



Aquatic Facilities Review

Final Report

PREPARED BY:

OTIUM PLANNING GROUP

November 2016



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I. EXECUTIVE SUMMARY

1. STUDY PURPOSE

The aim of this study was to:

“Develop a strategic document which will provide direction on provision, value, costs, opportunities, risk management and the future asset renewal of aquatic facilities. It will become the key tool to direct the ongoing provision of aquatic facilities in the shire to best meet the needs of the community.”

Specific objectives of the project are outlined at section 4.1.

2. STUDY APPROACH

The study process included a review of background reports and strategic planning context, inspections of all existing pools, analysis of asset condition information, review of demographics, current and projected population data, analysis of pool patronage and financial information, review of public aquatic facility provision trends, benchmarking of pool performance and an overview of pool management arrangements. A comprehensive Council, community and stakeholder engagement process was undertaken including meetings with Bega Valley Shire Council (BVSC) officers and Councillors, pool managers, pool user groups and other stakeholders, surveys of pool patrons and schools, and a resident survey. Community feedback on the Draft Report was invited in August 2016.

3. STRATEGIC CONTEXT

Equity in allocation of, and access to, resources are among the guiding principles of Bega Valley Shire Council's 2030 Community Plan. These principles need to be balanced against Council's capacity to develop and sustainably operate infrastructure to meet community needs. The Bega Local Government 2012 Community Satisfaction Survey found that the operation of swimming pools and aquatic centres was found to be of lower importance but higher satisfaction than other services. Out of 39 Bega Shire Council services, the operation of swimming pools ranked 27th for importance, and 4th for satisfaction. Satisfaction among females was slightly higher than males and approximately equal among age groups and geographical areas.

Bega Valley Shire Council has an active special rate variation (SRV) for recreation buildings and pools introduced in 2009 (\$86,000pa). This is unlikely to be sufficient to meet longer term asset replacement costs for pools as they reach the end of their useful life capacity and the SRV applies beyond pools to the full scope of recreation buildings. Council's 2015 Asset Management Review noted that there is no allocation for enhancement expenditure on recreation assets and a significant decline in recreation asset condition is likely under current spending. Options were identified as reducing levels of service, reduce asset stock, or increase funding.

4. POPULATION PROFILE AND GROWTH

The estimated population of Bega Valley Shire Council as at 2015 was 33,475. Modest growth of 4,045 persons over the next 15 years is projected. Compared to NSW as a whole, BVSC has a much higher median age (48) compared to NSW as a whole (38); a high proportion in every age cohort for people aged 50 (47.4% vs 33.2%); a low proportion of young children aged 0-9 years; and significantly lower median weekly household incomes (\$848 vs \$1,237). The population is dispersed across 6,277km² in coastal and hinterland communities, with Bega district being the largest population centre.

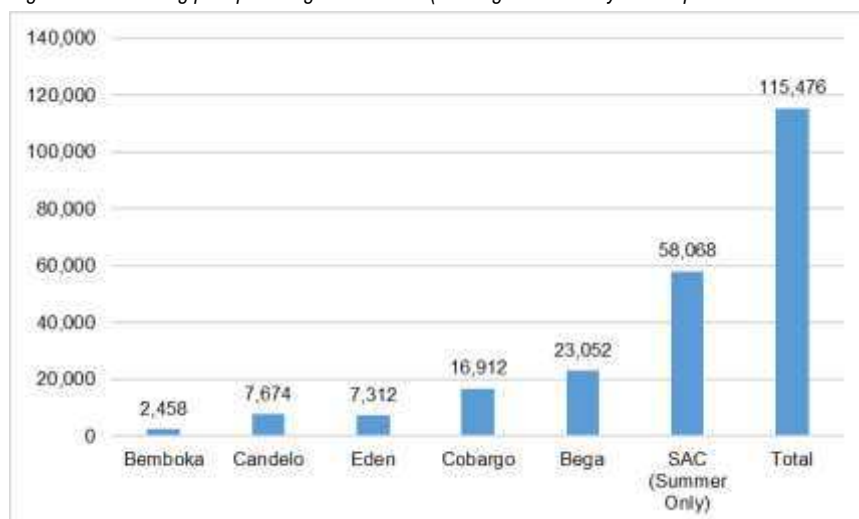
In terms of aquatic facility planning the likely implications of these population characteristics are an increasing demand for heated/ indoor water for exercise or therapy; demand for disability access to pools/ amenities; a high degree of price sensitivity for admissions/ programs; and need for ongoing subsidy of aquatic facilities.

5. OVERVIEW OF EXISTING POOLS

There are six Council owned swimming pools in BVSC – three are managed by Council (Sapphire Aquatic Centre, Eden Memorial Pool and Bemboka Pool) and three are managed by contractors (Bega War Memorial Pool, Candelo Pool and Cobargo Pool). The net cost to Council of operating these pools in 2014/ 15 financial year was \$966,933. This is estimated to increase to approximately \$1,100,000 in 2015/ 16. Bega Pool was built in 1962, is in poor (and dated) condition, has major water leaks, and will require extensive capital works within the next five years. Cobargo Pool, built in 1969, will require substantial capital works within the next decade. Other outdoor pools, while in satisfactory condition, have low attendances.

For the 2015/ 16 season, when all six Council pools were open, Sapphire Aquatic Centre (SAC) accounted for over half (50.3%) the patronage of all six pools in BVSC. In fact, 85% of all pool visitation occurred at just 3 of Council's 6 pools - Sapphire Aquatic Centre, Bega War Memorial Pool and Cobargo Pool (see graph below). Over the period when all pools are open, Sapphire Aquatic Centre has more than twice as many learn-to-swim patrons as all other pools combined. The high attendances at Sapphire Aquatic Centre are no doubt due to the fact that it is the only heated, indoor pool in the Shire and has the most contemporary facility mix of all Council pools.

Figure 1: Swimming pool patronage – 2015/ 16 (SAC figures are only for the period that all outdoor pools were open)



Over the three years 2012/ 13 to 2014/ 15, the median Council subsidy for each patron visit at outdoor pools ranged from \$7.14 to \$22.89 (refer Table 1 below). Bemboka Pool (\$22.89) and Eden Pool (\$17.28) have the highest subsidy per patron visit, and Sapphire Aquatic Centre has the lowest (\$3.98).

Table 1: Median subsidy per visit – all pools (2012/ 13 to 2014/ 15)

POOL	MEDIAN PATRONAGE	MEDIAN NET COST TO COUNCIL	MEDIAN SUBSIDY PER VISIT
Bega War Memorial Pool	25,674	\$221,343.00	\$8.62
Bemboka Pool	3,008	\$68,867.00	\$22.89
Candelo Pool	8,221	\$104,354.00	\$12.69
Cobargo	13,208	\$94,292.00	\$7.14
Eden Memorial Pool	7,253	\$125,332.00	\$17.28
Sapphire Aq Centre*	106,024 (full year)	\$421,546.64	\$3.98

2015/ 16 figures patronage and financial data not included as financial year is incomplete

SAC figures are full year patronage for 2014/ 15 only as no data is available for earlier years

Most pools service a predominantly local catchment (especially Bemboka Pool with 90% from Bemboka), but Sapphire Aquatic Centre and to a lesser extent Bega and Candelo service broader catchment areas.

6. COMMUNITY AND STAKEHOLDER ENGAGEMENT

An extensive community and stakeholder engagement process was undertaken for this study. This included:

- Community awareness raising via press release
- Meetings with BVSC officers
- Interviews with pool staff and contract managers
- Briefings with Councillors
- Meetings with pool user groups and other stakeholders
- Survey of residents available in on-line and in hard copy format
- Survey of pool patrons available for a period of 4 weeks at each pool
- Survey of schools.

Of the 372 survey responses, almost three quarters were from people aged 40 and over. Over two thirds of responses (67%) were from females. The vast majority of the 250 'at pool' survey respondents (over 90%) had used a pool in the last 12 months, with most (over 80%) attending at least weekly. Of the 122 community survey respondents, most attended pools less frequently with around one third attending less than once a month. A very low survey response was received for Eden Pool (16) and the stakeholder meeting for this pool had no attendees.

The main issues for each pool arising out of the community and stakeholder engagement process were as follows:

POOL	LIKES	DISLIKES	ESSENTIAL IMPROVEMENTS
Bega War Memorial Pool	<ul style="list-style-type: none"> ■ Ideal location close to town ■ Staff friendliness ■ Range of programs 	<ul style="list-style-type: none"> ■ Lack of water space ■ Poor disability access ■ Outdated change rooms ■ Lack of shade 	<ul style="list-style-type: none"> ■ Need for redevelopment ■ Mix of indoor/ outdoor water spaces ■ Year round operation
Bemboka Pool	<ul style="list-style-type: none"> ■ Good location, clean ■ Important asset to local community and school ■ Staff friendliness 	<ul style="list-style-type: none"> ■ Aging pool requiring maintenance ■ Concerns the pool might be closed ■ Reduced opening hours made access more difficult 	<ul style="list-style-type: none"> ■ Address maintenance issues (shower block, pumps, pool basin, solar heating) ■ Extend opening hours
Candelo Pool	<ul style="list-style-type: none"> ■ Built by local community and important to the area ■ Popular for competitions and carnivals due to 50m length ■ Staff friendliness 	<ul style="list-style-type: none"> ■ Pool leaks ■ Insufficient opening hours 	<ul style="list-style-type: none"> ■ Broader range of programs ■ Recreational amenities such (eg small slides or inflatables) ■ Longer opening times ■ Disability access to main pool
Cobargo	<ul style="list-style-type: none"> ■ Management of facility/ friendliness ■ Pool is a major focal point of the community ■ Location and availability to community and schools ■ Range of programs/ activities 	<ul style="list-style-type: none"> ■ Insufficient season length (especially for schools) ■ State of change rooms, insufficient toilets/ showers ■ Poor disability access to pool and change rooms ■ Spine of pool has major leak 	<ul style="list-style-type: none"> ■ Retain pool and don't reduce opening hours ■ Upgrade amenities (more showers, contemporary) ■ Improve disability access ■ Replace non-compliant diving blocks ■ Ensure pool manager is part of the local community (not transient) ■ Attention to general maintenance (eg painting)

POOL	LIKES	DISLIKES	ESSENTIAL IMPROVEMENTS
Eden Memorial Pool (limited feedback from small cross section of users)	<ul style="list-style-type: none"> ▪ Location, size (50m) ▪ Cleanliness ▪ Staff friendliness 	<ul style="list-style-type: none"> ▪ Reduced opening times ▪ Duck droppings on concourse 	<ul style="list-style-type: none"> ▪ Longer season/ operating hours ▪ Range of facility improvements (eg outdoor play, bbq, leisure water, shade)
Sapphire Aquatic Centre	<ul style="list-style-type: none"> ▪ Range and quality of facilities ▪ Year round operation ▪ Staff friendliness 	<ul style="list-style-type: none"> ▪ Poor ventilation/ air quality and resulting condensation issues, chlorine smell ▪ Change rooms too small, lack lockers, baby change facilities) ▪ Erratic pool temperature ▪ General cleanliness of facility ▪ Staff attitude on occasions 	<ul style="list-style-type: none"> ▪ Address ventilation and water temperature issues ▪ Address general cleanliness issues ▪ Upgrade/ expand change room facilities

7. MANAGEMENT

Three pools are managed by Council (Sapphire Aquatic Centre, Eden and Bemboka) and three by contractors (Bega, Candelo and Cobargo). At both Council-run and contractor-run pools, there were several complimentary comments about staff. There are essentially four options for managing publicly owned aquatic and leisure facilities, namely:

- Management by lease
- Direct or in-house management by Council
- Contract management
- Company limited by guarantee

Each option has advantages and disadvantages which are discussed at section 10. Whichever model is adopted, Council's aim should be to maximise the usage, range of programs, customer satisfaction, and viability of each pool.

8. FEEDBACK ON DRAFT REPORT

A Draft Report was released for public feedback in August 2016. The Strategic Intent for all pools outlined in the Draft Report proposed the redevelopment of Bega War Memorial Pool. It also proposed the potential closure of Bemboka and/ or Eden Pool if the cost of financing the redevelopment of Bega Pool cannot be met, and/ or the overall net cost to Council of operating all pools is unsustainable, and/ or the Council subsidy per visit at Bemboka and Eden Pools increases.

Sixty-six (66) submissions were received (refer section 2) with all but five (5) relating to either Bemboka Pool (36 submissions) or Eden Pool (25 submissions).

9. STRATEGIC DIRECTION

The proposed strategic direction for future provision and management of aquatic facilities in BVSC is set out at section 3. It retains as its central theme the sustainability of operating six pools following the upgrading of Bega Pool, but modifies the timing and wording of recommendations relating to Bemboka and Eden Pools. After Bega Pool is redeveloped Council will, at some point in the future, need to balance the social, health and community benefits of retaining all six aquatic facilities against their affordability and sustainability, particularly as asset maintenance and operating costs will continue to increase as these pools age.

2. FEEDBACK ON DRAFT REPORT RECOMMENDATIONS

The following table summarises community feedback on the draft report and includes a brief response to the key issues raised. Sixty-six (66) submissions were received with all but 5 relating to either Bemboka Pool (36 submissions) or Eden Pool (25 submissions).

Table 2: Key issues raised in community feedback on Draft Report

BEMBOKA POOL														
Organisation Responses = 4														
Resident Responses = 32														
Key Issues	Description	Comment												
Patronage	<ul style="list-style-type: none"> ▪ The reduced operating hours over the past three seasons and the closure of the toddler's pool in the 2014/ 15 negatively impacted patronage. These factors were not considered in the report when determining patronage and when calculating the median subsidy per visit. ▪ The view was expressed that entry fees (ie family passes) are expensive compared with Sapphire Aquatic Centre and this impacts on patronage. ▪ There is a disincentive for community members to use the pool given the reduced operating hours, pool closures and lack of supporting services at the pool. These factors impact patronage and subsequently affect the median subsidy cost calculation. ▪ The report did not take into account community events, such as Triathlons, which are well supported events which attract people from outside the region and are aimed at encouraging the community to be active. ▪ Feedback responses from regular users indicate they never scan their membership cards and therefore felt patronage numbers were misleading. ▪ The report did not analyse why patronage was low nor provide solutions on improving it. 	<p>Council supplied patronage and financial data was used for all calculations. Patronage at Bemboka Pool over the 5 years from 2010/ 11 to 2014/ 15 as supplied by BVSC was:</p> <table border="1"> <tr><td>2010/ 11</td><td>1,701</td></tr> <tr><td>2011/ 12</td><td>3,765</td></tr> <tr><td>2012/ 13</td><td>7,740</td></tr> <tr><td>2013/ 14</td><td>1,104</td></tr> <tr><td>2014/ 15</td><td>3,008</td></tr> <tr><td>2015/ 16</td><td>2,458</td></tr> </table> <p>It is understood Council reduced operating hours at Bemboka Pool to curtail costs in a low patronage pool.</p> <p>Pricing structures are set by Council in its annual budget.</p> <p>Patronage data supplied by Council covers general admissions for adults/ children, programs, and spectators. It is not known if these figures include community events such as triathlons.</p> <p>The final report recommends that Council review the process for collecting admission data for all pools (especially season passes) to ensure that patronage figures are accurate.</p>	2010/ 11	1,701	2011/ 12	3,765	2012/ 13	7,740	2013/ 14	1,104	2014/ 15	3,008	2015/ 16	2,458
2010/ 11	1,701													
2011/ 12	3,765													
2012/ 13	7,740													
2013/ 14	1,104													
2014/ 15	3,008													
2015/ 16	2,458													
Financial Issues	<ul style="list-style-type: none"> ▪ The net cost to Council in 2013/ 14 remained constant despite the pool being closed in January 2014. How has this affected the calculation of the median subsidy per visit? ▪ Clarification is sought on the expenses of the pools, in particular expenses not being recorded for Bega Pool in regards to the purchase of a large heat pump. ▪ Does the income of the Sapphire Aquatic Centre factor income from the gym/ massage business? If so, this is not a true reflection of swim usage and is not a fair comparison with Bemboka Pool. ▪ The Bemboka Pool represents only 5% of the annual aquatics facilities budget, so why consider closing it? 	<p>All income and expenditure calculations are prepared from data supplied by Council. Requests for more detail on recording of capital/ operational costs at all pools are a matter for Council to respond to.</p> <p>SAC income figures include revenue from all sources, including gym. The figures in the draft report covered all-source income, expenditure and patronage for all pools over the same period.</p> <p>Bemboka Pool accounted for 6.4% of net total cost of pool operation in 2014/ 15 and 2.6% of total patronage.</p>												

BEMBOKA POOL (CONT'D)		
Key Issues	Description	Comment
Socio Economic Issues	<ul style="list-style-type: none"> ▪ It was considered by many that too much weight/ emphasis was placed on the patronage of the pool. ▪ Submissions expressed the view that there are community aspects greater than financial factors that need to be considered and that socio-economic factors, and the health and well-being benefits the pool provides to the community were not taken into account. ▪ The report fails to recognise the pool is in fact a community asset with the land donated by a community member and the development of the pool originally funded by the community. ▪ Bemboka Primary School advised that closure of the pool and the subsequent costs to transport students to another pool would be beyond the financial capacity of the school. ▪ Residents also expressed concern about travel distance to Candelo noting that it is too far/ too expensive for community members to make the trip regularly (18-35 mins drive). ▪ There is a lack of facilities in Bemboka, and consideration of closing the pool will take one more facility away from the community. 	<p>The historic origin of the land and funding by the community was not previously known. This has been corrected in the final report.</p> <p>Distance from Bemboka to Candelo is 24km/ 19 minutes travel time (Google Maps).</p> <p>The cost of accessing an alternative pool is acknowledged. The report recommends investigation of introducing a Council subsidy to assist patrons to access Candelo Pool, if Bemboka Pool is closed.</p> <p>Health and community benefits of aquatic facilities are acknowledged.</p> <p>Page 6 of the Draft Report recognised that Bemboka Pool is regarded by the local community as an important asset.</p>
Inconsistency with other studies/ Incorrect interpretation of other studies	<ul style="list-style-type: none"> ▪ The report misrepresents the findings of the <i>2012 Community Satisfaction Survey</i> to (in part) justify its recommendations is disingenuous. ▪ The interpretation is <i>2012 Community Satisfaction Survey</i> does not consider holistically the broad range of Council services the community was asked to rank in order of importance and the low ranking is not justified when considered along with Council services such as garbage collection and clean public amenities. ▪ The recommendations pertaining to Bemboka Pool do not conform to the BVSC 2030 Community Strategic Plan, in particular sections pertaining to: <ul style="list-style-type: none"> a) Wellbeing and safety b) Opportunities provided for all stages of life c) Sustainable communities d) Character and amenity. ▪ The recommendations do not conform to the Councils 2011 Ageing Strategy. 	<p>The report does not misrepresent the findings of the <i>2012 Community Satisfaction Survey</i>. Page 28 of that report in fact shows that the 'Operation of swimming pools or aquatic centres' had the third lowest performance gap (ie difference between importance and satisfaction ranking) of all 39 Council facilities and services analysed. Along with 16 other facilities/ services, it was ranked in the lowest of three categories of priorities to address.</p> <p>Three of the Guiding principles of the <i>BVSC 2030 Community Strategic Plan</i> are <i>Equity</i> (involving fairness in decision making, prioritising and allocation of resources, particularly for those in need); <i>Access</i> (having fair access to services, resources and opportunities to improve quality of life); and <i>Participation</i> (the maximum opportunity to genuinely participate in discussions which affect their lives).</p> <p>Bemboka has a slightly higher median age (49) than Bega Valley Shire (48). Both are much higher than NSW as a whole (38).</p> <p>Council's Long Term Financial Plan 2016-2025 anticipates that in 10 years the asset backlog will be between 2-4% meaning those assets will be below acceptable standard and decisions will be required to retain or rationalise; and that rate variations will be required to operate and maintain assets or service debts raised to renew or upgrade assets.</p>

BEMBOKA POOL (CONT'D)		
Key Issues	Description	Comment
Consultation	<ul style="list-style-type: none"> Feedback throughout the consultation process had not been tangibly factored into the recommendations, in particular, there was an omission of reference to work being done to plan and secure funding to upgrade the facility. 	A willingness to fund-raise to assist with funding of improvements was expressed by local community members. This omission in the Draft Report was not deliberate.
Management/ Capital Improvements	<ul style="list-style-type: none"> Recommendations failed to identify opportunities to increase participation by upgrading the facility and opening longer hours. Recommendations not to undertake capital works at Bemboka Pool were opposed by several respondents who felt if money was spent on the facility it would increase patronage. A number of feedback responses felt a more comprehensive analysis of the management structure of the pool needed to be considered as a means to increase patronage. Several submissions expressed the need to engage a 'local' person to manage the facility. 	<p>The advantages and disadvantages of a range of management options are discussed in detail at section 10 of this report and recommendations are made for individual pools.</p> <p>The draft report recommended that no major capital works be undertaken at Bemboka Pool (but essential maintenance including repairs to amenities block would proceed).</p> <p>The strategic intent and proposed capital improvements for each pool are explained at section 3.2 of the final report.</p>
Other	<ul style="list-style-type: none"> The recommendations lack analysis of the potential cannibalisation of the winter patronage at Sapphire Aquatic Centre should the Bega development go ahead. 	Bega War Memorial Pool is nearing the end of its useful asset life. The strategic intent for this pool is for it to be redeveloped as an indoor, heated year round facility. It will be one of two heated, indoor pools with year round operation and will service the central and northern part of the Shire, while SAC will predominantly service the southern part of the Shire.
EDEN POOL		
Organisation Responses = 3 Resident Responses = 22		
Key Issues	Description	Comment
Socio-economic/ Community/ Health	<ul style="list-style-type: none"> Local schools use the facility for swimming carnivals, learn to swim programs and recreation activities School students will be disadvantaged as closure will restrict school swimming to only the compulsory 2 week intensive program and school swim carnival, swimming as a school sport would be foregone due to cost of transport to SAC. The children of Eden are already disadvantaged due to lack of services and facilities which will be exacerbated by the closure of the pool. The area has a low socio-economic status and parents will struggle to get their kids to alternative locations regularly. There is no public transport. Closure of the pool would be detrimental to the health and mental well-being of residents. Community members in Eden have a strong sense of attachment to the pool. 	<p>The Socio-Economic Index for Age (SEIFA) is an index that measures an area's relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The lower the score, the higher the level of disadvantage.</p> <p>Bega Valley Shire Council (951) has a higher index of disadvantage than NSW as a whole (996).</p> <p>The feedback submissions correctly state that Eden has a much higher index of disadvantage (685) than the Shire as a whole.</p>

EDEN POOL (CONT'D)														
Key Issues	Description	Comment												
Patronage/ Opening Hours	<ul style="list-style-type: none"> ▪ A number of submissions stated that they felt patronage numbers were understated and mentioned that pool passes are not scanned upon entry therefore not all attendances are recorded. They argued that the pool is better utilised than depicted in the report. If the data is inconsistent this impacts on the calculation of the patronage subsidy. ▪ Family passes at Sapphire Aquatic Centre (\$227) provide access to 3 Council-managed pools whereas a family pass at Eden Pool (\$296) is dearer and provides access to only one pool. This unfairly skews patrons toward SAC. Moreover, people who purchase their pass at SAC but are entitled to use Eden pool only 'count' toward SAC. ▪ Opening hours have been reduced by Council which makes it more difficult to use the pool. ▪ Some felt the Council tries to lure people to attend the Sapphire Aquatic Centre through reduced fee structures and by decreasing the hours of operation at Eden pool and decreasing the services/ programs offered. ▪ The High School has 40% less ability to use the pool because of it being closed until 2pm on Tuesdays and Thursdays ▪ School usage numbers are not being accurately captured. ▪ Eden Pool is shown as having less visits than Candelo Pool despite having a much higher proportion of students in the region. ▪ The scuba is used for commercial scuba diving training because of its depth ▪ The swim club has 50+ members who attend weekly club nights and 20+ active after-school participants which they felt have not been recorded anywhere. 	<p>Council supplied patronage and financial data was used for all calculations. This includes swim squads, schools and pool passes.</p> <p>As illustrated in the report, 2,627 pass holder entries and 1,392 school entries were recorded for the most recent year 2014/ 15 when the draft report was compiled. Patronage at Eden Pool has been trending downward since 2010 (before opening hours were reduced) as per below.</p> <table border="0"> <tr> <td>2010/11</td> <td>13,535</td> </tr> <tr> <td>2011/ 12</td> <td>10,000</td> </tr> <tr> <td>2012/ 13</td> <td>4,346</td> </tr> <tr> <td>2013/ 14</td> <td>7,253</td> </tr> <tr> <td>2014/ 15</td> <td>8,796</td> </tr> <tr> <td>2015/ 16</td> <td>7,312</td> </tr> </table> <p>Pricing structures are set by Council in its annual budget.</p> <p>Candelo Pool is used for zone carnivals and 6 school carnivals (including schools from Bega and Pambula) and is understood to be the main pool for school carnivals.</p> <p>It is understood opening hours were reduced by Council to curtail costs in this low patronage pool.</p> <p>The final report recommends that Council review the process for collecting admission data for all pools (especially season passes) to ensure that patronage figures are accurate.</p>	2010/11	13,535	2011/ 12	10,000	2012/ 13	4,346	2013/ 14	7,253	2014/ 15	8,796	2015/ 16	7,312
2010/11	13,535													
2011/ 12	10,000													
2012/ 13	4,346													
2013/ 14	7,253													
2014/ 15	8,796													
2015/ 16	7,312													
Consultation	<ul style="list-style-type: none"> ▪ A number of submissions stated that they had not seen either the community survey or the survey at the pool. ▪ Some expressed the view that there was a lack of effort by Council to consult the Eden and wider community. ▪ Regular patrons of the pool including the swim club, were concerned they never saw a survey at the pool and it was not brought to their attention. ▪ The swim club were not invited to a meeting to discuss the project. ▪ Schools did not receive a survey. 	<p>The community survey and 'at pool' survey were conducted over the period Feb/ March 2016. They were promoted by Council in local media. 'At Pool' surveys were available at pool entry counters. A total of 372 surveys were received. Only 16 surveys were received from patrons at Eden Pool. User groups from all pools were invited to individual pool meetings during the week commencing 7/3/2016, including the Eden Swim Club.</p> <p>Surveys were emailed to all schools in BVSC on 25/2/2016. It appears one High School distributed the survey designed and intended to be completed by the school to its students because six surveys completed by students (not by the school) were received.</p>												

EDEN POOL (CONT'D)		
Financial Calculations	<ul style="list-style-type: none"> ▪ Comparisons between pools are invalid because some are run by contractors, some by Council; there are different entry fees; programs are priced differently at different pools; there are different lifeguarding requirements at different pools; and user numbers are not captured electronically at all pools. 	<p>There are different inherent cost structures at all pools because of their design, facility mix elements, management requirements, age, maintenance requirements, management arrangements, etc. Similarly, revenue is a function of the facilities and services available, cost structures, and market alternatives.</p> <p>The report endeavours to provide a consistent comparison between the net cost to Council of all pools, total patronage, and subsidy per visit.</p>
Facility/ Management Improvements	<ul style="list-style-type: none"> ▪ Some respondents felt that only minor upgrades to supporting infrastructure were needed to make the venue more family friendly. ▪ Others suggested that the pool needs substantial refurbishment which would improve usage. The main suggestions were: <ul style="list-style-type: none"> ○ Shade (over the toddlers pool and in the grounds) ○ Upgraded kiosk with better range of food choices ○ Heating ○ Water play area ○ BBQ's ○ Upgraded change rooms ○ Ramp access ○ Windbreaks ▪ The swim club has a fund to contribute to heating. ▪ A number of submissions suggested that better provision of services/ programs and increased operating hours are needed to increase patronage. ▪ Some felt that Bega Pool was being overdeveloped at the expense of Eden Pool ▪ Alternatively, some felt that overall hours could be reduced by delaying the opening of the season. ▪ Several submissions mentioned the lack of promotion of facilities and services at the pool, including use of social media 	<p>It is evident that in summer, when all six Council owned pools are open, Sapphire Aquatic Centre attracts over half of all visits to pools in BVSC. It has the most contemporary facility mix of all pools.</p> <p>Bega War Memorial Pool is near the end of its useful asset life. The strategic intent for this pool is for it to be redeveloped as an indoor, heated year round facility. It will be one of two heated, indoor pools with year round operation and will service the central and northern part of the Shire, while SAC will predominantly service the southern part of the Shire.</p> <p>It would not be financially sustainable for all Council pools to be developed to this level.</p> <p>Some short term improvements at Eden Pool could be implemented to ascertain their impact on patronage.</p>
OTHER BVSC POOLS		
Organisation responses:1 Resident responses: 4		
Pool	Description	Comment
General	<ul style="list-style-type: none"> ▪ Patronage data is not accurately recorded as season ticket holders just give a wave as they arrive. ▪ Visitation levels are affected by such things as heating (eg Eden and Candelo pools are only solar heated) and management (eg Candelo Pool does not run many programs). 	<p>Comments about recording of patrons are addressed in responses to submissions for Eden and Bemboka Pools above.</p> <p>The installation and operation of heat pumps in 50m outdoor pools may attract additional patrons and likely add to net operating costs.</p>

OTHER BVSC POOLS		
Pool	Description	Comment
Bega Pool	<ul style="list-style-type: none"> ▪ Given Bega Pool is dated and likely needs total replacement, Council should seek a new site to allow for the restoration of Bega Park as a premier botanical garden for the Shire. ▪ Imperative that Council upgrades Bega Pool to a modern 21st century facility befitting Bega's status as the regional centre of Bega Valley. ▪ Given small population base and major maintenance issues, it would be greater benefit to maintain/ rebuild 4 pools to a satisfactory level rather than 6 run-down, outdated pools. 	Comments are consistent with the recommendations of the Draft Report.
Sapphire Aquatic Centre	<ul style="list-style-type: none"> ▪ Pool is oppressively hot and air quality is poor. Louvres could be opened to assist with air flow. It was suggested this be tried before spending money on new air handling facilities. ▪ Inadequate kiosk facilities and centre is missing out on a major income stream. 	Air handling and ventilation need to be professionally assessed. Kiosk operation should be reviewed in consultation with patrons to maximise cost effectiveness and revenue.
Cobargo	<ul style="list-style-type: none"> ▪ Request for Council support for installation of new diving blocks to meet current standards. 	New diving blocks are recommended for Cobargo Pool in this report (refer 3.3.5).
<p>SUMMARY</p> <p>Bega Valley Shire has a high rate of provision of swimming pools with six pools servicing an estimated 2015 population of 33,475 and modest projected growth over the next 15 years. The population is geographically dispersed. Some pools service small catchments. Some were wholly or substantially funded by the local community (SAC, Bemboka, Candelo).</p> <p>For the 2015/ 16 season, when all six Council pools were open, Sapphire Aquatic Centre accounted for over half (50.3%) of total patronage. In fact, 85% of all pool visitation occurred at just 3 of Council's 6 pools - Sapphire Aquatic Centre, Bega War Memorial Pool and Cobargo Pool. The high attendances at Sapphire Aquatic Centre are no doubt due to the fact that it is the only heated, indoor pool in the Shire and has the most contemporary facility mix of all Council pools which is consistent with community demands for aquatic facilities observed elsewhere and results in higher patronage.</p> <p>The Draft Report contained triggers for the potential future closure of Bemboka and Eden Pools based on the cost of servicing finance costs for the redevelopment of Bega War Memorial Pool, the sustainability of continuing to operate six pools, and the monitoring of patronage/ subsidy per visit at the lowest patronage pools (ie Bemboka and Eden).</p> <p>The communities of Eden and Bemboka have expressed strong opposition to the potential closure of their pools. Their objections are based on a number of factors including high levels of disadvantage, impacts on schools and young people, cost of accessing alternative pools, non-compliance with other Council plans, and reduced opening hours and/ or lack of improvements impacting on patronage. Submissions also questioned the veracity of reported pool usage and indicated that some pool visits may not be 'counted'.</p> <p>Submissions responding to the Draft Aquatic Facilities Review expressed the view that the retention of both Bemboka and Eden Pools is seen as very important by their respective communities. It is evident that future closure of either pool is likely to be strongly opposed by local residents.</p> <p>Bega Memorial Pool is nearing the end of its asset life and upgrading it to a more contemporary standard facility (indoor, heated 25m pool with year round operation at a ballpark cost of \$8.5m) that will service the central and northern part of the Shire is the basis of the strategic intent for this pool. As Council's pools near the end of their useful asset life, and their maintenance and operating costs increase with age, Council will need to determine if it can afford to meet the capital and operational cost of renewing and maintaining six aquatic facilities.</p> <p>This final report has amended the content and timing of recommendations for Bemboka and Eden Pools. However the principle of 'triggers' for their potential closure is retained pending Council examination of the ongoing sustainability of operating six pools after Bega Pool is redeveloped, and monitoring of patronage/ subsidy per visit levels.</p> <p>This final report recommends that processes for capturing patron entry data be reviewed to ensure their accuracy.</p>		

3. STRATEGIC DIRECTION

The proposed strategic direction for the future provision and management of aquatic facilities, together with the recommended direction for each pool, is outlined below.

The cost of implementing the Strategy would most likely be beyond the existing resources of Council, and external funding, loan borrowings, and/ or savings from pool rationalisation may be necessary. Recommended actions should be reviewed every two years with a major review every five years. The following notional time frames have been proposed to guide priorities:

- Immediate: Within next 12 months
- Short term: Within next 5 years
- Medium term: Next 6 – 10 years
- Long term: 11 years +

3.1. OVERVIEW

With six swimming pools, Bega Valley Shire has a very high level of aquatic facility provision for a population of 33,475; only modest population growth of 4,045 persons predicted over the next 15 years; and a high level of Council subsidy per patron visit. The high level of provision has arisen partially as a result of inheriting pools that were wholly or substantially funded by the community (Sapphire Aquatic Centre, Bemboka and Candelo Pool) and partially as a result of local government amalgamations (Eden Pool).

From asset condition information, Bega War Memorial Pool will reach the end of its useful asset life in the near future (certainly within 5 years). Situated in the largest population centre, and having the second highest level of patronage (20% of all pool visitation) behind Sapphire Aquatic Centre (50.3% of all pool visitation during the same period that outdoor pools are open) Bega War Memorial Pool will need to be redeveloped. Within realistic budget constraints, redevelopment should be undertaken in a way that recognises contemporary trends in aquatic facility development (refer section 7).

Just as Sapphire Aquatic Centre has drawn patronage away from other pools (especially learn-to-swim) it is likely that Bega Pool, once redeveloped to a contemporary standard, will do the same. Moreover, Council will potentially have the added cost of arranging and servicing finance costs. Council will, at some point, need to balance the undoubted social, health and community benefits of retaining six aquatic facilities against their affordability and sustainability, particularly as asset maintenance and operating costs will continue to increase as pools age.

3.2. STRATEGIC INTENT

The proposed strategic intent for each pool is as follows:

BEGA WAR MEMORIAL POOL

Bega War Memorial Pool is near the end of its useful asset life and will be redeveloped as an indoor, heated year round facility. It will be one of two heated, indoor pools with year round operation and will service the central and northern part of the Shire. Sapphire Aquatic Centre will predominantly service the southern part of the Shire. The pool will be redeveloped at its current location. The water space would be expanded from 5 to 8 lanes with a separate teaching/ programming pool and outdoor leisure water. It is not intended that a 50m pool be developed at Bega as Candelo Pool is a relatively new 50m pool within approx 20 minute drive and the additional capital and operating cost would not be warranted, particularly given the already high level of aquatic provision in BVSC.

BEMBOKA POOL
<i>Bemboka Pool is seen by the local community as an important asset. However, it has very low visitation and a high level of Council subsidy per patron visit (\$22.89). The local school is the main user and the vast majority of patrons (90%) are residents of Bemboka. Patronage has trended downward in recent years. Should Council be unable to service the cost redeveloping Bega War Memorial Pool, or the overall net cost to Council of operating all pools be unsustainable, and/ or the Council subsidy per visit at Bemboka Pool increases, a transfer/ sharing of operating costs with NSW Education or closure should be considered (with a possible Council subsidy for patrons to utilise other pools).</i>
CANDELO POOL
<i>Candelo Pool is a relatively new (constructed 1998) 50m x 7 lane pool. Currently attracting over 25% of patrons from coastal communities and Bega, Candelo Pool will be the competition pool for the Shire for both club and school swimming carnivals which require access to a 50m pool, and for lap swimmers preferring to swim in a 50m pool.</i>
COBARGO POOL
<i>Cobargo Pool has just under 15% of all pool patronage in BVSC and the second lowest subsidy per visit (\$7.14) behind Sapphire Aquatic Centre. It will continue to service the far northern part of the Shire as a small local/ district pool. Amenities will be upgraded to a suitable standard. When the pool reaches end of its useful asset life within approximately the next decade, the main pool will be replaced with the same water area and leisure water will be expanded.</i>
EDEN POOL
<i>Eden Pool has low and declining patronage and the second highest level of Council subsidy per patron visit of all pools (\$17.28). Should Council be unable to service the cost of redeveloping Bega War Memorial Pool, or the overall net cost to Council of operating all pools prove unsustainable, and/ or the Council subsidy per visit at Eden Pool increases, closure of Eden Pool should be considered (with a possible subsidy for patrons to utilise other pools).</i>
SAPPHIRE AQUATIC CENTRE
<i>Sapphire Aquatic Centre will be one of two heated, indoor pools with year round operation and will predominantly service the southern part of the Shire. Opportunities to enhance wellness/ fitness components will be enhanced to expand usage and viability (eg allied health suite(s) or gym expansion). Critical asset management issues (air handling, heating) will be addressed.</i>

3.3. INDIVIDUAL POOL RECOMMENDATIONS

3.3.1. PATRONAGE DATA - ALL POOLS	
RECOMMENDATION Review the process for collecting admission data for all pools (especially season passes) to ensure that patronage figures are accurate.	Immediate
3.3.2. BEGA WAR MEMORIAL POOL	
RECOMMENDATION #1 Undertake a feasibility study to confirm the facility mix, concept design, and indicative capital and operating cost for redeveloping Bega War Memorial Pool at its current location. Demolition of the existing pool will be required. Elements to be investigated in the facility mix include: <ul style="list-style-type: none"> ▪ 25m x 8 lane heated indoor pool with disability access ramp ▪ 15m x 10m heated indoor learn-to-swim/ program pool with disability access ramp ▪ Outdoor leisure water area ▪ Kiosk, club room, small viewing area ▪ New change rooms The ballpark only cost of redeveloping the pool in line with the facility mix described above is \$8.5m.	Immediate
RECOMMENDATION #2 Confirm estimated capital cost and examine funding options (eg capital budget, loan borrowings, state/ federal government funding schemes, S94 funds).	Short
RECOMMENDATION #3 Assess Council's capacity to service the capital and operational cost of redeveloping Bega Pool and continuing to operate six pools. If considered unsustainable, investigate the closure of Bemboka and/ or Eden Pools (annual net saving to Council approx. \$194,000) pending a review of their patronage and subsidy per visit.	Medium

3.3.3. BEMBOKA POOL	
RECOMMENDATION #1 a) Undertake repairs to the amenities block. b) Liaise with 'Friends of Bemboka Pool' regarding proposed community/ external funding to ascertain the cost effectiveness of undertaking other improvements.	Short term
RECOMMENDATION #2 Monitor patronage and subsidy per visit at Bemboka Pool, and the overall sustainability of operation of all Council pools. If, after Bega Pool is redeveloped, the operation of six pools becomes unsustainable for Council, and/ or Bemboka Pool patronage declines and/ or Council's subsidy per visit at Bemboka Pool increases, either: a) Facilitate discussions with NSW Education to share/ transfer operating costs to Bemboka School, or b) Consider closing the pool	Medium term
RECOMMENDATION #3 Investigate the potential to introduce a Council subsidy to assist patrons to access other pools if Bemboka Pool is closed.	Medium term
3.3.4. CANDELO POOL	
RECOMMENDATION #1 Investigate source of water leak and effect repairs	Short term
RECOMMENDATION #2 Address asset management priorities identified in Council's Asset Management Plan	Ongoing
RECOMMENDATION #3 Investigate feasible options for installing disability access to the main pool	Short/ Medium term
3.3.5. COBARGO POOL	
RECOMMENDATION #1 Upgrade change rooms, including additional showers/ toilets and disability access, to a more contemporary standard	Short term
RECOMMENDATION #2 Replace non-compliant diving blocks in partnership with the Swim Club	Short term
RECOMMENDATION #3 When the pool reaches the end of its useful asset life and upgrading becomes necessary, retain current water area for the main pool and expand leisure water area.	Long term
RECOMMENDATION #4 Incorporate disability access to the main pool when replacement of pool basin becomes necessary.	Medium/ Long term
3.3.6. EDEN MEMORIAL POOL	
RECOMMENDATION #1 Implement the following short term improvements and monitor impact on patronage. ▪ Shade structure over the toddler's pool and additional shade in the grounds ▪ Upgrade kiosk and food choices ▪ Install BBQ's	Short term
RECOMMENDATION #2 Investigate low cost options for relocating the main entry to the northern side of the pool so that both the main pool and toddlers pool are visible from the entry. Ensure compliance with Royal Life Saving Guidelines for Safe Pool Operation for low patronage pools prior to undertaking works.	Short term
RECOMMENDATION #3 Monitor patronage and subsidy per visit at Eden Pool, and the overall sustainability of operating all Council pools. If, after Bega Pool is redeveloped, the operation of six pools becomes unsustainable for Council, and/ or Eden Pool patronage declines and/ or Council's subsidy per visit at Eden Pool increases, consider closing the pool.	Medium term
RECOMMENDATION #4 Investigate the potential to introduce a Council subsidy to assist patrons to access other pools if Eden Pool if closed.	Medium term

RECOMMENDATION #5 If Council decides to keep Eden Pool open beyond the medium term, address asset management priorities identified in the Asset Management Plan, install a small, outdoor leisure water area, windbreaks, upgrade change rooms, and undertake a feasibility assessment of upgrading heating (including shared funding by the Swim Club).	Medium/ Long term
3.3.7. SAPPHIRE AQUATIC CENTRE	
RECOMMENDATION #1 Engage specialist engineering advice to address the absence of air handling and consequent ventilation/ water quality/ condensation issues.	Immediate
RECOMMENDATION #2 Budget to implement measures identified in the engineering analysis to improve air handling	Short term
RECOMMENDATION #3 Upgrade pool plant to improve heating stability	Short term
RECOMMENDATION #4 Progressively implement asset management priorities contained in the Asset Management Plan	Ongoing
RECOMMENDATION #5 Consult with pool patrons to clarify priorities for improving change rooms	Short term
RECOMMENDATION #6 Review and upgrade cleaning regimes and monitor patron satisfaction.	Short term
RECOMMENDATION #7 Transfer responsibility for employing swim club coach from Council to the Swim Club	Medium term

3.4. MANAGEMENT

At the expiration of the previous contract period for the management of Bemboka and Eden Pools, the previous contractors elected not to take up an option to extend their contract. This coincided with the decision by Sapphire Aquatic Limited to hand over the operation of Sapphire Aquatic Centre to BVSC. Consequently, Council appointed a Pools Coordinator and operational staff and has run these three pools since 2013. The other pools Bega, Candelo and Cobargo continue to be operated by contractors.

As outlined at section 10, there are a number of options for managing public aquatic facilities with each option having advantages and disadvantages. It is recommended that:

1. When the current contract period for the management of Bega, Candelo and Cobargo Pools expires, Council continue to manage these pools on a contract basis.
2. When Bega War Memorial Pool is redeveloped, Council manage the pool for at least the first 12 months of its operation in order to commission the pool, identify and resolve any operational issues, and assess the operating capability of the pool.
3. After the first 12 months to 2 years of managing the redeveloped Bega War Memorial Pool:
 - a. Reassess if Council wishes to continue managing pools
 - b. Test the market for the contract operation of Bega Pool, and potentially Bemboka and Eden (if they remain open) and Sapphire Aquatic Centre
 - c. Longer term operation by Council would ensure that Bega Pool and Sapphire Aquatic Centre offer complementary rather than competing services and programs, however there may be potential cost savings through external contract management
 - d. Utilise the knowledge gained by the operation of these pools to seek more realistic tender submissions and more accurately assess proposals

4. INTRODUCTION

4.1. STUDY SCOPE

The overall **aim** of this study was to:

“To develop a strategic document which will provide direction on provision, value, costs, opportunities, risk management and the future asset renewal of these facilities. It will become the key tool to direct the ongoing provision of aquatic facilities in the shire to best meet the needs of the community.”

Specific study **objectives** included:

- Provide strategic direction for the provision of safe aquatic facilities which meet the identified needs of the community, are able to be fully utilised and deliver good value.
- Propose a strategic direction for provision of aquatic facilities in the Bega Valley Shire to the community, this should include number of sites, their location and priority of asset renewal.
- Identify opportunities to increase participation by taking a ‘multi-purpose’ approach to management and future improvements.
- Recognise and prioritise improvements to accommodate identified needs and opportunities.
- Clear analysis of costs (maintenance, operating and capital) to be understood and used in ‘value’ discussions.
- Provide analysis of operating models identifying pros and cons.
- Ensure facilities are delivered and developed in accordance with corporate planning directions.

4.2. STUDY METHODOLOGY

The study process is illustrated at Figure 2 and comprised the following:

Stage 1: Inception & Situational Analysis

- Inception meeting
- Site inspections
- Historical and current pool performance
- Literature review
- Population profile
- Review of industry trends

Stage 2: Stakeholder Consultation & Needs Analysis

- Community awareness raising
- Briefing session with Bega Valley Councillors
- Interviews with Aquatic Centre Managers
- Discussions with activity providers
- Survey of pool users
- Community survey

- Survey of schools
- Mapping of existing pool catchments

Stage 3: Analysis

- Data analysis
- Options development
- Development of overall strategy & directions for individual pools
- Management options
- Funding options
- Preliminary directions report
- Project team/ Council workshop

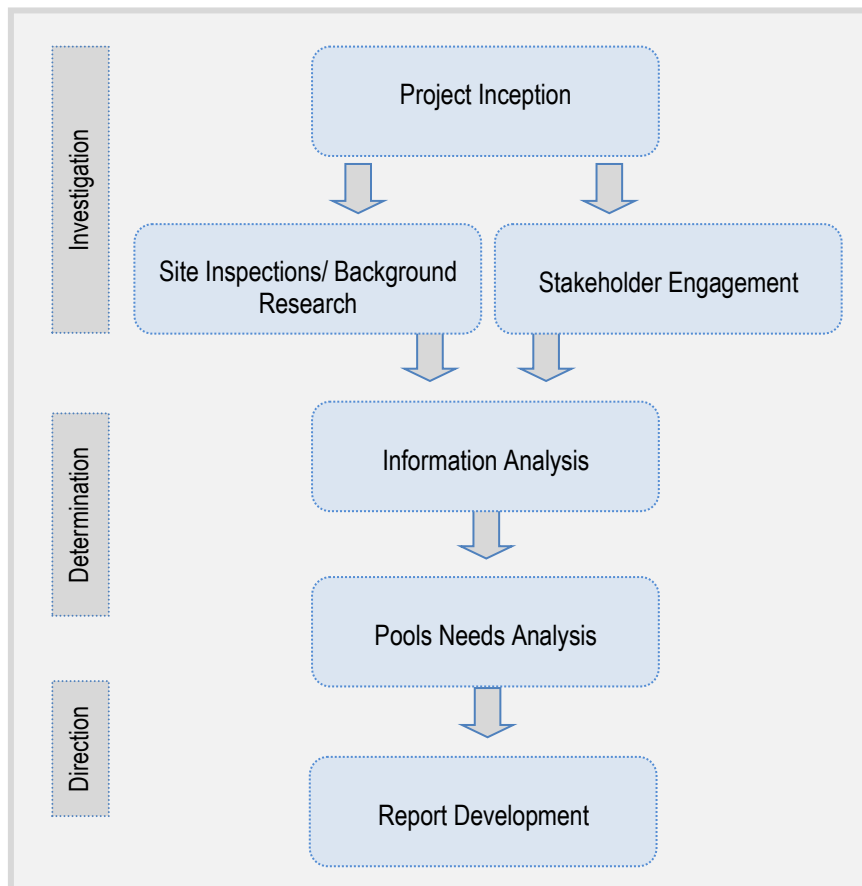
Stage 4: Draft Report

- Draft report preparation
- Presentation of Draft report

Stage 5: Final Report & Project Finalisation

- Public display of Draft Report and community feedback
- Review of feedback and Final Report

Figure 2: Overview of study approach



5. BACKGROUND RESEARCH

5.1. SUMMARY OF KEY DOCUMENTS REVIEWED

A range of documents were perused and reviewed as part of the background research to set the study in context and to ensure study outcomes are aligned with Council's corporate direction. These included:

- Bega Valley Development Control Plan
- Bega Valley Shire Council Pools Timeline
- Community Strategic Plan 2030
- Asset Management Plan Parks and Recreation 2015

Study findings and recommendations relevant to this study are summarised at Table 3 below.

Table 3: Key information emerging from background literature

DOCUMENT/ STRATEGY	SOURCE
<ul style="list-style-type: none"> ■ Outlines a sustainable 20 year direction for the Bega Valley Council and community. ■ Contains four Guiding Principles: <ul style="list-style-type: none"> ○ Equity – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need. ○ Access – having fair access to services, resources and opportunities to improve quality of life. ○ Participation – the maximum opportunity to genuinely participate in discussions which affect their lives. ○ Rights – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life. ■ Contains the vision that: <i>“The Bega Valley is a community that works together achieving a balance between quality of life, enterprising business, sustainable development and conservation of the environment.”</i> ■ Five key themes: <ul style="list-style-type: none"> ○ A Liveable Place ○ An Enterprising Place ○ A Sustainable Place ○ An Accessible Place ○ A Leading Organisation ■ An Accessible Place encompasses aquatic facilities: <i>“To plan and provide a comprehensive mix of public and private sector services and facilities in order that residents and visitors have access to the quality of health, recreation, education, employment, transport, utility and retail resources they want and need.”</i> 	<p>Community Strategic Plan Bega Valley 2030</p>
<ul style="list-style-type: none"> ■ This is a five year plan, linked to the Community Strategic Plan, which sets out clear priorities, ongoing activities and specific actions. Each Key Theme contains a number of Community Ambitions and subsequent Outcome Areas. Of relevance to this study is Community Ambition A2: <ul style="list-style-type: none"> ○ Facilities and Services – Our facilities and services are strategically planned, designed and maintained to meet the community needs. ○ Outcome Area A2.1 – the built environment progressively provides “access for all”. ○ Outcome Area A 2.2 – Council and development infrastructure is constructed in compliance with assessed standard and is “fit for purpose”. ○ Outcome Area 2.3 – Safe and well maintained sporting fields, recreation areas and built facilities meet the cultural, recreational, tourism and community service needs of all ages and abilities in our community. ○ Bruce Steer Pool access, amenities and parkland improvements is flagged as an “Annual Activity 2015-16” ■ The budget summary notes that for every \$100 Council spends, \$5 is spent on Recreation. 	<p>Delivery Plan 2012-17, Operational Plan 2015-16</p>

DOCUMENT/ STRATEGY	SOURCE
<ul style="list-style-type: none"> ▪ This comprises five main sections – Planning Assumptions, Revenue Forecasts, Expenditure Forecasts, Asset Management, Performance Measure – Fit for the Future. ▪ The LTFP is a decision-making and problem-solving tool. It is not intended that the LTFP is set into the future – it is a guide for future action. If Council's charter changes over the years (legislation changes, statutory changes, community projects, etc.) then Council will review its revenue streams to determine the most effective method of funding these changes or amending the Council's service profile. ▪ Based on planning assumptions, in real terms (i.e. excluding the effect of inflation/ CPI), Bega Valley Shire Council anticipates, among other things, that in 10 years: <ul style="list-style-type: none"> ○ The asset base will grow by \$124m to \$1.177Bn ○ The asset backlog will be between 2 – 4% meaning these assets will be below acceptable standard and decisions will be required to retain or rationalise ○ Rate variations will be required to operate and maintain assets or service debts raised to renew or upgrade assets ▪ BVSC has a number of active Special Rate Variations (SV) totalling \$5,228,000. This includes an ongoing SV amount of \$86,000 for Recreation Buildings and Pools introduced in 2009 and \$535,000 for Recreation Facilities introduced in 2015. The SV's are indexed each year and allocated to the purpose they've been collected for. 	<p>Long Term Financial Plan 2016-2025</p>
<ul style="list-style-type: none"> ▪ The Level of Service Plan outlines the levels of service, staff numbers, resources, operating expenses and the source of funding for each of the ambitions under the five theme areas of the Community Strategic Plan and the Delivery Plan ▪ In terms of swimming pools the Level of Service stipulates that there are six swimming pools and one ocean pool owned by Council and managed under contract. ▪ The value of swimming pool assets is \$10,080,000 ▪ The operating expense of swimming pools is \$533,000 	<p>Level of Service Plan</p>
<ul style="list-style-type: none"> ▪ This report indicates that Council has 9 aquatic facilities with a replacement value of \$14,093,000. Includes the six pools which are the subjects of this strategy as well as ocean pools Blue Pools and Bruce Steer Pools (both at Bermagui) and the interactive water feature in Littleton Gardens in Bega. ▪ The 2012 Community Satisfaction Survey indicated a medium level of satisfaction with respect to operation of swimming pools and aquatic centres. ▪ Key elements of the Parks and Recreation Asset Management Plan are: <ul style="list-style-type: none"> ○ Providing a defined level of service and monitoring performance. ○ Managing the impact of growth through demand management & infrastructure investment. ○ Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service. ○ Identifying, assessing and appropriately controlling risks; and ○ Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed. ▪ Demand drivers are: <ul style="list-style-type: none"> ○ Population age ○ Tourism ○ Climate change ○ Economic factors ○ Recreation trends <p>Deficiencies are noted in terms of aquatic facilities, with the report stating non-compliance with current Australian Standards, noting standards are not applied retrospectively. The main asset management expenditure items for each pool over the next decade are summarised in the table for each pool at section 8 of this report.</p>	<p>Asset Management Plan Parks and Recreation 2015</p>

DOCUMENT/ STRATEGY	SOURCE
<p>Full report on the engagement activities undertaken throughout the development of the Bega Valley Strategic Planning Framework. In terms of priority action areas, 5 areas stood out:</p> <ul style="list-style-type: none"> ○ Attracting commercial and industrial development (20%) ○ Maintaining roads/ paths (19%) ○ Improving health services (18%) ○ Protecting the environment/ heritage (17%) ○ Promoting tourism (17%) <p>Operation of Swimming Pools” was considered of “Lower Importance” and “Higher Satisfaction”. Specific to swimming pools, the following key consultation outcomes were noted:</p> <ul style="list-style-type: none"> ○ Bega swimming pool – need to upgrade (lengthen and widen) ○ Creation of a shire wide season ticket for swimming pools (Cobargo consultation) ○ Candelo – maintaining and improving the swimming pool ○ Eden – heating of the swimming pool 	<p>Bega Valley 2030 Community Engagement Report</p>
<p>The Bega Valley Section 94 and 94a Contributions Plan 2014 levies for local infrastructure including:</p> <ul style="list-style-type: none"> ○ Open space and recreation facilities, including new and upgraded parks, sportsgrounds, and other recreation areas ○ Community facilities, including halls and expansions to existing library floor space ○ Roads and traffic facilities, including upgrades to existing roads and intersections, and new or augmented roads, cycleways and pathways ○ Car parking facilities in town centres ○ Streetscapes, including improved links and other works in town centres ○ Land acquisitions <p>This Plan sets out:</p> <ul style="list-style-type: none"> ○ The anticipated demands for Local Infrastructure arising from expected development in Bega Valley LGA and the relationship or nexus between the expected development in the area and the Local Infrastructure that is required to meet the demands of that development; ○ Formulas used to determine the reasonable section 94 contributions; ○ Section 94 contribution rates and section 94A levies for the anticipated types of development in the area; ○ Maps showing the location of the Local Infrastructure items proposed to be provided by Council supported by a works schedule setting out an estimate of their cost and priorities; and ○ The administrative and accounting arrangements applying to contributions that are required by this Plan. 	<p>Bega Valley Section 94 and 94a Contributions Plan, 2014</p>
<p>The LEP provides the legal framework by which Council’s development decisions are made. It sets out Council's vision and seeks to implement this by way of objectives, policies, zoning tables and zoning and heritage conservation maps. Key points include:</p> <ul style="list-style-type: none"> ○ Bega Town Centre Precinct – multi-purpose open space offers scope for community and recreation facilities. ○ Bega has ample land and appropriate infrastructure to grow a major centre. ○ Bermagui – future development and management of streetscapes and foreshore recreation to be consistent with the existing character. ○ Eden Town Centre – Emerging tourist, industry and seniors focus; increase living opportunities in and close to the town centre. ○ Merimbula Town Centre – relatively dense urban settlement pattern and large town centre. Challenge to blend coastal village charm with district service centre characteristics. Vision to function as a large coastal village providing district level commercial services. ○ Pambula Town Centre – heritage character. 	<p>Bega Valley Development Control Plan, 2013</p>

DOCUMENT/ STRATEGY	SOURCE
<p>The Economic Development priorities listed in this document comprise:</p> <ul style="list-style-type: none"> ○ Embracing business and a stronger economy – Business Support ○ Providing the foundations – Infrastructure & Technology ○ Embracing opportunity - Connections ○ Partnering for success – Education & Skills ○ Enhancing visitor experiences – Visitation <p>It notes that "...Council understands the importance of good quality public infrastructure such as parks, gardens, sporting facilities, and general use infrastructure as well as the provision of appropriately zoned land that can be acquired at reasonable prices."</p>	<p>Economic Development Strategy 2016-2021</p>
<p>Bega Valley has a very high proportion of older people compared to the NSW average. Over 33% are aged over 55, compared to 24.6% for NSW. The Strategy provides three broad objectives for Council action:</p> <ol style="list-style-type: none"> 2. Supporting older people to remain living at home in the community and to age in place, through broadening housing choice and ensuring the built environment is "age friendly". 3. Providing opportunities for participation and social inclusion that encourage meaningful and fulfilling activity and productive social roles in the community. 4. Supporting the provision of aged care services and encouraging healthy lifestyles. <p>Recommendations are relevant to swimming pool provision include:</p> <ul style="list-style-type: none"> ○ Continue to provide public open space and recreation facilities that support active living for older people and respond to their changing needs and interests. ○ Encourage use of open space and recreation facilities by older people through provision of adequate amenities such as public toilets, wheelchair access, seats, rest points and shelters. ○ Ensure the needs of older people are considered in the planning and design of Council infrastructure and facilities. ○ Ensure future Council facility and infrastructure design and construction aligns with universal design principles. 	<p>Bega Valley Shire Council Ageing Strategy, 2011</p>
<p>Out of 39 Bega Shire Council services, the operation of swimming pools ranked 27th for importance, with a mean score of 4.2 (scale 1 = low to 5 = high). The importance ranking was higher for females (4.31) compared to males (3.99), but was approximately equal among age groups and geographic areas.</p> <p>Satisfaction with swimming pools and aquatic centres ranked 4th out of the 39 services, with a mean score of 3.7. Satisfaction was slightly higher among females (3.79) compared to males (3.61) and approximately equal among age groups and geographical areas.</p> <p>Overall, the operation of swimming pools and aquatic centres in Bega were found to be of lower importance but higher satisfaction, ranking in the lowest priority category for performance gap.</p>	<p>Bega Shire Local Government Community Satisfaction Survey, 2012</p>

6. DEMOGRAPHIC ANALYSIS

6.1. CURRENT AND PROJECTED POPULATION

The population of Bega Valley Shire Council as at 2015 was estimated at 33,475¹. Forecasts indicate that the Bega Valley population will experience a modest population increase over the next 15 years, increasing to 34,976 by 2021 and 37,520 by 2031². Projections are illustrated at Table 4.

Table 4: Population projections – Bega Valley Shire Council (Source: Forecast ID)

2011 Population	Estimated 2021 Population	Change 2011-2021	Estimated 2031 Population	Change 2021-2031
32,994	34,976	+1,982	37,520 ³	+2,544

A breakdown of Bega Valley Shire Council population projections by locality is set out at Table 5.

Table 5: Population projections by locality (Profile ID)

Planning Area	Population as at 2011	Projected Population as at 2021	Projected Population Growth 2011 – 2021	Projected Population as at 2031	Projected Population Growth 2021-2031
Bega District	5,052	5,738	514	6,276	538
Bega Rural	2,083	2,184	35	2,331	147
Bermagui Coast – Wapengo & District	2,323	2,632	217	2,947	315
Eden Coast	3,758	4,240	352	4,559	319
Merimbula – Millingandi & District	4,172	4,481	178	4,690	209
Pambula District	2,872	2,980	22	3,080	100
Rural North	2,356	2,457	26	2,532	75
Rural West	2,865	2,959	-1	3,104	145
Tathra – Kalaru & District	3,180	3,330	41	3,444	113
Tura Beach – Mirador & District	3,273	3,974	598	4,556	582
Total	32,994	34,976	1,982	37,520	2,545

6.2. AGE

The median age of the Bega Valley Shire Council population as at 2011 was 48 years⁴, which is far older than the median age for NSW as a whole (38 years), and that of Regional NSW (41 years). The age profile of Bega compared to that for NSW as a whole is detailed at Table 6 and Figure 3 below. Significant age profile characteristics illustrated are:

- Bega Valley has a similar proportion of young people (0-19 years) to NSW as a whole.
- Bega Valley has a markedly lower proportion of people aged 25-49 (25.2%) compared to NSW as a whole (34.6%).
- Bega Valley clearly has an ageing population with a much higher proportion in all age groups aged 50 and over (47.4%) compared to NSW as a whole (33.2%).

1. Source: Bega Valley Shire Council website. <http://profile.id.com.au/bega-valley/population>

2. Source: Bega Valley Shire Council website. <http://forecast.id.com.au/bega-valley/population-summary>

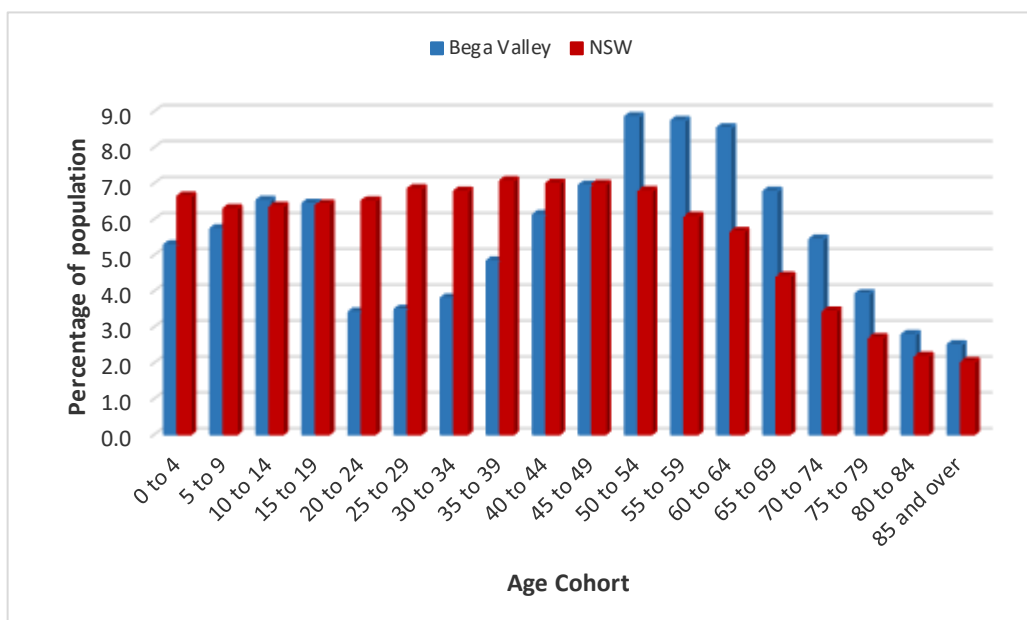
3. Source: Bega Valley Shire Council website. <http://forecast.id.com.au/bega-valley/population-summary>

4. Source: Bega Valley Council website. <http://profile.id.com.au/bega-valley/five-year-age-groups>

Table 6: Age breakdown of Bega Population

Age Groups	Population	BVSC%	NSW %
0-4 years	1,686	5.3	6.6
5-9 years	1,829	5.7	6.3
10-14 years	2,080	6.5	6.3
15-19 years	2,054	6.4	6.4
20-24 years	1,087	3.4	6.5
25-29 years	1,111	3.5	6.8
30-34 years	1,212	3.8	6.8
35-39 years	1,543	4.8	7.1
40-44 years	1,954	6.1	7.0
45-49 years	2,217	6.9	7.0
50-54 years	2,826	8.8	6.8
55-59 years	2,791	8.7	6.1
60-64 years	2,727	8.5	5.6
65-69 years	2,162	6.8	4.4
70-74 years	1,737	5.4	3.4
75-79 years	1,250	3.9	2.7
80-84 years	887	2.8	2.2
85 and over	797	2.5	2.0

Figure 3: Comparison between Bega Valley and NSW age profiles



There are some localities that exhibit significant differences compared to the Bega Valley LGA as a whole in certain categories. These are summarised below.

Primary Schoolers (5-11)

- Bega Valley LGA (8.1 per cent)
- Pambula District (9.5 per cent)

Secondary Schoolers (12 to 17)

- Bega Valley LGA (8.4 per cent)
- Bega Rural (12.1 per cent)

Young Workforce (25-34)

- Bega Valley LGA (7.3 per cent)
- Bega District (10.0 per cent)

Parents and homebuilders (35-49)

- Bega Valley LGA (17.9 per cent)
- Bega Rural (21.2 per cent)
- Pambula District (19.5 per cent)

Older workers and pre-retirees (50-59)

- Bega Valley LGA (17.6 per cent)
- Rural North (21.4 per cent)
- Rural West (20.6 per cent)

Empty nesters and retirees (60-69):

- Bega Valley LGA (15.3 per cent)
- Bermagui Coast – Wapengo & District (21.5 per cent)
- Tura Beach – Mirador & District (20.5 per cent)

Seniors (70-84)

- Bega Valley LGA (12.1 per cent)
- Bermagui Coast – Wapengo & District (15.8 per cent)
- Merimbula – Millingandi & District (15.9 per cent)
- Tura Beach – Mirador & District (18.6 per cent)

Elderly Aged (85+)

- Bega Valley LGA (2.5 per cent)
- Merimbula – Millingandi & District (4.2 per cent)

These results indicate that Pambula District, Bega Rural and Bega District have younger populations, while Merimbula – Millingandi & District, Tura Beach – Mirador & District, and Bermagui Coast – Wapengo & District have older populations.

6.3. INCOME

Bega households have significantly lower incomes compared to NSW. The median weekly household income for Bega is \$848 compared with \$1,237 for NSW as a whole. Personal incomes are also lower than the State. Only 5.9% of Bega residents earned an income higher than \$1,500 per week compared with 13.1% for the State while 42.2% of residents earned a low income of less than \$400 per week compared with 36.8 for the state.

6.4. SEIFA INDEX

The Socio-Economic Index for Age (SEIFA) is an index that measures an area's relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The higher the score the lower the level of disadvantage. Bega Valley Shire Council as a whole (968.7) is basically in line with Regional NSW (974) but has a slightly higher index of disadvantage than NSW as a whole (1008). There are pockets of significantly higher disadvantage throughout the Shire.

6.5. POSSIBLE IMPLICATIONS FOR AQUATIC FACILITY PLANNING

The Bega Valley LGA demographic profile suggests a number of possible implications for aquatic facility planning.

- Bega Valley's high proportion of older adults suggests there is likely to be an increasing demand for heated/ indoor water, at lower depths for warm water exercise or therapy.
- There is likely to be demand for ramp entry to pools to improve the accessibility for older persons.
- Lower income levels suggest a high degree of price sensitivity for general admissions and aquatic programs.
- Modest population growth and the demographic profile suggests significant ongoing operational subsidy of aquatic facilities will be required if there is no change to the current facility profile and/ or patronage.

7. AQUATIC FACILITY TRENDS ANALYSIS

The design and development of aquatic and leisure facilities has undertaken several major changes over the past two decades. The primary focus is now on expanding the facility mix to introduce multiple attractors to the community, including a combination of 'wet' and 'dry' options. The financial sustainability of aquatic and leisure facilities is challenged by increasing service expectations in an environment where funding is difficult. The composition of facilities is concentrating on those elements that encourage 'year-round' access, longer stays and higher returns.

In recent decades, many centres have been confronted by aging facilities, increasing annual maintenance costs and falling attendances. In part, some of these trends can be attributed to the pool design supporting shorter seasonal access and greater commitment to club and lap swimming activities (eg via the traditional 50 metre pool). This results in reduced opportunities for flexibility and a diverse range of contemporary aquatic activities and programs able to be conducted at many of these aging venues.



Photographs are illustrative only

Further, there is a noticeable trend in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services, such as café, merchandising/ retail, health and fitness centres, wellness, multi-purpose program spaces and meeting rooms, increased emphasis on 'leisure water' and, in many cases, multi-purpose indoor sports courts.

In particular, kiosks are expanding into cafés and becoming features of aquatic and leisure facility design with modern décor and menu choices encouraging greater secondary spending and attracting external patronage. Further, self-service style menu options, supported by effective design, are becoming more popular to service the casual user of these facilities. This results in reduced operating costs from minimising the reliance on 'front-of-house' labour.

The combination of facilities into one integrated venue provides synergies in use and the potential for cross marketing between activities, whilst also providing a major focus as a leisure destination for the community. This can result in increased throughput and activity at the venue and improved financial performance.

The key trends in the design of aquatic and leisure facilities can be summarised as:

- Many LGAs are struggling to control increasing operating costs as a result of ageing aquatic and leisure facilities.
- The non-contemporary nature of the layout and mix of facilities is not attractive to the wider community, requires higher operating costs and does not support other operational synergies.
- Many ageing facilities are experiencing low, and reducing, visitation.

- The development of new water elements are focused on being able to support multiple activities including, yet beyond swimming.
- There is an increase demand for indoor facilities to support 'year-round' access and use of facilities.
- Greater focus on 'sun-safe' participation in physical activity, outdoor aquatic and leisure facility elements resulting in more shade coverage.
- A facility mix that focusses on elements that encourage multiple usage opportunities, longer visitations and increased returns.
- There is an increased importance placed on secondary spending through food, beverage, merchandise and other retail.
- Contemporary 'wet' facility elements include leisure and multi-use programming space.
- New 'dry' facility elements, including health and fitness, multi-use indoor courts and wellness options are increasingly included as part of a broader facility mix.
- The accessibility to, around and within activity areas is important in consideration of the ageing population being experienced across Australia.
- There is an increased expectation of the community for high quality finishes and furnishings within aquatic and leisure facilities.
- There is an increased willingness of the community to travel further to utilise a high quality aquatic and leisure facility.
- Leisure facilities are becoming community destinations and meeting points for a range of physical activity and socialising needs.
- Given major increases in energy and water costs over the past ten years (and predictions of higher energy costs into the future), aquatic and leisure facilities are seeking to incorporate modern environmentally sustainable features..



Photographs are illustrative only



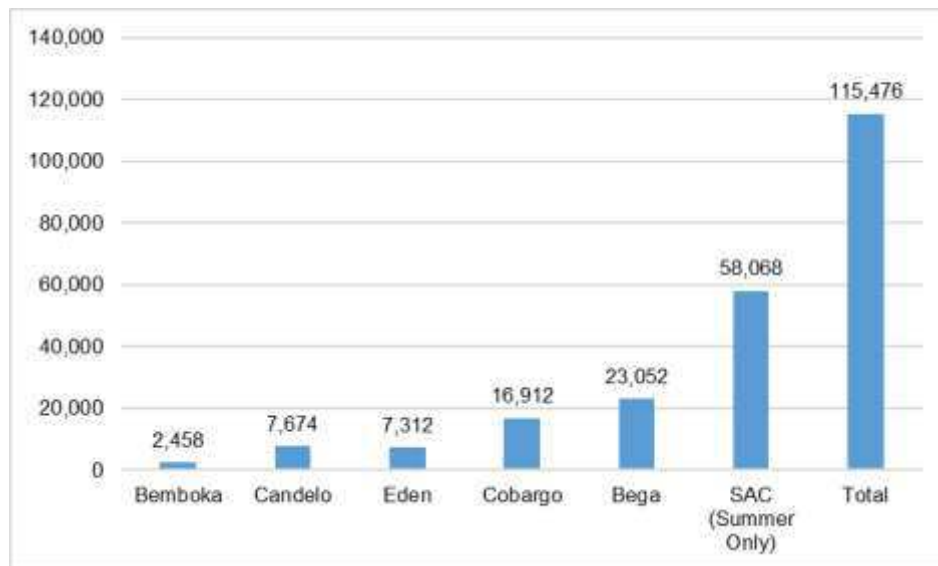
8. ANALYSIS OF EXISTING POOLS

Site inspections of Council’s six existing pools were undertaken. A general description of each pool together with an overview of operational, financial, condition, and patronage data supplied by Bega Valley Shire Council is summarised in the tables below.

8.1. OVERVIEW OF PATRONAGE

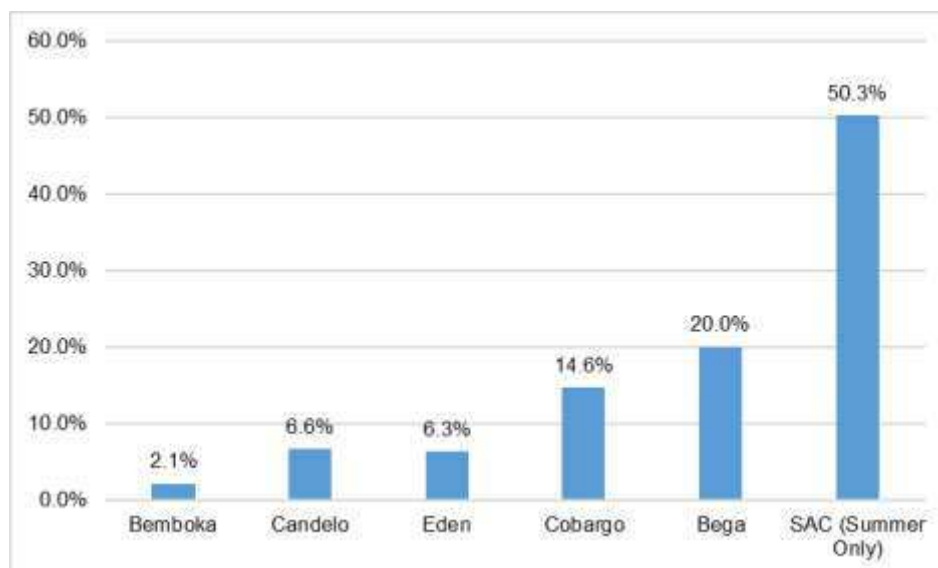
The Sapphire Aquatic Centre (SAC) accounted for over half (50.3%) of all patronage in the 2015/ 16 summer season during the months when the six pools were open. Bega Pool accounted for 20% and Cobargo (14.6%). It is worth noting that just three pools accounted for 85% of all pool visits in Bega Valley Shire – Sapphire Aquatic Centre, Bega War Memorial Pool and Cobargo Pool. Figure 4 illustrates a breakdown of total pool patronage for 2015-16 and Figure 5 illustrates the breakdown of attendances by percentage for each pool.

Figure 4: Total summer season visitation - All Pools (2015/ 16)



Note: SAC patronage figure includes only those months when other outdoor pools are open (ie winter figures are excluded)

Figure 5: Total summer season visitation by percentage - All Pools (2015/ 16)



Note: SAC patronage figure includes only those months when other outdoor pools are open (ie winter figures are excluded)

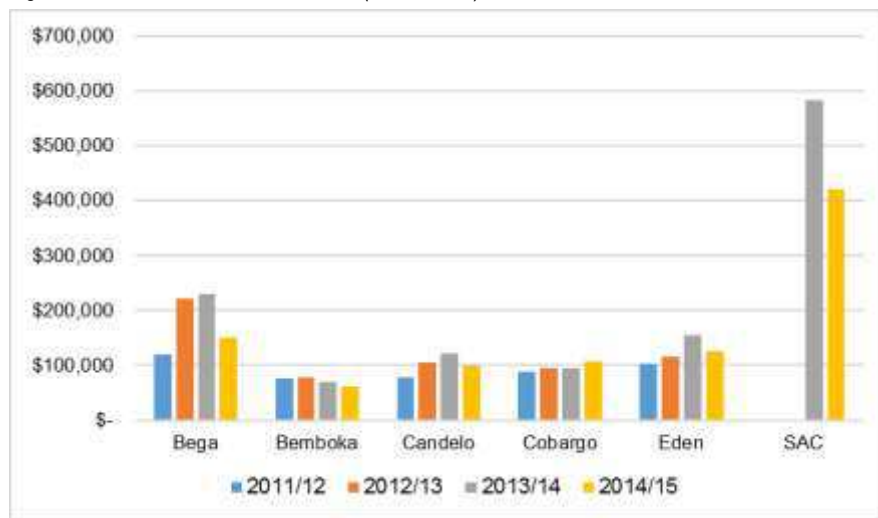
8.2. FINANCIAL PERFORMANCE

The comparative net cost to Council for all pools for the period 2011/ 12 to 2014/ 15 is shown at Figure 6. The 2015/ 16 financial year is incomplete and therefore not included. Bega Valley Shire Council took over the operation of Sapphire Aquatic Centre, Eden Memorial Pool, and Bemboka Pool in 2013/ 14. The net cost to Council (including capital works expenditure) for all pools over the subsequent two years was as follows:

- 2013/ 14 \$1,252,772
- 2014/ 15 \$ 966,933

Sapphire Aquatic Centre accounts for approximately 43% of the net deficit to Council from pool operations. However, the salary and on-costs of Council’s Aquatic Facilities Coordinator and pools asset operations and administration staff are also charged to SAC and not apportioned across all pools. As a result, the net deficit attributed to SAC is not a true reflection of the actual figure.

Figure 6: Net cost to Council - All Pools (2011 - 2015)



8.3. SUBSIDY PER VISIT

The median patronage for all outdoor pools over the three years from 2012/ 13 to 2014/ 15 and the median net cost to Council for these pools over the same period was calculated. This enabled a more accurate calculation of the subsidy per user visit for these pools. These figures were benchmarked against CERM⁵ data to provide an indicative comparison with other pools on their database over the same time period.

⁵. CERM is the University of South Australia’s ‘Centre for Environmental and Recreation Management’ and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI © data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. Data for aquatic centres is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m²) of the facility.

All outdoor pools in BVSC were compared with pools on the CERM database categorised as Group 5 Outdoor Pools <1,500m² (this figure represents useable areas and excludes grounds, paved areas, and car parks). The CERM database contains 27 pools in this category. Sapphire Aquatic Centre was compared with Group 7 Indoor Pools <3,000m². The CERM database contains 39 pools in this category. It should be noted that many of the pools in this category are likely to be substantially larger than SAC and would therefore have greater capacity to generate patronage and revenue.

The most recent (2016) CERM operational benchmarks report provides median data for the period 2012/ 13 to 2014/ 15 and therefore enables a direct comparison with median data for BVSC pools. It should be noted participation in, and provision of information for, the CERM database is on a purely voluntary subscription basis. To that end their database represents a “convenience sample” and is not representative of all Australian aquatic centres. For this reason, CERM data serves as a comparative guide only, based on similar pools on their database but it does not represent a definitive standard.


Table 7: Median subsidy per visit – all pools (2012/ 13 to 2014/ 15)* and comparison to CERM median

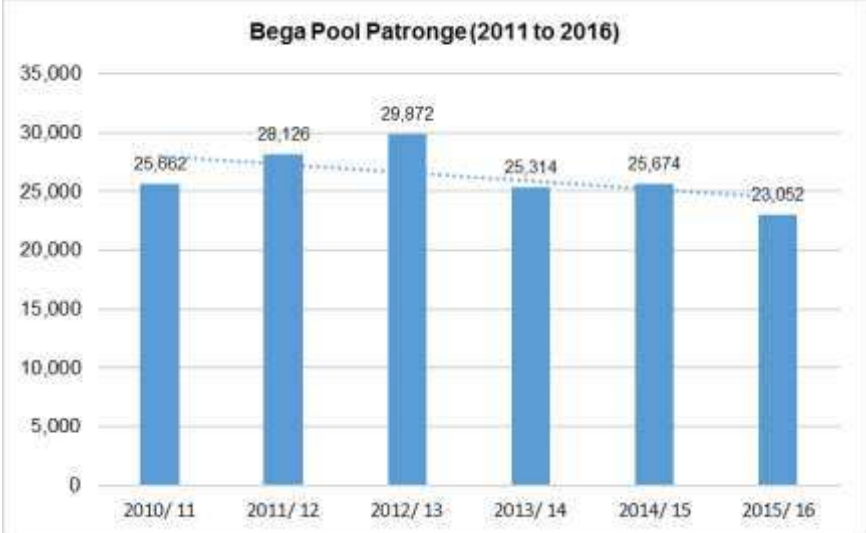
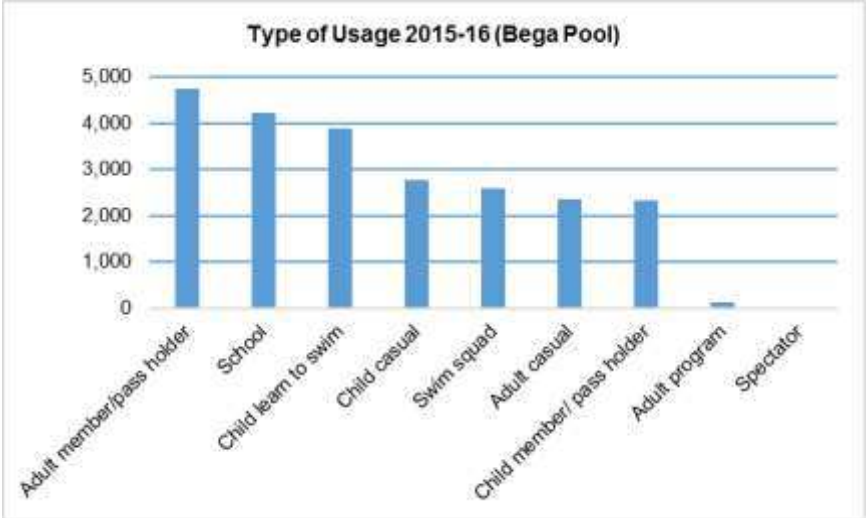
POOL	MEDIAN PATRONAGE	MEDIAN NET COST TO COUNCIL	MEDIAN SUBSIDY PER VISIT	CERM MEDIAN SUBSIDY PER VISIT FOR POOL CATEGORY
Bega War Memorial Pool	25,674	\$221,343.00	\$8.62	\$6.00
Bemboka Pool	3,008	\$68,867.00	\$22.89	\$6.00
Candelo Pool	8,221	\$104,354.00	\$12.69	\$6.00
Cobargo	13,208	\$94,292.00	\$7.14	\$6.00
Eden Memorial Pool	7,253	\$125,332.00	\$17.28	\$6.00
SAC*	106,024 (full year)	\$421,546.64	\$3.98	\$0.60

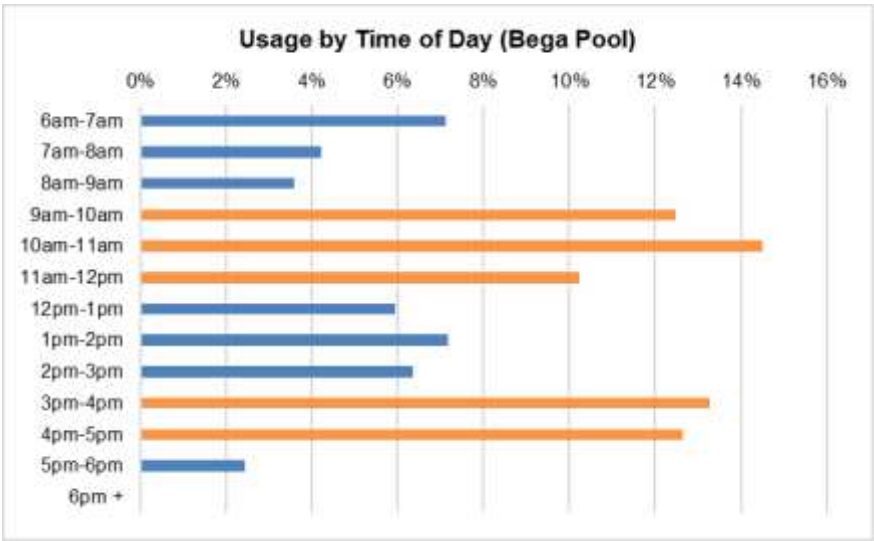
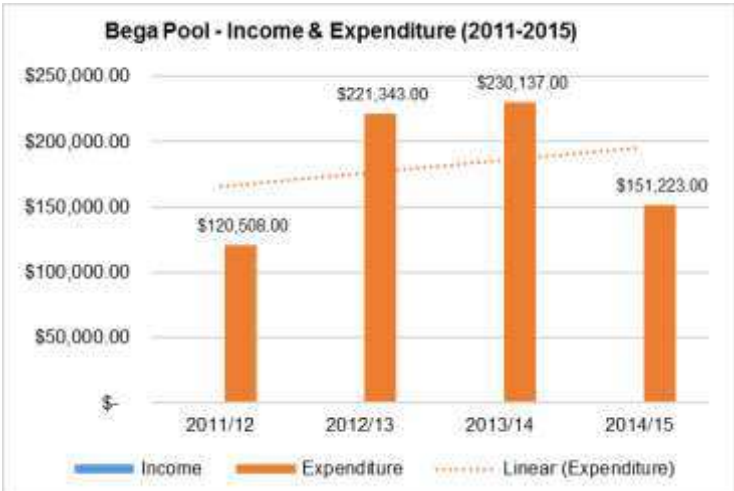
* Figure for SAC represents 2014/ 15 only as data was incomplete for 2013/ 14

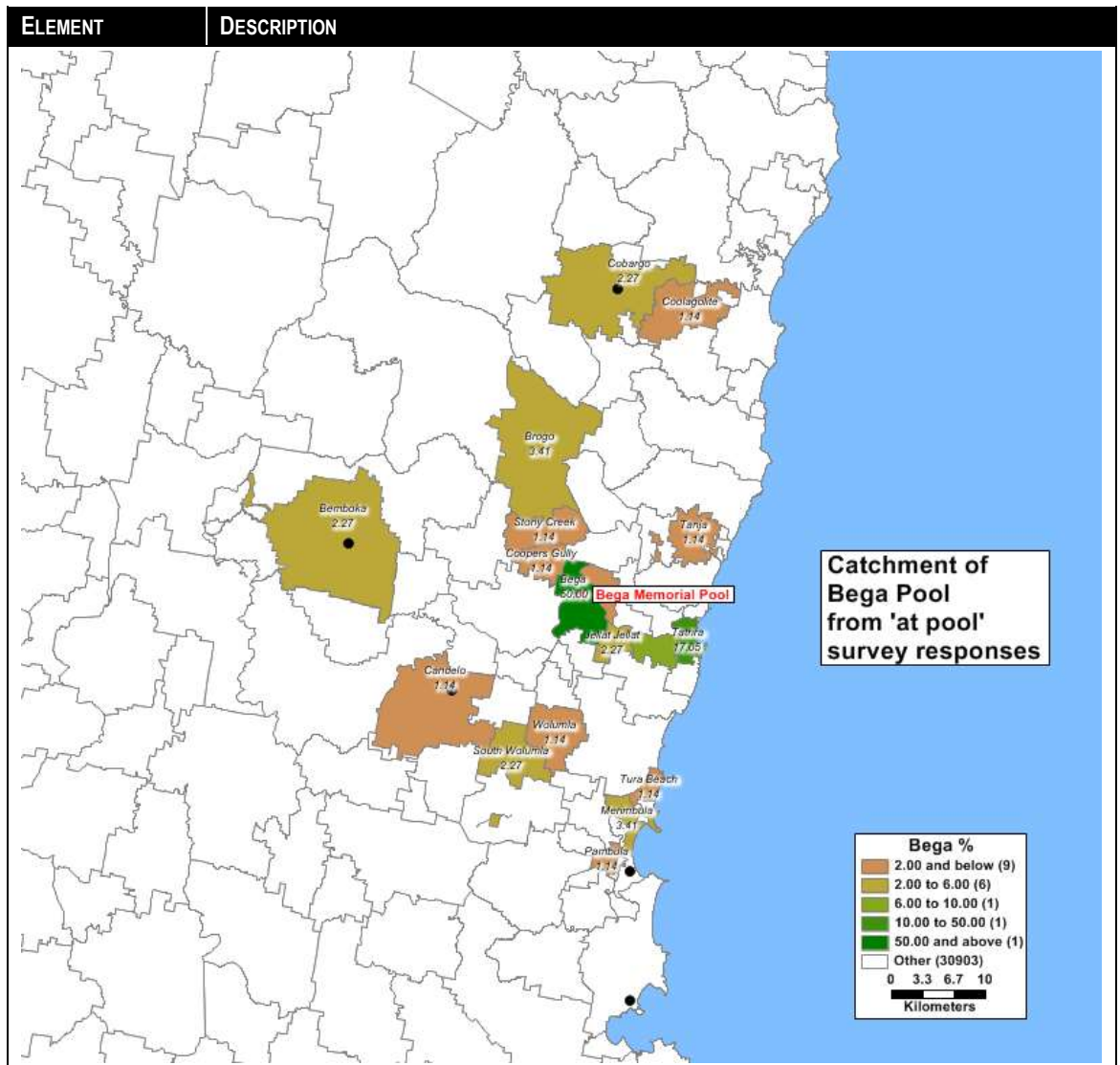
8.4. BEGA WAR MEMORIAL POOL

Table 8: Overview of Bega War Memorial Pool

ELEMENT	DESCRIPTION
Existing Facilities and Site Layout	<p>Situated adjacent to the Bega Showgrounds, Bega War Memorial Pool contains the following:</p> <ul style="list-style-type: none"> ▪ Outdoor, painted concrete 5 lane x 33 yard pool (lit) ▪ Depth from 0.9m to 1.8m (3m in middle at deep end – former diving board) ▪ Electric and solar heating ▪ Small grandstand ▪ 13m x 9m outdoor toddlers pool with stair entry (part shaded). Depth to 0.9m. ▪ Beach entry babies pool – 6 to 8 inches (part shaded) ▪ Amenities, kiosk and Swim Club building. Former entry building converted to storage. ▪ Pool entry includes kiosk and swim club room ▪ Sealed car park.
	
Opening Hours	<ul style="list-style-type: none"> ▪ Seasonal pool open from September to March. Opening hours are: <ul style="list-style-type: none"> ○ Monday to Friday 6.00am – 7.30am (members only), 7.30am – 6.00pm General Public ○ Saturday and Sunday 10.00am – 4.00pm
Management Arrangements	Managed by contract
Condition and Asset Management	<ul style="list-style-type: none"> ▪ Aging facility built in 1962 and nearing the end of its useful life. ▪ Major leak in main pool. Leak in wall of plant room has twice required repair in last 2 years. ▪ Recently replaced dive blocks, main heat pump and circulation pump. ▪ Asset Management Plan identifies extensive renewal capital works required by 2022 including replacement of pool basins, chemical treatment and filtration plant (costed at over \$1.5m but only covers like for like pool structure).

ELEMENT	DESCRIPTION																				
Patronage	<ul style="list-style-type: none"> Patronage increased in 2011/ 12 and 2012/ 13 but a downward trend in patronage is evident. Over the three years 2012-2015 the median Council subsidy for each user visit at Bega Pool was \$8.62.  <table border="1" data-bbox="528 394 1398 925"> <caption>Bega Pool Patronage (2011 to 2016)</caption> <thead> <tr> <th>Year</th> <th>Patronage</th> </tr> </thead> <tbody> <tr> <td>2010/ 11</td> <td>25,862</td> </tr> <tr> <td>2011/ 12</td> <td>28,126</td> </tr> <tr> <td>2012/ 13</td> <td>29,872</td> </tr> <tr> <td>2013/ 14</td> <td>25,314</td> </tr> <tr> <td>2014/ 15</td> <td>25,674</td> </tr> <tr> <td>2015/ 16</td> <td>23,052</td> </tr> </tbody> </table>	Year	Patronage	2010/ 11	25,862	2011/ 12	28,126	2012/ 13	29,872	2013/ 14	25,314	2014/ 15	25,674	2015/ 16	23,052						
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Nature of Usage	<ul style="list-style-type: none"> Bega Pool has a fairly diverse usage base including a substantial learn-to-swim program. However, adult members/ pass holders and schools are the predominant users.  <table border="1" data-bbox="528 1016 1398 1532"> <caption>Type of Usage 2015-16 (Bega Pool)</caption> <thead> <tr> <th>Usage Type</th> <th>Number of Users</th> </tr> </thead> <tbody> <tr> <td>Adult member/pass holder</td> <td>4,800</td> </tr> <tr> <td>School</td> <td>4,200</td> </tr> <tr> <td>Child learn to swim</td> <td>3,800</td> </tr> <tr> <td>Child casual</td> <td>2,800</td> </tr> <tr> <td>Swim squad</td> <td>2,500</td> </tr> <tr> <td>Adult casual</td> <td>2,300</td> </tr> <tr> <td>Child member/ pass holder</td> <td>2,200</td> </tr> <tr> <td>Adult program</td> <td>100</td> </tr> <tr> <td>Spectator</td> <td>100</td> </tr> </tbody> </table>	Usage Type	Number of Users	Adult member/pass holder	4,800	School	4,200	Child learn to swim	3,800	Child casual	2,800	Swim squad	2,500	Adult casual	2,300	Child member/ pass holder	2,200	Adult program	100	Spectator	100
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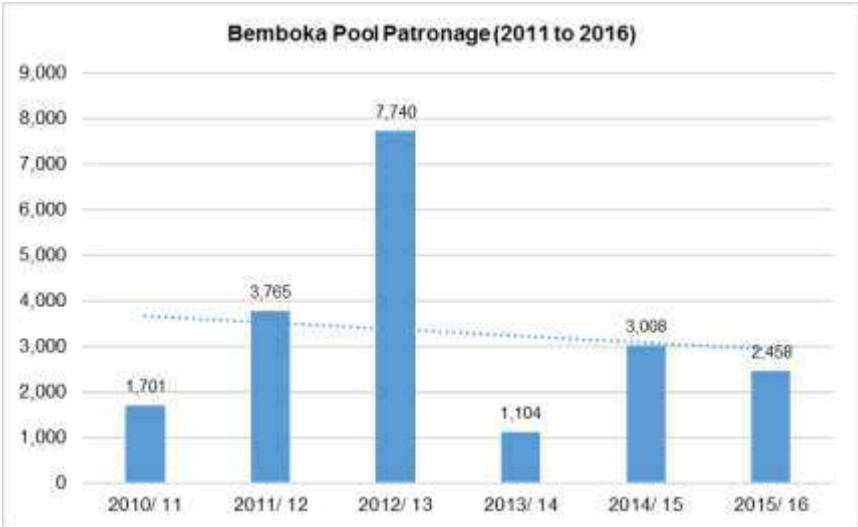
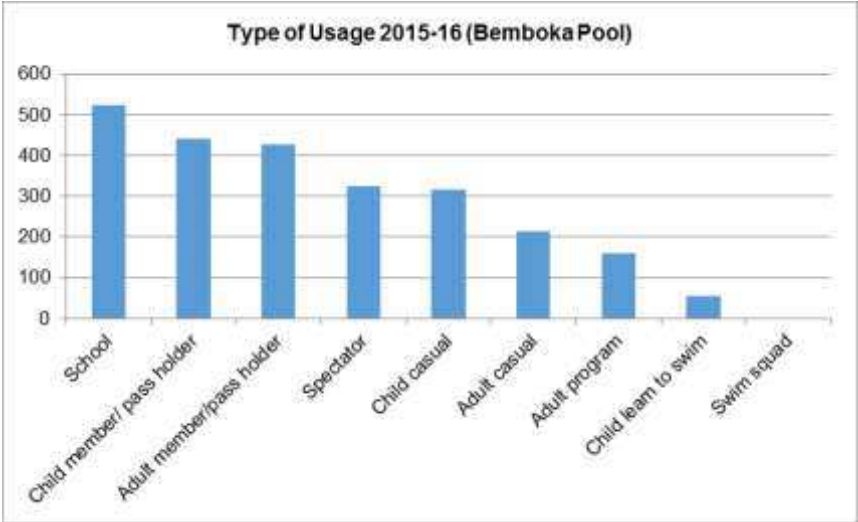
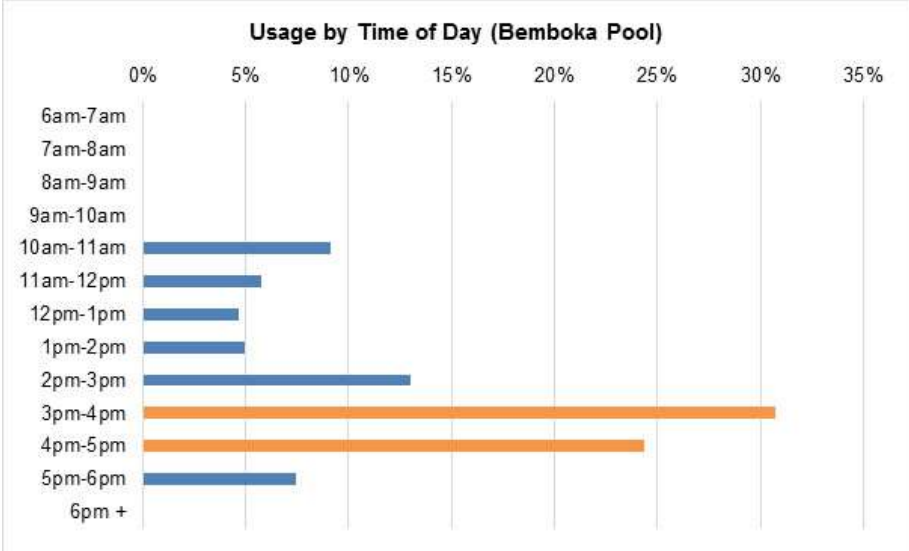
ELEMENT	DESCRIPTION																												
	<ul style="list-style-type: none"> Most usage occurs between 9.00am and midday and 3.00pm to 5.00pm.  <p>Usage by Time of Day (Bega Pool)</p> <table border="1"> <thead> <tr> <th>Time Slot</th> <th>Usage Percentage</th> </tr> </thead> <tbody> <tr><td>6am-7am</td><td>~7.5%</td></tr> <tr><td>7am-8am</td><td>~4.5%</td></tr> <tr><td>8am-9am</td><td>~3.5%</td></tr> <tr><td>9am-10am</td><td>~12.5%</td></tr> <tr><td>10am-11am</td><td>~14.5%</td></tr> <tr><td>11am-12pm</td><td>~10.5%</td></tr> <tr><td>12pm-1pm</td><td>~6.5%</td></tr> <tr><td>1pm-2pm</td><td>~7.5%</td></tr> <tr><td>2pm-3pm</td><td>~6.5%</td></tr> <tr><td>3pm-4pm</td><td>~13.5%</td></tr> <tr><td>4pm-5pm</td><td>~13.0%</td></tr> <tr><td>5pm-6pm</td><td>~2.5%</td></tr> <tr><td>6pm +</td><td>0%</td></tr> </tbody> </table>	Time Slot	Usage Percentage	6am-7am	~7.5%	7am-8am	~4.5%	8am-9am	~3.5%	9am-10am	~12.5%	10am-11am	~14.5%	11am-12pm	~10.5%	12pm-1pm	~6.5%	1pm-2pm	~7.5%	2pm-3pm	~6.5%	3pm-4pm	~13.5%	4pm-5pm	~13.0%	5pm-6pm	~2.5%	6pm +	0%
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Financial Analysis	<ul style="list-style-type: none"> No revenue to Council as this is retained by the contractor. Expenditure (including capital) has been trending upward, although 2015 was a significant reduction compared to 2014.  <p>Bega Pool - Income & Expenditure (2011-2015)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Income</th> <th>Expenditure</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>\$0</td><td>\$120,508.00</td></tr> <tr><td>2012/13</td><td>\$0</td><td>\$221,343.00</td></tr> <tr><td>2013/14</td><td>\$0</td><td>\$230,137.00</td></tr> <tr><td>2014/15</td><td>\$0</td><td>\$151,223.00</td></tr> </tbody> </table>	Year	Income	Expenditure	2011/12	\$0	\$120,508.00	2012/13	\$0	\$221,343.00	2013/14	\$0	\$230,137.00	2014/15	\$0	\$151,223.00													
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Catchment Area	<ul style="list-style-type: none"> From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool. Bega Pool services a fairly dispersed catchment, but two-thirds of all patrons live in Bega (49%) or Tathra (17%). 																												

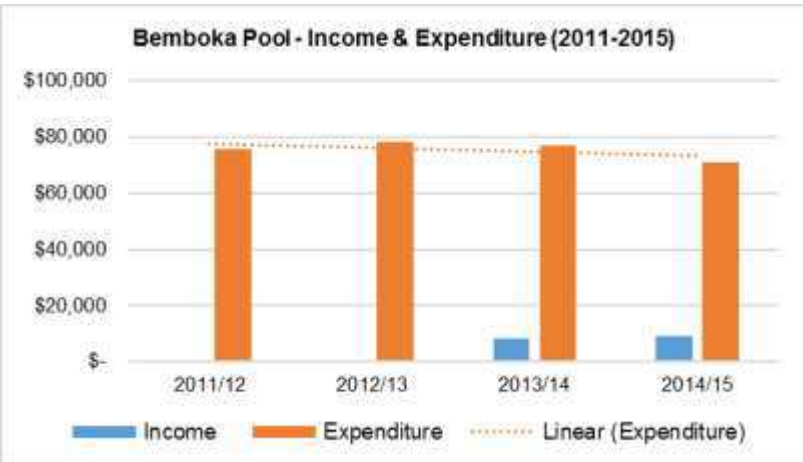
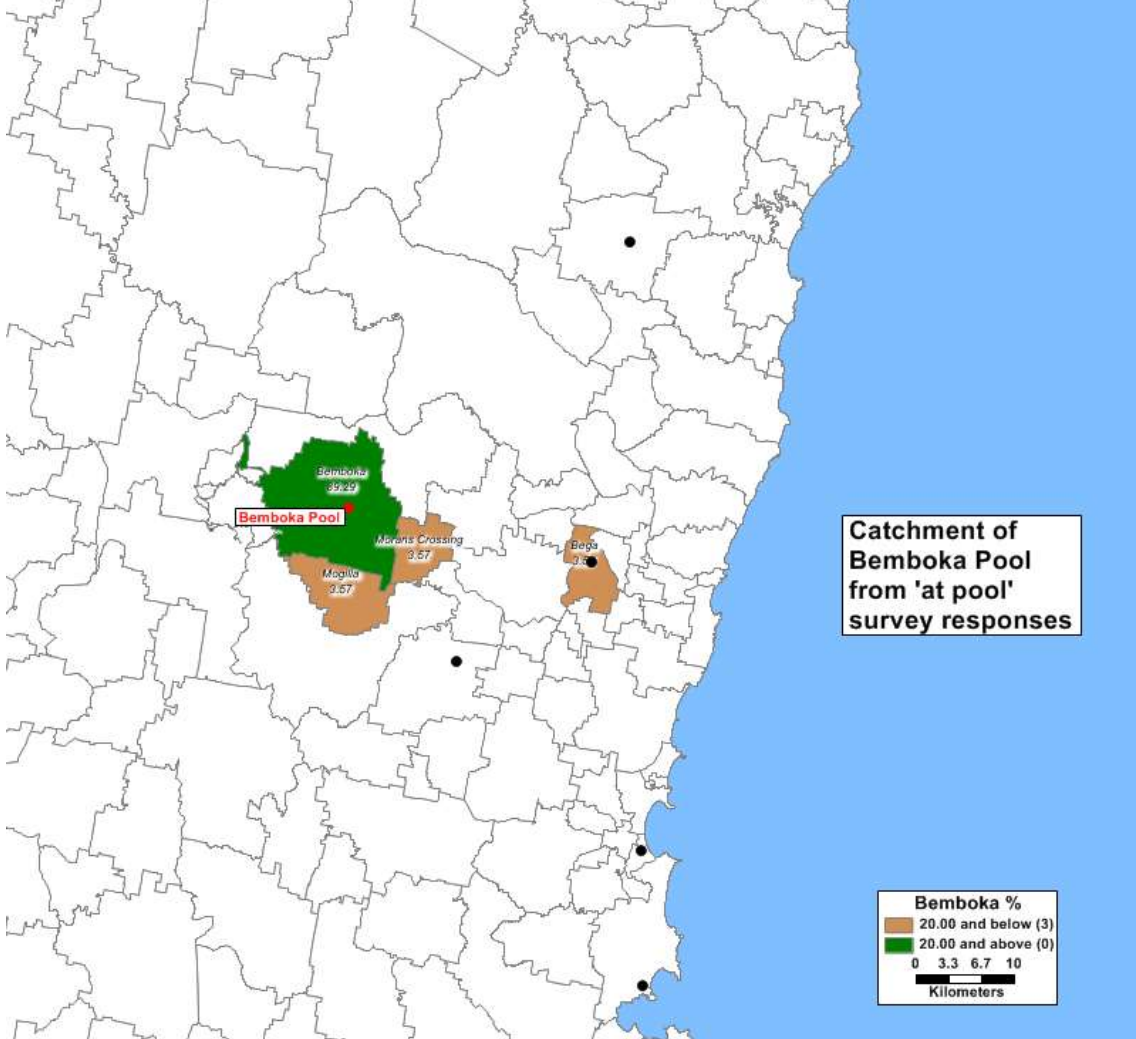


8.5. BEMBOKA SWIMMING POOL

Table 9: Overview of Bemboka Pool

ELEMENT	DESCRIPTION
Existing Facilities and Site Layout	<p>Bemboka Pool is understood to have been originally funded by the community on land donated by a community member. It comprises the following:</p> <ul style="list-style-type: none"> ▪ 4 lane x 20m outdoor pool – solar heated ▪ Depth 0.9m to 1.5m ▪ Small toddlers pool (shaded) ▪ Separate dosing systems to both pools ▪ Amenities and kiosk building ▪ Picnic shelters ▪ Street parking only
	
Opening Hours	<p>Seasonal pool open from October to March. Opening hours are:</p> <ul style="list-style-type: none"> ○ Opening Hours: October – December Monday – Sunday 2.00pm – 6.00pm ○ Opening Hours: January Monday – Sunday 10.00am – 6.00pm ○ Opening Hours: February – March Monday – Sunday 2.00pm – 6.00pm
Management Arrangements	Managed by Council since 2013
Condition and Asset Management	<ul style="list-style-type: none"> ▪ Built in 1981. ▪ Asset Management Plan identifies approx. \$55,000 required to be undertaken in the next 5 years. Main item is replacement of solar treatment system
Patronage	<ul style="list-style-type: none"> ▪ Low patronage pool. ▪ Patronage has fluctuated between 1,104 and 3,765 over the last 6 years with a one-off spike in attendance of 7,740 in 2012/ 13. A downward trend in patronage is evident. ▪ Over the three years 2012-2015 the median Council subsidy for each user visit at Bemboka Pool was \$22.89.

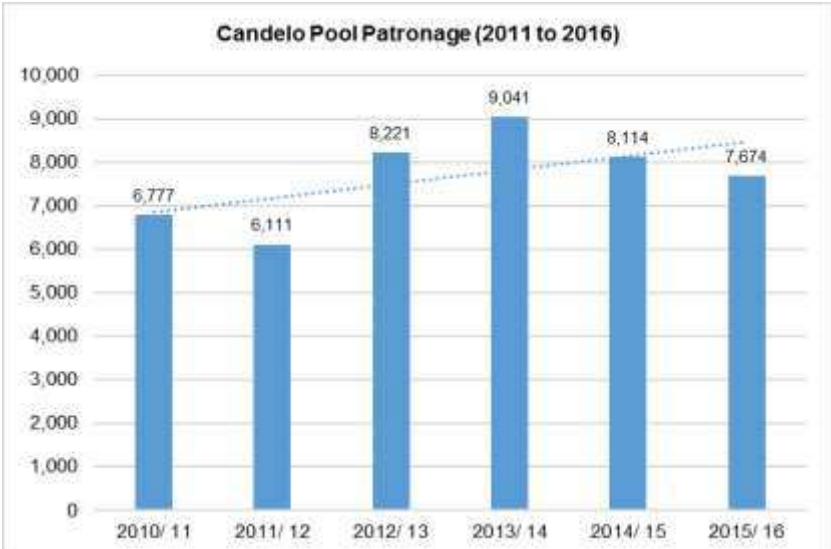
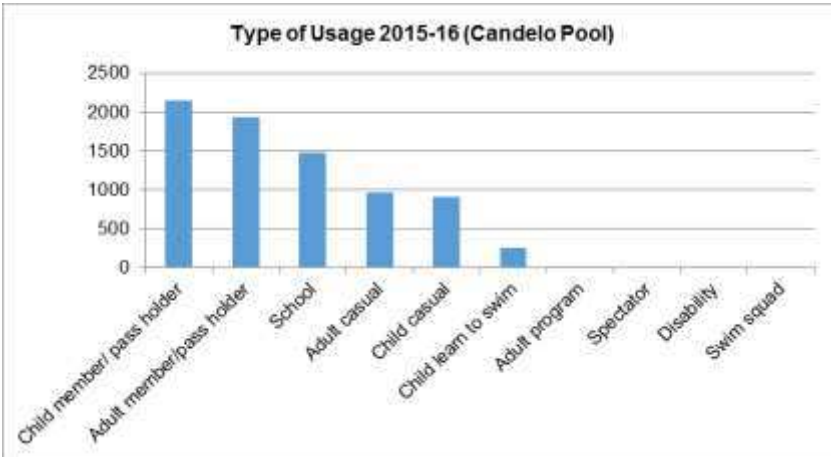
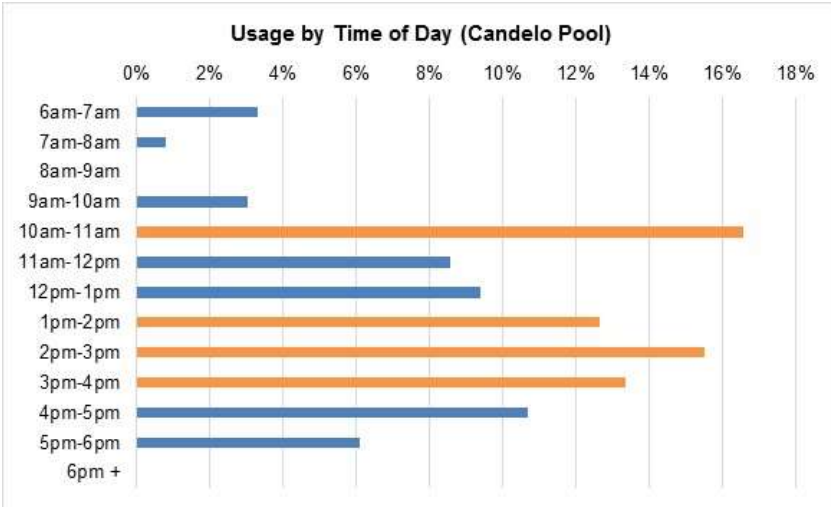
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Patronage (cont'd)	 <p>Bemboka Pool Patronage (2011 to 2016)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Patronage</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>1,701</td> </tr> <tr> <td>2011/12</td> <td>3,785</td> </tr> <tr> <td>2012/13</td> <td>7,740</td> </tr> <tr> <td>2013/14</td> <td>1,104</td> </tr> <tr> <td>2014/15</td> <td>3,008</td> </tr> <tr> <td>2015/16</td> <td>2,458</td> </tr> </tbody> </table>	Year	Patronage	2010/11	1,701	2011/12	3,785	2012/13	7,740	2013/14	1,104	2014/15	3,008	2015/16	2,458																																		
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Nature of Usage	<ul style="list-style-type: none"> Schools are the major user group. There is very little programming or learn-to-swim.  <p>Type of Usage 2015-16 (Bemboka Pool)</p> <table border="1"> <thead> <tr> <th>Usage Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>School</td> <td>520</td> </tr> <tr> <td>Child member/pass holder</td> <td>440</td> </tr> <tr> <td>Adult member/pass holder</td> <td>430</td> </tr> <tr> <td>Spectator</td> <td>320</td> </tr> <tr> <td>Child casual</td> <td>310</td> </tr> <tr> <td>Adult casual</td> <td>210</td> </tr> <tr> <td>Adult program</td> <td>160</td> </tr> <tr> <td>Child learn to swim</td> <td>50</td> </tr> <tr> <td>Swim squad</td> <td>0</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Opening hours were reduced in recent years. The majority of use (55%) occurs between 3.00pm and 5.00pm  <p>Usage by Time of Day (Bemboka Pool)</p> <table border="1"> <thead> <tr> <th>Time of Day</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>6am-7am</td> <td>0%</td> </tr> <tr> <td>7am-8am</td> <td>0%</td> </tr> <tr> <td>8am-9am</td> <td>0%</td> </tr> <tr> <td>9am-10am</td> <td>0%</td> </tr> <tr> <td>10am-11am</td> <td>9%</td> </tr> <tr> <td>11am-12pm</td> <td>6%</td> </tr> <tr> <td>12pm-1pm</td> <td>5%</td> </tr> <tr> <td>1pm-2pm</td> <td>5%</td> </tr> <tr> <td>2pm-3pm</td> <td>14%</td> </tr> <tr> <td>3pm-4pm</td> <td>31%</td> </tr> <tr> <td>4pm-5pm</td> <td>24%</td> </tr> <tr> <td>5pm-6pm</td> <td>7%</td> </tr> <tr> <td>6pm +</td> <td>0%</td> </tr> </tbody> </table>	Usage Type	Count	School	520	Child member/pass holder	440	Adult member/pass holder	430	Spectator	320	Child casual	310	Adult casual	210	Adult program	160	Child learn to swim	50	Swim squad	0	Time of Day	Percentage	6am-7am	0%	7am-8am	0%	8am-9am	0%	9am-10am	0%	10am-11am	9%	11am-12pm	6%	12pm-1pm	5%	1pm-2pm	5%	2pm-3pm	14%	3pm-4pm	31%	4pm-5pm	24%	5pm-6pm	7%	6pm +	0%
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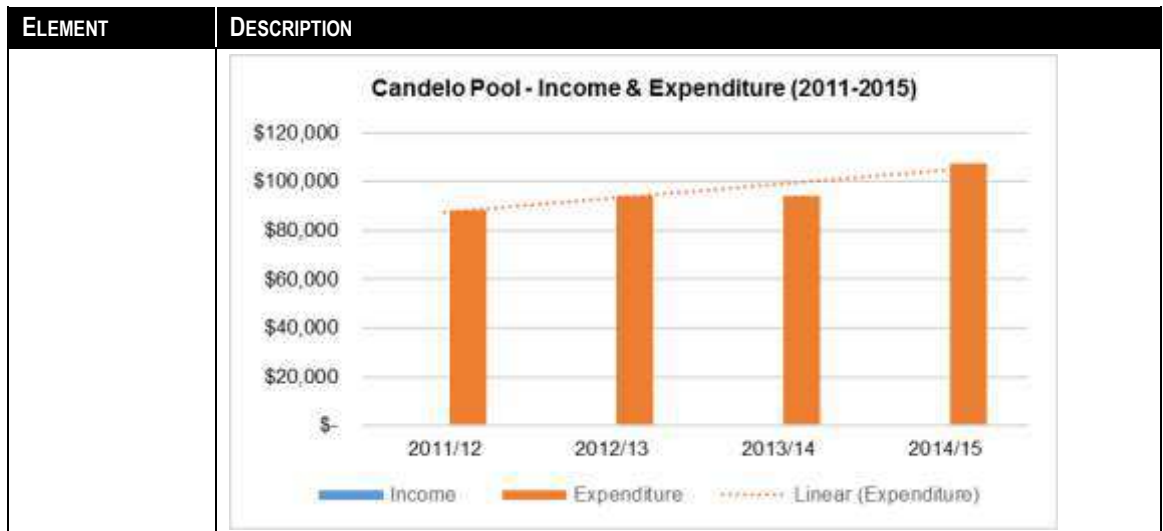
ELEMENT	DESCRIPTION															
Financial Analysis	<ul style="list-style-type: none"> Expenditure has been relatively stable. As a low patronage pool, income is low.  <table border="1" data-bbox="491 331 1297 790"> <caption>Bemboka Pool - Income & Expenditure (2011-2015)</caption> <thead> <tr> <th>Year</th> <th>Income (\$)</th> <th>Expenditure (\$)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>~\$10,000</td> <td>~\$75,000</td> </tr> <tr> <td>2012/13</td> <td>~\$10,000</td> <td>~\$75,000</td> </tr> <tr> <td>2013/14</td> <td>~\$10,000</td> <td>~\$75,000</td> </tr> <tr> <td>2014/15</td> <td>~\$10,000</td> <td>~\$70,000</td> </tr> </tbody> </table>	Year	Income (\$)	Expenditure (\$)	2011/12	~\$10,000	~\$75,000	2012/13	~\$10,000	~\$75,000	2013/14	~\$10,000	~\$75,000	2014/15	~\$10,000	~\$70,000
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Catchment Area	<ul style="list-style-type: none"> From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool. Bemboka Pool serves a local catchment with almost 90% of patrons living in Bemboka. 															
 <p data-bbox="1161 1440 1401 1563">Catchment of Bemboka Pool from 'at pool' survey responses</p> <p data-bbox="1201 1821 1377 1921">Bemboka % ■ 20.00 and below (3) ■ 20.00 and above (0) 0 3.3 6.7 10 Kilometers</p>																

8.6. CANDELO SWIMMING POOL

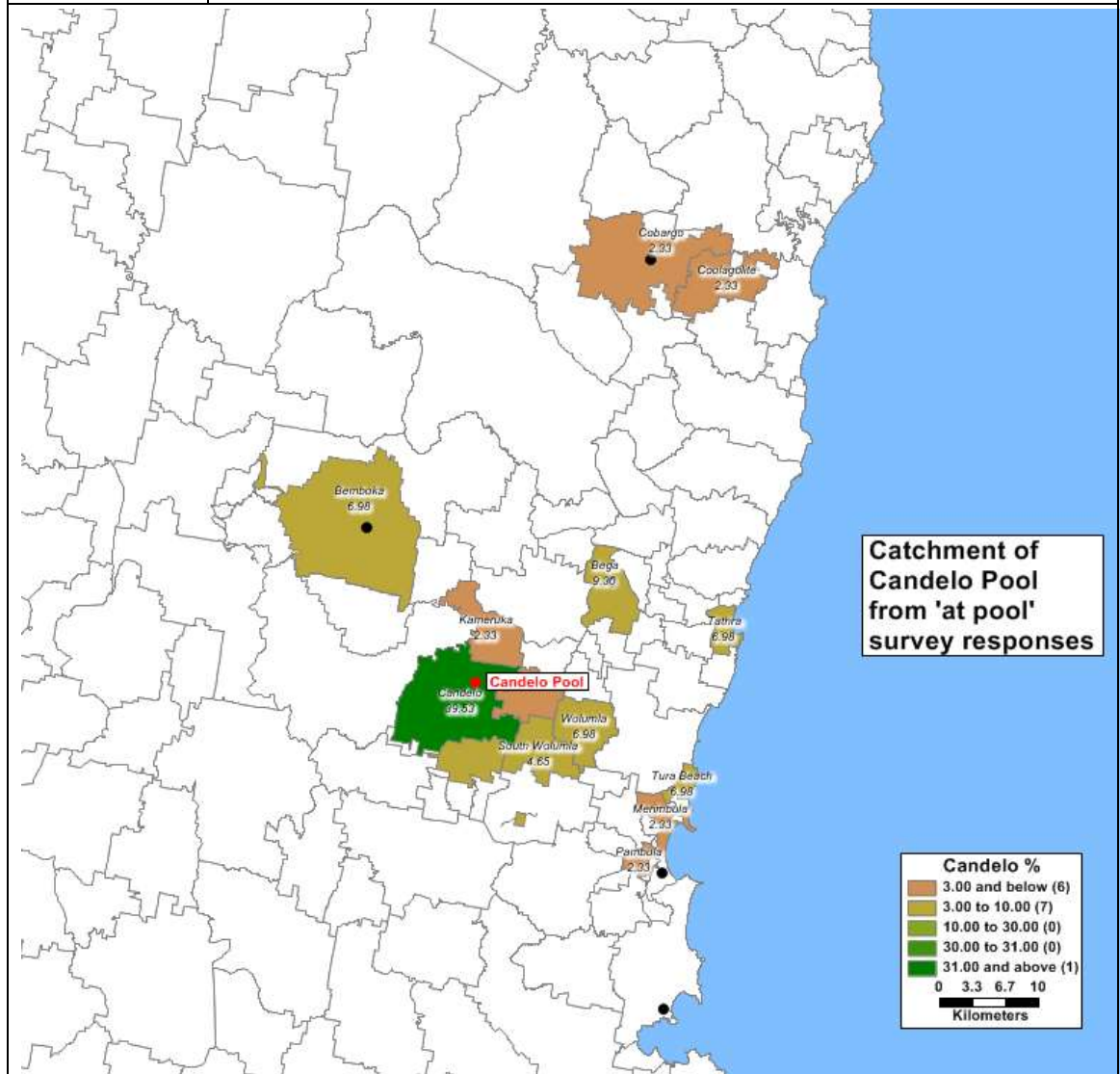
Table 10: Overview of Candelo Swimming Pool

ELEMENT	DESCRIPTION
Existing Facilities and Site Layout	<p>Candelo Pool was developed by the community on privately owned land in 1998 and has since been transferred to BVSC. The facility comprises the following:</p> <ul style="list-style-type: none"> ▪ 7 lane x 50m outdoor pool (solar heated) ▪ Depth ranges from 1.0m to 1.9m ▪ 12m x 5m program pool with ramp access. Depth 0.5m to 0.9m ▪ Covered grandstand with tiered concrete seating ▪ Amenities and kiosk building ▪ Unsealed car park
	
Opening Hours	<p>Seasonal pool open from October to March. Opening hours are:</p> <ul style="list-style-type: none"> ○ Opening Hours: October Monday – Friday 10.00am – 6.00pm Saturday and Sunday 10.00am – 4.00pm ○ Opening Hours: November – February Monday – Thursday 6.30am – 8.00am, 10.00am – 6.00pm Friday 10.00am -6.00pm Saturday and Sunday 10.00am – 4.00pm ○ Opening Hours: March Monday – Friday 10.00am – 6.00pm Saturday and Sunday 10.00am – 4.00pm
Management Arrangements	<p>Managed by contractor</p>
Condition and Asset Management	<ul style="list-style-type: none"> ▪ Recent problem with water leaks – works being done in off season to examine the cause (assumed to be expansion joints). ▪ The Asset Management Plan identifies approx. \$97,000 in capital works required over the next 5 years
Patronage	<ul style="list-style-type: none"> ▪ Low patronage pool but has trended upward over the last 5 years. Over the three years 2012-2015 the median Council subsidy for each user visit at Candelo Pool was \$12.69.

ELEMENT	DESCRIPTION																												
Patronage (cont'd)	 <p>Candelo Pool Patronage (2011 to 2016)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Patronage</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>6,777</td> </tr> <tr> <td>2011/12</td> <td>6,111</td> </tr> <tr> <td>2012/13</td> <td>8,221</td> </tr> <tr> <td>2013/14</td> <td>9,041</td> </tr> <tr> <td>2014/15</td> <td>8,114</td> </tr> <tr> <td>2015/16</td> <td>7,674</td> </tr> </tbody> </table>	Year	Patronage	2010/11	6,777	2011/12	6,111	2012/13	8,221	2013/14	9,041	2014/15	8,114	2015/16	7,674														
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Nature of Usage	<ul style="list-style-type: none"> Majority of users (53%) are child or adult members/ pass holders. No programming and very little learn-to-swim occurs at Candelo pool.  <p>Type of Usage 2015-16 (Candelo Pool)</p> <table border="1"> <thead> <tr> <th>Usage Type</th> <th>Number of Users</th> </tr> </thead> <tbody> <tr> <td>Child member/pass holder</td> <td>~2100</td> </tr> <tr> <td>Adult member/pass holder</td> <td>~1900</td> </tr> <tr> <td>School</td> <td>~1400</td> </tr> <tr> <td>Adult casual</td> <td>~900</td> </tr> <tr> <td>Child casual</td> <td>~800</td> </tr> <tr> <td>Child learn to swim</td> <td>~200</td> </tr> <tr> <td>Adult program</td> <td>~100</td> </tr> <tr> <td>Spectator</td> <td>~50</td> </tr> <tr> <td>Disability</td> <td>~50</td> </tr> <tr> <td>Swim squad</td> <td>~50</td> </tr> </tbody> </table>	Usage Type	Number of Users	Child member/pass holder	~2100	Adult member/pass holder	~1900	School	~1400	Adult casual	~900	Child casual	~800	Child learn to swim	~200	Adult program	~100	Spectator	~50	Disability	~50	Swim squad	~50						
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Financial Analysis	<ul style="list-style-type: none"> No revenue to Council as this is retained by the contractor. Expenditure has steadily increased over the last 5 years. 																												


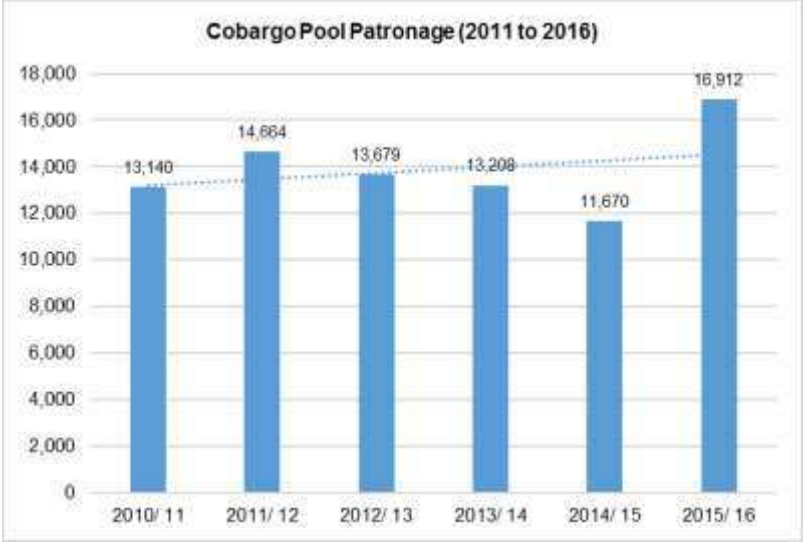


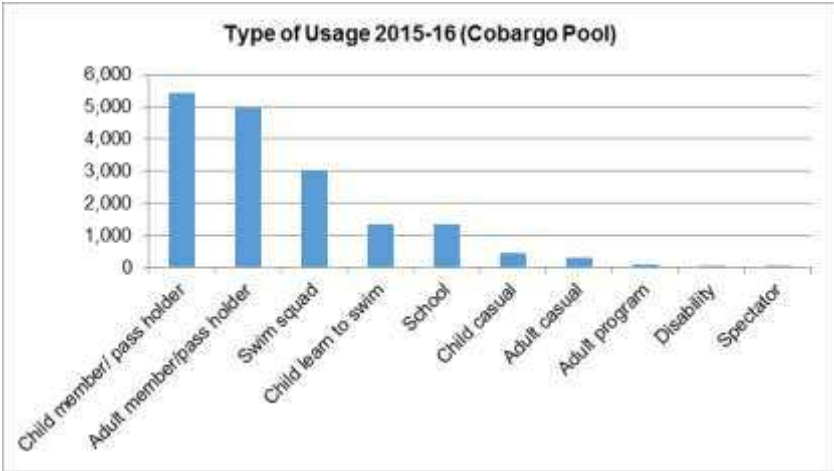
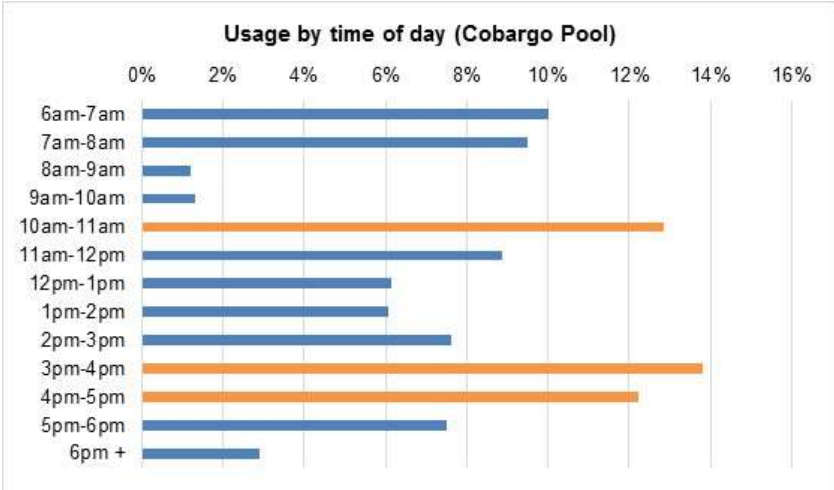
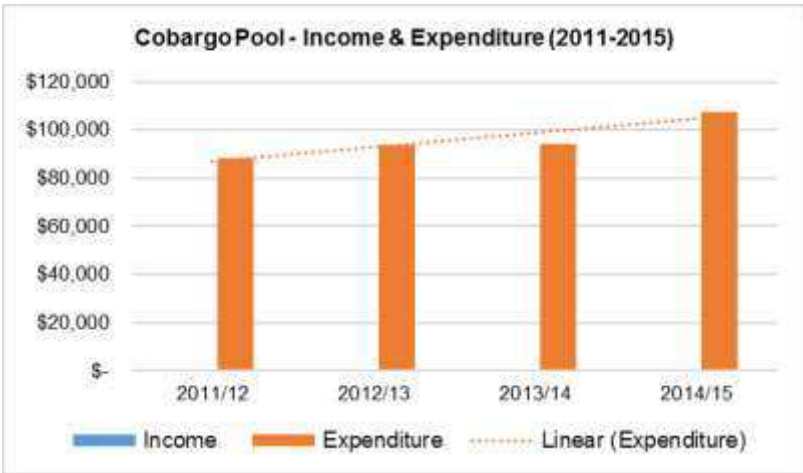
- Catchment Area
- From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool.
 - While Candelo pool services a mostly local catchment area, it is worth noting that over 18% attend from coastal communities, over 9% from Bega and 7% from Bemboka.

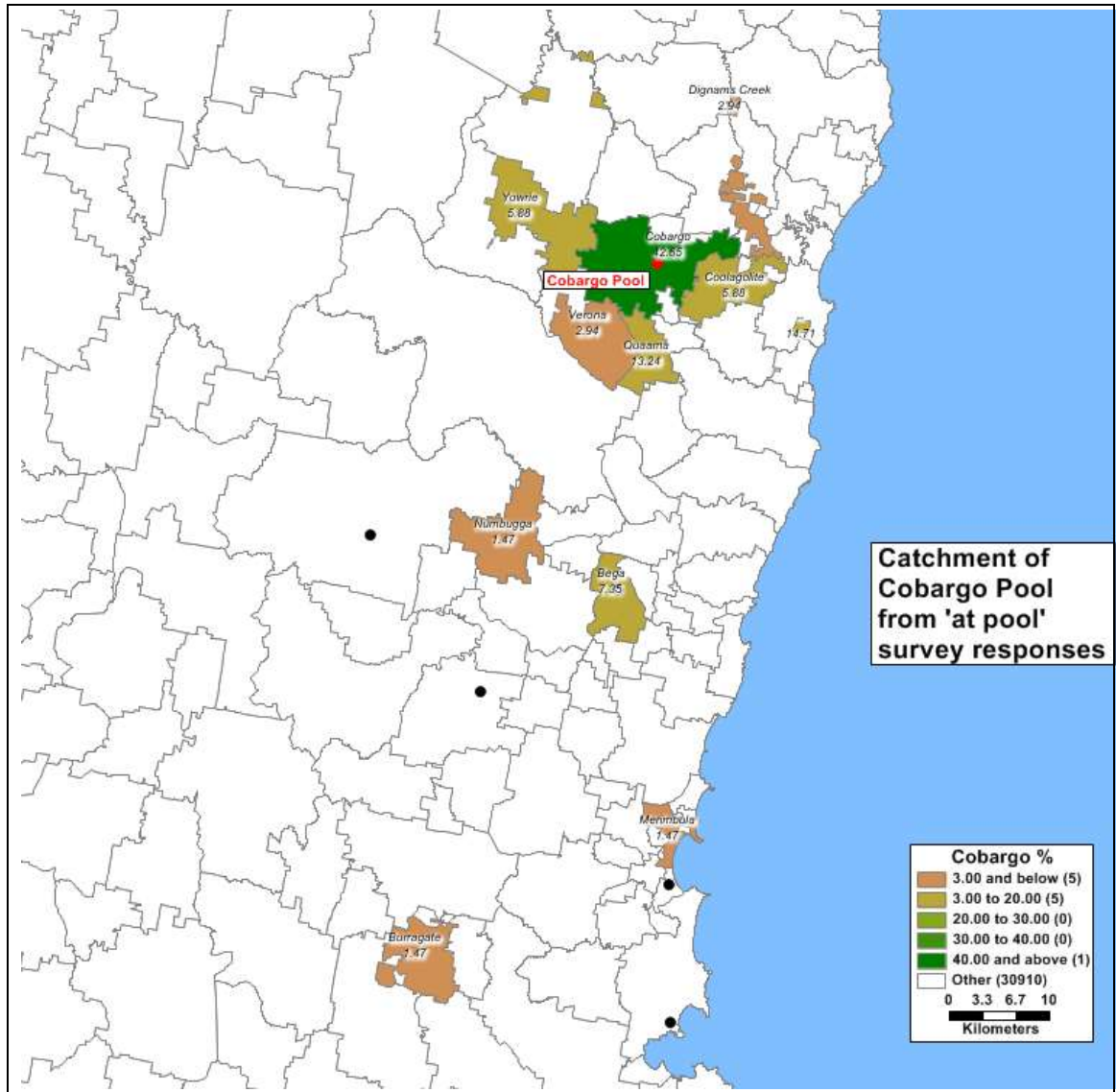


8.7. COBARGO SWIMMING POOL

Table 11: Overview of Cobargo Pool

ELEMENT	DESCRIPTION														
Existing Facilities and Site Layout	<p>Built in 1969 this pool is situated adjacent to residences on two sides and comprises the following:</p> <ul style="list-style-type: none"> ▪ 4 lane x 25m painted concrete outdoor pool (solar heating and heat pumps) ▪ Depth 1.0m to 1.6m ▪ Small circular toddlers pool ▪ Small grandstand with concrete seating ▪ Amenities and kiosk building ▪ Swim club room Small shaded grass area ▪ On-street parking only 														
															
Opening Hours	<p>Seasonal pool open from October to April. Opening hours are:</p> <ul style="list-style-type: none"> ○ Monday – Friday 6.00am – 9.00am (Members only), 10.00am – 6.00pm General Public ○ Saturday and Sunday 10.00am -6.00pm 														
Management Arrangements	Managed by contractor														
Condition and Asset Management	<ul style="list-style-type: none"> ▪ This is an old generation pool with no major leaks. Facilities and support amenities are fairly basic. <p>The Asset Management Plan identifies that substantial structural works will be required in approximately 10 years, as the pool nears the end of its useful asset life.</p>														
Patronage	<ul style="list-style-type: none"> ▪ Attendances increased in 2015/ 16 after a downward trend over the previous 3 years. ▪ Over the three years 2012-2015 the median Council subsidy for each user visit at Cobargo Pool was \$7.14. This is the second lowest subsidy per visit of all Council pools (behind SAC). <div data-bbox="528 1391 1334 1935" style="text-align: center;">  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Cobargo Pool Patronage (2011 to 2016)</caption> <thead> <tr> <th>Year</th> <th>Patronage</th> </tr> </thead> <tbody> <tr> <td>2010/ 11</td> <td>13,140</td> </tr> <tr> <td>2011/ 12</td> <td>14,664</td> </tr> <tr> <td>2012/ 13</td> <td>13,679</td> </tr> <tr> <td>2013/ 14</td> <td>13,208</td> </tr> <tr> <td>2014/ 15</td> <td>11,670</td> </tr> <tr> <td>2015/ 16</td> <td>16,912</td> </tr> </tbody> </table> </div>	Year	Patronage	2010/ 11	13,140	2011/ 12	14,664	2012/ 13	13,679	2013/ 14	13,208	2014/ 15	11,670	2015/ 16	16,912
Year	Patronage														
2010/ 11	13,140														
2011/ 12	14,664														
2012/ 13	13,679														
2013/ 14	13,208														
2014/ 15	11,670														
2015/ 16	16,912														
Nature of Usage	<ul style="list-style-type: none"> ▪ The majority of users are child or adult members/ pass holders (61%) but there is also substantial patronage by swim squads which accounts for a further 18% of overall use. 														


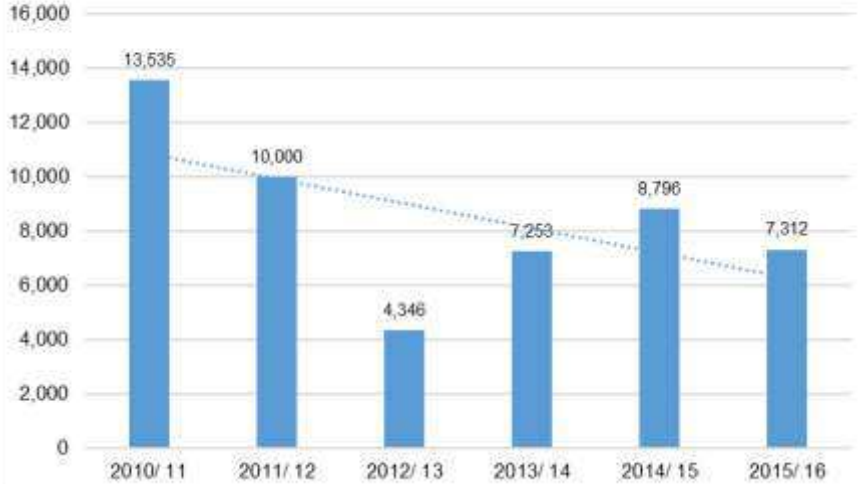
ELEMENT	DESCRIPTION
	
	<ul style="list-style-type: none"> Usage times are more evenly spread than most other pools. 
Financial Analysis	<ul style="list-style-type: none"> No revenue to Council as this is retained by the contractor. Expenditure has steadily increased over the last 5 years. 
Catchment Area	<ul style="list-style-type: none"> From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool. Cobargo Pool services a predominantly local and district catchment.

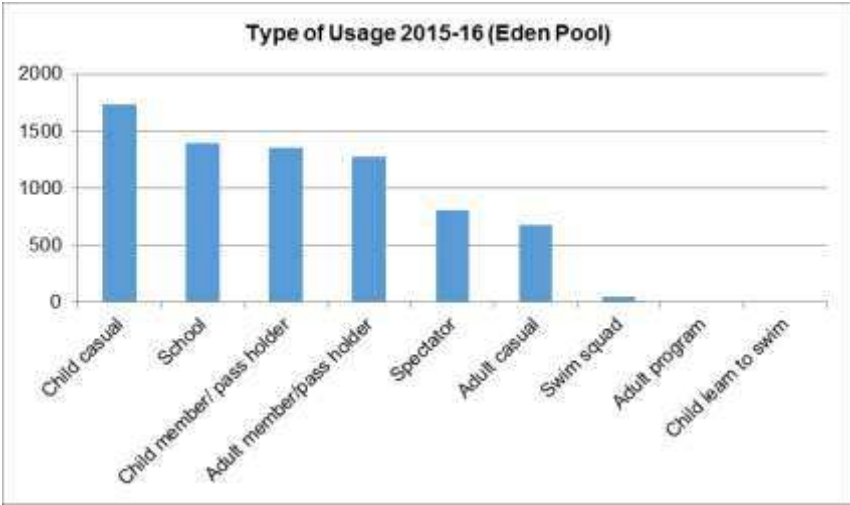
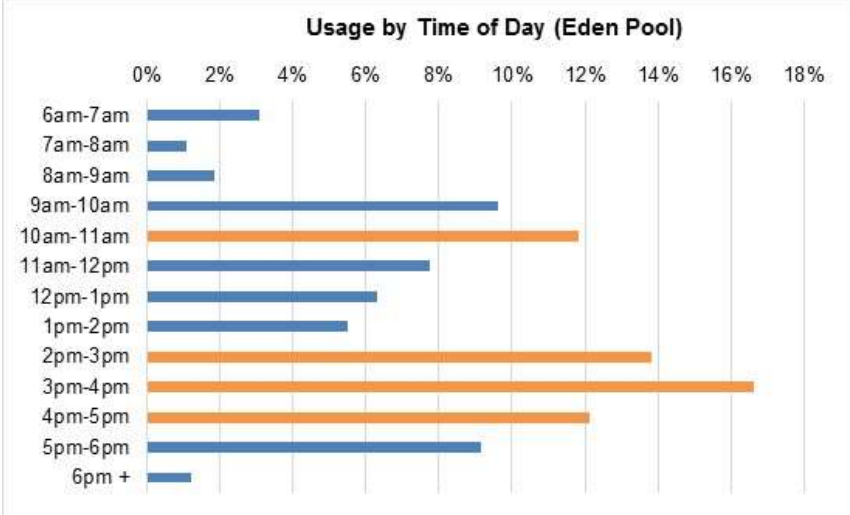
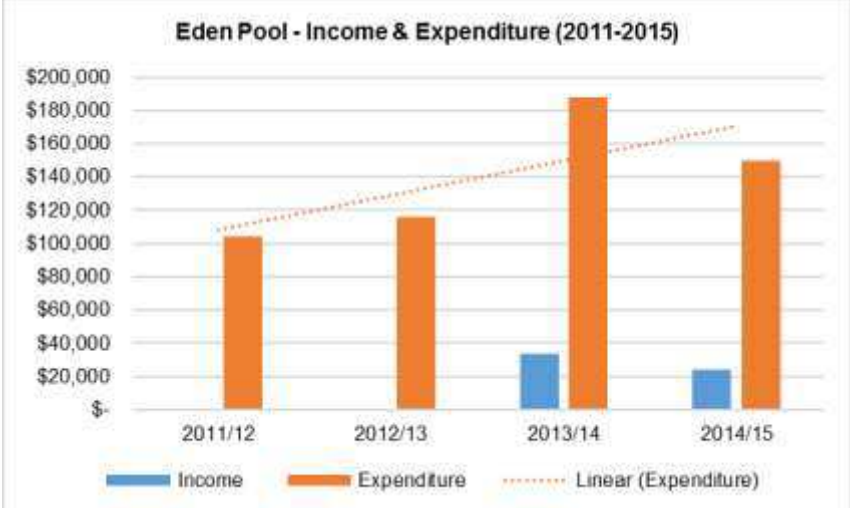


8.8. EDEN MEMORIAL POOL

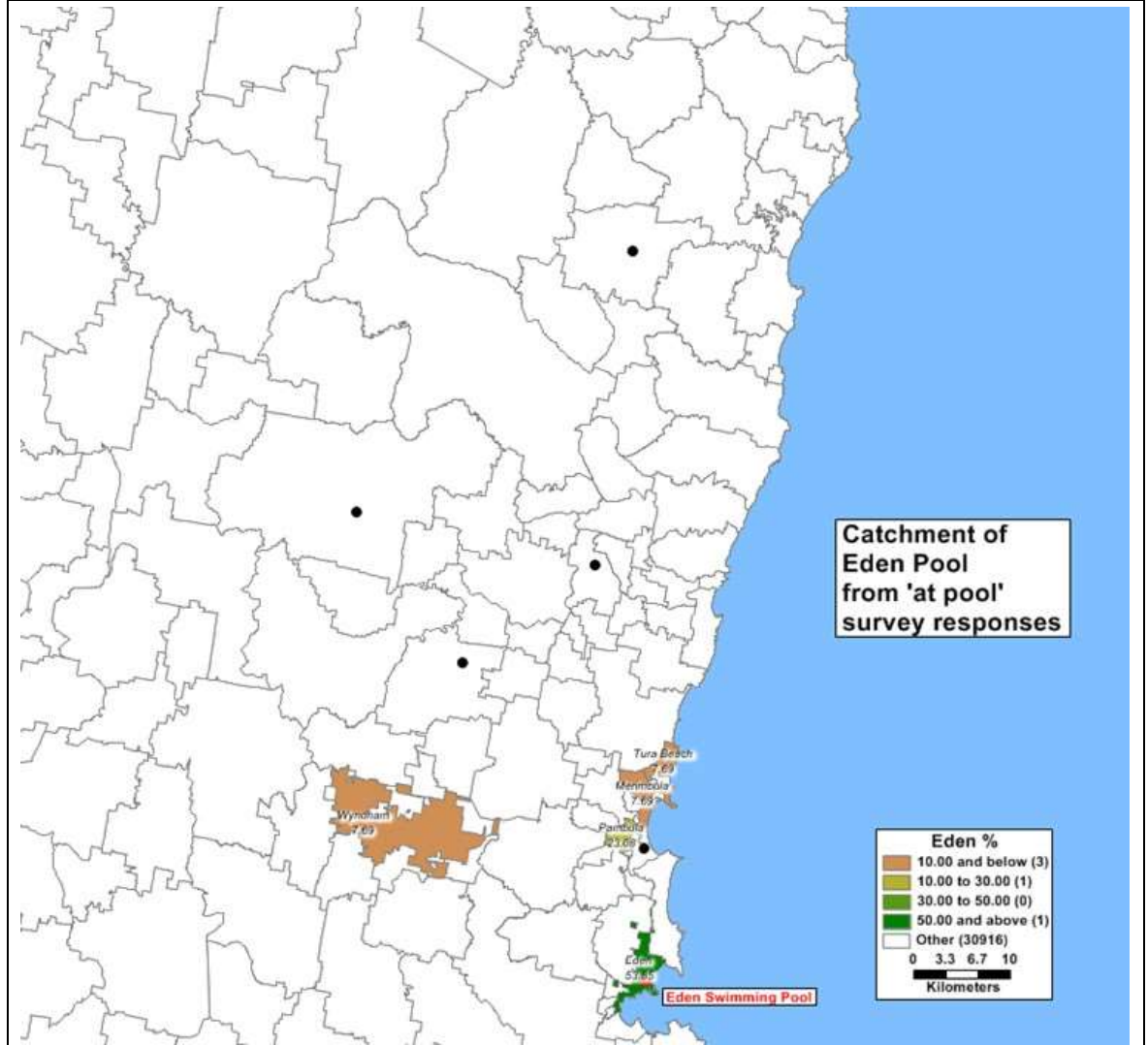
Table 12: Overview of Eden Memorial Pool

ELEMENT	DESCRIPTION
Existing Facilities and Site Layout	<p>Built in 1980 this pool comprises:</p> <ul style="list-style-type: none"> ▪ 50m x 6 lane outdoor pool (solar heating) ▪ Depth 1.0m to 2.0m ▪ Toddler pool approx. 15m x 8m with stair entry. Depth 0.44m to 0.9m ▪ Poor visibility of both pools from main entry ▪ Shade structure beside 50m pool and toddlers pool ▪ Amenities, kiosk and swim club building ▪ Large grounds (no shade) ▪ Former entry building at top of hill used for storage ▪ On street parking only

ELEMENT	DESCRIPTION														
															
Opening Hours	<p>Seasonal pool open from October to March. Opening hours are:</p> <ul style="list-style-type: none"> ○ Opening Hours: October – December Monday, Wednesday, Friday, Saturday and Sunday 10.00am – 6.00pm Tuesdays and Thursdays 6.00am – 9.00am, 2.00pm – 6.00pm ○ Opening Hours: January Monday, Wednesday, Friday, Saturday and Sunday 10.00am – 6.00pm Tuesdays and Thursdays 6.00am – 6.00pm ○ Opening Hours: February – March Monday, Wednesday, Friday, Saturday and Sunday 10.00am – 6.00pm Tuesdays and Thursdays 6.00am – 9.00am, 2.00pm – 6.00pm 														
Management Arrangements	Managed by Council staff														
Condition and Asset Management	<ul style="list-style-type: none"> ▪ Asset Management Plan identifies approx. \$78,000 in capital renewal works over the next 5 years, the main item being replacement of solar heating. 														
Patronage	<ul style="list-style-type: none"> ▪ Low patronage pool well below 2010/ 11 attendance levels. ▪ Over the three years 2012-2015 the median Council subsidy for each user visit at Eden Pool was \$17.28. This is the second highest subsidy per visit of all pools behind Bemboka Pool. <div data-bbox="523 1249 1417 1809" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Eden Pool Patronage (2011 to 2015)</p>  <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Year</th> <th>Patronage</th> </tr> </thead> <tbody> <tr> <td>2010/ 11</td> <td>13,535</td> </tr> <tr> <td>2011/ 12</td> <td>10,000</td> </tr> <tr> <td>2012/ 13</td> <td>4,346</td> </tr> <tr> <td>2013/ 14</td> <td>7,253</td> </tr> <tr> <td>2014/ 15</td> <td>8,796</td> </tr> <tr> <td>2015/ 16</td> <td>7,312</td> </tr> </tbody> </table> </div>	Year	Patronage	2010/ 11	13,535	2011/ 12	10,000	2012/ 13	4,346	2013/ 14	7,253	2014/ 15	8,796	2015/ 16	7,312
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2012/ 13	4,346														
2013/ 14	7,253														
2014/ 15	8,796														
2015/ 16	7,312														
Nature of Usage	<ul style="list-style-type: none"> ▪ Child casual admission is the largest user category type. No programs are conducted at Eden Memorial Pool and swim squad numbers are minimal. 														





ELEMENT	DESCRIPTION
	<div data-bbox="528 255 1382 757">  <p>Type of Usage 2015-16 (Eden Pool)</p> </div> <ul data-bbox="528 770 1436 831" style="list-style-type: none"> Opening hours have been reduced in recent years. The highest usage hours are between 2.00pm and 5.00pm <div data-bbox="528 842 1382 1355">  <p>Usage by Time of Day (Eden Pool)</p> </div>
<p>Financial Analysis</p>	<ul data-bbox="528 1375 1404 1435" style="list-style-type: none"> Expenditure has increased substantially since 2011/ 12. Poor visibility from main entry necessitates two staff on duty at all times which increases costs. <div data-bbox="528 1447 1382 1953">  <p>Eden Pool - Income & Expenditure (2011-2015)</p> </div>

ELEMENT	DESCRIPTION
Catchment Area	<ul style="list-style-type: none"> ▪ From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool. ▪ The number of 'at pool' survey responses from Eden Pool was very low (16) so the indicative catchment may be inaccurate.

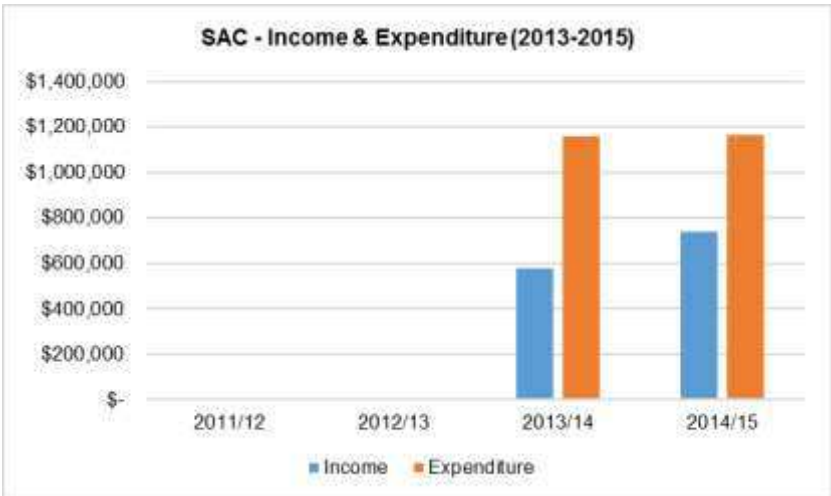
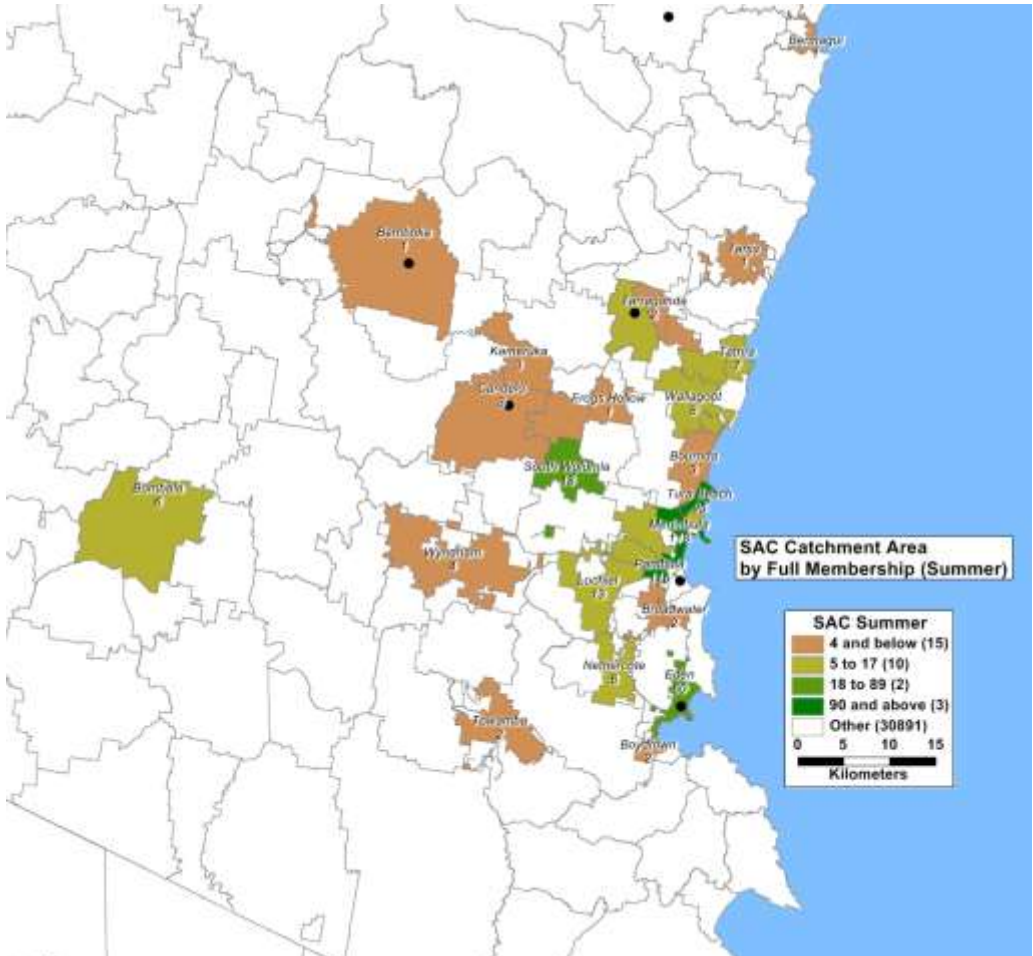


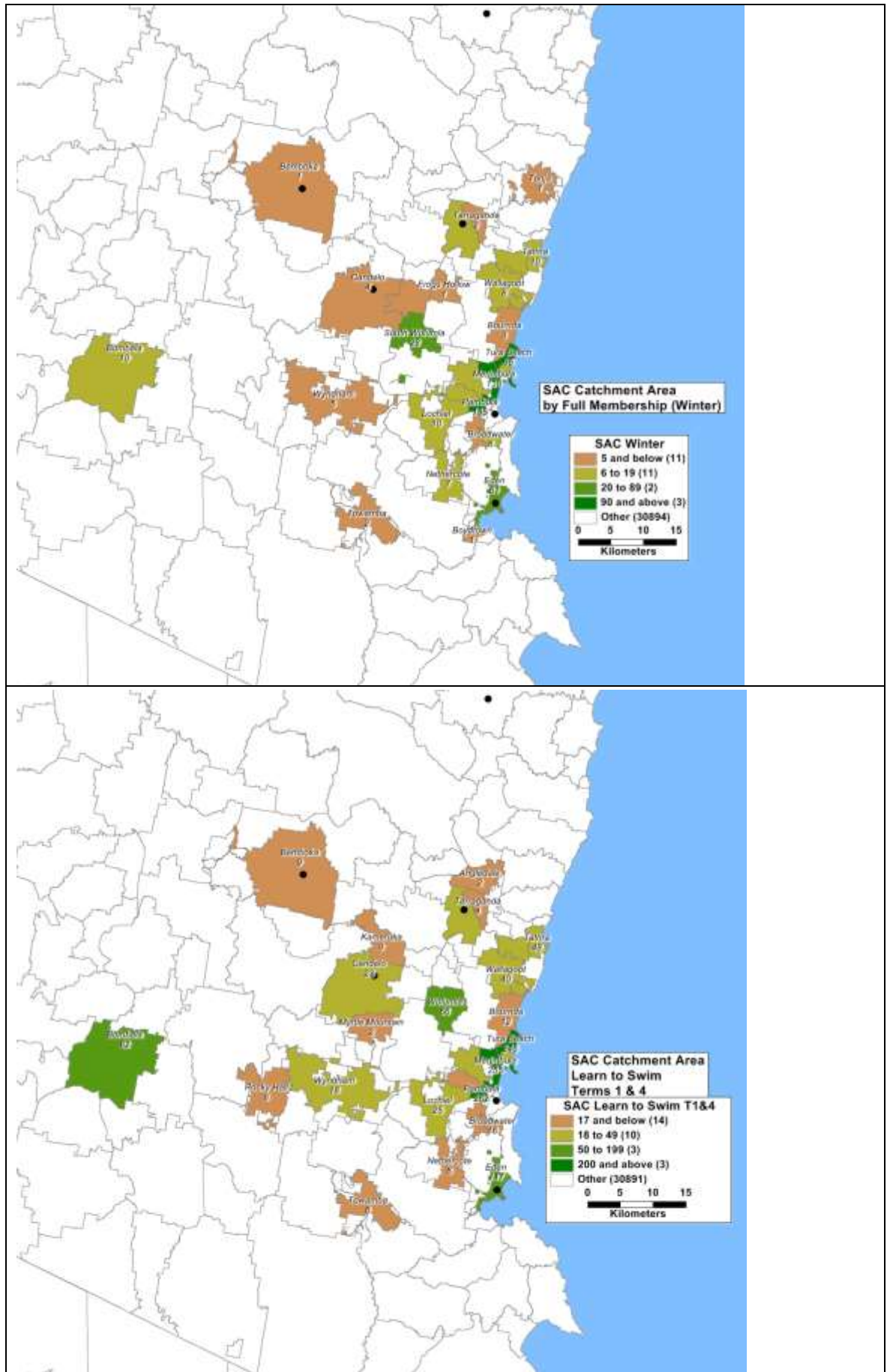
8.9. SAPPHIRE AQUATIC CENTRE (SAC)

Table 13: Overview of Sapphire Aquatic Centre (SAC)

ELEMENT	DESCRIPTION
Existing Facilities and Site Layout	<p>Situated adjacent to Pambula Sporting Complex this facility is the newest and most contemporary design of Council's six aquatic centres. Originally an outdoor pool, the facility was redeveloped as an indoor facility in 2010. The Rotary Club of Pambula coordinated fund raising and funding from three levels of government. It comprises:</p> <ul style="list-style-type: none"> ▪ 25m x 6 lane heated indoor pool with disability access ramp ▪ Depth 1.2m to 1.6m ▪ Indoor heated program pool with disability access ramp ▪ Depth 0.7m to 1.5m ▪ Indoor heated children's leisure water area ▪ Separate building housing gym (approx. 250m²), office, and swim club room also used as gym program space ▪ Front entry including kiosk/ café, office, storage and socialising area ▪ Child care area ▪ Sealed car park extended approx. 18 months ago ▪ Proposal by Rotary Club to establish two squash courts at the Centre following the closure of Merimbula Squash courts <p>Recent draft Master Plan prepared for adjacent Pambula Sporting Complex</p>
	
	
Opening Hours	<p>Pool open all year round. Opening hours are:</p> <ul style="list-style-type: none"> ○ Monday to Friday 6.00am to 7.00pm ○ Saturday 8.30am to 5.00pm ○ Sunday 10.00am to 5.00pm
Management Arrangements	<ul style="list-style-type: none"> ▪ Originally managed by a community group (Sapphire Aquatic Limited) ▪ Managed by Council since July 2013

ELEMENT	DESCRIPTION																																
Condition and Asset Management	<ul style="list-style-type: none"> ▪ Main issue is the absence of an air handling/ ventilation system. This has impacts on infrastructure life, air quality and operating costs. Needs engineering solution. ▪ Doors and windows are opened to provide air flow but this also results in patron complaints. ▪ Two heat pumps understood to be undersized and only just coping with operational demand and difficulties stabilising temperature in the main pool. ▪ Asset Management Plan identifies over \$180,000 in capital renewal works within the next 5 years, with the main items being replacement of heat pumps, chemical dosing and pool covers. Resolution of air handling problem is not included in the Asset Management Plan. 																																
Patronage	<ul style="list-style-type: none"> ▪ SAC accounts for over half of all pool attendance during the months when Council five other pools are open. ▪ The Gym has relatively low membership (4 other competing gyms in Merimbula) ▪ Based on 2013 - 2015 patronage and operating costs, each user visit is subsidised by Council to the tune of \$3.98. This is by far, the lowest subsidy per visit of all BVSC pools. ▪ Patronage data for SAC for 2013/ 14 is incomplete so it is not possible to graphs patronage over the two years that BVSC has been operating the Centre. ▪ Total attendance for 2014/ 15 at SAC was 106,024 																																
Nature of Usage	<ul style="list-style-type: none"> ▪ While members are the predominant user group, during the summer months when all pools are open, SAC has more than twice as many learn-to-swim patrons (12,930) as all other pools in BVSC combined (5,519). During the winter months, almost as many learn-to-swim patrons are catered for (11,860). <div style="text-align: center; margin-top: 10px;"> <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <caption>SAC - Type of Use (Summer)</caption> <thead> <tr> <th>User Group</th> <th>Attendance (Approximate)</th> </tr> </thead> <tbody> <tr> <td>Members</td> <td>18,000</td> </tr> <tr> <td>Learn-to-swim</td> <td>12,930</td> </tr> <tr> <td>Casuals</td> <td>12,000</td> </tr> <tr> <td>Spectators</td> <td>9,000</td> </tr> <tr> <td>School</td> <td>3,000</td> </tr> <tr> <td>Child care</td> <td>1,000</td> </tr> <tr> <td>Other</td> <td>1,000</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 10px;"> <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <caption>SAC - Type of Use (Winter)</caption> <thead> <tr> <th>User Group</th> <th>Attendance (Approximate)</th> </tr> </thead> <tbody> <tr> <td>Members</td> <td>15,500</td> </tr> <tr> <td>Learn-to-swim</td> <td>11,860</td> </tr> <tr> <td>Casuals</td> <td>9,500</td> </tr> <tr> <td>Spectators</td> <td>8,000</td> </tr> <tr> <td>Child care</td> <td>1,000</td> </tr> <tr> <td>Other</td> <td>500</td> </tr> <tr> <td>School</td> <td>500</td> </tr> </tbody> </table> </div>	User Group	Attendance (Approximate)	Members	18,000	Learn-to-swim	12,930	Casuals	12,000	Spectators	9,000	School	3,000	Child care	1,000	Other	1,000	User Group	Attendance (Approximate)	Members	15,500	Learn-to-swim	11,860	Casuals	9,500	Spectators	8,000	Child care	1,000	Other	500	School	500
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ELEMENT	DESCRIPTION
Financial Analysis	<ul style="list-style-type: none"> In the two years that BVSC has managed the Centre, revenue has increased by 28.6% to \$740,646 while expenditure has been stable at around \$1,160,000. 
Catchment Area	<ul style="list-style-type: none"> From 'at pool' survey data undertaken for this study, the place of residence of patrons of individual pools was mapped to provide an indication of the catchment for each pool. From actual data captured by the SAC pool management system, it is possible to map the catchments of full members and learn-to-swim patrons for both summer and winter months. It is evident that SAC services a broad catchment across BVSC, but the highest patronage levels are from Pambula/ Pambula Beach/ South Pambula; Merimbula; Tura Beach and Eden.
	



9. CONSULTATION OUTCOMES

An extensive community engagement and Council consultation process was undertaken to seek resident and stakeholder views about aquatic facility needs in Bega Valley Shire Council. This included:

- Community awareness raising via press release
- Meetings with BVSC officers
- Interviews with pool staff and contract managers
- Initial briefing with Councillors
- Meetings with pool user groups and other stakeholders
- Survey of residents available on-line and in hard copy format
- At-pool survey of all pools
- Survey of schools.

9.1. SURVEY OF POOL USERS AND RESIDENTS

9.1.1. PROFILE OF ALL SURVEY RESPONDENTS

An 'At Pool' on site user survey and 'Community' survey available in on-line and hard copy format were administered. A total of 372 responses were received – 250 from the 'At Pool' survey, and 122 from the 'Community' survey (99 on-line and 23 hard copy responses). It should be noted that a number of respondents to both the 'At Pool' survey and 'Community' utilised and/ or commented on more than one pool. To that end 176 actual responses were entered and analysed for the 'Community' survey and 305 actual responses were entered and analysed for the 'At Pool' survey.

It should be noted that as self-selected surveys, neither the 'at pool' nor the 'community' survey represents a stratified sample of the Bega Valley Shire population. Results can therefore not necessarily be interpreted to represent the views of the community as a whole. However, the surveys provide useful information about usage patterns, levels of satisfaction, issues and concerns, and priorities for improvement among pool users or residents interested in pools.

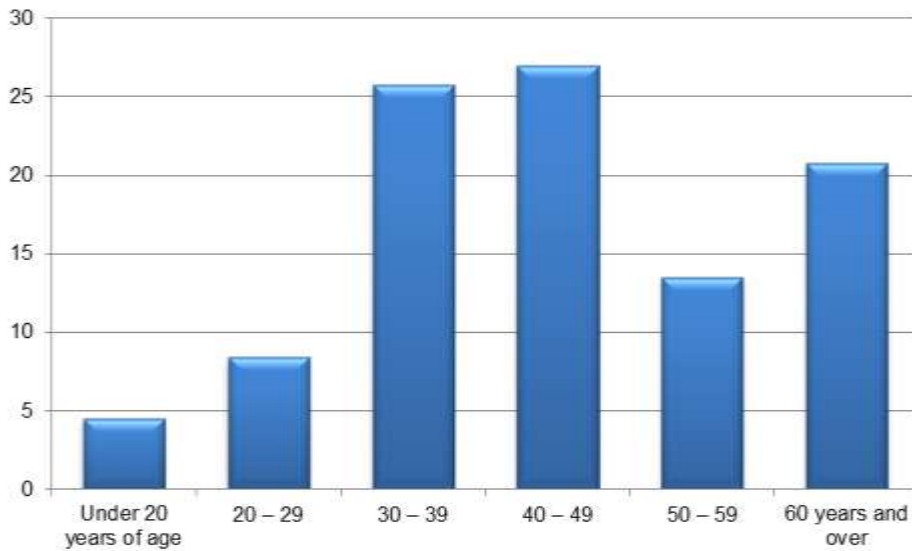
1) PROFILE OF 'AT POOL' SURVEY RESPONDENTS

As can be seen from Table 14 and Figure 7 the 'At Pool' sample was dominated by older respondents, with only 10.4% of respondents being aged under 30 years of age. In contrast over one fifth of the respondents were aged 60 years and over. A notably high proportion from the 'parent' cohort also featured, with over 40% of respondents (42.6%) aged between 30 - 49 years of age.

Table 14: Age of 'At Pool' survey respondents

AGE GROUP (YEARS)	% OF TOTAL RESPONDENTS
Under 20 years of age	7.7
20 – 29	2.7
30 – 39	16.8
40 – 49	25.8
50 – 59	25.2
60 years and over	21.8

Figure 7: Age of 'At Pool' survey respondents



Substantially more females (67%) compared to males (33%) completed the survey (refer Table 15). This gender bias in response is commonly seen in community research and is therefore to some extent expected. However, the dominance of female respondents may also impact on survey findings, with issues that may be more important to women potentially more likely to emerge.

Table 15: Gender of 'At Pool' survey respondents

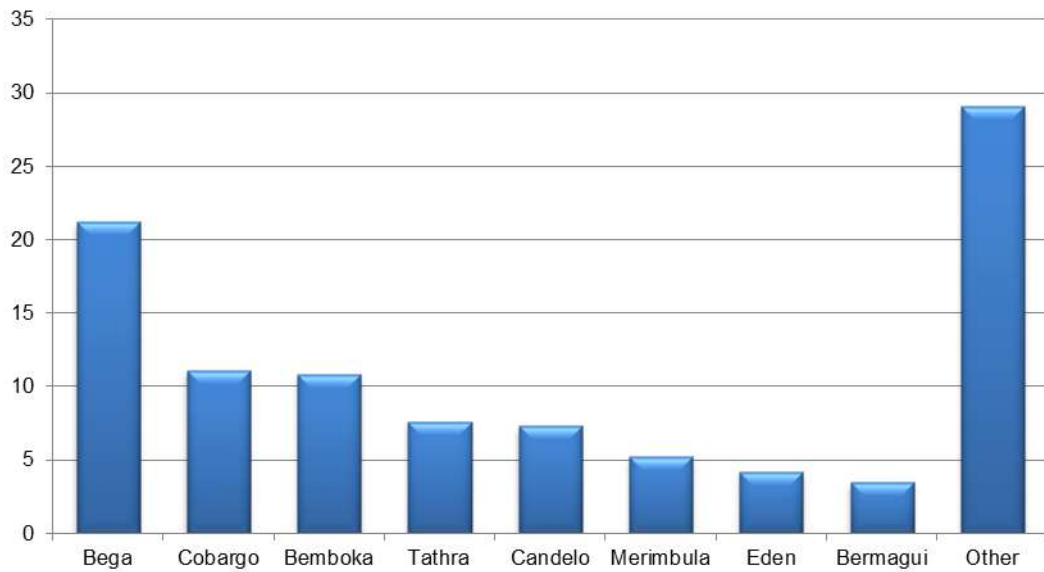
GENDER	% OF TOTAL RESPONDENTS
Male	33.0
Female	67.0

The main towns/ localities of 'At Pool' survey respondents are outlined at Table 16 and Figure 8. Overall, the sample showed a diverse spread across the broader Bega shire. However, easily the largest single group of respondents came from Bega itself (21.2%), with 11.1% from Cobargo, 10.8% from Bemboka, 7.6% from Tathra and 7.3% from Candelo.

Table 16: Residential location of 'At Pool' survey respondents

RESIDENTIAL LOCATION	% OF RESPONDENTS
Bega	21.2
Cobargo	11.1
Bemboka	10.8
Tathra	7.6
Candelo	7.3
Merimbula	5.2
Eden	4.2
Bermagui	3.5
Other	29.1

Figure 8: Residential location of 'At Pool' respondents (only suburbs with more than 10 responses included)



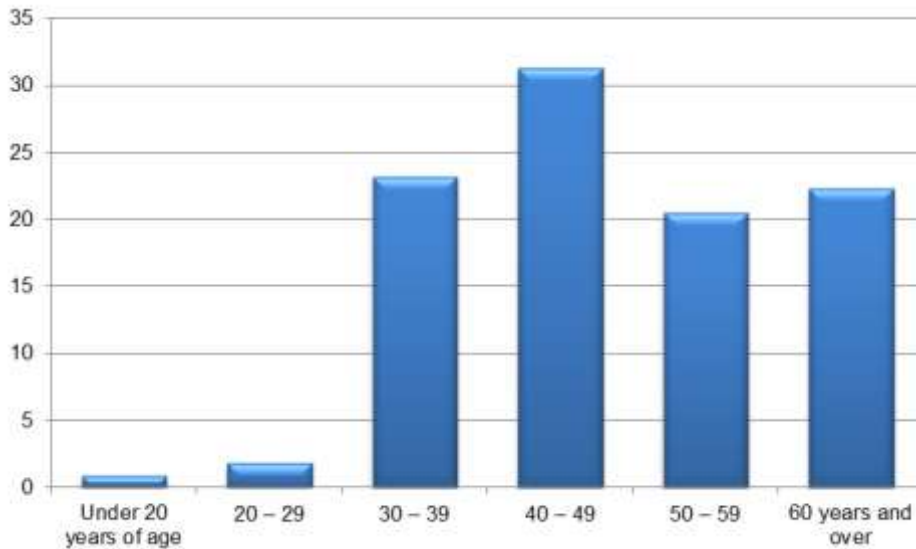
2) PROFILE OF 'COMMUNITY' SURVEY RESPONDENTS

Consistent with the 'At Pool' survey sample, the 'Community' survey sample was dominated by older respondents, with only 1.8% of respondents being aged under 30 years of age (Table 17 and Figure 9). As with the 'At Pool' survey, a notable proportion from the 'parent' cohort also featured, with over 50% of respondents (54.5%) aged 30-49 years of age.

Table 17: Age of 'Community' survey respondents

AGE GROUP (YEARS)	% OF TOTAL RESPONDENTS
Under 20 years of age	0.9
20 – 29	1.8
30 – 39	23.2
40 – 49	31.3
50 – 59	20.5
60 years and over	22.3

Figure 9: Age of 'Community' survey respondents



As per the 'At Pool' survey, more females (74.5%) compared to males (25.5%) completed the 'Community' survey (refer Table 18). Again, the dominance of female respondents may also impact on survey findings, with issues that may be more important to women potentially more likely to emerge.

Table 18: Gender of 'Community' survey respondents

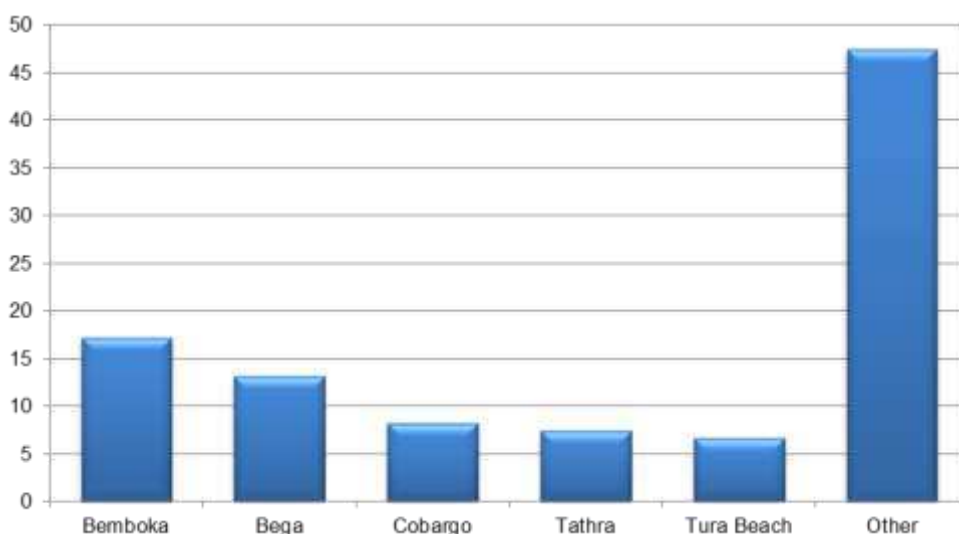
GENDER	% OF RESPONDENTS	TOTAL
Male	25.5	
Female	74.5	

The main suburbs/ localities of 'Community' survey respondents are outlined at Table 19 and Figure 10. Overall, the 'Community' survey sample showed a more diverse spread across Bega shire area than the 'At Pool' survey. However, the three largest single groups of respondents were the same as those reported in the 'At Pool' survey, namely Bega (17.2%), Bemboka (13.1%), and Cobargo (8.2%).

Table 19: Residential location of 'Community' survey respondents

RESIDENTIAL LOCATION	% OF RESPONDENTS
Bemboka	17.2
Bega	13.1
Cobargo	8.2
Tathra	7.4
Tura Beach	6.6
Other	47.5

Figure 10: Residential location of 'Community' survey respondents



9.1.2. FREQUENCY OF POOL USE

1) FREQUENCY OF USE - COMMUNITY SURVEY RESPONDENTS

Most community survey respondents were users of pools, with 91% of all respondents stating they had used a swimming pool in Bega Shire at least once in the previous 12 months.

Sapphire Aquatic Centre was the most commonly cited pool visited by respondents, with 78.7% of the community survey sample stating they had visited it at least once in the previous year. This was followed by Bega War Memorial Pool (63.9%) and Candelo Pool, which recorded substantially lower attendance compared to the other two pools (50.0%). It should be noted, however, that many respondents to the survey stated they visited more than one pool and did not restrict their attendance to a single site.

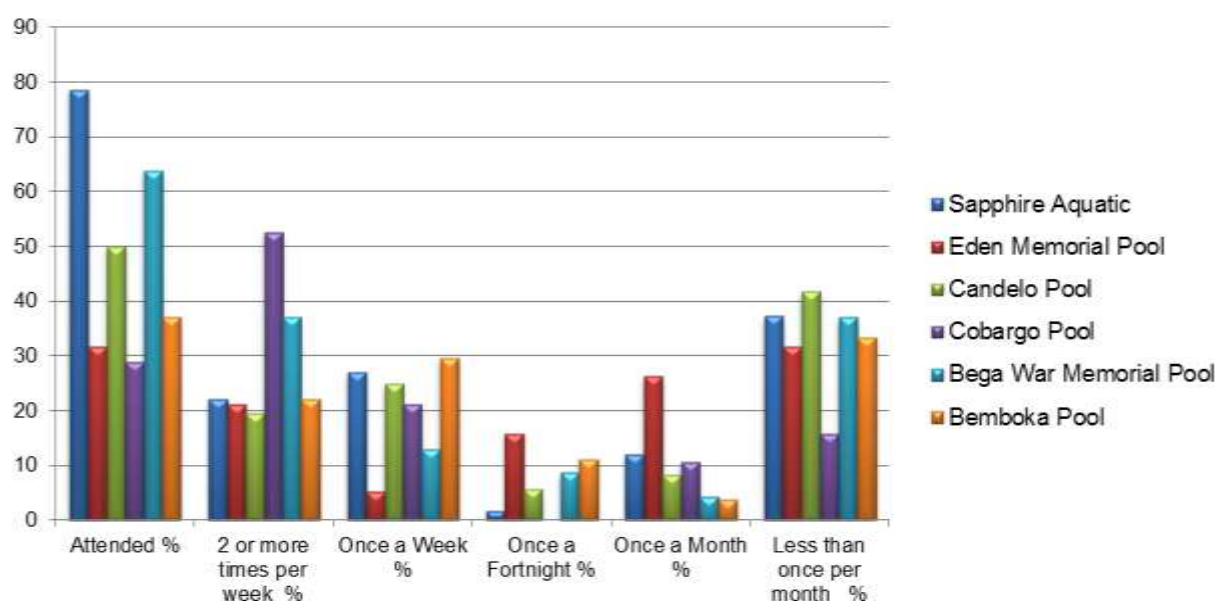
Clear distinctions were apparent in terms of the frequency of attendance of different pools among 'Community' survey respondents. Those who indicated they patronised Cobargo Pool were mostly regular users – with 73.7% of respondents saying they used the pool at least once a week. By contrast, Eden Pool had the lowest proportion of patrons who used the pool at least once a week (26.4%) and the highest proportion of patrons who attended only once a month or less (57.9%). Candelo Pool had approximately equal proportions of infrequent users who attended less than once a month (41.7%) and those who attended at least once a week (44.4%). Table 20 and Figure 11 outline the frequency of participation by community survey respondents at each of the pools.

Table 20: Frequency of attendance by pool by 'community survey' respondents⁶

AQUATIC FACILITY	ATTENDED %	2 OR MORE TIMES PER WEEK %	ONCE A WEEK %	ONCE A FORTNIGHT %	ONCE A MONTH %	LESS THAN ONCE PER MONTH %
Bega War Memorial Pool	63.9	37.0	13.0	8.7	4.3	37.0
Bemboka Pool	37.0	22.2	29.6	11.1	3.7	33.3
Candelo Pool	50.0	19.4	25.0	5.6	8.3	41.7
Cobargo Pool	28.8	52.6	21.1	0.0	10.5	15.8
Eden Memorial Pool	31.7	21.1	5.3	15.8	26.3	31.6
Sapphire Aquatic	78.7	22.0	27.1	1.7	11.9	37.3

⁶ Overall attendance is shown as a proportion of all survey responses. Frequency is shown as a proportion of the total users of THAT pool.

Figure 11: Frequency of attendance by pool for 'community survey' respondents



2) FREQUENCY OF USE – 'AT POOL' SURVEY RESPONDENTS

Due to the expected higher proportion of regular visitation rates by people completing 'At Pool' surveys, the categories for visitation were slightly different to community survey respondents, with a 'daily' visitation category added. All pools were heavily patronised by 'At Pool' survey respondents (ie at least weekly). Eden Memorial Pool recorded the highest *proportion* of frequent visitors who attended daily or at least twice a week (78.6%) but this figure is unreliable due to the very low number of survey responses relating to Eden pool.⁷ Cobargo Pool also had a high proportion of very frequent visitors who attended daily or at least twice a week (74.2%). Candelo Pool had the highest proportion of infrequent users with 28.9% of respondents indicating they attended at least once a month or less.

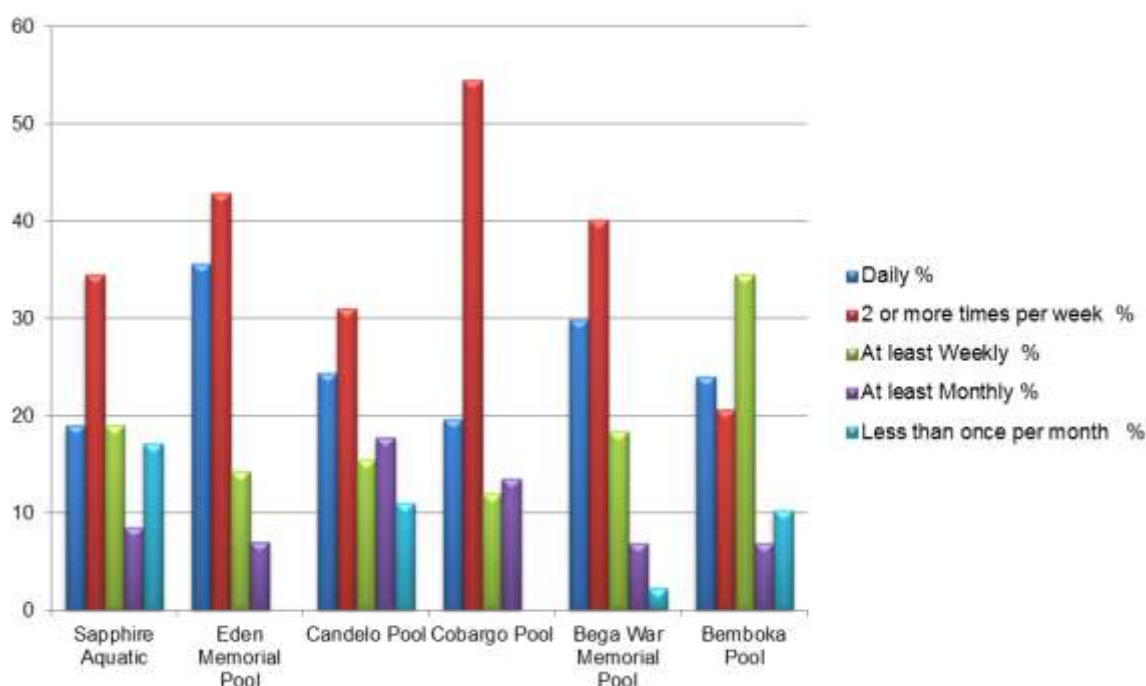
Table 21 and Figure 12 outline the frequency of participation by 'At Pool' survey respondents at each of the pools.

Table 21: Frequency of attendance by pool among 'At Pool' survey respondents

AQUATIC FACILITY	DAILY %	2 OR MORE TIMES PER WEEK %	AT LEAST WEEKLY %	AT LEAST MONTHLY %	LESS THAN ONCE PER MONTH %
Bega War Memorial Pool	29.9	40.2	18.4	6.9	2.3
Bemboka Pool	24.1	20.7	34.5	6.9	10.3
Candelo Pool	24.4	31.1	15.6	17.8	11.1
Cobargo Pool	19.7	54.5	12.1	13.6	0.0
Eden Memorial Pool	35.7	42.9	14.3	7.1	0.0
Sapphire Aquatic	19.0	34.5	19.0	8.6	17.2

⁷ Only 16 out of a total of 305 'At Pool' survey responses indicated they used Eden Memorial Pool (5% of all survey responses).

Figure 12: Frequency of attendance by pool among 'At Pool' survey respondents.



9.1.3. MAIN REASON FOR VISITATION

1) MAIN REASON FOR VISITING – ‘AT POOL’ SURVEY RESPONDENTS

‘At Pool’ survey respondents were asked to identify the main reason for attending the pool(s) they visited. What emerges is a slightly different focus for each pool. However, of those who completed the survey, what is also clear is that the largest single proportion of respondents identified lap swimming as their main reason for attending, with recreational activities the second most cited reason for visiting a pool.

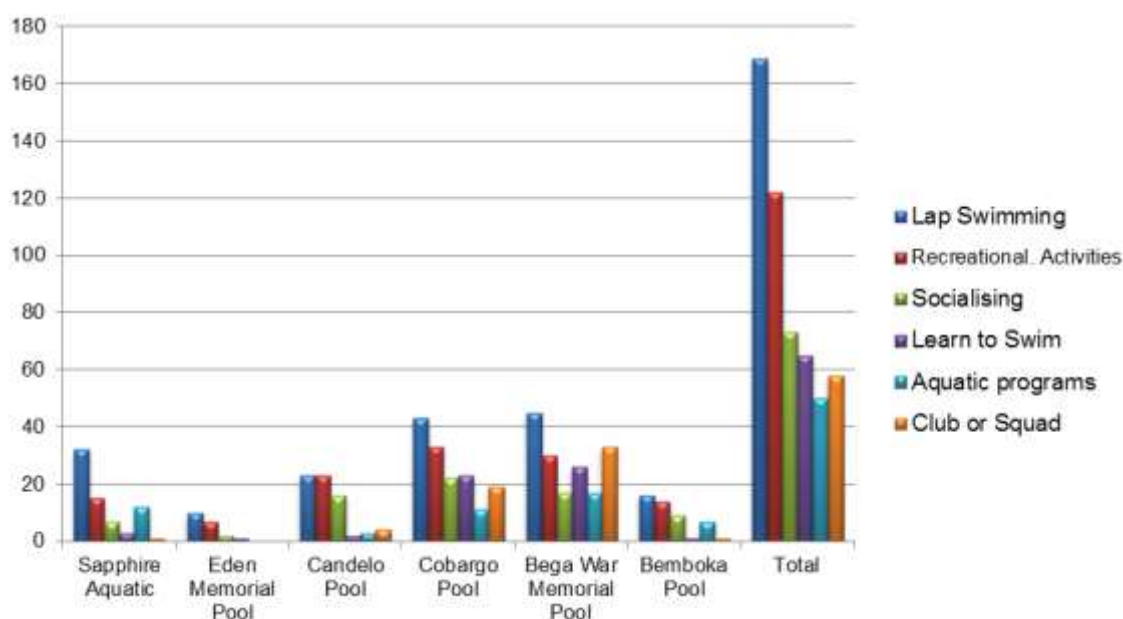
In terms of differences among the pools, Cobargo Pool and Bega War Memorial Pool recorded a notably higher proportion of respondents who cited learn-to-swim programs as their main reason for attending. Likewise, club or squad training was a notable feature for both of these pools (ie Cobargo Pool and Bega War Memorial Pool) compared to other pools. Recreational activities (albeit with small numbers in total) were the most commonly cited reasons for visiting Candelo Pool.

Table 22: Main reason for visit by pool among ‘At Pool’ survey respondents (number of respondents)⁸

AQUATIC FACILITY	LAP SWIMMING	RECREATIONAL ACTIVITIES	SOCIALISING	LEARN TO SWIM	AQUATIC PROGRAMS	CLUB OR SQUAD
Sapphire Aquatic	32	15	7	3	12	1
Eden Memorial Pool	10	7	2	1	0	0
Candelo Pool	23	23	16	2	3	4
Cobargo Pool	43	33	22	23	11	19
Bega War Memorial Pool	45	30	17	26	17	33
Bemboka Pool	16	14	9	1	7	1
Total	169	122	73	65	50	58

⁸ Many respondents provided multiple reasons for visitation

Figure 13: Main reason for visit by pool among 'at pool' respondents (number of respondents)



2) MAIN REASON FOR VISITATION – 'COMMUNITY' SURVEY RESPONDENTS

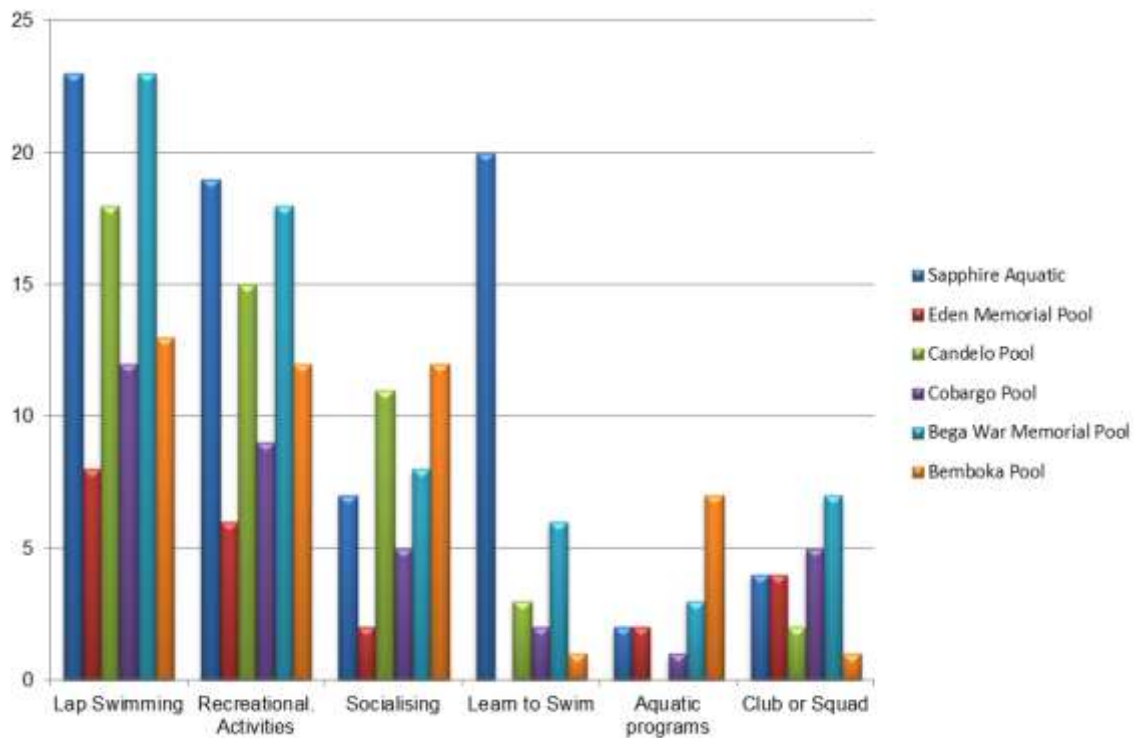
Community survey respondents were also asked to identify the main reason for attending the pool(s) they visited. As with the 'At Pool' survey responses, the largest single proportion of community survey respondents identified lap swimming as their main reason for attending, with recreational activities the second most cited reason for visiting a pool.

In terms of differences among the pools, socialising (albeit with small numbers in total) was more commonly cited as a main activity at both Candelo and Bemboka Pools, as per the 'At Pool' survey. Learn-to-swim featured more prominently as a reason for visiting Sapphire Aquatic Centre among 'Community' survey respondents compared to 'At Pool' survey respondents.

Table 23: Main reason for visit by pool among 'Community' respondents (number of respondents)

AQUATIC FACILITY	LAP SWIMMING	RECREATIONAL ACTIVITIES	SOCIALISING	LEARN TO SWIM	AQUATIC PROGRAMS	CLUB OR SQUAD
Sapphire Aquatic	23	19	7	20	2	4
Eden Memorial Pool	8	6	2	0	2	4
Candelo Pool	18	15	11	3	0	2
Cobargo Pool	12	9	5	2	1	5
Bega War Memorial Pool	23	18	8	6	3	7
Bemboka Pool	13	12	12	1	7	1
Total	97	79	45	32	15	23

Figure 14: Main reason for visit by pool among 'community survey' respondents (number of respondents)



9.1.4. SATISFACTION WITH POOLS

1) SATISFACTION WITH FACILITIES AT POOLS

Respondents were asked how satisfied they were with the facilities at the pools they use. This was measured on a 5 point scale from 1 (very dissatisfied) to 5 (very satisfied). Table 24 outlines the average satisfaction with the facilities for each pool, as well as the proportion of respondents who stated they were either 'very satisfied' or 'dissatisfied/very dissatisfied' with the facilities at the pool/s they currently use.

Table 24: Percentage of respondents stating satisfaction with facilities at the pool: Proportion of 'Very Satisfied' or 'Dissatisfied/Very Dissatisfied' along with mean satisfaction.

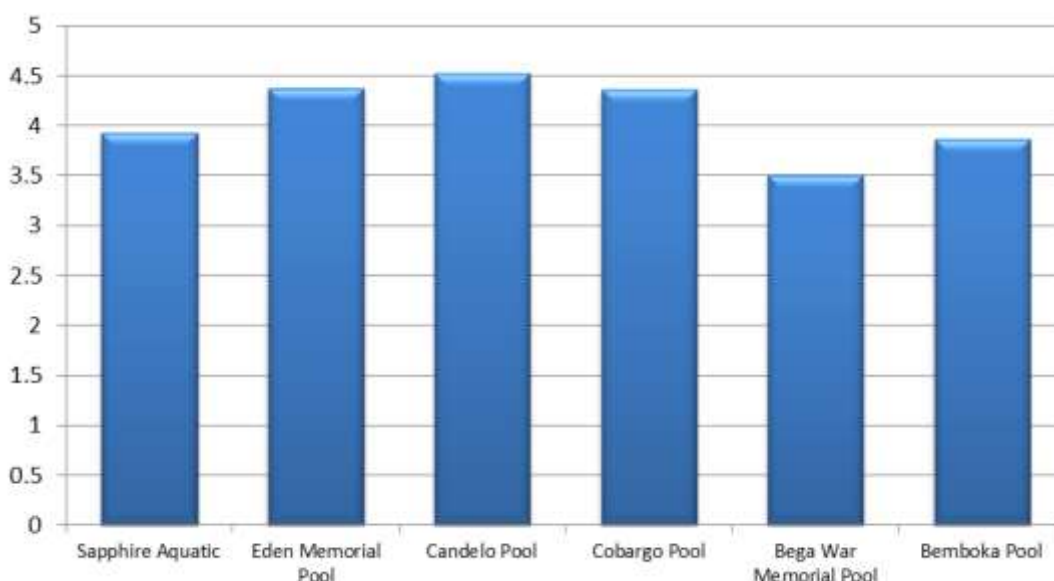
AQUATIC FACILITY	% OF RESPONDENTS CITING AS "VERY SATISFIED"	% OF RESPONDENTS CITING AS "DISSATISFIED/VERY DISSATISFIED"	MEAN SATISFACTION	N
Sapphire Aquatic	71.2	17.0	3.93	59
Eden Memorial Pool	87.5	6.3	4.38	16
Candelo Pool	88.7	6.8	4.52	44
Cobargo Pool	84.8	6.0	4.36	66
Bega War Memorial Pool	56.4	27.1	3.51	85
Bemboka Pool	58.6	20.7	3.86	29

Table 24: Percentage of respondents stating satisfaction with facilities at the pool: Proportion of 'Very Satisfied' or 'Dissatisfied/Very Dissatisfied' along with mean satisfaction. and Figure 15 indicate that Candelo Pool recorded the highest overall satisfaction rating for facilities among the pools, with an average satisfaction of 4.52 (very satisfied) on a 5 point scale. Likewise Cobargo Pool recorded high levels of satisfaction (M=4.36)⁹. In contrast, Bega War Memorial Pool recorded the lowest overall satisfaction (M=3.51). Bemboka Pool also received a relatively high proportion of respondents (20.7%) who stated they were either 'dissatisfied' or 'very dissatisfied' with the pool.

⁹ Low numbers for Eden Memorial Pool mean the reliability of the figures for the pool cannot be assured.

Figure 15: Mean satisfaction with facilities at pool[^]

[^] 1 = Very dissatisfied – 5 – Very satisfied



Differences in satisfaction with facilities at the pools based on gender and age of respondent were also investigated. No significant differences in satisfaction based on age of respondent were found at any pool. However, male respondents were found to have more negative perceptions of facilities across all pools.

2) SATISFACTION WITH SERVICES AT THE POOLS

Respondents were then asked how satisfied they were with the services at the pools they use. Again, this was measured on a 5 point scale from 1 (very dissatisfied) to 5 (very satisfied). 1 outlines the average satisfaction with the services for each pool, as well as the proportion of respondents who stated they were either 'very satisfied' or 'dissatisfied/ very dissatisfied' with the services at the pool/s they currently use.

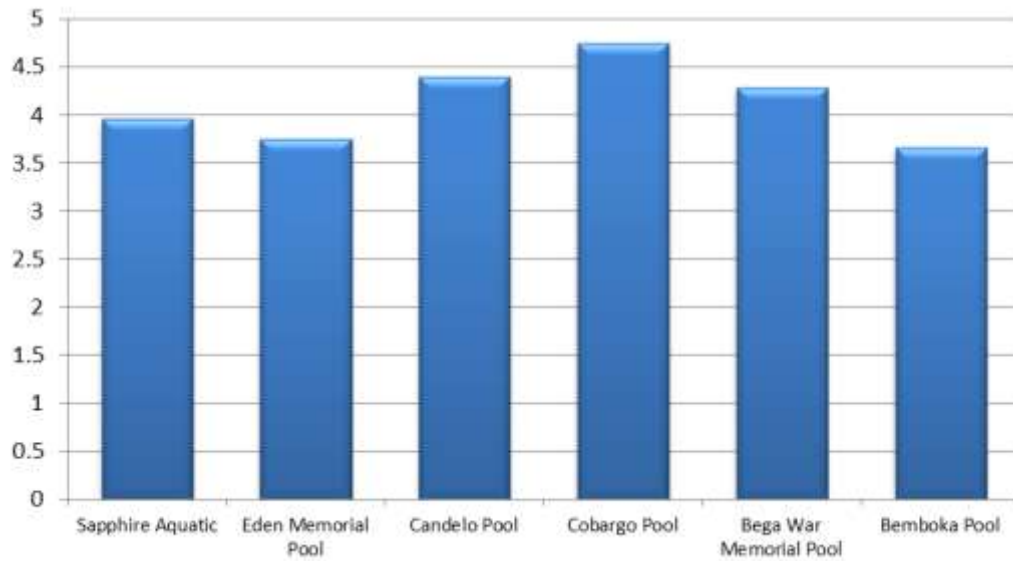
Table 25: Percentage of respondents stating satisfaction with services at the pool: Proportion of 'Very Satisfied' or 'Dissatisfied/Very Dissatisfied' along with mean satisfaction.

AQUATIC FACILITY	% OF RESPONDENTS CITING AS "VERY SATISFIED"	% OF RESPONDENTS CITING AS "DISSATISFIED/ VERY DISSATISFIED"	MEAN SATISFACTION	N
Sapphire Aquatic	70.9	12.7	3.96	55
Eden Memorial Pool	56.3	12.5	3.75	16
Candelo Pool	90.7	7.0	4.40	43
Cobargo Pool	95.4	3.1	4.75	65
Bega War Memorial Pool	78.9	9.4	4.28	85
Bemboka Pool	62.1	17.2	3.66	29

Table 25 and Figure 16 indicate that Cobargo Pool recorded the highest overall satisfaction rating for services among the pools, with an average satisfaction of 4.75 (very satisfied) on a 5 point scale. Likewise Candelo Pool recorded high levels of satisfaction (M=4.40)¹⁰. In contrast, Bemboka Pool received a relatively high proportion of respondents (17.2%) who stated they were either 'dissatisfied' or 'very dissatisfied' with the pool. Bemboka Pool Also recorded the lowest overall satisfaction for services of all pools (M=3.66).

¹⁰ Low numbers for Eden Memorial Pool mean the reliability of the figures for the pool cannot be assured.

Figure 16: Mean satisfaction with services at pool^
 ^ 1 = Very dissatisfied – 5 – Very satisfied



Differences in satisfaction with services at the pools based on gender and age of respondent were also investigated. No significant differences in satisfaction based on age of respondent were found at any pool. However male respondents were found to record significantly lower levels of satisfaction with services at all pools compared to female respondents.

9.1.5. COUNCIL SPENDING ON POOLS

Respondents were asked whether they felt, given Council's requirements to spend in a variety of areas, that spending on aquatic facilities should be increased, decreased or remain the same. Table 26 outlines the findings for both 'at pool' and 'community' survey respondents.

Table 26: Council spending on pools should be....

SPENDING	% OF AT POOL RESPONDENTS	% OF COMMUNITY RESPONDENTS
Higher than it currently is	68.3	56.5
The same	24.6	28.7
Lower than it currently is	0.3	0
Don't Know	6.8	14.8

Overall the clear majority of 'At Pool' respondents felt that spending on aquatic facilities in the Bega region should be increased (68.3%). In contrast only one respondent felt current funding should be decreased. 6.8% of respondents stated they 'didn't know' about funding to aquatic facilities. Very similar figures were found with the community survey, with 56.5% of respondents stating that funding of aquatic facilities should be increased. No respondents felt that funding should be decreased, whilst 14.8% didn't know about current funding of aquatic facilities in the Bega region.

9.1.6. LIKES AND DISLIKES

Whilst specific positive features emerged from each of the pools, what was apparent in the survey responses is that “staff friendliness” were consistently mentioned as positive features of pools in Bega Valley LGA. The quality of the employees and the interaction with patrons are clearly among the pools’ greatest assets. For all except Bemboka and Cobargo, quality of facilities was consistently raised as a positive feature.

With the exception of Candelo, the maintenance that was carried out was seen as below standard. Some pools noted issues with the change rooms, others the general cleanliness of the facility. The length of the swimming season and programs that were offered at the pool were both noted at multiple pools.

Respondents were requested to identify specifically what they either liked or disliked about pools in the Bega Valley LGA. For each pool, what follows is a summary of the main features that respondents rated as positive (like) and negative (dislike) as well as a cross section of verbatim comments that illustrate the key issues raised.

1) SAPPHIRE AQUATIC CENTRE

The most frequently cited positive features for Sapphire Aquatic Centre related to the friendliness of the staff, quality of the facility itself, opening time (open all year) and the cleanliness of the facility, temperature of the pool and types of pools available to a lesser extent (refer Table 27). Although there were 61 surveys returned referencing Sapphire Aquatic Centre, only half of the respondents commented on the likes and dislikes of the facility.

Table 27: Features of Sapphire Aquatic Centre pool that users like (‘At Pool’ survey)

POOL	POSITIVE FEATURE (“LIKE”)	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Friendliness of staff	11
	Quality of facility	9
	Operating time – open all year round	8
	Cleanliness of facilities	6
	Temperature of pool	6
	Types of pools available	6
	Convenience	2

Sapphire Aquatic Centre – Illustrative cross section of positive comments (‘At pool’ survey)

“Water temp and access options. Staff are attentive, lifeguards interested in well-being of patrons.” (Female, 50-59yrs, Eden)

“Staff always friendly. Pool surrounds clean. Pool water clean.” (Female, over 60yrs, Tura Beach)

“Staff are extremely happy and welcoming. Wonderful asset.” (Female, 50-59yrs, Cobargo)

“Excellent facility, staff obliging and friendly” (Female, Over 60yrs, Bega).

“This excellent facility has proved to be a priceless asset to the community. Older citizens (like myself) have a great place to go to swim, exercise and to use as a recovery tool after knee/hip surgery.” (Female, Over 60yrs, Frogs Hallow)

“Convenience, r.e. Pool entry, disabled facilities. Friendly, helpful staff (with exceptions) Indoor (warmth and comfort)” (Male, Over 60yrs, Pambula)

“I really like the multi-purpose pool. It is very well designed and good to use.” (Female, Over 60yrs, South Pambula)

The aspects that respondents most disliked about Sapphire Aquatic Centre related overwhelmingly to the fact that the temperature of the pool was generally too cold in the morning, the state of the change rooms, and the attitude towards patrons (refer Table 28).

Table 28: Features of *Sapphire Aquatic Centre* that users *dislike* ('At Pool' survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Temperature of the pool	10
	Quality of the change rooms	7
	Cleanliness of the facility	7
	Size of the pool	4
	Attitude towards patrons	4
	Maintenance	3
	Cost to use the Centre's facilities	2

Sapphire Aquatic Centre – Illustrative cross section of negative comments ('At pool' survey)

"Pool temperature erratic. Cleanliness of facilities. I killed two cockroaches in disabled toilets 3/3/16. Attitude problem with staff - no people skills and lack of compassion with early pool users r.e. opening doors and windows. Poor day to day maintenance and cleaning." (Male, Over 60yrs, Pambula)

"Sometimes it is a little warm, like an overheated bath." (Female, 40-49yrs, Cobargo)

"Please open the louvers at both ends of the pool. Pool too cold with doors/ windows open. Plus effects temperature of H2O." (Female, Over 60yrs, Bega)

"Doors opened too early and warmth escaping" (Female, Over 60yrs, Merimbula)

"Ladies change rooms need cleaning to accommodate dry places for dry clothing taken off. Aqua aerobics needs space without kids classes." (Female, Over 60yrs, Pambula)

2) EDEN MEMORIAL POOL

The most frequently cited positive features of Eden Memorial Pool were the variety of pool uses, the friendliness of staff and water quality and cleanliness to a lesser extent (refer Table 29).

Table 29: Features of *Eden Memorial Pool* that users *like* ('At Pool' survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Eden Memorial Pool	Variety of pool uses	4
	Friendliness of staff	4
	Cleanliness	2
	Water Quality	2

Eden Memorial Pool – Illustrative cross section of positive comments ('At pool' survey)

"50 metres great for lap swimming. Very very clean." (Male, 50-59yrs, Tura Beach)

"Length and provision for a range of users e.g. rehab, lap swimming, family entertainment. Attentive lifeguards who are interested in well-being of patrons." (Female, 50-59yrs, Eden)

"Pool is very clean. Staff very friendly." (Male, Over 60yrs, Pambula)

The features that respondents most disliked about Eden Memorial pool mainly related to the quality of the water/ pool, the temperature of the water, management of programs and access to disability facilities. (refer Table 30).

Table 30: Features of Eden Memorial Pool that users dislike ('At Pool' survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Eden Memorial Pool	Quality of water/ Pool	3
	Management of programs	3
	Water temperature	3
	Disability access	2

Eden Memorial Pool – Illustrative cross section of negative comments ('At pool' survey)

"Floating black specks in water. Duck poo on side of pool. Not warm enough on cooler days or start of season (heaters not turned on)." (Female, Over 60yrs, Eden)

"Need more programs (things for kids)." (Female, 20-29yrs, Eden)

"Ducks problem and not having functional vacuum cleaner." (Female, Over 60yrs)

3) CANDELO POOL

The most frequently cited positive features for Candelo Pool related to the pool facilities, the cleanliness, the friendliness of the staff, the programs available and the management and location to a lesser extent (refer Table 31).

Table 31: Features of Candelo Pool that users like ('At Pool' survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Candelo Pool	Pool facilities	21
	Cleanliness	18
	Friendliness of Staff	17
	Programs	9
	Management of facility	6
	Location of facility	5
	Shade	3
	Showers/ change rooms	2
	Water temperature	2

Candelo Pool – Illustrative cross section of positive comments ('At pool' survey)

"Beautiful, well maintained, and is an olympic size pool." (Female, 30-39yrs, South Wolumla)

"The Manager is very friendly and helpful. The grounds are so well kept. The different pools." (Female, 40-49yrs, Tathra)

"Beautiful pool in now thriving village community." (Male, Over 60yrs, Candelo)

"Friendly local manager who is very flexible to our family needs e.g. child squad training and morning swimming. Well maintained, clean pool and change rooms. Knowledgeable swimming coach." (Male, 40-49yrs, Candelo)

"Candelo is a beautiful outdoor pool, 50m is also very good, used by schools. Some funds raised by local groups, very important to the community. Clinton Peel has been great as a pool attendant." (Female, 40-49yrs, Candelo)

"The pool is always spotless and the people running the pool are very pleasant." (Female, 50-59yrs, Candelo)

"Clean, excellently maintained, kids kept safe and monitored. Affordable." (Female, 40-49yrs, Candelo)

There were far fewer responses for the features that users disliked about the Candelo Pool. The feature that was most disliked about the Candelo Pool was the change in operating hours. Signage and programs that were offered were noted, however to a lesser extent. (refer Table 32).

Table 32: Features of Candelo Pool that users dislike ('At Pool' survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Candelo Pool	Changing hours of Operation	8
	Signage – within the community and at the facility	2
	Programs offered	2

Candelo Pool – Illustrative cross section of negative comments ('At pool' survey)

"4pm closing on weekends is too early. Often we have another family activity and want to go to the pool after in the cooler part of the day." (Female, 30-39yrs, Candelo)

"Closing at 4pm on weekends. Sun safe message (are we adults?)." (Female, 40-49yrs, Candelo)

"Needs another assistant and better hours." (Female, 30-39yrs, South Wolumla)

"That it closes so early in the year." (Female 40-49yrs, Tathra)

"Very poor in town and facility signage guiding users to location. No council advertising program to potential users. Limited access hours (reduced weekend hours)." (Male, 40-49yrs, Candelo)

4) COBARGO POOL

Many surveys returned comments on what they liked about the Cobargo Pool. The management style, the programs that are available, cleanliness of the facility and the hours of operation were the most commonly mentioned features. Friendliness of staff and the variety of facilities available also received multiple responses (refer Table 33).

Table 33: Features of Cobargo Pool that users like ('At Pool' survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Cobargo Pool	Management Style	26
	Programs available	24
	Cleanliness of facilities	22
	Operating hours	21
	Friendliness of staff	10
	Facilities available	10
	Temperature of water	5
	Water quality	3
	Cost	2
	Shade	2
	Location	2

Cobargo Pool – Illustrative cross section of positive comments ('At pool' survey)

- "Clean, good water quality." (Female, 30-39yrs, Merimbula)
- "The convenience of being able to go down on my lunch break." (Male, Under 20yrs, Cobargo)
- "Hours of opening. The manager is an awesome squad trainer with kids and helps adults too - always has a swim lane parents/ public." (Female, 50-59yrs, Bermagui)
- "The squad training for kids and adults is amazing. It's easily accessible for a wide range of people outside Cobargo. Great place to meet on a hot day to cool down. Clean and tidy with more than friendly staff." (Female, 40-49yrs, Cobargo).
- "Love the community spirit and being able to have a picnic with the kids outside." (Female, 30-39yrs, Bega)
- "Setting, water quality is always spot on. A friendly environment. Great pool supervisor." (Male, 50-59yrs, Cobargo)
- "An excellent custodian who is very helpful. Cost to enter is OK. Close to where I live. Good to have showers available. I can bring grandchildren to learn to swim." (Female, Over 60yrs, Quaama)

The things that respondents most disliked about Cobargo Pool related overwhelmingly to the fact that the current standard of the change rooms/ toilets. The respondents also noted that the need for new painting and length of season were areas of concern (refer Table 34).

Table 34: Features of Cobargo Pool that users dislike ('At Pool' survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Cobargo Pool	State of the change rooms/ toilets	15
	Need for painting	5
	Length of season	4

Cobargo Pool – Illustrative cross section of negative comments ('At pool' survey)

- "Council could not even afford paint for the pool for the last 2 years." (Female, 50-59yrs, Quaama)
- "Paint peeling in showers. Paint flaking in pool." (Male, 40-49yrs, Coolagolite)
- "Showers don't really work. Not enough toilets/ showers. Need a change room." (Female, Under 20yrs, Quaama)
- "The shower facilities need updating. No pressure when multiple showers are in use." (Female, 30-39yrs, Bermagui)
- "Toilets/ change rooms could be better." (Male, 40-49yrs, Yowrie)
- "Showers are in need of urgent upgrade. Water pressure is terrible." (Female, 40-49yrs, Bermagui)

5) BEGA WAR MEMORIAL POOL

Multiple surveys commented that the positive features of the Bega War Memorial Pool was the friendliness of the staff, the management style, the programs that are available, cleanliness of the facility and the temperature of the water (refer Table 35).

Table 35: Features of *Bega War Memorial Pool* that users *like* ('At Pool' survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Bega War Memorial Pool	Friendliness of staff	33
	Ability of management	23
	Programs available	22
	Cleanliness of facilities	11
	Water temperature	11
	Facilities available	7
	Hours of operation	6
	Location	3
	Water quality	2
	Shade	2

Bega War Memorial Pool – Illustrative cross section of positive comments ('At pool' survey)

"Staff - very friendly and helpful in managing all user groups. Excellent Aqua aerobics instructor." (Female, Over 60yrs, Tathra)

"Staff work hard to encourage and promote both adults and children. Pool and grounds kept very clean." (Female, 50-59yrs, Bega)

"Friendly operators. Fact it is in Bega and centrally located. Fact it has heating for early/ late season swimming. Outdoors in a park." (Female, 40-49yrs, Tanja)

"Staff is friendly and happy to assist. There are great swimming programs for all ages. Club swimming i.e. Bega amateur swimming club. Adult swimming club." (Male, 50-59yrs, Bega)

"Great squad instructors for the kids. Very clean and friendly." (Female, Under 20yrs, Bega)

The aspects that respondents most disliked about Bega War Memorial Pool related overwhelmingly to the need to upgrade and maintenance needs, insufficient shade, state of the change rooms, the length of the season and access to disability facilities (refer Table 36).

Table 36: Features of *Bega War Memorial Pool* that users *dislike* ('At Pool' survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Bega War Memorial Pool	Maintenance/ upgrade needs	25
	Insufficient shade	15
	Condition of change rooms	14
	Length of season	7
	Access to disability facilities	6
	Water temperature	2
	Crowded	2
	Cost	2
	Unfriendly staff	2

Bega War Memorial Pool – Illustrative cross section of negative comments ('At pool' survey)

"Perhaps needs more shade." (Female, Over 60yrs, Tathra)

"The condition of the concrete and diving blocks. The conditions of the ladies change rooms." (Female, 30-39yrs, Bega)

“Old, run down, need to increase size to cater for all the school kids and recreational swimmers.”

(Male, 40-49yrs, Stony Creek)

“Change rooms old conditions. Concrete falling, breaking of pool surroundings. Short season.”

(Male, Over 60yrs, Bega)

“Change rooms old and decrepit. More shade areas. Fix concrete.” (Male, 50-59yrs, Bega)

6) BEMBOKA POOL

Responses for the positive features of Bemboka Pool were the friendliness of the staff, the state of the facilities and the cleanliness of the facility to a lesser extent (refer to Table 37).

Table 37: Features of *Bemboka Pool* that users *like* ('At Pool' survey)

POOL	POSITIVE FEATURE (“LIKE”)	NUMBER OF MENTIONS
Bemboka Pool	Friendliness of staff	11
	Facilities available	10
	Programs available	5
	Location	4
	Cleanliness of facilities	3
	Community facility	2

Bemboka Pool – Illustrative cross section of positive comments ('At pool' survey)

“Nice, clean pool and surrounds. Great, friendly staff.” (Female, 40-49yrs, Bemboka)

“The pool is a great facility for this small community. It's a wonderful asset for the local primary school to local utilise as well as our aging community.” (Female, 50-59yrs, Bemboka)

“The staff this season (15/16) is very professional and friendly, really excellent. This season, unlike recent years, both pools have been in operation for the full year.” (Female, 40-49yrs, Bemboka).

“Friendly helpful staff. Like that it is operating. It is local.” (Female, Over 60yrs, Bemboka)

“Handrail for ease of enter and departure from pool for those undergoing rehabilitation. Co-operative attendants (lifeguards). Clean. Community hub.” (Female, Over 60yrs, Bemboka)

The issues that respondents most disliked about Bemboka Pool related to the operating hours, access to shade, maintenance/ upgrade issues, cost and condition of change room. (refer Table 38).

Table 38: Features of *Bemboka Pool* that users *dislike* ('At Pool' survey)

POOL	NEGATIVE FEATURE (“DISLIKE”)	NUMBER OF MENTIONS
Bemboka Pool	Operating Hours	9
	Insufficient shade	5
	Maintenance/ Upgrades needs	5
	Cost/ seasonal pass issues	4
	Condition of pools	4

Bemboka Pool – Illustrative cross section of negative comments ('At pool' survey)

"That the season ticket is so expensive for the short hours and it can't be used elsewhere. It is too expensive for many. It is not covered and it was not open enough over summer and on weekends." (Female, 40-49yrs, Morans Crossing)

"Not open enough. Short opening hours. More shade on grass areas." (Female, 40-49yrs, Bemboka)

"Season passes for families exorbitant. Access to pool should be free or incorporated into rates (reasonable \$). Only open in PM." (Female, 40-49yrs, Stony Creek)

"Limited opening hours. It is understandable but often not consistent." (Female, Over 60yrs, Bemboka)

9.1.7. RESPONDENT VIEWS ON ESSENTIAL IMPROVEMENTS TO AQUATIC FACILITIES AND SERVICES

Survey respondents were asked what new or improved aquatic facilities, services or programs they felt were essential in the Bega Valley LGA. Responses are summarised in the tables below.

Table 39: *Essential improvements* desired by survey respondents – *Sapphire Aquatic Centre* ('At Pool' survey)

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Change room facilities and cleanliness. Including the addition of a change table for people with a disability	8
	Control of the water temperature	7
	Increase the level of cleaning	5
	Increase the number of facilities	5
	Improved staff professionalism	4
	Disabled access to the pool	2
	Increased opening hours	2

"Clean change-rooms and pool on a more regular basis." (Male, 50-59yrs, Tura Beach)

"Updated info on website indication bookings and public availability." (Female, 50-59yrs, Eden)

"Change room entry doors need to be automatic. Change rooms need to be cleaned more often through the day. Proper chair lift for disabled to enter the pool - water chair not suitable for everyone. Would be great to be the main rec/leisure centre - have spa/sauna etc." (Female, 40-49yrs, Merimbula)

"Whilst not essential, consideration should be given to changing opening hours. If the pool was to open at 5 or 5.30am this would attract more lap swimmers in the mornings." (Male, 40-49yrs, Merimbula)

"I asked for the privacy latch on the disabled toilets to be fixed for over a month. No result until Pete saw the problem and fixed it straight away. Better staff education i.e. public relations. Warmer water temp from 6am (I was told by staff to come back later in the day). Multitasking of lifeguards. Some are great and some sit and eat breaky. Investigate chronic asthma with one lifeguard and suitability for position." (Male, Over 60 years Pambula)

"Moisture extraction. Roof drips water all the time in winter. Difficult to keep clothes and towels dry. No dry place to sit." (Female, Over 60yrs, Bournda)

Table 40: *Essential improvements* desired by survey respondents – *Eden Memorial Pool* ('At Pool' survey)

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Eden Memorial Pool	Improved management (e.g. lifeguards, longer operating hours, improved health standards)	8
	Longer season	5
	Facility improvements (e.g. new outdoor play area and barbeque facilities, leisure water, shade sails, disability access)	5
	Improved program choice	3
	Consistent water temperature	2

"Updated info on website indication bookings and public availability. Improved seating for non-swimmers. Improved mobility access to lap pool. Improved cleaning roster." (Female, 50-59yrs, Eden)

"Cleaning of pool. Empty water at end of season. Water temperature. Squad coaching. Learn to swim classes. Open to correspond with High School sports days. Consistent staff for management. Enclose for all year use/ professionally built." (Female, 50-59yrs, Eden)

"All year round would be great." (Female, 40-49, Eden)

"Playground and BBQ facilities." (Female, 20-29yrs, Pambula)

"I don't see any need to improve. I love this pool and I have bought at house here because of the convenience of the pool. I would like this pool to stay open until late April." (Female, Over 60yrs, Eden)

"Cannot really think of much however I feel Eden Pool needs a more vibrant swim club and a person to run a training squad (as a previous manager did). This will greatly improve attendance especially if pool is opened at 6am each morning. Also it needs to be advertised that pool is heated." (Male, Over 60 yrs, Eden)

Table 41: *Essential improvements* desired by survey respondents – *Candelo Pool* ('At Pool' survey)

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Candelo Pool	Increased number of programs and activities offered	13
	Longer opening hours	9
	Equipment and maintenance improvements	9
	Management of the pool (including increasing the number of staff)	6
	Local advertising	4
	Longer opening season	3

"Better hours, more programs for kids. More swimming coaches." (Female, 30-39yrs, South Wolumla)

"Longer opening hours (6pm on weekends)/ 6am start for lap swimming would be great. I would like to be able to do early morning lap swimming for the whole season and would be happy to pay extra for this. Signage to the pool would be beneficial especially for tourists." (Female, 40-49yrs, Candelo)

"I want the pool to remain open till 6pm on weekends. Have available some fun inflatables for kids. Learning to swim lessons for preschool aged children." (Female, 30-39yrs, Candelo)

"More equipment for kids to use, Shade for parking. Free Wi-Fi. Painting the pool more often. Night swimming for hot nights." (Male, Under 20yrs, Candelo)

"Would be great to see this pool supported more with programs. It is an Olympic size pool. Has a great atmosphere so would be good to utilize those things." (Male, Under 20yrs, Candelo)

Table 42: Essential improvements desired by survey respondents – Cobargo Pool and cross section of comments

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Cobargo Pool	Improvement and upgrade of overall facility	38
	Longer season	8
	Continued management style	8
	Increased number of programs	2
	Need of the pool to the community	2

"Handrails for disables swimmers in showers and toilets. Open for more time - season open longer." (Female, 50-59yrs, Bermagui)

"More shade, Refurbished shower blocks and pavilion. Renewed starter blocks. Ladders updated" (Female, 30-39yrs, Bermagui)

"Need to continue Cobargo Pool to be opened longer through the year." (Female, 40-49yrs, Bermagui)

"Some of bathroom/ change room plumbing could be modernised/ made a bit more reliable. Bigger clock so I can see time. Bit more shaded area." (Female, 50-54yrs, Quaama)

"The showers in the ladies toilet need to be fixed. Lack of pressure from the taps, especially when the male showers are being used." (Female, 30-39yrs, Bermagui)

Table 43: Essential improvements desired by survey respondents – Bega War Memorial Pool ('At Pool' survey)

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Bega Pool	Improvement and upgrade of pool	41
	Change room improvements	30
	Length of Season	22
	Disability access to pool	14
	Overall maintenance of facility	9
	Hours of operation	2
	Cost of use	2

"New change room/ toilet facilities with disabled facilities. Ramp/ hoist for disabled access. Indoor 25m pool." (Female, 40-49yrs, Bega)

"Improved club house for kids. Heating so our children can train throughout the year. This is important for our youth to maintain a healthy lifestyle and to remain competitive. Disabled access/ baby facilities/ upgrade bathroom." (Female, 40-49yrs, Coopers Gully)

"I do not understand why the pool closes at all throughout the year being that it is heated. Surely if it was covered like Narooma Pool it could stay open all year making money for the Bega Valley." (Male, 30-39yrs, Bega)

"Look at improvements to plumbing in showers, toilets, maintains foot paths etc. As Bega pool is possibly the oldest pool in the shire. Look at pool admittance pricing as to keep in within family affordability. Keep pool open longer if weather permits" (Male, Over 60yrs, Bega)

"More seats in shade. More shade. Mushroom water spout." (Female, 30-39yrs, South Wolumla)

Table 44: *Essential improvements* desired by survey respondents – *Bemboka Pool* ('At Pool' survey)

POOL	ESSENTIAL IMPROVEMENTS	NUMBER OF MENTIONS
Bemboka Pool	Hours of operation	8
	Maintenance of pool	7
	Length of Season	5
	Cost of use	4
	New and upgraded pool facilities	3
	Management of pools	2

"Ideally season should be 2 weeks longer. Always hot when close (could even open 2 weeks later) - beginning of season. You cut our hours and opening times in half. You need to cut our entry price in half. I'm a pensioner and it's not that cheap. We are a long way from beach, we need our pool." (Male, Over 60yrs, Bemboka)

"Adequate at present, but could be more social by providing more updated picnic BBQ facilities e.g. more seating away from BBQ and umbrella stands." (Female, 40-49yrs, Bemboka)

"Extending the open hours. More swimming lessons. Lower prices." (Female, 20-29yrs, Bemboka)

"Part sunshade for big pool. Open longer on weekends and in holidays. Season ticket is reduced in price is pool is not going to be open longer hours. Season ticket really should be useable/ recognizable at the other pools." (Female, 40-49yrs, Morans Crossing)

"Pool pump system inadequate. More shady areas." (Female, 50-59yrs, Bemboka)

9.1.8. COMMUNITY SURVEY RESPONSE

1) **SAPPHIRE AQUATIC CENTRE**

The most frequently cited positive features for Sapphire Aquatic Centre was that it was open all year long. The community also noted that the Sapphire Aquatic Centre offered a wide range of facilities generally in good quality (refer Table 45).

Table 45: Features of *Sapphire Aquatic Centre* pool that users *like* (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Open all year	25
	Range and quality of facilities	23
	Programs available	7
	Friendliness of staff	5
	Temperature of pool	5
	Cleanliness of facilities	4

Sapphire Aquatic Centre – Illustrative cross section of positive comments ('Community' survey)

"Covered. Babay water park style play station. The outdoor park section included in fence." (Female, 30-39 yrs, Bega)

"Clean, variety of options that retirees find useful." (Female, Over 60yrs, Candelo)

"Long opening hours. Family change room. Excellent learn to swim program. Great staff." (Female, 30-39yrs, Eden)

"It's sun safe and has a good quality learn to swim program, I like the books of pool tickets that allow a discount on entry fee." (Female, 40-49yrs, Tathra)

"The general use pool is great for young kids developing their confidence and their skill as it is a good depth." (Female, 30-39yrs, Tura Beach)

"Open all year around and I can find times for lap swimming." (Male, Over 60yrs, Eden)

"Provides an option for swimming when Eden Memorial Pool is closed." (Female, Over 60yrs, Eden)

The features that respondents most disliked about Sapphire Aquatic Centre related to the lack of pool size, along with other facilities, the management of the Centre, the change room facilities and the overall cost to use the Centre. (refer Table 46).

Table 46: Features of Sapphire aquatic Centre that users dislike (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Lack of suitable swimming facilities	13
	Management of facility	12
	Humidity with the Centre	10
	Change room facilities	10
	Cost to use the Centre	9
	Lack of cleanliness	9
	Location of the facility	4
	Lack of Staff friendliness	3

Sapphire Aquatic Centre – Illustrative cross section of negative comments ('Community' survey)

"No family change room (Dislike letting my 5yr son go into the men's toilet alone) Slippery entry/ exit. Would like to be able to leave wet through an alternative exit." (Female, 30-39yrs, Bega)

"Lack of management in designating lanes for lap swimming. i.e. lanes for fast, medium, slow lanes. Closing of lanes altogether at times." (Male. 40-49yrs, Pambula Beach)

"No 50m pool or facility for diving/ water polo." (Male 30-39yrs, Merimbula)

Have general heating, unreliable this last year. No lockers. Water doesn't look clean." (Female, Over 60yrs, Candelo)

"It can get very hot & humid inside the complex, entry fee expensive." (Female, 40-49yrs, Tathra)

"Poor ventilation. Wet change rooms. Poor baby/toddler change facilities." (Female, 30-39yrs, Tathra)

"Needs to stay open til 9pm. Staff are rude, pool liner is a hazard, it's not big enough for lap swimming and classes at the same time, noise is an issue." (Female, 40-49yrs Tura Beach)

2) EDEN MEMORIAL POOL

There were far fewer responses for Eden Memorial Pool. Those that were returned focused on the size of the pool, the location of the pool and the overall facility design (refer Table 47).

Table 47: Features of Eden Memorial Pool that users like (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Eden Memorial Pool	Size of the pool	8
	Location of the pool	7
	Overall facility design	5
	Cleanliness	4
	Management of facilities	2

Eden Memorial Pool – Illustrative cross section of positive comments ('Community' survey)

"Gorgeous setting, Gorgeous pool." (Female, 50-59 yrs, Bega)

"Outdoors and a fabulous 50m facility." (Female, 40-49yrs, Tura beach)

"A beautiful outdoor pool. The staff are good and they have lanes set aside for lap swimming."
(Male, Over 60yrs, Eden)

"99% of the time very clean, good water temperature, allows for early morning lap swimming on 2 days a week." (Female, Over 60yrs, Eden).

"I like the open space on the grass and the shade shelters, love that its Olympic length." (Female, 30-39yrs, Tathra)

"Stunning location, good kids pool." (Female, 30-39yrs, Pambula Beach)

The aspects that respondents most disliked about Eden Memorial Pool was the short opening hours and the limited seasonal use. Distance to travel, maintenance and water temperature were also areas of concern (refer Table 48)

Table 48: Features of Eden Memorial Pool that users dislike (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Eden Memorial Pool	Short opening hours	5
	Limited seasonal use	5
	Maintenance of the facility	3
	Water temperature	3
	Distance to travel	3
	Lack of programs	2

Eden Memorial Pool – Illustrative cross section of negative comments ('Community' survey)

"No over pool cover. Can't use in the winter." (Female, 30-39yrs, Eden)

"Not enough swimming lessons available locally, have to travel to Pambula. Did summer intensives the year before and loved it, wanted again but wasn't run this summer." (Female, 30-39yrs, Eden)

"No locker facilities, toilets/change rooms are dated, kids area/pool is not shaded at all, the grounds have little shade on the grassy area." (Female, 30-39yrs, Pambula Beach)

"The hours could be better i.e. early morning swimming more often. But it is OK now, better than nothing." (Male, Over 60yrs, Eden)

3) CANDELO POOL

The aspects of Candelo Pool that respondents liked were focused on the overall quality of the facilities offered, the location, distance and setting as well as the management style to a lesser extent. (refer Table 49).

Table 49: Features of *Candelo Pool* that users *like* (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Candelo Pool	Quality of facilities/ amenities provided	26
	Location of the Pool	13
	Management of the facility	7
	Cleanliness of the facilities	6
	Friendliness of staff	5

Candelo Pool – Illustrative cross section of positive comments ('Community' survey)

"Well presented and excellent facilities. Lots of parking, locally run, great staff." (Male, 40-49 yrs, Kanoona)

"Great place to meet people and catch up. Great to do laps in 50m pool. Close to home so don't have to travel far. Pool staff are excellent ." (Female, 40-49yrs, Tantawangelo)

"Facilities kept excellently clean and well maintained. Friendly, helpful staff." (Female, Over 60yrs, Candelo)

"Excellent pool, well managed, good atmosphere" (Male, Over 60yrs, Jellat Jellat).

"The manager. The location. The size. The friendliness." (Male, 50-59yrs, Candelo)

The features that respondents most disliked about Candelo Pool was the short opening hours and the distance to travel to use the pool. The length of the swimming season was the only other negative feature to receive multiple mentions (refer Table 50)

Table 50: Features of *Candelo Pool* that users *dislike* (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Candelo Pool	Short opening hours	6
	Distance to travel	5
	Length of swimming season	2

Candelo Pool – Illustrative cross section of negative comments

"Distance from home. Summer swimming only. Weekend hours are too short." (Female, 50-59yrs, Bega)

"No aqua aerobics or similar. No other services or programs offered. Hours too short especially on weekends." (Female, 50-59yrs, Candelo)

"Opening hours too changeable." (Female, 50-59yrs, Wolumla)

"Location- I appreciate the need for a community to have facilities such as a pool but it's the best pool in the shire and doesn't have a fraction of the visitation that Bega experiences, why is this amazing 50m pool in Candelo and not in Bega?" (Female, 30-39yrs, Tathra)

"Distance makes this a ludicrous option to use this pool." (Female, 40-49yrs, Bemboka)

4) **COBARGO POOL**

Cobargo Pool, similar to Eden Memorial Pool, saw less response to the other pools. The positive features of the pool were the management style, location of the pool and quality of programs offered (refer Table 51).

Table 51: Features of Cobargo Pool that users like (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Cobargo Pool	Management of the facility	8
	Location of the Pool	5
	Quality of programs offered	4
	Cleanliness of the facilities	3
	Opening hours	2
	Perceived feeling of safety	2

Cobargo Pool – Illustrative cross section of positive comments ('Community' survey)

"This is an important community facility for the north of the Shire, love that it hasn't yet been taken over to be managed by Council." (Female, 30-39 yrs, Tathra)

"I like that there's a toddler pool and a big pool." (Female, 30-39yrs, Bermagui)

"Rural setting. Accessible for rural families. Well managed by the manager who is efficient & friendly." (Female, 40-49yrs, Bermagui)

"The manager provides a consistently high level of service, opening every day for long hours to accommodate the needs of the community. Also teaches swimming to children and adults and supports all people to swim at whatever level suits them." (Female, Under 20yrs, Cobargo).

"Good community feel about it." (Male, 40-49yrs, Jellat Jellat)

The features that respondents most disliked about Cobargo Pool was the need for maintenance, especially within the change rooms. There were very limited responses for issues with Cobargo Pool, in total only 9 responses were returned. (refer Table 52)

Table 52: Features of Cobargo Pool that users dislike (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Cobargo Pool	Maintenance concerns	6
	Distance to travel	2

Cobargo Pool – Illustrative cross section of negative comments ('Community' survey)

"It's a bit run down and needs a shaded seating area." (Female, 30-39yrs, Bermagui)

"Too small for the quantity of people who use it, as well as not enough showers in change rooms for amount who use them." (Female, Under 20yrs, Cobargo)

"Lack of funding for maintenance and up keep of our smaller pools." (Female, 40-49yrs, Cobargo)

"Could be open on very hot days after work for those people who would like to cool off." (Female, Over 60yrs, Cobargo)

5) **BEGA WAR MEMORIAL POOL**

The most frequently cited positive aspect of the Bega War memorial Pool was the management style of the pool. The respondents also noted that the overall location of the pool was a positive feature. The cleanliness, shade and play areas, and programs offered were also noted to a lesser extent (refer Table 53).

Table 53: Features of *Bega War Memorial Pool* that users *like* (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Bega Pool	Management of the facility	19
	Location of the Pool	18
	Shade and play areas	6
	Cleanliness of the facilities	6
	Programs offered	4
	Water temperature	2
	Opening hours	2
	Cost	2

Bega War Memorial Pool – Illustrative cross section of positive comments ('Community' survey)

"Location. Good management. State of pool/ grounds. (clean, tidy, welcoming) warm water (when not too warm)." (Female, 50-59 yrs, Bega)

"Close to home with different options depending on age of family members." (Female, 20-29yrs, Wapengo)

"Friendly staff. Swimming lessons for children. Available to be used by schools. Aquarobics classes. I like the family pass." (Female, 40-49yrs, Bega)

"Excellent pool maintenance. Lovely lawn area." (Female, 40-49yrs, Merimbula).

"Committed staff, serving a small rural community." (Female, Over 60yrs, Bermagui)

The features that respondents most disliked about Bega War Memorial Pool was the cost, especially for spectators, the length of the season, small pool size, change rooms and the pool being overcrowded (Refer Table 54).

Table 54: Features of *Bega War Memorial Pool* that users *dislike* (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Bega Pool	Cost to use pool	9
	Length of swimming season	9
	Small pool size	7
	State of the change rooms	6
	Over crowdedness	6
	Maintenance issues	4
	Lack of shade	4
	Maintenance issues	2
	Management of facilities	2
	Water temperature	2
	Location of pool	2
	Disability access	2

Bega War Memorial Pool – Illustrative cross section of negative comments ('Community' survey)

"They need to provide a lane for people who swim laps." (Female, 30-39yrs, Bega)

"Not enough lanes, overcrowded. Old non-functional lane ropes." (Female, 30-39yrs, Merimbula)

"That it is closed for almost six months, when the season could be extended at least into April."
(Female, 50-59yrs, Bega)

"Not big enough. Not available during winter months which would be a great advantage to schools as well as people needing to do rehab for injuries." (Female, 40-49yrs, Bega)

"Entry fees for non-swimmer (parent) while child attend swim classes/squat, year pass for single parent with one child too expensive." (Female, 40-49yrs, Tathra)

6) BEMBOKA POOL

The management style, location and cleanliness of the facility were all features of Bemboka Pool that users liked. The facilities available and price were also mentioned as positive aspects of the Bemboka Pool (refer Table 55).

Table 55: Features of Bemboka Pool that users like (Community Survey)

POOL	POSITIVE FEATURE ("LIKE")	NUMBER OF MENTIONS
Bemboka	Management of the facility	14
	Location of the Pool	12
	Cleanliness of the facility	9
	Facilities available	5

Bemboka Pool – Illustrative cross section of positive comments ('Community' survey)

"Well attended and cared for - asset for the township." (Female, Over 60yrs, Candelo)

"Staff are lovely. Grounds seem well maintained." (Female, 40-49yrs, Bemboka)

"Great community facility- the community NEEDS this pool!!" (Female, 30-39yrs, Tathra)

"Friendly staff and community based facility." (Male, Over 60yrs, Bemboka).

"I love that it exists! Even though it's only a small 4 lane 20m pool, it's one of the only ways in Bemboka to get regular daily exercise. It's also important so kids can learn to swim." (Male, 40-49yrs, Bemboka)

In over half the returned responses for Bemboka, residents disliked the short hours of operation and lack of maintenance of the facility. Price, season length were the only other features mentioned multiple times (refer Table 56).

Table 56: Features of Bemboka Pool that users dislike (Community Survey)

POOL	NEGATIVE FEATURE ("DISLIKE")	NUMBER OF MENTIONS
Bemboka Pool	Hours of operation	12
	Maintenance of the facility	8
	Cost	4
	Length of the season	2

Bemboka Pool – Illustrative cross section of negative comments ('Community' survey)

"Short season unrelated to weather conditions." (Female, Over 60yrs, Bemboka)

"Pool needs refinishing, to bottom is rough." (Female, Over 60yrs, Bemboka)

"Opening hours restricted to 4 hours only, thereby catering for a small proportion of the population." (Female, 40-49yrs, Bemboka)

"This pool needs a lot of work. The pumps are quite old, and it really badly needs a solar heating system to allow more people to enjoy it during the colder months." (Male, 40-49yrs, Bemboka)

"Not open all day. The shower block is so very old and tired and run down. The surface is crumbling." (Female, 50-59yrs, Bemboka)

7) ESSENTIAL IMPROVEMENTS TO AQUATIC FACILITIES AND SERVICES

The community survey also asked respondents to comment on the provision or management of facilities and services that are essential in Bega Valley LGA. The survey didn't ask respondents to specify the particular pool when answering this question. The overall management of the pools were identified as essential improvement to the shire's pool, including conditions of access, management between pools, length of the swimming pools, and investment in maintenance programs.

For each pools there were a wide range of varying responses. These responses were grouped into three high order categories relevant to each pool. The tables below show the number of mentions for each of the grouping categories.

Table 57: Essential Improvements for Sapphire Aquatic Centre (Community Survey)

POOL	CATEGORY	NUMBER OF MENTIONS
Sapphire Aquatic Centre	Management of pools (eg creating a more consistent approach to running all the pools in the Bega area. Running the same programs at all pools. Access pass for all pools. Council run vs contractor run).	7
	Management of programs (eg dedicated lap lanes, increased number of programs)	5
	Improved amenities (eg lockers, change table, larger change rooms)	4
	Increasing the range of facilities (eg 50m pool, hydro pool etc)	2

Table 58: Essential Improvements for Eden Memorial Pool (Community Survey)

POOL	CATEGORY	NUMBER OF MENTIONS
Eden Memorial Pool	Improve the number of programs available at Eden (learn to swim, water aerobics etc.)	5

Table 59: Essential Improvements for Candelo Pool (Community Survey)

POOL	CATEGORY	NUMBER OF MENTIONS
Candelo Pool	Overall management (length of season, maintenance of pool during off-season)	6

Table 60: *Essential Improvements for Cobargo Pool (Community Survey)*

POOL	CATEGORY	NUMBER OF MENTIONS
Cobargo Pool	Overall management (ensure consistent opening hours and programs)	2
	Maintenance (run maintenance programs, increasing the size of the pool)	2

Table 61: *Essential Improvements for Bega War Memorial Pool (Community Survey)*

POOL	CATEGORY	NUMBER OF MENTIONS
Bega War Memorial Pool	Upgrades to facilities (access to a 50m pool, more shade, more access to change rooms, showers ect.)	8
	Overall management (The improvement of programs and offering free learn to swim class to children, increase the length of the season)	6

Table 62: *Essential Improvements for Bemboka Pool (Community Survey)*

POOL	CATEGORY	NUMBER OF MENTIONS
Bemboka Pool	Overall management (programs offered, keeping the Centre open, opening hours to cater for more residents)	6
	Increase the length of the season	5

9.2. SCHOOLS SURVEY

Surveys were sent out in February to Twenty-one (21) schools in the Bega Valley Shire to ascertain their current usage of pools, how well these facilities meet their needs, and essential improvements sought. Nine (9) schools completed the survey. Follow up emails and/ or phone calls were made in an endeavour to maximize responses. A list of all the schools surveyed and those that responded appears at Table 63 below.

Table 63: *School surveyed and responses*

SURVEY RETURNED	NAME OF SCHOOL	SURVEY RETURNED	NAME OF SCHOOL
✘	Bega High School		Pambula Public School
✓	Bega Valley Public School	✓	Quaama Public School
✓	Bemboka Public School	✓	Sapphire Coast Anglican College
✘	Bermagui Public School	✘	St Patrick's Primary School
✘	Candelo Public School	✘	Tanja Primary School
✓	Cobargo Public School	✘	Tathra Public School
✘	Eden Marine High School	✘	Thomas More Christian Montessori School
✘	Eden Public School	✓	Towamba Public School
✓	Lumen Christi Catholic College	✘	Wolumla Public School
✘	Merimbula Public School	✓	Wyndham Public School
✓	Mumbulla School		

9.2.1. POOLS USED BY SCHOOLS

Of the 9 schools that responded to the survey, only two use more than one pool, with the most popular pools being Bega War Memorial (3) and Sapphire Aquatic Centre (3) and the least popular being Bemboka (1). Majority of schools use the pool at least weekly during term one and/ or four but sparingly through the winter.

Table 64: School pool usage and frequency

SCHOOL	POOL	FREQUENCY
Bega Valley Public School	Bega War Memorial Pool	1 day per week for 10 weeks February – Easter. 2 weeks every day November.
Bemboka Public School	Bemboka Pool	2 weeks intensive swimming. 10 days for Term 4 sport. 8 odd days practice for swimming carnivals and regional swim.
Cobargo Public School	Cobargo Pool	Once each week Term 1 and Term 4 Fridays 10-11.15. 2 weeks each term 4 for swim school.
Lumen Christi Catholic College	Sapphire Aquatic Centre	Depending on the term, depends on how frequently we use the facilities. Secondary and primary swimming carnivals, PASS lessons and swimming lessons with Year 7. Mainly term 1 and 2. All of primary do a swimming program with Austwim teachers in Term 4.
Mumbulla School	Bega War Memorial Pool	Weekly and for intensive swimming lessons in Term 4 with Zoe and other trained teachers.
Quaama Public School	Cobargo	Swimming for sport – term 1 and term 4. Intensive swimming schedule.
Sapphire Coast Anglican College	Bega War Memorial Pool	Throughout term 4 – every week. Carnival in Term 1.
Towamba Public School	Candelo Pool	Swimming Carnival – 2 days (3 school carnival, then FSCSS 6 school one).
	Sapphire Aquatic Centre	1 week intensive swimming lessons and pool party at end of year.
Wyndham Public School	Candelo Pool	3 times per year.
	Sapphire Aquatic Centre	2 times per year for 1 week blocks and 2 times per year for the day.

9.2.2. SCHOOLS USAGE OF POOLS AND SATISFACTION LEVELS

Details of pools used by schools, and how well they met school needs, was sought. The majority of schools felt that existing pools most adequately (8) met their needs, with only three choosing adequately (3) (refer Table 65). Those three schools mentioned prices, availability and pool size as reasons for dissatisfaction.

Table 65: School use of public pools and levels of satisfaction

SCHOOL	POOL USED	HOW WELL SCHOOL NEEDS MET	REASON FOR DISSATISFACTION (IF APPLICABLE)
Bega Valley Public School	Bega War Memorial Pool	Adequately	Bega Pool meets our basic needs. The cost is prohibitive for some families – we try to pick this up. The facilities are dated though.
Bemboka Public School	Bemboka Pool	Most adequately	
Cobargo Public School	Cobargo Pool	Most adequately	We would prefer the pool was open for longer – at least all of term 1 and some of term 2.
Lumen Christi Catholic College	Sapphire Aquatic Centre	Adequately	Although they meet most of our needs throughout the year it needs to be noted that their time frame to run a swimming carnival needs to be mentioned. They literally gave us 2 weeks to choose from. The first week only consisting of a Friday (the first day of term 1 for all students – impossible). So to run swimming carnivals in the first and second week of Term 1 is logistically a nightmare, especially with all the other inductions and procedures that need to occur in a school environment in term 1. They are a big event that brings a lot of revenue in as well. Gave late notice previous year as to the dates available.
Mumbulla School	Bega War Memorial Pool	Most adequately	
Quaama Public School	Cobargo Pool	Most adequately	Quality of facilities. Skills of pool manager Professional staff. Proximity of pool. Links with swimming club. Safe/ quality resource. Shade provision and use of equipment.
Sapphire Coast Anglican College	Bega War Memorial Pool	Adequately	The Bega Pool facility and staff are fantastic. We have students in grades k – 6 who can't swim. By the end of the 8 – 10 week program they have either learnt or are well on their way. However swimming carnivals are difficult with only five lanes and a 33m pool.
Towamba Public School	Sapphire Aquatic Centre	Most adequately	
	Candelo Pool	Most adequately	
Wyndham Public School	Sapphire Aquatic Centre	Most adequately	
	Candelo Pool	Most adequately	

9.2.3. ESSENTIAL POOL IMPROVEMENTS SOUGHT BY SCHOOLS

Any new or improved aquatic facilities considered by schools to be essential are summarised at Table 66 below. Pool availability and opening hours were mentioned twice as needing to be reconsidered, as was consideration for disabled users.

Table 66: New or improved aquatic facilities considered by schools to be essential

SCHOOL	ESSENTIAL IMPROVEMENTS
Bega Valley Public School	No information provided
Bemboka Public School	In hotter weather when school goes back opening at 1pm how school could have lunch there and cool off. It would encourage children to learn to swim and utilise local resources in Bemboka.
Cobargo Public School	Disable access in change area and pool. Access for all.
Lumen Christi Catholic College	Flexibility in secondary/ primary swimming carnival dates. Late in Week 3 of Term 1 would suit better. Cost of entry when students are only there for a single or double lesson. Students are only there for a short period of time. They are supervised and lessons run by qualified college staff. Blanket cost of \$2 entry seems reasonable. Price consideration/ Pool availability for primary swimming program. Had to share pool with external Auswim program, govt. school swimming program. It costs the College approximately \$20,000 to run this program. With this sort of money involved some consideration should be given to exclusive pool use and possible group/ school discount prices to make affordable for all.
Mumbulla School	We believe that Bega Pool needs to be an all-year pool – undercover and heated. We would plan swimming lessons all year in readiness for the swimming season. The pool is in a central location and services a wide cliental and would be a wonderful asset.
Quaama Public School	Update of shower facilities. Outdated, not a great environment for students to change. Consideration for elderly and disabled people – handrails etc. Facility needs to be available with amenities that cater for all.
Sapphire Coast Anglican College	50m in Bega with 8 lanes to provide a facility that caters for the needs of our students. We are unable to transport our whole school to Candelo (50m pool) for carnivals. Our students are disadvantaged at the next level.
Towamba Public School	Eden needs more shade.
Wyndham Public School	Excellent pools for our needs.

9.3. USER GROUP MEETINGS

Meetings with user groups and other stakeholders were held at each pool. The key points raised at these meetings are summarised below.

1) BEGA POOL STAKEHOLDER MEETING

Key issues raised were as follows:

- Existing location is ideal, close to town and easily accessible. Bega is the regional centre for the Shire.
- Inability to access lanes for lap swimming when school carnivals are in place.
- Lack of water space to cater for general public and learn to swim. Need for additional lanes (50m not essential).
- No space for water therapy programs.
- Poor disability access and no disabled toilets.
- Changerooms not contemporary – need for baby change facilities.
- Bega pool is used for school swimming lessons but zone carnivals are held at Candelo.
- Insufficient shade.

- Priorities identified at the stakeholder meeting were as follows
 - Outdoor 25 m x (at least) 8 lanes
 - Year-round operation
 - Warm water program pool suitable for learn to swim and other programs
 - Outdoor leisure water area
 - Upgraded change rooms
 - Additional shade

2) BEMBOKA POOL STAKEHOLDER MEETING

Key issues raised were as follows:

- The pool is used mostly by families in the local region for lap swimming, recreational swimming, some programs (once a week and occasional social activities such as birthday parties).
- The local school is a heavy user of the pool, which it uses for learn to swim and stroke correction.
- Aging pool requiring substantial maintenance.
- 'Friends of Bemboka Pool' formed due to concerns the pool was going to be closed and allowed to run down due to maintenance costs.
- 'Friends of Bemboka Pool' are willing to fundraise to assist in funding the improvements or applying for grants.
- Reduced opening hours have made the pool more difficult to access for working people.
- Entry fees are a constraint for some people as the pool services a lower socio-economic area.
- Main needs identified were
 - Retain the pool
 - Extend opening hours
 - Upgrade solar heating as current operation is inadequate
 - Improve signage in the pool
 - Repairs to crumbling walls in amenities block
 - Ideally a replacement of the pool shell with a larger pool

3) CANDELO POOL STAKEHOLDER MEETING

Key issues raised were as follows:

- Pool built by the local community and is important to the area
- Main form of use is recreational swimming
- Popular for competitions and carnivals due to it being a 50 metre pool. Caters for school zone carnivals (6 per annum) and 2 local schools for regular use.
- No swim club since 2011.
- Pool leaks caused by cracked expansion joints, needs repair.
- Pambula has taken some numbers from Learn to Swim programs
- Most local residents have to travel to work and school and then have to get home before attending the pool - so late in the day is most popular time for use. Peak attendances are in January and February
- Pool blankets are seldom used – takes 40 minutes to pull out. Automatic solar heating works well.
- Main needs identified
 - More promotion to get more people through the gates
 - Lack of signage to the pool

- Disability access to the main pool
- Recreational amenities such as small slides or inflatables
- Instructions to deliver programs

4) COBARGO POOL STAKEHOLDER MEETING

Key issues raised were as follows:

- Pool is a major focal point of the community – of historical intergenerational importance.
- Insufficient opening hours especially for schools. Pool closes 3-4 weeks prior to end of school term, need for more flexibility to extend opening hours.
- Pool is used by 3 schools in the district (Quaama, Cobargo and Bermagui).
- Active and growing swim club.
- In addition to serving the community, the pool caters to tourists during the season.
- Lack of opportunity for training prior to the swim carnival season in October/ November.
- Most common use during mornings are clubs and lap swimmers, and in the afternoon recreational swimmers and swimming lessons. Pool is crowded at peak times.
- Priorities expressed included
 - Major need to retain the pool and not reduce opening hours
 - The pool services a lower socio-economic area and aging population
 - Need for certainty of the term of operation for the contractor
 - Upgraded change facilities (additional showers, more contemporary)
 - Disability access to pool and change rooms
 - Replace non-compliant diving blocks
 - Redesign the wading pool to enable better access for people with disabilities e.g. beach entry
 - Need to ensure that the pool manager is embedded in the local community, not a transient operator with no connection or link to the community served by the pool
- The spine of the pool has a major leak and the pool is not getting water return along the whole length. There will be a need to replace the pool shell in the near future

5) EDEN POOL STAKEHOLDER MEETING

Key issues raised were as follows:

- No users/ stakeholders attended the meeting organised for Eden Pool.

6) SAPPHIRE AQUATIC CENTRE STAKEHOLDER MEETINGS

Key issues raised were as follows:

- Lack of air flow and resulting condensation issues
- Chlorine smell
- No fresh air in the female change rooms
- Female change rooms too small and benches too narrow
- Under-floor heating - doesn't go all the way round the pool
- Proposal by Rotary Club for up to 3 squash courts to be positioned at the end of the gym block (Merimbula squash courts closed 2.5 years ago)

- Club has \$9,000 grant from Council and had a quote for \$230,000 to build courts using volunteer donations but rejected as a concept by Council as this stage. Will need to be a Council funded exercise.
- Main issues identified were:
 - Address the condensation issue - louvre windows on the ends of the hall were the original design solution but have corroded and don't function
 - Insufficient change rooms when they are shared with families
 - door to the change rooms is not suitable and needs to be changed to meet all needs
 - Requirement for a chair hoist into the pool
 - Need to explore opportunity to provide additional disabled car parks
 - Shading outside for childcare in the park
 - Enlarge gym in the future

10. MANAGEMENT OPTIONS

10.1. OVERVIEW

There are essentially four options for managing publicly owned aquatic and leisure facilities. These are:

- Management by lease
- Contract management; and
- Direct or in-house management by Council
- Company limited by guarantee

A summary of each of these options is outlined below.

10.1.1. MANAGEMENT BY LEASE

A lease generally transfers responsibility for the care, control and management of the facility to an independent entity. It confers 'vacant possession' to the lessee, although agreements usually include conditions upon which Council can enter and inspect the complex. The lease may involve payment of a fee by the lessee to Council or by Council to the lessee. Typically, Councils aim to maximise community benefit from the operation of the pool by widening access and increasing participation, expanding programs and delivering facility enhancements. Council may want to minimise its subsidy toward the operation of the pool by seeking commercial rental and/ or capital investment offers.

A lease can be structured to give short, medium or long-term tenure to the lessee. Longer term leases (15+ years) are usually granted when substantial lessee funded capital works are proposed. This is usually negotiated under the terms of the tender and typically reduces or negates any lease fee that would otherwise be payable to Council. In small towns with low catchment areas, significant lessee funded capital improvements are uncommon.

A lessee is responsible for the day to day management and operation of the facility which generally includes:

- Staffing and supervision
- Training and accreditation
- Managing booking and entry systems
- Cleaning
- Maintenance of grounds
- Minor maintenance of facilities and equipment
- Operation of plant and equipment
- Maintenance of water quality
- Cost of electricity, gas and chemicals (although Council may choose to pay for chemicals)
- Efficient management of energy, storm water, waste water and waste management
- Exclusive rights to food, beverage, retail, coaching, learn-to-swim
- Compliance with special access arrangements (eg swim clubs)
- Setting of fees for programs and services (Council may set entry fees if it chooses but this may affect the tender offer)
- Insurance (lessee equipment and contents, improvements if applicable, public liability, professional indemnity, worker's compensation)

- Marketing
- Compliance with minimum opening hours
- Licence approvals
- Reporting to Council

Council is generally responsible for:

- All maintenance, repair and replacement of buildings, plant and Council owned equipment (other than of minor nature)
- Insurance (infrastructure, plant and equipment, public liability)
- Water charges
- Management of the lease agreement

Reporting requirements and their frequency vary but could include:

- Water quality
- Water testing register
- Incident register and risk management
- Attendances
- Business Plan
- Register of chemicals

POTENTIAL ADVANTAGES OF MANAGEMENT BY LEASE

Potential advantages of management by lease can include:

- Responsibility for all staffing and human resourcing rests with the lessee
- Generally lower staffing costs than in-house Council operation (eg lessees in small towns are often sole or dual operators or family businesses not subject to Local Government Awards)
- The risk of fluctuations in net costs is transferred to the lessee
- Annual net operating costs are defined and stabilised as a pre-determined budget amount
- Industry specific expertise in pool management is generally the lessee's core business
- Opportunities for operational economies of scale savings where a lessee operates two or more facilities
- Reduced corporate overhead costs compared to typical in-house Council operation
- A greater degree of flexibility in day-to-day management/ decision-making is extended to the lessee; and
- Council is able to selectively determine the aspects of facility management it wishes to retain (e.g. major asset maintenance).

POTENTIAL DISADVANTAGES OF MANAGEMENT BY LEASE

Potential disadvantages of management by lease can include:

- Availability of service providers in the marketplace. Council may discover that well-qualified venue managers are scarce, and that a tender process yields disappointing results in terms of applicants, lease fees offered or subsidy payments required, and/ or capital works contributions

- No Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses)
- Larger lease companies may appoint an on-site manager who does not have the same connection with the community as a family or smaller operator
- Community health and social outcomes may be diminished if lessee concentrates on servicing those programs that generate the greatest commercial return
- Lessees may pay less attention to asset maintenance resulting in Council inheriting a facility in less satisfactory condition at the end of the lease period
- The requirement for staff to set-up and oversee lease contract conditions can be a significant 'hidden cost' to Council and should be considered part of a total lease cost
- Non-contemporary, ageing facilities can be used as an argument by lessees to seek increased subsidy and/ or compensation from Council
- Venue management companies may seek to insure themselves when tendering for the management rights to new unknown facilities. This can translate into Council paying a premium for the 'unknown' quantity associated with operating a new venue.

10.1.2. IN-HOUSE OR DIRECT COUNCIL MANAGEMENT

Under the direct council management option, Council directly manages and operates the facility.

POTENTIAL ADVANTAGES OF DIRECT COUNCIL MANAGEMENT

Potential advantages of direct management can include:

- Council has 'hands on' control in 'real time' of the operation and asset maintenance of its facility
- Operational costs can be defrayed or minimised by using Council's existing operations (payroll, insurances, accounting procedures, asset and building services etc)
- Flexible and responsive management systems can be linked directly to Council policies
- Ensures assets are maintained in good condition and not allowed to run down
- Enables a trained team to be developed and rotated around different venues (if more than one managed by Council)
- Provides Council with an accurate picture of the performance and potential of the venue, which would assist in assessing future tenders (should Council decide to seek external management in future).

POTENTIAL DISADVANTAGES OF DIRECT COUNCIL MANAGEMENT

Potential disadvantages of direct council management can include:

- Difficulty of developing policies, procedures, staffing and associated local area agreements from scratch if Council has no experience or history in managing pools
- All of the operational risk rests with Council
- Council is responsible for all operating costs and any unforeseen deficits
- Generally higher staffing costs under local government awards and higher associated on-costs
- Council's internal policies and procedures may not allow commercially driven decision making and be time consuming
- Potential for exposure to industrial relations or human resource management issues

10.1.3. CONTRACT MANAGEMENT

Under a contract management arrangement, Council would retain overall control of the facility but engage a contractor to manage day to day operations, as opposed to salaried staff. Council would retain responsibility for:

- Setting of fees and charges
- Cyclical/ planned building maintenance
- Operating costs (excluding salaries and wages)

The contractor delivers staff, programs and services specific to its operational responsibilities for a set fee which will include the contractor's profit margin. Depending on the size and turnover of a facility and Council's preferred contract arrangements, Council can determine to retain all revenues; or share revenue with the contractor; or allow the contractor to retain all income from admissions, food and beverage, programs etc.

Similar to many of the responsibilities of a lessee, the contractor would typically be responsible for staffing and supervision, training and accreditation, managing booking and entry systems, cleaning, grounds maintenance, minor maintenance, operation of plant and equipment, maintenance of water quality, efficient management of energy, storm water, waste water and waste management, compliance with special access arrangements (eg swim clubs), relevant insurances, advertising and promotion, compliance with minimum opening hours and licence approvals.

Management contracts are usually for shorter periods than a lease and Council has the right of entry. Reporting requirements would be similar to those for lease management except income may need to be reported depending on the nature of the contract.

POTENTIAL ADVANTAGES OF CONTRACT MANAGEMENT

Potential advantages of contract management can include:

- Generally lower staffing and on-costs than direct Council management as contractors are often sole or dual operators or family businesses that are not subject to Local Government Awards
- Responsibility for all staffing and human resourcing rests with the contractor so reduced exposure to industrial relations issues
- Industry specific expertise in pool management is generally the contractor's core business
- Council retains a higher level of understanding and greater control of the day-to-day operation of the facility
- More flexibility in day-to-day management and decision-making than in-house Council operation

POTENTIAL DISADVANTAGES OF CONTRACT MANAGEMENT

Potential weaknesses of the contract management model can include:

- Ability to secure suitably qualified contract managers may be difficult, especially in small towns
- Council may contract out those facility elements that provide the better commercial return and be left with those requiring greatest subsidy
- The risk of fluctuations in net operating costs rests with Council; and
- Council's line management needs to have a clear understanding of the venue's objectives, responsibilities of the contractor and Council, and the capacity to effectively manage the contractor.

10.1.4. COUNCIL OWNED COMPANY

Under section 358 of the NSW Local Government Act Council can establish a company limited by guarantee to manage its aquatic facilities. Approval by the Minister for Local Government would be required. The company would be wholly owned by Council as the sole shareholder and operate independently of Council. Council can appoint an independent Board of Directors.

The General Manager would be appointed by the Board and report to the Board. Staff can be employed under a separate Enterprise Agreement and would be responsible to the General Manager. This model has emerged relatively recently in urban environments with larger, multiple facilities (eg Penrith, Blacktown Councils). The model can be extended to incorporate other commercially oriented sport and recreation facilities within Council (eg indoor sports courts). Council may be required to provide an operating subsidy to the Company.

POTENTIAL ADVANTAGES OF COUNCIL OWNED COMPANY

Potential advantages of Council owned company can include:

- Enables business focussed decision making and commercially oriented operation
- Board not constrained by Council policies, awards and approval processes
- Council removed from day-to-day operational management but ensures asset is retained in good condition
- Company responsibilities could be expanded to include other sport and recreation facilities.

POTENTIAL DISADVANTAGES OF COUNCIL OWNED COMPANY

Potential disadvantages of Council owned company can include:

- Requires approval by Minister for Local Government
- People with range of skills necessary to sit on Board may not be available
- Company must comply with corporate regulations