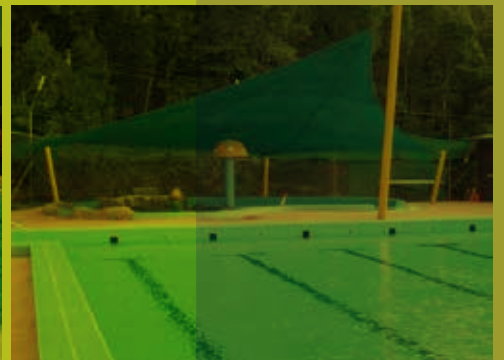




West Coast Council - Aquatics Strategy and Business Plan

2017





13/09/17

About this document

This document is the Draft Strategy. This follows a Demand and Consultation Findings document and the Issues and Options report.

This document summarises the benefits and demand for swimming pools in the West Coast and provides an overview of the assessment of the current facilities, the key issues arising, and short and long-term aquatic facility options.

Acknowledgements

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

Disclaimer

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

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Summary

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

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

Regardless of the nature and the number of swimming pools facilities in the Council area, a standard core service level needs to be adopted at least in the medium-term, which ensures these facilities can provide participation benefits to the whole community. This core service level should include:

- a) A consistent and agreed temperature for water.
- b) Access into water bodies for people with a disability.
- c) Programming and scheduling of activities to meet the target markets availability and requirements.
- d) Regular communication and substantially more marketing of the offer.
- e) An improvement to the general amenity, comfort, and attractiveness of the facilities in the longer term to different age groups and target markets including preschool, family, teenagers, and older adults.
- f) An upgrade to plant and equipment to ensure water quality and turnover rates protect patron's wellbeing and health and safety.
- g) Opening hours for recreation swimming based on an agreed minimum temperature.

Short-term options

Four different options were considered for the operation of the pools in the 2017/18 season. Only one meets the budget set by Council of \$200,000. This option assumes that one pool will not open. The only advantage this provides is that capital works required can be conducted

sooner and in summer when the water table is low. The Business Plan provided assumes that this option is adopted.

Medium-term options

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

Any works undertaken in the medium-term such as plant, equipment and support facilities – should be in compatible with long-term planning directions.

Key actions in the medium-term include:

1. Upgrade the water filtration and plant at each pool (that can be utilised in future redevelopments)
2. Reassess the need to replace two pools or all the pools after year 5, as per the long-term options; or
3. Commence the planning of the redevelopment of the Queenstown pool as soon as the 2017/18 season has finished
4. Assess solar heating and necessary upgrades to heating systems
5. Undertake design of landscape surrounds
6. Undertake design support facilities as required. However, large-scale building upgrades should not be undertaken before the long-term options have been determined.

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

Long-term options

Long-term development options for the outdoor pools include:

1. Retaining and upgrading three pools in the current towns. This may include one redevelopment to a different form of pool.

Or

2. Retaining two upgraded pools (Queenstown and Zeehan) only. This may include one redevelopment to a different form of pool.

Both options include:

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

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

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

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

The option for providing one indoor aquatic centre to serve all townships was not considered feasible.

Business Plan

A business plan for 2017/18 is provided with this strategy. This plan addresses:

- The Market
- Changes to Operations
- Proposed Management and Staffing
- Work Place Health and Safety
- Marketing
- Programs
- Financial Projections
- Capital Works and Minor Maintenance.

Recommended Actions

A summary of recommended actions is provided in Chapter 6.

1. Introduction

Background

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

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

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

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

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

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

The project

The project brief required @leisure to:

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

The existing pools

There are currently three outdoor 25m pools provided and run by West Coast Council, at Rosebery, Zeehan and Queenstown.

There is a private residential pool in Strahan, which has been used for some programs. There are no other known pools in the Council area used by the community.

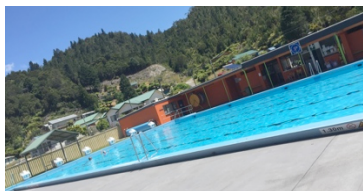
Rosebery Swimming Pool

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



Queenstown Swimming Pool

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



Zeehan Swimming Pool

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



2. Benefits of Council Providing Swimming Pools

Is there a need for swimming pools in West Coast?

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

Swimming pools in West Coast are needed to be able to provide water safety, fitness activities, health prevention, rehabilitation activities, and recreation and sport.

What is needed however is more than just the infrastructure. It cannot be expected that the attendances at swimming pools will increase until the basic requirements of each market (relevant facilities, activities, and the scheduling of those activities) are met, as well as promotion of the offer.

The benefits of swimming pools should be viewed in terms of participation opportunities that enhance health and wellbeing, and provide social and recreation activities.

Swimming has a high participation rate compared to other sports and physical activities. A benefit of swimming is that it can be undertaken by people of all ages and abilities, and can provide good exercise for people who can't bear weight or are obese.

Stakeholders' views of the benefits

During the consultation for this project, residents said:

- There are few options for older and very young people, and those who are not well or overweight to exercise, other than to swim
- A lot of people of the West Coast can't swim
- Water safety is important on the West Coast as children are exposed to water at the coast, and in lakes and rivers
- The smaller towns see the pools as being essential community infrastructure
- Some residents will move away if the pools are no longer provided
- Swimming pools contribute to attracting and maintaining a population base in the smaller townships

Health professionals see the swimming pool as being integral to keep staff productive and in town, and necessary for their clients for health and wellbeing and social connections, especially for those for whom walking is painful due to weight and orthopaedic issues.

The education sector sees the pools as essential for water safety programs, swimming lessons and sport, and for the general health and wellbeing of the community.

Without other education, health or private providers of swimming pools, there are clearly benefits of Council providing swimming pools.

During the consultation Council staff indicated that the benefits of the pools were not contested. The issue is more the cost of the pools given the wide range of other essential services that Council needs to fund.

Employment/economic development

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

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

Key implications for this strategy

The key considerations in developing a strategy for swimming pools on the West Coast are:

- a) The existing pool operations are not maximising the participation benefits and therefore return on investment of having these facilities
- b) Aside from the benefits of swimming pools Council does not currently have the budget to operate the existing swimming pools for three months unless changes are made to the facilities and attendance, and other funds are sought.
- c) The economic benefits of swimming pools and growing the population and aquatic businesses in the West Coast should not be overlooked.

Benefits - Recommended Actions

1. Promote the health and wellbeing and economic benefits of the swimming pools on the West Coast to - and in partnership with - residents, health, social, community and visitor services education, employment, and business partners.
2. Maximise the benefits of the swimming pools by programming the facilities.
3. Support the training of residents to provide employment opportunities for residents and local businesses associated with the swimming pools.
4. Work with other clubs and organisations to encourage a higher proportion of people in the West Coast to Learn to Swim.

2.1 The Role of Local Government In Swimming Pool Services

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

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

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

Council's role of local government in swimming pool services - Recommended Actions

5. Consider Council's core business in swimming pools as the generation of the participation and economic benefits for the good for the community (not the direct programming of these pools), unless it can provide greater community benefits by providing programs directly.

3. Demand for swimming pools

The market

It is estimated that there are some 4,278 people living in West Coast Council in 2017.

The profile of the population is slightly younger than Tasmania as a whole, but aging, and there are high levels of chronic disease and unemployment. Remoteness and climate are likely to reduce the propensity to be physical active.

Based on typical participating rates in swimming there are some 800 people who are likely to swim regularly on West Coast, in addition to some 400 children who would be likely to take lessons and some over 300 school children that would use a swimming pool through school.

The key activities that the current pools can provide for include:

- Lap swimming
- Water safety and Learn To Swim and stroke improvement programs
- Aqua group fitness
- Recreational swimming and free play
- Club and school competition swimming
- Rehabilitation activities (limited)

The water-based activities that are not accommodated in the current pools include hydrotherapy and diving.

There is a potential market for hydrotherapy in West Coast.

Community views about pool operations

The community consultation highlighted that: resident, schools and community services need the pools to be open for a longer season than last year when it was warm, and for longer hours. More options for toddlers play and lap swimming are required, as well as improved surrounds for picnic and family activities, programs such as aqua fit, and private lessons.

Whilst the community broached the idea of one year round indoor pool due to the benefits, this was quickly deemed acceptable only to the town where it is located, as many residents suggested swimming pools are needed in the three main towns.

Generally, the residents who came to public meetings and responded to surveys are happy to pay more to ensure the pools are retained.

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

The distance between towns, the nature of roads, lack of public transport, and relative immobility of the population limits the catchment population of pools. The community survey indicated that the majority of pool users don't travel more than 5km to swim. Therefore, in @leisure's opinion one pool on the West Coast will not generate sufficient participation to make one indoor pool the best option for the cost, with the current or declining population.

3.1 Condition of Existing Facilities

Asset management

@leisure Planners inspected each facility and Geoff Ninnes Fong and Partners undertook an engineering assessment of the pools in June 2017.

The key general findings of this assessment are:

- The pools appear to be well maintained.
- The pools lose significant amounts of water and this contributes to substantial cost of operation. Works are required in the short-term to seal joints in the pools. Further investigations of pipe work may also be required to address water loss. This work will need to be undertaken when the water table is lowest (during summer).
- There are issues with the compliance and scale of water treatment and water turnover rates. In particular, the water treatment systems for the toddler pools need to be separated from the water from the main pools. The overall plant also needs to be upgraded.
- The pool heating at Zeehan is under capacity and the heating systems at the other pools require further assessment. The heating systems haven't been able to deliver water to a consistent temperature throughout the season, and at Zeehan the water temperature is too low.
- The pools appear to be on very stable ground, although surface cracking and issues associated with previous repairs will need to be monitored and rectified.
- The concourses around the pools are in generally good condition but do exhibit numerous shrinkage cracks perpendicular to the pool walls and at corners.
- Pool surfaces are treated with a fibreglass coating, which appears to be in reasonable condition - other than adjacent to the wet decks/ edges where the coating is wearing away in patches. Unfortunately, the coating been applied over the control/expansion joints, some of which have caused cracking growth in

the fibreglass coating which will facilitate leakage of water through these joints.

The full engineering assessment by Geoff Ninnes Fong and Partners has been supplied, separate to this report.

In broad terms the pools may have five to ten years remaining life (all things being equal) if they are well maintained.

Appendix 2 provides a suggested program for how recommended capital works should be undertaken.

Observations highlight the importance of using experienced and specialist aquatic engineers to assess and specify works and contractors to undertake works.

Condition of support facilities

The support facilities (entry building, toilets, change and club and staff rooms, etc.) are indicative of the era in which they were built. They are simple and of a basic construction. The need for some minor maintenance was noted. The solar heating provided on the roof covers a large area of the skylights making the change rooms relatively dark.

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

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

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

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

- Facilities suitable for toddlers
- Suitable water temperature
- Learners pool

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

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

If facilities were rebuilt they could achieve a greater life (say 30 years), they would be code compliant, made accessible to people of all abilities, insulated and/or heated, and provide a higher level of comfort which will in turn attract additional patrons.

Landscape surrounds

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

Basic landscape and exterior improvements may encourage more people to visit the pool and stay longer.

Feedback from the consultation with users was that the pools are important for outdoor family gatherings and outings, as there are limited opportunities for outdoor social/family recreation (such as destination parks or play spaces).

Condition of facilities - Recommended Actions

6. Contract a specialist pool engineer to specify works required to separate the water treatment system for the toddler pools from the main pool at each facility in a rolling program, and upgrade overall plant as required to provide the necessary quality of water.
7. Monitor the condition of the concourses around the pools and fill shrinkage cracks perpendicular to the pool walls and at corners that may present a hazard to users.
8. Monitor the condition of the fibreglass coating in the pools and repair the areas where the condition may facilitate leaks and hazards to users.
9. Undertake minor maintenance works at the pools before or during the next pool season.
10. Undertake an assessment of the solar heating at each pool to enhance performance.
11. Contract a specialist pool engineer to specify works required to seal joints in the pools. Depending on the outcomes, further investigations of pipe work may also be required to address water loss.
12. Replace the pool heater at Zeehan with a more suitable one.
13. Undertake an architectural assessment of support facilities to determine the extent of works required in the medium-term to address functionality and code compliance.
14. In the short-term, paint and improve the presentation of the outside of the pools.
15. Consider undertaking landscape design improvements around the pools to enhance aesthetics and increase the length of stay - at least in the medium-term.
16. Consider the design of the surrounds in long-term development options for the pools.

3.2 Provision of Services at Swimming Pools

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

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

In order to provide the desired range of services at the pools (for different age groups and people working different hours), to be attractive to a wider range of patrons and provide some basic return on investment; then it will be necessary to provide:

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

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

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

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

It may be necessary to allocate one or two lanes for lap swimming so as to attract this market. In addition, pools will need to have lane ropes, with the ability to divide the pool by depth.

The pools will need to run on a low patronage pool program after core hours, or provide volunteers to supervise swimming at these key times and/or have swim at your own risk sessions outside the core recreational swimming times.

In order to provide for the range of services necessary through pools, it will be necessary to provide at least one 25-metre lap pool in the long-term, suitable for competition.

The most logical location for this pool is in Queenstown with its larger population, a swimming club, and the largest school population.

One warm water/hydrotherapy pool would be desirable in the LGA in future. The only cost-effective way of hydrotherapy pool would be in conjunction with a health/aged care provider with the operational costs sponsored by entities other than Council.

Service - Recommended Actions

17. Seek sponsorship for or purchase additional equipment for toddlers, movable chairs for parents, lane ropes for lap swimming, and inflatables to enhance users' experiences and increase their length of stay.
18. Develop specific programs for different age groups, by level of activity and ability, and devise scheduling and pricing, and corresponding promotion and communication to attract these groups.
19. Ensure in the longer term that one swimming pool suitable for competition is retained in West Coast.
20. Pursue the option of providing a hydrotherapy pool in the West Coast in conjunction with a health partner.

3.3 Programming Activities at the Pool

The benefits of programs

The small population, the need to motivate people to make use of the pools, the very high incidence of chronic disease in the West Coast, and concern for the need to Learn To Swim reinforce this need to program the pools.

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

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

Medical referrals to appropriate exercise and lifestyle management programs are also expected to increase. There is little or no ability to promote these to doctors or clients without the availability of such opportunities.

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

Types of programs

It is essential that the pools provide a range of programs to suit different markets to increase participation at the pool and increase the return on investment. Markets that should have program options include:

- Preschool aged water familiarisation, play, and lessons (for pre-schoolers, the most common organised activity in Australia is swimming (30%)).
- School aged children who need to Learn To Swim or may seek holiday programs.
- Younger or more active people who seek high intensity fitness programs.
- Adults who seek fitness and social outlets, as well as stroke improvement or swimming and water safety programs in view of child care responsibilities.
- Older adults who seek gentle exercise to enhance wellbeing and mobility.

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

Trend in programs

Trends suggest growth in the following key programs and activities:

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

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

Programming of the pools - Recommended Actions

21. Increase participation in physical and social activity and therefore the use of the pools by programming each pool.
22. Program the pools so that a range of activities suitable for different age groups of people can find social, recreation, and physical activity that meets their interests, abilities, and lifestyle.
23. Provide a range of programs that include: group fitness, lap swimming, water safety/lessons, holiday programs, training, and competition.
24. Provide a regular program of recreation activities, such as "inflatables" at the pools.
25. Encourage the use of the pools for birthday parties and events.
26. Run the recommended programs at the pools, regardless of temperature.
27. Create an open community calendar to show the program offer at each pool.
28. Consider the provision of these programs by small business through an expression of interest progress.
29. Consider seeking sponsorship for the conduct of these programs.

Implementation of programs

If the cost of lifeguards is to be managed, then the pool should be primarily open for recreational swimming when weather is warm. However, it will be necessary to run scheduled programs regardless of temperature.

Lap swimming would be considered a program, as this was the most common request for activities at the pool. There was a high demand (36) to open in the early mornings, with 6am regularly mentioned. Early and late sessions for lap swimming would be desirable to ensure that shift workers have the option to swim.

To facilitate lap swimming, all pools will need lane ropes that can be fixed along the lanes and divide the pool in half/thirds by depth. A schedule of programs is also required to fit in around family responsibilities, school and work (including shift work).

A typical program schedule (in line with the likely numbers of participants at each pool) has been devised and used to determine potential attendances and revenue. This is shown in Appendix 3.

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

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

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

3.4 Access and inclusion

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

At Queenstown there is no stair or other access into the main pool at the shallow end, as the original pool was divided to create a learners and a 25m pool.

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

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

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

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

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

Access and Inclusion - Recommended Actions

30. Connect with providers to establish likely demand for swimming from local people with disability and determine specific needs.
31. Engage an architect to inspect the support facilities for compliance to the building code for Access and Mobility issues.
32. In the process of maintenance and improvement works, adopt the principles of universal design and incrementally replace fittings and fixtures to include people of all ages and abilities.
33. Investigate the provision of an accessible entry into the Rosebery pool, for example from the south west adjacent to the football ground.
34. Consider transportable options to enhance access into the main pools – especially for people with a physical disability. For example, portable steps into the Queenstown pool shallow end, and a portable ramp and hoist.
35. Consider providing a change cubicle inside the change room, suitable for a person with a disability.

3.5 Presentation and Prominence

The pools are not very prominent from the street. None are in very prominent central town sites.

The inside of each pool has been brightly painted and enhances the sense of activity and enjoyment. The outside of the pools however does not present as welcoming or encourages use. See following Image of Zeehan from the road.



The pools do not have brightly painted façades and the pool water is not visible from the street. From the inside, the walls of the pool buildings and the adjacent gym at Zeehan have been brightly painted and this provides a warm and cheerful aesthetic for the pool surrounds, once inside the facility.

Enhancing the pools' prominence will motivate more people to use the pools and promote the facilities to visitors and non-permanent residents.

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

Queenstown and Zeehan swimming pools are situated adjacent to sports court and or community gyms. This provides an opportunity to extend the use of both. Colocation with other community or recreation facilities could encourage people to extend their physical activity in the pool off-season and to extend the market for the pools.

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

Prominence - Recommended Actions

36. Provide directional signage to each swimming pool from the main street and key destinations in each town.
37. Paint at least one wall of the swimming pools viewable from the outside (for example bright blue) with the words including "heated swimming pool".
38. Provide a large name sign on main street saying for example: "Zeehan heated swimming pool", and provide the option to say; "now open", "closed until tomorrow", "open next season", "fun day tomorrow", etc.

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

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

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

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

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

3.6 Marketing and Communication

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

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

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

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

Marketing and Promotion - Recommended Actions

39. Prepare a simple marketing and communication plan to promote the value of, and offer at the pools to potential users, stakeholders, and champions. This should reflect specific age groups and target markets, and different types of stakeholders that can benefit from the pools.
40. Create a pool membership offer and an associated database to communicate with residents and potential pool users about opening times and activities.
41. Incorporate a range of methods of communication including social media, sms, on-line and hard-copy marketing, and promotion materials to target the widest range of people.

4. Factors Influencing Future Development Options

4.1 Location of pools

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

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

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

- a) It is the main township of the municipality, and it has 42% of West Coast's population base.
- b) It has a range of services that will likely be maintained regardless of the success, or otherwise of mining and other industries primarily located elsewhere.
- c) It can probably provide access to the greatest number of people at any one time.
- d) It has the support services and staff required to use and maintain a pool.
- e) The hospital is one of the main employers in the West Coast and it is needed to be able to provide fit, healthy, and productive staff given the difficulty of recruiting new staff to stay in the West Coast.
- f) From a health prevention and promotion perspective, Queenstown also provides the most likely partner opportunities to address the demand for hydro and fitness related warm water activities.
- g) It is not likely that West Coast can sustain more than one swimming club and therefore the most practical location for a competition pool that services club and school competitions is Queenstown.

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

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

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

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

Locations of pools - Recommended Actions

42. Retain a competition pool at Queenstown in the long-term.
43. Retain a swimming pool at Zeehan, where possible, in the long-term.
44. Review the viability of a swimming pool at Rosebery in the medium-term, based on any further changes in the population, employment, potential support from corporate entities, and budget availability.

4.2 Siting of pools and colocation options

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

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

This colocation of swimming pools with dry sport or fitness facilities may assist in:

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

Colocation of swimming pools with dry sport or fitness facilities - Recommended Actions

45. In an architectural assessment of the pool support facilities, consider the life of these adjacent facilities, the need for capital works, and the opportunities to integrate these facilities with the swimming pool to activate and enhance the cost effectiveness of both.
46. In future development options for pools and their support facilities, consider the functionality and condition of the adjoining/ associated indoor court and community gym assets, and greater integration, to enhance viability, use, and cost effective management.
47. Consider extending the swimming pool co-ordinators role in the offseason to increase participation in other sport, recreation and fitness activities, especially in those associated with the pools.

4.3 Operational costs and revenue

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

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

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

Reduction in fixed costs - Recommended Actions

48. Increase the efficiency of water and energy use by reducing leaks, considering provision of rainwater tanks, upgrading of fixtures, plant, and equipment, low water use, and automated or contemporary designs.
49. Investigate options to reduce the cost of energy/power, through use of pool blankets, reduce the amount of grid electricity use in the off-season, replacement of fittings and fixtures to energy saving ones, introduction of sensors, as well as provide more cost effective solar and other heating and lighting.
50. Consider the possible reduction in the size of one facility (for example a 2/3 lane pool) if 3 pools are retained - sufficient to provide for lap swimming, school programs, Aquafit, and recreational swimming/water play.

Reduction in variable costs/increase in revenue - Recommended Actions

51. Introduce opening hours for recreational swimming based around a minimum temperature such as 18,19 or 20 degrees (which is standard practice in Victorian Seasonal Pools).
52. Consider operating the pools on a low patronage pool basis for lap swimming and off-peak times.
This may mean supplementing standard recreational swimming hours with additional guards in warm weather and/or lock out when the pools have more than 25 patrons (outside those in programs). Services available outside warm afternoons could be provided through contractors and an agreed regular program of lifeguards services.
53. Increase revenue through events, programming, membership, and marketing to increase attendance, and the introduction of opportunities for sponsorship to cover costs of equipment and services.
54. Increase buy-in by industry and health partners to reduce specific costs and subsidising use by target groups.
55. Review fees and charges and ticketing types to increase revenue.
56. Advertise the opportunity for sponsorship or seek grants for programs and equipment such as inflatables, lane ropes, noodles, equipment, and swimming aids to facilitate people with a disability using the pools, and the painting and retrofitting facilities. Sponsors could include: corporate entities that include mining, tourism, and fishing for example, aged care or health providers (government or private).
57. Consider introducing a voluntary membership that could aid communication with users, generate community buy-in, and raise money for facilities or equipment sought after by members.

58. Consider the use volunteers for tasks such as:

- Office related activities
- Pool attendant duties
- Promotion
- Co-ordination of activities
- Pool vacuuming
- Cleaning
- Booking and programming
- Out of hours lap swimming
- Selling memberships
- Fundraising
- Communication with stakeholders
- Newsletters

59. Consider organising joint training and inductions with other Local Governments and industry partners.

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

4.4 Proposed Management and Staffing

Management models

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

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

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

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

Staff Roles

Currently Council has a large number of staff involved in the operation, planning and management of pools. This process, roles, and responsibilities should be further investigated to streamline, refine, and create efficiencies.

Some further documentation of processes and responsibilities would be beneficial for all staff and should be included in the induction process.

The current in-house employment of the pool co-ordinator and lifeguard is likely to be practical with some refinement of job descriptions based on the Business Plan provided.

Where funds were able to be secured, in the medium-term this role could be extended to year round and could include other dry facility programing, fund raising, and stakeholder relations.

Implementation of changes in 2017/18

As Council has limited resources and the Pool Co-ordination is not currently employed for the 2017/ 18 season, some assistance to update and refine processes or structuring roles, recruiting staff etc., and project managing capital works could be conducted by consultants experienced in aquatics facilities management.

Proposed Management and Staffing - Recommended Actions

60. Continue to operate the swimming pools in-house, employing a pool co-ordinator to oversee their operation, supervision of lifeguards, training, marketing, and management of the pools and lifeguards.
61. Utilise consultants experienced in aquatics facilities management to assist in recruiting, updating and refine processes and structuring roles, recruiting staff, etc., and project managing capital works and marketing to ensure the pools can open in the 2017/18 season.
62. Investigate refinements to internal roles and structure, authority, reporting, and communication related to the management of the swimming pools.
63. Consider the option of extending the pool co-ordinator's role to include recreation and fitness activities participation, with partner funding.

4.5 Temperature based opening hours

A temperature based opening hours policy offers an opportunity to reduce the costs of staff whereby the pools open for public recreational swimming when the temperature is forecast to be above an agreed temperature based on the Bureau of Meteorology forecasts for each town at 6.00pm the previous evening, or alternatively 9.00am that day. The policy can also outline extensions to operating hours due to hot weather. See Appendix 1 for a Draft Policy.

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

Programs could continue and not be dependent on the temperature policy. Program staff would be required to obtain a Lifeguard Certificate and First Aid and, the pool operate under the Low Patronage Pool Guideline¹ of 1 qualified Lifeguard staff for less than 25 patrons.

The temperature model adopted may be varied according to the minimum temperature that Council prefers. Also as forecasts temperatures are collected at Strahan by the Bureau of Meteorology, and whilst there will be temperature variations from these that may affect the towns Queenstown, Zeehan and Rosebery, which are further inland, the Bureau of Meteorology publishes separate forecasts for each.

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

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

Table 1. The average number of days the temperature is likely equal or exceeds 18°C, 19°C, 20°C, and 21°C.

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

Temperature based opening hours - Recommended Actions

64. Adopt a policy whereby the swimming pools open for public recreational swimming only when the temperature is forecast to be above an agreed temperature based on the Bureau of Meteorology forecast.
65. Widely publish this temperature based opening hours policy and how residents can ascertain if and when the pools are likely to be open.
66. Adopt a minimum temperature at which the pools are open and monitor the suitability of that temperature in the medium-term.

¹ Guidelines for Safe Pool Operation RLSS

4.6 Relationship with other pools and services

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

Health infrastructure and services are a key part of a modern liveable place, particularly for an ageing population requiring access to more services more often than other age groups. The North West Regional Hospital in Burnie will continue to be the primary hospital and health centre in the region, complemented by the West Coast District Hospital at Queenstown³. (Queenstown Hospital does not have a hydrotherapy pool. The North West Regional Hospital in Burnie has a hydrotherapy pool. Currently it has one patient from West Coast).

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

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

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

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

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

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

As there are a number of very small pools in Tasmania, there are opportunities for joint training, professional development, recruitment, and sharing of resources that should be embraced.

Relationship with other pools and services - Recommended Actions

67. Seek ongoing support from other state government departments, including Health and Human Services and Education, for the provision of aquatics related services and the ongoing development of the swimming pools on the West Coast.
68. Consider partnering with other pools and Councils in Tasmania to reduce costs of joint training, professional development, recruitment, and sharing of resources.

² State Growth 2015

³ Ibid

5. Short- Medium- and Long-Term Options

Short-term options

A number of strategies were explored that could reduce the costs of operation of the pools as well as enhance participation and income.

Four options were considered to reduce costs to the work with budget set by Council. These options were as follows:

1. Close one pool for the season and open the others for a three-month season with a minimum temperature (18-20°C). determining recreational swimming hours.
2. Open all for a shorter season, i.e. a week later with a minimum temperature determining recreational swimming hours (18-21°C).
3. Open all with a minimum temperature determining recreational swimming hours (options 18-21°C).
4. Open as a low patronage pool with 1 lifeguard for under 25 patrons.

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

These options are summarised in the table on the following page.

The option for providing one all-year indoor aquatic centre for West Coast has been discounted, as the probable cost to operate such a facility is likely to be in the order of \$500,000 per annum.

This option of just one pool is also considered unsustainable given the low potential attendances, due to the distance between towns, the nature of roads, lack of public transport and relative immobility of the population, ability to pay, and the small total population.

Medium-term options

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

Any works undertaken in the medium-term, such as plant, equipment and support facilities should be compatible with long-term planning directions.

Key actions in the medium-term include:

1. Upgrade the water filtration and plant at each pool (that can be utilised in future redevelopments).
2. Reassess the need to replace two pools or all the pools after year 5, as per the long-term options; or
3. Commence the planning of the redevelopment of the Queenstown pool as soon as the 2017/18 season has finished.
4. Assess solar heating and necessary upgrades to heating systems.
5. Undertake design of landscape surrounds.
6. Undertake design support facilities as required. However, large-scale building upgrades should not be undertaken before the long-term options have been determined.

Medium-term considerations

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

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

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

Long-term options

Long-term development options for the outdoor pools include:

1. Retaining and upgrading three pools in the current towns. This may include one redevelopment to a different form of pool.

Or

2. Retaining two upgraded pools (Queenstown and Zeehan) only. This may include one redevelopment to a different form of pool.

Both options include:

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

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

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

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

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

| | Income | | Net cost | | Main Advantages | Main Disadvantages |
|---|--------------|------------|-------------------|-------------------|--|---|
| Option | Conservative | Optimistic | Best Case | Worst Case | | |
| Option 1. Don't open one pool (Zeehan or Rosebery) in 2017/18 | \$16,000 | \$44,453 | \$178,385 (@20°C) | \$195,998 (@18°C) | Cheapest option. Only option under \$200,000 budget. If Zeehan pool doesn't open then capital works improvements could commence before next season. | Limits attendances, especially if Zeehan closes as it is central to Council area. The community consultation suggested few patrons are likely to travel to pools in other towns. |
| Option 2. Open all pools a week later for recreational swimming. | \$23,056 | \$51,405 | \$250,054 (@20°C) | \$278,403 (@20°C) | All pools open for a three-month season. More time to set up. | Doesn't come in under \$200,000. And doesn't make significant savings over opening all season. Harder to fit in schools (although could be out of public hours). |
| Option 3. All recreational swimming temperature dependent | \$25,000 | \$55,738 | \$236,903 (@21°C) | \$274,731 (@18°C) | Operating hours allow for a broader program schedule over three months. Reduced operating costs, as Lifeguards are not required on duty on cool/cold days. Some heating savings by keeping pool cover on while being heated. | Not within the \$200,000 budget. Relies on good communication with users and the public around opening hours. |
| Option 4: Low patronage pools model 1 lifeguard for 25 patrons max. for recreational swimming. | \$25,000 | \$55,738 | \$230,858 (@21°C) | \$274,731 (@18°C) | Operating hours allow for a broader program schedule over three months, but less staff and reduced costs when weather is cool. Programs run regardless. | Not within the \$200,000 budget. If the weather is hot and a higher number of users attend, this option won't come into play. |

Unless otherwise stated, the models have the following assumptions:

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

Short- and Long-Term Options - Recommendation Actions

Short-term option

69. Unless Council is prepared to increase the swimming pool budget, adopt Option 1 budget scenario, to run two pools in accordance with the attached Business Plan, and only for a three-month season in 2017/18.
70. If one pool closes for the 2017/18 season, consider transport and other options to provide access to the swimming pools for the town without a pool.
71. Consider increasing Council's budget for the next five years to keep three swimming pools open for a three-month season.

Medium- and long-term options

72. Retain all three pools for five years at which time determine the long-term options based on condition of the facilities, population projections, economic context, and the success of programs.
73. In the medium-term undertake basic works necessary to meet filtration, heating, and basic code and health and safety compliance – that also considers ability to fit in with long-term plans.
74. In the medium-term, plan to redevelop Queenstown and one or two other pools to meet future requirements.
75. In the medium-term consider the future of Rosebery Pool based on the condition of the facilities, population projections, economic context, likely budget and partnerships, and the success of programs.

6. Business Plan 2017/18

6.1 The Market

The analysis of demand has identified the considerable benefits of providing for a number of market segments at west Coast Swimming Pools. These include:

Water safety program and swimming lessons

- Preschool and early years water safety and swimming lessons (including all abilities)
- School water safety and swimming lessons
- Adult stroke improvement, water safety and swimming lessons

Aquatic group fitness

- Aquatic group fitness for older adults/ gentle exercise
- Aquatic group fitness, high intensity exercise

Social recreation swimming and fun days

- Holiday and other programs
- Casual recreation swimming/water play

Club and school competition swimming

- Carnivals
- Squad and other club training

Rehabilitation/Therapeutic swimming

- Programs or casual swimming
- Hydrotherapy

Lap swimming

All these markets should be addressed in marketing and promotion, as well as programs.

Limited Rehabilitation/Therapeutic swimming can be offered due to the temperature of the water at each pool.

6.2 Changes to Operations

To provide a consistent and agreeable service, community health benefits, sufficient return on investment for the infrastructure provided, and reduced costs, the following should be planned for:

- A consistent and agreed temperature for water.
- Access into water bodies for people with a disability.
- Programming and scheduling of activities to meet the target markets availability and requirements.
- Adoption of a Low Patronage' pools policy to programs out of normal operating hours.
- A policy on temperature based opening hours for recreational swimming outside programmed hours.
- Substantially more marketing of the offer and regular communication.
- Incremental improvement to the general amenity, comfort, to enhancement attractiveness of the facilities to different age groups and target markets including preschool, family, teenagers, and older adults.
- An upgrade to plant and equipment to ensure water quality and turnover rates protect patron's wellbeing and health and safety.
- Adoption of a revised ticketing system.

6.3 Proposed Management and Staffing 2017/18

To open the pools in 2017/18 the following will be required:

- Document corporate structure, reporting, responsibilities, and communication channels for pool staff.
- Refine pool related job descriptions as per the roles outlined below.
- Update training, induction, and operational manuals.
- Future staff development roles should be considered and external funds sought to extend the co-ordination positions role to include community gym and other recreational programming.

Staff Roles

Roles of Council/HR

The following roles are required but not specifically by pool-based staff. These include:

- Administer bookings off-season
- Initial pool preparation, e.g. water quality
- Initial stock orders
- Equipment purchasing
- Arrange Pool Plant servicing
- Asset maintenance
- Contractor liaison
- Provide staff induction and training
- Monitoring qualifications/updates
- Financial administration, including invoicing schools and hirers
- Policy and Procedure updates
- Venue and program marketing
- Administer pays
- Coordinate staff training
- Hire a Pool Coordinator

Pool Coordinator (Based as Lifeguard at one pool)

- Rosters x 3 pools
- Coordinate programs/program contractor's x 3 pools
- Orders: chemicals, kiosk, merchandise x 3 pools in season
- Banking
- Water quality/plant management
- OHS checks
- Internal communication
- Marketing and promotion
- Record keeping

Lifeguard (senior/junior)

- Pool supervision
- Water testing
- Cleaning
- Reception
- Record keeping

6.4 Work Place Health and Safety

Council will need to implement a rolling program of activities related to the Work Place Health and Safety for each pool. This will include the following:

- Training and induction for staff
- Corporate practices
- Record keeping
- Implementing the Guidelines for Safe Pool Operation
- Implementation of requirements related to Work Cover and State Work Place Health and Safety Legislation, Practice and Procedures
- Updating pool specific procedures and practices based on the most recent Royal Life Saving Society audits
- Reporting and communication requirements
- Maintenance and upgrades to plant, equipment and facilities

6.5 Marketing

Marketing should include the following elements:

- Development of programs for each market segment (age group, level of ability, activity/interest, and objectives).
- Communication/information to users, potential users, and stakeholders.
- Enhanced presentation and facility prominence.
- Promotions/fun days.
- Review of pricing and ticketing options to enhance value.

The following table outlines suggested marketing activities.

Table 2. Recommended Marketing Activities

| Key element | Suggested details |
|--|---|
| 1. Programming | <ul style="list-style-type: none"> Development of programs for each market segment (age group, level of ability, interest, and objectives). See separate section. |
| 2. Information and regular communication to potential users | <ul style="list-style-type: none"> Development membership and member offers/challenges, etc. The development of a data base of potential contacts and stakeholders representing the tourism and health and disability sectors, workers, residents of different age groups, schools, potential sponsors, users of the basketball courts and community gyms, and industry stakeholders. Weekly email updates or news sheet. Temperature updates. Programs and event updates. Fact sheet such as: temperature policy, low patronage pool policy fees and charges membership, volunteers, sponsors. A notice-board at the entry point. Basic information about the pools size facilities, depth of the pool, temperature of the water, etc. on Councils' website. SMS updates to members/regular users. A social media presence: Facebook page, Other as possible: Twitter, Instagram. Flyers and Posters for events and at destinations, schools, and other community facilities. |
| 3. Enhanced presentation and facility prominence | <ul style="list-style-type: none"> Directional signage from the main street and other community and visitor facilities. Facility Signage: HEATED SWIMMING POOL on each frontage and wall signage. Supplementary temporary signage saying "open", "closed", "open tomorrow", etc. Painting and upgrade of the facility facades. Open flags erected daily. |
| 4. Promotions, themed activities, events | <ul style="list-style-type: none"> See above communication channels. Season launch/open day. Piggy back days such as Halloween, Australia Day, Christmas. etc., and weeks such as Children's week, Diabetes awareness, etc. Come and try activities. |
| 5. Review of pricing and ticketing options to enhance value | <ul style="list-style-type: none"> Review of fees and charges and change of season pass to multi pass for example. |

6.6 Programs

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

Table 7. Proposed programs, cost and expected provider

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

Indicative program schedule

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

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

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

Assumptions

A Low Patronage policy will be required to programs operating out of normal operating hours.

Low Patronage Pools are those that consistently have fewer than 25 patrons in the water at any one time.

Council, utilising contractors, would facilitate programs or hire arrangement, for example school based programs.

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

An indicative program for the Outdoor Seasonal Pools is provided as a starting point in the Appendix 3.

6.7 Financial Projections

The following tables illustrate income and expenditure budgets and profit and loss estimates for Option 1. Two pools open for three months in 2017/2018.

That is the only option that came in under Council's \$200,000 seasonal budget.

A budget for future years cannot be prepared until Council has determined its long-term strategy for the pools.

- Additional income from previous seasons is proposed based on a range of programs to be offered at the pools.
- Entry costs, lane hire rates, and pool hire costs are based on the 2015/16 rates schedule and industry sources.
- Council allows contractors to operate programs out of operational hours and charge a lane hire fee. If no Council lifeguard is required, any contractor using a pool out of operating hours must have relevant qualifications.
- Adequate qualified staff can be engaged to deliver programs.

Budget Assumptions 2017/18

Income

Assumptions made related to income in the budgets prepared, are as follows:

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

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

| Program/ Activity | Price used/ assumption |
|---|--|
| Swimming (lap or recreational) | Average of \$3.80 per person based on \$3.50 per child, and \$4.50 per adult |
| School lessons | 8 kids per lane. Half an hour per lane. \$20 per lane |
| School holiday program | \$3.50 per child per visit |
| School carnival/sports | Exclusive Use: Whole pool 1/2 day = \$400 standard industry rate |
| Aqua fit | 2 lanes @ Max. 40 min @10 per lane per session. (Contractor class fee could be approved by Council e.g. \$8 per lesson) |
| Other squad training/ or training for other water sports e.g. water polo triathlon etc. | Half price (\$5) per lane 10 hours *11 weeks |
| Preschool / other lessons | \$7 per person per 30 min lesson |

Expenses

Assumptions made related to income in the budgets prepared are as follows:

- Morning and evening lap swimming (out of operational hours) is either staffed voluntarily, or not offered at all.
- A Pool Coordinator is employed full time for 17 weeks from November 6 to March 2.
- Staff hours based on average days of 20°C or above.
- Staff hours include 30 min set up and lock up time each day pool is open (pool blankets).
- Staff rates used were \$30.20 - \$31.00 per hour.
- Operational expenses are based on previous seasons.

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

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

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

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



12/09/17

OPTION 1. SEASON 2017/18 WEST COAST AQUATIC FACILITIES

| Base Case Profit and Loss | | | | | | Profit and Loss summary | |
|---|--------------------------|--|----|---------------------|--|------------------------------------|--------------------------|
| Estimated revenue | Base Case Scenario \$ | Notes and assumptions re revenue | | | | Estimated revenue | Base Case Scenario \$ |
| Entrance Fees and Aquatic Programs | \$ 44,452.80 | | | | | Entrance Fees and Aquatic Programs | \$ 44,453 |
| Total estimated revenue | \$ 44,452.80 | | | | | Total estimated revenue | \$ 44,453 |
| Expenditure | | | | | | | |
| Staffing | | | | | | | |
| Wages | \$ 68,500.00 | | | | | | |
| Super | \$ 4,863.00 | | | | | | |
| Training | \$ 3,158.00 | | | | | | |
| Uniforms | \$ 132.00 | | | | | | |
| Other Employee Costs | \$ 660.00 | | | | | | |
| Staff Amenities | \$ 52.80 | | | | | | |
| Operational & Admin Expenses | | | | | | | |
| Water Sampling | \$ 858.00 | | | | | | |
| Materials | \$ 4,290.00 | | | | | | |
| Printing & Station | \$ 52.80 | | | | | | |
| Protective Clothing | \$ 132.00 | | | | | | |
| Plant Hire | \$ 858.00 | | | | | | |
| Staffing Recruiting | \$ 1,650.00 | | | | | | |
| Telephone | \$ 528.00 | | | | | | |
| Contractor Services | \$ 5,280.00 | | | | | | |
| Chemicals | \$ 7,458.00 | | | | | | |
| Cleaning | \$ 528.00 | | | | | | |
| Utilities | | | | | | | |
| Gas & Electricity | \$ 79,576.00 | | | | | | |
| Water & Sewage | \$ 15,180.00 | | | | | | |
| Total Depreciation | | | | | | | |
| Building Depreciation | \$ 40,174.00 | Depreciation of buildings and plant using straight line from capital value and useful life | 50 | Useful life (years) | | | |
| Depreciation | \$ 6,520.00 | Depreciation of equipment using straight line from capital value and useful life | 15 | Useful life (years) | | | |
| Total fixed costs | \$ 240,450.60 | | | | | | |
| Total estimated expenses | \$ 240,450.60 | | | | | Total estimated expenses | 240,450.60 |
| Net result | (\$ 195,997.80) | | | | | Net result | -195,997.80 |



12/09/17

Profit and Loss Year 1. Monthly profit and loss year to date

OPTION 1. SEASON 2017/18 WEST COAST
AQUATIC FACILITIES

| Forecast variables | | | | | |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|
| % of result achieved for the month | | | 22% | 30% | 30% |
| % of annual result achieved accumulated | | | 22% | 52% | 82% |
| | | | | 18% | 100% |
| | Base scenario | Nov | Dec | Jan | Feb |
| Estimated revenue | \$ | PTD \$ | PTD \$ | PTD \$ | PTD \$ |
| Entrance Fees and Aquatic Programs | \$ 44,453 | \$ 9,780 | \$ 13,336 | \$ 13,336 | \$ 8,002 |
| Total estimated revenue | \$ 44,453 | \$ 9,780 | \$ 13,336 | \$ 13,336 | \$ 8,002 |
| Expenditure | | | | | |
| Staffing | | | | | |
| Wages | \$ 68,500 | \$ 15,070 | \$ 20,550 | \$ 20,550 | \$ 12,330 |
| Super | \$ 4,863 | \$ 1,070 | \$ 1,459 | \$ 1,459 | \$ 875 |
| Training | \$ 3,158 | \$ 695 | \$ 947 | \$ 947 | \$ 568 |
| Uniforms | \$ 132 | \$ 29 | \$ 40 | \$ 40 | \$ 24 |
| Other Employee Costs | \$ 660 | 145.20 | \$ 198 | \$ 198 | \$ 119 |
| Staff Amenities | \$ 53 | \$ 12 | \$ 16 | \$ 16 | \$ 10 |
| Operational & Admin Expenses | | | | | |
| Water Sampling | \$ 858 | \$ 189 | \$ 257 | \$ 257 | \$ 154 |
| Materials | \$ 4,290 | \$ 944 | \$ 1,287 | \$ 1,287 | \$ 772 |
| Printing & Station | \$ 53 | \$ 12 | \$ 16 | \$ 16 | \$ 10 |
| Protective Clothing | \$ 132 | \$ 29 | \$ 40 | \$ 40 | \$ 24 |
| Plant Hire | \$ 858 | \$ 189 | \$ 257 | \$ 257 | \$ 154 |
| Staffing Recruiting | \$ 1,650 | \$ 363 | \$ 495 | \$ 495 | \$ 297 |
| Telephone | \$ 528 | \$ 116 | \$ 158 | \$ 158 | \$ 95 |
| Contractor Services | \$ 5,280 | \$ 1,162 | \$ 1,584 | \$ 1,584 | \$ 950 |
| Chemicals | \$ 7,458 | \$ 1,641 | \$ 2,237 | \$ 2,237 | \$ 1,342 |
| Cleaning | \$ 528 | \$ 116 | \$ 158 | \$ 158 | \$ 95 |
| Utilities | | | | | |
| Gas & Electricity | \$ 79,576 | \$ 17,507 | \$ 23,873 | \$ 23,873 | \$ 14,324 |
| Water & Sewage | \$ 15,180 | \$ 3,340 | \$ 4,554 | \$ 4,554 | \$ 2,732 |
| Total Depreciation | | | | | |
| Building Depreciation | \$ 40,174 | \$ 8,838 | \$ 12,052 | \$ 12,052 | \$ 7,231 |
| Depreciation | \$ 6,520 | \$ 1,434 | \$ 1,956 | \$ 1,956 | \$ 1,174 |
| Total estimated expenses | \$ 240,451 | \$ 52,899 | \$ 72,135 | \$ 72,135 | \$ 43,281 |
| Net result | (\$ 195,998) | (\$ 43,120) | (\$ 58,799) | (\$ 58,799) | (\$ 35,280) |
| Accumulated forecast | | | | | |
| | Base case | Month 1 | Month 2 | Month 3 | Month 4 |
| | \$ | \$ | \$ | \$ | \$ |
| Revenue | \$ 44,453 | \$ 9,780 | \$ 13,336 | \$ 13,336 | \$ 8,002 |
| Total expense | \$ 240,451 \$ - | \$ 52,899 | \$ 72,135 | \$ 72,135 | \$ 43,281 |
| Net result | (\$ 195,998) | (\$ 43,120) | (\$ 58,799) | (\$ 58,799) | (\$ 35,280) |

6.8 Capital Works and Minor Maintenance

Some capital works will be required before or during the next pool season, to ensure the comfort, health and safety of patrons.

These required works include:

- Separating the water treatment for the toddlers and the main pools.
- Assessing the effectiveness and design of the solar heating.
- Specifying repairs to the joints of the pools (to be conducted at the end of the pool season).
- Repairing the heating at Zeehan.
- Minor building works and maintenance.
- Signage.
- Specifying and budgeting for the further upgrading of filtration and water treatment systems in future.
- Assessing the compliance and condition of the support facilities and the potential to integrate the associated courts and fitness facilities.

Appendix 2 outlines these works and planning actions to address leaks, water treatment compliance, as well as the condition of support facilities.

7. Summary of Recommended Actions

1. Promote the health and wellbeing and economic benefits of the swimming pools on the West Coast to - and in partnership with - residents, health, social, community and visitor services education, employment, and business partners.8
2. Maximise the benefits of the swimming pools by programming the facilities.8
3. Support the training of residents to provide employment opportunities for residents and local businesses associated with the swimming pools.8
4. Work with other clubs and organisations to encourage a higher proportion of people in the West Coast to Learn To Swim.8
5. Consider Council's core business in swimming pools as the generation of the participation and economic benefits for the good for the community (not the direct programming of these pools), unless it can provide greater community benefits by providing programs directly.9
6. Contract a specialist pool engineer to specify works required to separate the water treatment system for the toddler pools from the main pool at each facility in a rolling program, and upgrade overall plant as required to provide the necessary quality of water.12
7. Monitor the condition of the concourses around the pools and fill shrinkage cracks perpendicular to the pool walls and at corners that may present a hazard to users.12
8. Monitor the condition of the fibreglass coating in the pools and repair the areas where the condition may facilitate leaks and hazards to users.12
9. Undertake minor maintenance works at the pools before or during the next pool season.12
10. Undertake an assessment of the solar heating at each pool to enhance performance.12
11. Contract a specialist pool engineer to specify works required to seal joints in the pools. Depending on the outcomes, further investigations of pipe work may also be required to address water loss.12
12. Replace the pool heater at Zeehan with a more suitable one.12
13. Undertake an architectural assessment of support facilities to determine the extent of works required in the medium-term to address functionality and code compliance.12
14. In the short-term, paint and improve the presentation of the outside of the pools.12
15. Consider undertaking landscape design improvements around the pools to enhance aesthetics and increase the length of stay - at least in the medium-term.12
16. Consider the design of the surrounds in long-term development options for the pools.12
17. Seek sponsorship for or purchase additional equipment for toddlers, movable chairs for parents, lane ropes for lap swimming, and inflatables to enhance users' experiences and increase their length of stay.14
18. Develop specific programs for different age groups, by level of activity and ability, and devise scheduling and pricing, and corresponding promotion and communication to attract these groups.14
19. Ensure in the longer term that one swimming pool suitable for competition is retained in West Coast.14
20. Pursue the option of providing a hydrotherapy pool in the West Coast in conjunction with a health partner.14
21. Increase participation in physical and social activity and therefore the use of the pools by programming each pool.15
22. Program the pools so that a range of activities suitable for different age groups of people can find social, recreation, and physical activity that meets their interests, abilities, and lifestyle.15
23. Provide a range of programs that include: group fitness, lap swimming, water safety/ lessons, holiday programs, training, and competition.15
24. Provide a regular program of recreation activities, such as "inflatables" at the pools.15
25. Encourage the use of the pools for birthday parties and events.15
26. Run the recommended programs at the pools, regardless of temperature.15

27. Create an open community calendar to show the program offer at each pool. 15
28. Consider the provision of these programs by small business through an expression of interest progress. 15
29. Consider seeking sponsorship for the conduct of these programs. 15
30. Connect with providers to establish likely demand for swimming from local people with disability and determine specific needs..... 17
31. Engage an architect to inspect the support facilities for compliance to the building code for Access and Mobility issues..... 17
32. In the process of maintenance and improvement works, adopt the principles of universal design and incrementally replace fittings and fixtures to include people of all ages and abilities..... 17
33. Investigate the provision of an accessible entry into the Rosebery pool, for example from the south west adjacent to the football ground. 17
34. Consider transportable options to enhance access into the main pools – especially for people with a physical disability. For example, portable steps into the Queenstown pool shallow end, and a portable ramp and hoist. 17
35. Consider providing a change cubicle inside the change room, suitable for a person with a disability. 17
36. Provide directional signage to each swimming pool from the main street and key destinations in each town..... 18
37. Paint at least one wall of the swimming pools viewable from the outside (for example bright blue) with the words including “heated swimming pool”. 18
38. Provide a large name sign on main street saying for example: “Zeehan heated swimming pool”, and provide the option to say; “now open”, closed until tomorrow” “open next season”, “fun day tomorrow”, etc. 18
39. Prepare a simple marketing and communication plan to promote the value of, and offer at the pools to potential users, stakeholders, and champions. This should reflect specific age groups and target markets, and different types of stakeholders that can benefit from the pools. 19
40. Create a pool membership offer and an associated database to communicate with residents and potential pool users about opening times and activities. 19
41. Incorporate a range of methods of communication including social media, sms, on-line and hard-copy marketing, and promotion materials to target the widest range of people..... 19
42. Retain a competition pool at Queenstown in the long-term. 20
43. Retain a swimming pool at Zeehan, where possible, in the long-term..... 20
44. Review the viability of a swimming pool at Rosebery in the medium-term, based on any further changes in the population, employment, potential support from corporate entities, and budget availability... 20
45. In an architectural assessment of the pool support facilities, consider the life of these adjacent facilities, the need for capital works, and the opportunities to integrate these facilities with the swimming pool to activate and enhance the cost effectiveness of both. 21
46. In future development options for pools and their support facilities, consider the functionality and condition of the adjoining/ associated indoor court and community gym assets, and greater integration, to enhance viability, use, and cost effective management. 21
47. Consider extending the swimming pool co-ordinators role in the offseason to increase participation in other sport, recreation and fitness activities, especially in those associated with the pools. 21
48. Increase the efficiency of water and energy use by reducing leaks, considering provision of rainwater tanks, upgrading of fixtures, plant, and equipment, low water use, and automated or contemporary designs. 22
49. Investigate options to reduce the cost of energy/power, through use of pool blankets, reduce the amount of grid electricity use in the off-season, replacement of fittings and fixtures to energy saving ones, introduction of sensors, as well as provide more cost effective solar and other heating and lighting. 22
50. Consider the possible reduction in the size of one facility (for example a 2/3 lane pool) if 3 pools are retained - sufficient to provide for lap swimming, school programs, AquaFit, and recreational swimming/water play. 22

| | | | |
|---|----|--|----|
| 51. Introduce opening hours for recreational swimming based around a minimum temperature such as 18,19 or 20 degrees (which is standard practice in Victorian Seasonal Pools). | 22 | • Fundraising | 23 |
| 52. Consider operating the pools on a low patronage pool basis for lap swimming and off-peak times. This may mean supplementing standard recreational swimming hours with additional guards in warm weather and/or lock out when the pools have more than 25 patrons (outside those in programs). Services available outside warm afternoons could be provided through contractors and an agreed regular program of lifeguards services. | 22 | • Communication with stakeholders..... | 23 |
| 53. Increase revenue through events, programming, membership, and marketing to increase attendance, and the introduction of opportunities for sponsorship to cover costs of equipment and services. | 22 | • Newsletters | 23 |
| 54. Increase buy-in by industry and health partners to reduce specific costs and subsidising use by target groups. | 22 | 59. Consider organising joint training and inductions with other Local Governments and industry partners. | 23 |
| 55. Review fees and charges and ticketing types to increase revenue. | 22 | 60. Continue to operate the swimming pools in-house, employing a pool co-ordinator to oversee their operation, supervision of lifeguards, training, marketing, and management of the pools and lifeguards. .. | 24 |
| 56. Advertise the opportunity for sponsorship or seek grants for programs and equipment such as inflatables, lane ropes, noodles, equipment, and swimming aids to facilitate people with a disability using the pools, and the painting and retrofitting facilities. Sponsors could include: corporate entities that include mining, tourism, and fishing for example, aged care or health providers (government or private)..... | 22 | 61. Utilise consultants experienced in aquatics facilities management to assist in recruiting, updating and refine processes and structuring roles, recruiting staff, etc., and project managing capital works and marketing to ensure the pools can open in the 2017/18 season..... | 24 |
| 57. Consider introducing a voluntary membership that could aid communication with users, generate community buy-in, and raise money for facilities or equipment sought after by members..... | 22 | 62. Investigate refinements to internal roles and structure, authority, reporting, and communication related to the management of the swimming pools. | 24 |
| 58. Consider the use volunteers for tasks such as:..... | 23 | 63. Consider the option of extending the pool co-ordinator's role to include recreation and fitness activities participation, with partner funding. | 24 |
| • Office related activities | 23 | 64. Adopt a policy whereby the swimming pools open for public recreational swimming only when the temperature is forecast to be above an agreed temperature based on the Bureau of Meteorology forecast. | 25 |
| • Pool attendant duties..... | 23 | 65. Widely publish this temperature based opening hours policy and how residents can ascertain if and when the pools are likely to be open. | 25 |
| • Promotion..... | 23 | 66. Adopt a minimum temperature at which the pools are open and monitor the suitability of that temperature in the medium-term..... | 25 |
| • Co-ordination of activities | 23 | 67. Seek ongoing support from other state government departments, including Health and Human Services and Education, for the provision of aquatics related services and the ongoing development of the swimming pools on the West Coast. | 26 |
| • Pool vacuuming | 23 | 68. Consider partnering with other pools and Councils in Tasmania to reduce costs of joint training, professional development, recruitment, and sharing of resources. | 26 |
| • Cleaning | 23 | 69. Unless Council is prepared to increase the swimming pool budget, adopt Option 1 budget scenario, to run two pools in accordance with the attached Business Plan, | |
| • Booking and programming | 23 | | |
| • Out of hours lap swimming | 23 | | |
| • Selling memberships..... | 23 | | |

- and only for a three-month season in
2017/18.30
70. If one pool closes for the 2017/18 season,
consider transport and other options to
provide access to the swimming pools for the
town without a pool.....30
71. Consider increasing Council's budget for the
next five years to keep three swimming pools
open for a three-month season.30
72. Retain all three pools for five years at which
time determine the long-term options based
on condition of the facilities, population
projections, economic context, and the
success of programs.....30
73. In the medium-term undertake basic works
necessary to meet filtration, heating, and
basic code and health and safety compliance
– that also considers ability to fit in with long-
term plans.30
74. In the medium-term, plan to redevelop
Queenstown and one or two other pools to
meet future requirements.30
75. In the medium-term consider the future of
Rosebery Pool based on the condition of the
facilities, population projections, economic
context, likely budget and partnerships, and
the success of programs.....30

8. Appendices

Appendix 1. Operating hours and Draft Temperature Opening Hours Preliminary Policy

A detailed policy around temperature and opening hours is required and a procedure about how this is implemented, as well as what temperature is to be the trigger used.

Introduction

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

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

Objectives

The objective of this policy is to:

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

Constraints

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

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

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

Communication and advertising outdoor pool operating hours and temperature based opening hours policy for recreational swimming

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

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

Monitoring weather forecasts

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

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

Cold weather closure

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

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

Hot weather extensions

Hot weather extension of hours – late closure of outdoor pools

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

- By 6pm for the next day if the forecast is to be 30 degrees or higher.
- Forecast will be monitored early each day to determine if there has been a significant change of forecast for the day.
- At opening on the day if the forecast is 30 degrees or higher.

- Forecast will be monitored during the day to determine if there has been a significant change to the forecast for the day. Otherwise the late closing hours (8.00pm) are set and confirmed on opening.

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

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

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

Extreme weather conditions – closure

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

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

Reporting

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

Recommended Opening Hours

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

Cold Weather Reduced Hours

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

Public Holidays

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

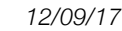


Applicable School Term and School Holiday Dates

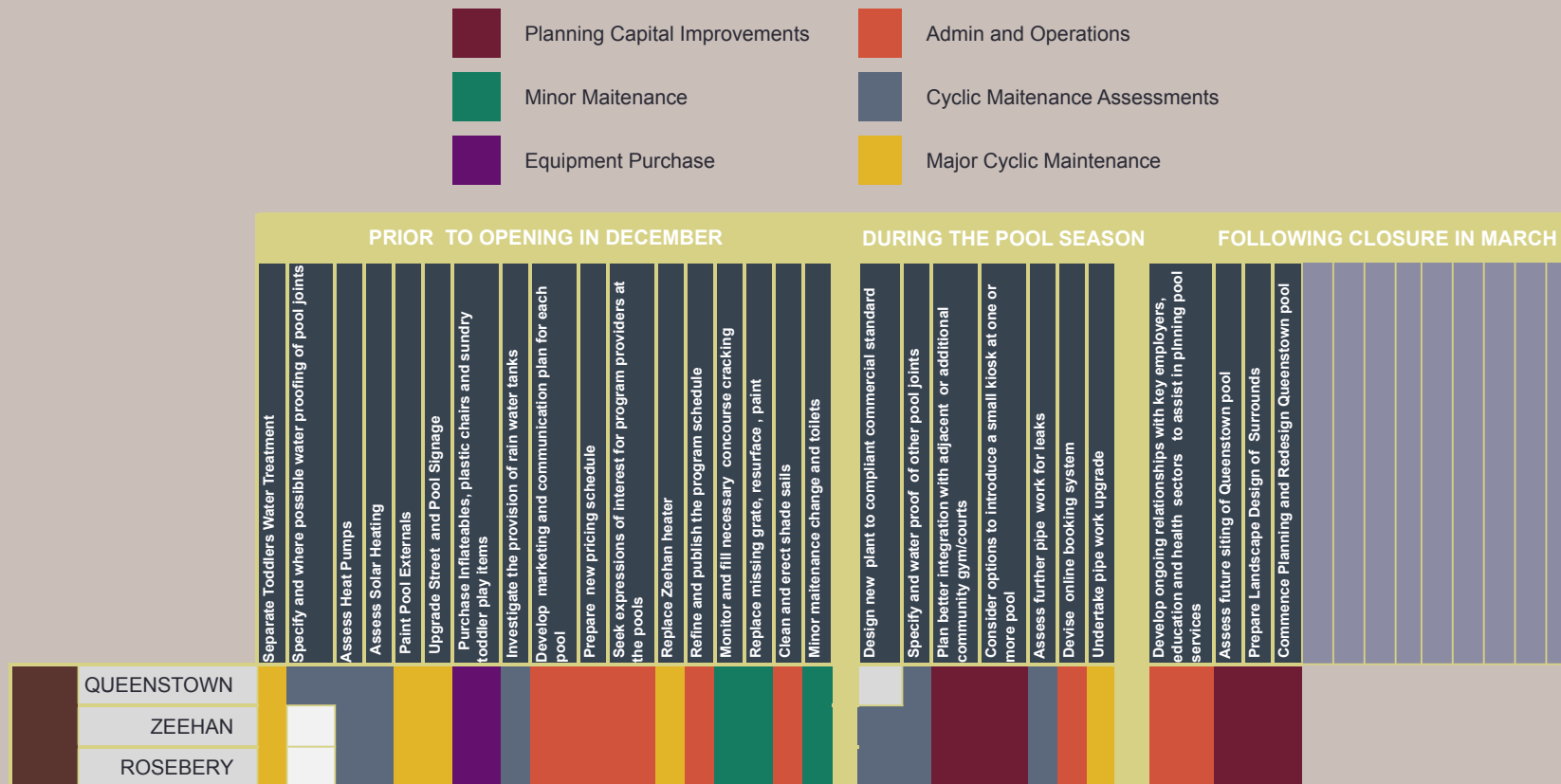
| Summer Season | School Holiday Dates |
|---------------|---|
| 2017/2018 | Friday 22 December 2017 – Wednesday 7 February 2018 |

Definitions

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



INDICATIVE WORKS PROGRAM



TYPICAL POOL PROGRAM

| | | | | | | | |
|------------|--|------------|------------------------|------------|----------------|-----------|----------------|
| HSL | Holiday swimming lesson school ages | LS | Outside hours lap swim | C/E | Carnival/event | RS | Rec swimming |
| I | Inflatables | LTS | School LTS program | TC | Training/club | | |
| PS | Preschool swimming lesson | HP | Holiday program | AF | Aqua fit | | Note: there is |

Note: there is scope for additional activities in the additional lanes

[illegible]

ROSEBERY

I Inflatables

PS Preschool swimming lesson

LS Outside hours lap swim

LTS School LTS program

HP Holiday program

C/E Carnival/event

| TC | Training/club |
|-----|---------------|
| 1 | 1 |
| 2 | 2 |
| 3 | 3 |
| 4 | 4 |
| 5 | 5 |
| 6 | 6 |
| 7 | 7 |
| 8 | 8 |
| 9 | 9 |
| 10 | 10 |
| 11 | 11 |
| 12 | 12 |
| 13 | 13 |
| 14 | 14 |
| 15 | 15 |
| 16 | 16 |
| 17 | 17 |
| 18 | 18 |
| 19 | 19 |
| 20 | 20 |
| 21 | 21 |
| 22 | 22 |
| 23 | 23 |
| 24 | 24 |
| 25 | 25 |
| 26 | 26 |
| 27 | 27 |
| 28 | 28 |
| 29 | 29 |
| 30 | 30 |
| 31 | 31 |
| 32 | 32 |
| 33 | 33 |
| 34 | 34 |
| 35 | 35 |
| 36 | 36 |
| 37 | 37 |
| 38 | 38 |
| 39 | 39 |
| 40 | 40 |
| 41 | 41 |
| 42 | 42 |
| 43 | 43 |
| 44 | 44 |
| 45 | 45 |
| 46 | 46 |
| 47 | 47 |
| 48 | 48 |
| 49 | 49 |
| 50 | 50 |
| 51 | 51 |
| 52 | 52 |
| 53 | 53 |
| 54 | 54 |
| 55 | 55 |
| 56 | 56 |
| 57 | 57 |
| 58 | 58 |
| 59 | 59 |
| 60 | 60 |
| 61 | 61 |
| 62 | 62 |
| 63 | 63 |
| 64 | 64 |
| 65 | 65 |
| 66 | 66 |
| 67 | 67 |
| 68 | 68 |
| 69 | 69 |
| 70 | 70 |
| 71 | 71 |
| 72 | 72 |
| 73 | 73 |
| 74 | 74 |
| 75 | 75 |
| 76 | 76 |
| 77 | 77 |
| 78 | 78 |
| 79 | 79 |
| 80 | 80 |
| 81 | 81 |
| 82 | 82 |
| 83 | 83 |
| 84 | 84 |
| 85 | 85 |
| 86 | 86 |
| 87 | 87 |
| 88 | 88 |
| 89 | 89 |
| 90 | 90 |
| 91 | 91 |
| 92 | 92 |
| 93 | 93 |
| 94 | 94 |
| 95 | 95 |
| 96 | 96 |
| 97 | 97 |
| 98 | 98 |
| 99 | 99 |
| 100 | 100 |

AF Aqua fit

RS Rec swimming

Note: there is scope for additional activities in the additional lanes

| | | IN SCHOOL DECEMBER | | | | | | | | | | | | | | OUT OF SCHOOL DECEMBER | | | | | | | | | | | | | | IN SCHOOL FEBRUARY | | | | | | | | | | | | | | OUT OF SCHOOL FEBRUARY | | | | | | | | | | | | | | OUT OF SCHOOL JANUARY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | LANES | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MONDAY | L1 | | LS | | LTS | | | | | RS | RS | PS | RS | RS | RS | RS | LS | | | LS | | | | | | | PS | RS | RS | RS | RS | RS | LS | | | | LS | | | | | | | | RS | RS | RS | RS | RS | RS | LS | | | | | PS | HSL | C/E | C/E | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | LS | | LTS | | | | | RS | RS | RS | RS | RS | RS | RS | LS | | | LS | | | | | | | RS | RS | RS | RS | RS | RS | LS | | | | LS | | | | | | | | RS | RS | C/E | C/E | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | | | | | | | | RS | RS | RS | RS | RS | RS | RS | LS | | | | | | | | | | RS | RS | RS | RS | RS | RS | LS | | | | | | | | | | | RS | PS | RS | RS | RS | RS | AF | | | | | RS | RS | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | | | | | | | | RS | RS | RS | RS | RS | RS | RS | LS | | | | | | | | | | RS | RS | RS | RS | RS | RS | LS | | | | | | | | | | | | RS | RS | RS | RS | RS | AF | | | | | RS | RS | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L5 | | | | | | | | | | | | | | | | | | | | | | | | | | | RS | RS | RS | RS | RS | RS | LS | | | | | | | | | | | | | | | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS | RS |

TYPICAL POOL PROGRAM

ZEEHAN

| | | | | | | | |
|-----|-------------------------------------|-----|------------------------|-----|----------------|----|--------------|
| HSL | Holiday swimming lesson school ages | LS | Outside hours lap swim | C/E | Carnival/event | RS | Rec swimming |
| I | Inflatables | LTS | School LTS program | TC | Training/club | | |
| PS | Preschool swimming lesson | HP | Holiday program | AF | Aqua fit | | |

Note: there is scope for additional activities in the additional lanes

| | | IN SCHOOL DECEMBER | | | | | | | | | | | | | | OUT OF SCHOOL DECEMBER | | | | | | | | | | | | | | IN SCHOOL FEBRUARY | | | | | | | | | | | | | | OUT OF SCHOOL FEBRUARY | | | | | | | | | | | | | | OUT OF SCHOOL JANUARY | | | | | | | | | | | | | |
|-----------|----|--------------------|---------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|---------|---------|------------------------|---------|---------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|---------|--------------------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|---------|---------|-----------------------|---------|---------|---------|---------|--|--|--|--|--|--|--|--|--|
| | | LANES | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | 5:00 AM | 6:00 AM | 7:00 AM | 8:00 AM | 9:00 AM | 10:00 AM | 11:00 AM | 12:00 PM | 1:00 PM | 2:00 PM | 3:00 PM | 4:00 PM | 5:00 PM | 6:00 PM | 7:00 PM | | | | | | | | | |
| MONDAY | L1 | | LS | | | | LTS | | PS | RS | RS | RS | RS | RS | RS | LS | | LS | | | | | | | | RS | I | I | RS | RS | RS | LS | | LS | | | | | | | | PS | HSL | HP | HP | HP | RS | LS | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | LS | | LS | | | | | | | | RS | I | I | RS | RS | RS | AF | | LS | | | | | | | RS | RS | HP | HP | HP | LS | LS | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | | | | | LTS | | RS | RS | PS | RS | RS | RS | RS | AF | | | | | | | | | | RS | RS | RS | RS | RS | RS | AF | | | | | | | | | RS | RS | RS | RS | RS | AF | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | AF | | | | | | | | | | RS | RS | RS | RS | RS | RS | AF | | | | | | | | | RS | RS | RS | RS | RS | AF | | | | | | | | | | | | | | | | | | | | | | | | | |
| TUESDAY | L1 | | LS | | | | LTS | | PS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | PS | RS | RS | RS | | LS | | | | | | | | PS | HSL | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | RS | RS | RS | RS | | LS | | | | | | | | RS | I | I | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | LS | | | | LTS | | C/E | C/E | RS | RS | RS | RS | RS | | | LS | | | | | | | | I | I | RS | RS | RS | | LS | | | | | | | | RS | I | I | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | LS | | | | LTS | | C/E | C/E | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | RS | RS | RS | RS | | LS | | | | | | | | RS | RS | RS | RS | RS | AF | | | | | | | | | | | | | | | | | | | | | | | | | |
| WEDNESDAY | L1 | | | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | RS | I | I | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | RS | I | I | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | LS | | LS | | | | | | | | RS | RS | RS | RS | RS | LS | | LS | | | | | | | | RS | RS | RS | RS | RS | LS | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | LS | | | | LTS | | PS | RS | RS | RS | RS | RS | RS | LS | | LS | | | | | | | | RS | RS | PS | RS | RS | LS | | LS | | | | | | | | PS | HSL | RS | RS | RS | LS | | | | | | | | | | | | | | | | | | | | | | | | | |
| THURSDAY | L1 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | RS | RS | RS | | LS | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | RS | RS | RS | | LS | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | RS | RS | RS | | LS | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | LS | | | | LTS | | PS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | PS | RS | RS | | LS | | | | | | | | PS | HSL | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FRIDAY | L1 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | C/E | C/E | RS | | LS | | | | | | | | I | I | C/E | C/E | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | LS | | | | LTS | | RS | RS | RS | RS | RS | RS | RS | | | LS | | | | | | | | RS | RS | C/E | C/E | RS | | LS | | | | | | | | RS | RS | C/E | C/E | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | | | | | LTS | | RS | RS | AF | RS | RS | RS | RS | | | | | | | | | | | AF | RS | RS | RS | RS | | | | | | | | | | RS | RS | AF | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | | | | | LTS | | PS | RS | AF | RS | RS | RS | RS | | | | | | | | | | | AF | RS | PS | RS | RS | | | | | | | | | | PS | HSL | AF | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SATURDAY | L1 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | I | I | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SUNDAY | L1 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L2 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L3 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | L4 | | | | | | | | | | RS | RS | RS | RS | RS | | | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | RS | RS | RS | RS | | | | | | | | | | | | | | | | | | | | | | | | | | | | |