

### **ORDINARY COUNCIL MEETING**

### **NOTICE OF MEETING**

### To: Mayor Jan-Claire Wisdom

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

Notice is given pursuant to the provisions under Section 83 of the *Local Government Act 1999* that the next meeting of the Council will be held on:

Tuesday 13 February 2024 6.30pm 63 Mt Barker Road Stirling

A copy of the Agenda for this meeting is supplied under Section 83 of the Act.

Meetings of the Council are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 84 of the Act.

3)

**Greg Georgopoulos Chief Executive Officer** 



### ORDINARY COUNCIL MEETING

AGENDA FOR MEETING
Tuesday 13 February 2024
6.30pm
63 Mt Barker Road Stirling

### **ORDER OF BUSINESS**

### 1. COMMENCEMENT

### 2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

### 3. APOLOGIES/LEAVE OF ABSENCE

- 3.1. Apology Apologies were received from ............
- 3.2. Leave of Absence
- 3.3. Absent

### 4. MINUTES OF PREVIOUS MEETINGS

Council Meeting – 23 January 2024

That the minutes of the ordinary meeting held on .... as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Special Council Meeting 5 February 2024

That the minutes of the special meeting held on Monday 5 February 2024 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

### 5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

### 6. MAYOR'S OPENING REMARKS



### 7. QUESTIONS ADJOURNED/LYING ON THE TABLE

7.1. Questions Adjourned

Nil

7.2. Questions Lying on the Table Nil

### 8. PETITIONS / DEPUTATIONS / PUBLIC FORUM

- 8.1. Petitions
- 8.2. Deputations
- 8.3. Public Forum

### 9. PRESENTATIONS (by exception)

9.1. Department for Infrastructure and Transport, Crafers Park n Ride Project Update

### 10. QUESTIONS ON NOTICE

Nil

### 11. MOTIONS ON NOTICE

11.1. Proposed Amendment – Mayor Seeking Legal Advice Policy – Cr Osterstock

### 12. ADMINISTRATION REPORTS – DECISION ITEMS

12.1. Adelaide Hills Woodside Memorial Swimming Centre Feasibility Study Outcomes

### Council resolves:

- 1. That the report be received and noted.
- 2. That Council allocates a further \$350,000 in capital funding towards the Adelaide Hills War Memorial Swimming Centre Splash Park Project in the 2024/2025 financial year, bringing the total budget available for the project to \$750,000, with the nominal funding breakdown as follows:

Council general funding	\$150,000
Council from Commonwealth LRCIP Phase 3	\$200,000
Council from Commonwealth LRCIP Phase 4	\$200,000
AHWMSC Inc	\$200,000
TOTAL	\$750,000

3. That the Commitment of Council's additional \$350,000 in capital funding towards the Splash Park is conditional a contribution of \$200,000 from the Adelaide Hills War Memorial Swimming Centre Committee.



- 4. That a draft standalone Asset Management Plan be prepared for the Adelaide Hills War Memorial Swimming Centre (AHWMSC).
- 5. That Council discuss the summary report findings and AHWMSC draft Asset Management Plan at a future workshop and consider allocation of additional funding in the Long Term Financial Plan review process to implement other short, medium and long term recommendations coming out of the Adelaide Hills War Memorial Swimming Centre Feasibility Study.
- 6. Note that Administration is currently processing the return of the Adelaide Hills War Memorial Swimming Centre Committee's \$200,000 funding allocation to the Splash Pad Project until a successful tenderer has been selected for the larger \$750,000 Splash Park.

### 12.2. CRFF Community Halls Insurance Grant Guidelines Report

### Council resolves:

- 1. That the report be received and noted.
- 2. That the Council endorse the Building Insurance Grant Guidelines for Community Owned Halls as contained in Appendix 3.
- 3. That the Chief Executive Officer be authorised to make changes to the Guidelines, not affecting the substantive intent and direction, as may be required from time to time, to ensure the issuing of grants remains in line with the intent of the Community and Recreation Facilities Framework.

### 12.3. Treasury Policy Report

### Council resolves:

- 1. That the report on the Treasury Policy be received and noted.
- 2. With an effective date of 1 March 2024, to revoke the 19 January 2020 Treasury Policy and to adopt the 13 February 2024 Treasury Policy as per Appendix 1.
- 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature, or other minor changes to the Policy as per Appendix 1 prior to the date of effect.

### 12.4. Debt Recovery Policy Report

### Council resolves:

- 1. That the report on the Debt Recovery Policy be received and noted.
- 2. With an effective date of 1 March 2024, to revoke the 19 January 2021 Debt Recovery Policy and to adopt the 13 February 2024 Debt Recovery Policy as per Appendix 1.
- 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature, or other minor changes to the Policy as per Appendix 1 prior to the date of effect.



### 12.5. Council Resolutions Report (February 2024)

### Council resolves:

- 1. That the report be received and noted.
- 2. The following completed items be removed from the Action List

### 12.6. Confidential Items Review (February 2024)

### Council resolves:

### **DECISION 1**

- 1. That the report be received and noted.
- 2. That the items held as confidential in the Confidential Items Register (Appendix 1) be noted.

### DECISION 2 - Resolution 85/14 - AHRWMA

- 3. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:
  - The Report of 22 April 2014, Item No. 18.2.1, AHRWMA, 85/14 remain confidential until the matter is determined and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) relates to information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council.
- 4. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 3 - Resolution 105/21- Multi Year Road Rally Proposal

- 5. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:
  - The Report of 25 May 2021, Item No. 18.1.1, Multi Year Road Rally Proposal, 105/21 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.
- 6. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 4 – Resolution 87/22 – Property Lobethal Road, Lenswood

7. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being



document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a), (h), and (i) of the Act:

- The Report of 26 April 2022, Item No. 11.1, Property Lobethal Road, Lenswood, 87/22 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this
- Agenda Item is information relating to actual litigation, or litigation that the council believes on reasonable grounds will take place, involving the council.
- 8. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 5 – Resolution 23/22 – South Australian Tourism Commission – Santos TDU

- 9. Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter with by the Council on a confidential basis under Sections (90(2) and 90(3)(j) of Act:
  - The Report of 14 February 2023, Item No. 9.1, South Australian Tourism Commission re Santos Tour Down Under, 23/23 remain confidential until 14 February 2024 and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part of) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
  - would, on balance, be contrary to the public interest.
- 10. Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 6 - Resolution 104/23 - Amy Gillett Bikeway Stage 4 Agreement

- 11. Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(j) of the Act:
  - The report, related attachments, minutes and other (presentation, documents or similar) of 26 April 2023, Item No. 18.1, Amy Gillett Bikeway Stage 4 Agreement, 104/23, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) if released could reasonably be expected to divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or



- official (not being an employee of the council, or a person engaged by the council); and
- would, on balance, be contrary to the public interest.
- 12. Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 7 – Resolution 183/23 – Appointment of GRFMA Chairperson

- 13. Pursuant to Section 90(2) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) of the Act:
  - The report, related attachments, minutes and/or other (presentations, documents or similar) of 27 June 2023, Item No. 18.1, Appointment of GRFMA Chairperson, 181/23, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).
- 14. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### 13. ADMINISTRATION REPORTS – INFORMATION ITEMS

13.1. Annual Investment Performance

Council resolves:

That the report on Investment Performance for 2022-2023 be received and noted.

- 14. CORRESPONDENCE FOR NOTING
  - 14.1 Adelaide Hills Projects for Tourism Letter from Hon Zoe Bettison MP
- 15. QUESTIONS WITHOUT NOTICE
- 16. MOTIONS WITHOUT NOTICE
- 17. REPORTS
  - 17.1. Council Member Function or Activity on the Business of Council
  - 17.2. Reports of Members/Officers as Council Representatives on External Organisations
  - 17.3. CEO Report



### 18. REPORTS OF COMMITTEES

- 18.1. Council Assessment Panel *Nil*
- 18.2. Audit Committee *Nil*
- 18.3. Special CEO Performance Review Panel *Nil*
- 18.4. Boundary Change Committee *Nil*

### 19. CONFIDENTIAL ITEMS

19.1. Deferred - Item 19.4 Confidential Council Report - CEO Probation Review Process

### 20. NEXT MEETING

Tuesday 27 February 2024 6.30pm, 63 Mt Barker Road, Stirling

### 21. CLOSE MEETING

In Attendance

Presiding Member: Mayor Jan-Claire Wisdom

### Members:

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

### In Attendance:

Greg Georgopoulos	Chief Executive Officer
Gary Lewis	Acting Director Corporate Services
Jess Charlton	Acting Director Community and Development
David Waters	Director Environment and Infrastructure
Cimone Burke (Kelledy Jones)	Governance Support
Rebekah Lyons	Minute Secretary
Tom Portas	Technical Support
Jody Atkins	Acting Governance and Risk Coordinator

### 1. COMMENCEMENT

The meeting commenced at 6.30pm

### 2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

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3. APOLOGIES/LEAVE OF ABSENCE

### 3.1 Apology

Cr Pauline Gill

### 3.2 Leave of Absence

Nil

### 3.3 Absent

Nil

### 4. MINUTES OF PREVIOUS MEETINGS

### 4.1 Council Meeting – 19 December 2023

Moved Cr Mark Osterstock S/- Cr Chris Grant

1/24

Council resolves that the minutes of the Ordinary Council meeting held on 19 December 2023, as supplied, be confirmed as an accurate record of the proceedings of that meeting.

**Carried Unanimously** 

### 5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

Nil

### 6. PRESIDING MEMBER'S OPENING REMARKS

Mayor Wisdom noted the unexpected departure of one of our long-term Directors Terry Crackett after nearly ten years of service to the Adelaide Hills community, Council, outside organisations and individuals. She noted not only his breadth of experience, but also his willingness to help people both in and outside of the organisation with key plans and budgets. The Council will miss his humour and dedicated work ethic. Mayor Wisdom asked for Council to support Gary Lewis who is acting in the role for the short term.

Mayor Wisdom remarked on the Tour Down Under and thanked the organisers and the Adelaide Hills Council staff who supported the event, as well as the elected members who attended during the 10 days. She advised that next year will be a huge milestone as it marks 25 years of the Tour Down Under in South Australia.

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Mayor Wisdom discussed the Citizenship Ceremony and Awards Presentation which will be held on Thursday 25<sup>th</sup> January at the Stirling Coventry Library and the Civic Awards and community events which will be held on 27<sup>th</sup> and 28<sup>th</sup> January respectively in Uraidla and Gumeracha.

7.	QUESTIONS ADJOURNED/LYING ON THE TABLE	
7.1	Questions Adjourned	
	Nil	
7.2	Questions Lying on the Table	
	Nil	
8.	PETITIONS/DEPUTATIONS/PUBLIC FORUM	
8.1	Petitions	
	Nil	
8.2	Deputations	
8.2.1	Mr Neil Strong - Aldgate Men's Shed	
8.3	Public Forum	
	Nil	
9.	PRESENTATIONS	
	Nil	
10.	QUESTIONS ON NOTICE	
10.1	Stirling Oval Trees - Cr Leith Mudge	
	1. What is the soil-borne fungal pathogen that caused the removal of two dead and one declining <i>Cupressus torulosa</i> (Bhutan cypress) trees on the southern side of	

Mayor \_\_\_\_\_\_ 13 February 2024

trees in the same stand?

movement of water and nutrients within the plant.

Stirling Oval on 20 November 2023, and the apparent similar demise of previous

The fungal pathogen has been identified as *Phytophthora cinnamomi*. This pathogen belongs to a group of micro-organisms known as water molds, which have a motile or animal-like stage which can allow them to move through soil water. Its food source is the root and basal stem tissue of living plants, which weakens or kills the host plant by reducing or stopping the

It is native to South-east Asia and was probably introduced into Australia after European settlement in the late 1800's. In South Australia, it was first identified in 1969 in the Mt. Lofty Ranges.

*Phytophthora cinnamomi* may reproduce through production of two types of microscopic spores, zoospores and chlamydospores.

- Zoospores are released in very large numbers under moist soil conditions and have flagella (tails) which are used to propel the spore through the soil water towards other plant roots. The movement of water down slope, through or over the soil, can also passively disperse these spores over considerable distances. Zoospores are attracted by the root secretions of some plants. They then penetrate the root, germinate and the cycle repeats itself.
- 2. Chlamydospores are larger, long-lived spores with thick protective walls. These spores can withstand dry conditions for months, germinating when warm moist soil conditions re-occur and may survive being transported long distances in dry soil.

*Phytophthora cinnamomi* can also spread through mycelial growth along roots and spread between closely connecting plant roots within the soil.

Once an area is infested with *Phytophthora* it is always infested. There is currently no known way to eradicate *Phytophthora*. Well-developed management plans and practices are required to contain the disease and minimise it's spread to uninfected areas.

2. What advice has Council sought or received as to the prognosis for the remaining trees in this stand, and other trees to the north and west of the Oval?

The trees in the south western stand have been treated numerous times since 2012, where a report provided by Council's external arboricultural consultants at that time, Arborman Tree Solutions, identified the presence of *Seiridium sp.*, commonly known as Cypress Canker.

This disease interferes with the sap flow and eventually causes the death of the branch or trunk above the infected area of the tree. Treatment involves stem injection and/or soil drenching with Phosphorous acid, which was the recommendation of the report.

Stem injection was conducted but was found to be difficult due to the species of trees affected and their sap exudation that blocks vessels when damaged, as well as the proportion of damage noted within the trees. Trees with poor foliage density are often difficult to inject solutes into as vascular translocation is reduced.

Soil samples were collected by Council's external arboricultural consultants, Adelaide Arb Consultants, in November 2016 and sent to the South Australian Research and Development Institute (SARDI) for testing.

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Out of the five samples provided, the presence of *Phytophthora sp.* was confirmed in samples 2, 3 and 5. A treatment of stem injections with Phosphorous acid was again recommended and conducted on the trees.

The other trees north and west of the oval have been assessed at regular intervals as part of Council's tree data collection program. No evidence of *Phytophthora cinamomi* or *Seridium sp.* has been observed in these trees.

### 3. What steps are the administration taking to protect the remaining trees from infection and death in this historic stand of trees?

Council has engaged the services of Adelaide Arb Consultants to develop a management plan to preserve the remaining trees in the stand.

This will involve regular application of Phosphorous acid to the root zone of the trees via a series of soil drenches. This process can have complications, as drenching the soil with Phosphorous acid has an effect on all pathogen activity, including those that are beneficial.

Adelaide Arb Consultants have recommended the following treatment program:

- Soil drench of Phosphorous acid throughout the root zone of affected trees. This will limit the success of pathogen activity within the soil and also may be taken up by trees and limit pathogen success in affected trees.
- 2. Eight weeks following the acid drench, a drench of beneficial pathogens, bacteria and solutes will be applied to all areas where the acid drench was applied to rejuvenate these organisms into the soil profile.

It should be noted that this treatment will not eliminate the presence of *Phytophthora*, but will limit the extent of the pathogens virulence. This treatment is aimed at improving tree function and sustainability. It should be expected that retreatment will be required within 5-10 years, depending on the initial success of the treatments.

### 4. Are there any plans to replace the trees that have already been removed?

Replacement of the trees would require extensive soil remediation works at the site, involving removal of the existing stumps and contaminated soil which would need to be disposed of at an accredited waste disposal facility. This would likely incur significant cost to Council, therefore would require further funding prior to any works commencing.

It is also unlikely that removal of the contaminated soil could guarantee that the new tree plantings would not be reinfected by *Phytophthora* due to the mobility of the organism through the soil profile.

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5. Are there any master plans for the long term landscape management of the Stirling Oval and its contribution to the character and community amenity of Stirling township?

The last landscaping plan for Stirling Oval was developed circa 2010 and resulted in, among other things, landscaping of the damaged concrete tiers on the western side, rehabilitation and painting of the staircase and improvements to pedestrian lighting. There is currently no formal master plan in place for the Stirling Oval. Despite the lack of a formal plan, improvement made in recent years include:

- Upgrade of the carparking area on the eastern boundary.
- Asbestos removal and basic upgrades undertaken to the clubroom space in partnership with Stirling Cricket Club to ensure the space remains functional in the interim.
- Installation of the shelter on the eastern side of the oval.
- Upgrade of the cricket nets and the associated shed.

Clubs/groups that utilise the site have made requests to Council for oval drainage and lighting upgrades. Drainage works are currently under consideration, but no definitive position has yet been formulated regarding upgrades to the oval lighting.

7:03pm Cr Kirsty Parkin left the meeting room 7:05pm Cr Kirsty Parking returned to the meeting room

### 11. MOTIONS ON NOTICE

11.1 International Women's Day – 8 March 2024

Moved Cr Mark Osterstock S/- Cr Lucy Huxter

2/24

### **Council resolves:**

- 1. That International Women's Day [IWD] is a day to focus the world's attention on gender equality and the empowerment of women.
- Council supports IWD noting that it is a global day to reflect on progress, call for change and to celebrate the courage and determination of those who have changed the face of gender equality.
- Council recognises that the aim of the IWD 2024 Count Her In: Invest in Women.
   Accelerate Progress Campaign is to highlight the pathways to greater economic inclusion for women and girls everywhere.

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4. Council requests that the CEO bring IWD 2024 and the #CountHerIn Campaign to the attention of our community through a range of communication channels, including but not limited to the website, e-newsletter and social media with a view to celebrating women's achievements and raising awareness about gender inequality.

### **VARIATION**

The Mayor with the consent of the Mover and Seconder sought and was granted leave of the meeting to vary point 4 of the motion.

### **Council resolves:**

- 1. That International Women's Day [IWD] is a day to focus the world's attention on gender equality and the empowerment of women.
- 2. Council supports IWD noting that it is a global day to reflect on progress, call for change and to celebrate the courage and determination of those who have changed the face of gender equality.
- 3. Council recognises that the aim of the IWD 2024 Count Her In: Invest in Women. Accelerate Progress Campaign is to highlight the pathways to greater economic inclusion for women and girls everywhere.
- 4. Council requests that the CEO bring IWD 2024 and the #CountHerIn Campaign to the attention of our community through a range of communication channels, including the website, e-newsletter and social media with a view to celebrating women's achievements and raising awareness about gender inequality.

7:30pm Cr Louise Pascale left the meeting room

Carried Unanimously

7:31pm Cr Adrian Cheater left the meeting room 7:32pm Cr Louise Pascale returned to the meeting room 7:33pm Cr Adrian Cheater returned to the meeting room

With leave of the meeting item 19.2 was brought forward on the agenda.

Mayor	13 Fahruary 2024

19.2 South Australian Boundaries Commission – Exclusion of the Public

Moved Cr Chris Grant S/- Cr Nathan Daniell

3/24

### **Council resolves:**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- A/Director Corporate Services, Gary Lewis
- A/Director Community & Development, Jess Charlton
- Governance Support, Cimon Burke, Kelledy Jones Lawyers
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas
- A/ Governance and Risk Coordinator, Jody Atkins
- Consultant, BRM Advisory, Michael Richardson
- Chair, SA Local Boundaries Commission, Rob Donaldson
- Commissioner, SA Local Boundaries Commission Wendy Campana
- Executive Officer, SA Local Boundaries Commission Peter Ilee
- Zoe Gill, member of the public

be excluded from attendance at the meeting for Agenda Item 19.2: (South Australian Local Government Boundaries Commission) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(j) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is confidential in nature, the disclosure of which would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and would, on balance, be contrary to the public interest.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

	Carried Unanimously
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### 19.2.1 South Australian Boundaries Commission – Confidential Item

7:34pm the Mayor, with leave of at least two thirds of the members present at the meeting, suspended operations of the formal meeting procedures for a period of 30 minutes for the purposes of a presentation from the Boundary Commission.

8.04pm the Mayor, with support of at least two thirds of the members present at the meeting suspended operations of the formal meeting procedures for 30 minutes to allow for the Boundary Commission to present the balance of its presentation.

8:46pm the Council meeting adjourned for a short recess. 8:52pm the Council meeting resumed.

### 12. OFFICER REPORTS – DECISION ITEMS

### 12.1 East Waste Deputy Board Member

Moved Cr Malcolm Herrmann S/- Cr Leith Mudge

4/24

### **Council resolves:**

Mayor \_\_

1. That the report on the East Waste Deputy Board Member Appointment be received and noted.

**Carried Unanimously** 

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8:59pm the Mayor, with leave of at least two thirds of the members present at the meeting, suspended operations of the formal meeting procedures for a period of 30 minutes for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the Eastern Waste Management Authority Deputy Board Member role.

No further nominations were received from Council members.

9:04pm the Council meeting resumed.

**Carried Unanimously** 

### ADELAIDE HILLS COUNCIL MINUTES OF ORDINARY COUNCIL MEETING TUESDAY 23 JANUARY 2024 63 MT BARKER ROAD STIRLING

**Decision 2 Moved Cr Malcolm Herrmann** S/- Cr Kirrilee Boyd 5/24 **Council resolves:** To appoint Mr David Waters, Director Environment and Infrastructure to the Deputy Board Member position of the Eastern Waste Management Authority Board for a term to commence on 23 January 2024 and conclude on 29 November 2025 (inclusive). 2. To authorise the Chief Executive Officer to lodge all required documentation to give effect to Council's resolutions regarding Eastern Waste Management Authority **Board Membership. Carried Unanimously** 12.2 Chief Executive Officer Performance Review Panel Membership - Late Item The item was deferred to the next Council meeting on 13 February 2024. 13. **OFFICER REPORTS - INFORMATION ITEMS** Nil 14. **CORRESPONDENCE FOR INFORMATION** 14.1 **Australian Local Government Association Annual Conference 2024** 14.2 Para Planner Cadet Program, Hon Nick Champion MP 14.3 South Australian Volunteer Awards - Hon Nat Cook MP **Moved Cr Mark Osterstock** S/- Cr Kirsty Parkin 6/24

### 15. QUESTIONS WITHOUT NOTICE

Cr Malcolm Herrmann asked a question about Amy Gillett Bikeway, Houghton Inglewood and Hermitage Hub funding.

Mayor \_\_\_\_\_\_\_ 13 February 2024

Council resolves that the correspondence is received and noted.

Cr Mark Osterstock asked a question about awareness of the Port MacDonnell foreshore bikeway as an example for the Amy Gillett Project.

### 16. MOTIONS WITHOUT NOTICE

Nil

### 17. REPORTS

### 17.1 Council Member Function or Activity on the Business of Council

### **Mayor Wisdom**

- 3 January 2024 Meeting with the Mayor of Victor Harbour
- 7 January 2024 Meeting with the CEO Adelaide Plains Council
- 8 January 2024 Meeting with residents regarding Croft Road Upgrade
- 9 January 2024 Meeting with LGA
- 10 January 2024 Meeting with Dan Cregan MP regarding Croft Road Upgrade
- 13 January 2024 Tour Down Under, Stirling
- 15 January 2024 CEO PRP Special Meeting
- 16 January 2024 signing of Civic Award recipients certificates
- 17 January 2024 Tour Down Under, Lobethal
- 21 January 2024 Tour Down Under, Mt Lofty

### **Cr Melanie Selwood**

• 19 January 2024 – Safe Cycling Workshop presented by the Amy Gillett Foundation

### **Cr Louise Pascale**

- 6 December 2023 Introduced Kelly Vincent at author's reading for International Day of Disability, Stirling Library
- 7 December 2023 Spoke at Teringie Residents Association Meeting, Norton Summit Community Centre
- 19 January 2024 Safe Cycling Workshop presented by the Amy Gillett Foundation
- 20 January 2024 Pay Our Respects, Parliament House

### 17.2 Reports of Members as Council/Committee Representatives on External Organisations

Nil

### 17.3 CEO Report

Greg Georgopoulos, CEO, provided Council with a verbal update, asking Council members to advise their attendance via email for the Citizenship Ceremony and Award presentations to be held on 25 January and the Civic Award presentations on 27 and 28 January.

Mayor	13 February 2024

18. **REPORTS OF COMMITTEES** 18.1 **Council Assessment Panel Moved Cr Leith Mudge** S/- Cr Adrian Cheater 7/24 Council resolves that the minutes of the Council Assessment Panel meeting held on Wednesday 20 November 2023, as distributed, be received and noted. Council resolves that the minutes of the Council Assessment Panel meeting held on Wednesday 10 January 2024, as distributed, be received and noted. **Carried Unanimously** 18.2 **Audit Committee** Nil 18.3 CEO Performance Review Panel – Special Meeting – 15 January 2024 This item was moved to the confidential items section of the meeting. 18.4 **Boundary Change Committee** 

Nil

19. **CONFIDENTIAL ITEMS** 

19.1 CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item) -**Exclusion of the Public** 

**Moved Cr Leith Mudge** S/- Cr Malcolm Herrmann

8/24

### **Council resolves:**

Pursuant to section 90(2) of the Local Government Act 1999 the CEO Performance Review Panel (the Panel) orders that all members of the public, except:

- **Greg Georgopoulos, Chief Executive Officer**
- **David Waters, Director Environment and Infrastructure**
- Jess Charlton, A/Director Community and Development
- **Gary Lewis, A/Director Corporate Services**
- Cimon Burke, Kelledy Jones Lawyers (Governance Support)
- Jody Atkins, A/Governance and Risk Coordinator
- Rebekah Lyons, Minute Secretary
- Tom Portas, ICT Support Officer (IT Support)

be excluded from attendance at the meeting for Agenda Item 19.1 (CEO Probation Review Process) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of those in attendance as specified in (a) above, be excluded to enable the Panel to consider the report at the meeting on the following grounds:

Section 90(3) (a) and (h) of the Local Government Act, the information to be received, discussed or considered in relation to this Agenda Item is:

- Information the disclosure of which would involve the unreasonable disclosure of (a) information concerning the personal affairs of any person (living or dead);
- (h) Legal advice.

Accordingly, on this basis the principle that meetings of the Panel should be conducted in

### 19.1.1 CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item) – Confidential Item

9:26pm Cr Louise Pascale left the meeting9:28pm Cr Louise Pascale returned to the meeting9:39pm Cr Malcolm Herrmann left the meeting and did not return

Moved Cr Kirrilee Boyd

Mayor	13 February 2024

19.2 South Australian Local Government Boundaries Commission – Exclusion of the Public

This item was considered earlier in the meeting.

19.3 Customer Relationship Management (CRM) System – Exclusion of the Public

Moved Cr Leith Mudge S/- Cr Nathan Daniell

9/24

**Council resolves:** 

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- Acting Director Corporate Services, Gary Lewis
- Acting Director Community & Development, Jess Charlton
- Governance Support, Cimon Burke (Kelledy Jones)
- Acting Governance & Risk Coordinator, Jody Atkins
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.2: (Contract for CRM System) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(k) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item are tenders for the supply of goods, the provision of services or the carrying out of works the disclosure of which could reasonably be expected to prejudice the commercial position of the business who supplied the information by disclosing specific quotes and modelling by the tenderer.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

	Carried Unanimously
Mayor	13 February 2024

13 February 2024

### ADELAIDE HILLS COUNCIL MINUTES OF ORDINARY COUNCIL MEETING TUESDAY 23 JANUARY 2024 63 MT BARKER ROAD STIRLING

19.3.1 Customer Relationship Management (CRM) System – Confidential Item

Mayor \_\_\_\_\_

### 19.3.2 Customer Relationship Management (CRM) System – Duration of Confidentiality

9:58pm Cr Louise Pascale left the meeting and did not return

Moved Cr Nathan Daniell S/- Cr Adrian Cheater

11/24

### **Council resolves:**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(k) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until Contracts are signed, but not longer than 12 months
Related Attachments	Until Contracts are signed, but not longer than 12 months
Minutes	Until Contracts are signed, but not longer than 12 months
Other	Until Contracts are signed, but not longer than 12 months

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

Carried Unanim	ouch.
Carrieu Onanini	ousiy

Asyon		12 Eabruary 2024

19.4 CEO Performance Review Panel Independent Member Appointment – Exclusion of the **Public** 

**Moved Cr Adrian Cheater** S/- Cr Kirrilee Boyd

12/24

### **Council resolves:**

Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that all members of the public, except:

- **Chief Executive Officer, Greg Georgopoulos**
- **Acting Director Community and Development, Jess Charlton**
- **Acting Director Corporate Services, Gary Lewis**
- **Director Environment and Infrastructure, David Waters**
- A/Governance & Risk Coordinator, Jody Atkins
- **IT Support Officer, Tom Portas**
- Governance Support, Kelledy Jones Lawyers, Cimon Burke
- Minute Secretary, Rebekah Lyons

be excluded from attendance at the meeting for Agenda Item 19.3: (CEO Performance Review Panel Independent Member Appointment) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), because it would disclose the personal details of candidates who have expressed an interest to be on the CEO Performance Review Panel.

Accordingly, on this basis the principle that meetings of the Council should be conducted

Carried Unanimous

13 February 2024

## ADELAIDE HILLS COUNCIL MINUTES OF ORDINARY COUNCIL MEETING TUESDAY 23 JANUARY 2024 63 MT BARKER ROAD STIRLING

19.4.1	CEO Performance Review Panel Independent Member Appointment – Confidential Item

Mayor \_\_\_\_\_

### 19.4.2 CEO Performance Review Panel Independent Member Appointment – Duration of Confidentiality

Moved Cr Nathan Daniell S/- Cr Kirrilee Boyd

14/24

### **Council resolves:**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.3 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until the appointment has been confirmed, but not longer than 1 July 2024
Related Attachments	Until the appointment has been confirmed, but not longer than 1 July 2024
Minutes	Until the appointment has been confirmed, but not longer than 1 July 2024
Other (presentation, documents, or similar)	NIL

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

••	42.5.1
Mayor	13 February 2024

### 18.3 CEO Performance Review Panel – Special Meeting – 15 January 2024

This item was deferred to the next meeting of Council being 13 February 2024.

### 20. NEXT ORDINARY MEETING

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 13 February 2024 from 6.30pm at 63 Mt Barker Road, Stirling.

### 21. CLOSE MEETING

The meeting closed at 10:04pm

Mayor	13 February 2024

In Attendance

Presiding Member: Cr Nathan Daniell

### Members:

Mayor Jan-Claire Wisdom
Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

### In Attendance:

Greg Georgopoulos	Chief Executive Officer
Gary Lewis	A/Director Corporate Services
Natalie Armstrong	Director Community and Development
David Waters	Director Environment and Infrastructure
Zoe Gill	Governance Support
Jody Atkins	Minute Secretary
Jake McCulloch	Technical Support

### 1. COMMENCEMENT

The special meeting commenced at 6:30pm

### 2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

Deputy Mayor	13 February 2024

3. **APOLOGIES/LEAVE OF ABSENCE** 3.1 **Apologies** Mayor Jan-Claire Wisdom Cr Louise Pascale Cr Lucy Huxter 3.2 **Leave of Absence** Nil 3.3 **Absent** Nil 4. **MINUTES OF PREVIOUS MEETINGS** Nil 5. **DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL** 5.1 Cr Chris Grant, Item 8.1 CEO Performance Review Panel Council Member and Presiding Member Appointments, Under section 75C of the Local Government Act 1999 Cr Chris Grant disclosed a Material (section 75) Conflict of Interest in Item 8.1. 5.2 Cr Kirsty Parkin, Item 8.1 CEO Performance Review Panel Council Member and Presiding **Member Appointments** Under section 75B of the Local Government Act 1999 Cr Kirsty Parkin disclosed a General (section 74) Conflict of Interest in Item 8.1. 6. PRESIDING MEMBER'S OPENING REMARKS Nil 7. **PUBLIC FORUM** Nil 8. **BUSINESS OF THE MEETING** 8.1 **CEO Performance Review Panel Council Member and Presiding Member Appointments** 

\_\_\_\_13 February 2024

Deputy Mayor \_\_\_\_\_

Th	at Council resolves:
1.	That the report be received and noted.
De	cision 2
2.	To determine that the method of selecting the CEO Performance Review Panel Committee Members to be by an indicative vote to determine the preferred persons for the two Council Member positions utilising the process set out in this Agenda report.
3.	To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the CEO Performance Review Panel Committee Member roles and for the meeting to resume once the results of the indicative vote have been declared.
4.	To appoint and as members of the CEO Performance Review Panel Committee for a 36-month term to commence 18 January 2024 and conclude on 1 November 2026 (inclusive).
De	cision 3
5.	To determine that the method of selecting the CEO Performance Review Panel Committee Presiding Member to be by an indicative vote to determine the preferred person utilising the process set out in this Agenda report.
6.	To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred person for the CEO Performance Review Panel Committee Presiding Member role and for the meeting to resume once the results of the indicative vote have been declared.
7.	To appoint to the position of CEO Performance Review Panel Presiding Member for a 36-month term to commence 18 January 2024 and conclude on 1 November 2026 (inclusive).

Deputy Mayor \_\_\_\_\_\_13 February 2024

1. That the report be received and noted.

### **Decision 2**

- 2. To determine that the method of selecting the CEO Performance Review Panel Committee Members to be by an indicative vote to determine the preferred persons for the two Council Member positions utilising the process set out in this Agenda report.
- 3. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the CEO Performance Review Panel Committee Member roles and for the meeting to resume once the results of the indicative vote have been declared.
- 4. To appoint Cr Chris Grant and Cr Kirsty Parkin as members of the CEO Performance Review Panel Committee for a period commencing on 5 February 2024 to 30 November 2024.

Carri	ed Unanimously	

### **VARIATION**

The Deputy Mayor with consent of the Mover and Seconder sought and was granted leave of the meeting to vary point 7 of the motion.

### **Decision 3**

Moved Cr Leith Mudge S/- Cr Malcolm Herrmann

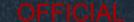
/24

### **Council resolves:**

- 5. To determine that the method of selecting the CEO Performance Review Panel Committee Presiding Member to be by an indicative vote to determine the preferred person utilising the process set out in this Agenda report.
- 6. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred person for the CEO Performance Review Panel Committee Presiding Member role and for the meeting to resume once the results of the indicative vote have been declared.

Deputy Mayor \_\_\_\_\_\_13 February 2024

Deputy Mayor \_\_\_\_\_\_13 February 2024



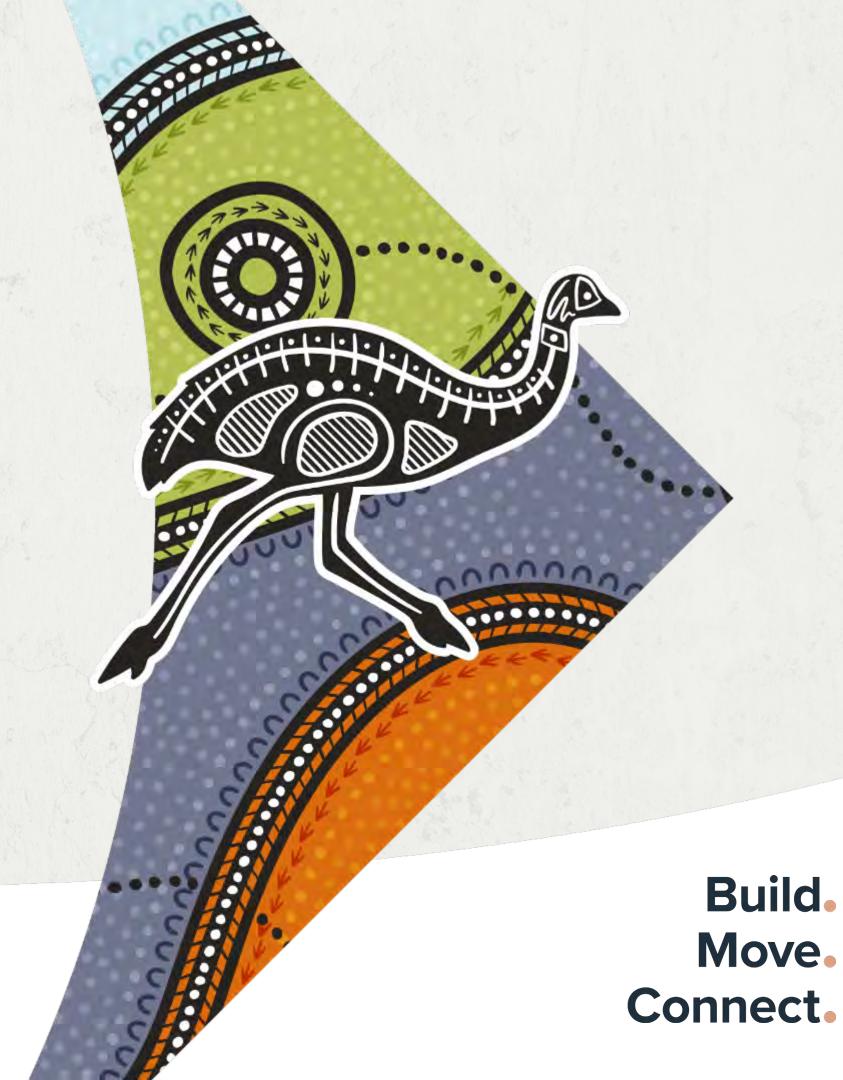
# Crafers Park'n'Ride

Presentation to Adelaide Hills Council
Tuesday 13 February 2024





We acknowledge the Traditional Custodians of the Country throughout South Australia and recognise their continuing connection to land and waters. We pay our respects to the diversity of cultures; significance of contributions and to Elders past, present and emerging.





# Andrew Nicolson

### Delivery Manager

**Transport Projects** 

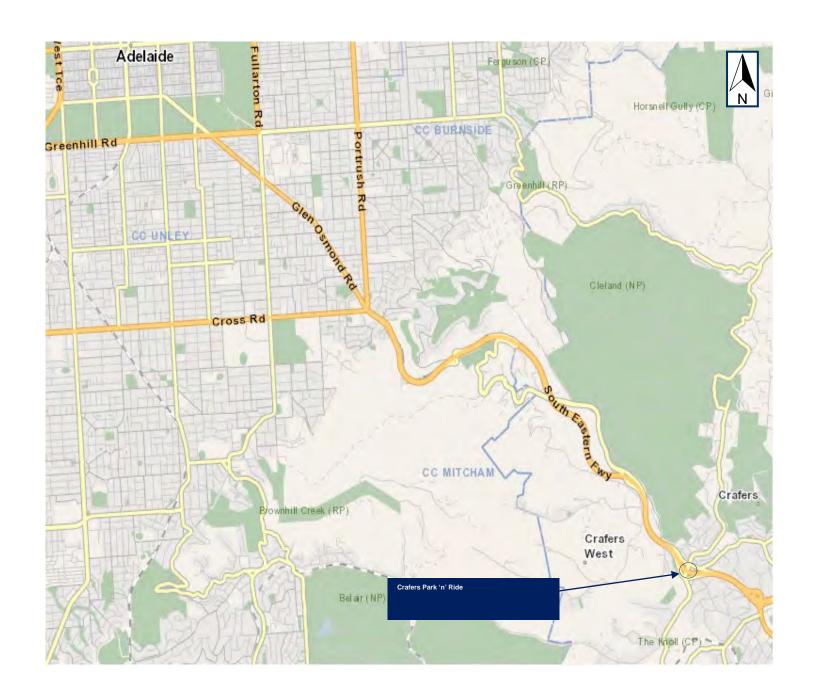
Infrastructure Delivery





## Background

- The South Australian Government, as part of the 2022-2023 State Budget, committed \$6 million to deliver additional parking at the Crafers Park'n'Ride to improve transport and support growth in Mount Barker and the Adelaide Hills.
- The Crafers Park'n'Ride is the closest Park'n'Ride facility in the Adelaide Hills Region to Adelaide City.
- The Park'n'Ride upgrade will encourage public transport use and reduce reliance on private vehicles.





## Background

- The location for the Crafers Park'n'Ride expansion was selected to:
  - increase car parking close to existing bus stops.
  - reduce the impact to bus services, nearby residents and businesses during construction.
  - to ensure the existing northern car park can continue to operate at full capacity during construction.





### **Proposed location**



The proposed location is owned by the Commissioner of Highways and no privately owned properties need to be acquired for the project.

Approval to clear native vegetation has been granted by the Native Vegetation Council under the *Native Vegetation Act 1991*.

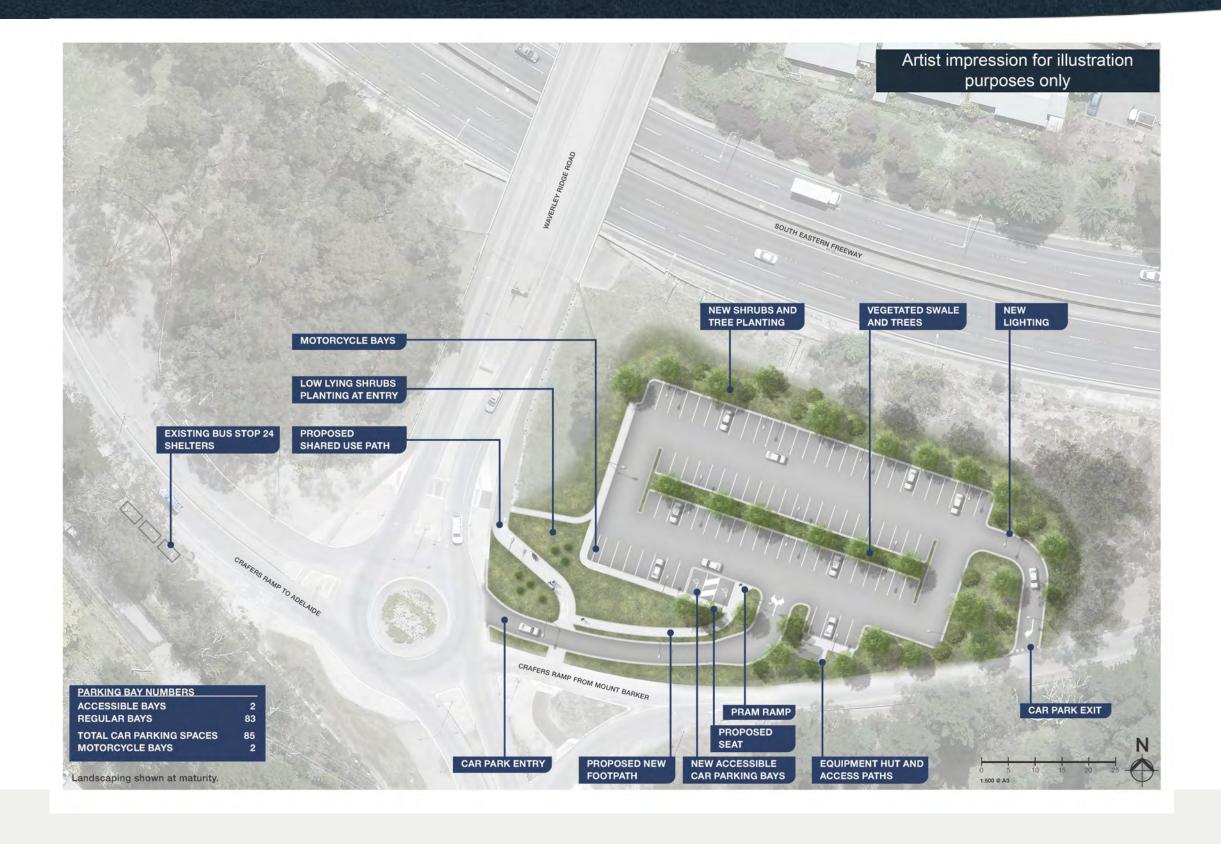


# Locality plan





# Concept plan





### Indicative timeframes

Native Vegetation Council Approval: 24 October 2023

Milestones

Development Application Approval: 2 January 2024

Contract Award Date: 10 January 2024

Works on site commence: 5 February 2024

Works Complete / Project Opening: Mid 2024



## Community Engagement

Engaging with stakeholders, public transport customers, local businesses and residents and the broader community is important.

We'll continue to engage through:

- project updates and works notifications distributed electronically
- website updates
- community information sessions and localised pop-ups
- social channels
- direct engagement



### **Further information**

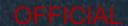
Website: <u>www.dit.sa.gov.au/crafers</u>

Phone: 1300 794 880

• Email: DIT.Engagement@sa.gov.au

Members of the community can also register their details to be added to the project mailing list. This will ensure they receive project updates and information as it becomes available.







# Government of South Australia

Department for Infrastructure and Transport

**Build. Move. Connect.** 

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 11.1 Motion on Notice

Originating from: Cr Mark Osterstock

Subject: Proposed Amendment – Mayor Seeking Legal Advice Policy

### 1. MOTION

### I move that:

- 1. Council notes the proposed amendments to the Mayor Seeking Legal Advice Policy.
- 2. Council supports the proposed amendments.
- 5.1 In circumstances in which it is not possible or appropriate for the CEO to seek legal advice, the Mayor should, ideally, seek a Council resolution to obtain legal advice. However, where this is not possible, the Mayor may seek the advice independently as set out below.
- 5.3 The legal advice relates to the CEO or the exercise of the CEO's powers:
- 5.3.1 In circumstances where Council is to consider a matter related to the CEO (e.g. urgent CEO-employment related issues or where the Council is investigating a failure by the CEO to comply with a resolution of Council or where a matter relates to the exercise of a CEO's powers) and it is the view of the Mayor, together with that of the Deputy Mayor and the Presiding Member of a Council Committee, that the consideration of this matter by the Council should occur with the benefit of legal advice:
  - a. The advice will be obtained as a matter of administrative necessity by the Mayor to ensure the legality of the Council's actions and decisions. The Mayor will confer with the Deputy Mayor and the Presiding Member of a Council Committee, and may also confer with relevant senior Council staff where the legal advice relates to the CEO's employment or other personal matter(s);
  - b. The Mayor will confer with the Deputy Mayor and the Presiding Member of a Council Committee, and may also confer with relevant senior Council staff if the matter concerns an issue that is not confidential to the CEO, such as a conflict-of-interest matter relating matters disclosed in the register of interests;
  - c. The Mayor will keep *the Deputy Mayor and the Presiding Member of a Council Committee, together with* the Council fully informed of any advice obtained on behalf of the Council and advise members of the advice received at the next available meeting:
  - d. Where the Mayor has obtained the advice, other than in accordance with a Council resolution, Council should, as a matter of caution, retrospectively endorse the Mayor's decision to obtain the advice.

5.3.2 In the event that the Mayor is unable to obtain agreement from both the Deputy Mayor and the Presiding Member of a Council Committee, as to the necessity for the obtaining of legal advice, and the Mayor is of the view that the advice should still be obtained, the Mayor will be required to refer the matter to Council for consideration.

### 2. BACKGROUND

Council's current policy, as it presently stands, delegates absolute authority to the Mayor when it comes to the obtaining of legal advice, in circumstances where Council is to consider a matter related to the CEO (e.g. urgent CEO-employment related issues or where the Council is investigating a failure by the CEO to comply with a resolution of Council or where a matter relates to the exercise of a CEO's powers).

The circumstances giving rise to the need for such advice, and the decision to obtain said advice, under the current policy, this is at the sole discretion of the Mayor, in isolation of the views and opinions of any other elected member of Council.

Pursuant to the provisions of Section 102A of the Local Government Act 1999, the council must review the performance of the Chief Executive Officer.

In order to assist the Council in fulfilling its legislative responsibilities, Council has established the Chief Executive Officer Performance Review Panel, which, amongst other members, consists of a Presiding Member, the Mayor and the Deputy Mayor.

The proposed amendment, requires the Mayor to obtain the agreement of both the Deputy Mayor and the Presiding Member of the Chief Executive Officer Performance Review Panel, before any legal advice is obtained.

The requirement to obtain the agreement of both the Deputy Mayor and the Presiding Member of the Chief Executive Officer Performance Review Panel, will provide additional layers of oversight, scrutiny and accountability when it comes to the Mayor exercising the power(s) conferred under this policy.

The proposed amendment also provides the Mayor with an option.

In the event that such agreement for the need for legal advice is unable to be obtained from both the Deputy Mayor and the Presiding Member of the Chief Executive Officer Performance Review Panel, in that, pursuant to the provisions of Section 82 (1) (a) of the Local Government Act 1999, the Mayor may call a special meeting of Council and refer the matter for consideration and decision.

### 3. OFFICER'S RESPONSE – Jody Atkins, A/Governance and Risk Coordinator

Council first adopted the Mayor Seeking Legal Advice Policy in June 2011 based on a template developed by the Local Government Association.

In September 2015 the (now defunct) Strategic Planning & Development Policy Committee (SPDPC) reviewed the Policy and made a number of minor changes.

The review of the Policy was scheduled for September 2018 however this was held over until 2021 upon changes arising from the Local Government Legislative Reform Program.

Review of the policy is required to occur by no later than September 2024 or as in accordance with any legislative changes. As no legislative changes have occurred, the review can now

occur at any time.

The suggested amendments will have no affect with legal, risk, financial, community, cultural or sustainability. It is a policy for use by the Mayor which enables authority to seek legal advice independently of the CEO.

### 4. APPENDICES

Nil

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.1

Responsible Officer: Renee O'Connor

Coordinator Sport & Recreation Environment and Infrastructure

Subject: Adelaide Hills War Memorial Swimming Centre Feasibility

Study

For: Decision

### **SUMMARY**

The Adelaide Hills War Memorial Swimming Centre (AHWMSC) at Woodside is a much loved community asset. Thanks to an engaged and dedicated volunteer committee, the Centre has provided aquatic services to the community for over 50 years.

The AHWMSC is the only public and Council owned aquatic facility in the Adelaide Hills Council region. Considering the age of the pool asset and the risks associated with operating aquatic facilities, AHC commissioned a 'Facility and Futures Feasibility Study' for the AHWMSC.

The scope of the study included:

- analysis of asset condition and operational model
- analysis of local demographics and resulting target markets
- analysis of aquatic trends and their impact on the AHWMSC operation.

The aim of the work was to inform future decision making regarding the future of the site and the appropriate level of aquatic facility provision in the district.

In light of the work done by various consultants, some further investigations into proximity of similar facilities and demographics within the AHC region was undertaken. This information has been compiled as a *Review of Findings and Summary Report* and is available to view in *Appendix 1*.

Council has an important role to ensure that the AHWMSC continues to operate in a safe, efficient and accessible manner and that it is meeting the needs of the broader Adelaide Hills community. There is clearly a core loyal customer base, but the findings of the work suggest there are opportunities to broaden the appeal of the site and attract new patronage – that is, to provide a facility that is utilised by a greater number of community members.

### Key findings include:

- Demographics and the region's population support the ongoing operation of the AHWMSC at Woodside.
- The facility needs significant upgrade investment to ensure accessibility to people of all abilities.

- The facility needs a 'point of difference' so as to maintain and grow utilisation in the face of competition from new and evolving facilities in the near metropolitan areas and at Mount Barker.
- There is an opportunity to improve connection with the Woodside Recreation Ground site for mutual benefit.
- The current management model should be reviewed upon any upgrade or programming changes at the site which significantly change the risk profile or resourcing requirements. For the sake of clarity, this is not to suggest that the current management arrangement with the community committee should not continue.
- Council should have increased involvement at the site.

These findings have led to the following initial recommendations for consideration:

- Increase investment in the splash park (short term) project to provide an immediate 'point of difference'.
- Develop an Asset Management Plan for the AHWMSC site to ensure asset renewal and maintenance is planned and funded.

Longer term considerations should include potential substantial redevelopment of the site and provision for same in the Council's Long Term Financial Plan, contingent on the development of a suitable business case and the identification of potential external fundinging sources for a significant portion of the redevelopment.

### **RECOMMENDATION**

### **Council resolves:**

- That the report be received and noted.
- 2. That Council allocates a further \$350,000 in capital funding towards the Adelaide Hills War Memorial Swimming Centre Splash Park Project in the 2024/2025 financial year, bringing the total budget available for the project to \$750,000, with the nominal funding breakdown as follows:

Council general funding	\$150,000
Council from Commonwealth LRCIP Phase 3	\$200,000
Council from Commonwealth LRCIP Phase 4	\$200,000
AHWMSC Inc	\$200,000
TOTAL	\$750,000

- 3. That the Commitment of Council's additional \$350,000 in capital funding towards the Splash Park is conditional a contribution of \$200,000 from the Adelaide Hills War Memorial Swimming Centre Committee.
- 4. That a draft standalone Asset Management Plan be prepared for the Adelaide Hills War Memorial Swimming Centre (AHWMSC).

- 5. That Council discuss the summary report findings and AHWMSC draft Asset Management Plan at a future workshop and consider allocation of additional funding in the Long Term Financial Plan review process to implement other short, medium and long term recommendations coming out of the Adelaide Hills War Memorial Swimming Centre Feasibility Study.
- 6. Note that Administration is currently processing the return of the Adelaide Hills War Memorial Swimming Centre Committee's \$200,000 funding allocation to the Splash Pad Project until a successful tenderer has been selected for the larger \$750,000 Splash Park.

### 1. BACKGROUND

The AHWMSC, located within the Woodside Recreation Ground (WRG) precinct was opened in 1970. The pool and land are owned by the Adelaide Hills Council and is managed by the AHWMSC Inc (hereinafter referred to as the "Committee").

In more recent years, AHC has entered into a Management Agreement with the Committee for the operation of the Pool. The Agreement sets out responsibilities of both AHC and the Committee and facilitates the distribution of an annual subsidy from AHC to the Committee to deliver outcomes included in the Management Agreement.

Considering the age of the pool asset and the risks associated with operating aquatic facilities, AHC commissioned a 'Facility and Futures Feasibility Study' for the AHWMSC.

Upon receipt of the draft document from the consultants, Council staff have reviewed and taken the opportunity to summarise the key findings. The review and summary have found that engineering data provided by LME and Creo Consultants was thorough and sound, and that concepts from RMP and Associates and Tredwell was also sound, noting however that there were opportunities to undertake further analysis and investigations following receipt of the report.

This analysis, along with the consultant's findings can be found **Appendix 1**. Council's aim for this piece of work is that it analyses options for the site's future and provides guidance in the development of a long-term planning for aquatics in the region.

Council, in partnership with the AHWMSC Committee contributed funds towards a Splash Park Project in mid-2022. \$400,000 was made available for the project, with \$200,000 sourced from Phase Three of the Federal Government's Local Roads and Community Infrastructure Program (LRCIP) and the remaining \$200,000 provided by the AHWMSC Committee.

Information obtained via the Feasibility Study process indicated that the initial project scope and budget for the project may not be sufficient to provide an offering that cater for target markets and demographics, and that it may not increase patronage at the AHWMSC site. As a result, the project was paused. Following Council's review of Feasibility Study findings, there is evidence to suggest that increasing the project scope and associated budget would deliver a facility that better caters for the demographic.

The Creo Engineers report providing details on the technical inspection of the pool facilities, plant equipment and building structures can be found in *Appendix 2*.

Some further background information on rebuilding Australia's Aging Public Swimming Pools by Royal Life Saving Australia titled "The State of Aquatic Facility Infrastructure in Australia" dated 2022 is provided in *Appendix 3*.

The Tredwell Management Consultants report dated August 2023 is provided as *Appendix 4* to this Report.

### 2. ANALYSIS

### > Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strateaic Plan 2020-2	24 – A brighter future	
Goal 1	A functional built environment	
Objective B1	Our district is easily accessible for community, our businesses and visitors	
Priority B1.2	Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery	
Objective B4	Sustainable management of our built assets ensures a safe, functional and well serviced community	
Priority B4.1	Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters	
Priority B4.3	Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards	
Goal 2	Community Wellbeing	
Objective C1	A community for everyone – that is inclusive, welcoming and accessible	
Priority C1.1	Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities	
Priority C1.3	Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism	
Objective C2	A connected, engaged and supported community	
Priority C2.1	Work with community to provide a range of programs and opportunities to connect and engage around shared interests	
Priority C2.2	Support our aging community to access services and continue to participate and contribute to community life	
Priority C2.4	Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them	
Objective C3	A community that grows together	
Priority C3.2	Support volunteering both organisationally and in the community as	

wellbeing

an essential element in delivering community outcomes and building

An active, healthy, thriving and resilient community Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy
A prosperous economy
Provide local infrastructure to drive growth and productivity
Manage and maintain Council assets to maximise their utilisation and benefit to the community
Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention
Work with our communities and businesses to encourage co- ordinated and strategic regional projects that enhance and support regional identity

The Feasibility Study outcomes and Splash Park Project aligns with Council's *Strategic Plan* through three goals and several subsequent objectives and priorities as outlined above. Particular consideration should be given to links with the sustainable management of assets and accessibility of community facilities.

Both projects also have links to Council's *Sport and Recreation Strategy*. The strategy document acknowledges the community's desire for an indoor pool in the southern area of the Council region, as well as local participation in swimming.

In addition, themes from Council's Access and Inclusion Plan have strong links with both projects.

### Legal Implications

Not applicable

### Risk Management Implications

Utilising evidence based data and subsequent recommendations will assist in mitigating the risk of:

The Feasibility Study findings not being accepted leading to the AHWMSC failing to meet community need, expectations or relevant standards.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Low

Utilising evidence based data and subsequent recommendations will assist in mitigating the risk of:

Additional funding not being allocated to the Splash Park project leasing to the AHWMSC site losing a 'point of difference'.

Inherent Risk	Residual Risk	Target Risk
High (2B)	Medium (3C)	Low

If data included in the feasibility study is considered and utilised to inform decision making, it acts as an existing control to the above mentioned risks.

### Financial and Resource Implications

This report seeks to allocate a further \$350,000 in capital funding towards the AHWMSC Splash Park Project, bringing the total budget available for the project to \$750,000.

As outlined, there is currently \$400,000 set aside to fund a smalll Splash Pad project at the AHWMSC site. This \$400,000 can be attributed to \$200,000 from the AHWMSC Committee and \$200,000 from Council via Phase Three of the Federal Government's LRCIP program.

If Council chooses to invest in a a larger Splash Park project with a budget of \$750,000, it is proposed that it be funded as follows:

SOURCE	AMOUNT
AHWMSC Committee	\$200,000
LRCIP Phase Three *	\$200,000
LRCIP Phase Four	\$200,000
Council Contribution	\$150,000
TOTAL (to be placed in 2024/2025 budget)	\$750,000

<sup>\*</sup> Please note that LRCIP Phase Three is due to be expended by 30 June 2024, and Phase Four by 30 June 2025. When considering project scoping, procurement processes and associated timing, it is envisaged that a larger splash park would be delivered during the 2024/2025 financial year.

With LRCIP Phase Three funding completion date in mind, a request will be made to the funding agency to ascertain if an extension can be granted. If this is not possible, staff will review the LRCIP Phase Four project list to ascertain if a project can be moved forward into Phase Three (and delivered by 30 June 2024), and subsequent move the Splash Park project to Phase Four.

Please note that Administration is currently processing the return of the AHWMSC Committee's \$200,000 funding allocation to the Splash Pad Project until a successful tenderer has been selected for the larger \$750,000 Splash Park.

It should also be acknowledged that the feasibility document does propose the spend of significant capital funding to both maintain and upgrade the AHWMSC facility.

The preliminary financial information coming from the studies is summarised below:

Option	Details	Considerations	Approximate cost
Maintain pool in	Reactive	Ad-hoc nature does not	Unable to
current state only	maintenance only	allow for budgeting	provide
Maintain pool in	Pool walls and floor	Does not deliver	\$420,000
current state with	membrane repairs	improved accessibility	(capital upgrade
minor/critical	and full floor tiling	outcomes	to shell and
upgrades to		Delivers 15-20 year	tiling)
		useful life	

Option	Details	Considerations	Approximate cost
existing shell and plant equipment			\$320,000 (pool plant upgrades – see quick wins below)
Demolish and replace existing pools at AHWMSC site with new	New 25m pool inclusive of shell, finishes and water treatment. New Learn to Swim Pool Plant room building and concourse replacement	This options delivers two new assets with associated useful life attributed upon completion.	\$6 million.
New smaller warm water indoor 16m x 8m pool at Woodside site	Includes storage, plant room, first aid room, viewing area, foyer/reception, café, office, change rooms	This option retains the existing open air pool on site at Woodside with a new smaller warm water pool adjacent thereto	\$6.5 million
New smaller warm water indoor 16m x 8m pool in Stirling area	Includes storage, plant room, first aid room, viewing area, foyer/reception, café, office, change rooms	Does not include land, car parking, landscaping and associated infrastructure	A cost for this facility has not been provided but could be based on the \$6.5 million above plus land/car parking etc.
Small splash pad	As per current design	Analysis has determined that a splash pad of this size would not be as beneficial to the site as a "medium" option as it does not create the required "point of difference"	\$400,000 (funding already available through existing commitments).
Medium splash park	Includes similar design elements to existing splash pad plan plus additional features.	Analysis has determined that a splash pad of this size would create a "point of difference" for AHWMSC.	\$750,000 (\$400,000 already committed)
New buildings at AHWMSC	Includes café, storage shed, plant room, reception area, sheltered entrance, change rooms and other amenities, multi- purpose/community	This work <u>could</u> be undertaken with pool refurbishment work options but <u>must</u> be undertaken with any new pool option.	Detailed figures have not been provided by Consultants for this piece of work (to be further scoped).

Option	Details	Considerations	Approximate cost
Landassaina and	room, first aid room and office space		Estimate \$2.5 million.
Landscaping and outdoor space at AHWMSC	Landscaping, paths and connections, shade shelters, BBQ's picnic seating.		\$200,000 approx.
Improved linkages with adjacent Woodside Recreation Ground	Play space Landscaping and connection		\$750,000 approx. (\$500,000 play space, \$250,000 landscaping and connection)

These figures will be explored further at a workshop in early 2024 and considered in Council's Long Term Financial Plan, Annual Business Plan and Budget processes and draft standalone Asset Management Plan for the AHWMSC. This report is therefore focused on the immediate need around the splash park.

### Customer Service and Community/Cultural Implications

The feasibility study poses that the AHWMSC in its current state is not currently accessible by members of the community who are living with a physical disability, and that significant upgrade is required to counteract this.

### Sustainability Implications

The feasibility document highlights that environmentally sustainable design principles should be considered and used where applicable in any planning, design and construction projects at the AHWMSC site.

### Engagement/Consultation conducted in the development of the report

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Saturday 1 April 2023

Saturday 19 August 2023 Tuesday 31 October 2023

Advisory Groups: Not Applicable

External Agencies: AHWMSC Committee Representatives

Community: Not Applicable

### Additional Analysis

Key analysis points from throughout Council's summary report have been compiled and are outlined below.

It should be noted that while further detailed analysis is required for some items, and change and significant financial investment is also proposed, the themes and findings are clear and concise:

- The site requires significant upgrades to the facility in general, but priority should be given to:
  - Plant room and pool plant.
  - Entry point, change rooms and first aid room.
  - Pool tiling and fittings.
  - Signage.
  - An environmental sustainability lens should be given to all upgrades.
- The site needs to be made more accessible, with a focus on universal design.
- The AHWMSC site needs a 'Point of Difference' to be viable and competitive upon opening of the RIALC. AHWMSC should not compete with the RIALC but promote the benefits of its outdoor offerings.
- Further and ongoing investigations and analysis should be undertaken to understand the continued impact of the RIALC on the AHWMSC.
- The region requires warm water for exercise, hydrotherapy, and rehabilitation. This market needs more investigation post pool heater upgrade at the AHWMSC.
- The Active Fitness and Lifestyle offerings (aquatic based) should be expanded and promoted.
- The region requires activities for children and families like slides, inflatables, water play and space for celebrations and play. Investigations determined that increased investment in this project to create a bigger facility is justified.
- The AHWMSC site should capitalise on linkages with the WRG and other civic activities.
- The food and beverage offerings at the AHWMSC should be increased.
- While the current temperature policy is common place amongst facilities in similar climates, it should be further investigated in line with the installation of upgraded pool heaters.
- A review of AHWMSC's opening months and hours should be undertaken, with a particular focus on post pool heater upgrade impacts to water temperature.
- The 50-cent fee for hot water in the showers should be removed.
- Admission fees at AWHMSC should be reviewed.
- While the current management model is effective for the current assets and programming at the AHMSC site, a new management model be considered and implemented following site upgrades.
- Despite the management model chosen for the future, Council needs to have increased involvement in the operation of the AHWMSC site.

As mentioned above, feasibility investigations depict the need for a 'point of difference' at the AHWMSC site to support it ongoing sustainability and to ensure that the site caters for target markets and local demographics. The outdoor nature of the site, facilities like inflatables, water play, splash parks, space for families and recreation all form part of an achievable 'point of difference' to other aquatic sites in the region.

Utilising this information, coupled with demographic data that depicts a large percentage of families with primary school aged children, increased spend on a splash park (as opposed to a splash pad targeted at pre-schoolers) has been proposed. A splash park includes more interactive water play elements, resulting in longer and repeated use of the facility.

Consultants have indicated that an allocation of a further \$350,000 in capital funding towards the AHWMSC Splash Park Project, bringing the total budget available for the project to \$750,000.

It has been anecdotally noted that if additional funding is not allocated towards the splash park project, that the AHWMSC Committee would still like to progress with the \$400,000 splash pad project.

### 3. OPTIONS

Council has the following options:

- I. That Council contributes an additional \$350,000 towards the AHWMSC splash park bringing the total funding available for the project to \$750,000 (Recommended)
- II. That Council continue with the proposed \$400,000 splash park (Not Recommended)

### 4. APPENDICES

- (1) AHWMSC Feasibility Study AHC Review of Findings and Summary Report
- (2) AHWMSC Technical Inspection Pool Facilities, Plant & Equipment & Building Structure Condition Assessment Report
- (3) Royal Life Saving Australia The State of Aquatic Facility Infrastructure in Australia; Rebuilding our Aging Public Swimming Pools Visual Summary
- (4) AHWMSC Facility and Futures Feasibility Study by Tredwell Management Services

Appendix 1
AHWMSC Feasibility Study -
AHC Review of Findings and Summary Report



### Adelaide Hills War Memorial Swimming Centre | Feasibility Study

### **AHC Review of Findings & Summary Report**

### **November 2023**

The information presented in this document is both a Council review and summary of the Adelaide Hills War Memorial Swimming Centre (AHWMSC) Feasibility Study undertaken by consultants Tredwell Management Services (TMS), RMP and Associates (RMP), Leisure Management Excellence (LME), Creo Consultants and ActiveXchange.

Information included represents the consultant's consolidated findings and Council's further investigations and analysis. Council's aim for this piece of work is that it analysises options for the sites future and also provides guidance for development and upgrades. Findings and analysis by both Council and consultants have also revealed some short term 'quick wins' and some medium and longer term priorities for the site to protect and enhance the asset into the future.

Information presented in this document has been endorsed by the consultants.

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### **00 EXECUTIVE SUMMARY**

The Adelaide Hills War Memorial Swimming Centre (AHWMSC) at Woodside is a much-loved community asset. Thanks to an engaged and dedicated volunteer committee, the centre has provided aquatic service to the community for over 50 years.

The AHWMSC is the only public, and Council owned aquatic facility in the Adelaide Hills Council region. Considering the age of the pool asset and the risks associated with operating aquatic facilities, AHC commissioned a 'Facility and Futures Feasibility Study' for the AHWMSC. The scope of the study included analysis of asset condition and operational model, analysis of local demographics and resulting target markets, analysis of aquatic trends and their impact on the AHWMSC operation to ultimately determine the future of the site and appropriate level of aquatic provision in the region.

As a result of the investigations undertaken by various consultants, it was decided that some further investigations into aquatic localities and demographics within the AHC region should be undertaken.

Council has an important role to ensure that if the AHWMSC continues to operate, that it is safe, enhanced, and accessible, that connection to long term and loyal customers is maintained and that the appeal of the site is broadened to attract new patronage.

Investigations have highlighted significant information for Council to consider, nonetheless findings are clear; when compared to the service of competitor pools, the AHWMSC site, its facilities, business model and programming has considerable room for expansion.

### Key findings include:

- Demographics and the region's population support the ongoing operation of the AHWMSC
- If the AHWMSC site is to continue to operate, it needs significant upgrade investment to ensure accessibility
- The AHWMSC's needs a 'Point of Difference' that caters for target consumers and assists in ongoing sustainability of the site
- There is an opportunity to improve linkages with the Woodside Recreation Ground site
- The current management model should be reviewed upon any upgrade or programming changes at the site
- Council should have increased involvement at the site.

These findings have led to the following, initial recommendations for consideration:

- Increased investment in the Splash Park project
- Development of an Asset Management Plan for the AHWMSC site
- Workshop with Council Members to discuss findings and recommendations

- Business case (depending on workshop outcome)
- LTFP and ABP considerations
- Discussions with State and Federal Government funding bodies.

### 01 INTRODUCTION

### **Project Introduction**

The Adelaide Hills War Memorial Swimming Centre (AHWMSC), located within the Woodside Recreation Ground (WRG) precinct was opened in 1970. The pool and land are owned by the Adelaide Hills Council (AHC) and is managed by the AHWMSC Inc. Committee who, via their constitution, have the following objectives:

- To construct, establish, maintain and carry on a swimming centre as a war memorial to commemorate Australian Servicemen and Servicewomen who have served in areas of conflict
- To promote interest and participation in aquatics, the recreational facility, and the provision of the Centre for community use
- To promote and arrange functions, activities and the ability to raise funds for the abovementioned purposes
- To do all such things and acts conducive of the furtherance of the objectives and interests of the Centre

In more recent years, AHC has entered into a Management Agreement with the AHWMSC Inc. Committee for the operation of the Pool. The Agreement sets out responsibilities of both AHC and the Committee and facilitates the distribution of an annual subsidy from AHC to the Committee to deliver outcomes included in the Management Agreement. A list of 'Management Requirements' from the Management Agreement are summarised below:

- High quality services to ensure customer satisfaction
- Identify and cater for changing needs, focusing on growth, participation, and accessibility
- Adhering to Royal Life Saving Australia's Guidelines for Safe Pool Operations (GSPO)
- Provide cost efficiencies for both Council and the community.

The AHWMSC is the only public, and Council owned aquatic facility in the Adelaide Hills Council region. Considering the age of the pool asset and the risks associated with operating aquatic facilities, AHC commissioned a 'Facility and Futures Feasibility Study' for the AHWMSC.

### **Project Scope**

AHC engaged various expert consultants to undertake a detailed analysis of the AHWMSC site at Woodside. The scope of the study was to investigate the following:

- The current condition of the pool plant and other associated assets at the site, with a focus on understanding the remaining useful life of such assets
- The current operational model
- The demographics of both AHC residents and existing pool users
- Trends in aquatic facilities

Recommendations for the future of the site.

Council envisaged that analysis of these investigations would:

- Determine the aquatic trends that are relevant to the AHWMSC site.
- Assist in understanding the demand for aquatics in the region.
- Provide a clear picture of gaps in the provisions at the AHWMSC site and its programs, and an understanding if current provisions are meeting community expectations.
- Outline and provide an understanding of the surrounding aquatic providers / competition and the impact they have on the AHWMSC; with a particular focus on impacts that the new Regional Indoor Aquatic and Leisure Centre (RIALC) at Mount Barker will have on the AHWMSC.
- Determine the current condition of the AHWMSC site assets and if there are any short and longer term risks associated with these assets that Council needs to
  address. Audit investigations should also determine if the condition, appearance and design of the site is limiting the site's ability to attract patrons and in turn
  meet financial objectives.
- Determine the AHWMSC's 'Point of Difference'.
- Improve linkages with the Woodside Recreation Ground
- Result in some high-level concepts, options and costs for Council to consider.
- As a result of the investigations undertaken by the various consultants, it was decided that some further investigations into aquatic localities and demographics within the AHC region should be undertaken.

The following tasks were not included in the consultant's project scope:

- Community consultation
- Detailed design and construction plans
- Detailed costs for various options
- Plans for the adjacent Woodside Recreation Ground (WRG)

Upon receipt of the draft document from the consultants, Council staff have reviewed and taken the opportunity to summarise the key findings. The review and summary have found that engineering data provided by LME and Creo Consultants was thorough and sound, and that concepts from RMP and Associates and Tredwell was also sound, noting however that there were opportunities to undertake further analysis and investigations following receipt of the report. This analysis, along with the consultant's findings can be found in this document AHWMSC Feasibility Study - Review of Findings and Summary Report. Council's aim for this piece of work is that it

analyses options for the sites future and provides guidance in the development of a long-term planning for aquatics in the region. Findings and analysis by both the Council and consultants have uncovered some 'quick wins' for the AHWMSC site, as well as some more medium to longer term priorities/actions for the site.

### Engagement

The Consultants undertook two workshops with Council's Elected Members and held two meetings with the AHWMSC Committee during the period of study development. Various meetings and site visits with staff were also undertaken.

In addition to the engagement undertaken by the consultants, staff have met with local stakeholders, relevant Committee Members, and other aquatic providers to complement the consultant's investigations and analysis and further inform this summary report.

It is not envisaged that the report prepared by the consultant (nor this Review of Findings and Summary) would be subject to community consultation, as it was considered an information gathering and analysis exercise.

Any major changes proposed for the AHWMSC or for aquatics in the region as a result of this document would be subject to some form of community engagement and or consultation process, that at a minimum would include consultation processes associated with Council's Long Term Financial Plan and Annual Business and Budget.

### 02 BACKGROUND RESEARCH & CONTEXT

### **Literature Review**

A wide range of strategic documents and policy positions are relevant to the development of this Study. Various national, state and local level documents were reviewed by the consultants, with key components relevant to the AHWMSC and its future identified.

The following documents were included in consultants' literature review, many of which Council staff have also reviewed:

### AHC

- Strategic Plan 2020 2024
- Sport and Recreation Strategy 2017 2021
- Access and Inclusion Plan 2020 2024
- Community Land Management Plans

### **South Australian State Government**

- State Sport and Recreation Infrastructure Plan 2020-40
- South Australian Statewide Swimming Pool Audit 2017
- Game On! Getting South Australia Moving (a 10-year plan, published in 2020)

### **Australian Federal Government**

Sport 2023

### **Royal Life Saving Australia**

- The Social, Health and Economic Value of the Australian National Aquatic Industry 2021
- The State of Aquatic Facility Infrastructure in Australia, 2022
- Guidelines for Safe Pool Operations (GSPO)

Refer to appendix three for further information.

In addition to the above, Council has reviewed the following documentation to assist investigations:

- The City of Norwood Payneham and St Peters, Swimming Centres Long Term Strategy
- Documentation relating to the new Regional Indoor Aquatic and Leisure Centre (RIALC) at Mount Barker
- Barossa Aquatic Strategy 2020 2070
- Strathbogie Community Pools Strategy 2019 to 2029
- Marion Outdoor Pool Masterplan
- Parks & Leisure Australia, Guidelines for Community Infrastructure, 2020

In addition to the above listed documents, Council staff have had conversations with local industry professionals and stakeholders to obtain information about the current aquatic industry in South Australia.

From Council's perspective, a key piece of literature in relation to this investigation is Royal Life Saving Australia's (RLSA) *The State of Aquatics Infrastructure* in Australia report from 2022. The report has determined that 500, or 40% of public pools in Australia will reach their end of useful life in this decade (by approximately 2030), and that \$8 billion will be needed to replace these pools, with a further \$3 billion needed for those that's end of useful life is met by 2035. The report acknowledges that Council's struggle with the cost of maintaining or replacing public pools, and that many consider their closure as a result. Conversations with industry professionals have supported the views of RLSA.

The report explores some key opportunities and options to rethink aquatic provision in Australia as a result of these findings; these options are further explored in relation to the AHWMSC throughout this document.

### **Adelaide Hills War Memorial Swimming Centre**

The site comprises of three pools (a 25-metre pool, a smaller program pool for lessons and a toddler pool) and associated infrastructure relevant to aquatic activity. The site has seen the addition of shade structures and various buildings over time and undergone necessary maintenance and upgrades to pool plant, however, there have been no major upgrades to the site since its opening. The site has a large, grassed picnic like grounds, with plenty of trees for shade. Under AHC's recreation facility classifications, the AHWMSC site is considered a 'district' level facility. The wider WRG precinct is considered a 'regional' level of facility.

### **Climate & Opening**

The site is open from November to March each year, however, will only open for public recreational swimming if the forecast for Mount Barker is 25 degrees Celsius or above. Morning lap swimming, learn to swim and school swimming lessons do not have a minimum temperature requirement and are run regardless of temperature.

The Adelaide Hills region has a climate of cooler weather and higher rainfall. Consultant's report that the warmest month on average is February with an average maximum temperature of 26 degrees Celsius and average minimum of 11 degrees Celsius.

#### **Roof Structure**

For a long period of time, discussions, and debate around covering and enclosing the pool with a roof structure have occurred. It has been suggested by some (particularly the local swimming club) that by covering and enclosing the 25m pool, this would extend the pool season. The consultants investigated the viability of this proposal in their findings

## **Active Fitness & Lifestyle Group**

The Woodside Active Fitness and Lifestyle group is a function of the AHWMSC Committee and offers both dry & water-based fitness classes at either the AHWMSC site or at a nearby Church Hall and private pool in Woodside. The program is managed by a Coordinator, paid by the AHWMSC Committee.

## Mount Barker Regional Indoor Aquatic & Leisure Centre

The Mount Barker District Council (MBDC) is currently constructing a new indoor aquatic and leisure centre, with completion expected by October 2024. The project has been co-funded by the Government of South Australia's Local Government Infrastructure Partnership Program and Federal Government's Community Development Grant Scheme, with the MBDC sourcing \$23 million in grants funds to contribute to the project. The Centre will be delivered through a staged approach, recognising that Mount Barker is only at the beginning of its major population growth, so future expansion is likely as its population grows. Key elements of Stage 1 of the indoor facility include:

- 25m x 10 lane competition/lap pool
- Learn to swim pool
- Shallow entry leisure pool/water play
- Warm water therapy pool
- Gym and fitness rooms
- Crèche
- Kiosk/café
- Toilets/change rooms
- Meeting rooms

The design will allow future expansion, to include elements such as:

- Outdoor 50m competition/lap pool
- Expanded aquatic leisure facilities (splash pad, waterslides)
- Indoor sports courts

• Other facilities and activities as may be required.

Upon opening of the new Regional Indoor Aquatic and Leisure Centre (RIALC), MBDC's current aquatic facility, the existing Mountain Pool will be closed due to high maintenance and running costs. The Mountain Pool site is like that of the AHWMSC at Woodside and includes an outdoor 25 metre pool and two smaller pools; opening months are like that of the Woodside site. The Mountain Pool asset is currently 60 years old.

## **Classifications & Hierarchy**

The following information is important to note and should be considered at the beginning of this report to provide context throughout. Parks and Leisure Australia (PLA) WA's 2020 document, *Guidelines for Community Infrastructure* articulate some benchmarking for aquatics that can be used in the analysis of the AHWMSC. Tredwell consultants have classified the site as 'local' in their analysis; however, with the context of the site and the Adelaide Hills Council region, Council consider the asset to be either a neighbourhood or district site in its current form.

Facility	Definition	Population Guideline	Facility hierarchy, distance & spatial components
Aquatic facilities –	Indoor and/or facility of various constructions	1:150,000 – Regional	50m lap pool and other water space – Regional facility at a 10km
indoor / outdoor	but generally include rectangular 25m or 50m		population catchment.
	pool including 6 to 7 lanes of 2.5m each.		
		1:75,000 – District	25m-50m lap pool for recreational and club water space – District
	Local government pools developed for		facility at a 5-10km population catchment.
	recreational purposes include leisure water		
	space in addition to formal lap swimming	1:30,000 - Neighbourhood	25m lap and leisure pool and/or leisure water space –
	facilities.		Neighbourhood facility and a 5km population catchment.
			While some facilities may be required at a District 5km catchment,
			facilities should be considered for 10km regional population
			catchment.

The purpose of creating a classification or hierarchy of facilities is to provide a guide for what type of facility will meet the needs of the catchment it serves and to assist in creating an approach to limit facility duplication.

In South Australia, a regionally classified facility (like the new RIALC at Mount Barker) would have a primary catchment of local users with extended catchment across multiple local Council areas, primarily for competition and events. A district or neighbourhood facility (like the AHWMSC and the Mountain Pool) would provide for a catchment area of local communities across single / local Council areas.

Considering the Mount Barker RIALC's 'regional' classification, the proposed closure of the Mountain Pool and the AHWMSC's district / neighbourhood classification, there is an argument to say that the two Council regions have the population to support and sustain both assets into the future if facilities at such assets are not duplicated.

#### **Background Research & Context Analysis**

Aquatic activity and aquatic facility provision makes a significant and quantifiable contribution to Australia's culture and our communities health. However, public aquatic facilities around the country are ageing and in need of renewal, with billions of dollars required to undertake necessary upgrades. The AHWMSC is facing these same issues, with the added pressure of the opening of the new RIALC at Mount Barker imminent, creating competition in the region. Benchmarking by industry professionals articulates that the region has sufficient population for both sites to operate, but the Adelaide Hills climate, current operations and rising operational costs may be barriers to sustainable operation of the AHWMSC.



## 02 BACKGROUND RESEARCH & CONTEXT | KEY FINDINGS

- Public aquatic facilities around the country are ageing.
- The region has sufficient population for both the AHWMS and the RIALC.
- Council and the AHWMSC need to understand the impact of RIALC.

# **03 AQUATIC & LEISURE TRENDS ANALYSIS**

# **Participation Trends**

The following data has been sourced from Sport Australia as part of the AusPlay. AusPlay is a large-scale national population tracking survey funded and lead by the Australian Sports Commission that assists the sector understand the participation landscape and identify strategies to grow participation.

## Top Physical Activities – Adults in SA, 2022

Rank	Activity	Partici	cipation		
		000's	%		
1	Walking (Recreational)	685.5	46.5		
2	Fitness / Gym	520.9	35.4		
3	Athletics, track and field (includes jogging and running)	207.5	14.1		
4	Cycling	194.9	13.2		
5	Swimming	188.4	12.8		

# Top Physical Activities – Children in SA, 2022

Rank	Activity	Participation			
		000's	%		
1	Swimming	92.0	29.2		
2	Australian Football	56.2	17.8		
3	Basketball	38.3	12.2		
4	Netball	37.4	11.9		
5	Dancing (Recreational)	33.9	10.8		

If AusPlay data is applied to the AHC region's population, the following is determined:

- Approximately 4000 adults in the region swim regularly
- Approximately 2600 children in the region swim regularly
- This is equal to approx. 16% of the region's population swimming regularly.

#### **Aquatic & Leisure Trends**

It is well known that there are several significant health, wellbeing and social outcomes for individuals and communities that arise from involvement in aquatic facilities. They include positive (preventative) health outcomes through physical activity participation, and opportunities for connection with and to community. Australian's love the water, it's a fundamental part of our culture and investigations in this report outline statistics to support this. Following the Literature Review, both the consultants and Council have consolidated thinking around aquatic trends that are relevant to the AHWMSC and the AHC region. These include:

- Site and facility accessibility/universal design
- Warm water pool and programs
- Therapeutic aquatic activities (rehabilitation)
- Swimming lessons (in warm water)
- Outdoor aquatic facilities for recreation
- Complimentary facilities/amenities outside of pool (splash park, inflatables, slides, party area etc)
- Supporting infrastructure (e.g. seating, change rooms, toilets)
- Attractive surrounds (e.g. grass, shade)
- Modern facilities
- Flexibility with offerings
- Dry options (e.g. fitness class/multipurpose room)
- Complimentary services (e.g. food/beverage, child minding, spa/sauna, massage)
- Modern use of technology (online presence, bookings etc)

# Analysis of Aquatic & Leisure Trends in relation to AHWMSC

As outlined above, there are several aquatic and leisure provision trends and expectations that should be considered when analysing the current operations of the AHWMSC. Investigations by both the consultants and Council have highlighted some gaps (and therefore) opportunities in the current services provided, these are outlined below:

- Investigations have highlighted that the site has some significant accessibility concerns, including but not limited to the lack of accessible changerooms and ramp access into pools, paths and connections around the site and general building access to the pool. This report initiates some investigations, however further investigations into accessibility must be explored and applied if the site is to continue operation.
- Due to the outdoor nature of the pool and the Adelaide Hills cooler climate, warm water program offerings (like aqua aerobics) while preferable, are currently minimal. Considering the consumer preference for warm water for such programs, this report has undertaken some initial investigations into the construction of an indoor / warm water pool at the site (or elsewhere in the region) and considers the viability of the temperature policy and the current pool heaters.
- Investigations have highlighted that there is a lack of facilities within the wider Adelaide Hills region that offers warm water for rehabilitation and medical treatments. Due to AHWMSC's lack of accessibility and colder water temperature, the site does not cater for this market.
- Development of the site's outdoor recreational and play offerings. Trends and demographic information suggest that opportunities for play, (like inflatables, splash parks delivering water play opportunities) would be viable at the AHWMSC site. The addition of more picnic spaces with BBQs and shelters in the grassed area for celebrations would complement these opportunities for play. These options also begin to create the 'point of difference' for the AHWMSC when compared to the new RIALC's offerings. While these spaces are currently pleasant, they could be enhanced. Pool inflatables also has an advantage of being temporary.
- Development of the site's 'dry' options, including but not limited to the viability of a multi-purpose room and upgrades to the kiosk area. Consideration should be given to space for activities currently provided by the 'Active Fitness' group.
- General upgrades that improve the quality of service should be explored (e.g. upgrades to entry, change rooms and storage). While these spaces are functional, they are not considered modern and comfortable.
- Enhanced connection to the WRG precinct and the adjacent Woodside Hall and library. The wider precinct attracts thousands of people on a weekly basis and provides a great opportunity for pool operators to capitalize on and for the Council to create better links to and from.
- Consideration of climate change impacts and further investigations into how the site can respond to these from both a community and environmental perspective. Investigations into the need for shade during warm weather, or opening hours that facilitate activities occurring earlier or later to avoid the heat in the middle of the day.
- The AHWMSC site is typical of what the RLSA's infrastructure report has found ageing and in need of significant upgrade.
- A Council region of AHC's size (with the adjacent population of MBDC) can sustain a neighbourhood or district pool like the AHWMSC.



## 03 AQUATIC & LEISURE TRENDS ANALYSIS | KEY FINDINGS

The literature review, analysis of trends and initial investigations have highlighted some key factors that this report should investigate further, including, but not limited to:

- Upgrades are required at the AHWMSC, with a particular focus on accessibility.
- The consumer preference for warm water (and associated programs) and how and if this can be provided in the AHC region; with a particular focus on space for rehabilitation activities / programs.
- Consumers still like accessing outdoor aquatic facilities, and that AHWMSC's point of difference could be recreation and play offerings, as opposed to traditional aquatic programming. Evidence suggests that the wider region can support both indoor (RIALC) and outdoor (AHWMSC) much like what has occurred in both the Marion and Fleurieu regions.
- Patrons are seeking good quality facilities.

#### 04 POPULATION & DEMOGRAPHIC ANALYSIS

The AHC region had a population of 41,250 people in 2022 spread over 57 townships and localities. It is predicted that the population will remain stable, with the possibility of a slight decrease over the next decade. The Council area covers a land area of 795 square kilometres and has a population density of 52.14 persons per square kilometre which is relatively low when compared with other regions.

The broader Adelaide Hills Region which includes the MBDC had a total population of 80,501 people in 2021. Greenfield development surrounding Mount Barker has contributed to much of this growth, with 7,337 additional people moving to the area between 2016 and 2021. This area of the region is expected to grow by 34.5%, (27,790 people) between 2021 and 2041 with growth predominantly located in Mount Barker and Nairne. Smaller opportunities for growth in the wider region are scattered across the numerous townships throughout, with growth opportunities beyond township boundaries limited due to the Environment and Food Protection Area that covers much of the region.

### **AHC Demographic Highlights**

- Median age of 44 vs. SA median age of 41 for SA
- 36% of households are 'couples with children' vs. 27% for SA
- Higher proportion (22%) of people in the 0-17 year age group vs. Greater Adelaide (20.5%)
- Higher proportion (27.5%) of people in the 60+ year old age group vs. Greater Adelaide (24.6%)
- A larger percentage of 'Older workers and pre-retirees' vs. Greater Adelaide (15.3% compared to 12.6%)
- A larger percentage of 'Empty nesters and retirees' vs. Greater Adelaide (13.9% compared to 11.2%)
- A larger percentage of 'Secondary schoolers' vs. Greater Adelaide (8.6% compared to 6.9%)
- A smaller percentage of 'Young workforce' vs. Greater Adelaide (8.5% compared to 14.0%)
- Median weekly household income is \$2,090 which is substantially higher than SA with \$1,470
- 11% of households rent compared with 27% for SA
- 44% of households have a mortgage compared with 34% for SA
- 17% of residents were born overseas compared with 24% for SA
- 33% of adult residents are university qualified compared with 23% for SA
- SEIFA is 1,080 compared with SA which is 979 and indicates a lower level of disadvantage
- 3.8% of the population needs assistance due to age or disability
- 30% of the population volunteer.

(Source: Australian Bureau of Statistics)

If AusPlay data is applied to the AHC region's population, the following is determined:

- Approx. 4000 adults in the region swim regularly
- Approx. 2600 children in the region swim regularly
- This is equal to approx. 16% of the region's population swimming regularly.

The southern area of the Council region comprising the communities of Bridgewater, Aldgate, Heathfield, Stirling, Crafers and Crafers West (20-25 minutes drivetime to the AHWMSC) are home to 14,632 people, a third of the population of the AHC [35.5%].

Woodside and nearby Lobethal (8-minute drive time to AHWMSC) comprise 5,235 people [12.6%]., and other larger towns include Balhannah with 1,756 people (8-minute drivetime to AHWMSC) and Birdwood with 1,376 people (15-minute drivetime to AHWMSC).

Considering the population density in the Southern of the Council region, the location of the AHWMSC and findings from Council's most recent Sport and Recreation Strategy, the following questions were posed to consultants:

- Are the existing aquatic facilities at Woodside appropriately located to service the entire Adelaide Hills Council region and community?
- Considering the demographic data, is there a market for an alternate or an additional aquatic facility in the region (likely around Stirling)?

Accordingly, sub-consultants ActiveXchange undertook some additional analysis and modelling of the Stirling and its surrounds.

# **Demographic Modelling**

ActiveXchange were engaged by Tredwell Management Services to undertake some demographic modelling that analysed the demographics of an area and how they impact supply and demand for aquatic and leisure services. (The full ActiveXchange report can be found in Appendix Four) After applying a 25-minute drive time decay to access the AHWMSC at Woodside, the data depicts a community with the following characteristics:

- Farm owners with below average income, living 10-40kms from the nearest town. This group makes up 17% of the catchment.
- Middle-aged empty nester couples with above average income. This group makes up 14% of the catchment.
- Couples and single parents with children living in regional areas with low to average income. This group makes up 13% of the catchment.
- Families with young children living in outer areas with average income. This group makes up 10% of the catchment.
- Middle aged families owning acreage of land / large properties just outside the town fringe. This group makes up 8% of the catchment.
- Older, traditional families with older children with average to high incomes. This group makes up 7% of the catchment.

As a comparison, the consultants have then analysed the population around the Stirling area. After applying the same 25-minute drive time catchment to access a aquatic site in the Stirling area, the data depicts a community with the following characteristics:

- Older couples in semi-retirement, living in towns / suburban areas for many years with high income. This group makes up 28% of the catchment.
- Generation X families with children living in towns / suburban areas in expensive properties with high income. This group makes up 19% of the catchment.
- Middle aged families owning acreage of land / large properties just outside the town / metro fringe. This group makes up 11% of the catchment.
- Baby Boomer families, often with adult children who own expensive properties in inner-urban areas. This group makes up 10% of the catchment.
- Professional couples and singles with high income, owning their first home in high growth inner suburbs. This group makes up 7% of the catchment.
- Middle-aged families owning huge houses in outer-suburban areas, with high income. This group makes up 7% of the catchment.

The consultants then utilised demographic data to determine user projections for each site, if a new warm water/hydrotherapy pool were to be installed at either Woodside or Stirling (i.e. existing AHWMSC and Stirling Region aquatic facility concept). The comparisons between the Woodside and Stirling catchments can be seen below:

#### Catchment population comparison:

	Woodside	Stirling & surrounds
Catchment population (<25 minutes drivetime)	59,305	383,327
Catchment population (after drivetime decay)	4,881	8,911
Aquatic Demand	599	1,249
Health Club Demand	584	1,314

## Projected members & visits comparison

	Woodside	Stirling & surrounds
Projected members (2023)	379	507
Projected members (2033)	475	632
Annual visits (2023)	39,557	52,823
Annual visits (2033)	49,607	66,008
Learn to swim participants (2023)	261	348
Learn to swim participants (2033)	327	435

Demographic data has the been utilized the determine optimal aquatic programs for catchment:

Aquatic Program	Woodside	Stirling
Aqua aerobics	32%	25%
Deep water running	27%	23%
Aqua cardio	13%	20%
Aqua zumba	12%	17%
Aqua fusion	8%	8%
Aqua fit	8%	7%

#### Population & Demographic & Analysis

Considering benchmarking information from both PLA WA and University SA's CERM (detailed and explored further in the Management and Operating Models Analysis section of this document) it can be determined that AHC's current population of 41,250 (with no predicted growth) is both sufficient to support and justifies the operation of a standalone district or neighbourhood classified level aquatic facility, like the existing AHWMSC at Woodside. CERM benchmarks have also identified a population level of 20,000 as being necessary for an indoor aquatic centre to be viable, with AHC having sufficient population to support this. While CERM don't include a definition of viability and don't reference an age profile or other demographic characteristics, analysis of AHC demographics indicates that major groups would be aquatic facility users.

MBDC's 2019 Aquatic Business Case for the then proposed RIALC stated that the year one (2024/2025) catchment for the facility would be approximately 55,000 people, and that 40% of that catchment would be from the Adelaide Hills Council region. PLA WA's benchmarking supports this; however, consultants and local industry stakeholders have predicted that the population of Mount Barker will facilitate capacity of programs like aqua aerobics and rehabilitation style activities upon opening.

As outlined above, in South Australia, a Regionally classified facility (like the new RIALC at Mount Barker) would have a primary catchment of local users with extended catchment across multiple local Council areas, primarily for competition and events. A district or neighbourhood facility (like the AHWMSC and the Mountain Pool) would provide for a catchment area of local communities across single / local Council areas.

Considering the Mount Barker RIALC's 'regional' classification, the proposed closure of the Mountain Pool and the AHWMSC's district or neighbourhood classification, there is an argument to say that the two Council regions have the population to support and sustain both assets into the future if facilities at such assets are not duplicated.

Further (and ongoing) analysis should be undertaken to understand the continued impact of the RIALC on the AHWMSC upon its opening.

In addition to the above observations, as highlighted earlier, AusPlay data indicates that only 16% (equating to 6600) of the AHC population swim regularly. While 6600 regular swimmers are not sufficient to sustain a facility like the AHWMSC, (especially when a number of those would swim at other sites / relocate to the new RIALC), the

AHWMSC's key market is not regular swimmers (learn to swim, swimming club and lap swimmers). Demographics and an understanding of their current operations indicate that key markets include 'irregular' participants like school swimming lessons, school holiday programs and those looking for recreational, play opportunities. In the future, aquatic facilities in the region should cater for the 'irregular' hydrotherapy / rehabilitation opportunities and market. This concept will be explored further in this report.

Data highlights a more educated, skilled, and higher socio-economic population, a high percentage of families as well as demonstrating an older / aging, but not diverse community in the general AHC area. These community features also assist in justifying operation of a standalone district or neighbourhood classified aquatic facility, like the existing AHWMSC at Woodside. To meet these demographic needs, an aquatic facility should ideally offer:

- Warm water for exercise, hydrotherapy and rehabilitation
- · Activities for children and families like slides, water play, inflatables, splash parks and space for celebrations and play
- Accessible, modern, comfortable and quality spaces

Programs and activities like training and competition opportunities and swim school lessons are still important offerings for the AHWMSC; but considering that they will be offered year-round at the new RIALC, competing with the site for patrons for those offerings will be difficult. Consultation with industry experts support this concept, (i.e., not competing with RIALC programs, like swim school and exercise programs), and finding a 'point of difference' that provides for the population and their preferences that the RIALC doesn't offer. Demographics indicates that this may be the activities for children and families like slides, water play, inflatables, splash parks and space for play and celebrations.

As outlined above, while there is demographics to support learn to swim programs, there is also significant competition in the region for this type of program (this is analysed further in this report). However, demographics and investigations also indicate a need for warm water for exercise, hydrotherapy and rehabilitation. While this will be provided for at the RIALC, consultation indicates that these programs will be at capacity soon after opening, and there is little other competition in the region for this service. Further investigations into these types of programs should be explored.

Demographic analysis has also explored the following concepts, which supports findings above:

- Despite the low level of diversity in the region, the site must still consider accessibility in any new development or upgrade of existing facilities.
- One third of the AHC population has a long-term health condition. Low impact activities like swimming and warm water exercise can assist sufferers of such conditions.
- The population has a higher socio-economic status than the average, indicating that users are willing to pay for quality services.
- The higher socio-economic status population may also expect an improved quality of facility and that upgrades to areas like change rooms, entry and food / beverage service would be well received.

• Population density and a third of AHC's total population is located in the southern area of Council and could indicate that the area around Stirling is a better location for an aquatic facility as opposed to the current Woodside location.

As mentioned above, consultants have investigated the populations of and catchments around Woodside and the Stirling area. While the general AHC region is dispersed, the areas surrounding Stirling are of higher population density. Higher population density can indicate better viability in terms of location for an aquatic facility. In addition, the area around Stirling, when compared to Woodside has:

- Larger catchment population
- Higher aquatic demand
- Higher income and may therefore not be as sensitive to price for service.
- Older demographic, who may prefer warm water programs.

Future sections of this report will analyse the viability of aquatic services in both the Woodside and Stirling areas.



# 04 POPULATION & DEMOGRAPHIC ANALYSIS | KEY FINDINGS

- The current population and demographics of the region is sufficient to support both the AHWMSC and the RIALC.
- AHWMSC's key markets are warm water activities, activities for families and children
- The demographic expects accessible, modern and high quality facilities
- AHWMSC needs to create a point of difference to ensure sustainability upon the opening of the RIALC
- Considering AHC's dispersed population, Stirling (or its surrounding towns) may be a more viable location for an aquatic facility.

#### **05 FACILITY ANALYSIS**

#### **Best Practice Aquatic and Leisure Facility Provision**

Industry experts articulate that most aquatic facilities require a significant subsidy to cover operating costs. Deficits vary depending on factors such as the facility location, type, size and elements included at the site. The high costs of operating aquatic facilities are often justified by local governments as they provide good health, wellbeing and community outcomes. These findings are supported by the Royal Life Saving SA report about aging aquatic infrastructure and its associated costs.

Traditionally, commercial investment in aquatic facilities (vs. government investment) has been in specialist pools such as learn- to-swim or as additions to health and fitness clubs, not public aquatic and leisure facilities. The high capital cost and limited or no financial returns contribute to this situation. It is worth noting that there is no purpose built, commercial aquatic facilities in the AHC region.

A review of the most successful centres (both public and commercial) shows that the following occurs:

- High visits per square metre
- High expense recovery ability including some capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- High range of attendance types
- Draws users from a large catchment area
- High revenue returns from associated health and fitness provisions.

This supports recommended activity area components that:

- provide a mix of shallow leisure/recreation water with programmable water areas
- provide high revenue generating complementary service areas such as food and beverage services, retail and wellness services
- are located in a high traffic/visitation area
- are located as part of other leisure facility developments.

Royal Life Saving Australia have maintained and developed the Guidelines for Safe Pool Operation (the GSPO) since 1992. The GSPO is a set of detailed specifications and recommendations establishing best practice design.

The GSPO is the recognised national industry standard that describes and makes recommendations as to the appropriate minimum standards of safety that should be attached to the design, ownership and operations of aquatic facilities thereby providing a recognised standard of care in a particular area of design and/or operations.

All aquatic facility designers, owners and operators are strongly recommended to access and understand the GSPO in order to meet their obligations under the respective state and/or territory health and safety legislation.

The GSPO details an Aquatic Facility Safety assessment, which assesses the following:

- Plant and Chemical Areas
- Heath and safety systems
- First aid
- Technical operations
- Facility design
- Supervision
- Programs
- Pools

Recommendations from these assessments could include:

- Improvements to chemical storage
- Updates to emergency management plans and procedures
- New signage requirements
- Updated first aid kits
- Qualification updates

# **AHWMSC Facility Overview**

The pools are located in a park like / grass setting with established trees. The site also includes:

- Kiosk and site entry space
- Male and female toilet and change facilities
- An accessible toilet
- Small office
- Small first aid room
- Plant room
- Several storage sheds
- Several shelters in various sizes
- A staff room



















While the AHWMSC is located within the wider WRG and Woodside civic precinct, connection and linkages between the amenities is not particularly safe due to the location of sheds and vegetation. The pool's façade, facing to the current carpark also attributes to the disconnect and low level of visual and physical permeability between the sites.

The AHWMSC site comprises of three pools:

#### Outdoor 25 metre Pool

- 25 x 14 metre, six lane pool ranging from 1 metre to 2.1 metres deep.
- The pool shell is reinforced concrete.
- The pool has a full permitter scum gutter that is concealed within the perimeter raised hob wall. Inner surfaces are fully tiled.
- Entry into and exit from the pool is via an integrated stair to each side of the shallow end or via stainless steel ladders to each side of the deep end.
- The shallow end of this pool is covered by a shade sail.

### **Outdoor Program / Learn to Swim Pool**

- 12 x 4.8 metre pool ranging from 0.6 metres 0.8 metres deep.
- The pool shell is reinforced concrete with a raised permitter hob.
- The pool has four skimmer boxes and is fully tiled.
- Entry into and exit out of the pool is via one stair entry.
- The entire pool is covered with a shade sail.

#### **Outdoor Toddler Pool**

- A shallow pool of similar construction to the other two pools at the site.
- The pool is covered with a shade sail.
- At the time of study development, Council and the AHWMSC Inc. Committee had committed \$400k towards the development of a small splash pad at the site, set to replace the existing toddler pool.

### **Pool Heater & Temperature Analysis**

The pools at the AHWMSC are heated by two electric heat pumps. Creo Engineers investigations have highlighted that the two units are undersized to adequately service both the existing outdoor 25 metre pool and the program pool and therefore unable to maintain pool water temperature. This is exacerbated by the climate at Woodside where it is not uncommon for cooler more 'winter-like' temperatures to be experienced during the swimming season.

Council questioned the viability of solar heating to support the existing heat plant. However, consultants report that solar heating will not adequately service the heating needs of the pool system and will offer no benefit to deal with temperature loss during the early morning, evening, and night periods.

Subsequently, it has been determined that to increase the heating capacity of the system, it should be done through the addition of new heat pumps.

From a cost minimisation perspective, Creo suggests that the centre operator ensures that they roll out the pool thermal covers every night and whenever the pool is not in use to minimise heat loss. In addition, access to the heating system should be provided to the water bodies on a 24/7 basis. Council should investigate whether the heating is programmed to shutdown at night and if so, the heat plant should be reprogrammed to run continuously in order to maintain a heated water supply during the evening and night period.

AHWMSC staff have told consultants that on cooler days when only lap swimming, swimming club and swim school operate, attendance is still low. Council is keen to investigate if new pool heaters (and promotion of such) assists in increasing patronage.

#### **Facility Analysis**

## Meeting Demand, Best Practice, Viability

When considering local demographics, aquatic trends, and current best practice, it could be assumed that the current facility may not be meeting local demand and therefore has significant opportunities for improvement. In addition, consultant's findings and additional Council investigations have highlighted the need for the AHWMSC to create a 'Point of Difference' to ensure that the site and its offerings remain attractive and viable upon opening of the RIALC. Investigations highlight an opportunity to create this point of difference by capitalising on the outdoor setting with offerings for families.

Best practice and viability of aquatic centres details the importance of high visitation and high secondary spend. The current climate and associated temperature policy for the AHWMSC site, along with limited opportunities to remain at the site after attendance at programs can make these things difficult to achieve. Subsequent review of opening months, the temperature policy and upgrades to food and beverage provisions have been recommended by both stakeholders and consultants regarding increasing patronage. Creo Engineers report that upgrades to pool heaters will assist in the efficiency of the plant and may make opening the site earlier in the year (i.e.. October) more feasible. The current temperature policy is commonplace amongst facilities in similar climates but should be further investigated in line with the installation of upgraded pool heaters. Upgrades to the existing canteen structure (future kiosk), and in turn the available food and beverage offerings also needs further investigation.

Discussions with other facility managers of nearby aquatic facilities helped to provide an informal evidence base on what attractions offer the greatest return on investment. The proposed water play features were agreed by all aquatic facilities consulted to provide the greatest potential for increased attendances which would also complement the existing facility and grounds and create a point of difference for the AHWMSC. The addition of water play should increase visitation and assist in increasing secondary spend at the site. Other facility managers and consultants have recommended a 'party / celebration package' offering once the water play is installed.

Considering the local population and demographics, AHWMSC setting and the lack of party / celebration offerings in the local area, this is seen to be a viable option. Parties / celebrations will increase both visitation and secondary spend at the site. As mentioned above, the addition of inflatables to the site is an affordable option that can added or removed when required and would complement the proposed splash park.

Other facilities have reported that their water play is also a financially viable addition to their site in terms of operating impact. While a splash pad is considered 'zero depth' / no static water and does not require monitoring, if the facility is designed so that during quieter times the existing lifeguards can monitor the 'program pool' and still have full vision of the / monitor the water play equipment, there little impact on site operations. At busier times, it has been suggested that an additional lifeguard monitor the splash park in isolation. Staffing structure is explored further in the management model of this report.

## Point of Difference > Water Play

Considering demographics, other (local) successful water play models and the need to create a 'point of difference' at the AHWMSC prior to construction of the RIALC, there seems sufficient evidence to increase the size of the proposed water play at the AHWMSC site and also consider the purchase of inflatables. It should be noted that Stage Two of the RIALC does include some outdoor water play offerings, however the portion of the project is currently proposed for construction in five years and is also currently unfunded. It has been determined that upon construction some patronage may be lost to the RIALC, but the AHWMSC site would have the ability to maintain their service.

In line with 'point of difference' offerings, while the RIALC will offer year-round school swimming lessons, there appears to be a market for the AHWMSC to continue to offer this service in term one and four. Several stakeholders and feedback to AHWMSC staff highlights a preference for these school swimming lessons at an outdoor site (vs. an indoor site like the RIALC). Indoor centres are often loud and humid and open to other schools and to the public simultaneously, creating an environment that is not great for children, whereas the AHWMSC's outdoor environment is more conducive to a calm program, with the site closing to all other groups. To maintain this offering, improved accessibility in general and upgrades to changerooms and outdoor spaces should be considered at the facility.

Families utilising facilities like the splash park would also benefit from upgrades to change rooms at the site, including the addition of a 'family change' space. Removal of the 50-cent fee for use of hot water in the showers should also be removed and incorporated into the general admission fee for the site.

Investigations have highlighted the need for improved accessibility to the AHWMSC site. Replacement of the existing hoist with ramps and the addition of an accessible change room would be welcome additions to the facility.

Best practice and associated viability also indicate attracting users from a large catchment area and locating facilities in areas of high traffic / visitation and as part of other recreation and leisure facilities. The existing AHWMSC can meet all those benchmarks, but its location should be capitalised upon further, particularly opportunities for better linkages being explored. Local stakeholders indicate that there is a current connection between activities at both the WRG site and the pool, with children often participating in both swimming lessons and netball, tennis, or cricket on the same afternoon during summer. If connection was safer and more streamlined, and the AHWMSC offered more fun / recreational space (i.e. splash park, picnic areas), it is likely that WRG users would make better use of the pool site.

#### Links with WRG

Along with best practice information, there is good, local evidence to suggest that locating a pool close to a play space and other recreation spaces is beneficial.

Consultants note that the AHWMSC site does not actively integrate with the surrounding WRG precinct. Opportunities to link the WRG oval, play space and associated public toilets better with the AHWMSC site have been explored by consultants, as has better connection with the library, hall, and associated spaces. Relocation of existing sheds on the WRG site would improved accessibility, create safer sight lines for patrons and remove a conflicting activity from the pool entry and play space access location. Creating a new / alternative and safer entry to the pool, that better links with the WRG and safer access from the carpark has also formed part of these investigations.

While significant investigation into viability needs to be undertaken, indoor courts / recreation centre type space has long been touted as an addition to the adjacent WRG facility. Indoor courts (and other recreation and leisure offerings) are often paired with aquatic facilities and may make each more viable if constructed.

It has been noted that the site (much like many other Adelaide Hills facilities) has limited access to public transport.

#### **AHWMSC Facilities**

Consultant's report that all original facilities are typical of a 1970s build but have been kept in good condition. While condition may be satisfactory, analysis suggests that there is significant opportunity for investment in modern upgrades at the site, with a particular focus on accessibility and universal design.

In addition, AHC in partnership with the AHWMSC Inc. Committee commissioned a GSPO assessment in 2020, with a follow up in 2022. The most recent assessment highlighted a range of areas which still required additional facility work in relation to the plant and chemical areas. The audit undertaken by Creo Engineering also highlights that upgrades are required to pool plant to improve their functionality.

Further information and analysis regarding the site's assets is available in Facility Analysis section of this report.

While this section has proposed investment into several facility upgrades, it is important to understand that the financial sustainability of operating an aquatic facility is directly linked to ensuring it is scaled/sized appropriately to the population it is serving. To overinvest in a facility such as this, creates a substantial financial burden for the community, in that the revenue (fees paid by people visiting the facility) falls significantly short of the costs to operate. Considering this, investment should be underpinned by sound business cases.

Consultants provided information regarding the proposal of enclosing the existing 25 metre pool at the AHWMSC site, an ongoing request from a small group of stakeholders. It is envisaged that a roof or similar structure would enable the pool to be kept warmer for longer periods and therefore open for longer periods during the year. The consultant team report the following findings:

- 1. A roof that is designed to prevent rain would also need to extend over the pool concourse on both sides and at each end. The anticipated cost has factored on the roof being longer and wider than the actual pool (30m x 20m)
- 2. The roof does not protect the pool from wind or rain that may blow in under the roof when there is any breeze. Noting the roof could be enclosed (refer point 3 below).
- 3. The windchill factor and ambient temperature would still negatively impact the 25m pool. To provide an extended season the structure over the pool would need walls and mechanical heating of the internal air to ensure the pool water temperature remains at the required
- 4. 27 degrees C. This would require a design to be engineered with appropriate insulated materials and a vapour barrier in the roof to prevent condensation as well as lighting and ducting for heated air flow. This would be a significant additional cost.
- 5. The temperature of the pool water would not benefit greatly from direct solar rays as the roof would block most of these.
- 6. The roof would provide a significant area for PVC panels to be fixed to that would offset to some extent the cost of the energy to run the heat pumps to keep a temperature of 27 degrees throughout the season.
- 7. The current pool entry and change rooms are adequate but not heated and not would not be located under the proposed roof structure. Therefore, patrons entering and exiting the pool would still be exposed to the climatic elements.
- 8. The current pool does not provide contemporary disabled access with a compliant ramp. This could be retro-fitted into the existing 25m pool however the construction would impact the concourse and additional concourse area would need to be constructed requiring a greater expanse.
- 9. The roof would not significantly increase the pool season as it would have little or no impact on the pool temperature and the amenity of the pool (e.g. change rooms and social areas) and not prevent wind chill (unless it was enclosed).
- 10. The extension of the season would be solely based on maintaining the pool temperature at a suitable temperature such as 26/27 degrees and using the new roof to install additional solar panels to offset running costs which would be substantial. By constructing a new roof and enclosure there is a perception that the facility is now a "newer" facility and given the existing pools are over 50 years old, they will likely need replacing in the medium term and having a roof enclosure would provide challenges if the pool was to be redeveloped.
- 11. There are few examples of rooves and associated enclosures being retrofitted to existing outdoor pools and of the few examples of where this has occurred, they have not been very successful often requiring substantial energy costs and difficulties in managing condensation and the integration of older assets with newer assets.

After presenting this information to and discussions with AHC staff it was determined that due to the many challenges in retrofitting a roof over an aging outdoor pool that this would not be a feasible option to pursue at the Woodside site. In consultation with the key stakeholders, it has been agreed that the investigation into the feasibility of establishing an indoor warm water program pool suitable for swimming lessons, rehabilitation, warm water exercises, gentle lap swimming and hydrotherapy be considered instead.

Furthermore, the AHWMSC site needs to create a 'point of difference' with the imminent opening of the RIALC. It is considered that one of the main attractions for the AHWMSC is the outdoor nature of the site which will not be available anywhere else in the region once the Mountain Pool closes. It is suggested that this is one of the key attractors and 'points of difference'" for the AHWMSC site.

### Woodside vs. Stirling

Consultant's report that a new indoor pool, as opposed to enclosing the existing pool would be a more efficient proposal for AHC and region. A facility like this would address the identified gap of warm water for exercise, hydrotherapy and rehabilitation. The location (Stirling area or Woodside) of such a facility in the AHC region has been explored in various sections of this report based upon the ActiveXchange demographic analysis. A summary of the analysis is outlined in the table below.

Location	Advantages	Disadvantages
Stirling area	Population numbers and density	Higher number of competitors
	Location could be more likely to attract private investment.	Available land
Woodside	Available land	Lower population numbers and density
	Located with other like / aquatic assets.	
	Central for AHC region	
	Linkages to WRG and other civic activities	

Further investigations and analysis of this indoor pool proposal are required and should be undertaken post AHWMSC pool heater upgrade to determine the most efficient and effective outcomes.



## **05 FACILITY ANALYSIS | KEY FINDINGS**

- There is an opportunity to review food and beverage offerings
- There is an opportunity to review the current temperature policy
- Party / celebration packages could be considered
- Development of a splash park & purchase of inflatables is justified considering the demographic and need for a 'point of difference'
- Significant opportunities to improve linkages between the pool site and the WRG
- Accessibility should be improved
- The site needs to create a point of difference
- Enclosing the existing 25 metre pool is not recommended. A new indoor pool may be more viable.

#### **06 USER ANALYSIS**

#### **User Markets**

Traditionally, public aquatic facilities were built for limited markets and users (e.g. competitive swimmers). Modern facilities now cater for a variety of markets and users, including:

- Recreation, leisure and adventure market families or groups of people visiting the site for social interaction, fun or low-level competition / participation. This market can equate to 60% of total users.
- Fitness, training and sport market individuals attending for structured fitness or competition. This market can equate to 20% of total users.
- Education market school swimming lessons, school holiday programs. This market can equate to 10% of total users.
- Therapy and wellness market individuals who are utilising aquatic facilities for treatment of health conditions, usually requiring a warm water pool. This market can equate to 10% of total users.

The most successful centres attract and operate for all of the above four markets.

The AHWMSC operates on a seasonal basis from early November through to early April each year. The site is only open for public swimming if the Mount Barker temperature is forecast to be 25 degrees or above the night before.

## **Operating Hours / Activities**

Activity	Days	Hours	Notes
Public Swimming	Monday - Friday	3:30pm - 6:00pm	When the forecast for Mount Barker is 35 degrees or above, the pool will stay open until 8:00pm.
Public Swimming	Weekends and School Holidays	11:00am - 6:00pm	When the forecast for Mount Barker is 35 degrees or above, the pool will stay open until 8:00pm.
Lap Swimming	Monday - Friday	6:00am - 9:00am	
Lap Swimming	Monday, Tuesday, Thursday	6:00pm – 8:00pm	When the forecast for Mount Barker is 35 degrees lap swimming is not permitted.
Lap Swimming	Weekends	9:00am – 11:00am	

# **Patronage Summary**

Staff at the AHWMSC record visitations and associated data during the pool season upon entry. A summary of the past four seasons can be found below.

Town		Number	of Visits		Average Visits over	Percentage
	2019/20	2020/21 2021/22 2022/23		2022/23	last four seasons	
Woodside	2434	2594	2937	2564	2632	22%
Nairne	1180	1115	1245	1510	1263	11%
<b>Mount Barker</b>	461	871	1531	1018	970	8%
Lobethal	753	611	1038	985	847	7%
Aldgate	526	620	716	456	580	5%
Bridgewater	406	551	630	570	539	5%
Balhannah	483	448	684	523	535	5%
Littlehampton	444	515	515	398	468	4%
Hahndorf	418	373	413	476	420	4%
Oakbank	340	276	382	404	351	3%
Birdwood	237	205	367	394	301	3%
Stirling	105	176	410	194	221	2%
Other	2310	2157	3438	2587	2623	22%
Total	10097	10512	14306	12079	11749	

Visitor Type		Number	Average	Percentage		
	2019/20 2020/21		2021/22			2021/22 2022/23
20 Pass Entry	1170	1027	1760	1192	1287	10.4%
40 Pass Entry	1013	866	1167	1016	1016	8.21%
Family Entry	2015	2338	2793	2070	2304	18.62%
Individual Pass Entry	373	519	408	382	421	3.40%
Swim Club	1811	2109	3236	1991	2287	18.48%
School Usage				Approx. 3000	750	6.06%
Swim School Lessons				Approx. 350	350	2.83%
Vac Swim / Royal Life Program				Approx. 250	250	2.02%
Lap swimmer	1927	2242	2970	2727	2467	19.93%
Birthday Party	0	0	294	167	115	0.93%

Aqua	490	399	488	615	498	4.02%
Tribe (Triathlon)	12	0	0	3	4	0.03%
Interstate	151	66	175	147	135	1.09%
Other	424	494	601	454	493	3.98%

# **Current Programming**

	Monday		Tuesday			Wednesday			Thursday		Friday			Saturday	Sunday		
	Morning	School Hours	Afternoon / Evening	Morning	School Hours	Afternoon / Evening	Morning	School Hours	Afternoon / Evening	Morning	School Hours	Afternoon / Evening	Morning	School Hours	Afternoon / Evening		
Lap Swimming	6am – 9am		6pm – 8pm														
Public Swimming			3.30pm – 6pm *	11am - 6pm	11am – 6pm												
Onkaparinga Swimming Club	5.30am – 7am			5.30am – 7am		6pm – 8pm	5.30am – 7am			5.30am – 7am			5.30am – 7am		6pm – 8pm		
Swim School Lessons			4pm – 6pm				9am – 11.30am										
Aqua Fitness			6.30pm – 7.30pm	7am – 8am						7am – 8am		7pm – 8pm					
School Lessons		9am – 3pm															

<sup>\*</sup> Public swimming available until 8pm if it is 35 degrees of higher.

# **Active Fitness & Lifestyle Group**

The AHWMSC Committee also facilitate the 'Woodside Active Fitness and Lifestyle Group' from the Pool grounds. The group offers various dry classes like walking, Pilates, yoga and boot camp, as well as aqua fitness and aqua Zumba classes. Classes are held at the AHWMSC when weather permits, or at a local church hall.

# **Onkaparinga Swimming Club**

The Onkaparinga Swimming Club is a regular user at the Woodside site. It was reformed in 1990 after being in recession and is a regular user group of the AHWMSC. The club currently has around 120 active members who are primarily children, however the club caters for all age groups including adults and masters' swimmers. The club utilise the AHWMSC from November to March each year for training and competition.

During the winter months, the club access various indoor pools (including the Woodside Army Barracks Pool) to continue their training. Whilst a key and important user group, the swim club do not generate significant revenue for the AHWMSC.

#### **Swim School Lessons**

The AHWMSC offer swimming lessons on weekday afternoons and Saturday mornings during the pool opening months. Classes are affordable at between \$15.00 - \$17.00 per lesson when compared with other local private providers.

### Holiday Swim, Royal Life Saving South Australia

Holiday Swim is a Royal Life Saving Society South Australia initiative bringing affordable and educational swimming and water safety lessons to pools and inland waterway locations across Metro and Regional South Australia since the 1950's. The aim of the program is to teach children critical lifesaving skills and basic swimming skills, to equip them with the knowledge to stay safe in, on and around the water. Programs are offered in December and January (during school holidays) each year for five consecutive days. The AHWMSC is a location for Holiday Swim.

### **School Usage**

Approximately 3000 school students from approximately 22 schools utilise the AHWMSC for lessons, carnivals and fun days each year.

School location	Number of schools
Adelaide Hills Council region	14
Mount Barker District Council region	5
Other	2

The Department for Education swimming program provides swimming and water safety lessons to school-age students, reception to year seven and students with disabilities. The swimming program provides an efficient and cost-effective service to schools to help students develop a range of knowledge, skills, understanding and attitudes about:

water confidence

- survival in the water
- swimming technique
- rescue of others
- water safety
- endurance and fitness.

The AHWMSC is the chosen site for several Adelaide Hills schools to undertake the swimming and water safety lessons. In addition, several schools use the site for carnivals and fun days each year. The AHWMSC is closed to the public whilst schools are using the facilities. This facilitates exclusive access to changeroom and toilet facilities for school use. Swimming and water safety lessons are usually booked in weekly blocks with one school per week (depending on size) running each class through the facility each day for their lesson. School usage occurs in all weeks of both term four and term one of each year. The temperature policy does not apply to school usage (unless weather is extreme i.e., bushfire risk or extreme rain, wind, storm).

## **User Analysis**

As reported above, best practice in aquatic facility provision recommends catering for a variety of users markets. Analysis of the AHWMSC patronage demonstrates that current users are reflective of current program offerings at the site. When compared with best practices, the following is determined:

- There is opportunity to increase patronage in the recreation, leisure, and adventure market, particularly with the addition of a splash park and upgrade of outdoor spaces. This facilitates the 'point of difference' the site will need to remain viable upon opening of the RIALC. With figures provided by the AHWMSC, it is anticipated that this market makes up approximately 37% of users (versus the recommended 60%).
- The site currently caters well for the fitness, training and sport users via lap swimming, swim club and active fitness programs, with users from the swim club and lap swimmers making up approximately 40% of total users (versus the recommended 20%). Opportunity to increase active fitness offerings (in line with pool heater upgrades) could be explored.
- Staff anticipated that the education market is currently making up approximately 10% of users, (as per recommendations). While the site should maintain their current offering in this space, they should acknowledge that they may lose some patronage the RIALC as they can't compete with the 12-month offering that they will provide. Promotion of the outdoor benefits to both schools and families should be considered.
- There is opportunity to provide for therapy and wellness market at the AHWMSC. While there are no current categories to report for this type of usage, it is anticipated that some general entries to the facility would be for this. This market should be investigated further with consideration given to the viability with current facilities (with pool heater upgrades), or if this is preferably conducted indoors.

Over the past four years, 51% of visitors to the AHWMSC have been from the AHC region and 27% from the MBDC, (the remaining 22% are recorded as 'other'). While it is anticipated by Council staff that a large proportion of that 27% will attend the RIALC instead (as will many AHC residents), users wanting an outdoor experience as opposed to an indoor experience will continue to use the AHWMSC.

It is well known that the Onkaparinga Swimming Club would like to utilise the AHWMSC in the colder months by covering and enclosing the pool with a structure that facilitates a warmer environment. While investigations by all consultants and engineers have highlighted that this is not a viable option for the AHWMSC site, investigations into increased usage post pool heater upgrades could be undertaken.

The Swimming Club currently utilise the Australian Defence Force's Pool at the Woodside Barracks for training during the colder months when the AHWMSC is not open. It would be interesting to understand the Swimming Club's intentions post RIALC construction, and if they may use this new site instead of the Woodside Barracks during the winter months? It would also be interesting to understand the Swimming Club's thoughts regarding the concept of construction of an indoor pool at the Woodside site and whether they would utilise? While an indoor pool and the Woodside site would not be purpose built for swim training, it may be able to facilitate some training opportunities for members.

Regarding other AHWMSC programs like Swim School Lessons, RSLA's Holiday Swim and general school usage, it is anticipated that some users will move locations upon completion of the RIALC considering their modern facility, 12 month of the year program and that these programs are not weather impacted. Considering this, industry stakeholders and experts recommend that the AHWMSC should not try and compete with the new RIALC. They also recommended that the AHWMSC does not alter these offerings because of the RIALC, however, consideration be given to AHWMSC's ease of bookings, price, and the promotion of the 'outdoor' element to ensure that programs remain viable.

Anecdotally, local experts articulate a need for swim school lessons in the region; they report that participants skill levels are, in many instances below recommended levels. Demographics also indicate that there should be suitable numbers of participants to offer such lessons. However, the 'Competitor Analysis' section of this report outlines that there is sufficient supply of operators offering this service, indicating that this should not be the AHWMSC's core product.

Lack of warm water offerings (evidenced by current programming) indicates that there may be a user market gap in the therapy (rehabilitation) and wellness market; the current water temperature and outdoor nature of the pool being significant contributing factors to this gap. The local demographic, and the adjacent Council 'Hills Positive Aging Centre' demonstrates that there is likely a market for such activities, even with the opening of the RIALC. This same user market is likely to be interested in fitness programs like aqua aerobics. In addition to tapping into the 'Hills Positive Aging Centre' user market, the AHWMSC should also tap into the adjacent WRG market. Whether it be providing opportunities for sports teams to train / recover, or for families to spend warm evenings at the pool after netball, cricket, or soccer participation, WRG users present a significant opportunity.

Aldgate, Bridgewater, and Stirling currently make up 12% of total users of the AHWMSC site (Heathfield and Crafers localities are not recorded by AHWMSC staff but could be considered to make up another 5% of users, bringing the total number to approximately 17%). Considering the distance to travel for these consumers to reach the

AHWMSC, and other competitor sites in proximity, it could be assumed that this is a larger than expected number. Facility analysis above highlighted advantages and disadvantages of locating a new indoor facility at either Woodside or Stirling area, with Woodside looking marginally more practical. This user data supports that concept, as it can be assumed that users from these localities may be willing to travel to Woodside for warm water programming.



## **06 USER ANALYSIS | KEY FINDINGS**

- Patronage demonstrates that current users are reflective of current program offerings
- Opportunities to increase site patronage in the recreation and leisure space, and tap into the Positive Aging Centre and WRG markets
- The AHWMSC shouldn't attempt to compete with the RIALC for patronage
- Warm water offerings appear to be a viable offering for the AHWMSC.
- It appears that AHC residents would be willing to travel to Woodside for warm water programs.

# **07 COMPETITOR ANALYSIS**

# **Neighbouring Aquatic Facilities & Services**

Investigations by both the consultants and Council staff have found that there is significant investment in private learn to swim opportunities in the region. A summary of these providers, along with other AHWMSC competitors is outlined in the table below.

Site	Location	Ownership + Facility Details	Operating Model / Programs	Within 25 minutes drive time of AHWMSC	Within 25 minutes drive time of Stirling
Woodside Barracks	Inverbrackie	Owner: Australian Defence Force Facility: Indoor purpose built pool for ADF training activities. Can potentially be hired by community groups.	Operated: ADF Open: n/a Programs: n/a	4	
Junior Flippers Swim School	Lenswood + Woodside	Private Indoor pool on residential land	Operated: Privately Open: School terms Programs: Learn to swim lessons	16 / 2	20
The Pond Swim Centre	Totness	Owner: Private Facility: Purpose built indoor pool	Operated: Privately Open: All year Programs: Learn to swim lessons	16	18
Mountain Pool (closing upon opening of RIALC)	Mount Barker	Owner: Council Facility: Purpose built public 30m outdoor pool	Operated: Belgravia Leisure Open: November – March Temperature Policy: Yes. 25 degree temperature Programs: Learn to swim lessons, lap swimming, public swimming, swim club, recreational swimming	20	20
Jodie's Swim School	Hahndorf	Owner: Private Facility: Indoor pool on residential land	Operated: Privately Open: School terms Programs: Learn to swim lessons	20	18
Mount Barker Swim School (Swim Plus)	Mount Barker	Owner: Private Facility: Purpose build indoor pool	Operated: Swim Plus Open: All year	21	21

			Programs: Learn to swim lessons, squad program, lap swimming, aqua aerobics, adult swimming lessons		
The Retreat at Stirling	Stirling	Owner: Private Facility: Indoor pool on residential land	Operated: Privately Open: School terms Programs: Learn to swim lessons, aqua aerobics	21	6
Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction)	Mount Barker	Owner: Council Facility: Purpose built 25m indoor pool	Operated: TBC Open: All year Programs: TBC	22	24
Swimming Lessons at Mylor	Mylor	Owner: Private Facility: Outdoor pool on residential land	Operated: Privately Open: Summer months Programs: Learn to swim lessons	25	13
State Swim, Glen Osmond	Glen Osmond	Owner: Private Facility: Purpose built indoor pool	Operated: State Swim Open: All year Programs: Learn to swim lessons, squad program, lap swimming, aqua fit, aqua strength		10
Tusmore Wading Pool	Tusmore	Owner: Council Facility: Purpose built public outdoor wading pool	Operated: Council, but not supervised Open: Summer months Programs: n/a		
George Bolton Swimming Centre	Burnside	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Council Open: Late Sept / Early Oct – Approx. April Temperature Policy: No Programs: Learn to swim lessons, lap swimming, recreational swimming		13
Purruna Spencer Newton Centre	Torrens Park	Owner: Scotch College Facility: Purpose built public indoor pool (25m + program) + leisure and recreation centre	Operated: YMCA Open: All year, no lap swimming / member access during school hours Programs: Learn to swim lessons, lap swimming, recreational swimming, aqua fit		16
Norwood Swim School (Swim Plus)	Beulah Park	Owner: Private Facility: Purpose built indoor pool	Operated: Swim Plus Open: All year Programs: Learn to swim lessons, squad program, lap swimming, aqua aerobics, adult swimming lessons		17

Norwood Swimming Centre	Kensington	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Council Open: Late Sept / Early Oct – Approx. April Temperature Policy: No Programs: Learn to swim lessons, lap swimming, recreational swimming		18
State Swim, Unley	Unley	Owner: Private Facility: Purpose built indoor pool	Operated: State Swim Open: All year Programs: Learn to swim lessons, squad program, lap swimming, aqua fit, aqua strength, aqua zumba		19
Unley Swimming Centre	Forestville	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Council Open: September – May Temperature Policy: No Programs: Learn to swim lessons, lap swimming, recreational swimming		22
Payneham Memorial Swimming Centre (currently closed for upgrade)	Felixstow	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Council Open: TBC Programs: TBC		22
NextGen Health Club, Memorial Drive	Adelaide	Owner: Private Facility: Purpose built indoor and outdoor pool	Operated: Private Open: All year Programs: Learn to swim lessons, lap swimming, recreational swimming, aqua fitness		24
Blue Dolphin Swim Centre	Happy Valley	Owner: Private Facility: Purpose built indoor pool	Operated: Private Open: All year Programs: Learn to swim lessons, squad program, aqua fit		24
The following pools fall outside of the AHWMSC catchment, but have been included due to both similar asset and operation as AHWMSC					
Strathalbyn Community Pool	Strathalbyn	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: YMCA Open: October – April Temperature Policy: TBC Programs: Lap swimming, learn to swim lessons, recreational swimming, aqua fitness, swim club		

Murray Bridge Swimming Centre	Murray Bridge	Owner: Council Facility: Purpose built 50m public outdoor pool + water slides, water park	Operated: Council Open: October – Approx. April Temperature Policy: Yes Programs: Learn to swim lessons, lap swimming, recreational swimming, royal life holiday program, swim club, aqua fitness, water play / park & slides	
Marion Outdoor Pool	Oaklands Park	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Council Open: early October – late April Temperature Policy: No Programs: Learn to swim lessons, lap swimming, recreational swimming, royal life holiday program, swim club, aqua fitness, water play / park & slides, birthday parties	
The Valley Lifestyle Centre – Outdoor Pool (The site also has an indoor pool)	Clare	Owner: Council Facility: Purpose built 25m public outdoor pool	Operated: YMCA Open: November – March Temperature Policy: No formal policy Programs: Learn to swim lessons, lap swimming, recreational swimming, inflatables	
Nuriootpa War Memorial Swimming Pool	Nuriootpa	Owner: Council Facility: Purpose built 50m public outdoor pool	Operated: Belgravia Open: November – approx. April Temperature Policy: Yes, 25 degrees Programs: Learn to swim lessons, lap swimming, recreational swimming	
Williamstown Swimming Pool	Williamstown	Owner: Council Facility: Purpose built 25m public outdoor pool + wading pool	Operated: Belgravia Open: December – ? Temperature Policy: Yes, 25 degrees	

## **Private Operators**

Junior Flippers Swim School, Jodie's Swim School, The Retreat at Stirling and Swimming Lessons at Mylor are all privately owned learn to swim business operating at privately owned pools, (mainly on residential land), during school terms. Investigations have found that some of these sites are operating at a large capacity. For example, Junior Flippers has more than 400 swimmers per week during the warm / summer terms. Catchment for Junior Flippers is large, with swimmers coming from as far as

Williamstown, Murray Bridge, Strathalbyn and Blackwood. Despite the close proximity to the AHWMSC, Junior Flippers reports that it is not losing patronage to AHWMSC when it offers learn to swim lessons during the summer months.

The Pond Swim Centre, Mount Barker Swim School and Norwood Swim School (both Swim Plus), State Swim at Unley and Glen Osmond, Purrana Spencer Newton Centre, NextGen Health Club and Blue Dolphin Swim Centre are all privately-owned, purpose-built pools offering various aquatic programs like learn to swim, aqua aerobics and squad swimming. Operating times vary, but all are open for 12 months of the year. Investigations have found that some sites have significant waiting lists for learn to swim programs.

#### **Public Pools**

There are six public / Council owned pools within 25 minutes of either Woodside or Stirling, and another six outdoor pools in reasonable proximity to the AHC region. All offer a similar model to that of AHWMSC, (i.e. opening months and programs). However, management models and other facilities (i.e. water play and slides) differs at each site. One point of difference noted for the Unley Swimming Centre is that it is open for nine months of the year (which is heated). This timeframe is considered viable for this site due to its location on various commuter routes (i.e. on tram, train and road routes to and from the city) and attracting patronage from community on their way to and from work in the city. It was anecdotally noted by aquatic professionals during investigations that a similar model would not work at a site like Burnside or Marion as they do not have the adjacent transport routes.

Once open, stage one of the RIALC at Mount Barker will present different offerings to the AHWMSC as it is an indoor facility.

## Other Aquatic Facilities

The other two facilities listed above are the Tusmore Wading Pool and Australian Defence Force's Pool at the Woodside Barracks. At this point in time, both sites offer different products to the AHWMSC, but are interesting in context of the operation of the AHWMSC.

The Tusmore Wading Pool operates like an aquatic play space. The water quality is monitored and managed by the City of Burnside, but the site is not supervised by lifeguards or pool operators. Community members can use the space free of charge, much like they use a traditional play space. The model is interesting, as it does not require any programming staff (and therefore the associated costs) but meets the recreational needs of some members of the community, much like the proposed splash park in the AHWMSC will do.

Upon investigation by Council staff, the Australian Defence Force's Pool at the Woodside Barracks is a notable and interesting facility. The pool is indoor, heated, six lanes wide, around 25 metres in length and has adjacent grandstand style seating and change facilities, making it a viable option for the Onkaparinga Swimming Club to hire during the colder months. While the pool is used substantially for Australian Defence Force training (resulting in one end being of significant depth), they do appear to be open to hiring the facility out to the community. It presents an interesting option when considering the local demographic and the need for programmable warm water.

#### **Competitor Analysis**

Analysis of competitors across the entire AHC region demonstrates relatively narrow / traditional offerings from both private and public operators. Even though there is significant demographic demand, there is an abundance of Learn to Swim providers, and public providers offering traditional programming like lap swimming in the region. While these other aquatic facilities could be considered competition for the AHWMSC, catchments and facility hierarchy demonstrate that they can viably co-exist at this point in time.

Informed by consultant's findings and Council's additional investigations, it appears that the gap in the market is warm water for exercise and rehabilitation. Anecdotal evidence demonstrates those that may be offering such a service have pools that are too shallow for such activities, or the environment is not suited. In addition, while the RIALC will offer both exercise and rehabilitation space, it has been noted that such space will be at capacity shortly after the site's opening.

The AHWMSC's Active Fitness group is currently hiring a local private indoor pool to provide warm water exercise opportunities to its members when the AHWMSC is not open. Staff anecdotally aware that classes are popular, further demonstrating a need for such programs.

While there are not many providers in the densely populated southern end of the AHC region, the catchment does have access to a large number of both public and private providers within a short / reasonable distance.

Programmable warm water, as well as fun, recreational activities for families appear to be the large gap in the local competitor market. While the splash park will meet demand (and provide a point of difference at AHWMSC) for one demographic group, more analysis and investigations are required to ensure that the programmable warm water gap can be met.

Council analysis of neighbouring sites has also found a difference in admission fees. The Management Model section of this report analyses this further, however, considering local competition, it is recommended that admission costs at AHWMSC are reviewed soon, especially when considering the increased cost of utilities that the site will face this season.

As outlined above in the demographics analysis section, while the general AHC region is dispersed, the areas surrounding Stirling are of higher population density. Higher population density can indicate better viability in terms of location for an aquatic facility. In addition, the area around Stirling, when compared to Woodside has larger catchment, high aquatic demand, population with higher incomes and an older demographic. This competitor analysis has determined that indoor, warm water options for both exercise and rehabilitation present a significant gap in the market. If Council was to consider the development of an indoor pool to cater for this market, Stirling does present as a viable option in terms of demographics. However, the number of competitors in the Stirling catchment outweighs those in the Woodside catchment.



# 07 COMPETITOR ANALYSIS | KEY FINDINGS

- The AHC region has an oversupply of traditional learn to swim programs and operators.
- The current gap in the AHC region market is warm water for exercise and rehabilitation
- Continue investigations into the Australian Defence Force's Pool at the Woodside Barracks
- Admission fees at AHWMSC should be increased
- While Stirling may be a more viable location option for an indoor pool in terms of demographics, the number of competitors in the Stirling catchment outweighs those in the Woodside catchment.

# **08 FACILITY CONDITION & AUDIT ANALYSIS**

## **Built Facilities**

Asset	Description / Function	Expectations / Benchmark	Analysis	Opportunity
Entry	Public entry point with a large roller door, directly off a bitumen carpark and driveway area. The entry is integrated with canteen and with first aid and office amenity adjacent.  There is also a 'service' gate / entry adjacent. To the main entry.  Façade is painted bessa brick.	Customers first impressions of the site, so should be welcoming and accessible with appropriate shelter and information.	The entry is very basic and could be considered old and tired looking.  Council's building audit states the area is in average condition with some salt damp present.  Integration with driveway and carpark presents some risks.  Close proximity to first aid, office and canteen can make the space dysfunctional at busy times.	Upgrade and potential relocation to improve accessibility, functionality safety and street appeal.  Integration with a kiosk is deemed essential by the consultants.
Canteen	Provides basic food and beverage service.  Has two service points  Integrated with entry, adjacent office and first aid amenity.	Food and beverage service via a kiosk style provision is essential in an aquatic facility, and is an opportunity to generate revenue for the site.  Functionality for staff and customers is important.  Nearby seating, under shelter is beneficial and makes the site more functional.	The AHWMSC's current canteen is currently very basic and may not meet community expectations.  An understanding / analysis of the financial impact should be undertaken.	A modern kiosk / café with shelter and seating could work well at the AHWMSC site.  Relocating to the southern end of the building and incorporating opportunities for it to serve externally could be explored.

				Relocation of the WRG's play space to adjacent the pool site would also make this opportunity more viable.
First Aid	A small area, accessible off entry area to provide patrons with first aid treatment.	Royal Life Saving Australia have some guidelines for first aid areas that the AHWMSC should aim to meet. They include:  • Large enough for its purpose  • Well lit  • Well ventilated  • Easily accessible (wheelchair / stretcher)  • Within close proximity of toilets  • Only used for first aid  Facilities for hand washing, storage, and a work bench should also be considered.	Staff have mentioned that the majority of first aid is administered 'in situ' rather than moving to / using in the first aid room.  While the current first aid room is functional and does meet some of RLSA's guidelines, there is significant room for improvement, with a particular focus on all forms of accessibility.	A new, alternate location, away from the busy entry / canteen area and an increase in size to facilitate accessibility should be a priority.  Considering that the entry and canteen spaces also need upgrade, a first aid space upgrade could also be included.
Office / Admin	A small area, accessible off entry area that is utilized by pool staff (mainly the Pool Manager) during opening times.	The office / admin space should be able to facilitate multiple (up to 3) people working, with access to desks, computers and storage.  The area should be secure and not accessible by patrons.	The current office space is small and dysfunctional, and does not facilitate a safe, efficient working space. Views via the window to the 25 metre pool are practical.	A new, alternate location, away from the busy entry / canteen area and an increase in size to facilitate accessibility should be a priority.  Considering that the entry, canteen and office spaces also need upgrade, an office

Changerooms + Toilets  Accessible Facilities	Male and female change rooms with toilets, showers and space for changing are provided onsite. Change rooms are located in the same building structure as the canteen, first aid, office space, but are accessed from the pool side of the site.  Change rooms are currently 'open air' with space between walls and ceiling for ventilation.  One accessible toilet is provided on-site. There are no other accessible amenities.  There are no 'family' change facilities on site.	While consultants have not referenced any official guidelines for changerooms, there are many sports / activities that do offer a benchmark / standard for such facilities and inclusions could be applied. They include:  • Separate male, female, family and accessible facilities • One toilet for every 40 patrons • One shower for every 40 patrons • One hand basin for every 60 patrons • Separate lockable shower cubicles • Bench space with mirrors and power points • Lockers for valuables • Slip resistant flooring • High quality fixtures and fittings	Current change room facilities are basic but functional, with some maintenance required.  Council's building audit states the area is in average condition and deemed fit for purpose.  Considering local and users demographics and key user groups of the site, an upgrade is justified.	/ admin space upgrade could also be included. Considering local and user demographics (older people and families) and key user groups of the site (schools), an upgrade to change rooms is justified. A particular focus on providing modern and functional facilities for male, female, families and space for those who require accessible facilities should be forefront of designers.  There is a significant
	toilet provided on-site.	current day requirement for public aquatic facilities.	accessible changerooms provided on-site, the pool	opportunity for Council to invest in upgrades that

	, []		100
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There are no accessible change rooms provided.

The first aid room is not accessible.

Paths around the site may not be considered compliant.

There is no ramp access to any of the pools.

A hoist / sling for access into the 25m pool is available upon request. Anecdotal evidence from professionals in the field details that these amenities are not regularly utilised by the community.

There are no unisex amenities available at the site.

While consultants haven't referenced them, building standards for changerooms and toilets are readily available.

Wet deck and ramp access to pools is also considered best practice.

Anecdotal evidence from professionals in the field details that hoists are not regularly utilised by the community.

itself is not accessible other than via the hoist / sling.

Anecdotal evidence suggests that the hoist / sling is not used often as potential users find it humiliating. There is also nowhere for patrons who need accessibility to change after accessing the pool.

The raised hob around the perimeter presents a challenge for those with mobility issues.

The site is considered poor from an accessibility perspective, with significant upgrades warranted.

improve the accessibility of the site for all.

Wet deck, ramps and paths around the pools could be upgraded, and investment in other facilities like change rooms and toilets would be welcome additions.

#### Staff room

An old transportable building has been relocated to the rear of the site and it currently functions as a staff room.

The facility includes a table, chairs, kitchenette and lounge and is used by

While consultants have not referenced any official guidelines for staff facilities, standards for similar types of facilities could be applied.

Inclusions like seating, kitchens, storage, toilets and

While the building structure is not purpose built, the amenities included in the staff facilities is good.

The function of the facilities could be deemed average when considering

New staff facilities could be contemplated for construction when redevelopment of the front building structure is considered. Linkages with toilets, change rooms and the office could be

	lifeguards and swimming instructors.	change rooms could all be considered applicable.	its location away from toilets, change facilities and the office, and that it has no sight lines to the pool.	facilitated if upgrades are progressed.
Storage	There are a large number of storage facilities currently on site. Storage is used for club and lesson equipment, site maintenance equipment, pool covers and various stocks of chemicals, etc.	Functional, accessible storage is an important aspect of an aquatic facility.  Chemical storage should consider relevant legislations.	The large amount of storage facilities at the site are of varying condition and function and may be taking up valuable site space.  Shedding can also look 'tacked on' and leads to sites looking unattractive.  While consolidation of storage could be considered, function and accessibility must also be considered (i.e chemical storage at the rear of the site where delivery points are located, kiosk stock nearby).	Consider consolidation in any facility upgrade, but also the location, function and accessibility of such storage.
Shelters	There are three main, large shelters at the site: two attached to the entrance building, utilized for tables and seating and the storage of pool covers; and one attached to the plant	Considering the large groups that frequent the site, shelter is an important amenity for the AHWMSC. Shelter can be used to shelter from weather, as an emergency evacuation point, or view an activity.	Whilst currently very basic, the shelters at the site are fit for purpose and serve an important function.	Consider upgrading in any facility upgrade, but also the location, function and accessibility of shelters.  The addition of smaller shelters, in the grassed near

	room that is used for seating, storage and the facilitation of carnivals.  There is another small shelter in the grassed area that covers a BBQ and picnic setting.  Umbrellas are available and used in picnic tables on warm days to provide shade for patrons.		Mixed use (like storage site for pool covers) should be discouraged.	BBQ's and picnic tables should also be considered, in line with recommendations relating to offerings for parties and celebrations at the AHWMSC site.
Shade Sails	The main shade sail, over the 25 metre pool is approximately 13 metres x 17 metres in size. It shades a bit under half of the pool at the shallow end.  The entire program pool is covered by two 6.5 metre x 6.5 metre shade sails.  The entire toddler pool is covered by one 6.5 metre x 6.5 metre shade sail.			
Plant Room	The plant room is located behind the deep end of the 25-metre pool in a large shed. The shed is accessible via various doors	Consultants CREO have provided recommendations for upgrades, and additionally the GSPO notes best practice with plant room design to ensure safety and compliance.	The existing pool plant room is adequate for its age with a good layout.  Upgrades to the site may trigger some works to pool	Consultants recommend that critical plant upgrades are completed before the 23/24 pool season.



and via a rear access driveway.

plant to ensure compliance.

Consultant's report that upgrades to the plant space to ensure compliance could be undertaken without major expense.

Engineering consultants report that floor drain, electrical board and chemical and chlorine storage require modification.

Removal of the old water heater is also recommended by consultants.

Other upgrades should be carried out when larger and associated pool upgrades occur in the future.

## Surrounds + Access

Asset	Description / Function	Expectations / Benchmark	Analysis	Opportunity
Emergency Access + Congregation	To enable both access to the site and space for patron congregation in case of emergency.	The GSPO refers to space for both access and congregation and a recent audit suggests that a location / site map is provided in the site's Emergency Plan.	There is good vehicle access to both the front and rear of the site. Rear access could be upgraded and better signposted. There is ample space for congregation on the site. Maps and signage would assist to meet GSPO expectations.	Install new signage and improve rear access.
Delivery Access, (including chemical	Chemical delivery is via a	Chemical delivery should	While the gate for chemical	Delivery access should be
delivery access)	gated driveway at the rear of the site.  Canteen deliveries occur via the front entrance or gate, depending on their size.	occur away from the public.  Future kiosk and other relevant deliveries can occur in practical locations near storage locations.	delivery is not a public gate, the space surrounding and entry to the plant room can be accessed by the public if not monitored appropriately.	upgraded in line with necessary storage upgrades at the site to ensure location, function, and accessibility.
BBQ's and grass / open space areas, (including line of sight)	There is approximately 4200 square metres of grassed open space at the site. BBQ's and other assets like seating and tables are currently located in this grassed area around the pool.	The location of and circulation around BBQ's and other assets should be carefully considered to ensure line of site an access to the water is maintained at all times.	BBQ's and other assets in the grassed areas are not currently in the way of, or line of sight for lifeguards or those supervising pool users.	There is opportunity to both add and upgrade existing BBQ's and picnic settings in the grassed areas of the AHWMSC. (In line with shelter upgrades listed above) This opportunity is in line with recommendations relating to offerings for parties and

				celebrations at the AHWMSC site.
Grassed Hill (adjacent length of pool)	The hill is approximately 430 metres squared and provides a viewing space for pool spectators. There are also some trees in the area that provide shade.	Accessible, shaded, and comfortable spaces to view the pool that don't interfere with lifeguard viewing are an important function of an outdoor pool.	Thei space functions well and contributes to the overall feel of the site considering both the grass and trees.	This space should be maintained within the overall grounds.
Trees and Gardens	The pool areas are surrounded by grassed areas with trees.  There are several garden beds throughout the grounds.	Provision of adequate natural and built shade is a necessary expectation at an outdoor pool.  Non-deciduous tree and plant species should be selected to minimize leaf little in the water.	The outdoor, natural surroundings are a key attractor for the site and should be enhanced and maintained.	Additional tree species could be planted in strategic locations around the site to provide additional shade for patrons
Street Frontage (Nairne Road)	The pool site has approximately 80 metres of street frontage along Nairne Road. All of this is treelined and fenced.  The pool is relatively hidden from passersby.  Temporary signage is placed on the fence, just prior to the season commencing.	Lighting and signage are an important and standard tool in attracting patrons to a site.	Nairne Road has a high volume of traffic travelling along it on a daily basis. The AHWMSC's street frontage could be improved with permanent creative and attractive signage along the fence line.	Consideration should be given to placing permanent signage along the Nairne Road fence line.

Paths and Connectivity	Pedestrian access to the site is via the carpark to the pool entry.  Pedestrian access once inside is via concrete areas. There are few, if any paths	Accessible, safe paths for connection are important in community facilities such as pools.	There is poor integration / connection between the carpark and the pool entry.  Once inside, while large spaces are concreted and therefore connected, those requiring accessible spaces	Improvements to pedestrian access from carpark to the site should be considered, along with some paths for connectivity to grassed areas once inside the site.
			may not be able to reach the grassed areas.	

# **CREO Consultants Engineering Assessment**

The following is a summary of Creo Consultants engineering assessment of the pool. The full report is available in Appendix 2.

	Pool Concrete Shells	Pool Finishes & Fittings + Pool Tiling	Pool Signage & Access Compliance	Pool Water Treatment & Water Heating Plant	Building & Pavement Structural Items
Outdoor Learn to Swim Pool	While it is difficult to establish an exact remaining operational life of the concrete pool shells Creo Consultants are of the professional opinion that the pool shell structures in the LTS pool are in a reasonable condition and estimate their feasible operational life to be anywhere between 15 years to 20 years subject to the extent of works discussed within Section 3 of their report.	The internal pool tiles were generally found to be in a satisfactory condition.  Only the northern side of the tiling to the top of the hob wall exhibited delamination / failure.  Creo have concerns in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool.	Unlike the 25m pool, the stair riser heights for the LTS pool were approximately 150mm and are considered to be compliant. However, there is no handrail provided to the stair entry.  The narrow width of the stair is such that the attempted provision of a handrail would obstruct use of the stair. As such, Council will need to assess the risks associated with the stair entry.  Cero also note that there is a lack of appropriate warning and depth marker signage provided around the pool and recommend a placard mounted at the shallow end and deep end of the pool that defined depth and warning advice such as shallow water.	The 25m pool and the LTS pool share a common water treatment and water heating plant system (non-compliant with SA Guidelines).  Creo applied the operational guidelines specified in the Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013), the filter area is considered to be compliant to achieve the minimum turn-over rate of 6 hours.  However, it is worth noting that in their professional opinion, the SA guidelines do not align with what is generally considered industry best practice. The WA water quality guidelines are more aligned to 'best practice' and were we to apply the WA guidelines to this facility, a 2 hour turnover rate	Whilst Creo's scope of service was to focus on the pools and associated water treatment plant, equipment and pipework, the following items were noted on site as requiring remedial and/or replacement works based on the structural conditions:  Consideration needs to be given to the replacement of the plantroom floor grating and associated support system that spans across the soiled water collection pit.  There is corrosion damage evident to the base of each of the pergola posts located to the deep end of the 25m pool.  There are localised patches of crack and spall damage across concrete pavements and associated raised paving
Outdoor 25 Metre Pool	From investigations, Creo Consultants are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being	Cero Consultants found the pool floor tiling was to be in reasonable condition across the full extent of the floor.	Creo state that whilst there is no mandatory requirement to bring predating existing facilities up to current day standards, access to the 25m pool is	would be considered more appropriate for a combined plant servicing a 25m pool and LTS pool.	concrete kerbing (i.e. along the southern side of the 25m pool concourse).

required to maintain performance, operational life and watertightness. We estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.

However, the pool wall tiling is considered to have reached its end of life as has the pool wall hob top tiling.

Cero Consultants raised concern in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool.

Creo have presented several options available and associated costs for consideration with respect to the repair and/or broader refurbishment of the pool tiling systems and associated finishes and fittings for both pools.

While handrails and ladders are in satisfactory condition, there are some compliance concerns.

limited and is not considered to be DDA compliant.

They recommend:

Replace the existing stair handrail to each stair with a new rail

Encourage use of the hoist / sling.

Ladders be side-plated.

Creo state that whilst there is no mandatory requirement to bring predating existing facilities up to current day standards, access to the 25m pool is limited and is not considered to be DDA compliant.

They recommend:

- Replace the existing stair handrail to each stair with a new rail.
- Encourage use of the hoist / sling.
- Ladders be side-plated.

Creo are of the opinion that Council need to undertake appropriate investigations and subsequently implement a solution to provide a compliant backwash holding tanks discharge point for the backwash water or upgrade the treatment of this water if it is intended to be utilised for irrigation purposes.

In regards to pumps, from a turnover flow rate compliance perspective, the Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013) requires a combined pump flow rate of 23 litres/second to achieve the 6 hour turnover for the combined 25m and LTS water volume of approximate 490m3. If we apply the WA guidelines (best practice), the required combined flow rate to turnover the pools in 2 hours amounts to 68 litres/second and the existing pumps in their current condition are unlikely to achieve this flow rate.

Creo would recommend that Council consider the long-term replacement of the pumps.

In regards to the pool primary sanitiser, bund provisions are

not considered to be compliant and present several safety risks. Creo recommend some better physical controls (dividing walls) are constructed to lower risks associated with pool pH control systems. They note that the chemical controller is in good condition, but that automating the pool make-up water system is recommended. In regards to the pool water heating systems, they state that while in reasonable condition, based on their preliminary review of the heat plant, the two units are undersized to adequately service the both the outdoor 25m pool and LTS pool. While Creo's report provides some recommendations, further investigations are required to determine accurate heating requirements. Pool pipework is generally in reasonable condition, but some maintenance work should be undertaken. Creo recommend that a qualified electrician be engaged

to administer a compliance

# inspection of the plantroom electrical sub-board.











Investigations by consultants have resulted in a consensus that while the built facilities at the site function adequately for current users and programming, their accessibility, aesthetics, and function into the future will be lacking. Consultants outline upgrade opportunities to each built asset, with priorities including:

- Plant room
- Upgrades to built assets that facilitate accessibility like the entry, first aid room and changerooms.

Creo Engineers recommend upgrades to all pools and associated plant, with priorities including:

• Tiling & fittings

- Signage
- Access
- Pool plant

Costs associated with these upgrades are significant, but not uncommon when reference is made to the RLSA 2022 report and issues that are facing the sector as a whole. In addition to upgrades outlined above, Council staff would like significant investigation and consideration given to the environmental sustainability impacts of upgrades.



# 08 FACILITY CONDITION & AUDIT ANALYSIS | KEY FINDINGS

• If Council wish to operate an accessible aquatic facility at the current AHWMSC site, significant upgrade is required.

## **09 MANAGEMENT & OPERATING MODELS ANALYSIS**

## **Management Agreement**

The AHWMSC Inc. via their Committee manage the facility on a day to day / operational basis via a Management Agreement with AHC. The agreement sets out responsibilities of both parties and reporting obligations for the Committee. Via the Management Agreement, Council provide the Committee with an annual subsidy (the Facility and Equipment Fund) to operate the pool. The Management Agreement outlines cost obligations for the site as follows:

Item	Pool Managers	Facility and Equipment	Council
Puilding Conital Ungrade / Poplessment	Operational Expenses	Fund	<b>√</b>
Building Capital Upgrade / Replacement		<b>√</b>	<u> </u>
Building Maintenance		V	<b>√</b>
Facility Audit			<b>v</b>
Pool Plant Upgrade			✓
Pool Plant Maintenance		✓	
Canteen Stock / Equipment / Appliances	✓		
Staff Training	✓		
Staff Wages and Associated Costs		✓	
Royal Life Saving GSPO subscription		✓	
Landscaping Maintenance		✓	
Landscaping Upgrade			✓
Outdoor (fixed) Furniture			✓
Indoor and Non-Fixed Furniture	✓		
Insurance re. Staff (workers compensation)	✓		
Public Liability		✓	
Professional Indemnity and Association Insurance		✓	
Loss of Income / Theft Cover Insurance		✓	
Contents Insurance	✓		
Building / Plant and Equipment Insurance		✓	
Content Insurance for Plant and Equipment		✓	
Fire Servicing		✓	
Pest Control		✓	
Sanitary Services		✓	
Electrical Test and Tagging		✓	
Security Installation and Monitoring Services	✓		
Annual Asbestos Inspection and Register Update			✓

Excluding wages, the costs obligations table demonstrates that the Committee are responsible for the operational expenses associated with running the pool, with Council responsible for capital expenses associated with the facility, and the Facility and Equipment Fund facilitating necessary obligations like insurances and testing.

In recent years, the Facility and Equipment Fund provided to the Committee has been approximately \$90,000. With the Management Agreement now in place, the amount provided is intended to fluctuate depending on the budget required to undertake planned maintenance works and the cost of necessary services.

#### **Financial Operating Analysis**

Consultants reported the following regarding the sites operating results over the past three years:

	2022	2021	2020
Income	\$300,423	\$271,540	\$288,068
Expenses	\$380,931	\$301,180	\$325,813
Deficit	- \$80,508	- \$29,640	- \$37,745

<sup>\*</sup>sourced from the Centre's financial statements

Increases in expenditure can be attributed to increased gas, electricity, and staffing costs. Consultants state the following regarding this:

- Electricity and gas expenses increase of \$23,794 (185%) from 2021 to 2022
- Employment expenses increase of \$31,000 (21%) from 2021 to 2022

Consultant's report that considerable income is derived from the Department for Education's swimming lesson program and Royal Life Saving South Australia's Holiday Swim program. AHWMSC staff report that school usage makes up approximately 6% of users, making it important and a very viable program for the site.

Council staff are aware that in previous years the fitness program delivered at the site created an annual deficit of approximately \$19,000. This report has highlighted some gaps in current provision that the fitness program could meet, however, further investigation into its operating model should be undertaken prior to a change or increase in service provision.

Council staff are aware that other South Australian Council operated outdoor pools have annual deficits of between \$120,000 - \$350,000; complementing Consultants comments that many Councils find the cost of operating outdoor pools prohibitive. Council staff acknowledge that the annual contribution of approximately \$90,000 to

AHWMSC Feasibility Study   AHC Analysis of Findings & Summar	y Report			
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ensure operation of the AHWMSC is inexpensive wish to deliver at the site and the quality of factors.		ld be considered alongside	community outcomes that Counc	il ma

The below table outlines average costs of a learn to swim lesson and general admission to sites in the AHWMSC vicinity, or those who offer a similar service. It should be noted that AHWMSC is one of two listed below that have not increased their general admission price in the past two years.

Site	Learn to Swim	General Admission
Adelaide Hills War Memorial Swimming Centre	Between \$15-\$17	\$6.50
Junior Flippers Swim School		n/a
The Pond Swim Centre	\$24	n/a
Mountain Pool, Mount Barker		\$7.20
Jodie's Swim School		n/a
Mount Barker Swim School (Swim Plus)	Approx \$25	\$10.30 (laps)
The Retreat at Stirling		n/a
Swimming Lessons at Mylor		n/a
State Swim, Glen Osmond	Approx. \$27.50	\$12.00
Tusmore Wading Pool	n/a	FREE
George Bolton Swimming Centre, Burnside	\$22.50	\$9.00
Purruna Spencer Newton Centre	\$24.80	\$8.00
Norwood Swim School (Swim Plus)	Approx. \$28.50	\$10.70 (laps)
Norwood Swimming Centre	\$19.00	\$8.00
State Swim, Unley	Approx. \$28	\$12.00
Unley Swimming Centre	\$21.00	\$8.50
NextGen Health Club, Memorial Drive	Unavailable	Unavailable
Blue Dolphin Swim Centre, Happy Valley	Unavailable	n/a
Strathalbyn Community Pool	\$8.00	\$7.80
Murray Bridge Swimming Centre	\$18.00	\$7.50
Marion Outdoor Pool	\$20.50	\$8.00
The Valley Lifestyle Centre, Clare	\$16.50	\$6.30
Nuriootpa War Memorial Swimming Pool	Unavailable	\$4.90
Williamstown Swimming Pool	Unavailable	\$4.90

The prices advertised for the Woodside site are the third cheapest when compared to the eleven other publicly operated sites identified in the competitor analysis. While the age of the facility and activities available is a contributing factor, Council are of the opinion that the current fees and charges should increase to factor in increased utility costs at a minimum. It is important to note that AHWMSC offers little diversity in facilities, with particularly low levels of service available for young children and

those with accessibility needs, so a significant increase may not be warranted. Any future modifications made to the site and its operations could justify changes to the current fee structure in the future.

In addition to reviewing and increasing pricing, there are some other operational 'quick win's that could be implemented at the AHWMSC site. They include:

- A new, updated website
- An online booking function for programs, linked to the website
- A more flexible approach to opening months and hours if there is sufficient demand.

#### **Management Model Analysis**

The current model provides both Council and the community with significant savings due to the volunteer labour utilised in the operations and maintenance of the site. Up until the management agreement between Council and the AHWMSC Committee was put in place, there was a level of uncertainty about responsibilities and obligations, and Council had little involvement at or with the site. While the Committee has done a tremendous job of operating and maintaining the site, there has been minimal Council involvement and investment and the facility now requires significant upgrade.

As outlined in the competitor analysis section, Council owned pools in South Australia operate under various management models, however there are very few (if any) that still operate with a volunteer committee in place such as the AHWMSC does.

Over the summer period there are approximately 25 casual staff that work at the AHWMSC. The current staffing model consists of:

- Pool Manager, employed through the Committee
- Two Pool Operators, hired by the Pool Manager
- Canteen Manager, hired by the Pool Manager
- Learn to Swim Lesson Coordinator, hired by the Pool Manager
- Casual lifeguards and canteen staff, hired by the Pool Manager

Other services and operations required by the site rely on committee members and volunteers.

AHC in partnership with the AHWMSC Inc. Committee commissioned a GSPO assessment in 2020, with a follow up in 2022. The assessments have noted significant improvement in operations between 2020 and 2022. The most recent assessment highlighted a range of areas which still required additional work, including the areas of supervision, qualifications and training.

Royal Life Saving Australia's GSPO states that supervision is required at a ratio of 1 lifeguard: 100 customers. If the splash park project progresses, at busier times (i.e.. weekends and school holidays) it is proposed that a dedicated lifeguard monitor the splash park area and 'program pool' due to the likely increase in attendance. It is envisaged that this additional operational expense could be funded from the increased revenue that the splash park is expected to attract.

At this point in time, the current management model is effective and efficient for existing assets, services and programming at the site. Consultants report that community involvement in the running of a centre like AHWMSC can assist as staff and volunteers alike are 'on the ground' and have a good understanding of the community. In addition, relationships between Council and the current Committee are sound, and the current model presents significant cost savings for both Council and the community in regard to the centre's operation.

However, Council must consider the following regarding the management structure at the site:

- The current management model and associated staffing structure, while currently effective, may struggle to accommodate new assets and programs required to keep the centre financially viable, in line with community expectations and competitor offerings. This report outlines the opportunity and scope to upgrade assets and alternative programming, and the management model should be reviewed before programming or assets are changed.
- Committees by their very nature change regularly and succession planning in a volunteer space is challenging. This presents an ongoing risk that Council, as the owners of the facility, will have to manage with the current management arrangements in place. While the Management Agreement for the site and its operations, and adherence to Royal Life Saving Australia's GSPO assist in mitigating some risks that Council face, further investigation into their effectiveness is required.
- Aquatic facilities present significant risks for both owners and operators. Documents like Royal Life Saving Australia's GSPO have been developed to mitigate risks for operators, but adhering to specifications requires significant and ongoing resources that a volunteer committee may struggle to meet. Council must consider of this is a risk that they are willing to accommodate via the existing management arrangement long term.

Consultants reported that there are three common management models (with nine variations) for public aquatic facilities in Australia. Upon further investigation, and with consideration of the current management model and operations at the AHWMSC, Council staff have determined that there are four models that could be applied to the AHWMSC facility.

Management Model	Description	Benefits	Constraints
Internal / Council in-house Management	Council retains total control of the	Council has full control of operations,	Can be cost prohibitive as recruiting
	facility and its operations. Pool staff	pricing, programming, asset	and maintaining a seasonal, aquatic
	are employed by the Council	management and staffing.	workforce in-house can be expensive.
			Requires specialist skills that Council
			staff may not have.

External Management	Management rights are contracted or leased to a professional aquatic operator.	Council has little to no administrative responsibility.	It may be difficult to lease a centre that projects an operating deficit.
		Leases / contractual documents can be	Can lack community connection,
		developed to increase the reliability of	collaboration opportunities and
		the centres operating budget.	benefits as contractor may prefer profitable programs vs. social needs.
		If contractual documents facilitate,	
		contractor can be liable for operational deficits.	Facility owner has little control over centre operations.
			Operational surplus can possibly be retained by the operator.
Internal / External Hybrid Model	Council directly operates and manages the facility and is responsible for all facility operations including financial performance and asset maintenance. Council employs an in-house Pool Manager to coordinate operations like program planning and rostering. Council also engages recruitment entity to provide pool staff (lifeguard, pool operator, kiosk staff) for the pool operations. Pool staff are engaged under the appropriate Industry Award.	Delivers staffing cost savings but Council still has full control of operations, pricing, programming, asset management and staffing.  Some interstate Councils have reported staff cost savings of up to 25% versus an internal management model.	Requires some specialist skills / knowledge that Council staff may not have.
Committee of Management	An incorporated committee (usually volunteer) is appointed by Council to operate the facility. A charter or management agreement style document outlines roles and responsibilities for each party.	Community involvement. Cost effective.	This model is increasingly being phased out within the pool industry as it can be difficult to sustain given its reliance on volunteers.  In addition, the risk associated with operating aquatic facilities is significant. Council must consider if this is a risk, they are willing to accept.

It is worth noting that Council investigations have found that smaller, Council owned pools like Eudunda and Burra are now also managed by private operators, with a local government subsidy in place.

It is recommended that the top three options in the table above should be accompanied by a Community Pool Working Group or Friends of the Pool Group that provide strategic input and recommendations to Council, supports programming at the site and contribution via volunteer hours for appropriate tasks.

An alternative option that could be explored as an interim measure is appointing a Council staff member to work with the existing AWMSC Committee at the pool one day per week in both the pool season and pre-season. This staff member would work alongside the Pool Manager and assist with a new website and booking system, promotional opportunities and logistics and administration involved in meeting GSPO requirements. A simple cost benefit analysis should be undertaken to understand outcomes of this measure prior to commencement.

The University of South Australia's CERM PI is a performance measurement and benchmarking entity servicing a variety of industries. They can offer an independent means to monitor organisational performance and provide decision makers with comprehensive, unbiased and data driven analysis.

Consultants undertook an assessment of the AHWMSC's performance against CERM PI's 'Group 5 (Outdoor Pools)' benchmarks. 58 centres across Australia have provided information for 'Group 5 (Outdoor Pools)' to be benchmarked against. AHWMSC's results can be seen in the table below:

Indicator	CERM PI Group 5 (Outdoor Pools)	AHWMSC (3 year average)	Consultant Comments
Total visits	65,000	11,638	Annual visitation is much lower (18%), but reflective of direct catchment.
Catchment Population (within 5km)	31,023	7,700	Direct catchment is much lower (25%).
Visits per square metre	39	26	Visits per square metre are lower.
Gross receipts (income)	\$399,864	\$286,677	AHWMSC has significantly lower gross income.
Gross expenditure	\$567,841	\$335,975	AHWMSC has significantly lower gross expenditure.
Gross subsidy	- \$167,977	- \$49,298	AHWMSC is performing well above the median for gross subsidy.
Expense recovery	61%	85%	AHWMSC is performing well above the median for expense recovery.
Subsidy per visit	- \$3.87	- \$4.24	Subsidy per visit is slightly higher.
Energy costs	\$71,217	\$23,923	Energy costs are significantly lower by \$47,294, around a third of the CERM PI
Labour costs	\$315,599	\$161,859	Labour costs are significantly lower by \$153,740, (over 50%) which is a positive result

Consultants have made additional comments regarding CERMI PI benchmarking for the AHWMSC, they include:

- AHWMSC is performing well compared with similar facilities around Australia.
- Use of community's resources will ensure the AHWMSC can continue to operate efficiently.

When compared to the service of competitor pools, the AHWMSC site and its business model has considerable room for expansion. As facility upgrades are considered and facilitated, and levels of service increased, the most effective management model should also be implemented.



## 09 MANAGEMENT & OPERATING MODELS ANALYSIS | KEY FINDINGS

- The Committee of Management model is being phased out around the country.
- The current management model (Committee) is sufficient for current programming and current assets, but that model should be reviewed upon upgrades or change in programming.
- When compared to the service of competitor pools, the AHWMSC site and its business model has considerable room for expansion.
   As facility upgrades are considered and facilitated, and levels of service increased, the most effective management model should also be implemented.
- Council may need to increase the operating subsidy

#### **10 ANALYSIS**

Key analysis points from throughout this report have been compiled and are outlined below. It should be noted that while further detailed analysis is required for some items, and change and significant financial investment is also proposed, the themes and findings are clear and concise:

- The site requires significant upgrades to the facility in general, but priority should be given to:
  - o Plant room and pool plant
  - o Entry point, change rooms and first aid room
  - Pool Tiling and fittings
  - Signage
  - o An environmental sustainability lens should be given to all upgrades
- The site needs to be made more accessible, with a focus on universal design
- The AHWMSC site needs a 'Point of Difference' to be viable and competitive upon opening of the RIALC. AHWMSC should not compete with the RIALC but promote the benefits of its outdoor offerings.
- Further and ongoing investigations and analysis should be undertaken to understand the continued impact of the RIALC on the AHWMSC
- The region requires warm water for exercise, hydrotherapy, and rehabilitation. This market needs more investigation post pool heater upgrade at the AHWMSC.
- The Active Fitness and Lifestyle offerings (aquatic based) should be expanded and promoted
- The region requires activities for children and families like slides, inflatables, water play and space for celebrations and play. Investigations determined that increased investment in this project to create a bigger facility is justified.
- The AHWMSC site should capitalize on linkages with the WRG and other civic activities.
- The food and beverage offerings at the AHWMSC should be increased.
- While the current temperature policy is common place amongst facilities in similar climates, it should be further investigated in line with the installation of upgraded pool heaters.
- A review of AHWMSC's opening months and hours should be undertaken, with a particular focus on post pool heater upgrade impacts to water temperature.
- The 50-cent fee for hot water in the showers should be removed
- Admission fees at AWHMSC should be reviewed
- While the current management model is effective for the current assets and programming at the AHMSC site, a new management model be considered and implemented following site upgrades
- Despite the management model chosen for the future, Council needs to have increased involvement in the operation of the AHWMSC site

In addition to above, initial analysis has determined that an indoor facility could be viable in the AHC region, with comparisons between two potential locations (Woodside and the Stirling region) being undertaken. While a facility would be viable in both locations, Woodside could be preferred given its central location, available land, the existing facilities at the site and integration with the WRG and civic activities in the area. The Stirling area has more competition within its catchment, and there is no

obvious land available. However, considering the demographics and population density, private investment and / or partnership in Stirling could be considered. Further inalysis, including cost / benefit and a full business case should be undertaken prior to any planning for such facilities commences. These type of detailed analysis / business was not intended and has not been considered as part of this report.	
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## **SWOT Analysis - Existing AHWMSC Facility**

The information presented in this SWOT Analysis is based upon both consultant's and Council's investigations and analysis posed throughout this document.

Strengths	Opportunities
<ul> <li>Outdoor pool</li> <li>Allocation of funding to develop Splash Pad</li> <li>History</li> <li>Green space</li> <li>Physical proximity to WRG and other civic activities</li> <li>Community connection, involvement, pride and usage</li> <li>Demographics</li> <li>Central location for AHC region</li> <li>Local employment provider, particularly for youth</li> <li>Dry based activities</li> <li>Cost savings associated with Committee management model</li> </ul>	<ul> <li>Upgrades to pool heaters (and promotion of)</li> <li>Activities for children and families, including a place for parties and celebrations</li> <li>Splash Park (consider increased investment)</li> <li>Upgrades to existing facilities (cost / benefit)</li> <li>Recreation and leisure offering</li> <li>New management model with a community advisory / 'friends of' group</li> <li>Universal design / accessibility</li> <li>Improved Linkages to WRG</li> <li>Expansion of dry based activities</li> <li>Ongoing and enhanced local employment opportunities</li> <li>Other revenue generators</li> <li>Warm water for exercise, hydrotherapy and rehabilitation</li> <li>Opening months and hours</li> <li>Increase admission fees</li> <li>Environmentally sustainable upgrades</li> <li>Expand Active Fitness and Lifestyle Group offerings</li> </ul>
Weaknesses	Threats
<ul> <li>Outdoor pool (seasonal)</li> <li>Aging infrastructure and required upgrades</li> <li>Costs associated with upgrades that don't necessarily bring an increased level of service or revenue</li> <li>Traditional programming</li> <li>Lack of street frontage</li> <li>Current / existing management model that relies on a volunteer Committee</li> <li>Availability of funding</li> <li>Safety</li> <li>Accessibility</li> <li>Customer experience</li> <li>Committee management model (risk and volunteer management)</li> <li>AHC climate and the associated opening hours and temperature policy</li> <li>Physical linkages and permeability to adjacent community land uses such as Woodside Recreation Ground are poor.</li> </ul>	<ul> <li>New RIALC at Mount Barker</li> <li>Established, private learn to swim schools</li> <li>Low population density in the Woodside area</li> <li>Availability of funding</li> <li>Changes to management model</li> </ul>

## 11 ANALYSIS OF OPTIONS

Consultants have presented several options for Council to consider that factor in findings, analysis and costings to varying degrees. These options are presented in the following tables.

## **Built Options**

Considering the information presented and analysed in this report, Council staff have determined that there are several built options for the Council to consider regarding the future of the AHWMSC site and aquatics in the AHC region. It is worth noting that there is likely to be stormwater, sewer, electrical and water supply costs in addition to those listed below.

Option	Details	Considerations	Approximate Cost
Maintain AHWMSC in its current site (Short-term approach as per Creo Engineers)	<ul> <li>Maintain existing tile systems with reactive patch works.</li> </ul>	The ad-hoc nature of these works did not allow the consultant to provide a cost estimate.	Unable to be provided due to reactive nature.
Maintain AHWMSC in its current state (Long-term Approach as per Creo Engineers)	<ul> <li>Pool walls &amp; floor membrane</li> <li>Pool walls &amp; floor full tiling</li> </ul>	This option does not deliver any accessibility outcomes.  This option delivers 15-20 years useful life.	\$416,200 + Site establishment, preliminaries, etc. + Necessary / ongoing pool plant works (initial costs of \$320,000)  Costs have been provided by CREO Engineers
Demolish & replace existing pools at AHWMSC site with new (as per Creo Engineers)	<ul> <li>New 25m pool (inclusive of shell, finishes, water treatment)</li> <li>New LTS pool (inclusive of shell, finishes, water treatment)</li> <li>Plant room building and concourse replacement</li> </ul>	This option delivers two new assets, with associated useful life attributed upon completion.	\$6,000,000  Costs have been provided by CREO Engineers

New indoor 16m x 8m pool at the AHWMSC site	Also includes:  Storage Plant room First aid room Viewing area Foyer / Reception Café Office Changerooms	Some additions (like changerooms, first aid, office, café and reception) may not be necessary as they are also included in building upgrade options below. Retains existing pool at Woodside site.	\$6,500,000  (Cost provided by RLB Cost Consultants)
New indoor 16m x 8m pool in the Stirling area	Would also include:  Storage  Plant room First aid room Viewing area Foyer / Reception Café Office Changerooms	Excludes land, car parking and associated costs	A cost for this facility has not been provided by consultants but could be based upon the \$6.5 million listed above.
Small Splash Pad	As per current design	Investigations and analysis have determined that a splash pad of this size will not be as beneficial to the AHWMSC site when compared with the 'Medium' option. The size of the asset is not sufficient enough to create the 'point of difference' and does not meet needs of the target audience (families and primary school aged children).	\$400,000  (This funding is already available via \$200k from AHWMSC Committee & \$200k from AHC via LRCIP).

Medium Splash Park	Includes similar design elements to current plan with some additional features.	Investigations and analysis have determined that a splash park of this size will be of benefit to the AHWMSC site in creating that 'point of difference'. It	\$750,000  (Council would need to source at additional \$350k
	PERSPECTIVE	will also meet the needs for the target audience / demographic at the site.	to deliver this option).
Carpark and Access to AHWMSC	<ul> <li>Double bus bay</li> <li>Footpaths</li> <li>Pedestrian / vehicle shared zone</li> </ul>		\$227,650  Costs have been provided by RLB Cost Consultants
New buildings at AHWMSC	<ul> <li>Café</li> <li>Storage shed</li> <li>Plant room</li> <li>Reception area &amp; associated sheltered entrance</li> <li>Changerooms &amp; associated amenities</li> <li>Multi-purpose / community room</li> <li>First aid room</li> <li>Office / staff space</li> </ul>	This work <u>could</u> be undertaken with pool refurbishment work options but <u>must</u> be undertaken with any new pool option.  This option assumes demolition / consolidation of existing building assets at the site.  Council could consider the opportunity to develop a 'green' building.	Detailed figures have not been provided by consultants for this piece of work. However, it is estimated that works could be approx. \$2.5 million.
Landscaping + Outdoor Space at AHWMSC	<ul><li>Landscaping</li><li>Paths &amp; connections</li><li>Shade shelters</li><li>BBQ's</li></ul>		Approx. \$200,000

	Picnic seating	
Linkages with Woodside Recreation Ground	Play Space Landscaping + connection	Approx. \$750,000 (\$500,000 play space, & \$250,000 landscaping & connection)

### **Alternative / Long Term Options for Consideration**

Consultant's report that a new indoor pool, as opposed to enclosing the existing pool would be a more efficient proposal for AHC and region. A facility like this would address the identified gap of warm water for exercise, hydrotherapy, and rehabilitation. The location (Stirling area or Woodside) of such a facility in the AHC region has been explored in various sections of this report, with Woodside appearing to be a better option for Council or public investment. Stirling and its surrounds may present an opportunity for a private investment or partnership.

A facility like the Tusmore Wading Pool is another long-term option that Council could consider for the AHWMSC site, in place of the 25 metre and program pools. Such a facility carers for the demographic's recreational needs and requires significantly less investment when compared with a traditional public pool.

Finally, the Australian Defence Force's Pool at the Woodside Barracks is a notable and interesting facility and option when considering the local demographic and the need for programmable warm water. Further investigations into the ADF's appetite for programmable (not casual) community use could be explored.

While these three options (private investment in Stirling, wading pool, and use of the ADF site) may appear extreme in current context, they do address the demographic need presented in this report.

# **Operational Options**

Considering the information presented and analysed in this report, Council staff have determined that there are some operational options for the Council to consider regarding the future of the AHWMSC site.

Option	Details / Considerations
Investigations and analysis should be undertaken to understand the continued impact of the RIALC on the AHWMSC	This analysis should be ongoing.
Review existing temperature policy following upgrade of pool heaters	This review should also consider impacts of pool heater upgrade promotion.
Review of opening months and hours	This review should consider pool target markets. Consideration should also given to the impact of the pool heater upgrade.
Review of current Management Model	The current management model should be reviewed upon the upgrade of assets or change in programming. This should be undertaken to ascertain capacity of current management model to deal with any changes to the site in terms of infrastructure or programming.

## **Quick Wins**

Considering the information presented and analysed in this report, Council staff have determined that there are nine quick wins for the Council to consider for the AHWMSC site. Quick wins can be undertaken in preparation for the 2024 / 2025 season.

Quick win + details	Considerations	Approximate Cos
Increase fees for general admission, lap swimming and learn to swim lessons	Should take into consideration the removal of the shower hot water fee.	\$0
Consider purchase some large inflatables for use in the 25 metre pool		\$ TBC
Remove fee for hot water in showers	Can be covered by admission fee increase.	\$0
Any critical plant upgrades as per CREO Consultants report, including pool heaters	Can be considered in future ABP & LTFP processes.	Up to \$320,000
Removal of the old water heater		\$ TBC
Develop an Asset Management Plan for the pool site to inform future LTFP and ABP processes		Staff time
Consider increased investment (an additional \$350,000) in the Splash Park project	Council and the AHWMSC Committee have a current funding commitment of \$400,000 allocated towards a Splash Pad project. This \$400,000 commitment is made up of \$200,000 from the AHWMSC Committee and \$200,000 from AHC via the Federal Government's LRCIP program.  It is suggested that a total investment of \$750,000 would yield a splash park that would better cater for the target demographic of families and Primary School aged children.	\$750,000
Funding for the development and implementation of a new AHWMSC website and booking platform	Can be considered in future ABP & LTFP processes.	
Council assistance with AHWMSC promotion, (including promotion of new pool heaters)	Can be considered in future ABP & LTFP processes.	\$5,000 - \$10,000

Consider funding for on-site Council staff assistance	If current management model remains in place.	\$16,000
one day per week in pool pre-season, during season &		
post season.	Can be considered in future ABP & LTFP processes.	

#### 12 KEY FINDINGS & CONCLUSIONS + RECCOMENDED NEXT STEPS

Council has an important role to ensure that if the AHWMSC continues to operate, that it is safe, enhanced, and accessible, that connection to long term and loyal customers is maintained and that the appeal of the site is broadened to attract new patronage.

### Conversations, investigations and research has highlighted the following about the AHWMSC:

- It should be safe and regulatory compliant.
- Environmental sustainability must be considered.
- The needs of a both current users and future target markets should be balanced.
- The site should have an inclusive and accessible design.
- The site should be functional for targeted consumers.
- Operating expenses and complexities should be minimised.
- Broadening the appeal and increasing accessibility and functionality for customers should be a focus
- The natural surrounds should be enhanced and built features should be complementary.
- It should be a facility that the community are proud of and want to use.

#### Public aquatic facilities around Australia require significant investment

RLSA has determined 40% of public pools in Australia will reach their end of useful life in this decade and that \$8 billion will be needed to replace these pools. Their report acknowledges that Council's around the country struggle with the cost of maintaining or replacing public pools, and that many consider their closure as a result. Investigations into the AHWMSC and AHC's current position have found consistencies with RLSA's findings; if the AHWMSC should continue to operate, it will need significant investment to service the needs of the community.

#### Demographics support ongoing operation of an upgraded AHWMSC.

Investigations have highlighted that the region has sufficient population to sustain both the AHWMSC and the new RIALC, but further (and ongoing) analysis should be undertaken to understand the continued impact of the RIALC on the AHWMSC upon its opening.

Data highlights a more educated, skilled, and higher socio-economic population, a high percentage of families as well as demonstrating an older / aging, but not diverse community in the general AHC area. These community features also assist in justifying operation of a standalone district or neighbourhood classified aquatic facility, like the existing AHWMSC at Woodside. To meet these demographic needs, an aquatic facility should ideally offer:

- Warm water for exercise, hydrotherapy and rehabilitation
- · Activities for children and families like slides, water play and space for celebrations and play
- Accessible, modern, comfortable and quality spaces

Despite the demographic desire for warm water, investigations have highlighted that consumers still like accessing outdoor aquatic facilities, and that AHWMSC's point of difference could be recreation and play offerings, as opposed to traditional aquatic programming. This also supports the notion that the AHWMSC should not attempt to compete with the RIALC in its offerings (learn to swim and lap swimming for 12 months of the year).

### New / key markets

To complement the above statement, investigations emphasise that AHWMSC's key market is not regular swimmers (learn to swim, swimming club and lap swimmers). Demographics and an understanding of their current operations indicate that key future markets include 'irregular' participants like school swimming lessons, school holiday programs and those looking for recreational, play opportunities. Working with the existing Pool Committee to increase patronage in these areas will be important, as investigations depict a current patronage that is very reflective of current offerings. Marketing and promotion of pool heater upgrades may also facilitate additional patronage at the site. Consideration should also be given to providing for the consumer that is looking for warm water programs (exercise, hydrotherapy, and rehabilitation).

## Facilities require upgrades

Consultant's report that all original facilities are typical of a 1970s build but have been kept in good condition. While condition may be satisfactory, analysis suggests that there is significant opportunity for investment in modern upgrades at the site, with a particular focus on accessibility and universal design. This applies to all buildings and pools on the site. Electrical and pool plant compliance and upgrade must also be addressed in an ongoing manner.

Significant investigations and consideration should be given to the environmental sustainability of upgrades, and if Council considers investment in a 'green' building.

#### **Point of Difference**

Investigations depict the need for a 'point of difference' at the AHWMSC site to support it ongoing sustainability and to ensure that the site caters for target markets and local demographics. The outdoor nature of the site, facilities like inflatables, water play, splash parks, space for families and recreation all form part of an achievable 'point of difference' to other aquatic sites in the region.

#### Improve linkages with Woodside Recreation Ground

While the AHWMSC is located within the wider WRG and Woodside civic precinct, connection and linkages between the amenities is not particularly safe due to the location of sheds and vegetation. The pool's façade, facing to the current carpark also attributes to the disconnect and low level of visual and physical permeability between the sites. Significant improvements can be made to link these sites together.

#### **Management model and Council involvement**

The current management model provides both Council and the community with significant savings due to the volunteer labour utilised in the operations and maintenance of the site. While the Committee has done a tremendous job of operating and maintaining the site, there has been minimal Council involvement and investment, and the facility now requires significant upgrade.

The current volunteer Committee management model is increasingly being phased out within the public pool sector as it can be difficult to sustain given its reliance on volunteers. In addition, the risk associated with volunteers operating aquatic facilities is significant and Council must consider if this is a risk it is willing to accept.

#### Recommendations

When compared to the service of competitor pools, the AHWMSC site, its facilities, business model and programming has considerable room for expansion.

The following, initial recommendations should be considered:

- Increased investment in the Splash Park project
- Development of an Asset Management Plan for the AHWMSC site
- Workshop with Council Members to discuss findings and recommendations.
- Business case (depending on workshop outcome)
- LTFP and ABP considerations
- Discussions with State and Federal Government funding bodies

## **Appendix 2**

**AHWMSC** 

Technical Inspection Pool Facilities, Plant & Equipment & Building Structure Condition Assessment Report



#### creo consultants

Level 7, 176 Wellington Parade, East Melbourne, VIC, Australia 3002

Our Ref: 230019-003-R-SI-JT - Adelaide Hills Swimming Pool - Outdoor Pools Condition Audit - Rev B.docx

Contact: James Tabban

18 July 2023

Leisure Management Excellence 21 Latrobe Street BOX HILL SOUTH VIC 3128

**Attention: John Summers** 

Dear John

RE: Adelaide Hills Swimming Pool - Technical Inspection
Pool Facilities, Plant & Equipment & Building Structure Condition Assessment Report

A representative of Creo Consultants Pty Ltd inspected the Adelaide Hills Swimming Pool located at Nairne Road, Woodside, South Australia on Friday 21st April 2023. The purpose of the inspection was to assess the existing condition of the centre's outdoor 25m pool and Learn To Swim (LTS) pool and the associated filtration plant and provide advice and recommendations to assist Council with the ongoing maintenance of the facility as well as future planning in terms of refurbishment or asset replacement.

Please note that whilst the facility also includes a Toddler pool, this pool has been excluded from our assessment based on the instruction from Council given that it has been scheduled to be demolished and replaced with a stand-alone splash pad.

In addition to our inspection of the pool shells and associated fittings, finishes and filtration plant, this report also provides commentary on our general visual assessment of structural elements and concourses in the immediate vicinity of the pool and plant. We have included advice relating to what we consider to be any relevant remedial actions required.

Please click the link below to download all photographs taken on site and subsequently referenced throughout this report:

#### DOWNLOAD LINK - SITE PHOTOGRAPHS

Please be advised that this report is based on the following:

- i. A visual inspection of the centre's pools, associated filtration plant and equipment, concourse pavements and building structure only.
- ii. A delamination audit of the existing pool tiling inclusive of all floor, wall and hob tiling to establish the extent of tiling that is likely to require replacement.
- iii. Concrete core sampling (administered by Hydrilla) with said cores then sent to a laboratory for chloride and carbonation testing. Please note that results of the laboratory testing are summarised within this report with the formal laboratory results attached under separate cover available from the download link provided below:

DOWNLOAD LINK - CONCRETE TESTING LAB RESULTS

iv. Pipework pressure testing of the filtered water return wall inlet pipework that services the 25m pool to establish a base understanding of pipe integrity. Note that the central filtered water return line down the centre of the 25m pool and the LTS pool were unable to be tested due to nature of the "piped culvert" and the 20mm hole inlets positioned at regular intervals as later described within this report. The result of pressure testing of the filtered water return pipework is summarised later within this report.

Click the link below for the test results provided by Hydrilla:

#### DOWNLOAD LINK - PRESSURE & STATIC TESTING

v. Further to our earlier report, Hydrilla have carried out a hydrostatic test to the 25m pool between the 27th June 2023 and the 4th July 2023. The hydrostatic test undertaken, and associated report provided by Hydrilla indicate that the existing 25m pool concrete shell, with the internal expansion joints having been recently refurbished by Hydrilla, is generally considered to be watertight with no evidence of leakage of any significance that would warrant any further investigation or repair.

Click the link below for the test results provided by Hydrilla:

DOWNLOAD LINK - 25m POOL SHELL HYDROSTATIC TEST

Beyond the abovementioned inspection and testing works, no other intrusive or destructive testing was administered as part of our site investigation. Any other reports, documents, defects, areas of deterioration or damage not listed within this report are deemed to have been unavailable / inaccessible at the time of our inspection /assessment and subsequently have not been considered by Creo Consultants.

This report has been compiled into the following sections:

Section 1: Facility Description Section 2: Pool Concrete Shell Section 3: Pool Finishes & Fittings

Section 4: Pool Signage & Access Compliance

Section 5: Pool Water Treatment & Water Heating Plant

Section 6: Building & Pavement Structural Items

Please note the following definition of terms used within this report:

- **Ponding:** refers to water pooling in a localised area that is unable to drain away.
- Crack Damage: refers to a crack through the surface and/or depth of a masonry or concrete element.
- Spall Damage: refers to the corrosion of embedded steel reinforcement within a concrete element to a degree that has resulted in the delamination / debonding of the surrounding concrete from said reinforcement.
- hydration products such as calcium hydroxide and calcium-silicate-hydrate. The process of concrete carbonation commences at exposed surfaces immediately upon exposure to carbon dioxide contained within the atmosphere and solutions in contact with the steel reinforcement. Note that the rate at which concrete carbonates can increases as a result of poor-quality concretes, porous concretes, and surface damage that directly exposes reinforcement. As a result of carbonation, calcium carbonate is formed, and the pore solution pH (approximately 13) drops down to 9. When the depth of concrete's carbonation reaches the reinforcement, passivity is lost, and corrosion of the steel reinforcement can proceed unimpeded in the presence of moisture and oxygen. Concrete said to be carbonated has lost its ability to protect the embedded steel reinforcement from the onset of corrosion.

- Honeycombed Concrete: refers to a section of concrete that was not vibrated sufficiently during construction resulting in a section that consists largely of aggregate with a high percentage of void. Subject to the extent of honeycombing, the concrete can offer significantly less resistance to moisture penetration and subsequent spall damage and can also have a reduced structural capacity in comparison to properly formed concrete.
- **Short Term (ST):** refers to a time frame between three (3) months to six (6) months for the purpose of this report.
- Mid / Medium Term (MT): refers to a time frame between six (6) months to twelve (12) months for the purpose of this report.
- Long Term (LT): refers to a time frame between twelve months and twenty-four (24) months for the purpose of this report.

Attached to this report are the following Excel spreadsheet documents that are intended to be read in conjunction with the observations, findings and recommendations listed within this report:

- 2023-04-21 230019 Pool Filtration Plant Asset List & Condition Summary
- 2023-04-21230019 Pool Finishes Refurbishment Options Cost Estimates

The two abovementioned attachments in Excel form have been attached under separate cover.

#### Section 1: Facility Description

The facility includes the following pools:

#### Outdoor 25m Pool:

The pool is 25m x approximately 14m wide with six marked lanes and varies in depth as follows:

- 1.1m deep at the shallow end (eastern end) with a consistent grade along the length of the pool to the 3/4 length where the depth is 1.5m deep.
- 1.5m deep at 3/4 length with a steep grade over 1500mm in length to a depth of 2.1m deep.
- 2.0m deep for the remainder of the pool at the deep end (western end).

The pool shell is a reinforced concrete shell.

The pool has a full perimeter scum gutter that is concealed within the perimeter raised hob wall noting that the gutter runs continuously along each length side of the pool.

Entry into and exit out of the pool water body is via the following:

- An integrated stair entry to each side of the shallow end of the pool.
- Two stainless steel ladder climb-outs positioned approximately 1m off the deep end wall to each length side of the pool.

We are unsure as to whether the facility is equipped with a mobile sling-type hoist noting we did not sight any fixing points that would suggest a sling type hoist is available for use at the facility.

The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall. The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.

Refer to Figure 1 & 2 below for the photographs of the drained down 25m pool.





Figure 1: Outdoor 25m Pool

Figure 2: Outdoor 25m Pool

#### Outdoor Learn To Swim (LTS) Pool:

The LTS pool is located immediately north of the 25m pool and is approximately 12m long x 4.8m wide. The pool has a varying depth of 600mm at the shallow end (west end) down to 850mm at the deep end (east end).

The pool shell is a reinforced concrete shell with a raised perimeter hob.

The pool has four skimmer boxes; two positioned to each length side of the pool at equal spacing.

Entry into and exit out of the pool water body is via stair entry located in the north west corner of the pool.

The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall. The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.

Refer to Figure 2 above for the photograph of the drained down LTS pool.





Figure 3: Outdoor LTS Pool

Figure 4: Outdoor LTS Pool

#### Section 2: Pool Concrete Shells

Core sampling has been undertaken with three cores administered within the 25m pool and one core administered within the LTS pool. All four core samples were delivered to a laboratory for chloride and carbonation testing. The laboratory test results are summarised below with the lab test reports attached under separate cover as per the download link provided earlier within our report introduction.

#### Outdoor 25m Pool:

i. Note the following in relation to the three core holes administered within the 25m pool:

#### Core 1:

- o Located within the shallow end wall approximately 600mm above floor.
- Reinforcement cover measured to be 65mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.022% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition.

#### Core 2:

- o Located within the deep end wall approximately 1000mm above floor.
- Reinforcement cover measured to be 90mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.023% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition.

#### Core 3:

- o Located within the deep end floor.
- Reinforcement cover measured to be 90mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- o Chloride Content (%) m/m: 0.145% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and

0.15%. Whilst the chloride content is significantly higher in comparison to what was encountered within the pools, it is still within acceptable limits. Concrete in reasonable condition.

- ii. The internal concrete surface of the pool shell could not be visually inspected given the pool interior is fully tiled. However, there was no visual damage to the tiling system that would visually suggest there is underlying concrete damage.
- iii. The central caulked joints throughout the pool were found to be at their end of life. However, we understand that Council have already engaged Hydrilla to refurbish these joints and subsequently there is no further need for comment on the joints from a structural shell perspective.
- iv. Surface pitting was evident within the scum gutter along with localised patches of corrosion damage to what appear to be shallow embedded steel elements (likely to be bar chairs and the like used during initial construction). The ducts should be coated to better protect the concrete. Refer to Section 3 for further commentary.
- v. There is evidence of localised spall damage along the external vertical face of the hob wall along the north and south sides of the pool, and then consistent damage along the full length of the east and west end walls. The damage was identified 'acoustically' during our delamination survey which suggests the degree to which the internal reinforcement exhibits corrosion damage is 'treatable'. Whilst the damage observed does not warrant immediate repair, if left unattended in the long-term, damage to these vertical hob faces will worsen.
- vi. The pool shell's water tightness has been confirmed by the recent hydrostatic water test. With the recently completed refurbishment of the existing caulked construction / expansion joints throughout the pool shell, the testing completed by Hydrilla indicates that the pool shell is water tight

From the above investigation works, we are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. We estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.



Figure 5: 25m Pool Floor Core 1



Figure 6: 25m Pool Wall Core 3

#### Outdoor LTS Pool:

i. Note the following in relation to the core holes administered within the LTS pool:

#### Core 1:

- o Located within the shallow end floor in the south west corner.
- The core penetrated through the pool slab confirming the base slab thickness is 150mm.
- Reinforcement cover measured to be 80mm which suggests the reinforcement is a central layer of reinforcement bar placed at regular centres in both directions (typical of pool construction of this age).
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.088% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition
- ii. The internal concrete surface of the pool shell could not be visually inspected given the pool interior is fully tiled. However, there was no visual damage to the tiling system that would visually suggest there is underlying concrete damage.
- iii. There is evidence of localised spall damage along the external vertical face of the hob wall (to a much lesser extent to that of the 25m pool). The damage was identified 'acoustically' during our delamination survey which suggests the degree to which the internal reinforcement exhibits corrosion damage is 'treatable'. Whilst the damage observed does not warrant immediate repair, if left unattended in the long-term, damage to these vertical hob faces will worsen.
- iv. The pool shell's water tightness will be established in the coming weeks with the undertaking of a hydrostatic water test.

From the above investigation works, we are of the opinion that the LTS pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. We estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.

At the time of our inspection, the condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.

It is difficult to establish an exact remaining operational life of the concrete pool shells and the operational life ranges listed above are based on our professional experience and evaluation of the investigation findings. To summaries, we are of the professional opinion that the pool shell structures are in a reasonable condition and estimate their feasible operational life to be anywhere between 15 years to 20 years subject to the extent of works discussed within Section 3 of this report.

Were the pool internal finishes to be refurbished, to achieve the best outcome for the longevity of the existing pool shells, the provision of a membrane system applied to the internal surfaces of the pool, as well as the internal surfaces of the 25m pool scum gutter may significantly extend the possible operational life of the shell.

#### Section 3: Pool Finishes & Fittings

#### Outdoor 25m Pool:

- i. The pool internal surfaces, other than the scum gutter, are fully tiled as follows:
  - Pool Floor: ceramic mosaic tiling which consists of a randomised patterned mix of a 20mm x 20mm blue tile, 40mm x 20mm beige tile, and a 40mm x 40mm grey tile. These tiles have a degree of non-slip / anti-skid. The lane centrelines are identified by the use of a 20mm x 20mm ceramic dark-grey mosaic tile.
  - Side (Length) Walls: 110mm x 110mm ceramic white full body gloss tile from the pool floor up to 150mm below the scum gutter edge, with the upper 150mm band immediately below the scum gutter edge is a 50mm x 50mm light blue mosaic, and then the single row above the gutter opening is a cut tile of the main white full body tile.
  - End (Width) Walls: 110mm x 110mm white full body gloss tile from the pool floor up to 150mm below the scum gutter edge height (noting there is no gutter along the end walls), with the upper portion of the wall then being a 50mm x 50mm light blue mosaic. There is a 750mm x 750mm square lane centre / turn indicator panel of tiling that consists of a mid-blue 20mm x 20mm ceramic mosaic.
  - Top of Hob: 110mm x 50mm ceramic ribbed light-grey rounded nosing tile along the inner and outer edge with a 50mm x 50mm ceramic light blue mosaic tile in between the two edging tile lines. Where patches of these centre mosaic tiles have delaminated / failed, the 110mm x 110mm white full body gloss tile has been applied to patch the failed area.









Figure 7: 25m Pool Floor

Figure 8: 25m Pool Side Walls

Figure 9: 25m Pool End Wall

Figure 10: 25m Pool Hob

- ii. The pool floor tiling was found to be in reasonable condition across the full extent of the floor. There was one area of tiling located in lane 6 at the halfway mark approximately 500mm x 500mm in area where the mosaic tiling had been replaced. Immediate adjoining this patch, our delamination audit of the tiling system identified a further 500mm x 500mm patch of the mosaic tile that has delaminated from the substrate concrete (i.e. the tiling has failed in this location). There were also very localised areas of damage to the mosaics along each of the three expansion joints located at approximately quarter length points.
- iii. The pool wall tiling is considered to have reached its end of life evident by the extent of failures identified by our delamination audit as well as what was originally the light blue mosaic applied to the upper wall perimeter that has bleached (i.e. the chlorinated water has attacked the tile's colour pigments) leaving the tile a yellow colour. The following approximated total areas were identified to exhibit tile delamination (failure):

- Western End Wall (Shallow End): approximate total of 3.5m<sup>2</sup>.
- South Side Wall: approximate total of 8m<sup>2</sup>.
- Eastern End Wall (Deep End): approximate total of 6.5m<sup>2</sup>.
- North Side Wall: approximate total of 7m<sup>2</sup>.
- iv. The pool wall hob top tiling is considered to have reached its end of life evident by more than 50% of the top of hob tiling exhibiting delamination (failure).
- v. We raise concern in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. This tiling should provide a P5 / R12 / Load Group 'C' slip resistivity from a current day compliance perspective.
- vi. There is no applied coating or finish to the inside faces of the scum gutter. The gutter should be coated to protect the concrete substrate.





Figure 11: 25m Pool North Scum Gutter

Figure 12: 25m Pool South Scum Gutter

vii. The stainless-steel stair handrails were found to be in satisfactory condition.

However, the projections of the rails present a non-conformance, refer to Section 4 of this report relating to access compliance.

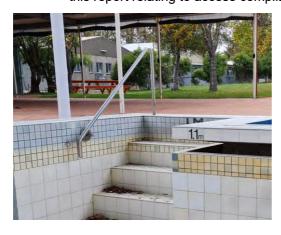




Figure 13: 25m Pool Stair Handrail

Figure 14: 25m Pool Climb-out Ladder

viii. The stainless-steel climb-out ladders were found to be in satisfactory condition. However, with the ladder projecting down into the water body, the current arrangement presents an entrapment and entanglement risk. We are of the opinion that these climb-out ladders should be fitted with compliant side plates to reduce the entrapment and entanglement risks.

#### Outdoor LTS Pool:

- i. The pool internal surfaces, other than the scum gutter, are fully tiled as follows:
  - Pool Floor: ceramic mosaic tiling which consists of a randomised patterned mix of a 20mm x 20mm blue tile, 40mm x 20mm beige tile, and a 40mm x 40mm grey tile. These tiles have a degree of non-slip / anti-skid. The lane centrelines are identified by the use of a 20mm x 20mm ceramic dark-grey mosaic tile. These tiles wrap up the radius of the pool floor up the wall, nominally from 100mm above the pool floor at the shallow end to 400mm at the deep end.
  - Pool Walls: Two rows of 110mm x 110mm ceramic white full body gloss tiles along the bottom of the wall, with two rows of 110mm x 110mm ceramic light blue full body gloss tiles above the white tiles.
  - Top of Hob: 110mm x 50mm ceramic ribbed light-grey rounded nosing tile along the inner and outer edge with a same ceramic mosaic randomised patterned tile mix to that of the floor in between the two edging tile lines.



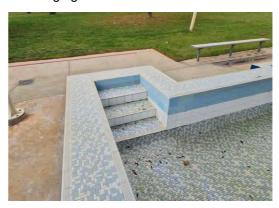


Figure 15: LTS Pool Tiling

Figure 16: LTS Pool Tiling

- ii. The internal pool tiles were generally found to be in a satisfactory condition with their being only two notable items; the requirement to regrout the interface between the white wall tiles and the mosaic tile that wraps up the radius of the floor to wall interface, and the crack damage that extends through the hob down to upper portion of the wall along the north side of the pool in the vicinity of the stair entry.
- iii. Only the northern side of the tiling to the top of the hob wall exhibited delamination / failure with a 1,000mm length of hob tiling toward the deep found to have delaminated, and a 2,000mm length of hob tiling at the shallow end in the immediate vicinity of the stair entry. The shallow end damage also suggests failure of the underlying render / grout bedding upon which the tiles have been placed.
- iv. We raise concern in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. Whilst the mosaic tile provides a high slip-resistance surface in comparison to the 25m pool hob tiling, the current provisions will not satisfy the P5 / R12 / Load Group 'C' slip resistivity requirement from a current day compliance perspective.
- v. There were no other fittings or fixtures within the pool noting that the entry stair did not have any handrail provisions (refer to Section 4 of this report relating to access compliance for further commentary).

Council have several options available for consideration with respect to the repair and/or broader refurbishment of the pool tiling systems and associated finishes and fittings for both pools as follows:

#### Option 1 – Short-Term Approach

Maintain the existing tiling systems with Council needing to access and accept the risk profile associated with the existing tiling system. Administer localised patch works on a reactive basis to address what we anticipate on-going localised patch failures of the existing applied tiling system.

The ad-hoc and reactive nature of these works is such that we are unable to provide any cost estimates.

#### Option 2 – Mid-Term Approach

Were the expected operational life of the facility to be between 5 years to 10 years at which stage the outdoor pool assets would be replaced in their entirety, we would suggest the following scope of works:

- i. Decommission the filtration and heating plant and drain down both pools.
- ii. For the 25m pool, remove all wall tiling including all tiling to the top of the hob as well as the entry stairs (i.e. the going and riser tiling for each stair).
- iii. For the LTS pool, remove all wall tiling to the top edge of the mosaic tile that extends up the radius of the pool floor (i.e. the mosaic floor tiles remain), Also remove the top of hob tiling noting that the contractor shall salvage the a minimum 2m² of the hob mosaics tiling to enable sections to be cleaned and reapplied to localised sections of floor tiling within the 25m pool that exhibit damage / failure.
- iv. Upon completion of the removal of the extent of existing tiling, it may be necessary to remove the applied render back to base substrate concrete and reapply a new render skim coat in preparation for the tiling installation works. Note that these works shall extent over the perimeter hob walls.
- v. Administer an high-pressure wash of the mosaic floor tiling that is to remain in an attempt to remove lose grout.
- vi. Administer any necessary repairs to areas of the pool shell that has been subjected to spall damage or where any existing crack damage warrants repair.
- vii. Apply a new cementitious render to all internal surfaces of the pool if required. This applied render system must be appropriately specified with consideration to suitability and adaptability to the applied membrane and tile adhesive systems.
- viii. Refurbish the existing construction joints.
- ix. Coat the 25m pool scum gutters with a suitably specified cementitious coating system. Note that this shall extent to the underside of the hob overhang such that all surfaces within the gutter are coated.
- x. Fully tile the pool walls, entry stairs, and the top of hob using suitably selected commercial pool tiles. Note that an appropriately specified tiling system must be installed by a suitably qualified and experienced contractor.
- xi. Regrout the pool floor tiling systems using a suitably specified epoxy tiling grout.
- xii. Provide new stainless steel stair handrails that comply with the relevant standards as much as practicable as determined by the engaged consultant responsible for the tiling documentation package, install new lane anchors and all other fixings and fixtures as may be requested by Council.

xiii. Recommission the pool noting that the filling of the pool, introduction of chemicals and reheating of the water shall be administered in accordance with the requirements of AS 3958.1: Ceramic Tiles Part 1: Guide to the Installation of Ceramic Tiles.

Please refer to the detailed cost plan prepared by Creo Consultants attached under separate cover, reference Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates

Option 3 – Long-Term Approach

Were the expected operational life of the facility to be between 10 years to 20 years, we would suggest the following scope of works:

- i. Decommission the filtration and heating plant and drain down both pools.
- ii. Fully remove all pool internal and top of hob tiling systems across both pools.
- iii. Administer any necessary repairs to areas of the pool shell that has been subjected to spall damage or where any existing crack damage warrants repair.
- iv. Apply a new cementitious render to all internal surfaces of the pool if required. This applied render system must be appropriately specified with consideration to suitability and adaptability to the applied membrane and tile adhesive systems.
- v. Refurbish the existing construction joints including the provision of joint bandaging to accommodate the below recommended membrane works.
- vi. Application of an appropriately specified waterproof membrane system to all internal surfaced on the pool (including the internal surfaces of the 25m scum gutter). Note that selected membrane must be fit for purpose and be installed by a suitably qualified and experienced contractor who will provide a minimum 10-year warranty on the product, materials and performance of the applied membrane. Note that the purpose of this membrane is to prolong the life concrete shell only.
- vii. Fully tile the pool (walls and floors) using suitably selected commercial pool tiles.

  Note that an appropriately specified tiling system that is installed by a suitably qualified and experienced contractor will be provided with a product, materials and performance warranty of 10 years. Do not accept any lesser warranty.
- viii. Provide new stainless steel stair handrails that comply with the relevant standards as much as practicable as determined by the engaged consultant responsible for the tiling documentation package, install new lane anchors and all other fixings and fixtures as may be requested by Council.
- ix. Recommission the pool noting that the filling of the pool, introduction of chemicals and reheating of the water shall be administered in accordance with the requirements of AS 3958.1: Ceramic Tiles Part 1: Guide to the Installation of Ceramic Tiles.

Please refer to the detailed cost plan prepared by Creo Consultants attached under separate cover, reference Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates

To assist Council in their assessment of the presented options, within the referenced costings spreadsheet, we have listed the estimated cost to construct a new outdoor 25m pool and LTS pool of equivalent size on the basis that this work would include a wet deck edge type pool, an accessible ramp to the 25m pool, and new filtration plant and pipework to accommodate the separation of the water treatment systems for each pool (i.e. each pool would have its own water treatment system).

#### Section 4: Pool Signage & Access Compliance

#### Outdoor 25m Pool:

The current access into and out of the pool water body is via the following:

i. Two stair entry points locate to each side of the shallow end of the of pool. The riser heights of the stairs were measured to be approximately 215mm noting the maximum riser height to achieve compliance with the NCC 2019 – Building Code of Australia (BCA) and AS 1428.1 – Design for Access and Mobility is 190mm.

Each stair has a single stainless steel handrail that terminates at the inner top edge of the hob wall and only projects down to the second last step. The handrail provisions do not comply with the requirements of *NCC 2019 – BCA* and *AS 1428.1 – Design for Access and Mobility* in terms of their being only one rail to one side of the stair in lieu of a rail to both sides, as well as the projection of the rail to the top and bottom landings of the stair.

The age of the pool predates the relevant current standards and it is not uncommon for pools of this age to have stair entries that do not comply with current day standards. Council is under no obligation to modify the stair entry to achieve compliance and whilst we would not consider it appropriate to modify the riser heights, we would recommend the following in relation to the handrail provisions:

- Replace the existing stair handrail to each stair with a new rail that projects as
  described below noting that we do not recommend a rail to each side of the stair
  as this will obstruct and further reduce what is already a relatively narrow stair
  width:
  - 1. Top of stair: handrail to project over and across the top of the hob wall.
  - Bottom of stair: handrail to extend and terminate in line with the bottom step noting that projecting the rail beyond the bottom step will interfere with the swimming lane and introduce a collision and entanglement risk for lap swimmers.
- i. Two (2) ladder climb-outs that extend into the water body located to each side of the pool at the deep end. With the ladder projecting into the water body, the gab between the ladder and the pool wall presents and entrapment and entanglement risk. We recommend that the ladders be side plated with the plate either being a PVC based plastic or a folded 316 stainless steel plate positioned to ensure that gaps between the pool wall and the new plating are kept to 8mm to satisfy entrapment compliance requirements.
- ii. Under the current requirements of the NCC 2019 (BCA), pools with a perimeter of more than 70m require the provision of an access ramp compliant with AS 1428.1 or a platform type lift / hoist such as a Pool Pod.
  - Whilst there is no mandatory requirement to bring predating existing facilities up to current day standards, access to the 25m pool is limited and is not considered to be DDA compliant.
  - As a minimum, Council should consider the provision of a mobile sling type hoist such as the Pelican Pool Hoist or equivalent.
- iii. The perimeter hob is considered to be an obstruction from an ease of entry into and exit out of the pool perspective. Furthermore, it will also form an obstruction in the event of any need to administer a rescue of a drowning or troubled swimmer, especially is said rescue is a spinal board rescue.

- iv. The pool depth markers and warning signage provisions were found to be acceptable on the basis that depth and warning signage could be sighted from both external to the water body and within the water body noting the following:
  - There are tile depth markers provided to the length sides of the pool at regular intervals along the length, positioned above the water line along the tile line above the scum gutter opening.
  - There is warning advisory signage applied to the external vertical face of the hob wall at the shallow end, deep end, and the side walls at mid length.
  - There is placard signage mounted in the immediate vicinity and within clear visual distance of the water body that defines water depth and warning advice such as shallow water, no diving etc.
  - internal perimeter re is a lack of appropriate warning and depth marker signage provided around the pool noting that the only several depth markers provided into the internal face of the hob wall. Of particular concern is the fact that the pool's deep end is 3m deep. Depth marker and advisory / warning signage needs to be visible from both within the water body and external to the water body.

Note that were Council to consider a broader DDA upgrade for the 25m pool, rather than attempting to cut a ramp into the existing pool shell and modify the perimeter wall to a wet deck edge, it would be more feasible to replace the existing pool with a brand new 25m pool.

Please refer to the Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates for a budget estimate for the demolition of the existing and construction of a new 25m pool inclusive of all water treatment systems, pipework, finishes and fittings.

#### Outdoor LTS Pool:

The current access into and out of the pool water body is via the following:

- ii. A stair entry located at the shallow end along the northern length of the pool.
  - Unlike the 25m pool, the stair riser heights for the LTS pool were approximately 150mm and are considered to be compliant. However, there is no handrail provided to the stair entry.
    - The narrow width of the stair is such that the attempted provision of a handrail would obstruct use of the stair. As such, Council will need to assess the risks associated with the stair entry, with consideration to any noted incidents at the centre to inform a decision on whether a rail shall be provided.
- v. There is a lack of appropriate warning and depth marker signage provided around the pool. The existing provisions are as follows:
  - There are tile depth markers provided at the shallow end and deep end of the pool along the top inner side of the perimeter hob wall.
  - There are painted depth indicators on the concrete concourse to each side of the pool (i.e. south side and north side) at the shallow end and deep end.
  - There is warning advisory signage applied to the external vertical face of the hob wall at the shallow end, deep end, and the side walls at mid length.
  - There is a single placard sign mounted above the water body off one of the shade structures at mid length of the pool that defines water depth and warning advice such as shallow water, no diving etc.

We recommend the following additional provisions:

 A placard sign mounted at the shallow end and deep end of the pool, ideally to the shade sale post on the north side, that defines water depth and warning advice such as shallow water, no diving etc.

#### Section 5: Pool Water Treatment & Water Heating Plant

The 25m pool and the LTS pool share a common water treatment and water heating plant system.

Note that were Council to consider the separation of the water treatment plant and hydraulic pipework such that each pool would be provided with an independent system, as a starting point such works would require detailed design and documentation of the modification to the pools by a suitably qualified and experienced aquatic engineering consultant. However, as a minimum, we would anticipate the following works to be required:

- New soiled water collection pit to service the LTS pool.
- New water filtration and treatment plant dedicated to the LTS pool.
- New plantroom building extension to house the new filtration plant and equipment.
- Likely site electrical upgrade to accommodate the additional power draw from the new filtration plant and equipment
- All new pipework between plant, LTS pool and new LTS soiled water pit.
- Works to the LTS pool concrete shall to make the existing return line down the centre of the LTS pool redundant, inclusive of capping, sealing and then filling the pipe with concrete to protect against leakage from the pool.

For further information, please refer to the Excel spreadsheet 2023-04-21 230019 – Pool Filtration Plant Asset List & Condition Summary.

The water treatment system for the 25m pool and LTS pool is summarised as follows:

- Water is skimmed off the 25m pool surface along the length sides of the pool into the scum gutter that runs full length of the pool to a single drain point at the deep end at each duct.
- Water flows from the duct outlet pipe into the soiled water collection pit located within the pool plantroom (below the grated floor system).
- Water is drawn out of the pool from 4 skimmer boxes noting that these skimmers do not have a weir wall that would enable skimming action and as such are better described as water take-off boxes.
- Water flows from each take-off box into the soiled water collection pit located within the pool plantroom (below the grated floor system).
- Water is drawn into the water treatment system via two end-suction pumps through an in-line pot strainer.
- Each pump then circulates soiled water through into a bank of two sand filters (i.e. each pump services two filter units).
- Water from each bank of filters is them combined into a single filtered water return line suspended from the plant room roof framing.
- A side stream pipe takes water from this main line and circulates water through the external electric heat pumps. Heated water from Heat Pump 1 is delivered back into the filtered water return line within the main plant room. Heated water from Heat Pump 2 is delivered back into the 25m pool's specific filtered water return line below the plant floor (within the soiled water pit area).

- The filtered water return is then dosed as follows:
  - Dose point 1 sulfuric acid (auto-dose)
  - Does point 2 sodium bicarbonate (manual-dose)
  - Does point 3 sulfuric acid (auto-dose)
  - Dose point 4 sodium hypochlorite (liquid chlorine)
- The pipework then splits into two lines to separate the main plant room filtered water return line into a 25m line, and a LTS and toddler pool line. Note that the toddler pool is scheduled for demolition so we have ignored the spilt in filtered water between the LTS and Toddler pool.
- The 25m filtered water return line then splits into two separate lines as follows:
  - Northern and southern wall returns servicing 14 No. Waterco eyeball inlets to each side (28 No. total) noting that flow is unlikely to be balanced along this filtered water return line resulting in the inlets toward the deeper end receiving a higher flow in comparison to the shallow end returns.
  - Central floor duct / pipe embedded within the base slab with 35 No. 20mm diameter inlets evenly spaced along the length of the pool at the centre line (across the width).
- The LTS filtered water return line flows into a central floor duct / pipe embedded within the base slab with 23 No. 20mm diameter inlets evenly spaced along the length of the pool at the centre line (across the width).

Note the following commentary relating to the various elements of the filtration plant that service the pools:

#### Filters:

The filters are four (4) Waterco Sidemount Sand Filters model SM1600. The filter bank provides a combined filter area of 8.04m<sup>2</sup> with the units configured each pool circulation pump services two filters.

The filter vessels were found to be in a satisfactory condition.

If we apply the operational guidelines specified in the *Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013)*, the filter area is considered to be compliant to achieve the minimum turn-over rate of 6 hours.

However, please note that in our professional opinion, the SA guidelines do not align with what is generally considered industry best practice. The WA water quality guidelines are more aligned to 'best practice' and were we to apply the WA guidelines to this facility, a 2 hour turnover rate would be considered more appropriate for a combined plant servicing a 25m pool and LTS pool.

When applying this increased turnover rate, the existing filter bank is still considered to be suitable, although, at the upper limit of what we consider to the appropriate and compliant filtering rate.

See below further commentary relating to the best practice compliance of other elements of the water treatment plant.

It is also important to note that from discussion with operations staff, we understand that the sand filtration generally operates without issue and generally maintains 'reasonable' water quality.





Figure 17: Filters 1 & 2 (Bank 1)

Figure 18: Filters 3 & 4 (Bank 2)

#### Filter Backwash Holding Tank:

There are two filtration backwash holding tank located external to the main pool plant room. However, the current backwash holding tanks are not equipped with a gravity discharge to direct backwash water to sewer. Instead, the two tanks are fitted to a pump suction line that draws backwash water for manually activated surface irrigation purposes. Whilst the pump suction line is fitted with a UV disinfection system, UV disinfected pool backwash water will not comply with the water quality standards for water permitted to be used for open air / surface irrigation.

We are of the opinion that Council need to undertake appropriate investigations and subsequently implement a solution to provide a compliant backwash holding tanks discharge point for the backwash water or upgrade the treatment of this water if it is intended to be utilised for irrigation purposes.

At the time of our inspection the backwash tanks were found to be in a satisfactory condition.

Generally, backwash should be directed to sewer at a controlled rate to avoid flooding the site's sewer infrastructure. This controlled rate is generally 3 to 5 litres/second.



Figure 19: Backwash Holding Tanks



Figure 20: Backwash UV Treatment



Figure 21: Backwash Irrigation Pump

#### Pool Circulation Pumps:

The pool water is circulated through the system be two (2) fixed speed end suction pumps. Whilst pump 1 did not have a legible identification plate, we were able to determine the following from pump 2:

Pump Manufacturer: Harland Pumps South Australia

Pump Model: VRB 4/4 end suction pumps
Pump Motor Manufacturer: Brook Crompton

Pump Motor Model: W0DA132MB Pump Motor Power: 7.5kW @ 50Hz Original Pump Capacity: 35 litres/second (as extracted from manufacturer's pump curves)

Likely Pump Capacity: 20 litres/second (taking into consideration pump condition and age).

The pumps are configured such that each pump draws water directly out of the soiled water collection pit, through a pot strainer and then pushed through in to two separate filter banks (i.e. one pump services two filters). The soiled water pipework is configured to 'balance flows' from the pump through each of the filter vessels as much as practicable.

Visually, Pump 1 (that services filter bank 1) appears to be in a below average condition noting the following observations:

- i. There is general surface corrosion and staining across the pump casing and motor casing.
- ii. It is understood that the pumps were rebuilt by Harald Engineering in 2006.
- iii. The age of the pump indicates that the pump is approaching its end of life.

Pump 2 (that services filter bank 2) exhibits similar condition to that of Pump 1 corrosion levels.

Despite the visual condition, from discussions with the facility operator, we understand that the pumps maintain sufficient duty to circulate pool water and maintain water quality as well as adequately backwash the filters.

From a turnover flow rate compliance perspective, the *Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013)* requires a combined pump flow rate of 23 litres/second to achieve the 6 hour turnover for the combined 25m and LTS water volume of approximate 490m<sup>3</sup>.

If we apply the WA guidelines (best practice), the required combined flow rate to turnover the pools in 2 hours amounts to 68 litres/second and the existing pumps in their current condition are unlikely to achieve this flow rate.

We would recommend that Council consider the long-term replacement of the pumps.



Figure 22: Circ Pump 1



Figure 23: Circ Pump 2

#### Pool Primary Sanitiser:

The pool water treatment system utilises bulk delivered Sodium Hypochlorite stored in what we estimate to be a 3000 litre single walled tank that is positioned within a bunded area for the primary sanitiser. Note the following:

- i. The bund provisions are not considered to be compliant with respect to the storage volume of the bund, there is no tanking provisions across the bund's concrete surface, there are several services penetrating through the bund raised hob / floor, and the positioning of the tank within the bund being in an elevated position such that a high-level tank leak could disperse sodium hypochlorite beyond the bund perimeter.
- ii. The storage bund area should be better protected from an access perspective to prevent unauthorised access to the tank.
- iii. There is no vehicular delivery bund to facilitate the safe and compliant truck-based delivery of sodium hypochlorite.

Sodium hypochlorite is drawn directly from the bulk storage tank via Acromet Model 2000-00.5 chemical dosing pump located within the main pool plantroom. The dosing pump exhibits considerable surface corrosion to both the pump housing and the motor housing. The dosing pumps bleed line feeds into an open 'unbunded' tank with an approximate volume of 40 litres.

This tank is within immediate vicinity of pool acid carboys noting that the separation between these two chemicals should be a minimum of 3m.







Figure 24: Hypo Tank & Bund

Figure 25: Hypo Delivery Area

Figure 26: Hypo Dosing Pump

#### Pool pH Control:

The pool water treatment system utilises sulfuric acid ('low fume pool acid') drawn from 20L carboys automatically dosed to control water pH by the pool chem controller. The carboys are placed on spill containment pallets.

The acid is drawn from two separate carboys via a Kemfeed dual dosing pump unit which despite minor surface corrosion to the outer box / casing, was found to be in satisfactory condition.

As noted above, the acid must be separated from the liquid chlorine

There is also a sodium bicarbonate dilution day tank and associated Acromet Model 2000-00.5 chemical dosing pump. It is understood that this system is manually activated to enable the raising of pool pH.

In addition to this, as is evident by the chemical storage area, the following chemicals are manually applied:

- i. Calcium Chloride to increase water alkalinity to balance pH
- ii. Sodium Bisulphate to lower alkalinity to balance pH

- iii. Aluminium Sulphate which is commonly used as a flocculant to improved water clarity via the filtration
- iv. Potassium Monopersulfate used as a shock chemical in lieu of higher shock chlorine dosing.

It is recommended that low height dividing walls be provided to the dry chem storage area within the plant room to minimise the risk of the wrong bag of dry chem being used for the wrong purpose (i.e. the operator may accidently grab the wrong bag). The clear separation of chemicals will reduce this risk of the wrong chemical being utilised by mistake for the wrong purpose.



Figure 27: Sulfuric Acid Dosing Pumps & Carboys



Figure 28: Sodium Bicarb Dilution Tank & Dosing Pump

#### Pool Chemical Control:

The pool water chemistry is automatically controlled through a Evoqua / Wallace & Tiernan Depolox Pool Compact chemical dosing and sampling control unit.

At the time of our inspection, the chemical controller was in an good condition noting it is a relatively new controller.

The injection points are located in the main filtered water return line.



Figure 29: Chem Controller



Figure 30: Dosing Points into Filtered Water Line

#### Pool Make-up Water:

The pool make up water is located in the south east corner of the pool plant room with the manually operated feed positioned in the top corner of the soiled water pit..

Council may wish to consider automating the make-up water with the inclusion of an automated valve controlled by level sensors positioned within the soiled water pit.



Figure 31: Make Up Water Location



Figure 32: Make Up Water Location

#### Pool Water Heating:

The pool water primary heating is administered by two electric heat pumps as follows:

#### i. Heat Pump 1:

AstralPool Australia model 98kW Commercial providing a rated heating capacity of 95kW.

Water is taken via a side stream off the filtered water return line immediately after filtration and prior to chemical dosing via a 150mm line. The 150mm line then splits to a 100mm line into Heat Pump 1 and a 50mm line into Heat pump 2.

The flow return line from Heat Pump 1 connects directly into main filtered water return pipework prior to dosing such that this unit provides heated water to all pools.

#### ii. Heat Pump 2:

AstralPool Australia model 55kW Commercial providing a rated heating capacity of 55kW.

Water is taken via a side stream off the filtered water return line immediately after filtration and prior to chemical dosing via a 150mm line. The 150mm line then splits to a 100mm line into Heat Pump 1 and a 50mm line into Heat pump 2.

The flow return line from Heat Pump 2 connects directly into the 25m pool's filtered water return line after the main filtered water return line splits between the 25m pool and LTS pool (i.e. Heat Pump 2 acts as a booster heater and only provides heated water directly into the 25m pool).

Based on our preliminary review of the heat plant, the two units are undersized to adequately service the both the outdoor 25m pool and LTS pool. As a combined water volume of approximately 490m³ and assuming a water set temperature of 27 degrees Celsius, we estimate the pools to require the following:

- i. Initial Rated Heat-up Load: 270kW based upon a 72 hour heat up duration.
- ii. Summer Operational Rated Heat Load: 184kW with covers in use overnight to both pools.
- iii. Winter Operational Rated Heat Load: 250kW with covers in use overnight to both pools. Note that we understand the facility is a seasonal facility so inly open during the summer months, the current climate conditions are such that it is not uncommon

for cooler more 'winter-like' temperatures to be experienced during the pools operational months.

Note that the above heating requirements are estimates only and were a new system to be provided or the existing system upgraded a detailed design assessment would need to be administered to determine more accurate heating requirements.

From discussions with the facility operator on site, we understand that our assessment of the heating system is consistent with the reality of what is experienced on site with the heat pumps unable to maintain pool water temperatures during the cooler periods over the open season.

In relation to the condition of the units, at the time of inspection and whilst the units were not operational, the heat pumps visually appeared to be in a reasonable condition. However, these units should be regularly serviced, annually at the absolute minimum. Subject to the date of last service, it would be prudent for Council to arrange for the units to be inspected and serviced by a qualified heat pump technician.

The controls for the heaters inclusive of the main electrical supply switch and the secondary breaker switches were not housed within a compliant electrical board and were simply mounted to a an open accessible panel mounted to a wall within the plant room. We recommend that Council commission the upgrade of these controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.

Council raised the question relating to the use of solar heating to support the existing heat plant. However, solar heating will not adequately service the heating needs of the pool system and will offer no benefit to deal with temperature loss during the early morning, evening and night periods. The fundamental issue is that the existing heat pumps are undersized and are unable to maintain heat in the pool during the colder days of the summer season. If Council are wanting to properly address this matter, the only viable option is to:

- 1. Increase heating capacity of the system through the addition of new heat pumps.
- Modify the heated water supply to the LTS pool noting that the LTS pool only
  receives a side stream from the main 25m filtered water return which is only serviced
  by one of the heating units (noting the second unit is plumbed directly into the 25m
  filtered water return line after the split with the LTS return line).

From a cost minimisation perspective, we would suggest that the centre operator ensures that they roll out the pool thermal covers every night and whenever the pool is not in use to minimise heat loss. In addition, access to the heating system should be provided to the water bodies on a 24/7 basis. Council should investigate whether the heating is programmed to shutdown at night and if so, the heat plant should be reprogrammed to run continuously in order to maintain a heated water supply during the evening and night period.



Figure 33: Electric Heat Pumps



Figure 34: Electric Heat Pumps



Figure 35: Heat Pump Controls

#### Pool Pipework:

The filtration pipework within the plantroom is generally in reasonable condition. However, we note the following:

- i. Whilst there is some labelling to pipework, we are of the opinion that it is insufficient were a new operator or technician unfamiliar with the water treatment plant to administer any works. It would be appropriate to provide additional labelling of all pipework including the soiled water runs, filtered water returns, backwash pipework, the heated water side stream flow and return pipework, the main filtered water return pipework where the system splits to the separate pools noting these pipes are only labelled in black texter and the chemical dosing lines throughout the plant room as well as externally (i.e. between the bulk storage hypo tank and the plant).
- ii. Whilst the pipework valves are numbered and labelled accordingly, an operations and maintenance manual should be prepared to define the purpose of each valve and its relevant operation.
- iii. The filter harness base uni-strut post supports are heavily corroded and are in need of replacement.
- iv. The main lengths of filtered water return pipework within the main plant area are slung from the timber roof framing structure using galvanised steel strap bracing.
   This is not considered to be appropriate noting it provides to 'shunt resistance' longitudinally along the pipe.
- v. Hypo and acid dosing lines whilst generally placed within conduit fixed to the timber roof framing, should be provided with spill trays to prevent any chemical leak from falling onto someone working within the plantroom immediate below the dosing lines.
- vi. We would recommend that the pipework and associated plant be subjected to a general clean and wipe down to remove all dirt, debris, and trace chemical build-up at least annually. Note that such activities will slow the rate of deterioration of any metal surfaces such as the pump casings. The general clean should be extended to all areas of the plantroom and should include the disposal of any empty chemical containers (understanding that the centre utilises cleaned empty carboys as hold down weights pool covers).
- vii. As noted earlier, pressure testing was administered to the 25m pool filtered water return wall inlet pipework was pressure testing. The line was tested to 50kPa over an 80 minute duration. A pressure drop of 3kPa was recorded over this duration noting that pipe pressure testing standards generally limit the allowable pressure drop in a pipe to 3kPa over the test duration. Subsequently, the recorded drop is considered to have complied with the relevant pressure testing standards and suggests that this length of filtered water wall return pipework within the 25m pool is in a satisfactory condition.

#### Plantroom Electrical Sub-Board:

We recommend that a qualified electrician be engaged by Council to administer a compliance inspection of the plantroom electrical sub-board. The existing board is generally kept open with a written site across the door panel stating, 'Please leave door ajar'.

We recommend that consideration be given to upgrading the board to ensure compliance with AS3000 and AS/NZS 61439.



Figure 36: Plantroom Elec Sub-Board



Figure 37: Plantroom Elec Sub-Board

#### Section 6: Building & Pavement Structural Items

Whilst our scope of service was to focus on the pools and associated water treatment plant, equipment and pipework, the following items were noted on site as requiring remedial and/or replacement works based on the structural conditions:

- Consideration needs to be given to the replacement of the plantroom floor grating and associated support system that spans across the soiled water collection pit. In several locations the grating system was heavily corroded noting that the southwest corner was found to be on very poor condition exhibiting substantial movement when stood upon.
  - Given the framing and grating system spans across the open water body of the soiled water collection pit and subsequently exposed to an aggressive environment, we would recommend consideration be given to a fibre reinforced plastic (FRP) system. Whilst manufacturers such as Webforge will provide a FRP load rated grating system, this would need to be combined with a new galvanised structural steel support frame. The alternative would be to approach a manufacturer such as Terra Firma Industries who specialise in FRP turn-key design and installation systems that would provide not only a grating product but also an FRP supporting frame system.
- There is corrosion damage evident to the base of each of the pergola posts located to the deep end of the 25m pool. We would recommend Council remove the paving around each of the posts to address this corrosion damage. Subject to the extent of damage of the base of the post, base plate and associated fixings of the pergola posts, it may be easier to replace the posts. However, at a minimum, the base of the posts should be cleaned of all surface corrosion and then coated in a suitable protective paint coating system. For a suitable paint coating system, we would recommend Council contact Dulux's protective coatings team who will be able to provide am appropriate paint system.
- There are localised patches of crack and spall damage across concrete pavements and associated raised paving concrete kerbing (i.e. along the southern side of the 25m pool concourse). Council should continually monitor these areas and if damage continues to a point where damage presents a trip or cut hazard to the public, then the damaged concrete should be suitably repaired.

Please don't hesitate to call me if you have any further queries on 0421 630 475 or via email at james.tabban@creoconsultants.com.au .

Yours sincerely

**Creo Consultants** 

James Tabban

**Director** 

Appendix 3	3
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Royal Life Saving Australia The State of Aquatic Facility Infrastructure in Australia; Rebuilding our Aging Public Swimming Pools

# The State of Aquatic Facility Infrastructure in Australia

Rebuilding our Aging Public Swimming Pools



#### ABOUT ROYAL LIFE SAVING

Royal Life Saving is focused on reducing drowning and promoting healthy, active and skilled communities through innovative, reliable, evidence based advocacy; strong and effective partnerships; quality programs, products and services; underpinned by a cohesive and sustainable national organisation.

Royal Life Saving is a public benevolent institution (PBI) dedicated to reducing drowning and turning everyday people into everyday community lifesavers. We achieve this through: advocacy, education, training, health promotion, aquatic risk management, community development, research, sport, leadership and participation and international networks.

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The drowning prevention research of the Royal Life Saving Society – Australia is proudly supported by the Australian Government:



Australian Government

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#### **ACKNOWLEDGEMENT OF COUNTRY**

Royal Life Saving Society – Australia acknowledges the Aboriginal and Torres Strait Islander people of this nation. We pay our respects to their Elders past, present and emerging recognising their continued connection to land, waters and communities.



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> OUR VISION

# A water-loving nation free from drowning.





In Australia, in 2022, there are **1,306 public pools** built and owned by government and 807 publicly accessible pools provided by the private sector.



of aquatic facilities located in areas with the lowest SEIFA decile are publicly owned.



of aquatic facilities located in areas with the highest SEIFA decile are privately owned.



of aquatic facilities in regional areas are publicly owned.

The average public pool in Australia was **built in 1968**.

500 (40%) of public pools will reach the end of their lifespan this decade.



**\$910 million annually** would be the likely social, health and economic cost should 10% of aquatic facilities fail to be renewed by the end of this decade.

\$8 Billion

is needed to replace Australia's **500 aging public pools**, whose functional lifespan will end by 2030.



A further **\$3 billion** will be needed to replace facilities ending their lifespan by 2035.



The basic cost to replace an outdoor swimming pool.



of all renewal or new aquatic facility construction is currently financed by local government.

Many Councils struggle to afford to maintain or replace swimming pools, and increasingly councils are considering closing their pools.



Regional and remote communities are most at risk of missing out on updated or new aquatic facilities.



Rising energy costs and labour shortages pose a serious threat to the ongoing availability and sustainability of aquatic facilities across Australia.



Closing community pools is inherently very unpopular and consistently aggravates community sentiment and mobilises communities towards involvement in the political process.

#### **KEY OPPORTUNITIES**

Beyond a straight 'like-forlike' replacement of all aging aquatic facilities, which is likely unrealistic, several case studies show opportunities to rethink the Australian approach to aquatic facility provisioning in Australia.

#### These include:

- Prioritising function over form and keeping new designs simple, modular and scalable.
- Exploring new ways of funding swimming pool infrastructure, such as Public-Private-Partnerships, which can spread both risks and rewards.
- Considering lowering access barriers to increase the use and impact of existing aquatic facilities. In some cases, removing entry fees has resulted in net neutral operating costs while increasing asset utilisation and social value.
- Exploring opportunities for local governments to collaborate and partner on aquatic facility provisioning and sharing of costs and benefits.
- Considering how the private sector can provide benefits traditionally serviced by local governments while being mindful that some activities and facilities require subsidies, such as lap swimming and recreational swimming.

#### **EXECUTIVE SUMMARY**

The awareness and knowledge of the significant health, social and economic benefits the aquatic sector's services deliver are increasing significantly due to the work of the Royal Life Saving Society – Australia (RLSSA) in association with PricewaterhouseCoopers Australia and Swinburne University. These organisations, and other peak bodies, have provided evidence highlighting the importance of aquatic facilities to Australia. The significant contribution that aquatic facilities deliver is now indisputable through quantifiable data, and we are also more informed about the number and the profiles of aquatic facilities across the country.

What is far less known is the state of the aquatic facilities and the likely timeframes for their upgrade and replacement. The research in this report provides us with important information about the age and condition of these important assets; however, its findings are extremely concerning.

In the next 10 years, up to 40 per cent of public aquatic facilities that local governments own will need to be replaced at a cost of over \$8 billion. While this determination is based on a sample size of 20 per cent of facilities and in some cases involves desktop assessment of the age and condition of facilities, it does provide sufficient cause to raise our serious concern that this will become a pressing issue in the near future requiring significant focus and investment.

Of the approximate 1,300 public aquatic facilities [3] across the nation that are available for swimming, most are funded and built by governments. While state and federal governments regularly make funds available for local governments to apply for through grants, they contribute to less than one-third of the total aquatic project cost on average. Consequently, based on the assessment of current aquatic infrastructure, local governments across Australia will collectively need to fund the balance of \$5.3 billion in aquatic facility capital costs over the next 10 years, assuming state and federal governments continue to make funding available at the current rate.

These facilities are essential for the provision of learn-to-swim, water therapy, leisure, physical activity and swimming, which are activities that over 5,000,000 Australians regularly attend [4]. In addition to these benefits they are places that create social cohesion [5]. They are an essential service for our communities to access now and, most importantly, into the future.

Regional and remote councils seem the most exposed, often providing multiple aquatic facilities across a large area. It has increasingly been these rural communities, but not exclusively, that have been presented with the prospect of pool closures and who have actively resisted. It is also clear from additional Royal Life Saving research that regional and remote communities are at higher risk of drowning in inland waterways and most benefit from access to swimming and water safety programs, made possible by local public swimming pools in most cases. It is clear that communities will protest at the prospect of their pool being closed and are vulnerable to the effects of pool closures - and this scenario is becoming more widespread as a large proportion of our aquatic infrastructure rapidly approaches the end of its lifespan

Additional funding from state and federal governments is clearly the default remedy, however there are several approaches identified in this report that warrant further examination.

#### Options that should be strongly considered include:

- Encouraging, facilitating and potentially providing financial assistance to the private sector to reach beyond the delivery of swim lessons, and to make privately owned facilities available for recreational, leisure and fitness swimming to the broader community.
- Exploring how public and/or private schools might build and share their aquatic facilities.
- > Encouraging and facilitating greater cooperation between councils.
- Detter understanding how sports clubs and associations who may seek aquatic facilities for their sports might also consider collaborative approaches to the development of such facilities.
- Reviewing how state and federal governments plan and allocate funds to support aquatic facility developments.

RLSSA is now seeking to bring together representatives from the aquatic sector and governments to better understand the situation we are about to confront and to explore what the sector needs to be able to ensure all Australians continue to have access to a publicly-available aquatic facility.

### The following are the objectives that RLSSA sets out to achieve through the development of this report:

- > To clearly understand the state and profile of aquatic infrastructure within Australia, including historical and current contexts of aquatic infrastructure.
- To understand the key challenges and opportunities confronting the sector with respect to aquatic infrastructure.
- > To effectively engage with the sector to ensure information obtained is up to date and reflective of the current environment.
- To advocate the need to address aquatic infrastructure needs across Australia, so that no child or person misses out on swimming for fun, fitness or education.



In the next 10 years, up to 40 per cent of public aquatic facilities that local governments own will need to be replaced at a cost of over \$8 billion.



#### **Method and Scope**

The information in this document compiles desktop research and telephone interviews with pool owners, operators, designers, builders and consultants. In addition, modelling was provided by PricewaterhouseCoopers to support conclusions drawn from a statistically significant sample size of the Royal Life Saving National Aquatic Facility Database, which assists with estimating the average age of aquatic facilities across Australia accurately.

In addition, modelling provided by Turner and Townsend and Leisure Management Excellence was used to calculate the average cost of refurbishment and/or replacement of aquatic facilities. This modelling was then used to estimate a conservative total figure needed to replace the 40 per cent of aquatic facilities which have reached or are nearing the end of their functional lifespan.

Additional information by way of literature review and case study analysis has been included to provide reference to alternative models of aquatic facility ownership and operations and support this report's main conclusions.

This report analysed the location of publicly-accessible pools against the Australian Bureau of Statistics (ABS) Socio-Economic Indexes for Areas (SEIFA) index. The SEIFA index ranks areas in Australia according to relative socioeconomic advantage and disadvantage.

The indexes are based on information from the five yearly Australian Census.

#### **Limitations of this Review**

Royal Life Saving engaged a consulting and research partner, Leisure Management Excellence, to complete the majority of this research. The analysis and findings of this report do not constitute legal advice, nor should they be relied upon as such. It is purely the opinion of Royal Life Saving and its research partner on the need for increased understanding of the state of and investment in aquatic facilities across Australia. You and/or your organisation should seek legal advice concerning any matter you and/or your organisation may have and conduct your own due diligence in relation to any matter you and/or your organisation may have.

This report comprises reviews of primarily publicly accessible information. It should be noted that some information may not be publicly accessible. For example, it is possible that some aquatic facilities identified as being in a poor state of repair may in fact have had significant investment that is not on the public record.

The findings contained in this review are not definitive or exhaustive and should not be interpreted as definitive. It is a synthesis and analysis of key data and case studies surrounding the state of the aquatic facility infrastructure in Australia.





#### CONDENSED HISTORY OF PUBLIC POOL CONSTRUCTION IN AUSTRALIA

While it is well established that Aboriginal and Torres Strait Islander communities have a deep connection to water and are known to have participated in swimming and aquatic recreation in Australia for thousands of years, according to historians [6], Australia's early public baths were constructed in Melbourne and Sydney. One of the first was the heated Natatorium Baths in Sydney, built in 1888. Before this time, Australians bathed and swum in the many rivers, ocean beaches, lakes and dams [6].

In the 1930s, several public pools were built across Australia as governments recognised the importance of swimming as a desirable skill for all Australians to master, citing reasons of health, fitness and safety [14]. The drive to construct new pools was also due to drowning deaths in unsafe open water conditions as well as ongoing outbreaks of infectious diseases due to the unhygienic water quality of existing swimming sites [6].

Australia's international reputation for producing successful competitive swimmers also enhanced the interest in swimming pools and grew the community's acceptance of swimming as a respectable sporting and leisure pastime [6]. Family swimming was also being promoted as a pursuit to be encouraged, believing this would create better-behaved communities. Pools were becoming more modernised, and elements such as lighting, bathing boxes and even water slides were becoming more common in the late 1930s, as was the use of reinforced concrete in construction, filtration and chlorination systems [6].

Most local municipalities in cities such as Melbourne had some form of swimming pool prior to World War II. Underwater lights were often installed to enable swimming into the evening, and spectator seating was added. In 1944, a contentious Victorian government report was produced that debated the merits of seasonal outdoor pools in contrast to fully enclosed facilities, a topic that continues to be debated today [6].

Pools were generally built next to local parks and near public transport and increasingly offered bike racks. The need to better cater for children was also recognised and was consequently addressed between the 1950s and 1970s through the provision of toddler and diving pools. During this phase, the Olympics were hosted in Melbourne [6]. Along with the event came a groundswell of interest in the provision of 50-metre pools, which were constructed at various locations across the country. Between 1950 and 1959, over 50 pools were built in Victoria alone, followed by a further 70 in the 1960s. In Western Australia, a government grant program called 'The Ribbon of Blue' saw many pools built in the Western Australia Wheatbelt region during this time [6]. The 1950s, 1960s and 1970s saw enormous growth in the number of swimming pools constructed across Australia [12], which has culminated in most of these pools now being at the end of their useful life and requiring an urgent review [6].

In the 1970s and 1980s, government funding was focused on indoor aquatic facilities because they were recognised as being better able to cater for unstructured and diverse usage [6]. Government funding during these years was directed away from outdoor, single-use pools and towards indoor, multipurpose aquatic leisure facilities [6], a trend that continues to this day.

In the 1980s and into the new millennium, pool complexes, particularly indoor ones, became larger and were developed with many more leisure water spaces. Learn-to-swim pools were also becoming more prevalent, consistent with the objective of creating greater opportunities for more diverse usage by the community. This trend has continued to the current day, with indoor waterslides, wave pools and water playgrounds becoming increasingly popular, as have warm water pools and new approaches regarding the provision of rehabilitation and relaxation pools.

Over the past 60 years in Australia, pools appear to have progressed through three phases of focus in design and services, from competition and fitness to fun and leisure, and now wellness and rehabilitation.

Olympic pool, Melbourne, 1956 / Wolfgang Sievers

### THE KEY ISSUE: DECADES OF DECLINE

Australians love the water, and they love their public swimming pools. This is not surprising as over five million Australians (or one in five of us) [4] regularly swim, while many others participate in a range of physical and recreational activities which are based on being able to swim.

Australia's love of water-based activities is legendary and is used to attract significant economic activity through tourism. This love affair is not just the result of the many beautiful beaches and waterways in this great land. It can also be largely attributed to the boom in the construction of aquatic facilities following the 1956 Melbourne Olympics. After the Games, a proliferation of public pools were built right across the nation, particularly in regional areas.

With over 333 million visits to public pools each year [1], we know that Australians love their swimming pools, yet many of them are under threat, particularly in regional areas. Changes to populations and demographics, a lack of local government resources, and decades of decline have seen many pools close or become under threat of closure. There would be few of us who, at some stage, have not heard of or been a part of a local 'save the pool' campaign. Members of the public fight to see these critical community assets maintained so the current and next generation of Aussie swimmers can swim, relax, have fun and exercise at these much-loved facilities.

Of these aging swimming pools, many are unable to meet their communities' needs adequately and, in some instances, are no longer operational or safe to remain open. Increasingly, many can no longer comply with Australian and Royal Life Saving standards, including filtration and circulation rates and water quality management. As a result of rusted and broken underground pipes, cracks in pool tanks and non-porous concrete pool shells, many older pools leak significant amounts of chlorinated water into groundwater, making its way into natural waterways and basins. Leaking pools are not sustainably responsible options for governments as the cost of topping up leaking pools and heating and treating water to ensure it is up to the regulated public health standards further compounds the cost crunch to maintain these critical community assets.

In many cases, no fit-for-purpose assessments have been conducted, nor have any major engineering or environmental assessments been carried out.

Over 500 Australian public swimming pools require replacing in the next 10 years.

While the life expectancy of a public swimming pool is 50 years, a small number continue to be serviceable beyond this. However, this report has found that the vast majority of the pools built during the 1950s, 1960s and 1970s are reaching or have reached the end of their operational life. In Australia, approximately 500 (or approximately 40 per cent) of public swimming pools require replacement in the next 10 years. This problem is likely to deepen and become of greater concern due to the continued population growth and increased demands on infrastructure that accompany the development of new areas.

This problem is an even greater challenge for ageing aquatic infrastructure within regional areas where 58 per cent of Australian public pools are located [1]. With demand for swimming facilities ever-increasing and the unwillingness of the Australian community to allow their pools to close, the expectation upon local government, who carry the primary responsibility for funding and maintaining aquatic facilities, will only continue to increase.

The combined operational expenditure on swimming facilities and the ever-increasing costs of replacing them places a tremendous strain on local governments to make this vital community infrastructure available. While there are state and federal government funding schemes, many councils cannot secure funding or receive amounts that provide minimal contributions towards the total project. Consequently, councils must invariably generate, on average, 60-70 per cent of the upfront capital costs of most aquatic facility developments as well as all ongoing maintenance costs.

According to an assessment by Turner and Townsend, a major Australia public swimming pool building services company, \$10 million is the minimum amount it costs to replace a relatively basic outdoor public pool (dollar amount accurate at the time of writing).

In order to replace, renew and/or upgrade the 500 pools at the end of their life, significant investment is needed and possibly the exploration of alternative service models for the delivery of aquatic facilities to be identified and implemented. Without both of these, it is likely that the number of swimming pools in Australia will significantly reduce over the coming decade. Most importantly, the opportunities for Australians to access the important social, health and economic benefits of public swimming pools will diminish. The opportunities for healthier lifestyles, social interaction and children learning to swim will be lost.

Annually, visitations will be reduced by hundreds of thousands, millions of dollars will be lost in economic benefits, and there will be an increase in health and social costs associated with the reduction in social value derived from aquatic facilities. The Australian public will likely bear the costs of inaction if there is a significant reduction in the availability of public swimming pools. This will be felt acutely in regional, remote and low-socio-economic areas, which are already in urgent need of additional support.

The loss of 10% of aquatic facilities would result in loss of \$910 million annually in social, health and economic benefits.



### THE IMPORTANCE OF A HEALTHY AQUATIC INFRASTRUCTURE

There are a multitude of health, social and economic benefits that are attributable to the availability of an aquatic facility, including the opportunities they provide for children and adults to learn essential swimming and water safety skills, the contribution to healthier lifestyles and, importantly, the avenues they provide for social connections.

A recent report by
PricewaterhouseCoopers (PwC)
and Royal Life Saving (RLS)
found that the aquatic industry
contributes \$9.1 billion annually
in health, social and economic
benefits to Australia [3]. Another
joint report by RLS and Swinburne
University of Technology found
that aquatic facilities and their
programs play a critical role in
creating social connections and
reducing social isolation for atrisk community members [5].

### **Water Safety**

As a result of the aquatic industry's activities and the work of the Australian Water Safety Council. the rate of drowning deaths in the 0 to 4 age group has reduced from 4.28 to 0.76 per 100,000 from 1998 to 2020, while within the 5 to 14 age group, the fatal drowning rate has dropped from 0.6 to 0.27 [7]. The PwC report notes that this reduction is primarily due to increased swimming capability and water safety education of children, and it was calculated that the corresponding avoidance of drowning has annual benefits valued at \$174 million in avoided health costs [3].

Education programs such as Keep Watch At Public Pools and Watch Around Water, which are now in place in most public aquatic facilities, have also reinforced the importance of child supervision which is then replicated in other settings.

Most schools now facilitate swimming and water safety programs at local pools, with these school lessons fulfilling an important role in water safety, as do the aquatic facilities' primary learn-to-swim programs. The public swimming pool is essential for the delivery of learn-to-swim for not just children but for adults to continue to build their swimming competency and confidence in the water. It also provides a place of social connection, fun and physical activity.

Access to swimming lessons and safe places to swim is undoubtedly far more challenging, if not prohibitive, for the 11 per cent of Australians who do not live within a 20-minute drive of an aquatic facility [3]. With the prospect of pool rationalisations and/or closures, this percentage will likely increase, as will the number of children that are deprived of the opportunity to learn the essential skills of being able to swim and survive.

### Social Value and Impact

In the study and report by RLS and Swinburne University, it was noted that for many aquatic facility users, the pool and/or its programs may be the only opportunity for regular and genuine social interaction for many members of the community, particularly those who have been identified as being vulnerable, or at-higher risk of drowning, or who do not engage in any other physical activity outside of aquatics [5]. PwC and RLS found that there is a \$4.87 social return on investment for every dollar spent on aquatic facility operations in capital cities and a \$2.18 social return in regional Australia [3]. Other benefits that were not quantified included increased social cohesion, early childhood learning and long-term enjoyment of water.

PwC has calculated the collective value of these social benefits to Australia as \$3.8 billion per year. Swimming was also noted as a sport that provides people with a 44 per cent higher increase in subjective wellbeing compared to the average for other sports [3].

The social value achieved through the programs and services delivered at aquatic leisure facilities is increasingly becoming better understood, but arguably could be better incorporated into the planning for aquatic infrastructure as is proposed by Simetrica-Jabobs in their publication titled: "Before and Beyond the Build: A Blueprint for Creating enduring social value at scale through infrastructure investments" [8]. Within the document they note: " we have a major opportunity to take a look at infrastructure investments through a collaborative and deeply strategic lens and to consider how we leverage these new models and approaches to design, deliver/build and operate infrastructure in a way that could support us to tackle some of today and tomorrow's most pressing challenges". As identified later within this report, the current funding approach appears somewhat adhoc, and not overly strategic in consideration to the significant social value that could be realised, if better planned for.

### **Employment**

Research by RLS has shown that the aquatic industry employs 67,000 people across Australia in roles such as lifequards, swimming and water safety teachers, aquatic technical operators, duty managers, aquatic program instructors and customer service officers. Each year, 40,000 new staff enter the aquatic sector workforce, of which 73 per cent are female. Sixty-three per cent of the workforce are casual or part-time. However, the 67,000 employees' total hours of work equate to 33,600 full-time equivalent employees [9].

An important element of the employment profile of the workforce is that approximately 22 per cent of the aquatic industry workforce are aged between 15 and 24 [10], which equates to 14,500 employees.

The total direct economic impact, which is predominantly generated through compensation paid to employees, has been estimated by PwC to be valued at \$1.4 billion annually [3].

### **Health Benefits**

The PwC Report further established that the aquatic industry provides health benefits worth \$2.5 billion per annum [3], comprising the following benefits:

- Improved mental health outcomes
- Improved physical health outcomes
- Reduced absenteeism
- Avoidance of drownings

These health benefits are derived from the range of programs and activities available within aquatic centres, including swimming, aqua aerobics, hydrotherapy and other water-related exercises.

It has been established that 83 per cent of Australians aged 15 or over do not meet the recommended physical activity guidelines [11], and as such, aquatic leisure facilities have an enormous role to play in addressing this lack of physical activity. A weekly visit to the pool has been found to take most people out of the 'physically inactive' category and generates \$26.39 in health savings per visit [12].

For those over 65 years of age, the Aus Play Sports and Physical Activity Reports reveal that 20 per cent of this age group obtain their physical activity at aquatic facilities [4]. This is a significant contribution by the aquatic sector, noting that over 40 per cent of the disease burden is attributed to adults aged 65 and over, for whom swimming, hydrotherapy and other aquatic activities are highly-popular forms of physical activity.

The overall physical health benefits attained by the reduced occurrences of disease due to attendance at aquatic facilities have been valued by PwC at \$1.65 billion per year.

Type II diabetes, bowel cancer, uterine cancer, dementia, coronary heart disease, breast cancer and stroke are all diseases associated with sedentary behaviour. Participation at aquatic facilities can reduce the likelihood of developing such conditions. Regular exercise also reduces stress and improves the mental wellbeing of individuals. Physical activity helps reduce the risk of developing mental health conditions such as anxiety and depression by 26 per cent. The PwC report has calculated that the reduced cost of mental health conditions as a result of aquatic facilities has an annual value of \$238 million. It also notes that 11per cent of Australian swimmers use swimming as an avenue to help improve their mental health.

As detailed in this section of the report, the benefits of aquatic facilities highlight the enormous contribution of swimming pools to the health and wellbeing of Australians. It is important to note that PwC has solely assessed the contribution of the swimming pools across Australia. However, it should be noted that public swimming pools are increasingly co-located within leisure facilities that offer health and fitness programs within gymnasiums, fitness studios and sports stadiums. This contributes significantly to social, health and economic value and the health and wellbeing of the communities in which they are located.

"Many public swimming pools are multi-purpose, with drybased fitness, stadium and gym health, social and economic benefits not included in the research to date. These additional dry facilities contribute greatly to the health and wellbeing of the communities in which they are located and are often built around the availability of the swimming pool."

There are approximately 2,113 aquatic facilities across Australia that are publicly accessible, of which 1,306 are built and owned by government and 807 are provided by the private sector [1].

This provision equates to an aquatic facility for every 12,200 people. While some areas are well serviced, regional and remote areas are less likely to be as well-catered for, and in most cases, comprise the 11 per cent of Australians who live further than a 20-minute drive to such a facility [3].

The privately owned, publicly accessible facilities are generally private swim schools that operate within privately owned or leased buildings. Swim school operations are a profitable venture that can justify the significant capital and operational expenditure required for a swimming pool. The provision of non-programmatic swimming opportunities, including lap swimming and recreational water activities, are generally not profitable and, as such, are not generally available within the privately owned, publicly accessible aquatic facilities. As such, most non-programmatic swimming activities are almost universally only available within government owned premises, often referred to as public pools.

Public swimming pools can generally be categorised in the following manner:

- Outdoor swimming pools.
- Indoor swimming pools.
- Leisure/recreation/aquatic centres with indoor pools.
- Leisure/recreation/aquatic centres with outdoor pools.
- Leisure/recreation/aquatic centres with indoor and outdoor pools.

This report analysed the location of publicly-accessible pools against the Australian Bureau of Statistics (ABS) Socio-Economic Indexes for Areas (SEIFA) index. The SEIFA index ranks areas in Australia according to relative socioeconomic advantage and disadvantage. The indexes are based on information from the five-yearly Australian Census.

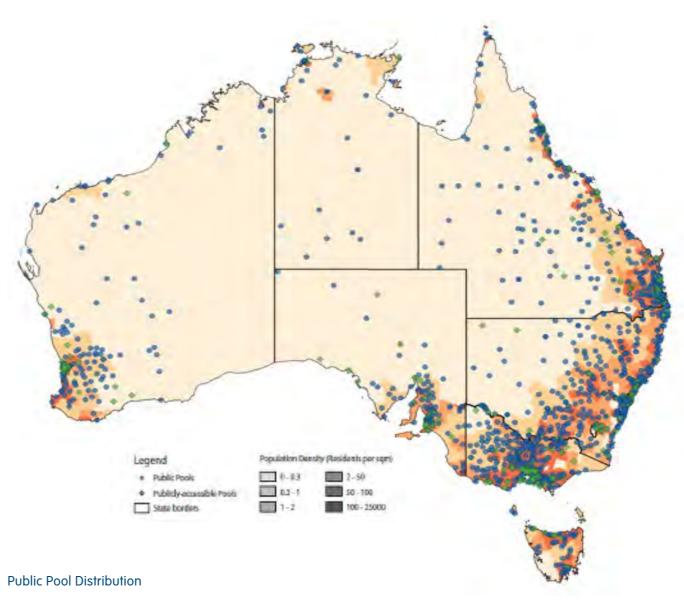
The analysis found that public pools are more likely to be located in regional areas than privately-owned swimming pools and are more likely to service lower socioeconomic areas.

### The analysis of publicly-accessible aquatic facilities [1] found that:

- > 79% of aquatic facilities in areas with the lowest SEIFA decile were publicly owned.
- 74% of aquatic facilities in areas with the highest SEIFA decile were privately owned.
- > 77% of aquatic facilities in regional areas were publicly owned.
- Only 15% of aquatic facilities in areas with the lowest SEIFA decile were commercial learn-to-swim facilities.
- > Only 14% of aquatic facilities in regional areas were commercial learn-to-swim facilities.
- > 78% of aquatic facilities in areas in the bottom three SEIFA deciles (1-3) were publicly owned.
- > 57% of aquatic facilities in areas in the top three SEIFA deciles (7-10) were privately owned.
- 54% of aquatic facilities in areas in the bottom three SEIFA deciles (1-3) were public outdoor swimming pools.
- 37% of aquatic facilities in areas with the highest SEIFA decile (10) were public pools.
- > 37% of aquatic facilities in areas with the highest SEIFA decile (10) were commercial learn-to-swim pools.
- 25% of publicly-accessible aquatic facilities in areas with the highest SEIFA decile (10) were private education institution pools or privately-owned health club pools.

State / Territory		Number of facilitie	es	Number of people per aquatic facility	% within a 20-minute drive
	Public	Publicly- Accessible	Total		
QLD	285	168	453	11,400	85%
NSW	445	213	658	12,400	89%
VIC	290	280	570	11,750	94%
WA	129	79	208	12,800	87%
SA	76	44	120	14,750	88%
TAS	42	8	50	10,800	67%
ACT	11	12	23	18,750	100%
NT	28	3	31	7,950	63%

Table 1: Summary of Public and Publicly-accessible swimming pools across Australia 2022 [1]



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### AQUATIC FACILITY OPERATIONS: GENERALLY UNDERWRITTEN BY LOCAL GOVERNMENT

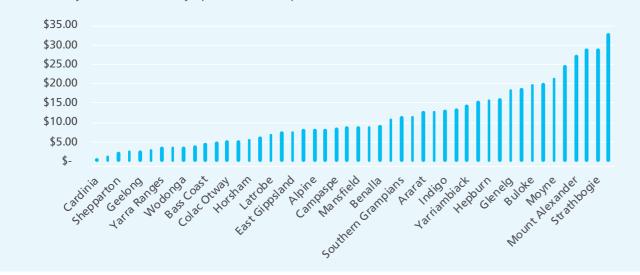
In addition to the significant capital costs of building and upgrading or replacing aquatic facilities, many incur operating losses that need to be underwritten by local government.

### Case Study: Victorian aquatic facilities' local governments' subsidy-per-visit rate

Victorian local governments are required to publicly report on the performance of their aquatic facilities in accordance with a number of key performance indicators (KPIs) [13]. One of the KPIs is subsidy per visit.

The table below provides a case study on all regional Victorian councils and highlights that all these councils provide their operations at a deficit. Therefore, they are providing an operational subsidy for all attendees. The subsidy varies from \$1.00 per visitation to \$33.00 per visitation.

The higher subsidy-per-visit rates are generally incurred at councils with low populations and low densities, and are invariably councils that solely operate outdoor pools.



Source: Victorian Government: Know your Council: Aquatic facilities

The operating deficits requiring councils to subsidise their aquatic facilities are increasing due to a range of factors, many of which have further increased due to COVID-19. These factors include increased inflationary pressure, particularly on energy prices and employee wages, and a rising repayment rate on current borrowings.

While energy expenses, which can exceed \$1 million per year in large aquatic facilities, have significantly escalated in the past few years, other expenses, including labour costs, have also been increasing. It is now apparent that due to significant labour shortages and the need to attract staff, wage rates are likely to increase, creating even greater financial pressures. In addition, the current natural gas price inflation, the main source of public pool heating in Australia, poses a significant threat of more pool closures, and fewer resources are available to renew aging infrastructure.

Without further intervention, services are likely to be cut, compounding the loss of social, health and economic benefits to Australians due to aquatic facility operations.

While expenses continue to increase, the total income of aquatic facilities has generally decreased. This decrease is a consequence of a decline in health and fitness memberships due to the impact of COVID-19. Historically, the significant operating losses incurred in the aquatic areas have been somewhat minimised by the strong performances of the health club. However, most centres have not yet been able to regain the membership numbers they attracted pre-COVID-19.

Increased COVID-19 protocols and other increasing compliance requirements have also resulted in additional financial pressures. Councils are not only struggling with the need to maintain, upgrade or replace their facilities but with having to underwrite the annual operating deficits.

Rising energy costs and labour shortages pose a serious threat to the ongoing availability and sustainability of aquatic facilities across Australia.

### AQUATIC INFRASTRUCTURE ACROSS AUSTRALIA

While there is now extensive literature on aquatic facilities and swim schools that demonstrate the important social, economic and health benefits they provide to Australians of all ages, little information exists regarding the history of renovation, value, condition, or future building and replacement requirements of these facilities.

This research has undertaken desktop research on 254 facilities and conducted around two dozen case study interviews of pool owners to determine the level of investment made in public pools as a general estimate.

### Australian Local Government National

### State of the Assets Report

Australia's Local Government 2021 National State of the Assets (ALGA) report produced by the Australian Local Government Association [14] noted that at the end of the 2019/20 financial year:

- Local governments across Australia had control of a \$523 billion asset portfolio.
- The Buildings category (including aquatic facilities) represents 16% or \$91 billion.
- Within the buildings category, \$9.2 billion are in poor condition.
- 10% of community infrastructure assets are in poor condition.
- 9% have poor function requiring an upgrade.
- 9% have poor capacity and/or utilisation.
- Councils in rural and remote areas are more likely to hold an 'older' stock of infrastructure assets.

### The Report Notes:

"Despite a steady increase in renewal spending, the proportion of local government infrastructure in poor condition was not going down, indicating an increased need for councils to move into a major renewal phase over the coming 20 years to sustain service levels."

The information in the ALGA report provides a valuable, high-level insight into local government infrastructure but does not provide detailed information which enables a clearer understanding of the state of aquatic facilities' infrastructure.

# Australia's Local Government 2021 National State of the Assets Shining a spotlight on Australia's Local Government Infrastructure Assets Technical Report Australia August Aug

### AQUATIC INFRASTRUCTURE ACROSS AUSTRALIA

### Infrastructure Australia

Infrastructure Australia is the nation's independent infrastructure advisor that was established in 2008 to advise governments, industry and the community on the investments and reforms needed to deliver better infrastructure for all Australians.

The organisation's vision for 2036 is to have infrastructure that improves the sustainability of the country's economic, social, environmental and governance settings, builds quality of life for all Australians, and is resilient to shocks and emerging stresses.

Infrastructure Australia has developed a reform agenda within their report titled: 2021 Australian Infrastructure Plan, which focuses on population growth, adaptation to climate, risk, building resilience, stimulating employment, driving economic productivity, embracing a diversity of places and social equity [15].

The plan specifically addresses social infrastructure, noting that the arts, culture and recreation facilities define Australian cultural identity. Furthermore, the plan recognised that the public spaces (such as parks and waterways) improve physical and mental health and make communities more liveable.

The report's key findings and recommendations are summarised below.

### Australian Infrastructure Plan - Key Finding

Governments should strategically coordinate, plan and evaluate the delivery of social infrastructure and ensure consistent and standard approaches to delivery and planning.

### **Recommendations:**



All levels of government should collectively plan to bring these areas to life by including them in transport planning and precinct development and renewal.



A consistent national social infrastructure valuation framework needs to be established to appropriately capture, prioritise, measure and assess the total economic value of social infrastructure so investment is more effective.



Governments should take a considered, strategic and standardised approach to evaluating the quadruple-bottomline benefits of social infrastructure sectors by considering both their separate and their combined economic value.



Social infrastructure assets should be multi-functional so different groups can use them for different purposes. Good examples are school facilities such as halls, pools and sporting fields, in both the public and private sectors.



The costs of failing to provide the necessary aquatic infrastructure can have a significant impact on the prevalence and impacts of preventable disease.

"Recreational infrastructure such as playing fields, swimming pools and sports centres help to relieve the significant economic burden of preventable disease on the health system by encouraging physical activity.

These infrastructure assets also contribute to a healthy community by providing a hub for connection. A 2019 Australian study found the burden of physical inactivity on annual health expenditure can be as high as \$840 million. It also costs the economy up to \$15.6 billion in annual production losses" [16]

In 2020, about a half of all local councils who had responsibility for a building portfolio had an asset management plan in place to help prioritise their capital and operations/ maintenance investments. This is the same result as in 2015 [14]. The Institute of Public Works (IPWEA) do however argue within their white paper titled: "Best Practice Asset Management of Essential Public Infrastructure" [17] that there is a significant need in Australia to improve the skills of asset managers and government's approach to infrastructure planning, recommending the following actions be taken:

- 1. All levels of government commit to educational programs that raises the capacity and asset management practice (to achieve an industry wide uplift in skills)
- 2. Federal and state governments reactivate the Local Government Financial Sustainability National Consistency Frameworks (and report on the outcomes), to improve asset improvement decisions
- 3. Federal government to require certain levels of proficiency in asset management practice when providing funding to state and local government
- State and territory governments audit the long term financial plan of each local government to ensure alignment with the asset management plan lifecycle forecasts
- 5. Local government be required to audit and report the state of their infrastructure as a requirement to receive federal grants
- 6. Asset management to be recognized as a profession

Note: The recommendations have been summarised. Refer to the white paper for the recommendations in their entirety [17].

### National funding for aquatic facility infrastructure (previous five years)

Federal Government funding for the past five years has fundamentally been available through three main schemes.

### 1. Local Roads and Community Infrastructure Fund The Local Roads and Community Fund was a \$2.5 billion scheme that provided funds in three phases, commencing in July 2020 and concluding in October 2021.

The primary objective of the fund was to:

Strengthen the sustainability, capacity and diversity
of our cities and regional economies, including
facilitating local partnerships between all levels of
government and local communities, implementing
reforms that stimulate growth and providing grants
and financial assistance.

The intended outcomes of the LRCI Program were to:

- Provide stimulus to protect and create local short-term employment opportunities through funded projects following the impacts of COVID-19.
- Deliver community benefits, such as improved road safety, accessibility and visual amenity.

Reporting on the allocations of these funds provides details regarding the local governments that received funding. However, minimal information is available regarding the nature of the projects funded. It would seem that while the funds did include community infrastructure, the program details did not specifically reference aquatic or leisure facilities, and the examples did not align with aquatic facility building or redevelopment works.

### 2. Building Better Regions

The Building Better Regions funding scheme had two main streams:

- The Infrastructure Projects Stream: Supports projects that involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure
- Ii The Community Investments Stream: Funds community development activities including, but not limited to, new or expanded local events, strategic regional plans, leadership and capability-building activities

The program consisted of six rounds of funding, totalling \$1.334 billion. The first round commenced in January 2017, and the final round will conclude in mid-2022.

Detailed information regarding the successful applicants, the funds they received, and a project description are available (round six grants have yet to be allocated).

A review of the first five rounds reveals that some aquatic centres were funded and that the total amount of the first five rounds was \$38.64 million, or 3.4 per cent of the available funds. The allocation to aquatic facility works per round is as follows:

Round	Total Funds - \$ Mil	Funds allocated to aquatic Projects - \$ Mil	% of funds allocated to aquatic projects
1	220	7.7	4.7%
2	208	11.5	5.5%
3	197	4.9	2.5%
4	205	5.24	2.6%
5	294	9.3	5.6 %

Table 2: Building Better Regions Grant Funding (2017 – 2022)

### Aquatic Facility Infrastructure Projects Funded Through The Building Better Regions Program

Round	Funded Entity	Project Title	Project Description	Location	State	Amount Funded	Total Project value
1	Lachlan Council	Tottenham Pool Multipurpose Facility Project	Construction of a café with an outdoor dining area, office with first aid facilities and upgrade to existing amenities including toilets and change rooms.	Tottenham	NSW	\$181,450	\$461,450
1	Spinal Life Australia Ltd	Construction of the Spinal Life Healthy Living Centre, Cairns QLD	A purpose-built Centre to provide allied health services for people with spinal cord injuries and other disabilities. The Centre will include, a hydrotherapy pool and gymnasium.	Cairns North	QLD	\$4,400,000	\$8,800,000
1	Shire of Northam	Northam Aquatic Facility	Construction of the new Northam Recreation Centre, that will include a 50 meter, 8 lane outdoor public swimming pool and family leisure pool	Northam	WA	\$3,200,000	\$8,060,000
2	Blayney Shire Council	Blayney CentrePoint Sports and Leisure Facility Upgrade	The project will upgrade the facility including disability upgrades and upgrade to the 'learn to swim' pool.	Blayney	NSW	\$1,900,000	\$3,890,000
2	Apollo Bay Aquatic Centre Inc	Making a Splash: Community Pool becomes indoor, heated Aquatic Centre	The project will upgrade the existing outdoor 25m community pool into an indoor, heated facility for all year swimming.	Apollo Bay	VIC	\$180,000	\$400,150
2	Wangaratta Rural City Council	The Wangaratta Aquatic Plan for the Future.	The project will redevelop and update the Wangaratta Indoor Sport and Aquatic Centre to include a 50m outdoor pool, splash play area and indoor hydrotherapy pool.	Wangaratta	VIC	\$4,400,000	\$12,503,500
2	Shire of Toodyay	Toodyay Sport and Recreation Precinct	The project will develop a sport and recreation precinct that will include sporting fields, change rooms and an aquatic centre in the Toodyay region of Western Australia.	Nunile	WA	\$4,710,000	\$11,785,670
2	Shire of Trayning	Redevelopment of Trayning Aquatic Centre	The project will redevelop and expand Trayning's Aquatic Centre into a multi-user facility to include alfresco dining, café, shelter, meeting room, change rooms and multi- purpose space.	Trayning	WA	\$363,317	\$734,635
3	Barossa Village Inc	Community Hydrotherapy Pool	The project will construct a community hydrotherapy pool facility for the Allied Health Centre affordable outcomes for the community.	Nuriootpa	SA	\$400,000	\$1,044,908
3	Griffith City Council	Griffith Regional Sports Precinct (Stage One) - Westend Oval/ GRLAC	The project will establish a Regional Sports Hub facility through the expansion and revitalisation of the Westend Oval and Regional Aquatic Centre	West Griffith	NSW	\$4,500,000	\$24,800,000
4	Shire of Jerramungup	Jerramungup Swimming Pool Upgrade Project	The project will deliver a new public swimming pool and supporting infrastructure to replace current pool facilities	Jerramungup	WA	\$2,100,000	\$4,200,000
4	Armidale Regional Council	New England Regional Hydrotherapy Centre (NERHC)	The project will provide a new hydrotherapy pool precinct within the Armidale Monckton Aquatic Centre.	Armidale	NSW	\$2,316,224	\$3,773,819
4	Lachlan Council	Lake Cargelligo Swimming Pool Amenities Upgrade	The project will replace the existing dilapidated 1970s amenities building with a modern, low-maintenance facility.	Lake Cargelligo	NSW	\$825,000	\$1,100,000
5	Blue Mountains City Council	Katoomba Swimming Pool upgrade project	The project will upgrade an existing public pool and its surrounds.	Katoomba	NSW	\$499,000	\$998,000
5	City of Palmerston	Construction of SWELL (Swimming, Wellness, Events, Leisure, Lifestyle)	The project will renovate and upgrade an aquatic centre.	Moulden	NT	\$5,000,000	\$15,000,000
						\$34,974,991	\$97,552,132

Table 3: Building Better Regions Grants Scheme: Funded Aquatic Facility Infrastructure Projects (2017 - 2022)

### 3. Female Facilities and Water Safety Stream Program

The objectives of the grant were to:

- Remove barriers to participation for women in sport.
- Increase access to community swimming facilities.

The intended outcomes of the grant were:

- An increase in sporting facilities that provide female change rooms and amenities.
- An increase in the number of girls and women participating in sport at all levels.
- An increase in community swimming facilities.

Note: this program did not permit local government to apply.

Grant Funding Breakdown:

- 2019-20 FY \$20 M (GST exclusive)
- 2020-21 FY \$40 M (GST exclusive)
- 2021-22 FY \$40 M (GST exclusive)
- 2022-23 FY \$50 M (GST exclusive)
- Total \$150 M (GST exclusive)

The following lists all projects that were funded under this scheme:

Funding Recipient	Project Title	State	Description	Amount (\$M)
City of Mandurah	Mandurah waterfront pool	WA	Construction of a new estuary pool on the eastern foreshore	7
Coffs Harbour City Council	Sportz central upgrades	NSW	Upgrade and expansion to provide an additional court and improvements to the existing facility	6.3
North Sydney Council	North Sydney swimming pool	NSW	Redevelopment of the pool and amenities	10
Richmond Valley  Council	Casino pool	NSW	Upgrade of pool area and change rooms	3.2
City of Swan	Ellenbrooke Pool and Recreation Centre	WA	Construction of a 25 m Lap pool, learn to swim pool, informal pools and other stadium and group fitness works	25
City of South Perth	South Perth aquatic Centre	WA	To provide an integrated multipurpose sport and recreation facility with indoor and outdoor Aquatics	20
The Uniting Church	The Lakes college swimming pool development	QLD	The construction of a 25 m swimming pool and facilities	2
Greater Geelong City Council	Bellarine aquatic Centre pool	Vic	Construction of a new 50 m swimming pool and associated amenities	10
Port Macquarie Tidal Pool Committee	Port Macquarie tidal pool	NSW	Construction of a title pool and associated amenities	4.5
Georges River Council	Kogarah War Memorial swim pool	NSW	Replacement of current leaking pool	5
Surf Coast Shire Council	Torquay pool	Vic	Construction of an indoor swimming pool and facilities	20
City of Wanneroo	Northern suburbs aquatic facility	WA	Details to be determined pending outcome of feasibility study	5
			TOTAL	118

Table 4: Female Facilities and Water Safety Stream: Funded Programs (2019 – 2022)

Further to the availability of defined Federal Government funded grant schemes, it is common during election cycles for political parties to commit to funding local, state and national programs and capital works. The following are aquatic facility developments that, during the election campaign, the Australian Labor Party (who subsequently formed a majority government) committed to:

Name	Additional \$ (M)	State / Territory
Alkimos Aquatic and Recreation Centre	25	WA
Boyne Tannum Aquatic Recreation Centre	15	QLD
Carnegie Memorial Swimming Pool	15	VIC
Casuarina Pool	7.5	NT
City of Kingston Aquatic and Leisure Centre	20	VIC
Diamond Creek Outdoor Pool	1.5	VIC
Ellenbrook Swimming Pool	5	WA
Fawkner Pool	0.5	VIC
George Town Aquatic Centre	15	TAS
High Wycombe Community, including Aquatic Centre	Unclear	WA
Kalgoorlie-Boulder Outdoor Pool	8	WA
Katherine Aquatic Centre	10	NT
Leichhardt Park Aquatic Centre	1	NSW
Noble Park and Dandenong swimming pools	20	VIC
North Bellarine Aquatic and Leisure Centre	20	VIC
Total	163.5	

Table 5: Australian Labor Party Election Commitments to Aquatic Facility Infrastructure during the 2022 Election Campaign (2022)

The state and territory distribution for the two Federal Government funds where aquatic facility funding can be established, as well as the ALP federal election commitments, are as follows:

	Building Better Regions	Female Facilities and Water Safety	Government Election Commitments	Total
NSW	\$10,221,674	\$29,000,000	\$1,000,000	\$40,221,674
WA	\$10,373,317	\$57,000,000	\$38,000,000	\$105,373,317
NT	\$5,000,000	\$0	\$17,500,000	\$22,500,000
VIC	\$4,580,000	\$30,000,000	\$77,000,000	\$111,580,000
QLD	\$4,400,000	\$2,000,000	\$15,000,000	\$21,400,000
SA	\$400,000	\$0	\$0	\$400,000
TAS	\$0	\$0	\$15,000,000	\$15,000,000
ACT	\$0	\$0	\$0	\$0
	\$34,974,991	\$118,000,000	\$163,500,000	\$316,474,991

Table 6: State distribution of all federal government funded or commitments to Aquatic Facility Infrastructure in the past 5 years (2017 – 2022)

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In addition to Federal Government funding opportunities, state governments also have funds available for local government programs and capital works. As the following summary of state funding opportunities highlights, there is significant diversity in the total amount of funds, the amounts per project, and the specificity of the funds to aquatic facilities from state to state. On face value, no government has a specific stream of funding which is dedicated to aquatic facilities. Although many state and territory funds are more broadly available for regional projects, local infrastructure, or alternatively to cover the range of sports and recreational activities, such as the recently announced Multi-Sport Community Facility Fund in New South Wales Month/Year.

It is also important to note that the various schemes are not recurrent but instead available for one to three years, with long-term predictability regarding future funds rarely a feature of such schemes.

### **New South Wales**

### Infrastructure Grants: Sport and Recreation

Grants of between \$50,000 and \$300,000. Specific reference to the funding of swimming pools.

### Restart NSW Fund

\$2.2 billion funding 750 local projects.

Includes funds for local and community infrastructure projects being delivered by local government, nongovernment organisations and other entities.

Primarily funds health, water, roads, education and tourism.

### The Greater Cities and Regional Sport Facility Fund

Provides grants from \$100,000 to \$1 million for projects such as lighting, amenity and changeroom upgrades.

### NSW Regional Sports Infrastructure Fund

Provides grants of between \$1 million and \$10 million for regional sports hubs or regionally significant sports facilities.

### NSW Multi-Sport Community Facilities Fund

Provides grants of between \$1 million and \$5 million to a range of organisations which provide community sport, sporting associations and organisations providing sport and recreation programs.

Fund total: \$200 million.

### **Northern Territory**

### **Remote Sports Program**

Primarily funds programs rather than infrastructure.

### Queensland

Sport and Recreation- Queensland Recreation Centres 2021/22 fund total: \$2.4 million.

### Sport Female Facilities Program

Fund total: \$15 million.

### Sports Infrastructure Program

2021/22 Fund total: \$8.7 million.

### Active Gameday Projects Fund

Fund total: \$9.7 million.

Projects funded: 104

Example: Heating for Mareeba Aquatic Centre

### **South Australia**

### Local Government Infrastructure Partnership Program

Fund total: \$100 million.

Funding is provided dollar for dollar. Therefore this funding provides for \$200 million of works.

Proposed infrastructure projects must contribute to the future economic growth of the region, support the Government's Growth State agenda, improve local infrastructure facilities for businesses and community organisations to enable them to grow in the future, or upgrade key community facilities.

### Tasmania

### Infrastructure Fund (Dept of State Growth)

127 Projects funded. One aquatic project awarded funds. Huonville Pool shade structure for \$50,000

### Victoria

### The Regional Infrastructure Fund

Provides funding of between \$20,000 and \$3 million excluding GST.

Fund total: \$88 million.

Provides grant opportunities across five funding streams:

- Indoor stadiums and aquatic facilities.
- Female-friendly facilities
- Community sports lighting.
- Community facilities.
- Planning.

### Community Sports Infrastructure Loans Scheme

Provides organisations access to government-guaranteed loans of between \$500,000 and \$10 million for community sport and recreation infrastructure.

### **Western Australia**

### Community Sporting and Recreational Facilities Fund

Administered by the Department of Local Government, Sport and Cultural Industries.

Fund total: \$12.5 million.



### **Key Points:**

- Local governments contribute the majority of capital investment in new aquatic facility construction at 64 per cent.
- > State and federal governments contribute lesser shares respectively.
- > The contribution level for each project and/ or each level of government is inconsistent.

To better understand the general level of funding that each tier of government provides for aquatic infrastructure, a review has been undertaken to examine the funding composition. The review included 14 recently funded projects or projects that have been committed.

As the table highlights, the funding of new and redeveloped aquatic facilities varies considerably from project to project. However, the majority of capital costs are borne by local government in most cases.

PROJECT	LOCAL GOVT (\$ M)	STATE GOVT (\$ M)	FEDERAL GOVT (\$ M)	BUSINESS (\$ M)	TOTAL PROJECT (\$ M)
Yawa Rosebud Aquatic Centre (Vic)	45		5		50
Northern Aquatic and Community Hub (Vic)	44.84	8.5	8.26		61.6
Surf Coast Aquatic and Health Centre (planned (Vic)	5.25	13.5	20		38.75
North Bellarine Aquatic Centre (Vic)	5.5		10		15.5
Parramatta Aquatic Centre (NSW)	50.1	38.5			88.6
Goulburn Aquatic Centre (NSW)	20	10			30
Batemans Bay Regional Aquatic, Arts and Leisure Centre Proposed (NSW)	4	26	25		55
Pimpama Sports Hub (QLD)	94				94
Mount Morgan Aquatic Centre (QLD)	2	4.5			
Southern Cross Aquatic Centre (WA)	4.9	0.7		0.05	5.65
Exmouth Paltridge Memorial Swimming Pool (WA)	3.45	0.75			4.2
Salisbury Recreation Precinct/ Outdoor Pool (SA)	7.2	7.2			14.4
Doone Kennedy Hobart Aquatic Centre (Tas)	0.75	2.65	3.4		6.8
Casuarina Aquatic and Leisure Centre proposed (NT)	25				25
TOTAL	311.99	112.3	71.66	0.05	489.5

Table 7: Composition (\$) of 3 tiers of government contributions towards recently funded aquatic infrastructure projects (2019 – 2022)



of all capital investment in new aquatic facilities is contributed by local governments

PROJECT	LOCAL GOVT	STATE GOVT	FEDERAL GOVT	BUSINESS
Yawa Rosebud Aquatic Centre (Vic)*	90%		10%	
Northern Aquatic and Community Hub (Vic)	73%	14%	13%	
Surf Coast Aquatic and Health Centre (planned (Vic)	14%	35%	52%	
North Bellarine Aquatic Centre (Vic)	35%	0%	65%	
Parramatta Aquatic Centre (NSW)	57%	43%		
Mount Morgan Aquatic Centre (QLD)	67%	33%		
Goulburn Aquatic Centre (NSW)	67%	33%		
Batemans Bay Regional Aquatic, Arts and Leisure Centre Proposed (NSW)	7%	47%	45%	
Pimpama Sports Hub (QLD)	100%			
Southern Cross Aquatic Centre (WA)	87%	12%		1%
Exmouth Paltridge Memorial Swimming Pool (WA)	82%	18%		
Salisbury Recreation Precinct/ Outdoor Pool (SA)	50%	50%		
Doone Kennedy Hobart Aquatic Centre (Tas)	11%	39%	50%	
Casuarina Aquatic and Leisure Centre proposed (NT)	100%			
AVERAGE CONTRIBUTIONS	64%	23%	15%	0%

Table 8: Composition (%) of 3 tiers of government contributions towards recently funded aquatic infrastructure projects (2019 – 2022)

### CURRENT COSTS OF INFRASTRUCTURE MAINTENANCE/REPLACEMENT

### **Key Points:**

- > Over \$8 billion is needed this decade to maintain the current aquatic facility provisioning in Australia.
- > It is estimated that around 500 council-owned aquatic facilities will require replacement within the next 10 years based on their age and the level of maintenance/renewal investment across the sector.
- > The cost for these facilities to be replaced or renewed at today's dollar will be in the vicinity of \$8 billion to \$8.3 billion.
- Those aquatic facilities requiring replacement in 10 to 15 years will require up to a further \$3 billion.

The methodology applied to determine the approximate capital costs for the replacement of ageing aquatic infrastructure commenced with an initial audit of the 2020 Royal Life Saving Society - Australia database of all Australian aquatic facilities, with a primary focus on the public facilities owned by local government. The audit established that as at June 2022, there were 1,263 local government aquatic leisure facilities (indoor and outdoor) across Australia.

Pools that were over 40 years old and that had no major works undertaken were classified as in poor condition and likely requiring replacement in the next 10 years.

All 254 sample pools were also graded from Level 1 to Level 7 based on the size and scope of facilities. From a single outdoor pool graded as a Level 1 centre to a centre with an indoor 50-metre pool, three additional indoor water spaces and an equivalent dry area footprint rated as a Level 7.

An average replacement cost for all seven levels of pools was then established based on the advice of an experienced quantity surveyor (Turner and Townsend). They provided an approximate mid-point cost for replacement of each based on budgets and actual capital works for each facility level.

The results from the 20 per cent of pools assessed were then extrapolated across the total of 1,263 pools to establish likely costs for future works on all public aquatic facilities.

These replacement costs do not include new aquatic facility requirements for those suburbs and towns

Victoria and New South Wales have the most significant needs within the next 10 years, with both requiring in excess of \$2.5 billion to replace aquatic facilities that will no longer be operational, safe or align with community expectations.

Ageing aquatic infrastructure and the current challenge of the requirement for significant investment are not unique to Australia. England, which had a similar boom in building aquatic facilities in the 1960s and 1970s, finds itself in a very similar situation.

In 2021, Sports England commissioned a report titled A Decade of Decline: The Future of Swimming Pools in England. It highlighted the fact that based on an average lifespan of 38 years, aquatic facility numbers in the past decade declined by 67 and that if continued, the total number of pools could reduce by 2,000 pools or 40 per cent in the next 20 years.

This would result in 3.86 million people being "shut out of the activities they love" [18].

Up to \$8. Billion is required for the replacement of ageing aquatic infrastructure in the next 10 years



### POOL CLOSURES

### **Key Points:**

- Many Councils struggle to afford to maintain or replace swimming pools and attempt to close community pools.
- Closing community pools is inherently very unpopular, consistently aggravating community sentiment and mobilises communities towards involvement in the political process.

As pools age, the prospect of closures appears to be becoming more prevalent.

The Campaspe Council in northern Victoria has been forced to consider rationing their pools after they proposed to close up to seven of their eight outdoor pools, including Colbinabbin, Lockington, Tongala and Stanhope. The Council has estimated it would cost more than \$8 million to continue running all eight pools over the next 15 years, putting their future as a council at risk. Due to enormous community pressure, the Council have deferred a decision regarding the future of these pools [19].

Further north in Bendigo, the community fought to save the Golden Square Pool from demolition in 2013 [20] , while residents from Strathbogie Shire in north-east Victoria have developed working groups to create their own pool rescue plans [21].

Across the New South Wales border at the Greater Hume Council, two pools (Henty and Holbrook Pools) are being considered for closure however have now been saved through a Federal Government grant that eased the financial pressure [22].

Recently, the Wattle Range Council in South Australia announced it would allocate \$250,000 to build new recreational facilities in Nangwarry rather than spend an estimated \$400,000 to upgrade the town's ageing pool. A Save the Nangwarry Pool online campaign attracted more than 1,000 people, more than double the town's population [23]. This type of community campaigning frequently occurs when pools are flagged for closure.

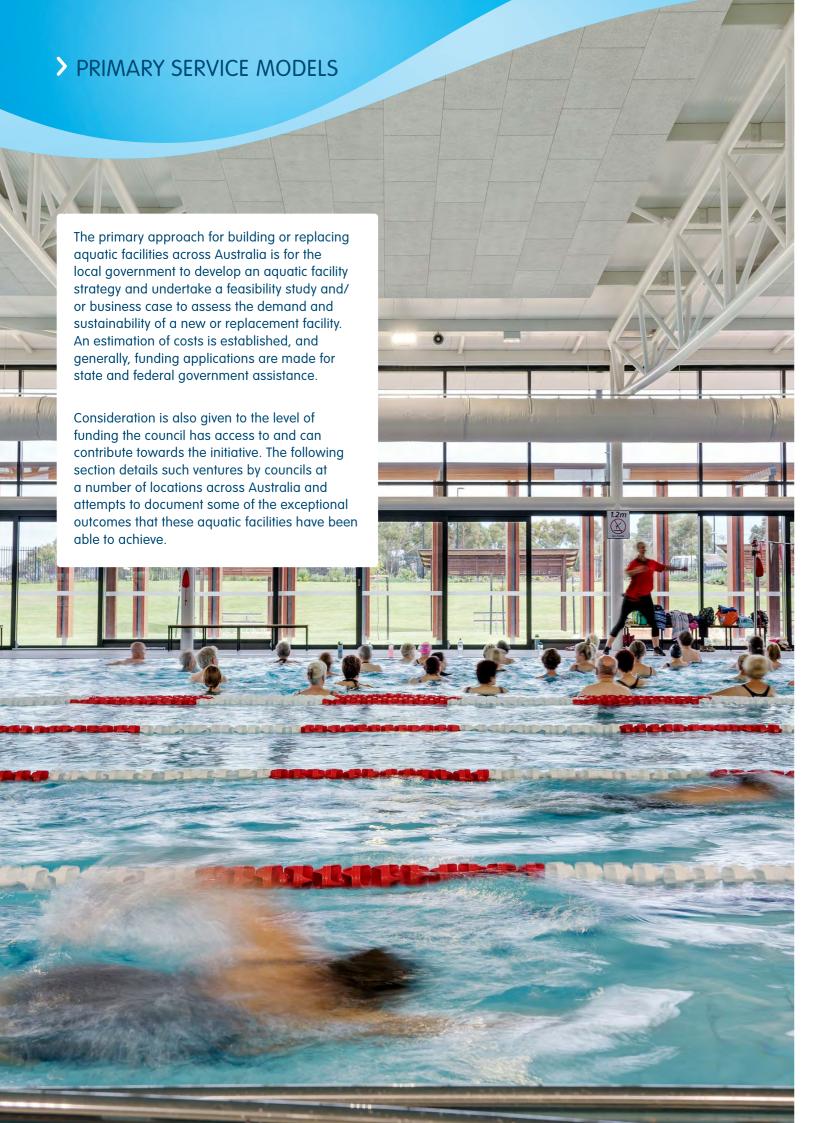


Riverina Herald, "700 Dip Into Pool Petition" 4th May 2016



Herald Sun Article: "Campaspe Council: Pools in 7 country Vic Towns to Close" 15th January 2022





### CASE STUDY 1: GURRI WANYARRA WELLBEING CENTRE - VICTORIA

The City of Greater Bendigo opened the Gurri Wanyarra Wellness Centre in October 2018. The facility is located in Kangaroo Flat, six kilometres north of the Bendigo CBD. The Council own another aquatic facility in Eaglehawk but have no aquatic facility in central Bendigo, which is naturally the geographic centre of Greater Bendigo.

The facility cost Council \$32.2 million to build, which stands out as an exceptionally low cost for the range of facilities when comparing the capital costs to other similarly-sized facilities built in Australia in the past three years. While Gurri Wanyarra is of a similar footprint and contains similar amenities and facilities to Gunyama Park Aquatic and Recreation Centre in the City of Sydney, the costs were less than a third of the City of Sydney facility.

The City of Bendigo was committed to minimising costs and did so based on a primary focus of simplicity in design. Council have described the design as "building a box", not dissimilar to a warehouse. This approach to design ensured that architectural costs were minimised and the lack of complexity of the building enabled local tradespeople to undertake the majority of the building works at lower rates than if larger companies had been engaged from Melbourne or Sydney.

The simpler design also enabled Council to assume full responsibility for project management. It has been subsequently acknowledged that the approach may have contributed to some increased operational costs relating to maintenance and utilities. However, it has been the source of great interest from several other councils looking at aquatic infrastructure replacement and eagerly seeking to understand how capital costs can be minimised.

Gurri Wanyarra Wellness Centre is a state-of-the-art health and leisure facility that offers the following facilities [24]:

- Indoor 50-metre, 8-lane heated pool with moveable
- Warm water pool
- Spa, sauna and steam room
- Learn-to-swim and toddler's pool
- Fully equipped 560-square-metre health club
- Group exercise
- Childcare
- Cycling studio
- Zero depth splash park area
- Birthday parties
- Cafe
- Exercise physiology
- Personal training

A key feature of the facility's service offering is an allied health program that is fully integrated with the health and fitness services. Belgravia Leisure, which manages the centre, created a then-industry-leading partnership with an allied health provider. The partnership was the first of its kind in formally integrating general practitioners and other allied health professions within a community leisure and aquatic facility.

Within this one-stop structure, the theory is that a community member can complete their journey to better health from early diagnosis through to engagement in physical activity as prescribed by their exercise physiologist (EP). The initiative also provides opportunities for the advancement of research concerning the link between chronic illness and the preventative physical activity services that can significantly improve such conditions.

Gurri Wanyarra Wellbeing Centre





### CASE STUDY 2: BALGO POOL - WESTERN AUSTRALIA

In Western Australia there are remote communities where the State Government have taken a leadership role in the construction and operation of public swimming pools.

Balgo is one of Australia's most remote Aboriginal communities, located in the south-east Kimberley, approximately 1,780 kilometres north-east of Perth and 900 kilometres south-southwest of Darwin. The community, with a population of around 460 people, lies on the northern edge of the Great Sandy Desert and on the western edge of the Tanami Desert

The Balgo swimming pool features:

- 25 x 6-lane lap pool
- 10m x 6m dedicated LTS area
- Walk-in beach entry
- Separate toddlers pool with spray features
- Full shaded
- Grassed areas and BBQ
- Toilets and changerooms
- Building containing plant room, first aid, office space and storage.

Work commenced on the Balgo pool and facilities in September 2018, and the project was completed on 29 March 2019 at the cost of \$7 million.

During its construction phase, the Balgo pool provided employment opportunities for 17 members of the community, including eight apprentices.

Funding for these pools aligns with the state government's health, education and community development portfolios. Health research found the incidence of skin sores and ear infections decreased and the application of a no-school, no-pool policy by school principals increased in school attendance. Further benefits include increased physical activity levels and enhanced community cohesion. The Royal Life Saving Society of WA (RLSSWA) also delivers vocational training along with mentoring and traineeship opportunities. Pool entry is free.



### CASE STUDY 3: GUNYAMA PARK AQUATIC AND RECREATION CENTRE – NEW SOUTH WALES

The Gunyama Park Aquatic and Recreation Centre is the largest pool complex built in Sydney since the 2000 Olympics.

The City of Sydney approved the project in 2015 along with a \$50 million budget. However, the final project budget was \$106 million following delays and construction cost increases.

Tenders were called for, and the final winning design was selected due to its sustainability and seamless integration of an urban beach pool into a park and surrounding native landscape, inspired by the area's former wetlands.

Situated in Zetland, in the City of Sydney's new Green Square development, the expansive, state-of-the-art complex is said to be Australia's most accessible and sustainable facility of its kind.

The centre is the first in Australia to hold a Green Star rating. Gunyama Park is now recognised as a leader in sustainability, featuring an energy co-generation system to heat and power the centre, significantly reducing its carbon footprint and making it cheaper to run each year. Solar panels on the centre's roof are connected to the local electricity network, allowing any surplus electricity to power buildings in the neighbouring community and cultural precinct [26].

Gunyama Park Aquatic Centre features:

- 50-metre heated outdoor pool set within a larger, irregular-shaped artificial beach pool
- 25-metre heated indoor program pool for swimming lessons
- Indoor leisure pool with a range of interactive toys, including water spraying devices and tipping buckets
- Heated hydrotherapy pool
- Health and fitness centre and covered outdoor yoga deck
- A full-size outdoor synthetic multipurpose sports playfield
- A fully equipped gymnasium and outdoor training circuit

Editor note: This facility's inclusion as a case study is not due to the financial model but rather its approach to sustainability and accessibility.

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### CASE STUDY 4: SCOTTSDALE AQUATIC CENTRE (DORSET COUNCIL, TASMANIA)

The Scottsdale Aquatic Centre, located in Tasmania's north-east, was officially opened in December 2021. The Dorset Council redeveloped the outdoor aquatic facility at the cost of \$7 million. The upgrades included refurbishment of the Centre's eight-lane, 25-metre pool, a learner's pool, a toddler's pool for children under five years of age and an outdoor water play area (the largest in Tasmania), featuring small and larger slides and water dump buckets.

According to the media reports, the upgrade was long overdue, as the pool was probably 15 years past its use by date, and the upgrades are giving it a new life. The upgrade was made possible by a \$3 million grant from the Tasmanian Government, with the remaining \$4 million funded by the Dorset Council [27].

Unlike most public pools, the pool has historically been free for the public to access and continues to have no entry fee following the redevelopment. The Council's primary objective is to see that the usage of the facility is maximised, and it is the Council's view that to charge entry fees is incongruent with this objective.

The Southern Grampians Council in Western Victoria has also trialled free entry before permitting free entry to all eight of their outdoor pools. Initial results have indicated that the net costs of operation have not been significantly impacted. Noting the reduced staffing costs at reception and based on subsidy per visit, their performance has improved significantly since the introduction of free entry due to the marked increase in attendances.



Scottsdale Pool (The Examiner, 27th November 2021)



### CASE STUDY 5: PIMPAMA SPORTS HUB (CITY OF GOLD COAST, QUEENSLAND)

Pimpama Sports Hub is an integrated aquatic, sporting and community precinct that provides significant social and community benefit to the northern Gold Coast. With the population expected to more than double by 2036, the City has recognised that it must provide a range of sporting and social infrastructure to existing and future residents.

The Pimpama Sports Hub has become an important sporting and community facility that is a place to engage in social, cultural, recreational and educational activities.

The Pimpama Sports Hub was constructed on a 14-hectare site and has been designed as a 2-stage development. The first stage comprised a clubhouse, 12 sports courts spanning almost one hectare, six court shade structures, a new community park and an events space catering for 3,000 patrons. The sports facilities have been designed with the intent of hosting both local and regional level events.

Phase 2 was completed in December 2021 and included:

- Community centre with multipurpose hall, meeting and function rooms
- Tennis centre with eight competition standard courts
- 25-metre indoor pool
- Indoor learn-to-swim pool
- Indoor warm water pool
- 50-metre outdoor pool
- Outdoor children's water play
- Café Change rooms
- Crèche
- Fitness centre

It is projected that the Hub will attract 750,000 visitors annually.

Other unique elements of the Hub include:

- Events park with a natural amphitheatre
- One-kilometre distanced marked walking trail
- Community park
- Six EV Chargers for electric vehicles
- 1,924 solar power, battery storage and co-generation systems provide 100 per cent of the annual electricity required at the site.

The project also had a significant local economic benefit, with 409 jobs generated during construction [28].

Editor note: This case study has been included to demonstrate that some Councils recognise the important role of social infrastructure in responding to growth, and are able to fund the delivery of significant infrastructure, however, this is likely out of reach for the majority of Australian Councils.

Pimpama Sports Hub (InsideGoldCoast)



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In Australia, there are 1,306 local government-owned public pools, which are in addition to the 807 privately owned facilities that are publicly accessible. The overwhelming majority of the privately owned and publicly accessible aquatic facilities are operated as swim schools.

When operated in an area with a large catchment population, swim schools can be especially profitable, hence the private sector's interest in providing such facilities. However, the provision of lap swimming pools by the private sector is almost non-existent as it is generally not financially profitable and generally requires subsidising. Consequently, if government does not subsidise lap swimming and recreational swimming facilities in some way, they are usually not available to the public.

The following case studies profile facilities and their operations at various locations which challenge the traditional local government-owned and operated model. Facilities that do this broaden the opportunities for the public to access aquatic facilities:

### **CASE STUDY 1:** SANDRINGHAM FAMILY LEISURE CENTRE STATE (CITY OF BAYSIDE, VICTORIA)

The Sandringham Family Leisure Centre comprises a stadium, gymnasium and swimming facility. These three program areas, which the City of Bayside built and owns, have been separately leased to third parties. The aquatic facilities, which BlueFit management agency leases, are operated similarly to other council-owned aquatic facilities. BlueFit provides lap and recreational swimming, with entry fees and hours of operation similar to neighbouring council-operated aquatic facilities.

The pool and health club, which Goodlife management agency leases, and the stadium are all operated under a commercial lease of 10 years duration. By operating under a lease rather than a management contract, Council has limited control over the operations. But as the landlord, Council has maintenance obligations and is also presently looking at potential upgrade works for the facility.

The operators of the pool and the health club offer a range of accessible and inclusionary programs. All social media and discussions with Council would suggest that the public consider the facility to be operated in line with a traditionally operated local government facility.

### **CASE STUDY 2:** THE PARKS RECREATION AND SPORTS CENTRE (SOUTH AUSTRALIA)

State governments across the country build and operate state sports facilities. They are either directly managed or operated through state-appointed trusts or other entities. Facilities built, owned and operated this way include the Melbourne Sports Aquatic Centre, Brisbane Aquatic Centre, Sydney Olympic Park Aquatic Centre and SA Aquatic and Leisure Centre. These facilities generally host state, national and international sporting events that require coordination with other state bodies. As such, the responsibility for the construction and ongoing provision by state entities is understandable.

While the Parks Recreation and Sports Centre was constructed and is owned by the South Australian Government, it is not a base for a sports institute like other state aquatic and leisure facilities, nor does it host state or national events. The range of facilities includes a 25-metre pool, program pool and zero depth wet play area similar to what would be found in most local council-owned metropolitan aquatic leisure facilities.

The Parks Recreation and Sports Centre is located in Angle Park, 10 kilometres north of the Adelaide CBD, and is one of two aquatic and recreation centres owned by the State Government along with the FINA standard South Australian Aquatic and Leisure Centre. The site was originally a state-owned education, arts and recreation hub, which included a sports stadium and a gymnasium. In 2013, the site was largely sold off, but the government was pressured to retain the recreation centre. This was then converted into a more modern leisure centre which then had the pools added to it.

### Sandringham Family Leisure Centre (Bluefit Swimming 2022)



The Parks Recreation and Sports Centre (YMCA 2022)



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Paddles to Swim (Private swim school in Legana, Tasmania)

### **CASE STUDY 3:** WEST TAMAR COUNCIL (TASMANIA)

As noted earlier in the report, there are over 800 publicly-accessible pools in Australia that are not local government-owned public aquatic facilities but rather privately-owned businesses that the public can access [1].

In West Tamar in Tasmania, three privately owned indoor swimming pools are available for public access. In addition, there is also a primary school that has a pool that has limited opportunities for public use.

Of the three privately-owned swimming pools, the access permitted is as follows:

- A 2-lane indoor 25-metre pool, predominantly operated as a swim school with limited access for swimming by competition swimmers.
- A 10.5m x 5.5m pool located at a resort that the public can attend for swimming (limited due to length), water aerobics and swim lessons.
- A 10m x 5m private pool is available for hire, swim lessons, aqua aerobics and recreational/ lap swimming.

While the private sector provides all indoor aquatic opportunities, the West Tamar Council solely offers a heated outdoor pool (33-metre pool, learner's pool and toddler's pool).

Additionally, the Launceston Leisure Aquatic Centre is in the neighbouring municipality and provides an extensive range of aquatic programs in both indoor and outdoor pools.

The West Tamar Council has not facilitated the provision of the indoor pools, and essentially the Council residents are fortunate that the private sector has chosen to locate in the area and offer services that might traditionally be only made available by Council.

These circumstances are not unique, with this situation present throughout Australia, although with varying degrees of indoor swimming being made available. This case study highlights that the private sector has shown itself to fill a void in indoor aquatic service provision in some isolated cases. This raises the prospect of increased council involvement in the establishment phase.

With ongoing engagement, there may exist the scope for a broadening of services offered by the private sector to cater more for communities' indoor pool needs without councils being the builders and owners of the facilities.



Fleurieu Aquatic Centre

### **CASE STUDY 4:** CITY OF VICTOR HARBOR AND CITY OF ALEXANDRIA PARTNERING TO FUND AND CONSTRUCT THE FLEURIEU REGIONAL AQUATIC CENTRE LOCATION (SOUTH AUSTRALIA)

The Fleurieu Regional Aquatic Centre is a unique aquatic facility because it was equally funded by two councils. The \$21 million project was a joint initiative of the City of Victor Harbor and Alexandrina Council, which both committed \$6.5 million.

The project also received \$8 million in funding support from the State Government's Community, Recreation and Sport Facilities Program and a land donation from Beyond Today, a local property developer. As the mayors of both councils noted in a joint statement: "An investment of \$6.5 million by one council would not procure much in the way of major new infrastructure, but together \$13 million leveraged significant grant funding to make a \$21 million project possible" [29].

In 2013, the Alexandrina and Victor Harbor communities were provided with an opportunity to consider concept plans for the Fleurieu Aquatic Centre and the financial commitment required to deliver the project. In addition to this consultation, a Community Reference Group was established in 2014 to provide input into the functionality and operations of the Aquatic Centre. This was made up of 17 community members across the two councils from local schools, swim school providers, allied health care providers, retirement facilities, childcare providers, sporting clubs and other community groups.

The City of Victor Harbor and Alexandrina Council created the Fleurieu Regional Aquatic Centre Authority, which is a regional subsidiary established under Section 43 of the Local Government Act 1999 by its Constituent Councils. The Authority was established in August 2015 to enable joint ownership and management of the Aquatic Centre.

The Fleurieu Aquatic Centre is located on the councils' border, and its facilities include:

- 25-metre, 8-lane swimming pool
- Multi-use program pool
- Multi-Use hydrotherapy pool
- Outdoor splash park
- Fitness facility
- Crèche
- Café
- Outdoor barbecues

The project received the Community Partnerships and Collaboration Award at the Local Government Professionals Australia Federation Awards in 2016 [29].

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### **CASE STUDY 5:** BAROOGA SPORTIES HEALTH AND FITNESS CENTRE (BAROOGA, NEW SOUTH WALES)

The Barooga Sporties Health and Fitness Centre was significantly impacted by COVID-19 and was at risk of closure. The facility, which a local not-for-profit sports association owns, includes several health and fitness facilities and programs but also offers a 25-metre indoor pool that operates at a deficit.

Before the COVID-19 pandemic, the health and fitness centre at Barooga Sporties was well patronised, with approximately 50,000 visits each year.

Barooga is located on the New South Wales side of the New South Wales and Victoria border. However, a large proportion of customers are residents of the Moira Shire, which is located in Victoria. In mid-2021, the prospect of the pool's closure was mooted; however, Council identified a substantial groundswell of community support from both sides of the river for this facility to remain open. The sports club approached Berrigan Shire Council to provide an operational subsidy to enable the club to continue to operate. It agreed, but on the condition an identical commitment was provided by the Moira Shire Council.

After some consideration, the Moira Shire Council voted to grant Barooga Sporties Health and Fitness Centre up to \$100,000 over two financial years to subsidise the provision of the indoor heated pool facilities, thereby matching the contribution from Berrigan Shire [30].

The facility has been renamed Barooga Aquatic and Recreation Centre, or BARC. All parties recognised at that time that providing an indoor 25-metre pool in a rural community could be very expensive. Benchmarking undertaken by the aquatics industry has found that the average cost of providing an indoor heated pool in communities of less than 10,000 people is around \$275,000 per annum (not including depreciation). The Sporties Group noted at the time that through their members, they still owned and operated the facility and continue to provide the majority of the funding required for its operation, highlighting that operational costs solely for the pool are \$170,000 per annum.

Both Councils have emphasised that the support is only for two years while the club takes on the onus to ensure the facility is viable and sustainable into the future.

### Barooga Aquatic and Recreation Centre





While seeking to simply maintain the aquatic facilities that local governments currently own and/ or operate, consideration needs to be given to how they may cater to changing community needs and be responsive to consumer trends which present further challenges and opportunities.

The International Associations for Leisure Facilities (IAKS) is recognised as a leading international aquatic sector association that seeks to bring industry leaders from around the world together to share their experiences and learnings for the growth and development of the sector worldwide. In 2020, IAKS produced a report titled: IAKS Future Trends for Pools [31].

### Within this report, the following trends were identified:

- Swimming as a sport and as an activity is regaining increased popularity.
- > The importance of swimming lessons is increasingly being recognised, resulting in increased attendance.
- > Water exercise is increasing in popularity.
- > The importance of providing fun activities for children and families is evident in the current design and the corresponding increased participation.
- > Improved facilities design for inclusivity.
- Increased demand in space for socialising, in recognition of the positive social impacts of aquatic centres.
- > More ecologically sustainable facilities are being built.
- > Communities expect facilities to be more safe and secure.
- > There is increasing competition for funds to build facilities, which has resulted in examples of innovative partnerships.
- There are improving economics of facilities, often as a consequence of multicomponent facilities.
- There are increased examples of digital transformation, including increased individualised marketing and virtual reality water slides.
- > Scarcity of land is impacting the opportunities to provide facilities.
- > There is an increased fight for talent with challenges attracting the appropriate skill set for the delivery of aquatic services.

> Design is constantly evolving to improve the user experience and ensure patrons' loyalty.

This report, while limited in large part to the desktop review and of available historical data and interviews with swimming pool owners and operators, has nevertheless reaffirmed the widely shared anecdotal views of the sector: that up to 40 per cent of Australia's aquatic facilities are nearing their end of life. The replacement of these facilities is likely to exceed \$8 billion and is an issue that requires further review and significant and coordinated action.

It is recommended that two key actions be undertaken now to respond to the findings and insights gained through this report:

1. Broaden the capability and understanding of the sector's approach to infrastructure investment and work with industry and governments so this problem can be addressed

Leaders from within the aquatic industry sector, including state and federal governments and representatives from Infrastructure Australia, should come together to review the insights revealed within this report and other sources, with the aim of developing a common understanding of the issues and the range of actions and recommendations that could be used to address the issues raised, as well as exploring strategies and opportunities to ensure continued provision of aquatic facilities across Australia is sustainable into the future.

2. Conduct a thorough analysis of the state of aquatic facility infrastructure across Australia

As the most significant investors and beneficiaries of aquatic facility infrastructure, governments should comprehensively address the absence of available data on the condition of aquatic facilities across Australia and seek ways to maximise returns on investment in aquatic facility provisioning.



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DRAFT REPORT - V4 AUGUST 2023

# AIDE HILLS





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### Acknowledgements

Council acknowledges that we undertake our business on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land.

Tredwell Management wishes to acknowledge the following people and organisations who contributed to the development of the Study.

- · Adelaide Hills Council Staff and Elected Members
- Adelaide Hills War Memorial Swimming Pool Incorporated
- Creo Consultants
- Leisure Management Excellence
- · Royal Life Saving Australia

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At a local, state, and federal government level there is strategic support for the Adelaide Hills Council (AHC) to invest in the Adelaide Hills War Memorial Swimming Centre (AHWMSC) to enhance the facility as an attractive public aquatic facility. For the future provision of aquatic facilities within the AHC area, four distinct options have been identified through the study process. These range from an option of minimal refurbishment of the AHWMSC to the future development of a new aquatic facility.

AHWMSC facility which is ageing has serviced the Adelaide Hills community for over fifty years and requires an on-going financial subsidy to operate (around \$90,000 per annum). It is also in need of significant asset refurbishment to bring the facility up to contemporary standards and meet legislative requirements.

AHC also has an older and ageing population who from an aquatic provision perspective will be seeking facilities that provide warm water suitable for gentle exercise, hydrotherapy, and rehabilitation. There are also a higher proportion of primary and secondary schoolers in the AHC, with primary school aged children -being major users of aquatic facilities for swimming lessons, school carnivals and casual leisure use. Families are also over-represented in AHC which supports the provision of aquatic facilities that

are fun (splash pads, slides etc.) and functional for swimming lessons (learn to swim, holiday swimming education sessions) and swimming competitions and training, as young people are the major participants of these activities. AHC also has a lower level of disadvantage which indicates a capacity to pay for services and a higher participation rate in physical activities such as swimming and fitness.

The major trends impacting aquatic facilities include:

- Increased demand for programmed warmer water areas as well as pools suitable for learning to swim, rehabilitation, therapy and older adult exercises.
- Development of multi-use facilities to attract a broader range of users
- Demand for high standard, high quality facilities and services
- Development of multi-purpose aquatic facilities
- Need to design aquatic facilities to meet people with special needs
- Need to offer a diversity of programs and activities for people of all abilities
- The influence of innovation and technology in managing facilities
- Recognising swimming is a high participation activity for adults and children

Attendances at the AHWMSC have been relatively consistent with an average of 11,749 visits per annum over the last four seasons with a spike in attendance in 21/22, this is despite the COVID-19 pandemic restrictions in place. The most popular activities were casual use followed by lap swimmers, swim club and aqua fit. Over 300 people take part in the learn to swim lessons each season. The majority of visitors come from Woodside [22%] which has the highest number of pool users, followed by Nairne [9.3%], Mount Barker [8.3%], Lobethal [7.2%] and Aldgate [4.9%]. Three of the top ten towns where people visit from are located in the District Council of Mount Barker (Nairne, Mount Barker and Hahndorf).

There are also three small private Learn to Swim (LTS) providers located in the AHC area at Stirling, Mylor and Lenswood. Recently one of the current providers has expanded and now provides swimming lessons within a private facility at Woodside. These facilities are very small and offer primarily swimming lessons for young children. Within a 25 minute drive time of the AHWMSC there are four aquatic facilities located within the District Council of Mount Barker including the Mount Barker Regional Indoor Aquatic and Leisure Centre which is currently under construction. The region is well provided for in terms of aquatic provision however many of the facilities on offer

only provide a limited range of services with a major focus on swimming lessons for children.

Creo Consulting Engineers (Creo) were commissioned separately by AHC to provide specialist advice on the current condition of the existing facilities at the site including their current condition, estimated remaining useful life, together with any immediate risks associated with the current condition of the existing facilities. The following is an outline of the key findings and recommendations from the Creo investigation works and associated report:

- The 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. The estimated minimum remaining operational life is 15 to 20 years, noting that the operational life may extend beyond this estimate.
- The condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.
- The pool floor tiling in the Outdoor 25m Pool was found to be in reasonable condition across the full extent of the floor.
- The internal pool tiles within the Outdoor LTS pool were generally found to be in a

satisfactory condition with there being only two notable items.

- Recommend the long term replacement of the pool circulation pumps to meet best practice guidelines.
- Recommend to increase the size of the heat pumps to maintain pool water temperatures during the cooler periods over the open season (currently an issue).
- Recommend upgrading the heater controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.
- The filtration pipework within the plantroom is generally in reasonable condition.
- Recommend that consideration be given to upgrading the Plantroom Electrical Sub-board to ensure compliance with AS3000 and AS/ NZS 61439.
- A series of recommendations were provided to meet compliance with Australian Standards and the SA Health Regulations and the Royal Life Saving Association Guidelines for the Safe Operation of Pools

Creo also provided a cost estimate to refurbish the pool finishes including painting/tiling and also general condition, maintenance requirements and estimated lifespan and replacement cost for items such as the filters, circulation pumps, sanitisation controllers, pumps and dosing equipment along with the electric heat pumps. The total cost to refurbish/replace these items is around \$900,000.

In addition to the pool facilities, plant and associated equipment there are a range of built facilities on site. The condition of these built facilities ranges from Average to Good. A series of recommendations have been provided to improve the overall functionality of the built facilities and the site more generally to meet various regulations and best practice.

The AHWMSC site offers a pleasant setting with a large sloping and grassed area at the northern end of the site which includes established trees that provide shade during the open season. Access into the pool is currently not easily achievable for people with disabilities and it is recommended a hoist as a minimum is provided and ideally a DDA compliant access ramp into the 25m pool.

Access into the pool site is currently through an entrance point directly off the roadway and car park. This presents problems when large groups of people are gathering to gain access as they congregate on the road way which presents safety and traffic management issues. There are also no pedestrian footpaths provided externally to facilitate movement of people safely into the pool.

The pool site also does not actively integrate with

the broader surrounding Woodside Recreation Grounds. There is a creek line running along the southern end of the site and the natural amenity of this area could be captured and suggestions have included providing a playspace area external to the pool grounds in this area which could involve relocating the existing Lions Shed (subject to consultation with the Lions Club and in-line with the broader Woodside Recreation Grounds Master Planning process).

An assessment of the feasibility of enclosing the current outdoor 25m pool with a roof structure was undertaken. It was found that there are many challenges both from a technical and functional perspective in retro-fitting a roof over an ageing outdoor pool and that this is not a feasible option for the site.

A splash pad is planned to be installed at the AHWMSC this year and this will assist in meeting some of the 'Recreation, Leisure and Adventure' markets.

The major gap in the market is the 'therapy and wellness market' as none of the current facilities provide services that meet this aquatic user market. This presents an opportunity to provide therapy and wellness services at the AHWMSC particularly if a new indoor warm water pool is developed on the current site.

With the Regional Aquatic and Leisure Facility coming on board at Mount Barker the AHWMSC has to establish its point of difference from this regional facility. With the new development being staged and the outdoor and fun/adventure facilities being planned for Stage Two, which will be at least a few years away from coming to fruition, then the current facility and operations at Woodside could re-position itself to cater for these markets.

The current facility has demonstrated a capacity to meet local seasonal demand for activities such as casual use, lap swimming, local swim club activities, school swimming lessons, events and carnivals over many years. The AHWMSC is not meeting demand for key markets including yearround access for the Fitness, Training and Sport Market (e.g. lap swimming for fitness, swim club) and does not cater for the Recreation. Leisure and Adventure market (families and children attending for fun, relaxation and social activity); the Education (e.g. swimming lessons and holiday swimming programs) and the Therapy and Wellness markets (e.g. hydrotherapy, relaxation and rehabilitation) as it does not have the necessary facilities in place that can cater adequately for these markets. Successful centres attract all four markets well and benefit from the diversity of revenue generation and increased visitations and attendances. With the regional

aquatic and leisure facility entering the market this will cater for some of these activities, however a significant portion of the AHWMSC catchment population is located over 20 minutes drivetime from the new facility location and whilst a small proportion of people will travel to use this new facility, many people won't drive these distances to access aquatic and leisure facilities on a regular basis. This presents a significant opportunity for the AHWMSC to capitalise on these gaps in the market.

Through the study process a number of distinct options have been identified for the future provision of aquatic facilities within the AHC area.

The four options are outlined here:

### **Option One - Refurbishment of AHWMSC**

Option One includes the minimal amount of works required to bring the AHWMSC up to contemporary standards and legislative requirements. The Creo report clearly identifies the required upgrades needed to achieve compliance. The total cost of Option One is estimated to be in the range of \$2-\$3million.

# Option Two - Refurbishment of AHWMSC and the development of a new indoor warm water pool

Option Two includes all the works required to bring the AHWMSC up to contemporary standards

and legislative requirements as detailed in Option One and also includes the new accessible ramp for the 25m pool and general improvements to enhance the site with some slight modifications for example the new entrance and café would be integrated into the new indoor facility. The major development item for Option Two is the provision of a new indoor warm water pool. The indoor warm water pool would be 16m x 8m in dimension and include a DDA compliant ramp. The total cost of Option Two is estimated to be in the range of \$10-\$12 million.

# Option Three - Refurbishment of AHWMSC and the development of a new outdoor warm water pool

Option Three includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in both the previous options and also includes the new accessible ramp for the 25m pool and general improvements to enhance the site. The major development item for Option Three is the provision of a new outdoor warm water pool designed so it can be enclosed and new ancillary facilities provided as a second stage. The outdoor program pool will be 16m x 8m in dimension and include a DDA compliant ramp. The total cost of Option Three is estimated to be in the range of \$4-\$5 million.

# Option Four - Refurbishment of AHWMSC and development of a new aquatic facility in Stirling and surrounds

Option Four includes all the works required to bring the AHWMSC up to contemporary standards, legislative requirements and further improvements to enhance the user experience and functionality of the site as detailed in Option One.

Option Four considers developing a new aquatic facility within Stirling and surrounds. This option would include key elements such as an indoor warm water pool and potentially an outdoor 25m lap pool. This could be developed at a site such as the Heathfield High School where it could be used by the school for their swimming programs and carnivals. This facility would be accessible to the public. Whilst this is a high level concept at this stage, it has been proposed to ensure all options are explored. The total cost of Option Four is estimated to be in the range of \$25-\$30 million.

The positives and negatives of each of the three options are detailed for AHC's consideration. In addition ActiveXchange's Investment Planning Model was utilised to inform this feasibility study and assist in assessing the alternate options. The Investment Planning report assesses the aquatic demand and supply of the two candidate sites identified within the Adelaide Hills Council Area the Woodside site where the current facility is located

and a site within Stirling and Surrounds. It factors into the modelling all competing facilities (private and public aquatic facilities) within a drive time catchment of 25 minutes which includes facilities in nearby council areas such as the District Council of Mount Barker.

Based on this analysis it was found that a new small indoor pool would attract more members, visits and learn to swim participants in Stirling and Surrounds compared with Woodside in 2023. The major constraints facing the development of a new facility at Stirling and Surrounds is the proximity to the new regional facility currently being constructed in Mount Barker, the proximity to a large number of aquatic and swimming pools within metropolitan Adelaide and the high cost of establishing a new aquatic facility on a greenfields site.

It is recommended that AHC focus on upgrading and improving the current AHWMSC given its strategic location in the centre of the AHC area, its existing presence and patronage and given the current facility is in sound condition, rather than pursue the development of a new facility in Stirling and Surrounds.

In the longer term, if Council invests in a new indoor warm water program pool this would provide an attractive environment for parents, caregivers, families and the broader community

a public aquatic facility that would be available all year, cater for a multitude of programs (e.g. swimming lessons, warm water exercise, aqua fitness). It would also meet the needs of older residents who are currently not well-catered for in the Adelaide Hills area in relation to access to suitable warm water pools for exercise, rehabilitation and hydrotherapy.

A new warm water program pool would address a number of the user market gaps specifically 'health and wellness' and also provide opportunities to operate swimming lessons, warm water exercise including lap swimming and aqua fitness, rehabilitation and hydrotherapy programs. Also as part of the new facility modern changerooms can be developed that also provide all access/DDA compliant and family changeroom space. A new reception area can be created which is much more inviting than the current offering at AHWMSC and also modern office and staff space and spectator viewing areas.

Regardless of whether the AHC pursues the development of a new indoor warm water pool there has been a range of refurbishment works and upgrades identified to plant, equipment and infrastructure at the AHWMSC to improve functionality and meet all necessary legislative requirements, whilst also providing high quality, efficient and safe facilities for the community.

The management of the AHWMSC by the current volunteer Committee is an example of how community involvement can deliver a recreational service to the community. The current formalised Management Agreement recognises Council's financial support for this facility. The current level of financial support provided by Council (circa \$90,000) is significantly less than other Councils who provide operators of outdoor community pools where they are leased or under a management agreement. Where Council's operate similar pools themselves the subsidy per visit or operational deficit that these Councils fund each year is often high and it is not uncommon to be in excess of \$1m per annum for larger facilities.

A number of management options including 'direct management', 'indirect management' and 'independent management' were analysed as part of this study with the benefits and constraints of each option presented. It was found that whilst the current operation, an 'indirect management' model, provides a relatively efficient service, there are areas that need to be improved, particularly in the areas of supervision; qualifications and training; and plant and chemical management. This is to ensure that legislative and relevant guidelines such as the Guidelines for Safe Pool Operations are met. There are also opportunities for management to improve areas such as marketing and promotion. It is recommended that AHC

work collaboratively with the Centre management to ensure that compliance is achieved at the AHWMSC and a proactive approach is taken and additional investment is provided in these areas.

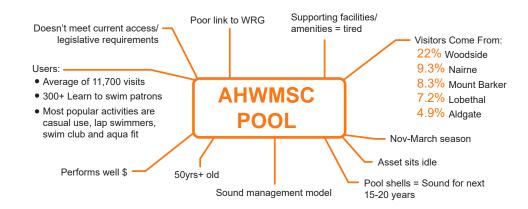
The AHWMSC has seen income increase over a three year period, this is despite the Covid-19 pandemic. However like most aquatic facilities costs have increased significantly in recent times for example costs increased nearly \$80,000 from 2021 to 2022 with electricity and gas increasing by \$23,794 [185%] and employment expenses increasing by over \$31,000 [21%]. This is a challenge facing many public aquatic facilities as utility and staff costs are the major costs of operations. These costs are likely to continue to increase significantly with estimates electricity costs could rise up to 30% and labour costs (average increase of nearly 4% in the past 12 months) are also increasing significantly above previous levels. These challenges present risks to the AHWMSC.

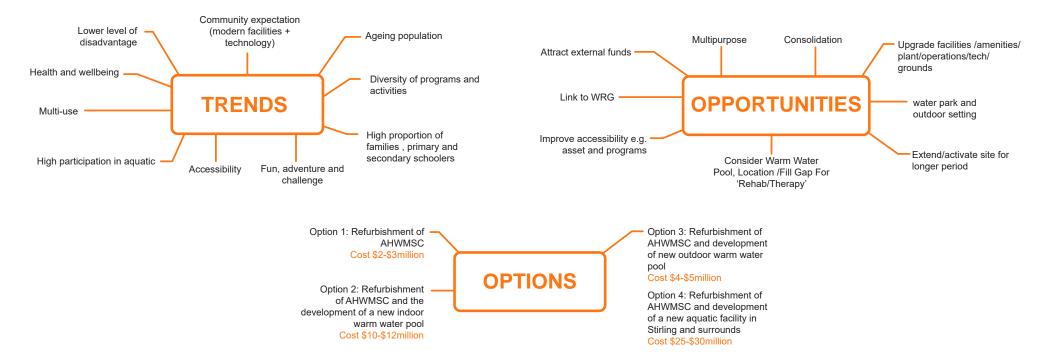
An assessment of the AHWMSCs performance against the University of South Australia's CERM Performance Indicators (with a focus on the key indicators) shows that the performance of the AHWMSC is sound particularly given many of the centres surveyed have significantly greater catchment populations. Highlights of the assessment is the AHWMSC is performing

well above the median for expense recovery with 85% compared with 61% for the CERM Performance Indicator and also for gross subsidy which is \$118,679 less. The Pool also has significantly lower gross expenditure and also lower gross receipts (income).

Overall the AHWMSC is performing relatively well compared with similar facilities across Australia. The continued efficient management and use of the local community's resources will ensure the AHWMSC can continue to operate efficiently and with an investment in refurbishing and improving the facilities at the site there is an opportunity to further improve the operating performance of the centre. Aquatic facilities are currently facing many challenges specifically ageing infrastructure, high energy and staffing costs, skills shortages and climate change and the AHWMSC seems to be meeting these challenges currently. A key consideration for the AHC is the level of investment they are prepared to make to further enhance and elevate the current offering at Woodside to benefit the Adelaide Hills community's health and wellbeing. A major decision is whether the future provision of an indoor warm water pool is pursued and regardless of this there is a need to invest in the AHWMSC to rectify compliance issues, make it a more attractive proposition for the community,

offer a diversity of facilities, programs and activities to meet the needs of the community such as a fun, interactive water play facility that will meet an unmet demand in the AHC and surrounding region.







# **01** Introduction and Background

### Introduction

The Adelaide Hills War Memorial Swimming Centre (referred to as the AHWMSC) was opened in November 1970 with an intent to provide swimming lessons to local residents who would otherwise need to travel to other Council areas and utilise surrounding Council swimming facilities.

Since its opening in 1970, the pool has been managed by the 'The Adelaide Hills (War Memorial) Swimming Centre Incorporated' (Centre).

The Adelaide Hills Council (AHC) has entered into a Management Agreement with the Centre for the day to day running and operation of the Pool. This Agreement sets out the responsibilities of AHC and the responsibilities of the Centre in relation to maintenance, upgrades, insurances and general operation of the AHWMSC.

AHC entrusts all responsibility for the running of the AHWMSC to the Centre and a subsidy of approximately \$90,000 is paid on an annual basis to support the group to deliver the following operational activities:

- swimming programs
- activities
- public use
- supervision and lifeguards
- plant and asset maintenance
- water quality testing and safety
- site health and safety

- compliance to legislation
- · revenue collection and operational expenditure.

Since the AHWMSC was built in 1970, there have been minimal upgrades to the pool or its surrounding structures. Over time, there have been a number of outbuildings of varying size and quality built at the site, for housing pool infrastructure (pumps etc.) and for storage of chemicals and other equipment and other storage sheds relating to the operation of the pool.

The AHWMSC is currently closed during the cooler months of the year. The AHWMSC is typically open during the months of November to March each year, and will only open for casual/recreational use if the forecast in Mount Barker is 25°C or higher (lap swimming requires no minimum temperature).

### Roof

There has been substantial discussion over a long period of time over the feasibility or otherwise of putting a roof structure over the 25m pool. It is envisaged that a roof or similar substantial structure would enable the pool to be kept warmer for longer periods and therefore open for longer periods during the year. This study investigates the costs/benefits of pursuing a roof over the pool to enable a decision to be made around this issue into the future.

# 01 Introduction and Background

### Scope

The scope of the study in summary is as follows:

- An assessment of the current business operation at AHWMSC
- Consideration of successful models for the operation of similar community facilities around Australia
- 3. Understand the costs involved in putting a roof or structure over the existing pool as outlined in this document, ongoing costs, and the additional time that a roof would allow the AHWMSC to remain open during the warmer months as a result of such a structure, with a high level business case attached to the roof option
- 4. Understand the remaining asset life of facilities
- 5. A detailed engineering assessment of current condition of the assets on the site and what would be required to bring them up to standard to mitigate any identified current or future risks, whilst allowing for future growth
- Linkages with the wider Woodside Recreation Ground & other civic activities that occur at the site
- 7. Analysis of current and predicted demographics, supply and demand, nearby assets and aquatic trends.

The project brief also specified that The Feasibility Study should consider and articulate:

- An understanding of the remaining asset life of all facilities associated with the pool and site operations based upon engineering assessments
- 2. An understanding of current risks associated with the pool's operations and asset condition
- 3. Recommendations for the future of the site that consider:
  - Connectivity with the wider Woodside Recreation Ground and associated civic assets
  - The 'point of difference' for the AHWMSC in comparison to competing aquatic facilities within the Region and metropolitan Adelaide more generally
  - Approximate costs and viability of a roof or structure covering the main pool asset
  - The demand for the existing facilities and demand for future upgrade improvements based on best practice in Aquatic facilities provision and the "point of difference" for the site into the future
  - Preferred business / operating model, or business / operating model options for future consideration
  - Priorities for works

- · High level concept / site options
- High level costings associated with recommendations.

### **Engagement**

Two workshops were held face to face with Council's Elected Members and two workshops held with the existing Centre Committee.

Ongoing discussions were also held with AHC staff and the current pool manager to determine the current status and operations of the AHWMSC.

It is not envisaged that the Report would be subject to wider Public Consultation at this stage.

### **Exclusions**

The following tasks were not considered as part of this study:

- Community consultation
- Plans for the development of any adjacent facilities at the Woodside Recreation Ground precinct
- Detailed design and construction plans for future options
- Detailed costs of future plans/options.

# **01** Introduction and Background

### **Literature Review**

A wide range of strategic documents and policy positions are relevant to the development of this Study. Various national, state and local level documents were reviewed, with key visions, strategies and policies relevant to the future development of the AHWMSC identified.

The following documents were reviewed:

### **AHC**

- Strategic Plan 2020-2024 A Brighter Future
- Sport and Recreation Strategy 2017-2021
- Access and Inclusion Plan 2020-2024
- Community Land Management Plans

### **State Government**

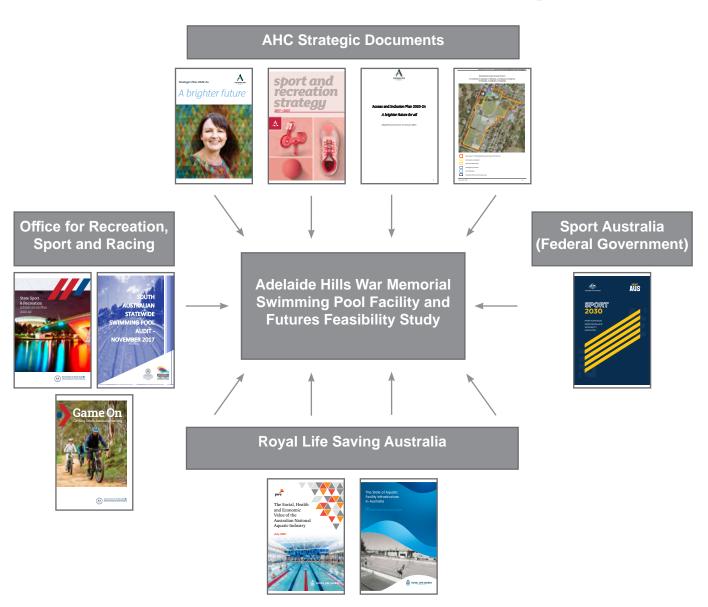
- State Sport and Recreation Infrastructure Plan
- South Australian Statewide Swimming Pool Audit
- Game On! Getting South Australian's Moving

### **Federal Government**

Sport 2030, Sport Australia.

### **Royal Life Saving Australia**

- The Social, Health and Economic Value of the Australian National Aquatic Industry
- The State of Aquatic Facility Infrastructure in Australia



# **01** Introduction and Background

### **Summary and Analysis**

Strategically there is scope for the AHC to invest in the AHWMSC to enhance the facility as an attractive public aquatic facility. The AHC Strategic Plan supports Community Wellbeing through supporting the provision of formal and informal sport, recreation and play spaces for everyone in the community to enjoy that are inclusive, welcoming and accessible. The Strategic Plan also supports functional built environments that are sustainably managed. The AHC Sport and Recreation Strategy purpose is to activate and encourage increased participation in the Adelaide Hills community and also facilitate the effective use of the region's facilities including the AHWMSC. There was a need identified for swimming facilities particularly in the Southern area of the AHC area which will be met (at least partly) with the new facility being constructed in Mount Barker.

Recent studies including the State Sport and Recreation Infrastructure Plan, the Statewide Swimming Pool Audit and Game On! Getting South Australians Moving and a recent Royal Life Saving Society report recognise that many aquatic facilities within South Australia are ageing and reaching the end of their useful life and will require major upgrades or complete replacement if they are to continue to adequately and safely service the communities they are located within. The Royal Life Saving Society report estimated

\$8 billion is required to replace 500 ageing public pools by 2030 and a further \$3 billion by 2035.

The report estimated that the social, health and economic cost of closing only 10% of these old public pools would be at least \$910 million annually. These findings are consistent with the situation facing the AHC as the AHWMSC facility is a 50+ year old facility which is ageing and requires an on-going financial subsidy to operate. It is also in need of significant asset refurbishment to bring the facility up to contemporary standards and meet legislative requirements.

### **Climate**

The AHC area has a moderate climate, with cooler winters and warmer summers. Rainfall occurs predominantly in winter. In February, the warmest month, the average maximum is 26 degrees Celsius and average minimum 11 degrees Celsius. In July the coolest month the average maximum is around 11 degrees Celsius and the average minimum around 6 degrees Celsius. The AHWMSC closes over the autumn, winter and early spring period. The private facilities located in the area operate all year round.

The cooler climate in the Adelaide Hills presents challenges for operating an outdoor seasonal pool particularly at the start and towards the end of the seaon where the temperatures are cooler. Whilst the AHWMSC is heated, the current system does not have the capacity to heat the body of water to the required 26 degrees Celsius for the entire swimming season.



### **Demographics Analysis**

The Adelaide Hills Council population is 41,448 people in 2022 and is expected to remain stable and potentially decrease slightly over the next decade. The Council area covers a land area of 795 square kilometres and has a population density of 52.14 persons per square kilometre which is relatively low.

The broader Adelaide Hills Region which includes the District Council of Mount Barker had a total population of 80,501 people in 2021. Greenfield development surrounding Mount Barker has contributed to much of this growth, with 7,337 additional people moving to the area between 2016 and 2021. It is expected to grow by 34.5%, 27,790 people (based on the medium projection series), between 2021 and 2041 with growth predominantly located in Mount Barker and Nairne SA2s with significant greenfield opportunities available.

Smaller opportunities are scattered across the numerous townships throughout the region, however growth opportunities beyond township boundaries are limited due to the Environment and Food Protection Area that covers much of the region.

(source: Population Projections for SA and Regions - 2021 to 2051 PlanSA June 2023)

Additional key AHC demographic considerations include:

- The median age is 44 which is higher than SA as a whole which is 41 indicating an older age profile.
- 36% of households are "couples with children" compared with 27% for SA
- Aboriginal and/or Torres Strait Islander people make up 0.7% of the population which is much lower than SA with 2.4%.
- Median weekly household income is \$2,090 which is substantially higher than SA with \$1,470.
- 11% of households rent compared with 27% for SA.
- 44% of households have a mortgage compared with 34% for SA.
- 17% of residents were born overseas compared with 24% for SA.
- Unemployment rate is 3.4% compared with 5.4% for SA.
- 33% of adult residents are university qualified compared with 23% for SA.
- SEIFA is 1,080 compared with SA which is 979 and indicates a lower level of disadvantage
- 32.9% of the population have a long term health condition similar to SA

• 3.8% of the population needs assistance due to age or disability.

These key population highlights indicate a more educated, skilled and high socio-economic LGA region overall.

The Adelaide Hills population is 41,448 people and the top ten largest towns by population make up 67% of the total population. The southern area of the Council comprises the communities of Bridgewater, Aldgate, Stirling, Crafers and Crafers West (drivetimes to Woodside range from 20-25 minutes) which comprise 13,570 people, nearly a third of the population of the AHC [32.7%]. Woodside where the AHWMSC is located and nearby Lobethal (8 minute drivetime) comprise 5,235 people [12.6%]. Other larger towns include Balhannah with 1,756 people (8 minutes drivetime to Woodside) and Birdwood with 1,376 people (15 minutes drive to Woodside). Populations of the larger towns are provided in Table 1.

Table 1: Population by Town (Top 10)

Town	Pop. 2021	% Pop.
Bridgewater	3719	11%
Aldgate	3471	9%
Stirling	3067	8%
Woodside	2701	7%
Lobethal	2534	7%
Crafers	2006	6%
Balhannah	1756	5%
Birdwood	1376	4%
Crafers West	1307	3%
Kersbrook	1116	3%

Note: Belair and Rostrevor have not been included as only part of their area falls within the AHC.

Source: AHC Community Profile https://profile.id.com.au/adelaide-hills accessed June 2023

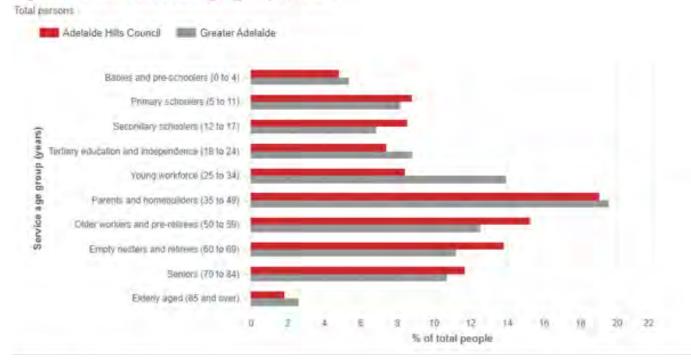
Table 2: Age structure - Service age groups 2016 & 2021 AHC Comparison

Adelaide Hills Council - Total persons (Usual residence)		2021			2016	Change between 2016 and 2021	
Age group (years)	Number	%	Greater Adel %	Number	%	Greater Adel %	Number
Babies and pre-schoolers (0 to 4)	1,978	4.8	5.4	1,936	5.0	5.9	+42
Primary schoolers (5 to 11)	3,611	8.8	8.2	3,693	9.5	8.2	-82
Secondary schoolers (12 to 17)	3,500	8.6	6.9	3,344	8.6	6.9	+156
Tertiary education and independence (18 to 24)	3,046	7.5	8.8	2,925	7.5	9.5	+121
Young workforce (25 to 34)	3,461	8.5	14.0	3,020	7.8	13.8	+441
Parents and homebuilders (35 to 49)	7,797	19.1	19.6	7,983	20.5	19.7	-186
Older workers and pre-retirees (50 to 59)	6,253	15.3	12.6	6,281	16.2	13.1	-28
Empty nesters and retirees (60 to 69)	5,664	13.9	11.2	5,530	14.2	11.1	+134
Seniors (70 to 84)	4,799	11.7	10.7	3,476	8.9	9.3	+1,323
Elderly aged (85 and over)	768	1.9	2.6	674	1.7	2.6	+94
Total persons	40,877	100.0	100.0	38,862	100.0	100.0	+2,015

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

Figure 1: Age structure - Service age groups 2021 AHC & Greater Adelaide Comparison





Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile id by id (informed decisions).

### **Dominant Groups**

Analysis of the service age groups of Adelaide Hills Council in 2021 compared to Greater Adelaide shows that there was a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years). Refer Table 2.

Overall, 22.2% of the population was aged between 0 and 17, and 27.5% were aged 60 years and over, compared with 20.5% and 24.6% respectively for Greater Adelaide.

The major differences between the age structure of Adelaide Hills Council and Greater Adelaide were:

- A larger percentage of 'Older workers & preretirees' (15.3% compared to 12.6%)
- A larger percentage of 'Empty nesters and retirees' (13.9% compared to 11.2%)
- A larger percentage of 'Secondary schoolers' (8.6% compared to 6.9%)
- A smaller percentage of 'Young workforce' (8.5% compared to 14.0%).

### **Emerging Groups**

From 2016 to 2021, Adelaide Hills Council's population increased by 2,015 people (5.2%). This represents an average annual population change of 1.02% per year over the period.

The largest changes in the age structure in this area between 2016 and 2021 were in the age groups:

- Seniors (70 to 84) (+1,323 people)
- Young workforce (25 to 34) (+441 people)
- Parents and homebuilders (35 to 49) (-186 people)
- Secondary schoolers (12 to 17) (+156 people).

### **Recent Demographic Trends**

#### **Changing Employment**

Since the global pandemic some people's work and lifestyle patterns have changed significantly. A significant portion of the working population (estimated at 26.3% in a recent national market research survey the Transport Opinion Survey, University of Sydney 2023), are now working from home full-time or on a hybrid basis (split between the traditional office and home).

The implications for this for public aquatic and fitness facilities is the ability for people to recreate at times they traditionally haven't been able to due to work commitments. They can now undertake exercise at a time more convenient for them and not necessarily within the traditional time slots of before and after work. The AHWMSC needs to consider this trend when considering opening hours and programming and provide more opportunities for people to exercise and recreate during the day as an example.

#### **Cost of Living Pressures**

In recent times the cost of living for many has increased significantly. Essential services and products such as rent/interest rates, fuel, food and energy have all risen substantially. This is impacting household budgets and reducing people's discretionary spending on fitness and recreation activities including swimming. The other concerning factor is the sport and recreation sector relies heavily on volunteers to operate (as is the case at the AHWMSC) and for volunteers, a reduced income is likely to impact on their free time and willingness to spend money on travel to perform their volunteering duties. Recent evidence from the UK suggests that according to research by UK Active (the peak body for physical activity in the UK), 79% of public leisure facilities say that without support they are 'likely' or 'extremely likely' to cease operations within the next six months due to rising costs and reduced income levels. The recent operating performance of the AHWMSC highlights the major increases in costs (circa 26% from 2021 to 2022) and whilst revenues have remained relatively stable in recent years margins are being reduced significantly. This is discussed further in Section 8 below.

### **Demographic Summary and Analysis**

The AHC area is not expected to experience significant growth in future years. The major growth in the broader region will be in the Mount Barker District Council who are currently constructing a regional aquatic facility with the intent of attracting AHC residents. Notwithstanding this the AHC population of circa 40,000 could potentially support a standalone local/district level facility (refer Section 6 for planning hierarchy). Noting also the AHC area has a low population density with residents dispersed through the area predominantly around the areas of Stirling/Aldgate/Bridgewater/Crafers/Crafers West/Heathfield, Balhannah/Oakbank, Lobethal and Woodside.

The AHC also has an older and ageing population who from an aquatic provision perspective will be seeking facilities that provide warm water suitable for gentle exercise, hydrotherapy and rehabilitation. However, there are also a higher proportion of primary and secondary schoolers in the AHC, primary school children are major users of aquatic facilties for swimming lessons, school carnivals and casual leisure use. Whilst secondary schoolers in their teenage years are historically not major user groups of public aquatic facilities unless more adventurous and 'thrill seeking' opportunities are provided such as water slides and static waves, this is similarly the case for young adults who are under-represented in the AHC area.

Families are over-represented in the AHC which supports the provision of aquatic facilities that are fun (splash pads, slides etc.) and functional for learn to swim, swimming lessons including school holiday programs, swimming competitions and training, as young people are the major participants of these activities.

The area is not highly diverse with significant lower representation of indigenous Australians and people born overseas. Despite this any new or upgraded aquatic facilities will need to be universally accessible and cater for all.

The AHC has a lower level of disadvantage with strong employment rates, higher education levels and higher medium weekly household income levels. This indicates there is a capacity to pay for services and also a higher participation rate in physical activities such as swimming and fitness which need to be catered for within the local area.

The AHC has nearly one third of the population that has a long term health condition and physical activity particularly low impact activities such as swimming and water based exercise is proven to assist and prevent many of these conditions (e.g. high blood pressure, diabetes, some cancers, cardiac conditions, arthritis). Physical activity including swimming and related activities also improves people's mental health.

The new Mount Barker facility will provide many of these facilities and services (refer Section 4). However the majority of residents will be required to drive significant distances to access this facility once built.

### **Aquatic and Leisure Trends**

#### **Health and Wellbeing (Social Outcomes)**

- AHC is experiencing an ageing population.
   Placing a new and strong demand on programmed warm water areas.
- Need to provide flexibility in times for people when they recreate including after hours and year-round access.
- There is an increased variety in recreation and leisure options on offer.
- Strong demand and desire for parents and carers to take their children to regular organised swimming lessons conducted by qualified instructors.
- Lack of time, lack of facilities close by, family and work constraints, health challenges and cost of service or use of facilities are the main constraints to people's recreation and aquatic leisure participation.
- The broadening different cultural, age and gender of the population sees the need for facilities to offer potential users a much more varied range of programs and services than previously offered.
- There is a strong desire for activities to be affordable and the development of multipurpose aquatic leisure centres has enabled the high operating cost activity of aquatics (in many cases) to be cross subsidised by more profitable activity areas such as health and

- fitness, food and beverage and entertainment areas.
- This has enabled many facilities to keep general entry fees lower to encourage use whilst seeking users who want special services to contribute at a greater level to the cost of such activities.
- Preventative health care and active lifestyles are very important to many people and aquatic, health and fitness activities are becoming a large part of people's activity choices.
- There is an expectation of equity and accessibility and today's society expects people with special needs to be catered for in public aquatic and leisure facilities.
- There is a growing array of programs and activities being offered at aquatic facilities to people of all different abilities, physical condition and skill levels.
- A section of the population are becoming more conscious of their overall health and wellbeing and their is a trend to the incorporation of facilities and services that meet these needs such as spas, saunas, massage, yoga, therapy and meditation.
- These services can be offered on a commercial basis and can assist in offsetting some of the costs of operating aquatic facilities.

#### **Quality of Facilities and Programs**

- Trend towards multi-use facilities to attract a broader range of users.
- Providing a range of aquatic and leisure facilities and programs.
- Swimming lessons require access to relatively shallow and warmer preferably warmer water ideally year round.
- Facilitating easy access to services and programs offered within existing/new aquatic facilities is important.
- Changing employment structures, trading and works hours means people are looking for facilities that are open longer hours and have a lot of activity options at the one site.
- This makes opportunities such as multi-use pools attractive as their longer opening hours and days open means usage can be made in a wide range of social, training, competition, and educational settings.
- There is an opportunity to introduce more aquatic and leisure based programs and review opening times to provide more opportunities for the community to utilise and access the existing aquatic facilties and any proposed facilities.
- Providing quality and comfortable spaces (shelter, shade, grassed areas) and furniture,

- such as pool side lounges, tables, chairs, umbrellas, etc., allow people to stay close to the water areas in relative comfort.
- People are, more and more, looking for high standard, high quality facilities and services to meet their recreation and leisure needs.
- This has also seen the trend for indoor facilities becoming very popular as they allow activity in safe and secure spaces in all weather and environmental conditions.
- This suggests that building low standard, low cost facilities will not attract the maximum user market.
- Aquatic facilities need to offer healthy and active programs to encourage people to be more physically active and preventative in their approach to health.
- With the advances in technology (wearable devices, virtual reality, sport/leisure apps) in the aquatic and leisure sector there is a need to embrace opportunities to progress the development and management of aquatic and leisure through new and emerging technologies.

#### Infrastructure

- In addition demand for pools suitable for hydrotherapy, gentle warm water exercise to provide improved health outcomes for older adults.
- Important to provide a range of water depths within pools to facilitate these programs.
- Provide multiple water and dry areas to meet different needs at the one centre.
- In recent years there has been a rapid development of play and fun based facilities such as splash-pads, water slides, inflatables, water features, tipping buckets and spray canons. These features act as an attractor for the facility and provide well for the needs of children, families and young adults.
- There has been improved design features to increase accessibility to and within such facilities such as DDA compliant ramps into pools, universally accessible change facilities and better circulation areas.
- Given the high cost of providing and developing aquatic and leisure facilities, the push for sustainability and the community's changing preferences there is a need to design flexible facilities and functional spaces that are efficient and can cater for a wide variety of activities.

#### **Aquatic & Leisure Trends Summary & Analysis**

Significant trends include:

- Increased demand for programmed warmer water areas as well as pools suitable for learning to swim, rehabilitation, therapy and older adult exercises.
- Development of multi-use facilities to attract a broader range of users.
- Demand for high standard, high quality facilities and services to meet resident's recreation and leisure needs, including well-presented and clean facilities.
- Development of multi-purpose aquatic leisure centres.
- Aquatic, health and fitness activities are becoming a larger part of people's activity choices.
- Aquatic facilities need to be designed to meet the needs of people with special recreation needs.
- There is a need to offer a diversity of programs and activities for people of all different abilities, physical condition and skill levels.
- Recognition of strong links between physical activity and health.

- The influence of innovation and technology in managing facilities and at an individual level specific programs and workouts e.g. point of sale systems, visitor management and wearable devices
- Swimming is a popular activity ranked fifth overall for participation in SA for adults [12.8%] and first overall for participation for children [29.2%] of all physical activities (refer Participation Trends on the following pages).

Figure 2 provides an outline of the key aquatic and leisure trends influencing aquatic provision.

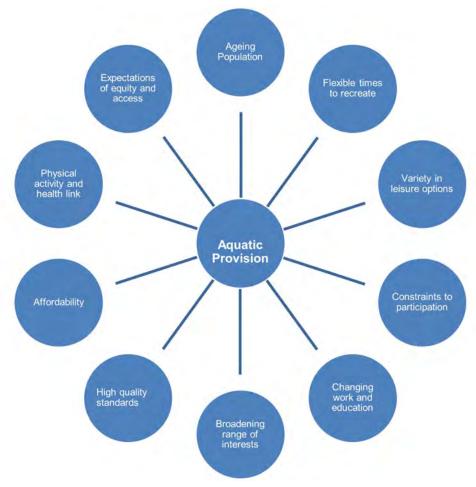


Figure 2: Aquatic and Leisure Trends

### **Participation Trends**

The most recent AusPlay data released by Sport Australia in early 2023 shows swimming is a popular sport and recreation activity ranking in the top 5 sport and active recreation activities undertake by adults and children alike (refer table 3 and 4). It also provides an important community safety service with parents and caregivers often wanting to teach their children how to swim resulting in high demand for swimming lessons.

Table 3: Top Physical Activities - Adults in SA 2022

Rank	Activity	Partici	pation	
		(000s)	%	
1	Walking (Recreational)	685.5	46.5%	
2	Fitness / Gym	520.9 35.4%		
3	Athletics, track and field (includes jogging and running)	207.5	14.1%	
4	Cycling	194.9	13.2%	
5	Swimming	188.4	12.8%	

The five most popular physical activities for children in SA are swimming (the most popular), Australian Football (AFL), Basketball, Netball and Dancing (recreational). Refer Table 4.

Table 4: Top Physical Activities - Children in SA 2022

Rank	Activity	Partici	pation		
		(000s)	%		
1	Swimming	92.0	29.2%		
2	Australian football	56.2	17.8%		
3	Basketball	38.3	12.2%		
4	Netball	37.4	11.9%		
5	Dancing (recreational)	33.9	10.8%		

The Ausplay data also found that swimming is also the second most participated activity within a purpose-built venue or facility after fitness/gym activities.

According to the Australian Bureau of Statistics (ABS) National Health Survey, the following health indicators are of concern:

- 8 in 10 Australian children do not meet national guidelines for 60 minutes of physical activity per day
- 1 in 3 Australians aged 15 and over do very little or no exercise
- 70% of Australian men are overweight or obese
- 56% of Australian women are overweight or obese

- 1 in 5 Australians suffer a mental health illness
- Physical inactivity contributes to 19% of diabetes 2 cases; 16% of bowel cancer cases; 16% of uterine cancer cases; 14% of dementia cases; 11% of coronary heart disease; and 10% of strokes.

To create healthier communities and healthy places for people, investment is needed in community sport and recreation infrastructure (including aquatic facilities), activity programs and increased participation opportunities – to get people moving and encourage healthy lifestyles.

The main reasons for people participating in physical activity include:

- 1. Health/fitness
- 2. Fun/enjoyment
- 3. Social reasons
- 4. Psychological/mental health benefits
- 5. To be outdoors/enjoy nature
- 6. To lose/manage body weight
- 7. Active transport
- 8. Walk the dog
- 9. Hobby
- 10. Performance/competition.

### **Participation Summary and Analysis**

With the high rate of participation in swimming in local communities including the AHC area, where if the participation figures are extrapolated for adults and children alike it calculates that of the 31,788 AHC adult residents 4,069 adults swim regularly and of the 9,089 AHC children residents 2,654 swim regularly. Combined, this is 6,722 residents of the AHC who swim on a regular basis or 16% of local residents.

### **ActiveXchange Modelling**

As part of the study process the concept of investigating the Stirling and Surrounds area of AHC for the establishment of a new aquatic facility was proposed should it be deemed that the option of a new indoor warm water program pool be pursued in the future. To inform this feasibility study and assist in assessing the alternate options, an investment planning model report was prepared by ActiveXchange, who specialise in assessing demand and supply for aquatic facilities throughout Australia and New Zealand. The framework for the model is outlined in Figure 3. The Investment Planning report assesses the aquatic demand and supply of the two candidate sites identified within AHC area. It factors into the modelling the local catchment demographics along with all competing facilities (private and public aquatic facilities) within a drive time catchment of 25 minutes which includes facilities in nearby areas such as the District Council of Mount Barker and metropolitan Adelaide.

The top demographic segment profiles have been presented below for the current Woodside site and the Stirling and Surrounds area refer Figures 4 and 5. The demographic mix is quite different between the two areas with the Woodside area having strong representation from the rural/farming sector [17%], middle aged empty nester couples with above average incomes [14%] and families

with children with low to average incomes [13%]. This compares with Stirling and Surrounds which has nearly a third of the population who are older couples in semi-retirement with high income levels [28%], Generation X families with children with high income levels [19%] and middle aged families owning acreages of land just outside of the metropolitan fringe [11%]. The demographic composition of a catchment area is an important factor in planning for aquatic facilities. For example families with children will require access to swimming lessons, leisure water and fun/ adventure based activities such as water parks and slides whereas older adults with high income levels are more likely to be seeking warm water, hydrotherapy, wellness and exercise water space. People with higher income levels usually have a greater capacity to pay and would likely seek out higher quality and contemporary aquatic facilities and programs if they are available.

The ActiveXchange modelling is discussed and analysed further in Section 6.

### Infrastructure Planning Model



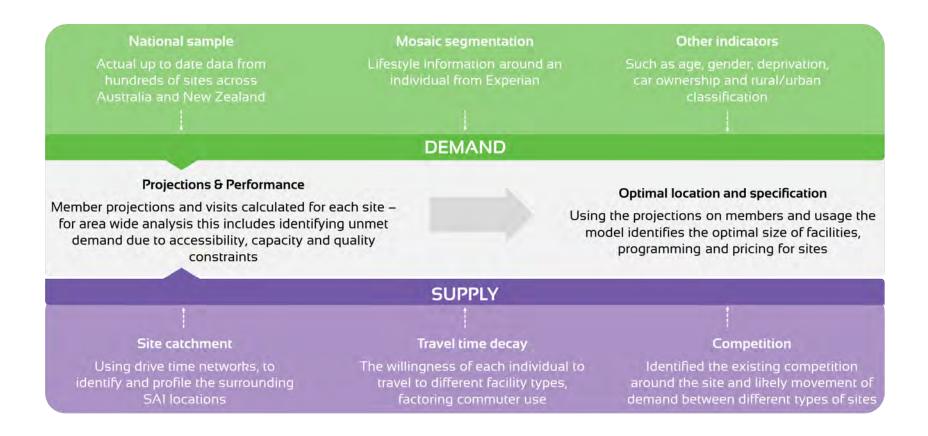


Figure 3: ActiveXchange Infrastructure Planning Model

### Adelaide Hills War Memorial Swimming Pool



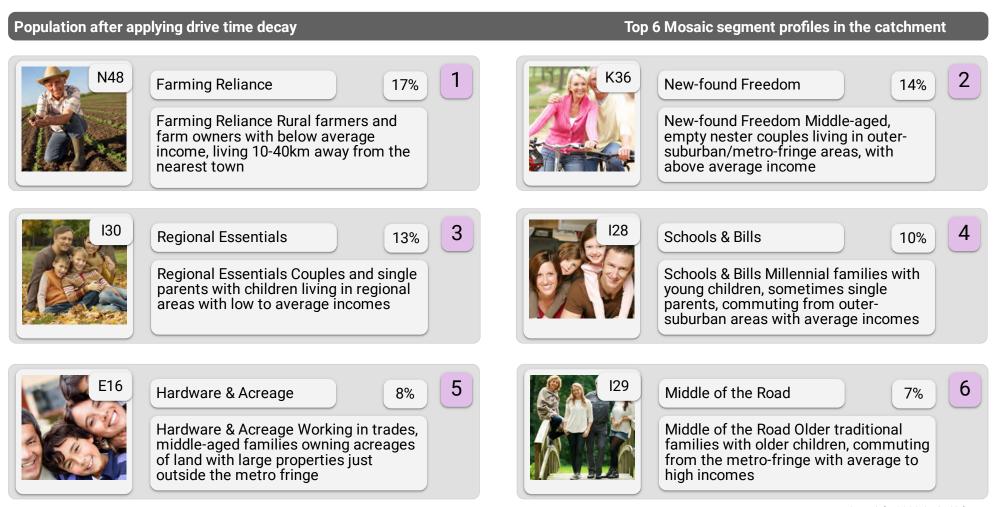


Figure 4: ActiveXchange - AHWMSC drive time catchment of 25 minutes

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### Stirling & Surrounds - IPM



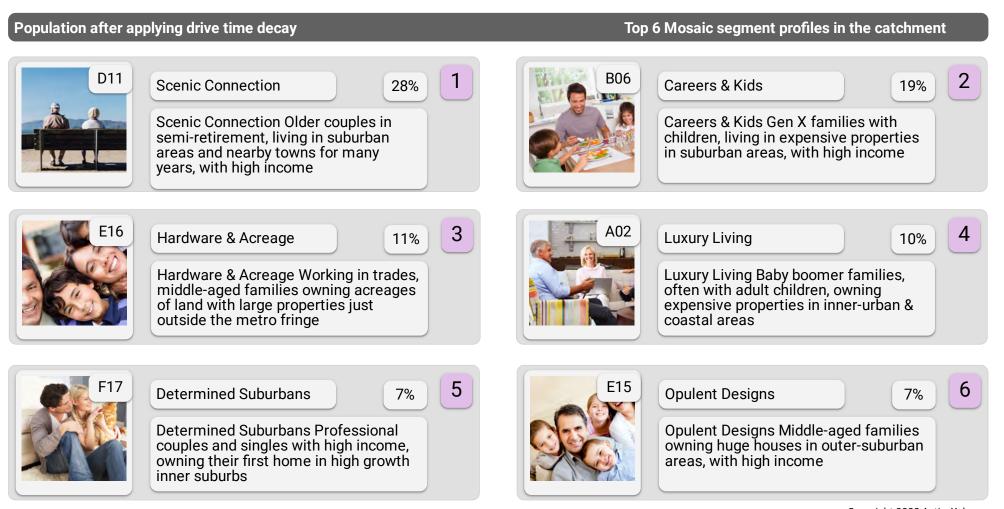
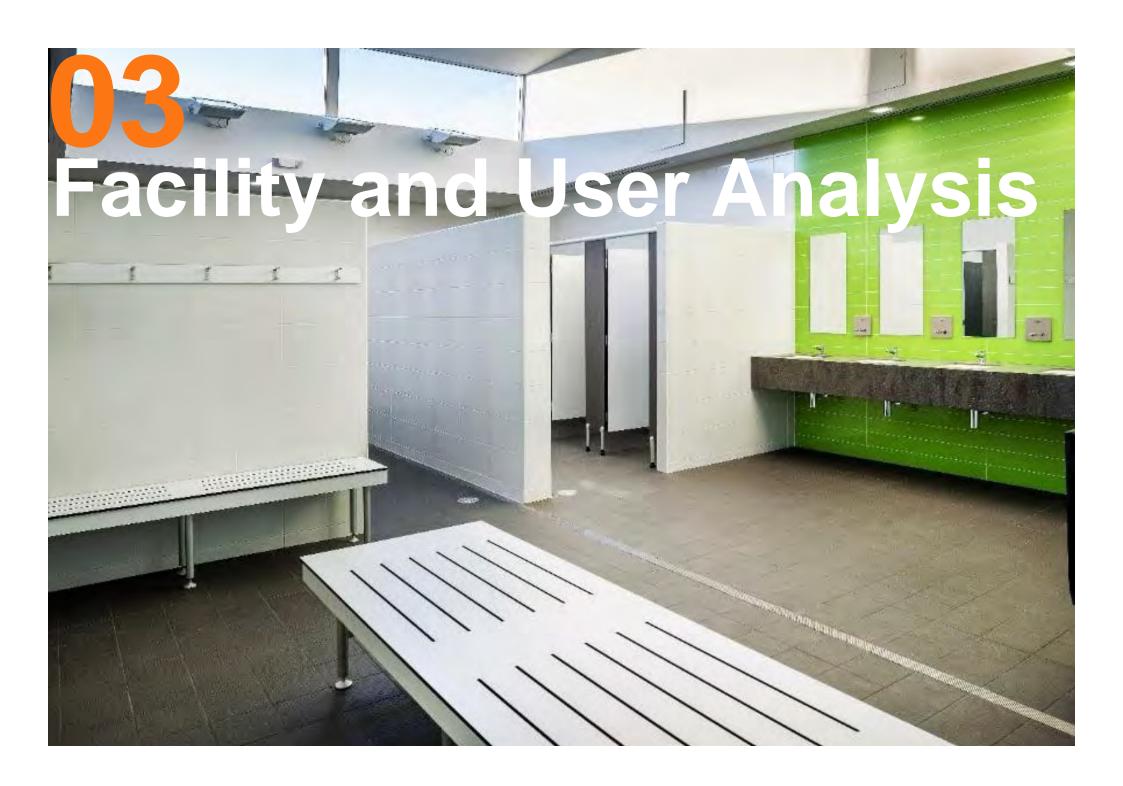


Figure 5: ActiveXchange - Stirling & Surrounds drive time catchment of 25 minutes

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### **Best Practice Aquatic and Leisure Facility Provision**

Industry benchmarks demonstrate that the majority of current aquatic facilities require a significant subsidy to cover operating costs. Deficits vary depending on factors such as the facility location, type, size and elements.

A review of the most successful centres shows that the following occurs:

- · High visits per square metre
- High expense recovery ability including some capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- High range of attendance types
- · Draws users from a large catchment area
- High revenue returns from health and fitness.

This supports typically recommended activity area components that:

- provide a mix of shallow leisure/recreation water with programmable water areas
- provide high revenue generating complementary service areas such as food and beverage services
- are located in a high traffic/visitation area
- are located as part of other leisure facility developments.

Traditionally, commercial investment in aquatic facilities has been in specialist pools such as learn-to-swim or as additions to health and fitness clubs not public aquatic and leisure facilities. The high capital cost and limited or no financial returns have contributed to this situation.

#### Value Adding and Cross Subsidising

Public aquatic facilities, in the vast majority of cases, are subsidised by their owners, which typically is local government. Some, however perform better than others and local government is prepared to accept the need to provide a significant subsidy on the basis that the community is provided with benefits such as health, fitness, community and economic development, learning to swim and social interaction. The efficient operation of aquatic facilities and the minimisation of this subsidisation should still be a goal as improved efficiency not only produces savings, it often results in environmental benefits through reduced utility consumption.

### **Health + Fitness Activity Areas**

Industry trends indicate that users of aquatic facilities are also significant users of health and fitness facilities. Location of each of these activity components at the one site improves financial viability.

Health and fitness has the capacity to record much higher expense recovery returns than aquatic centres. Traditionally these returns can also attract commercial investors and operators to health and fitness facilities. Locating these facilities at aquatic centres increases the potential of cross-selling and spin-off use. It also improves the membership/program user and casual user ratio.

It should be a consideration in future planning to incorporate health and fitness programs and/ or facilities in any proposed aquatic facility redevelopment or new development..

### **Ancillary Services**

In recent years, in addition to health and fitness areas, there has been a trend to develop a range of complementary businesses in conjunction with aquatic leisure facilities such as wellness centres, retail outlets (e.g. potential swim shop) and food/beverage offerings (e.g. café/kiosk).

#### **User Markets**

Traditionally many public aquatic leisure facilities were built for specialist or limited market users (i.e. competitive swimmers or high-level sport participants). Detailed planning and market analyses are able to now show more targeted user profiles. The majority of aquatic facility market research indicates future complexes should cater for the following distinct aquatic user markets being:

#### **Recreation, Leisure and Adventure Market**

Usually made up of families, people coming with friends and groups for fun, relaxation, social activity and low-level competition/participation. This is estimated to comprise approximately 60% of the total market.

Provision requirements include outdoor grass areas with appropriate levels of seating and shade, and sufficient water space to enable recreational or "leisure" swimming when programs are using the pools. A key factor in the "leisure" component is the café and an attractive place to relax and have something to eat or drink as part of the leisure experience.

### Fitness, Training and Sport Market

Usually made up of people predominantly attending facilities alone for structured fitness or competition activities including competitive swimmers and club/association users. This is

estimated to comprise approximately 20% of the total market.

A smaller market primarily through swimming clubs provide the opportunity for people of all ages to compete and to have time trials and carnivals that allow them to take part in the sport of swimming. Coaching and the learn-to-swim program provides candidates for the squads and an enjoyment of swimming that may result in some competing in inter-club, country and State/National swimming events as well as at school and university.

The AHWMSC have an active swimming club that regularly uses the existing 25m pool throughout the season.

#### **Education Market**

Usually includes school swimming classes, swimming lessons (learn-to-swim) and teaching programs. The existing aquatic facilities are used for these programs.

In addition promoting awareness of safety issues through programs such as Life Saving training (bronze medallion) and holiday swim lessons are important community programs. This is estimated to comprise of approximately 10% of the total market.

### **Therapy and Wellness Market**

Usually made up of children, older adults and specialist health condition groups such as arthritis, asthma sufferers, etc. They may require hot water pools and associated health relaxation areas, i.e. Spa/saunas, hydrotherapy pools. This market comprises approximately 10% of the total market.

There are a growing number of Australians who want to swim for fitness or walk in water for fitness. Pools that can operate at appropriate temperatures (30-35 degrees Celsius) and provide the warm water temperature to residents of all ages and all ability levels to benefit from rehabilitation, relaxation and exercise in warm water are becoming increasingly popular. This is particularly important for those with arthritis, low back pain, recovery from surgery and recovery from sporting or other injuries.

The most successful centres attract all four markets and should be set up to allow people to participate in a range of activities at the one site.

The AHWMSC should be striving to cater for all four user markets to ensure the optinal use of the facility.

### Aquatic User Markets

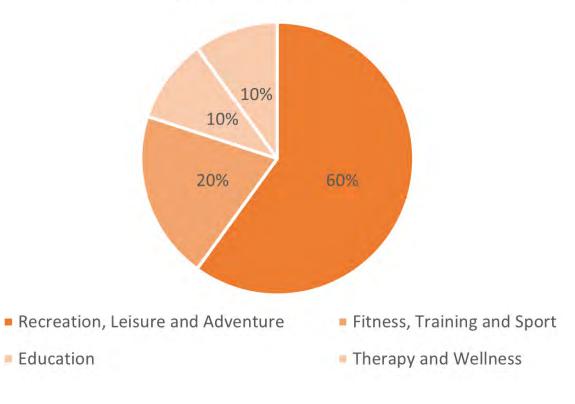


Figure 6: Aquatic Facility User Markets

### **AHWMSC Facility Overview**

The AHWMSC includes three outdoor pools a 25 metre 6 lane pool, a program pool and toddler pool (which is planned to be replaced by a splash pad). The program pool and 25 metre pool have shade sails covering the pool. Ancillary facilities include a canteen, changerooms, storage sheds and a swimming clubrooms. The pools are located in a park-like setting with grassed areas and established shade trees.

The key user groups of the AHWMSC are casual users, swimming club members, lap swimmers, birthday party attendees, Royal Life Saving Holiday Swim participants, school and community groups (e.g. Scouts) and aqua fitness participants.

The AHWMSC operates on a seasonal basis from early November through to early April each year and is only open for public swimming if the Mount Barker temperature is forecast to be 25 degrees or above the night before.

Normal operating hours for public swimming are Monday to Friday 3:30pm to 6pm and on the weekends and school holidays 11am to 6pm. When the forecast for Mount Barker is 35 degrees or more the pool will stay open to 8pm. Lap swimmers are able to access the pool Monday to Fridays at 6am to 9am, and on Monday/Tuesday/ Thursdays 6pm to 8pm and Saturdays from 9am to 11am. If the temperature is over 35 degrees then evening lap swimming is not permitted.



Image: Adelaide Hills War Memorial Swimming Pool (AHWMSC)



Image: AHWMSC Operating Hours Sign located at the entrance to the pool

### AHWMSC Facilities 25m outdoor pool (heated)



Comprises six lanes and used for competition including school carnivals and lap swimming, swimming lessons, leisure use and aqua fitness programs. Depth varies from 1.1 (east end) to 2.1m (west end) with diving blocks at the deeper end.

### Changerooms



Changerooms for men and women which are integrated within the main building on the western side of the site.

### Program/LTS outdoor pool (heated)



12m long x 4.8m wide and used primarily for swimming lessons and leisure use. The pool has a varying depth of 600mm at the shallow end (west end) down to 850mm at the deep end (east end).

#### **Toddlers outdoor pool**



A small octagon shaped pool suitable for small children. The depth of the pool is 0.2m

#### **Grounds and BBQs**



Grassed and treed grounds used for picnics, BBQs, birthday parties and events.

#### Main building



The main building includes the pool entrance, canteen, changerooms, toilets including disability toilet and office.

### Additional buildings, shelters, storage



The site includes a number of storage sheds, plant room and built sheltered areas.

#### **Parking**

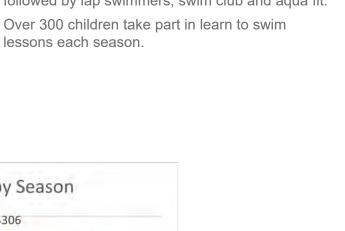


Parking is provided adjoining the pool site for 52 cars, 2 bus parks and 4 motorcycle bays. There is also overflow parking areas through the remainder of the Woodside Recreation Grounds site.

The AHWMSC manager records visitations based on the patrons residential address and the type of user eg. lap swimmer, aqua fitness, causal use. This has been recorded over the past four seasons and is summarised in table 5 and 6.

Attendences have been relatively consistent over the last four seasons with a spike in attendance in 21/22, this is despite the COVID-19 pandemic restrictions in place.

The most popular activities were casual use followed by lap swimmers, swim club and aqua fit. Over 300 children take part in learn to swim



Woodside Pool - Total Visits by Season 16000 14306 14000 12079 12000 10512 Number of Visits 10097 10000 8000 6000 4000 2000 2019/20 2020/21 2021/22 2022/23 Season

Figure 7: AHWMSC Attendance by Season

3.71 1.			6371.14	
Visitor		Number	of Visits	
Туре	2019/20	2020/21	2021/22	2022/23
20 Pass Entry	1170	1027	1760	1192
40 Pass Entry	1013	866	1167	1016
Family Entry	2015	2338	2793	2070
Individual Pass Entry	373	519	408	382
Swim Club	1811	2109	3236	1991
Lap swimmer	1927	2242	2970	2727
Birthday Party	0	0	294	167
Aqua	490	399	488	615
Tribe (Triathlon)	12	0	0	3
Interstate	151	66	175	147
Other	424	494	601	454

Table 5: AHWMSC Visitor Types

In terms of where pool visitors are coming from Woodside [22%] has the highest number of pool users, followed by Nairne [9.3%], Mount Barker [8.3%], Lobethal [7.2%] and Aldgate [4.9%]. Three of the top ten towns where people visit from are located in the District Council of Mount Barker (Nairne, Mount Barker and Hahndorf).

Further analysis of the AHWMSCs visitations and operating performance is provided in Section 8.

Table 6: AHWMSC Attendance by Town

Town		Average Visits			
	2019/20	2020/21	2021/22	2022/23	over last four seasons
Woodside	2434	2594	2937	2564	2632
Nairne	1180	1115	1245	1510	1263
Mount Barker	461	871	1531	1018	970
Lobethal	753	611	1038	985	847
Aldgate	526	620	716	456	580
Bridgewater	406	551	630	570	539
Balhannah	483	448	684	523	535
Littlehampton	444	515	515	398	468
Hahndorf	418	373	413	476	420
Oakbank	340	276	382	404	351
Birdwood	237	205	367	394	301
Stirling	105	176	410	194	221
Other	2310	2157	3438	2587	2623
Total	10097	10512	14306	12079	11749

#### **AHWMSC Existing User Groups**

There are a range of existing user groups who regularly access the AHWMSC.

#### These include:

- Schools (primary and secondary) for swimming lessons, carnivals and fundays including the following schools (approximately 3000 students per season):
  - Aldgate Primary School
  - Birdwood High School
  - · Birdwood Primary School
  - Echunga Primary School
  - Hahndorf Primary School
  - Healthfield High School
  - · Hills Christian School
  - Home school group
  - Lenswood Primary School
  - Littlehampton Primary School
  - · Lobethal Lutheran School
  - Lobethal Primary School
  - Mylor Primary School
  - Nairne Primary School
  - Oakbank Area School
  - · Palmer Primary School
  - St Catherine's School Stirling
  - St Marks Lutheran School

- St Michaels Lutheran School
- Stirling East Primary School
- Upper Sturt Primary School
- · Woodside Primary School.
- Onkaparinga Swimming Club (120 members)
- Private Swim School (300+ participants)
- Royal Lifesaving Holiday Program (500+ participants)
- Aqua Fitness (40 attendees per week on average)
- Masters Swimming (60-70 participants)
- Carer Wellness (50+ participants)
- Scout Groups (15 participants)
- OHSC (40+ participants)
- Birthday Parties (1x party per weekend during the season)
- Blue Light Disco (65 participants)
- Triathlon (25 participants)
- · Sporting Club Use eg Netball Club, Pony Club
- Staff & Committee Members (Training Days and Meetings).

#### **Regular User Groups**

#### **Lap Swimming**

Public lap swimmers are also a key and regular user group at the AHWMSC and lap swimming is provided:

- Monday to Friday: 6:00am to 9:00am
- Monday, Tuesday, Thursday: 6:00pm to 8:00pm
- Saturday: 9:00am to 11:00am.

Lap swimming sessions are not subject to minimum temperature restrictions so can be accessed by patrons all season. During the morning sessions public lap swimming overlaps with the swim club trainings and lap swimmers utilise 2-3 lanes until the swimming club finishes at 7am and then they get access to the full six lanes with the exception of Tuesdays and Thursdays where they have access to 4 lanes whilst the remaining 2 lanes are used for Aqua fitness classes. On Tuesday evenings lanes are split evenly between the swim club and the lap swimmers. On Monday and Thursday evenings the lap swimmers have access to four lanes whilst agua fitness use 2 lanes. On Saturdays the swim club has access to 6 lanes from 7am to 9am and lap swimmers have access to 3-4 lanes from 9am to 11am as they share pool with the swim school.

#### **Public Swimming**

The AHWMSC is open for public swimming all season and casual swimming and visits are the largest user group at the facility. In 2022/23 4,660 visits [39% of all visits] were from general public patrons. This has been relatively consistent over the previous four seasons with an average of 43% of patrons being casual visitors. The public is able to access the AHWMSC at the following times when the forecast temperature in Mount Barker is over 25 degrees Celsius:

During the school terms

- Monday to Friday: 3:30pm to 6:00pm
- Saturday & Sunday: 11:00am to 6:00pm

During school holidays

Everyday 11:00am to 6:00pm

During Royal Life week the facility opens at 12:15pm.

If the forecast temperature is 35°C or higher the pool opens until 8:00pm.

### **Onkaparinga Swimming Club**

The Onkaparinga Swimming Club was reformed in 1990 after being in recession and is a regular user group of the AHWMSC. The club currently has around 120 active members who are primarily children, however the club caters for all age groups

including adults and masters swimmers. They utilise the AHWMSC from November to March each year from:

Monday to Friday: 5:30am to 7:00am;

Tuesday: 6:00pm to 8:00pm Friday: 4:30pm to 6:00pm

Saturday: 6:30am to 9:00am

During the weekday mornings the swim club utilise 3-4 lanes during their sessions and once complete the public then has access to six lanes for lap swimming. During the Tuesday evening session the club has access to 3 lanes and the public has access to 3 lanes. Friday afternoon the club gets access to 3-6 lanes depending on whether the pool is open to the public and six lanes on Saturday mornings. They also utilise the Woodside Army Pool, which is a restricted access facility in which the club has an arrangement in place with the Australian Army to access all year round.

They are a successful club having won many SA Country Championship titles with accredited swim coaches training club members.

Whilst a key and important user group the swim club do not generate significant revenue for the Centre.

#### **Private Swim School**

Swimming lessons are provided at the AHWMSC for vounger children and around 300 children take part in swimming lessons each year. The swim school operates from 4pn to 6pm Monday to Thursdays and 9-11:30am on Saturdays during the season. The prices vary from \$15-\$17 per session depending on age or a discounted rate is possible if a multi-session pass is purchased. The competing private providers range from around \$20-\$25 per session which makes the offering at the AHWMSC more affordable in comparison, noting that the lessons are provided in seasonal outdoor heated pools rather than indoor heated pools.

#### School Usage

The high usage of the AHWMSC by the local schools both primary and high and private and public (22 schools last season estimated to be in excess of 3000 students per season) is a major source of patronage and income for the Centre. Education lessons are provided to students over a twelve-week period during summer and in addition to this a number of schools use the pool for swimming carnivals and fundays. The AHWMSC is closed to the public whilst schools are using the facilities which manages the requirements of providing exclusive access to changeroom and toilet facilities for school use.

### **Royal Lifesaving Holiday Program**

Holiday Swim is a Royal Life Saving Society South Australia initiative bringing affordable and educational swimming and water safety lessons to pools and inland waterway locations across metropolitan and regional South Australia. The aim of the program is to teach children critical life saving skills and basic swimming skills, to equip them with the knowledge to stay safe in, on and around the water. The program is offered normally for a week prior to Christmas, at the AHWMSC. Attendances normally are around 500 children per year.

#### **Aqua Fitness**

Aqua fitness classes are offered at the AHWMSC three days a week as follows:

- Monday 6:30pm to 7:30pm
- Tuesday 7am to 8am
- Thursday 7am to 8am and 7pm to 8pm

Between 30-40 people attend these lessons on a weekly basis with an average of 498 visits per season over the past four years.

Table 7: AHWMSC Regular Users - Typical Weekly Program

					Α	delaide	Hills W	/ar Me	morial	Swim C	entre -	Regula	r Users								
		Monday			Tuesday		V	Nednesda	Vednesday Thursday				Friday			Saturday			Sunday		
	Morning 5:30am- 12pm	Afternoon 12pm-4pm	Evening 4pm-8pm	Morning 5:30am- 12pm	Afternoon 12pm-4pm	Evening 4pm-8pm	Morning 5:30am- 12pm	Afternoon 12pm-4pm	Evening 4pm-8pm	Morning 5:30am- 12pm	Afternoon 12pm-4pm	Evening 4pm-8pm									
Lap Swimming	6:00am - 9:00am		6:00pm - 8:00pm	6:00am - 9:00am		6:00pm - 8:00pm	6:00am - 9:00am			6:00am - 9:00am		6:00pm - 8:00pm	6:00am - 9:00am			9:00am - 11:00am					
Public Swimming			3:30pm - 6:00pm*								11:00am - 6:00pm										
Onkaparinga Swimming Club	5.30am - 7.00am			5.30am - 7.00am		6:00pm - 8:00pm	5.30am - 7.00am			5.30am - 7.00am			5.30am - 7.00am		6:00pm - 8:00pm						
Private Swim School			4:00pm - 6:00pm				9:00am - 11:30am														
			6:30pm - 7:30pm																		

<sup>\*</sup>If it is 35°C or higher public swimming is onen until 8:00nm

### **Aquatic Facilities within the AHC Area**

In addition to the AHWMSC at Woodside, there are three small private Learn to Swim (LTS) providers located at Stirling, Mylor and Lenswood within the AHC area.

#### **Private Swimming Pools**

These facilities are very small and offer primarily swimming lessons for young children. They include the Junior Flippers Swim School located at Lenswood (and have just secured a new location at Woodside), Swimming Lessons at Mylor and The Retreat in Stirling.

It was not possible to obtain accurate information on the visits and number of participants who attend these private facilities due to commercial-in-confindence, however it is known that the operators of the Junior Flippers Swim School have recently opened a new small indoor facility in Woodside to cater for increasing swimming lesson demand.



Image: Junior Flippers Swim School at Lenswood



Image: Swimming Lessons at Mylor



Image: Junior Flippers Swim School at Woodside

### **Aquatic Facilities within Neighbouring LGA's**

Within a 25 minute drive time of the AHWMSC there are four aquatic facilities located within the District Council of Mount Barker.

### Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction)

The Mount Barker District Council are currently in the process of developing a major Regional Indoor Aquatic and Leisure Centre. The new facility is to be built on Council-owned land, within a precinct bordered by Bald Hills and Springs Road, Mount Barker. The site already contains Stage 1 of the Summit Sport and Recreation Park, linear trail, heritage barns and will include a planned adventure playground.

The Regional Aquatic and Leisure Centre project has been co-funded by the Government of South Australia's Local Government Infrastructure Partnership Program [\$7.3million] and Australian Government's Community Development Grant Scheme [\$15million]. The Mount Barker Disctrict Council are also contributing funding in the order of \$7-\$8 million.

The centre will be delivered through a staged approach, recognising that Mount Barker is only at the beginning of its major population growth, so future expansion is likely as their population grows. Key elements of Stage 1 of the indoor facility include:

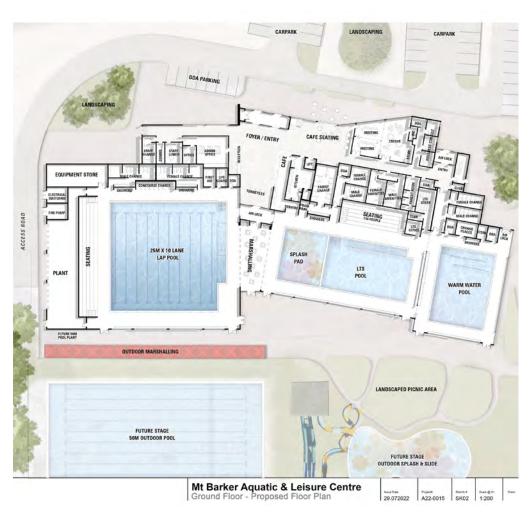
- 25m x 10 lane competition/lap pool
- Learn to swim pool
- Shallow entry leisure pool/water play

- Warm water therapy pool
- Gym and fitness rooms
- Crèche
- Kiosk/café
- Toilets/change rooms
- Meeting rooms.

The design will allow future expansion, to include elements such as:

- Outdoor 50m competition/lap pool
- Expanded aquatic leisure facilities (splash pad, waterslides)
- Indoor sports courts
- Other facilities and activities as may be required.

Construction commenced in May 2023 with expected completion by October 2024.



Mt Barker Aquatic & Leisure Centre

Image: Mount Barker Regional Aquatic and Leisure Centre (Ground Floor Plan)

Image: Mount Barker Regional Aquatic and Leisure Centre (First Floor Plan)

#### Mountain Pool, Mount Barker

The Mountain Pool has been the primary public aquatic facility serving the Mount Barker community for over 50 years and includes:

- Large heated (25 degrees) outdoor pool
- 2 heated outdoor children's pools
- · Pleasant grass surroundings and picnic tables
- Kiosk.



Image: Mountain Pool, Mount Barker

The District Council of Mount Barker have advised due to high maintenance and running costs, Mountain Pool will not be retained. This pool has served the community well for over 60 years, but as community needs change the Council has determined that the community will need a new centre. The Mountain Pool site itself is not large enough to accommodate a modern aquatic centre and will be decommissioned, which will require careful planning and community input to establish how it may best serve the future needs of the community.



Image: Mount Barker Swim School

#### **Private Swimming Pools**

There are three private swimming pools within the District Council of Mount Barker all with a focus on swimming lessons. They include the Mount Barker Swim School located in Mount Barker, the Pond Swim Centre located also in Mount Barker and Jodie's Swimming School located in Hahndorf.



Image: Jodie's Swim School



Image: The Pond Swim School

### **Distribution of Aquatic Facilities**

Mapping has been been prepared (refer Figure 7) of aquatic facilities located within the AHC area and adjoining District Council of Mount Barker.

Within 20 minutes drivetime of the AHWMSC are two private providers of learn to swim lesson and within 25 minutes drivetime there are four providers of learn to swim lessons. Also a new private provider of swimming lessons has commenced operation as of July 2023 at Woodside (note this hasn't been included in the drivetime analysis as it has only just opened). Refer Table 8.

The new regional aquatic centre in Mount Barker is 22 minutes drivetime from Woodside and is likely to have some impact on the patronage at Woodside once operational. Further analysis on the AHWMSC catchment and competition is included in Section 7.

An analysis was also undertaken of aquatic facilities within a 25 minute drivetime of Stirling to understand potential competitors if a new facility was developed within the Stirling and surrounds area. Refer Table 9 for the list of facilities.

Table 8: Competitor Sites within 25-minutes of AHWMSC

Site	Drive Time (mins)
Junior Flipper Swim School	16
The Pond Swim Centre	16
Mount Barker Mountain Pool	20
Jodie's Swimming School	20
Mount Barker State Swim	21
The Retreat at Stirling	21
Mount Barker Regional Indoor Aquatic & Leisure Centre	22
Swimming Lessions at Mylor, Adelaide Hills	25

Table 9: Competitor Sites within 25-minutes of Stirling

Site	Drive Time (mins)
The Retreat at Stirling	6
Swimming Lessons at Mylor, Adelaide Hills	13
Jodie's Swimming School	18
The Pond Swim Centre	18
Norwood Swimming Pool	18
State Swim Unley	19
Kent Town Swim	19
Junior Flippers Swim School	20
Mount Barker Mountain Pool	20
Mount Barker State Swim	21
Unley Swimmimng Centre	22
NexGen Health Club - Memorial Drive	23
Payneham Swimming Centre	24
Mount Barker Regional Indoor Aquatic & Leisure Centre	24
Blue Dolphin Swim Centre	24

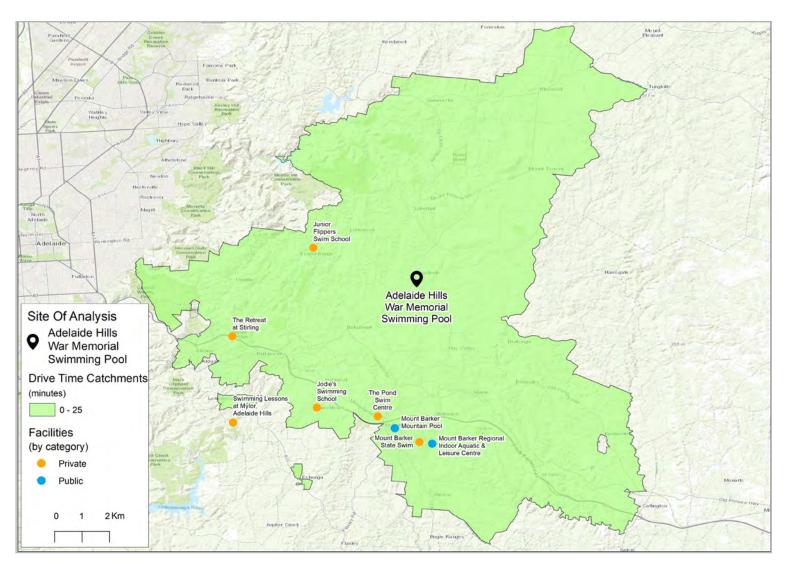


Figure 7: Map of aquatic facilities located within the AHC area and District Council of Mount Barker

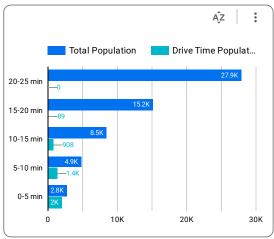
### Adelaide Hills War Memorial Swimming Pool

### Drive Time (DT) Catchment

The map shows the site and population in a 25-min drive time catchment. Competitors are overlayed.

Duration	Catchment •	After DT
Population	59,305	4,381
0_14	10,210	737

### Population in 25-min drive time catchment.



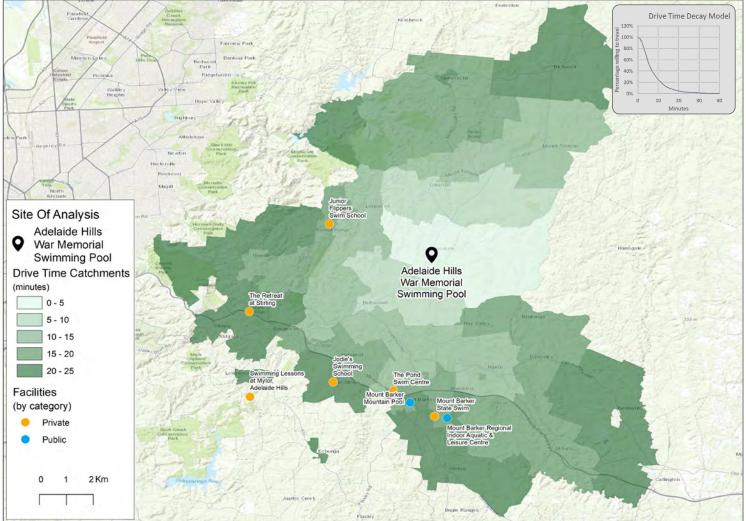


Figure 8: AHWMSC Drive Time Catchment

Active change

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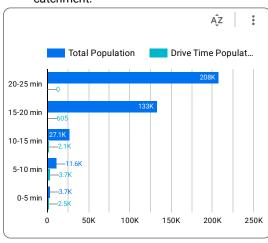
### Stirling & Surrounds - IPM

### Drive Time (DT) Catchment

The map shows the site and population in a 25-min drive time catchment. Competitors are overlayed.

Duration	Catchment •	After DT
Population	383,327	8,911
0_14	56,793	1,537

### Population in 25-min drive time catchment.



Active change

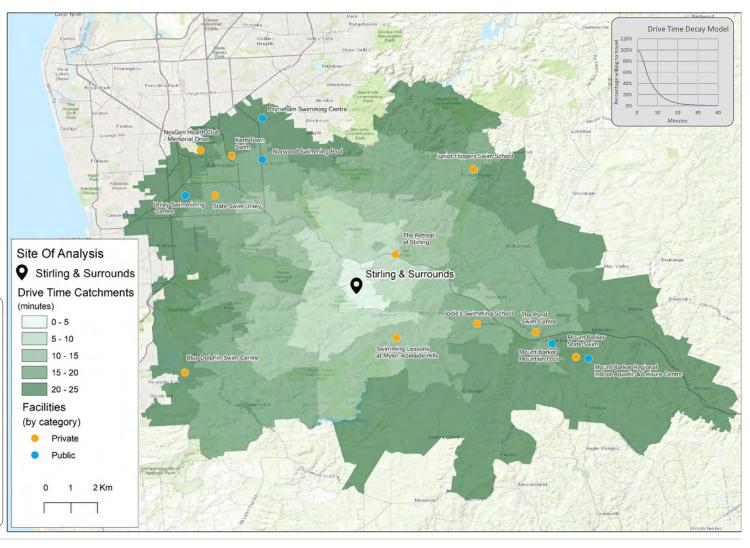


Figure 9: Stirling & Surrounds Drive Time Catchment

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### **Guidelines for Safe Pool Operations**

The Guidelines for Safe Pool Operations (GSPO) is a set of detailed specifications and recommendations establishing best practice design and operations of aquatic locations nationwide. Under a variety of legal standards and frameworks, facility designers, owners and operators are charged with the responsibility of ensuring public and worker health and safety arising from the business and/or undertaking of aquatic facilities and their activities. The GSPO is the recognised national industry standard that describes and makes recommendations as to the appropriate minimum standards of safety that should be attached to the design, ownership and operations of aquatic facilities thereby providing a recognised standard of care in a particular area of design and/or operations. All aquatic facility designers, owners and operators are strongly recommended by Royal Life Saving Australia to access and have an understanding of the GSPO in order to meet their obligations under the respective state and/or territory health and safety legislation.

AHC in conjunction with the Centre's management commissioned an Aquatic Facility Safety Assessment (Assessment) in line with the GSPO and this was undertaken in 2020 with a follow up in 2022 and provides a series of recommendations with the aim to understand and treat risk exposure, ultimately making aquatic facilities safer in the long run, not 'punish' those who are working to increase their understanding of risk management.

Each Assessment is tailored to an individual aquatic facility based on the design, water spaces, features and programs available. The output of the process is a i) Safety Assessment and ii) Risk Treatment Plan. The Safety Assessment provides the detailed information of the safety standards demonstrated against the Assessment criteria and the Risk Treatment Plan provides practical improvement opportunities / solutions to identified risks.

#### **Assessment scoring**

Safety score: The overall score achieved from all assessed components of the Safety Assessment. The calculation is the total score achieved by the facility (Safety Denominator) divided by the total number of assessed items (Safety Indicator).

Compliance score: The score achieved by the facility from all assessed components of the Safety Assessments which have been identified as compliance items. Compliance items are those which have been identified by RLSA as directly relating to key areas of risk, whilst excluding those that require substantial capital investment to treat. i.e. Facility design items are less likely to be compliance items then administration items.

Note: The Pool Safety Assessment has been designed to enable all facilities to establish both:

- their overall level of operation against best practice (Safety Score)
- the opportunity to achieve 100% in the key risk items directly within their control (Compliance Score).

The score does not give any weight to the probability or consequences of any of these issues. Prioritising actions to address any shortcomings remains the responsibility of the facility management.

#### Results

In 2020 the AHWMSC scored 49% for Safety and in 2022 the Safety Score was 79% and a compliance score of 80%, which is a major improvement. The 2022 Assessment highlighted a range of areas in which action and improvement is required particularly in the areas of Supervision, Qualifications and Training and Plant and Chemical Areas (refer Figure 10). The specific recommendations are included in the 2022 report and need to be actioned by management and AHC as appropriate.

No.	Section	C	ompliance S	Score	Safety Score				
		Total Achieved	Total Possible	Percentage %	Total Achieved	Total Possible	Percentage %		
1.00	Section 1 - Work Health and Safety	30.00	30.00	100.00	60.00	60.00	100.00		
2.00	Section 2 - Emergency Planning	36.79	40.00	91.96	75.79	85.00	89.16		
3.00	Section 3 - Qualifications and Training	75.00	100.00	75.00	82.50	110.00	75.00		
4.00	Section 4 - Aquatic Programs	40.00	40.00	100.00	48.33	50.00	96.67		
5.00	Section 5 - Supervision	37.50	85.00	44.12	46.50	95.00	48.95		
6.00	Section 6 - First Aid	52.33	65.00	80.51	84.01	100.00	84.01		
7.00	Section 7 - Plant and Chemical Areas	65.00	85.00	76.47	81.25	115.00	70.65		
9.00	Section 9 - Changing Facilities	20.00	20.00	100.00	35.00	40.00	87.50		
10.00	Section 10 - Lap and Lane Pools	30.00	30.00	100.00	103.33	130.00	79.49		
11.00	Section 11 - Leisure Pools - Learn to Swim	25.00	25.00	100.00	63.33	75.00	84.44		
11.00	Section 11 - Leisure Pools - Splash Pool	25.00	25.00	100.00	50.83	65.00	78.21		
	OVERALL	436.62	545.00	80.11	730.87	925.00	79.01		

Figure 10: Royal Life Saving Australia Safety Assessment Results (2022)

### 03 Facility and User Analysis

### **Gap Analysis**

Whilst the AHWMSC has provided a summer sanctuary for many Adelaide Hills residents on warm and hot summer days and nights. Modern aquatic facilities provide much more than basic swimming pool facilities that only cater for a limited market primarily lap and competition swimmers and some leisure use although this is limited to utilising old facilities that weren't designed to cater for the leisure market. The current facility provides none or limited facilities for key aquatic centre markets including the major Recreation, Leisure and Adventure market, the Education and Therapy and Wellness markets. Modern centres provide facilitie such as program pools with warm water and ramps which provide access to people with disabilities and mobility challenges, which can also be used for swimming lessons, warm water rehabilitation and gentle exercise and lap swimming.

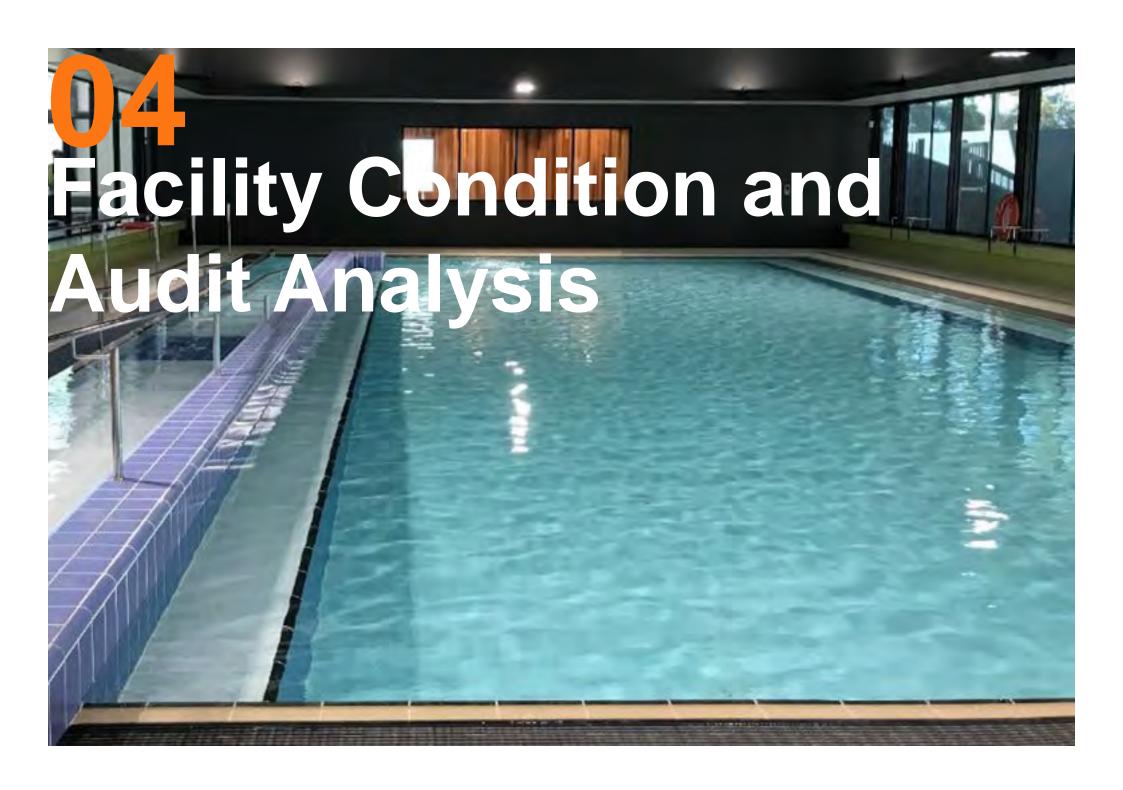
Fun and challenging water and splash park facilities provide for various children and teenage markets depending on the features they provide which include tipping buckets, water cannons, slides and sprays features. All year round access to aquatic and leisure facilities is desirable in many communities to enable hydrotherapy, exercise and swimming lessons to continue all year round despite the climatic conditions of the area. Accessible support facilities including DDA

compliant and "family" changerooms, pathways and circulation areas are an essential requirement in any modern centre all of which are only provided in a basic manner currently. Ensuring compliance with Royal Life Saving GSPO, the many Australian Standards that apply to public swimming pools and facilities also need to be met to ensure a safe, functional and accessible facility is provided for the community to utilise.

With the Regional Aquatic and Leisure Facility coming on board at Mount Barker the AHWMSC has to establish its point of difference from this regional facility. With the new development at Mount Barker being staged and the outdoor and fun/adventure facilities being planned for Stage Two, which will be at least a few years away from coming to fruition, the current facility and operations at Woodside could be repositioned to cater for these markets.

The current facility has demonstrated a capacity to meet local seasonal demand for activities such as casual use, lap swimming, local swim club activities, school swimming lessons, events and carnivals over many years. The AHWMSC is not meeting demand for key markets including year-round access for the Fitness, Training and Sport Market (e.g. lap swimming for fitness, swim club) and does not cater for the Recreation, Leisure

and Adventure market (families and children attending for fun, relaxation and social activity); the Education (e.g. swimming lessons and holiday swimming programs) and the Therapy and Wellness markets (e.g. hydrotherapy, relaxation and rehabilitation) as it does not have the necessary facilities in place that can cater adequately for these markets. Successful centres attract all four markets well and benefit from the diversity of revenue generation and increased visitations and attendances. With the regional aquatic and leisure facility entering the market this will cater for some of these activities, however a significant portion of the AHWMSC catchment population is located over 20 minutes drivetime from the new facility location and whilst a small proportion of people will travel to use this new facility, many people won't drive these distances to access aquatic and leisure facilities on a regular hasis



### **AHWMSC Condition Audit**

As mentioned previously within the introduction section of the report, Creo Consulting Engineers (Creo) were commissioned separately by AHC to provide specialist advice on the current condition of the existing facilities at the site including their current condition, estimated remaining useful life, together with any immediate risks associated with the current condition of the existing facilities. The results of this assessment and associated findings are summarised below and the full report including attachments are including in Appendix 2 - Adelaide Hills Swimming Pool Condition Assessment Report (Creo Consultants).

#### **Section 1: Facility Description**

A representative of Creo inspected the AHWMSC on Friday 21st April 2023. The purpose of the inspection was to assess the existing condition of the centre's outdoor 25m pool and Learn To Swim (LTS) pool and the associated filtration plant and provide advice and recommendations to assist AHC with the on-going maintenance of the facility as well as future planning in terms of refurbishment or asset replacement.

Please note that whilst the facility also includes a Toddler pool, this pool has been excluded from Creo's assessment based on the instruction from AHC given that it has been scheduled to be demolished and replaced with a stand-alone splash pad.

In addition to our inspection of the pool shells and associated fittings, finishes and filtration plant, this report also provides commentary on Creo's general visual assessment of structural elements and concourses in the immediate vicinity of the pool and plant.

The Creo report was based on the following:

- A visual inspection of the centre's pools, associated filtration plant and equipment, concourse pavements and building structure only.
- 2. A delamination audit of the existing pool tiling inclusive of all floor, wall and hob tiling to establish the extent of tiling that is likely to require replacement.
- Concrete core sampling (administered by Hydrilla) with said cores then sent to a laboratory for chloride and carbonation testing.
- 4. Pipework pressure testing of the filtered water return wall inlet pipework that services the 25m pool to establish a base understanding of pipe integrity. Note that the central filtered water return line down the centre of the 25m pool and the LTS pool were unable to be tested due to nature of the "piped culvert" and the 20mm hole inlets positioned at regular intervals.
- Upon completion of the pipework testing and refilling of the pools, a hydrostatic test will be administered to assess whether the pool shells are watertight.

Beyond the abovementioned inspection and testing works, no other intrusive or destructive testing was administered as part of Creo's site investigation. Any other reports, documents, defects, areas of deterioration or damage not listed within this report are deemed to have been unavailable / inaccessible at the time of our inspection /assessment and subsequently have not been considered by Creo Consultants.

Attached to the Creo report are the following Excel spreadsheet documents that are intended to be read in conjunction with the observations, findings and recommendations contained within the Creo report.:

- 2023-04-21 230019 Pool Filtration Plant Asset List & Condition Summary
- 2023-04-21230019 Pool Finishes Refurbishment Options Cost Estimates.

#### **Outdoor 25m Pool**

- The pool is 25m x approximately 14m wide with six marked lanes and varies in depth as follows:
  - 1.1m deep at the shallow end (eastern end) with a consistent grade along the length of the pool to the 3/4 length where the depth is 1.5m deep
  - 1.5m deep at 3/4 length with a steep grade over 1500mm in length to a depth of 2.1m deep
  - 2.0m deep for the remainder of the pool at the deep end (western end).
- The pool shell is a reinforced concrete shell.
- The pool has a full perimeter scum gutter that is concealed within the perimeter raised hob wall noting that the gutter runs continuously along each length side of the pool.
- Entry into and exit out of the pool water body is via the following:
  - An integrated stair entry to each side of the shallow end of the pool
  - Two stainless steel ladder climb-outs positioned approximately 1m off the deep end wall to each length side of the pool.
- Creo was unsure as to whether the facility is equipped with a mobile sling-type hoist noting

- they did not sight any fixing points that would suggest a sling type hoist is available for use at the facility.
- The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall.
   The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.



Images: Drained down Outdoor 25m pool



#### **Outdoor Learn To Swim (LTS) Pool:**

- The LTS pool is located immediately north of the 25m pool and is approximately 12m long x 4.8m wide. The pool has a varying depth of 600mm at the shallow end (west end) down to 850mm at the deep end (east end).
- The pool shell is a reinforced concrete shell with a raised perimeter hob.
- The pool has four skimmer boxes; two positioned to each length side of the pool at equal spacing.
- Entry into and exit out of the pool water body is via stair entry located in the north west corner of the pool.
- The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall.
   The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.



Image: Drained down Outdoor LTS pool

#### **Section 2: Pool Concrete Shells**

Core sampling has been undertaken with three cores administered within the 25m pool and one core administered within the LTS pool. All four core samples were delivered to a laboratory for chloride and carbonation testing. The laboratory test results are summarised below with the lab test reports attached under separate cover.

From the above investigation works, Creo are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. They estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.

From the above investigation works, Creo are of the opinion that the LTS pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. They estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.

At the time of inspection, the condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.

Were the pool internal finishes to be refurbished, to achieve the best outcome for the longevity of the existing pool shells, the provision of a membrane system applied to the internal surfaces of the pool, as well as the internal surfaces of the 25m pool scum gutter may significantly extend the possible operational life of the shell.

#### Section 3: Pool Finishes & Fittings

#### **Outdoor 25m Pool**

- The pool floor tiling was found to be in reasonable condition across the full extent of the floor. There was one area of tiling located in lane 6 at the halfway mark approximately 500mm x 500mm in area where the mosaic tiling had been replaced. Immediate adjoining this patch, our delamination audit of the tiling system identified a further 500mm x 500mm patch of the mosaic tile that has delaminated from the substrate concrete (i.e. the tiling has failed in this location). There were also very localised areas of damage to the mosaics along each of the three expansion joints located at approximately quarter length points.
- The pool wall tiling is considered to have reached its end of life evident by the extent of failures identified by our delamination audit as well as what was originally the light blue mosaic applied to the upper wall perimeter that has bleached (i.e. the chlorinated water has attacked the tile's colour pigments) leaving the tile a yellow colour.
- The pool wall hob top tiling is considered to have reached its end of life evident by more than 50% of the top of hob tiling exhibiting delamination (failure).

- Creo raise concern in relation to the lack of slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. This tiling should provide a P5 / R12 / Load Group 'C' slip resistivity from a current day compliance perspective.
- There is no applied coating or finish to the inside faces of the scum gutter. The gutter should be coated to protect the concrete substrate.
- The stainless-steel stair handrails were found to be in satisfactory condition. However, the projections of the rails present a nonconformance, refer to Section 4 of the Creo report relating to access compliance.
- The stainless-steel climb-out ladders were found to be in satisfactory condition. However, with the ladder projecting down into the water body, the current arrangement presents an entrapment and entanglement risk. Creo are of the opinion that these climb-out ladders should be fitted with compliant side plates to reduce the entrapment and entanglement risks.

#### **Outdoor LTS Pool**

- The internal pool tiles were generally found to be in a satisfactory condition with their being only two notable items; the requirement to regrout the interface between the white wall tiles and the mosaic tile that wraps up the radius of the floor to wall interface, and the crack damage that extends through the hob down to upper portion of the wall along the north side of the pool in the vicinity of the stair entry.
- Only the northern side of the tiling to the top of the hob wall exhibited delamination / failure with a 1,000mm length of hob tiling toward the deep end found to have delaminated, and a 2,000mm length of hob tiling at the shallow end in the immediate vicinity of the stair entry. The shallow end damage also suggests failure of the underlying render / grout bedding upon which the tiles have been placed.
- Creo raised concern in relation to the lack of slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. Whilst the mosaic tile provides a high slip-resistance surface in comparison to the 25m pool hob tiling, the current provisions will not satisfy the P5 / R12 / Load Group 'C' slip resistivity requirement from a current day compliance perspective.

 There were no other fittings or fixtures within the pool noting that the entry stair did not have any handrail provisions

AHC have several options available for consideration with respect to the repair and/or broader refurbishment of the pool tiling systems and associated finishes and fittings for both pools and these include a short-term, mid-term and long-term approach and are detailed in the Creo report in Appendix 2.

To assist AHC in their assessment of the presented options, within the referenced costings spreadsheet, Creo have listed the estimated cost to construct a new outdoor 25m pool and LTS pool of equivalent size on the basis that this work would include a wet deck edge type pool, an accessible ramp to the 25m pool, and new filtration plant and pipework to accommodate the separation of the water treatment systems for each pool (i.e. each pool would have its own water treatment system).

### Section 4: Pool Signage & Access Compliance

#### **Outdoor 25m Pool**

The current access into and out of the pool water body is via the following:

Two stair entry points locate to each side of the shallow end of the of pool. The riser heights of the stairs were measured to be approximately 215mm noting the maximum riser height to achieve compliance with the NCC 2019

 Building Code of Australia (BCA) and AS 1428.1 – Design for Access and Mobility is 190mm.

Each stair has a single stainless steel handrail that terminates at the inner top edge of the hob wall and only projects down to the second last step. The handrail provisions do not comply with the requirements of NCC 2019 – BCA and AS 1428.1 – Design for Access and Mobility in terms of their being only one rail to one side of the stair in lieu of a rail to both sides, as well as the projection of the rail to the top and bottom landings of the stair.

The age of the pool predates the relevant current standards and it is not uncommon for pools of this age to have stair entries that do not comply with current day standards. Council is under no obligation to modify the stair entry to achieve compliance and whilst we would not consider it appropriate to modify the riser

heights, Creo recommend the following in relation to the handrail provisions:

- Replace the existing stair handrail to each stair with a new rail that projects as described below noting that we do not recommend a rail to each side of the stair as this will obstruct and further reduce what is already a relatively narrow stair width:
- 1. Top of stair: handrail to project over and across the top of the hob wall.
- 2. Bottom of stair: handrail to extend and terminate in line with the bottom step noting that projecting the rail beyond the bottom step will interfere with the swimming lane and introduce a collision and entanglement risk for lap swimmers.
- Two (2) ladder climb-outs that extend into the water body located to each side of the pool at the deep end. With the ladder projecting into the water body, the gap between the ladder and the pool wall presents and entrapment and entanglement risk. We recommend that the ladders be side plated with the plate either being a PVC based plastic or a folded 316 stainless steel plate positioned to ensure that gaps between the pool wall and the new plating are kept to 8mm to satisfy entrapment compliance requirements.

 Under the current requirements of the NCC 2019 (BCA), pools with a perimeter of more than 70m require the provision of an access ramp compliant with AS 1428.1 or a platform type lift / hoist such as a Pool Pod.

Whilst there is no mandatory requirement to bring predating existing facilities up to current day standards, access to the 25m pool is limited and is not considered to be DDA compliant.

As a minimum, Council should consider the provision of a mobile sling type hoist such as the Pelican Pool Hoist or equivalent.

- The perimeter hob is considered to be an obstruction from an ease of entry into and exit out of the pool perspective. Furthermore, it will also form an obstruction in the event of any need to administer a rescue of a drowning or troubled swimmer, especially if said rescue is a spinal board rescue.
- The pool depth markers and warning signage provisions were found to be acceptable on the basis that depth and warning signage could be sighted from both external to the water body and within the water body.

Note that were Council to consider a broader DDA upgrade for the 25m pool, rather than attempting to cut a ramp into the existing pool shell and modify the perimeter wall to a wet deck edge, it would be more feasible to replace the existing pool with a brand new 25m pool.

Noting this is the view of the engineer and in our opinion it would be significantly less costly to retrofit a ramp into the existing 25m pool than to contruct a new 25m pool (estimated by Creo to be minimum \$2,300,000).

#### **Outdoor LTS Pool**

The current access into and out of the pool water body is via the following:

 A stair entry located at the shallow end along the northern length of the pool.

Unlike the 25m pool, the stair riser heights for the LTS pool were approximately 150mm and are considered to be compliant. However, there is no handrail provided to the stair entry.

The narrow width of the stair is such that the attempted provision of a handrail would obstruct use of the stair. As such, Council will need to assess the risks associated with the stair entry, with consideration to any noted incidents at the centre to inform a decision on whether a rail shall be provided.

 There is a lack of appropriate warning and depth marker signage provided around the pool.

Creo recommend the following additional provisions:

 A placard sign mounted at the shallow end and deep end of the pool, ideally to the shade sale post on the north side, that defines water depth and warning advice such as shallow water, no diving etc.

#### Section 5: Pool Water Treatment & Water Heating Plant

The 25m pool and the LTS pool share a common water treatment and water heating plant system.

For further information, please refer to Appendix 3 - Pool Filtration Plant Asset List & Condition Summary.

#### **Filters**

If we apply the operational guidelines specified in the Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013), the filter area is considered to be compliant to achieve the minimum turn-over rate of 6 hours.

It is also important to note that from discussion with operations staff, we understand that the sand filtration generally operates without issue and generally maintains 'reasonable' water quality.

### Filter Backwash Holding Tank

Creo are of the opinion that AHC need to undertake appropriate investigations and subsequently implement a solution to provide a compliant backwash holding tanks discharge point for the backwash water or upgrade the treatment of this water if it is intended to be utilised for irrigation purposes.

#### **Pool Circulation Pumps**

Visually, Pump 1 (that services filter bank 1) appears to be in a below average condition.

Pump 2 (that services filter bank 2) exhibits similar condition to that of Pump 1 corrosion levels.

Despite the visual condition, from discussions with the facility operator, Creo understand that the pumps maintain sufficient duty to circulate pool water and maintain water quality as well as adequately backwash the filters.

From a turnover flow rate compliance perspective, the Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013) requires a combined pump flow rate of 23 litres/second to achieve the 6 hour turnover for the combined 25m and LTS water volume of approximate 490m3.

If we apply the WA guidelines (best practice), the required combined flow rate to turnover the pools in 2 hours amounts to 68 litres/second and the existing pumps in their current condition are unlikely to achieve this flow rate.

Creo would recommend that Council consider the long-term replacement of the pumps.

### **Pool Primary Sanitiser**

The pool water treatment system utilises bulk delivered Sodium Hypochlorite stored in what we estimate to be a 3000 litre single walled tank that is positioned within a bunded area for the primary sanitiser. Note the following:

- The bund provisions are not considered to be compliant with respect to the storage volume of the bund, there is no tanking provisions across the bund's concrete surface, there are several services penetrating through the bund raised hob / floor, and the positioning of the tank within the bund being in an elevated position such that a high-level tank leak could disperse sodium hypochlorite beyond the bund perimeter.
- The storage bund area should be better protected from an access perspective to prevent unauthorised access to the tank.
- There is no vehicular delivery bund to facilitate the safe and compliant truck-based delivery of sodium hypochlorite.

Sodium hypochlorite is drawn directly from the bulk storage tank via Acromet Model 2000-00.5 chemical dosing pump located within the main pool plantroom. The dosing pump exhibits considerable surface corrosion to both the pump housing and the motor housing. The dosing pumps bleed

line feeds into an open 'unbunded' tank with an approximate volume of 40 litres.

This tank is within immediate vicinity of pool acid carboys noting that the separation between these two chemicals should be a minimum of 3m.

#### **Pool pH Control**

The pool water treatment system utilises sulfuric acid ('low fume pool acid') drawn from 20L carboys automatically dosed to control water pH by the pool chem controller. The carboys are placed on spill containment pallets.

It is recommended that low height dividing walls be provided to the dry chem storage area within the plant room to minimise the risk of the wrong bag of dry chem being used for the wrong purpose (i.e. the operator may accidently grab the wrong bag). The clear separation of chemicals will reduce this risk of the wrong chemical being utilised by mistake for the wrong purpose.

#### **Pool Chemical Control**

The pool water chemistry is automatically controlled through a Evoqua / Wallace & Tiernan Depolox Pool Compact chemical dosing and sampling control unit.

At the time of Creo's inspection, the chemical controller was in an good condition noting it is a relatively new controller.

#### **Pool Make-up Water**

The pool make up water is located in the south east corner of the pool plant room with the manually operated feed positioned in the top corner of the soiled water pit..

Council may wish to consider automating the make-up water with the inclusion of an automated valve controlled by level sensors positioned within the soiled water pit.

#### **Pool Water Heating**

The pool water primary heating is administered by two electric heat pumps.

Based on Creo's preliminary review of the heat plant, the two units are undersized to adequately service the both the outdoor 25m pool and LTS pool.

From discussions with the facility operator on site, Creo understand that our assessment of the heating system is consistent with the reality of what is experienced on site with the heat pumps unable to maintain pool water temperatures during the cooler periods over the open season.

In relation to the condition of the units, at the time of inspection and whilst the units were not operational, the heat pumps visually appeared to be in a reasonable condition. However, these units should be regularly serviced, annually at

the absolute minimum. Subject to the date of last service, it would be prudent for Council to arrange for the units to be inspected and serviced by a qualified heat pump technician.

The controls for the heaters inclusive of the main electrical supply switch and the secondary breaker switches were not housed within a compliant electrical board and were simply mounted to a an open accessible panel mounted to a wall within the plant room. Creo recommend that Council commission the upgrade of these controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.

#### **Pool Pipework**

The filtration pipework within the plantroom is generally in reasonable condition.

Pressure testing was administered to the 25m pool filtered water return wall inlet pipework. The recorded drop is considered to have complied with the relevant pressure testing standards and suggests that this length of filtered water wall return pipework within the 25m pool is in a satisfactory condition.

#### Plantroom Electrical Sub-Board

Creo recommend that a qualified electrician be engaged by AHC to administer a compliance inspection of the plantroom electrical sub-board. The existing board is generally kept open with a written site across the door panel stating, 'Please leave door ajar'.

Creo recommend that consideration be given to upgrading the board to ensure compliance with AS3000 and AS/NZS 61439.

### Section 6: Building & Pavement Structural Items

Whilst Creo's scope of service was to focus on the pools and associated water treatment plant, equipment and pipework, the following items were noted on site as requiring remedial and/ or replacement works based on the structural conditions:

 Consideration needs to be given to the replacement of the plantroom floor grating and associated support system that spans across the soiled water collection pit. In several locations the grating system was heavily corroded noting that the southwest corner was found to be on very poor condition exhibiting substantial movement when stood upon.

Given the framing and grating system spans across the open water body of the soiled water collection pit and subsequently exposed to an aggressive environment, Creo would recommend consideration be given to a fibre reinforced plastic (FRP) system.

- There is corrosion damage evident to the base of each of the pergola posts located to the deep end of the 25m pool. Creo would recommend Council remove the paving around each of the posts to address this corrosion damage.
- There are localised patches of crack and spall damage across concrete pavements and

associated raised paving concrete kerbing (i.e. along the southern side of the 25m pool concourse). Council should continually monitor these areas and if damage continues to a point where damage presents a trip or cut hazard to the public, then the damaged concrete should be suitably repaired.

### **Summary and Key Findings - Creo Report**

The following are an outline of the key findings from the Creo report:

- From the above investigation works, Creo are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. Creo estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.
- From the above investigation works, Creo are of the opinion that the LTS pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. Creo estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.
- At the time of inspection, the condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.
- The pool floor tiling in the Outdoor 25m Pool was found to be in reasonable condition across the full extent of the floor.
- The internal pool tiles within the Outdoor

- LTS pool were generally found to be in a satisfactory condition with their being only two notable items.
- Recommend the long term replacement of the pool circulation pumps to meet best practice guidelines.
- Recommend to increase the size of the heat pumps to maintain pool water temperatures during the cooler periods over the open season (currently an issue).
- Recommend upgrading the heater controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.
- The filtration pipework within the plantroom is generally in reasonable condition.
- Recommend that consideration be given to upgrading the Plantroom Electrical Sub-board to ensure compliance with AS3000 and AS/ NZS 61439.

#### **Built Facilities**

In addition to the pool facilities, plant and associated equipment there are a range of built facilities on site. These include changerooms for men and women and a toilet for people with a disability which also includes a baby change facility, these facilities whilst well kept are basic in nature and do not provide universal access. There is a canteen and reception area also integrated within the same building as the changerooms and toilets and again this is basic in nature offering package food, hot drinks etc. A large sheltered area also adjoins this main building and is used to store the pool covers and provide shelter for patrons from inclement weather.

Table 10: Built Facilities Condition Rating

Built Facility	Overall Building Condition
Canteen	3 - Average
Changerooms (split in Mens & Ladies)	3 - Average
Large Shelter	3 - Average
Canteen Storage Shed	2 - Good
Staff Room Transportable (now storage)	3 - Average
Operations-Plant Room	3 - Average
Shelter (behind Plant Room)	3 - Average
Small Shelter by BBQ	2 - Good
Small Pump Shed	3 - Average
Small Green Shed (by men's changerooms)	3 - Average
Shade Sail (Large, over pool)	2 - Good
Shade Sail (small NE 3 of 3) Swimming Pool	2 - Good
Shade Sail (small NW 2 of 3) Swimming Pool	2 - Good
Shade Sail (small NW 1 of 3) Swimming Pool	2 - Good

Overall Building Condition Ratings

- 1 Excellent/New
- 2 Good
- 3 Average
- 4 Poor
- 5 Very Poor



Image: Main building including changerooms, toilets, canteen and entrance.



Image: Disabled toilet and baby change



Image: Large shelter used for pool cover storage and site maintenance/emergency access



Image: Changeroom and toilet



Image: Canteen and entrance including reception

There is a plant room and small pump shed at the western end of the site. The Creo report makes a series of recommendations to upgrade these areas to ensure compliance (refer Appendix 2).



Image: Plant room external



Image: Plant room internal



Image: Small pump shed

There are two larger sheds on site primarily used for storage and a smaller shed also used for storage, these are in relatively good condition. There is also a chemical storage area which again is basic in nature and the Creo report identifies areas that need addressing to meet compliance.



Image: Large storage shed 1



Image: Large storage shed 2



Image: Small storage shed



Image: Chemical storage area

There is a transportable building and the Shane Thiele building in the South West corner of the site and both are used by the swimming club and the staff for meetings, administration and further storage. The Shane Thiele building was constructed in 2015 and is in good condition, the transportable building which is primarily used for storage is in sound condition.



Image:Transportable building



Image: Shane Thiele building

Given the large number and type of buildings on the site this effects the overall amenity of the site and also presents a cluttered feel to the site. It is recommended that a number of the storage facilities are consolidated at the eastern end of the site to improve overall site amenity. Site concept plans have been provided for the key improvements planned for the site and are included in Section 7.

Table 11 provides an analysis of the built facilities against industry benchmarks and standards along with a series of recommendations.

Table 11: Built Facilities Analysis

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Entry	Provides main point of entry/exit for patrons. Integrated with canteen currently.	The entry and foyer area is the first point of touch for patrons and needs to be inviting and welcoming and integrated with the food and beverage area to minimise staffing requirements. A prominent canopy or welcome statement should be incorporated externally for clear visibility and present an invitation to utilise the centre.	The current entry is very basic, with standard roller doors and is rated as average condition in AHC building condition audit. Salt damp is also present which requires rectification.	As a key component of any aquatic and leisure centre it is recommended that the entry is upgraded and potentially relocated (depending on which option is pursued). It needs to be bright, welcoming and attractive whilst also being able to control entry including payments etc. Integration with the canteen/potential café is essential.
Canteen	Provides basic food and beverage services to patrons. Is integrated with the entry area currently.	The food and beverage offering at aquatic facilities is essential and also a great opportunity to generate revenue for the Centre. Healthy food and drink options should also be offered in line with community expectations around heathy eating. A newly renovated or new café area should also provide an external servery for people to purchase items without entering the facility. Under cover outdoor tables and chairs should be provided with nice viewing areas including to the pool and wider surrounds.	The current facility is basic and does not meet many of these requirements. It does generate some income for the AHWMSC although this is not identified separately within the Centre's accounts.	Create a modern café area which can serve barista coffee, healthy food, drinks and snacks. There is an opportunity to relocate the entry/café to the southern end of the building in option 1 and within the new indoor program pool within option 2 (refer section 7).

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
First Aid / Office / Admin	Provides an essential area for the treatment of patients with first aid. Also provides a work area for the pool manager and staff to utilise.	The First Aid area should meet the requirements of the RLSA guidelines including items such as:  A) large enough for its purpose B) well lit C) well ventilated D) easily accessible (wheelchair / stretcher) E) within close proximity of toilets F) only used for first aid G) private. The office area needs to be functional and contain a desk for computer work with adequate cabinet space for storage of stationery and files.	The recent 2022 RLSA Safety Assessment rated the first aid provision as 80.51% for compliance and 84.01% for safety. The major issue was around accessibility due to the narrow entrance way which would not be suitable for a wheelchair or stretcher. The office area is small and not that functional and requires refurbishment.	Improve accessibility to the first aid area by widening the doorway to permit easy access for wheelchairs. The proposed indoor pool has a designated first aid room. In general first aid is delivered in situ and the first aid room has low use.  Refrbishment of the ofice/admin area is required and this can be incorporated into the new cafe/entrance redevelopment.
Changerooms + Toilets	Changerooms provide an area for patrons to change, shower and use the toilets. Male and female changerooms are provided for currently at the site.	Modern changeroom facilities are comfortable, well presented with high quality fittings and features. Separate lockable cubicles are provided for showers. Lockers should also be provided for the protection of valuables.	The current changeroom facilities are basic, however do provide separate shower cubicles. The building condition rating was average and deemed fit for purpose. Maintenance requirements include repairing the chipping and cracking in the ceilings.	Changerooms require a general refurbishment including repairing the ceilings and a repaint. Consideration needs to be made to cater for family facilities, DDA compliant facilities and gender neutral requirements (refer Disability/Family facilities). The proposed indoor program pool includes new male, female, DDA and family changeroom facilities.

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Disability/Family facilities	Disability changeroom facilities are currently not provided for with the exception of an accessible toilet. Family change facilities are also not provided for currently.	Within modern aquatic facilities stand-alone universally accessible/disability changerooms are provided for males and females and family changerooms are also commonly provided.	The facility does not adequately provide disability or family changeroom and support facilities, with the exception of a toilet incorporating a baby change table.	Provision of both universally accessible and family changeroom facilities need to be considered in any significant redevelopment option. These are incorporated in the proposed indoor program pool. Should this not proceed consideration should be given to the provision of dedicated DDA and family changeroom facilities.
Disability and Universal Access to the Pools	There is no current ramp access to any of the pools. The raised hob also presents challenges for people with mobility issues to access the pool.	A hoist/mobile chair with hoist for access to the 25m and program pool is the required minimum standard for those with severe mobility issues. Best practice is to provide a compliant DDA accessible ramp at a minimum to the outdoor 25m pool.	A permanent access ramp to the pools is not currently provided for and should be considered in future redevelopment works at the site.  Accessible access to any new splash park needs to be provided.	Providing an access ramp to enable universal access to both the 25m and program pools when upgraded or replaced is recommended. Council should undertaken an accessibility plan to ensure compliant grades and access paths around the new Splash Park and to enable easy access from/to the change rooms and entry/café.
Staff room	The staff room is a former Council building relocated to the pool site and mainly used by school staff and swim teachers.	Modern staff rooms provide kitchen facilities including microwave/s, coffee/team facilities, fridge, tables and chairs, access to toilets/ changeroom facilities and general storage.	The building is not a purpose built staff room but is spacious and meets the needs of the current staffing levels and usage. The building is adequate but not located closely to the existing toilets and change rooms for staff.	When redeveloping the main building consideration should be given to the integration of new staff room facilities for use by Centre management, visiting school staff and swim instructors.

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Storage	There are a number of storage facilities on site as outlined above. These include three sheds and two transportable buildings. Storage is primarily used for operations including maintenance equipment, swim club, swimming lesson and school carnival equipment. Storage of the pool covers is under the large shelter adjoining the main building.	Storage is always an important aspect of any aquatic facility and adequate storage should be provided ideally in one accessible location. With the exception of chemicals which need to be stored separately and in-line with legislative requirements. Shedding is a low cost solution although can reduce the overall amenity and appeal of the site.	There is a proliferation of storage facilities on the site which ideally should be consolidated into one primary storage facility (chemicals excluded).	The proliferation of storage facilities presents an opportunity for consolidation to improve the overall amenity of the site and this should be investigated including the best position for the location of external storage.
Shelters	There are three major shelters two attached to the main building and one attached to the plant room.  They provide picnic tables for use by patrons under cover. These shelters provide protection from the elements for patrons particularly larger groups. There is a small shelter also provided over a BBQ within the grassed area which also includes a picnic setting.	Given aquatic facilities attract large numbers of patrons and specifically groups such as school groups and classes for swimming and aqua fitness they provide areas for people to congregate and gather out of the weather elements and are an important element within any facility.	Whilst basic in nature the current shelters are fit for purpose and provide important shade and protection from the elements. There is an opportunity to provide additional shelter for parties and events on the grassed area which will enable the attraction of more of these activities and are a good generator of revenue for the Centre.	Provide additional and improved sheltered areas within the grassed area of the site to facilitate parties and other gatherings and provide an opportunity to increase revenue for the Centre.
Plant Room	The plant room is functional but the floor drain requires upgrade and the electrical board, chemical and chlorine storage areas require modification as per the Creo report.	The plant room needs to provide a safe, functional and compliant space.	The plant room is adequate for a pool of this age. The layout is good and the upgrades to chemical, electrical and chlorine areas are relatively minor. The plant room does not currently meet the required standard but can be upgraded to comply without major expense.	It is recommended that the critical plant upgrades recommended in the Creo report be completed before the 2023/24 season commences. Removal of the old water heater is also recommended.

### **Surrounds and Access**

The AHWMSC site offers a pleasant setting with a large sloping and grassed area at the northern end of the site which includes established trees that provide shade during the open season. There is also a picnic setting and shelter and BBQs to facilitate picnics, birthday parties and social events.

Access around the pools and amenities is via a concrete paved area and path network which would be suitable for people with mobility challenges and people in wheelchairs or gophers. Access to the pool is currently not easily achievable and this has been detailed within the Creo report with associated recommendations. The raised hob around the pools present a series of accessibility issues including for emergency access and as such it is recommended that a ramp is provided for within the 25m pool and potentially a wet deck system installed to improve accessibility substantially, this is discussed in more detail within Section 7.

Access into the pool site is currently through an entrance point directly off the roadway and car park. This presents problems when large groups of people are gathering to gain access as they congregate on the road way which presents safety and traffic management issues. There are also no pedestrian footpaths provided externally to facilitate movement of people safely into the pool site.



Image: Pleasant grassed area used for picnics, parties and resting within the pool site



Image: Pool entrance

The pool site also does not actively integrate with the broader surrounding Woodside Recreation Grounds. There is a creek line running along the southern end of the site and the natural amenity of this area could be captured and suggestions have included providing a playspace area external to the pool grounds in this area which could involve relocating the existing Lions Shed (subject to consultation with the Lions Club and in-line with the broader Woodside Recreation Grounds Master Planning process). Table 12 provides an analysis of the surrounds and access against industry benchmarks and standards along with a series of recommendations.



Image: Potential site for a new playspace

Table 12: Surrounds and Access Analysis

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Emergency Access + Congregation	Emergency access is provided to enable emergency to access the site when an incident occurs. An emergency congregation area is an area provided in a safe location that people can move to and safely congregate in case of an emergency.	Providing appropriate and clear emergency access for vehicles such as an ambulance or fire engines with internal access to the site. Providing a safe area to congregate in the case of an emergency including a location/site map containing relevant information.	Emergency vehicle access is provided at the front of the site. An emergency congregation area may be provided however it was not sited during the site inspection. It is noted during the RLSA Audit that an Emergency Plan is in place however there needs to be a location/site map provided which includes as a minimum information covering the persons location you are here, facility name, street address, north point indicator and emergency equipment.	Confirm the emergency congregation area and ensure it is appropriately signed. It is recommended that a location / site map is provided which includes as a minimum information covering the persons location you are here, facility name, street address, north point indicator, emergency equipment and relevant icons.
Chemical Access / Plant Room Access	The pool water treatment system utilises sulfuric acid ('low fume pool acid') drawn from 20L carboys automatically dosed to control water pH by the pool chemical controller. The carboys are placed on spill containment pallets. The acid is drawn from two separate carboys via a Kemfeed dual dosing pump unit which despite minor surface corrosion to the outer box / casing, was found to be in satisfactory condition.	The Hazchem regulations requires the liquid chlorine and acid to be physically separated and well ventilated. The recommended bunding is designed to retain any chlorine spills during delivery, have a safe valve system in place for filling tanks and enough bunding to contain tank volumes.	Creo have recommended changes to the bunding for the stored chlorine and the delivery by tanker of chlorine to the plant room.	Urgently commission an upgrade of the chemical storage in the plant room and upgrade the delivery of chlorine access with adequate safety provisions. Creo recommends that low height dividing walls be provided to the dry chem storage area within the plant room to minimise the risk of the wrong bag of dry chem being used for the wrong purpose (i.e. the operator may accidently grab the wrong bag). The clear separation of chemicals will reduce this risk of the wrong chemical being utilised by mistake for the wrong purpose.

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Delivery Access	The delivery of chemicals and chlorine to the pool by trucks is through an entrance in the south eastern corner of the site.	There should be no interface with the public when chlorine and other chemicals are delivered.	Current access is not ideal and can be improved. There needs to be a cordoned off area that restricts access to the area by the general public.	A review of the way the current deliveries are managed in terms of time of delivery and physical separation from the pool patrons is required. Physical barriers e.g. fencing should be provided to restrict public access to this area.
BBQ's, grass, line of sight	The existing pools and pool surrounds are generally clear and provide good access for lifeguards and line of sight.	Line of sight for lifeguards to ensure they are able to see any situation occurring in the pool is important. The location of BBQ's and the circulation of lifeguards around the pool should not create any problems and provide a clear unobstructed view of the water. Parents are also required to be "near" their children and the location of seating close to the pool is a key benchmark.	Future shade structures, BBQ's and the provision of spectator/parent seating needs to be in keeping with line of sight principles particularly on pool concourse areas.	Review location of temporary and permanent seating to ensure clear line of sight to pools and ensure future structures do not create obstructions or impediments to line of sight.
Hill for swimming carnivals	The current hills/slopes provided for on the northern and southern sides of the pools provide a good viewing area and pleasant setting for spectators. There are covered areas with seats provided at both ends of the 25m pool. There is however limited formal seating provided and shade is limited.	Providing shaded, accessible and comfortable seating is ideal for spectators and participants. The provision should not interfere with the pool concourse circulation or the line of sight for life guarding.	The opportunity to improve spectator areas by creating terraces under trees and with shade structures above for both carnivals and hot summer days. Construction of a Splash Park may create an elevated and terraced area overlooking the pool. Additional seating on both sides of the 25m pool could be considered. Providing shade and limiting sun exposure is a key consideration.	Consider landscaping the existing mounded areas on the southern side of the 25m pool to provide terraced and shaded seating.

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Shade, trees, gardens	A main attraction of the site is the natural shade, established trees and well maintained gardens. The 25m pool is shaded by a large shade sail and the toddlers and program pool is completely shaded.	Provision of adequate natural and built shade structures is important particularly with the need to protect patrons from the sun and UV during the day. Selecting species that are not deciduous and drop leaves is ideal as leaves are an issue for water quality when they enter the pools.	Retain the shade provided by trees and maintain landscape and gardens as an attractive place to relax and recreate with adequate shade. Retain the existing grass and tree areas where possible but not at the expense of creating new pools and interactive water play areas. The landscape and the pools must relate well.	Consider the landscape opportunities created by the building of a Splash Park and enhance shade and seating without reducing trees and shade or creating expensive maintenance issues for pool management.
Street frontage/ Entry	Currently the pool is relatively hidden from passing traffic and entry is via a series of internal access roads. Unless you are specifically visiting the site it is unlikely you would notice the pool without having your attention drawn to the facilities and activities being conducted.	Lighting and signage and graphics are important for promotion and attracting patrons. Providing an LED screen which can be used to promote activities and events occurring at the site would be ideal. Having high levels of exposure to passing traffic is also important.	Street frontage can be improved with creative and attractive signage particularly along the Nairne Road (northern boundary) of the site. Consideration should be given to providing a LED sign that is visible from Nairne Road.	Install additional signage/graphics showcasing the activities and facilities at the pool including a potential LED sign visible from Nairne Road. Develop a graphics and signage approach and style for the entire site.

Asset	Description / Function	Benchmark / Standard	Analysis	Recommendation
Paths, connectivity	External pedestrian access to the AHWMSC is very limited currently with no designated footpaths or pedestrian friendly areas. When large groups arrive to enter the pool, issues arise as they are congregating on vehicle access roads and parking areas. There is also a disconnect between the bus drop off areas and the pool entrance. Connection to the broader Woodside Recreation Grounds is also limited to vehicle access roads/tracks. Internally access around the pool is relatively good.	Safe and accessible paths must be hazard and trip free and be DDA compliant. Pedestrian access from the parking and bus drop off zones should be direct and safe. Internal paths and access routes such as those to and from the change rooms to the pools and BBQ areas are important and must be clear of obstacles and furniture inline with GSPO requirements.	Pedestrian access externally to the site needs major improvements with the development of formal footpaths and pedestrian friendly areas. Circulation within the pool grounds needs to be clear of obstacles.	Externally include new footpaths and pedestrian friendly areas connecting parking and bus drop off areas and access from Nairne Road. Ensure internal access is free from obstacles including furniture inline with GSPO requirements.
Flow / integration	The current site is "shut off" from the nearby community facilities, open spaces and civic areas. Integration is relatively poor with other uses across the Woodside Recreation Grounds site. Ageing chain-wire fences surround the site which provide an unwelcoming environment.	Full integration and linkages with nearby community facilities, open spaces and civic areas is important to create vibrancy and a feeling of connectiveness at the site.  Safety and site security is also a consideration.	The integration of the site with the surrounding precinct requires an upgrade to boundary fences and a more open transparent feel for pool patrons and precinct users. Pedestrian linkages to nearby facilities and open spaces should also be provided.	Consider providing more modern design solutions to the pool surrounds such as modern fencing. Create pedestrian linkages through pathways and footpaths to enable people to walk/ride through the site to other attractions.

### **AHWMSC Refurbishment Options**

Creo also provided a series of spreadsheets which have outlined the pool finishes refurbishment items (painting/tiling) and also the general condition, maintenance requirements and estimated lifespan and replacement cost for items such as the filters, circulation pumps, sanitisation controllers, pumps and dosing equipment along with the electric heat pumps. These are included and detailed within Appendix 4 - Adelaide Hills Pool Finishes Refurbishment Options Cost Estimates.

The option to paint the pool is estimated at \$356,648 whereas the cost to re-tile the pool is estimated at \$570,152.

The estimate cost to replace the filters, circulation pumps, sanitisation controllers, pumps and dosing equipment along with the electric heat pumps is estimated at \$321,000.

Note these costs are estimates only based on current market conditions and prices. AHC needs to receive competitive quotes when considering upgrades to plant and equipment at the appropriate time.

### **Roof Structure Assessment**

There has been substantial discussion over a long period of time over the feasibility or otherwise of putting a roof structure over the 25m pool at the AHWMSC. It is envisaged that a roof or similar substantial structure would enable the pool to be kept warmer for longer periods and therefore open for longer periods during the year. The brief requires this to be investigated further including the costs/benefits of pursuing a roof over the pool to enable a decision to be made around this issue into the future.

The existing 25m pool has recently had a shade structure erected over approximately the half the pool. The membrane roof is not waterproof and only provides protection from the sun and so the structure is not technically a "roof".

To construct a roof over the existing 25m pool there are a number of considerations and challenges that have been raised by the consulting team (Tredwell, RMP, Creo and LME):

 A roof that is designed to prevent rain would also need to extend over the pool concourse on both sides and at each end. The anticipated cost has factored on the roof being longer and wider than the actual pool (30m x 20m)

- 2. The roof does not protect the pool from wind or rain that may blow in under the roof when there is any breeze. Noting the roof could be enclosed (refer point 3 below).
- 3. The windchill factor and ambient temperature would still negatively impact the 25m pool. To provide an extended season the structure over the pool would need walls and mechanical heating of the internal air to ensure the pool water temperature remains at the required 27 degrees C. This would require a design to be engineered with appropriate insulated materials and a vapour barrier in the roof to prevent condensation as well as lighting and ducting for heated air flow. This would be a significant additional cost.
- 4. The temperature of the pool water would not benefit greatly from direct solar rays as the roof would block most of these.
- 5. The roof would provide a significant area for PVC panels to be fixed to that would offset to some extent the cost of the energy to run the heat pumps to keep a temperature of 27 degrees throughout the season.

- 6. The current pool entry and change rooms are adequate but not heated and not would not be located under the proposed roof structure. Therefore patrons entering and exiting the pool would still be exposed to the climatic elements.
- 7. The current pool does not provide contemporary disabled access with a compliant ramp. This could be retro-fitted into the existing 25m pool however the construction would impact the concourse and additional concourse area would need to be constructed requiring a greater expanse.
- 8. The roof would not significantly increase the pool season as it would have little or no impact on the pool temperature and the amenity of the pool (e.g. change rooms and social areas) and not prevent wind chill (unless it was enclosed).
- 9. The extension of the season would be solely based on maintaining the pool temperature at a suitable temperature such as 26/27 degrees and using the new roof to install additional solar panels to offset running costs which would be substantial.

- 10. By constructing a new roof and enclosure there is a perception that the facility is now a "newer" facility and given the existing pools are over 50 years old, they will likely need replacing in the medium term and having a roof enclosure would provide challenges if the pool was to be redeveloped.
- 11. There are few examples of rooves and associated enclosures being retrofitted to existing outdoor pools and of the few examples of where this has occurred they have not been very successful often requiring substantial energy costs and difficulties in managing condensation and the integration of older assets with newer assets.

After presenting this information to and discussions with AHC staff it was determined that due to the many challenges in retro-fitting a roof over an aging outdoor pool that this would not be a feasible option to pursue at the Woodside site.

In consultation with the key stakeholders it has been agreed that the investigation into the feasibility of establishing an indoor warm water program pool suitable for swimming lessons, rehabilitation, warm water exercises, gentle lap swimming and hydrotherapy be considered. This is detailed further in section 7 of this report.

### Linkages with Woodside Recreation Grounds and Civic Space

The AHWMSC is located within the broader Woodside Recreation Grounds at the northern section of the precinct and is located in close proximity to the Woodside town centre. To the south of the AHWMSC is the main oval which is separated by a creek and informal access road/vehicle turnaround area. In close proximity to the site are a range of community and essential service facilities including the Lions Shed, mobile library storage, Ambulance Station and Woodside CFS facilities.

A draft master plan for the Woodside Receation Grounds was prepared in 2019 which recommends the following actions that relate specifically to the AHWMSC

- Relocate SES and mobile library shed
- Change entrance to swimming pool to better connect with ovals and nature play
- Consolidate existing buildings and storage sheds within swimming pool area
- Opportunity for 'Nature Play' type playground along the creekline

These initiatives are shown in the extract of the draft master plan in Figure x

Additional opportunities identified as part of this study are stronger linkages and connections (visually and physically) between the AHWMSC and the broader Woodside Recreation Grounds specifically the creek line and proposed nature

playground and this is represented on the site concept plans shown in Section x. Given the high usage of the Woodside Recreation Grounds for sporting activities (e.g. netball, football, tennis, bowls) there is an opportunity to link with this family market that are a large user group (existing and potential) of the AHWMSC. Additionally a recreational cycling group meets at the site and there is an opportunity to capitalise on this in terms of patronage at any newly redeveloped café and facility more broadly.

The Active Fitness and Lifestyle Group which is a long-established not-for-profit program that encourages men and women of all ages and activity levels to become involved in exercise, it is overseen by the Centre and they are based from the AHWMSC using it as a focal point for their activities and information hub. They also utilise the nearby Woodside Uniting Church Hall for a range of activities including fitness classes, yoga, pilates and cross training. A proposed multi-use room is included within the site development options, this space could be utilised by this group to conduct their dry fitness activities in the future should it be pursued.

#### 3 BUILDINGS & FACILITIES

- a. Relocate SES and mobile library shed to adjacent SA Ambulance
- b. Consolidate Bowls, Cricket, Netball and Tennis clubrooms in central hub
- c. Relocate Lions sheds adjacent cricket / soccer club buildings.

#### (4) SWIMMING POOL

- > Change entrance to swimming pool to better connect with ovals and nature play
- > Consolidate existing buildings and storage sheds within swimming pool area

#### 5 BMX TRACK

- a. Toilet facilities, park upgrades & improved drainage Future toilet subject to council review of capacity requirements and service level provisions for public facilities in 19/20 financial year.
- b. Future car park
- c. Continuation of Amy Gillett bikeway

#### 6 TOWN ENTRANCE

a. Investigate and improve drainage b. Identify location for Entry Signage / Statement on completion Amy Gillett bikeway c. Prepare concept plan for entrance possibly with grant funding

#### 7 CREEKLINE PARK

- a. Return roadway to open space and stop vehicular traffic movement
- b. Relocate playground, skate park and shelter away from road
- c. Opportunity for 'Nature Play' type playground along creekline
- d. Continue to design and implement creek works to ensure adequate flow



Figure 11: Extract of the draft Woodside Recreation Grounds Master Plan



#### **Current Model - AHWMSC**

#### Overview and description

The current management of the AHWMSC is an Indirect Management or "Arms Length" management model (refer Table 14). There is a management agreement in place between AHC and the Centre for the day to day running and operation of the AHWMSC. This Agreement sets out the responsibilities of AHC and the responsibilities of the Centre in relation to maintenance, upgrades, insurances and general operation of the Centre. AHC entrusts all responsibility for the running of the AHWMSC to the Centre and a subsidy of approximately \$90,000 is paid on an annual basis to support the group to deliver the following operational activities:

- swimming programs
- activities
- public use
- supervision and lifeguards
- plant and asset maintenance
- water quality testing and safety
- site health and safety
- compliance with legislation
- revenue collection and operational expenditure.

Other activities that are undertaken at the AHWMSC and the responsibility of the Centre include the following:

- Provide and maintain the Services to a high quality so as to ensure increasing levels of customer satisfaction at the facility.
- Continually seek to identify and cater for changing needs within the community and to improve the quality and range of the services offered at the facility; with a particular focus on growth, participation and accessibility.
- Achieve and maintain a high standard of performance in provision of the Services by the Manager using best practice methods and systems, including adhering to the Royal Life Saving Australia Guidelines for Safe Pool Operations.
- Ensure the provision of ongoing effective communication and cooperation between the Council and the Manager.
- Operate the Facility in a way which minimises the cost to the Council.
- Provide cost-effective services that users perceive as offering value for money to ensure commitment to a high standard of customer service.

- Fulfil the Council's obligations under all applicable Legislation.
- Increase users and utilisation of the services offered at the Facility.

### Analysis of current model including financial considerations

An assessment of the current business operation at AHWMSC is a requirement of the study.

The management of the AHWMSC by the current volunteer Committee is an example of how community involvement can deliver a quality recreational service to the community. The current formalised Management Agreement recognises Council's financial support for this facility. The current level of financial support provided by Council (circa \$90,000) is significantly less than other Councils who provide operators of outdoor community pools where they are leased or under a management agreement. Where Council's

operate similar pools themselves the subsidy per visit or operational deficit that these Councils fund each year is often high and it is not uncommon to be in excess of \$1m per annum for larger facilities (refer Table 13).

Many Councils are finding the cost of operating outdoor seasonal pools prohibitive and are also finding it difficult to find skilled staff to operate the pools including pool managers, swimming instructors and lifeguards. Fortunately this is not the case at the AHWMSC where local young people are provided the opportunity to work on a casual basis as lifeguards at the pool often while they undertake tertiary studies.

Table 13: Examples of subsidies/deficits for similar sized communities

Town	Population	Facility Type	Annual Deficit/ Subsidy* 2022
Woodside, SA	2,701	Outdoor 25m Pool including ramp + program pool + toddlers pool	\$80,508
Tea Gardens, NSW	3,288	Outdoor 25m Pool including ramp + toddlers pool	\$138,583
Gloucester Aquatic Centre, NSW	5,310	Outdoor 50m Pool + Indoor program pool	\$368,678
Cootamundra Aquatic Centre, NSW	7,705	Outdoor 50m Pool + Indoor 25m 4 lane pool + splash pad + toddlers pool	\$823,106

The AHWMSC has seen income increase over a three year period this is despite the Covid-19 pandemic. However like most aquatic facilities costs have increased significantly in recent times for example costs increased nearly \$80,000 from 2021 to 2022 with electricity and gas increasing by \$23,794 [185%] and employment expenses increasing by over \$31,000 [21%] refer Table 14. This is a challenge facing many public aquatic facilities as utility and staff costs are the major costs of operations. These costs are likely to continue to increase significantly with estimates electricity costs could rise up to 30% and labour costs (average increase of nearly 4% in the past 12 months) are also increasing significantly above previous levels.

<sup>\*</sup> Excludes depreciation and capital costs

Table 14: AHWMSC Operating Results over a three year period

	2022 (\$)	2021 (\$)	2020 (\$)
Income*	300,423	271540	288068
Expenses	380,931	301180	325813
Deficit	-80,508	-29,640	-37,745

Considerable revenue is generated by the learn-to-swim programs offered at the pool by management and by the Education Department. The pool has to compete with the private heated pools operated by commercial Swim Schools. The current facilities at Woodside are not modern and attractive and the Program Pool requires upgrade or replacement to meet the identified demand for learn-to-swim lessons. This could be achieved initially by increasing the temperature in the program pool and ensuring it is maintained at 28 degrees Celcius throughout the season through the upgrade of the heat pumps as recommended by Creo.

#### Risks of current model

As with all management models there are risks to AHC and to the wider community. The Centre whilst they employ a pool manager is a voluntary run committee and volunteers who take up these roles out of a sense of community need and personal passion, even with the best of intentions, may not be able to fully commit to the role due to competing demands such as work and family commitments and they may not necessarily have the skill sets and experience to operate the roles which they are responsible for. Burnout can be a major challenge for volunteers particularly when overseeing complex operating environments such as a swimming pool operation. It is also becoming increasingly difficult to recruit and retain volunteers and succession planning is lacking within many volunteer committees.

The recent GSPO Assessment identified a range of areas that are in need of attention by the current management including in the assessment areas of Supervision, Qualifications and Training; and Plant and Chemical Areas all key aspects of swimming centre operations. Whilst some of these areas are relatively simple fixes other others will require more complex interventions, investment of funds and changes in operational procedures. There is a role here for the AHC to play to support the current committee to address a number of these non-compliances.

#### **CERM Performance Indicators**

An assessment of the AHWMSCs performance against the University of South Australia's CERM Performance Indicators (with a focus on the key indicators) shows that the performance of the AHWMSC is sound particularly given many of the centres surveyed have significantly greater catchment populations. The AHWMSC falls within Group 5 (outdoor pools) and 58 centres across Australia provided information for the benchmarking project the median results are provided for the three year period 2019-2021. Highlights of the assessment is the AHWMSC is performing well above the median for expense recovery with 85% compared with 61% for the CERM Performance Indicator and also for gross subsidy which is \$118,679 less. The Pool also has significantly lower gross expenditure and also lower gross receipts (income).

Whilst annual visitation is much lower (18% of the CERM benchmark) the direct catchment population is also much lower (25% of the CERM benchmark). The visits per square metre are lower, 39 compared with 26 for the AHWMSC, and subsidy per visit is slightly higher, \$4.24 compared with \$3.87.

Energy costs are significantly lower by \$47,294, around a third of the CERM PI. Labour costs are also significantly lower by \$153,740, over 50% lower which is a positive result.

Overall the AHWMSC is performing well compared with similar facilities across Australia. The continued efficient management and use of the local community's resources will ensure the AHWMSC can continue to operate efficiently and with an investment in refurbishing and improving the facilities at the site there is an opportunity to further improve the operating performance of the centre. Aquatic facilities are currently facing many challenges specifically ageing infrastructure, high energy and staffing costs, skills shortages and climate change and the AHWMSC seems to be meeting these challenges.

Table 15: AHWMSC CERM Performance Indicators

Indicator	CERM PI (Group 5 Outdoor Pools)	Woodside (3 year average)
Total Visits	65,000	11,638
Catchment Population (within 5km)	31,023	7,700
Visits/m2	39	26
Gross Receipts	\$399,864	\$286,677
Gross Expenditure	\$567,841	\$335,975
Gross Subsidy	-\$167,977	-\$49,298
Expense Recovery	61%	85%
Subsidy per visit	-\$3.87	-\$4.24
Energy Costs	\$71,217	\$23,923
Labour Costs	\$315,599	\$161,859

### **Management Model Options**

There are numerous potential management and operating models that can be used for a community aquatic facility these may be in-house or outsourced or a combination of both. In relation to the governance and management models of public sport and leisure facilities such as aquatic facilities there are three common management structures.

- Direct Management where the local government retains total control and accountability for the operation of its facility through directly employed staff.
- Indirect Management where the operation of the facility is placed at 'arms lengths' from the local government, while retaining effective control through the terms of its membership of a 'body corporate' formed to manage the facility.
- Independent Management where the local government leases the facility to a private operator or independent organisation (usually with conditions for access, user charges etc.).

Table 16 presents an overview of the options available to Council and also an analysis of these options.

There are a number of options for the Council to consider in the future management of the facility:

- The new facility can be directly managed by Council Staff.
- The new facility may be placed at 'arms length' through Indirect Management under a management agreement arrangement with an organisation e.g. a specialist management group.

 The new facility may be leased to an organisation (Independent Management) such as a sports club or similar.

Table 17 presents benefits and constraints associated with each management option.

Table 16: Management Options

Direct Management 'In House'	Indirect Management 'Arm's Length'	Independent Management 'Outside'
A. Managed and operated directly by Council employees	D. Managed by an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and user groups	G. Managed by private (commercial) individual or organisation through a lease
B. Managed by a Committee under the Local Government Act using employees	E. Managed in partnership with Council via an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and specialist management agency	H. Managed by single or composite user group (sporting or community organisation) though a lease
C. Managed by a Committee under Local Government Act using contract labour and support services	F. Managed by specialist management agency which has a management services agreement with Council	I. Managed by a specialist management agency through a lease

Table 17: Benefits and constraints associated with each management option

Management Option	Benefits	Constraints
Direct Management	<ul> <li>The facility owner has complete control over centre operations</li> <li>Most suitable option if there is a need to provide social services/programs that may need financial support</li> </ul>	<ul> <li>Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used</li> <li>Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial, IT and mail services)</li> <li>Direct management also requires specialist skills that Council's do not always have inhouse.</li> </ul>
Indirect Management	<ul> <li>The owner has less administrative responsibility</li> <li>Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach</li> <li>The contract can be structured so as to increase the reliability of the centre's operating budget</li> <li>Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements</li> <li>Financial incentives are often built into the contract to encourage the operator to succeed</li> </ul>	Owner has minimal control over day to- day operations     Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community     Facility owner is usually required to pay a management fee to the contractor
Independent Management	The owner has no day-to-day administrative responsibility The owner has minimal financial risk Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment	<ul> <li>Difficult to lease a centre that projects an operating deficit</li> <li>The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured</li> <li>Broader community benefits sought by the facility owner must be specified in the lease agreement</li> <li>The Lessee retains operational profits</li> <li>Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties</li> </ul>

In terms of their ability to satisfy the objectives held by most Councils, each of the three broad options outlined in the previous table have both advantages and disadvantages.

These are further summarised in Table 16 which illustrates the capacity of each option to meet typical council objectives of financial efficiency, access to the whole community and stewardship of facilities.

In general terms, facilities operated directly by Councils tend to be hampered in their operating performance by local government regulations and practices and inappropriate financial, staffing and reporting systems. They can also be susceptible to the influence of dominant user groups and local political pressures.

Facilities leased to private operators or independent community groups are often not properly maintained. The financial objectives of the operator are often in conflict with Council's aims for access, equity and facility stewardship. Whereas an 'Indirect Management' structure tends to allow all Council objectives to be achieved to a satisfactory level and Council can still maintain a level of control on service levels.

Table 18: Ability of Management Model Options to meet various objectives

Objective	Direct Management (Controlled By Council)	Indirect Management (Under Auspices Of Council)	Independent Management (Controlled Externally)
Reduce or eliminate deficit funding	DIFFICULT     Limited sense of competition and accountability     Slow to exploit opportunities     Politically vulnerable Inflexible industrial arrangements	ACHIEVABLE     Body corporate is nimble and independently accountable     Flexible industrial arrangements     Staff encouraged to become entrepreneurial by way of incentives     Management agency can provide specialist experience	Lessee operators able to make economies on labour, goods and services     Limited political considerations when setting fees, timetables
Maintain a significant degree of control	Management by     Council Staff     Regular reports to     Council     Elected Members     have opportunities for     ongoing input	ACHIEVABLE         • Qualified lease/license to body corporate gives Council ultimate control         • Council is significant partner in the body corporate         • Regular reports to Council re use, fees, finance and administration	Ontrol usually via mid to long term lease with no provision for change in local circumstances     Usually no opportunity for Council to participate in management

Council	Direct Management	Indirect Management	Independent
Objectives	(Controlled By Council)	(Under Auspices Of	Management
		Council)	(Controlled Externally)
Keep assets	EASIER	ACHIEVABLE	DIFFICULT
in good repair (building and equipment)	<ul> <li>Maintained by Council Staff to Council standards and budget provisions</li> <li>Prompt response and care by Council's own maintenance staff</li> </ul>	<ul> <li>Formal commitment         built into management         agreement for         maintenance and         refurbishment</li> <li>Monitored by Council         through its partnership in         the body corporate</li> </ul>	Financial objective (profit or providing funds for other ventures) often causes conflict in decision making related to appropriate maintenance of buildings and equipment
Gain optimum	ACHIEVABLE	ACHIEVABLE	DIFFICULT
use and flexibility (multi- use)	<ul> <li>Vocal minority groups may be allowed to dominate peak times</li> <li>Most use by hire only (little or no promotion of regular weekly activities)</li> </ul>	<ul> <li>No one sport favoured</li> <li>Direct promotion of regular activities (not just hire)</li> <li>Incentive to replace failing programs as soon as possible</li> <li>Management agency can apply specialist experience</li> </ul>	One sport often favoured     Usually focus on 'cash cow' activities     Membership restrictions often apply

Table 19 represents an overview of typical operating costs for indoor aquatic and recreation facilities across Australia, as determined through longitudinal studies by the CERM Performance Indicator (CERM PI) project through the University of South Australia which was established to provide industry benchmark information for operator usage and comparison.

Table 19: CERM Performance Indicators for different types of Aquatic Centres across Australia

CERM PI AQUATIC INDICATORS					
		<b>Group 5</b> Outdoor Pool/s	Group 6 Indoor & Outdoor	<b>Group 7</b> Indoor Pool/s	
		2019-21 Medians	2019-21 Medians	2019-21 Medians	
		n=58	n=61	n=52	
Total space (m²)		1,980	4,264	3,950	
FINANCE	Expense recovery	61%	70%	88%	
	Gross receipts	\$399,864	\$1,947,965	\$3,025,054	
	Gross expenditures	\$567,841	\$2,797,338	\$3,198,711	
	Fees per visit	\$4.21	\$7.15	\$8.08	
	Secondary spend per visit	\$0.71	\$0.53	\$0.42	
	Surplus (subsidy) per visit	-\$3.87	-\$2.88	-\$1.32	
	Receipts per visit	\$6.15	\$8.51	\$8.9	
	Receipts per metre <sup>2</sup>	\$196	\$477	\$643	
	Adult swim fee	\$6.60	\$6.65	\$7.0	
	Child swim fee	\$4.70	\$5.10	\$5.0	
Pers	sonal training session fee (1/2 hour)	\$50	\$45	\$45	
	quatic membership fee (12 months)	\$607	\$615	\$743	
Health & f	itness membership fee (12 months)	\$1,053	\$946	\$955	
	swim membership fee (12 months)	\$720	\$836	\$900	

The ongoing recurrent costs of managing aquatic facilities can vary substantially. There are several examples across South Australia and Australia where well designed indoor aquatic facilities with complimentary aquatic and fitness infrastructure can deliver operating surpluses to councils (excluding depreciation and interest). Generally speaking, all aquatic facilities fail to cover their asset renewal costs or deliver a return on investment.

If the development of a new indoor aquatic facility is progressed by the AHC, an achievable expectation that can be incorporated into the planning phase is for the facility to minimise operating costs and optimise revenue generation.

This would require a balance of service offerings that meet the key market segments identified previously in this report and a focus on revenue generation activities such as swimming lessons, retail, food and beverage offerings, wellness and fitness services that compliment traditional aquatic and swimming programs. If this can be achieved, the ongoing cash impact on council will be minimised.

### **Common Management Models**

A common management model used by Local Government to manage public aquatic facilities is the Indirect Management 'Arms Length' model. In many of these instances a number of specialist aquatic and leisure management firms (e.g. YMCA, Belgravia Leisure, Aligned Leisure, Bluefit) operate the facilities on behalf of Council. This model requires the Council to accurately define its expectations and requirements through the development of a contract specification with an external provider appointed through a competitive tender process. They typically enter into a management agreement with Council to operate the facility in line with a series of facility management objectives, not too dissimilar to the management agreement AHC has in place with the Centre currently. The major constraint with this model is that the larger operators don't tend to accept the full risk of operating the centre from a revenue/profit perspective with the risk of increased costs and deficits being placed back onto Council. The benefit of using these types of organisations is they often have well developed systems including point of sale/risk management/ WHS systems, marketing and promotion expertise including a CRM system, centralised human resource management, increased capacity to support the operation and normally a pool of staff available to service the facility (noting there is a current skill shortage in the industry for centre

managers/supervisors, life-guards and plant operators). They also have vasts amounts of intellectual property (IP) and expertise in operating these types of facilities which can be applied at a local level. Typically these arrangements will cost Council's significantly more money essentially as you pay for the specialized services and IP they provide.

Another option that some Councils are considering and others have implemented relatively successfully (for example the City of Campbelltown for the ARC Campbelltown a combined aquatic and dry leisure facility) is that Council employs the key personnel directly (e.g. Centre Manager, senior lifeguard) and utilise contract labour hire and support services to procure the operational staff, usually front of house staff and lifeguards. It should be noted that this model may be under threat given the recent industrial relations changes regarding employee contracts and if AHC where to pursue this option, further investigations should be conducted.

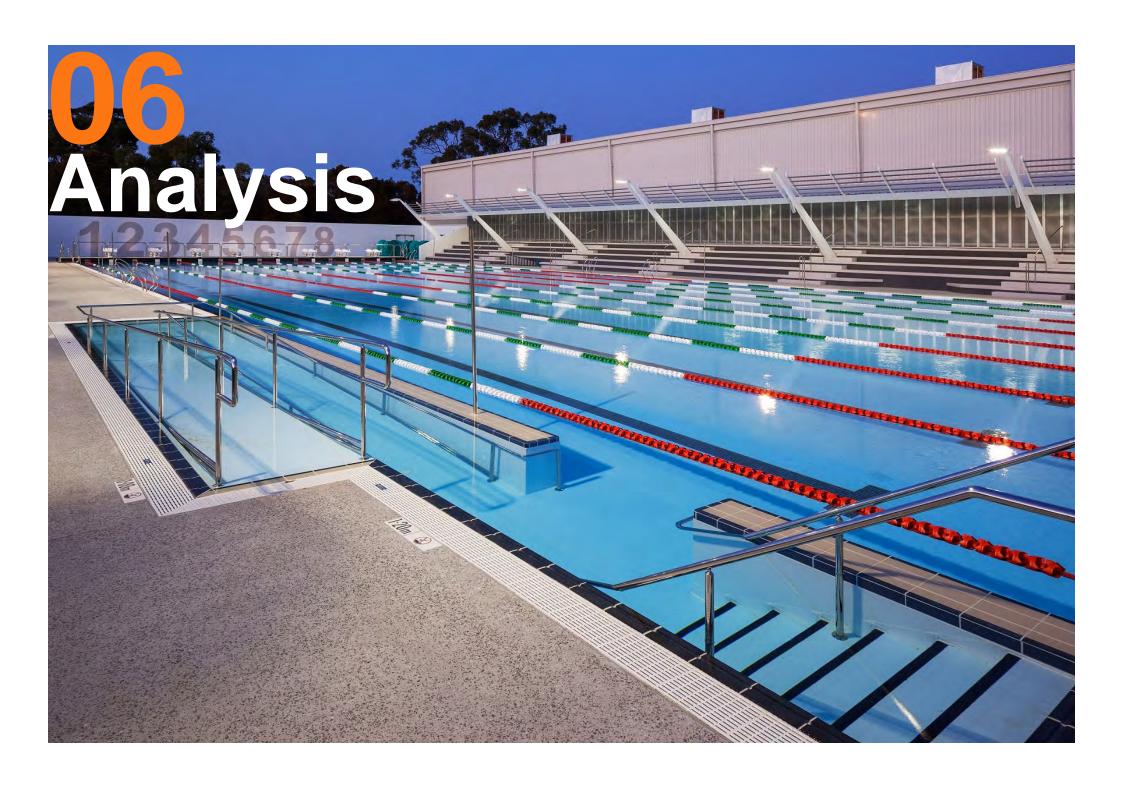
### **Summary and Analysis**

The management of the AHWMSC by the current volunteer Committee is an example of how community involvement can deliver a recreational service to the community. The current formalised Management Agreement recognises Council's financial support for this facility. The current level of financial support provided by Council (circa \$90,000) is significantly less than other Councils who provide operators of outdoor community pools where they are leased or under a management agreement. Where Council's operate similar pools themselves the subsidy per visit or operational deficit that these Councils fund each year is often high and it is not uncommon to be in excess of \$1m per annum for larger facilities.

A number of management options including 'direct management', 'indirect management' and 'independent management' were analysed as part of this study with the benefits and constraints of each option presented. It was found that whilst the current operation, an 'indirect management' model, provides a relatively efficient service, there are areas that need to be improved, particularly in the areas of supervision; qualifications and training; and plant and chemical management. This is to ensure that legislative and relevant guidelines such as the Guidelines for Safe Pool Operations are met. There are also opportunities for management to improve areas such as

marketing and promotion. It is recommended that AHC work collaboratively with the Centre management to ensure that compliance is achieved at the AHWMSC and a proactive approach is taken and additional investment is provided in these areas.

As with all management models there are risks to AHC and to the wider community. The recent GSPO Assessment identified a range of areas that are in need of attention by the current management including in the assessment areas of Supervision, Qualifications and Training; and Plant and Chemical Areas all key aspects of swimming centre operations. Whilst some of these areas are relatively simple fixes other others will require more complex interventions, investment of funds and changes in operational procedures. There is a role here for the AHC to play to support the current committee to address a number of these non compliances.



### **SWOT Analysis**

The strengths, weaknesses, opportunities and threats associated with the future development of the AHWMSC are identified in this section.

These attributes are derived from the key findings of the preceding sections of this document and consider the implications associated with:

- Strategic policy documents and policy positions (local, regional, state government and peak bodies)
- Emerging participation trends
- Demographic analysis
- Site analysis
- Stakeholder consultation findings

A table summarising the SWOT analysis study is located on the following pages.









Strengths	Weaknesses	Opportunities	Threats
The AHC area has a relatively advantaged population in terms of socioeconomic status.	The AHC area has a cooler climate given its hills location. Therefore at times particularly at the beginning and end of the swimming season temperatures can be cool and not conducive to swimming.	Refurbish the existing AHWMSC to ensure the facility is compliant with contemporary standards, improve accessibility, operational efficiencies and longevity of the assets.	The operation and development of aquatic facilities is a significant capital cost with often substantial ongoing operating costs.
Aquatics and swimming activities are well participated in and supported by residents in the AHC area at the AHWMSC and the private providers that provide swimming lessons.	There are very limited hydrotherapy, aquatic based rehabilitation, health and wellness services in the AHC area.	To develop a modern indoor warm water pool that provides learn to swim lessons, warm water exercise and aqua fitness, rehabilitation and hydrotherapy, that services the ageing population and provides year round access to aquatic facilities within the AHC area.	The development of the Mount Barker Regional Indoor Aquatic and Leisure Centre which is currently under construction. This facility is likely to draw some patronage away from the AHWMSC once operational particularly from the southern areas of the AHC area. Particularly if improvements are not pursued at the AHWMSC to increase its attractiveness to patrons.
The AHWMSC offers a diversity of programs including swimming lessons, competition/training including a Swimming Club, aqua fitness, lap swimming, casual use and school carnivals and fun days.	There are very limited leisure and family fun based aquatic opportunities within the AHC area, noting the AHWMSC is installing a splash pad for young children to use.	Increased water leisure and play facilities at the AHWMSC. Including installation of a splash pad, new playground facility adjoining the pool site and im-proving linkages to the broader Woodside Recreation Grounds.	Declining patronage, increased risk profile and operational efficiencies of the Woodside Pool if refurbishment and improvement works are not pursued by AHC.









Strengths	Weaknesses	Opportunities	Threats
The AHWMSC is a highly valued community asset that is well loved by local residents and offers an attractive setting for patrons to come and swim, relax and recreate.	Despite their sound general condition the facilities at the AHWMSC are of an older design and do not necessarily meet contemporary design standards and community expectations. For example the 25m outdoor pool does not have a DDA compliant ramp for access.	Improve the overall amenity and functionality of the AHWMSC site through the creation of a café and outdoor area, multi-purpose room and improved entrance point.	The ability to attract external funding to develop aquatic facilities within the AHC area given the significant investment by state and federal governments in the new Mount Barker Regional Indoor Aquatic and Leisure Centre
The location of the AHWMSC is central within the AHC area and located on a major road and is readily accessible for the majority of AHC residents.	Accessibility to the pools at Woodside is problematic for people with disabilities and mobility challenges predominantly due to the raised hob design and lack of ramp access. Emergency access is also problematic given the raised hob on the pools which restricts access in the event of any need to administer a rescue of a drowning or troubled swimmer, especially if the rescue is a spinal board rescue.	Improve accessibility to the pool facilities and the site itself for all patrons but specifically people with a disability and mobility challenges.	
The AHWMSC is in good condition given its age and requires routine maintenance and general refurbishments to ensure compliance.	The entrance to the AHWMSC is problematic due to its close proximity to the car park road way and creates a safety risk and also effects traffic flow within the car park.	Access external funding from state/ federal government/private sector/ developers for future aquatic facility refurbishments and developments.	
The AHWMSC is efficiently managed and operated with a high level of local community buy-in. feeling of ownership and engagement.		Consider an alternate site for the development of an indoor warm water pool facility.	

### **Investment Planning Modelling**

To inform this feasibility study and assist in assessing the alternate options, an investment planning model report was prepared by ActiveXchange who specialise in assessing demand and supply for aquatic facilities throughout Australia and New Zealand.

The Investment Planning report assesses the aquatic demand and supply of the two candidate sites identified within the Adelaide Hills Council Area. It factors into the modelling all competing facilities (private and public aquatic facilities) within a drive time catchment of 25 minutes which includes facilities in nearby council areas such as the District Council of Mount Barker.

The following pages outline the framework for the Investment Planning Model. For each site the Investment Planning Model was utilised to gauge demand for an indoor pool. A summary of the outputs for each location is provided below and the full reports for each site are included as Appendix 6.

#### Woodside

Eight aquatic facilities fall within the 25 minute drivetime catchment for Woodside (excluding the AHWMSC itself). Three are public facilities the AHWMSC, the new Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction) and the soon to be permanently closed Mountain Pool in Mount Barker. There are six private facilities all of which are focussed on swimming lessons, three are in AHC area and three are in District Council of Mount Barker (refer to Figures on the following pages).

Other key findings include:

- Nearly 60,000 people reside within 25 minutes drivetime of the AHWMSC of this catchment 4,381 people are potential users of the AHWMSC once the drivetime decay factor is included.
- Nearly half of the these people reside within 20-25 minutes of AHWMSC
- Around 10,000 people reside within 15 minutes drivetime of the AHWMSC
- The population density is greatest through the central and eastern part of the catchment area
- Aquatic and health club demand is around 1,200 people

- If a new small indoor pool was built in 2023 at Woodside it would likely attract:
  - o 379 total members
  - o 3,296 monthly visits
  - o 39,552 annual visits
  - o 261 learn to swim participants
- In ten years time it would likely attract:
  - o 475 total members
  - o 4,134 monthly visits
  - o 49,607 annual visits
  - o 327 learn to swim participants.

### **Stirling and Surrounds**

Fifteen aquatic facilities fall within the 25 minute drivetime catchment for a candidate site in Stirling. Five are public facilities the the new Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction), the soon to be permanently closed Mountain Pool in Mount Barker, Norwood Swimming Pool, Unley Swimming Centre and Payneham Swimming Centre. There are ten private facilities all of which are focussed on swimming lessons, three are in AHC area and three are in District Council of Mount Barker (refer to Figures on the following pages).

### Other key findings include:

- Over 383,327 people reside within 25 minutes drivetime of Stirling and of this catchment 8,911 people are potential users of a potential facility in Stirling and Surrounds once the drivetime decay factor is included.
- Over half of these people reside within 20-25 minutes of Stirling
- Around 42,000 people reside within 15 minutes drivetime of Stirling
- The population density is greatest through the western and eastern part of the catchment area
- Aquatic and health club demand is around 2,500 people

- If a new small indoor pool was built in 2023 in Stirling and Surrounds it would likely attract:
  - o 506 total members
  - o 4,402 monthly visits
  - o 52,823 annual visits
  - o 348 learn to swim participants
- In ten years time it would likely attract:
  - o 632 total members
  - o 5,501 monthly visits
  - o 66.008 annual visits
  - o 435 learn to swim participants.

### Summary

Based on this analysis a new small indoor pool would attract more members, visits and learn to swim participants in Stirling and Surrounds compared with Woodside in 2023. An additional:

- 127 total members
- 1,106 monthly visits
- 13,271 annual visits
- 21 learn to swim participants.

Table 20: Summary of Catchment Population, Aquatic and Health Club Demand for Each Site (2023)

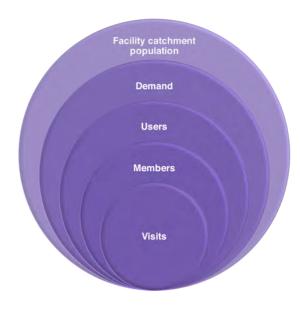
Site	Catchment Population (<25 mins drivetime)	Catchment Population (after drive time decay)	Aquatic Demand	Health Club Demand
Woodside	59,305	4,381	599	584
Stirling & Surrounds	383,327	8,911	1,249	1,314

Table 21: Projected Members and Visits for Each Site

Site	Projected Members 2023	Projected Members 2033	Annual Visits 2023	Annual Visits 2033	Learn to Swim Participants 2023	Learn to Swim Participants 2033
Woodside	379	475	39,557	49,607	261	327
Stirling & Surrounds	507	632	52,823	66,008	348	435

### Infrastructure Planning Model

As part of the investment planning model, numerous data sets to assess performance and infrastructure provision. These related subsets are described below and shown graphically in the adjacent diagram.



Catchment Population - this is the total number of people living within a facility's catchment area determined by drive time

Demand – this is the predicted number of people within the catchment population that are likely to demand gym/aquatic services based on market profile analysis

Users – this is the predicted or actual number of people that are likely to use the facility based on facility features, travel time decay and competition

Members – this is the predicted or actual number of users that are likely to be formal members of the facility's member-based programs

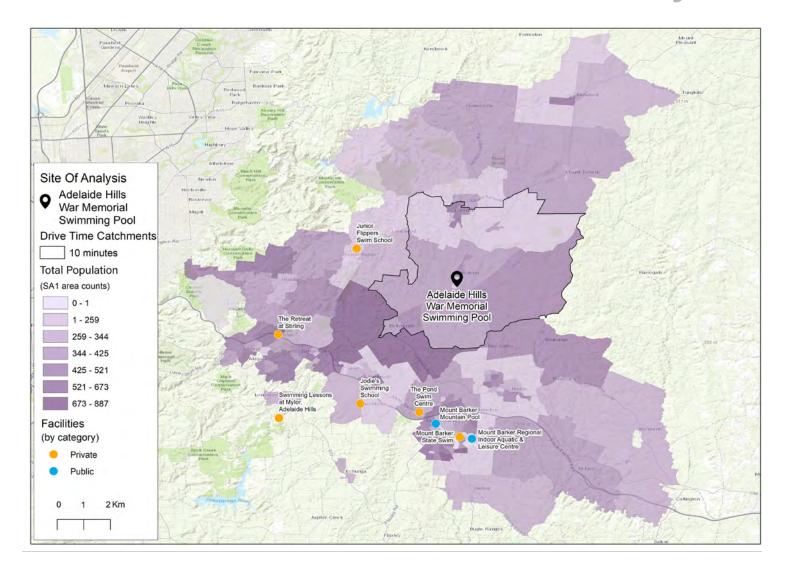
Visits – the predicted or actual visits made to the facility by users/members



Adelaide Hills War Memorial Swimming Pool

### Population

Population in 25-min drive time catchment.

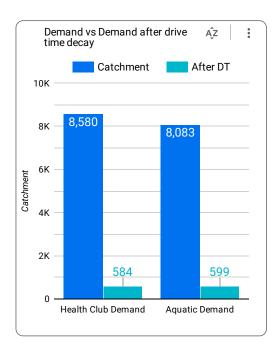


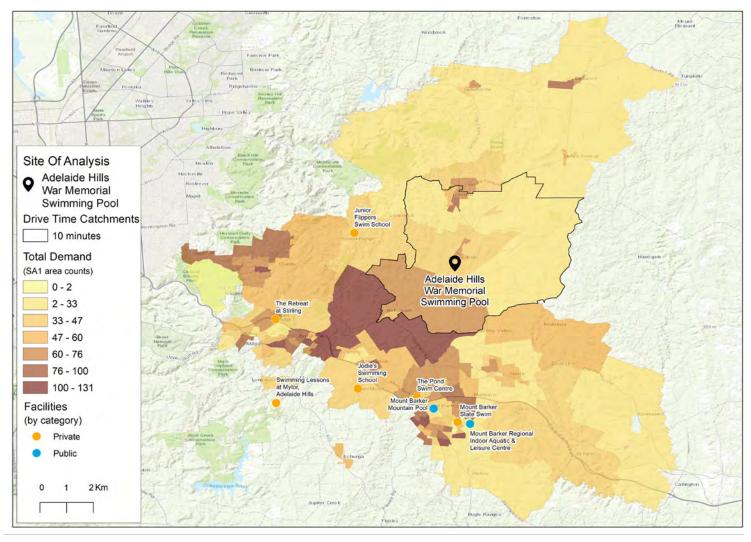


### Adelaide Hills War Memorial Swimming Pool

#### Demand

The map shows the site and associated demand for aquatic and leisure facilities by SA1.



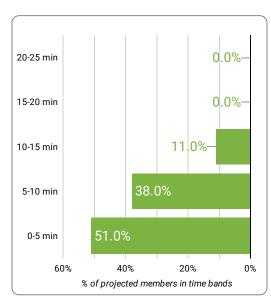


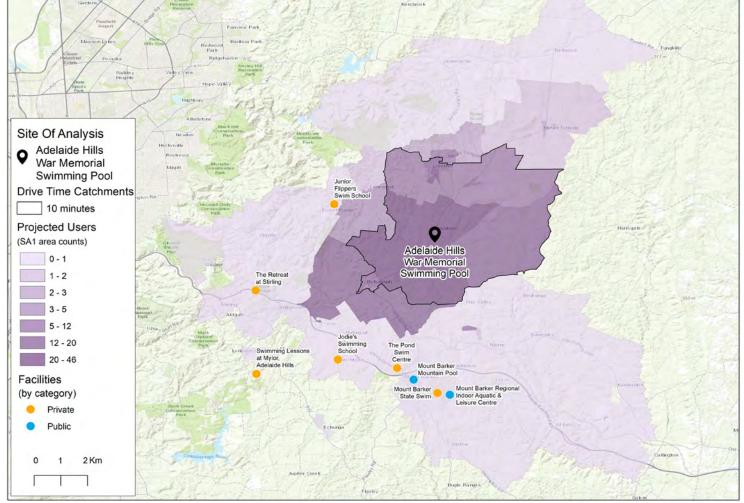


Adelaide Hills War Memorial Swimming Pool

### **User Catchment**

The map shows the site and predicted users in the 25-min drive time catchments by SA1 level. Factoring in competition and profile of the proposed site.







Adelaide Hills War Memorial Swimming Pool

**Projected Members + Visits** 

**YEAR 2023** 

Total Projected Members 379

**YEAR 2033** 

Total Projected Members 475

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim 261

Aquatic 118

Visit Passes\*\*

Monthly Visits 3,296

Annual Visits 39,557

Active change

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim 327

Aquatic 148

Visit Passes\*\* 142

Monthly Visits **4,134** 

Annual Visits 49,607

\*Optimal price - based on the analysis of optimal pricing for each Experian segment. It is important to note that the optimal price may vary depending on specific factors and market conditions.

\*\*Visit Passes are not included in Total Member count

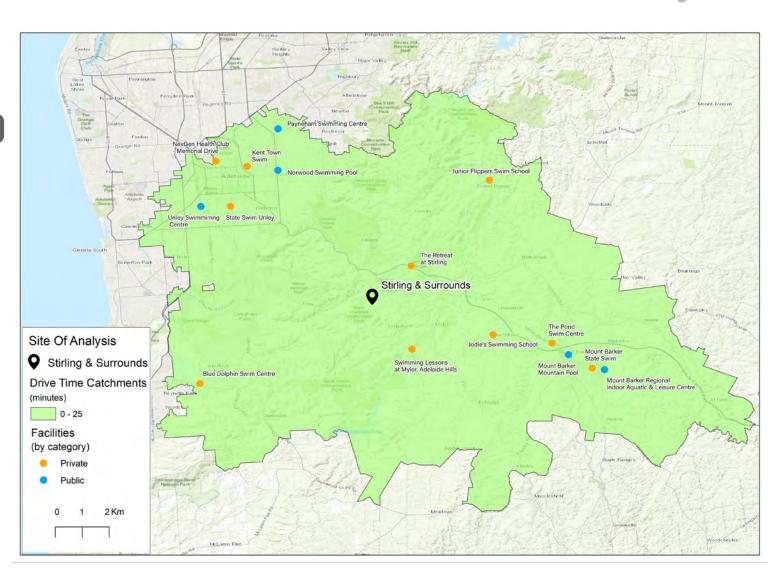
### Stirling & Surrounds - IPM

### Area and Site Overview

The map shows the site and associated 25-minute drive time catchment. Competitors are overlayed.

Competitor sites within 25-minutes				
SITE	Drive time			
The Retreat at Stirling	6.19			
Swimming Lessons at Mylor, Adelaide Hills	13.25			
Jodie's Swimming School	17.64			
The Pond Swim Centre	17.73			
Norwood Swimming Pool	17.84			
State Swim Unley	18.83			
Kent Town Swim	19.45			
Junior Flippers Swim School	19.92			
Mount Barker Mountain Pool	20.42			
Mount Barker State Swim	20.98			
Unley Swimmimng Centre	21.89			
NexGen Health Club - Memorial Drive	23.10			
Payneham Swimming Centre	23 73			

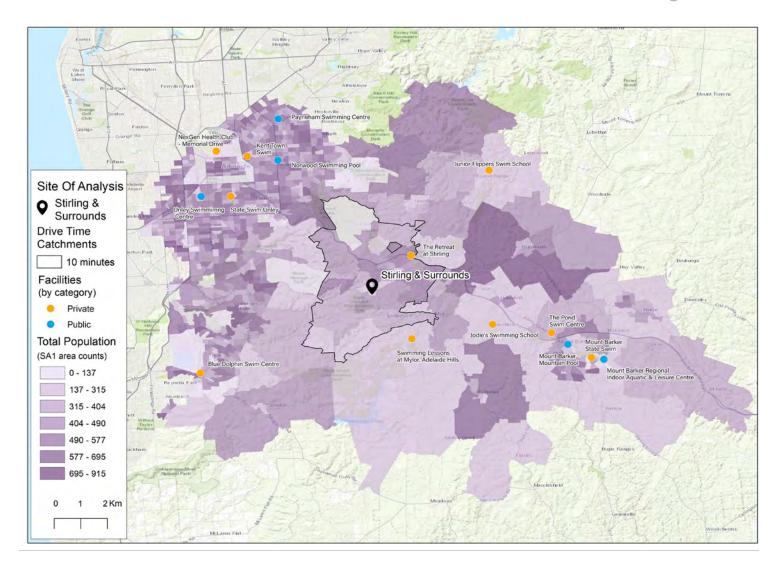




Stirling & Surrounds - IPM

### Population

Population in 25-min drive time catchment.

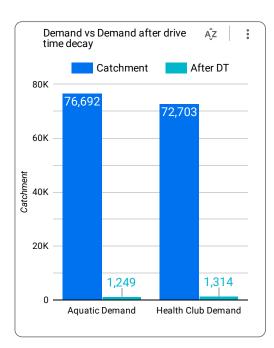


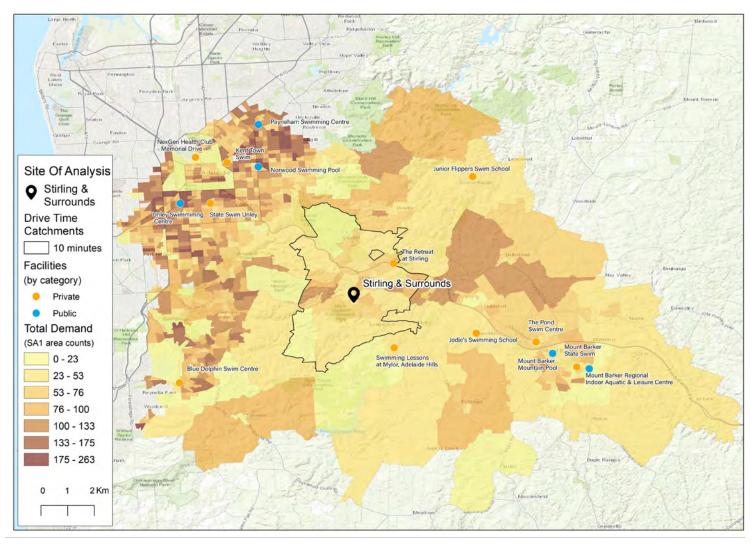


### Stirling & Surrounds - IPM

#### Demand

The map shows the site and associated demand for aquatic and leisure facilities by SA1.



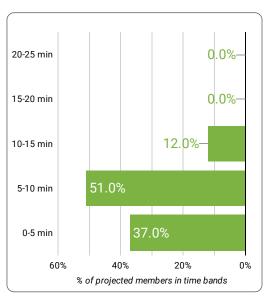




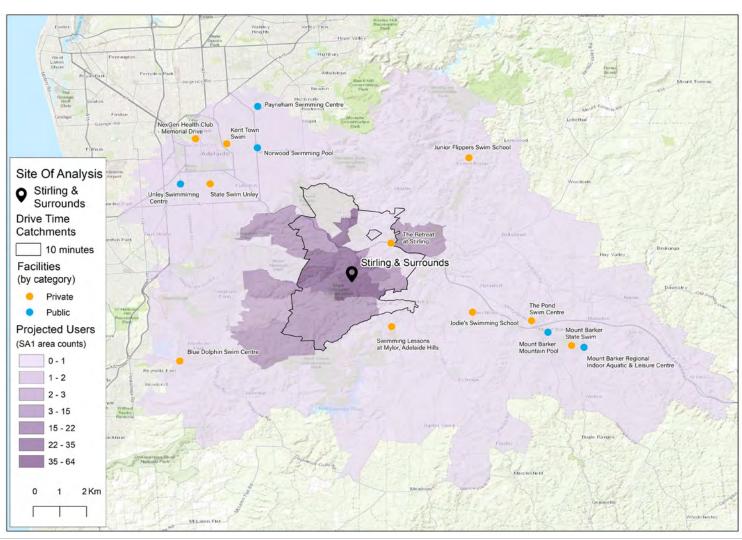
### Stirling & Surrounds - IPM

### **User Catchment**

The map shows the site and predicted users in the 25-min drive time catchments at SA1 level. Factoring in competition and profile of the proposed site.







Stirling & Surrounds - IPM

**Projected Members + Visits** 

**YEAR 2023** 

 $\frac{\text{Total Projected Members}}{506}$ 

**YEAR 2033** 

Total Projected Members 632

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim

Aquatic 158

Visit Passes\*\*

151

Monthly Visits 4,402

Annual Visits **52,823** 

Active change

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim 435

Aquatic 197

Visit Passes\*\* 189

Monthly Visits 5,501

Annual Visits 66,008

 ${}^{\star} \text{Optimal price -} \text{ based on the analysis of optimal pricing for each Experian segment. It is important to note}$ 

that the optimal price may vary depending on specific factors and market conditions.

<sup>\*\*</sup>Visit Passes are not included in Total Member count.

### **Case Studies**

### Fleurieu Regional Aquatic Centre (FRAC)

As an example of a Level 3 District community aquatic facility the Fleurieu Regional Aquatic Centre (FRAC) opened in March 2017 at a cost of around \$21M, the project was funded by two adjoining Councils (\$6.5M each) and grant funding for the remaining \$8M.

FRAC was established in 2015 as a Regional Subsidiary of Alexandrina Council and the City of Victor Harbor under Section 43 of the Local Government Act. FRAC is governed by a majority independent board of management that is responsible for delivering on the objects of the FRAC Charter and managed by the YMCA.

The FRAC facility includes:

- 8 lane, 25 metre lap swimming pool
- Multi-use warm water hydrotherapy pool
- Leisure and program pool with beach entry
- Outdoor 'splash and play' park
- Gymnasium with multipurpose program room

Since opening in 2017, FRAC has achieved annual attendances of over 200,000 visitors and from a financial performance perspective is broadly meeting its operating costs (excluding depreciation) with its revenue.

According to the FRAC Statutory accounts, in FY2020, FRAC recorded annual revenues \$2.48m with expenses of \$3.17 million (including \$0.68 million of depreciation) in a year where the last three months were impacted by the COVID 19 pandemic.

An additional positive feature of FRAC was a strong focus on environmentally sustainable design.







### **Yass Olympic Swimming Pool**

The Yass Olympic Swimming Pool caters for individual swimmers, school groups, clubs and squads.

Yass Valley Council has developed a staged concept plan to incorporate a 4-lane indoor heated pool, new amenities, hydrotherapy pool with provision adding on a gym and basketball courts.

The staged concept plan will incorporate:

- 25m 4 lane heated pool
- New amenities/change rooms, kiosk and office space.
- Indoor hydrotherapy pool
- Outdoor splash pad
- Gym
- Indoor sports hall of size to cater for 2 basketball courts
- Car parking

The indoor heated pool has been a hot topic of the community in recent years. The indoor pool has been a long awaited asset for the community and is intended to be accessible for the elderly and for people with disabilities for hydrotherapy purposes.





#### City of Salisbury Aquatic Centre, SA

The City of Salisbury is currently undertaking a redevelopment of the Salisbury Aquatic Centre (SAC), positioned within the scenic natural setting of Happy Homes Reserve the estimated cost is around \$30M. Co-funded by the government of South Australia, this new and improved Level 4 Major aquatic facility will provide a diverse range of aquatic, health, and leisure services to the community of Salisbury. It is anticipated construction of the new aquatic centre will take 18 months.

To gain a better understanding of the communities needs in a new facility, Council undertook a comprehensive community consultation process. Attracting significant feedback indicating strong support for a new aquatics centre. The most requested facilities included an indoor warm water pool, water slide, café, picnic area and water play, in addition to a strong preference for an outdoor 50-metre pool versus an outdoor 25-metre pool.

The new aquatic facility will operate year-round and include:

- New swimming centre building infrastructure and amenities
- New indoor multi-use lap/leisure pool and specialty program pool

- Fitness gym
- Café
- New outdoor eight-lane 50m swimming pool
- · New outdoor water slides and water play
- Landscaping improvements
- Upgraded car park and pedestrian links







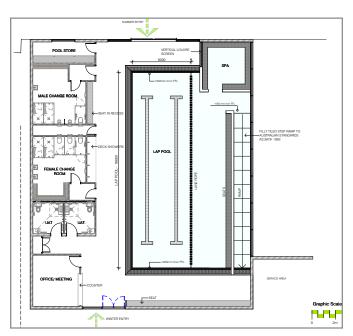
#### Collie Indoor Warm Water Pool

Tredwell Management Services and Donovan Payne Architects were engaged by the Shire of Collie to facilitate the understanding of the cost of developing an indoor heated swimming pool at the current swimming pool site and establish likely demand and ongoing costs.

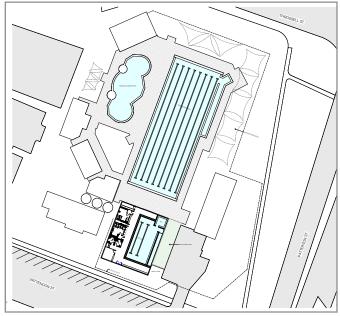
The project requirements included:

- needs assessment based on demographic profile, community and stakeholder consultation
- consideration of the most appropriate type of facility – including options for a lap pool, hydrotherapy pool, leisure pool, or a combination of these
- life cycle cost assessment for each indoor heated swimming pool option, including capital to develop the facility and ongoing costs
- assessment of the best heating options for the pool
- initial concept designs on the current site, showing how the new facility would link with the existing facility
- understanding implications for existing & future user groups

The Shire of Collie are currently considering developing an indoor pool and have put the proposal to a referendum for the community to decide if they would like council to invest in the facility and on-going operations.







### **Comparison of Striling and Woodside Pool Temperature Management**

Whilst the ActiveXchange demand modelling forecasts higher visits for an aquatic facility located in Stirling the level of increase would not substantiate a higher enough level of demand to justify the level of investment required to develop a new facility. The major constraints facing the development of a new facility at Stirling and Surrounds is the proximity to the new regional facility currently being constructed in Mount Barker, the proximity to a large number of aquatic and swimming pools within metropolitan Adelaide and the high cost of establishing a new aquatic facility on a greenfield site.

It is recommended that AHC focus on upgrading and improving the current AHWMSC given its strategic location in the centre of the AHC area, its existing presence and patronage and given the current facility is in sound condition, rather than pursue the development of a new facility in Stirling and Surrounds.

The pools at the AHWMSC are heated by two electric heat pumps. Creo as part of their assessment found that the two units are undersized to adequately service both the existing outdoor 25m pool and the program pool. This is exacerbated by the climate at Woodside where it is not uncommon for cooler more 'winter-like' temperatures to be experienced during the open season. From Creo's discussions with the facility operator on site, Creo's assessment of the heating system is consistent with the reality of what is experienced on site with the heat pumps unable to maintain pool water temperatures during the cooler periods over the open season.

AHC raised the question relating to the use of solar heating to support the existing heat plant. However, solar heating will not adequately service the heating needs of the pool system and will offer no benefit to deal with temperature loss during the early morning, evening and night periods. The fundamental issue is that the existing heat pumps are undersized and are unable to maintain heat in the pool during the colder days of the summer season. If AHC are wanting to properly address this matter, the only viable option is to:

- 1. Increase heating capacity of the system through the addition of new heat pumps.
- 2. Modify the heated water supply to the LTS pool noting that the LTS pool only receives a side

stream from the main 25m filtered water return which is only serviced by one of the heating units (noting the second unit is plumbed directly into the 25m filtered water return line after the split with the LTS return line).

From a cost minimisation perspective, Creo suggests that the centre operator ensures that they roll out the pool thermal covers every night and whenever the pool is not in use to minimise heat loss. In addition, access to the heating system should be provided to the water bodies on a 24/7 basis. Council should investigate whether the heating is programmed to shutdown at night and if so, the heat plant should be reprogrammed to run continuously in order to maintain a heated water supply during the evening and night period.

Also in discussions with the Centre representatives is the reality many regular patrons (a dedicated few) do not attend the AHWMSC when the outside temperatures are cooler, regardless of the pool water temperature, noting it is only open to lap swimmers and the swim club when the forecast temperature is 25 degrees or below. This is particularly evident at the start and end of the season. The only real solution is to provide indoor heated water in a climate-controlled building that provides an environment that is comfortable for patrons when they are swimming and when the are entering and exiting the pool and getting changed.

### **Planning Hierarchy**

To assist with planning for aquatic facilities and recreation and sporting facilities generally a hierarchical planning approach is often utilised to guide the level of provision required in a specific area. The South Australian Statewide Swimming Pool Audit 2019 provided limited guidance in this area and categorised pools into metropolitan (FINA approved), metropolitan or regional (i.e. based in a regional area not metropolitan Adelaide).

The South Australian Regional Level Recreation and Sport Facilities Planning Guidelines focussed on positioning Regional in a continuum of State/National, Regional, District, Neighbourhood, Local. A number of general characteristics were provided against each hierarchy level but these focussed on sport and recreation facilities more generally a limited attention was paid to aquatic facilities.

The Aquatics and Recreation Victoria Guidelines for the development of Indoor Aquatic Recreation Facilities (ARV Guidelines) established a hierarchy based on an estimate of catchment population, refer Table 22.

Potential catchment populations have been grouped into 5 categories, each with an associated population range. Each grouping has been assigned a descriptor that provides Councils with broad parameters that describe the type and complexity of the development that its catchment population can support.

Major and Regional level developments with catchment populations from 70,000 to over 150,000 people can explore a wider range of aquatic options including 50m pools, extensive leisure and program water, warm water exercise pools, significant health and wellness amenities and complementary services.

In general, as the size of the potential catchment population increases, so does Council's opportunity to contemplate additional amenities and broaden the proposed facility's component mix.

The AHWMSC, based on the catchment population estimates, would be classified as a local level aquatic facility according to these guidelines. Local level facilities typically include:

- limited program water combined with leisure water
- limited dry/gym facilities
- 25 metre/6 lane pool with ramp access

Table 22: Aquatics and Recreation Victoria Guidelines for the development of Indoor Aquatic Recreation Facilities

LEVEL OF DEVELOPMENT	DESCRIPTION	CATCHMENT POPULATION ESTIMATE	TYPICAL GENERAL COMPONENTS
1	RURAL	UNDER 10,000	- shared competition and shallow water to reduced separate water areas - dry/gym facilities as future development option - usually linked to other community facilities to share management and operating costs
2	LOCAL	10,000 – 40,000	limited program water combined with leisure water     limited dry/gym facilities
3	DISTRICT	40,000 – 70,000	ability to separate program and leisure water     larger dry/gym facilities     additional limited amenities
4	MAJOR	70,000 – 100,000	- more extensive program and leisure water  - consideration of indoor 50m pool and complementary warm water pools  - increased gym and program space  - additional complementary amenities, food and beverage
5	REGIONAL	100,000 to > 150,000	- extensive and varied program leisure water and attractions - inclusion of indoor 50m pool and separate warm water pools - wellness/health club and extensive program room inclusions - complementary services and amenities, crèche, food and beverage

### **Needs and Gap Analysis**

The provision of new aquatic leisure infrastructure in the AHC area is expected to drive a diverse range of interrelated economic, social, and environmental benefits.

The academic literature provides evidence that aquatic and associated activities result in a diverse range of health and social benefits for participants, including:

- improved physical health
- improved social inclusion
- reduced crime and anti-social behaviour
- improved education and work participation
- improved early child development

Recent research conducted by Victoria University, in a Victorian context, regarding the economic and social benefits of aquatic and recreation centres suggest that the benefits associated with sports and recreation will apply to the swimming and fitness activities that aquatic leisure facilities will deliver.

Community benefits to the Council include:

 stimulating the local economy by providing employment opportunities during the construction and operational aspects of a new or upgraded facility

- stimulating economic development by providing vital social infrastructure that will address a community need for aquatic leisure services and in turn support projected population and economic growth
- lowering public health costs by offering access to a comprehensive range of aquatic leisure services thereby lifting participation rates in sport and recreation in the community
- a local level aquatic facility redevelopment would likely stimulate the local visitor economy.

#### **Benchmarking**

A review of successful centres indicates that the leisure market will be the largest by participation. It contains people of all ages, ability, types, interest and gender.

The competitive/ training/fitness market typically attracts younger, fitter and more active people who have made time to train and compete but currently there is significant representation in the over 55years age groups with both male and females represented almost equally.

A number of reports have indicated that analysis of participation at specific aquatic leisure centres indicates 60% to 70% of the facility users come from the recreation/leisure sector whilst only 20% to 30% come from the competitive/training/fitness markets.

The health and therapy and education markets can range from 10% to 20% of the market subject to the age and health profile of the community in which the facility is located. In older communities the demand for hydrotherapy and gentle exercise and walking lanes in pools is generally higher.

A new and/or redeveloped centre should attract all user markets and facilities and programs provided to allow residents and visitors to participate in a range of activities at the one location. The soon to be developed Mount Barker Regional Indoor

Aquatic and Leisure Centre is a good example of this with a range of different aquatic facilities and a fitness centre that caters for all of these markets.

The addition of spas and saunas and social areas is an important strategy at many aquatic facilities to attract users not wanting to swim or exercise but who enjoy relaxing in these facilities.

In the local government sector there seems to be a reliance on State Government and Federal Government Grants to assist local authorities to fund the construction or aquatic leisure centres. It is also important to note that most if not all Council owned Aquatic facilities require annual operational subsidies in addition to the maintenance and refurbishment/replacement costs that are associated with these major assets.

A recent report by the Victorian Auditor-General concluded in part:

"The cost of providing Aquatic Recreation Centres (ARC's) should be balanced against social and other community outcomes, however, none of the audited councils effectively evaluate their aquatic services to determine how well they are meeting needs and the Council's broader social, health and wellbeing objectives."

### **Assessment of Aquatic Facility User Markets**

Following an assessment of the four aquatic facilities located in the AHC area in relation to the key user markets offered at these facilities, none of the facilities service all four user markets (refer Table 23).

The AHWMSC services the 'education' market and to a limited degree the 'fitness, training and sport' market on a seasonal basis only. A splash pad is planned to be installed at the AHWMSC this year and this will assist in meeting some of the 'Recreation, Leisure and Adventure' markets.

The remaining three aquatic facilities are small and private pools that only provide swimming lessons which forms part of the 'education' market.

The major gap in the market is the therapy and wellness market as none of the current facilities provide services that meet this aquatic user market. However it should be noted that the new regional facility currently being developed in Mount Barker will offer these services through the provision of a warm water therapy pool and wellness consulting rooms. There is an opportunity to provide therapy and wellness services at the AHWMSC particularly if a new indoor warm water pool is developed on the site.

Table 23: Assessment of the AHC area Aquatic Facilities User Markets

Aquatic User Markets	AHWMSC	Junior Flippers Swim School	Swimming Lessons at Mylor	The Retreat in Stirling
Recreation, Leisure and Adventure [approx. 60%]	✓ Limited	Х	х	Х
Fitness, Training and Sport [approx. 20%]	✓ Limited	Х	Х	Х
Education [approx. 10%]	✓	✓	<b>√</b>	✓
Therapy and Wellness [approx. 10%]	х	Х	х	Х

### **Competition 50m Pool**

The AHC and Mount Barker council areas lack a year-round competition standard 50m swimming pool. The existing Mountain Pool in Mount Barker is not 50m in length and will be closing when the new regional facility is developed.

Although the new regional aquatic facility stage one development excludes the development of a 50m competition pool it is planned for development as part of future stages. In the interim competition swimming will take place at the indoor 25m, 10 lane competition pool which will be developed as part of stage one. Given that Mount Barker will eventually have a 50m competition pool and the AHWMSC site does not have the space to develop such a facility it is not a feasible option to consider a 50m pool at Woodside.

#### **Other Water Activities**

The AHWMSC is used by a range of different sporting and community organisations including Triathlon, Netball, Pony Club and Scout groups on a regular basis. This should continue to be facilitated and also attract nearby sporting clubs such as soccer and tennis

#### **Water and Adventure Play**

A key market that is not adequately provided for in the AHC area is the "recreation, leisure and adventure" market. This will be improved with the addition of the splash pad that will be constructed this year. This will provide a point of difference to the new Mount Barker facility as the water slides and splash pad will be developed as a future stage.

### **Hydrotherapy**

A natural extension of wellness and allied health is the provision of hydrotherapy water. There are a number of ways this could be provided for including integrating with a program pool or providing a purpose-built hydrotherapy pool with access ramp. Given the ageing profile of the AHC community, consideration should be given to a purpose-built warm water/hydrotherapy pool.

### Fitness Gym/Heath Club

A key revenue driver and value add proposition to any aquatic facility is a fitness gym/health club. Consideration should be given to providing sufficient space in the redevelopment of the AHWMSC for a fitness gym/health club that caters for fitness classes, yoga etc. provided for by the Active Fitness and Lifestyle Group.

### **Food and Beverage**

A café area in which food and beverages can be served is also critical and can provide a wide range of hot and cold food along with healthy eating options. The café can provide indoor and outdoor seating options and should be combined with the reception area to ensure staffing efficiencies.

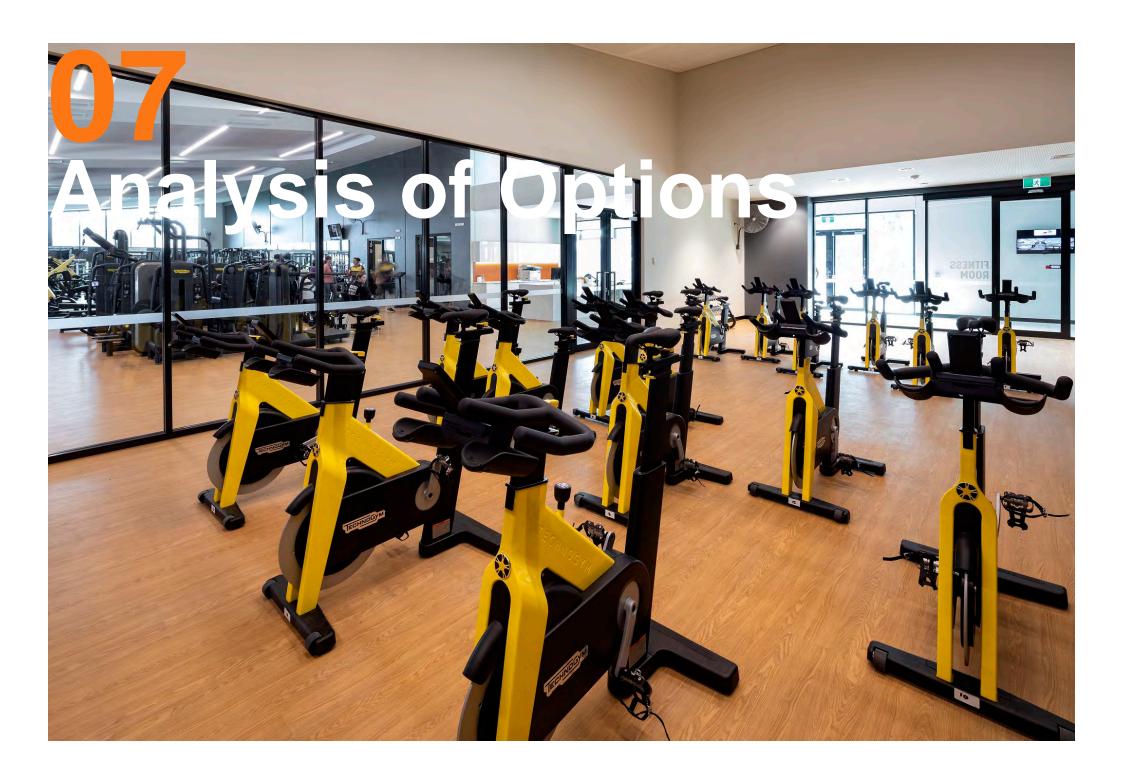
### **Key Components**

A modern aquatic centre is a community hub. It has active social spaces that contribute to local economies and provide job and income opportunities. Increasingly, especially in Councils with an aging population, facilities like hydrotherapy pools and programs targeting community health, wellbeing and social benefits are provided to the benefit of the entire community.

The relatively low return on investment associated with aquatic and leisure centres has not attracted the private sector to invest very often except in commercial Swim Schools that offer swimming lessons and more recently physiotherapy clinics and/or medical centres which have invested in hydrotherapy pools.

Figure 12 identifies the successful components for a successful aquatic leisure facility model.





### Introduction

Based on the study research findings including relevant trends, assessment of current facilities provided for at the AHWMSC, competing facilities within the catchment and the consulting teams professional views, four options have been identified for consideration by AHC. These are outlined below including an overview of each option the positives and negatives of each option and a site concept plan that represents the option (with the exception of option 4 as no site has been determined).

### **Option One - Refurbishment of AHWMSC**

Option One includes the minimal amount of works required to bring the AHWMSC up to contempory standards and legislative requirements. The Creo report clearly identifies the required upgrades needed to achieve compliance. In summary this includes:

- refurbishing pool finishes (painting/tiling)
- replacement of filters
- circulation pumps
- · sanitisation controllers
- dosing equipment
- electric heat pumps
- general upgrades

In addition, it is recommended that a DDA compliant ramp is retro-fitted into the existing pool shell.

Further improvements to enhance the user experience and functionality of the site include:

- new cafe area and installation of a wrap around deck at the southern end of the main building
- new indoor multi-purpose room to be used as a fitness gym at the northern end of the main building
- consolidation of storage sheds and new storage shed

- demolish toddler pool to make way for the new splash pad
- new footpaths external to the site to improve pedestrian movement
- reconfigure the parking area to improve safety and access and egress to the site including for cars, buses and pedestrians
- · new reception and sheltered entrance
- new playground developed external to the site with shade shelter and open picnic area

Table 24: Option One Positives & Negatives

Positives	Negatives
Resolves the non-compliance, refurbishment and maintenance works required.	The proposed improvements do not address the current gap in the market for providing therapy and wellness aquatic services such as rehabilitation, relaxation and gentle exercise.
Improves the amenity of the site and creates a more inviting and functional facility.	Only seasonal access to the facility is provided and not year round access.
Ensures that the AHWMSC is meeting contemporary standards and requirements and ensures longevity of the facility.	Given that most of the improvements will centre around basic plant and facility upgrades this will provide limited additional attractiveness, site amenity and appeal.
Improves accessibility to the main pool and the site overall.	
This is the lowest cost option.	

The cost of Option One is estimated to be in the range of \$2-\$3million (to be confirmed by QS).

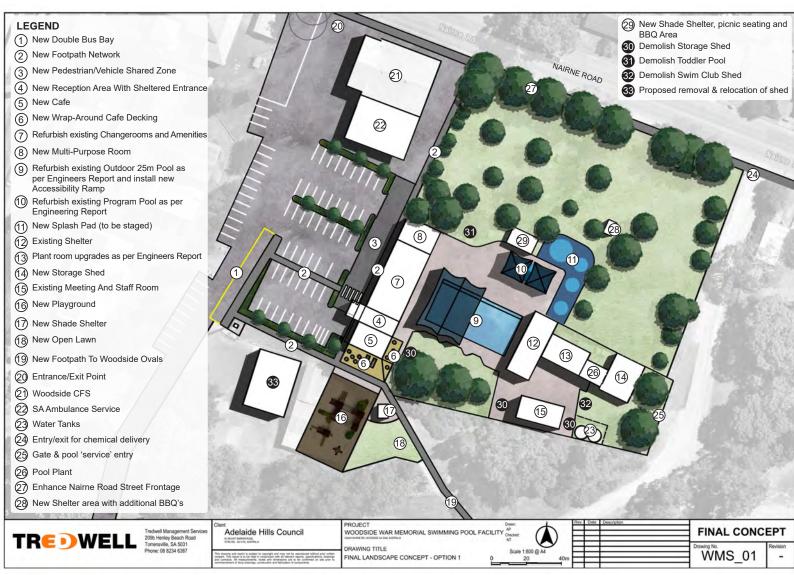


Figure 13: Option One - Site Option Concept Plan

### Option Two - Refurbishment of AHWMSC and the development of a new indoor warm water pool

Option Two includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in Option One as follows:

- refurbishing pool finishes (painting/tiling)
- · replacement of filters
- circulation pumps
- sanitisation controllers
- · dosing equipment
- · electric heat pumps
- general upgrades

In addition this Option Two would also include the DDA compliant ramp retro-fitted into the existing pool shell.

Further improvements to enhance the user experience and functionality of the site include:

- installation of a wrap around deck at the southern end of the main building
- new indoor multi-purpose room to be used as a fitness gym also at the southern end of the main building
- consolidation of storage sheds and new storage shed
- demolish toddler pool to make way for the new splash pad
- new footpaths external to the site to improve pedestrian movement

- new shared pedestrian/vehicle zone
- new playground developed external to the site with shade shelter and open picnic area

The major development item for Option Two is the provision of a new indoor warm water pool.

The warm water pool will be 16m x 8m in dimension and include a DDA compliant ramp.

Other elements include:

- · accessible change facilities
- male, female and family change facilities
- office reception and cafe space with an outdoor servery
- · lounge/viewing area
- first aid room
- plant room
- storage areas (pool, chemical etc.)

Table 25 : Option Two Positives & Negatives

Positives	Negatives
Resolves the non-compliance, refurbishment and maintenance works required.	This is a significantly higher capital cost than Option 1.
Greatly improves the amenity of the site and creates a more inviting and functional facility.	The ability to attract external funding may be more challenging given the significant investment state and federal governments have provided to the Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction).
Ensures that the AHWMSC is meeting contemporary standards and requirements and ensures longevity of the facility.	Potential negative impact of the new Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction) on future AHWMSC attendances and operational performance and viability of a proposed new indoor warm water pool.
Improves accessibility to the main pool and the site overall.	The proposed warm water pool may impact on the small private providers of swimming lessons that are located in the AHC area.
Provides a contemporary indoor warm water pool that will provide year-round access.	
Provides a fully accessible indoor water space for people of all abilities to utilise.	
Opens up a new market for the AHWMSC through the provision of therapy and wellness aquatic services such as rehabilitation, relaxation and gentle exercise.	
Enables swimming lessons to be provided all year round.	
Visitations to the AHWMSC will increase significantly.	

The cost of Option Two is estimated to be in the range of \$10-\$12 million (to be confirmed by QS).

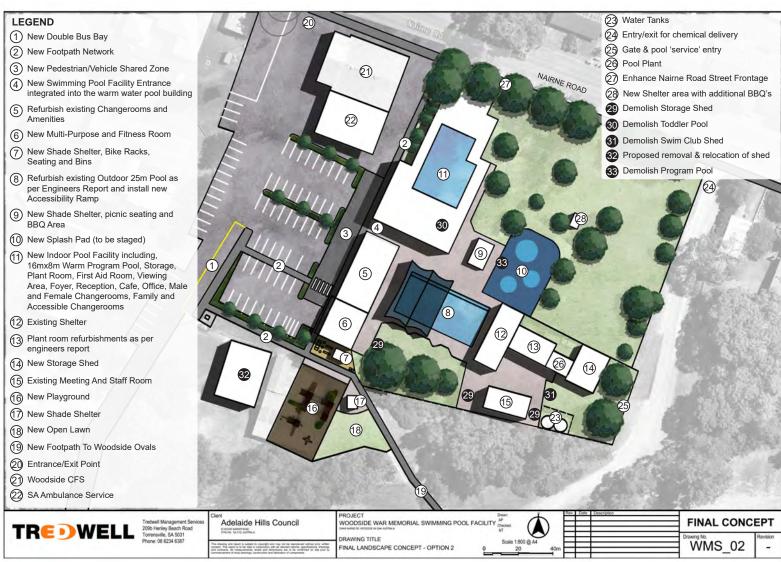


Figure 14: Option Two - Site Option Concept Plan

## Option Three - Refurbishment of AHWMSC and the development of a new outdoor warm water pool

Option Three includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in both the previous options as follows:

- refurbishing pool finishes (painting/tiling)
- replacement of filters
- circulation pumps
- sanitisation controllers
- dosing equipment
- electric heat pumps
- general upgrades

Similar to Option Two this would also include the DDA compliant ramp retro-fitted into the existing pool shell to improve accessibility.

Further improvements to enhance the user experience and functionality of the site include:

- installation of a wrap around deck at the southern end of the main building
- new indoor multi-purpose room to be used as a fitness gym also at the southern end of the main building
- consolidation of storage sheds and new storage shed
- demolish toddler pool to make way for the new splash pad
- new footpaths external to the site to improve pedestrian movement

- new pedestrian/vehicle shared zone
- new playground developed external to the site with shade shelter and open picnic area

The major development item for Option Three is the provision of a new outdoor warm water pool designed so it can be enclosed and new ancillary facilities provided as a second stage. The outdoor program pool will be 16m x 8m in dimension and include a DDA compliant ramp.

Other elements include:

- plant room
- storage areas (pool, chemical etc.)

Table 26: Option Three Positives & Negatives

Positives	Negatives Negatives
Resolves the non-compliance, refurbishment and maintenance works required.	This is a significantly higher capital cost than Option 1.
Greatly improves the amenity of the site and creates a more inviting and functional facility.	The ability to attract external funding may be more challenging given the significant investment state and federal governments have provided to the Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction).
Ensures that the AHWMSC is meeting contemporary standards and requirements and ensures longevity of the facility.	Potential negative impact of the new Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction) on future AHWMSC attendances and operational performance and viability.
Improves accessibility to the main pool and the site overall.	The proposed warm water pool may impact on the small private providers of swimming lessons that are located in the AHC area.
Provides a contemporary outdoor warm water pool that will provide year-round access and is significantly more cost effective than an indoor pool of the same scale as proposed in Option 2.	Providing a new outdoor warm water program pool still does not enable the Centre to operate all year round, however it may provide an opportunity to extend the seasons.
Provides a fully accessible water space for people of all abilities to utilise.	Inclement weather will still impact the new outdoor program pool given it is not enclosed and protected from the elements.
Opens up a new market for the AHWMSC through the provision of therapy and wellness aquatic services such as rehabilitation, relaxation and gentle exercise albeit on a seasonal basis.	
Enables swimming lessons to be provided in a contemporary warm water pool with design provisions for swimming lessons.	
Visitations to the AHWMSC will increase which should translate to additional revenue.	

The cost of Option Three is estimated to be in the range of \$4-\$5 million (to be confirmed by QS).

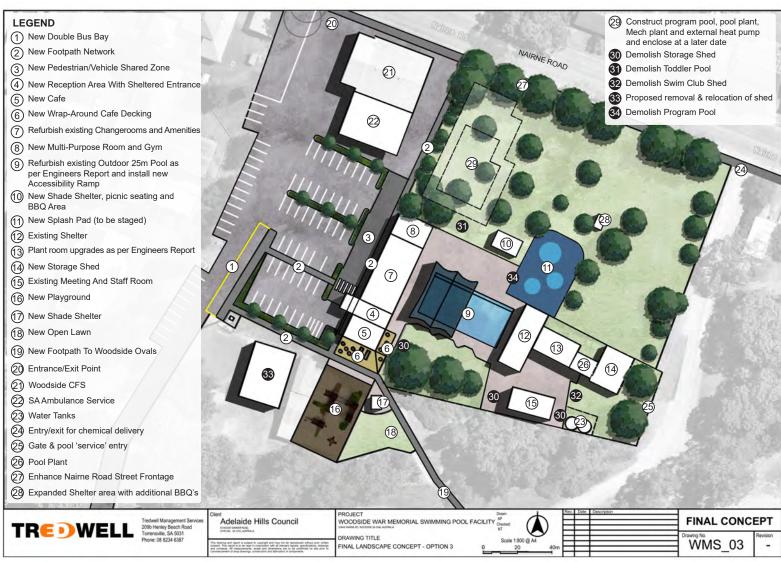


Figure 15: Option Three - Site Option Concept Plan

### Option Four - Refurbishment of AHWMSC and development of a new aquatic facility in Stirling and surrounds

Option Four includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in Option One as follows:

- refurbishing pool finishes (painting/tiling)
- · replacement of filters
- circulation pumps
- · sanitisation controllers
- dosing equipment
- · electric heat pumps
- general upgrades

In addition, it is recommended that a DDA compliant ramp is retro-fitted into the existing pool shell.

Further improvements to enhance the user experience and functionality of the site include:

- new cafe area and installation of a wrap around deck at the southern end of the main building
- new indoor multi-purpose room to be used as a fitness gym at the northern end of the main building
- consolidation of storage sheds and new storage shed
- demolish toddler pool to make way for the new splash pad
- new footpaths external to the site to improve pedestrian movement

- new shared pedestrian/vehicle zone
- · new reception and sheltered entrance
- new playground developed external to the site with shade shelter and open picnic area.

Option Four considers developing a new aquatic facility within Stirling and surrounds. This option would include key elements such as an indoor

warm water pool and potentially an outdoor 25m lap pool. This could be developed at a site such as the Heathfield High School where it could be used by the school for their swimming programs and carnivals. This facility would be accessible to the public. Whilst this is a high level concept at this stage, it has been proposed to ensure all options are explored.

Table 27: Option Four Positives & Negatives

Positives	Negatives
Provides a new aquatic facility that is located within the Council area that has the greatest population levels and density.	Would potentially compete for patrons with the new Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction)
Opportunity to select a site in close proximity to the Heathfield High School to enable to school to access the facility.	Would draw patronage away from the AHWMSC impacting on the viability of this facility.
Resolves the non-compliance, refurbishment and maintenance works required.	This is a significantly higher capital cost than Options 1, 2 and 3.
Improves the amenity of the site and creates a more inviting and functional facility.	The ability to attract external funding may be more challenging given the significant investment state and federal governments have provided to the Mount Barker Regional Indoor Aquatic and Leisure Centre (under construction).
Ensures that the AHWMSC is meeting contemporary standards and requirements and ensures longevity of the facility.	

The cost of Option Four is estimated to be in the range of \$25-\$30 million.

## **Facility Scope**

The key feature of any new facility must be accessibility and an ability to attract all sectors of the community to a facility that meets their social, recreational and sporting needs and has facilities and programs for all ages. Schools, sports clubs and older people seeking warm water exercise as well as families being catered for with exercise, swimming and coaching and fun. The combination of facilities must recognise the recurrent cost of staffing and energy with specific components and programs able to generate surpluses to meet operational costs. It is also important to recognize that fees and charges are a significant factor in "access" and pricing policy is a key part of a new development.

The most important part of any leisure facility is the entrance and foyer with a welcoming space that includes a café for socialising and providing excellent value drinks and light meals. It should become a "destination" for the community even if the visit does not include a swim or activity.

"Ownership" of a new centre by the community is vital. Community consultation, adequate and safe parking, access by public transport and bicycles/walking are key components of building the "ownership" and determine the scope of the facility. The Scope of any new facility will be impacted by the site and the construction cost as well as availability of parking and room for future expansion.

As a guide the scope would be evaluated based on •

- Ability to meet community demand
- Modern aquatic centre standards (including water treatment and ESD principles)
- The degree to which the component would be an attraction to the community
- Whether the component would result in increased visits and increased length of stay
- The extent to which the component would positively impact on the financial performance

The ARV Guidelines propose typical component schedules which outline typical elements that may be considered in aquatic facility projects, providing realistic parameters for each level of development based on the size of Council's catchment population.

Each element has an allocated area size and associated market of potential uses that in turn would reflect the likely impact on the social, health and fitness benefits of various sections of the community using those facility components.

For a local facility (catchment population between 10,000 and 40,000 people) typical components include the following (refer Appendix 5 for further details on components):

 25m, 6 lane competition pool with ramp access (preference for indoors)

- Leisure, Play, Toddlers and Multi-Use Pool including Learn to Swim (can be combined in one pool and preference for indoors)
- Spectator viewing area
- Office
- Pool store
- Plant room
- Pool cover storage
- Gym/Weights room
- Dry programs room
- Foyer/reception and merchandising area
- Café/kiosk
- Changerooms (male/female/family/all access)
- First aid room

The AHWMSC currently contains most of these components albeit in a basic form. Components that are not provided include:

- Ramp access to the 25m pool
- All pools are outdoors and preference is for indoor
- Gym/weights room
- Dry programs room
- Family and all access changerooms

After discussions with the AHWMSC committee and Council staff and based on the consulting

teams vast amount of experience designing and operating aquatic facilities it has been recommended that Council investigate the feasibility of developing an indoor warm water pool. This would address a number of the user market gaps specifically health and wellness and also provide opportunities to operate swimming lessons, warm water exercise including lap swimming and aquarobics, rehabilitation and hydrotherapy programs. Also as part of the new facility modern changerooms can be developed that also provide all access/DDA compliant and family changeroom space. A new reception area can be created which is much more inviting than the current offering at AHWMSC and also modern office and spectator viewing area.

Whilst an indoor 25m pool would be the most desirable solution the capital cost of developing a facility of this nature would likely be in the vicinity of \$20m+ and cost prohibitive for AHC and other funding partners. The consulting team recommends a 16m pool facility with ramp access which would enable most activities as detailed above including swimming lessons, classes, rehabilitation and fitness exercises with the ramp providing access for all.

The proposed indoor pool would have a combined entry for the indoor pool and existing outdoor pools with a modern cafe that can serve patrons using either the indoor or outdoor pools and also can serve anyone in the precinct wanting a coffee/ snack without having to pay pool entry. It also provides an indoor/outdoor setting for the summer and it is envisaged that the pool would have a substantial amount of glass on both walls to allow the pool to be seen from the car park rather than looking at a wall and to allow users inside to look out onto the beautiful grounds and those outside to look in and possibly have double sliding doors that could open in summer.

The accessible change rooms would comply with the latest DDA requirements and family change "village" is an area where parents can change and shower children after their swimming lessons and would also have baby change tables ,a bench and showers.

The design shows how a reception counter integrated with the cafe could provide a "control" point for entries to both pools in summer and for winter it would serve the indoor pool and there would probably be a "gate" or barrier to prevent access to the outdoor pools between the end of the existing building and the new pool building.

The cafe would serve both pools and be a meeting place for those using the facility and for the residents and visitors coming to the precinct who would enjoy the environment and this isn't captured in the current layout of the facility.

A high level concept design and site plan for the proposed indoor pool facility at the Woodside site is provided on the following two pages.



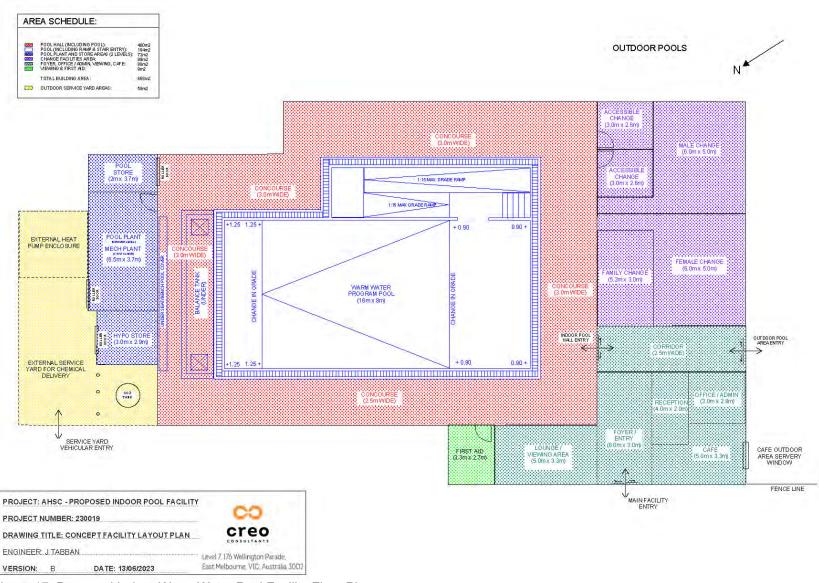


Figure 17: Proposed Indoor Warm Water Pool Facility Floor Plan



### **Funding and Investment Options**

The capital cost of aquatic facilities can be funded through AHC's own borrowings/funds, developer contributions, state/federal government grants, or in some limited cases private sector investment.

The majority of facilities of this nature are funded primarily through a combination of Local, State and Federal Government funding together with the support of funds generated through local infrastructure (developer) contributions. These contributions generally originate from residential, commercial and retail developments within the local community and are paid for by private developers.

Local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

Additional funding and revenue options could include naming rights, sponsorship, memberships and supply rights.

### **Partnership Models**

There are a number of examples across Australia of public and private partnerships in the delivery of aquatic and recreation infrastructure. Private sector entities would look to collaborate with a Council for such an aquatic development either to generate a commercial return on a specific element within an aquatic precinct or as a key user of aquatic infrastructure to gain preferential access.

One potential example of private sector collaboration is where a disability service provider or a learn to swim service provider may look to provide capital for a specific purpose (i.e. to construct a program pool) which would provide a location to undertake their for-profit services.

Caution should be taken from such an approach as the private sector will be most interested in investing in the profitable elements of an aquatic precinct which could reduce the overall financial viability of other remaining elements.

Another example would be a large sporting organisation, such as an AFL club, who may look to integrate an aquatic facility into a training base.

Recent examples include the Adelaide Crows proposal to partner with the City of Adelaide to redevelop the Adelaide Aquatic Centre or the St Kilda Football Club upgrade of Moorabin Oval to deliver a new aquatic facility and gymnasium for shared club and community use.

Such partnership approaches can increase the viability of aquatic offerings by combining a specific private use with community access to generate increased attendance and better opportunities to generate a return on investment.

Given this, the AHC may wish to approach the private sector and prominent sporting and recreation organisations based in the region to assess whether or not there is interest in a public / private partnership approach to an aquatic redevelopment.

There have been a few examples of private sector involvement in public aquatic centres, One such instance was the Belconnen International Aquatic and Sports centre where the ACT Government contributed the land on a long peppercorn lease and \$10m to what is now Viva Leisure to build the International Aquatic and Leisure Centre. Viva Leisure constructed the centre which included an indoor 50m pool, leisure water, program pools and sports halls with a fitness centre. The fitness centre has now expanded into the sports halls and the centre has a large Day Spa.

Some Councils have zoned part of the land allocated to sub-regional shopping and business centres for community recreation and required the developer to include pools and youth centres for example in the development.

In NSW the Wyong Council negotiated with the Mingara Sports Club to provide an indoor 50m pool and leisure pool as part of the Club's expansion. The Council contributed \$10M in cash and the facilities include outdoor athletics track and playing fields as well as a 2000m2 fitness centre. All facilities are operated by the Club at no cost to Council.

The City of Cockburn in WA recently completed a \$110M facility in conjunction with the Fremantle Dockers Australian Rules Football Club to provide an indoor aquatic centre, sports halls as well as a fitness centre and training oval with the Fremantle FC facilities integrated but separate from the public facilities. The joint sharing of the rehabilitation pools (ice bath and hydrotherapy plunge pool) is the only concession to joint use.

Aquatic facilities are often provided by Fitness Centres and Swim Schools but these are specific to the core business of the private developer with minimal access for schools and the public. An outline of the potential funding model is provided in Table 28. Regardless of the option pursued by AHC (with perhaps the exception of Option 1) a detailed business case would need to be prepared prior to AHC committing to the development of the option.

Table 28: Potential Funding Models for proposed Options

Option	Funding Model	Commentary
Option 1 - Refurbishment of AHWMSC	AHC through OPEX and capital works for routine re-furbishment and upgrade works. External grant funding for items that align to funding programs.  Substantial grant funding for the new indoor warm water pool (likely from both State and Federal sources).  Potential for private investment should an interested party see the benefit/positive Return on Investment of investing in such a facility.	Primarily AHC for general upgrades and refurbishments to plant, equipment, electrical etc.  External grants/funds for significant investments that align with grant funding guidelines e.g. Splash Pad, DDA Access Ramp most likely from State/Federal based grants.

Option	Funding Model	Commentary
Option 2 - Refurbishment of AHWMSC and the de- velopment of a new indoor warm water pool	AHC through OPEX and capital works for routine refurbishment and upgrade works.  External grant funding for items that align to funding programs.  Substantial grant funding for the new indoor warm water pool (likely from both State and Federal sources).  Potential for private investment should an interested party see the benefit/positive Return on Investment of investing in such a facility.	Primarily AHC for general upgrades and refurbishments to plant, equipment, electrical etc.  External grants/funds for significant investments that align with grant funding guidelines e.g. Splash Pad, DDA Access Ramp  Indoor warm water program pool would require significant external funding from both State and Federal Government to come to fruition.  A prudential report will need to be prepared for a project of this scale (cost likely to exceed \$4m) as per the Local Government Act 1999.
Option 3 - Refurbishment of AHWMSC and the development of a new outdoor warm water pool	AHC through OPEX and capital works for routine refurbishment and upgrade works.  External grant funding for items that align to funding programs.  Substantial grant funding for the new outdoor warm water pool (likely from both State and Federal sources).	Primarily AHC for general upgrades and refurbishments to plant, equipment, electrical etc.  External grants/funds for significant investments that align with grant funding guidelines e.g. Splash Pad, DDA Access Ramp.
Option 4 - Refurbishment of AHWMSC and development of a new aquatic facility in Stirling and sur-rounds	AHC through OPEX and capital works for routine refurbishment and upgrade works at AHWMSC.  External grant funding for items that align to funding programs.  Substantial grant funding for the new facility (likely from both State and Federal sources).	Refurbishment of AHWMSC Primarily AHC for general upgrades and refurbishments to plant, equipment, electrical etc. External grants/funds for significant investments that align with grant funding guidelines e.g. Splash Pad, DDA Access Ramp most likely from State/Federal based grants.  New Facility in Stirling and Surrounds Facilities of this scale tend to eventuate with a three way partnership between Council, State Government and Federal Government all contributing substantial funding. For example the soon to be constructed Mount Barker Aquatic facility was funded by Council \$7-8million (estimate), State Government \$7.3million and Federal Government \$15million for Stage 1.  A prudential report will need to be prepared for a project of this scale (cost likely to exceed \$4m) as per the Local Government Act 1999.

## **Funding Opportunities**

Funding for public aquatic facilities is often sourced from the three tiers of government, local, state and federal.

### **Australian Government**

The Australian Federal Government commonly has infrastructure funding available for community based projects including aquatic and leisure facilities. They are currently reviewing their community infrastructure programs, however potential funding opportunities should be monitored at www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-and-community-programs

### **SA Government**

## **Community Recreation and Sport Facilities Program**

Providing access to funding for the development of sustainable, functional, inclusive and fit-for-purpose active recreation and sport facilities that meet the current and future needs of the South Australian community. The Community Recreation and Sport Facilities Program assists eligible organisations to develop infrastructure that directly addresses demonstrated need and supports participation through the rational development of good quality projects. This includes upgrades of aquatic facilities. The 2023-24 program has a budget of \$5,575,000 and applicants can apply for up to \$500,000 in funding.

### **Local Government**

As the largest provider of aquatic and community recreation facilities, local governments make significant investments into aquatic facilities, programs and services. Where funding objectives align with Council's objectives, funding is often invested into community aquatic facilities in their local area. This may be through a capital works program, grant or loan (sometimes low interest). There is also a provision within the Local Government Act to raise a levy to fund specific projects.

## **Other Potential Funding Bodies**

Whilst significant funding may not be obtained from the following sources it may be possible that funding could be obtained for small capital improvements, equipment and programs and services once the facility is operational.

### **Australian Sports Foundation**

Fundraising4Sport –raises funds through tax deductible donations for organisations and athletes around Australia. Fundraising4Sport also allowing access to a Community Fundraising platform.

Giving4Grassroots<sup>™</sup> – A national small grants program that funds initiatives aimed at increasing participation in grassroots and community sport throughout Australia.

Refer www.asf.org.au

### **Trusts and Foundations**

There are numerous trusts and foundations established in Australia with a number providing funding for sport and recreation projects. Often, they are established by large corporations.

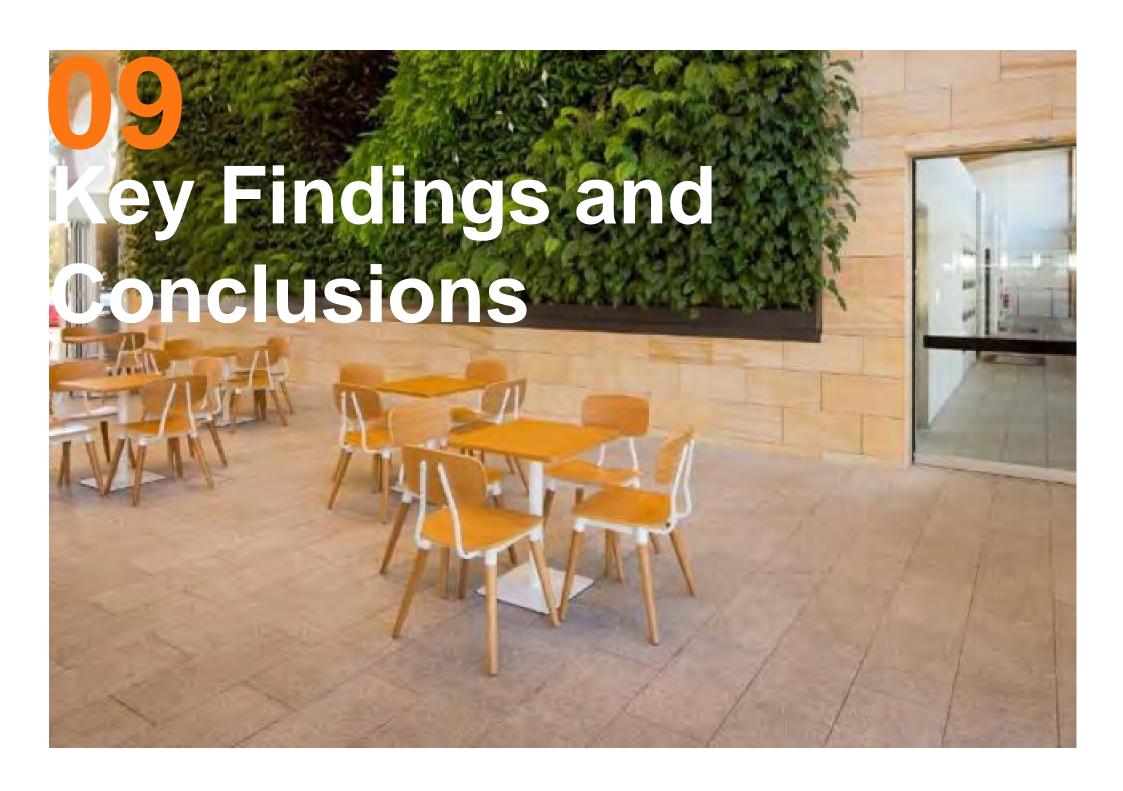
Refer www.philanthropy.org.au

### **Commercial and Private Sector Funding**

Commercial and private sector funding is often used by sporting and community organisations to assist with facility developments and ongoing operations. Opportunities such as facility naming rights and in-kind donations are a potential resource for new facility developments and upgrades.

#### **Peak Bodies, Associations and Clubs**

Club and association contributions toward facility development and other initiatives is common. This may include funds generated through fundraising, loans and savings. Peak bodies and associations may also have funds which could be contributed towards the projects although the amounts are normally quite small.



The Adelaide Hills War Memorial Swimming Centre (AHWMSC) has serviced the Adelaide Hills community for over fifty years. The day to day operations of the AHWMSC are managed by an incorporated body who have appointed a manger to operate the facility. Since the AHWMSC was built in 1970, there have been minimal upgrades to the AHWMSC and its surrounding structures. Recently there have been shade sails installed over the 25m and program pools and a new splash pad will be developed at the site in 2023. There has been substantial discussion over a long period of time over the feasibility or otherwise of putting a roof structure over the 25m pool and this has been investigated as part of this study and found not to be a feasible solution for a range of technical and functional reasons.

Strategically there is support for the AHC to invest in the AHWMSC to enhance the facility as an attractive public aquatic facility. The AHC Strategic Plan supports Community Wellbeing through supporting the provision of formal and informal sport, recreation and play spaces for everyone in the community to enjoy that is inclusive, welcoming and accessible. The Strategic Plan also supports functional built environments that are sustainably managed. The AHC Sport and Recreation Strategy purpose is to activate and encourage increased participation in the Adelaide

Hills community and also facilitate the effective use of the region's facilities including the AHWMSC.

Recent studies including the State Sport and Recreation Infrastructure Plan, the Statewide Swimming Pool Audit and Game On! Getting South Australians Moving and a recent Royal Life Saving Society report recognise that many aquatic facilities within South Australia are ageing and reaching the end of their useful life and will require major upgrades or complete replacement if they are to continue to adequately and safely service the communities they are located within. The Royal Life Saving Society report estimated \$8 billion is required to replace 500 ageing public pools by 2030 and a further \$3 billion by 2035. The report estimated that the social, health and economic cost of closing only 10% of these old public pools would be at least \$910 million annually. These findings are consistent with the situation facing the AHC as AHWMSC facility is a 50+ year old facility which is ageing and requires an on-going financial subsidy to operate. It is also in need of significant asset refurbishment to bring the facility up to contemporary standards and meet legislative requirements.

The AHC area is not expected to experience significant growth from its current 40,000 people with the major growth in the broader region being within the District Council of Mount Barker.

AHC also has an older and ageing population who from an aquatic provision perspective will be seeking facilities that provide warm water suitable for gentle exercise, hydrotherapy and rehabilitation. However, there are also a higher proportion of primary and secondary schoolers in the AHC, primary school aged children are major users of aquatic facilties for swimming lessons, school carnivals and casual leisure use. Families are over-represented in AHC which supports the provision of aquatic facilities that are fun (splash pads, slides etc.) and functional for swimming lessons (learn to swim, holiday swimming education sessions) and swimming competitions and training, as young people are the major participants of these activities. AHC also has a lower level of disadvantage which indicates a capacity to pay for services and a higher participation rate in physical activities such as swimming and fitness.

Alarmingly the AHC has nearly one third of the population that has a long-term health condition and physical activity particularly low impact activities such as swimming and water based exercise is proven to assist and prevent many of these conditions (e.g. high blood pressure, diabetes, some cancers, cardiac conditions, arthritis). Physical activity including swimming and related activities also improves people's mental health.

The major trends impacting aquatic facilities include:

- Increased demand for programmed warmer water areas as well as pools suitable for learning to swim, rehabilitation, therapy and older adult exercises
- Development of multi-use facilities to attract a broader range of users
- Demand for high standard, high quality facilities and services
- Development of multi-purpose aquatic facilities
- Need to design aquatic facilities to meet people with special needs
- Need to offer a diversity of programs and activities for people of all abilities
- The influence of innovation and technology in managing facilities
- Recognising swimming is a high participation activity for adults and children.

Aquatic and swimming facilities including the AHWMSC offer a wide range of benefits. The AHC community would also benefit from many of these aspects as they employ staff including a pool manager and lifeguards. The AHWMSC contributes to the health (physical and mental) of pool users (recorded to be an average of 11,700 on an annual basis over the past four seasons). In the 2022 financial year circa \$250,000 was spent

on operating the AHWMSC, using the social return on investment figure provided this equates to a return of \$545,000 to the local community.

Attendances at the AHWMSC have been relatively consistent with an average of 11,749 visits per annum over the last four seasons with a spike in attendance in 21/22, this is despite the COVID-19 pandemic restrictions in place. The most popular activities were casual use followed by lap swimmers, swim club and aqua fit. Over 300 people take part in the learn to swim lessons each season. The majority of visitors come from Woodside [22%] which has the highest number of pool users, followed by Nairne [9.3%], Mount Barker [8.3%], Lobethal [7.2%] and Aldgate [4.9%]. Three of the top ten towns where people visit from are located in the District Council of Mount Barker (Nairne, Mount Barker and Hahndorf).

There are also three small private Learn to Swim (LTS) providers located in the AHC area at Stirling, Mylor and Lenswood. Recently one of the current providers has expanded and now provides swimming lessons within a private facility at Woodside. These facilities are very small and offer primarily swimming lessons for young children. Within a 25 minute drive time of the AHWMSC there are four aquatic facilities located within the District Council of Mount Barker including the

Mount Barker Regional Indoor Aquatic and Leisure Centre which is currently under construction. The region is well provided for in terms of aquatic provision however many of the facilities on offer only provide a limited range of services with a major focus on swimming lessons for children.

Creo Consulting Engineers were commissioned separately by AHC to provide specialist advice on the current condition of the existing facilities at the site including their current condition, estimated remaining useful life, together with any immediate risks associated with the current condition of the existing facilities. The following is an outline of the key findings from the Creo report:

- From the investigation works, Creo are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. Creo estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.
- From the investigation works, Creo are of the opinion that the LTS pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. Creo estimate a minimum

- remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.
- At the time of inspection, the condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.
- The pool floor tiling in the Outdoor 25m Pool was found to be in reasonable condition across the full extent of the floor.
- The internal pool tiles within the Outdoor LTS pool were generally found to be in a satisfactory condition with there being only two notable items.
- Recommend the long term replacement of the pool circulation pumps to meet best practice guidelines.
- Recommend to increase the size of the heat pumps to maintain pool water temperatures during the cooler periods over the open season (currently an issue).
- Recommend upgrading the heater controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.
- The filtration pipework within the plantroom is generally in reasonable condition.

- Recommend that consideration be given to upgrading the Plantroom Electrical Sub-board to ensure compliance with AS3000 and AS/ NZS 61439.
- A series of recommendations were provided to meet compliance with Australian Standards and the SA Health Regulations and the Royal Life Saving Association Guidelines for the Safe Operation of Pools.

In addition to the pool facilities, plant and associated equipment there are a range of built facilities on site. These include changerooms for men and women and a toilet for people with a disability which also includes a baby change facility, these facilities whilst well kept are basic in nature and in general do not provide universal access. There is a canteen and reception area also integrated within the same building as the changerooms and toilets and again this is basic in nature offering package food, hot drinks etc. A large sheltered area also adjoins this main building and is used to store the pool covers and provide shelter for patrons from inclement weather. The condition of these built facilities ranges from Average to Good. A series of recommendations have been provided to improve the overall functionality of the built facilities and the site more generally to meet various regulations and best practice.

The AHWMSC site offers a pleasant setting with a large sloping and grassed area at the northern end of the site which includes established trees that provide shade during the open season. There is also a picnic setting and shelter and BBQs to facilitate picnics, birthday parties and social events. Access around the pools and amenities is via a concrete paved area and path network which would be suitable for people with mobility challenges and people in wheelchairs or gophers. Access to the pool is currently not easily achievable for people with disabilities and this has been detailed within the Creo report with associated recommendations, including providing a hoist as a minimum and ideally an DDA compliant access ramp into the 25m pool. The raised hob around the pools present a series of accessibility issues including for emergency access and as such it is strongly recommended that a ramp is provided for within the 25m pool and potentially a wet deck system installed to improve accessibility substantially.

Access into the pool site is currently through an entrance point directly off the roadway and car park. This presents problems when large groups of people are gathering to gain access as they congregate on the road way which presents safety and traffic management issues. There are also no pedestrian footpaths provided externally to

facilitate movement of people safely into the pool.

The pool site also does not actively integrate with the broader surrounding Woodside Recreation Grounds. There is a creek line running along the southern end of the site and the natural amenity of this area could be captured and suggestions have included providing a playspace area external to the pool grounds in this area which could involve relocating the existing Lions Shed (subject to consultation with the Lions Club and in-line with the broader Woodside Recreation Grounds Master Planning process).

Creo Engineers also provided a cost estimate to refurbish the pool finishes including painting/ tiling and also general condition, maintenance requirements and estimated lifespan and replacement cost for items such as the filters, circulation pumps, sanitisation controllers, pumps and dosing equipment along with the electric heat pumps. The total cost to refurbish/replace these items is around \$900,000.

As mentioned above an assessment of the feasibility of enclosing the current outdoor 25m pool with a roof structure was undertaken. It was found that there are many challenges both from a technical and functional perspective in retro-fitting a roof over an ageing outdoor pool and that this is not a feasible option for the site.

Following an assessment of the four aquatic facilities located in the AHC area in relation to the key user markets offered at these facilities, none of the facilities service all four user markets. The AHWMSC services the 'education' market and to a limited degree the 'fitness, training and sport' market on a seasonal basis only. A splash pad is planned to be installed at the AHWMSC this year and this will assist in meeting some of the 'Recreation, Leisure and Adventure' markets. The remaining three aquatic facilities are small and private pools that only provide swimming lessons which forms part of the 'education' market.

The major gap in the market is the 'therapy and wellness market' as none of the current facilities provide services that meet this aquatic user market. This presents an opportunity to provide therapy and wellness services at the AHWMSC particularly if a new indoor warm water pool is developed on the site.

Whilst the AHWMSC has provided a summer sanctuary for many Adelaide Hills residents on warm and hot summer days and nights. Modern aquatic facilities provide much more than basic swimming pool facilities that only cater for a limited market primarily lap and competition swimmers and some leisure use although this is limited to utilizing old facilities that weren't designed to cater for the leisure market. The current facility

provides none or limited facilities for key aquatic centre markets including the major Recreation, Leisure and Adventure market, the Education and Therapy and Wellness markets. Modern centres provide facilities such as program pools with warm water and ramps which provide access to people with disabilities and mobility challenges, which can also be used for swimming lessons, warm water rehabilitation and gentle exercise and lap swimming. Fun and challenging water and splash park facilities provide for various children and teenage markets depending on the features they provide which include tipping buckets, water cannons, slides and sprays features. All year round access to aquatic and leisure facilities is desirable in many communities to enable hydrotherapy, exercise and swimming lessons to continue all year round despite the climatic conditions of the area. Accessible support facilities including DDA compliant and "family" changerooms, pathways and circulation areas are an essential requirement in any modern centre all of which are only provided in a basic manner currently. Ensuring compliance with Royal Life Saving Guidelines for Safe Pool Operations, the many Australian Standards that apply to public swimming pools and facilities also need to be met to ensure a safe, functional and accessible facility is provided for the community to utilise.

With the Regional Aquatic and Leisure Facility coming on board at Mount Barker the AHWMSC has to establish its point of difference from this regional facility. With the new development being staged and the outdoor and fun/adventure facilities being planned for Stage Two, which will be at least a few years away from coming to fruition, then the current facility and operations at Woodside could re-position itself to cater for these markets.

The current facility has demonstrated a capacity to meet local seasonal demand for activities such as casual use, lap swimming, local swim club activities, school swimming lessons, events and carnivals over many years. The AHWMSC is not meeting demand for key markets including yearround access for the Fitness, Training and Sport Market (e.g. lap swimming for fitness, swim club) and does not cater for the Recreation. Leisure and Adventure market (families and children attending for fun, relaxation and social activity); the Education (e.g. swimming lessons and holiday swimming programs) and the Therapy and Wellness markets (e.g. hydrotherapy, relaxation and rehabilitation) as it does not have the necessary facilities in place that can cater adequately for these markets. Successful centres attract all four markets well and benefit from the diversity of revenue generation and increased visitations and attendances. With the regional

aquatic and leisure facility entering the market this will cater for some of these activities, however a significant portion of the AHWMSC catchment population is located over 20 minutes drivetime from the new facility location and whilst a small proportion of people will travel to use this new facility, many people won't drive these distances to access aquatic and leisure facilities on a regular basis. This presents a significant opportunity for the AHWMSC to capitalise on these gaps in the market.

Through the study process a number of distinct options have been identified for the future provision of aquatic facilities within the AHC area.

The four options are outlined here:

Option One - Refurbishment of AHWMSC which includes the minimal amount of works required to bring the AHWMSC up to contemporary standards and legislative requirements. The Creo report clearly identifies the required upgrades needed to achieve compliance. In summary this includes:

- refurbishing pool finishes (painting/tiling)
- replacement of filters
- circulation pumps
- sanitisation controllers
- dosing equipment
- electric heat pumps
- general upgrades.

In addition, it is recommended that a DDA compliant ramp is retro-fitted into the existing 25m pool shell.

Further improvements to enhance the user experience and functionality of the site include:

- new cafe area and installation of a wrap around deck at the southern end of the main building
- new indoor multi-purpose room to be used as a fitness gym at the northern end of the main building
- consolidation of storage sheds and new storage shed improved
- demolish toddler pool to make way for the new splash pad
- new footpaths external to the site to improve pedestrian movement
- reconfigure the parking area to improve safety and access and egress to the site including for cars, buses and pedestrians
- new reception and sheltered entrance
- new playground developed external to the site with shade shelter and picnic area to improve linkages with the wider Woodside Recreation Precinct and overall amenity of the area.

The cost of Option One is estimated to be in the range of \$2-\$3million.

## Option Two - Refurbishment of AHWMSC and the development of a new indoor warm water pool

Option Two includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in Option One and also includes the new accessible ramp for the 25m pool and general improvements to enhance the site with some slight modifications for example the new entrance and café would be integrated into the new indoor facility. The major development item for Option Two is the provision of a new indoor warm water pool. The indoor warm water pool would be 16m x 8m in dimension and include a DDA compliant ramp. Other elements would include:

- Accessible change facilities
- Male, female and family change facilities
- Office, reception and café space with an outdoor servery
- · Lounge/viewing area
- First aid room
- Plant room
- Storage areas

The cost of Option Two is estimated to be in the range of \$10-\$12 million.

## Option Three - Refurbishment of AHWMSC and the development of a new outdoor warm water pool

Option Three includes all the works required to bring the AHWMSC up to contemporary standards and legislative requirements as detailed in both the previous options and also includes the new accessible ramp for the 25m pool and general improvements to enhance the site.

The major development item for Option Three is the provision of a new outdoor warm water pool designed so it can be enclosed and new ancillary facilities provided as a second stage. The outdoor program pool will be 16m x 8m in dimension and include a DDA compliant ramp.

The cost of Option Three is estimated to be in the range of \$4-\$5 million.

## Option Four - Refurbishment of AHWMSC and development of a new aquatic facility in Stirling and surrounds

Option four includes all the works required to bring the AHWMSC up to contemporary standards, legislative requirements and further improvements to enhance the user experience and functionality of the site as detailed in Option One.

Option four considers developing a new aquatic facility within Stirling and surrounds. This option would include key elements such as an indoor

warm water pool and potentially an outdoor 25m lap pool. This could be developed at a site such as the Heathfield High School where it could be used by the school for their swimming programs and carnivals. This facility would be accessible to the public. Whilst this is a high level concept at this stage, it has been proposed to ensure all options are explored.

The cost of Option Four is estimated to be in the range of \$25-\$30 million.

The positives and negatives of each of the three options are detailed for AHC's consideration. In addition ActiveXchange's Investment Planning Model was utilised to inform this feasibility study and assist in assessing the alternate options. ActiveXchange specialise in assessing demand and supply for aquatic facilities throughout Australia and New Zealand. The Investment Planning report assesses the aquatic demand and supply of the two candidate sites identified within the Adelaide Hills Council Area the Woodside site where the current facility is located and a site within Stirling and Surrounds. It factors into the modelling all competing facilities (private and public aquatic facilities) within a drive time catchment of 25 minutes which includes facilities in nearby council areas such as the District Council of Mount Barker.

Based on this analysis it was found that a new small indoor pool would attract more members, visits and learn to swim participants in Stirling and Surrounds compared with Woodside in 2023. An additional:

- 127 total members
- 1,106 monthly visits
- 13,271 annual visits
- 21 learn to swim participants.

The major constraints facing the development of a new facility at Stirling and Surrounds is the proximity to the new regional facility currently being constructed in Mount Barker, the proximity to a large number of aquatic and swimming pools within metropolitan Adelaide and the high cost of establishing a new aquatic facility on a greenfields site.

In the longer term, if Council invests in a new indoor warm water program pool this would provide an attractive environment for parents, caregivers, families and the broader community a public aquatic facility that would be available all year, cater for a multitude of programs (e.g. swimming lessons, warm water exercise, aqua fitness). It would also meet the needs of older residents who are currently not well-catered for in the Adelaide Hills area in relation to access to suitable warm water pools for exercise, rehabilitation and hydrotherapy.

A new warm water program pool would address a number of the user market gaps specifically 'health and wellness' and also provide opportunities to operate swimming lessons, warm water exercise including lap swimming and aqua fitness, rehabilitation and hydrotherapy programs. Also as part of the new facility modern changerooms can be developed that also provide all access/DDA compliant and family changeroom space. A new reception area can be created which is much more inviting than the current offering at AHWMSC and also modern office and staff space and spectator viewing areas.

Regardless of whether the AHC pursues the development of a new indoor warm water pool there has been a range of refurbishment works and upgrades identified to plant, equipment and infrastructure at the AHWMSC to improve functionality and meet all necessary legislative requirements, whilst also providing high quality, efficient and safe facilities for the community.

An assessment of the current business operation at AHWMSC is a requirement of the study. The management of the AHWMSC by the current volunteer Committee is an example of how community involvement can deliver a recreational service to the community. The current formalised Management Agreement recognises Council's financial support for this facility. The current level

of financial support provided by Council (circa \$90,000) is significantly less than other Councils who provide operators of outdoor community pools where they are leased or under a management agreement. Where Council's operate similar pools themselves the subsidy per visit or operational deficit that these Councils fund each year is often high and it is not uncommon to be in excess of \$1m per annum for larger facilities.

A number of management options including 'direct management', 'indirect management' and 'independent management' were analysed as part of this study with the benefits and constraints of each option presented. It was found that whilst the current operation, an 'indirect management' model, provides a relatively efficient service, there are areas that need to be improved, particularly in the areas of supervision; qualifications and training; and plant and chemical management. This is to ensure that legislative and relevant guidelines such as the Guidelines for Safe Pool Operations are met. There are also opportunities for management to improve areas such as marketing and promotion. It is recommended that AHC work collaboratively with the Centre management to ensure that compliance is achieved at the AHWMSC and a proactive approach is taken and additional investment is provided in these areas.

Many Councils are finding the cost of operating outdoor seasonal pools prohibitive and are also finding it difficult to find skilled staff to operate the pools including pool managers, swimming instructors and lifeguards. Fortunately this is not the case at the AHWMSC where local young people are provided the opportunity to work on a casual basis as lifeguards at the pool often while they undertake tertiary studies.

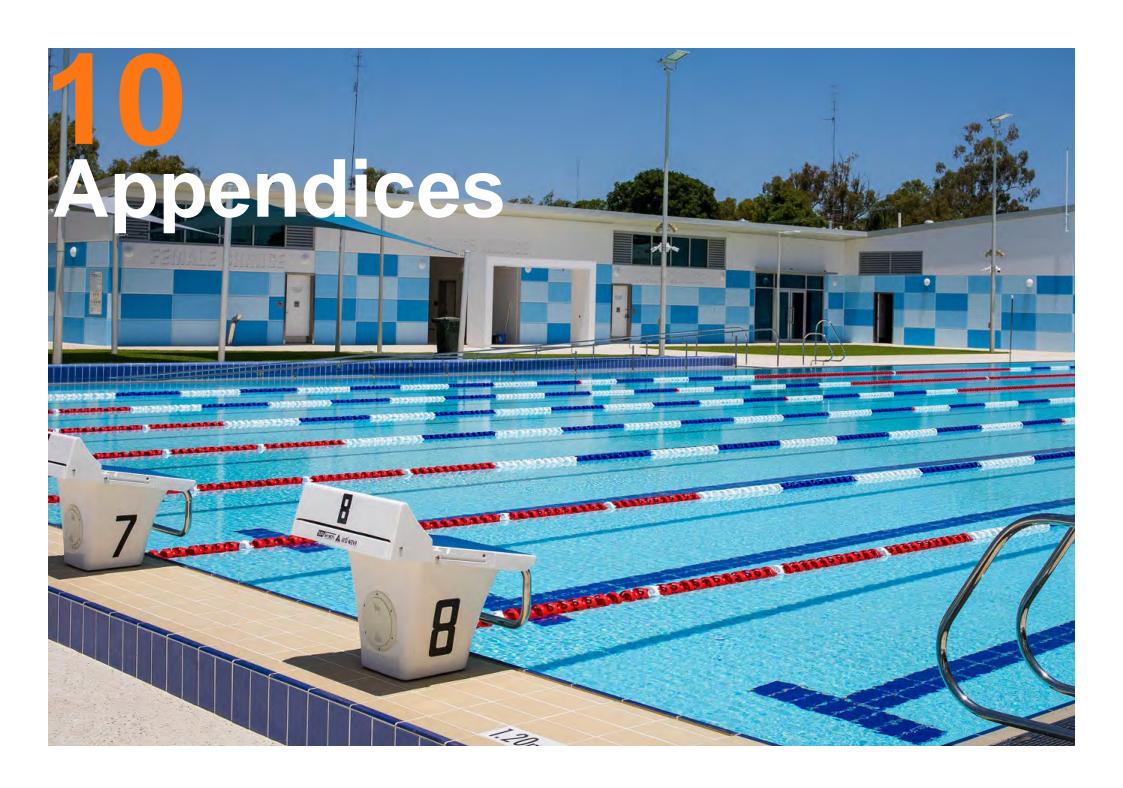
The AHWMSC has seen income increase over a three year period, this is despite the Covid-19 pandemic. However like most aquatic facilities costs have increased significantly in recent times for example costs increased nearly \$80,000 from 2021 to 2022 with electricity and gas increasing by \$23,794 [185%] and employment expenses increasing by over \$31,000 [21%]. This is a challenge facing many public aquatic facilities as utility and staff costs are the major costs of operations. These costs are likely to continue to increase significantly with estimates electricity costs could rise up to 30% and labour costs (average increase of nearly 4% in the past 12 months) are also increasing significantly above previous levels. These challenges present risks to the AHWMSC.

An assessment of the AHWMSCs performance against the University of South Australia's CERM Performance Indicators (with a focus on

the key indicators) shows that the performance of the AHWMSC is sound particularly given many of the centres surveyed have significantly greater catchment populations. Highlights of the assessment is the AHWMSC is performing well above the median for expense recovery with 85% compared with 61% for the CERM Performance Indicator and also for gross subsidy which is \$118,679 less. The Pool also has significantly lower gross expenditure and also lower gross receipts (income).

Overall the AHWMSC is performing relatively well compared with similar facilities across Australia. The continued efficient management and use of the local community's resources will ensure the AHWMSC can continue to operate efficiently and with an investment in refurbishing and improving the facilities at the site there is an opportunity to further improve the operating performance of the centre. Aquatic facilities are currently facing many challenges specifically ageing infrastructure, high energy and staffing costs, skills shortages and climate change and the AHWMSC seems to be meeting these challenges currently. A key consideration for the AHC is the level of investment they are prepared to make to further enhance and elevate the current offering at Woodside to benefit the Adelaide Hills community's health and wellbeing. A major decision is whether the future

provision of an indoor warm water pool is pursued and regardless of this there is a need to invest in the AHWMSC to rectify compliance issues, make it a more attractive proposition for the community, offer a diversity of facilities, programs and activities to meet the needs of the community such as a fun, interactive water play facility that will meet an unmet demand in the AHC and surrounding region.



# 10 Appendices

**Appendix 1 - Literature Review** 

A wide range of strategic documents and policy positions are relevant to the development of this Study. Various national, state and local level documents were reviewed, with key visions, strategies and policies relevant to the future development of the aquatic facility identified.

The following documents were reviewed:

#### AHC

- Strategic Plan 2020-2024 A Brighter Future
- Sport and Recreation Strategy 2017-2021
- Access and Inclusion Plan 2020-2024
- Community Land Management Plans

#### State Government

- State Sport and Recreation Infrastructure Plan
- South Australian Statewide Swimming Pool Audit 2017
- · Game On! Getting South Australian's Moving

#### **Federal Government**

Sport 2030, Sport Australia.

#### **Other Documents**

- The Social, Health and Economic Value of the Australian National Aquatic Industry
- The State of Aquatic Facility Infrastructure in Australia



### Strategic Plan 2020-2024 A Brighter Future

A four year aspirational plan for AHC this plan has five overarching goals two of which are specifically relevant to aquatic and leisure provision.

Goal: Community wellbeing

- An active, healthy, thriving and resilient community
  - Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy
- A community for everyone that is inclusive, welcoming and accessible

Goal: A functional built environment:

 Sustainable management of our built assets ensures a safe, functional and well serviced community.



### **Sport and Recreation Strategy 2017-2021**

The purpose of our Sport and Recreation Strategy is to activate and encourage increased participation in the Adelaide Hills community, and effective use of the region's facilities.

Findings and initiatives relevant to this Study included:

- There was much traction for exercise equipment in reserves and ovals, and an indoor pool in the southern area of the region
- There were numerous survey respondents who reported participation in swimming, at either the AHWMSC, or private pools hired by swimming instructors. A number of respondents asked for additional swimming facilities, particularly those in the southern area. We must consider how to address this need.

Within the Strategy a series of facility prinicples have been developed and these should be considered in the planning of aquatic facilities. These are outlined in Figure A.

## Facility Principles

Hills sport facilities are facing challenges that, as outlined by the Australian Sports Commission, may be acting as a barrier to participation. Using the following facility development principles, and in partnership with Council, some of these challenges may be addressed, and participation may increase.



- Gaps and needs identified, and feasibility study considered.
- Acknowledge and consider the hierarchy classification of the site.
- Establish key characteristics of the surrounding population, the current participation at the site and demand for the facility. Demand for facilities can be based upon utilisation, usage requirements, population data and projections, community benefit.
- Consider the long term growth potential of sport(s) and activities utilising the site.
- Engage and consult with a broad range of stakeholders, users groups and the local community. Ensure initial planning meets their identified needs.
- Seek out partnerships and collaboration in planning; and ensure these partnerships are maintained throughout each phase of the project.
- Define roles and responsibilities within the stakeholders group, and consider the long term management and operation of the site.
- Give consideration to asset management and site maintenance requirements and responsibilities.
- Consider and consult with other community facilities in close proximity (e.g. schools, halls), and ensure that planning is integrated with community, transport and services (e.g. roads, water, energy) planning.
- Ensure the planning phase considers sustainability and accessibility.
- Consider planning and building regulations.



- Incorporate concepts from feasibility study, community and stakeholder demand and hierarchy classification characteristics.
- Ensure continued consultation with community and stakeholders in all aspects of the design phase.
- Give preference to multi-purpose and shared use design of spaces.
- Incorporate co-location with other associated facilities (e.g play space) where possible.
- Acknowledge the long term management and operation of the site, along with asset management and maintenance requirements.
- Consider the sites general infrastructure requirements (e.g. roads, energy, water).
   Ensure that the design allows sports to
- adapt their products and services for the future needs of our communities. • The design of the site must incorporate
- best practice sustainability principles and consider relevant environmental factors like temperature and rainfall. • Accessibility, community use and
- individual sport requirements should be considered in facility designs.
- Consider planning regulations.
- Consider amenities for spectators.



- Support clubs and groups who undertake the management of our assets.
- Plan asset management based on age, condition, compliance, safety, risk management.
- Ensure equity and transparency in resource allocation, and consider any relevant policy implications.
- Implement best practice in governance, strategic management, business planning, shared use agreements, lease/licence/ management plans, and ensure that arrangements between multiple site users are clear.
- Access for the general community must be considered in the operation of all sites.
- Program and manage maintenance, and ensure the following is considered:
   External and internal building
- o External and internal building maintenance
- Structural, risk and work health and safety requirements
- o Playing areas
- Specialist court/field surface preparation
- o Irrigation, water and mowing.
- Associated facilities including but not limited to score boards, cricket nets, seating, coaches boxes.



- Develop and maintain relationships with funding bodies and partners.
- Acknowledge maintenance requirements and asset management implications.
- Consider the financial requirements of asset management, maintenance, risk management and liability.
- Ensure equity and transparency in resource allocation, and consider any relevant policy implications.
- Ensure lease, licence, or management agreements reflect funding relationships.



#### Access and Inclusion Plan 2020-2024

Key directions in this plan that should be considered in aquatic facility planning include:

- Make the district more accessible and welcoming for all with a focus on disability inclusion (this is particularly relevant for the AHWMSC given the accessibility challenges facing patrons primarily due to the older design of the pools and support facilities such as the change facilities)
- Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them (this will be important going forward as the redevelopment options of the pool are further developed).

Figure A: Facility Principles from the Sport and Recreation Strategy



### **Community Land Management Plan**

The AHWMSC falls within the Woodside Recreation Grounds Precinct that is categorised as a Multi-Purpose Site with the AHWMSC located within the Recreation and Sport Plan which has a key objective:

 To facilitate the development, redevelopment or expansion of recreational and sporting facilities for the community on land in this category (this includes the AHWMSC).



### **State Sport and Recreation Infrastructure Plan**

The Plan has been created to support sport and recreation from the grassroots to the elite level by ensuring that the facilities required to achieve this are available to all South Australians. The plan states there is a need to develop facilities of the future that fill current gaps, are accessible and encourage all South Australians to live an active and healthy lifestyle.

Whilst there was limited reference to aquatic facilities in the plan, there was the following statement which paints the picture of public swimming pool provision within South Australia:

"Many SA swimming pools, particularly in regional areas, were built in the 1950s. These facilities are now ageing and in need of major upgrades or complete replacement if they are to remain open. Due to increasing populations there is an identified demand for aquatic facilities within the City of Onkaparinga and District Council of Mount Barker areas (hence the planned regional aquatic

facility development at Mount Barker).

There is also an increasing demand on facilities to have the appropriate inclusive amenities e.g. ramps and chair lifts." This is highly relevant for the AHC area as it has an older and ageing population.



## **South Australian Statewide Swimming Pool Audit 2017**

The Statewide Swimming Pool Audit conducted in 2017 made the following relevant key recommendations:

- That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups (recreation, fitness, education, sports and rehabilitation)
- That consideration be given to locating these facilities in 'community hubs' for economic and social advantages
- That facilities are not built within schools (public or private) if this limits the availability of the pool to all users
- That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.

These recommendations need to be considered when planning for aquatic facilities within the AHC area.



Image: People swimming at the AHWMSC



### **Game On! Getting South Australian's Moving**

Through better coordination between whole-ofgovernment and sectors that play an enabling role in physical activity, Game On will reverse the levels of poor physical activity and increase movement opportunities across the state, leading to stronger outcomes in community wellbeing, liveability and economic productivity.

Further activating aquatic and recreational activities within community facilities such as the AHWMSC will assist in increasing physical activity levels and movement opportunities within the local community.



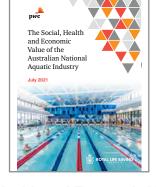
### Sport 2030 - Sport Australia

The Australian Government has a clear and bold vision for sport in Australia — to ensure we are the world's most active and healthy nation, known for our integrity and sporting success.

Key goals of this plan that relate to the provision of public aquatic facilities include:

- We have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives;
- Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives;
- Sport and physical activity organisations are connected into other sectors such as

- health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits; and
- Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live. This includes swimming and actively promote incentives for participation.



## The Social, Health and Economic Value of the Australian National Aquatic Industry

The report, prepared by PricewaterhouseCoopers and commissioned by the Royal Life Saving Society – Australia, looked at the 2,113 publicly accessible aquatic facilities across the country, finding almost 90 percent of Australians live within a 20-minute drive of their nearest pool.

The report reinforces the myriad of ways that the aquatic industry benefits the Australian community and found that the industry:

- Contributes \$9.1billion annually in combined economic, health and social benefits
- Is a driver of economic activity throughout Australia, employing the equivalent of 33,600 full time employees and adding \$2.8 billion to gross domestic product (GDP)
- Is a generator of \$2.5 billion in health benefits, ranging across a reduction in the burden of



disease, improved mental health outcomes, reduced absenteeism, and fewer childhood drownings

- Is a provider of \$3.8 billion's worth of social benefits such as: enhancing an individual's leisure time or creating increased life satisfaction; by bringing people together; supporting more vulnerable groups; and supporting early learning
- Saves 7,479 disability adjusted life years every year
- Provides a social return on investment of \$4.87 for every dollar spent operating an aquatic facility in a capital city or \$2.18 in regional Australia
- Employs over 67,000 employees, making it one of the largest employers in the sport and recreation sector
- Provides highly accessible leisure, fitness and learning to the 89% of Australians who live

- within 20 minutes' drive of a public pool
- Generates valuable economic activity throughout regional Australia, as 57% of aquatic facilities are located outside of capital cities.

The AHC community would also benefit from many of these aspects as they employ staff including a pool manager and lifeguards. The AHWMSC contributes to the health (physical and mental) of pool users (recorded to be an average of 11,700 on an annual basis over the past four seasons (refer Section 4).

In the 2022 financial year circa \$250,000 was spent on operating the AHWMSC, using the social return on investment figure provided this equates to a return of \$545,000 to the local community.

## The State of Aquatic Facility Infrastructure in Australia

A recent report commissioned by Royal Life Saving Australia titled *The State of Aquatic Facility Infrastructure in Australia, Rebuilding our Aging Public Swimming Pools* has found that, after decades of decline, up to 40% [500] of Council owned public aquatic facilities will need serious refurbishment or outright replacement by 2030. This will be at a cost of \$8 billion with an additional \$3 billion required by 2035. These replacement costs do not consider any additional aquatic infrastructure required for growing populations.

The report notes that the average life expectancy of a pool is 50 years and that, even a basic public outdoor swimming pool costs around \$10 million to replace. These costs place enormous strains on local government. Whilst state and federal government funding is available, such funds often provide only partial, often minimal, contributions towards total project costs.

In order to maintain operational standards, Councils are often required to generate, on average, 60-70% of upfront capital costs as well as all ongoing maintenance and operational costs. If Council invests in new pools rather than patch up old pools the maintenance costs are significantly reduced.

The report further found that **rising energy costs** and **labour shortages** pose a serious threat to the ongoing availability of aquatic facilities across Australia.

Other key findings included:

- Social health and economic costs of not replacing even 10% of aquatic facilities across Australia by the end of this decade could approach \$1 billion per year
- Regional and remote communities are most at risk of missing out on updated or new aquatic facilities
- Many Councils struggle to afford to maintain or replace swimming pools, and increasingly Councils are considering closing their pools
- Closing community pools is inherently very unpopular and consistently aggravates community sentiment and mobilises communities towards involvement in the political process
- The report includes recommendations to rethink the approach to the provision of aquatic facilities

to ensure that the community can continue to access them into the future which are outlined in Figure B.

These findings are consistent with the situation facing AHC as AHWMSC facility is a 50+ year old facility which is ageing and requires an on-going financial subsidy to operate. It is also in need of significant asset refurbishment to bring the facility up to contemporary standards and meet legislative requirements.

Key opportunities identified in the report that should be considered in planning and redeveloping aquatic facilities within the AHC area include:

- Prioritising function over form and keeping new designs simple, modular and scalable
- Exploring new ways of funding swimming pools infrastructure such as public-privatepartnership, which can spread both risks and rewards
- Exploring opportunities for local governments to collaborate and partner on aquatic facility provisioning and sharing of costs and benefits.
- Considering how the private sector can provide benefits traditionally serviced by local governments while being mindful that some activities and facilities require subsidies, such as lap swimming and recreational swimming.



Figure B: Benefits of Aquatic Facilities

### THE STATE OF AQUATIC FACILITY INFRASTRUCTURE IN AUSTRALIA: KEY FINDINGS

In Australia, in 2022, there are **1,306 public pools** built and owned by government and 807 publicly accessible pools provided by the private sector.

79%

of aquatic facilities located in areas with the lowest SEIFA decile are publicly owned.



of aquatic facilities located in areas with the highest SEIFA decile are privately owned.



of aquatic facilities in regional areas are publicly owned.

The average public pool in Australia was **built in 1968**.

500 (40%) of public pools will reach the end of their lifespan this decade.



**\$910 million annually** would be the likely social, health and economic cost should 10% of aquatic facilities fail to be renewed by the end of this decade.

\$8 Billion

is needed to replace Australia's **500 aging public pools**, whose functional lifespan will end by 2030.



The basic cost to replace an outdoor swimming pool.



A further **\$3 billion** will be needed to replace facilities ending their lifespan by 2035.



of all renewal or new aquatic facility construction is currently financed by local government.

Many Councils struggle to afford to maintain or replace swimming pools, and increasingly councils are considering closing their pools.



Regional and remote communities are most at risk of missing out on updated or new aquatic facilities.



Rising energy costs and labour shortages pose a serious threat to the ongoing availability and sustainability of aquatic facilities across Australia.



Closing community pools is inherently very unpopular and consistently aggravates community sentiment and mobilises communities towards involvement in the political process.

#### **KEY OPPORTUNITIES**

Beyond a straight 'like-for-like' replacement of all aging aquatic facilities, which is likely unrealistic, several case studies show opportunities to rethink the Australian approach to aquatic facility provisioning in Australia.

#### These include:

- > Prioritising function over form and keeping new designs simple, modular and scalable.
- Exploring new ways of funding swimming pool infrastructure, such as Public-Private-Partnerships, which can spread both risks and rewards.
- Considering lowering access barriers to increase the use and impact of existing aquatic facilities. In some cases, removing entry fees has resulted in net neutral operating costs while increasing asset utilisation and social value.
- Exploring opportunities for local governments to collaborate and partner on aquatic facility provisioning and sharing of costs and benefits.
- > Considering how the private sector can provide benefits traditionally serviced by local governments while being mindful that some activities and facilities require subsidies, such as lap swimming and recreational swimming.



SCAN THE QR CODE TO VIEW THE FULL REPORT OR VISIT: royallifesaving.com.au



Figure C: The State of Aquatic Facility Infrastructure in Australia

# 10 Appendices

**Appendix 2 - Adelaide Hills Swimming Pool Condition Assessment Report (Creo Consultants)** 



## creo consultants

Level 7, 176 Wellington Parade, East Melbourne, VIC, Australia 3002

Our Ref: 230019-003-R-SI-JT - Adelaide Hills Swimming Pool - Outdoor Pools Condition Audit - Rev B.docx

Contact: James Tabban

18 July 2023

Leisure Management Excellence 21 Latrobe Street BOX HILL SOUTH VIC 3128

**Attention: John Summers** 

Dear John

RE: Adelaide Hills Swimming Pool - Technical Inspection
Pool Facilities, Plant & Equipment & Building Structure Condition Assessment Report

A representative of Creo Consultants Pty Ltd inspected the Adelaide Hills Swimming Pool located at Nairne Road, Woodside, South Australia on Friday 21st April 2023. The purpose of the inspection was to assess the existing condition of the centre's outdoor 25m pool and Learn To Swim (LTS) pool and the associated filtration plant and provide advice and recommendations to assist Council with the ongoing maintenance of the facility as well as future planning in terms of refurbishment or asset replacement.

Please note that whilst the facility also includes a Toddler pool, this pool has been excluded from our assessment based on the instruction from Council given that it has been scheduled to be demolished and replaced with a stand-alone splash pad.

In addition to our inspection of the pool shells and associated fittings, finishes and filtration plant, this report also provides commentary on our general visual assessment of structural elements and concourses in the immediate vicinity of the pool and plant. We have included advice relating to what we consider to be any relevant remedial actions required.

Please click the link below to download all photographs taken on site and subsequently referenced throughout this report:

#### DOWNLOAD LINK - SITE PHOTOGRAPHS

Please be advised that this report is based on the following:

- i. A visual inspection of the centre's pools, associated filtration plant and equipment, concourse pavements and building structure only.
- ii. A delamination audit of the existing pool tiling inclusive of all floor, wall and hob tiling to establish the extent of tiling that is likely to require replacement.
- iii. Concrete core sampling (administered by Hydrilla) with said cores then sent to a laboratory for chloride and carbonation testing. Please note that results of the laboratory testing are summarised within this report with the formal laboratory results attached under separate cover available from the download link provided below:

DOWNLOAD LINK - CONCRETE TESTING LAB RESULTS

iv. Pipework pressure testing of the filtered water return wall inlet pipework that services the 25m pool to establish a base understanding of pipe integrity. Note that the central filtered water return line down the centre of the 25m pool and the LTS pool were unable to be tested due to nature of the "piped culvert" and the 20mm hole inlets positioned at regular intervals as later described within this report. The result of pressure testing of the filtered water return pipework is summarised later within this report.

Click the link below for the test results provided by Hydrilla:

### DOWNLOAD LINK - PRESSURE & STATIC TESTING

v. Further to our earlier report, Hydrilla have carried out a hydrostatic test to the 25m pool between the 27th June 2023 and the 4th July 2023. The hydrostatic test undertaken, and associated report provided by Hydrilla indicate that the existing 25m pool concrete shell, with the internal expansion joints having been recently refurbished by Hydrilla, is generally considered to be watertight with no evidence of leakage of any significance that would warrant any further investigation or repair.

Click the link below for the test results provided by Hydrilla:

DOWNLOAD LINK - 25m POOL SHELL HYDROSTATIC TEST

Beyond the abovementioned inspection and testing works, no other intrusive or destructive testing was administered as part of our site investigation. Any other reports, documents, defects, areas of deterioration or damage not listed within this report are deemed to have been unavailable / inaccessible at the time of our inspection /assessment and subsequently have not been considered by Creo Consultants.

This report has been compiled into the following sections:

Section 1: Facility Description Section 2: Pool Concrete Shell Section 3: Pool Finishes & Fittings

Section 4: Pool Signage & Access Compliance

Section 5: Pool Water Treatment & Water Heating Plant

Section 6: Building & Pavement Structural Items

Please note the following definition of terms used within this report:

- **Ponding:** refers to water pooling in a localised area that is unable to drain away.
- Crack Damage: refers to a crack through the surface and/or depth of a masonry or concrete element.
- Spall Damage: refers to the corrosion of embedded steel reinforcement within a concrete element to a degree that has resulted in the delamination / debonding of the surrounding concrete from said reinforcement.
- Concrete Carbonation: is the chemical reaction between carbon dioxide and the cement hydration products such as calcium hydroxide and calcium-silicate-hydrate. The process of concrete carbonation commences at exposed surfaces immediately upon exposure to carbon dioxide contained within the atmosphere and solutions in contact with the steel reinforcement. Note that the rate at which concrete carbonates can increases as a result of poor-quality concretes, porous concretes, and surface damage that directly exposes reinforcement. As a result of carbonation, calcium carbonate is formed, and the pore solution pH (approximately 13) drops down to 9. When the depth of concrete's carbonation reaches the reinforcement, passivity is lost, and corrosion of the steel reinforcement can proceed unimpeded in the presence of moisture and oxygen. Concrete said to be carbonated has lost its ability to protect the embedded steel reinforcement from the onset of corrosion.

- Honeycombed Concrete: refers to a section of concrete that was not vibrated sufficiently during construction resulting in a section that consists largely of aggregate with a high percentage of void. Subject to the extent of honeycombing, the concrete can offer significantly less resistance to moisture penetration and subsequent spall damage and can also have a reduced structural capacity in comparison to properly formed concrete.
- **Short Term (ST):** refers to a time frame between three (3) months to six (6) months for the purpose of this report.
- Mid / Medium Term (MT): refers to a time frame between six (6) months to twelve (12) months for the purpose of this report.
- Long Term (LT): refers to a time frame between twelve months and twenty-four (24) months for the purpose of this report.

Attached to this report are the following Excel spreadsheet documents that are intended to be read in conjunction with the observations, findings and recommendations listed within this report:

- 2023-04-21 230019 Pool Filtration Plant Asset List & Condition Summary
- 2023-04-21230019 Pool Finishes Refurbishment Options Cost Estimates

The two abovementioned attachments in Excel form have been attached under separate cover.

## Section 1: Facility Description

The facility includes the following pools:

#### Outdoor 25m Pool:

The pool is 25m x approximately 14m wide with six marked lanes and varies in depth as follows:

- 1.1m deep at the shallow end (eastern end) with a consistent grade along the length of the pool to the 3/4 length where the depth is 1.5m deep.
- 1.5m deep at 3/4 length with a steep grade over 1500mm in length to a depth of 2.1m deep.
- 2.0m deep for the remainder of the pool at the deep end (western end).

The pool shell is a reinforced concrete shell.

The pool has a full perimeter scum gutter that is concealed within the perimeter raised hob wall noting that the gutter runs continuously along each length side of the pool.

Entry into and exit out of the pool water body is via the following:

- An integrated stair entry to each side of the shallow end of the pool.
- Two stainless steel ladder climb-outs positioned approximately 1m off the deep end wall to each length side of the pool.

We are unsure as to whether the facility is equipped with a mobile sling-type hoist noting we did not sight any fixing points that would suggest a sling type hoist is available for use at the facility.

The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall. The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.

Refer to Figure 1 & 2 below for the photographs of the drained down 25m pool.





Figure 1: Outdoor 25m Pool

Figure 2: Outdoor 25m Pool

## Outdoor Learn To Swim (LTS) Pool:

The LTS pool is located immediately north of the 25m pool and is approximately 12m long x 4.8m wide. The pool has a varying depth of 600mm at the shallow end (west end) down to 850mm at the deep end (east end).

The pool shell is a reinforced concrete shell with a raised perimeter hob.

The pool has four skimmer boxes; two positioned to each length side of the pool at equal spacing.

Entry into and exit out of the pool water body is via stair entry located in the north west corner of the pool.

The pool inner surfaces are fully tiled with the tiling extended across the top of the hob wall. The external vertical face of the hob wall (i.e. from concourse to the top of the hob) is the concrete shell structure painted blue.

Refer to Figure 2 above for the photograph of the drained down LTS pool.





Figure 3: Outdoor LTS Pool

Figure 4: Outdoor LTS Pool

## Section 2: Pool Concrete Shells

Core sampling has been undertaken with three cores administered within the 25m pool and one core administered within the LTS pool. All four core samples were delivered to a laboratory for chloride and carbonation testing. The laboratory test results are summarised below with the lab test reports attached under separate cover as per the download link provided earlier within our report introduction.

#### Outdoor 25m Pool:

i. Note the following in relation to the three core holes administered within the 25m pool:

#### Core 1:

- o Located within the shallow end wall approximately 600mm above floor.
- Reinforcement cover measured to be 65mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.022% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition.

#### Core 2:

- o Located within the deep end wall approximately 1000mm above floor.
- Reinforcement cover measured to be 90mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.023% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition.

#### Core 3:

- o Located within the deep end floor.
- Reinforcement cover measured to be 90mm.
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Encountered reinforcement within the core did not exhibit any evidence of surface corrosion or any other deterioration.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- o Chloride Content (%) m/m: 0.145% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and

0.15%. Whilst the chloride content is significantly higher in comparison to what was encountered within the pools, it is still within acceptable limits. Concrete in reasonable condition.

- ii. The internal concrete surface of the pool shell could not be visually inspected given the pool interior is fully tiled. However, there was no visual damage to the tiling system that would visually suggest there is underlying concrete damage.
- iii. The central caulked joints throughout the pool were found to be at their end of life. However, we understand that Council have already engaged Hydrilla to refurbish these joints and subsequently there is no further need for comment on the joints from a structural shell perspective.
- iv. Surface pitting was evident within the scum gutter along with localised patches of corrosion damage to what appear to be shallow embedded steel elements (likely to be bar chairs and the like used during initial construction). The ducts should be coated to better protect the concrete. Refer to Section 3 for further commentary.
- v. There is evidence of localised spall damage along the external vertical face of the hob wall along the north and south sides of the pool, and then consistent damage along the full length of the east and west end walls. The damage was identified 'acoustically' during our delamination survey which suggests the degree to which the internal reinforcement exhibits corrosion damage is 'treatable'. Whilst the damage observed does not warrant immediate repair, if left unattended in the long-term, damage to these vertical hob faces will worsen.
- vi. The pool shell's water tightness has been confirmed by the recent hydrostatic water test. With the recently completed refurbishment of the existing caulked construction / expansion joints throughout the pool shell, the testing completed by Hydrilla indicates that the pool shell is water tight

From the above investigation works, we are of the opinion that the 25m pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. We estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.



Figure 5: 25m Pool Floor Core 1



Figure 6: 25m Pool Wall Core 3

#### Outdoor LTS Pool:

i. Note the following in relation to the core holes administered within the LTS pool:

#### Core 1:

- o Located within the shallow end floor in the south west corner.
- The core penetrated through the pool slab confirming the base slab thickness is 150mm.
- Reinforcement cover measured to be 80mm which suggests the reinforcement is a central layer of reinforcement bar placed at regular centres in both directions (typical of pool construction of this age).
- Concrete density appears acceptable (visually) with no evidence of soft or poor-quality concrete.
- Carbonation depth encountered: 0mm (i.e. concrete considered to provide adequate protection to embedded reinforcement).
- Chloride Content (%) m/m: 0.088% the upper range of chloride content of what would be considered acceptable in a pool shell is 0.10% and 0.15%. Chloride content negligible, concrete in reasonable condition
- ii. The internal concrete surface of the pool shell could not be visually inspected given the pool interior is fully tiled. However, there was no visual damage to the tiling system that would visually suggest there is underlying concrete damage.
- iii. There is evidence of localised spall damage along the external vertical face of the hob wall (to a much lesser extent to that of the 25m pool). The damage was identified 'acoustically' during our delamination survey which suggests the degree to which the internal reinforcement exhibits corrosion damage is 'treatable'. Whilst the damage observed does not warrant immediate repair, if left unattended in the long-term, damage to these vertical hob faces will worsen.
- iv. The pool shell's water tightness will be established in the coming weeks with the undertaking of a hydrostatic water test.

From the above investigation works, we are of the opinion that the LTS pool concrete shell is in a satisfactory structural condition with only minor remedial works being required to maintain performance, operational life and watertightness. We estimate a minimum remaining operational life of 15 to 20 years noting that the operational life may extend beyond this estimate.

At the time of our inspection, the condition of the concrete shells is not considered to be structurally dangerous nor are the shells at risk of failure that would place patrons at risk or cause unscheduled closure of the facility.

It is difficult to establish an exact remaining operational life of the concrete pool shells and the operational life ranges listed above are based on our professional experience and evaluation of the investigation findings. To summaries, we are of the professional opinion that the pool shell structures are in a reasonable condition and estimate their feasible operational life to be anywhere between 15 years to 20 years subject to the extent of works discussed within Section 3 of this report.

Were the pool internal finishes to be refurbished, to achieve the best outcome for the longevity of the existing pool shells, the provision of a membrane system applied to the internal surfaces of the pool, as well as the internal surfaces of the 25m pool scum gutter may significantly extend the possible operational life of the shell.

## Section 3: Pool Finishes & Fittings

#### Outdoor 25m Pool:

- i. The pool internal surfaces, other than the scum gutter, are fully tiled as follows:
  - Pool Floor: ceramic mosaic tiling which consists of a randomised patterned mix of a 20mm x 20mm blue tile, 40mm x 20mm beige tile, and a 40mm x 40mm grey tile. These tiles have a degree of non-slip / anti-skid. The lane centrelines are identified by the use of a 20mm x 20mm ceramic dark-grey mosaic tile.
  - Side (Length) Walls: 110mm x 110mm ceramic white full body gloss tile from the pool floor up to 150mm below the scum gutter edge, with the upper 150mm band immediately below the scum gutter edge is a 50mm x 50mm light blue mosaic, and then the single row above the gutter opening is a cut tile of the main white full body tile.
  - End (Width) Walls: 110mm x 110mm white full body gloss tile from the pool floor up to 150mm below the scum gutter edge height (noting there is no gutter along the end walls), with the upper portion of the wall then being a 50mm x 50mm light blue mosaic. There is a 750mm x 750mm square lane centre / turn indicator panel of tiling that consists of a mid-blue 20mm x 20mm ceramic mosaic.
  - Top of Hob: 110mm x 50mm ceramic ribbed light-grey rounded nosing tile along the inner and outer edge with a 50mm x 50mm ceramic light blue mosaic tile in between the two edging tile lines. Where patches of these centre mosaic tiles have delaminated / failed, the 110mm x 110mm white full body gloss tile has been applied to patch the failed area.









Figure 7: 25m Pool Floor

Figure 8: 25m Pool Side Walls

Figure 9: 25m Pool End Wall

Figure 10: 25m Pool Hob

- ii. The pool floor tiling was found to be in reasonable condition across the full extent of the floor. There was one area of tiling located in lane 6 at the halfway mark approximately 500mm x 500mm in area where the mosaic tiling had been replaced. Immediate adjoining this patch, our delamination audit of the tiling system identified a further 500mm x 500mm patch of the mosaic tile that has delaminated from the substrate concrete (i.e. the tiling has failed in this location). There were also very localised areas of damage to the mosaics along each of the three expansion joints located at approximately quarter length points.
- iii. The pool wall tiling is considered to have reached its end of life evident by the extent of failures identified by our delamination audit as well as what was originally the light blue mosaic applied to the upper wall perimeter that has bleached (i.e. the chlorinated water has attacked the tile's colour pigments) leaving the tile a yellow colour. The following approximated total areas were identified to exhibit tile delamination (failure):

- Western End Wall (Shallow End): approximate total of 3.5m<sup>2</sup>.
- South Side Wall: approximate total of 8m<sup>2</sup>.
- Eastern End Wall (Deep End): approximate total of 6.5m<sup>2</sup>.
- North Side Wall: approximate total of 7m<sup>2</sup>.
- iv. The pool wall hob top tiling is considered to have reached its end of life evident by more than 50% of the top of hob tiling exhibiting delamination (failure).
- v. We raise concern in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. This tiling should provide a P5 / R12 / Load Group 'C' slip resistivity from a current day compliance perspective.
- vi. There is no applied coating or finish to the inside faces of the scum gutter. The gutter should be coated to protect the concrete substrate.





Figure 11: 25m Pool North Scum Gutter

Figure 12: 25m Pool South Scum Gutter

vii. The stainless-steel stair handrails were found to be in satisfactory condition.

However, the projections of the rails present a non-conformance, refer to Section 4 of this report relating to access compliance.





Figure 13: 25m Pool Stair Handrail

Figure 14: 25m Pool Climb-out Ladder

viii. The stainless-steel climb-out ladders were found to be in satisfactory condition. However, with the ladder projecting down into the water body, the current arrangement presents an entrapment and entanglement risk. We are of the opinion that these climb-out ladders should be fitted with compliant side plates to reduce the entrapment and entanglement risks.

#### Outdoor LTS Pool:

- i. The pool internal surfaces, other than the scum gutter, are fully tiled as follows:
  - Pool Floor: ceramic mosaic tiling which consists of a randomised patterned mix of a 20mm x 20mm blue tile, 40mm x 20mm beige tile, and a 40mm x 40mm grey tile. These tiles have a degree of non-slip / anti-skid. The lane centrelines are identified by the use of a 20mm x 20mm ceramic dark-grey mosaic tile. These tiles wrap up the radius of the pool floor up the wall, nominally from 100mm above the pool floor at the shallow end to 400mm at the deep end.
  - Pool Walls: Two rows of 110mm x 110mm ceramic white full body gloss tiles along the bottom of the wall, with two rows of 110mm x 110mm ceramic light blue full body gloss tiles above the white tiles.
  - Top of Hob: 110mm x 50mm ceramic ribbed light-grey rounded nosing tile along the inner and outer edge with a same ceramic mosaic randomised patterned tile mix to that of the floor in between the two edging tile lines.



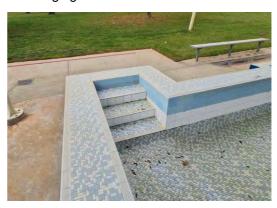


Figure 15: LTS Pool Tiling

Figure 16: LTS Pool Tiling

- ii. The internal pool tiles were generally found to be in a satisfactory condition with their being only two notable items; the requirement to regrout the interface between the white wall tiles and the mosaic tile that wraps up the radius of the floor to wall interface, and the crack damage that extends through the hob down to upper portion of the wall along the north side of the pool in the vicinity of the stair entry.
- iii. Only the northern side of the tiling to the top of the hob wall exhibited delamination / failure with a 1,000mm length of hob tiling toward the deep found to have delaminated, and a 2,000mm length of hob tiling at the shallow end in the immediate vicinity of the stair entry. The shallow end damage also suggests failure of the underlying render / grout bedding upon which the tiles have been placed.
- iv. We raise concern in relation to the lack slip resistance of the applied tiling system to the top of the hob wall around the full perimeter of the pool. Whilst the mosaic tile provides a high slip-resistance surface in comparison to the 25m pool hob tiling, the current provisions will not satisfy the P5 / R12 / Load Group 'C' slip resistivity requirement from a current day compliance perspective.
- v. There were no other fittings or fixtures within the pool noting that the entry stair did not have any handrail provisions (refer to Section 4 of this report relating to access compliance for further commentary).

Council have several options available for consideration with respect to the repair and/or broader refurbishment of the pool tiling systems and associated finishes and fittings for both pools as follows:

## Option 1 – Short-Term Approach

Maintain the existing tiling systems with Council needing to access and accept the risk profile associated with the existing tiling system. Administer localised patch works on a reactive basis to address what we anticipate on-going localised patch failures of the existing applied tiling system.

The ad-hoc and reactive nature of these works is such that we are unable to provide any cost estimates.

## Option 2 – Mid-Term Approach

Were the expected operational life of the facility to be between 5 years to 10 years at which stage the outdoor pool assets would be replaced in their entirety, we would suggest the following scope of works:

- i. Decommission the filtration and heating plant and drain down both pools.
- ii. For the 25m pool, remove all wall tiling including all tiling to the top of the hob as well as the entry stairs (i.e. the going and riser tiling for each stair).
- iii. For the LTS pool, remove all wall tiling to the top edge of the mosaic tile that extends up the radius of the pool floor (i.e. the mosaic floor tiles remain), Also remove the top of hob tiling noting that the contractor shall salvage the a minimum 2m² of the hob mosaics tiling to enable sections to be cleaned and reapplied to localised sections of floor tiling within the 25m pool that exhibit damage / failure.
- iv. Upon completion of the removal of the extent of existing tiling, it may be necessary to remove the applied render back to base substrate concrete and reapply a new render skim coat in preparation for the tiling installation works. Note that these works shall extent over the perimeter hob walls.
- v. Administer an high-pressure wash of the mosaic floor tiling that is to remain in an attempt to remove lose grout.
- vi. Administer any necessary repairs to areas of the pool shell that has been subjected to spall damage or where any existing crack damage warrants repair.
- vii. Apply a new cementitious render to all internal surfaces of the pool if required. This applied render system must be appropriately specified with consideration to suitability and adaptability to the applied membrane and tile adhesive systems.
- viii. Refurbish the existing construction joints.
- ix. Coat the 25m pool scum gutters with a suitably specified cementitious coating system. Note that this shall extent to the underside of the hob overhang such that all surfaces within the gutter are coated.
- x. Fully tile the pool walls, entry stairs, and the top of hob using suitably selected commercial pool tiles. Note that an appropriately specified tiling system must be installed by a suitably qualified and experienced contractor.
- xi. Regrout the pool floor tiling systems using a suitably specified epoxy tiling grout.
- xii. Provide new stainless steel stair handrails that comply with the relevant standards as much as practicable as determined by the engaged consultant responsible for the tiling documentation package, install new lane anchors and all other fixings and fixtures as may be requested by Council.

xiii. Recommission the pool noting that the filling of the pool, introduction of chemicals and reheating of the water shall be administered in accordance with the requirements of AS 3958.1: Ceramic Tiles Part 1: Guide to the Installation of Ceramic Tiles.

Please refer to the detailed cost plan prepared by Creo Consultants attached under separate cover, reference Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates

Option 3 – Long-Term Approach

Were the expected operational life of the facility to be between 10 years to 20 years, we would suggest the following scope of works:

- i. Decommission the filtration and heating plant and drain down both pools.
- ii. Fully remove all pool internal and top of hob tiling systems across both pools.
- iii. Administer any necessary repairs to areas of the pool shell that has been subjected to spall damage or where any existing crack damage warrants repair.
- iv. Apply a new cementitious render to all internal surfaces of the pool if required. This applied render system must be appropriately specified with consideration to suitability and adaptability to the applied membrane and tile adhesive systems.
- v. Refurbish the existing construction joints including the provision of joint bandaging to accommodate the below recommended membrane works.
- vi. Application of an appropriately specified waterproof membrane system to all internal surfaced on the pool (including the internal surfaces of the 25m scum gutter). Note that selected membrane must be fit for purpose and be installed by a suitably qualified and experienced contractor who will provide a minimum 10-year warranty on the product, materials and performance of the applied membrane. Note that the purpose of this membrane is to prolong the life concrete shell only.
- vii. Fully tile the pool (walls and floors) using suitably selected commercial pool tiles.

  Note that an appropriately specified tiling system that is installed by a suitably qualified and experienced contractor will be provided with a product, materials and performance warranty of 10 years. Do not accept any lesser warranty.
- viii. Provide new stainless steel stair handrails that comply with the relevant standards as much as practicable as determined by the engaged consultant responsible for the tiling documentation package, install new lane anchors and all other fixings and fixtures as may be requested by Council.
- ix. Recommission the pool noting that the filling of the pool, introduction of chemicals and reheating of the water shall be administered in accordance with the requirements of AS 3958.1: Ceramic Tiles Part 1: Guide to the Installation of Ceramic Tiles.

Please refer to the detailed cost plan prepared by Creo Consultants attached under separate cover, reference Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates

To assist Council in their assessment of the presented options, within the referenced costings spreadsheet, we have listed the estimated cost to construct a new outdoor 25m pool and LTS pool of equivalent size on the basis that this work would include a wet deck edge type pool, an accessible ramp to the 25m pool, and new filtration plant and pipework to accommodate the separation of the water treatment systems for each pool (i.e. each pool would have its own water treatment system).

## Section 4: Pool Signage & Access Compliance

#### Outdoor 25m Pool:

The current access into and out of the pool water body is via the following:

i. Two stair entry points locate to each side of the shallow end of the of pool. The riser heights of the stairs were measured to be approximately 215mm noting the maximum riser height to achieve compliance with the NCC 2019 – Building Code of Australia (BCA) and AS 1428.1 – Design for Access and Mobility is 190mm.

Each stair has a single stainless steel handrail that terminates at the inner top edge of the hob wall and only projects down to the second last step. The handrail provisions do not comply with the requirements of *NCC 2019 – BCA* and *AS 1428.1 – Design for Access and Mobility* in terms of their being only one rail to one side of the stair in lieu of a rail to both sides, as well as the projection of the rail to the top and bottom landings of the stair.

The age of the pool predates the relevant current standards and it is not uncommon for pools of this age to have stair entries that do not comply with current day standards. Council is under no obligation to modify the stair entry to achieve compliance and whilst we would not consider it appropriate to modify the riser heights, we would recommend the following in relation to the handrail provisions:

- Replace the existing stair handrail to each stair with a new rail that projects as
  described below noting that we do not recommend a rail to each side of the stair
  as this will obstruct and further reduce what is already a relatively narrow stair
  width:
  - 1. Top of stair: handrail to project over and across the top of the hob wall.
  - Bottom of stair: handrail to extend and terminate in line with the bottom step noting that projecting the rail beyond the bottom step will interfere with the swimming lane and introduce a collision and entanglement risk for lap swimmers.
- i. Two (2) ladder climb-outs that extend into the water body located to each side of the pool at the deep end. With the ladder projecting into the water body, the gab between the ladder and the pool wall presents and entrapment and entanglement risk. We recommend that the ladders be side plated with the plate either being a PVC based plastic or a folded 316 stainless steel plate positioned to ensure that gaps between the pool wall and the new plating are kept to 8mm to satisfy entrapment compliance requirements.
- ii. Under the current requirements of the NCC 2019 (BCA), pools with a perimeter of more than 70m require the provision of an access ramp compliant with AS 1428.1 or a platform type lift / hoist such as a Pool Pod.
  - Whilst there is no mandatory requirement to bring predating existing facilities up to current day standards, access to the 25m pool is limited and is not considered to be DDA compliant.
  - As a minimum, Council should consider the provision of a mobile sling type hoist such as the Pelican Pool Hoist or equivalent.
- iii. The perimeter hob is considered to be an obstruction from an ease of entry into and exit out of the pool perspective. Furthermore, it will also form an obstruction in the event of any need to administer a rescue of a drowning or troubled swimmer, especially is said rescue is a spinal board rescue.

- iv. The pool depth markers and warning signage provisions were found to be acceptable on the basis that depth and warning signage could be sighted from both external to the water body and within the water body noting the following:
  - There are tile depth markers provided to the length sides of the pool at regular intervals along the length, positioned above the water line along the tile line above the scum gutter opening.
  - There is warning advisory signage applied to the external vertical face of the hob wall at the shallow end, deep end, and the side walls at mid length.
  - There is placard signage mounted in the immediate vicinity and within clear visual distance of the water body that defines water depth and warning advice such as shallow water, no diving etc.
  - internal perimeter re is a lack of appropriate warning and depth marker signage provided around the pool noting that the only several depth markers provided into the internal face of the hob wall. Of particular concern is the fact that the pool's deep end is 3m deep. Depth marker and advisory / warning signage needs to be visible from both within the water body and external to the water body.

Note that were Council to consider a broader DDA upgrade for the 25m pool, rather than attempting to cut a ramp into the existing pool shell and modify the perimeter wall to a wet deck edge, it would be more feasible to replace the existing pool with a brand new 25m pool.

Please refer to the Excel spreadsheet document 2023-04-21230019 – Pool Finishes Refurbishment Options Cost Estimates for a budget estimate for the demolition of the existing and construction of a new 25m pool inclusive of all water treatment systems, pipework, finishes and fittings.

#### Outdoor LTS Pool:

The current access into and out of the pool water body is via the following:

- ii. A stair entry located at the shallow end along the northern length of the pool.
  - Unlike the 25m pool, the stair riser heights for the LTS pool were approximately 150mm and are considered to be compliant. However, there is no handrail provided to the stair entry.
    - The narrow width of the stair is such that the attempted provision of a handrail would obstruct use of the stair. As such, Council will need to assess the risks associated with the stair entry, with consideration to any noted incidents at the centre to inform a decision on whether a rail shall be provided.
- v. There is a lack of appropriate warning and depth marker signage provided around the pool. The existing provisions are as follows:
  - There are tile depth markers provided at the shallow end and deep end of the pool along the top inner side of the perimeter hob wall.
  - There are painted depth indicators on the concrete concourse to each side of the pool (i.e. south side and north side) at the shallow end and deep end.
  - There is warning advisory signage applied to the external vertical face of the hob wall at the shallow end, deep end, and the side walls at mid length.
  - There is a single placard sign mounted above the water body off one of the shade structures at mid length of the pool that defines water depth and warning advice such as shallow water, no diving etc.

We recommend the following additional provisions:

 A placard sign mounted at the shallow end and deep end of the pool, ideally to the shade sale post on the north side, that defines water depth and warning advice such as shallow water, no diving etc.

## Section 5: Pool Water Treatment & Water Heating Plant

The 25m pool and the LTS pool share a common water treatment and water heating plant system.

Note that were Council to consider the separation of the water treatment plant and hydraulic pipework such that each pool would be provided with an independent system, as a starting point such works would require detailed design and documentation of the modification to the pools by a suitably qualified and experienced aquatic engineering consultant. However, as a minimum, we would anticipate the following works to be required:

- New soiled water collection pit to service the LTS pool.
- New water filtration and treatment plant dedicated to the LTS pool.
- New plantroom building extension to house the new filtration plant and equipment.
- Likely site electrical upgrade to accommodate the additional power draw from the new filtration plant and equipment
- All new pipework between plant, LTS pool and new LTS soiled water pit.
- Works to the LTS pool concrete shall to make the existing return line down the centre of the LTS pool redundant, inclusive of capping, sealing and then filling the pipe with concrete to protect against leakage from the pool.

For further information, please refer to the Excel spreadsheet 2023-04-21 230019 – Pool Filtration Plant Asset List & Condition Summary.

The water treatment system for the 25m pool and LTS pool is summarised as follows:

- Water is skimmed off the 25m pool surface along the length sides of the pool into the scum gutter that runs full length of the pool to a single drain point at the deep end at each duct.
- Water flows from the duct outlet pipe into the soiled water collection pit located within the pool plantroom (below the grated floor system).
- Water is drawn out of the pool from 4 skimmer boxes noting that these skimmers do not have a weir wall that would enable skimming action and as such are better described as water take-off boxes.
- Water flows from each take-off box into the soiled water collection pit located within the pool plantroom (below the grated floor system).
- Water is drawn into the water treatment system via two end-suction pumps through an in-line pot strainer.
- Each pump then circulates soiled water through into a bank of two sand filters (i.e. each pump services two filter units).
- Water from each bank of filters is them combined into a single filtered water return line suspended from the plant room roof framing.
- A side stream pipe takes water from this main line and circulates water through the external electric heat pumps. Heated water from Heat Pump 1 is delivered back into the filtered water return line within the main plant room. Heated water from Heat Pump 2 is delivered back into the 25m pool's specific filtered water return line below the plant floor (within the soiled water pit area).

- The filtered water return is then dosed as follows:
  - Dose point 1 sulfuric acid (auto-dose)
  - Does point 2 sodium bicarbonate (manual-dose)
  - Does point 3 sulfuric acid (auto-dose)
  - Dose point 4 sodium hypochlorite (liquid chlorine)
- The pipework then splits into two lines to separate the main plant room filtered water return line into a 25m line, and a LTS and toddler pool line. Note that the toddler pool is scheduled for demolition so we have ignored the spilt in filtered water between the LTS and Toddler pool.
- The 25m filtered water return line then splits into two separate lines as follows:
  - Northern and southern wall returns servicing 14 No. Waterco eyeball inlets to each side (28 No. total) noting that flow is unlikely to be balanced along this filtered water return line resulting in the inlets toward the deeper end receiving a higher flow in comparison to the shallow end returns.
  - Central floor duct / pipe embedded within the base slab with 35 No. 20mm diameter inlets evenly spaced along the length of the pool at the centre line (across the width).
- The LTS filtered water return line flows into a central floor duct / pipe embedded within the base slab with 23 No. 20mm diameter inlets evenly spaced along the length of the pool at the centre line (across the width).

Note the following commentary relating to the various elements of the filtration plant that service the pools:

#### Filters:

The filters are four (4) Waterco Sidemount Sand Filters model SM1600. The filter bank provides a combined filter area of 8.04m<sup>2</sup> with the units configured each pool circulation pump services two filters.

The filter vessels were found to be in a satisfactory condition.

If we apply the operational guidelines specified in the *Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013)*, the filter area is considered to be compliant to achieve the minimum turn-over rate of 6 hours.

However, please note that in our professional opinion, the SA guidelines do not align with what is generally considered industry best practice. The WA water quality guidelines are more aligned to 'best practice' and were we to apply the WA guidelines to this facility, a 2 hour turnover rate would be considered more appropriate for a combined plant servicing a 25m pool and LTS pool.

When applying this increased turnover rate, the existing filter bank is still considered to be suitable, although, at the upper limit of what we consider to the appropriate and compliant filtering rate.

See below further commentary relating to the best practice compliance of other elements of the water treatment plant.

It is also important to note that from discussion with operations staff, we understand that the sand filtration generally operates without issue and generally maintains 'reasonable' water quality.





Figure 17: Filters 1 & 2 (Bank 1)

Figure 18: Filters 3 & 4 (Bank 2)

#### Filter Backwash Holding Tank:

There are two filtration backwash holding tank located external to the main pool plant room. However, the current backwash holding tanks are not equipped with a gravity discharge to direct backwash water to sewer. Instead, the two tanks are fitted to a pump suction line that draws backwash water for manually activated surface irrigation purposes. Whilst the pump suction line is fitted with a UV disinfection system, UV disinfected pool backwash water will not comply with the water quality standards for water permitted to be used for open air / surface irrigation.

We are of the opinion that Council need to undertake appropriate investigations and subsequently implement a solution to provide a compliant backwash holding tanks discharge point for the backwash water or upgrade the treatment of this water if it is intended to be utilised for irrigation purposes.

At the time of our inspection the backwash tanks were found to be in a satisfactory condition.

Generally, backwash should be directed to sewer at a controlled rate to avoid flooding the site's sewer infrastructure. This controlled rate is generally 3 to 5 litres/second.



Figure 19: Backwash Holding Tanks



Figure 20: Backwash UV Treatment



Figure 21: Backwash Irrigation Pump

## Pool Circulation Pumps:

The pool water is circulated through the system be two (2) fixed speed end suction pumps. Whilst pump 1 did not have a legible identification plate, we were able to determine the following from pump 2:

Pump Manufacturer: Harland Pumps South Australia

Pump Model: VRB 4/4 end suction pumps
Pump Motor Manufacturer: Brook Crompton

Pump Motor Model: W0DA132MB

Pump Motor Power: 7.5kW @ 50Hz

Original Pump Capacity: 35 litres/second (as extracted from manufacturer's pump curves)

Likely Pump Capacity: 20 litres/second (taking into consideration pump condition and age).

The pumps are configured such that each pump draws water directly out of the soiled water collection pit, through a pot strainer and then pushed through in to two separate filter banks (i.e. one pump services two filters). The soiled water pipework is configured to 'balance flows' from the pump through each of the filter vessels as much as practicable.

Visually, Pump 1 (that services filter bank 1) appears to be in a below average condition noting the following observations:

- i. There is general surface corrosion and staining across the pump casing and motor casing.
- ii. It is understood that the pumps were rebuilt by Harald Engineering in 2006.
- iii. The age of the pump indicates that the pump is approaching its end of life.

Pump 2 (that services filter bank 2) exhibits similar condition to that of Pump 1 corrosion levels.

Despite the visual condition, from discussions with the facility operator, we understand that the pumps maintain sufficient duty to circulate pool water and maintain water quality as well as adequately backwash the filters.

From a turnover flow rate compliance perspective, the *Standard for the Operation of Swimming Pools and Spa Pools in South Australia (2013)* requires a combined pump flow rate of 23 litres/second to achieve the 6 hour turnover for the combined 25m and LTS water volume of approximate 490m<sup>3</sup>.

If we apply the WA guidelines (best practice), the required combined flow rate to turnover the pools in 2 hours amounts to 68 litres/second and the existing pumps in their current condition are unlikely to achieve this flow rate.

We would recommend that Council consider the long-term replacement of the pumps.



Figure 22: Circ Pump 1



Figure 23: Circ Pump 2

## Pool Primary Sanitiser:

The pool water treatment system utilises bulk delivered Sodium Hypochlorite stored in what we estimate to be a 3000 litre single walled tank that is positioned within a bunded area for the primary sanitiser. Note the following:

- i. The bund provisions are not considered to be compliant with respect to the storage volume of the bund, there is no tanking provisions across the bund's concrete surface, there are several services penetrating through the bund raised hob / floor, and the positioning of the tank within the bund being in an elevated position such that a high-level tank leak could disperse sodium hypochlorite beyond the bund perimeter.
- ii. The storage bund area should be better protected from an access perspective to prevent unauthorised access to the tank.
- iii. There is no vehicular delivery bund to facilitate the safe and compliant truck-based delivery of sodium hypochlorite.

Sodium hypochlorite is drawn directly from the bulk storage tank via Acromet Model 2000-00.5 chemical dosing pump located within the main pool plantroom. The dosing pump exhibits considerable surface corrosion to both the pump housing and the motor housing. The dosing pumps bleed line feeds into an open 'unbunded' tank with an approximate volume of 40 litres.

This tank is within immediate vicinity of pool acid carboys noting that the separation between these two chemicals should be a minimum of 3m.







Figure 24: Hypo Tank & Bund

Figure 25: Hypo Delivery Area

Figure 26: Hypo Dosing Pump

## Pool pH Control:

The pool water treatment system utilises sulfuric acid ('low fume pool acid') drawn from 20L carboys automatically dosed to control water pH by the pool chem controller. The carboys are placed on spill containment pallets.

The acid is drawn from two separate carboys via a Kemfeed dual dosing pump unit which despite minor surface corrosion to the outer box / casing, was found to be in satisfactory condition.

As noted above, the acid must be separated from the liquid chlorine

There is also a sodium bicarbonate dilution day tank and associated Acromet Model 2000-00.5 chemical dosing pump. It is understood that this system is manually activated to enable the raising of pool pH.

In addition to this, as is evident by the chemical storage area, the following chemicals are manually applied:

- i. Calcium Chloride to increase water alkalinity to balance pH
- ii. Sodium Bisulphate to lower alkalinity to balance pH

- iii. Aluminium Sulphate which is commonly used as a flocculant to improved water clarity via the filtration
- iv. Potassium Monopersulfate used as a shock chemical in lieu of higher shock chlorine dosing.

It is recommended that low height dividing walls be provided to the dry chem storage area within the plant room to minimise the risk of the wrong bag of dry chem being used for the wrong purpose (i.e. the operator may accidently grab the wrong bag). The clear separation of chemicals will reduce this risk of the wrong chemical being utilised by mistake for the wrong purpose.



Figure 27: Sulfuric Acid Dosing Pumps & Carboys



Figure 28: Sodium Bicarb Dilution Tank & Dosing Pump

#### Pool Chemical Control:

The pool water chemistry is automatically controlled through a Evoqua / Wallace & Tiernan Depolox Pool Compact chemical dosing and sampling control unit.

At the time of our inspection, the chemical controller was in an good condition noting it is a relatively new controller.

The injection points are located in the main filtered water return line.



Figure 29: Chem Controller



Figure 30: Dosing Points into Filtered Water Line

## Pool Make-up Water:

The pool make up water is located in the south east corner of the pool plant room with the manually operated feed positioned in the top corner of the soiled water pit..

Council may wish to consider automating the make-up water with the inclusion of an automated valve controlled by level sensors positioned within the soiled water pit.



Figure 31: Make Up Water Location



Figure 32: Make Up Water Location

## Pool Water Heating:

The pool water primary heating is administered by two electric heat pumps as follows:

#### i. Heat Pump 1:

AstralPool Australia model 98kW Commercial providing a rated heating capacity of 95kW.

Water is taken via a side stream off the filtered water return line immediately after filtration and prior to chemical dosing via a 150mm line. The 150mm line then splits to a 100mm line into Heat Pump 1 and a 50mm line into Heat pump 2.

The flow return line from Heat Pump 1 connects directly into main filtered water return pipework prior to dosing such that this unit provides heated water to all pools.

## ii. Heat Pump 2:

AstralPool Australia model 55kW Commercial providing a rated heating capacity of 55kW.

Water is taken via a side stream off the filtered water return line immediately after filtration and prior to chemical dosing via a 150mm line. The 150mm line then splits to a 100mm line into Heat Pump 1 and a 50mm line into Heat pump 2.

The flow return line from Heat Pump 2 connects directly into the 25m pool's filtered water return line after the main filtered water return line splits between the 25m pool and LTS pool (i.e. Heat Pump 2 acts as a booster heater and only provides heated water directly into the 25m pool).

Based on our preliminary review of the heat plant, the two units are undersized to adequately service the both the outdoor 25m pool and LTS pool. As a combined water volume of approximately 490m³ and assuming a water set temperature of 27 degrees Celsius, we estimate the pools to require the following:

- i. Initial Rated Heat-up Load: 270kW based upon a 72 hour heat up duration.
- ii. Summer Operational Rated Heat Load: 184kW with covers in use overnight to both pools.
- iii. Winter Operational Rated Heat Load: 250kW with covers in use overnight to both pools. Note that we understand the facility is a seasonal facility so inly open during the summer months, the current climate conditions are such that it is not uncommon

for cooler more 'winter-like' temperatures to be experienced during the pools operational months.

Note that the above heating requirements are estimates only and were a new system to be provided or the existing system upgraded a detailed design assessment would need to be administered to determine more accurate heating requirements.

From discussions with the facility operator on site, we understand that our assessment of the heating system is consistent with the reality of what is experienced on site with the heat pumps unable to maintain pool water temperatures during the cooler periods over the open season.

In relation to the condition of the units, at the time of inspection and whilst the units were not operational, the heat pumps visually appeared to be in a reasonable condition. However, these units should be regularly serviced, annually at the absolute minimum. Subject to the date of last service, it would be prudent for Council to arrange for the units to be inspected and serviced by a qualified heat pump technician.

The controls for the heaters inclusive of the main electrical supply switch and the secondary breaker switches were not housed within a compliant electrical board and were simply mounted to a an open accessible panel mounted to a wall within the plant room. We recommend that Council commission the upgrade of these controls and electrical feeds, breakers and switches into a suitably specified board that complies with AS3000 and AS/NZS 61439.

Council raised the question relating to the use of solar heating to support the existing heat plant. However, solar heating will not adequately service the heating needs of the pool system and will offer no benefit to deal with temperature loss during the early morning, evening and night periods. The fundamental issue is that the existing heat pumps are undersized and are unable to maintain heat in the pool during the colder days of the summer season. If Council are wanting to properly address this matter, the only viable option is to:

- 1. Increase heating capacity of the system through the addition of new heat pumps.
- 2. Modify the heated water supply to the LTS pool noting that the LTS pool only receives a side stream from the main 25m filtered water return which is only serviced by one of the heating units (noting the second unit is plumbed directly into the 25m filtered water return line after the split with the LTS return line).

From a cost minimisation perspective, we would suggest that the centre operator ensures that they roll out the pool thermal covers every night and whenever the pool is not in use to minimise heat loss. In addition, access to the heating system should be provided to the water bodies on a 24/7 basis. Council should investigate whether the heating is programmed to shutdown at night and if so, the heat plant should be reprogrammed to run continuously in order to maintain a heated water supply during the evening and night period.



Figure 33: Electric Heat Pumps



Figure 34: Electric Heat Pumps



Figure 35: Heat Pump Controls

### Pool Pipework:

The filtration pipework within the plantroom is generally in reasonable condition. However, we note the following:

- i. Whilst there is some labelling to pipework, we are of the opinion that it is insufficient were a new operator or technician unfamiliar with the water treatment plant to administer any works. It would be appropriate to provide additional labelling of all pipework including the soiled water runs, filtered water returns, backwash pipework, the heated water side stream flow and return pipework, the main filtered water return pipework where the system splits to the separate pools noting these pipes are only labelled in black texter and the chemical dosing lines throughout the plant room as well as externally (i.e. between the bulk storage hypo tank and the plant).
- ii. Whilst the pipework valves are numbered and labelled accordingly, an operations and maintenance manual should be prepared to define the purpose of each valve and its relevant operation.
- iii. The filter harness base uni-strut post supports are heavily corroded and are in need of replacement.
- iv. The main lengths of filtered water return pipework within the main plant area are slung from the timber roof framing structure using galvanised steel strap bracing. This is not considered to be appropriate noting it provides to 'shunt resistance' longitudinally along the pipe.
- v. Hypo and acid dosing lines whilst generally placed within conduit fixed to the timber roof framing, should be provided with spill trays to prevent any chemical leak from falling onto someone working within the plantroom immediate below the dosing lines.
- vi. We would recommend that the pipework and associated plant be subjected to a general clean and wipe down to remove all dirt, debris, and trace chemical build-up at least annually. Note that such activities will slow the rate of deterioration of any metal surfaces such as the pump casings. The general clean should be extended to all areas of the plantroom and should include the disposal of any empty chemical containers (understanding that the centre utilises cleaned empty carboys as hold down weights pool covers).
- vii. As noted earlier, pressure testing was administered to the 25m pool filtered water return wall inlet pipework was pressure testing. The line was tested to 50kPa over an 80 minute duration. A pressure drop of 3kPa was recorded over this duration noting that pipe pressure testing standards generally limit the allowable pressure drop in a pipe to 3kPa over the test duration. Subsequently, the recorded drop is considered to have complied with the relevant pressure testing standards and suggests that this length of filtered water wall return pipework within the 25m pool is in a satisfactory condition.

## Plantroom Electrical Sub-Board:

We recommend that a qualified electrician be engaged by Council to administer a compliance inspection of the plantroom electrical sub-board. The existing board is generally kept open with a written site across the door panel stating, 'Please leave door ajar'.

We recommend that consideration be given to upgrading the board to ensure compliance with AS3000 and AS/NZS 61439.



Figure 36: Plantroom Elec Sub-Board



Figure 37: Plantroom Elec Sub-Board

## Section 6: Building & Pavement Structural Items

Whilst our scope of service was to focus on the pools and associated water treatment plant, equipment and pipework, the following items were noted on site as requiring remedial and/or replacement works based on the structural conditions:

- Consideration needs to be given to the replacement of the plantroom floor grating and associated support system that spans across the soiled water collection pit. In several locations the grating system was heavily corroded noting that the southwest corner was found to be on very poor condition exhibiting substantial movement when stood upon.
  - Given the framing and grating system spans across the open water body of the soiled water collection pit and subsequently exposed to an aggressive environment, we would recommend consideration be given to a fibre reinforced plastic (FRP) system. Whilst manufacturers such as Webforge will provide a FRP load rated grating system, this would need to be combined with a new galvanised structural steel support frame. The alternative would be to approach a manufacturer such as Terra Firma Industries who specialise in FRP turn-key design and installation systems that would provide not only a grating product but also an FRP supporting frame system.
- There is corrosion damage evident to the base of each of the pergola posts located to the deep end of the 25m pool. We would recommend Council remove the paving around each of the posts to address this corrosion damage. Subject to the extent of damage of the base of the post, base plate and associated fixings of the pergola posts, it may be easier to replace the posts. However, at a minimum, the base of the posts should be cleaned of all surface corrosion and then coated in a suitable protective paint coating system. For a suitable paint coating system, we would recommend Council contact Dulux's protective coatings team who will be able to provide am appropriate paint system.
- There are localised patches of crack and spall damage across concrete pavements and associated raised paving concrete kerbing (i.e. along the southern side of the 25m pool concourse). Council should continually monitor these areas and if damage continues to a point where damage presents a trip or cut hazard to the public, then the damaged concrete should be suitably repaired.

Please don't hesitate to call me if you have any further queries on 0421 630 475 or via email at james.tabban@creoconsultants.com.au .

Yours sincerely

**Creo Consultants** 

James Tabban

**Director** 

# 10 Appendices

**Appendix 3 - Pool Filtration Plant Asset List & Condition Summary** 

#### Pool Water Treatment Plant - Filters & Circulation Pumps Equipment Register

Item No	Description	Model / Details	Serial Number	Condition (5 New to 0 Repalce)	Next Required Maintenance	Estimated Life Span	Replacement Cost
1	Waterco Sidemount Sand Filter (Filter 1)	Waterco SM 1600 (with multiport valve)	Filter 1: 311294	4	Regular Maintenance Only	15 years	\$30,000
2	Waterco Sidemount Sand Filter (Filter 2)	Waterco SM 1600 (with multiport valve)	Filter 2: TBA BY COUNCIL	4	Regular Maintenance Only	15 years	\$30,000
3	Waterco Sidemount Sand Filter (Filter 3)	Waterco SM 1600 (with multiport valve)	Filter 3: TBA BY COUNCIL	4	Regular Maintenance Only	15 years	\$30,000
4	Waterco Sidemount Sand Filter (Filter 4)	Waterco SM 1600 (with multiport valve)	Filter 4: TBA BY COUNCIL	4	Regular Maintenance Only	15 years	\$30,000
5	Pool Circulation Pump (Pump 1)	Pump: Harland Pumps SA VRB 4/4 end suction pump Motor: Brook Crompton W0DA132MB 3-Phase Induction Motor7.5kW 50Hz	Pump: Unknown Motor: Unknown	2	Regular Maintenance & Schedule For Replacement	2 years	\$15,000
6	Pool Circulation Pump (Pump 2)	Pump: Harland Pumps SA VRB 4/4 end suction pump Motor: Brook Crompton W0DA132MB 3-Phase Induction Motor7.5kW 50Hz	Pump: H803 Motor: A690345	2	Regular Maintenance & Schedule For Replacement	2 years	\$15,000
7	Circ Pump Polymer Pot Strainer (1)	Custom	NA	4	Regular Maintenance Only	10 years	\$5,000
8	Circ Pump Stainless Steel Pot Strainer (2)	Custom	NA	4	Regular Maintenance Only	10 years	\$5,000
9	Backwash Holding Tanks (2 No)	Uknown	Unknown	2.5	Monitor & Regular Maintenance Only	5 years	\$10,000
	1	<u>l</u>		1	<u> </u>	I	\$170.000

#### Pool Water Treatment Plant - Sanitisation & Chemical Dosing Equipment Register

Item No.	Description	Model / Details	Serial Number	Condition (5 New to 0 Repalce)	Next Required Maintenance	Estimated Life Span	Replacement Cost
2	Hypo Dosing Pump	Acromet (Aust) Dosing Pump 29.4L/h @ 1300kPa Model 2000-00.5	1111503	2	Regular Maintenance & Schedule For Replacement	2 to 3 years	\$6,500
3	Sulfuric Acid Dosing Pump	Kemfeed Dual Dosing Pump System Model: unknown	Unknown	2	Regular Maintenance & Schedule For Replacement	2 to 3 years	\$8,000
4	Sodium Bicarbonate Doring Pump	Acromet (Aust) Dosing Pump 29.4L/h @ 1300kPa Model 2000-00.5	TBA by Council	2.5	Regular Maintenance & Schedule For Replacement	2 to 3 years	\$6,500
5	Chemical Controller	Evoqua (Wallace & Tiernan) Depolox Pool Compact Controller Model: KSN2_19_32_0007	W3T389203 4 Regular Maintenance Only		7 years	\$20,000	
6	Compact Conductivity Controller	ProMinent Controller Dulcometer Compact DCCAW006L30010EN 2014159470 3.5 Regular Maintenance Only		7 years	\$6,000		
35	Bulk Hypo Storage Tank	3000 Litre single-walled UV stabilised PE tank	Unknown	3	Nil	3 years	\$30,000
	Hypo Dosing Pump bleed tank	40 Litre single-walled PE tank	Unknown	2	Nil	2 years	\$500
36	Sodium Bicarbonate Storage Dilution Tank	250 Litre single-walled UV stabilised PE tank	Unknown	3	Nil	5 years	\$1,500
38	Chemical Storage Bunded Pallets		Unknown	4	Nil	10 years	\$2,000
40	Safety Shower	2 No Safety Showers with integrated eye wash (1 indoor unit and 1 outdoor unit)	Unknown	2.5	Regular Maintenance / Testing Only	5 years	\$5,000
	<u> </u>			_1	<u> </u>	-	\$86,000

#### Pool Water Treatment Plant - Electric Heat Pumps

Item No.	Description	Model / Details	Serial Number	Condition	Next Required Maintenance	Estimated Life Span	Replacement Cost
				(5 New to 0 Repaice)			
1	Electric Heat Pump (H1)	AstralPool Australia model 98kW Commercial	78552	3	Regular Maintenance Only	5 to 7 years	\$40,000
2	Eletcirc Heat Pump (H2)	AstralPool Australia model 55kW Commercial	78551	3	Regular Maintenance Only	5 to 7 years	\$25,000
							\$65,000

# 10 Appendices

**Appendix 4 - Adelaide Hills Pool Finishes Refurbishment Options Cost Estimates** 

## 2023-04-21 230019 - Adelaide Hills Pool - Pools Finishes Refurbishment Options

Project Works	Quantity	Unit	Rate	Total
General				
Preliminaries	1	Item	\$10,000	\$10,000
Site Establishment	1	Item	\$5,000	\$5,000
Accommodation & Travel Allowance	1	ltem	\$20,000	\$20,000
Site Clean-up & Demobilisation	1	Item	\$5,000	\$5,000
SubT	otal			\$40,000
Pools Draindown, Refilling and Commissioning				
Pool Draindown, Refilling and Commissioning	1	Item	\$15,000	\$15,000
SubTo	otal		•	\$15,000
Pools Finishes & Fittings - Option 2 - Mid-term Approach				
Pools Internal Surfaces Demolition (removal of finishes & render)	1	Item	\$30,000	\$30,000
Pools Walls Preparation	210	m <sup>2</sup>	\$75	\$15,750
25m Pool Scum Duct Membrane System Application	50	m	\$150	\$7,500
Pools Walls & Hob Tiling	210	m <sup>2</sup>	\$450	\$94,500
Repairs & Regrouting to Pool Floors	460	m <sup>2</sup>	\$200	\$92,000
SubTo	otal			\$239,750
Pools Finishes & Fittings - Option 3 - Long Term Approach				
Pools Internal Surfaces Demolition (removal of finishes & render)	1	Item	\$40,000	\$40,000
Pools Walls & Floor Preparation (render to walls and floor)	660	m <sup>2</sup>	\$75	\$49,500
Pools walls & Floor Membrane System Application	660	m <sup>2</sup>	\$65	\$42,900
Pools Walls & Floor Full Tiling	660	m <sup>2</sup>	\$430	\$283,800
SubTo				\$416,200
Outland Wall & Flags Painting On	I			¢204.750
Option 1 - Wall & Floor Painting Op Contractor Margin (1				\$294,750 \$29,475
Contractor Margin (1	GST			\$32,423
OPTION 1 TOTAL (INCLUDING (				\$356,648
Option 2 - Wall & Floor Full Tiling Op				\$471,200
Contractor Margin (1	-			\$47,120
	GST			\$51,832
OPTION 2TOTAL (INCLUDING O	GST)			\$570,152

## 10 Appendices

Appendix 5 - ARV Guidelines for the development of Indoor Aquatic Recreation Facilities Level 2

## LEVEL 2 DEVELOPMENT

## Typical Component Schedule for a Catchment Population of Between 10,000 – 40,000

ACTIVITY AREA	FACILITY COMPONENTS	TYPICAL AREA REQUIREMENTS	APPROX TOTAL AREA	TARGET USER MARKETS	FUNCTIONAL RELATIONSHIPS	OTHER CONSIDERATIONS
	OPTION 1 – 6 LANE MAIN COMPETITION POOL WITH RAMP ACCESS	- 25m x 15m (6 lanes 2.5m wide) - Concourse 3m sidelines and 4m end lines - Total area = 33m x 22.5m	750m²	- Competition - Fitness swimmers - Clubs/Schools - Training - Programs - Medium events	- Adjacent to sideline spectator seating - Deepest end away from change room exit/entry - Pool to be placed side on to other future pools to reduce staff supervision, as both can be monitored with access from a central concourse	- Options subject to capital budget of 6 lanes minimum and 8 lanes maximum.  - Ramp access into the pool with 1:15 gradient x 1.5m wide.  - 1.2m deep (minimum) to 1.4m deep (future proofing) to 2.1m (minimum) to 2.3m (future proofing)
	OPTION 2 – 8 LANE MAIN COMPETITION POOL WITH RAMP ACCESS	- 25m x 20m (8 lanes 2.5m wide) - Concourse 3m sidelines and 4m end lines plus ramp 1.5m - Total area = 33m x 27.5m	(900m²)	- Competition - Fitness swimmers - Clubs/Schools - Training - Programs - Medium events	- Adjacent to sideline spectator seating - Deepest end away from change room exit/entry - Pool to be placed side on to other future pools to reduce staff supervision, as both can be monitored with access from a central concourse	Options subject to capital budget of 6 lanes minimum and 8 lanes maximum     Ramp access into the pool with 1:15 gradient x 1.5m wide     1.2m deep (minimum) to 1.4m deep (future proofing) to 2.1m (minimum) to 2.3m (future proofing)
	25M POOL SPECTATOR AREA	– 30m x 4m	120m²	- Competitions - Fitness swimmers - Clubs/Schools - Events	- Located down 25m pool sideline that caters for 100 to 110 seats - Consider how spectators get to seating in pool hall	- Could be a simple concrete bench seat design of 4 tiers down side of pool - Seating can be added later to the concrete bench area if capital funding limited
INDOOR POOL HALL	LEISURE, PLAY & TODDLERS MULTI-USE POOL / SPA (INC. LTS)	- Approx. 300m² of free form water area with at least 2 straight sides for LTS - Toddlers 40m² - Spa 20m² - Concourse average 3m say 55% of 360m² = 200m²	560m²	- Learn to Swim - Recreation/Fun swimmers - Schools - Water Play - Programs - Families - Children - Older adults	- Located adjacent to 25m pool reduces staff supervision costs - Toddlers/shallow water to be located away from 25m pool sideline - Access by beach entry - Locate spa away from shallowest water areas and children's play areas	- Need 2 straight sides to enable learn to swim teaching areas to be separated by lane ropes - Beach entry can be 1.5m to 2m wide with wall edging to enable different pool depths to be created in free form pool - Suggested depth 0mm to 900mm - Toddler's area to leisure pool separated by clear vision wall so they cannot directly access leisure pool except from concourse
	SWIM OPERATIONS OFFICE	– Approx. 5m x 4 m	20m²	– Swim operations and LTS staff	– Needs to be located close to leisure/LTS pool	BMS system and controls can be located in office     Consider on deck operations office
	POOL STORE	– Approx. 80m²	80m²	– Swim operations and LTS staff	- Located off pool deck and with good access to exterior - Located close to leisure/ LTS pool	Larger space required if using pool covers or interchangeable lane ropes
	PLANT ROOM	– Pool Plant 150m²	150m²	– Operations staff	- Close to pools - Direct access for maintenance staff - Access sized for plant removal	- Health and safety requirements - Noise impact on space and neighbours
	POOL COVER STORAGE	To be designed	To be designed	– Swim operations and LTS staff	Close to 25m pool	– Possible design/storage under seating
HEALTH & FITNESS	GYM/WEIGHTS ROOM	– Minimum option 400m² including 40m² for offices and testing	400m²	– Swim operations and LTS staff	- Needs to be located close to reception and amenities - Close to dry programs room	- Allows for 30 to 40 item gym which can service a membership base of 1,000 to 1,500  - Need to consider storage close by  - Need to ensure area can be extended in the future
HEALTH	DRY PROGRAM ROOM	– Minimum 250m² plus storage of 30m²	280m²	- Members - Fitness/Health - Wellness - Therapy - Corporate	- Needs to be located close to reception and amenities - Close to gym/weights room	- Allows for 25 to 30 person class  - Need to consider storage adjacent to multi-use areas  - Need to ensure more dry program areas can be added in the future

OUTDOOR FUTURE - Adjacent to hea			to aquatics ha alth and fitne		– Allow outdoor area adjacent to pool hall for future pools expans and another area adjacent to the health and fitness facilities for future expansion		
	TOTAL BUILT AREA RANGE			'0m² → 3,220m²	- m² range dependent on inclusion options, circulation space require - Prevailing industry construction in likely indicative capital cost range	ements and final design m² rates can provide	
CIRCULATION	CIRCULATION BETWEEN ACTIVITY AREAS	– Allow for 15% of total facility floor space for circulation	To be designed	– All Centre users and staff	– Dependent on final design and layout		
FIRST AID	FIRST AID ROOM	– Total area 15m²	15m²	– Centre staff and outside maintenance	– Located adjacent to main pool hall	– Consider external emergency vehicle access	
DRY PLANT	AIR HANDLING & OTHER PLANT	– Mechanical plant 150m²	150m²	- Centre staff and users	- Close to pool plant - Direct access for maintenance staff - Access sized for plant removal - External plant may be required for mechanical systems	- Health and safety requirements - Noise impact on space and neighbours	
CHANGE &	UNISEX FAMILY DISABLED CHANGE AMENITIES	– Minimum 4 family/ disabled change to meet (AS 1428)	40m²	- Centre staff and users	- Need to be located close to family and program pools	Building Code requirements and Standards to dictate requirements and location	
CHANGE & AMENITIES	SHARED WET/ DRY CHANGE AND AMENITIES	- Male amenities and change 100m <sup>2</sup> - Female amenities and change 100m <sup>2</sup> - Cleaner's store 15m <sup>2</sup>	215m²	- Centre staff and users	Need to be located immediately past reception with clear access away from wet areas for dry activity users	- Consider dry zone entry and separate wet zone exit to pool hall	
ADMINISTRATION	MANAGEMENT OFFICES	- Minimum 3 closed offices and 6 work stations	70m²	– Centre staff	– Can be located away from activity areas	– Need to confirm staff and management model to determine exact office needs	
ii.	LIMITED HOURS OCCASIONAL CARE	- Space requirements to reflect min 3.3m² per child for indoor space and 7.7m² per child for outdoor space (Children's Services Regulations 2009) with total m² area to reflect anticipated usage levels	To be designed	– Members – Fitness/Health	To be located adjacent to main entry and reception areas with access to functional outdoor space and shade Space can double as additional meeting or activity area when not in use Flooring, fit out and amenities to conform to appropriate regulations	- Space requirements may alter with changes to State or National regulations or classification of service  - Outdoor space to consider features to allow children to explore natural environment  - No's of sessions to reflect centre programming, patron demand, catchment size and obligation to provide care	
FRONT OF HOUSE	CAFE/KIOSK	- Preparation/self service - 50m² - Dry lounge - 20m² linked to foyer - Wet Lounge - 30m² linked to pool concourse	100m²	– All Centre users and staff	- Set up as a self service food area with cash collection/coffee making at the end of the self serve counter  - Staff to service product display, serve coffees and maintain tables	- May need to be separately metered if leased out - Product supply primarily made off site and packaged and then displayed and sold on site	
	FOYER/ RECEPTION AND MERCHANDISING	– Minimum of 120m² allowance	120m²	– All Centre users and staff	- Needs to be located to control all entry and exit requirements - Merchandising located in foyer to encourage sales (security sensors at entry/exit needed)	- Need to consider electronic entry system to reduce reception services - Kiosk payment system in foyer for customers to recharge electronic entry cards - Reception needs office to the rear for cash collection etc	

# 10 Appendices

**Appendix 6 - ActiveXchange Infrastructure Planning Reports** 





# Infrastructure Planning Report

June 2023

# OUR WHY IS A TIRELESS PURSUIT OF 3 QUESTIONS

Why **one person** is more likely to be active than another person?

Why **one location** is more likely to absorb demand than another?

What is the **value of participation** to enable
evidence-based decisions?



30,000+ Locations



5M+ Leisure, Fitness and Sport Members



500+ Leisure & Fitness



10,000+ Club Sport Sites



100+ State Sports



Individual First Party
Data Transactions



Annual Australian
Household Transactions





#### ActiveXchange database – Unique in the sector

Data from 4m participant/ member records, millions of session visits, performance of hundreds of facilities across Australia and New Zealand are brought together through facility operator and system provider partnerships



# Model metrics Demand: likeliho

Demand: likelihood of each individual to use the facility based on factors including demographics, lifestyle (segments), deprivation, mobility (willingness to travel) – correlated against types of facility (supply offer) factors; capacity (if known), access, age of the facility, parking, competition, opening hours, proxy program and pricing assumptions

# Infrastructure Planning Model



#### Supply and competition

All competition audited by our in-house team of auditors. Travel time catchments mapped, factoring in relevant travel time decay modelling. Weighting applied to different competition based on type and capacity



#### **Demand allocation**

Based on the model run a number of likely members (and attributed visits from these to each facility type) from each SAI is allocated to the site



#### Demand profiling

1,700 demographic and lifestyle indicators appended to every record to create specific membership and activity (visit) demand segments and model parameters that are extrapolated nationwide (SA1 level)



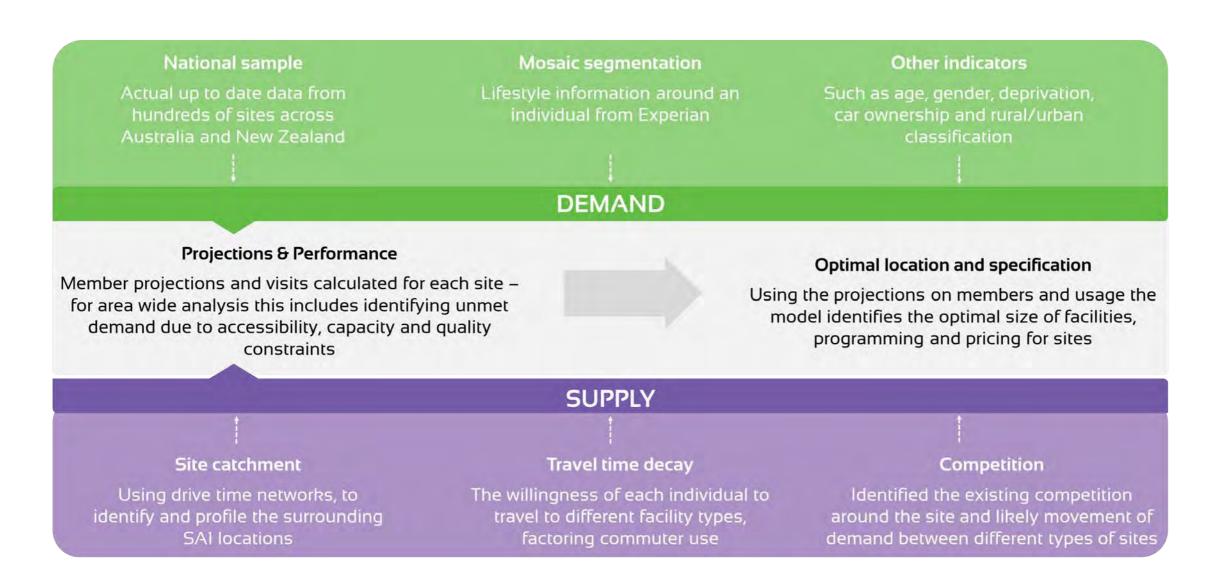
#### **Validation**

Member and visit outcomes are regularly checked against the actual performance of hundreds of facilities. The model is constantly refined to increase average accuracy, which is currently at over 90%.



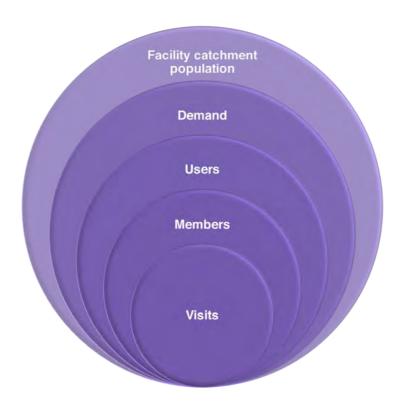
# Infrastructure Planning Model





# Infrastructure Planning Model

As part of the investment planning model, numerous data sets to assess performance and infrastructure provision. These related subsets are described below and shown graphically in the adjacent diagram.



Catchment Population - this is the total number of people living within a facility's catchment area determined by drive time

Demand – this is the predicted number of people within the catchment population that are likely to demand gym/aquatic services based on market profile analysis

Users – this is the predicted or actual number of people that are likely to use the facility based on facility features, travel time decay and competition

Members – this is the predicted or actual number of users that are likely to be formal members of the facility's member-based programs

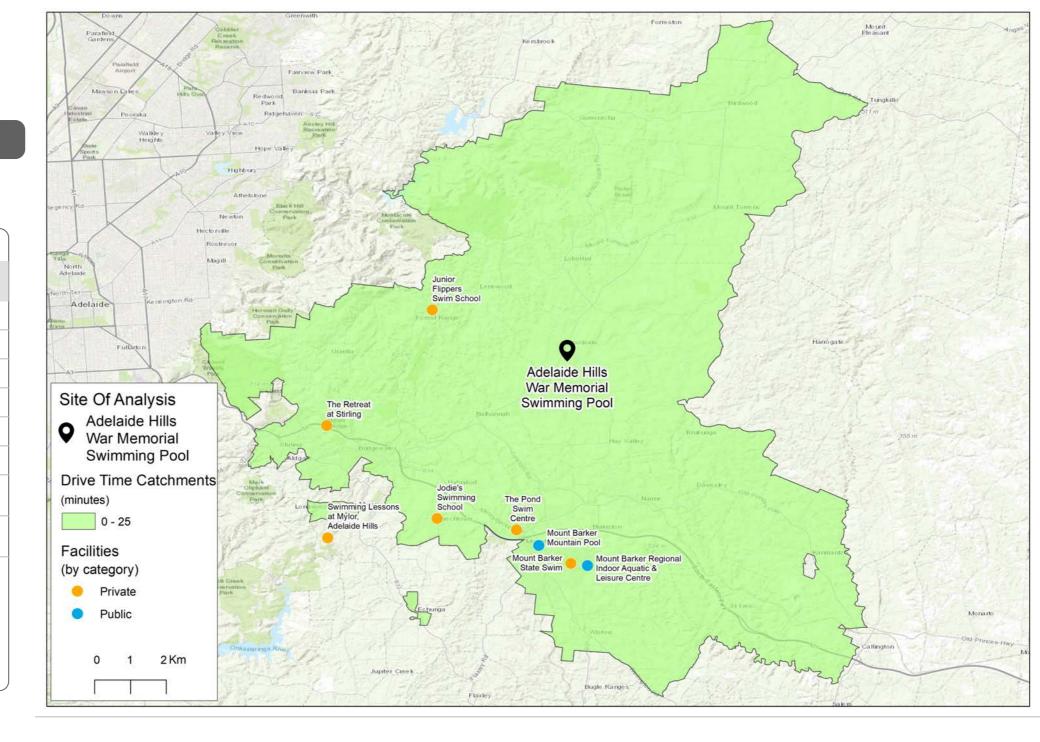
Visits – the predicted or actual visits made to the facility by users/members



### Area and Site Overview

The map shows the site and associated 25minute drive time catchment. Competitors are overlayed.

Competitor sites within 25-minutes		
SITE	Drive time	
Junior Flippers Swim School	15.74	
The Pond Swim Centre	16.18	
Mount Barker Mountain Pool	20.42	
Jodie's Swimming School	20.48	
Mount Barker State Swim	20.98	
The Retreat at Stirling	21.47	
Mount Barker Regional Indoor Aquatic & Leisure Centre	21.56	
Swimming Lessons at Mylor, Adelaide Hills	25.05	



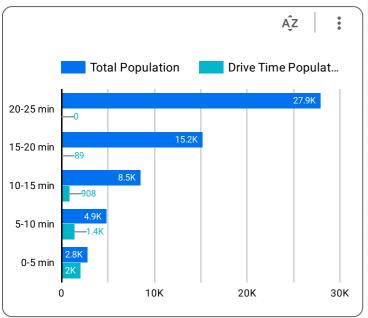


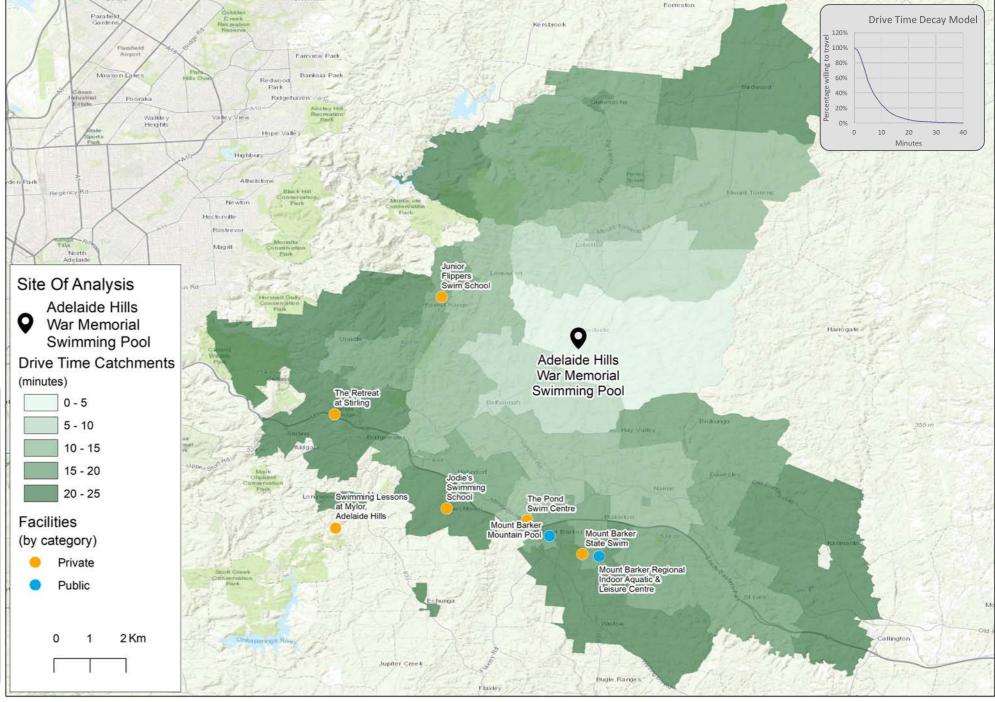
### Drive Time (DT) Catchment

The map shows the site and population in a 25-min drive time catchment. Competitors are overlayed.

Duration	Catchment •	After DT
Population	59,305	4,381
0_14	10,210	737

Population in 25-min drive time catchment.

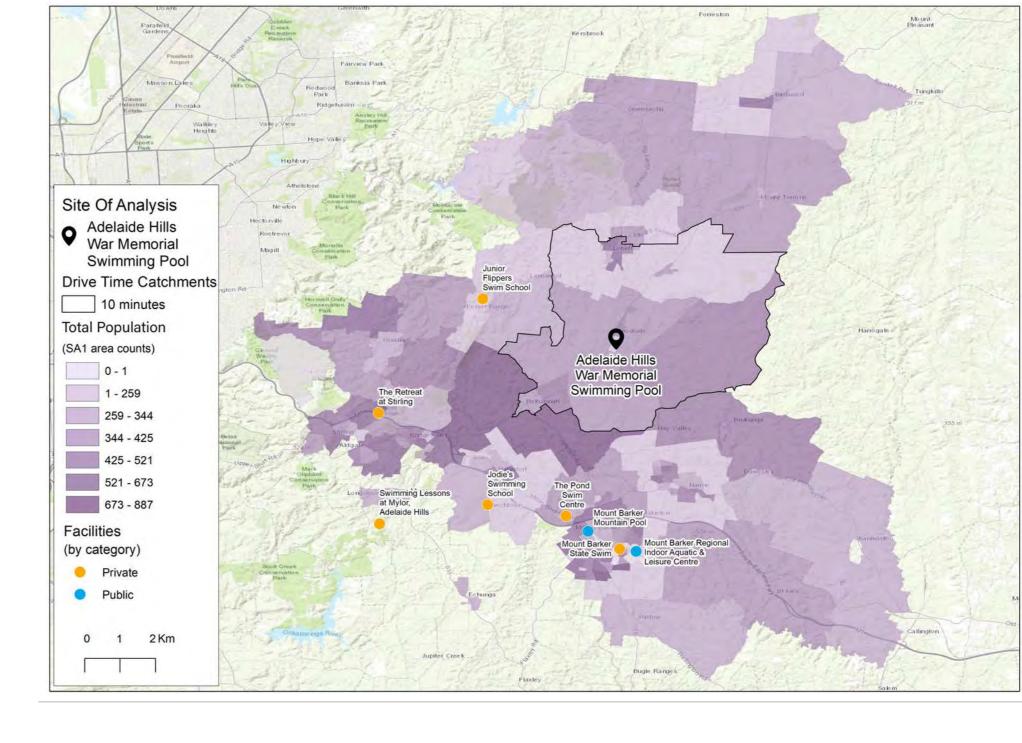






### Population

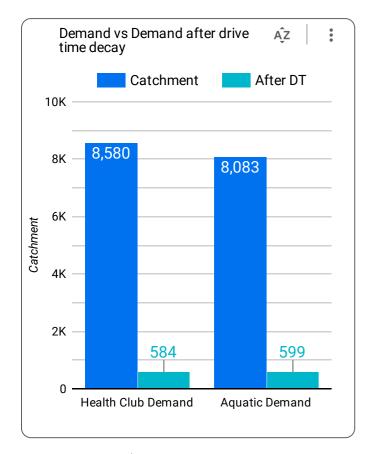
Population in 25-min drive time catchment.

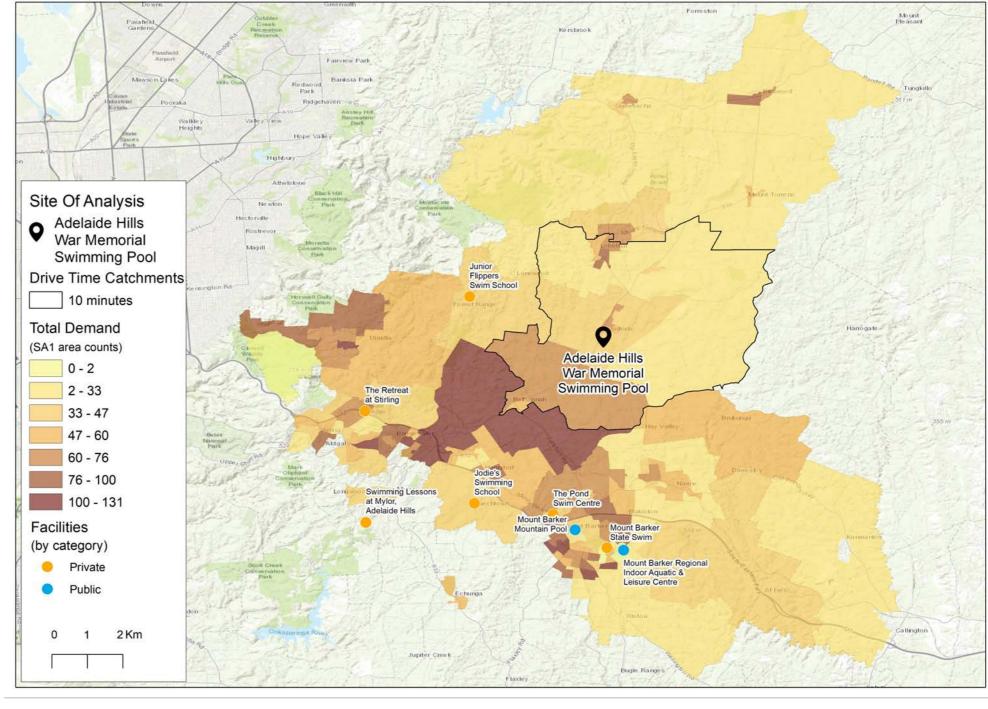




#### Demand

The map shows the site and associated demand for aquatic and leisure facilities by SA1.

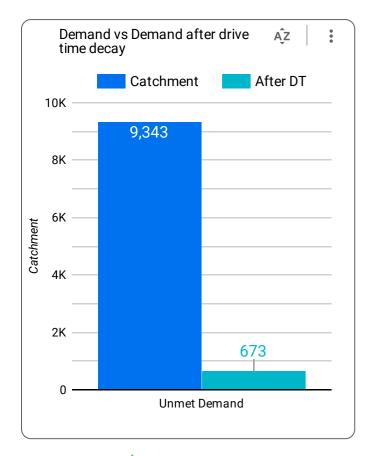


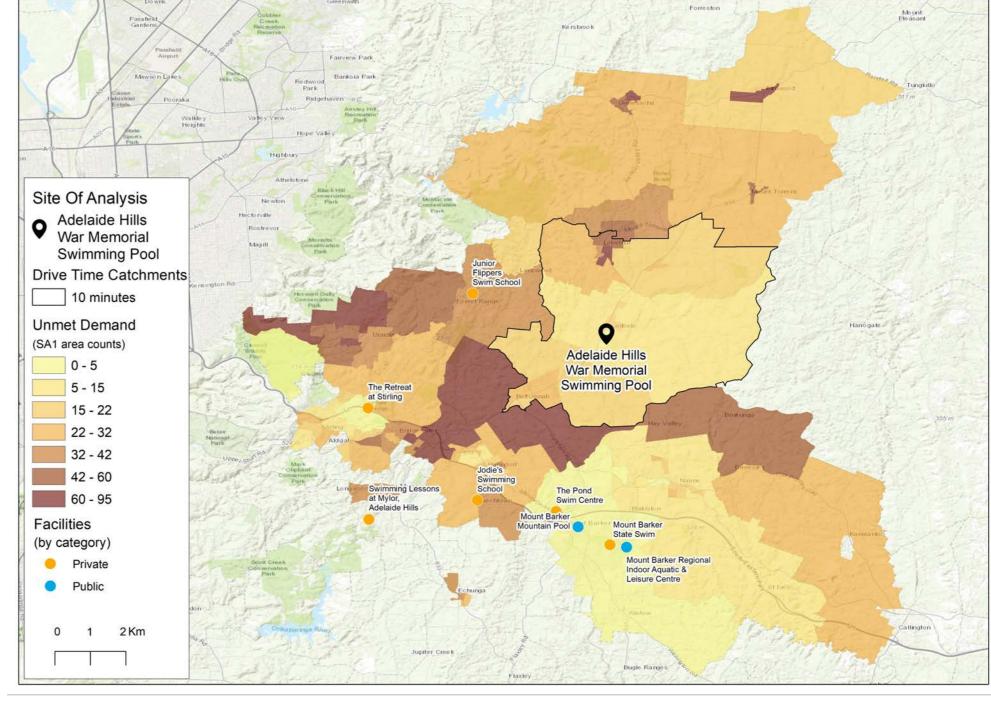




### **Unmet Demand**

The map shows the sites and the corresponding unmet demand caused by accessibility limitations

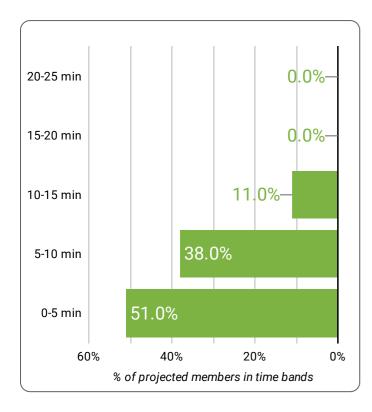


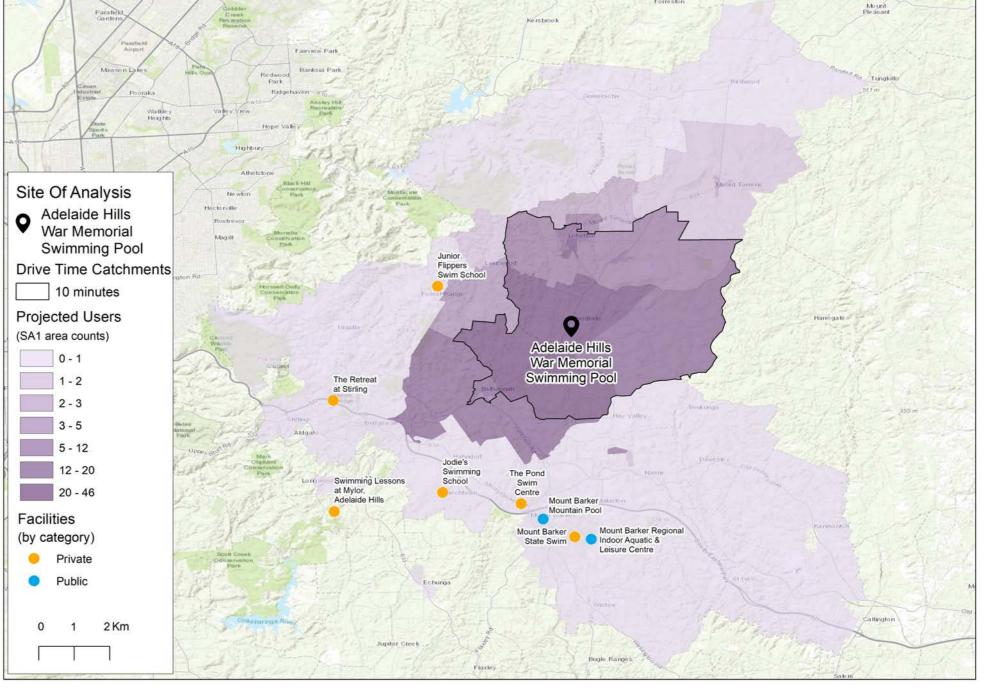




### **User Catchment**

The map shows the site and predicted users in the 25-min drive time catchments by SA1 level. Factoring in competition and profile of the proposed site.









#### Population after applying drive time decay

#### Top 6 Mosaic segment profiles in the catchment



Farming Reliance

17%

K36

New-found Freedom

14%

Farming Reliance Rural farmers and farm owners with below average income, living 10-40km away from the nearest town

New-found Freedom Middle-aged, empty nester couples living in outer-suburban/metro-fringe areas, with above average income



**Regional Essentials** 

13%

3



Schools & Bills

10%

Schools & Bills Millennial families with young children, sometimes single parents, commuting from outersuburban areas with average incomes



Hardware & Acreage

8%

5

Middle of the Road

6

Middle of the Road Older traditional families with older children, commuting from the metro-fringe with average to high incomes



Hardware & Acreage Working in trades, middle-aged families owning acreages of land with large properties just

Regional Essentials Couples and single parents with children living in regional

areas with low to average incomes

outside the metro fringe

### **Projected Members + Visits**

**YEAR 2023** 

Total Projected Members 379

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim 261

Aquatic 118

Visit Passes\*\* 113

Monthly Visits 3,296

Annual Visits 39,557



**YEAR 2033** 

 $\begin{array}{c} \text{Total Projected Members} \\ 475 \end{array}$ 

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim

327

Aquatic

148

Visit Passes\*\*

142

Monthly Visits

4,134

**Annual Visits** 

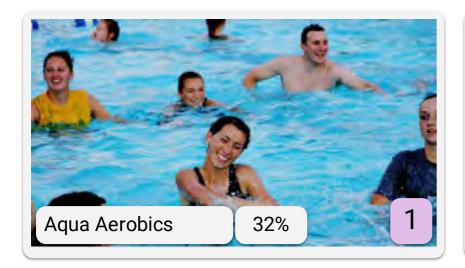
49,607

<sup>\*</sup>Optimal price - based on the analysis of optimal pricing for each Experian segment. It is important to note that the optimal price may vary depending on specific factors and market conditions.



Optimal Wet Programs

Optimal Timetable If you had 100 hours of programs per month - how could you split the wet timetable based on local members' demand







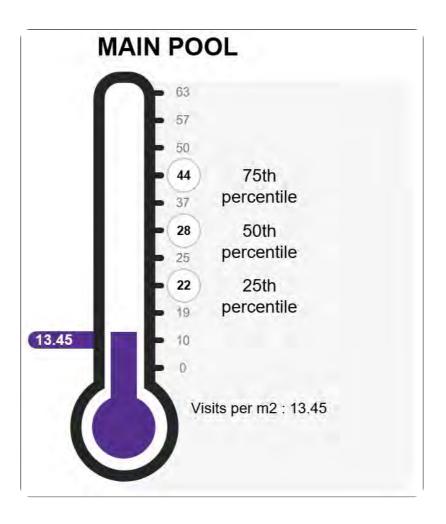






**Target Performance** 

Comparing the efficiency of the nominated site to 300+ other sites in Australia and NZ.





### Glossary



Site/venue - the location of several facilities and possible ancillary facilities.

Facility - a single type of offer e.g. gym or swimming pool.

Program - an activity offered within a facility.

Travel time - ActiveXchange licenses a national travel time matrix which calculates the average time to drive between points based on off-peak road speed times.

Users/ participants - individual residents who use a site/ facility.

Members - people who sign up to a direct debit or contract membership at a site.

Demand - this is a people count deemed to have a high propensity to use a particularly site, facility or program. ActiveXchange append the data received from across the industry (see our SportsEye Network), covering over 2.5m users with Market Segments. For each segment we have a conversion figure i.e. number of people from this group we would expect to use the site/ facility. This varies by type of offer. Australia and NZ are made up of a combination of these segments across all areas, therefore we can apply the conversions to the baseline population to estimate demand. The same conversions can be applied to the profile of expected users to establish demand for programs, price points etc.

Unmet Demand - Unmet demand is all the remaining projected demand available in the catchment of the site driven by likely capacity and quality constraints at all competing sites after demand has been allocated to the sites. Some of this unmet demand will have a higher propensity to use other sites but there is still a fair probability that via an effective Acquisition campaign this residents can be engaged.

Drive time decay - the proportion of site users typically declines as the distance from the site to the users point of residence/ work increases. This reflects people's willingness and ability to travel different times to different types of facilities. This also changes by the nature of areas too (i.e. CBD, urban, semi-urban, rural), which often correlates with car access and level of alternative sites (competition levels). This has been calculated by ActiveXchange as a decay factor i.e. 100% of demand is willing to travel 0 minutes, but only 10% are willing to travel 20 minutes or over. This factor is applied to the baseline population and demand figures to establish the realistic size of the catchment the site should look to service, alongside the reach of local competition.

Supply and competition - this is alternative sites to the site being analysed within the local area (the catchment of the site). These sites are typically audited as part of supply and demand modelling as each competing site will have an impact on the likely performance of the site being analysed (absorb demand that would otherwise be attributed to the site being analysed).

Market (Experian Mosaic) segments - this is national data licensed by ActiveXchange. There are 51 segments in Australia and 36 in NZ. Each segment is underpinned by hundreds of demographic and lifestyle indicators as part of an index. This is used to make demand profiling more precise (ability to find specific lookalike audiences). Further details on segments can be found here https://activexchange.org/segments and https://activexchange.org/segments-nz

Percentiles benchmark - this shows when all indicators are aligned relatively how the outcome is ranked i.e. 75th percentile means the top 25% of all benchmarked outcomes.



# Shaping a more informed and connected sector



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# Infrastructure Planning Report

June 2023

# OUR WHY IS A TIRELESS PURSUIT OF 3 QUESTIONS

Why **one person** is more likely to be active than another person?

Why **one location** is more likely to absorb demand than another?

What is the **value of participation** to enable
evidence-based decisions?



30,000+ Locations



5M+ Leisure, Fitness and Sport Members



500+ Leisure & Fitness



10,000+ Club Sport Sites



100+ State Sports



150M+
Individual First Party
Data Transactions



Annual Australian
Household Transactions

11B+





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Data from 4m participant/ member records, millions of session visits, performance of hundreds of facilities across Australia and New Zealand are brought together through facility operator and system provider partnerships



# Model metrics Demand: likeliho

Demand: likelihood of each individual to use the facility based on factors including demographics, lifestyle (segments), deprivation, mobility (willingness to travel) – correlated against types of facility (supply offer) factors; capacity (if known), access, age of the facility, parking, competition, opening hours, proxy program and pricing assumptions

## Infrastructure Planning Model



#### Supply and competition

All competition audited by our in-house team of auditors. Travel time catchments mapped, factoring in relevant travel time decay modelling. Weighting applied to different competition based on type and capacity



#### **Demand allocation**

Based on the model run a number of likely members (and attributed visits from these to each facility type) from each SAI is allocated to the site



#### Demand profiling

1,700 demographic and lifestyle indicators appended to every record to create specific membership and activity (visit) demand segments and model parameters that are extrapolated nationwide (SA1 level)



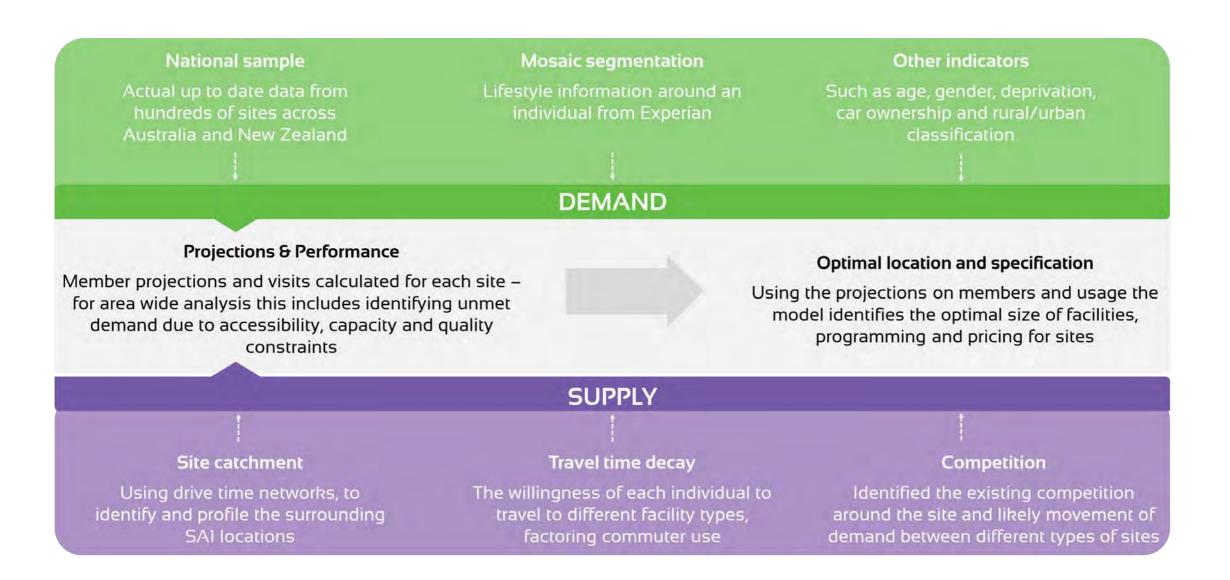
#### **Validation**

Member and visit outcomes are regularly checked against the actual performance of hundreds of facilities. The model is constantly refined to increase average accuracy, which is currently at over 90%.



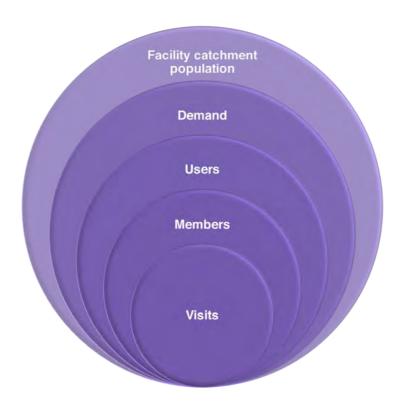
# Infrastructure Planning Model





# Infrastructure Planning Model

As part of the investment planning model, numerous data sets to assess performance and infrastructure provision. These related subsets are described below and shown graphically in the adjacent diagram.



Catchment Population - this is the total number of people living within a facility's catchment area determined by drive time

Demand – this is the predicted number of people within the catchment population that are likely to demand gym/aquatic services based on market profile analysis

Users – this is the predicted or actual number of people that are likely to use the facility based on facility features, travel time decay and competition

Members – this is the predicted or actual number of users that are likely to be formal members of the facility's member-based programs

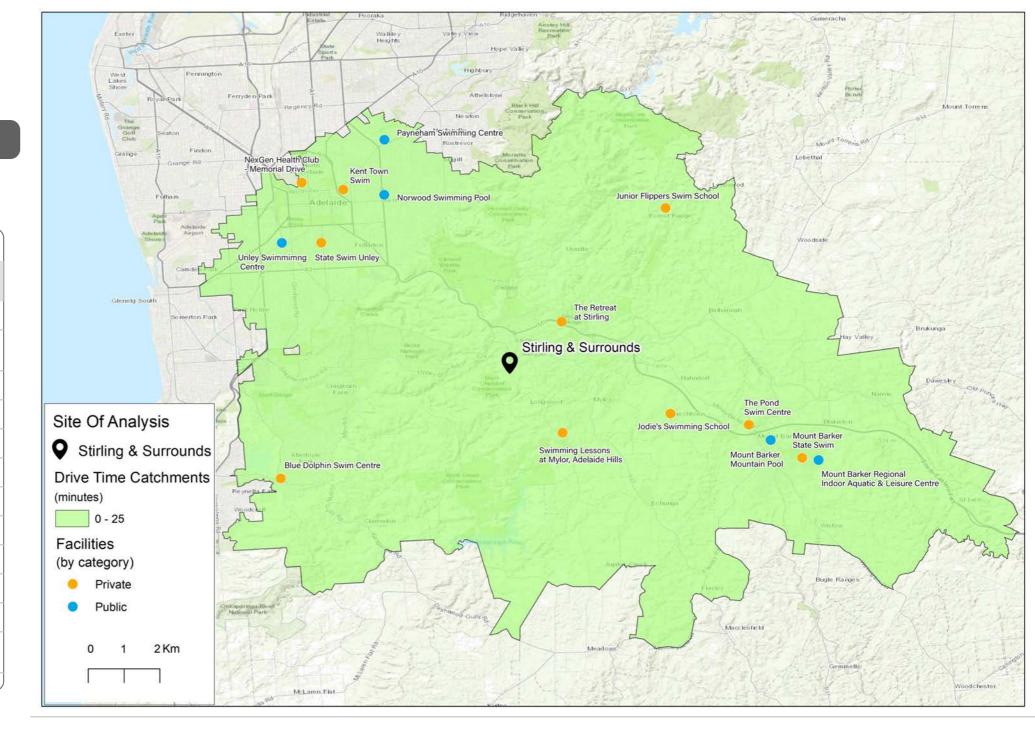
Visits – the predicted or actual visits made to the facility by users/members



### Area and Site Overview

The map shows the site and associated 25minute drive time catchment. Competitors are overlayed.

Competitor sites within 25-minutes		
SITE	Drive time	
The Retreat at Stirling	6.19	
Swimming Lessons at Mylor, Adelaide Hills	13.25	
Jodie's Swimming School	17.64	
The Pond Swim Centre	17.73	
Norwood Swimming Pool	17.84	
State Swim Unley	18.83	
Kent Town Swim	19.45	
Junior Flippers Swim School	19.92	
Mount Barker Mountain Pool	20.42	
Mount Barker State Swim	20.98	
Unley Swimmimng Centre	21.89	
NexGen Health Club - Memorial Drive	23.10	
Pavneham Swimming Centre	23.73	



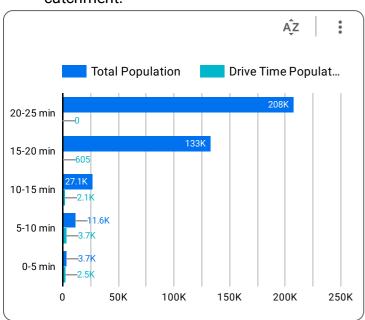


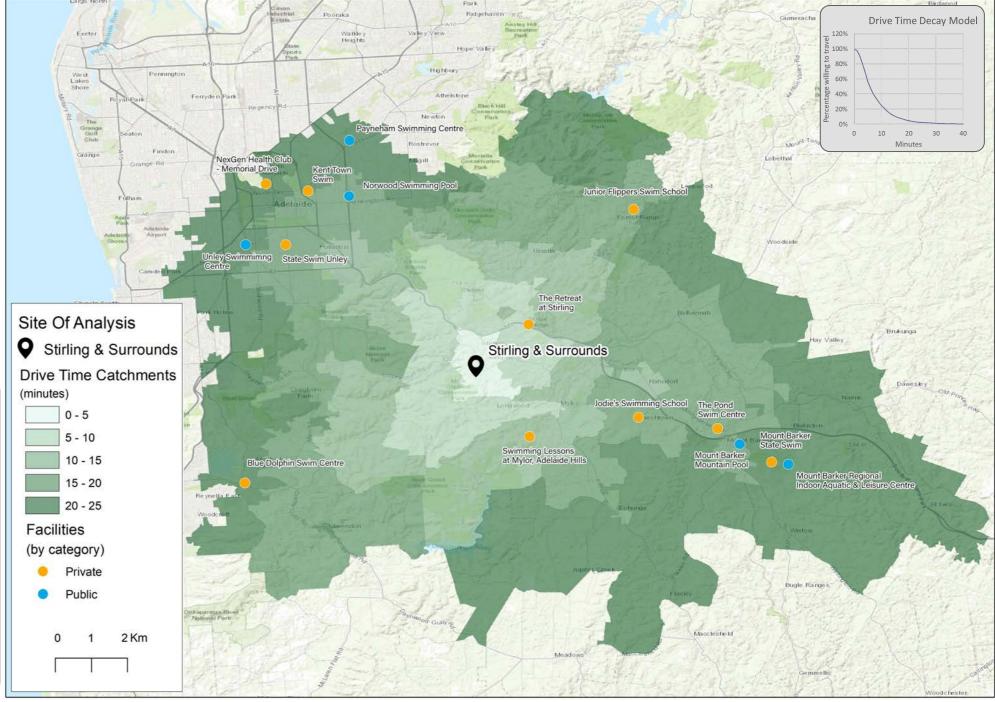
### Drive Time (DT) Catchment

The map shows the site and population in a 25-min drive time catchment. Competitors are overlayed.

Duration	Catchment •	After DT
Population	383,327	8,911
0_14	56,793	1,537

Population in 25-min drive time catchment.

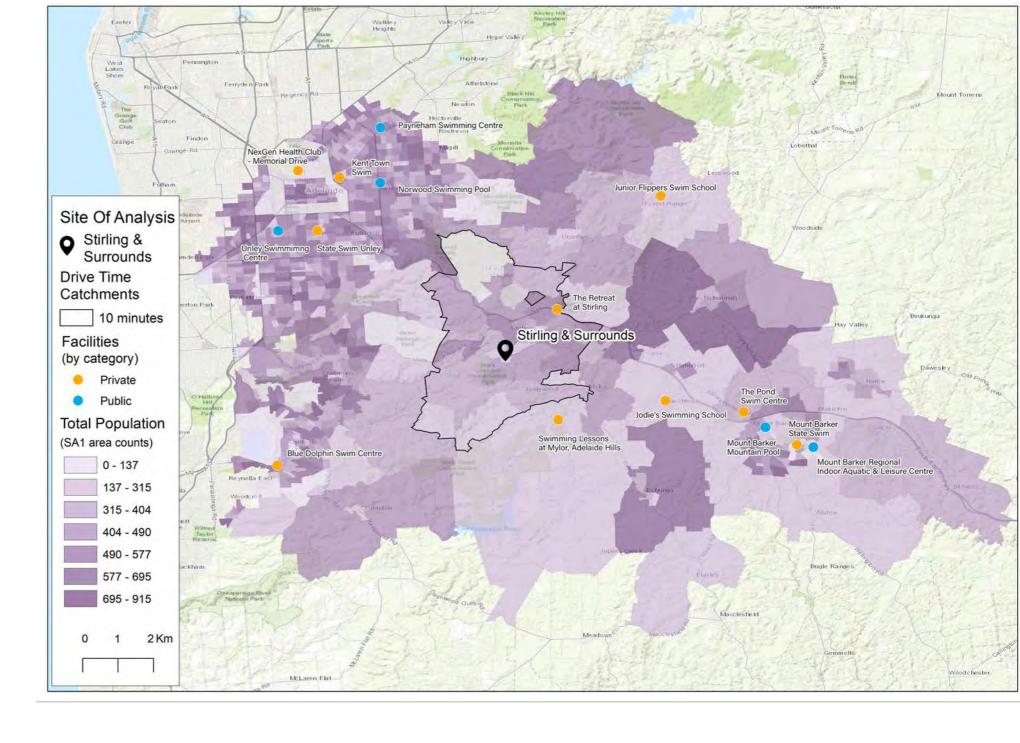






### Population

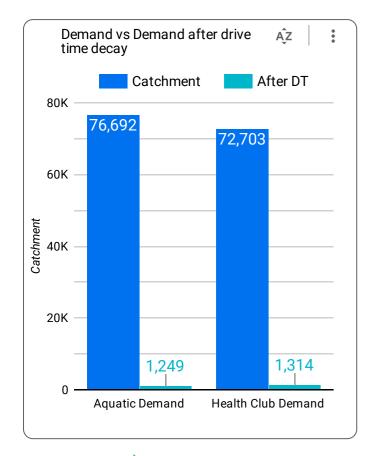
Population in 25-min drive time catchment.

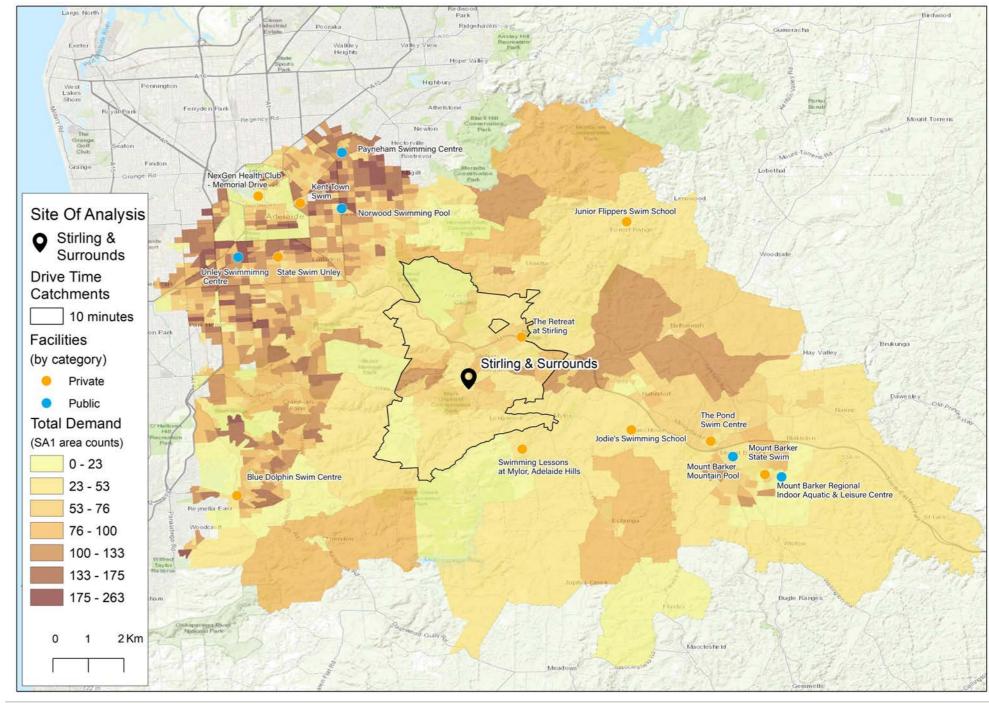




#### Demand

The map shows the site and associated demand for aquatic and leisure facilities by SA1.

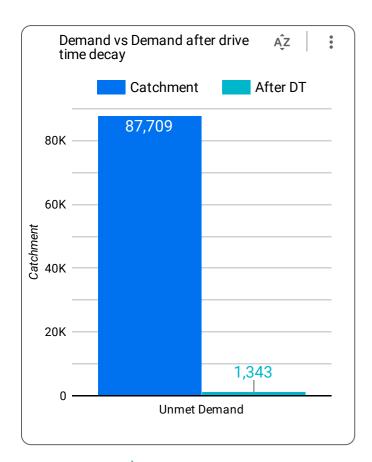


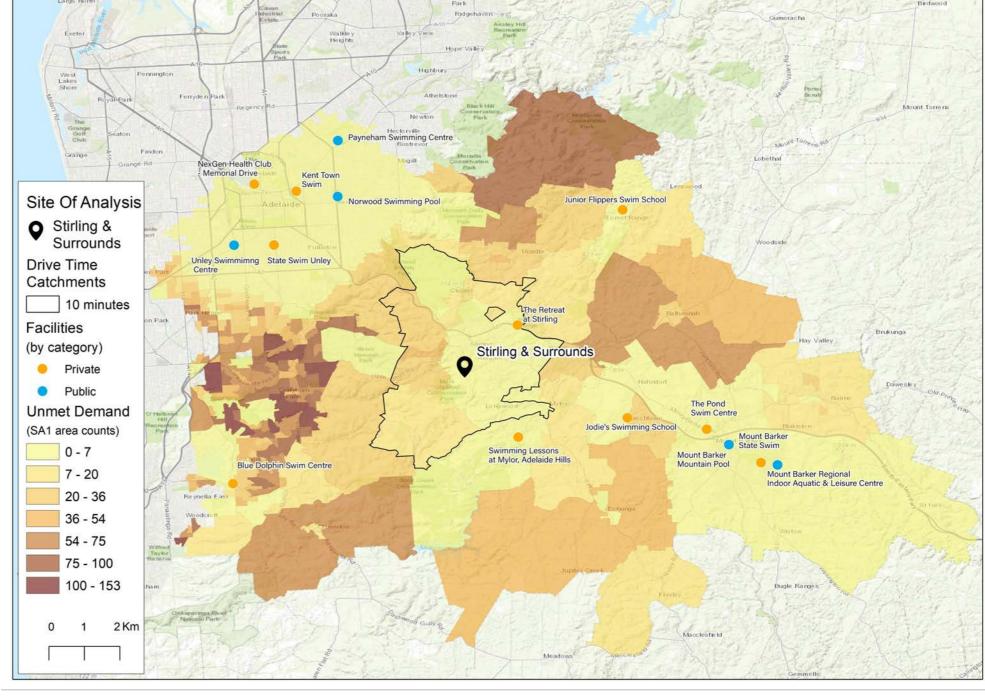




### **Unmet Demand**

The map shows the sites and the corresponding unmet demand caused by accessibility limitations

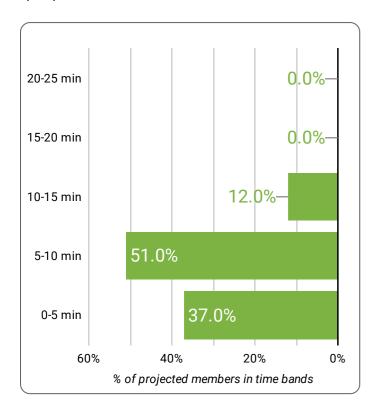


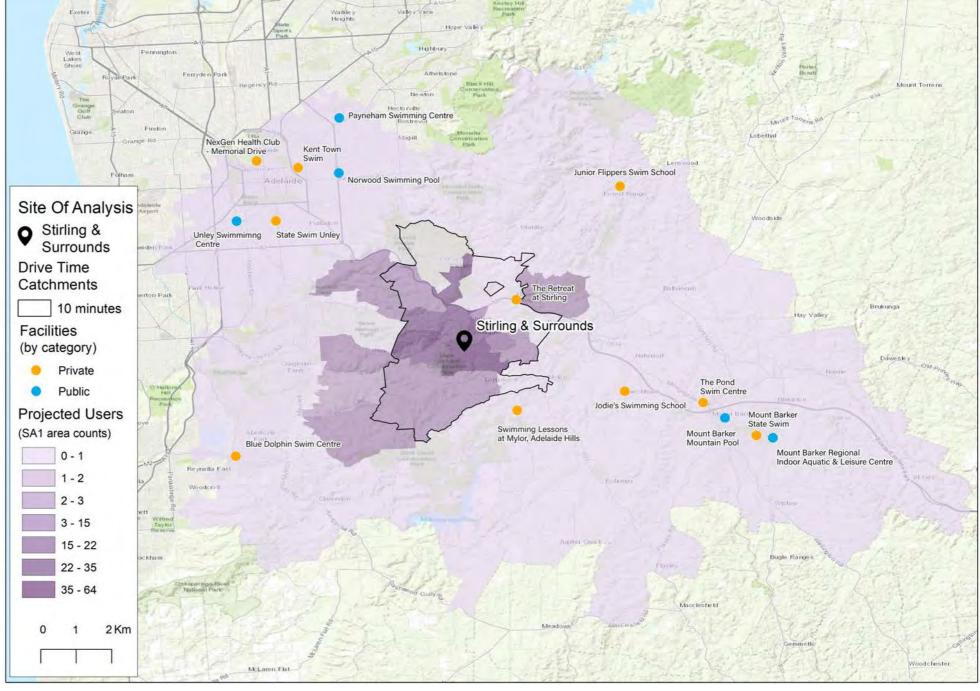




#### **User Catchment**

The map shows the site and predicted users in the 25-min drive time catchments at SA1 level. Factoring in competition and profile of the proposed site.









#### Population after applying drive time decay

#### Top 6 Mosaic segment profiles in the catchment



**Scenic Connection** 

Scenic Connection Older couples in

semi-retirement, living in suburban

Hardware & Acreage Working in trades,

middle-aged families owning acreages of land with large properties just

**Determined Suburbans Professional** couples and singles with high income, owning their first home in high growth

areas and nearby towns for many

28%

**B06** 

Careers & Kids

19%

Careers & Kids Gen X families with children, living in expensive properties in suburban areas, with high income



Hardware & Acreage

years, with high income

11%

3



**Luxury Living** 

10%

Luxury Living Baby boomer families, often with adult children, owning expensive properties in inner-urban & coastal areas



**Determined Suburbans** 

inner suburbs

outside the metro fringe

7%

5

**Opulent Designs** 

6

Opulent Designs Middle-aged families owning huge houses in outer-suburban areas, with high income

E15

### **Projected Members + Visits**

**YEAR 2023** 

Total Projected Members 506

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim

Aquatic 158

Visit Passes\*\*

151

Monthly Visits 4,402

Annual Visits **52,823** 



**YEAR 2033** 

 $\begin{array}{c} \text{Total Projected Members} \\ 632 \end{array}$ 

#### **SWIMMING**



An 375m2 of Pool facilities would achieve the following demand/ usage:

Learn to Swim

435

Aquatic

197

Visit Passes\*\*

189

Monthly Visits

5,501

**Annual Visits** 

66,008

<sup>\*</sup>Optimal price - based on the analysis of optimal pricing for each Experian segment. It is important to note that the optimal price may vary depending on specific factors and market conditions.

<sup>\*\*</sup>Visit Passes are not included in Total Member count.



Optimal Wet Programs

Optimal Timetable If you had 100 hours of programs per month - how could you split the wet timetable based on local members' demand







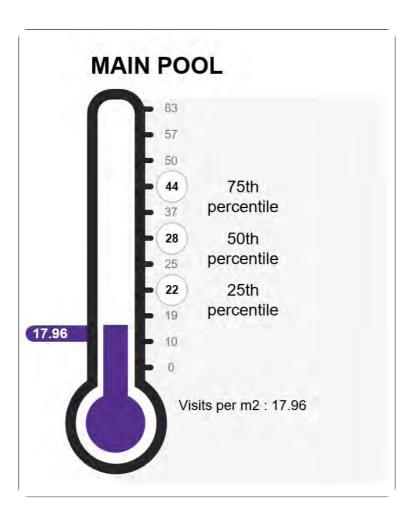






**Target Performance** 

Comparing the efficiency of the nominated site to 300+ other sites in Australia and NZ.





### Glossary



Site/venue - the location of several facilities and possible ancillary facilities.

Facility - a single type of offer e.g. gym or swimming pool.

Program - an activity offered within a facility.

Travel time - ActiveXchange licenses a national travel time matrix which calculates the average time to drive between points based on off-peak road speed times.

Users/ participants - individual residents who use a site/ facility.

Members - people who sign up to a direct debit or contract membership at a site.

Demand - this is a people count deemed to have a high propensity to use a particularly site, facility or program. ActiveXchange append the data received from across the industry (see our SportsEye Network), covering over 2.5m users with Market Segments. For each segment we have a conversion figure i.e. number of people from this group we would expect to use the site/ facility. This varies by type of offer. Australia and NZ are made up of a combination of these segments across all areas, therefore we can apply the conversions to the baseline population to estimate demand. The same conversions can be applied to the profile of expected users to establish demand for programs, price points etc.

Unmet Demand - Unmet demand is all the remaining projected demand available in the catchment of the site driven by likely capacity and quality constraints at all competing sites after demand has been allocated to the sites. Some of this unmet demand will have a higher propensity to use other sites but there is still a fair probability that via an effective Acquisition campaign this residents can be engaged.

Drive time decay - the proportion of site users typically declines as the distance from the site to the users point of residence/ work increases. This reflects people's willingness and ability to travel different times to different types of facilities. This also changes by the nature of areas too (i.e. CBD, urban, semi-urban, rural), which often correlates with car access and level of alternative sites (competition levels). This has been calculated by ActiveXchange as a decay factor i.e. 100% of demand is willing to travel 0 minutes, but only 10% are willing to travel 20 minutes or over. This factor is applied to the baseline population and demand figures to establish the realistic size of the catchment the site should look to service, alongside the reach of local competition.

Supply and competition - this is alternative sites to the site being analysed within the local area (the catchment of the site). These sites are typically audited as part of supply and demand modelling as each competing site will have an impact on the likely performance of the site being analysed (absorb demand that would otherwise be attributed to the site being analysed).

Market (Experian Mosaic) segments - this is national data licensed by ActiveXchange. There are 51 segments in Australia and 36 in NZ. Each segment is underpinned by hundreds of demographic and lifestyle indicators as part of an index. This is used to make demand profiling more precise (ability to find specific lookalike audiences). Further details on segments can be found here https://activexchange.org/segments and https://activexchange.org/segments-nz

Percentiles benchmark - this shows when all indicators are aligned relatively how the outcome is ranked i.e. 75th percentile means the top 25% of all benchmarked outcomes.



# Shaping a more informed and connected sector



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# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.2

Responsible Officer: Karen Cummings

Manager, Property Services Environment and Infrastructure

Subject: Community Halls Insurance Grant Guidelines

For: Decision

#### **SUMMARY**

On 23 August 2022, Council endorsed the *Community and Recreation Facilities Policy*. The new Policy came into effect on 1 July 2023. This report provides information on the Policy as it relates to the grants as a contribution towards Building Insurance that is specifically now available for community owned halls.

This report is seeking endorsement of the proposed guidelines for applying grants of up to \$2000 for each eligible community owned hall.

#### **RECOMMENDATION**

#### **Council resolves:**

- 1. That the report be received and noted.
- 2. That the Council endorse the Building Insurance Grant Guidelines for Community Owned Halls as contained in Appendix 3.
- 3. That the Chief Executive Officer be authorised to make changes to the Guidelines, not affecting the substantive intent and direction, as may be required from time to time, to ensure the issuing of grants remains in line with the intent of the Community and Recreation Facilities Framework.

#### 1. BACKGROUND

This report has been written to provide information and set out the guidelines as to how the council administration plan to apply the annual grant contribution by way of a fixed dollar amount, to the community owned halls towards their building insurance.

At Council's meeting on 23 August 2022, the following was resolved:

214

## ADELAIDE HILLS COUNCIL MINUTES OF ORDINARY COUNCIL MEETING TUESDAY 23 AUGUST 2022 63 MT BARKER ROAD STIRLING

#### 12.5 Draft Community & Recreation Facilities Framework

Moved Cr Nathan Daniell S/- Cr Pauline Gill

211/22

#### Council resolves:

- That the report be received and noted
- To receive and note the Community and Recreation Facilities Framework and Play Space Framework Community Engagement Outcomes Report contained in Appendix 5.
- With an effective date on 1 July 2023, to adopt the draft Community and Recreation Facilities Framework, including the Community and Recreation Facilities Policy (Appendix 1), the Community and Recreation Facilities Service Levels (Appendix 2), the Community and Recreation Facility Guidelines (Appendix 3), and the Facility Maintenance Fund Guidelines (Appendix 4).
- 4. With an effective date on 1 July 2023, rescind the Sport and Recreation Policy.
- 5. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the draft Community and Recreation Facilities Framework, including the Community and Recreation Facilities Policy (Appendix 1), the Community and Recreation Facilities Service Levels (Appendix 2), the Community and Recreation Facility Guidelines (Appendix 3), and the Facility Maintenance Fund Guidelines (Appendix 4) prior to the date of effect.

Carried unanimously

#### 2. ANALYSIS

#### Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal Community Wellbeing

Objective C1 A community for everyone – that is inclusive, welcoming and accessible

Priority C1.1 Provide welcoming spaces and places for the community through our

libraries, community centres, and Council and community facilities

Council adopted the framework and policy to provide a more even distribution of support to both Council owned and community owned halls, by providing them with opportunity to apply for an annual grant contribution towards their operating expenses such as building insurance. This aligns with the goal of community wellbeing and Objectives C1 and Priority C1.1 as Council already pays for the council owned halls building insurance on an annual basis.

#### Legal Implications

Not applicable

#### Risk Management Implications

The recommendation is aiming to achieve a fair and even distribution of Councils financial assistance to both the council owned and community owned halls and will assist in mitigating the risk of:

Council not providing the grant contribution outlined in the endorsed Framework on the 23 August 2022 leading to Council failing to follow through with a resolution to provide financial support in the form of a grant contribution towards building insurance for Community Owned halls, which was adopted in the Community and Recreation Facilities Policy and came into effect 1 July 2023.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3D)	Low (2D)

#### Financial and Resource Implications

The setting of the grant contribution is in accordance with, and has been provided for within, the adopted budget.

#### Customer Service and Community/Cultural Implications

It is reasonable to suggest there is an expectation that the Council's decision will be in accordance with the *Community and Recreation Facilities Framework* and adopted Policy.

#### > Sustainability Implications

Not applicable

#### Engagement/Consultation conducted in the development of the report

The Community and Recreation Facilities Framework and adoption of the Community and Recreation Facilities Policy has been the subject of extensive community engagement and consultation, but there has been no specific engagement required for the preparation of this report.

#### Additional Analysis

On 23 August 2022, with an effective date of 1 July 2023, Council adopted the *Community and Recreation Facilities Framework* (see *Appendix 1*). On 23 August 2022, with an effective date of 1 July 2023, Council also adopted the *Community and Recreation Facilities Policy* (see *Appendix 2*).

Council has provided a provision within the *Community and Recreation Facilities Policy*, for a grant contribution to be applied towards the cost of operating expenses, such as building insurance for the eligible community owned halls within the Adelaide Hills Council area.

Council currently pays for the council owned halls building insurance on an annual basis.

There are fifteen known community owned halls in the Adelaide Hills Council area which are likely to be eligible to apply for the grant contribution.

The community owned eligible halls are as follows:

Aldgate Memorial Hall Charleston Community Centre Cudlee Creek Soldiers Memorial Hall Kersbrook Community Hall Lenswood Memorial Park, Oval Tennis Courts and Hall Oakbank Soldiers Memorial Hall Paracombe Hall Piccadilly Community Hall **Upper Sturt Soldiers Memorial Hall** Uraidla Show Hall Basket Range War Memorial Hall Forest Range Hall Forreston Memorial Hall Mount Torrens Soldiers Memorial Hall Scott Creek Hall

Council's 2023-24 budget has set aside \$30,000 for the purpose of providing a grant towards building insurance for community owned halls. Accordingly, up to \$2000 is available for each hall owner to apply for, should they wish to and meet the grant guidelines.

A copy of the *Building Insurance Contribution Grant Guidelines* for community owned halls is provided as *Appendix 3*. The criteria for access to the Grant is as follows:

- 1. Must be a 'not for profit' community owned hall and not a council owned hall, in the Adelaide Hills Council area.
- 2. Must be a building or group of buildings that provides facilities for not-for-profit community groups to meet and undertake activities and that is owned by an association whose defined purpose is to provide services to the community.. For the sake of clarity, this provision does not suggest the not for profit entity cannot undertake fundraising activities or offer the facility for paid bookings.
- 3. The Grant Funding round will be advertised and will be based on an application being received at any time throughout the year.
- 4. The grant figure will not exceed \$2000.00 per annum for each eligible hall and will be administered by Council administration staff moving forward, based upon the budget allocation provided for in the *Annual Business Plan* for Community and Recreation Facilities (community owned halls insurance grants)
- All grants are administered in accordance with *Councils Grant Giving Policy* which is available on the <a href="mailto:ahc.sa.gov.au">ahc.sa.gov.au</a> website.

#### 3. OPTIONS

Council has the following options:

I. Receive the report (Recommended)

#### 4. APPENDICES

- (1) Community and Recreation Facilities Framework
- (2) Community and recreation Facilities Policy
- (3) Building Insurance Grant Guidelines for Community Owned Halls



#### Adelaide Hills Council | Community and Recreation Facilities Framework

#### Guidelines for Maintenance and Upgrades of existing Community, Sport and Recreation Facilities

This guidelines document is part of Council's overarching Community and Recreation Facilities Framework, and should be read in conjunction with:

- Community & Recreation Facilities Policy
- Service Levels for Community, Sport and Recreation Facilities
- Facility Maintenance Fund Guidelines
- Community & Recreation Facility Grant Guidelines
- Relevant Asset Management Plans
- Other supporting documents and procedures.

These maintenance guidelines provide an overview of Council's approach and support for each asset type. Council owned or managed sites will have the following type of occupation arrangement put in place as follows:

- Sport and Recreation sites Lease / Ground lease with defined support from Council for the maintenance and upgrade of community areas such as ovals and courts.
- Community Halls Management Agreement
- Exclusive Use Facility Lease / Ground Lease with the tenant responsible for full maintenance and renewal in lieu of rent.

The following facilities are excluded and not eligible for Council contribution under this Policy and Framework, however clubs may apply to relevant Council grant programs.

- Aquatic facilities
- Golf courses
- Single use facilities that are not available to the general public.

Policy documentation and service levels have been developed based upon the notion that Council will provide and maintain community, sport and recreation facilities to a standard that is appropriate for community use. Clubs are therefore responsible for the maintenance and management of assets that they require for their activity.

Turf maintenance will be facilitated with an 'opt in' or 'opt out' approach and subsequent agreement for clubs. Council will maintain all Council owned sites, & provide the Community owned sites with an 'opt-in' option. Through negotiation & agreement, Council owned sites may be able to 'opt-out' & maintain their own site.

Opt In	Opt Out
Council maintains the site to an appropriate community standard.	Council provides an appropriate contribution to the club to maintain the site to an appropriate community standard.
	Obligations and service levels must be met, & a works program acquitted back to Council with appropriate evidence to obtain the contribution.
Any works above community standard will be a club responsibility & must be negotiated & agreed with Council.	Any works above community standard will be a club responsibility.
	Clubs will be provided with a list of preferred suppliers & contractors to assist them in maintaining the turf surface.
	Mowing will be the responsibility of the club. Associated 'out of pocket' expenses will be covered by the contribution provided. Volunteer labour is not eligible for the contribution.

Asset	Maintenanc	e Guidelines	Renewal or Upg	grade Guidelines
	Council Owned	Community Owned	Council Owned	Community Owned
Asset  Playing Surface / Sportsground (Turf)	aying Surface / Turf maintenance will be the Turf maintenance will be the			
	sufficient to meet an appropriate	Council will monitor usage, condition and weather impacts and may		

	club can apply to Council to undertake works themselves.	Basic drainage maintenance shall be undertaken by clubs.		
	Mowing will be undertaken in line with appropriate service levels.			
	Basic drainage maintenance shall be undertaken by clubs.			
Playing Surface / Sportsground Irrigation	Irrigation maintenance will be the responsibility of Council at those sites where clubs have chosen the 'opt in' approach to maintenance.  Maintenance should be undertaken in line with relevant asset management plans, masterplans and service levels for the site.  Clubs at Council owned sites who have chosen the 'opt out' approach will be required to undertaken the maintenance themselves.	Irrigation maintenance will be the responsibility of the clubs / owner.  To obtain a Council contribution towards the maintenance of the asset, clubs will be required to meet appropriate levels of service and acquit costs back to Council.  The contribution provided will be sufficient to meet an appropriate standard for community use.	Irrigation renewal or upgrade will be the responsibility of Council, attract an applicable Council contribution, and be undertaken in line with relevant asset management plans, masterplans and service levels for the site.  Clubs may be required to contribute to project costs, dependent on the scope of works.	Irrigation renewal or upgrade will be the responsibility of both Council and the Club, attract an applicable Council contribution, and be undertaken in line with relevant asset management plans, masterplans and service levels for the site.  Clubs may be required to contribute to project costs, dependent on the scope of works.
	Documentation, service levels and funding as per 'Playing Surface / Sportsground (Turf)' will apply.	to 'opt in' to a Council maintenance approach, with appropriate documentation in place.  Where additional services are	Works undertaken will be sufficient to meet an appropriate standard for community use.	Works undertaken will be sufficient to meet an appropriate standard for community use.
	Council will be responsible for managing and maintaining irrigation systems, bores, tanks, pumps, sheds and any other associated irrigation infrastructure.	required by the Club, full cost recovery will be applied for the additional services provided, or the club can apply to Council to undertake works themselves.	All capital works undertaken on Council land will be approved, project managed or overseen by Council.	All capital works undertaken with Council contribution will be approved, project managed or overseen by Council.

	Tanks that are not associated with irrigation systems will be the responsibility of the club.	Documentation, service levels and funding as per 'Playing Surface / Sportsground (Turf)' will apply.  The management of irrigation systems, bores, tanks, pumps, sheds and any other associated irrigation infrastructure will be the responsibility of the party who is maintaining the site. Any costs associated with irrigation maintenance will be shared between both parties.  Tanks that are not associated with irrigation systems will be the responsibility of the club.		
Playing Surface / Sportsground (Acrylic Courts)	All maintenance of acrylic courts, or courts utilised by clubs will be the responsibility of clubs.	All maintenance of acrylic courts, or courts used by clubs will be the responsibility of clubs.	The renewal or upgrade of acrylic courts will be the responsibility of Council, attract an applicable Council contribution, and be undertaken in line with relevant asset management plans, masterplans and service levels for the site.  Clubs will be required to contribute to project costs, dependent on the scope of works.  Contributions should be based upon the following model:	The renewal or upgrade of acrylic courts will be the responsibility of both the Club and Council, attract an applicable Council contribution, and be undertaken in line with relevant asset management plans, masterplans and service levels for the site.  Clubs will be required to contribute to project costs, dependent on the scope of works.  Contributions should be based upon the following model:

			<ul> <li>Club: 33%</li> <li>Grant Funding: 33%</li> <li>Council: 33%</li> <li>Projects must consider relevant asset management plans, masterplans and service levels for the site. Current participation will be considered in the number of courts that are renewed at a particular time.</li> <li>All capital works undertaken on Council land will be approved,</li> </ul>	<ul> <li>Club: 33%</li> <li>Grant Funding: 33%</li> <li>Council: 33%</li> <li>Projects must consider relevant asset management plans, masterplans and service levels for the site. Current participation will be considered in the number of courts that are renewed at a particular time.</li> <li>All capital works undertaken with Council contribution will be</li> </ul>
			project managed or overseen by Council.	approved, project managed or overseen by Council.
Sports Amenity	Sports amenity (such as player benches, sight screens, scoreboards, sports fencing) will be the responsibility of the Clubs to maintain.	Sports amenity (such as player benches, sight screens, scoreboards, sports fencing) will be the responsibility of the Clubs to maintain.	Sports amenity (such as player benches, sight screens, scoreboards, sports fencing) will be the responsibility of the Clubs to upgrade or renew.	Sports amenity (such as player benches, sight screens, scoreboards, sports fencing) will be the responsibility of the Clubs to upgrade or renew.
	The facilities will be audited by Council and Clubs will be instructed of any actions required as a result of the audit. Where Clubs fail to undertake work specified in the	The facilities will be audited by Council and Clubs will be instructed of any actions required as a result of the audit. Where Clubs fail to undertake work specified in the	Projects must consider relevant asset management plans, masterplans and service levels for the site.	
	audit, Council will undertake the work and charge the Club accordingly.	audit, Council will undertake the work and charge the Club accordingly.	All capital works undertaken on Council land will be approved, project managed or overseen by Council.	

Sports Lighting	Sports Lighting will be the responsibility of the Clubs to maintain.  Lighting will be audited by Council and Clubs will be instructed of any actions required as a result of the audit. Where Clubs fail to undertake work specified in the audit, Council will undertake the work and charge the Club accordingly.	Sports Lighting will be the responsibility of the Clubs to maintain.  Lighting will be audited by Council and Clubs will be instructed of any actions required as a result of the audit. Where Clubs fail to undertake work specified in the audit, Council will undertake the work and charge the Club accordingly.	Sports Lighting will be the responsibility of the Clubs to upgrade or renew.  A funding contribution for thoroughly planned Sports Lighting projects can be considered in Council's Annual Business Plan and Budget process.  Projects must consider relevant asset management plans, masterplans and service levels for the site.  All capital works undertaken on Council land will be approved, project managed or overseen by Council.	Sports Lighting will be the responsibility of the Clubs to upgrade or renew.  A funding contribution for thoroughly planned Sports Lighting projects can be considered in Council's Annual Business Plan and Budget process.  All capital works undertaken with Council contribution will be approved, project managed or overseen by Council.
Cricket Wickets and Nets	Concrete cricket wickets and nets will be the responsibility of Council to maintain at those sites where clubs have chosen the 'opt in' approach to maintenance.  Clubs at Council owned sites who have chosen the 'opt out' approach will be required to undertaken the maintenance themselves.  Documentation, service levels and funding as per 'Playing Surface / Sportsground (Turf)' will apply.	Concrete cricket wickets and nets will be the responsibility of Council to maintain at those sites where clubs have chosen the 'opt in' approach to maintenance.  Clubs who have chosen the 'opt out' approach will be required to undertaken the maintenance themselves. Documentation, service levels and funding as per 'Playing Surface / Sportsground (Turf)' will apply  Turf wickets will be the responsibility of Clubs to maintain.	Cricket wickets and nets will be the responsibility of the Clubs to upgrade or renew.  Projects must consider relevant asset management plans, masterplans and service levels for the site.  All capital works undertaken on Council land will be approved, project managed or overseen by Council.	Cricket wickets and nets will be the responsibility of the Clubs to upgrade or renew.

	Turf wickets will be the responsibility of Clubs to maintain.  Where additional services are required by the Club, full cost recovery will be applied for the additional services provided, or the club can apply to Council to undertake works themselves.	Where additional services are required by the Club, full cost recovery will be applied for the additional services provided, or the club can apply to Council to undertake works themselves.		
Amenity Lighting	The day-to day maintenance of amenity lighting will be the responsibility of clubs.  Maintenance of an urgent / safety nature will be the responsibility of Council.  Annual maintenance will be the responsibility of Council.	The maintenance of amenity lighting will be the responsibility of clubs.  Maintenance of an urgent / safety nature may be considered by Council to undertake.	The renewal or upgrade of amenity lighting will be the responsibility of Council.  Projects will be undertaken in line with relevant asset management plans, masterplans and service levels for the site.	The upgrade of amenity lighting will be the responsibility of clubs.
Driveway, Carpark, Site Drainage and Traffic Management	The day-to day maintenance of driveway, carparks and site drainage (eg. leaf litter, water run-off) will be the responsibility of clubs.  Proactive bi-annual maintenance, traffic management and reactive / urgent maintenance to rutting, corrugation, potholing or looseness that poses a risk to the community will be the responsibility of Council.	The maintenance of driveway, carparks, site drainage and traffic management will be the responsibly of clubs.  Maintenance of an urgent / safety nature may be considered by Council to undertake.	The renewal or upgrade of Driveway, Carpark, Site Drainage and Traffic Management will be the responsibility of Council.  Projects will be undertaken in line with relevant asset management plans, masterplans and service levels for the site.	The renewal or upgrade of Driveway, Carpark, Site Drainage and Traffic Management will be the responsibility of the clubs.  A funding contribution for thoroughly planned projects can be considered in Council's Annual Business Plan and Budget process.  All capital works undertaken with Council contribution will be

				approved, project managed or overseen by Council.
Signage	Maintenance of signs relevant to the recreation and sport club will be the responsibility of clubs.  All other sign maintenance will be the responsibility of Council.	Maintenance all signs will be the responsibility of clubs.	Renewal or upgrade of signs relevant to the recreation and sport club will be the responsibility of clubs.  All club signage must gain relevant approvals from Council before installation.  All other sign renewal or upgrade will be the responsibility of Council.  Projects will be undertaken in line with relevant asset management plans, masterplans and service levels for the site.	Renewal or upgrade of all signs will be the responsibility of clubs.
Recreation and Sport Fencing and Gates	Maintenance of recreation and sport fencing and gates will be the responsibility of clubs.	Maintenance of recreation and sport fencing and gates will be the responsibility of clubs.	The renewal or upgrade of recreation and sport fencing and gates will be the responsibility of clubs.  Acrylic court fencing and gates will be considered in conjunction with resurfacing or reconstruction projects, with costs responsibilities as per relevant guidelines.  Projects must consider relevant asset management plans,	The renewal or upgrade of recreation and sport fencing and gates will be the responsibility of clubs.  Acrylic court fencing and gates will be considered in conjunction with resurfacing or reconstruction projects, with costs responsibilities as per relevant guidelines.

Contractor List, or by an alternative

masterplans and service levels for the site. All capital works undertaken on Council land will be approved, project managed or overseen by Council. Maintenance of recreation and sport Buildings will be the Buildings will be the Maintenance of recreation and sport Recreation and responsibility of the Clubs to Sport Buildings (inc. buildings will be the responsibility of buildings will be the responsibility of responsibility of the Clubs to the Clubs. the Clubs to maintain. upgrade. sheds, upgrade. changerooms, Buildings will be audited / inspected Where a building facility Where a building facility clubrooms, club Clubs can apply to Facility toilets, canteens) by Council at an appropriate interval, Maintenance Fund for funding to upgrade is requested by a club, upgrade is requested by a club, funding can be considered in funding can be considered in Clubs will be instructed of any undertake urgent, high risk works actions required as a result of the where the Club can demonstrate Council's Annual Business Plan Council's Annual Business Plan audit. Where Clubs fail to undertake that the works are required to meet and Budget process. Council and Budget process. Council may consider a contribution to a may consider a contribution to legislative or community safety work specified in the audit. Council will undertake the work and charge a building upgrade that results needs and the Club provides building upgrade that results in: the Club accordingly. evidence that it is unable to finance in: those works. Consolidation of assets Consolidation of assets Clubs can apply to Facility • Current legislation Current legislation Maintenance Fund for funding to compliance compliance undertake urgent, high risk works • Higher usage levels of • Higher usage levels of where the Club can demonstrate fewer assets fewer assets that the works are required to meet Multiple use of facilities Multiple use of facilities legislative or community safety • Increased range of Increased range of needs and the Club provides activities, services, activities, services, evidence that it is unable to finance programs being offered programs being offered those works. • Increased participation • Increased participation High risk maintenance undertaken Where a substantial upgrade or All capital works undertaken on Council owned/controlled sites new facility is to be developed, with Council contribution will be must be undertaken by a qualified clubs must demonstrate social approved, project managed or contractor from Council's Approved overseen by Council and must and financial sustainability, and

	qualified contractor approved by		involve Council in the initial	be undertaken by an approved
	qualified contractor approved by			be undertaken by an approved
	Council.		planning phases. Building	qualified contractor.
			upgrades must consider:	
			Community benefit	
			<ul> <li>Relevant trends in</li> </ul>	
			population, recreation,	
			sport and community	
			<ul> <li>Peak body and local</li> </ul>	
			association	
			requirements and	
			support	
			<ul> <li>Their current and future</li> </ul>	
			financial capacity	
			<ul> <li>Governance and</li> </ul>	
			strategic planning	
			All capital works undertaken on	
			Council land or on Council	
			buildings will be approved,	
			project managed or overseen by	
			Council and must be undertaken	
			by an approved qualified	
			contractor.	
			Master planning statement	
Community	Non structural maintenance is to be	All maintenance is to be undertaken	Renewal or replacement of	Renewal or replacement of
Halls/buildings	undertaken by the Association	by the Association managing the	these assets is the responsibility	these assets is the responsibility
	managing the asset.	asset.	of Council and will be managed	of the owner of the asset.
			in accordance with Council's	
	Structural maintenance will be	Associations can apply to Facility	Asset Management Plan and	
	undertaken by Council in-line with its	Maintenance Fund for funding to	annual capital works schedule.	
	Asset Management Plans and annual	undertake urgent, high risk works		
	maintenance program.	where the Association can		
	Associations can apply to Facility	demonstrate that the works are		
	Maintenance Fund for funding to	required to meet legislative or		

	undertake urgent, high risk non structural works where the Association can demonstrate that the works are required to meet legislative or community safety needs and the Association provides evidence that it is unable to finance those works.  High risk maintenance undertaken on Council owned/controlled sites must be undertaken by a qualified contractor from Council's Approved Contractor List, or by an alternative qualified contractor approved by Council.	community safety needs and the Association provides evidence that it is unable to finance those works.  High risk maintenance undertaken using Council Facility Maintenance Fund contributions must be undertaken by a qualified contractor from Council's Approved Contractor List, or by an alternative qualified contractor approved by Council.		
Public Toilets (defined as toilets that are open on a daily basis for general use by the community and not limited to particular user groups)	Unless otherwise agreed, maintenance and cleaning will be undertaken by Council.	Unless otherwise agreed, maintenance and cleaning will be undertaken by the landowner.	Renewal and upgrade will be undertaken by Council in-line with Council's Asset Management Plan and annual capital works program.	Renewal and upgrade will be undertaken by the landowner. Funding opportunities are available through the Council's Facility Upgrade Fund or by a submission to Council's ABP process.
Vegetation & Trees	Clubs must seek advice and / or approval from Council staff prior to any vegetation or tree removals or maintenance.  Tree maintenance works are the responsibility of Council (eg. pruning, removals).  Vegetation maintenance (eg. brush cutting, edging, spraying and debris	Vegetation maintenance the site will be the responsibility of clubs.  Maintenance of trees in playing surface surrounds may be considered by Council.  Any vegetation maintenance must comply with all relevant Federal and State environmental legislation (eg.	Vegetation will be the responsibility of the Clubs to upgrade or renew.  Projects must consider relevant asset management plans, masterplans and service levels for the site.  All capital works undertaken on Council land will be approved,	Vegetation will be the responsibility of the Clubs to upgrade or renew.

• grazing by animals (in some circumstances).  Maintenance of an urgent / safety nature may be considered by Council to undertake.  Maste Management  The following is an excerpt from  The following is an excerpt from  The following is an excerpt from  Please refer to Council's Waste  Please refer to Council's Waste
The following is an excerpt from

Recovery Policy 2018. Guidelines and level of service from any future policies will also apply.

Each oval is entitled to the following, subject to resources:

- Up to 10, 140L red lidded MGB's to be located around the oval perimeter attached to security poles or secured with a cable and locks
- Additional MGB's may be applied for in writing for special occasions such as sporting finals
- Collection of additional red and orange lidded MGB's will be on the first business day after the special occasion, from a prior agreed designated area

Each oval clubroom is entitled to:

- Up to five weekly 140L blue lidded MGB's kerbside waste collections. Bins must be presented at the kerbside for collection
- Up to five fortnightly 240L yellow lidded MGB's kerbside recycling collections. Bins must be presented at the kerbside for collection

Recovery Policy 2018. Guidelines and level of service from any future policies will also apply.

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	<ul> <li>Additional blue lidded waste and yellow lidded recycling MGB's may be applied for.</li> <li>An annual service fee, per bin, will apply as per Council's Register of Fees and Charges</li> <li>Other sporting facilities:         <ul> <li>Assessment of the waste requirements to be made for each individual facility</li> <li>Recycling of waste encouraged at all times</li> <li>Requests for additional services must be made in writing using the request form</li> </ul> </li> </ul>	<ul> <li>Additional blue lidded waste and yellow lidded recycling MGB's may be applied for.</li> <li>An annual service fee, per bin, will apply as per Council's Register of Fees and Charges</li> <li>Other sporting facilities:         <ul> <li>Assessment of the waste requirements to be made for each individual facility</li> <li>Recycling of waste encouraged at all times</li> <li>Requests for additional services must be made in writing using the request form</li> </ul> </li> </ul>	
Insurance	Sports & Recreation Buildings  Building insurance will be taken out by Council and will be reimbursed by Clubs, or may be taken out by the Club directly with their preferred insurer subject to approval by Council and the annual submission	Sports & Recreation Buildings  All insurances are the responsibility of the land owner and users.	
	of the certificate of currency. Clubs are responsible for Association, Public Liability and Contents insurance. Council will take out insurance for community infrastructure such as turf, courts,	Community Buildings	

lights, etc and Public Liability for community use.

Insurance excess may be the responsibility of clubs.

#### **Community Buildings**

Building insurance will be taken out by Council.

The Association is responsible for taking out Association, Public Liability and Contents insurance.

#### **Exclusive Use Buildings**

All insurances are the responsibility of the tenant.

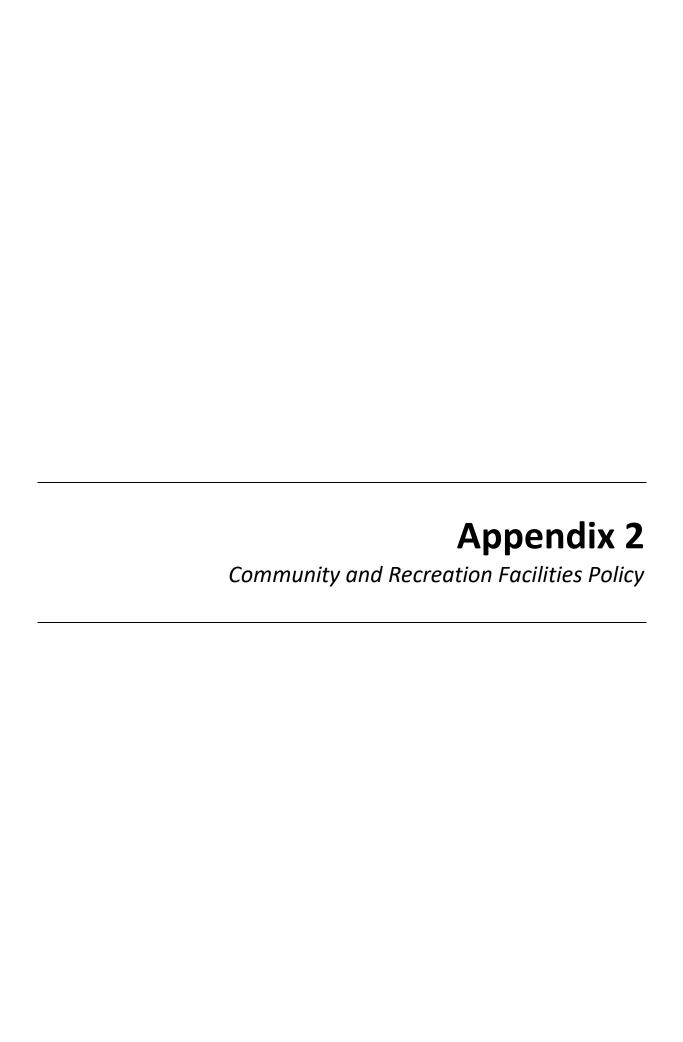
### <u>Historical Societies</u> Building insurance will be ta

Building insurance will be taken out by Council.

Association insurance will be reimbursed by Council on the proviso that records held by the Historical Society are made available to the general public and the HS has a plan for the hardcopy records to be digitised and made available to the public by electronic means (i.e. website etc).

All insurances are to be taken out by the landowner/Association. Council will reimburse the building insurance.

Utilities	Clubs are responsible for the day to	Clubs are responsible for the day to
	day costs of operating a facility or	day costs of operating a facility or
	activity including but not limited to	activity including but not limited to
	electricity, water, phone and	electricity, water, phone and
	internet connection except for water	internet connection except for water
	and power costs incurred for the	and power costs incurred for the
	irrigation of the turf oval/playing	irrigation of the turf oval/playing
	surface	surface





# Council Policy

Community & Recreation Facilities



### **COUNCIL POLICY**



#### **COMMUNITY & RECREATION FACILITIES**

	T		
Policy Number:	COM-18		
Responsible Department(s):	Corporate Services		
Relevant Delegations:	As per the Delegations Register and as detailed in this Policy		
Other Relevant Policies:	Asset Management Policy Procurement Policy Public Consultation Policy Risk Management Policy Play Space Policy Trails & Cycling Routes Policy Grant Giving Policy AHC By-law No 3 – Local Government Land AHC Community Land Management Plan Waste & Resource Management Strategy		
Relevant Procedure(s):	Community & Recreation Facilities Framework Carbon Management Plan Resilient Hills & Coats, Climate Change Adaptation Plan Water Management Plan		
Relevant Legislation:	Local Government Act 1999 Volunteer Protection Act 2001 Planning, Development and Infrastructure Act 2016 National Parks and Wildlife Act 1972 Natural Resources Management Act 2004 Native Vegetation Act 1991 Disability Inclusion Act 2018		
Policies and Procedures Superseded by this policy on its Adoption:	NIL - New Policy		
Adoption Authority:	Council		
Date of Adoption:	23 August 2022		

Effective From:	01 July 2023	
Minute Reference for Adoption:	Item 12.5, 211/22	
Next Review:	No later than December 2024 or as required by legislation or changed circumstances	

#### **Version Control**

Version No.	Date of Effect	Description of Change(s)	Approval
1.0	August 2022	New Policy	Council- Res 211/22

#### **COMMUNITY & RECREATION FACILITIES POLICY**

#### 1. INTRODUCTION

1.1 Council recognises the positive contribution that community, recreation and sport facilities provide to the local community and visitors alike. Council understands it plays a pivotal role in providing facilities for community, recreation and sport purposes in the Council region. Council's *Strategic Plan 2020 – 2024 A brighter future* supports this position through two key goal areas; a Functional Built Environment and Community Wellbeing.

Council has a Community and Recreation Facilities Policy to:

- Demonstrate its commitment to and encourage participation in community, sport and recreation activities and the associated social, health and economic benefits that these activities provide.
- Facilitate planning and development of strategic, high quality community, sport and recreation facilities across the Adelaide Hills Council region.
- Ensure that facilities are managed in a sustainable manner.
- Support the unique nature community recreation and sport facilities within the Adelaide Hills Council area.
- Support clubs to maintain facilities and deliver opportunities to the community in an equitable manner.

There are a number of community, recreation and sport sites within the Council boundary that are not owned by Council however Council rely on these community owned facilities to service the demand for a portion of Council population. This Policy addresses the management and support of these sites throughout Council's region, despite ownership.

- 1.2 This Policy is part of a number of documents that form the Community and Recreation Facilities Framework. The Policy should also be read in conjunction with relevant Council policies and other Framework components, including but not limited to:
  - Guidelines for Maintenance and Upgrades of existing Community, Sport & Recreation Facilities
  - Service Levels for Community, Sport and Recreation
  - Facility Maintenance Fund Guidelines
  - Community & Recreation Facilities Grant Guidelines
  - Relevant Asset Management Plans
  - Other supporting documents and procedures

#### 2. OBJECTIVES

The objective of this Policy is to ensure that community, recreation and sport facilities are appropriately planned, developed, managed, and valued by our community. The following statements will support this to occur:

- Council's contribution towards the maintenance or upgrade of community, recreation and sport facilities should facilitate a consistent quality and standard of facility, appropriate for community use.
- That community, recreation and sport facilities in our region reflect the Adelaide Hills community and its built and natural form.
- Upgrades and development should reflect the local user needs and consider long term sustainability (including financial).
- Upgrades and developments should ensure that diverse opportunities, inclusion, and accessibility are provided and facilitate participation from a wide variety of users. Facilities that receive funding from Council towards operational or capital expenses should be open or available to the general community for casual use when not being used for organised sport or community activities.
- Spaces should be attractive, well-maintained and inviting that the community are connected to and feel proud of. Sites should be managed and maintained to a level that enables both community use and organised activities.
- Ensure Council has a network and hierarchy of quality destinations spread across
  the Council region. Facilities should provide an appropriate level of recreational
  opportunity and amenity, according to a site's classification and reflecting the
  needs of the community. Upgrades or developments should consider the
  hierarchy and classifications in place.
- The asset management and maintenance of all sites must be planned and programmed, with obligations reflected in management agreements, leases and licences or funding agreements where applicable. Council funding contributions for the management and maintenance of sites should have appropriate agreements in place.
- The Policy should assist in guiding decisions relating to the acquisition and sale of land, the reclassification of land, service levels and allocation of funds for maintenance, renewal and replacement and planning for future service delivery.
- To provide guiding principles and statements that will form the minimum negotiating position of Council as new leases are entered into for all organisations who occupy Council owned facilities. The policy and associated Framework documents will clearly outline both Council responsibilities and Club obligations and should facilitate a clear process for clubs to obtain support.
- To facilitate a clear position and process for community owned sites to access support from Council.

- To facilitate clear relationships with Clubs and users of facilities. To communicate Council's capacity and commitment to community, sport and recreation facilities with peak bodies, government agencies and other relevant stakeholders.
- To ensure that engagement and consultation with relevant stakeholders and the community occur during the development of community, recreation and sport facilities.
- Council resourcing and funding for the maintenance or development or upgrade of community, recreation and sport facilities must be allocated and delivered with equity and transparency. The level of resourcing and funding allocated should be evidence based and consider the following factors:
  - Leasing arrangements
  - Facility hierarchy and classification
  - Site usage & or club participation
  - Local demographics
  - Asset management plans and considerations
  - Relevant facility guidelines
  - Engagement and consultation outcomes

#### 3. **DEFINITIONS**

"Council Owned" refers to land and assets on said land that is owned or under the care and control and management of Council. This land may also be under a lease / licence arrangement.

"Community Owned" refers to community, sports and recreation sites that are not owned by Council.

"Club" is defined as a group combining for a common purpose and is normally a not-for-profit Incorporated Association under the *Associations Incorporation Act 1985*. The club may have a focus on sporting, recreation, social, educational, environmental, arts, cultural and / or health and wellbeing activities provided for the benefit of the community. Clubs are the most common type of tenants occupying community facilities owned and managed by Councils. For the purpose of this policy, Club includes not-for-profit Incorporated Associations whose defined purpose is to provide services, facilities and benefit to the general community.

"Classification" categorises open spaces from local to state levels to indicate user catchments, guide equitable distribution and standards for the provision of facilities such as play spaces, sporting facilities, public amenities, pathways, public toilets, etc.

"Community Hall" is a building or group of buildings that provide facilities for not-for-profit community groups to meet and undertake activities and that is owned or managed by a Club whose defined purpose is to provide services to the community of which there is no paid membership or purpose other than to provide/manage a facility on behalf of the community for the purpose of the community.

"Community Standard" a standard, determined by Council, that is appropriate for general community use.

"Emergency Services" refers to service providers that respond to emergencies and provide other safety-related services either as part of their on-the-job duties or as part of the main mission of their business (e.g. Country Fire Service, SA Ambulance, State Emergency Service)

**"Exclusive Use Facility"** means a building or group of buildings that is tenanted by a Club whose purpose is to provide a facility for a specific group of the community by way of membership and defined purpose and is not readily accessible by the general public for hire and use (e.g. RSL, Childcare Centres, Kindergartens)

"Lease" means an agreement by which exclusive use of land (or part of) owned by Council or under Council's care, control and management is granted to another party (the lessee) for a specified period of time in accordance with agreed conditions and to the exclusion of all others. This can be a ground lease only or inclusive of existing facilities on the site.

"Licence" means an agreement by which non-exclusive use of land (or part of) owned by Council or under Council's care, control and management is granted to another party (the lessee) for a specified and limited term, in order for the licensees to do something particular or carry on a specific activity or business from the land which may have the effect of restricting or reasonably interfering with the general public's access to that land during the licence term.

"Management Agreement" means an agreement under which a Club manages land (or part of) owned by Council or under Council's care, control and management for the purpose of managing a Community Hall.

"Operating Expenses" means the day to day costs of operating a facility or activity including but not limited to electricity, water, phone and internet connection.

"Peppercorn Rent" means a nominal dollar value for rent (if demanded).

"Play Space" in the Adelaide Hills Council region is an area including play equipment, fitness equipment, half court, skate and/or bike facilities. These facilities are covered under Council's Play Space Policy.

"Sporting and Recreation Building" is a building or group of buildings/structures that provide facilities for a defined group of participants for a defined sport/s where access and utilisation is for the membership of that Club and it is managed for that purpose.

"STARCLUB" is a State Government Club Development program that facilitates improved club governance for active recreation clubs.

"Sub-lease" is an agreement by the head tenant to another organisation which stipulates the negotiated fees/charges/conditions and times of use for the period of the agreement.

#### 4. POLICY STATEMENT

Community, sport and recreation facility provision is unique in the Adelaide Hills Council, with a relatively equal number of assets that are Council Owned and Community Owned. Also unique is the number of community, sport and recreation facilities in the Adelaide Hills Council area due to

the township nature of the district, which provides challenges for the funding of maintenance, renewal, upgrade and new facilities.

Considering the large number of facilities within the region, Council will, through various means contribute resources towards playing surfaces and facilities that facilitate community participation (ie. ovals, courts). Buildings and associated structures required for activities (ie. tennis, soccer) are the responsibility of the Clubs to provide and upgrade, unless otherwise resolved by Council

This policy aims to facilitate equitable support for all facilities, despite ownership, and also outline our approach to leasing.

In receiving support from Council, there is an understanding that such facilities will be open and available (where appropriate) to the general community for their use. Participation at and utilisation of the facility, and current demographics will also be a factor in receiving support from Council.

The Policy provides principles that guide the Adelaide Hills Council's planning, development and management of community, sport and recreation facilities in our Council region. Fulfilment of the outlined principles will contribute to the Council delivering a hierarchy of quality destinations throughout the region, and contributing to social, cultural and economic development in our region.

The overarching framework approach ensures that planning, budgeting, design, procurement and maintenance processes are aligned with Council's Strategic Objectives and that clubs, the community and relevant stakeholders are engaged in the process along the way, and understand any relevant obligations.

A community, sport or recreation facility in the Adelaide Hills Council is a space that can be utilised for the purposes of formal, informal, active and passive play as well as the provision of any associated facilities and amenities. Sites could include, assets like ovals, pitches, courts, clubrooms, change rooms, canteens, halls and community spaces. Linkages to play spaces, trails or other community facilities should also be considered.

In preparation of this Policy and the associated Framework documents, research identified that there are a variety of different policies, fee structures and services that contribute to leasing models used by Local Governments throughout the state.

Adelaide Hills Council's position takes into account that Council has an obligation to provide informal recreation facilities, sport playing surfaces and community halls, but that building assets that are for exclusive use or purpose, and their maintenance and renewal will be the responsibility of the tenant. The Policy position also acknowledges the importance of community owned sites to our Council region and the subsequent support for these sites.

Council Owned sites will have the following type of occupation arrangement put in place as follows:

- Sport and Recreation sites Lease / Ground lease
- Community Halls Management Agreement
- Exclusive Use Facility Lease / Ground Lease

The Guidelines for Maintenance and Upgrades of existing Community, Sport and Recreation Facilities document details obligations for each type of arrangement further.

The following facilities are excluded and not eligible for Council contribution under this Policy and Framework on the basis that they do not provide open community spaces for the community to enjoy informal recreation and sport, however clubs may apply for relevant Council grant programs.

- Aquatic facilities
- Golf courses
- Emergency Services occupation
- Exclusive Use Facility
- Other single use facilities that are not open to the general public

The management of bike tracks, skate parks and playgrounds is addressed in Council's Play Space Policy and Framework. Play Spaces that are approved by Council will and will be the responsibility of Council to maintain and renew and this will be documented in an appropriate manner by lease or licence.

The management of trails and cycling routes is addressed in Council's Trails and Cycling Routes Policy and Framework.

Reserves and general open space including passive recreation reserves and native bushland will be the responsibility of Council to manage and maintain and this will be documented in an appropriate manner by lease or licence.

#### Classification

Council owned sport and recreation sites throughout the region are classified in a hierarchy. This hierarchy can assist in determining the type of facility that will meet the needs of the catchment it serves and to assist in creating an approach that limits facility duplication. Council's *Sport and Recreation Strategy* refers to four classifications:

- State/National
- Regional
- Neighbourhood
- Local

These classifications do not apply to halls, other community facilities or facilities owned by the community, however, principles from the classification could be applied and utilised to assist planning or development stages at such sites.

#### Service Levels and Guidelines for Maintenance

A level of service and maintenance guidelines for Community, Sport and Recreation Facility assets has been developed that reflects Council's commitment to providing facilities that are appropriate for community use.

In general, Council will provide and maintain informal sport and recreation spaces for the benefit of the community on Council Owned sites to an appropriate community standard.

Where a Club requires built facilities and a higher standard of playing surface for formal sport and recreation activities, the Club is responsible for the provision, maintenance and management of assets that they require for their activity.

Where a Club requires a higher standard of playing surface, they can engage Council to undertake those additional works on their behalf and full cost recovery will be applied for the additional services provided or alternatively, the Club can apply to Council to undertake works themselves.

Eligible Clubs on Community Owned land will receive funding to maintain and manage their site to the same standard appropriate for community use.

These service levels and guidelines are outlined in the broader Framework documents and consider the following asset classes:

- Playing Surface / Sportsground (Turf)
- Playing Surface / Sportsground
   Irrigation
- Playing Surface / Sportsground (Acrylic Courts)
- Sports Amenity
- Sports Lighting
- Cricket Wickets and Nets
- Amenity Lighting
- Driveway, Carpark, Site Drainage and Traffic Management
- Signage
- Recreation and Sport Fencing and Gates

- Recreation and Sport Buildings (inc. sheds, change rooms, clubrooms, club toilets, canteens)
- Community Halls
- Exclusive Use Facility
- History Groups & Societies
- Public Toilets
- Vegetation
- Waste Management
- Insurance
- Utilities

These guidelines reflect Council's commitment to equitable resource distribution and appropriate standard of maintenance for facilities. It will also facilitate Council resources and expertise being utilised where they are most effective, (ie. project management, addressing urgent or high risk maintenance requirements).

The following policy statements are in reference to Council owned sites, unless stated otherwise.

#### Facility Planning & Upgrading

#### Sport & Recreation Buildings

Buildings and associated structures are the responsibility of the Clubs to provide and upgrade, unless otherwise resolved by Council. Where a building facility upgrade is proposed by a Club, the Club can apply to Council for funding towards the project through the Council's Community & Recreation Facility Grant or by separate submission to be considered in Council's Annual Business

Plan and Budget process. Larger scale projects that seek contribution from Council should be thoroughly planned in partnership with Council and considered in Council's Long Term Final Planning processes. Council may consider a contribution to a building upgrade that results in:

- A facility that reflects the Adelaide Hills community and its built and natural form
- A structure that reflects the local user needs, current demographics and considers long term sustainability
- A facility that considers diverse opportunities, inclusion, and accessibility and facilitates increased participation from a wide variety of users
- An upgrade that has been linked with an approved master planning process
- The consolidation of assets, or higher usage levels of fewer assets
- Meeting current legislation compliance or requirements
- Facilities that are genuine 'multiple use' facilities
- An increased range of activities, services, programs being offered
- A facility that meets relevant peak body guidelines
- Consideration of Council's commitment to energy efficiency and sustainability
- A facility its associated management that has considered governance and financial sustainability.

Council's funding contribution to building or facility upgrades will be targeted at those projects that are of a strategic nature to the region. In such instances, Council will consider partnering with clubs to plan, seek funding and deliver projects.

Council will consider partnering with clubs to undertake master planning processes for key sites in the region. Masterplans should consider the above principles (like consolidation of assets, and multiple use facilities) during the process.

Council must be aware of and provide relevant consent for clubs to apply for and receive external grant funding opportunities for building upgrades.

#### **Community Halls**

Buildings/structures on Council Owned land are the responsibility of the Council to undertake structural maintenance, renew and upgrade. Renewal works will be undertaken in-line with Council's Asset Management Plan and annual capital works program.

Where a building facility upgrade is proposed by a Club, the Club can apply to Council for funding towards the project through the Council's Community & Recreation Facility Grant or by separate submission to be considered in Council's Annual Business Plan and Budget process. Larger scale projects that seek contribution from Council should be thoroughly planned in partnership with Council and considered in Council's Long Term Final Planning processes. Council may consider a contribution to a building upgrade that results in:

- A facility that reflects the Adelaide Hills community and its built and natural form
- A structure that reflects the local user needs, current demographics and considers long term sustainability

- A facility that considers diverse opportunities, inclusion, and accessibility and facilitates increased participation from a wide variety of users
- The consolidation of assets, or higher usage levels of fewer assets
- Meeting current legislation compliance or requirements
- An increased range of activities, services, programs being offered
- A facility that meets relevant peak body guidelines
- Consideration of Council's commitment to energy efficiency and sustainability
- A facility its associated management that has considered governance and financial sustainability.

#### **Project Management**

All capital works undertaken on Council Owned land will be approved, project managed or overseen by Council.

Council can consider the provision of project management assistance or project oversight to sites that are Community Owned.

#### **Facility Management Support**

#### **Sport & Recreation Buildings**

Through the implementation of this Policy, facility and building management responsibilities will rest with clubs.

Council acknowledges that building management requirements for volunteer groups can be both complex and cost prohibitive. To aid this, Council will make available a list of preferred suppliers who can undertake required works, particularly high risk works. In addition, a Facility Maintenance Fund is available to assist with necessary high risk works where it can be demonstrated that the works are required to meet legislative requirements or there is a community danger, and the Club does not have the financial capacity to undertake the works.

Clubs who operate at both Council Owned and Community Owned sites are eligible to apply to the Facility Maintenance Fund.

#### Community Halls

Through the implementation of this policy, non-structural maintenance responsibilities will rest with the Club.

Council acknowledges that building management requirements for volunteer groups can be both complex and cost prohibitive. Council will make available a list of preferred suppliers who can undertake required works, particularly high risk works. In addition, a Facility Maintenance Fund is available to assist with necessary high risk works where it can be demonstrated that the works are required to meet legislative requirements or there is a community danger, and the Club does not have the financial capacity to undertake the works.

Clubs who manage both Council Owned and Community Owned facilities are eligible to apply to the fund.

#### Governance

Clubs operating on Council Owned land are expected to develop, implement and maintain a robust system of governance that suits their particular needs and circumstances, is in line with their constitution and reflects leasing obligations for the site their operate from.

Governance structures in clubs have a significant impact on their performance and how a site is managed.

Council's expectations around ethical culture, good leadership, sound decision making, reviewing performance, and appropriate financial controls will facilitate appropriate management of community, sport and recreation sites in the region.

#### **Club Support and Development**

Council has an expectation that Council owned sites will practice good governance, sound financial management, effective planning and administration and have appropriately maintained sites. Clubs are encouraged to be part of and follow the STARCLUB (or similar) good governance program to assist them in meeting these expectations.

To assist clubs with meeting governance and other administrative requirements, Council will offer training and development opportunities for clubs and their committees.

This policy and the wider framework also demonstrate Council's commitment to ensuring that community volunteers feel valued, supported, understand their role and are not subject to unnecessary risk.

#### **Accessibility and Inclusion**

Clubs occupying Council land will be expected to provide a safe and supportive environment for the community and their members.

Clubs are expected to adapt and evolve community, sport and recreation programs, services and approaches that provides everyone with an opportunity to participate.

Sports facilities on Council Owned land will be accessible to all residents of the Adelaide Hills Council area recognising that some sports surfaces (tennis courts, bowling greens etc) need to be protected by locked fencing. These facilities should be made available to the community by way of hire (for a nominal fee) or social membership to the Club.

Where Council Owned facilities are not made available to the community by way of hire (for a nominal fee) or by open membership, a commercial lease will apply and the Club will not be eligible for Council support and will be responsible for 100% costs of maintaining, renewing and replacing the playing surface and surrounds and commercial tenancy principles will apply in regard to the building and all other improvements.

Where Community Owned facilities are not made available to the community by way of hire (for a nominal fee) or by open membership, the Club will not be eligible for Council support and will be responsible for 100% costs of maintain, renewing and replacing the playing surface.

#### **Naming Rights**

It is acknowledged that Council holds the naming rights to all facilities on Council-owned land.

#### Insurance

It is important that all facilities and Clubs are appropriately insured.

#### **Buildings**

Recognising the responsibility for the asset, the responsibility for insuring the asset is determined as follows:

#### Sport and Recreation Buildings

Where a Club occupies a building/structure that has been constructed either fully or partially by the Club and is used for the furtherance of sport and recreation activities for that Club, the responsibility for insuring the building/structure and contents rests with the Club. Where the building/structure is located on a Council Owned site, the Council will insure the building/structure and seek reimbursement from the Club or will permit the Club to directly insure the building with their choice of insurer subject to annually submitting a copy of the certificate of currency for the insurance.

#### Community Halls

The Council will insure Council Owned Community Halls. The Clubs managing the Community Halls will be responsible for taking out and maintaining Contents Insurance for the items within the Community Hall. Where Council owns particular higher value assets within a Community Hall (i.e. art), Council may separately insure those items.

The Council will make a grant contribution to Community Owned Community Halls for operating expenses such as their building insurance. This will be a fixed annual amount as determined by the Council.

#### Association and Public Liability

Clubs are required to take out and maintain their own Association and Public Liability insurance. Those Clubs occupying Council Owned sites must provide evidence of this insurance to Council on an annual basis.

#### **Historical Societies**

Council will continue to support Historical Societies by reimbursing them for their Association and Public Liability insurance upon receipt of evidence of the paid premium and supporting documentation evidencing the insurance. This arrangement is on the basis that they work to digitise their records and make them available to the general community online.

### WHS / Risk / Community Safety

The health and safety of the community, including any attendees on community spaces is paramount.

To occupy a Council Owned site or to receive Council support to manage and maintain a Community Owned site, Clubs must have the following in place (at a minimum):

- Workplace Health and Safety Policy
- Volunteer Management Policy
- Volunteers and Contractors Induction Policy
- Risk Management Policy
- Child Protection Policy
- Child Safety Code of Conduct

Where Clubs occupy a Council Owned Site, there may be a shared responsibility between the Club and the Council for the work health and safety of persons attending on that site and as such Council may require the Club to put in place additional policies and procedures to ensure obligations with the *Work Health and Safety Act 2012* are met.

Clubs who pay staff, volunteers or players should obtain advice so that they understand their obligations under the *Work Health and Safety Act 2012* as a person conducting a business or undertaking (PCBU).

#### **Gaming/Poker Machines**

Council does not support the introduction or provision of gaming machines in premises on Council Owned or Community Owned land.

Clubs that are associated with an organisation that holds a Gaming Machine Licence and derives a financial benefit from the association will be deemed commercial in nature and therefore will not be entitled to any Council support, including funding or community based leasing arrangements.

#### Subletting

The Licensee shall not sublet or sublicense any part of the premises without Council's written consent and any sublease or sublicense must be on terms and conditions satisfactory to Council.

#### Terms of agreement

Terms of agreement will not be greater than five years unless Council resolves to grant a longer term lease. In these circumstances, consideration will be given to developing a management plan in partnership with the organisation which seeks to develop the facility long term.

Where a lease or licence is to be granted for greater than five years and is located in Community Land, community consultation will be undertaken in line with the *Local Government Act 1999*.

#### **Occupation Agreements**

All lease agreements for Council Owned sites will have an annual peppercorn rent applied to them.

Clubs and Associations who lease Council owned sites will be required to meet the following criteria as a condition of their lease:

Good Governance – the organisation can demonstrate:

- Compliance with conditions of current lease/licence conditions
- Provision of Annual General Meeting reports and minutes including financial reports (to be audited upon request)
- Financial viability, have not incurred an unauthorised debt with Council and have not defaulted on a loan from Council
- Quality Management is integrated into operations capacity building, good governance and planning, evidenced through provision of an annual business plan, current constitution, policies & procedures, current accreditation with the STARClub or STARservice program (or similar).

Facility Utilisation – the organisation is able to:

- Provide evidence of membership/use/participant numbers and hours of use on an annual basis
- Provide evidence of activities and initiatives undertaken to increase utilisation of the facility
- Initiatives planned to increase use or participant numbers
- Evidence of shared use of the facility by the community and other community clubs and organisation to ensure optimal use of the facility

Facility Maintenance – the Club can demonstrate:

- There is a maintenance program for general maintenance for the site
- All buildings are maintained to a standard suitable for the activity it is being used for
- All buildings are maintained to a standard suitable to ensure community safety
- All buildings are maintained to meet legislative requirements

Social Inclusion – the Club can demonstrate:

- The activity or service they provide is non-discriminatory and is open to all residents who meet stated criteria for participation
- The use of the facility will increase social inclusion, increase community participation and/or will promote health and well-being in the community
- Activities support wider social inclusion targets which may include such groups as:
  - Low socio-economic background
  - o Over 60's years of age

- o Aboriginal and Torres Strait Islander
- o Culturally and Linguistically Diverse (CALD)
- Children under 17yrs of age
- o Physically and intellectually disabled
- o Female participation in sport

Volunteer Management – the Club can demonstrate that it promoted, supports and develops volunteers and has appropriate policies and procedures in place to ensure the safety and wellbeing of its volunteers

Environmental Initiatives – the Club can demonstrate that it promotes and implements environmental initiatives like the reduction of single use plastics, waste reduction, recycling initiatives, or energy efficiently practices or investments like solar panels, stormwater collection

Clubs are responsible for their Operating Expenses except for water and power costs incurred for the irrigation of the turf oval/playing surface.

#### Expectation of Clubs occupying Council Owned land

Clubs occupying Council Owned land will be expected to promote their activities in a safe and supportive environment. Council Administration will endeavour to facilitate educational programs and opportunities assist Clubs.

In the event of a Club being found guilty of committing an action or offence considered significant, that results in a penalty being enforced by either a State or National Association or the South Australian Police, the Club will be given a formal warning from Council.

If a total of three formal warnings are received within any five year period, the Club may be required to relinquish their licence subject to Council consideration.

If an individual member of a Club is found guilty of an action or offence considered significant that results in a penalty being enforced by the Club, State or National Association or the South Australian Police, and where that action or offence relates to Club financial or administrative misconduct, or child, sex or assault offences, that individual is to be banned from membership of the Club and the committee of the Club and in the case of child, sex or assault offences, banned from attending at formal Club activities.

### <u>Professional and / or Commercial Clubs</u>

Clubs are finding it increasingly difficult to attract volunteers to help with coaching, administration and maintenance. Council acknowledges that some amateur Clubs now offer players and volunteers some type of remuneration to cover expenses related to their services.

If the profits gained from a commercial activity are not reinvested into the Club facilities or activity then the Club may be deemed as being commercial in nature and a negotiated rent for the property occupied may apply.

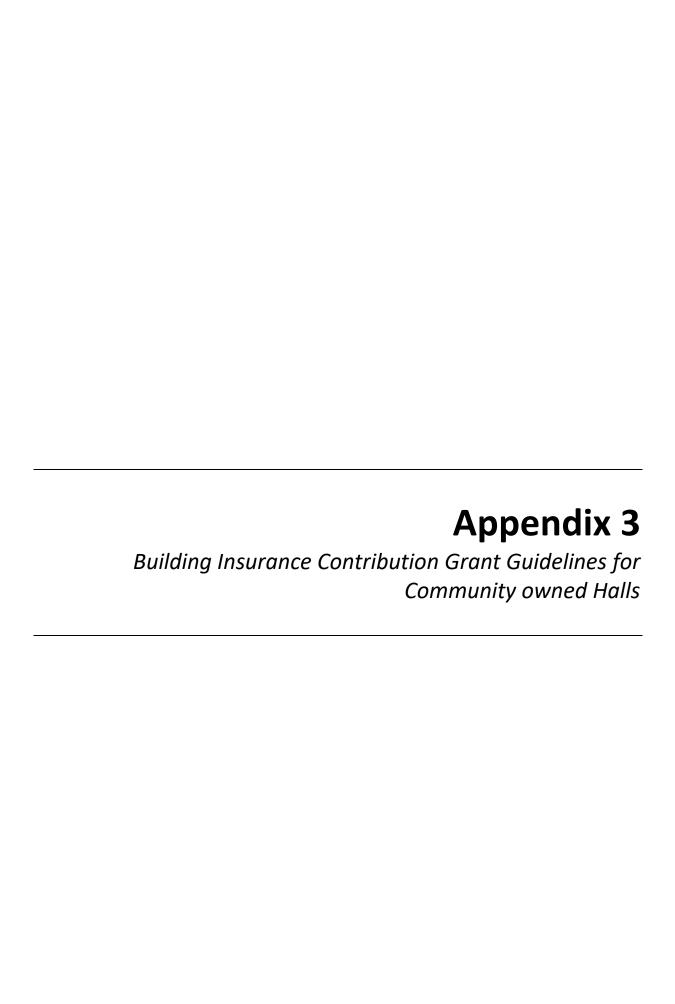
In addition, the payment of players and / or volunteers may constitute employment and require the Club to submit payroll tax and comply with the requirements of the *Work Health and Safety Act 2012* as a person conducting a business or undertaking (PCBU).

#### 5. DELEGATION

- 5.1 The Chief Executive Officer has the delegation to:
  - i. Approve, amend and review any procedures that shall be consistent with this Policy; and
  - ii. Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

#### 6. AVAILABILITY OF THE POLICY

This Policy will be available via the Council's website <a href="www.ahc.sa.gov.au">www.ahc.sa.gov.au</a>.



#### Adelaide Hills Council | Community and Recreation Facilities Framework

#### **Building Insurance Contributions - Grant Guidelines**

#### **About the Funding**

Building Insurance Contribution Grants are available to not-for-profit organisations managing Community Owned Halls located within the Adelaide Hills Council area that are active in their provision of programs and services to our community.

The Grant is provided as outlined in the Community and Recreation Facilities Framework Policy.

The Grant Funding round will be widely communicated and will be based on an application being received at any time throughout the year via the application form on our website and which can be downloaded and sent to <a href="mailto:property@ahc.sa.gov.au">property@ahc.sa.gov.au</a> with the required supporting documentation.

#### Who can apply?

- Must be a 'not for profit' organisation managing a Community Owned Hall in the Adelaide Hills Council Area. and
- Must be providing a building or group of buildings that provide facilities for not-for-profit community groups
  to meet and undertake activities and that is owned by an association whose defined purpose is to provide
  services to the community of which there is no paid membership or purpose other than to provide/manage
  a facility on behalf of the community for the purpose of the community.

#### Who can't apply?

- Council Owned Community Halls
- RSL Halls
- Aquatic Centres
- Golf Courses
- Emergency Services Occupation
- Exclusive Use facilities
- Other single us facilities that are not open to the general public for hire.

#### How much are eligible applicants able to receive?

The grant figure will not exceed \$ 2000.00 per annum per eligible hall and will be administered by Council
administration, based upon the budget allocation provided for in Councils Annual Business Plan for
Community and Recreation Facilities (Community Owned Halls Insurance grants)

All grants are administered in accordance with Councils Grant Giving Policy which is available on the ahc.sa.gov.au website.

#### What is required from Council in the application process?

- Copies of the Tax Invoices for the Insurance Business Pack that the association receives from the insurer, Local Community Insurance Services (LCIS)
- Proof that the Invoice has been paid prior to applying for the grant. A copy of the associations bank statement or receipt of the bank transfer will be sufficient supporting evidence
- Bank Account details will need to be supplied for electronic bank transfers
- Current Program of Activities being delivered at the hall

#### How to apply

An online fillable application form can be accessed at the Adelaide Hills Council website ahc.sa.gov.au. Applicants are guaranteed confidentiality and security when sending through the applications. The form is easy to use and assistance is available if required.

Grant contributions for successful applicants will be paid on a quarterly basis. March, June, September, and December

These guidelines were accurate at the time of publishing, and supersede all terms and conditions contained in any previous guidelines. For information, assistance or to discuss your application, please contact:

Gen Stewart | Property Officer | 8408 0400 or gstewart@ahc.sa.gov.au

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.3

Responsible Officer: Gary Lewis

**Manager Financial Services** 

**Corporate Services** 

Subject: Policy Review – Treasury Policy

For: Decision

#### **SUMMARY**

The purpose of this report is to provide Council with the opportunity to consider a review of the Treasury Policy (the Policy) and seek approval to adopt the Policy as per *Appendix 1*.

The objectives of this Policy are to provide direction to management, staff and Council in relation to the treasury function and establishes a decision framework that:

- Ensures funds are available as required to support strategic objectives and approved expenditure.
- Ensures that relevant risk exposures are acknowledged and responsibly managed.
- Is reasonably likely to minimise on average over the longer term, the net interest costs associated with borrowing and investing.
- Ensures that outstanding debt is repaid as quickly as possible and therefore that the gross level
  of debt held by Council is minimised, and
- Ensures that medium to longer term objectives of the Long Term Financial Plan are not compromised.

The Policy has been reviewed by administration with minor changes being made. The reviewed Policy was subsequently presented to the Audit Committee at their meeting of 20 November 2023 where they resolved as follows:

#### 8.6 Treasury Policy Review

Moved Peter Brass S/- Pamela Lee

AC51/23

- 1. That the report of the Review of the Treasury Policy be received and noted.
- To recommend to Council the adoption of the Treasury Policy as detailed at Appendix 1.

Carried Unanimously

#### **RECOMMENDATION**

#### **Council resolves:**

- 1. That the report on the Treasury Policy be received and noted.
- 2. With an effective date of 1 March 2024, to revoke the 19 January 2020 Treasury Policy and to adopt the 13 February 2024 Treasury Policy as per Appendix 1.
- 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature, or other minor changes to the Policy as per Appendix 1 prior to the date of effect.

#### 1. BACKGROUND

Council has developed a range of policies over a number of years that are periodically reviewed to ensure they remain compliant and contemporary.

This report seeks a review of the Treasury Policy that was last adopted by Council in November 2020.

#### 2. ANALYSIS

#### Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Strategie i lair 2020	24 Nongher Julius
Goal 5	A Progressive Organisation
Objective O2	Our customers find it easier to interact and do business with Council and have an improved customer experience
Priority O2.4	Continuously strive to measure and improve performance and service delivery across all functions
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to

changing circumstances and meet our legislative obligations.

#### Legal Implications

Section 125 Local Government Act 1999 (the Act) requires councils to ensure that appropriate policies, practices and procedures of internal controls are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records.

#### Risk Management Implications

The adoption and implementation of the Treasury Policy will assist in mitigating the risk of:

The absence of formal policies and procedures may lead to inconsistent or inappropriate practices resulting in errors. Formal and effective controls are particularly important where high volumes of transactions or where the total dollar value is significant.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3D)

Note that there are many other controls that assist in mitigating this risk.

#### > Financial and Resource Implications

This policy ensures that financial resources are sourced and applied in an efficient manner supporting the sustainability of Council.

#### Customer Service and Community/Cultural Implications

There is a high expectation that Council has appropriate corporate governance processes in place including an effective suite of policies.

#### Sustainability Implications

Not applicable.

#### Engagement/Consultation conducted in the development of the report

Consultation on the development of this report was as follows:

Council Committees: Audit Committee

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Finance Officer - Treasury

Team Leader Finance

External Agencies: Not Applicable

Community: Not Applicable

#### Additional Analysis

Council first adopted the Policy in April 2008. Given the current version of the Policy was adopted in November 2020 is now due for revision.

As part of this review, consideration was given to the LGA Information Paper 15, Treasury Management and a number of other SA Council's Treasury Management Policies. However, Treasury processes and operating context have been stable since the last review and with LGA guidance also being unchanged, no significant amendments are being recommended at this time.

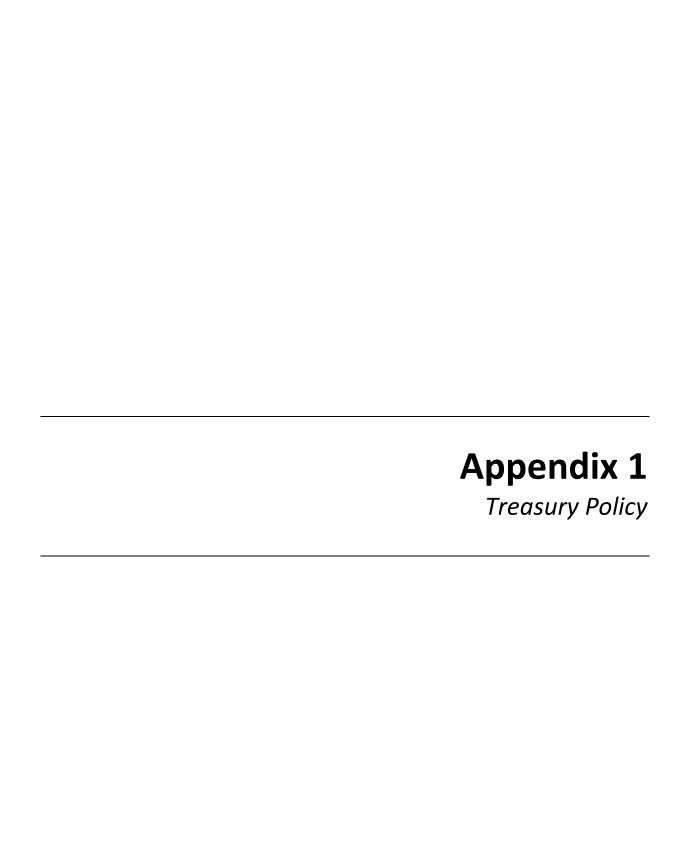
## 3. OPTIONS

Council has the following options:

- I. To adopt the draft Treasury Policy (Recommended).
- II. To determine not to adopt the draft Treasury Policy or to suggest changes are made to the draft Treasury Policy (Not Recommended).

#### 4. APPENDICES

(1) Treasury Policy



# **COUNCIL POLICY**



# **TREASURY**

Policy Number:	FIN-03	
Responsible Department(s):	Finance	
Relevant Delegations:	As per the delegations schedule and as included in this Policy	
Other Relevant Policies:	None	
Relevant Procedure(s):	None	
Relevant Legislation:	Local Government Act 1999.	
Policies and Procedures Superseded by this policy on its Adoption:	Treasury, 10/06/14, Item 12.3, 36 Treasury, 26/09/17, Item 12.3, 208/17	
Adoption Authority:	Council	
Date of Adoption:	13 February 2024	
Effective From:	1 March 2024	
Minute Reference for Adoption:		
Next Review:	No later than November 2026 or as required by legislation or changed circumstances	

# **Version Control**

Version No.	Date of Effect	Description of Change(s)	Approval

#### TREASURY POLICY

#### 1. INTRODUCTION

1.1 This policy underpins Council's decision-making in the financing of its operations in the context of its annual business plan & budget and long-term financial plan and associated projected and actual cash flow receipts and expenditure.

1.2 Council has developed a Long Term Financial Plan and is committed to operating in a financially sustainable manner.

#### 2. POLICY OBJECTIVES

- 2.1 This Treasury Policy provides direction to management, staff and Council in relation to the treasury function and establishes a decision framework that:
  - ensures funds are available as required to support strategic objectives and approved expenditure.
  - ensures that relevant risk exposures (including credit risk, market risk, liquidity risk and interest rate risk) are acknowledged and responsibly managed.
  - is reasonably likely to minimise on average over the longer term, the net interest costs associated with borrowing and investing.
  - ensures that outstanding debt is repaid as quickly as possible and therefore that the gross level of debt held by Council is minimised, and
  - ensures that medium to longer term objectives of the Long Term Financial Plan are not compromised.

#### 3. **DEFINITIONS**

- 3.1 "Annual Business Plan" In accordance with s123 of the Local Government Act 1999
  Council must have for each financial year a plan and budget that outlines annual and long term objectives, annual activities and measures of performance.
- 3.2 "Financial Sustainability" A Council's long term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.
- 3.3 "Intergenerational Equity" Intergenerational equity (or fairness) involves the costs associated with expenditure being spread over time in accordance with the distribution of the benefits that are generated from that expenditure. It is commensurate with spreading costs in relation to the pattern of benefits over time so that one generation is not excessively subsiding another generation.
- 3.4 **"LGFA Local Government Financing Authority"** A Government guaranteed statutory authority established to develop and implement borrowing and investment programs for the benefit of Councils and prescribed local government bodies within the State.

3.5 **"Long Term Financial Plan"** In accordance with s122 of the Local Government Act 1999 Council must develop and adopt a long term financial plan for a period of at least 10 years.

- "Net Financial Liabilities (NFL)" NFL equals total liabilities less financial assets, where financial assets for this purpose include cash, investments, receivables and prepayments, but exclude equity held in a Council subsidiary, inventories and assets held for sale. The Net Financial Liabilities Ratio is calculated by expressing net financial liabilities at the end of the year as a percentage of total operating revenue for the year.
- 3.7 **"Surplus Funds"** Funds over and above a level which is required to meet Council's immediate working capital requirements
- 3.8 **"Treasury Management"** Refers to those activities which are related to the funding of Council operations. This includes funds management, cash flow budgeting, investment of surplus funds and borrowings

#### 4. TREASURY MANAGEMENT STRATEGY

- 4.1 Operating and capital expenditure decisions are made based on:
  - community need and benefit relative to other expenditure options.
  - cost effectiveness of the proposed means of service delivery.
  - affordability of proposals having regard to Council's long-term financial sustainability (including consideration of the cost of capital and the impact of the proposal on Council's Net Financial Liabilities), and
  - whether a borrowing needs to be raised and if so the nature of it is a separate
    decision to the expenditure one and it is made in accordance with the criteria
    specified in this policy.
- 4.2 Council manages its treasury functions borrowings, investments and associated cash flow holistically in accordance with its overall financial sustainability strategies and targets.

This means Council will:

- maintain a target range for its Net Financial Liabilities ratio
- generally only borrow funds to support cash flow and not specifically for particular Council projects
- only retain or quarantine money for a particular future purpose when required by legislation or part of an agreement
- apply where cost effective any funds that are not immediately required to meet approved expenditure, to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.
- 4.3 Council recognises that on average the rate of return that can be received from investing money is less than the interest rate charged on borrowed funds. As such, cash inflows that are surplus to short or medium term needs can be applied in the first instance to reduce the level of borrowings that would otherwise be necessary. This is more readily and effectively achievable with variable interest rate borrowings.

4.4 Community self-funding loans borrowed on behalf of community groups fall outside this definition, having no net impact on Council's cash position.

#### 5. POLICY

#### 5.1 Intergenerational Equity Funding

Council shall strive to achieve equity between generations of ratepayers (intergenerational equity) whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from the expenditure and therefore on a user pay basis, who should pay for the costs associated with such expenditure.

#### 5.2 **Borrowings**

The level of borrowings shall be considered in the context of Council's strategic priorities within the adopted Net Financial liabilities ratio and in conjunction with Council's Long Term Financial Plan to ensure the long-term sustainability of Council.

#### 5.2.1 Short Term Cash Flow Management

Short term cash advances may be used to sustain the cash flows of Council having regard to anticipated receipts and expenditures and the annual cash flow budget. For this purpose Council may operate a cash advance facility from a financial institution and/or an overdraft on its bank account.

#### 5.2.2 Interest Rate Risk Exposures

Council recognises that future movements in interest rates are uncertain in direction, timing and magnitude. Council considers that a mixture of both fixed and variable interest rate borrowings will assist in meeting Council's policy objective of minimizing net interest costs on average over the longer term and at the same time managing interest rate movement risks.

Management shall not speculate on interest rate movements.

#### 5.2.3 Fixed and Variable Interest Rate Borrowings

Having regard to cost effectiveness, risk management criteria and flexibility, Council has restructured its portfolio of borrowings as old borrowings mature and new ones are raised to progressively achieve and thereafter strive to maintain a mixture of fixed and variable loans.

In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the practically available maturity spectrum.

### 5.2.4 Risk Minimisation

To reduce the level of risk, which includes but is not limited to credit risk, market risk, liquidity risk and interest rate risk:

- Council approval is required for all new loans
- Loans are to be provided by institutions with long term credit ratings in line with the four major Australian banks
- All new loans are to be tendered to at least three lending institutions.

#### 5.2.5 Borrowing Redemption

When surplus funds exist, the decision to repay borrowings shall be made based on the facts available at the time giving due regard to minimising the overall cost to Council.

#### 5.3 **Investments**

Any funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that doesn't generate investment returns shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

Any funds invested will be lodged at call or, having regard to differences in interest rates for fixed term investments of varying maturity rates, may be invested for a fixed term. The maturity date for a fixed term investment would not exceed a point in time where the funds otherwise could have been applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds within the above criteria the investment which delivers the best value to Council is to be selected having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Investments are limited to the following (unless as specifically endorsed by Council):

- Deposits with the Local Government Finance Authority
- Bank interest bearing deposits or investment accounts with Council's current banking service provider
- Bank accepted/ endorsed bank bills, and
- State / Commonwealth Government Bonds.

To manage the level of risk Council will limit its investments to secure organisations. The following investment types are prohibited under this policy:

- Derivative based instruments
- Principal only investments or securities that provide potentially nil or negative cash flow
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind, and
- Leveraging (borrowing to invest).

In addition, Council is prohibited from directly acquiring shares in a company.

#### 5.4 **Reporting**

On or before 30 November, Council shall receive a specific report regarding treasury management performance of the previous financial year relative to this policy document.

This report shall highlight:

• For each Council borrowing and investment - the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report

- The portion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period, and
- Confirmation of compliance with c policy during the year.

#### 6. DELEGATION

6.1 Section 44 Part 1c of the Act provides that a council must approve all loans and clearly states that the power to borrow money cannot be delegated from the Council itself.

In terms of Investments, there is no restriction upon the delegation of the powers at Section 139 or the duty at Section 140 of the Act.

Investment/Loan Transactions within **new** facilities which must be within the debt levels approved by Council have been delegated to two of the following to authorise:

- CEO
- Directors
- Manager Financial Services

Investment/Loan Transactions within **existing** approved facilities are delegated to one of the following to authorise:

- CEO
- Directors
- Manager Financial Services
- Management Accountant

In relation to the above delegations, the officer initiating the transaction must be separate from the officer authorising the transaction.

#### 6.2 The Chief Executive Officer has the delegation to:

- 6.2.1 Approve, amend and review any procedures that shall be consistent with this policy; and
- 6.2.2 Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

#### 7. AVAILABILITY OF THE POLICY

This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website <a href="www.ahc.sa.gov.au">www.ahc.sa.gov.au</a>. Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.4

Responsible Officer: Gary Lewis

**Manager Financial Services** 

**Corporate Services** 

Subject: Policy Review – Debt Recovery Policy

For: Decision

#### **SUMMARY**

The purpose of this report is to provide Council with the opportunity to consider a review of the *Debt Recovery Policy* (the Policy) and seek approval to adopt the Policy as per *Appendix 1*.

The objectives of this Policy are:

- to provide guidance for Council to recover unpaid rates and sundry debtors
- to ensure the fair, equitable and consistent collection of rates and sundry debtors in an
  effective and timely manner while recognising the need to identify and consider individual
  cases of genuine hardship.

The Policy has been reviewed by the administration and there are no significant changes proposed to Council's current debt recovery and hardship policy. The reviewed Policy was subsequently presented to the Audit Committee at their meeting of 20 November 2023 where they resolved as follows:

8.7 Debt Recovery Policy Review

Moved Peter Brass S/- Pamela Lee

AC52/23

- That the report of the Debt Recovery Policy be received and noted.
- To recommend to Council the adoption of the Debt Recovery Policy as detailed in Appendix 1

Carried Unanimously

#### **RECOMMENDATION**

#### **Council resolves:**

1. That the report on the Debt Recovery Policy be received and noted.

- With an effective date of 1 March 2024, to revoke the 19 January 2021 Debt Recovery Policy 2. and to adopt the 13 February 2024 Debt Recovery Policy as per Appendix 1.
- 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature, or other minor changes to the Policy as per Appendix 1 prior to the date of effect.

#### 1. **BACKGROUND**

Council has developed a range of policies over a number of years that are periodically reviewed to ensure they remain compliant and contemporary.

This report seeks a review of the Debtor Recovery Policy that was last adopted by Council in January 2021.

#### 2. **ANALYSIS**

#### Strategic Management Plan/Functional Strategy/Council Policy Alignment

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Strategic Plan 2020-24 – A brighter future		
Goal 5	A Progressive Organisation	
Objective O2	Our customers find it easier to interact and do business with Council and have an improved customer experience	
Priority O2.4	Continuously strive to measure and improve performance and service delivery across all functions	
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community	
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations.	

#### **Legal Implications**

Section 125 Local Government Act 1999 (the Act) requires councils to ensure that appropriate policies, practices and procedures of internal controls are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records.

#### **Risk Management Implications**

The adoption and implementation of the Debt Recovery Policy will assist in mitigating the risk of:

The absence of formal policies and procedures may lead to inconsistent or inappropriate practices resulting in errors. Formal and effective controls are particularly important where high volumes of transactions or where the total dollar value is significant.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3D)

Note that there are many other controls that assist in mitigating this risk.

#### Financial and Resource Implications

There are no financial or resource implications associated with the implementation of this Policy.

#### Customer Service and Community/Cultural Implications

There is a high expectation that Council has appropriate corporate governance processes in place including an effective suit of policies.

#### > Sustainability Implications

Ensuring debts are recovered in an appropriuate manner is foundational to both Council and the communities financial sustainability.

#### > Engagement/Consultation conducted in the development of the report

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Executive Leadership Team

Senior Rates Officer Team Leader Finance

External Agencies: Not Applicable

Community: Not Applicable

#### Additional Analysis

In reviewing the Policy consideration has been given to Council's 2023-24 *Rating Policy*, the *LGA Guidelines - Rates Hardship Policy* released in May 2020 and other SA Council's Hardship and Debt Recovery Policies that have been adopted in recent years.

This review has identified that there are no significant changes proposed to Council's current debt recovery and hardship position as articulated in Council's 2023-24 *Rating Policy*.

#### 3. OPTIONS

Council has the following options:

- I. To adopt the draft Debt Recovery Policy (Recommended).
- II. To determine not to adopt the draft Debt Recovery Policy or to suggest changes are made to the draft Debt Recovery (Not Recommended).

## 4. APPENDICES

(1) Debt Recovery Policy



# **COUNCIL POLICY**



# **DEBT RECOVERY**

Policy Number:	FIN-04
Responsible Department(s):	Financial Services
Relevant Delegations:	As per the delegation's schedule and as included in this Policy
Other Relevant Policies:	Community Loans Policy Internal Review of Council Decisions Rating Policy
Relevant Procedure(s):	Nil
Relevant Legislation:	Local Government Act 1999 Water Industry Act 2012
Policies and Procedures Superseded by this policy on its Adoption:	Debt Recovery, 15/12/15 Item 14.2, 209 Debt Recovery, 28/11/17, Item 12.13, 287/17
Adoption Authority:	Council
Date of Adoption:	13 February 2024
Effective From:	1 March 2024
Minute Reference for Adoption:	Item 12.11, 283/20
Next Review:	No later than November 2026 or as required by legislation or changed circumstances

# **Version Control**

Version No.	Date of Effect	Description of Change(s)	Approval
1.0	15 December 2015	Draft Policy	Council
2.0	28 November 2017	Policy Review	Council
3.0	19 January 2021	Policy Review	Council
3.1	13 February 2024	Policy Review	Council

#### **DEBT RECOVERY POLICY**

#### 1. INTRODUCTION

1.1 The purpose of this policy is to set out Council's principles in regard to the management of debt and to ensure that money owed to Council is collected as soon as possible through efficient and effective debt recovery practices.

1.2 This policy will assist to ensure a strategic, equitable, accountable, consistent and transparent approach to Council's debt management, collection decisions and practices but also retain the flexibility to respond to the unique circumstances of individual customers.

#### 2. OBJECTIVES

- 2.1 Council depends on incomes from rates and other debtors to fund services and facilities for the community. This policy provides the practice for Council to recover unpaid rates and other debtors.
- Council undertakes recovery action for overdue rates and other debtors to ensure the fair, equitable and consistent collection of rates and other debtors in an effective and timely manner. Council will attempt to recover all costs, interest and expenses incurred by Council while recognising the need to identify and consider individual cases of genuine hardship.

#### 3. **DEFINITIONS**

- **3.1** "Council" is the Adelaide Hills Council.
- **"Council Debtor"** includes both rate debtors (including CWMS) and all other debtor types
- **"Debt"** is the amount (of money) owed to Council.
- **3.4** "Financial Counsellor" Means accredited financial counsellor.
- "Financial Hardship" Means a circumstance of experiencing a lack of financial means, which may be either ongoing or temporary, but does not include circumstances where a person chooses not to meet a liability for an unpaid debt.
- **"Hardship Customer" -** Means a customer who has been identified under, accepted into, or is eligible for assistance under Council's hardship program.
- **"Payment Arrangement for Hardship"** Means anyone who meets the definition of Hardship Customer and has entered into an arrangement to pay their rates beyond the due date.
- **3.8** "the Act" is the Local Government Act 1999.

#### 4. PRINCIPLES

#### 4.1 Customers' Rights and Responsibilities

#### **4.1.1** Rights:

- Be treated respectfully, sensitively and non-judgementally
- Have their cases individually considered and their circumstances kept confidential
- Receive prompt information on alternative payment arrangements
- Negotiate the amount they can afford and the frequency of instalments of their preferred payment plan
- Re-negotiate the amount of their instalment if there is change in their circumstances
- Receive information about free independent and accredited financial counselling services
- Be shielded from legal action and additional debt recovery costs, whilst they continue to make payments according to an agreed schedule, or an agreed altered schedule of payments
- Where possible speak with a person at Council (or Council's agent) who
  is familiar with their situation in order to re-negotiate their payment
  arrangement if a payment has been missed or is likely to be missed.

#### **4.1.2** Responsibilities:

- Advise Council (or Council's agent) of their financial difficulties as soon as practicable
- Treat council employees respectfully
- Be reasonable in their negotiations with Council employees (or Council's agent) in pursuit of a mutually acceptable outcome
- Be honest and realistic in their assessment of their capacity to pay
- Seek independent financial advice or representation where appropriate
- Maintain any arranged payment plan and advise Council (or Council's agent) if they are unable to meet a scheduled payment
- Advise Council (or Council's agent) if their circumstances change as soon as practicable
- Maintain contact by phone, email or correspondence with Council (or Council's agent)
- Update Council on any changes to contact information including correct postal address, phone numbers and email address

#### 4.2 Debtor Types

Given the diversity of services provided by Council there are a number of circumstances that will result in money being owed to Council. The following sections provide an outline of each key area, the process by which a debt is raised and the recovery process that will be followed for Council to recover any debt owed.

#### **4.2.1** Rates Debtors (including CWMS)

Adelaide Hills Council operates a computerised rates billing system which records financial information on a transactional basis and maintains debtor information in accordance with established principles of rating in local government.

Annual rate notices are issued not less than one month prior to the due date of the first instalment. Subsequent instalment rate notices are issued not less than one month before the due date of payment.

All notices will be clear, concise and provide sufficient information to enable the debtor to be aware of their obligations.

Council rates become overdue when not paid in accordance with a Rate Notice that is issued pursuant to S180 of the Act and will be recovered in accordance with Section 5.3 of this Policy.

The Act provides for the raising of interest and penalties for overdue rates that are recognised as a charge against the property in accordance with Sections 177, 178 and 181.

Payment plans and flexible payment arrangements will be made available to ratepayers upon application for overdue amounts.

#### Recovery Process

Debtors considered overdue will be issued with a Reminder Notice which contains sufficient information regarding the original debt, any interest penalties imposed and proposed action to be taken by the Council should the account remain unpaid after a further 7 business days.

The debtor will be given the opportunity to dispute the amount owing or make alternative arrangements for payments within that 14 day period. Payment plans and flexible payment arrangements will be made available to ratepayers upon application for overdue amounts.

Those accounts still outstanding after the 14 day final notice period may be referred to a debt collection agency chosen by Council. The collection agency will issue a final demand that includes costs of recovery. All accounts outstanding after the expiry of the final demand letter, for which an arrangement has not been made, will be recovered through court proceedings.

#### Sale of Land To Recover Debt

Section 184 of the Act provides for the sale of land for non-payment of rates where the amount payable has been in arrears for three or more years.

Preparation for sale of properties will commence in accordance with the process prescribed within the Act as soon as practical after the three years rates have become due and no arrangements for payment have been agreed.

#### **4.2.2** Other Debtors

Council operates a computerised debtor accounts system which records financial information on a transactional basis and maintains debtor information in accordance with the established principles of a commercial business.

There are various debtor types that are recorded within the debtors system including the following:

- Burial Fees
- Fire Hazard Reduction
- Food Premises Inspection
- Grants Receivable
- Legal costs awarded to Council
- Rents and Miscellaneous (includes Adelaide Hills Business and Tourism Centre)
- Private Works
- Road Rents

Council issues tax invoices for money owing at the end of each month or on a time basis applicable to each debtor class (e.g. seasonal users of Council facilities receive an invoice at the start of its season).

The tax invoice issued contains sufficient information so that the debtor can recognise the transactions included on the invoice and reconcile the debt if required.

The invoice issued is due and payable within 14 days of its date and invoices not paid by the due date are considered overdue and will be recovered in accordance with Section 4.3 of this Policy.

Council may apply an administration charge to other debtors that are overdue as specified in Council's Fees & Charges register.

Whilst recovery of debt will proceed in accordance with this Policy, rights and responsibilities established under the Retail and Commercial Leases Act are not affected.

#### Recovery Process

Other Debtors with overdue balances will be issued with a monthly statement which essentially serves as a reminder that the debt is overdue.

Debtors are given the opportunity to dispute the amount owing or make alternative arrangements for payments. Payment plans and flexible payment arrangements will be made available to other debtors upon application for overdue amounts.

Debtors who have not disputed the amount owing, made alternative payment arrangements or made any contact with Council in relation to the debt will be referred to a debt collection agency chosen by Council.

The collection agency will issue a final demand and debts outstanding after the expiry of the final demand, for which an arrangement has not been made, may be recovered through legal proceedings. Any costs of recovery of the debt can be added to the debt outstanding.

Writing off paid debts will only be considered when all reasonable attempts have been made to recover the outstanding amount and amounts written off will be reported to the Audit Committee on a six monthly basis.

#### 4.3 Financial Hardship Assistance

For the purposes of this policy "financial hardship" means a circumstance of experiencing a lack of financial means, which may be either ongoing or temporary, but does not include circumstances where a person chooses not to meet a liability for an unpaid debt.

Cases of financial hardship will be considered by application on an individual basis and always with a view to the council debtor re-establishing financial capability and, wherever possible, meeting their financial obligations.

If a Council Debtor is suffering financial hardship, they should contact Council as soon as possible to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits.

Options to address financial hardship include:

#### **4.3.1** Referral to an accredited financial counsellor

#### **4.3.2** Flexible Payment Arrangements (s181 (4))

If a ratepayer is experiencing financial hardship and anticipates difficulty paying the next rate instalment notice, Council will work with that ratepayer to make alternative arrangements.

In terms of rate debtors, in addition to quarterly instalments, ratepayers can arrange with Council to pay their rates weekly, fortnightly or monthly to provide for a smaller, more regular payment option via BPAY, phone or internet. In addition, Council offers the availability of Centrelink's Centrepay service

Ratepayers should liaise directly with the Rates Team to complete an assessment process to ensure staff are able to determine the assistance required. Payment arrangements are to:

- be based on capacity to pay
- include the arrears and ongoing council rates where possible
- be fair and reasonable timeframes to pay the debt
- be mutually negotiated and agreed

#### **4.3.3** Waiving of Fines and Interest

Council can consider the waiving of fines and interest as part of addressing financial hardship. When a ratepayer has committed to a payment plan and adheres to a regular payment, Council will consider the waiving of fines and interest to assist the ratepayer.

#### **4.3.4** Postponement of Rates

A ratepayer may apply to Council to postpone payment of rates in whole or in part for a period of due to hardship. Any such application must be made in writing and outline the reasons why postponement is requested.

If postponement is granted then Council will consider the waiving of fines and interest for the same period to assist the ratepayer.

In accordance with legislation, a postponement may, if Council thinks fit, be granted on condition that the ratepayer pays interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate as defined in the Local Government Act).

As postponement may only delay financial hardship for a period of time, options involving flexible payment arrangements and plans are more likely to be beneficial for ratepayers to assist in reducing rates balances outstanding over time.

All postponement will be subject to a timetable for periodic review

The ratepayer must be able to demonstrate financial hardship. As such, depending on the extent of the ratepayer's financial circumstances, Council may request that the ratepayer attend an appointment with an accredited financial counsellor through the South Australian Financial Counsellors Association

Applications for financial hardship assistance may be made by:

- the ratepayer direct with the rates team
- an accredited financial counsellor on behalf of the ratepayer

If postponement is approved the following will occur:

- a) the property will be flagged as a postponed property;
- b) rates and interest will still accrue (although fines and interest may be waived); and
- c) no debt recovery action will be taken while the terms for payment are met.

Postponement will be withdrawn if:

- d) the ratepayer advises financial hardship no longer exists; or
- e) the ratepayer ceases to own or occupy the property

#### 4.3.5 Removal of financial hardship assistance

Council will ensure that a debtor is aware that they will be removed from financial hardship assistance, and be returned to Council's standard collection cycles, including debt recovery:

- should they cease to make payments according to the agreed payment arrangement
- fail to respond to Council for a period of greater than 60 days
- provide false or misleading information in support of the application for hardship.

Council will advise the debtor that they have been removed from receiving hardship assistance for not meeting their obligations, and that Council will commence debt recovery, which may include legal action.

#### **4.3.6** Remission of rates

The Council has a discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship.

Council has a charge over the land under Section 177 of the Act and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayer's financial circumstances.

Consideration must also be given to the tax burden redistribution effect on other ratepayers of any remission.

For these reasons, and given the importance of ensuring fairness to other ratepayers, remission will only be considered as a last resort and only where there is no chance of improvement in the ratepayer's financial circumstances. As such, it is likely that postponement of payment of rates due to hardship has been occurring for some period to confirm the permanency of the ratepayer's situation.

#### 4.4 Community Wastewater Management Systems Customer Hardship Policy

It should be noted that Council holds a licence for the provision of CWMS that is issued by the Essential Services Commission of South Australia under the *Water Industry Act 2012*. This licence requires specific provisions in relation to hardship that are specified in Appendix 1 to this Policy.

#### 4.5 Seniors Postponement (under s182A of the Act)

The Seniors Postponement scheme under Section 182A of the Act simply provides an option for seniors to choose to free up money by postponing a portion of their rates until the property is sold or any other time of their

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choosing. It is emphasised that the scheme is non-concessional and interest is charged by a council on the accumulating postponed amount.

The provisions of s182A are made available to seniors as a 'right' under the Act. There is no requirement for the senior to demonstrate financial hardship in order to access this scheme.

As such, any senior who is experiencing genuine financial hardship will have access to options under Section 4.4. as s182A of the Act is not intended to cater for seniors facing financial hardship.

When considering financial hardship for seniors, each situation should be assessed on its merits to determine whether the senior has the means available to substantially or permanently improve their financial position by disposing of any assets.

### 4.6 Right to seek review

If an application for relief is refused, the applicant may seek a review of the decision by a more senior officer or the CEO.

An Internal review of a Council decision is also available under section 270 of the *Local Government Act 1999*. This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means.

### 4.7 Reporting

The summary of all overdue debts will be prepared on a monthly basis for review by the Manager Financial Services.

A biannual debtors report will be prepared and reported to the Council Executive Leadership Team for subsequent presentation to the Audit Committee and Council.

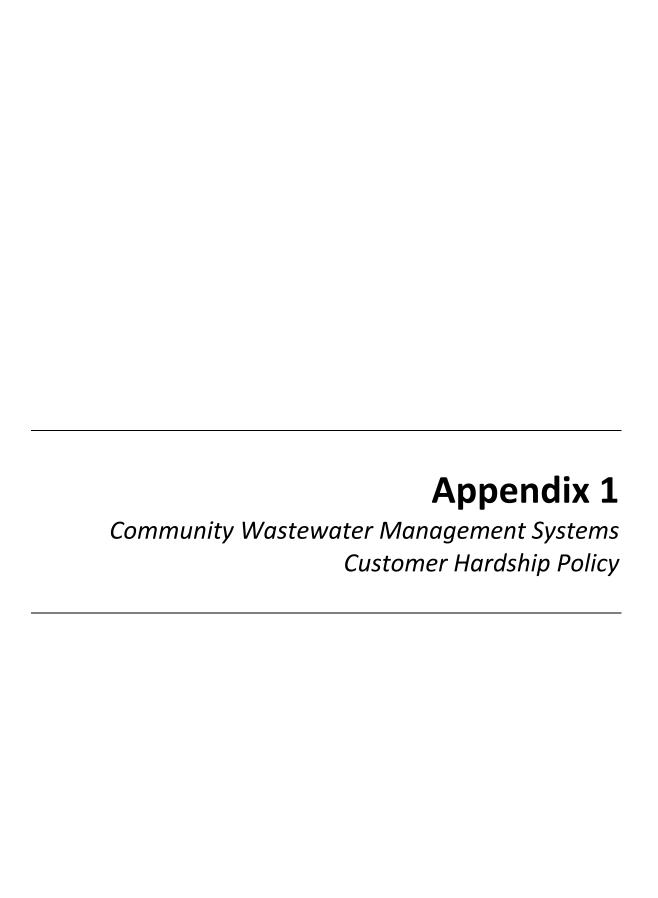
### 5. DELEGATION

- **5.1** The Chief Executive Officer has the delegation to:
  - **5.1.1** Approve, amend and review any procedures that shall be consistent with this policy; and
  - **5.1.2** Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

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### 6. AVAILABILITY OF THE POLICY

This Policy is available for inspection at the Council's Offices during ordinary business hours and via the Council's website <a href="www.ahc.sa.gov.au">www.ahc.sa.gov.au</a>. Copies will be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.



### COMMUNITY WASTEWATER MANAGEMENT SYSTEM CUSTOMER HARDSHIP POLICY

### 1. PURPOSE

Adelaide Hills Council is committed to assisting residential customers of recycled water and sewage (CWMS) services, who are experiencing financial hardship, to manage their payments in a manner that best suits the customer and ensuring they remain connected to a retail service.

The purpose of this policy is to identify residential customers who are experiencing payment difficulties due to hardship and assist those customers to better manage their bills on an ongoing basis.

This policy sets out:

- **1.1** Processes to identify residential customers experiencing payment difficulties due to:
  - Hardship
  - Identification by Council
  - Self-identification by a residential customer
  - Identification by an accredited financial counsellor
  - Welfare agency
- 1.2 An outline of a range of processes or programs that Council will use, or apply, to assist Council's customers who have been identified as experiencing payment difficulties.

### 2. LEGISLATIVE FRAMEWORK AND OTHER REFERENCES

The following legislation applies to this Policy:

### 2.1 South Australia Water Industry Act 2012

Under section 37(3) of this Act, a water industry entity must adopt a customer hardship policy published by the Minister under this section; or with the approval of the Commission, adopt such a policy with modifications.

### 2.2 Other references

Council's documents including:

- Fees and Charges Register
- Customer Service Charter for Recycled Water & Sewage (CWMS) Services
- Sale of Land for Non-payment of Council Rates as per Section 184 of the Local Government Act 1999
- Sec 182 of the Local Government Act 1999 Remission and postponement of payment
- Sec 182A of the Local Government Act 1999 Postponement of Rates Seniors

- Complaints Policy
- Internal Review of Council Decisions Policy

### External documents including:

- South Australia Water Industry Regulations 2012
- Water Retail Code Minor and Intermediate Retailers
- Essential Services Commission Act 2002

This Policy is based on the Customer Hardship Policy, made by the Minister for Communities and Social Inclusion, pursuant to Section 37 of the *Water Industry Act* 2012, under a delegation by the Minister for Water and the River Murray.

### 3. **DEFINITIONS**

For the purposes of this Policy the following definitions apply:

- 3.1 "Accredited Financial Counsellor" In South Australia, means a person who holds a Diploma of Community Services (Financial Counselling), and who has worked at least 12 months as a financial counsellor under the supervision of the South Australian Financial Counsellors Association.
- **"Consumer"** As defined in the *Water Industry Act 2012*, means a person supplied with retail services as a consumer or user of those services.
- **"Customer"** As defined in the *Water Industry Act 2012* means a person who owns land in relation to which a retail service is provided and includes:
  - Where the context requires, a person seeking the provision of a retail service, and
  - In prescribed circumstances, a person supplied with retail services as a consumer or user of those services (without limiting the application of this definition to owners of land) and
  - A person of a class declared by the regulations to be customers.
- **"CWMS"** Community Wastewater Management System.
- **3.5 "Financial Counsellor"** Means accredited financial counsellor.
- **"Financial Hardship"** Means a circumstance of experiencing a lack of financial means, which may be either ongoing or temporary, but does not include circumstances where a person chooses not to meet a liability for an unpaid debt.
- **"Hardship Customer"** Means a residential customer who has been identified under, accepted into, or is eligible for assistance under Council's hardship program.
- **"Payment Arrangement for Hardship"** Means anyone who meets the definition of Hardship Customer and has entered into an arrangement to pay their rates beyond the due date.
- **3.9** "Regulations" Means regulations under the Water Industry Act 2012.

- **3.10 "Residential Customer"** As defined in the *Water Industry Act 2012* means a customer or consumer who is supplied with retail services for use at residential premises.
- **3.11 "Retail Service"** As defined in the *Water Industry Act 2012* means a service constituted by:
  - The sale and supply of recycled water to a person for use (and not for resale other than in prescribed circumstances (if any)) where the recycled water is to be conveyed by a reticulated system, or
  - The sale and supply of sewage (CWMS) services for the removal of sewage.

(even if the service is not actually used) but does not include any service, or any service of a class, excluded from the ambit of this definition.

- **"Sewage"** As defined in the *Water Industry Act 2012* includes any form of waste that may be appropriately removed or dealt with through the use of a sewerage service.
- **3.13** "Sewerage Service" As defined in the *Water Industry Act 2012* means:
  - A service constituted by the collection, storage, treatment or conveyance of sewage through the use of a reticulated system, or
  - Any other service, or any service of a class, brought within the ambit of this definition by the regulations.
- **"Water"** As defined in the *Water Industry Act 2012, i*ncludes rainwater, stormwater, desalinated water, recycled water and water that may include any material or impurities, but does not include sewage.
- **3.15 "Water Service"** As defined in the *Water Industry Act 2012* means:
  - A service constituted by the collection, storage, production, treatment, conveyance, reticulation or supply of water, or
  - Any other service, or any service of a class, brought within the ambit of this definition by the regulations.

### 4. POLICY

### 4.1 Identifying residential customers experiencing financial hardship

A residential customer experiencing financial hardship is someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

There are two types of financial hardship: ongoing and temporary. Depending on the type of hardship being experienced, hardship customers will have different needs and will require different solutions.

Residential customers that are identified as experiencing ongoing hardship are generally those on low or fixed incomes. These customers may require ongoing assistance.

Residential customers that may be identified as experiencing temporary hardship are those that have experienced a short-term change in circumstances, such as:

- Serious illness
- Disability or death in the family
- Loss or change in income
- Separation
- Divorce or other family crisis
- A loss arising from an accident
- Or some other temporary financial difficulty
- These customers generally require flexibility and temporary assistance, such as an extension of time to pay or an alternative payment arrangement.

The extent of hardship will be determined by either Council's assessment process or by an external body, such as an accredited financial counsellor.

Where Council assesses a residential customer's eligibility for hardship assistance, Council will consider indicators including (but not limited to) whether:

- The customer is on a Centrelink income and holds a Pensioner Concession Card or holds a Centrelink Low Income Health Care Card
- The customer is eligible for a South Australian Government concession
- The customer has been referred by an Accredited Financial Counsellor or welfare agency
- The customer has previously applied for emergency relief (irrespective of whether or not their application was successful)
- The customer's payment history indicates that they have had difficulty meeting their retail services bills in the past
- The customer, through self-assessment, has identified their position regarding their ability to pay.

### 4.2 Assisting residential customers who are experiencing financial hardship

Council will inform a residential customer of this Policy where:

- It appears to Council that non-payment of a bill for retail services is due to the customer experiencing payment difficulties due to hardship, or
- Council is proposing to install a flow restriction device.

Where a residential customer has been identified as experiencing financial hardship, we will offer the customer, as soon as is reasonably practicable, flexible and frequent payment options that have regard to the hardship customer's usage, capacity to pay and current financial situation. This is to be considered as a Payment Plan for Hardship. These options will include:

- An interest and fee free payment plan
- Centrelink's Centrepay Service

• Other arrangement, under which the customer is given more time to pay a bill or to pay in arrears (including any disconnection or restriction of charges)

Where a residential customer has been identified as experiencing financial hardship, Council will offer the customer, as soon as is reasonably practicable, flexible and frequent payment options that have regard to the hardship customer's usage, capacity to pay and current financial situation. Options may include:

- BPAY
- Councils online service
- Centrelink's Centrepay service, or
- Other arrangement, under which the customer is given more time to pay a bill or to pay in arrears (including any disconnection or restriction charges).

Recognising that some residential customers have a short-term financial hardship issue which may be resolved in the near to medium-term, where others may require a different type of assistance for ongoing financial issues.

Council will not charge a residential customer a reconnection charge where that customer is experiencing financial hardship and should have been identified as eligible for this Policy, so long as the customer agrees to participate in Council's hardship program, upon reconnection.

Council will engage in discussion with the hardship customer to determine a realistic payment option in line with the customer's capacity to pay.

Council will work with a hardship customer's financial counsellor to determine the Payment Arrangement for Hardship and instalment amount that best suits the customer and their individual circumstances.

Where a hardship customer's circumstances change, Council will work with the customer, and their financial counsellor, to re-negotiate their payment arrangement.

Council will not require a hardship customer to provide a security deposit.

Council will not restrict a hardship customer's retail services if:

- The customer has agreed to a payment arrangement and continues to adhere to the terms of that arrangement, or
- Council has failed to comply with the requirements of this Policy.
- Council will also offer the hardship customer:
- Where appropriate, information about the right to have a bill redirected to a third person, as long as that third person consents in writing to that redirection
- Information about, and referral to, Commonwealth and South Australian Government concessions, rebates, grants and assistance programs
- Information about, and referral to, accredited financial and other relevant counselling and support services, particularly where a customer that is identified as experiencing ongoing financial hardship.

Where hardship customer requests information or a redirection of their bills, Council will provide that information or redirection free of charge.

Council will provide information to the hardship customer on how to reduce usage and improve water efficiency, which may include referral to relevant government water efficiency programs. This will be provided at no charge to the customer.

Council will explain to the hardship customer how and when the customer will be returned to regular billing cycles (and collection), after they have successfully completed the hardship program.

Council will also explain to the hardship customer that they will be removed from Council's hardship program, and be returned to Council's standard collection cycles, including debt recovery, should they cease to make payments according to the agreed payment arrangement or fail to contact Council for a period of greater than 90 days.

Council will not take any action to remove a customer from Council's hardship program until Council has sent the customer a written notice, allowing them 10 working days from the date of the notice to contact Council to re-negotiate their re-entry into the program.

### 4.3 Payment plans

Council's Payment Plan for Hardship customer will be established having regard to:

- The customer's capacity to pay and current financial situation
- Any arrears owing by the customer, and
- The customer's expected usage needs over the following 12 month period.
- Subject to a hardship customer meeting their obligations interest and fines will be waived when on a payment plan.

The payment plan will also include an offer for the hardship customer to pay for their retail services in advance or in arrears by instalment payments at a frequency agreed with the customer (e.g. weekly, fortnightly, monthly or as otherwise agreed with the customer).

Where a payment plan is offered to a hardship customer, Council will inform the customer within 10 business days of an agreement being reached, of:

- The duration of the plan
- The amount of each instalment payable under the plan, the frequency of instalments and the date by which each instalment must be paid
- If the customer is in arrears, the number of instalments to pay the arrears, and
- If the customer is to pay in advance, the basis on which instalments are calculated.

Where a hardship customer is seeking assistance in accordance with this Policy, but has failed to fulfil their obligations under an existing hardship arrangement, Council will require them to sign up for Centrepay or direct debit deductions.

### 4.4 Debt recovery

Council will suspend debt recovery processes while negotiating a suitable payment arrangement with a hardship customer.

Council will not engage in legal action or commence proceedings for the recovery of a debt relating to a retail service for a hardship customer if:

- The customer has agreed to a payment arrangement and continues to adhere to the terms of that arrangement, or
- Council has failed to comply with the requirements of this Policy.

### 4.5 Rights of residential customers experiencing financial hardship

Every residential customer experiencing financial hardship has the right to:

- Be treated respectfully on a case-by-case basis, and have their circumstances kept confidential
- Receive information about alternative payment arrangements, this Policy, and government concessions, rebates, grants and assistance programs
- Negotiate an amount they can afford to pay on a payment plan or other payment arrangement
- Consider various payment methods and receive written confirmation of the agreed payment arrangement within 10 business days
- Renegotiate their payment arrangement if there is a change in their circumstances
- Receive information about free and independent, accredited financial counselling services
- Receive a language interpreter service at no cost to the customer
- Be shielded from legal action and additional debt recovery costs, whilst they continue to make payments according to an agreed payment arrangement
- Not have retail services restricted or disconnected as long as they have agreed to a payment arrangement and continue to make payments according to an agreed plan.

### 4.6 General provisions

Council will ensure residential customers have equitable access to this Policy, and that this Policy is applied consistently. A copy of the documentation will be available at no charge to customers.

Council will ensure appropriate training of employees dealing with residential customers in hardship to enable them to treat customers with respect and without making value judgements. Training will also assist employees in the early identification of hardship customers, with establishing payment plans based on a hardship customer's capacity to pay, and include processes for referral to an Accredited Financial Counsellor or welfare agency for assistance.

Council will also make a copy of this policy available free of charge to a customer upon request as soon as practicable following a request to do so.

### 4.7 Confidentiality

Any information disclosed by a customer is confidential and will not be used for any purpose other than the assessment of an application for assistance.

### 4.8 Complaints handling

Council's General Complaints Policy detailing Council's customer complaints and dispute resolution process is available, upon request.

A residential customer experiencing hardship has a right to have any complaint heard and addressed by Council, and in the event that their complaint cannot be resolved, the right to escalate their complaint to the Ombudsman SA as outlined in Council's Internal Review of Council Decisions Policy.

### 5. DELEGATION

- **5.1** The Chief Executive Officer has the delegation to:
  - **5.1.1** Approve, amend and review any procedures that shall be consistent with this policy; and
  - **5.1.2** Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

### 6. AVAILABILITY OF THE POLICY

This Policy is available for inspection at the Council's Offices during ordinary business hours and via the Council's website <a href="www.ahc.sa.gov.au">www.ahc.sa.gov.au</a>. Copies will be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.5

Responsible Officer: Jody Atkins

A/Governance and Risk Officer

**Corporate Services** 

Subject: Council Resolutions Update

For: Decision

### **SUMMARY**

The Action List is updated each month by the responsible officer and outlines actions taken on resolutions passed at Council meetings. In some cases, actions can take months or years to be completed due to the complexity and/or the level of influence Council has in the matter.

In March 2015, Council resolved that outstanding resolutions passed before 31 March 2013 would be the subject of a report outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

While the above resolution referred to a date, the duration was two (2) years, and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

### **RECOMMENDATION**

### **Council resolves:**

- 1. That the report be received and noted.
- 2. The following completed items be removed from the Action List:

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Status
<u>~</u>	J	r -	•	·	
12/09/2023	Ordinary Council	237/23 & 238/23	CEO PRP Independent Member Recruitment	CEO Performance Review Panel Independent Member Recruitment Under section 758 of the Local Government Act 1999 Cr Kirsty Parkin disclosed a General (section 74) Conflict of Interest in Item 12.2, CEO Performance Review Panel Independent Member Recruitment, the nature of which is as follows:   I will be nominating for this position.  Cr Kirsty Parkin voted in favour of the motion and the majority of Council Members present voted in favour of the motion.	
26/09/2023	Ordinary Council	246/23	Dangerous Driving at Basket Range	No	Completed
24/10/2023	Ordinary Council	269.23	Service Review – Development Services	Nil	Completed
24/10/2023	Ordinary Council	270/23	Draft CEO PRP Terms of Reference	Nil	Completed
14/11/2023	Ordinary Council	283/23	Audit Committee - Council Member and Presiding Member Appointments	Under section 75B of the Local Government Act 1999 Cr Melanie Selwood disclosed a General (section 74) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.1, the nature of which is as follows:  I am intending to nominate for Audit Committee Membership  Under section 75C of the Local Government Act 1999 Cr Malcolm Herrmann disclosed a Material (section 75) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.1, the nature of which is as follows:  I am intending to nominate for Presiding Member which is a remunerated position.	Completed
14/11/2023	Ordinary Council	12.3	Boundary Change Committee - Presiding Member Appointment	Under section 75B of the Local Government Act 1999 Cr Louise Pascale disclosed a General (section 74) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.3, the nature of which is as follows:  I am a resident of Woodforde Under section 75C of the Local Government Act 1999 Cr Mark Osterstock disclosed a Material (section 75) Conflict of Interest at Agenda Item 5' Declaration of Interest by Members of the Council' in relation to Item 12.3, the nature of which is as follows:  I am intending to nominate for Presiding Member which is a remunerated position.	Completed
14/11/2023	Ordinary Council	288/23	East Waste Independent Chair Appointment	Cr Lucy Huxter - General COI - Council Member on the East Waste Board.	Completed
28/11/2023	Ordinary Council	302/23	Boundary Change Committee – Item 12.3 adjourned from 14 November 2023 Council Meeting	Under section 75C of the Local Government Act 1999 Cr Mark Osterstock disclosed a Material (section 75) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 11.1, the nature of which is as follows: am named in the resolution for what is a remunerated position.  Under section 75B of the Local Government Act 1999 Cr Louise Pascale disclosed a General (section 74) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 11.1, the nature of which is as follows: I am a resident of Woodforde, a suburb which is included in the boundary change proposal.	Completed
28/11/2023	Ordinary Council	303/23	MON - Recognition of Statement of Commitment (Cr Louise Pascale)	Nii	Completed
28/11/2023	Ordinary Council	309/23	LMA Waiver Request – Unit 1 100a Main Street Lobethal	Under section 75B of the Local Government Act 1999 Cr Nathan Daniell disclosed a General (section 74) Conflict of Interest in Items 13.4, the nature of which is as follows: I am the Deputy Council Member appointed to the Council Assessment Panel, which is the relevant authority that may consider future development applications relating to sites in this report.  Under section 75B of the Local Government Act 1999 Cr Leith Mudge disclosed a General (section 74) Conflict of Interest in Item 13.4, the nature of which is as follows: I am the Council Member appointed to the Council Assessment Panel, which is the relevant authority that may consider future development applications relating to sites in this report.	Completed
28/11/2023	Ordinary Council	311/23	Community Development Grant Recommendations	Under section 75C of the Local Government Act 1999 Cr Malcolm Herrmann disclosed a Material (section 74) Conflict of Interest in Item 13.9, the nature of which is as follows: I am the treasurer of The Returned & Services League (Gumeracha District) Sub Branch Incorporated, who are recommended to receive a Community Development Grant.	Completed
28/11/2023	Ordinary Council	315/23	Adelaide Hills Council Submission to the Greater Adelaide Regional Plan Discussion Paper	Nil	Completed

### 1. GOVERNANCE

### Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

Objective O5 We are accountable, informed, and make decisions in the best

interests of the whole community.

Priority O5.3 Demonstrate accountability through robust corporate planning and

reporting that enhances performance, is relevant and easily accessible

by the community.

The timely completion of Council resolutions assists in meeting legislative and good governance responsibilities and obligations.

### Legal Implications

Not applicable.

### Risk Management Implications

Regular reporting on outstanding action items will assist in mitigating the risk of:

Actions arising from Council resolutions may not be completed in a timely manner

Inherent Risk	Residual Risk	Target Risk
High (4C)	Medium (4E)	Medium (4E)

### Financial and Resource Implications

Not applicable.

### Customer Service and Community/Cultural Implications

Not applicable.

### Sustainability Implications

Not applicable.

### Engagement/Consultation conducted in the development of the report

Not applicable.

### 2. BACKGROUND

At its meeting of 24 March 2015 Council resolved:

That the CEO provides a report to the 28 April 2015 Council meeting in relation to outstanding resolutions passed before 31 March 2013 outlining the reasons

why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

The contents of this report formed a workshop discussion with Council Members on 3 May 2017.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

### 3. ANALYSIS

The Action list has been updated to provide Council with information regarding outstanding actions. Completed resolutions are identified in the recommendation for removal from the Action List.

### 4. OPTIONS

Council has the following options:

- I. Note the status of the outstanding items and the proposed actions.
- II. Resolve that other actions are required.

### 5. APPENDIX

(1) Action List

# Appendix 1 Action List

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
24/01/2017	Ordinary Council	7/17	Cromer Cemetery Revocation of Community Land	None declared	a report be prepared and submitted to the Minister for Local Government seeking approval for the revocation of the community land classification of a portion of the land contained in Certificate of Title Volume 5880 Folio 219 identified in red on the plan attached as Appendix 1.	David Waters	In Progress	Feb 24 - followed up with Dew on 30/01/2024 seeking an update as it sits with them for finalisation	Advice from DEW is that revocation of land not required if they resume the Land, and then a Crown Land division can occur and the correct land is rededicated back to Council for cemetery purposes. This process is simpler. Survey plan prepared by Surveyor and Email sent to new contact at DEW on 30/08/2022 seeking their advice on draft land division plan and confirmation of process to move forward. Once land is resumed and Plan is agreed and finalised it can be lodged by Council with minimal costs.  11/10/2022 - There is some confusion amongst DEW staff on the best process to move forward - Karen awaiting meeting with DEW to discuss further. June 23 - The division survey for the Cromer Cemetery land has been carried out and the final plan of division/boundary realignment by the Crown Solicitor's Office. Council's Surveyor will now submit the Plan to the Lands Titles Office (LTO) for their final approval. Once finalised by the LTO, Crown Lands will then finalise the revised dedications of the new parcel.
28/08/2018	Ordinary Council	200/18	Proposal to enter 11 AHC Reserves into Heritage Agreements 2018	None declared	That the report be received and noted.     That the Biodiversity Officer be authorised to enter-Doris Coulis Reserve, 152 Old Mt Barker Road, AldgateHeathfield Waste Facility, 32 Scott Creed Road, HeathfieldKiley Reserve, 15 Kiley Road, AldgateShock Reserve, Stock Road, MylorHeslie Creek Reserve, Leslie Creek Road, MylorInt Ini Reserve, 125 Aldgate Valley Road, MylorInt Ini Road, MylorInt Ini Road Nature Reserve, Kyle Road, MylorCarey Guily Waster Reserve, Deviation Road, Carey Guily Heathfield Stone Reserve, 215 Longwood Road, HeathfieldMylor Parkainds, Mylor all being of significant biodiversity value, into Heritage Agreements.  3. That the Heritage Agreements retain the existing dog access arrangements in place for each of those reserves.	David Waters	In Progress	Carey Gully is the last HA pending from the 2018 Council Report. It was conditionally approved subject to rededicating from recreation to conservation purposes. Paperwork to amend a dedication submitted to Crown tands 5/10/2022. Crown Lands sent Council a Form of Acknowledgement 26/10/23, currently with Director for signing.  The Heritage Applications were phased over the years in order to be accommodated within available resourcing. All applications were lodged by June 30 2022 as per 2018 Council resolution.  Heritage Agreements have been registered over: Killey Reserve Shanks Reserve Vyle Road Nature Reserve, Lesile Creek Reserve Aldgate Valley 2 Reserve Doris Coulls Reserve Mylor Parklands Doris Coulls Reserve Mylor Parklands Heathfield Waste Facility Heathfield Waste Facility Heathfield Conservation Reserve Stock Reserve NOTES: Heathfield Stone Reserve was successfully rededicated for conservation purposes with Lands Title Office, and is now referred to as Heathfield Conservation Reserve.  Carey Gully was initially rejected but appealed by Blodiversity Officer. Heritage Officer changed their	Mi Mi Reserve has a substantial encroachment due to a development that was approved by Council in the 80s. Property has lodged this finding with Crown Lands and awaiting their advice about how to manage this - Council is advocating for a site license on property owners' behalf. Native Veg Council registered a GRO Plan excising developed area from proposed HA.
11/09/2018	Special Council	229/18	Road Exchange McBeath Drive, Skye Horsnell Gully	None declared	In accordance with sections 12 and 15 of the Roads (Opening and Closing) Act 1991, as regards the land within the Adelaide Hills Council area, enter into an Agreement for Exchange with Boral Resources (SA) Ltd and issue a Road Process Order to open as road portions of Section 906 Hundred of Adelaide numbered "1", "2" and "3" on Preliminary Plan No. 17/0066 (Appendix 1) and in exchange to close portions of McBeath Drive marked "A","8", "C" and "0" on Preliminary Plan No. 17/0066, subject to the following Boral Resources (SA) Ltd agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs; Boral Resources (SA) Ltd agreeing to pay all costs associated with a Council boundary adjustment between Adelaide Hills Council and the City of Burnside to rectify the resulting Council boundary anomaly from the road exchange process.  The closed road is excluded as Community Land pursuant to the Local Government Act 1999. Council approves the sale of the differential between the total area of closed road and the total area of opened road of approximately 1,242m2 to Boral Resources (SA) Ltd for the amount of 56,210 as determined by an independent valuation.  Subject to the successful completion of the road exchange process, Council undertakes a process in conjunction with the City of Burnside to realign the local Government (Boundary Adjustment) Amendment Act 2017 (to commence on 1 January 2019) and/or Part 2 of Chapter's of the Local Government Act 2017 (to commence on 1 Sunavay 2019) and/or Part 2 of Chapter's of the Local Government Act 1999.  The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution.	David Waters	In Progress	recommendation for acceptance and sent to delegate for approval. Correspondence received that Feb 24 - no further update Jan 24 - no further update Dec 23 - no further update Nov 23 - City of Burnside have requested an extension of time with the boundaries commission in order for Boral to complete their land division for Stage 2 over the Christmas/New Year period. Awaiting confirmation from Boundaries commission.	Dec 22 Manager Property Services reviewing all prior documentation to follow up with Boral June 23 - An extension of time has been received from the boundaries commission and Boral and now working to this timeline.
23/07/2019	Ordinary Council	188/19	LED Street Lighting Upgrade	None declared	That the report be received and noted.To approve an increase of \$365k in Council's 2019/20 capital budget to commence the transition of 900 P – category public streetlights to LED with the funding source to be recommended to Council at its next budget review.That Council engage SAPN to commence the changeover of P-Category lights to LED public lighting on Council roads and that authority is given to the CEO to finalise a contract with SAPN and sign that agreement.That Council enter into a PLC staff agreement for public lighting with SAPN until 30 June 2020 and subsequently move to the tariff set by the Australian Energy Regulator from July 2020.That Council continues to fisise with SAPN and DPTI on the changeover of Council public lighting on roads under the care and control of the State Government.That a further report be provided to Council on the outcome of the continued discussions with SAPN and DPTI.		In Progress	Item 1 - 4 of the resolution have been complete for some time.  Item 5 regarding the change over of Council held public lighting on DIT roads is on-going. The Minister has requested that the Department to establish a working group with LGA representatives to investigate options for long term ownership of Council lighting on DIT maintained roads. Adelaide Hills Council is represented on this working group with the group starting in June 2023. Meetings ongoing by the LGA and DIT but unlikely that DIT will take on Council lighting assets on DIT road with upgrades to current standards. This would be a high costs for limited benefit/ saving. Note that there are only about 100 Council public lights on DIT roads across the Council area and hence the benefits of having this as a priority are minimal in the overall scheme of investment option for energy use reduction. The current status of LED lighting as it relates to items 1 - 4 - 767 LED 17 were rolled out as a bulk rollout program with a 55% investment. Council has nettered into PLC tariffs for these lights, that is Council funds the capital investment and receives a lower tariff fee and associated reduce electricity use that provides long term operational costs for providing this service. A further 29 lights have been upgraded to LED – Located in Adagate Main Street, Summertown, and Uradia. 280 have been changed over by SAPN as part of routine maintenance operations – SAPN policy to change public lights with LED equivalents when existing stocks are depicted. \$24 remain to be converted – cost in the order of 600k – 700k as these are vertical mounted (technical challenges with existing assemblies) or higher-class V Category. The remaining approximately \$24 lights are more challenging with higher costs and a lower cost benefit. We have had 73 additional LED lights transferred to Council by Developers (Crest and Hamilton Hill)	s
15/12/2020	Ordinary Council	300/20	Road Exchange Pomona Road Stirling	None declared	1. That the report be received and noted?. In accordance with sections 12 and 15 of the Roads Opening and Closing) Act 1991, enter into an Agreement for Exchange with the owner of the land of 21 Pomona Road Strifing and issue a Road Process Order to open as public road the area identified as "Road to be opened 1" on the Preliminary Plan No 20/0038 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 20/0038 as "Dublic Road A", subject to the owner of the land at 21 Pomona Road Strining agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs 3. The losed road be excluded as Community Land pursuant to the Local Government Act 1999.  The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution		In Progress	30 Jan 24 - no further update	

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
23/03/2021	Ordinary Council	52/21	Crown Land Revocation	None declared	1. That the report be received and noted 2. That the consultation report (Appendix 1) be received and noted 3. To apply to the Minister for Planning to revoke the Community Land classification of the following parcels of land: i. CR 5752/188, Lot 32 Fullgrabe Road, Crafers ii. CR 5753/728, Section 1609 Illert Road, Mylor iii. CR 5753/729, Section 1657 Scott Creek Road, Scott Creek iv. CR 5753/741, Section 53 and 54 Sandy Waterhole Road, Woodside v. CR 5753/742, Section 57 Schuberts Road, Lobethal vi. CR 5753/744, Section 555 Pedare Park Road, Woodside viii. CR 5753/745, Section 556 Filer Road, Woodside viiii. CR 5753/745, Section 556 Filer Road, Woodside viiii. CR 5753/745, Section 550 Ild Carey Gully Road, Stirling iv. CR 5753/755, Section 1591 Silver Road, Bridgewater viii. CR 5763/631, Section 1591 Silver Road, Forreston vii. CR 5763/634, Section 17 Magarey Road, Mount Torrens viiii. CR 5763/635, Section 47 Magarey Road, Mount Torrens viii. CR 5763/636, Section 46 Forreston Road, Balhannah viv. CR 5763/678, I car 100 Bell Springs Road Charleston (for rededication to Meals on Wheels) vivii. CR 5753/738, Section 1544 Reserve Terrace Aldgate (for rededication to Meals on Wheels) viviii. CR 5753/738, Section 1544 Reserve Terrace Aldgate (for rededication to Forestry SA) 4. That a further report be presented to Council once a response from the Minister for Planning is received.	David Waters	In Progress	Feb 24 - report to now be submitted to 13 Feb 2024 Council meeting Council workshop held on 5/12/2023. Council report to be considered by Council on 19/12/2023.	Nov 22 - Property officer will follow up Jan 23 - this action can be removed once Januray report has been up to Council. Feb 23 - this land is tied in with the recent MON re consultation with first nations people on surplus land workshop. May 23 - to be discussed at Council workshop on 5 June 2023 June 23 - meeting held with Crown Lands in early June who will be requesting Council's formal support for the Crown Land revocations under the Crown Land Management Act - report to come to Council late June/early July 2023. Mar 23 - matter to be discussed further at Council workshop scheduled for May 2023
	Ordinary Council	170/21	Road Exchange Aldi Devleopment Pomona Road Stirling	None declared	That the report be received and notedin accordance with sections 12 and 15 of the <i>Roads (Opening and Closing) Act 1991</i> , enter into an Agreement for Exchange with the owner of the land of 3-5 Pomona Road Stirling and Issue a Road Process Order to open as public road the area identified as Road to be opened 1° on the Preliminary Plan No 21/0011 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 21/0011 as "Public Road A", subject to the owner of the land at 3-5 Pomona Road Stirling and Council agreeing to share all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs. The closed road be excluded as Community Land pursuant to the <i>Load Government Act</i> 1999. The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution.			30 Jan 24 - no further update  Nov 23 - Lands Title Office have approved the road closure plan. The road process is now with the  Surveyor General for confirmation of the road process.	
24/08/2021	Ordinary Council	178/21	Operational Workplace Review	None declared	That the report be received and noted     That Council take up commercial lease space in Stirling at 85 Mount Barker Road Stirling, and the associated costs for the leasehold premises detailed in Appendix 1 be adjusted in the 2021-22 financial year at Budget Review 1     Further detailed scoping be undertaken on the proposed renewal and energy efficiency upgrades to the Stirling Office, leasthfield Depot, Gumeracha Depot and Woodside Offices (current Development and Building Team offices) and presented to Council for consideration where appropriate within the 2021-22 Budget Review 1 and the next review of the Long Term Financial Plan 4. Subject to endorsement of the detailed scoping identified in 3 above, the Development and Building Team be relocated from Woodside to Stirling 5. To include budget provision in the draft Annual Busiess Plan for the 2022-23 financial year to undertake a feasibility study on the medium to long term needs for community and operational sites and where greater efficiencies may be obtained through consolidation of sites.	David Waters	In Progress	Feb 24 - under internal review Jan 24 - under internal review Dec 23 - Under internal review	Mar 23 - Floor plans and Costs for relocations and upgrades in process of being put together for discussion with ELT. Report to then come to Council to move forward.  June 2023 - remains under internal review
26/10/2021	Ordinary Council	220/21	Charleston Cemetery Compulsory Acquisition	None declared	That the report be received and noted.     To revoke the resolution of Council of 22 May 2001, B129.     To revoke the resolution of Council of 22 May 2001, B129.     To commence a process to compulsorily acquire, under the Land Acquisition Act 1969, the Charleston Cemetery being the land contained in Certificate of Title Volume 5066 Folio 740 located at 36 Newman Road Charleston from The Charleston Cemetery Trust in Ln Co continue to manage the Charleston Cemetery on the half of The Charleston Cemetery Trust inc in the interim from the date of this resolution until the completion of the land acquisition process. To authorise the Mayor and Chief Executive Officer to undertake all necessary actions, including execution of documents, including under the common seal of Council, to give effect to this resolution.	David Waters	In Progress	Feb 24 - report to be submitted to Council shortly re next steps Jan 24 - no further update Dec 2023 - Further advice to be sought from Council's Lawyers on next steps in relation to the compulsary acquisition	3 August 2023 - Minister has now approved Council to compulsary acquire the land. Further advice to follow.  June 2023 - no response recevied from Minister as yet
26/10/2021	Ordinary Council	235/21	Ashton Landfill - Confidential Item	None declared	As per Confidential minute	David Waters	In Progress	Matter continues to be progressed. Further updates will be provided when a material change occurs.	Council Member Workshop scheduled for 5 February 2024 and a Council report to 27 February 2024 Ordinary Council Meeting.
26/10/2021	Ordinary Council	238/21	Electricity Procurement Legal Matter - Confidential Item	None declared	As per confidential minute	David Waters	In Progress	Still to be retained in confidence	HWL engaged to act on matter in conjunction with other SA Councils.
14/12/2021	Ordinary Council	274/21	Woodside Recreation Ground Reuse further information	Perceived - Cr Stratford	The report be received and noted.     That a report be prepared for Council's information on the costs associated with bore water saving initiatives that could be implemented in respect to Council-owned recreational assets that are currently irrigated by bore water.	David Waters	In Progress	Report has been received and reviewed, currently working through any options.	
22/03/2022	Ordinary Council	52/22	Response to MON Bore Use	Non declared	1. That the report be received and noted 2. To negotiate an agreement with the Summertown Village Water Company for access to the Council bore located on Anya Crescent Reserve at Summertown for a defined period, being not more than 3 years, on terms and conditions to be agreed whereby by the end of the agreement term, the Summertown Village Water Company has established an independent water supply for its shareholders and current use of the Council bore ceases 3. To negotiate an in principle agreement with the Summertown Community Centre Inc. for a land exchange at Tregarthen Reserve Summertown that would see the public infrastructure located on land owned by the Council and the sport and recreation infrastructure on land owned by the Summertown Community Centre Inc. with the Council being responsible for the provision of water to Tregarthen Reserve 4. To negotiate an agreement with the owner of 30 Stonehenge Avenue Stiring, for access to and use of the bore located on Council land at 28 Stonehenge Avenue Stiring, for a defined reasonable period of time, say 18 – 24 months, on terms and conditions to be agreed whereby by the end of the agreement, the landowner has established an independent water supply for its land and use of the Council bore ceases 5. To undertake further investigations in relation to the Mylor bore and tanks and to which properties! supplies water 6. The CEO further reports to Council on an annual basis of progress being made on points 2-5.		In Progress	Feb 24 - actions progressing as per resolution Jan 24 - actions progressing as per resolution Dec 23 - Actions progressing as per resolution	3 Aug 2023 - application to purchase Council land at Stonehenge has been considered by staff and is not viable or possible for a varity of reasons.  Investigations being undertaken internally in realtion to the Stonehenge bore. It seems someone (likely the adjacent neighbor) has made alterations to Councils bore/infrastructure and we are sending out electrician out to see if these alterations to Councils bore/infrastructure and we are sending out electrician out to see if these alterations are safe and to check that the bore is safe. Letter yet to be sent to adjacent owner this was drafted by Nat and will be send week ending 9/09/2022.  Oct 22 - Letter has been sent to adjacent owner of Stonehenge bore seeking resolution of the matter by late 2024. Letter seeks a response from the adjacent owner to the proposal by no later than 14/10/2022. In or response is received further action will be taken to progress the matter. Nov 22 - no response received from resident at Stonehenge to second letter. Report to be submitted to Council shortly seeking next course of action if Agreement with resident not reached, and 23 - resident for Stonehenge advising that a report will be submitted to council in early 2023 on this outstanding matter was 23 - resident for Stonehenge now engaging with Council. She is interstate currently and has sought for Council report to come later.  June 2023 - application to purchase land on which bore sits received from owner of Stonehenge property. This request is under consideration.
22/03/2022	Ordinary Council	53/22	Removal of Remoteness Sculpture, Stirling	Nii	That the report be received and noted. That the sculpture known as The Remoteness, be removed from the area in front of the Coventry Library, Strling. That best endeavours should be made to retain suitable elements of the sculpture for placement in the surrounding landscape in a manner appropriate to the setting, such as for informal seating. That the Council works with the Stirling Business Association and stakeholders from the former Adelaide Hills International Sculpture Symposium inc to identify and implement appropriate means of recognising the sculpture and ensuring its legacy is not lost to the precinct in which it is presently situated and the overall Hills Sculpture Trail.	Natalie Armstrong	In Progress	Resolution items 1 and 2 have been completed (sculpture removed). Options relating to items 3 and 4 are currently being explored.	As requested by DW this has been referred to projerty services because the expertise required to finalise is more relevant to them.  June 2023 - suchjuture has now been removed. Community services team to Action item 4 - this part of the resolution/action to be transferred to Community Services team.  Sept 2023 - stone in safe keeping at depot whilse options for repurposing are considered. Multiple photographs and a 3D image taken and on file for future use.  Exploring opportunities for emerging sculptors to access stone remnants under mentorship.  October 2023  Contacted Hills Tourism to discuss changes to Hills Sculpture Trail website including offering access to 3D images of the sculpture.  Continuing to explore options for use of the stone.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
26/04/2022	Ordinary Council	86/22	MON Property Lobethal Road Lenswood	Nil	1. Council notes the long history of compliance action taken by the Council under both the Development Act 1993, and the Local Nuisance and Litter Control Act 2016, in relation to: continuing unauthorised use of the land as a junkyard/scrap storage facility/tubler's storage facility/tubler's storage facility/tubler's storage facility/tubler is continuing unsightly condition of the land when viewed from the public realm; andongoing nuisance caused by wandering livestock and animals which issues continue to bring about adverse impacts within the locality. The Council instructs the Chief Executive Officer to take such further action/s as he may be advised to take under (including but not limited to) the Local Nuisance and Litter Control Act 2016, and/or the Planning, Development and Infostructure Act 2016, (which action/s may involve the commencement legal proceedings and/or the exercise of step-in-rights) to address the above issues on an ongoing basis. Wherever possible, such action should seek to recover the Council's costs associated with the relevant action/s.		in Progress	Per confidential minute	Some action has been taken with Council initiating some items being removed from the property. Council staff continue to monitor the property and situation and will take further action as required.  No changes since the last update  June 23 - animal management concerns raised  July 23 - Council workshop - intending on taking further action under the PDI Act for unauthorised  change of use  August 23 - lawyers instructed to review and provide advice on best course of action to manage short  and longer term compliance  December 23 - Lawyers instructions received Council to review and decide best course of action.  January 2024 - Further action taken per legal advice received - Section 105F notice under the Fire &  Emergency Services Act issued w/c 8/1/24 and public health notice under the Public Health Act to be  issued w/c 15/1/24. Council members advised of update via email
	Ordinary Council	122/22	Purchase of Land 8 St John Road Norton Summit	Perceived - Cr Leith Mudge	I move that the matter of the purchase of land at 8 St John Road Norton Summit be brought to a workshop to ensure all members are fully aware of the situation which includes issues that was to be resolved, e.g. Council's encroachment onto Church land of the septic system and part of the CFS shed.			Feb 24 - report to be submitted to Council shorfy re progress Jan 24 - report to come to Council in Feb regarding recent progress with this matter Dec 23 - In principle negotiations underway with Church for purchase of adjacent land to deal with encroachments and septic system.	3 Aug 2023 - Survey plan now received and signed off by Church and staff. Now seeking planning advice and valuation before a report to Council.  4 July 2023 - Approx. 1000 sqm of Church land has been identified for possible purchase by Council. A surveyor has been engaged to prepare a draft survey plan, following which a valuation will be sought and a report prepared for an upcoming Council meeting. Site visit scheduled for Nat/Karen on 6 Sept 2022.  Site visit scheduled for Nat/Karen on 6 Sept 2022.  Site visit scheduled for Nat/Karen on 6 Sept 2022.  Saren undertaking further internal investigations. Another internal investigations. Another internal investigations in the second of the septic system and are properly in contract will church own much land is needed to be purchased from the adjacent church. This will help inform a future council report  Mara 23. Manager property in contact with Church re status of this matter  June 2023 - report for septic system has now been received, and discussions underway with Church regarding land required for transfer to Council. Draft land division plan to be prepared for discussion with Church shortly.
28/06/2022	Ordinary Council	166/22	Warren Road Birdwood Blackspot - Confidential Item	No.	See Confidential Minute	David Waters	In Progress	In Progress	Council formally applied to Federal Blackspot for a variation in budget and time. The Commonwealth provided a favourable response, including increasing their contribution to the project up to a maximum of \$780,000 and a deadline for the works to commence of 30 December 2023.
28/06/2022	Ordinary Council	172/22	Ashton Landfill - Confidential	Nii	See Confidential Minute	David Waters	In Progress	Matter continues to be progressed. Further updates will be provided when a material change occurs.	Council Member Workshop scheduled for 5 February 2024 and a Council report to 27 February 2024 Ordinary Council Meeting.
26/07/2022	Ordinary Council	182/22	Policy Review - Festivals and Events	Nil	That the report be received and noted.  To undertake public consultation on the Draft July 2022 Festivals and Events Policy and the CEO prepares a report for Council.	Terry Crackett		The Events Framework is being refined as a result of the August 2023 workshop and the final Framework will inform updates to the Festivals and Events Policy. The Framework and Draft Policy will be taken to the Council meeting in the New Year so it can be informed by the new Strategic Plan.	public consultation occured subsequent to the 2023 Council Elections.  Since then, resources have been diverted from this policy review to attend to unexpected work including the Mylor fireworks matter, resulting in delays to this policy review.  A workshop with Council Members is scheduled for August 2023 to progress the matter.  Finalization of ane wpolicy is anticipated in November 2023. We have commenced phase 1 of consultation on the Festival & Events Policy with a general invitation to our community and event attendees to provide feedback on events they attend. Phase 2 will commence after the Tour Down Under in 2023 and include more direct engagement around the Policy.  We are currently focussed on delivery of Tour Down Under and continue to hold phase 1 of the general events consultation.  Our Caretaker Policy states it is prohibited for discretionary public consultation to be undertaken during the 'election period' on an issue which is contentious unless Council specifically resolves otherwise. Consultation will therefore take place in early 2023 after caretaker has ended and the Tour Down Under event is concluded to allow administration to focus on the consultation. Our Caretaker Policy states that: it is prohibited under this Policy for discretionary public consultation to be undertaken during the 'election period' on an issue which is contentious unless Council specifically resolves otherwise. For the purpose of this provision, discretionary public consultation means consultation which is not legislatively mandated and is a process which involves an invitation or invitations to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy.  This Policy does not prevent any mandatory public consultation required by the Local Government Act 1999 or any other Act which is required to be undertaken to enable the Council to fulfill its functions in relation to any matter or decisions which are not prohibited by law or by this Policy.  Cuncil and
	Ordinary Council  Ordinary Council	303/22	Surplus Government Land Notification  Questions adjourned - Options to reduce traffic congestion and improve child safety adjacent to Bridgewater Primary School	Nil Nil	That the report be received and noted. That following the completion of the Child Care development, and in liaison with the Department for Education, Council Staff undertake a Traffic Monitoring Study of the local road	David Waters  David Waters		Jan 24 - Item in process of being actioned Dec 2023 - Item in process of being actioned  Report to be brought back to Council within 6 months of the opening of the Childcare Centre.  Staff will progress at the appropriate time once child care centre has been in operation for six	be sitting in relation to the level of support we provide and to consider how we manage long term hand shake arrangements versus new events that are occurring from an equity perspective. That workshop is likely to occur later in the year due to competing demands on the workshop schedule. The new policy to follow.  Dec 23 meeting held with government agency in late November 2023 Items from Dec 2023 council meeting to be actioned in early 2023 Marz 23 - Items in process of being actioned Apr 23 - Item in process of being actioned May 23 - Item in process of being actioned June 23 - Item in process of being actioned Report to be brought back to Council within 6 months of the opening of the Childcare Centre.  Staff will progress at the appropriate time once child care centre has been in operation for six
					network in the vicinity of Bridgewater Primary School including Lezayre Avenue, Morella Grove, Trenouth Street and Shannon Road.  3. That a report be brought back to Council within 6 months of the opening of the Childcare Centre.			montris.	months.

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24/01/2023	Ordinary Council	4/23	MON Aldgate Main Street Amenity Upgrade - Stage 2	General - Cr Mark Osterstock General - Cr Kirrilee Boyd	A report be prepared for Council's consideration on the feasibility (including costings) of: Refurbishing (high pressure cleaning, realignment, reseating and replacement where necessary) the paved footpath on the western side of Mount Barker Road, from Euston Road to Kingsland Road (landscaping, plantings, bin replacement, street furniture replacement, signage replacement), consistent with that of the recently completed Adage thain Street Amenity Upgrade – Stage 1. Maintenance (including yet not limited to, landscaping, plantings, signage replacement) of the Addgate roundabout, consistent with that of the Stifling roundabout. Refurbishment (high pressure cleaning and sealing of the limestone supporting structures, including yet not limited to, replacement landscaping, plantings and signage) of the Aldgate Railway Bridge and its approaches.  2. That the funding source for these works will be the Local Roads and Community Infrastructure Program (Phase 4), and where possible, and within existing budgetary parameters and commitments, the use of in-house staff for these proposed works, as opposed to external contractor/s.  3. That the subject report be presented to Council for consideration in March 2023, or earlier, depending on the Local Roads and Community Infrastructure Program (Phase 4) requirements and guidelines.  4. That the report also includes a strategic priority list of potential Main Street/Town Centre upgrades and the merits of implementing a Plan (including financial implications) to undertake upgrades aligned with the priority list.	David Waters		Report coupled with PLEC Projects was presented to April 26 Council Meeting.  A workshop on potential IRCIP projects was held in November 2023 with a number of road related projects subsequently included in the BRI report.  Aldgate roundabout vegetation plantings and signage completed, along with pavement cleaning and repairs.  Coucil officers in discussion with ARTC on the cleaning of the bridge abutments - stone mason engaged to determine the appropriate treatment and specification for works with a trial likely to take place in early 2023.	
14/02/2023	Ordinary Council	26/23	Preserving Randell's Workers Cottages 1 Beavis Ct Gumeracha	Nel	That the report be received and noted.     That the amount of \$20,000 be considered as part of the 2023/24 budget preparation process to prevent further deterioration of Randell's Cottages at 1 Beavis Court, Gumeracha.     That Council explores another submission to the State Government in an attempt to excise this parcel of land from the Environmental Food Production Zone.	Natalie Armstrong		Funds have been allocated in the draft 23/24FV budget for this project.  The State Government reviews the EFPA every 4 years, with the last review being undertaken in 2022.  The next review will be due in 2026. A request for review will not be considered until the next review in 2026.  Works have been undertaken to the building including roof sheets secured, entry points secured, build up of debris and trees/bushes removed from close to the structure, stormwater swales put it to direct water away from the structure and sign created and installed with the assistance of the Gumeracha Historical Society	
	·	45/23	Parking and Road Safety Wattle Tree Road Bridgewater	Nii	vegetation management outlined in the reportin addition to the recommended signage, to investigate and implement advisory speed signage in the vicinity of the crest, or other appropriate traffic control mechanisms aimed at reducing vehicle speeds That Council ensure the road siding of section 2 is maintained through the regular application of appropriate fillThat parking, access and safety considerations on Wattle Tree Road be monitored again once current residential development on the street is complete.	David Waters		New advisory signage has been installed, and cement treated shoulder works have been complete, along with other minor maintenance activities as required.  The action can not be finalised until a report is returned to Council following completion of residential development within the street, which could be many years away.	
28/02/2023	Ordinary Council	46/23	Coach Parking in Stirling	NIE	The report be received and noted The merit of coach parking in Stirling be further explored by the administration and the development of costings be considered The Stirling Business Association and Adelaide Hills Tourism be consulted as part of this processA report be brought back to Council by December 2023.	Natalie Armstrong		Consultation with the Stifting Business Association (SBA) has occured with the matter considered at SBA meetings on 10 March 2023 and 14 April 2023. Minutes of the latter meeting confirm that SBA's position is "coach parking has been raised & looked in to, deemed not necessary or viable and that no further work needs to be done in this area."  Consultation had occurred with Adelaide Hills Tourism's Executive Officer prior to the report to council on 28 February 2023. They indicated that "group tours' are not the target tourist market for Stifling and hence facilitating coach parking would not be considered a high priority from a tourism perspective. This advice is being re-confirmed.  A report back to Council as per the resolution is being prepared for 27 February 2024 meeting.	
14/03/2023	Ordinary Council	52/23	Heritage Agreements	Nil	That the report be received and noted. That the Chief Executive Officer further investigate and where feasible and eligible, be authorised to enter: Bridgewater Recreation Reserve, Cave Reserve, Bridle Path & Walking Trails at Cave Ave, Ayr Street, Anaca Ridge Road, Bridgewater RAT Downer Reserve at 21 Hillcrest Avenue Crafers WestHeron Reserve at 21 Dikaparinga Rd, BridgewaterCharleston Waste Facility (Mt Charles) at Harrison Road, Charleston The Deanery, Old Mount Barker Rd, BridgewaterCharleston Waste Facility (Mt Charles) at Harrison Road, Charleston The Deanery, Old Mount Barker Rd, StrilingRudall Reserve at 7-9 Rudall Ave, CrafersSmith Rd/Stone Quarry Reserve at South Para Rd, KersbrookHampton Reserve at Hampton Rd, MylorGooper's Reserve at Sliver Lake Rd, MylorGurr Rd Reserve parcel at Gurr Rd North, BradburyHeathfield/Longwood Reserve, Corner of Heathfield & Longwood Rd, Heathfield/Algate Tennis Courts at 180 Mt Barker Rd, AldgatecNapam Water Reserve at Chapman Road, InglewoodAldgate Valley Wildlife Corridor, aka "Bandicoot Lane" Stock Road to Stevens Rd, MylorSilver Rd Reserve at 34 Silver Rd BridgewaterPitt Road Reserve at Pitt Rd, Paracombehiesd Rd Reserve at Head Road North, HoughtonFernwood Reserve at Termwood Way, Upper Sturfbound reserve, Marbie Hill and Pound Rd, AshtonMt Bold Cutting, Mount Bold Road Cut, Dorset Valestiring Cemetery, Strahalbyn Rd, AldgateAldgate Valley Reserve, 96 AldgateVindmill Reserve, 151 Norton Summit Rd, Woodfordebeing of significant or high potential biodiversity value, while retaining any existing dog access and established recreational use arrangements in place for each of those reserves.	David Waters		Initial feedback from Native Vegetation Council's Heritage Agreement Officer received and included in summary developed for internal consultation with key Council staff.  Staff workshops occurred 15/6 and 15/8 to determine which sites may be appropriate to be the first ones to enter into NA, follow up comments with various staff currently being incorporated to finalise first batch shortlist.  Council have committed to only lodge approx 5 applications at a time over 5 years as requested by the Native Vegetation Council so that they may be processed in a timely matter within current available resources.	
28/03/2023	Ordinary Council	64/23	Fire Water Tank Upper Hermitage	General - Cr Pauline Gill General - Cr Malcolm Herrmann General - Cr Adrian Cheater	1. the report be received and noted. 2. Council acknowledges the fundraising efforts by Ms Jan Verrall and Ms Denise Elland. 3. in view of advice by letter dated 21 February 2023 received from the CFS Regional Commander Region 2, summarised as follows: the whole of the land is needed for CFS volunteers to exercise and train; the tank would not be used or maintained by the CFS, and the Upper Hermitage site is a dangerous location to place a community water tank for use during a time of fire;  Council respectfully declines the offer for the donation and placement of a fire water tank at the corner of Range Road North and Warner Road Upper Hermitage. 4. That Council staff continue to work with the CFS across the Regions to support firefighting, fire prevention and fire educational efforts. 5. That the CEO or his delegate formalises the use of the land described as allotment 5 in Filed Plan 218343 and contained in Certificate of Title S854 Folio 841, commonly known as the Upper Hermitage tennis courts and CFS land, to the SA Country Fire Service (CFS) for its purposes.	David Waters	In Progress	Jan 24 - report to Feb or March Council meeting re new long term agreement Dec 2023 - draft long term Lease received from CFS - to be reported to Council in early 2024.	
28/03/2023	Ordinary Council	67/23	Adelaide Hills Subzone Code Amendment	General - Cr Nathan Daniell General - Cr Leith Mudge	That the report be received and noted. That the CEO progress preliminary investigations including preengagement with affected residents and landowners, to inform Council's position on whether a formal Code Amendment process for the Adelaide Hills Subzone will be initiated, with the CEO to table a report for Council's Consideration on the matter by 23 May 2023. To instruct the CEO to inform the State Planning Commission and the Minister of Planning of Council's intention to progress preliminary investigations in preparation for a Code Amendment process for the Adelaide Hills Subzone, including the rationale.	Natalie Armstrong		Preliminary Engagement undertaken with affected residents through June – results indicate general support for Council to pursue changes to the Code to increase character and amenity protection within the Subzone.  Staff have also met with the Executive Director at Planning and Land Use Services to further clarify Council's position on this matter and determine possible pathways forward for a Code Amendment. This discussion was highly constructive and has clarified that a range of options are available for consideration.  Its noted that there is crossover with the Regional Planning program and this has added an additional layer to the options available regarding this matter.  This item was discussed at 10/10 workshop where the preliminary engagement summary and Code Amendment options were tabled for discussion.  Based on the general support to pursue various options, the Proposal to Initiate report will be finalised and tabled in the new year for consideration. Additional issues have also been raised in the interim regarding on-residential uses in the Subzone and this issue will also be explored as part of the drafting of the Porposal to Initiate.	

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11/04/2023 Ordinary Council	78/23	Illegal Native Vegetation Clearance	Nil	1. Condemns the unapproved and excessive clearance of remnant native vegetation at 104 Mount Lotty Road, Crafers. 2. Reaffirms its unavaering commitment to protecting and restoring the Adelaide Hills natural environment. 3. Requests the Mayor write to the Minister for Climate, Environment and Water, Hon Dr Susan Close MP to request: a. The Native Vegetation Act 1991 be amended to increase penalties associated with the illegal clearance of native vegetation; b. The budget allocated to the Native Vegetation Council be increased to enable appropriate resources to be allocated to compliance and enforcement 4. Requests the CEO review legislative options available to strengthen Council's compliance and enforcement efforts in preventing and addressing illegal clearance of native vegetation. That as part of this review: a. A workshop be conducted with elected members. b. A report be provided to Council by 30 June 2023 including options that would improve Council's ability to ensure prevention, compliance, and enforcement, associated with the illegal clearance of native vegetation. 5. Requests the CEO investigate any scope for the inclusion of additional Council owned properties to be assessed for sultability to be encumbered by a Heritage Agreement for the additional protection of native vegetation on that land. That as part of this investigation: a. A workshop be conducted with elected members (at the same time as 4(a) above).	David Waters		Items 1 - 3 completed.  Workshop and Council report have been delayed to March 12 2024. Draft bushland encroachment/conservation policy has been completed.  Team in consultation for development of the Encroachment Policy are:  *Director of Dev & Reg Services - Nat Armstrong  *Beinor Strategie Policy Planner - James Szabo  *Sport & Rec Planner (Irails) - Meridee Jensen  *Bam Leader Reg Services - Mart Ahern  *Property Officer - Gen Stewart  *Manager Property Services - Karen Cummings  *Exec Manager Governance & Performance – Lachlan Miller  *Manager Open Space - Chris Janssan  *Biodiversity Team (myself, Tonia and Steve)  Consultant is Catherine Miles of Miles consulting, and project timeframe/miletsones below.  22/11/23 - internal Staff Workshop (all teams)  28/03/23 - internal Staff merting (Biodiversity and Reg Services)  11/04/23 - Council MON, Policy scope adjusted and sent to consultant 02/05/23/23consultant Workshop - draft framework (all teams)  01/06/23 - draft framework for Policy circulated for comment (all teams)  15/06/23 - if staff Policy circulated for comment (all teams)  24/08/23 - internal staff workshop (Property Team)  07/09/23 - internal staff workshop (Development Assessment Team)	
							19/10/23- 2nd draft policy workshop with Property Team & Planning Team 20/10/23- 2nd draft policy workshop with Open Space Team 12/3/23 - Council Workshop postsponed and will be rescheduled Date??? Lawyer review depending on workshop outcomes Date??? Policy presented to Council for adoption	
26/04/2023 Ordinary Council	91/23	MON Western Border Suburbs of Council	General - Cr Louise Pascale	That the Adelaide Hills Council undertake a safety audit with footpath study for Heather Ave connecting Kintyre Road and Moriata Road, Woodforde, with the outcome informing future capital works budget proposals.     That the Adelaide Hills Council audit the suburb signage for Woodforde, Rostrevor and Ternipie and the ECD report to Council costs and logistics for increasing signage along the western border of Adelaide Hills Council.     That Adelaide Hills Council invite Managing Director Damon Nagel from Kite Property to present to Council the planning and design of Hamilton Hill at a Counciliors Workshop held at the Norton Summit Community Centre prior to the Regional Planning briefing Workshop.	David Waters	In Progress	Signs have been installed.	
26/04/2023 Ordinary Council	93/23	PLEC and Main Street Projects	Nil	The report be received and noted.     Strategic Prioritisation criteria for Main Street upgrades and activation to support placemaking outcomes be workshopped with Council Members to guide implementation priorities moving forward.     Council staff submit an application for undergrounding of power lines for Lobethal Stage 3 for construction following 2024-25, as well as requesting Mount Torrens and Woodside Stages to be considered for future rounds.     The refurbishment of the southern side of Aldgate Main Street and the roundabout at the intersection of Mount Barker Road and Strathalbyn Road, be undertaken in 2023-24 in a style consistent with paving and landscaping on the northern side, with funding obtained from Local Roads and Community Infrastructure Program Phase 4 supplemented by operational budgets where appropriate.	David Waters		Actions to address each part of the resolution are now underway.  Workshop with Council Members occured as part of ABP Development.  PLEC Application for Lobethal lodged, with Mount Torrens and Woodside flagged as potential future rojects for consideration.  Roundabout works have been undertaken and amenity upgrades underway in Aldgate.  A workshop on potential LRCIP projects was held in November 2023 with a number of road related projects subsequently included in the BR1 report.	
26/04/2023 Ordinary Council	94/23	Development of Behavioural Support Policy for Council Members	Nil	That the report be received and noted.     To determine not to develop a Behavioural Support Policy at this point in time.     To request the Chief Executive Officer to prepare a report on the operation of the Behavioural Management Framework, specifically as it relates to the Adelaide Hills Council, for its April 2024 meeting.     That the Chief Executive Officer (or another person delegated by them) may make public comment and/or statements to the media on behalf of the Council relating to the policy of Council, its position on particular issues, and operational matters.	Greg Georgopoulos		Parts 1 and 2 - completed  Part 3 - item will stay open on the action list until report provided to Council in April 2024 noting that resourcing within the Governance area is currently limited.  Part 4 - completed - CEO has advised staff that media responses regarding enquiries on policy, political or Council decisions will come from the Mayor and comment on operational matters will be from the CEO only.	
26/04/2023 Ordinary Council	102/23	Confidential Item - Amy Gillett Bikeway Stage 4 Agreement	General - Cr Melanie Selwood	Refer to Confidential Minute	David Waters	In Progress	As per confidential minute	
9/05/2023 Ordinary Council	110/23	Building Upgrade Finance	Nil	That the report be received and noted.     To undertake a two year pilot program of Environmental Upgrade Agreements, nominally commencing 1 July 2023.     To appoint Sustainable Australia Fund, trading as Better Building Finance, to work collaboratively with Council to establish, administer and support the delivery of Environmental Upgrade Agreements.     To delegate the power to the Chief Executive Officer to:finalise the commencement date for the pilot programenter into an Environmental Upgrade Agreement on behalf of Council anddeclare and levy an environmental upgrade charge.     To report back to Council on the outcomes of the two year pilot by 30 June 2025.	Natalie Armstrong	In Progress	Service agreement documentation has been finalised and signed by AHC CEO and BBF.  There has been some delays from Building Better Finance which may impact implementation.	
9/05/2023 Ordinary Council	111/23	Revocation of Community Land - Bridgewater Retirement Village	NI	That the report be received and noted.  That the Community Land classification over the land comprised in Certificate of Title Volume 5488 folio 788 being Allotment 220 in filed plan 8131, known as the Bridgewater Retirement Village, be revoked.  That a report be provided to Council which:a. Includes the outcomes of the 2021 consultation process regarding the Proposed upgrades for Caripook Park  b. Provides options for the upgrade of Caripook Park or another Park in Bridgewater.	David Waters		Jan 24 - report to be submitted to Council in Feb/March re options  Dec 23 - sport/rec team undertaking review of consultation undertaken to date and considering next steps	June 2023 - not yet progressed
13/06/2023 Ordinary Council	146/23	MON Establishing a Tree Strategy	Nil	That Council develop and implement a Tree Strategy. The Tree Strategy should include actions which help Council positively impact on the environment, for example, actions may be established for the following: Plantings to replace trees removed by Council to ensure a net-positive impact is achieved (i.e. more trees planted than removed): horceasing the quality and quantity of tree canopy within Council townships and major towrist throughfaresincreased species diversity which complements nearby remand vegetation; Strategies to save existing trees, particularly regulated and significant trees; A strategic and data driven tree planting program. Consideration be given for endemic species to be a priority where appropriate. That a Council workshop be held with elected members to seek their input into the preparation of the draft Tree Strategy. That a draft Tree Strategy be put out to public consultation prior to the final version being endorsed by Council.		In Progress	Presented at Council workshop on 17/10/2023 and are now collating feedback to inform the strategy	

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13/06/2023 Ordinary Council	147/23	MON Traffic Issues Woodforde & Teringie	General - Cr Pascale	Mayor Wisdom writes to the Minister for Transport and Infrastructure, Hon Tom Koutsantonis MP, concerning traffic congestion at the intersection of Magill Road and Norton Summit Road and lack of public transport in Woodforde and Teringie areas. In the letter Council requests, the Department of Infrastructure and Transport explore the roundabout option as outlined in the Woodforde Land Development Part B: Traffic Management Plan of 2017 and detail its findings back to Council. That the Department review is traffic modelling to include the additional traffic generated by the Morialta High School, prioritise an investigation in to extending bus routes down Glen Stuart Road, Woodforde and into Teringle and detail its findings back to Council. 2. Council investigate implementing parking restrictions on Glen Stuart Road between Grant Street and Kintyre Road on the western side to limited parking of standing zones between Bam to 4pm, Monday to Friday and 9am to 12pm on Saturdays.  That Council write to Campbelltown City Council and request they investigate implementing parking restrictions on Glen Stuart Road between Olive Street and Kongarra Ave, and Kongarra Ave and Moules Road on the eastern side to limited parking of no standing zones between 8am to 4pm, Monday to Friday and 9am to 12pm on Saturdays		In Progress	Letters for items 1 and 2 have been sent.  A response has recently been received from CCC indicating they do not support the proposed changes to parking restrictions along Glen Stuart Rd.	
13/06/2023 Ordinary Council	164/23	Boundary Change Committee Recommendations to Council	General - Cr Pascale	That the report be received and noted.     That the CEO engage a suitably qualified person to forensically examine the Campbelltown City Council (CC) boundary change proposal that was submitted to the Boundary Change Commission (and CCC's subsequent submissions), with a view to identifying the proposal's weaknesses (critical flaws), errors, omissions, and factual inaccuracies. That the examination also identifies areas of focus for Council to make its own case against the proposal, should the opportunity arise through a Stage 3 Inquiry.	Greg Georgopoulos	In Progress	Budget to undertake the review was presented to Council for consideration on 28/11/2023 and endorsed. RFQ was released to the market in November 2023 and closed on 1 December.  Once RFQs have been assessed it is anticpated that work on the review will commence during December 2023.	
13/06/2023 Ordinary Council	166/23	Confidential Item - Sale of Land for non payment of Rates	Material - Cr Mudge	Refer to Confidential Minute	Terry Crackett		Council has commenced the Section 184 process for the identified properties. Of the original eight properties included in this process only two properties remain with unpaid rates as at 15 Jan 2024.  Initial contact has been made with a real estate agent and final correspondence will be sent to the ratepayers advising that Council intends to proceed to the final step and commence formal sale proceedings.  In accordance with the LG Act 1999, notices of sale will be placed in newspapers on two separate occasions before the auction(s) can take place.  Ratepayers can still, at any time, make full payment of their outstanding rates + all costs incurred.	
13/06/2023 Ordinary Council	164/23	Boundary Change Committee Recommendations to Council	General - Cr Pascale	3. That the CEO develop a communication and engagement strategy, which targets the affected communities of Woodforder and Rostreew, the subject of the Boundary Change Proposal, with a view to building a powerful community narrative, including yet not limited to:regularly informing these communities of the status of the proposal (in writing, social media, AHC website, Hills Voice newsletter, medialpreinforing with the communities the outcomes of the two community surveys that have been previously conducted (AHC and CCC) rejecting the proposalhighlighting the advantages and benefits of remaining a part of the Adelaide Hills Councilinforming the communities of the services available to them that the Adelaide Hills Council has to offer and provides (community services) direct consultation with significant key community stakeholders		In Progress	The marcomms strategy is being developed.	The administration is currently creating this strategy and a creative agency has been briefed to assist with creative assets.
27/06/2023 Ordinary Council	177/23	Dog & Cat Pound Facilities	Nii	That the report be received and noted.     To commit a portion of the capital funding included in the 2023-24 Annual Business Plan for a New Dog and Caf Facility, to make upgrades to the current facilities at Heathfield to provide immediate additional capacity to hold dogs and cats whilst medium to long term options are further explored.     To delegate to the CEO and Mayor to write to both the Local Government Association, the Dog & Cat Management Board and all State Members of Parliament advocating for their leadership to develop a solution to the current issues impacting the whole of the Local Government sector in relation to the housing and rehoming of dogs and cats.     To delegate to the CEO (or his delegate) to commence formal discussions with Council's immediate adjoining Councils, or other Councils or stakeholders, to investigate options for a regional solution should there be no solution put forward by either the Local Government Association or the Dog & Cat Management Board.	Natalie Armstrong	in Progress	Jan 24 - works continue the Heathfield site for the temporary facility December 23 - Preliminary site works have started for cat holding facilities as well as site works to create dog enrichment area to be able to hold dogs for longer periods Letters have been sent per resolution No. 3 which have been acknowledged.	Letters sent to LGA & DCMB, with copies to local Members of Parliament.
25/07/2023 Ordinary Council	196/23	Road Safety Analysis Lobethal	Nil	The Chief Executive Officer arranges for staff to undertake an in-house road safety assessment into speeding and increased road use on Ridge Road and Mill Road, Lobethal, both of which are becoming used as a thoroughfare for road users attempting to avoid traffic on Mila Street. If the outcomes of the road safety assessment deem it necessary, that options to discourage road users from choosing these roads instead of the Main Street and combat speeding be explored using an external professional [including but not limited to the installation/construction of chicanes, speed bumps or additional signage]. The Chief Executive engages with the Department for Education and Child Development regarding increased road usage and speeding whichs on Mill Road, which affects all traffic and pedestrians to and from the primary school. A report be prepared detailing the outcomes of this assessment for Council's consideration at the ordinary meeting scheduled for 24 October 2023.			Preliminary advice has been recieved indicating that rat running is likely occuring. Options to discourgae rat running are now being developed for consideration.	
25/07/2023 Ordinary Council	200/23	MWN Stormwater Management Mill Road & Pioneer Avenue Lobethal	Nil	In addition to the scope of issues identified in resolution 11.2 Road Safety Analysis Ridge Road and Mill Road Lobethal 25 July 2023, the investigation be extended to include stormwater management at the intersection of Mill Road and Pioneer Avenue Lobethal.	David Waters		Survey is complete and design works are underway with discussion held with property owner regarding driveway issues.	
8/08/2023 Ordinary Council	214/23	Corporate Carbon Management Plan	NII.	That AHC recognises that climate change is already having a negative impact on AHC communities and this will continue with increasing severity;     That AHC recognises local government has a leadership role to play in reducing greenhouse gas emissions as a matter of urgency, as well as attempting to address the effects of climate change on our community, and;     That staff hold workshops with elected members to explore options available to address both the causes and effects of climate change, including. How we can incorporate actions to address the causes and effects of climate change, including. How we can incorporate actions to address the causes and effects of climate change in our Strategic Plan;     Present progress in implementing the recommended actions in the Corporate Carbon Management Plan in the time since that plan was adopted;     Present planned actions and other feasible options, with timelines and cost benefit analyses, that can reduce the carbon footprint of the AHC and the AHC area;     Present planned actions and other feasible options, with timelines and cost benefit analyses, that can reduce the impacts of climate change on our communities; and     Discuss the best strategy to continue to progress AHC action on this urgent issue.		in Progress	Meeting with Green industries SA planned for Tuesday 13 February 2024 to explore partnership and or collaboration opportunities.	

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
22/08/2023	Ordinary Council	222/23	MON Bringing Community Groups Together	General - Cr Mudge, Cr Selwood, Cr Daniell	Council convenes an inaugural gathering of our local community groups whose primary focus is to assist and promote a vibrant and thriving community for their local area. The inaugural gathering has two key objectives, to provide An opportunity for information sharing between different community groups. To provide both the administration and elected members with insight into how the community groups are supporting their local area, along with current opportunities and challenges they face. Council engages with local community groups to inform the format of the event. Once the event has been held the ECD prepare a report which:Reviews and reports on the success (or otherwise) of the event, Considers the merits and feasibility of holding semi-regular events such as this into the future.		In Progress	The event was held at the Lobethal Bierhaus of 16th November 2023. Representatives of well- established and newly formed Community groups with a broader focus, known to Adelaide Hills Council Staff were personally invited to attend. Them't perspensatives from the following areas/groups were in attendance-Activating BridgewaterGumeracha Community AssociationMannition Hill Woodforde Community foroupHoughtno Voalimagine UraldiaLenswood and Forest Range Community AssociationLobethal Community AssociationNove WoodsideMorialta Residents AssociationMount Torrens District Community AssociationNove WoodsideMorialta Residents Association Morn from Mayor Jan Calier Wisdom and Adelaide Hills Council EEO Greg Georgopoulos all groups were allocated two minutes to introduce their group to the wider audience. Groups then had the chance to connect with others over food and participate in the activities around the room. There were five table themes, each hosted by an Adelaide Hills Council staff member. There was overwhelmingly positive feedback that groups would like to continue to connect with other groups across the Adelaide Hills Council area. In the new year we will work with groups to establish frequency, content and how meetings will be hosted All groups consented to their contact details being shared and groups have been encouraged to connect with each other independent of any Council organised forums. Community groups and Council Members have received a report cuncil.	
4/09/2022	Special Council	232/23	Amy Gillett Bikeway	Nii	Refer to Confidential Minute	David Waters	In Progress	Being actioned as per confidential minute	
12/09/2023	Ordinary Council	236/23	Road Exchange Decision - 13 Upper Sturt Road Craffers West	Ni	2. In accordance with sections 12 and 15 of the Roads (Opening and Closing) Act 1991, to enter into an Agreement for Exchange with the owner of the land at 13 Upper Sturt Road, Crafers West and Issue a Road Process Order for the following: close a portion of the existing public road known as Upper Sturt Road, Crafers West identified as "B" on the Preliminary Plan No 22/0047, and merge it with Allotment 49 in Filed Plan No. 151349 comprised in Certificate of Tafle Volumer 5848 Folio 416; and Bopen as public road the area identified as "C" on the Preliminary Plan No. 22/0047. 3. That the piece of Iand to be opened and identified in Preliminary Plan 22/0047 as "C", be excluded from the classification of Community Land and not be included in Council's Community Land Register. 4. That the piece of road / Iand identified in Preliminary Plan 22/0047 as "B" that will be closed and merged with their property comprised in Certificate of Title Volumes 5848 Folio 416, located at 13 Upper Sturt Road Crafers West be transferred for nil consideration. 5. That the piece of land to be opened as public road and dentified in Preliminary Plan 22/0047 as "C", be transferred to Council for nil consideration. 6. That all costs for the road opening / closing process in accordance with the Roads (Opening and Closing) Act 1991, be paid for by Council		in Progress	30 Nov 23 - Road Process Order confirmed by Surveyor General, notice is in the Government Gazette New Certificate of Titles to now be issued by the Lands Title Office.  30 January 2024 - Titles still to be issued	Accurate due date to be inserted
12/09/2023	Ordinary Council	239/23	Delegations Review	Nii	Refer to 230912 Delegation Review Report for appropriate information.	Greg Georgopoulos	In Progress	New Sub Delegations being developed due to new positions approved.	Updating of returned Sub Delegation forms and some new sub delegations required due to new positions developed.
26/09/2023	Ordinary Council	250/23	Consideration of bike lockers for personal use	NO	That the report be received and noted.  That Council approve a survey of cyclist and public transport users be undertaken in conjunction with Bike SA to understand needs, demand, and final priority sites for consideration in this Public Transport Amenity Program.  Subject to the results of the survey, that Council considers a Public Transport Amenity Program, that includes the installation of bike lockers or bike cages as part of the 2024/25 Annual Business Planning process.	David Waters	In Progress	Developing survey and engagement approach for Feb 2024	Please adjust the due date if required
10/10/2023	Ordinary Council	257/23	Pedare Park Road Woodside - Road Opening and Closure	NII COI	1. That the report be received and noted. 2. The land marked "A" in Preliminary Plan No. 22/0043 (known as the Road Land) be closed and declared surplus to Council's requirements. 3. That upon deposit of the Road Closure, the land will be excluded from the classification of Community, Land and not be included in Council's Community, Land Register. 4. That the Chief Executive, or his delegate, be authorised to negotiate with the owners of 205 Pedare Park Road for the sale and transfer of the piece marked "A" in Preliminary Plan No. 22/0043 for nil consideration given the initial construction of Pedare Road on the adjoining property potentially contributed to the encroachment, on the proviso that the owners agree to pay fees associated with the administrative process of the land transfer. 5. That the Chief Executive, or his delegate, be authorised to purchase from the owners of 340 Tiers Road Woodside, the piece marked "1" in Preliminary Plan No. 22/0043 for the sum of \$108,000 plus GST (if applicable). 6. That the net capital cost required to fund the road exchanges be included into the 2023/24 Budget as part of the neat available budget Review. 7. That the Chief Executive Officer is authorised to finalise and sign all necessary documentation pursuant to this resolution.	David Waters	In Progress	30 January 2024 - Actions progressing	
10/10/2023	Ordinary Council	258/23	Bushfire Mitigation Strategy Public Consultation	Melcanie Selwood - Material COI - Husband employed by Treecovery Ltd	1. That the report be received and noted. 2. That Council approves public consultation on the draft Bushfire Mitigation Landscape Strategy, as contained in Appendix 1, to commence on Wednesday 18 October 2023 and conclude on Friday 17 November 2023. 3. That the Chief Executive Officer, or delegate, be authorised to make formatting and/or other minor content changes to reflect any outcomes from the meeting deliberations prior to public consultation commencing. 4. That the Chief Executive Officer, or delegate, be authorised to amend the dates for public consultation should circumstances arise necessitating a change to occur.		In Progress	The Bushfire Mitigation Landscape Strategy Consultation opened to the public on the 23/10/23 and closed on the 17/11/23.  Results have been collated and draft report developed. The draft is currently being reviewed by relevant officers and managers.  The final plan will be brought to Council for endorsement and will detail feedback recieved.	The original due date for the consultation to close was the 15/11/23. This was delayed by 2 days due to unexpected but necesarry staff leave. The new due date is 17/11/23.
10/10/2023	Ordinary Council	259/23	37 Yanagin Road Greenhill - Revocation of Community Land Classification	Nil	1. That the report be received and noted. 2. That the Community Land classification over portion of Allotment 7 in File Plan 129661 in Certificate of Title Volume 5365 folio 762 as hatched in purple in proposed Plan of Division dated 14/10/2022 be revoked 3. The land swap to proceed with the areas hatched in green to be amalgamated in Allotment 7 in File Plan 129661 in Certificate of Title Volume 5365 folio 762, known as Yanagin Reserve. The area hatched in purple to be amalgamated into the adjoining owners land parcel in Certificate of Title Volume 5350 folio 424 as shown in Appendix 1 of this Report. 4. Council to apply to vary the Heritage Agreement currently over Yanagin Reserve showing the land swap variations accordingly.	David Waters	In Progress	Jan 24 - progressing as per resolution  Dec 23 - Documents with owners to finalise boundary realignment - heritage agreement boudary changes to progress once boundary realignment documents have been lodged and finalised. Transfe documents in process of being finalised	Adjust due date if required
10/10/2023	Ordinary Council	261/23	Draft Boundary Encroachment Policy	Nil	Council research and develop a draft Boundary Encroachment Policy to bring the chamber for review by 29 February 2024.	David Waters	In Progress	Jan 24 - still in process of being investigated Dec 23 - no update Nov 23 - meeting held with relevant staff in late October to progress.	Adjust due date as required
18/10/2023	Ordinary Council	247/23	Sustainable Procurement	Nil	Undertake a review of Council's current Procurement policy and procurement framework against ISO20400.  1 October 2023 all new tenders and quotes over \$10 000 shal request-Carbon Footprint Sustainability of their supply chainPractices to minimise wastePercentage of locally sourced materialsEstimated lifespan of materials usedEnd of life planning for materials used (eg recycle)Inclusion policy re equal opportunity measure for employment in organisations. Workshop of Council to be held before 31 December 2023 re review outcomes.  Report returned to Council with updated Procurement policy and any other related matters prior to March 2024.	Terry Crackett	In Progress	With the workshop complete the next step is preparing a drfat revised Procurement Policy which is being being completed internally.	Please adjust the due date and status for Council reporting if not correct.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
24/10/2023	Ordinary Council	267/23	1.1.@ampbelltown City Council Boundary Change Proposal – Cr Mark Osterstock	Nil	That the Chief Executive Officer, on behalf of Council, writes to Rob Donaldson, Chairperson, Local Government Boundaries Commission (the Commission), seeking an update on the status of the Campbelltown City Council (CCC) Boundary Change Proposal (noting that it has been some three and a half years since the proposal was first initiated by CCC), including yet not limited to information on:		Not Started		Please note this may not be required now Council has heard from the BCC. Please confrm with Greg if he requires this letter to be sent.
6/11/2023	Special Council	274/23	Houghton Hub Funding Request	Nil	That the report be received and noted.  To note that the Council has already provided \$40,000 (plus GST) as a contribution to Stage One of the Houghton, inglewood and Hermitage Memorial Park Committee's Houghton Hub project.  That Council makes a financial contribution of \$160,000 (plus GST) as a minimum contribution to Stage Two Houghton, inglewood and Hermitage Memorial Park Committee's Houghton Hub project. That the Chunding contribution is allocated and administered in the same manner as Council's Community and Recreation Facility Grants Program guidelines and processes.  That the Chief Executive Officer, or delegate, be authorised to develop and enter into, on the Council's behalf, an appropriate funding agreement which contains conditions including, but not limited to: meeting appropriate milestones; the same substances of the same	David Waters	In Progress	Staff are currently waiting on the outcome of the HIHMP groups funding application to the Office for Recreation Sport & Racing. Upon notification (expcted early - mid February 2024), progression will then be made accordingly.	Plesae adjust due date accordingly
14/11/2023	Ordinary Council	282/23	integrated Strategy - Electric Vehicles	Nii	1. The CEO develop, for council consideration, an integrated Electric Vehicle Strategy to support the rollout of electric vehicles (EV) and EV charging infrastructure for Adelaide Hills Council including, but not limited to, the following: Detailed analysis of the current and future vehicle fleet, including byte of vehicles, usage patterns, and energy requirements. The development of Net Present Value analysis to quantify the financial and environmental impact of the transition to electric vehicles, Assessment of current solar pane infrastructure and its capacity to support the EV fleet considering capacity, efficiency, and potential upgrades, Assessment of battery storage solutions to optimise energy utilisation and charging capabilities; including current market opportunities for such infrastructure outside of the councils existing LGAP energy agreement; and Exploration of government and private sector incentives, grants, and subsidies available for transitioning to EVs and renewable energy integration. The required charging infrastructure for a fleet transition to EV, with consideration for a public access initiative. Assessment of potential vehicle manufacturers fleet management, serviceability and availability performance.  2. An immediate cessation of internal combustion vehicle acquisition for light fleet vehicles that are primarily used to transport passengers (noting this does not include light commercial vehicles at this time), with discretionary authority of the CEO should an appropriate EV be unviable.  3. That key outcomes captured within the Electric Vehicle Strategy be presented to a workshop of Council concurrently with the Carbon Management Plan.  4. That funding of \$20,000 be included as part of 2023/24 Budget Review 1 to undertake the development of the Integrated Electric Vehicle Strategy.		In Progress	Considerable work has alrerady been undertaken in relation to this resolution. Key aspects include:  - Engagement of an independent assessment of Councils Fleet requirements  - completion of detailed NPV and carbon analysis that supported the transition to fully electic vehicles  - cessation of puchase on internal combustion vehicles where appropriate to do so.  - Funding provided within BR1 to undertake the development of an Integrated Electric Vehicle  Strategy.	
14/11/2023	Ordinary Council	285/23	CEO PRP Council Member Apointments	Under section 75C of the Local Government Act 1999 Cr Chris Grant disclosed a Material (section 75) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of th Council' in relation to Item 12.2, the nature of which is as follows:  I am the Presiding Member of the CEO PRP which is a remunerated position.	That the report be received and noted.     To extend the term of the CEO Performance Review Panel members for a period of one month following the end of the CEO Probationary Review Process or six months, whichever is the earliest.     That Cr Nathan Daniell continue as a member of the CEOPRP when his term as Deputy Mayor concludes on 30 November 2023.	Greg Georgopoulos	In Progress	CEO PRP Members extended for a period of one month following the end of the CEO Probation Review Process or six months, which ever is hte earliest.  Cr Nathan Daniell continue as a member of CEO PRP when his terms as Deputy Mayor concludes 30 November 2023 as per timeframes noted above. Presiiding Member and Committee Member to be voted on 13 February 2024	Complete email for Greg to forward to extended CEO PRP members. Ensure a report is ompleted for new term when above timeframes expire
14/11/2023	Ordinary Council	291/23	Status Report – Council Resolutions Update	Nil	1. That the Council Resolutions Update report dated 14 November 2023 be received and noted. 2. The following completed items be removed from the Action List. Meeting DateMeetingRes No.Item NamePreviously Declared C0126/04/2023 ordinary Council912/3-Brothlis Suburbs - Community ConnectionsGeneral - Cr Louise Pascale23/05/20230rdinary Council129/23Yanagin Road Consultation Outcomes & Revocation of Community Land ClassificationMail.3/06/20230rdinary Council24/32Setroside Bin System Option & Trial (FOGO)NII19/06/2023Audit CommitteeAC27/23Development Services - Service ReviewNII27/06/20230rdinary Council126/32Striing Business. Sacociation Three Year Funding AgreementNii6/07/2023CeD Performance Review Panel/PRS/23Quarterly Performance ReportNii25/07/2023Ordinary Council125/23Proposed Date Change Citizenship and Award CeremoniesNii6/08/2023Ordinary Council217/23Confidential - Country Cabinet August 2023Nii12/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge & Selwood22/08/2023Ordinary Council226/23Aecovery Read Halls GrantGeneral - Crs Mudge &		Not Started		
21/11/2023	Special Council		Motion on Notice - Houghton Hermitage Inglewood and Paracombe Hub - Cr MakcolmHerrmann	NI	1. That, further to resolution 274/23 (item 7.1) part 3 of the Special Council meeting held on 6 November 2023, the Council offers a contribution of up to \$325,000 (plus GST) as a maximum contribution to Stage two (2) Houghton, Hermitage, inglewood and Paracombe Memorial Park Committee's Houghton Hub project, with payments made in approximately equal instalments over a period of three (3) financial years;  2. That, in view of the fact that the Hub will service not only Adelaide Hills Council residents and Groups, but also those of the City of Tea Tree Gully, Council supports the formal approach by the Houghton, Hermitage, Inglewood and Paracombe Memorial Park Committee to the City of Tea Tree Gully for financial assistance to the Hub Project.	David Waters	In Progress	Jan 24 - matter is progressing Dec 23 - community Club advised of Councill support. Document to be drafted re Council funding	Please adjust due date accordingly
28/11/2023	Ordinary Council		MON - Recognition of Statement of Commitment (Cr Louise Pascale)	Nii	Adelaide Hills Council reaffirms its Statement of Commitment to help prevent violence against women and their children.     Council endorse the initiatives of the 16 Days of Activism being undertaken by the Adelaide Hills Council.     Council give thanks to the staff and working group for their work to implement the Our Watch Toolkit for the Prevention of Violence against Women and their children.	Natalie Armstrong	Completed		Update the due date accordingly

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Comments (for internal use)
28/11/2023	Ordinary Council	304/23	MON - Mine Operations Plan – White Rock Quary (Cr Mark Osterstock)	Under section 758 of the Local Government Act 1999 Cr Melanie Selwood disclosed a General (Section 74) Conflict of Interest in Item 12, 2th enature of which is as follows: I am dealing with a matter in relation to this item in my employment outside of Council.	1. The Chief Executive Officer, on behalf of Council, writes to Paul De Ionno, Acting Executive Director, Mineral Resources Division, Department for Energy and Mining; Acknowledging receipt of his letter to Council dated 26 September 2023, Appendix A Seeking further clarification as to whether the Minister for Energy and Mining, the Honourable Tom Koutsantonis MP, or the State Government for that matter, notwithstanding the provisions of the Mining Act 1971, has any legislative power whatsoever (under any legislative instrument) to over-rule the Director's decision should the Director of Mines approve the revised Mine Operations Plan, and if so, provide details of the said legislative instrument(s). 2. Once a response is received from the Department for Energy and Mining, that response will be tabled at the next scheduled Ordinary meeting of Council.	David Waters	Not Started	Jan 24 - action to be taken shortly Dec 23 - no update/action taken as yet	Adjust the due date accordingly.
28/11/2023	Ordinary Council	305/23	MON - 40km/h investigation for Rostrevor Roads (Cr Louise Pascale	) NII	That the CEO investigates lowering the speed limit on Wandilla Drive, Baroota Avenue, Arcoona Avenue and Spring Gully Road in Rostrevor and provides a report to Council by 1 March 2024 on its outcomes.	David Waters	In Progress	A quote has been sought for consulting services ot prepare the traffic Impact Statement and application to DIT for a 40 km/hr zone in the subject area.	
28/11/2023	Ordinary Council		Proposed Road Closure – portion of Unmade Public Road adjacent 474b Springhead Road Mount Torrens	Nil	1. That the report be received and noted. 2. The land marked "B" in Preliminary Plan No. 22/0032 (known as the Road Land) be declared surplus to Council's requirements. 3. That the Chief Executive, or his delegate, are authorised to negotiate with the owners of 474b Springhead Road, Mount Torrens for the sale and transfer of the piece marked "B" in Preliminary Plan No. 22/0032 for the sum of \$53,000 plus GST, together with all fees and charges associated with the road closure process. 4. That Council's approval of the sale and transfer of the land be subject to the provision for a statutory easement in favour of Telstra as per their interest in the land, together with a Right of Way for foot traffic access in favour of the owner of the adjacent land, being Allotment 2 in Filed Plan 1336. 5. Subject to agreement from the owners of 474b Springhead Road, Mount Torrens to purchase the Road Land for the sum of \$35,000 plus GST, to make a Road Process Order pursuant to the Roads (Opening & Closing) Act 1991 to close and merge the pieces of land identified as "B" in the Preliminary Plan No. 22/0032 attached to this report with Allotment 2 4 Deposted Plan 62438 comprised in Certificate of Title Volume 5911 Folio 128. 6. That upon the depost of the Road Closure, the land will be excluded from the classification of Community Land and not be included in Council's Community Land Register. 7. That the Chief Executive Officer, and Mayor, be authorised to finalise and sign, and seal if necessary, all documentation to close and sell the above portion of closed road pursuant to this resolution. FORMAL MOTION: That the Item be adjourned until after a workshop has been held on this subject.		In Progress	Jan 24 - due to scheduling issues workshop and council meeting have been pushed back. To be rescheduled.  Dec 23 - workshop scheduled for 30/01/2024. Further Council meeting scheduled for 27/02/2024 to consider deferred item.	Adjust due date if required FORMAL MOTION: That the item be adjourned until after a workshop has been held on this subject.
28/11/2023	Ordinary Council	307/23	Deputy Mayor Appointment	Under section 75C of the Local Government Act 1999 Cr Nathan Danie Ill disclosed a Material (section 75) Conflict of Interest in Item 13.1, the nature of which is as follows:1 am intending to nominate for the position of Deputy Mayor, which is a remunerated position.	1, That the report be received and noted. 2. To appoint a Deputy Mayor. 3. To appoint Cr Nathan Daniell to the position of Deputy Mayor for a 6 month term to commence 1 December 2023 and conclude on 31 May 2024 inclusive.	Greg Georgopoulos	Not Started	Deputy Mayor Nathan Daniell extended for 6 months to 31 May 2024	
28/11/2023	Ordinary Council	308/23	Stirling Pavilion Proposal	authority that may consider future development applications relating to sites in this report. Under section 758 of the Local Government Act 1999 Cr Leith Mudge disclosed a General (section 74) Conflict of Interest in Item 13.2, the nature of which is as follows: I am the Council Member appointed to the Council Assessment Panel, which is the relevant authority that may consider future development applications relating to sites in this report. Under section 758 of the Local Government Act 1999 Cr Kirsty Parkin disclosed a General	2. That Council proceeds with the process for considering landowner consent for the development of a pavilion at Striling Oval and delegates authority to the Chief Executive Officer, or their delegate, to enter into a Framework Agreement document with the Stifting Pavilion Foundation Inc. 3. That the Framework document include, amongst other matters, the steps required to consider landowner consent for the development of a Pavilion on Stirling Oval, possible terms of any arrangements for the leasing or licensing of the Stirling Oval for the proposed development, statutory requirements that need to be followed, and any cost sharing arrangements. 4. The CEO provides an interim report on progress on the project by the end of 31. May 2024 5. That following the negotiation of a Framework document a report be submitted to Council that	David Waters	in Progress	Jan 24 - to be actioned shortly Dec 23 - not yet actioned.	Adjust due date accordingly
28/11/2023	Ordinary Council	314/23	Burning on Private Land	Nil	That the report be received and noted.     To endorse prescribed burns at the following ten sites across six Council Reserves under the DEW Burning on Private Lands Program-Mylor Parklands (Stages 2, 3 & 4)Heathfield Conservation Reserve (Stages 2 & 3)Bradwood Park, Bradbury (Stages 1 & 2)Uraldia Reserve - Greenhill Road, Carey Gully (Stages 1)Red Hill Road Reserve, Bradbury (Stages 1)Lenswood Centennial Park (Stage 1)     3. Include for consideration in the next Long Term Financial Plan review, provision for the post-burn maintenance of the sites from 2025-26 and beyond.	David Waters	Not Started		Adjust due date accordingly
23/01/2024	Ordinary Council	Staff undertaking	Aldgate men's shed	nil	Staff to meet with shed representatives to discuss ways Council can support the group find another home.  Staff to conduct a workshop with Council Members on any options arising.	Natalie Armstrong	In Progress		Workshop with Council Members scheduled for 16 April 2024.
23/01/2024	Ordinary Council	Staff undertaking	Stirling Oval trees	Nil	Staff to put forward a budget proposal for 2024-25 to develop a landscaping or masterplan for Stirling Oval, which includes consideration of the future of the trees.	David Waters	Not Started		

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 12.6

Responsible Officer: Jody Atkins

A/Governance & Risk Coordinator

**Corporate Services** 

Subject: Confidential Items Review – February 2024

For: Decision

### **SUMMARY**

Section 91 of the *Local Government Act 1999* requires Council to review confidential orders at least once every year.

A review of the Register of Confidential Items has been undertaken and there is six (6) items that require a new confidentiality order and no items are due to be released. Council must determine the period of confidentiality for these items.

NB: If the meeting wishes to discuss the status of any items in a manner that will result in the disclosure of information currently under an s91(7) confidentiality order, it should first consider making a s90 order to move into confidence.

### RECOMMENDATION

### **DECISION 1**

- 1. That the report be received and noted.
- 2. That the items held as confidential in the Confidential Items Register (Appendix 1) be noted.

### **DECISION 2 – Resolution 85/14 – AHRWMA**

- 3. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:
  - The Report of 22 April 2014, Item No. 18.2.1, AHRWMA, 85/14 remain confidential until the matter is determined and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) relates to information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council.
- 4. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 3 - Resolution 105/21- Multi Year Road Rally Proposal

- 5. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:
  - The Report of 25 May 2021, Item No. 18.1.1, Multi Year Road Rally Proposal, 105/21 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) relates to commercial information of a
    confidential nature (not being a trade secret) the disclosure of which— (i) could
    reasonably be expected to prejudice the commercial position of the person who supplied
    the information, or to confer a commercial advantage on a third party; and (ii) would, on
    balance, be contrary to the public interest.
- 6. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 4 – Resolution 87/22 – Property Lobethal Road, Lenswood

- 7. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a), (h), and (i) of the Act:
  - The Report of 26 April 2022, Item No. 11.1, Property Lobethal Road, Lenswood, 87/22 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this
  - Agenda Item is information relating to actual litigation, or litigation that the council believes on reasonable grounds will take place, involving the council.
- 8. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### <u>DECISION 5 – Resolution 23/22 – South Australian Tourism Commission – Santos TDU</u>

- 9. Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter with by the Council on a confidential basis under Sections (90(2) and 90(3)(j) of Act:
  - The Report of 14 February 2023, Item No. 9.1, South Australian Tourism Commission re Santos Tour Down Under, 23/23 remain confidential until 14 February 2024 and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part of) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
  - would, on balance, be contrary to the public interest.
- Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the
  power to revoke the confidentiality order either partially or in full to the Chief Executive
  Officer.

### <u>DECISION 6 – Resolution 104/23 – Amy Gillett Bikeway Stage 4 Agreement</u>

- 11. Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(j) of the Act:
  - The report, related attachments, minutes and other (presentation, documents or similar) of 26 April 2023, Item No. 18.1, Amy Gillett Bikeway Stage 4 Agreement, 104/23, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) if released could reasonably be expected
    to divulge information provided on a confidential basis by or to a Minister of the Crown,
    or another public authority or official (not being an employee of the council, or a person
    engaged by the council); and
  - would, on balance, be contrary to the public interest.
- 12. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### DECISION 7 - Resolution 183/23 - Appointment of GRFMA Chairperson

- 13. Pursuant to Section 90(2) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) of the Act:
  - The report, related attachments, minutes and/or other (presentations, documents or similar) of 27 June 2023, Item No. 18.1, Appointment of GRFMA Chairperson, 181/23, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
  - On the grounds that the document(s) (or part) the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).
- 14. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

### 1. BACKGROUND

An Extract of the Confidential Items Register is contained on Council's website and is reviewed on a monthly basis. Items that have progressed to the specified point and are no longer of a confidential nature are released in accordance with the respective council resolution. Items that remain in confidence are displayed on the Register.

For administrative and Council efficiencies, items may be included in reviews even though they may not be due for such. Processing items in this way eliminates the need for additional reports to Council whilst maintaining the confidential status of items.

### ANALYSIS

Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future
Goal 5 A Progressive Organisation

Objective O4	We actively represent our community
Priority O4.3	Attract and develop a diverse and capable elected body that represents,
	promotes and reflects the composition of the community
Priority O4.3	Advocate to, and exert influence with, our stakeholders on behalf of our
	community to promote the needs and ambitions of the region
Objective O5	We are accountable, informed, and make decisions in the best interests
	of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to
	changing circumstances and meet our legislative obligations

The review of Council's *Confidential Items Register* is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

### Legal Implications

Section 91(7) of the *Local Government Act 1999* sets out the provisions regarding the making of orders to retain documents and discussions considered at Council and Council Committees in confidence.

Section 91(9) requires that these orders must specify the duration of the order or the circumstances in which the order will cease to apply or must be reviewed. Any order that operates for a period exceeding 12 months must be reviewed at least once in every year.

To enable management of any order made under Section (90) a Confidential Orders Register is maintained.

### Risk Management Implications

Reviewing confidentiality orders assists with mitigating the risks of:

Confidential information is released which prejudices Council's and/or third parties' interests.

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

Information scheduled for release under a confidentiality order is not duly released resulting in a breach of legislation and depriving the community of public information.

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

Note: there are a number of other controls that assist with managing these risks.

### Financial and Resource Implications

Not applicable

### Customer Service and Community/Cultural Implications

There is a high expectation that Council has appropriate corporate governance processes in place including effective management and regular review of the Confidential Items Register.

### > Sustainability Implications

Not applicable

### Engagement/Consultation conducted in the development of the report

Consultation on the development of this report was as follows:

Council Committees: Not applicable
Council Workshops: Not applicable
Advisory Groups: Not applicable
External Agencies: Not applicable
Community: Not applicable

### Additional Analysis

The Register of Confidential Items has been reviewed and there are six (6) items that require the consideration of a new confidentiality order at this time. An extract of the register is attached *(Appendix 1)* which provides a summary of all existing confidential orders highlighting the orders (in yellow) that require a new confidentiality provision, as follows:

### Resolution 85/14 – AHRWMA

The period of Confidentiality for this item concludes 22 April 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the document(s) (or part of) may relate to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council, and that this order be extended until 22 April 2025 and reviewed every twelve (12) months.

### Resolution 105/21- Multi Year Road Rally Proposal

The period of Confidentiality for this item concludes 14 March 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the commercial information of a confidential nature (not being a trade secret) the disclosure of which (ii) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest. This order be extended until 14 March 2025 and reviewed every twelve (12) months.

### Resolution 87/22 - Property Lobethal Road, Lenswood

The period of Confidentiality for this item concludes 14 March 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this. The item is also information relating to actual litigation, or litigation that the council believes on reasonable grounds will take place, involving the council. This order be extended until 14

March 2025 and reviewed every twelve (12) months.

### Resolution 23/22 – South Australian Tourism Commission – Santos TDU

The period of Confidentiality for this item concludes 14 February 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the document(s) (or part of) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and would, on balance, be contrary to the public interest. This order be extended until 14 February 2025 and reviewed every twelve (12) months.

### Resolution 104/23 - Amy Gillett Bikeway Stage 4 Agreement

The period of Confidentiality for this item concludes 26 April 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the document(s) (or part) if released could reasonably be expected to divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and would, on balance, be contrary to the public interest. This order be extended until 26 April 2025 and reviewed every twelve (12) months.

### Resolution 183/23 – Appointment of GRFMA Chairperson

The period of Confidentiality for this item concludes 30 June 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until the matter has concluded on the grounds that the document(s) (or part) the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead). This order be extended until 30 June 2025 and reviewed every twelve (12) months.

### 3. OPTIONS

Council has the following options:

- I. To extend the period of confidentiality as per the recommendations. (Recommended)
- II. Determine an alternative period of confidentiality. (Not Recommended)
- III. Allow the confidentiality order to expire thus releasing the information. (Not Recommended)

NB: If the meeting wishes to discuss the status of any item in a manner that will result in the disclosure of information currently under an s91(7) confidentiality order, it should first consider making a s90 order to move into confidence.

### 4. APPENDIX

(1) Extract of Confidential Items Register -February 2024

# **Appendix 1**Extract of Confidential Items Register February 2024

Register No	Date of Meeting	Council/Committee	Agenda No	Resolution Number	Officer	Responsible People Leader	Report Title	LG Act S90 Provision	Release date (no longer than 1 mths)	12 Original Resolution regardingPeriod of Confidentiality	Revised Period of Confidentiality	Next Review Date (3 mths less than relase		II in nfidence
399	12/12/2023	CEO PRP	9.1		Jody Atkins	Jody Atkins	CEO Probation Review Process	90(2) and 90(3)a and h	12/12/2024	Moved Cr Grant S/- Cr Daniell a) Pursuant to Section 91(7) and (9) of the Local Government Act 1999, having considered Agenda Item 9.2 and 9.3 in confidence under sections 90(2) and 90(3)(a) and (h) of the Local Government Act 1999, the Committee resolves that an order be made to retain the Report and related attachments, including the CEO KPI Report, the 360 Degree Survey and the presentation prepared by Red Seed Productivity Strategists, as well as the Minutes in confidence pursuant to section 91(9)(c) of the Local Government Act 1999, with this order to operate in an ongoing manner, to be reviewed every 12 months as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Ongoing, Reviewed every 12 months Related Attachments Ongoing, Reviewed every 12 months Minutes Ongoing, Reviewed every 12 months Minutes Ongoing, Reviewed every 12 months Office (presentation, documents, or similar) Ongoing, Reviewed every 12 months Carried		date) 12/09/2024	Yes	
428	6/11/2023	Special Council Meeting	8.1		Anne Pett	Terry Crackett	CEO Performance Review Process	S90(2) and S90(3)(a)(h)	21/06/2024	Report Until further order Related Attachments Until further order Minutes Until further order Other (including legal advice from Norman Waterhouse Lawyers relating to this matter) Until further order		26/04/2024	Yes	
427	6/11/2023	Special Council Meeting	276/23		Anne Pett	Terry Crackett	CEO Performance Review Process – Exclusion of the Public	S90(2) and Section 90(3)(a) and (h) of the Local Government Act 1999	31/05/2024	Report Until further order Related Attachments Until further order Minutes Until further order Other (including legal advice from Norman Waterhouse Lawyers relating to this matter) Until further order		30/04/2024	Yes	
426		Ordinary Council	19.1		Ashley Curtis	David Waters	Provision of Spray Sealed Services Contract		13/11/2024	retain items in confidence as detailed in the Duration of Confidentiality table below Report 14 November 2023 until contracts are signed but not before 12 months. Related Attachments 14 November 2023 until contracts are signed but not before 12 months Minutes 14 November 2023 until contracts are signed but not before 12 months Other 14 November 2023 until contracts are signed but not before 12 months Other 14 November 2023 until contracts are signed but not before 12 months Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke to confidentiality order either partially or in full to the Chief Executive Officer.		13/09/2024	Yes	
425	10/10/2023	231010 Ordinary Council Meetin - 10 October 2023	ng 18.1	265/23	Terry Crackett	Terry Crackett	Electricity Procurement - Legal Matter	90(2) and 90(3)(h)	25/10/2024	Duration of Confidentiality 26 October 2024 or until legal release date		26/08/2024	Yes	į
424	4/09/2023	Special Council	6.1	233/23	John McArthur	David Waters	Amy Gillett Bikeway Stage 4 Alternate Offer to State Government	90(3)(j)	4/09/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 4 September 2024 or upon finalisation of all relevant agreements with the State and Federal Governments. Related Attachments 4 September 2024 or upon finalisation of all relevant agreements with the State and Federal Governments. Minutes 4 September 2024 or upon finalisation of all relevant agreements with the State and Federal Governments. Other Nil Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.			Yes	
422	25/07/2023	Council	18.1	207/23	Greg Georgopoulos	Greg Georgopoulos	Country Cabinet August 2023 Key Strategic Issues	90(3)(j)	30/06/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released NB: Report Until the announcement has been made, but not longer than 30 June 2024 Related Attachments Until the announcement has been made, but not longer than 30 June 2024 Minutes Until the announcement has been made, but not longer than 30 June 2024 Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.			Yes	
421	27/06/2023	Council	18.1	183/23	Terry Crackett	Terry Crackett	Appointment of GRFMA Chairperson	99/(3)(a)	30/06/2024	Retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report until the appointment has been confirmed, but not longer than 30 September 2023 Related Attachments until the appointment has been confirmed, but not longer than 30 September 2023 Minutes until the appointment has been confirmed, but not longer than 30 September 2023 Other (presentation, documents, or similar) N/A  Pursuant to section 91(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	RFMA Executive Officer requested a further extension to end 2024 is required.	30/04/2024	Yes	
420	13/06/2023	Council	18.1	167/23	Gary Lewis	Terry Crackett			13/06/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below:  Item Duration of Confidentiality  NB: Item to be reviewed every 12 months if not released  Report Until either the negotiations for sale are completed or a settlement reached or until legal proceedings  have concluded, but no longer than 12 months.  Related Attachments Until either the negotiations for sale are completed or a settlement reached or until legal  proceedings have concluded, but no longer than 12 months.  Minutes Until either the negotiations for sale are completed or a settlement reached or until legal  proceedings have concluded, but no longer than 12 months.  Minutes Until either the negotiations for sale are completed or a settlement reached or until legal  proceedings  have concluded, but no longer than 12 months.  Other (presentation, documents, or similar) Nil  Pursuant to section \$1(9)(c) of the Local Government Act 1999, the Council delegates the power to revoke the  confidentiality order either partially or in full to the Chief Executive Officer.			Yes	
415	26/04/2023	Council	18.1	104/23	David Waters	David Waters	Amy Gillett Bikeway Stage 4 Agreement	90(3)(j)	26/04/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024. Related Attachments Nil Minutes Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024. Other (presentation, documents, or similar) Nil		1/01/2024	Yes	

Register No	Date of	Council/Committee	Agenda	Resolution	Officer	Responsible People	Report Title	LG Act S90 Provision	Release date (no longer than 12	Original Resolution regarding Period of Confidentiality	Revised Period of Confidentiality	Next Review Date (3	Notes for Update S	itill in
	Meeting		No	Number		Leader			mths)			mths less than relase date)	C	onfidence
413	14/02/2023	Council	9.1		Jennifer Blake	Rebecca Shepherd	South Australian Tourism Commission re Santos Tour Down Under	90(3)(j)	14/02/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Nil Related Attachments Nil Minutes Nil Other (presentation, documents, or similar) 12 months – 14 Feb 2024		1/12/2023		'es
408	20/12/2022	Council	18.1	303/22	Karen Cummings	David Waters	18.15urplus Government Land Notification	90(3)(d)	20/12/2024	Report Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first. Related Attachments Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first. Minutes Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first. Other (presentation, documents, or similar) NIL	As at 30 November 2023 the land has not yet been placed on the market by State Government.  Extend for a further 12 months and State Government will advise when this occurs	1/09/2024	19 December 2023 Council resolved extension of 1 time to 241220	res
404	23/08/2022	Council	18.5	236/22 - 154/23	John McArthur	David Waters	Ministerial Exemption	90(3)(i)	13/06/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Related Attachments 23 August 2024 Minutes 23 August 2024 Other 23 August 2024		1/03/2024	As per Council resolution of 13 June 2023	res
403	23/08/2022	Council	18.4	234/22 - 158/23	John McArthur	David Waters	Revised East Waste 2022-23 Annual Plan & Budget	90(3)(d)	13/06/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Nil Related Attachments Appendix 1 Appendix 2 23 August 2024 Niil Minuttes Nil Other Nil		13/06/2024	Reviewed at 13 June 2023 Council Meeting	'es
402	23/08/2022	Council	18.3	229/22 - 157/23	John McArthur	David Waters	East Waste Recycling Contract	90(3)(d)	13/06/2024	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Report 23 August 2024 Minutes 23 August 2024 Other 23 August 2024		13/06/2024	As per Council resolution of 13 June 2023	'es
395	28/06/2022	Council	18.3	171/22 - 155/23	John McArthur	David Waters	Ashton Landfill	90(3)(i)	28/06/2024	Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.3 in confidence under sections 90(2) and 90(3)(i) of the Local Government Act 1999, resolves that an order be made under the provisions of sections 91(7) and (9) of the Local Government Act 1999 to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality Table below: NB: Item to be reviewed every 12 months if not released Report 28 June 2024 Related Attachments 28 June 2024 Minutes 28 June 2024 Other NIL		1/03/2024	As reviewed in the 13 June 2023 Council Meeting	res
393	28/06/2022	Council	18.1	165/22 - 153/23	Peter Bice	David Waters	Warren Road Birdwood Blackspot	90(3)(d)	28/06/2024	Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.1 in confidence under sections 90(2) and 90(3)(d) of the Local Government Act 1999, resolves that an order be made under the provisions of sections 91(7) and (9) of the Local Government Act 1999 to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality  NB: Item to be reviewed every 12 months if not released  Report Until all resolutions are executed, but not longer than 28 June 2023  Minutes Until all resolutions are executed, but not longer than 28 June 2023		1/03/2024	As resolved at the 13 June 2023 Council Meeting	'es
387	26/04/2022	Council	11.1.2	87/22	Natalie Armstrong	Natalie Armstrong	Property Lobethal Road, Lenswood - Confidential	90(3)(a)	14/03/2024	Report Two year term Related Attachments Two year term Minutes NIL Other (presentation, documents, or similar) NIL	Resolved 14 March 2023  Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a), (h), and (i) of the Act:  The Report of 26 April 2022, Item No. 11.1, Property Lobethal Road, Lenswood, 87/22 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.  On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agendal Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agendal Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this. Agendal Item is information relating to actual litigation, or litigation that the council believes on reasonable grounds will take place, involving the council.  Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	1/01/2024	Minute not confidential	es
382	26/10/2021	Council	18.1	238/21 - 156/23	David Collins	David Waters	Electricity Procurement Legal Matter	90(3)(h)	13/06/2024	that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is determined, but not longer than 26 October 2022.		1/03/2024	Further considered to remain at the 13 June 2023 \ Council Meeting	'es
381	26/10/2021	Council	18.2	236/21	John McArthur	David Waters	Ashton Landfill	90(3)(i)	13/06/2024	that the report, related attachments and the minutes of Council and the discussion and considerations of the	reviewed every twelve (12) months. The Report of 26 October 2021, Item No. 18.2, Ashton Landfill, 236/21 remain	13/03/2024	As per Council resolution of 13 June 2023	'es
										subject matter be retained in confidence until 26 October 2024.	confidential until 27 September 2023 and that this order be reviewed every twelve (12) months.			

Register No	Date of	Council/Committee	Agenda	Resolution	Officer	Responsible People	Report Title	LG Act S90 Provision	Release date (no longer than 1	2 Original Resolution regardingPeriod of Confidentiality	Revised Period of Confidentiality	Next Review Date (3	Notes for Update	Still in
	Meeting		No	Number		Leader			mths)			mths less than relase		confidence
377	25/05/2021	Ordinary Council	18.1.1	105/21	Jennifer Blake	Terry Crackett	Multi-Year Road Rally Proposal	90(3)(d)	14/03/2024	that the report and related attachments of Council and the discussion and considerations of the subject matter by retained in confidence until 31 December 2023.	Resolved 14 March 2023  Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis unde Sections 90(2) and 90(3)(d) of the Act:  The Report of 25 May 2021, Item No. 18.1.1, Multi Year Road Rally Proposal, 105/21 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.  On the grounds that the document(s) (or part) relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.  Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.		PARTIAL RELEASE 08 OCTOBER 2021 Redaction and Appendices Remain Confidential	Yes
240	22/04/2014	Council	18.2.1	85/14	John McArthur	David Waters	AHRWMA	90(3)(b,d,i)	22/04/2024	Management Authority of which it is a member, and due to the fact that the competitor has initiated legal	Resolved - 14 March 2023 Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis unde Sections 90(2) and 90(3)(i) of the Act: The Report of 22 April 2014, Item No. 18.2.1, AHRWMA, 85/14 remain confidentia until the matter is determined and that this order be reviewed every twelve (12) months.  On the grounds that the document(s) (or part) relates to information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council  Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.			Yes

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 13 February 2024 AGENDA BUSINESS ITEM

Item: 13.1

Responsible Officer: Gary Lewis

Manager, Financial Services

**Corporate Services** 

Subject: Annual Investment Performance 2022-2023

For: Information

### **SUMMARY**

In accordance with Council's Treasury Policy and Section 140 of the *Local Government Act 1999*, Council must review the performance of its investments at least annually.

### RECOMMENDATION

### Council resolves:

That the report on Investment Performance for 2022-2023 be received and noted.

### 1. BACKGROUND

In accordance with Council's Treasury Policy and Section 140 of the *Local Government Act* 1999, Council must review the performance of its investments at least annually. Given the timing of this report covering financial performance, it is considered that it is appropriate to also consider annual investment performance at this time.

### 2. ANALYSIS

### > Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

Objective O3 Our organisation is financially sustainable for both current and future

generations

Priority O3.1 Ensure the delivery of agreed strategic plan requirements whilst

meeting endorsed long term targets for a sustainable operating surplus

and level of debt

Objective O5 We are accountable, informed, and make decisions in the best interests

of the whole community

Priority O5.1 Enhance governance structures and systems to prudently adapt to

changing circumstances and meet our legislative obligations

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible

by the community.

The Council is committed to open, participative and transparent decision making and administrative processes. We diligently adhere to legislative requirements to ensure public accountability and exceed those requirements where possible.

Legislation requires Council to review and monitor Council's Annual Budget with reference to actual results and its overall financial position to ensure Council continues to be financially sustainable.

### > Legal Implications

Section 140 of the *Local Government Act 1999* - Review of Investments requires Council to at least once in each year, review the performance of its investments.

### Risk Management Implications

Monitoring and reporting on Council's investment performance will assist in mitigating the risk of:

Inaccurate budgets and unforecasted deficits leading to inadequate resourcing for current and future activities.

Inherent Risk	Residual Risk	Target Risk
Medium (4D)	Low (2E)	Low (2E)

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and support Council's Long Term Financial Plan.

### Financial and Resource Implications

Not applicable.

### Customer Service and Community/Cultural Implications

There is a high expectation that Council has appropriate financial governance processes in place including the review of actual results to budget for a corresponding period.

### Sustainability Implications

Not applicable.

### Engagement/Consultation conducted in the development of the report

Not applicable.

### Additional Analysis

### **Annual Investment Performance**

In accordance with Council's Treasury Policy and Section 140 of the *Local Government Act* 1999, a Council must review the performance of its investments at least annually.

Given that Council is utilising its short term drawdown facility throughout the period, Council's investments are kept at a minimum during the year. As such the focus of Treasury Management has been on minimising interest expense and maintaining appropriate working capital rather than investment return.

As a result, interest earnings largely relate to:

- cash balances being transferred to an overnight investment account from Council's general bank account with NAB, and
- where grants and other funds are placed directly with the Local Government Finance Authority (LGFA).

Both the NAB and LGFA investments are in accordance with Council's Treasury Policy.

Year	RBA cash rate for June	LGFA Weighted Average Return	NAB Weighted Average Return	Overall Weighted Average Return	Actuals Investment Earnings	Annual Budget
2017-18	1.50%	1.50%	2.00%	1.75%	\$30k	\$34k
2018-19	1.25%	1.48%	1.98%	1.73%	\$41k	\$38k
2019-20	0.25%	0.67%	1.17%	0.92%	\$42k	\$42k
2020-21	0.10%	0.35%	0.65%	0.50%	\$8k	\$9k
2021-22	0.85%	0.37%	0.67%	0.52%	\$5k	\$5k
2022-23	4.10%	3.12%	3.27%	3.27%	\$26k	\$22k

As shown in the above table, revenue from investments of \$26k was stronger but broadly in line with the budget for the 2022-23 financial year.

The audited financial statements included an additional amount of \$11k under Investment Income in relation to unwinding of premiums and discounts in relation to Council's remediation and post closure costs in accordance with Accounting Standards.

### **Borrowings**

The fixed and variable interest rate borrowings as at 30 June 2023 totalled \$7.7m and \$7m respectively resulting in the fixed and variable rate portions of total borrowings at 52% and 48% respectively. The fixed rate borrowings consist of a \$5m loan borrowed for ten years (maturing in June 2025) and a \$3m credit foncier loan borrowed for 5 years (established in August 2022).

The RBA cash rate has risen through 2022/23 from 0.85% to 4.1%. This has had a material impact on the cost of funding on Councils variable loans, however Councils financing cost for FY 23 was \$551k which compared to an orign budget of 594k. This was due to the lower level of actual funding required mitigating the higher rates of interest being paid.

### \$ 000's

2021-22	202	2-23
	Budget -	
Actual	ABP	Actual

Net Financial Liabilities	24,426	31,889	22,836
Finance costs	306	594	551

As Council has significant variability in cash flow given the timing and amount of quarterly rate payments, Council considers the balance of long term fixed term vs shorter term variable borrowings in the first quarter of the following financial year once the annual capital expenditure has been determined for the previous year.

### 3. OPTIONS

Council has the following options:

- I. To note the Annual Investment Performance report for FY2022/23 (Recommended).
- II. To determine not to note the report (Not recommended).

### 4. APPENDICES

Nil



### **OFFICIAL**



23TMA1938

Hon Zoe Bettison MP Minister for Tourism Minister for Multicultural Affairs

Mr Greg Georgopoulos Chief Executive Officer Adelaide Hills Council 63 Mount Barker Road STIRLING SA 5152

Email: awyett-kenton@ahc.sa.gov.au

Dear Mr Georgopoulos

Thank you for your recent correspondence providing feedback and ideas for potential projects in the Adelaide Hills following the Adelaide Hills Country Cabinet meeting.

I look forward to further working with you to progress these discussions including during the upcoming Adelaide Hills Planning Forum proposed for Friday, 16 February 2024.

It has been exciting to see how well tourism is going in the Adelaide Hills in recent weeks, particularly with the success of the first Women's Ziptrak Stage 1 that began in Hahndorf and went through Echunga, Balhannah, Woodside and Lobethal.

The Santos Tour Down Under is a vital event for South Australia that injected \$66.67 million into the state's economy, attracted 38,488 interstate and overseas visitors and created the equivalent of 776 full-time job. Major events like this put our state in the international spotlight and showcase our wonderful state to the world whilst boosting our businesses.

I look forward to seeing you in the coming weeks to progress the potential of the Adelaide Hills in 2024 and beyond.

Yours sincerely

Hon Zoe Bettison MP
MINISTER FOR TOURISM

ADELAIDE HILLS COUNCIL RECEIVED

3 JAN 2024

23/1/2024



# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday, 13 February 2024 CONFIDENTIAL AGENDA BUSINESS ITEM

Item: 19.1

Responsible Officer: Jody Atkins

A/Governance and Risk Coordinator

**Corporate Services** 

Subject: CEO Performance Review Panel Recommendation (Decision 2)

(Deferred Item)

For: Decision

CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item) – Exclusion of the Public

- 1. Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:
  - Greg Georgopoulos, Chief Executive Officer
  - David Waters, Director Environment and Infrastructure
  - Natalie Armstrong, Director Community and Development
  - Gary Lewis, A/Director Corporate Services
  - Zoe Lewis, Governance Support
  - Tracy Riddle, Legal Governance Advisor
  - Rebekah Lyons, Minute Secretary
  - Jody Atkins, Governance Support

be excluded from attendance at the meeting for Agenda Item 19.1: (Deferred – Item 19.4 Confidential Council Report – CEO Probation Review Process ) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance and legal advisor as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is:

 information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) specifically, the present matter relates to the CEO Probation Review Process and it would be unreasonable at this stage to disclose that information;

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

2.	CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item) – Confidential Item

# ADELAIDE HILLS COUNCIL ORDINARY COUNCIL MEETING Tuesday 19 December 2023 CONFIDENTIAL AGENDA BUSINESS ITEM

Item: 19.4

Responsible Officer: Anne Pett

Manager People and Culture Corporate Services Directorate

Subject: CEO Probation Review Process

For: Decision

1. CEO Probation Review Process – Exclusion of the Public

Pursuant to section 90(2) of the *Local Government Act 1999* the CEO Performance Review Panel (the Panel) orders that all members of the public, except:

- Mel Blondell, Red Seed Productivity Strategists
- Tracy Riddle, Kelledy Jones Lawyers (Governance advice)
- Lincoln Smith, Norman Waterhouse Lawyers (Employment relations advice)
- Jody Atkins, A/Governance and Risk Coordinator (Minute Secretary)
- Michael O'Donnell, ICT Support Officer (IT Support)

be excluded from attendance at the meeting for Agenda Item 19.4 (CEO Probation Review Process) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of those in attendance as specified in (a) above, be excluded to enable the Panel to consider the report at the meeting on the following grounds:

Section 90(3) (a) and (h) of the Local Government Act, the information to be received, discussed or considered in relation to this Agenda Item is:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
- (h) Legal advice.

Accordingly, on this basis the principle that meetings of the Panel should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

### 2. CEO Probation Review Process – Confidential Item

### 4. CEO Performance Review Process – Duration of Confidentiality

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.4 in confidence under sections 90(2) and 90(3)(a) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until further order
Related Attachments	Until further order
Minutes	Until further order
Other (presentation, documents, or similar)	Until further order

3. CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item) – Duration of Confidentiality

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.1 in confidence under sections 90(2) and 90(3)(a) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until further order
Related Attachments	Until further order
Minutes	Until further order
Other (including legal advice from Norman Waterhouse Lawyers relating to this matter)	Until further order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.