
- Longer outdoor season
- Better use of solar heating
- Effective wind break
- Weather proof and sun protection
- Equipment for public use
- Outdoor kiosk
- Fix capping tiles
- Remove the sand area near the leisure pool - replace with play equipment or grass
- Repair splash park equipment

What improvements could we make to help patrons enjoy their time more and/or encourage them to stay longer?

- Heat the leisure pool/better heating
- Music
- Outdoor kiosk
- More water taps
- Shade and wind breaks
- More events and activities, and interaction with staff and patrons
- More water play features/guards keep existing ones running
- Stage area for festivals and events
- Gas booster
- Improved change rooms
- Longer outdoor season
- Better use of solar heating
- Effective wind break
- Weather proof and sun protection
- Equipment for public use
- Repair splash park equipment
- Better seating

What could we do to attract more people to the pool?

- Information at schools before the holidays
- More events and activities/outdoor activities, e.g. water volleyball, sport round robins
- More fun and games (i.e. Easter egg hunt)
- Inflatable operating daily
- More pool parties
- Longer season
- Promote in 'Activities in the Park'
- Music
- Continue the Summer Family Pool memberships
- Build a culture around the pool as a place to be social, fit and spend time
- Dry land activities, i.e. jumping castles

Are outdoor pools what we need in the future, or is there another way we can keep people cool in summer? If so, what ideas do you have?

- Yes (100%)
- Ideal for social inclusion and physical activity
- Keep the pools
- We need to find more sustainable ways to deliver services
- Need to look at ways to minimise costs
- Continue to develop

Do you have any other comments?

- Offer childcare/supervision so that more parents can drop their kids off
- Reduce Mooroopna hours to the same as Merrigum
- Finish the pool season earlier
- Council needs to continue to run pools well, provide quality facilities for the community to use
- Aquamoves is one of the best Regional facilities in the state which requires continual improvement

MERRIGUM SUMMARY

Staff believe that the Merrigum pool provides a great environment and community atmosphere in a good location. The layout of the pool and age of the facility are other positives. To assist staff in completing

their roles it was suggested that kiosk stock levels be kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, table near the BBQ, improved plant and heating, and water play features. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community, new infrastructure such as water play features or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (80%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool, or even consider replacing it with a self-operating splash park due to the high cost to run the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry and increase the level of equipment for staff and patrons.

MERRIGUM

What do you think is great about this pool?

- Great family environment
- Location
- BBQ
- Surrounds
- Pool/resort style
- Community feel/atmosphere
- Age of facility
- Great community asset

What improvements could we make for staff who are running the pool? (think about what would help you in completing the tasks of your job)

- More supplies in kiosk/keep stock levels up
- Appliances in kiosk (microwave)
- Cooling in kiosk
- Undercover seating to watch
- IT upgrades - computers, tills, internet access, barcode scanners, people counters
- Building upgrades - plant, toilets
- Equipment
- Induction/training
- Information provision
- Community involvement in operations
- Operating hours that reflect demand (i.e. 3.30pm – 7.00pm)

What major improvements could we make to the facility to improve pool operations? (think about the plant, buildings, pool, equipment and surrounds)

- Water play features
- Table near BBQ
- Update change rooms
- Upgrade toddler area
- Improved accessibility
- Upgrade solar
- Solar blankets
- New filter system
- Dedicated pump for vacuuming
- Improve First Aid areas

What improvements could we make to help patrons enjoy their time more and/or encourage them to stay longer?

- Music
- Pool parties, games
- Improve amenities
- Upgrade toddler area
- Community-driven events
- Equipment for in and out of pool
- Water play, slide

- Food options

What could we do to attract more people to the pool?

- Visit passes (20 visits)
- Community-focussed events, activities, pool parties, entertainment, programs
- Build a culture around the pool as a place to be social, fit and spend time
- Free entry/donation based
- Promote better - more than just 'pool open'
- Heating

Are outdoor pools what we need in the future, or is there another way we can keep people cool in summer? If so, what ideas do you have?

- Yes (80%)
- We need to provide for the community
- From a costing/staffing point of view, I do not feel that the Mooroopna & Merrigum Pools are worth operating. In their place, I think it would be beneficial to have a self-operating splash park.
- Crucial for learn-to-swim and familiarisation.
- Social/meeting place for fun and activity
- Deep water needed at pools - people will swim where it's not safe
- Pools are a must
- Need to look at ways to minimise costs

Do you have any other comments?

- Solar mats needed
- Equipment needed
- Council needs to continue to run pools well, provide quality facilities for the community to use
- Promote events, activities and programs to encourage people to attend.
- Communities need to be educated on what they need to do to keep their pools (use them, run events/ activities) and what the triggers are for 'challenging discussions'. There needs to be a 'no surprises' approach by Council in managing pools so that if the future of one is threatened, the community can see why and know that they had the opportunity to make a difference.
- There needs to be clarity on the function of each pool, and diversify them from each other so that we don't have the same in every town (i.e. splash park at Merrigum, diving at Moor, slide at Tat).
- Community involvement needs to increase
- The pros and cons of free entry for small town ratepayers should be considered.

MOOROOPNA SUMMARY

Staff believe that the Mooroopna pool is in a good location providing beneficial amenities such as large grounds, shade over the pool and seating. The deep water and size of the pool are other positives. To assist staff in completing their roles it was suggested that kiosk stock levels be kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, BBQ, improved plant and heating/solar blankets, and new filtration system. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community, new infrastructure such as water play features, diving or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (83%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool, or even consider replacing it with a self-operating splash park due to the high cost to run the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry, consider reducing opening hours to after-school times unless booked, and increase the level of equipment for staff and patrons.

MOOROOPNA

What do you think is great about this pool?

- Local/location
- Pool party

- Grounds
- Deep/diving
- Clean
- Lap swimming
- Size
- Shade over pool
- Seating
- Great community asset

What improvements could we make for staff who are running the pool? (think about what would help you in completing the tasks of your job)

- More supplies in kiosk/keep stock levels up
- Appliances in kiosk (microwave)
- Cooling in kiosk
- Undercover seating to watch
- IT upgrades - computers, tills, internet access, barcode scanners, people counters
- Building upgrades - plant, toilets
- Equipment
- Induction/training
- Information provision
- Community involvement in operations
- Operating hours that reflect demand (i.e. 3.30pm – 7.00pm)

What major improvements could we make to the facility to improve pool operations? (think about the plant, buildings, pool, equipment and surrounds)

- BBQ
- Repair pool tiles
- Update change rooms
- Healthier food in kiosk
- Upgrade toddler area
- Improved accessibility
- Upgrade solar
- Solar blankets
- Improve First Aid areas
- Filtration system

What improvements could we make to help patrons enjoy their time more and/or encourage them to stay longer?

- Music
- Pool parties, games
- Improve amenities
- Upgrade toddler area
- Community-driven events
- Equipment for in and out of pool
- Water play, diving, slide
- Food options

What could we do to attract more people to the pool?

- Visit passes (20 visits)
- Community-focussed events, activities, pool parties, entertainment, programs
- Build a culture around the pool as a place to be social, fit and spend time
- Free entry/donation based
- Promote better - more than just 'pool open'
- Heating

Are outdoor pools what we need in the future, or is there another way we can keep people cool in summer? If so, what ideas do you have?

- Yes (83%)
- Keep the pool
- From a costing/staffing point of view, I do not feel that the Mooroopna & Merrigum Pools are worth operating. In their place, I think it would be beneficial to have a self-operating splash park.
- Crucial for learn-to-swim and familiarisation.
- Social/meeting place for fun and activity
- Deep water needed at pools - people will swim where it's not safe
- Pools are a must

- Need to look at ways to minimise costs

Do you have any other comments?

- Solar mats needed
- Equipment needed
- Opening hours should align with Merrigum unless booked
- Council needs to continue to run pools well, provide quality facilities for the community to use
- Promote events, activities and programs to encourage people to attend.
- Communities need to be educated on what they need to do to keep their pools (use them, run events/ activities) and what the triggers are for 'challenging discussions'. There needs to be a 'no surprises' approach by Council in managing pools so that if the future of one is threatened, the community can see why and know that they had the opportunity to make a difference.
- There needs to be clarity on the function of each pool, and diversify them from each other so that we don't have the same in every town (i.e. splash park at Merrigum, diving at Moor, slide at Tat).
- Community involvement needs to increase
- The pros and cons of free entry for small town ratepayers should be considered.

TATURA SUMMARY

Staff believe that the Tatura pool provides a great environment and community atmosphere. The deep water, size of the pool and toddler pool are other positives. To assist staff in completing their roles it was suggested that kiosk stock levels be kept up, kiosk upgrades such as IT, appliances and cooling, undercover seating for lifeguards, membership list, booking details, operating hours to reflect demand, and induction/information be provided. A range of suggestions to improve pool operations included upgrades to amenities and the toddler pool, improved accessibility, better solar blankets, and healthy food options. Ideas to help patrons enjoy their time or attract more people to the pool included music, equipment and games, events and activities run by Council and the community (this year's BBQ's worked well), new infrastructure such as water play features, diving or a slide, free or donation based entry, and building a culture around the pool as a place to be social, fit and spend time. There was a high level of support (100%) for needing this outdoor pool in the future due to various benefits such as learn-to-swim, water familiarisation, socialisation, physical activity and fun. However it was suggested that costs need to be minimised in continuing to operate the pool. Other comments focussed around the need for Council to run the pools well and provide quality facilities, educate the community on the need to use and support their pool, increase community involvement, consider low or free entry and increase the level of equipment for staff and patrons.

TATURA

What do you think is great about this pool?

- Surrounds
- Space
- Size and depth
- Toddler pool
- Community feel/atmosphere
- Family friendly
- Great community asset

What improvements could we make for staff who are running the pool? (think about what would help you in completing the tasks of your job)

- More supplies in kiosk/keep stock levels up
- Cooling in kiosk
- Undercover seating to watch
- IT upgrades - computers, tills, internet access, barcode scanners, people counters
- Building upgrades - plant, toilets
- Equipment
- Induction/training
- Information provision
- Community involvement in operations
- Operating hours that reflect demand (i.e. 3.30pm – 7.00pm)
- Membership list
- Ensure staff are aware of all bookings

What major improvements could we make to the facility to improve pool operations? (think about the plant, buildings, pool, equipment and surrounds)

- Update change rooms
- Healthier food in kiosk
- Upgrade toddler area, including pool base
- Improved accessibility
- Solar blankets
- Improve First Aid areas

What improvements could we make to help patrons enjoy their time more and/or encourage them to stay longer?

- Music
- Pool parties, games
- Improve amenities
- Upgrade toddler area (i.e. splash park in pool)
- Community-driven events (BBQs worked well)
- Equipment for in and out of pool
- Water play, diving, slide
- Food options

What could we do to attract more people to the pool?

- Community-focussed events, activities, pool parties, entertainment, programs
- Build a culture around the pool as a place to be social, fit and spend time
- Free entry/donation based
- Promote better - more than just 'pool open'
- Heating

Are outdoor pools what we need in the future, or is there another way we can keep people cool in summer? If so, what ideas do you have?

- Yes (100%)
- Outdoor pools are important
- Crucial for learn-to-swim and familiarisation.
- Social/meeting place for fun and activity
- Deep water needed at pools - people will swim where it's not safe
- Pools are a must
- Need to look at ways to minimise costs

Do you have any other comments?

- Swimming lessons are a big hit
- Council needs to continue to run pools well, provide quality facilities for the community to use
- Promote events, activities and programs to encourage people to attend.
- Communities need to be educated on what they need to do to keep their pools (use them, run events/ activities) and what the triggers are for 'challenging discussions'. There needs to be a 'no surprises' approach by Council in managing pools so that if the future of one is threatened, the community can see why and know that they had the opportunity to make a difference.
- There needs to be clarity on the function of each pool, and diversify them from each other so that we don't have the same in every town (i.e. splash park at Merrigum, diving at Moor, slide at Tat).
- Community involvement needs to increase
- The pros and cons of free entry for small town ratepayers should be considered.

SEASONAL POOLS REVIEW AND STRATEGY SUMMARY DOCUMENT



GREATER
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ACKNOWLEDGEMENTS

The Seasonal Pools Review and Strategy Project Team acknowledges the input and support from a range of Council staff and representatives from external agencies and organisations. The Project Team acknowledges the invaluable contribution by members of the community in completing surveys and speaking with staff and consultants throughout the consultation period.

DISCLAIMER

This document has been developed by the Greater Shepparton City Council's Active Living Department. Information contained in this document is based on available information at the time of production. All figures, tables and diagrams are indicative only and should be referred to as such. This is a strategic document which deals with technical matters in a summary way only. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

EXECUTIVE SUMMARY

Council owns and manages seasonal outdoor pools in Merrigum, Mooroopna and Tatura. The provision of swimming pools is a traditional service delivered by Council's right across Australia and provides a number of physical and social health benefits to communities. The following table provides an overview of key information for each pool:

	Merrigum	Mooroopna	Tatura
Constructed	1985	1962 (War Memorial Pool)	1970
Features	26m x 12m main pool, toddler pool, shade, change rooms, kiosk, BBQ.	34.5m x 13.5m main pool, toddler pool, shade, change rooms, kiosk.	34.5m x 13.5m main pool, toddler pool, shade, change rooms, kiosk, BBQ.
Operational Cost (3 year average)	\$54,592	\$71,565	\$61,167
Population Catchment	672	7,837	4,362
Attendance (3 year average)	2,628	4,107	6,194
Cost Per Visit (3 year average)	\$21.73	\$17.47	\$10.06
Star Rating (out of 5)	2 Star - Local Facility	2 Star - Local Facility	2 Star - Local Facility

The Murchison Pool is on Crown Land and is managed by a volunteer committee who are undertaking their own strategic planning. The pool has been receiving a \$70,000 annual contribution from Council for a number of years of which \$20,000 is to support the operation of the pools, and \$50,000 is to support the upgrade of the pools ageing facilities. The Aquamoves 50m pool and associated seasonal aquatic areas will undergo a separate detailed strategic planning process for the entire facility.

Strategic Context

An extensive analysis of relevant strategic documentation was undertaken including key strategic Council documents, town plans, industry guidelines and articles. This analysis provided context for the provision of seasonal pool facilities within Greater Shepparton and assisted the development of the review and strategy by providing guidance and information for consideration. Key linkages included:

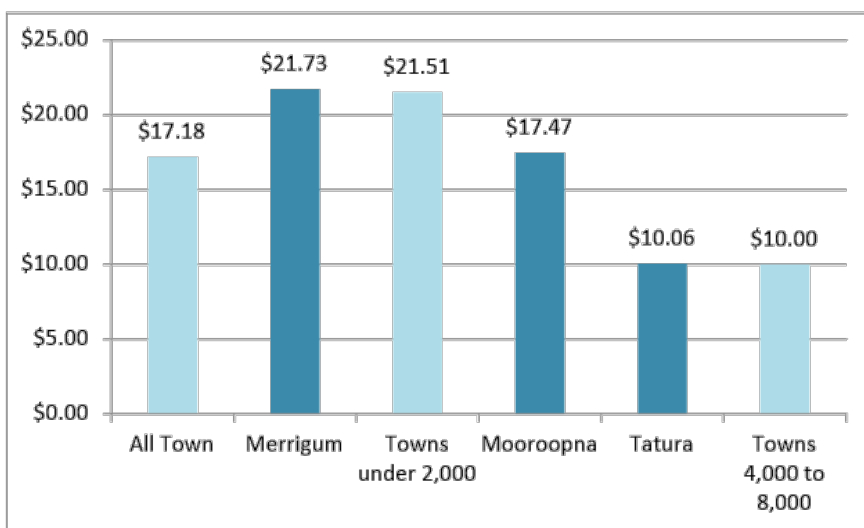
- Council Plan 2013 – 2017: Active and Engaged Communities
- Greater Shepparton 2030: Community Life
- Strategic Resource Plan
- Asset Management Policy
- Municipal Health & Wellbeing Plan
- Community Development Framework
- Merrigum, Mooroopna and Tatura Community Plans

Review and Strategy Purpose

The core focus of the 'Seasonal Pools Review and Strategy' is to assess the current status and performance of Council's three seasonal pools, and to provide guidance to Council in relation to the provision of services and the development of facilities for swimming in Greater Shepparton. The document sets targets to achieve well run and utilised services, at a sustainable cost to Council, and provides direction for operational management.

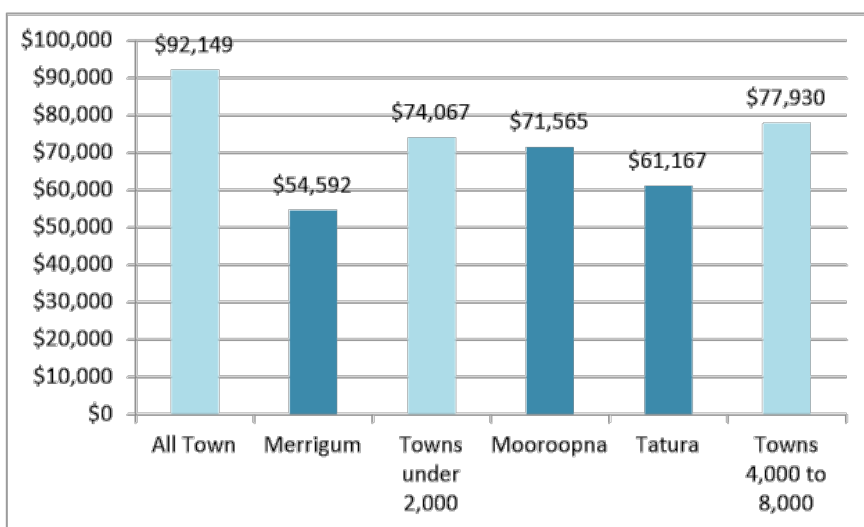
Situational Analysis

Cost Per Visit



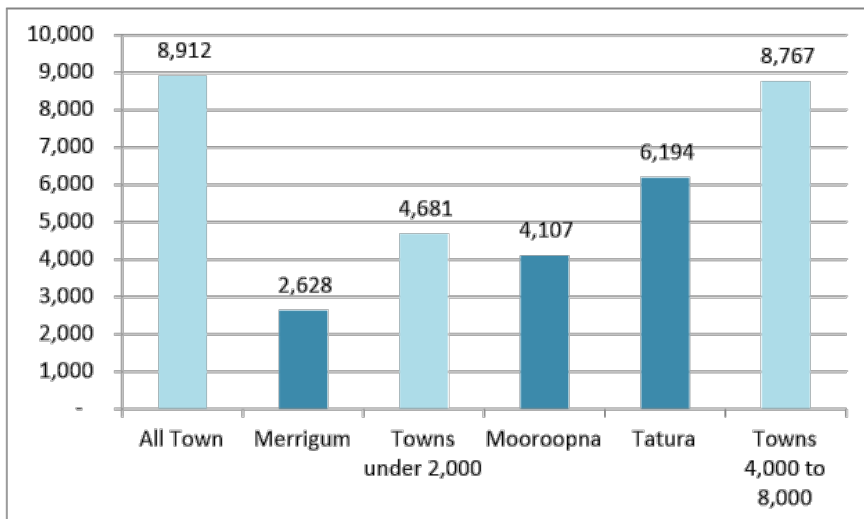
Benchmarking data and three year averages for the Merrigum, Mooroopna and Tatura Pools for the 2012/2013, 2013/2014 and 2014/2015 seasons indicate that Merrigum Pool's cost per visit (\$21.73) is higher than the average of all individual benchmarked pools (\$17.18), and the average of individual benchmarked pools in towns with populations under 2,000 (\$21.51). Mooroopna Pool's cost per visit (\$17.47) is also higher than the average of all individual benchmarked pools (\$17.18), and well above the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$10.00). Only Tatura Pool's cost per visit (\$10.06) was below the average of all individual benchmarked pools (\$17.18). However when compared with the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$10.00), Tatura is still slightly higher than this average. Overall, this data indicates that Merrigum and Mooroopna are performing poorly when benchmarked against other facilities. Tatura performed reasonably well however improvement is required.

Operational Subsidy



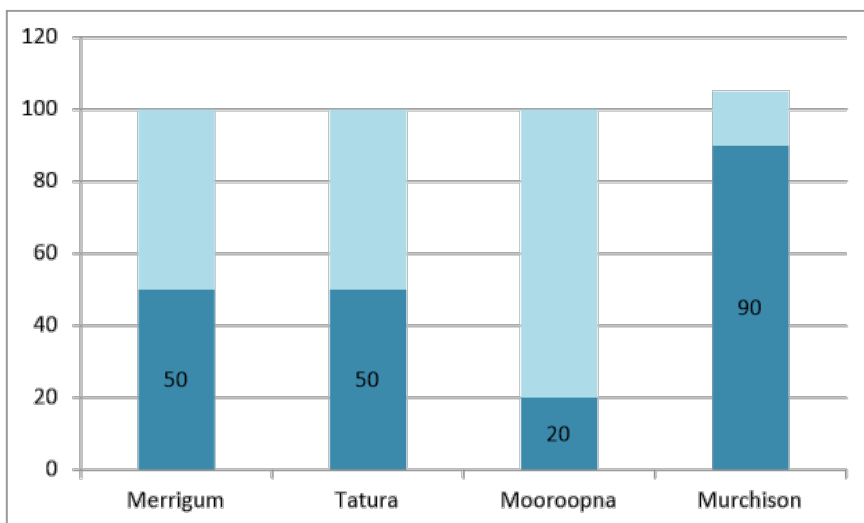
Council's seasonal pools three year averages for operating subsidy perform well when compared to the average of individual benchmarked pools. Further, Merrigum (\$54,592) is significantly below the average of individual benchmarked pools in towns with populations under 2,000 (\$74,067), whilst Mooroopna (\$71,565) and Tatura (\$61,167) are also below the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (\$77,930).

Attendance



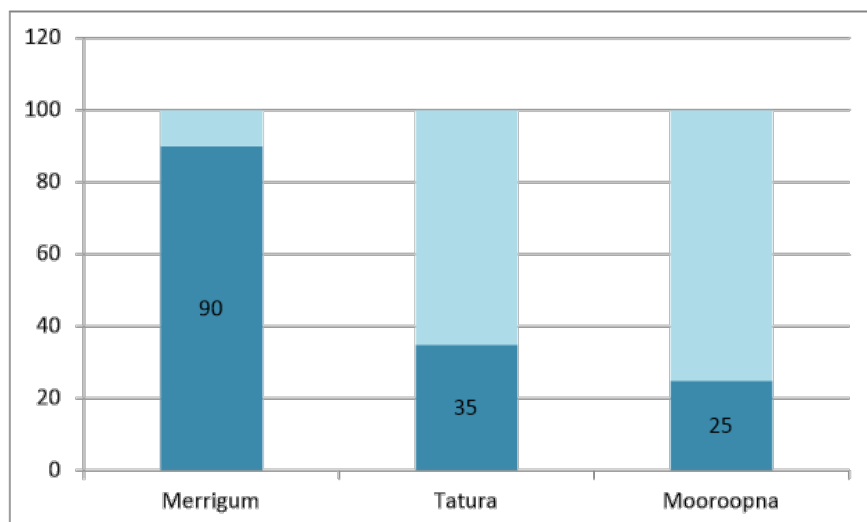
Three year attendance averages for Council's seasonal pools perform poorly when compared to the average attendances of individual benchmarked pools (8,912). Merrigum (2,638) is well below the average of individual benchmarked pools in towns with populations under 2,000 (4,681), whilst Mooroopna (4,107) and Tatura (6,194) are well below the average of individual benchmarked pools in towns with populations between 4,000 – 8,000 (8,767).

Community Involvement



Community Involvement is deemed a key indicator in analysing the performance of Council's seasonal pools. Scoring each pool out of a possible 100, with Murchison Pool as a committee-managed facility scoring 90, Merrigum and Tatura pools scored 50 for differing types of involvement. Merrigum have formed a Community Plan Pool Subgroup undertaking fundraising activities including an annual event, and have listed installation of water play features as a priority for the Community Plan. The Tatura community formed a Pool Advisory Group in 2014 and have run community events on Friday evenings to increase socialisation and provide an opportunity for community groups to fundraise. Mooroopna Pool scored 20 as there is no community involvement, other than the pool been identified as a priority in the Community Plan.

Condition of Major Assets (Useful Life)



Condition of Major Assets (Useful Life) is deemed a key indicator in analysing the performance of Council's seasonal pools. Scoring each pool out of a possible 100, Merrigum scored 90 with pools at 49 years and buildings at 24 years, rating the facility as a reasonable 'fit for purpose'. Tatura scored 35 with pools at 14 years and buildings at 9 years, rating the facility as a questionable 'fit for purpose'. Mooroopna scored 25 with pools at 14 years and buildings at 1 year, rating the facility as a questionable 'fit for purpose' with particular concern about the remaining useful life of the buildings.

Industry and Societal Trends

The report highlights a number of industry and societal trends that impact on the provision of Council's seasonal pools. One of the most significant factors impacting the current use of seasonal pools is the variety of opportunities for our communities to recreate in summer. Societal trends have improved the home environment (including backyard pools and indoor climate control) and provided various entertainment options that are seen by many people as more appealing than visiting seasonal pools in the summer. Further to these, community's expectations of aquatic provision are changing, with the emergence of splash parks and water play facilities influencing people's expectations on what should be provided locally.

Consultation

Extensive consultation consisting of over 1200 interactions was undertaken with our community and staff to aid in a thorough review of the pools and in the development of relevant recommendations. Consultation focussed on positive aspects of the pools, as well as issues or areas for improvement that will assist in providing enjoyable experiences for the community. Current users of Council's seasonal pools expressed strong levels of satisfaction with the provision of these facilities and associated services.

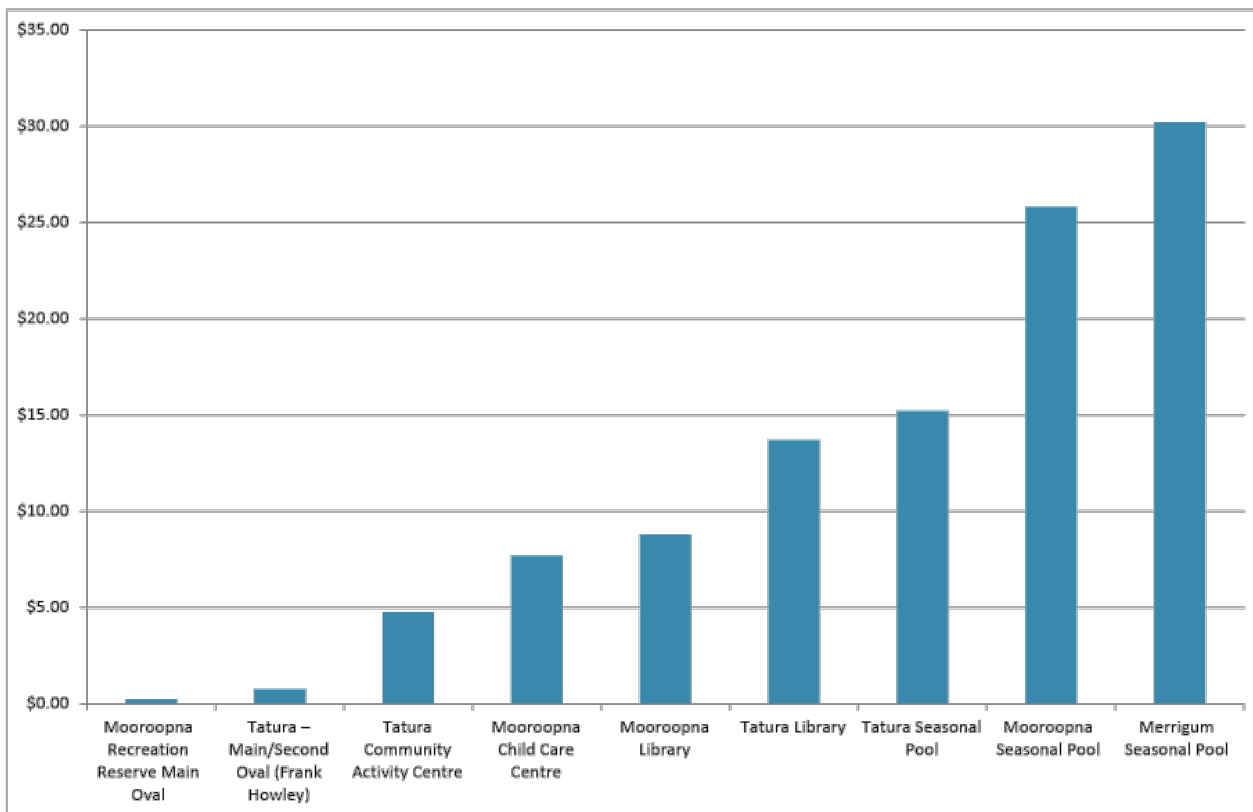
The consultation highlighted that there is high value placed on the need for ongoing provision, including 91% of the survey respondents indicating that Council should continue to fund pools. It was evident that community members value the physical benefits of participating in recreational swimming, the educational benefits of learning to swim, the social health benefits of interacting with other members of the community in a welcoming environment and the mental health benefits of physical activity and socialisation.

Survey respondents believed that swimming pools should have equal importance in receiving financial support as other Council services with 68% believing spending by Council on aquatics has the same priority as other services, while a further 16% believe that it should have a higher priority.

Recent research supported by Aquatics and Recreation Victoria and Sport & Recreation Victoria and conducted by Victoria University and the University of South Australia further supported the consultation outcomes suggesting that with 12,060 visits in the 2014/15 season, the investment by Council of \$191,645 into the rural seasonal pools provided a perceived \$578,880 in personal benefits to our community.

Cost to Provide Council Facilities/Services

Cost Per Visit



When benchmarked against other Greater Shepparton City Council facilities including sports ovals, libraries and child care, the 'cost per visit' to seasonal pools is high. Recreation facilities such as ovals are very low (\$0.25, \$0.76), largely due to these facilities only requiring ground maintenance, with all programming and activities undertaken by facility user groups. The Mooroopna Child Care Centre and Mooroopna Library have similar costs per visit (\$7.70, \$8.80), whilst the Tatura Community Activity Centre (\$4.77) is low. These would rate as a 'best practice' costs per visit when compared to the costs per visit of benchmarked seasonal pools. The Tatura Library (\$13.71) and Tatura Pool (\$15.22) are quite similar and around the mid-range of the costs per visit of benchmarked seasonal pools. The Merrigum Seasonal Pool (\$30.22) and Mooroopna Seasonal Pool (\$25.81) are the highest costs per visit of any Council facility and are amongst the highest of benchmarked seasonal pools. (NOTE: the pool cost per visit figures include ground maintenance costs).



Pool Performance

Key Performance Indicators

Seasonal pools are scored for their performance against 5 key indicators which aims to provide an overall assessment rating of the pools current status.

The 5 Key Performance Indicators that the pools are scored against are:

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

Pool Assessment Rating

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

Rating	Description
90 - 100	Excellent
80 - 89	Very Good
70 - 79	Good
60 - 69	Acceptable
50 - 59	Improvement required - possible closure
40 - 49	Significant improvement required - possible closure
20 - 39	Not acceptable - possible closure
0 - 19	Closure

Performance Against Key Performance Indicators

Based on the investigation and consultation undertaken in preparing this report, each pool was scored for its performance against the Key Performance Indicators. Although there are some positive results, generally the pools are operating below the desired level. Merrigum Pool scored 50 out of a possible 100 rating it as 'Improvement Required', whilst Tatura Pool scored 51.25 also rating it as 'Improvement Required'. Mooroopna Pool scored 30.25 rating is as 'Not Acceptable'.

Indicator	Weighting	Merrigum	Mooroopna	Tatura
Cost Per Visit Score	40%	16	8	20
Operational Subsidy Score	20%	16	14	15
Attendance Score	20%	6	4	7
Community Involvement Score	15%	7.5	3	7.5
Condition of Major Assets (Useful Life) Score	5%	4.5	1.25	1.75
TOTALS	100%	50	30.25	51.25
POOL ASSESSMENT RATING:		IMPROVEMENT REQUIRED	NOT ACCEPTABLE	IMPROVEMENT REQUIRED

Recommendations

This report recommends that Council continue to invest in the provision of the Merrigum, Mooroopna and Tatura seasonal pools, however there are clear actions to be achieved and key focus areas to be worked on to ensure improvement. These include efforts to increase visitation, reduce operational cost, increase community involvement, conduct more community events and activities, maintain and renew infrastructure, effectively manage operations and undertake suitable review, reporting and strategic planning.

Stage 1: Short Term (Years 1 – 3)

This stage has a focus on operational improvement with the major target of '100% of pools performing at a 'Good' level or better'. The achievement of this target will require increases in community involvement, increases in visitation and a reduction in operational cost.

Stage 2: Mid Term (Years 4 – 6)

If Stage 1 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities.

This stage will focus on a review of services and the potential to consider and plan for capital improvement including undertaking upgrades and/or significant capital improvements to existing facilities.

Stage 3: Final Term (Years 7 – 9)

If Stage 2 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities.

This stage will involve undertaking significant capital development to better meet the future needs of the community and cater to the demands of increased usage.

