

# COMMUNITY POOLS STRATEGY

## DRAFT REPORT



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# 1. Introduction

## 1.1 Study Background

Strathbogie Shire Council has four outdoor community swimming pools that range between almost 40 years and 60 years of age. The pools are located in the townships of Avenel, Euroa, Nagambie and Violet Town.

Each pool has a community based 'friends of' group that works to support their local pool and build popularity and attendance levels. There is strong local belief in the important role that local swimming pools should play and continue to play into the future.

The projected combined capital and operational cost of keeping these pools in operation over the next 10 years is expected to reach \$6.5 million.

It is timely therefore to examine more closely the role that the pools play in the community, what efficiencies might be possible across their operation and the long-term sustainability of each pool with a view to identifying solutions and improved performance measures.

In early 2017, Council established a Community Pools Working Group to begin consideration of a range of pool planning and management challenges and issues including:

- How to reduce operating expenditure at all Shire Pools via innovative / community-based initiatives.
- How to reduce capital expenditure
- Potential funding streams (government and philanthropic)
- Issues of Free Pool Passes V's User Pays Membership fees.
- Hours of operation
- Other areas of community participation to improve the overall operation of Shire Pools
- Revenue raising ideas
- Ideas such leasing of space at the pool for activities
- Pools performance and setting targets

In mid 2017, Council commissioned Otium Planning Group to undertake the Community Pools Strategy to guide Council's planning and decision-making in relation to community pools and related aquatic facilities. The plan is to have a particular focus on the longer-term sustainability and viability of the pools.

The key objectives of the plan are to:

- Address the long-term sustainability of community pools and related / alternate aquatic facilities in Strathbogie Shire
- Provide recommendations in relation to the future of each community swimming pool
- Identify development options and costs for specific facilities (for example, reconfigure existing pools and create splash park facilities)
- Identify recurrent budget implications associated with the various options
- Provide a cost-benefit analysis (economic and social) of the options
- Recommend preferred development options for specific facilities
- Identify options for additional activities and revenue to assist facility sustainability
- Recommend an overall, staged implementation strategy
- Recommend a preferred management model for the future





## 1.2 Project Methodology

A comprehensive research and consultation process has been undertaken for the delivery of this project.

The following details the methodology used to enable development of Strathbogie Community Pools Strategy.

**Table 1 Project Methodology**

Stage	Task
Stage 1: Background Review and Market Research	1. Project Clarification and Project Plan
	2. Relevant Strategic Documents and Report Review
	3. Demographic Review
	4. Key Stakeholder Interviews
	5. User Survey, School Survey and Written Submissions
	6. Focus Groups
	7. Industry Trend and Technology Review
	8. Competitor Facilities Benchmark and Review
	9. Operational Review
	10. Management Review
	11. Technical Review
	12. Issues and Opportunities Report & Strategic Direction
Stage 2: Community Pools Strategy	13. Draft Strategic Plan
	14. Implementation Plan
	15. Interim project report presentation to AOC
	16. Working group presentation and feedback
	17. Draft Strategy and working group feedback summary for consideration by Council
	18. Draft report presentation to Council
	19. Public exhibition
	20. Final report presentation to Council for adoption



## 2. Project Area

The Strathbogie Shire Council is located in north central Victoria, approximately 150 kilometers north of the Melbourne city centre. The municipality covers an area of approximately 3,300 square kilometers and is used primarily for agriculture. The Shire includes the townships of Avenel, Euroa, Longwood, Nagambie, Strathbogie and Violet Town.

Strathbogie Shire is bound by:

- Shire of Campaspe and City of Greater Shepparton in the north,
- Benalla Rural City in the east,
- Mansfield, Murrindindi and Mitchell Shires in the south, and
- City of Greater Bendigo in the west.

The figure below demonstrates the location of the Strathbogie Shire in relation to Greater Melbourne.

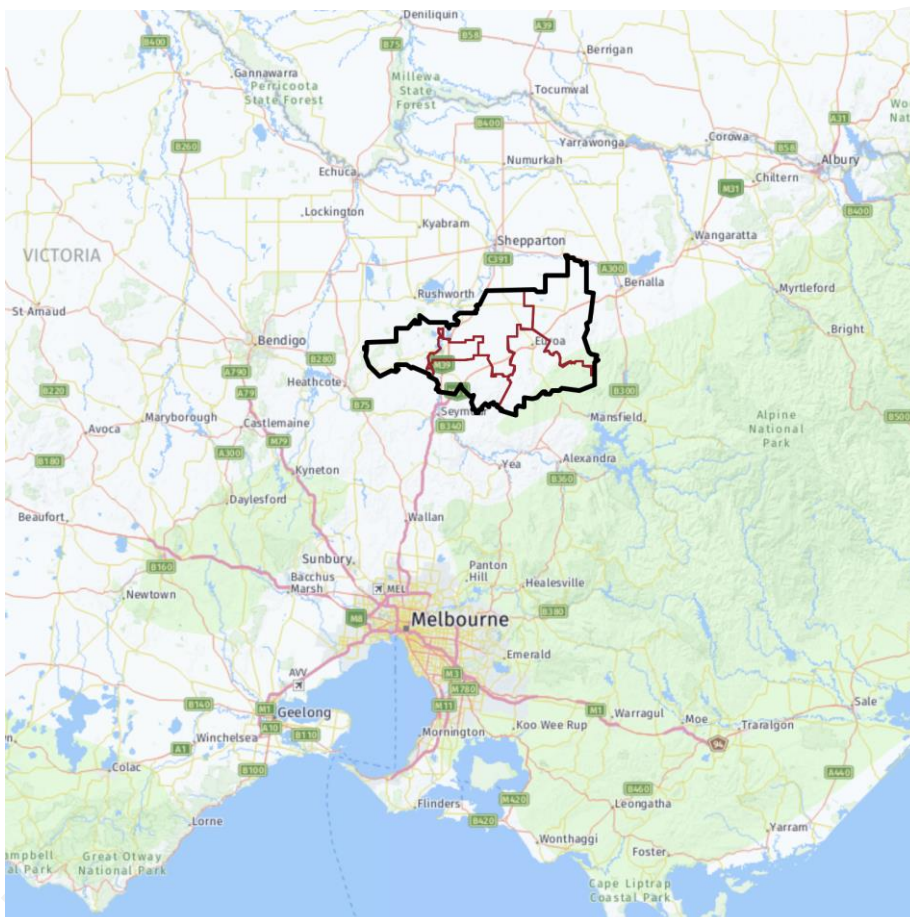


Figure 1 Location of Shire of Strathbogie

### 2.1 Demographic Review

The following section summarises the key population and demographic characteristics and trends likely to impact future participation in sport and recreation within the Strathbogie area. The population and demographic profile is based wherever possible on the 2016 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

The following provides a snapshot of the current demographic and population characteristics. A detailed demographic review is provided in **Appendix One**.



## Population

- The population of the Strathbogie Shire area in 2016 was 10,329 which was an increase of 731 residents (7.6%) from 2011 (9,598 residents).
- Analysis of the persons five-year age groups of Strathbogie Shire in 2016 compared to Regional VIC shows that there was a lower proportion of persons in the younger age groups (under 15) and a higher proportion of persons in the older age groups (65+). Overall, 14.7% of the persons population was aged between 0 and 15, and 28.4% were aged 65 years and over, compared with 18.2% and 20.4% respectively for Regional VIC.
- There was a slightly higher percentage of females than males in 2016 with 50.6% of the population being female and 49.4% being male.

## Diversity

- Cultural diversity is lower in Strathbogie than in Regional Victoria area. 8.8% of the Strathbogie population was born overseas and 4.1% were born in non-English speaking countries, compared to 11.0% and 6.1% in Regional Victoria.
- The most commonly spoken language at home in Strathbogie other than English is Italian, spoken by 0.4% of the population, followed by Filipino/Tagalog (0.3%), German (0.2%) and Mandarin (0.2%).

## Disadvantage and Social Capital

Analysis of individual income levels in Strathbogie Shire in 2016 compared to Regional VIC shows that there was a lower proportion of people earning a high income (those earning \$1,750 per week or more) and a higher proportion of low income people (those earning less than \$500 per week). Overall, 5.7% of the population earned a high income, and 40.9% earned a low income, compared with 6.9% and 40.2% respectively for regional Victoria.

There is a high level of disadvantage within the Strathbogie Shire with the municipality ranking 57th of Victorian LGA's on the Index of Relative Social-Economic Disadvantage with a score of 970.2 in 2011 (32nd percentile). The lower on the Index the higher the level of disadvantage. The areas of Avenel and District (1,006.2, 49th percentile) and Rural North West (990.5, 41st percentile) experienced the lowest level of disadvantage in the Shire, while Nagambie-Kirwans Bridge (944.8, 23rd percentile) and Euroa and District (952.2, 25th percentile) experienced the highest levels of disadvantage.

## Housing and Transport

- 1.8% of households were social housing dwellings in 2016, which is lower than the Regional Victoria average of 3.3%.
- 85.7% of households own one or more vehicles, which is slightly higher than the Regional Victoria population where 85.2% own one or more vehicles.

## Future Population Projections

- It is expected that the population within the Strathbogie Shire area will increase 9.7% from 9,881 in 2016 to 10,844 in 2031.
- The annual average rate of change is predicted to remain steady between 2016 and 2031.

## What does this mean for the pools?

With an aging population and a high level of disadvantage, the need for affordable and accessible community facilities that can promote and encourage health, wellbeing and community connectedness are important and will become increasingly so.



### 3. Facility Provision

#### 3.1 Strathbogie Shire Community Pool Provision

The Shire of Strathbogie has four community pools, one in each of its major townships of Euroa, Nagambie, Avenel and Violet Town.

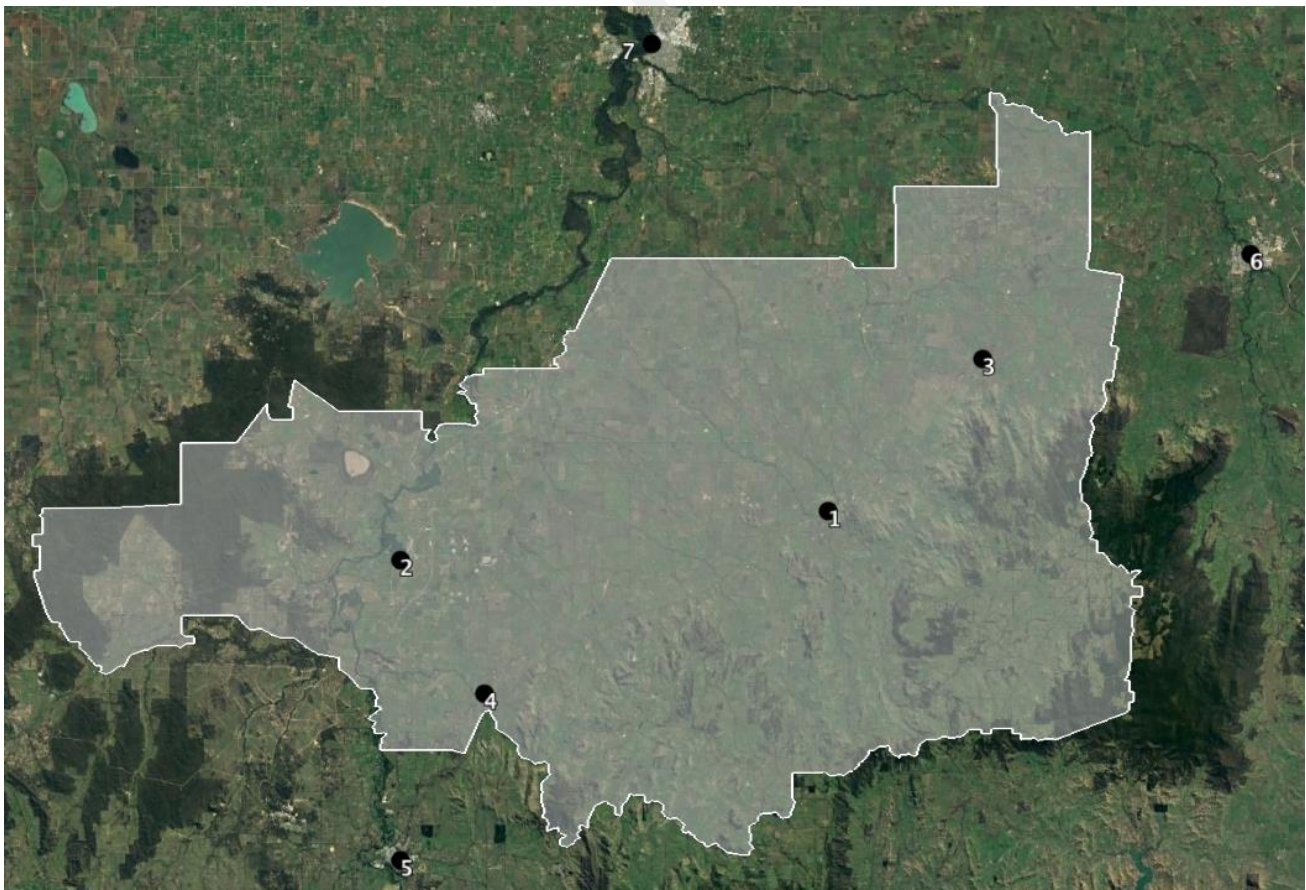
The table and map below provide location details for Strathbogie Shire’s community pools.

- Bury Street, Euroa.
- Vickers Road, Nagambie (Nagambie Recreation Reserve)
- Tulip Street, Violet Town
- Queen Street, Avenel

**Table 2 Community Pool Provision**

Facility	Address	Ownership	Map Ref
Euroa Community Pool	Bury Street, Euroa 3666	LGA	1
Nagambie Community Pool	Vickers Road, Nagambie 3608	LGA	2
Violet Town Community Pool	Tulip Street, Violet Town 3669	LGA	3
Avenel Community Pool	Queen Street, Avenel 3664	LGA	4
<b>Competitor/Indoor Facilities</b>			
Seymour Sports and Aquatic Centre		LGA	5
Benalla Aquatic Centre		LGA	6
Shepparton Aquamoves		LGA	7

**Figure 2 Community Pool Provision Map**







## 4. Strathbogie Pools Operational Review

Strathbogie Shire Council provides four outdoor swimming pools, Avenel, Euroa, Nagambie and Violet Town for its communities. The pools range from being almost 40 years old to 60 years old.

Strathbogie's pools provide residents of all ages the opportunity to enjoy social contact, participate in recreational activities such as swimming, water play and exercise. They also play a role, though not as effectively as many people consulted for this project would like, in promoting and educating locals on water safety.

They operate for a summer swimming season which starts annually on December 1 and finishes on the long weekend in March.

Their hours of operation are:

- Weekdays - 1.00 pm to 7.00pm
- Weekend - 1.00 pm to 7.00 pm
- School Holidays - 12.00pm to 7.00 pm

Under current management arrangements, is capacity for the pools to have extended opening hours in the evening at the discretion of the Contractor and only to 9pm. Council reserves the right to direct the closure at any time during the extension period. The evening period is usually extended if the ambient temperature is at 30°C or higher at 6.00 pm.

The pools are closed on Christmas day and any day below 23 degrees.

### 4.1 Fees and charges

The fees structure for access to the pool is as follows:

#### Entry Fees (2017/18)

- Pool membership tickets are available from the pool complexes.
- Annual season ticket holders may gain entry to any pool complex within the Shire.
- All children under five years of age are admitted free of charge.
- Handicap companions or carers with a card are admitted free.
- Minimum age of child allowed to attend pool on their own is 10 years old

#### Season Pass:

Family:	\$87
Adult:	\$58
Child:	\$38

#### Day Pass:

Adult:	\$87
Child:	\$58
Children under 5:	\$38

In addition to the published fee structure outlined above, Council also provides rate payers with the opportunity to take up a free seasons pass for individuals and/or families living in the same house.

As a result, the majority of pool attendees do so using free passes.

An overview of the operational performance of each pool follows.



## 4.2 Avenel Swimming Pool

The Avenel Outdoor Pool was built around 1980 and so is now approaching 40 years of age.

The pool complex includes the following facilities:

- 25m outdoor pool ranging between 0.8m - 2.2m deep
- A square toddlers pool under shade sails
- Male and Female change rooms change rooms

Within the last twelve months, a roof has been built on the change rooms and, in preparation for the 2017/18 summer season, the pool was emptied and the shell cleaned and repainted.



### 4.2.1 Current Management - Avenel

The pool is managed for Council by Australian Commercial Maintenance Pty. Ltd. Campbellfield Victoria. The contract period is due to end on March 31, 2018.

### 4.2.2 Volunteer Support - Avenel

The pool is supported by a community volunteer group called the Friends of the Avenel pool. The Friends of Avenel Pool identify themselves as a local resident group who value the pool as a fun place to hang-out over the hot inland summer. The group identifies that one of their primary challenges is to get local people engaged, interested and using their local pool.

### 4.2.3 Programming - Avenel

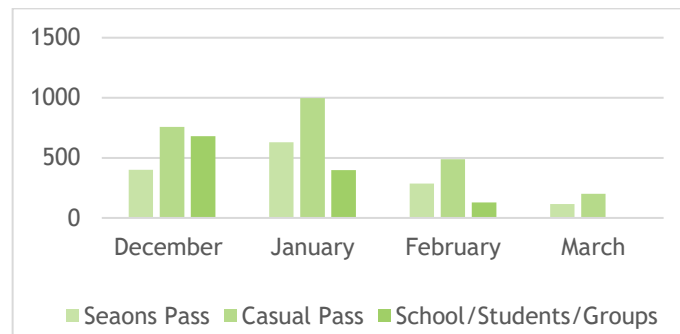
The programming at Avenel Pool includes:

- Vic Swim: 3 weeks in January. Runs 5 days a week, starting at 9am up to approx. 12noon depending on student age and ability groupings.
- Other ad-hoc activities such as:
  - Sporting groups using the pool for training and/or cool down after training
  - Community events such as bbq's are dependent on community/'friends of' group organizing and promoting the event.

### 4.2.4 Usage review - Avenel

A review of the usage of Avenel for the 2016/17 summer season was completed. The usage is summarised in the following chart.

Analysis of the attendance figures shows that most people attending the pools are using rate payer/free passes with very few people paying entrance fees.



The breakdown of pass types is shown in the table below.

**Table 3 Total Attendees - Avenel Pool**

Avenel Pool	December	January	February	March
Total Attendees:	1839	2023	904	318
Total Paid Passes	34	46	0	0
% of paying customers:	2%	2%	0%	0%

Further breakdown of this data indicates that 56 of the paid casual passes issued were for kids and 24 were for adults.

The raw data for the 2017/18 summer season indicates that there were a total of 4,815 attendees which is 269 less than the previous year.

#### 4.2.5 Financial review - Avenel

A review of the income and expenditure for Avenel Pool has been undertaken as follows:

**Table 4 Operating expenditure from 2014/15 to 2016/17**

Avenel Expenditure	2014/15	2015/16	2016/17
Electricity	3,947.95	2,741.03	4,445.45
Water	2,023.8	4,819.4	929.6
Maintenance & Equip	5,161.85	5,726.33	12,175.75
Chemicals	1,398.4	2,593.79	4,553.65
Council Labour	0	201.01	0
Contractor	42,534.08	54,858.41	50,276.14
<b>TOTAL EXPENDITURE:</b>	<b>55,066.08</b>	<b>70,939.97</b>	<b>72,380.59</b>

The pool has limited capacity to generate income as the Shire makes free seasons passes available to rate payers. The following table shows the amount generated in the 2016/17 financial year/summer season from paid passes. The fees charged are \$5.00 for adult passes and \$4.00 for junior/child passes.

**Table 5 Income 2016/17**

Income type	Dec. 2016/17	Jan. 2016/17	Feb. 2016/17	Mar. 2016/17
Paid passes - junior	\$108	\$116	\$0	\$0
Paid passes - adults	\$35	\$85	\$0	\$0
<b>TOTAL INCOME:</b>	<b>\$143</b>	<b>\$201</b>	<b>\$0</b>	<b>\$0</b>

The raw data for the 2017/18 summer season indicates that a total of \$37.00 was received in income during this season. This is \$307 less than the previous year. It may indicate that a most of the attendees this season held rate payer fee passes.





#### 4.2.6 Condition review - Avenel

In 2016, Strathbogie Shire undertook a condition audit of its pools. The findings for Avenel Pool are as follows:

**Table 6 Condition Review - Avenel Pool**

Area	Works	Urgent 1	High Priority 2	Medium Priority 3	Low Priority 4	Cost Estimate	Completed
Pool Entrance	Repair cracking on outside wall and kiosk corner		✓			\$900	
	Construct roof over				✓	\$15,750	Completed
	Refurbish fitout				✓	\$30,000	Completed
	Concrete at external entrance is cracked and raised, potential tripping hazard				✓	\$1,500	
Change rooms & Toilets	Remove and replace cladding - potential asbestos containing material - remove and replace cladding		✓			\$3,000	
	Design and construct independent over roof structure - area not covered and is deteriorating				✓	\$12,250	Completed
	Refurbish toilet/shower fitout, existing stalls are aged & deteriorating				✓	\$25,500	Completed
Plant Room & Water Treatment	Replace pump, filters & associated pipework - filtration plant deteriorating; circulation rate unlikely to meet current standards			✓		\$60,000	2016/17 - Hire Davey 3hp Powermaster Pool Pump. Avenel Swimming Pool Vacuum. (\$1,663.64)
	Replace or refurbish strainer assembly - strainer assembly corroded, sealing faces deteriorated		✓			\$2,080	
	Replace or refurbish filter assembly - filters appear to be leaking		✓			\$10,000	
	Fit lock to balance tank - lock missing from balance tank lid	✓				\$500	
	Install meter on pool make-up water line to monitor usage; consider automatic valve - manual water level control				✓	\$1,040	
Pools	Leak-test main pool and associated pipework - Pool shell appears sound although aging			✓		\$2,080	Completed
	Leak-test toddlers pool and associated pipework - Pool shell appears sound although aging			✓		\$1,040	Completed



#### 4.2.7 Forward capital works plan - Avenel

A review of Council’s forward capital works plan identifies that a number of works have been flagged for Avenel pool and that funding has been allocated as follows:

**Table 7 Forward capital works plan - Avenel Pool**

Type	Works	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Maintenance	Water Proofing sealment Painting		25,000			25,000			25,000	75,000
	Pre-Season	4,600	4,600	4,600	4,600	4,600		4,600	4,600	32,200
	Chemicals	2,600	2,600	2,600	2,600	2,600		2,600	2,600	18,200
	Annual	1,200	1,200	1,200	1,200	1,200	5,000	1,200	1,200	13,400
Upgrade	Pool replacement				600,000					600,000
	Plant room replacement								45,000	45,000
	Filters Replacement				70,000					70,000
<b>TOTAL</b>		8,400	33,400	8,400	678,400	33,400	5,000	8,400	78,400	853,800

#### Current Avenel Pool Management Interview

An interview was conducted with the current management contractor for Avenel Pool to gain an understanding of any operational issues from a day to day management perspective. The same contractor also manages the Nagambie Pool.

The following feedback was provided:

**Table 8 Contract Management Interview - Avenel Pool**

Theme	Issue/feedback
<b>Avenel/ General</b>	Avenel is an old pool. A lot of work has been done to improve the changerooms which is good, but they are still old. Contractor has had a long history with management of Strathbogie’s pools. Has managed all four pools at one time.
<b>Opening hours</b>	Believe that once schools go back, the operational hours should be after 3pm - 7pm. School users could book for day time use.
<b>Usage</b>	The pools being free is reasonable Attendance numbers have dropped
<b>Water temperature</b>	Perception is the water is cold, but over summer with the blankets, the heat build-up.
<b>Programming</b>	Don’t do any specific programming There has been Vic Swim at both pools over this and previous seasons To provide for lap swimming, believe that need at least 10 people swimming to make it worthwhile
<b>Other</b>	Sun smart and provision of shade is very important



### 4.3 Euroa Swimming Pool

The Euroa Outdoor Pool was built in 1957. At just over 60 years of age, it is one of Strathbogie Shires oldest pools.

The pool complex includes the following facilities:

- An Olympic L-shaped pool which is 3.0m deep at its deepest point (this was formerly a diving pool, but is now not compliant with regulations)
- A small rectangular pool that is 0.6m deep and
- A hexagonal toddlers pool covered by a shade sail
- Male and Female change rooms change rooms
- Kiosk and front entrance gate



The pool was emptied, cleaned and repainted for the 2017/18 summer season.

#### 4.3.1 Current Management - Euroa

The pool is managed for Council by local community members and locally based contractors. The contract period is due to end on March 31, 2019.

#### 4.3.2 Volunteer support -Euroa

The pool is supported by the newly reformed volunteer group, the Friends of Euroa Pool. The group identifies its main aim as helping to generate funds and secure grants to improve facilities at the pool.

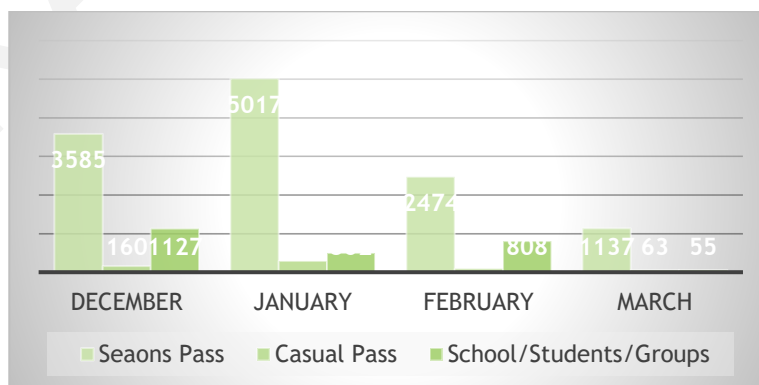
#### 4.3.3 Programming - Euroa

The programming at Euroa Pool includes:

- Vic Swim which occurs in the first 2 weeks in Jan. It runs 5 days a week from 9am-12.30pm
- Two private teachers run swim classes
  - Euroa Swim School: classes 3 times a week from 3.30pm to 6.00pm
  - Other teacher provides classes as requested by parents or as groups form

#### 4.3.4 Usage review - Euroa

A review of the usage of Euroa for the 2016/17 summer season was completed. The usage is summarised in the chart below.



Analysis of these attendance figures shows that most people attending the pools are using rate payer/free passes with very few people paying entrance fees.



The breakdown is shown in the table below.

**Table 9 Total Attendees - Euroa Pool**

Euroa Pool	December	January	February	March
Total Attendees:	4872	5809	3370	1255
Total Paid Passes	187	296	98	63
% of paying customers:	4%	5%	3%	5%

Further breakdown of this data indicates that 429 of the paid casual passes issued were for kids and 215 were for adults.

The raw data for the 2017/18 summer season indicates that there were a total of 16,108 attendees which is 802 more than the previous year.

#### 4.3.5 Financial review - Euroa

A review of the income and expenditure for Avenel Pool has been undertaken as follows:

**Table 10 Expenditure from 2014/15 to 2016/17 - Euroa Pool**

Euroa Pool Expenditure	2014/15	2015/16	2016/17
Electricity	12,289.01	14,642.32	8,069.3
Water	8,143.25	10,780.95	7,889.1
Maintenance & Equip	7,409.04	4,940.25	17,416.1
Chemicals	8,757.62	4,655.94	8,496.88
Council Labour	0	566.85	3,156.83
Contractor	85,763.66	98,798.46	92,148.54
<b>TOTAL EXPENDITURE:</b>	<b>122,362.58</b>	<b>134,384.77</b>	<b>137,176.75</b>

The pool has limited capacity to generate income as the Shire makes free seasons passes available to rate payers. The follow table shows the amount generated in the 2016/17 financial year/summer season from paid passes. The fees charged are \$5.00 for adult passes and \$4.00 for junior/child passes.

**Table 11 Income 2016/17 - Euroa Pool**

Income type	Dec. 2016/17	Jan. 2016/17	Feb. 2016/17	Mar. 2016/17
Paid passes - junior	\$512	\$844	\$232	\$128
Paid passes - adults	\$295	\$425	\$200	\$155
<b>TOTAL INCOME:</b>	<b>\$807</b>	<b>\$1,269</b>	<b>\$432</b>	<b>\$283</b>

The raw data for the 2017/18 summer season indicates that a total of \$3,371.00 was received in income during this season. This is \$580 more than the previous year. The increase in income reflects the increased attendance for the season.



### 4.3.6 Condition review - Euroa

In 2016, Strathbogie Shire undertook a condition audit of its pools. The findings for Euroa Pool are as follows:

**Table 12 Condition review - Euroa Pool**

Area	Works	Urgent 1	High Priority 2	Medium Priority 3	Low Priority 4	Cost Estimate	Completed
Pool Office & Kiosk	Replace light fittings - damaged fluoro's outside kiosk		✓			\$600	
	Repair ceiling, repaint as required - damaged ceiling, paint peeling.		✓			\$1,000	
	Flooring - paint on concrete floor wearing. Repaint		✓			\$500	Completed
Change rooms & Toilets	Remove redundant timber & make good. Refurbish benches - rotted timber around walls, benches deteriorating.		✓			\$1,040	
	Refurbish changerooms to contemporary standards - changerooms deteriorating, no roof over					\$165,000	Completed: Roof over changerooms was scheduled for 2016/17
	Repair cracks in concrete floor		✓			\$2,000	
	Replace light fittings - light fittings corroded		✓			\$1,800	
Plant Room & Water Treatment	Remove old equipment as required - old bottle chlorine equipment requires removal	✓				\$500	
	Replace or repair/repaint door as required. Plant room door requires repair		✓			\$1,000	
	Install meter on pool make-up water inlet to monitor usage; consider automatic valve			✓		\$520	
	Replace or refurbish strainer assembly - Strainer assembly corroded		✓			\$2,240	
Pools	50m Olympic Pool: Repair/replace tiles as required - requires minor repairs to tiles around the pool and inspection cover	✓				\$2,000	Completed (\$5,080 + \$900)
	50m Olympic Pool: Repair or replace concrete around pool as required. Minor cracks in concrete around pool		✓			\$7,500	
	50m Olympic Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.			✓		\$2,080	
	12m Learners Pool: Repair/replace tiles as required. Tiles around the pool are damaged.		✓			\$2,000	Completed (as above)
	12m Learners Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.			✓		\$1,040	
	Toddlers Wading Pool: Make safe filter system. Part of the filter system would be a hazard to small children	✓				\$2,080	
	Toddlers Wading Pool: Modify pool outlet to preclude sharp edges. Pool outlet may pose hazard to toddlers		✓			\$1,040	
	Toddlers Wading Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.				✓	\$1,040	



### 4.3.7 Forward capital works plan - Euroa

A review of Council’s forward capital works plan identifies that a number of works have been flagged for Euroa pool and that funding has been allocated as follows:

**Table 13 Forward capital works plan - Euroa Pool**

Type	Works	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Maintenance	Water Proofing sealment Painting			35,000			35,000			70,000
	Pre-Season	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	73,600
	Chemicals	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	36,800
	Annual	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	16,000
Renewal	Fencing								60,000	60,000
	Chemical Shed				5,000					5,000
	Shade Structure		20,000							20,000
Upgrade	Pool replacement				1,200,000					1,200,000
<b>TOTAL</b>		15,800	35,800	50,800	1,220,800	15,800	50,800	15,800	75,800	1,481,400

### 4.3.8 Current Euroa Pool Management Interview

An interview was conducted with the current management contractor for Euroa Pool to gain an understanding of any operational issues from a day to day management perspective.

The following feedback was provided:

**Table 14 Contract Management Interview - Euroa Pool**

Theme	Issue/feedback
<b>General</b>	Contractor previously ran the Violet Town Pool (1991 - 2001). Contractor is the pool manager on duty for 4 months of the year (November - Mid March)
<b>Challenges</b>	Community is an older community so a cold, outdoor pool is not necessarily going to appeal. Euroa Health had some plans for an indoor heated pool - this could be leased to swim teachers. There are at least 130 private pools in Euroa - so not everyone needs a public pool. Getting schools and kids into the pool is a challenge. Not sure what can be done to improve this.
<b>Pool infrastructure and surrounds</b>	Euroa Pool is old. Has had money spent on the filtration system. Would like to see: <ul style="list-style-type: none"> <li>More attractive gardens around the pools</li> <li>Toilets painted (murals maybe) to make for attractive</li> <li>Have put up a volleyball net. Would like to establish a place to play cricket</li> <li>Small area for water park - toddlers pool perhaps could be replaced with this as not many people use it. The medium pools gets used.</li> </ul>
<b>Water temperature</b>	The temperature of the Euroa pool is a concern. There is supposedly an underground stream that also keeps the pool cold. When the blankets go on the pool, the pool is probably an average of 25°C all summer where the others might be 27°C.
<b>Extended hours</b>	Don’t believe there would be enough people to use the pool to warrant it. Early Lap Swimming: Lap lanes are available during the day. Believe it would be hard to justify the extra hours to accommodate early lap swimming as not enough people.
<b>Programming</b>	Swimming club/s: People have talked about restarting Euroa swimming, but hasn’t happened yet as hard to get interest/numbers.
<b>Fees</b>	Entry fees: At the moment entry fee is free (has been for last 6 years). Free entry has increased the patronage, but don’t agree that it should be free. People don’t value the membership - they should have a bit more respect for it. Usage is different in other pools: VT is a more intimate setting, Avenel is an intimate setting too. Nagambie has low use. Overall, believes the running costs are high





## 4.4 Nagambie Swimming Pool

The Nagambie Outdoor Pool was built around 1981/82 so is now around 35 or 36 years of age.

The pool complex includes the following facilities:

- A 25m pool ranging between 1.0m - 1.3m deep
- A 0.8m deep kidney shaped pool under a shade sail
- A 0.3m deep toddlers’ pool under a shade sail
- A relocatable building used as the pool office
- There are no dedicated toilet/change facilities. Patrons must leave the pool to use shared pavilion facilities



The pool was emptied, cleaned and repainted for the 2017/18 summer season.

### 4.4.1 Current Management - Nagambie

The pool is managed for Council under a contract arrangement with Australian Commercial Maintenance Pty. Ltd. Campbellfield Victoria. The contract period is due to end on 31/03/2018.

### 4.4.2 Volunteer support - Nagambie

The Nagambie Pool has a volunteer group called the Friends of Nagambie Pool that aims to support the pool. The Friends Facebook site calls out for local people to “Save our pool! If we don’t act now then we may lose it. There is so much we could be using the pool for but many people don’t even know we have one!”. The group acknowledges that a key challenge is to attract people to be involved in and use the pool.

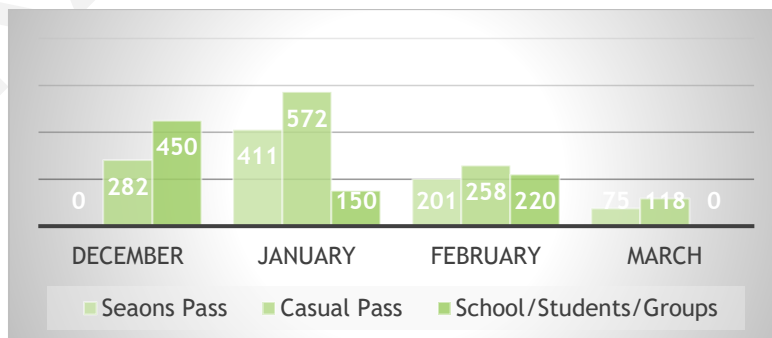
### 4.4.3 Programming - Nagambie

The programming at Nagambie Pool includes:

- Vic Swim: 2 weeks in January. Runs 5 days a week, starting at 9am up to approx. 12noon depending on student age and ability groupings.
- Other activities such as sporting groups using the pool for training and/or cool down after training.

### 4.4.4 Usage review - Nagambie

A review of the usage of Nagambie Pool for the 2016/17 summer season was completed. The usage is summarised in the chart below.



Analysis of these attendance figures shows that most people attending the pools are using rate payer/free passes with very few people paying entrance fees.





The breakdown is shown in the table below.

**Table 15 Total Attendees - Nagambie Pool**

Nagambie Pool	December	January	February	March
Total Attendees:	732	1133	679	193
Total Paid Passes	12	17	4	9
% of paying customers:	2%	2%	1%	5%

Further breakdown of this data indicates that 30 of the paid casual passes issued were for kids and 12 were for adults.

The raw data for the 2017/18 summer season indicates that there were a total of 3,034 attendees which is 297 more than the previous year.

#### 4.4.5 Financial review - Nagambie

A review of the income and expenditure for Nagambie Pool has been undertaken as follows:

**Table 16 Expenditure from 2014/15 to 2016/17 - Nagambie Pool**

Nagambie Pool Expenditure	2014/15	2015/16	2016/17
Electricity	0	0	0
Water	0	0	0
Maintenance & Equip	3,848.32	451.75	10,890.97
Chemicals	1,398.40	2,593.8	5,829.35
Council Labour	0	543.93	91.90
Contractor	0	0	0
<b>TOTAL EXPENDITURE:</b>	<b>37,237.50</b>	<b>50,813.75</b>	<b>47,286.37</b>

The pool has limited capacity to generate income as the Shire makes free seasons passes available to rate payers. The following table shows the amount generated in the 2016/17 financial year/summer season from paid passes. The fees charged are \$5.00 for adult passes and \$4.00 for junior/child passes.

**Table 17 Income 2016/17- Nagambie Pool**

Income type	Dec. 2016/17	Jan. 2016/17	Feb. 2016/17	Mar. 2016/17
Paid passes - junior	\$40	\$44	\$16	\$20
Paid passes - adults	\$10	\$30	\$0	\$20
<b>TOTAL INCOME:</b>	<b>\$50</b>	<b>\$74</b>	<b>\$16</b>	<b>\$40</b>

The raw data for the 2017/18 summer season indicates that a total of \$646.00 was received in income during this season. This is \$466 more than the previous year. The increase in income reflects the increased attendance for the season.



#### 4.4.6 Condition review - Nagambie

In 2016, Strathbogie Shire undertook a condition audit of its pools. The findings for Nagambie Pool are as follows:

**Table 18 Condition review - Nagambie Pool**

Area	Works	Urgent 1	High Priority 2	Medium Priority 3	Low Priority 4	Cost Estimate	Completed
Pool Sheds (3x)	Repair concrete floors. Floors damaged in sheds		✓			\$2,000	
Plant Room & Water Treatment	Remove extraneous items from plant room. Plant room being used for storage	✓				\$500	
	Install meter on pool make-up water line to monitor usage; consider automatic valve.			✓		\$1,040	
Pools	25m Pool: Repair/replace damaged tiles as required. Tiles on entry to pool require repair	✓				\$2,000	Completed
	25m Pool: Repair/replace fence as required. Fence around pools in poor condition		✓			\$24,000	
	25m Pool: Repair concrete concourse around pool. Cracks and unevenness in concourse.		✓			\$2,000	
	25m Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.				✓	\$2,080	Completed
	Toddlers Wading Pool: Repair concrete concourse around pool. Cracks and unevenness in concourse.			✓		\$1,000	
	Toddlers Wading Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.				✓	\$1,040	Completed

#### 4.4.7 Forward capital works plan - Nagambie

A review of Council's forward capital works plan identifies that a number of works have been flagged for Nagambie pool and that funding has been allocated as follows:

**Table 19 Forward capital works plan - Nagambie Pool**

Type	Works	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Maintenance	Water Proofing sealment Painting		15,000			15,000			15,000	45,000
	Pre-Season	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	36,800
	Chemicals	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	20,800
	Annual	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600
Renewal	Fencing		60,000							60,000
	Seating and Tables		15,000							15,000
Upgrade	Pool replacement						600,000			600,000
<b>TOTAL</b>		<b>8,400</b>	<b>98,400</b>	<b>8,400</b>	<b>8,400</b>	<b>23,400</b>	<b>608,400</b>	<b>8,400</b>	<b>23,400</b>	<b>787,200</b>



#### 4.4.8 Current Nagambie Pool Management Interview

An interview was conducted with the current management contractor for Nagambie Pool to gain an understanding of any operational issues from a day to day management perspective. The same contractor also manages the Avenel Pool.

The following feedback was provided:

**Table 20 Contract Manager Interview - Nagambie Pool**

Theme	Issue/feedback
<b>General</b>	Contractor has had a long history with management of Strathbogie's pools. Has managed all four pools at one time.
<b>Nagambie</b>	Nagambie is a beautiful pool but is in a poor location. The amenities now are difficult as you need to leave the enclosed pool area to go to the toilets. This is a safety issue as there is only one lifeguard rostered at the pool. This is a security risk.
<b>Opening hours</b>	Believe that once schools go back, the operational hours should be after 3pm - 7pm. School users could book for day time use.
<b>Usage</b>	The pools being free is reasonable Attendance numbers have dropped
<b>Water temperature</b>	Perception is the water is cold, but over summer with the blankets, the heat build-up.
<b>Programming</b>	Don't do any specific programming There has been Vic Swim at both pools over this and previous seasons To provide for lap swimming, believe that need at least 10 people swimming to make it worthwhile
<b>Other</b>	Sun smart and provision of shade is very important



## 4.5 Violet Town Swimming Pool

The Violet Town Outdoor Swimming Pool was built in 1957. At just over 60 years of age, it is one of Strathbogie Shires oldest pools. The pool complex includes the following facilities:

- A 25m pool part covered by shade sails and
- An octagonal toddlers’ pool under shade sail
- Kiosk and entrance gate

The pool was cleaned and repainted for the 2017/18 summer season.



### 4.5.1 Current Management - Violet Town

The pool is managed for Council under a contract arrangement with local contractors. The contract period ends on March 31, 2018.

### 4.5.2 Volunteer support - Violet Town

The pool is supported by a committed and successful volunteer Friends of the Violet Town Swimming Pool group. The pool managers are active members of the group as they are also local residents. They promote the pool as a “delightful family friendly pool” with “plenty of water toys and swimming aids” to “make sure your visit is a fun time”.

### 4.5.3 Programming - Violet Town

One of the recognised strengths of Violet Town pool is its programming. The programming provided includes regular activities and casual and one-off events and activities.

The regular program is:

**Table 21 Regular Program - Violet Town Pool**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7-8am Lap Swimming		7-8am Lap Swimming		7-8am Lap Swimming	
1-2pm Exercise Gals	5-6pm Netball Training	1-2pm Exercise Gals	5-6pm Netball Training	1-2pm Exercise Gals	1-2pm Robbie Swim
5.30-6.30pm Squad	6-7pm Aquatic Aerobics	5.30-6.30pm Squad			

The casual and one-off program includes (though is not limited to) activities such as:

- School break-ups
- Birthday parties
- Family BBQ’s, volleyball and cricket
- Australia Day BBQ
- Harris Cup - a swimming carnival/community event with novelty races, bbq etc.
- Honeysuckle Shield - Friday night games

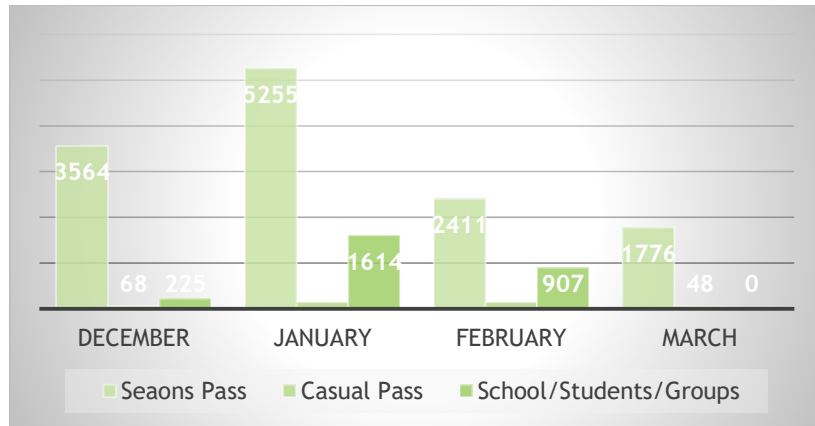
In addition to these events, the pool has a range of lilos, tractor tyres, car tubes, floatation mats, banana lounges, flippers, life-vests and pool toys for patrons to use. These things increase people’s enjoyment/fun in and around the pool.

Violet Town Pool was consistently cited throughout the project as the pool that ‘gets it right’ in relation to programming, engaging community and building community pride in the pool. In short, people love and are enthusiastic about the Violet Town pool!



#### 4.5.4 Usage review - Violet Town

A review of the usage (people through the gate) of Violet Town Pool for the 2016/17 summer season was completed. The usage is summarised in the chart below.



Analysis of these attendance figures shows that most people attending the pools are using rate payer/free passes with very few people paying entrance fees.

The breakdown is shown in the table below.

**Table 22 Total Attendees - Violet Town Pool**

Violet Town Pool	December	January	February	March
Total Attendees:	3857	7017	3465	1824
Total Paid Passes	148	131	55	50
% of paying customers:	4%	2%	2%	3%

Further breakdown of this data indicates that 239 of the paid casual passes issued were for kids and 145 were for adults.

The raw data for the 2017/18 summer season indicates that there were a total of 12,154 attendees which is 4009 less than the previous year.

#### 4.5.5 Financial review- Violet Town

A review of the income and expenditure for Avenel Pool has been undertaken as follows:

**Table 23 Expenditure from 2014/15 to 2016/17- Violet Town Pool**

Nagambie Pool Expenditure	2014/15	2015/16	2016/17
Electricity	2,500.03	1,809.35	2,021.31
Water	3,580	3,975.90	4,102.90
Maintenance & Equip	2,550.99	634.80	4,632.63
Chemicals	1,398.40	2,593.80	5,441.18
Council Labour	0	621.63	0
Contractor	51,781.28	58,173.82	56,792.50
<b>TOTAL EXPENDITURE:</b>	<b>61,810.70</b>	<b>67,809.30</b>	<b>72,990.52</b>



The pool has limited capacity to generate income as the Shire makes free seasons passes available to rate payers. The follow table shows the amount generated in the 2016/17 financial year/summer season from paid passes. The fees charged are \$5.00 for adult passes and \$4.00 for junior/child passes.

**Table 24 Income 2016/17- Violet Town Pool**

Income type	Dec. 2016/17	Jan. 2016/17	Feb. 2016/17	Mar. 2016/17
Paid passes - junior	\$392	\$252	\$152	\$160
Paid passes - adults	\$250	\$340	\$85	\$50
<b>TOTAL INCOME:</b>	<b>\$642</b>	<b>\$592</b>	<b>\$237</b>	<b>\$210</b>

The raw data for the 2017/18 summer season indicates that a total of \$2,267.00 was received in income during this season. This is \$586 more than the previous year. The increase in income may reflect an increase in the number of people attending that do not have a rate payers free annual pass.

#### 4.5.6 Condition review - Violet Town

In 2016, Strathbogie Shire undertook a condition audit of its pools. The findings for Violet Town Pool are as follows:

**Table 25 Condition review- Violet Town Pool**

Area	Works	Urgent 1	High Priority 2	Medium Priority 3	Low Priority 4	Cost Estimate	Completed
Change rooms & Toilets	Remove bench. Bench built in disabled toilets male and female may impact on toilet use	✓				\$520	yes
Plant Room & Water Treatment	Relocate fire extinguisher to outside plantroom in lockable box. Fire Extinguisher too close to switchboard.		✓			\$500	
	Install meter on pool make-up water line to monitor usage; consider automatic valve			✓		\$520	
	Replace pump, filters & associated pipework. Filtration plant deteriorating; circulation rate unlikely to meet current standards.			✓		\$60,000	
Pools	25m Pool: Repair tiles as required. Tiles on edge of pool require repair (cracks)	✓				\$2,000	
	25m Pool: Repair tiles as required. Leak-test pool and associated pipework. Pool shell appears sound although ageing.			✓		\$2,080	Completed
	Toddlers Pool: Repair concrete concourse around pool. Cracks in concourse		✓			\$500	
	Toddlers Pool: Leak-test pool and associated pipework. Pool shell appears sound although ageing.			✓		\$1,040	Completed



#### 4.5.7 Forward capital works plan - Violet Town

A review of Council’s forward capital works plan identifies that a number of works have been flagged for Violet Town pool and that funding has been allocated as follows:

**Table 26 Forward capital works plan - Violet Town Pool**

Type	Works	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Maintenance	Water Proofing Sealment Painting	24,000			24,000			24,000		72,000
	Pre-Season	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	36,800
	Chemicals	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	20,800
	Annual	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600
	Pool replacement		600,000							600,000
<b>TOTAL</b>		32,400	608,400	8,400	32,400	8,400	8,400	32,400	8,400	739,200

#### 4.5.8 Current Violet Town Pool Management Interview

An interview was conducted with the current management contractors of Violet Town Pool to gain an understanding of any operational issues from a day to day management perspective.

The following feedback was provided:

**Table 27 Contract Manager Interview - Violet Town Pool**

Theme	Issue/feedback
<b>General</b>	Contractors are local residents and active members of the community (VTAG). They are also members of and actively support the ‘friends of Violet Town pool’ group. They actively contribute as volunteers as well as paid contractors. Violet Town pool is seen as a real meeting place. Its old but its lovely and very loved.
<b>Challenges</b>	Believe that being local residents and committed to the local community makes a big difference in terms of achieving such a great community vibe at the pool. Key challenge for the pool going forward is that the current contractors plan to retire at the end of this season. Disability access is a priority. Would really like to get older residents active and into the pool. Loss of Council’s Technical Officer has been a big loss as no one else knows about the pools as he did. Key issue is that there is no one at the council to respond quickly to help.
<b>Open hours</b>	Believe that if the temperature is over 23°C the pool should be able to be open. Would be great to have the flexibility to open early if the heat starts early. (e.g. Rutherglen has a 4-week preseason)
<b>Programming</b>	Vic Swim - 60 kids X 3 weeks in January Squad Mon, Wed nights Lap swimming between 7 & 8am. Regularly have 12 swimmers. Aqua Chicks - 3 days/week Because the pool is able to fund raise at the market, they ‘friends’ group has good funds/funding available. Have purchase a lot of pool toys, flippers, banana lounges etc. which all builds the fun and relaxed atmosphere.
<b>Fees</b>	Free access is good. Since its introduction, the attendance numbers have increased.
<b>Other issues</b>	Key issue will be finding local management. Local management willing to support and initiate programming is key to strong community connection and participation.





## 4.6 Strathbogie Shire Pools Operational Performance 2016/17

The following table provides a summary of the operational performance of Strathbogie Shire’s swimming pools for the 2016/17 summer season.

Based on these figures, the total net operating subsidy for Strathbogie Shire’s pools is \$341,650 per annum. The average level of subsidy per resident for the provision of the four outdoor pools is \$33.08.

**Table 28 Community Pool Operational Performance**

Item	Avenel	Euroa	Nagambie	Violet Town	TOTAL
Income	\$344	\$2,791	\$180	\$1,681	\$4,996
Expenditure	72,380.59	137,176.75	64,098.59	72,990.52	\$346,646
Net Operating (Loss) Surplus	(\$72,037)	(\$134,386)	(\$63,919)	(\$71,310)	(\$341,650)
Attendance	5,084	15,306	2,737	16,163	39290
Usual resident (local area) population	1449	4037	2029	1539	
Attendance per hear of local population	3.5	3.8	1.3	10.5	
Revenue per user	\$0.07	\$0.18	\$0.07	\$0.10	\$0.13
Expenditure per user	14.24	8.96	23.42	4.52	\$8.82
Subsidy per user	\$14.17	\$8.78	\$23.35	\$4.41	\$8.70
Subsidy per 10,329 estimated residents	-	-	-	-	\$33.08
Revenue as a % of Expenditure	0.48%	2.03%	0.28%	2.30%	1.44%

The raw data for the 2017/18 summer season indicates that a total of \$6,321.00 was received in income from all of Strathbogie’s Pools during this season. This is \$1,325 more than the previous year.

### 4.6.1 Strathbogie Shire Pools Attendance Summary

The following table provides a summary of attendance data for all of Strathbogie Shire’s outdoor pools.

**Table 29 Community Pools 2016/17 Attendance**

	2016/17					2017/18*
	December	January	February	March	TOTALS	TOTALS
Avenel	1839	2023	904	318	5084	4,815
Euroa	4872	5809	3370	1255	15306	16,108
Nagambie	732	1133	679	193	2737	3,034
Violet Town	3857	7017	3465	1824	16163	12,154
TOTALS	11300	15982	8418	3590	39290	36,111

\*The raw data for the 2017/18 summer season indicates that there was a total of 36,111 attendees across all of Strathbogie’s Pools which is 3,179 less than the previous year.



## 4.7 Strathbogie Shire Forward Capital Plan

The following table provides a summary of Strathbogie Shire Council's forward capital works allocations for renewal, upgrade and new works in relation to the outdoor pools.

**Table 30 Community Pools forward capital plan**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>AVENEL TOTAL</b>	0	8,400	33,400	8,400	678,400	33,400	5,000	8,400	78,400
<b>EUROA TOTAL</b>	0	15,800	35,800	50,800	1,220,800	15,800	50,800	15,800	75,800
<b>NAGAMBIE TOTAL</b>	0	8,400	98,400	8,400	8,400	23,400	608,400	8,400	23,400
<b>VIOLET TOWN TOTAL</b>	0	0	600,000	0	0	0	0	0	0
<b>TOTAL:</b>	0	32,600	767,600	67,600	1,907,600	72,600	664,200	32,600	177,600

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## 5. Consultation and Market Research

Considerable consultation was undertaken to inform this strategy. A list of who was invited to provide input and the method of consultation is summarised in the following table.

It is also acknowledged that in the twelve months prior to commencement of this strategy project, Council and/or some of the ‘friends of’ groups had undertaken some local community consultation in relation to community pools. The information from these processes, while not specifically detailed in this report, is reflected in the recommended future directions for each of the pools.

**Table 31 Project Consultation - Who and how**

Method	Who was consulted
Consultation meetings/ workshops	<ul style="list-style-type: none"> <li>• Community Pools Reference Group</li> <li>• Euroa Workshop</li> <li>• Avenel Workshop</li> <li>• Nagambie Workshop</li> <li>• Violet Town Workshop</li> <li>• Access &amp; Disability Advisory Committee Meeting</li> <li>• Evolve Youth Committee Meeting</li> <li>• Internal (Council officers) Pools Management Group Workshop</li> </ul>
Surveys	<ul style="list-style-type: none"> <li>• Schools - 6 completed</li> <li>• Community - 208 completed</li> <li>• Public Submissions - 9 received</li> </ul>
Interviews and email discussions	<ul style="list-style-type: none"> <li>• Benchmark Facilities/Councils: Aquamoves Shepparton, Benalla Aquatic Centre, Seymour Sports and Aquatic Centre, Indigo Shire, Murrundindi Shire</li> <li>• Strathbogie pools management contractors</li> <li>• Aged care providers: Euroa, Violet Town, Avenel and Nagambie</li> <li>• Other key community stakeholders that couldn't attend workshops</li> </ul>

The following section summarises key findings from the various consultation processes outlined.

### 5.1 Consultation workshops

A series of consultation workshops were conducted over 16<sup>th</sup> and 17<sup>th</sup> October 2017 as well as two meetings with the Strathbogie Pools Reference group in August and December 2017. The feedback in relation to each of the pools is combined in the sections that follows.

#### 5.1.1 Avenel Pool workshops feedback

**Table 32 Community workshop - Avenel**

Theme	Issues
	<ul style="list-style-type: none"> <li>▪ A pool for multi-generations</li> <li>▪ Would be good for each of the pools to have their own unique aspect/image</li> </ul>
Management	<ul style="list-style-type: none"> <li>▪ Need strong local community connection</li> <li>▪ Need to liaise with, engage and support local community committee</li> <li>▪ Suggestion to instigate Shire wide swimming lifeguards course - sharing across all as recruiting local life guards can be difficult</li> <li>▪ Feedback from young people is that they feel that management can be a bit down on them</li> </ul>
Fees and charges	<ul style="list-style-type: none"> <li>▪ Free entry - only rate payers get free entry. Need to look at entry for locals who are not rate payers</li> <li>▪ Season ticket cost needs to be reasonable</li> </ul>
Open hours	<ul style="list-style-type: none"> <li>▪ Supposed to be open at 1pm, but often not open</li> <li>▪ 1 - 3 pm not a lot of use so could be good for lap swimming</li> </ul>



Theme	Issues
	<ul style="list-style-type: none"> <li>▪ In school holidays the pool opens at 12 noon</li> <li>▪ Feedback from young people is that pools don't open until December 1. Would be good to access the pools before this.</li> </ul>
Water temperature	<ul style="list-style-type: none"> <li>▪ Kiddie pool is cold</li> <li>▪ Temperature is very cold at beginning of season</li> <li>▪ Would like solar heating</li> <li>▪ Rutherglen has solar heating - they attract people from Yarrowonga</li> </ul>
Programming	<ul style="list-style-type: none"> <li>▪ Avenel is a multi-generational facility</li> <li>▪ Lap swimming access wanted:               <ul style="list-style-type: none"> <li>○ Early access lap swimming</li> <li>○ Designated lanes for lap swimming</li> </ul> </li> <li>▪ Would like to hold events and program activities e.g. big water jumping castle but this would not be possible because of insurance requirements - Insurance for an event is problematic. Suggest that assistance from Council would be good</li> <li>▪ Feedback from young people is that:               <ul style="list-style-type: none"> <li>○ Pools often cater for little kids. There needs to be more for their age group. Maybe other features (e.g. BBall rings) for older activities</li> <li>○ Events at pools would attract them</li> </ul> </li> </ul>
Marketing/Promotion	<ul style="list-style-type: none"> <li>▪ Need to get people excited. Better marketing is required</li> </ul>
Physical environment	<ul style="list-style-type: none"> <li>▪ Need other activities - basketball ring/pad to keep older kids engaged</li> <li>▪ Facility is not accessible. Need to make more universally accessible</li> <li>▪ Winter - issue of keeping water in the pool &amp; keeping it covered - Think this should be tested - Avenel volunteered to test for a year</li> <li>▪ Would like a BBQ in the pool area to encourage family stays (Its suggested that pool management didn't want/encourage this)</li> <li>▪ Splash Park would be good - good example at Wallan</li> <li>▪ The pool needs some play features</li> <li>▪ Shell is the concern at Avenel. Has 2 expansion points which have been resealed this year (2017), hopefully this will stop leakage. A new skin in the pool may be the way to go.</li> <li>▪ Have installed new sphere, new pump in well</li> <li>▪ Physically, have just installed a roof over the change rooms. The building/s look good but it's still an old single wall brick building</li> <li>▪ For the next 5-10 years, maintenance and asset condition wise, Avenel is ok</li> </ul>
Access and transport	<ul style="list-style-type: none"> <li>▪ Feedback from young people is transport and being able to get to the pools is an issue for a lot of kids that live out of the towns.</li> <li>▪ Disability access (lack of) is an important issue at all pools</li> </ul>
General	<ul style="list-style-type: none"> <li>▪ Would contemplate new pool on the recreation reserve opposite the primary school although the current location is probably quite good. So probably think something on the same site would be the way to go.</li> <li>▪ There will be a skate park installed at the Recreation Reserve. There is also playground and tennis there too.</li> </ul>



### 5.1.2 Euroa Pool workshops feedback

Table 33 Community workshop - Euroa

Theme	Issues
Vision	<ul style="list-style-type: none"> <li>Community focus</li> <li>Would be good for each of the pools to have their own unique aspect/image</li> </ul>
Management	<ul style="list-style-type: none"> <li>Contractor runs canteen. Canteen offerings are limited. Would like better variety, healthier options</li> <li>Kiosk was once separate to the main contract - would prefer healthy - needs to be under the shire with staff</li> <li>It's a 50m pool so need 2 lifeguards</li> <li>Contract/or needs to be supervised</li> <li>Consider different management contract. Currently doesn't give service</li> <li>Need better connection and support of local community:               <ul style="list-style-type: none"> <li>Friends of the Pool - 9 members - would be interested</li> </ul> </li> <li>Need to get going again - incorporated but need to reinstate - reactivated last September</li> <li>Feedback from young people is that they feel that management can be a bit down on them</li> </ul>
Fees and charges	<ul style="list-style-type: none"> <li>It's wrong to have free pool passes - either free for all or pay for all</li> </ul>
Open hours	<ul style="list-style-type: none"> <li>Pool has wrong opening times - need flexibility. Suggest 7 - 10am and then 4pm - later</li> <li>Pool is open for high school but can't get access</li> <li>Would like more flexibility for pool to be opened up for lessons/lap swimming outside of set hours. Alexandra pool:               <ul style="list-style-type: none"> <li>Closed to public when lessons are on</li> <li>Have waiver form for instructors to access outside of supervised time - this means don't need the contractor to open up</li> </ul> </li> <li>Feedback from young people is that pools don't open until December 1. Would be good to access the pools before this.</li> </ul>
Water temperature	<ul style="list-style-type: none"> <li>Perception is that the water is always cold but with pool blankets going on overnight temp the can be up to 28 C, however water is too cold for many people much of the season and temperature is inconsistent.</li> <li>If pool were heated, had the right open hours and promotion /signage it would be more successful. It could be utilised all year round (Oct - March) if it were heated</li> </ul>
Programming	<ul style="list-style-type: none"> <li>There is no programming at Euroa. Regular programming is needed to improve appeal and usage.</li> <li>Couple of years ago there was an initiative to provide free lessons which was great</li> <li>Community always grows when activities available</li> <li>There are BBQs but not promoted</li> <li>Swimming Club - Number have tried but don't get parent helpers. Local teacher does private lessons at the pool. Word of mouth (normally concentrated in January) and after school &lt;20 kids on books</li> <li>Feedback from young people is that:               <ul style="list-style-type: none"> <li>Pools often cater for little kids. There needs to be more for their age group. Maybe other features (e.g. BBall rings) for older activities.</li> <li>Would like a water slide at Euroa</li> <li>Events at the pools would attract them</li> </ul> </li> </ul>
Marketing/ Promotion	<ul style="list-style-type: none"> <li>Need better promotion/signage</li> <li>It's the only 50M pool in region, need to market it for this strength - school carnivals etc.</li> <li>Need to think creatively for marketing - Trying to start a car boot sale to promote pool</li> </ul>



Theme	Issues
Physical environment	<ul style="list-style-type: none"> <li>▪ Would like:               <ul style="list-style-type: none"> <li>○ Solar hot water and possibly timed showers</li> <li>○ Hydro pool/indoor pool. Lots of elderly don't use because don't travel</li> <li>○ Splash pool - fully covered</li> <li>○ Change rooms with roof</li> <li>○ All abilities access: Pool is not accessible (no disabled access)</li> </ul> </li> <li>▪ Would be good to see a splash pool - have some aspect of play</li> <li>▪ It has the best shell of all pools, however need to get rid of diving pool. (could we fill the end, create splash play?)</li> <li>▪ For the next 5-10 years, maintenance and asset condition wise, Euroa is ok</li> </ul>
Access and transport	<ul style="list-style-type: none"> <li>▪ Feedback from young people is transport and being able to get to the pools is an issue for a lot of kids that live out of the towns.</li> <li>▪ Disability access (lack of) is an important issue at all pools</li> </ul>
General	<ul style="list-style-type: none"> <li>▪ It is currently too big and lacks character</li> <li>▪ Euroa has a static population, so the pool should be geared to this. Maybe a focus on swimming sports, lap swimming</li> <li>▪ Would be good to have something for travellers here. Euroa gets visitors so somewhere for them to rest/recreate would be good. Maybe the pool could be an attractor?</li> </ul>

### 5.1.3 Nagambie Pool workshops feedback

Table 34 Community workshop - Nagambie

Theme	Issues
Vision	<ul style="list-style-type: none"> <li>▪ Would be good for each of the pools to have their own unique aspect/image</li> </ul>
Management	<ul style="list-style-type: none"> <li>▪ Pool "friends of" group hasn't been able to get up and build support. Had a working bee last year but no follow up with all the people. Group communication needs to be improved. Also, it needs a broader organizational base. One person cannot coordinate it.</li> <li>▪ There is only one lifeguard who has to do everything at the pool.</li> <li>▪ Would be good to build on connection between cricket/sport on the site</li> <li>▪ Need to connect with the 5 - 10 year strategy at sports field/complex</li> <li>▪ Need funding (state) to develop a regional centre</li> <li>▪ Feedback from young people is that they feel that management can be a bit down on them</li> </ul>
Fees and charges	Nil
Open hours	<ul style="list-style-type: none"> <li>▪ Sometimes the pool is not open on time and closes early</li> <li>▪ There are few people using it so the opening at 1pm is wasted - could probably open at 2pm</li> <li>▪ Feedback from young people is that pools don't open until December 1. Would be good to access the pools before this.</li> </ul>
Water temperature	Nil
Programming	<ul style="list-style-type: none"> <li>▪ There is a group that wants lap lanes and these aren't provided. Overall though, not sure about demand for lap swimming from broader public</li> <li>▪ Petanque &amp; pool - Petanque at the back of pool, working to organise p &amp; p days. The pitch is brand new - will be having grand opening soon</li> <li>▪ There's not much for the kids - nothing there to attract the kids.</li> <li>▪ Every year ask Manager/Councillor for more equipment as a feature for the pool - would like something to make it unique</li> <li>▪ Movie night/activities are need but lawn is needed</li> <li>▪ Tourists use the pools at caravan parks but a few go to the local pool</li> </ul>



Theme	Issues
	<ul style="list-style-type: none"> <li>▪ Need activities to attract people</li> <li>▪ Learn to swim classes - need to build this - there was VicSwim last year</li> <li>▪ There is a group that meets to swim at lake up to 8 people. It does this because the pool is not available early enough in the year</li> <li>▪ Water aerobics would be great</li> <li>▪ Equipment for younger kids would be great</li> <li>▪ There is enthusiasm for film night</li> <li>▪ Need to look at demographics for programming to appeal to key ages/group</li> <li>▪ Feedback from young people is that:               <ul style="list-style-type: none"> <li>○ Pools often cater for little kids. There needs to be more for their age group. Maybe other features (e.g. BBall rings) for older activities</li> <li>○ Events at the pools would attract them</li> </ul> </li> </ul>
Marketing/ Promotion	<ul style="list-style-type: none"> <li>▪ Signage is poor - The pool is not as well sign posted so it can be difficult for people to know it's there.</li> <li>▪ There is a Facebook page</li> <li>▪ Public awareness of the pool is a problem - improved marketing is important</li> </ul>
Physical environment	<ul style="list-style-type: none"> <li>▪ Pool is in a poor location. Buckley Park would be the best location</li> <li>▪ Would like a gate between pool and petanque</li> <li>▪ The grass isn't watered and it's very prickly. Management won't water it. Maintenance of environment needs to be improved.</li> <li>▪ Need to improve/extend kiosk</li> <li>▪ A new transportable building that opens to both the pool and the recreation reserve is being installed this season</li> <li>▪ For the next 5-10 years - will need new filter and pump</li> </ul>
Access and transport	<ul style="list-style-type: none"> <li>▪ Feedback from young people is transport and being able to get to the pools is an issue for a lot of kids that live out of the towns.</li> <li>▪ Disability access (lack of) is an important issue at all pools</li> </ul>
General	<ul style="list-style-type: none"> <li>▪ Has low usage. Not sure it's the right location</li> <li>▪ Possible opportunity to develop something near the lake to be explored. A Splash Park may be an opportunity (e.g. Yarrowonga = commercial). This would be in line with Nagambie structure plan and streetscape masterplan.</li> </ul>

#### 5.1.4 Violet Town Pool workshops feedback

Table 35 Community workshop - Violet Town

Theme	Issues
Vision	<ul style="list-style-type: none"> <li>▪ A community meeting place</li> <li>▪ Would be good for each of the pools to have their own unique aspect/image</li> </ul>
Management	<ul style="list-style-type: none"> <li>▪ Management at Violet Town Pool is highly valued and supported by the community. The Contractors are part of the community and do a lot of voluntary work at the pool (and in the community) that is above and beyond the contract.</li> <li>▪ Council's Technical Officers resignation has been a big loss in the management of the pool. No one else knows about the pools as the Council Technical Officer did. The main concern is that there is no longer anyone at council able to help or provide quick response/oversight</li> <li>▪ Capacity to have some volunteer lifeguards would be excellent.</li> <li>▪ Violet Town Pool is very fortunate. It has a very active, engaged "Friends of" group which is a sub-committee of VTAG. It is pretty flush with funds - get \$3K per market. Market day is huge so raise a lot of funds to purchase equipment and/or do programming that way.</li> </ul>
Fees and charges	<ul style="list-style-type: none"> <li>▪ Free access is good in that since its introduction, attendance numbers have gone up</li> <li>▪ Rutherglen has a really great model where the Community pay a membership (affordable)</li> </ul>





Theme	Issues
Open hours	<ul style="list-style-type: none"> <li>▪ Generally, open hours (and season) are okay however:               <ul style="list-style-type: none"> <li>○ Believe that if the temperature is over 23C, the pool should be open</li> <li>○ Many pools open 4 weeks before we do. Would like to see capacity for this to happy</li> </ul> </li> <li>▪ Some flexibility is good, currently if there are more than 15 people and its more than 32C contractors can keep the pool open until 9pm.</li> <li>▪ Feedback from young people is that pools don't open until December 1. Would be good to access the pools before this.</li> </ul>
Water temperature	<ul style="list-style-type: none"> <li>▪ Water temperature is fairly consistently around 27C. This is good.</li> </ul>
Programming	<ul style="list-style-type: none"> <li>▪ There is a lot of programming at Violet Town pool. This is a key to its success. Programming includes (but is not limited to):               <ul style="list-style-type: none"> <li>○ Vic swim - 30 minutes (but can go on longer) Vic swim</li> <li>○ Swimming lessons = lovely summer experience</li> <li>○ Last couple of years at Vic Swim = 60 kids (January) 3 weeks</li> <li>○ Do squad on Mon/Wed night 10 to adult - \$6 for hour/user pays</li> <li>○ Have lap swimming between 7 - 8 am. 12 swimmers regularly</li> <li>○ A group started to do fitness Aqua Chicks" - Judy was running it. 3 days a week (same days as lap swimming)</li> <li>○ \$500 pa market committee give to use for monthly market</li> <li>○ Swimming carnival - Harris Cup - 100 people</li> <li>○ Honeysuckle Shield - run Friday games on those nights</li> <li>○ Managers bought lilos, tractor tyres, 14 car tubes</li> <li>○ Have races &amp; 4 floatation mats, banana lounges, pool</li> <li>○ Supply flippers &amp; life vests</li> </ul> </li> <li>▪ Feedback from young people is that:               <ul style="list-style-type: none"> <li>○ Violet Town is the best and friendliest pool.</li> <li>○ Generally pools often cater for little kids. There needs to be more for their age group. Would like areas for other activities (e.g. BBall rings etc.) for older activities.</li> <li>○ Events at the pools would attract them</li> </ul> </li> </ul>
Marketing/ Promotion	<ul style="list-style-type: none"> <li>▪ Apart from locals, really no one else knows about the pools in Strathbogie. Better marketing/promotion would be good.</li> </ul>
Physical environment	<ul style="list-style-type: none"> <li>▪ Disability access is a priority. Want to get oldies in the pool!</li> <li>▪ Kiosk building is very basic. It has no lining in ceiling. Cooling would be great</li> <li>▪ Paving at entrance dodgy and is an access and tripping hazard</li> <li>▪ Longevity better if not emptied</li> <li>▪ For the next 5-10 years, maintenance and asset condition wise, VT is ok. It has good toilets, good pump shed, it will need new shell, although current doesn't leak too much</li> </ul>
Access and transport	<ul style="list-style-type: none"> <li>▪ Feedback from young people is transport and being able to get to the pools is an issue for a lot of kids that live out of the towns.</li> <li>▪ Disability access (lack of) is an important issue at all pools</li> </ul>
General	<ul style="list-style-type: none"> <li>▪ Successful because it's a nice setup - It works well.</li> <li>▪ It attracts some visitors from Benalla</li> </ul>



### 5.1.5 Internal Council Officers Feedback

In relation to pools provision and management, Council's internal officers group provided some general commentary as follows:

- In reviewing management and determining the way forward, it will be important to consider what level of asset and management that people will want to pay for
- Officers involved in pools asset management identified that:
  - Ideally in the future contractors will be involved in running actual pool/water management equipment, with Contractors to engage sub-contractors for water/pool care.
  - Currently, Council officer cleans, repairs and hands over pools to contractors to test, chlorinate. Council officers want to be able to fill and handover
  - Regarding the time/cost that Council contributes to the pools:
    - As at pre-season 2017 had 3 of 4 pools cleaned
    - For last 6 weeks (prior to mid-October, lead up to summer season) pool preparation has taken 70% of a Council officer's time, plus 2 FT contractors, plus a contract painter (x3) for Avenel, Violet Town and Nagambie to make the pools ready for Dec 1 opening
  - Officers do not think that an all on one contract with reasonable length/tenure is best for future management
  - Option for a full contract including cleaning and season preparation is not supported by some officers as emptying & cleaning gives Council a chance to inspect and maintain integrity. Also, do not support the option of retaining water over winter for this reason.
  - Do not believe that there is the need to research leaving covers on all winter and control with salt.

## 5.2 Surveys

A number of surveys were undertaken in order to gain an understanding of the thoughts and opinions of various different sectors of the community including:

Local community and users of the Strathbogie Shire community pools  
Schools in the Shire of Strathbogie area  
A public submission form for Strathbogie Shire community members

### 5.2.1 Community Survey

This section summarises the key findings from the community survey about the aquatic centres in the Strathbogie Shire. A total of 208 surveys were completed with respondents providing information on:

- Respondent Profile
- Current use of the swim centre
- Potential future use of aquatic facilities

A copy of the written comments is detailed in **Appendix 2** of this report.



### 5.2.2 Respondent Profile

The following table summarises the community survey respondent sample.

**Table 36 Community Survey Respondent Sample**

Category	Sub Group	Number	%
Gender	Male	44	21.4
	Female	162	78.6
Age Group	15 to 19 years	4	1.9
	20 to 29 years	7	3.4
	30 to 39 years	36	17.4
	40 to 49 years	45	21.7
	50 to 59 years	42	20.3
	60 to 69 years	36	17.4
	70 to 79 years	33	15.9
	80 years plus	4	1.9
Suburb	Nagambie	32	15.5
	Euroa	99	47.8
	Violet Town	28	13.5
	Avenel	21	10.1
	Longwood	4	1.9
	Ruffy	2	1.0
	Strathbogie	13	6.3
	Other areas in Strathbogie Shire	4	1.9
	Other Council areas	4	1.9

A review of the survey sample indicates that:

- Significantly fewer males (21.4%) responded to the survey than females (78.6%)
- The age group that represents the highest percentage of respondents is 40 to 49 years (21.7%) followed by 50 to 59 years (20.3%)
- Nearly half of respondents lived in Euroa (47.8%), with a significant proportion coming from Nagambie (15.5%) and Violet Town (13.5%)

### 5.2.3 Use of Strathbogie Shire Aquatic Facilities

More than eight out of 10 respondents (81.7%) had used or visited a swimming pool in the Strathbogie Shire in the previous 12 months.

Respondents who stated they had used/visited a Strathbogie Shire swimming pool were asked to identify which pools in the Shire they had visited in the previous 12 months.

**Table 37 Strathbogie Shire Pool Use**

Pool	% of Respondents	% of most used
Euroa Swimming Pool	55.9%	48.1%
Violet Town Swimming Pool	38.2%	23.1%
Nagambie Swimming Pool	16.5%	16.0%
Avenel Swimming Pool	15.3%	12.8%



The most commonly used pool was the Euroa Swimming Pool, used by 55.9% of respondents, followed by the Violet Town Swimming Pool (38.2%). The Euroa Swimming Pool was also the most commonly identified pool when respondents were asked to identify the pool they have used the most in the previous 12 months, although the percentage of respondents fell 7.8% to 48.1% of respondents.

### Pools visitation

The main times that people visited the swimming pool that they use the most is detailed in the table below.

**Table 38 Swimming Pool Arrival Times - Strathbogie Shire Swimming Pools**

Time	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Before 9.00am	3.0%	0.0%	13.5%	0.0%	0.0%
9.00am to 12 midday	7.7%	8.0%	8.1%	12.0%	5.3%
Midday to 2.00pm	13.0%	12.0%	8.1%	16.0%	15.8%
2.00pm to 5.00pm	57.4%	52.0%	54.1%	72.0%	68.4%
5.00pm to 8.00pm	18.9%	28.0%	16.2%	0.0%	10.5%

The most popular timeslot to visit swimming pools was identified as being 2.00pm to 5.00pm (57.4%), followed by 5.00pm to 8.00pm (18.9%).

- Users of Violet Town Swimming Pool were the most likely to use the facility before midday (21.6%) compared to just 5.3% of Avenel pool users.
- Nagambie Swimming Pool users are unlikely to use the facility late with 0.0% of respondents visiting the facility after 5.00pm compared to 28.0% of Euroa pool respondents.

The length of time that respondents spent at their most used swimming pool on an average visit is detailed below.

**Table 39 Swimming Pool Usage Times - Strathbogie Shire Swimming Pools**

Length of Visit	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Less than 0.5 hours	1.8%	4.1%	0.0%	0.0%	0.0%
0.5 hours to 1 hour	10.7%	8.1%	18.9%	4.0%	10.0%
1 hour to 1.5 hours	26.6%	25.7%	13.5%	40.0%	30.0%
1.5 hours to 2 hours	37.3%	37.8%	37.8%	36.0%	40.0%
More than 2 hours	23.7%	24.3%	29.7%	20.0%	20.0%

The largest proportion of respondents spent 1.5 to 2 hours (37.3%) at the pool followed by 1 to 1.5 hour (26.6%) and more than 2 hours (23.7%).

- Violet Town Swimming Pool respondents were the most likely to spend the longest at the facility with 29.7% of respondents spending more than 2 hours at the pool.
- They also had the highest percentage of respondents that spent less than 1 hour at the facility, 18.9%, compared to just 4.0% at the Nagambie Swimming Pool.



## Transport to Swimming Pools

The table below summarises how respondents travelled to their most used swimming pool and where they came from.

**Table 40 Transport to Swimming Pools - Strathbogie Shire Swimming Pools**

Category	Sub-Group	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Location of Origin	Home	92.3%	93.2%	89.2%	92.0%	95.0%
	Work	4.1%	5.4%	5.4%	0.0%	0.0%
	School	1.8%	1.4%	0.0%	8.0%	0.0%
	Other	1.8%	0.0%	5.4%	0.0%	5.0%
Mode of Travel	Bike	4.7%	4.1%	10.8%	4.0%	0.0%
	Car (on own)	39.6%	39.2%	40.5%	36.0%	35.0%
	Car (with others)	38.5%	40.5%	37.8%	40.0%	35.0%
	Walk	15.4%	14.9%	8.1%	20.0%	25.0%
	Other	1.8%	1.4%	2.7%	0.0%	5.0%

Most survey respondents indicated that they travelled to the swimming pools from their home (92.3%) followed by work (4.1%).

- Respondents from Euroa and Avenel pools had the highest percentage that went to the pool from home (93.2% and 95.0% respectively).
- Nagambie Swimming Pool had a significantly larger proportion of people coming from school (8.0%) than the other facilities.

The majority of respondents travelled to the pools in cars either on their own (39.6%) or with others (38.5%).

- A quarter (25.0%) of Avenel Swimming Pool respondents walked to the pool compared to just 8.1% at Violet Town Swimming Pool.
- Bike riding was a popular mode of transport for those visiting Violet Town (10.8%) compared to the other pools.

## Frequency of Visitation to Swimming Pools

The following summarises the frequency of use of the swimming pools most used by respondents during the summer season.

**Table 41 Frequency of Visitation to Swimming Pools during Summer Season - Strathbogie Shire Swimming Pools**

	Daily	4-6 times per week	2-3 times per week	Weekly	Once a fortnight	Once a month	Less than once a month	Other
% total respondents	8.9%	17.3%	32.1%	16.7%	8.9%	7.7%	5.4%	3.0%
Euroa SP	9.5%	13.5%	33.8%	21.6%	6.8%	8.1%	5.4%	1.4%
Violet Town SP	13.5%	21.6%	35.1%	18.9%	5.4%	0.0%	5.4%	0.0%
Nagambie SP	4.0%	8.0%	40.0%	12.0%	12.0%	16.0%	4.0%	4.0%
Avenel SP	5.3%	21.1%	15.8%	15.8%	15.8%	5.3%	5.3%	15.8%

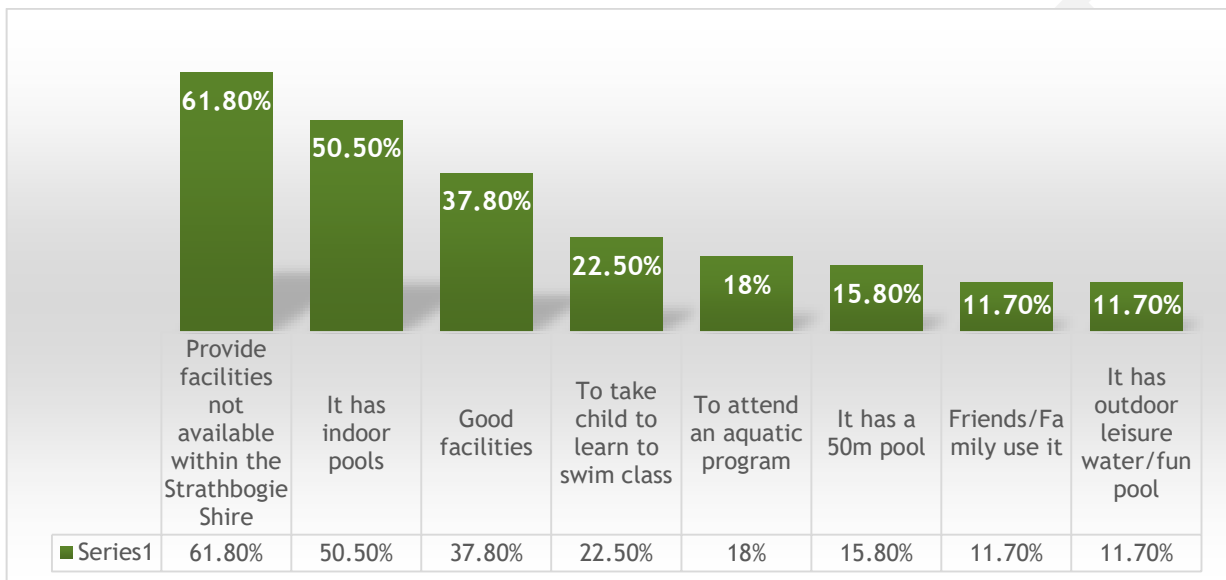


The results indicate that the majority of respondents were regular users of the pools during summer seasons. The most common usage is 2 to 3 times per week (32.1%) with 4 to 6 times per week and weekly also common (17.3% and 16.7% respectively).

- Users of Violet Town had the highest rate of regular visitation with 70.2% of respondents visiting once a week or more compared to just 42.2% at the Avenel Swimming Pool.
- Nagambie users were less frequent visitors with 16.0% visiting just once a month.

### Reasons for Choosing a Facility

Respondents provided a range of reasons why they chose to use swimming pools. The key reasons listed in order of frequency of response are shown on the chart below:



The following provides analysis of the reasons respondents chose their most used Strathbogie pool broken down by pool.

**Table 42 Reasons for choosing a particular Strathbogie Shire pool**

Pool	Analysis
Avenel	Avenel Swimming Pool users were most likely to choose the pool because of the distance from their home (75.0%) followed by friends/family use it (45.0%), and good facilities (35.0%).
Euroa	For users of Euroa Swimming Pool, the proximity to home (82.2%) was the most common reason for choosing the facility (4.9% higher than the total respondent sample), while having an outdoor 50m pool was the second highest reason (45.2%).
Nagambie	Nagambie Swimming Pool users choose the pool because of its proximity to their home (68.0%), the fact that friends/family use it (48.0%) and because it was the only pool that they knew of in the area (24.0%).
Violet Town	Good facilities was the most important factor when choosing a swimming pool for users of the Violet Town Swimming Pool (78.4%), followed by the proximity to home (73.0%) and family/friends use it (56.8%).



## Rating of Facilities and Services

Survey respondents were asked to rate the current facilities and services at their most used swimming pool under a five-point rating system. 65.7% of respondents rated facilities as excellent or good and 9.6% rated them as poor or very poor. The details are in the following table.

**Table 43 User ratings for Strathbogie Shire pools**

Rating	Percentage
Excellent	23.5%
Good	42.2%
Adequate	24.7%
Poor	7.2%
Very Poor	2.4%

The survey responses indicated that 65.7% of respondents rated the facilities and services as excellent or good whilst only 9.6% rated them as poor or very poor.

A breakdown of the user assessment of each pool is provided in the table below.

**Table 44 Rating of Facilities and Services - Strathbogie Shire Swimming Pools**

	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Excellent	8.3%	64.9%	12.0%	10.0%
Good	55.6%	27.0%	20.0%	45.0%
Adequate	27.8%	8.1%	40.0%	35.0%
Poor	5.6%	0.0%	20.0%	10.0%
Very Poor	2.8%	0.0%	8.0%	0.0%

The results indicate that:

- Euroa Swimming Pool users were more likely to rate the facilities and services as good (55.6%, however the general ratings were similar to that of the whole respondent sample.
- Violet Town Swimming Pool users rate the current facilities and services very highly with no respondents rating it as poor or very poor.
- Nagambie pool users were varied in their rating of the facilities and services with equal number rating it as good and poor (20.0%). The largest proportion of users rated them as adequate (40.0%).
- Avenel Swimming Pool users rated the facilities and services well with 55.0% rating them as good or excellent.

Respondents were asked to identify which facilities and services in particular they were unhappy with.

Respondents were allowed to select up to three answers. The results are as follows:

**Table 45 Swimming Pools Areas of Unhappiness - Strathbogie Shire Swimming Pools**

Facilities unhappy with	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Age/condition of change rooms	51.8%	56.5%	43.5%	44.0%	72.2%
No indoor pools	35.7%	52.2%	39.1%	16.0%	11.1%
Lack of shaded grass areas	30.1%	36.2%	21.7%	28.0%	22.2%
Lack of shaded water areas	21.0%	27.5%	13.0%	28.0%	0.0%
Lack of aquatic programs	16.8%	14.5%	13.0%	32.0%	16.7%
Kiosk and food facilities	14.7%	10.1%	13.0%	32.0%	16.7%
No health and fitness facilities	13.3%	17.4%	8.7%	16.0%	5.6%
No spa/sauna	11.2%	20.3%	0.0%	8.0%	0.0%



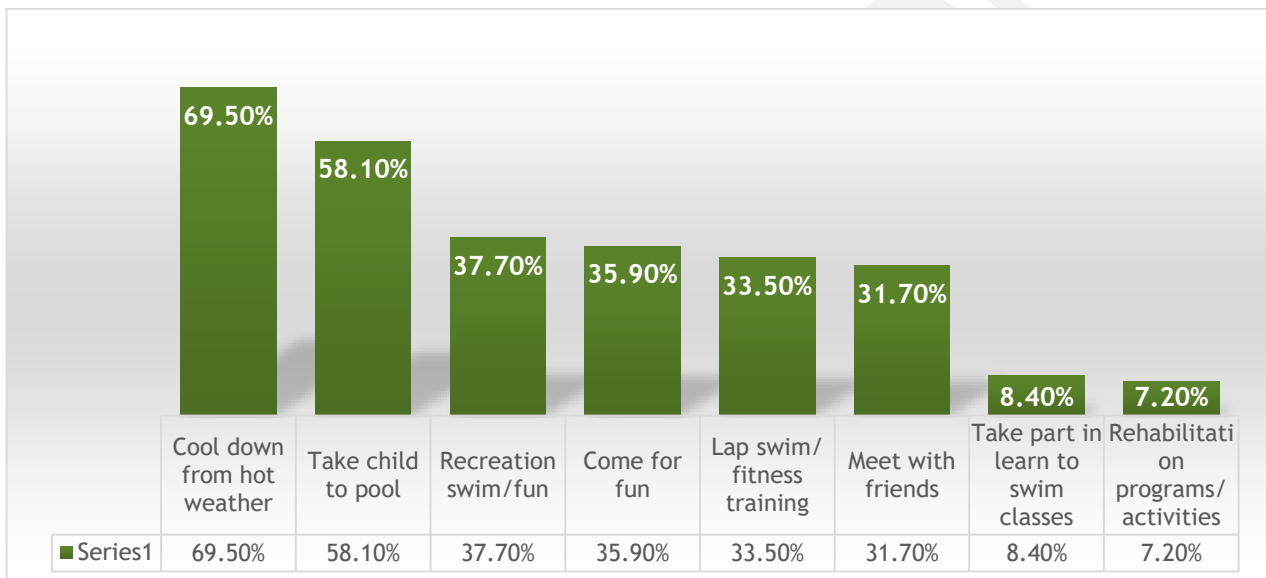


The areas that respondents were primarily unhappy with included the age and condition of the change rooms (51.8%), followed by the lack of indoor pools (35.7%) and lack of shaded grass areas (30.1%).

- Euroa Swimming Pool users were more likely to identify the lack of indoor pools (52.2%) than the general respondent group as well as the lack of a spa or sauna (20.3%).
- Violet Town users are consistent with the general respondent feeling of areas of unhappiness with 43.5% being unhappy with the age and condition of the change rooms, and 39.1% being unhappy with the lack of indoor pools.
- Nagambie Swimming Pool users were more likely to identify the kiosk and food facilities and lack of aquatic programs as areas they were unhappy with (both 32.0%) than other respondents.
- Users of the Avenel Swimming Pool were more likely to identify that the age and condition of the change rooms was an area of unhappiness for them (72.2%) while they didn't identify the lack of shaded water areas as an issue (0.0%).

### Activities Undertaken at Swimming Pools

Respondents were asked to identify the main activities they undertook at swimming pools. The main activities were:



### Future Facility Use

Survey respondents were asked to identify what facilities or features would encourage them to make greater use of the Strathbogie swimming pool that they use the most, in the future.

**Table 46 Strathbogie Swimming Pools Future Priorities - Strathbogie Shire Swimming Pools**

Priorities	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
None	3.8%	1.4%	9.4%	4.0%	5.0%
Longer opening hours	44.0%	52.1%	37.5%	28.0%	50.0%
Waterslides	25.8%	19.7%	18.8%	32.0%	40.0%
Indoor recreation/leisure/waterplay pools	22.6%	31.0%	15.6%	24.0%	5.0%
Outdoor heated pools	22.0%	25.4%	9.4%	28.0%	25.0%
Family change rooms	18.2%	21.1%	6.3%	24.0%	30.0%
Indoor program/hydrotherapy pool	17.0%	29.6%	15.6%	8.0%	0.0%
Social and food areas (café)	17.0%	18.3%	6.3%	24.0%	20.0%
Learn to swim programs	16.4%	19.7%	12.5%	20.0%	10.0%



Priorities	% of Total Respondents	Euroa Swimming Pool	Violet Town Swimming Pool	Nagambie Swimming Pool	Avenel Swimming Pool
Cleaner more hygienic facilities	15.7%	15.5%	6.3%	32.0%	15.0%
Indoor learn to swim pool	15.7%	19.7%	25.0%	8.0%	5.0%
More variety of activities/programs	13.8%	9.9%	9.4%	24.0%	25.0%
Outdoor grassed/ shaded areas	13.8%	9.9%	6.3%	36.0%	15.0%
Health and fitness classes (aerobics)	13.2%	12.7%	12.5%	16.0%	15.0%

The most common facility or feature identified that would cause respondents to increase their use of swimming pools in the Strathbogie area was for the facilities to be open longer hours (44.0% of respondents), followed by waterslides, indoor recreation/leisure/waterplay pools and outdoor heated pools.

Respondents were asked to identify which pools, if any, they would like to make greater use of in the future within the Strathbogie Shire. Their responses (refer following table) indicate that Euroa Swimming Pool was the facility where respondents were most likely to want to increase their usage (82.4%) while respondents were least likely to want to increase their use of Avenel Swimming Pool (40.9%).

**Table 47 Greater Future Use of Strathbogie Shire Swimming Pools**

	Yes	No
Avenel Swimming Pool	40.9%	59.1%
Euroa Swimming Pool	82.4%	17.6%
Nagambie Swimming Pool	42.4%	57.6%
Violet Town Swimming Pool	58.3%	41.8%

#### 5.2.4 Other Swimming Pool Use

People completing the survey were asked to identify any additional swimming pools outside of Strathbogie Shire they had made use of in the previous 12 months.

**Table 48 Use of Other Swimming Pools**

Facility	% of Respondents - Total	% of Respondents - Most Used
None	38.1%	-
Aquamoves Shepparton	33.0%	31.6%
Benalla Aquatic Centre	24.9%	26.5%
Seymour Sports & Aquatic Centre	22.3%	32.7%
Other	8.6%	9.6%

More than a third of respondents had not made use of any additional swimming pools, however the three closest major indoor aquatic/leisure centres were identified as being used frequently.

The most frequently used facilities were Aquamoves in Shepparton (33.0%), Benalla Aquatic Centre (24.9%) and the Seymour Sports & Aquatic Centre (22.3%).

While Seymour Sports & Aquatic Centre was the third most identified swimming pool used, it was the second when respondents were asked to identify the pool they had made use of the most.



### Visitation to the Centre

The main times that people visited the swimming pool outside of the Strathbogie Shire that they used the most is detailed in the table below.

**Table 49 Swimming Pool Arrival Times - Outside Strathbogie Shire**

Time	% of Total Respondents
Before 9.00am	8.2%
9.00am to 12 midday	35.5%
Midday to 2.00pm	1.8%
2.00pm to 5.00pm	30.9%
5.00pm to 8.00pm	13.6%

The most popular timeslot to visit swimming pools was identified as being 9.00pm to 12 midday (35.5%), followed by 2.00pm to 5.00pm (30.9%).

The length of time that respondents spent at their most used swimming pool on an average visit is detailed below.

**Table 50 Swimming Pool Usage Times - Outside Strathbogie Shire**

Length of Visit	% of Total Respondents
Less than 0.5 hours	0.9%
0.5 hours to 1 hour	21.6%
1 hour to 1.5 hours	40.5%
1.5 hours to 2 hours	21.6%
More than 2 hours	15.3%

The largest proportion of respondents spent 1 to 1.5 hours (40.5%) at the pool followed by 0.5 to 1 hour and 1.5 to 2 hours (both 21.6%).

### Transport to Swimming Pools

The table below summarises how respondents travelled to their most used swimming pool outside of the Shire and where they came from.

**Table 51 Transport to Swimming Pools - Outside Strathbogie Shire**

Category	Sub-Group	% of Total Respondents
Location of Origin	Home	79.1%
	Work	12.7%
	Shopping Centre	1.8%
	School	1.8%
	Other	4.6%
Mode of Travel	Bike	0.0%
	Bus	2.7%
	Car (on own)	47.3%
	Car (with others)	46.4%
	Walk	3.6%
	Other	0.0%

Most survey respondents indicated that they travelled to the swimming pools from their home (79.1%) followed by work (12.7%).

The majority of respondents travelled to the pools in cars either on their own (47.3%) or with others (46.4%).



### Frequency of Visitation to Swimming Pools

The following summarises the frequency of use of the swimming pools most used by respondents.

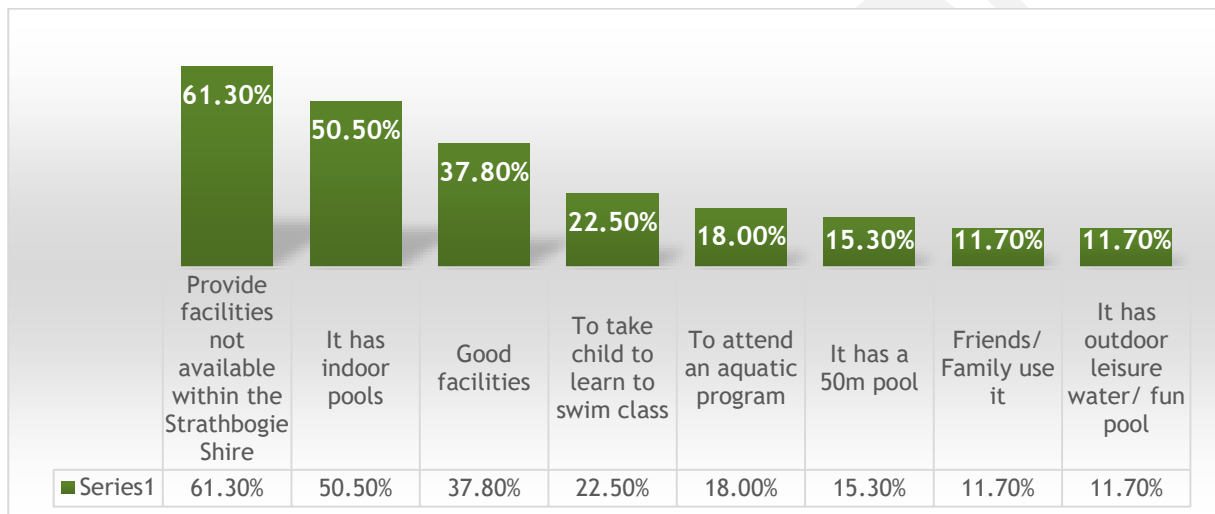
**Table 52 Frequency of Visitation to Swimming Pools during Summer Season - Outside Strathbogie Shire**

	Daily	4-6 times per week	2-3 times per week	Weekly	Once a fortnight	Once a month	Less than once a month	Other
% total respondents	0.9%	4.5%	14.4%	28.8%	7.2%	14.4%	22.5%	7.2%

The results indicate that nearly half of respondents (48.6%) were regular users of the pools visiting once a week or more. The most common usage is weekly (28.8%) with less than once a month also common (22.5%).

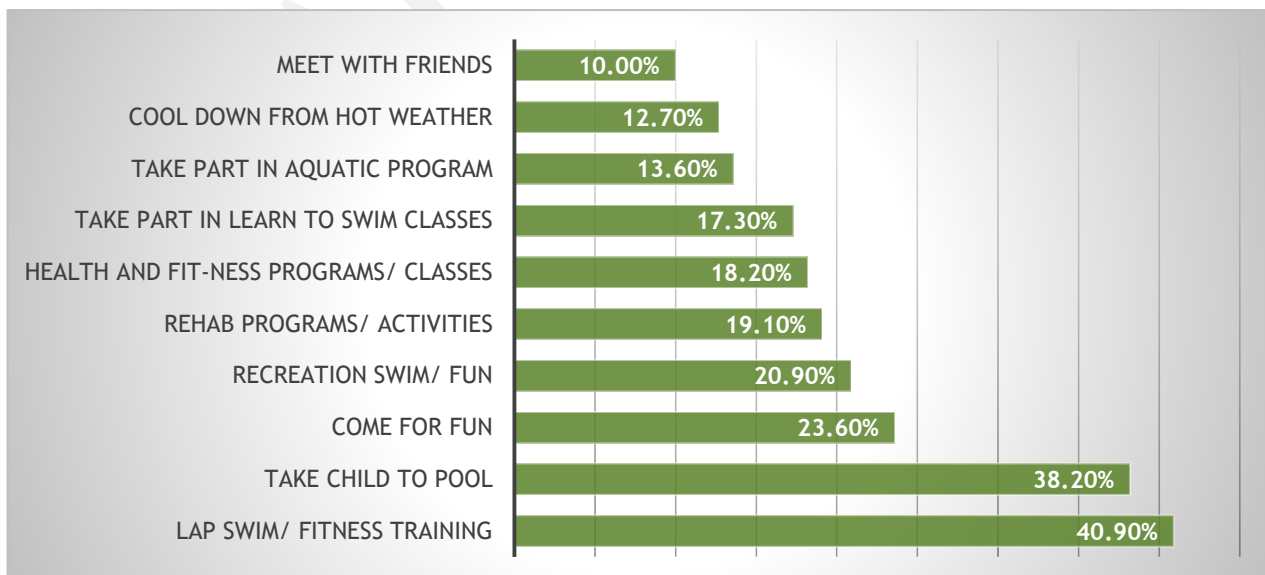
### Reason for Choosing the Facility

Respondents provided a range of reasons why they chose to use the swimming pool they identified they used the most outside Strathbogie Shire. The key reasons listed in order of frequency were:



### Activities Undertaken at Swimming Pools

The main activities that are undertaken at swimming pools outside the Strathbogie Shire were:





## 5.3 School Survey

Surveys were sent to schools within the Strathbogie Shire with six schools taking the opportunity to complete the survey. Any additional comments can be seen in Appendix 3.

### 5.3.1 Use of Aquatic Centres

School representatives were asked a range of questions about their schools use of aquatic centres and aquatic/health based programs and services.

The questions were aimed at identifying aquatic participation and facility usage trends and key reasons why activities and facilities were selected.

Of the 6 schools that completed the survey, all six had participated in a learn to swim or school aquatic program.

### 5.3.2 Schools Aquatic Program Coordination

Of the six schools that participate in learn to swim programs, three hire external Austswim instructors with two of these working in conjunction with school teachers. One school solely uses pool staff while the other uses both school teachers and pool staff.

### 5.3.3 Frequency of Student Visitation

Of the schools, the average number of visits per year is detailed below.

- 6 visits per year           2 schools
- 8 visits per year           2 schools
- More than 10 visits per year   1 school

The frequency of visitation results indicate that the students are visiting aquatic facilities regularly.

The number of students that participate in learn to swim programs are as shown below.

**Table 53 Number of Students that Participate in Learn to Swim Programs**

School	School Enrolment	No. of student that participate annually	No. of students that participate in each visit
1	180	180	180
2	75	70	70
3	352		
4	13	13	13
5	189	189	20
6	131		131

The results regarding school enrolment and the corresponding number of students that are participating in learn to swim programs show that the majority of the schools take their whole student cohort to the pool in one visit rather than separating the students into smaller groups.

### 5.3.4 Most Popular Terms

To gain an understand of when students use swimming pools, they were asked to nominate which school terms the school typically use the pools. The results are detailed below.

- Term One           2 schools
- Term Two           0 schools
- Term Three        0 schools
- Term Four         3 schools



### 5.3.5 Aquatic Centre Use

The following pools are used by the schools in the Strathbogie area:

- Euroa Swimming Pool 3 schools
- Avenel Swimming Pool 1 school
- Violet Town Swimming Pool 1 school
- Benalla Aquatic Centre 1 school

The main swimming facility that is used by schools is the Euroa Swimming Pool, followed by Avenel Swimming Pool and Violet Town Swimming Pool. One school is travelling out of the Shire to utilize the Benalla Aquatic Centre.

### 5.3.6 Reasons for Choosing Aquatic Centers

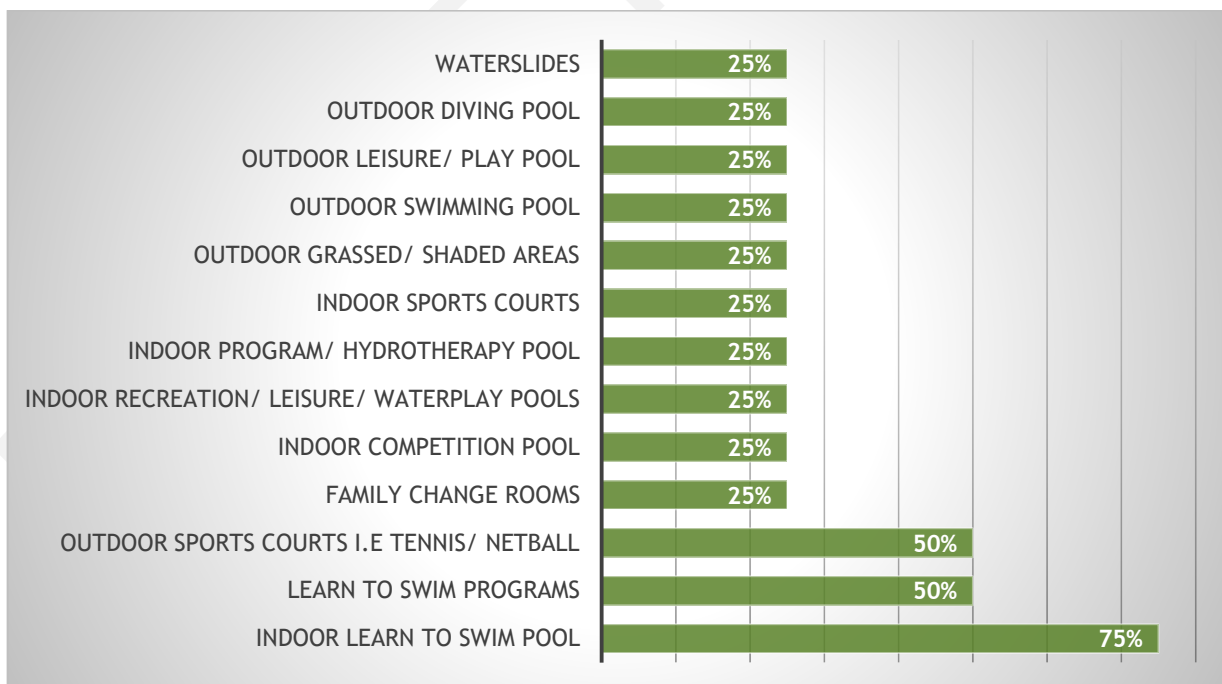
School respondents were asked to identify the key reasons that their school has chosen to use the facility that they use the most.

- Close to school 4 schools
- Low entry charges 3 schools
- To participate in carnivals 3 schools
- Good facilities 2 schools
- To attend aquatic programs 2 schools
- Range of pools available 1 school
- Outdoor 50m pool 1 school

The proximity of the pool to the school is a major factor for 80% of schools when it comes to deciding where their aquatic programs will be held.

### 5.3.7 Future Facility Developments

All schools were asked to identify what would encourage their school to make greater use of swimming pools/leisure centres in the future. The main features were:



These results indicate that the development of an indoor pool in the area may have an impact on the frequency that schools visit swimming pools. Increasing learn to swim programs and outdoor sports courts may also increase usage.





Survey respondents were asked to identify up to three swimming and leisure facilities or programs that they feel are lacking in the Strathbogie local area. The follow areas were identified:

**Table 54 Key things lacking from Strathbogie Pools for Schools**

Future Priority Area One	Future Priority Area Two	Future Priority Area Three
<ul style="list-style-type: none"> <li>Keep Avenel Pool open</li> <li>Indoor pool</li> <li>Learn to swim programs for schools</li> <li>Indoor swimming facilities</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining our VicSwim program</li> <li>New stadium on pool grounds</li> <li>Pool resources</li> <li>Swimming teachers to run/assist with school programs</li> </ul>	<ul style="list-style-type: none"> <li>Continual maintenance and upgrade of the pool facilities</li> <li>Water/splash park on pool grounds</li> <li>Kids activities</li> <li>Local swimming lessons</li> </ul>

## 5.4 Public Submissions

The community were given the opportunity to have a say regarding the current and future needs for aquatic facilities and services in the Strathbogie Shire area. Nine (9) residents submitted a public submission. The following provides a summary of the key ideas and issues identified.

### Future Facility Improvements

There were a range of different ideas presented when it came to future aquatic needs:

**Table 55 Public submissions summary of ideas for Strathbogie Pools**

	Key Idea	Explanation
All/general Pool comments	More Shade	It was generally accepted that facilities need to be generally maintained for the future with an increase in the amount of shade provided at all pools being important.
	Range of different facilities across the Shire	A range of different facilities across the region would be appreciated such as: <ul style="list-style-type: none"> <li>a lakeside watermark in Nagambie,</li> <li>a quality children’s splash play area and heated lap pool alongside the pool in Avenel</li> <li>general update of Violet Town</li> <li>therapeutic hydro bath and steam room in Euroa</li> </ul>
	Heated pools	Heating smaller pools for kids
	Opening hours	Opening pools in the mornings during peak summer
	Central Indoor	One respondent identified that they would be happy to see three pools closed and the development of a central, indoor year-round facility potentially in Euroa due to its central location
Specific Euroa Pool comments	Heated and indoor	The pool should be heated and potentially be indoors
	Opening hours	The facility should be open earlier in the morning, in addition to an hour on certain days for lap swimmers (as is done in Violet Town)
	Tables & seats	More tables and seats at the pool
	Shade	Shading over the change rooms and the 50m pool
	Splash park	A splash park type to be introduced either at pool on sevens creek or somewhere in Euroa township
	Pre-teens, families & older residents	An increase in facilities for pre-teens, families and older residents and visitors
	Social & fitness facilities	The land surrounding the Euroa pool could be utilized in the form of a café, restaurant, merchandise or exercise/gym facilities catering to older and younger persons
	Hydrotherapy	A dedicated hydro therapy pool to assist those that need this type of facility and could be utilized all year round
Specific Nagambie Pool comments	Splash Park	Providing a splash park was commented on by a number of respondents with a range of locations suggested including at the current pool or replacing the pool with a splash park and relocating it closer to the lake
	Family friendly facilities	The facilities at the Nagambie pool should be upgraded to be more family friendly



## Current Facilities

Respondents were generally positive about the current pools in the Shire however included comments relating to the following:

- Nagambie: the pool is poorly looked after and improvements need to be made to the grassed area which is blotchy and has prickles. The location of the toilets is an issue for parents who are supervising more than one child as they must remove all children from the pool if one needs to use the toilet which is located outside the fenced area.
- Euroa: the pool is good to use when the weather temperature permits however it is only available during a limited time of the year. It is currently a good sized pool.
- It would benefit local students if they didn't have to travel outside the Shire for the aquatic needs.

## 5.5 Strathbogie Aged and Health Services

A number of Aged services and medical practices were contacted to provide comment regarding the need for swimming pools and heated pools in particular.

Violet Town Honeysuckle Aged Care Reported that they take about 5 people every Monday to Benalla. The numbers/demand they have for warm water would not justify building a pool in Strathbogie.

## 5.6 Industry Benchmarking

A review of facilities in neighbouring Council areas has been undertaken to provide a regional perspective on similar facilities and services and, to identify if any competition exists.

A consultation interview and review of the operational/management factors was undertaken with Indigo Shire and Murrindindi Shire. Refer section 5.6.1.

Feedback was sought from City of Greater Shepparton, Mitchell Shire and Benalla Shire in relation to their indoor sports and recreation centres with the specific aim of gathering any data in relation to Strathbogie Shire residents use of their venues. Unfortunately, no specific data was available, however as identified through community consultation, a significant number of local residents use these facilities particularly because they are indoor, year-round facilities and able to provide services and activities that are not available in Strathbogie Shire.

A review of the fees and charges was undertaken in relation outdoor pools in the following Council areas.

- City of Greater Shepparton
- Indigo Shire
- Mansfield Shire
- Campaspe Shire
- Mitchell Shire
- City of Greater Bendigo
- Murrindindi Shire

The detailed review of fees was undertaken because Strathbogie's free fees for rate payers and the potential inequity of this was raised throughout the community consultation sessions. It was considered important to take a snapshot of what is happening regionally in relation to fees and how Strathbogie compares. Refer Appendix 6 for the full review of fees and charges.

The review of fees and charges shows that Strathbogie Shire is the only one in the region taking this approach. Additionally, the level of fees charged for the few people that purchase tickets in Strathbogie are comparatively lower.

This suggests that the opportunity exists, particularly given the expressed misgivings from local pool patrons about the 'free passes for ratepayers', to reintroduce fees for entry into the pool. Ideally, the fees schedule would include concession rates that would encourage those who may struggle to pay fees and/or may not be rate payers, to attend.



## 5.6.1 Murrindindi and Indigo Shires - detailed benchmarking

Consultation interviews were conducted with the officers responsible for pool management in Murrindindi Shire and Indigo Shire Councils. As well as information provided from the interviews, additional research was also undertaken relating to the usage, management and operational costs associated with the pools in these areas as they provide a good point of comparison with Strathbogie's pool provision. Murrindindi Shire has 4 outdoor pools and Indigo Shire 5 outdoor pools.

### 5.6.1.1 Murrindindi Shire

**Management:** Murrindindi Pools are managed in house. Resources are:

#### Coordinator - 0.4 EFT

- This role is roughly 2 days a week, but able to drop back when quiet and do extra work in busy periods.
- Responsible for:
  - Lifeguard recruitment - interviewing starts in June
  - Chemical ordering
  - Small maintenance
  - Update manuals, paperwork
  - Swimming lessons, closures
  - Record keeping, data work (weekly/hourly)
  - Point of sale
  - Planning how to get more people in without spending more money

**Operations Supervisor/s:** this role is on site at the pool/s

- Over winter the role is about 10hrs a week. Over summer season role is about 5 hours a day. These roles have fixed term contracts.
- Responsible for making sure the pool is running smoothly

There are 4-7 staff in addition to the supervisors

Lifeguards - Normally get around 10 new people each year. Generally they are university students. The seasonal work suits them with their study/holidays.

Council has a strong view/philosophy regarding the lifeguards that employing young people is an investment in the community.

#### Community involvement:

- Murrindindi doesn't have 'friends of groups' associated with their pools.
- They do however have strong community presence through strong swim clubs in Yea and Alexandra particularly.

**Operations:** The pools open on the 3<sup>rd</sup> weekend in November

- Patronage levels vary depending on the weather. It can be up to 240 a day at Alexandra Pool.
- The peak temperature for attendance is between 28°C and 34°C this is a small window to attract people into the pool.
- Overall, the public patronage at the pools is around 20,000 which doesn't include school groups. At Alexandra particularly, school groups are a big thing.

#### Programming:

- 6am - 8.30am - Swim club,
- Monday, Wednesday and Friday - lap swimming

#### Water Management:

- Murrindindi blanket their pools over winter. This has been a financial as well as environment decision.
- They find it is a new point of sale for them in that they are managing the pools proactively.



**Income and expenditure:**

**Table 56 Murrindindi Pools Income and Expenditure**

POOLS EXPENDITURE	2015/16 net cost	2016/17 net cost
Alexandra	\$55,737.00	\$47,063.00
Eildon	\$52,910.00	\$54,736.00
Marysville	\$46,790.00	\$45,261.00
Yea	\$51,480.00	\$49,586.00
<b>TOTAL EXPENDITURE:</b>	<b>\$206,917.00</b>	<b>\$196,646.00</b>
POOLS INCOME	2015/16	2016/17
Alexandra	\$25,109.00	\$23,688.00
Eildon	\$15,538.00	\$14,144.00
Marysville	\$14,495.00	\$12,600.00
Yea	\$17,810.00	\$11,688.00
<b>TOTAL INCOME:</b>	<b>\$72,952.00</b>	<b>\$62,120.00</b>

**5.6.1.2 Indigo Shire**

Indigo Shire is similar to Strathbogie in that it has a number of outdoor pools servicing a number of smaller and larger towns/communities. Indigo has five outdoor pools.

**Management:**

- Council’s Community Development Unit manage under the Recreation Officer all five public swimming pools located within the Shire.
- They manage their pools using (what Momentum One call) a shared service model with Momentum One Shared Services Pty Ltd. This model might be considered a hybrid model whereby Council directly manages the pools with the casual staffing structure provided by Momentum One.
- In 2016/17, Council entered into a two-year contract with MomentumOne, to provide staffing and technology across all pools. MomentumOne services include:
  - Provision of qualified staff (engaged under the Fitness Industry Award)
  - Employment administration including payroll, qualification compliance and on boarding of staff
  - Software (ENTO) to assist the administrating of rostering, time, attendance and communications
  - Point of sale software (VEND) and hardware (IPads, TYRO /Credit Card machines, micro-printers)
- Indigo chose this model because it was considered that a fully contracted model didn’t offer contractors enough to take up full management of the pools. There were not enough well qualified contractors available.

Under the shared service/hybrid management model with Momentum, the pools have access to a ‘pool’ of lifeguards that get moved across all five facilities and, if required, can be brought in from the other pools that Momentum provides service for.

Other key advantages of this model for Indigo are that Momentum manage payroll, recruitment, provide the rostering software (Ento) and the Point of Sale (POS) software and hardware for the pools.

Indigo Shire is responsible for the asset maintenance and management. They have full operational oversight and responsibility of their five pools, and the Indigo Shire pool coordinator/recreation officer rosters all of them, using the Ento software system provided by Momentum. This is the primary communication tool with staff.

Indigo Shire find the shared service or hybrid operational model very efficient and cost effective.

- Having now bedded down the operational model, the intent is to begin now to focus more on programming at each of the pools. They hope to find a balance between efficient operation and participation. They may be prepared for the pools operation to cost more for the community health and social benefits of increased participation.



- It is reported that with the implementation of the new management structure the Recreation Officer has had time and been able to focus on developing relationships, addressing issues, mentoring and training staff throughout the season. This time investment resulted in very few staffing concerns. The Officer worked closely with MomentumOne through the recruitment and engagement stage. An end of season debrief was held with senior staff and a survey monkey completed with 92% of staff stating they intended to return next season. Staff indicated their overall enjoyment of working at Indigo Shire Council pools and a high level of satisfaction with the new online roster system (ENTO) provided by MomentumOne.
- Conclusion: There were significant changes implemented this season, including the introduction of new technology, the outsourcing of labour provision, staff management changes, and the season extension trials. As a result of these service improvements, this season was a resounding success from both a service management, customer and a staffing perspective.

#### **Implementing change:**

- Indigo Shire has followed a trial and if successful, adopt model for implementing recent management and programming changes at their pools. For example, they now follow a practice of blanketing their pools over winter and retaining the water rather than emptying, cleaning and refilling the pools each summer.

#### **Blanketing the pools over winter and solar heating**

- Indigo have now moved to blanketing all of their pools over winter.
- Their pool blanketing trial (which occurred at Rutherglen) found that the benefits of blanketing and retaining water outweighed the dis-benefits. That is, it was found that this approach delivered significant cost savings and enabled far quicker and less labour intensive preparation for the summer season. They are now able to have a pool ready to open within days as opposed to weeks. This approach also has significant environmental benefit with less water wastage and is less damaging to the pool shell with no need for harsh cleaning and emptying which decreases the overall life of the infrastructure. With the success of the trial, they have adopted this approach across all of their pools.
- Indigo determined to progressively install solar heating and pool blankets at all of its pools since the successful 2016/17 trial in Rutherglen.
- Beechworth and Yackandandah had solar heating installed prior to the 2017/18 season. Beechworth IGA donated a blanket to Beechworth pool to support the program.
- Implementation of the pool blanket at Rutherglen reduced operational overheads, including water consumption, as the pool did not require draining at the end of the season. It has also introduced and ability to extend the season if required and/or open the pool quickly if required.
- The 2016/17 season extension (refer below in operations and attendance) was supported by maintaining the pool water during the off season and the introduction of a pool blanket. This also minimised the need to empty and clean the pool, reducing commissioning labour and utility costs (water costs were reduced by 39% and electricity costs were reduced by 20%). This practice has continued this season.

#### **Operations:**

- In 2016/17 Beechworth, Tangambalanga and Chiltern Pools were open from 12 November 2016 - 13 March 2017. Yackandandah Pool was open from 12 November 2016 - 24 March 2017, with the last two weeks opening for early morning swimming only.
- Rutherglen Pool trialled an extended season and was open from 15 October 2016 - 10 April 2017.

#### **Attendance:**

The table below provides a summary of attendances for operation of Indigo Shire swimming pools for the 2016/17 season, with comparisons to previous seasons:



**Table 57 Indigo Pools Attendances**

Pool	2012/13	2013/14	2014/15	2015/16	2016/17
Beechworth	13,036	15,578	15,518	12,375	11,679
Chiltern	3,694	5,144	5,636	5,636	5,098
Rutherglen	9,514	12,032	7,010	7,270	9,915
Tangambalanga	3,737	4,660	4,546	5,435	4,117
Yackandandah	6,810	8,494	8,715	8,310	6,489
<b>TOTAL</b>	<b>36,791</b>	<b>45,908</b>	<b>41,425</b>	<b>39,026</b>	<b>37,301</b>

In the 2016/17 season, Indigo Shire ran a trial season extension of the Rutherglen Swimming Pool for early morning swimming. The pool was open an additional eight weeks (four weeks either side of the main season) and was very well received.

Rutherglen pool attendance was up 30%. During the first four weeks of the extended season 13 ‘early season memberships’ were purchased and 95 other/casual swims were purchased.

During the last four weeks of the extended season 13 ‘late season memberships’ were purchased and 133 casual swims were purchased. The attendance figures for this four-week period was 303. The pool received an additional \$2,627.20 in income during these eight weeks. The approximate running costs (labour, chemicals, water, and electricity) for the Rutherglen pool during an eight-week period is approximately \$5,000. As a result, the cost to Council was approximately \$2,500.

#### Operating costs<sup>1</sup>

The following provides an overview of the cost of operation of the Indigo Shire Pools. It provides comparison between the previous management and the 2016/17 implemented shared service/hybrid model.

**Table 58 Indigo Pools operating costs**

Financial year:	2015/16	2016/17
<b>Pools Income</b>		
Beechworth Pool	42,214	43,632
Rutherglen Pool	30,243	29,939
Yackandandah Pool	25,531	20,903
Chiltern Pool	21,412	18,120
Tangambalanga Pool	18,619	13,701
<b>Total income</b>	<b>137,758</b>	<b>126,295</b>
<b>Expenditure</b>		
Beechworth Pool	108,246	88,561
Rutherglen Pool	92,033	87,170
Yackandandah Pool	82,718	69,600
Chiltern Pool	77,688	67,718
Tangambalanga Pool	89,344	58,930
Cyclical Maintenance (all pools)	19,892	14,717
<b>Total expenditure</b>	<b>438,274</b>	<b>371,979</b>
<b>NET TOTAL:</b>	<b>320,408</b>	<b>260,400</b>

#### New management and blanketing cost efficiencies:

- Expenditure on water, chemicals, electricity and internet/phone reduced from \$113,394 in 2015/16 to \$82,328 in 2016/17. There was a 30% saving in utilities and chemical costs in 2016/17, equating to \$31,066.
- In 2016/17 Indigo Shire ran the pools for \$60,008 less than 2015/16. The savings were attributed to reporting significant water leaks to North East Water and the application of efficient management practices of the pools.

<sup>1</sup> Source for all financial performance data: Council reports 30/5/17





- The salary savings for this year were approximately \$30,000 as a result of labour cost savings and improved rostering efficiencies.

An increased ratio of lifeguards was also achieved, two lifeguards were rostered on more often than the previous season.

- The 2016/17 season saw a reduction in the Council subsidy per visit from \$7.70 in 2015/16 to \$6.98 in 2016/17 (as at 9/5/17).

### 5.6.2 Strathbogie Community Pools Reference Group Project Report Feedback

Otium Planning group attended a meeting of the Strathbogie Community Pools reference group on the 18<sup>th</sup> April, 2018 to present an overview of the Community Pools Strategy and the key actions identified. Committee members were asked to provide any feedback they might have by April 27, 2018 for presentation to Council alongside the draft strategy.

Responses were received from:

- Avenel Pool Working Group
- Euroa Pool representative - Felicity Edwards
- Euroa Pool representative - Tiffany Ellis
- Nagambie Pool representative - Michelle Kettels
- Violet Town Pool representative - Nick Bradley

The comments provided by reference group representatives were supportive of the overall direction proposed in the Strathbogie Pools Strategy.

The feedback provided fell into two overarching categories - Strategic issues and recommendations for all pools, and recommendations/priorities for one of the individual pools.

A summary of the issues and feedback received is provided within these two categories can be found in appendix 8 of this report.

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## 6. Strategic Context - Strategic Document Review

The future vision and directions for Strathbogie Shires Community Pools needs to be considered within the local strategic planning context.

A key principle underpinning this project is to support and corroborate existing strategic visions and development plans.

Provision of and access to quality local swimming pool facilities contributes to:

- A sense of local community
- Community health and wellbeing
- A place for community connection, events and activities
- Civic pride

Renewed and/or upgraded community pools will ideally contribute to:

- Civic pride and engagement
- Community development, health and wellbeing
- Local business, economy and economic development
- Local and regional tourism

Seven documents with particular importance to Strathbogie Shire's Community Pools and their local social, health and economic contribution have been identified and reviewed for this project.

They are:

- Strathbogie Shire Council Plan 2017 - 2021
- Euroa Community Action Group Action Plan 2013 -2017
- Nagambie Action Plan 2014 - 2017
- Avenel Action Group Community Plan 2014
- Violet Town Community Plan 2014 - 2018
- Violet Town Recreation and Market Precinct Master Plan
- Nagambie Recreation Reserve Development Plan

All of these documents articulate a vision, goals, recommendations and/or research that supports or are supported by the Community Pools Strategy. The full document review notes can be found in **Appendix 5**.



## 7. Aquatic Facility Trends

The following summary of general leisure trends impacting on people and their demand for recreation, sport and leisure activities and in particular aquatic facilities has been developed using a range of aquatic facility feasibility documents.

General Leisure trends impacting on aquatic leisure facilities design, facility components and user attraction include:

- ***A gradual ageing of the population.*** As life expectancy increases, birth rates stay low and the “baby boomers” of the 1950s and 1960s grow older. This is placing a new demand on providing programmed hotter water areas as well as pools suitable for therapy and older adult exercises. It also means it is essential to have a range of pools with different water depths and temperatures.
- ***Flexibility in the times when people recreate.*** As demands on people’s time increases and work practices change people are seeking to take their recreation at different times, over a broad spread of hours and at facilities that offer a lot of activities under the one roof. Indoor pools and health and fitness facilities are particularly attractive and getting easier to use as many are open 12 to 16 hours, 7 days a week
- ***Increased variety in recreation and leisure options.*** People’s leisure and recreation options are changing towards newer more varied activities offered over a greater range of timeframes compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multi-use facilities to attract a broader range of users as well as multiple water areas to meet different needs at the one centre.
- ***Constraints to recreation and leisure participation.*** Lack of time, lack of facilities close by, family and work constraints, health problems and cost of service or use of facilities are the main constraints to many people’s recreation and leisure participation. The development of targeted markets of users, programs and services at aquatic and health and fitness centres has assisted in reducing some of these participation constraints
- ***Changing employment structures, trading and work hours.*** These trends often makes participation in traditional sports difficult and therefore 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 indoor pools attractive as their long opening hours and days open means usage can be made in a wide range of social, training, competition, educational settings.
- Different people want different activities. The broadening different cultural, age, 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. All year-round indoor aquatic facilities also provide the greatest diversity of activities throughout the different seasons impacted by an areas local weather.
- ***Provision of high standards and quality of facilities and services.*** People are 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 leads to indicating that building low standard, low cost facilities will not attract the maximum user market.



- **Desire for activities to be affordable.** The development of multi-purpose 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 low to encourage use whilst seeking users who want special services to contribute at a greater level to the cost of such activities.
- **Recognition of strong links between physical activity and health.** Preventative health care and active lifestyles are very important to many people's aquatic and health and fitness activities are becoming a large part of people's activity choices.
- **Expectations of equity and access.** Today's society expects people with special needs to be catered for in public aquatic and leisure facilities. This has seen improved design features to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all different abilities, physical condition and skill levels.

### 7.1.1 Specific Aquatic Facility Trends

Specific Aquatic Facility Trends that are impacting the provision of facilities:

#### i. Aquatic Facility Trends and Main User Markets

Traditionally many local authority aquatic leisure facilities were built for specialist or limited market users (i.e. competitive swimmers or high-level sport participants). Detailed planning and comprehensive feasibility studies now are able to show more targeted user profiles.

Such studies usually identify the demographic profile of residents in the project area, their current aquatic and leisure participation patterns and use of surrounding aquatic facilities that provide a sound base for more user friendly facilities that cater for the following key markets.

- **Recreation and Leisure Market** - usually made up of families, people coming with friends and groups for fun, relaxation, social activity and low-level competition/participation.
- **Competitive/Training/Fitness Market** - usually made up of people predominantly attending facilities alone for structured fitness or competition activities.
- **Education Market** - usually made up of children and adults wishing to increase water safety and survival skills. Includes Learn to swim classes, school and club use and individuals improving their skills and techniques. They require hot water pools and water depths with some straight edges and easy water access etc.
- **Health and Therapy Market** - usually made up of children, adults and older adults wanting to relax or exercise in hot water. This market also includes specialist health condition groups such as arthritis, asthma sufferers, etc. They require hot water pools and associated health relaxation areas, i.e. Spa/saunas, etc.

Research indicates that the recreation and leisure market will be the largest as it contains people of all ages, ability, types, interest and gender. The competitive/ training/fitness market is a more specialist market as it usually contains younger, fitter and more active people who have made time to train and compete.

Previous research conducted by the Otium Planning Team indicates that in many cases 60% to 70% of facility users come from the recreation/leisure sector with 20% to 30% coming 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.

#### ii. Health and 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 high expense recovery returns, with many centres returning 125% to 180% of expenditure. 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.

### **iii. Leisure Play Equipment**

Changing static shallow water areas into water play and fun zones is one of the most popular renovations. This can be done by adding simple play equipment, water sprays and interactive equipment to existing pools. Added to this is the option to introduce inflatable play equipment to allow the area to be changeable.

### **iv. Rural Aquatic Facilities**

Many regional Councils are currently trying to determine the appropriate level of aquatic service provision as a result of ageing infrastructure and escalating operating subsidies required to support often multiple pools across the Council area. Many of the pools are starting to reach the end of their useful life and in some cases have declining participation. The cost to upgrade the facilities is often financially prohibitive resulting in limited funds being available to improve the facilities to meet community need and expectations. In some cases, Councils have determined to rationalise some of the outdoor pools and provide one centralised facility to current contemporary standards.

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## 8. Facility Management - options review

A requirement of the Strathbogie Community Pools Strategy is to review management model options and recommend a preferred model for the management of the pools into the future.

This section provides a review of a number of four management models that are used by local council's to manage their outdoor pools.

### 8.1 Current Community Pool Management

As identified in the operational review of each of the individual pools, Strathbogie's pools are currently managed through operational contracts with external contractors. Under these contracts, Council retains responsibility for asset maintenance and management.

### 8.2 Outdoor Pool Management Models

There are a number of management structure options Council could consider for the future management and operation of its outdoor swimming pools. The option that is assessed to be most appropriate will depend on the social and financial outcomes required for the facilities.

A review of the potential management models that Councils currently use for the management of their outdoor pools has been undertaken. The table below provides a description of each model and the advantages and disadvantages of each.

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**Table 59 Management Model Options**

Management Model	Description	Advantages	Disadvantages
<b>Internal Management:</b> <i>Council in-house management</i>	<p>This is a traditional model where Council directly operates and manages the facilities. It employs a facility manager and associated staff and is responsible for all aspects of the facility's operation including operating policies, financial performance and asset maintenance.</p> <p>This management model allows Council full control of operations, pricing, programming, asset management and staffing.</p> <p>In some cases, a management or advisory committee may be established to help with policy development and to ensure community involvement in management decisions. In Strathbogie's situation, this would likely be the various 'friends of' groups.</p>	<ul style="list-style-type: none"> <li>▪ Council would have complete control over facilities operations</li> <li>▪ Payment of management fee/subsidy is not required</li> <li>▪ Separate contract supervision is not required</li> <li>▪ Most suitable option if there is a need to provide social services/programs that may need financial support.</li> <li>▪ Council provides administrative support for centre operations including financial services, human resources, IT, OH&amp;S, building maintenance etc. and all services are currently available within Council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council will have to cover cost of staff and Council salary rates are generally higher than those of external contractors.</li> <li>▪ Council would need to employ additional staff for fulfil these roles as currently appropriately experienced pool management resources are not on staff</li> <li>▪ Council retains responsibility for asset maintenance and management</li> </ul>
<b>External Management:</b> <i>Professional facility management contractor (as per existing arrangement)</i>	<p>This model is where Council contracts or leases out management rights of the facilities to either a professional contract management company or an individual to operate all facilities. This is usually done through a contract for an agreed term and set of conditions that bind each party.</p>	<ul style="list-style-type: none"> <li>▪ Contractor will have specialist facility management staff and ability to call on additional resources to meet peak demands</li> <li>▪ Council has no day-to-day administrative responsibility</li> <li>▪ Council has minimal financial risk</li> <li>▪ Contractor may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment</li> <li>▪ Broader community benefits sought by Council are (must be) specified in the contract/agreement</li> <li>▪ Operating costs are the responsibility of the contractor/operator Council may be responsible for asset renewal costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited interest by current industry providers</li> <li>▪ Less immediate control of facility</li> <li>▪ Will require payment of a management fee/operational subsidy</li> <li>▪ Council will need to monitor contract compliance and delivery of specified outcomes</li> <li>▪ The contractor will generally retain any operational profits</li> <li>▪ The degree of control that the Council has over centre operations is limited by the way the agreement is structured</li> <li>▪ Council usually retains responsibility for asset maintenance and management</li> </ul>



Management Model	Description	Advantages	Disadvantages
<b>Committee Management</b> <i>Established to run the facility</i>	Council may appoint an Incorporated Committee of Management, for the operation of the swimming pools. A detailed charter would be established for the Committees that sets out the role and responsibilities for each party. Usually the committee is made up of volunteer community members.	<ul style="list-style-type: none"> <li>▪ Council has no day-to-day administrative responsibility</li> <li>▪ Broader community benefits sought by Council must be specified in the Committee of Management Charter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Committee members are not necessarily experienced facility managers</li> <li>▪ Relies heavily on volunteers who may not have the necessary skills to manage the facilities, with increasing accountability and regulatory responsibilities to manage a major community asset</li> <li>▪ The Committee retains operational profits. However, Council is usually required to provide an operational subsidy</li> <li>▪ Council retains responsibility for asset maintenance and management</li> </ul>
<b>Internal/external hybrid model</b> E.g. Indigo Shire and Momentum One Shared Services Pty Ltd	<p>Council directly operates and manages the facilities. It employs a facility manager and a specialist HR company provides staff engagement and IT solutions for the pool operations and engages staff under the Fitness Industry Award.</p> <p>Council is responsible for all other aspects of the facility's operation including operating policies, financial performance and asset maintenance.</p> <p>This management model allows Council full control of operations, pricing, programming, asset management and staffing.</p>	<ul style="list-style-type: none"> <li>▪ Council would have complete control over facilities operations</li> <li>▪ Payment of management fee/subsidy is not required</li> <li>▪ Separate contract supervision is not required</li> <li>▪ Most suitable option if there is a need to provide social services/programs that may need financial support.</li> <li>▪ Supports and resources the introduction of new technology (rostering, point of sale etc.) and the outsourcing of labour provision which can lead to service improvements/efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council will have to cover cost of some internal staff (less than full council management model)</li> <li>▪ Council will need to manage the relationship/contract with Specialist HR company.</li> <li>▪ Council retains responsibility for asset maintenance and management</li> </ul>



## 9. Strategic Plan Recommendations

Comprehensive local and industry research and consultation, local pool inspections and performance reviews has been completed to inform development of a strategic plan for Strathbogie Shire's community pools.

This section of the report provides summary and recommendations from the research, consultation, inspections and reviews.

It arranged under a number of key headings that relate to the themes that emerged during the course of this project.

### 9.1 Vision, Purpose and Value

There is desire for each of the pools to have its own distinct look and feel and provide a different experience. This might encourage people to travel to different pools for that different focus and feel. The common aspect of the vision for each pool is that they should be community meeting places, places to have fun for family and friends

All four pools are valued. Violet Town and Euroa are much more highly utilized than the others suggesting that currently, they are more valued

The pools are primarily providing a place to cool off with some limited programming. Violet Town is the exception in terms of programming (refer below).

### 9.2 Management - scope of service

Management was identified as being critical to the success of the pools in attracting locals and visitors and for the pools being a fun, inviting place for community, family and friends to gather, meet and cool off in the summer. There were a number of specific elements that were considered to be critical to successful local pool management that, with the exception of Violet Town, are not currently being delivered as part of the management specification. In summary, the pools management must:

- Provide broader service than just opening the gates and rostering lifeguards, although of course provision of a safe and properly supervised environment remains a critical component of service
- Be engaged and connected with the local community
- Work proactively with and support local community groups such as the friends of groups, to plan and deliver community events and activity programs at the local pools
- Plan and facilitate delivery of programs at the pools that support Council's health and wellbeing strategies and actions
- Encourage activities that build and promote local community connection, health, fitness and wellbeing
- Work with local organisations, including (but limited to) schools, aged care facilities and community centres to provide aquatic safety, swimming and fitness and wellbeing programs and activities



### 9.3 Management model

A number of management models were identified during the course of this project including:

#### Internal Management:

- **MODEL 1: Council in-house management** (E.g. Murrindindi Shire Council). Council directly operates and manages the facilities.
  - Employs a facility manager and associated staff and is responsible for all aspects of the facility's operation including operating policies, financial performance and asset maintenance
  - Allows Council full control of operations, pricing, programming, asset management and staffing.
- **MODEL 2: External Management** (E.g. Strathbogie Shire). Management rights are contracted or leased out to a professional contract management company or an individual to operate all facilities to operate the facilities.
- **MODEL 3: Committee of Management** (E.g. Murchison Swimming Pool - City of Greater Shepparton). An Incorporated Committee of Management is appointed by Council to operate the swimming pool. A detailed charter would be established for the Committees that sets out the role and responsibilities for each party. Usually the committee is made up of volunteer community members.
- **MODEL 4: Internal/ external hybrid model** (E.g. Indigo Shire with Momentum One Shared Services Pty Ltd).
  - Council directly operates and manages the facilities, responsible for all other aspects of the facility's operation including operating policies, financial performance and asset maintenance. It employs an on staff facility manager to coordinate rostering and program planning
  - Specialist HR company provides staff engagement and IT solutions for the pool operations. Staff are engaged under the Fitness Industry Award delivering staffing cost savings.
  - Allows Council full control of operations, pricing, programming, asset management and staffing.

As outlined above (12.2), management has been identified throughout this project as being critical to the pools being well attended and highly valued by local communities.

The consultation and research process has found that the pool with the most successful management model is the Violet Town pool. Its success is in large part attributed to the current contractors for that pool who are local residents and are also active and involved as volunteers both at the pool and more broadly in the town. In collaboration with the community, they have provided programs, activities and equipment at the pool making it an attractive, fun destination to go to - a combination that has supported development of a highly successful outdoor aquatic facility that embraces and is supported by the community.

Into the future, if the community's associated with each pool are to realise their aspirations for all the pools (and for Violet Town to continue) to be focal points of summer time community gathering, places that attract all ages, then the management model needs to support delivery of these sorts of outcomes.

An increased level of service is required than is currently being delivered under the contractual arrangements in place. In particular, the requirement for management to work with, support and be supported by the community and, to provide and/or facilitate programming is essential.

It would be possible for all of the models identified to achieve these outcomes, however it is considered that of these, MODEL 1: Council in-house management and MODEL 4: Internal/ external hybrid model are better placed to deliver the required outcomes.



As identified, it is unlikely that a contract (MODEL 2: External Management) for the Strathbogie Pools would attract much interest from industry contract providers, or if a provider was attracted, it is likely they would require a significant management fee.

MODEL 3: Committee of Management Limited is considered a high-risk option as it gives Council the least influence over management and there are only a limited number of community pools that are successfully managed by committees of management. Councils are typically moving away from this model because of the risk/difficulties.

MODEL 4: Internal/ external hybrid model offers an advantage over MODEL 1 in that staffing costs are considerably (perhaps 20-25%) lower than a direct employment of all staff model. Indigo Shire's experience over the 2016/17 and 2017/18 seasons suggests that this is an efficient model that gives Council maximum capacity to work in collaboration with local communities for the sustainable future of community pools. Model 4 requires Council directly employing a pools coordinator whose role would focus on program and community development at each of the pools.

#### **Recommendation:**

1. It is recommended that Council consider implementation of an internal/external hybrid management model for its community pools.

### **9.4 Programming and activities to build patronage and revenue**

Provision, support and encouragement of programming, events and fun activities is considered critical to improving attendance at the pools. Programming as a means of activating the pools and attracting and engaging community was raised in every community consultation process.

It is also apparent that provision and support of programming needs to be incorporated as an expectation of whichever management model Council elects to move forward with.

With the exception of Violet Town Pool, the programming at Strathbogie Shires pools is currently minimal. Violet Town pool was consistently identified as being a very successful model where the management and community has proactively provided programming and activities making the place attractive to attend, providing a reason to attend and building a strong community ownership and loyalty for the pool.

In addition to programs and activities, Violet Town has also invested in the purchase of pools toys that people attending can use in and around the pool. The toys increase the fun and provide opportunities for water play. They also provide a point of difference and a reason to visit.

A desire to have available a 'pool' of toys some larger, some smaller that could travel around the pools to provide 'changing experiences' and be a key attractor to the pools was expressed throughout the consultation.

Proactive, strategic programming will improve the relevance and attractiveness of the pools.

A successful program needs to include both formal programs and activities such as learn to swim and less regular and/or structured activities and events such as games and swimming toys in the pools and community events such as barbeques.

Activities and programs that should be considered to build pool relevance, attractiveness, patronage and revenue includes:

- Pool management (whichever model is preferred) to, as part of its service, provide, support and encourage programming, events and fun activities at the pool. This can include be not be limited to:
  - Work with local swim teachers/schools to build programs at the local pool
  - Work with local schools to run their swimming lessons and/or swimming carnivals from their local pool and/or the Euroa pool as the local swimming carnival destination!



- Work with local community 'friends of the pool' group to support them to provide community programs and activities at the pool. This may include assisting with public liability insurance and provision of additional lifeguards.
- Purchase inflatable pool toys (feature and smaller) to be moved around the pools. This will enable different experiences at each of the pools.
- Purchase swimming equipment such as kick boards and flippers for use around the pool.

**Recommendation:**

It is recommended that:

1. Provision and/or facilitation of programming at the pools be a core pool management function into the future.
2. Pool toys be purchased for use at each of the pools to enhance the fun and waterplay aspects of the local pool experience.

## 9.5 Fees and charges

The current policy to provide free passes to rate payers is understood anecdotally to have increased the patronage of Strathbogie Shire's pools, however a number of people raised concern about the free policy during the consultation as follows:

- The pool should be equally accessible to all local residents not just those who can afford to buy property
- If Council wishes to promote healthy active lifestyles for residents, then this should be for all residents
- People who can least afford access to the pools should be encouraged and facilitated and not discriminated against by being ineligible for free entry
- Providing free entry passes de-values the pass and the pools. People have less respect/regard for the facilities and the services if they don't pay for them
- The majority of pool users are non-fee paying, so there the amount of income generated for the pools is very limited
- As things currently stand, the number of fees collected is so limited that it is almost more cost to collect them than not collect at all
- Violet Town Pool has the highest fee collection levels. This indicates that if the pool and its activities are worth visiting, people will pay to get in

The benchmarking undertaken for this project demonstrates that all other Councils are charging fees for entry into their pools and are able to generate some income to contribute to the overall cost of provision of the service. It is considered that improvement to the programming, management and physical environment of the pools as is recommended in this report will provide the community and visitors with 'a reason to want attend', will increase the value of attending the pool and is reasonable justification for reintroduction of fees.

**Recommendation:**

1. It is recommended that Council reintroduce fees for entry into the pool to coincide with the recommended improvements to the programming and management services and physical improvements to the environment.



## 9.6 Open hours

Capacity to vary the pools hours of operation in response to local demand and/or to better match user patterns, particularly once school holidays finish was a consultation theme. The pools being open at times when very few people use the pools but then closed at times when people would want to use the pools.

Indigo Shire's approach to 'trial at one pool if the request is reasonable and seems justifiable and, if successful adopt at that pool and trial at the next' has been a successful method of implementing community requested change. They have varied their pool opening hours, for example to introduce early morning lap swimming, using this method.

### Recommendation:

1. It is recommended that Council take a more flexible approach around the core opening hours for the pools and consider, where there is sufficient local demand a trial approach to varying local pool opening hours. This flexibility will need to be built into the management specification.

## 9.7 Water temperature

There is demand for warmer water, particularly in Euroa and Avenel.

Survey results indicate that a number of people are travelling to Seymour, Shepparton and Benalla for year-round access to indoor, warm water and learn to swim.

This project did not find sufficient demand to justify development of an indoor, warm water pool in Strathbogie, however provision of warmer water at the pools would improve the use and functionality of the pools by a number of groups, particularly older adults.

The experience at other similar outdoor pools (refer Benchmarking, Section 5.6) is that heating the water has improved the use and functionality of the pools.

### Recommendation:

It is recommended that:

1. A cost benefit analysis be undertaken to determine if a solar heating trial at Euroa Pool is feasible.
2. Depending on the outcome of the feasibility of a solar heating trial and possible subsequent trial at Euroa Pool, that solar heating feasibility and trial at other pools be considered.

## 9.8 Water/pool management

Strathbogie Shire currently follows a practice of not covering the pools over winter and then emptying, cleaning and refilling the pools as part of the preparation for the swimming season.

Feedback through the community consultation process indicates that there is strong support for blanketing or covering the pools over winter, enabling the water to remain cleaner and preserving and treating the water in preparation for the swimming season.

Murrindindi Shire and Indigo Shire introduced winter covering of their pools as part of their pool/water management regime in recent years. Their decision to begin blanketing was reportedly made for environmental and sustainability reasons - to conserve water and preserve the pool shell for longer.

Both Councils have reported significant savings in their water charges. Indigo reported that their decision to conserve water over winter has meant that the cost of preparation for each season has reduced as it takes less than a week to have the water ready for swimming compared to a number of weeks previously. This improved efficiency has given them the ability to open the pool earlier (pre normal season) if required.

Industry review indicates that over winter blanketing and conservation of the water is an accepted standard approach. Industry experience indicates that it is more cost efficient, water saving, better environmental practice. Not allowing the pool to become so dirty means that the cleaning process is not so harsh and, not emptying the pool prolongs the life of the pool shell as emptying places additional strain on the shell.

Feedback from Council officers through this project indicates that they would be reluctant to adopt this approach to water management as the practice of not covering, emptying and refilling annually provides an opportunity to check the soundness of the pool shell.





**Recommendation:**

1. It is recommended that Council conducts a trial of covering one pool over winter to gauge the local impact of changing this long-standing practice, with a view to progressively introducing across the pool network if successful.

## 9.9 Marketing/ Promotion

Strathbogie Shires swimming pools suffer from a lack of profile. Consultation feedback indicates that many people are unaware of the pools and what they have to offer.

**Recommendation:**

1. It is recommended that a Community Pools marketing plan be developed to complement/enhance local 'friends of' communications about the pools and to improve overall community awareness of the pools and their activities and, to build loyalty and interest in the pools. Ideally the plan should also provide ongoing information about the proposed improvements to the pools encouraging people to 'come back' to the pools.

## 9.10 Access and transport

The lack of accessibility is an important issue at all of the pools. Currently none of the pools are able to provide access to the water with people with mobility issues. On a more basic level however, the pathways/concourses between carparks and around the pools surrounds is generally poor and needs to be improved.

Feedback from young people was that transport and being able to get to the pools is an issue for a lot of kids that live out of the towns.

**Recommendation:**

It is recommended that:

1. Improvement of universal access in and around the pools be a priority in a program of renewal and upgrade of the pools.
2. Council explore options to develop transport and access services to attract and support young people and others in the community with transport issues being able to get to and use the pools.

## 9.11 Physical environment

This project has identified that all four pools have aging infrastructure with substandard amenities including:

- Cold showers
- Roofless change rooms
- Cracked and loose tiles
- Lack of shade
- Cracked concourses
- No disability access
- Lack of supporting infrastructure (old tables, chairs etc.)
- Cold and deep (at some pools) water

The design of pools does not support the leisure market

- All formal rectangular pools
- Lack of alternate activity amenity. e.g. bball rings, bbq's etc.

**Recommendation:**

1. It is recommended that Council adopt a program of renewal and upgrade of the pools to improve physical environment of the pools and make them more attractive, comfortable and relevant into the future.

The following section of this report provides strategic development plans for each of the pools.



## 10. Strathbogie Community Pools - Strategic development plans

The market research and consultation process identified that the majority of aquatic facilities are highly valued as key community recreation assets by Strathbogie residents. The facilities offer a range of recreation and education based (learn to swim) programs and services that assist residents to participate in active and healthy lifestyles. The key message received through the consultation process is that the facilities are “tired” and are in need of an upgrade and refurbishment to ensure they continue to meet the needs and demands of people of all ages across the Shire.

The proposed strategy is based on providing a network of integrated and complementary aquatic facilities and services across the Shire. The future direction for the facilities recognises the unique characteristics of each facility and the community it serves.

The identified actions, priorities and timing of the strategy are mindful of the significant capital cost required to operate and upgrade the facilities in line with the identified community need and the financial capacity of the Council to undertake the works. A range of potential external funding opportunities have been identified as options for Council to further consider as part of a funding strategy.

The overarching aims of the strategic plans are to:

- Encourage increase child and youth entries by:
  - Adding leisure water, play and fun water features at facilities
  - Improve and update facilities
  - Refurbish the outdoor pools and grounds at all pools
  - Add complementary activity features
- Improve the overall amenity and accessibility of facilities. Upgrade and refurbish the:
  - Male and female change rooms
  - Entrance foyer area
  - Car parking areas
  - Connecting paths from car park to entrance
- Upgrade and improve the point of entry to facilities and creating a stronger linkage to adjoining open space areas
- Improve the overall amenity of facilities by developing landscape designs for each site to include/review shade, seating, BBQ's, tables, lighting, paving and soft landscaping
- Accept that individual adult swimmers are normally more attracted to indoor heated pools
- Encourage increase adult visits by:
  - Improving family friendly features
  - Improving services, amenities and relaxation/social areas

The proposed works, capital cost and indicative implementation programs for each of the pools is outlined in the following sections.



## 10.1 Avenel Pool Strategic Development Plan

Avenel pool currently has the second lowest usage of the four pools and so needs to improve its usage to make it sustainable in the longer term.

The facilities are basic and the services provided are minimal. It is therefore proposed that with the introduction of management that will work with community to develop programming and activities for the pool and incremental improvement of pool facilities, Avenel should see its community popularity increase.

The proposed strategy is for the focus at Avenel Pool to:

- Encourage/attract family/social market
- Be a multi-generational community place

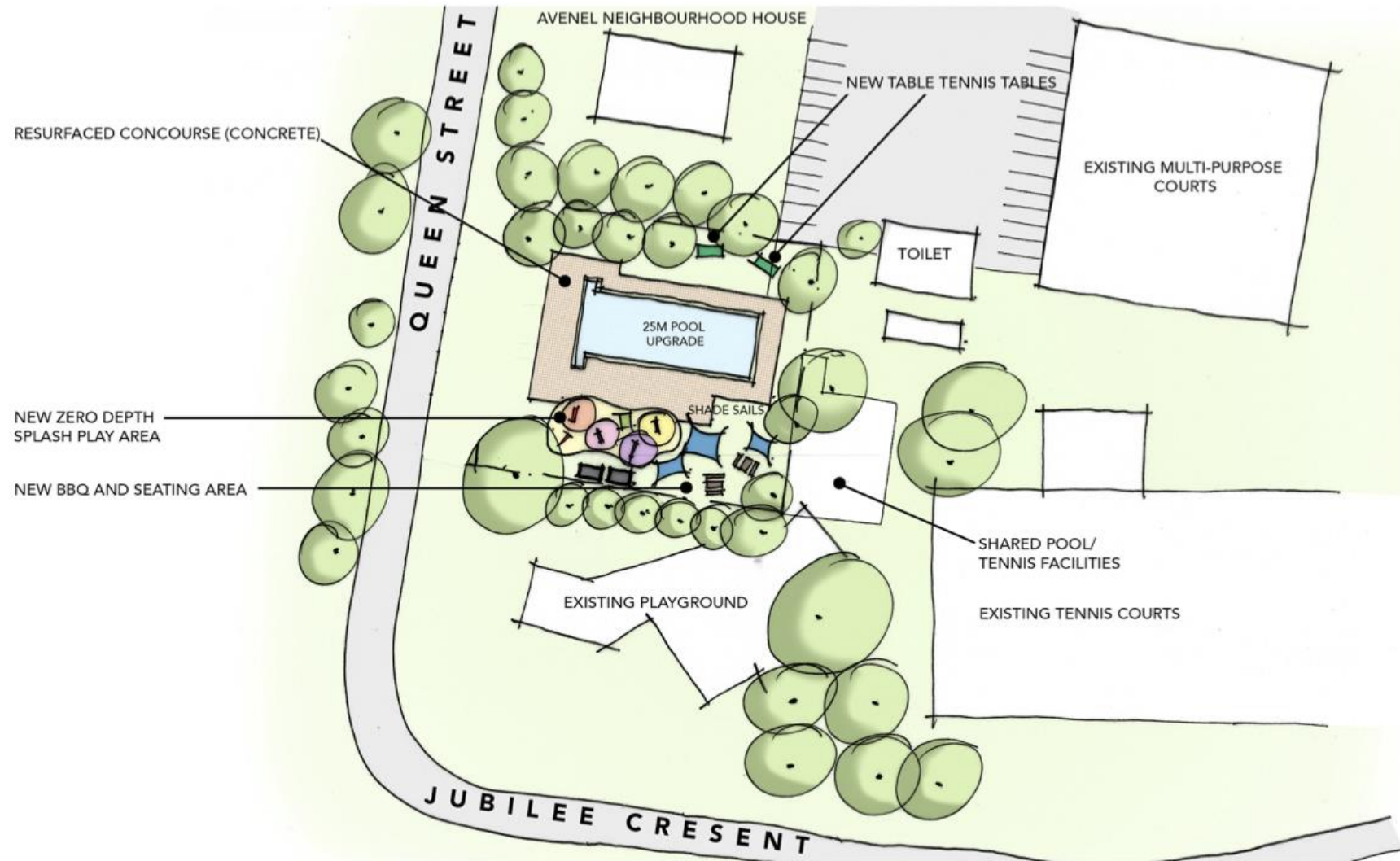
The recommended works to be undertaken include:

- Improve overall amenity and accessibility
- Formalise car parking areas and develop connecting paths from car park to entrance
- Install shade sails, seating, BBQ's, tables, lighting, paving and soft landscaping to improve overall amenity
- Add family friendly features/appeal by adding feature to encourage relaxation and socialising
- Install informal leisure features to attract older children & teenagers
- Replace/retrofit toddler pool with shallow or zero depth free form splash decks with water sprays, bubblers and low level water play equipment
- Upgrade entry and reception areas to improve the overall look and amenity of the facility
- Purchase pool toys that could be moved around each of the pools
- Options: Allow to install a pool lining to extend the useful life of the pool or, replace the pool shell in the future
- Replace grass around pool (must be soft and comfortable - no prickles)
- Investigate options for solar heating

A concept design that provides for these elements has been prepared by Peddle Thorp Architects.

A high-level cost plan based on these works has been prepared by Turner and Townsend - Quantity Surveyors to provide an indication of likely cost of these works. A full copy of the QS report is provided in appendix 7.

A strategic implementation plan is provided in Table 60 below.



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**STRATHBOGIE AQUATIC STRATEGY**  
CONCEPT

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Table 60 Avenel Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/Priorities
Stage 1	<ul style="list-style-type: none"> <li>• Upgrade entry building to improve overall look and amenity</li> <li>• Reline existing pool</li> <li>• Purchase pool toys and equipment</li> </ul>	\$525,050		Short (Year 1-4)
Stage 2	<ul style="list-style-type: none"> <li>• Build splash park/water play area to replace old toddler pool</li> <li>• Install new shade sail over water play (remove old sail)</li> <li>• Construct formalised carpark</li> <li>• Install new front entry pavements</li> <li>• Install table tennis table (teenage play elements)</li> <li>• Replace turf (new lawns) and plant trees/landscaping</li> <li>• New BBQ &amp; picnic facilities</li> <li>• Furniture and fittings</li> </ul>	\$740,190	SRV Small Aquatic Projects funding (SRV \$2:\$1 local)	Medium (Year 5-8)
Stage 3	<ul style="list-style-type: none"> <li>• Install solar heating</li> <li>• Review pool performance to determine if pool shell replacement can be justified</li> <li>• Demolish and remove existing 25m pool (not included in costing)</li> <li>• Replace 25m pool shell, finishes and plant (not included in costing)</li> </ul>	\$193,000		Long (Year 9-10+)

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## 10.2 Euroa Pool Strategic Development Plan

Euroa Pool is Strathbogie's largest and only 50 metre pool. It has the second highest attendance rates of all the pools, however it currently suffers from having very basic and tired amenity in and around the pool. The community also identify it as being particularly cold and this is likely exacerbated by the very deep (former) diving pool at one end. Young people identify that it has little to attract or keep them there.

However, given its size, available grounds and location, the potential is for it to be Strathbogie's premier aquatic venue and have a particular focus on school carnivals and swimming education. It is proposed that with the introduction of management that will work proactively to work with shire schools, develop programmes, community events and activities for the pool and incremental improvement of pool and its grounds, it can increase use and build its shire wide market.

The proposed strategy is for the focus at Euroa Pool to:

- Proactively build its capacity as the school carnival and swimming education destination for Strathbogie Shire
- Encourage and attract a family and youth social market

The recommended works to be undertaken include:

- 2 pool shell options: Allow to install a pool lining to extend the useful life of the pool or, replace the pool shell in the future
- Upgrade male & female change rooms and toilets. Roof it and make more comfortable.
- Add informal leisure features to attract older children & teenagers. E.g. half-court basketball areas to encourage "pick up" games or outdoor ping-pong tables. Consider a climbing wall feature
- Replace/retrofit toddler pool with shallow or zero depth free form splash decks with water sprays, bubblers and low level water play equipment
- Upgrade entry, reception and change rooms areas to improve the overall look and amenity of the facility
- Improve universal access across the site:
  - Install disabled access hoist to shallow end of pool
  - Improve pathways and pool concourse around pool
  - Improve connecting pathways between carpark and pool entry
- Formalise the car parking
- Improve entrance to the facility. To be made more inviting and welcoming
- Install support/social infrastructure such as tables, seating and BBQ areas
- Add shade features (possible house colours) to support school carnival atmosphere
- Replace grass around pool (must be soft and comfortable - no prickles)

A concept design that provides for these elements has been prepared by Peddlethorp Architects.

A high-level cost plan based on these works has been prepared by Turner and Townsend - Quantity Surveyors to provide an indication of likely cost of these works. A full copy of the QS report is provided in appendix 7.

A strategic implementation plan is provided in Table 61 below.





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**STRATHBOGIE AQUATIC STRATEGY  
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**Table 61 Euroa Pool Strategic Implementation Plan**

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/ Priorities
Stage 1	<ul style="list-style-type: none"> <li>• Replace roof to existing male and female change rooms including new ceiling and lighting</li> <li>• Make good amenities after roof construction completed</li> <li>• Upgrade entry building to improve overall look and amenity</li> <li>• Reline existing pool</li> <li>• Add disabled access hoist to shallow end</li> <li>• Install Solar Heating</li> <li>• Resurface existing concourse [concrete]</li> </ul>	\$2,189,415	SRV - Better Pools Funding Program (SRV \$1:\$1 local)	Short (Year 1-4)
Stage 2	<ul style="list-style-type: none"> <li>• Build splash park / water play area to replace old toddler pool</li> <li>• Make good perimeter between splash and pool concourse</li> <li>• New shade sail</li> <li>• Remove existing shade</li> <li>• Reconfigure existing carpark with central access pathways</li> <li>• New House Colour Shades</li> <li>• New tiered spectator seating</li> <li>• Replace / new turf and plant trees / landscaping</li> <li>• New half-court Basketball area paving and backboard</li> <li>• New BBQ &amp; picnic</li> </ul>	\$2,178,425	SRV Small Aquatic Projects funding (SRV \$2:\$1 local)	Medium (Year 5-8)
Stage 3	<ul style="list-style-type: none"> <li>• New climbing wall</li> <li>• New table tennis tables</li> <li>• New shade sails</li> <li>• Demolish and remove existing 50m pool</li> <li>• Replace 50m pool shell, finishes and plant</li> </ul>	\$664,404- \$4,806,800		Long (Year 9-10+)



### 10.3 Nagambie Pool Strategic Development Plan

As identified in the operational review, Nagambie Pools usage level is very low. In 2016/17 Nagambie had just 2737 visitations.

While there is clearly a level of ongoing support and enthusiasm for the pool, its location was consistently raised as an issue. That is, most people felt that while it is a nice pool, it was in a poor location. Additionally, of all the pools, it has the least amount of support infrastructure so its capacity to attract people is perhaps more limited than the other shire pools.

A minimal range of works have been proposed for the existing Nagambie pool but it is proposed that over the next 5 years, with the inclusion of programming and community events, the pool should be given the opportunity to grow its patronage and popularity. It is proposed that its use and cost should continue to be monitored and if it continues to maintain low usage levels, that once the pool shell reaches the end of its natural life (approx. 2022/23), it not be replaced.

In order to give it the best chance of success into the future, it is proposed that the new management model for all the pools should include proactive programming and community development. This should be a consistent approach across all pools.

The proposed strategy is for the focus at Nagambie Pool to:

- Build local patronage and develop a local community flavor
- Monitor and assess the long term sustainability of the pool once some social features are improved/provided

The proposed works to be undertaken include:

- Retrofit toddler pool with low level water play equipment
- Upgrade entry and reception to improve the overall look and amenity of the facility
- Improve universal access
  - Improve pathways and pool concourse around pool
  - Improve connecting pathways between carpark and pool entry
- Improve the car parking and entrance to the facility. Create more inviting and welcoming entrance
- Provide the family/social features such as tables, seating and BBQ areas
- Add shade features
- Replace grass around pool (must be soft and comfortable - no prickles)

A concept design that provides for these elements has been prepared by Peddle Thorp Architects.

A high-level cost plan based on these works has been prepared by Turner and Townsend - Quantity Surveyors to provide an indication of likely cost of these works. A full copy of the QS report is provided in appendix 7.

A strategic implementation plan is provided in Table 62 below.



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**STRATHBOGIE AQUATIC STRATEGY  
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Table 62 Nagambie Pool Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/ Priorities
Stage 1	<ul style="list-style-type: none"> <li>Purchase pool toys</li> </ul>	\$3,800		Short (Year 1-4)
Stage 2	<ul style="list-style-type: none"> <li>Undertake a review to determine if usage has grown with introduction of new management and programming. If not, prepare report for Council to commence decommission</li> <li>Reline existing pool</li> <li>Resurface existing concourse [concrete]</li> <li>Build splash park / water play area to replace old toddler pool</li> <li>Make good perimeter between splash and pool concourse</li> <li>Formalise carpark</li> <li>New front entry pavements</li> <li>New shade sails</li> </ul>	\$1,031,110	SRV Small Aquatic Projects funding (SRV \$2:\$1 local)	Medium (Year 5-8)
Stage 3	<ul style="list-style-type: none"> <li>Replace / new turf and plant trees / landscaping</li> <li>New BBQ &amp; picnic facilities</li> </ul>	\$171,300		Long (Year 9-10+)

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## 10.4 NEW Nagambie Splash Park Strategic Development Plan

During the course of the consultation, the opportunity for Nagambie to have, as a point of difference, a water playground rather than a traditional pool, located on the Nagambie Lakes edge was raised regularly. It is understood that the recently formed Nagambie Lakes Public Parks Precinct Reference Group has also, as part of its preliminary discussions, discussed the potential for development of a splash park/water play area on the Nagambie Lakes edge. While the timing of groups formation has not made it possible for it to be formally consulted as part of this project, discussion with Council officers involved with the group indicates that the feedback received through this project aligns with the early discussions being undertaken by Nagambie Lakes Public Parks Precinct Reference Group.

For this reason, a concept design has been prepared by Peddlethorp Architects for a Buckley Park site that provides a water play feature incorporated into the boardwalk and picnic area. It is proposed that if developed, it would be an additional drawcard feature in this population location that would support local economic development and tourism planning.

A concept design that provides for these elements has been prepared by Peddlethorp Architects.

A high-level cost plan based on these works has been prepared by Turner and Townsend - Quantity Surveyors to provide an indication of likely cost of these works. A full copy of the QS report is provided in appendix 7.

A strategic implementation plan is provided in Table 63 below.

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**STRATHBOGIE AQUATIC STRATEGY  
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Table 63 NEW Nagambie Splash Park Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/ Priorities
Stage 1	<ul style="list-style-type: none"> <li>Detailed design and planning process</li> <li>Grant application preparation</li> </ul>			
Stage 2	<ul style="list-style-type: none"> <li>Build Splash Park / Water play and Wet deck area</li> <li>New shade sail</li> <li>New jumping pillow</li> <li>New adventure park equipment</li> <li>New table tennis tables</li> <li>New shade sail</li> <li>Replace / new turf and plant trees / landscaping New BBQ &amp; picnic facilities</li> </ul>	\$1,829,000	Building Better Regions Fund (Currently closed - grants of between \$20,000 to \$10 million. *	
Stage 3	<ul style="list-style-type: none"> <li>Nil</li> </ul>			

\* BBRF grant program to support projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas

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## 10.5 Violet Town Pool Strategic Development Plan

Violet Town Pool is the most popular and successful of all of the local Strathbogie Pools. Its key challenge will be the changeover of management at the end of the 2017/18 summer season when the current contractors plan to retire.

It is proposed that the new management model for all the pools should include proactive programming and community development. For Violet Town, this will be the continuation of a management approach that has been successfully in place for a number of years.

The proposed strategy is for the focus at Violet Town Pool to:

- Continue to embrace VT as a community meeting place
- Continue to encourage/attract a family and social market

The proposed works to be undertaken include:

- Install informal leisure features to attract older children & teenagers
- Replace/retrofit toddler pool with shallow or zero depth free form splash deck with water sprays, bubblers and low level water play equipment
- Upgrade kiosk area. Line ceiling, install air conditioning
- Improve universal access around the site:
  - Improve pathways and pool concourse around pool
  - Improve connecting pathways between carpark and pool entry
- Formalise the car parking
- Enhance entrance to the facility. Create more inviting and welcoming entrance
- Install social infrastructure such as tables, seating and BBQ areas
- Add shade features
- Replace grass around pool (must be soft and comfortable - no prickles)

A concept design that provides for these elements has been prepared by Peddlethorp Architects.

A high-level cost plan based on these works has been prepared by Turner and Townsend - Quantity Surveyors to provide an indication of likely cost of these works. A full copy of the QS report is provided in appendix 7.

A strategic implementation plan is provided in Table 64 below.



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**STRATHBOGIE AQUATIC STRATEGY  
CONCEPT**

PROJECT NO:  
37-0243

REASON FOR ISSUE:  
PRELIMINARY

**MASTERPLAN  
VIOLET TOWN**

REVISION:  
C

DATE:  
20-03-2018

SCALE:  
1:500 @ A3



DRAWING NO:  
**F003**



Table 64 Violet Town Pool Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/ Priorities
Stage 1	<ul style="list-style-type: none"> <li>• Reline existing pool</li> <li>• Resurface existing concourse [concrete]</li> <li>• Build splash park / water play area to replace old toddler pool</li> <li>• Make good perimeter between splash and pool concourse</li> <li>• Formalise carpark</li> <li>• New front entry pavements</li> <li>• New half-court Basketball area paving and backboard</li> <li>• New shade sails</li> <li>• Replace / new turf and plant trees / landscaping</li> <li>• New BBQ &amp; picnic facilities</li> <li>• Loose Furniture, Toys and Equipment</li> </ul>	\$1,992,853	SRV Small Aquatic Projects funding (SRV \$2:\$1 local)	Short (Year 1-4)
Stage 2	<ul style="list-style-type: none"> <li>• New table tennis tables</li> </ul>	\$11,250		Medium (Year 5-8)
Stage 3	<ul style="list-style-type: none"> <li>• Demolish and remove existing 25m pool</li> <li>• Replace 25m pool shell, finishes and plant</li> </ul>	\$1,754,000		Long (Year 9-10+)

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## 11. Financial Impact - Operational Cost

The proposed operational changes including reintroducing entry fees, changing the management model and covering/blanketing the pools over winter will have an impact on the operational cost of the pools.

The experience of other shires is that they have recorded significant cost savings having introduced similar operational changes to those proposed in this report.

An indicative operational budget has been prepared based on 2016/17 attendance numbers and operational costs.

The indicative budget has been prepared based on the following assumptions:

### Income Assumptions

- Season Pass holders attend at least 25 times during the season
- 75% of seasons passes issued are for families
- Families have an average of 5 people attending at one time
- 15% of seasons passes issued are for adults, 15% of seasons passes issued are for children/juniors
- 75% of casual passes issued are for children/junior admissions
- All student passes are for children/juniors
- These income calculations are conservative and comparable to similar pools in other shires

### Expenditure Assumptions

- The baseline expenditure is the 2016/17 actual expenditure
- Benchmarked Councils Murrindindi and Indigo Shire's have achieved between 5% and 20% cost savings though implementation of operational changes similar to those recommended in this report.

**Table 65 Strathbogrie Pools Indicative Operational Budget**

Pools Income and Expenditure			5% improvement	10% improvement	15% improvement	20% improvement
<b>Pools Income</b>	<b>Actual Income</b>	<b>CURRENT INCOME*</b>				
Avenel	\$344	\$17,214	\$18,074.82	\$18,935.53	\$19,796.23	n/a
Euroa	\$2,791	\$29,419	\$30,890.23	\$32,361.19	\$33,832.15	n/a
Nagambie	\$180	\$9,481	\$9,955.03	\$10,429.08	\$10,903.13	n/a
Violet Town	\$1,681	\$29,434	\$30,905.36	\$32,377.05	\$33,848.73	n/a
<b>TOTAL INCOME:</b>		<b>\$85,548</b>	<b>\$89,825</b>	<b>\$94,103</b>	<b>\$98,380</b>	n/a
<b>Pools Expenditure</b>		<b>CURRENT EXPEND</b>				
Avenel		\$72,381	\$68,762	\$65,143	\$61,524	\$57,904
Euroa		\$137,177	\$130,318	\$123,459	\$116,600	\$109,741
Nagambie		\$64,099	\$60,894	\$57,689	\$54,484	\$51,279
Violet Town		\$72,991	\$69,341	\$65,691	\$62,042	\$58,392
<b>TOTAL EXPENDITURE:</b>		<b>\$346,646</b>	<b>\$329,314</b>	<b>\$311,982</b>	<b>294,649</b>	<b>\$277,317</b>

\*Income is indicative based on 2016/17 attendance numbers and assumptions listed above



## 12. Triple bottom line impact

The following table provides a summary the potential social, economic and environmental impacts if the recommendations in this report were to be implemented.

**Table 66 Triple bottom line summary**

Social and Health Benefits	Economic Benefits	Environment and Sustainability
<ul style="list-style-type: none"> <li>▪ Improved mental and physical health and wellbeing</li> <li>▪ Increased opportunity for social connection/networks</li> <li>▪ Improved community spirit</li> <li>▪ Increased participation in swimming and water safety education:               <ul style="list-style-type: none"> <li>○ School swimming</li> <li>○ Lap swimming</li> <li>○ Squad and clubs</li> </ul> </li> <li>▪ Increased use by old community members due to solar heating at two pools</li> <li>▪ Improved sun protection</li> <li>▪ Increased opportunity to be physically active at the pool for swimming and other activities</li> <li>▪ Improved relationship between Council and community through closer connection to pool management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decreased water costs - pool no longer being emptied and refilled</li> <li>▪ Decreased cleaning costs</li> <li>▪ Decreased staffing/management costs</li> <li>▪ Increased longevity of pool shell due to not being emptied</li> <li>▪ Increased income due to increased numbers attending and re-introduction of fees</li> <li>▪ Increased local employment</li> <li>▪ Increased support for local business               <ul style="list-style-type: none"> <li>○ Purchasing</li> <li>○ Visitor spend</li> </ul> </li> <li>▪ Increased visitor destination/tourism drawcard</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved water management and conservation</li> <li>▪ Energy efficient/passive heating (solar) of pools</li> <li>▪ Increased lifespan of existing pool shells due to not emptying and refilling the pool annually</li> </ul>



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### 13. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

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## Appendix 1 - Demographic Profile and Population Trends

The following section of the report reviews the demographic profile of the Strathbogie Shire area based on information obtained from .id, an online based company that complete demographic analysis on ABS Census data.

The population trends indicate that between 2011 and 2016 the population of the Strathbogie Shire area increased from 9,486 people to 10,281 people. This equates to an approximate growth of 8.4% of the population (795 residents).

### Age Group Population Profile

The age profile of residents in 2016 compared to the Regional Victoria area and the 2011 Census data was estimated as follows.

**Table 67 Population Age Profile of Strathbogie Shire**

	2016			2011			Change 2011 to 2016
	Number	%	Regional Victoria %	Number	%	Regional Victoria %	
0 to 4	452	4.4	5.8	483	5.1	6.3	-31
5 to 9	540	5.3	6.3	503	5.3	6.2	+37
10 to 14	520	5.1	6.1	494	5.2	6.7	+26
15 to 19	486	4.7	6.1	484	5.1	6.8	+2
20 to 24	354	3.4	5.5	343	3.6	5.5	+11
25 to 29	411	4.0	5.4	332	3.5	5.2	+79
30 to 34	420	4.1	5.5	382	4.0	5.2	+38
35 to 39	474	4.6	5.4	451	4.8	6.1	+23
40 to 44	501	4.9	6.1	560	5.9	6.7	-59
45 to 49	603	5.9	6.6	655	6.9	7.0	-52
50 to 54	756	7.4	6.8	736	7.8	7.1	+20
55 to 59	878	8.5	7.1	821	8.7	6.9	+57
60 to 64	970	9.4	6.9	821	8.7	6.6	+149
65 to 69	927	9.0	6.6	755	8.0	5.2	+172
70 to 74	722	7.0	4.9	568	6.0	4.1	+154
75 to 79	518	5.0	3.6	434	4.6	3.2	+84
80 to 84	373	3.6	2.6	357	3.8	2.6	+16
85 and over	376	3.7	2.7	307	3.2	2.3	+69
Total population	10,281	100.0	100.0	9,486	100.0	100.0	+795

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

Analysis of the persons five-year age groups of Strathbogie Shire in 2016 compared to Regional VIC shows that there was a lower proportion of persons in the younger age groups (under 15) and a higher proportion of persons in the older age groups (65+). Overall, 14.7% of the persons population was aged between 0 and 15, and 28.4% were aged 65 years and over, compared with 18.2% and 20.4% respectively for Regional VIC.





The major differences between the persons age structure of Strathbogie Shire and Regional VIC were:

- A *larger* percentage of persons aged 60 to 64 (9.4% compared to 6.9%)
- A *larger* percentage of persons aged 65 to 69 (9.0% compared to 6.6%)
- A *larger* percentage of persons aged 70 to 74 (7.0% compared to 4.9%)
- A *smaller* percentage of persons aged 20 to 24 (3.4% compared to 5.5%)

The largest changes in persons age structure in this area between 2011 and 2016 were in the age groups:

- 65 to 69 (+172 persons)
- 70 to 74 (+154 persons)
- 60 to 64 (+149 persons)
- 75 to 79 (+84 persons)

### Gender Population Profile

The following table details the gender comparison of the Strathbogie Shire residents in 2016 compared to 2011 and the Regional Victoria area.

**Table 68 Strathbogie Shire Resident Population Gender Comparison**

	2016			2011			Change 2011 to 2016
	Number	%	Regional Victoria %	Number	%	Regional Victoria %	
Population	10,281	100.0	100.0	9,486	100.0	100.0	+795
Males	5,074	49.4	49.1	4,746	50.0	49.1	+328
Females	5,198	50.6	50.9	4,740	50.0	50.9	+458

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

There are slightly more females than males in the Strathbogie population (50.6% compared to 49.4%) which is consistent with the Regional Victoria population ratio. This represents a slight increase in the percentage of the population that are females between 2011 and 2016.

### Country of Birth

The percentage of the population born overseas and the diversity of their country of origin can give an indication of how diverse the population is within a community.

An analysis of the cultural diversity data for the Strathbogie area shows that there is a lower level of diversity compared to the Regional Victoria area with 8.8% being born overseas and 4.1% being born in a non-English speaking country, compared to 11.0% and 6.1% in Regional Victoria. People that speak a language other than English at home accounted for 3.3% of the Strathbogie population, compared to 6.0% in Regional Victoria.

The table below details the country of birth of residents in 2016 and 2011 as well as being compared against the population in Regional Victoria.



**Table 69 Most Common Countries of Birth**

	2016			2011			Change 2011 to 2016
	Number	%	Regional Victoria %	Number	%	Regional Victoria %	
Australia	8,343	81.4	80.7	8,093	85.3	84.3	+250
United Kingdom	346	3.4	3.2	364	3.8	3.5	-18
New Zealand	96	0.9	1.0	89	0.9	1.0	+7
Germany	50	0.5	0.4	46	0.5	0.5	+4
Philippines	47	0.5	0.4	27	0.3	0.3	+20
India	41	0.4	0.6	20	0.2	0.4	+21
Netherlands	38	0.4	0.5	43	0.5	0.6	-5
Italy	28	0.3	0.5	30	0.3	0.6	-2

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

The table below summarises the diversity within the Strathbogie population and identifies whether residents are from English or non-English speaking backgrounds.

**Table 70 Summary of Diversity**

	2016			2011			Change 2011 to 2016
	Number	%	Regional Victoria %	Number	%	Regional Victoria %	
Total overseas born	902	8.8	11.0	866	9.1	10.6	+36
Non-English speaking backgrounds	416	4.1	6.1	352	3.7	5.5	+64
Main English speaking countries	486	4.7	4.9	514	5.4	5.1	-28
Australia	8,343	81.4	80.7	8,093	85.3	84.3	+250
Not stated	1,010	9.8	8.3	527	5.6	5.0	+483
Total Population	10,255	100.0	100.0	9,486	100.0	100.0	+769

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

The percentage of the population born overseas is lower than that in Regional Victoria (8.8% compared to 11.0%). The percentage of the population that came from non-English speaking backgrounds is also lower than in Regional Victoria with 4.1% compared to 6.1%.

There has been a slight decrease in the percentage of the population born overseas in the Strathbogie area between 2011 and 2016 with a decrease of 0.3%.

### Languages Spoken at Home

The Strathbogie area has a higher percentage of the population that speaks English only (88.7%) when compared to the Regional Victoria population (86.6%).

The top four languages other than English spoken within the Strathbogie area in 2016 were:

- Italian
- Filipino/Tagalog
- German
- Mandarin



## Residents Income Levels

The table below presents the personal weekly income levels of Strathbogie residents.

**Table 71 Weekly Individual Gross Income Levels for the Strathbogie Shire Area**

	2016		
	Number	%	Regional Victoria %
Negative Income/ Nil income	575	6.6	7.2
\$1 - \$149	356	4.1	4.4
\$150 - \$299	698	8.0	7.8
\$300 - \$399	972	11.1	10.5
\$400 - \$499	982	11.2	10.3
\$500 - \$649	837	9.6	9.0
\$650 - \$799	762	8.7	8.5
\$800 - \$999	751	8.6	8.5
\$1,000 - \$1,249	610	7.0	7.8
\$1,250 - \$1,499	367	4.2	4.9
\$1,500 - \$1,749	274	3.1	3.8
\$1,750 - \$1,999	190	2.2	2.4
\$2,000 - \$2,999	188	2.1	2.9
\$3,000 or more	117	1.3	1.6
Not stated	1,081	12.3	10.4
Total persons aged 15+	8,760	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

Analysis of individual income levels in Strathbogie Shire in 2016 compared to Regional VIC shows that there was a lower proportion of people earning a high income (those earning \$1,750 per week or more) and a higher proportion of low income people (those earning less than \$500 per week). Overall, 5.7% of the population earned a high income, and 40.9% earned a low income, compared with 6.9% and 40.2% respectively for Regional VIC.

The major differences between Strathbogie Shire's individual incomes and Regional VIC's individual incomes were:

- A *larger* percentage of persons who earned \$400 - \$499 (11.2% compared to 10.3%)
- A *smaller* percentage of persons who earned \$1,000 - \$1,249 (7.0% compared to 7.8%)
- A *smaller* percentage of persons who earned \$2,000 - \$2,999 (2.1% compared to 2.9%)

## Vehicle Ownership

The number of vehicles per household is detailed in the table below.

**Table 72 Vehicle Ownership**

	2016		
	Number	%	Regional Victoria %
No motor vehicles	172	3.8	5.1
1 motor vehicle	1,394	30.8	31.1
2 motor vehicles	1,544	34.1	34.9
3 or more motor vehicles	941	20.8	19.2
Not stated	478	10.6	9.6
Total households	4,529	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016, .id consulting

A household's ownership of vehicles can be used as an indicator of an individual's ability to independently access leisure facilities without the reliance on public transport or utilising other modes of transport.

A review of the vehicles ownership in the Strathbogie Shire indicates that nearly nine out of every 10 households (85.7%) own one or more vehicles indicating a high ability to independently access leisure activities. This is slightly higher than the Regional Victoria with 85.2%. There is also a number of households (3.8%) that identified that they have access to no motor vehicles indicating that there may be a reliance on public transport and non-motorised forms of transport such as walking, bikes, or skateboards.



### Future Population Predictions

It is expected that the population within the Strathbogie Shire area will increase 9.7% from 9,881 in 2016 to 10,844 in 2031. The annual average rate of change is predicted to remain steady between 2016 and 2031.

**Table 73 Projected Population Growth 2016 - 2031**

	Forecast year			
	2016	2021	2026	2031
Population	9,881	10,202	10,511	10,844
Change in population (5yrs)		321	309	332
Average annual change		0.6%	0.6%	0.6%

Source: Victoria in Future 2016

The figures for the projected populations are slightly different than the data collected during the census as it takes into account the population that may have been missed by the census and the population that were overseas at the time of the census. These projections were also developed prior to the release of the 2016 ABS Census Data.

The following table highlights the likely change in the population age profile between 2016 and 2031.

**Table 74 Strathbogie Shire Future Population Age Profile**

	2016		2021		2026		2031		Change b/w 2016 and 2031
	Number	%	Number	%	Number	%	Number	%	
0-4	479	4.8	473	4.6	477	4.5	473	4.4	-6
5-9	545	5.5	522	5.1	523	5.0	530	4.9	-14
10-14	495	5.0	546	5.4	526	5.0	533	4.9	38
15-19	473	4.8	431	4.2	487	4.6	476	4.4	3
20-24	355	3.6	398	3.9	376	3.6	435	4.0	80
25-29	402	4.1	385	3.8	415	3.9	405	3.7	2
30-34	383	3.9	435	4.3	416	4.0	447	4.1	64
35-39	465	4.7	455	4.5	503	4.8	490	4.5	25
40-44	498	5.0	501	4.9	497	4.7	551	5.1	53
45-49	640	6.5	573	5.6	574	5.5	587	5.4	-53
50-54	746	7.5	715	7.0	647	6.2	653	6.0	-93
55-59	788	8.0	806	7.9	779	7.4	715	6.6	-73
60-64	853	8.6	831	8.1	852	8.1	832	7.7	-21
65-69	808	8.2	853	8.4	839	8.0	866	8.0	58
70-74	719	7.3	794	7.8	841	8.0	834	7.7	114
75-79	510	5.2	656	6.4	727	6.9	779	7.2	270
80-84	358	3.6	434	4.3	565	5.4	631	5.8	273
85+	364	3.7	394	3.9	465	4.4	608	5.6	243
Total	9,881	100.0	10,202	100.0	10,511	100.0	10,844	100.0	962

Source: Victoria in Future 2016

In 2016 the dominant age structure for residents in the Strathbogie Shire was ages 60 to 64 years, which accounted for 8.6% of the total population. This is predicted to change to 65 to 69 years (8.0%) by the year 2031 with the 60 to 64 years bracket falling to 7.7%.

The age group that is expected to experience the largest increase in number is 80 to 84 years which is predicted to grow by 273 residents while the 50 to 54 years age group is predicted to fall by 93 residents.

In 2031, the most active age groups (5 49 years) is predicted to account for 41.1% of the total population.



## Appendix 2 - Community Survey Written Comments

Responses	
1	it would be great to have an indoor pool that could be assessed all year round
2	it is important that swimming pools are not closed permanently
3	extra water activities and keep open longer
4	Violet Town pool - major issue is the use of floating mats, tyres, tubes, etc. which can assist kids drowning and also reduce ability to use the pool by all those people who don't want to float on a mat. You can't swim laps without the fear of being hit by a tube or mat. Repair of tiles around pool edges - dangerous and lack of maintenance not in the spirit of which my local pool was built by my father and grandfather
5	similar smaller pools have waterslides. Avenel needs waterslides. Australia Day is January 26th - let's keep it that way!
6	Nagambie pool needs improved change rooms and toilets + shaded areas.
7	so that young folk can learn to swim and have activities
8	will evaluate all works done over winter when Avenel opens this summer
9	Nagambie pool has no seating. Pool needs shades and water slides. BBQ area.
10	keeping Nagambie pool open will provide a safe environment for children to learn to swim. Important as lake nearby.
11	heated pool  gym facilities incorporated  early opening times
12	longer opening hours  use of park facilities would improve Avenel
13	I would like to be able to swim in the morning
14	public pools are an integral part of the community - for health and as a meeting place. I would like to visit regularly with my children but find Nagambie facilities unappealing. An upgrade would benefit the expanding Nagambie community. PLEASE!!
15	would be great to see things added to make it more appealing e.g. tables and chairs, shaded kids area, better signage, seating around pool, smaller pool for kids.
16	old pool too cold
17	the voucher or rates should GO we don't need it and it is costing the council money. It needs to be replaced with a movie voucher. I know people who don't use the voucher and pass it on.
18	Nagambie needs a safe supervised place for children to swim. Visitors come to town because of the lake - need somewhere to swim.
19	please refer hard copy
20	Longer opening times
21	A year-round facility in Euroa would be an incredible asset to our community. My kids love swimming but we cannot afford to travel and then pay to use facilities outside the Shire.  I personally would greatly benefit from hydrotherapy but cannot afford the travel and time to use a facility outside the Shire.
22	They are costly. They are under used, but they must be protected because of their role in encouraging connection and activity.
23	Would like access to children's swimming lessons at Euroa so we don't have to travel.
24	Love the pool in the summer. Would be even better if heated and had longer opening hours.
25	I wish that this had been in discussion 10 plus years ago when my kids were younger. I wanted access as a stay at home mum, to go to water aerobics during the day and have a crèche for my kids to go to. and whilst there get my kids swimming. I'd love to spend a half day there 2 times a week. Needing to socialise while being active was very an issue for me. It's what I Wanted but couldn't get it locally and found the travel time with young children too restrictive.
26	Please do not close the swimming pools!
27	Need indoor pool facilities.  Heated pool for winter ideal.
28	We love the pool and would love any improvements for the community
29	Euroa needs to open earlier in spring & throughout autumn.  We also need an indoor pool for winter, as traveling out of the shire is ridiculous.
30	We really need to keep our pool



Responses	
31	Violet Town pool is the best - people come from long distances to use the facilities. I don't know what we would do without it! One of the main children activities in town.
32	Having moved to Euroa this year I am surprised that the pool is still not open or have water in it yet! Why has council spent money on tesla stations and yet the residents don't have a heated pool which would much more beneficial???
33	The staff and contractors at the sites need to be better supported by Council.
34	Would love an indoor facility that can be used by all year round. We are constantly told we have an 'ageing' population - how about a hydro pool for the elderly and those that need rehabilitation. SWIMMING LESSONS - I have spent over \$300 in the past 12 months in swimming lessons for two kids. Would have preferred to spend that in Euroa, but alas no facilities for us
35	I have a backyard swimming pool hence the reason I don't visit the pools in the Shire, however we need to keep them open for those who don't have this facility.
36	Both pools are kept in perfect condition with great and dedicated managers
37	VT pool is one of the things for kids in town so very important. Love the sunshades across the pool.
38	VT pool is an important part of the town and our family's summer program
39	Needs to open earlier
40	Please visit the Ararat pool or other re-vamped pools to see how they can work well and incorporate multiple services and facilities. The initial outlay has been returned over and over at facilities that invest in their public pools.
41	The violet town pool is wonderful and give locals and outsiders a great place to cool off. The staff are great, connected to the community and provide a range of activities with clean facilities. It is a key component to health and wellbeing of all as well as a great meeting place. It supports youth with a focused activity and makes links with all aspects of the community.
42	Heated pool would be amazing then we font have to go out of town
43	Swimming pools are such an asset to towns. It encourages health and wellness. Please keep them in each town.
44	Would make very good use of any heated facilities. I would like time in the early hours of the day. Love kids but need my space in the pool when I can get there.
45	We are lucky to have swimming pools available, but an indoor pool would be a great asset, which could be used all year round.
46	A heated facility would benefit all ages used all year increase employment. Embrace schools swimming squad and interschool sports, other health aspects arthritis groups perfect for health and fitness it would become an asset for the shire in the long run
47	Open it in October close in march. A slide and small spring board.
48	Reduce amount of sugar in the kiosk.  Increase shade.  Provide free Wi-Fi.  Improve the atmosphere and make it more welcoming and community based
49	Would love to see a toddler splash play area where children could safely experience water play whilst being supervised without their parent having to enter the water with them or visitors, older citizens could cool down without submerging in water
50	An indoor heated pool with reasonable access times to cater for those of us who work out of town
51	More flexibility in opening hours, e.g. if it is a hot evening late close. Early morning session a few times a week for those who like to exercise before work.
52	The VT pool is clean, well-used and perfect for summer fitness near home. It enables regular exercise. It is managed very well and popular.
53	The managers at the Violet Town Pool are fantastic, friendly and dedicated. they look after the pool beautifully so it is always clean and cared for.  Great facility for a small town/
54	There is a big need for a hydrotherapy pool in Euroa. This would make a big difference to a lot of disabled and elderly people in the Shire of Strathbogie
55	Ding boards and blocks need to be returned. Slides would also be good for kids and hot showers in change rooms.
56	Need all year-round facilities. And more flexible hours for adults.
57	I would like to know who placed the current restrictions on diving and jumping into pool and what guide lines were used
58	The pool is vital for younger people learning to swim
59	Just update the current pool or build new one closer to town centre and more people will use it put over by the rowing club which is an easy walk from town centre





Responses	
60	<p>Please actively consider the service level and asset management requirements and costs of the swimming pools in the consideration and development of the strategy. Whole of life costs matter. I suggest to you that any would-be politician seeking election will promise funding for a pool, however can we, the locals, afford to keep it functioning without sacrificing some other needed service and asset in the future.</p> <p>thank you</p>
61	<p>We really need to have the pool signage improved so more people are aware of the location. Solar heating is necessary and improvements to the facilities. It is a great asset to the town and needs to be fully utilised.</p>
62	<p>Please provide more shade areas, please maintain the 50m pool in Euroa as a lap pool with flags and a clock for timing laps. It's a beautiful pool and would be used more for fitness if it could be consistent with normal outdoor 50m lap pool standards. If it had heating it could be used all year round.</p> <p>Also and really importantly it needs to be open from 9am not 12pm as it's too hot in the afternoons and a skin cancer risk when doing training. Morning swims are essential in the hot months of summer.</p>
63	<p>The change rooms need to be updated. A longer term of openings would be good e.g. open longer on very hot days and extended times if the hot weather continues.</p>
64	<p>This is a great facility and we need to ensure it remains open with longer season.</p>
65	<p>I doubt this survey will improve the quality of service at any of the pools</p> <p>Just another bureaucratic device to justify salaried positions</p>
66	<p>I believe our shire needs a year round facility. Too many families travel to Seymour, Shepparton and Benalla for swimming lessons which could be better spent money in our towns. The elderly and injured also need a closer facility for therapy and aqua classes.</p>
67	<p>I don't want to create a long list of dream facilities for the Euroa pool. I think our community need to be more reasonable about what can realistically be done. There is only so much money to be spent. I think bringing the pools up to scratch from a maintenance perspective and add more shade is really the best option. However, I think it would be devastating to the local communities if they lost the pools. There is so little for primary and high school students to do in our towns as it is (given the high average age of residents) I don't even want to imagine what social impact closing the pools would have. It would be a far greater cost to our communities than funding the maintenance and upgrade of the pools. Our summers are extremely hot, what would high school kids do in Jan school holidays if they can't ride their bikes to the pool, when their parents are working and can't drive them places (from Euroa every town is 30mins drive away). There's nothing left to do - what a depressing place to live.</p>
68	<p>We have already filled out a survey. The money spent on this survey should have been allocated to the pools budget. Just fun all the pools in the shire adequately, they should be view as an asset not a liability. The Shire goes on about engaging youth, keeping the elderly active then wants close every facility that doesn't make a profit not all things of value can be measured in \$ and cents! No more surveys just actions.</p>
69	<p>I can only comment on the Nagambie pool. It is underutilised because of weather factor. Being open air, it is not suitable for use during cooler months. Something needs to be done to ensure that the pool is able to be used for a longer period.</p>
70	<p>Swimming pools are an important community space. They give healthy and productive socializing opportunities for young people, and families, and can provide much needed health benefits for older members of the community. Incorporating more facilities such as gym equipment, saunas, and spas, as well as having increased hours so they can be used by a wider range of people will have positive benefits for all residents. Such social and community spaces are the most important element a shire has to build a healthy, vibrant, and resilient community.</p>
71	<p>I understand pools are expensive to maintain but if Council are going to spend money please spend it on the best one - Violet Town!</p>
72	<p>Need to encourage use as a competition pool; especially for locals by encouraging lap swimmers and junior learn to swim and squad programs. The 50m outdoor pool is a great asset, let us look after it. A small town like Euroa needs accessible (NOT expensive like many Aquatic centres are) and well-maintained recreation facilities, such as their local pool, especially for young people</p> <p>Heat water to allow for much longer open season and kids lessons.</p> <p>Hot water in showers - important for kids to wash down after swimming, a cold shower is too much for them.</p> <p>Open pool during morning.</p> <p>Provide occasional care services, as there are none at all in Euroa.</p>
73	<p>Local swimming pools are a must in country towns. The Shire needs to support and fund into the future.</p>
74	<p>Evening sessions for adults only.</p>





Responses	
75	<p>The Shire needs its Pool.</p> <p>Pools are a basic service that need to be maintained.</p> <p>Providing these type of services is why Shire Councils exist.</p>
76	<p>Whilst the Avenel pool is a wonderful community facility, it is too cold for my needs (arthritis/mobility therapy). I would dearly love to be able to exercise in Avenel pool, thus attending multiple times weekly instead of once.</p>
77	<p>I find Violet town pool excellent in every way and realise it can only be open certain times of the year and that it would not support financially an indoor all year round pool</p>
78	<p>Good pool management is essential.</p> <p>With this comes monitoring of water quality, overall cleanliness, pool / building - structural condition, swimming learning programs for my grand children</p>
79	<p>Having a local community swimming pool provides not only health benefits but provides an atmosphere for engagement with other community members.</p>
80	<p>Avenel swimming pool is a great facility and an ideal place for us to take our grandchildren when they visit us.</p>
81	<p>Would be a great loss to all that use if it wasn't in Nagambie</p>
82	<p>None thank you.</p>
83	<p>Country towns should have pools even if they don't make a profit. Not much else for kids to do in Nagambie: no skate park, rope swing removed. Would be used more if heated.</p>
84	<p>When my children were little we used the swimming pool on a very regular occurrence, I think it is important to town to have such a facility for future generations.</p>
85	<p>There would be great health and fitness benefit to have an indoor heated pool in the Shire. Retirees and all ages would enjoy the exercise as well as the therapy for diseases such as arthritis and healing after surgery and injury.</p>
86	<p>Currently our local pool is cold water and only opens part time. For me, an indoor, heated pool is a necessity and I would probably go more often if my local pool provided these basic conditions.</p>
87	<p>We have been without a decent indoor heated pool and fitness centre for far too long. It's time to invest in an asset for those that live here and pay rates.</p>
88	<p>They are an essential health/fitness and socialisation facility for rural children.</p> <p>They provide local employment</p> <p>They provide a community bonding event venue</p> <p>They provide entertainment for isolated young people</p>
89	<p>Not having access to lap swimming at Euroa is a problem.</p>
90	<p>Local managers and more flexible hours for pool use over summer.</p>
91	<p>Important to support and improve local pools in small towns as a safe place for children and a social meeting place. Shade and reasonable changing facilities are important, as are water play facilities for children.</p>
92	<p>When our children were young, the Violet Town pool was used almost daily in summer and they walked across the road from school for lessons. It's essential for the children of Violet Town to have this facility. This summer I'll be taking our grandson to the pool when he visits us.</p>
93	<p>we appreciate it is too expensive to run heated pools in small towns and the shire can't afford this, it might be better to close poor patronage pools and provide entry cost subsidy to use other town pools for free with user providing transport</p>
94	<p>Shade over change rooms at Euroa. Updated change rooms at Euroa. Euroa is a fantastic pool great friendly lifeguards and well-kept outdoor area</p>
95	<p>Indoor pool would be good for the elderly, something like Aquamoves in Shepparton.</p>
96	<p>We love the facilities and outdoor areas at the Violet Town pool. The shade is also fantastic on those super-hot days.</p>
97	<p>I think there needs to be late opening on hot summers days beyond 7pm.</p> <p>It would be great to have a heated facility for winter for kids and exercise (hydro and laps)</p>
98	<p>Longer hours on hot days. Longer season if still warm weather.</p>
99	<p>One of the questions is what time do you use the pool. Euroa pool only opens at 12 but we'd go earlier if it opened earlier.</p>
100	<p>Very happy with the Euroa outdoor pool. As much as an indoor pool would be nice, I would NOT want it to be at the expense of an outdoor pool.</p>
101	<p>Violet Town is a brilliant swimming pool facility managed by the most dedicated and professional caretakers Dave and Robbie Harrison. It's the best thing about VT in Summer!</p>



Responses	
102	A pool that provides learn to swim all year around would be beneficial. I drive to Shepparton every week just to take kids to learn to swim on a regular basis. Learning to swim for just one or 2 weeks a year is not enough.
103	Please save our pools. I believe they are integral to our community :)
104	The Euroa Pool needs more shade in the change-rooms as well as a shade cloth over the pool. With the big amount of land available at the pool complex, there is plenty of room to further enhance the offering with a splash park, enclosed facility etc.
105	Be great if Euroa was indoor as well as outdoor so can-do swimming lessons in town
106	We enjoy the friendly environment lovely clean facilities lawns are fantastic always enjoy
107	We need a facility as they have in Shepparton, Benalla and Seymour that is heated and able to be used all year. The therapy pool is a must have. If we had a facility like this as a family we would attend at least 3-4 times per week. We would be happy to pay for this, even though we get a free pass to the current pool
108	Hydro pool is very much needed
109	We need an indoor pool. One that provides swimming lessons. Most importantly we at the least need a heated pool!
110	Euroa Pool to be available for extended time, from Nov to end of March, there is no hot water to have a shower & no roof to cover change rooms, also not enough shaded areas.

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## Appendix 3 - School Survey Written Comments

Response	
1	<p>There are a lot of people who use the pool in Euroa. It is a great facility. I think the only reason patronage gets low is when the weather is cold.</p> <p>We would love to also have an indoor component to our Euroa pool but not at the risk of losing the outdoor</p>
2	<p>As a school we have used anywhere we can get in and find an instructor. This is not always easy.</p> <p>As a family we often drive to Violet Town as they have equipment for our daughters to use and the pool is warmer than Euroa.</p>
3	<p>Friendly staff who are willing to assist in organisation and implementation of programs, as well as adequate space for schools to avoid double booking and over crowding</p>

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## Appendix 4 - Public Submission Written Comments

1	<p>We are older residents (70 &amp; 80) and have lived here for 52 &amp; 80 years, so were here when the current pool was built and have spent many happy hours with the children and grandchildren. We believe that the facility must be maintained in order to provide a safe and happy place for current and future families to have fun activities. needs more shade in hot weather</p>
2	<p>With rising populations and inland temperatures, civic pools should be core Council business alongside roads and rubbish!</p> <p>A balance of different facilities across the region would be great. E.g. a lakeside watermark in Nagambie, a quality children's splash play area and perhaps heated lap pool alongside the main pool in Avenel, a polish up of Violet Town and Euroa with stronger links into healthcare agencies and funding partnerships, perhaps towards a therapeutic hydro bath and steam room in Euroa.</p> <p>Thanks for the upgrade work completed to date, and for taking time to do this work properly.</p>
3	<p>I would like to see all pools kept open. They provide safe swimming areas for families in our shire.</p> <p>It would be great to have the Euroa pool heated so it can be used for longer periods.</p>
4	<p>The Aquatic facilities at Euroa are good to use when the weather temperature permits - however only available during limited time of the year. I can only speak for the Euroa area of Strathbogie and have only lived here for 12 months, however, the area has a growing retired/aged/senior population along with a growing younger families. As it is the pool is a great size.</p> <p>Pool facilities that could be used year round would be a huge benefit and would offer a much needed recreational/health benefits to the residents in Euroa and surrounds. A heated pool with a dedicated hydro therapy pool to assist those who need this and could utilise all year would be great.</p> <p>Having to drive over to Shepparton or Benalla is not always possible and uses up time that could be spent in Euroa, and takes money away from our area. Euroa needs something to be really proud of and that will give ongoing health and enjoyment for many. We have WW1 heroes and a very pretty Seven Creeks area but Euroa needs recreation for everyone and a pool offering great facilities is needed and can put Strathbogie shire on the map</p> <p>The land surrounding the Euroa pool is immense and could be put to such good use. Total waste of space at the moment for at least six months each year. Somewhere with a cafe; restaurant; merchandise; exercise/gym facilities catering to older and younger persons. Can the YMCA come into partnership or the Health Dept., Education department?</p> <p>Having somewhere to take grandchildren through the year (all seasons) would be a great benefit too - don't have to drive half an hour or more. ==</p> <p>Euroa needs somewhere not just those under six (e.g. the playgrounds with tiny equipment) - we need facilities for pre-teens families and older residents and visitors really really needed</p> <p>Euroa township will die if nothing is done to lift it into the 21st century.</p> <p>Make Euroa the health town for the future and a showcase for Victoria. Thank You</p>
5	<p>I would love to one day see an indoor heated pool in Euroa.</p> <p>I understand this is costly but you've got to have a Dream to have a Dream come true!</p> <p>Euroa has a high population of over 50's &amp; the physical ailments that come with reaching further old age including depression.</p> <p>A heated pool would benefit many residents young &amp; old to remain active &amp; social practically during the Winter months. I also think our school students would benefit by not having to travel to Shepp or Benalla.</p> <p>Just my Dream</p> <p>Kind Regards Susie Edwards</p>
6	<p>Euroa pool to open earlier in the morning.</p> <p>A splash park type to be included either at pool or on sevens creek or somewhere in Euroa township</p>



	More tables and seats at the pool.
7	<p>There are currently four pools in the Strathbogie Shire, each with their own pros and cons. Violet Town has had the most time and energy spent on it. Euroa is the only one with a 50m Olympic size pool. Avenel is popular for events. And then there's Nagambie, which people hardly ever go to and which is poorly looked after. I believe that Nagambie should be shut down and a splash park be created closer to the town's major drawcard - the lake. If the pool is making hardly any money, then it shouldn't be operating.</p> <p>As for Euroa, I believe that something needs to be done in the following areas:</p> <ul style="list-style-type: none"><li>- Some sort of shading over the change rooms - on a hot day, it is ridiculously hot on the ground - especially with no shoes on.</li><li>- A shadecloth over the 50m pool</li><li>- Earlier opening hours. Violet Town opens their pool up on certain days for an hour at a time, for people who want to swim laps. Why can't Euroa do the same during pool season? So many people are travelling outside of the Shire for their kids to do swimming lessons and for general fitness because the pool opens at 1pm - smack bang in the middle of the day, when it's hard for people who work to utilise it before school finishes and the kids come along.</li><li>- Seriously invest in an indoor, all-year round facility. If that means three of the pools are closed down, so be it! The money of your ratepayers need to stay IN the shire and not go out. The flow-on effect for a year-round facility would be good, as it would pay dividends to local businesses. It would make sense for the pool to be in Euroa as it is halfway for a lot of people.</li></ul>
8	<p>As a young family residing in Nagambie, we use the local pool between 3-5 times per week. It's great to have a local pool, but the facilities are very poor. The fact the toilet is located outside of the fenced area means that I have to remove my children from the pool if one needs to go to the loo. The grassed area is very blotchy and has prickles and to have the life guard on an old container is not a very attractive site. I know of many families who don't use the pool because of these very reasons.</p> <p>In the future, I would like to see the facilities upgraded to make the Nagambie pool more user friendly so that families can comfortably enjoy a morning/afternoon together outdoors. Also it would be great to have a 'splash park' associated with the pool. This may not only entice families with smaller children but also tap into many tourists that visit the area - let's face it, many of them drive straight past the entrance without even knowing we have a pool.</p>
9	Heat the smaller pools for kids and open in the mornings during peak of summer

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## Appendix 5 - Key Strategic Documents Review

### Strathbogie Shire Community Pools Strategy Document Review

A review of Strathbogie Shire's key documents with particular relevance to the community pools and a community pools strategy was undertaken. The following summarises the key findings:

#### 1. Strathbogie Shire Council Plan 2017 - 2021

**Vision:** "Together we are building a flourishing community."

**Goal 1:** Enhance community health and wellbeing

Key Strategies to achieve this Goal:

1. Plan for improved community health, wellbeing and liveability
2. Engage and participate with the community in Council / Community initiatives
  - a. Continue to support local community planning processes across the shire
  - b. Support the priorities of the Nagambie Rec Reserve Masterplan
  - c. Prioritise the outcomes of the Community Pools Strategy
3. Enhance Community resilience including supporting and increasing the participation of volunteers
4. Support and drive community, arts and cultural events
  - a. Develop and implement an equitable shire wide youth program that focusses on cultural activities and civic participation
  - b. Work with the Strathbogie Health Services Consortium to support Shire wide activities for the elderly

**Goal 2:** To sustainably manage our natural and built environment

Key Strategies to achieve this Goal...

1. Promote and support sustainable environmental initiatives
  - a. Support sustainable energy initiatives in the Strathbogie Shire in conjunction with the Sustainable Development Reference Group
2. Mitigate and adapt to a changing climate
3. Protect and enhance our natural environmental assets
  - a. Work with bush crew to improve and enhance planting at Nagambie - lake wall
4. Protect and enhance our built environment
5. Provide efficient and effective waste management programs

**Goal 3:** To provide quality infrastructure

Key Strategies to achieve this Goal:

1. Provide best practice management of all assets including roads, bridges and facilities
  - a. Investigate and implement asset rationalisation
  - b. Target major capital works projects to seek government funding to reduce Councils costs
  - c. Upgrade perimeter fencing at the Nagambie Recreation Reserve for safety reasons in conjunction with the Nagambie Rec Reserve Committee
2. Provide passive and active recreational facilities

**Goal 4:** To support and drive economic development

Key Strategies to achieve this Goal:

1. Promote and support local business and produce
2. Support tourism and business development
3. Provide innovative and sustainable land use planning
4. Attract new residents
5. Grow investment and employment opportunities

**Goal 5:** To be a high performing Shire

Key Strategies to achieve this Goal:

1. To proactively develop and deliver quality services that achieve high customer satisfaction
2. Continue to create a secure investment environment through sound financial management
3. To be equitable and fair in all decision making processes



4. To communicate and engage effectively with our community and key stakeholders

**Goal 6:** The Strathbogie Shire will advocate on behalf of our community

### 1. Euroa Community Action Group Action Plan 2013 -2017

**Vision:** To promote Euroa as a liveable town that engenders community pride and in the process to encourage population and business growth while maintaining the town's character.

**Goals:**

1. To provide a healthy community
2. To engage the community to ensure that future growth and development meets with community expectations
3. To engage the young people in all aspects of community life
4. To ensure a vibrant business climate
5. To build on the natural and man made attributes of Euroa
6. To recognise the heritage of the district
7. To encourage environmentally sustainable practices throughout the community and incorporate them, as far as possible, in all projects

**Actions. Priorities for 2013 - 2017**

Theme 1: Sport and Recreation

**Action:** A heated swimming pool or a small heated pool for use within the community

### 2. Nagambie Action Plan 2014 - 2017

Five key categories of concerns for action:

1. Festivals and Events
2. Recreation and Infrastructure
  - a. Unification of sporting group infrastructure and planning needs via organising body
  - b. Ongoing: Supporting activities related to the expansion of the Boardwalk
3. Environment
4. Services
5. Economic Growth, Support and Tourism

### 3. Avenel Action Group Community Plan 2014

Objectives for the community plan are around:

- To identify initiatives that bring the community together
- Identify projects that will contribute to the values as outlined above

**Topic Two - Sport, Recreation & Leisure**

Proposed Actions to be carried forward from previous plan:

- Roofing of change rooms at swimming pool

Suggestions from 2014 community meeting

- Swimming pool upgrade

**Proposed Actions:** The group will work on any of the above projects or other projects not listed as it assess the priorities and capabilities of the group.

**Topic Four - Environment**

Suggestions from 2014 community meeting: Bindi Eye removal program

**Topic Five - Health & Wellbeing**

Proposed Actions to be carried forward from previous plan: Youth activities

Suggestions from 2014 community meeting: Multi generation activities - create consecutiveness with all age groups





#### 4. Violet Town Community Plan 2014 - 2018

##### Key Themes and Actions for 2014 - 2018

1. Children, Youth and Families

Actions: Increase the entertainment opportunities for children and teenagers in town

2. Emergency Preparedness

3. Sports and Recreation

i. Access and beautification of recreation reserve

ii. Synthetic grass at pool

iii. Heated Pool - option to have this at the Bush Nursing Centre

iv. Lap - pool / hydro t therapy pool at the Bush Nursing Centre

4. Arts

5. Reconciliation

6. Energy, Food, Fibre, Water and Environment

7. Infrastructure and local services

i. Develop Wood - fired Oven for other groups to use

8. Planning and Development

9. Marketing

#### 5. Violet Town Recreation and Market Precinct Master Plan

The objectives of this Recreation and Market Precinct Master Plan are to:

- Identify the demand for additional facility provision at the reserve.
- Identify the current usage of the recreation and market facilities including competitions, training, school use, community markets and informal use.
- Ascertain the current status of user groups / clubs including membership, participation, attendance, issues, needs and priorities.
- Identify the gaps and future needs of the users of the reserve.
- Determine the level and standard of facilities required to meet the current and future needs of the recreation and market precinct, having due regard to the capacity of the Council and the community to provide such facilities.
- Scope and provide indicative cost estimates for the highest priority works.

**Existing Conditions (in relation to pool). The reserve in its current form consists of:**

- Swimming pool including children's pool and kiosk located to the west of the oval with shade sails, and adjacent lawn area. Male and female toilets are used as public toilets and are accessible whether the pool is open or closed.
- Community wood fire oven with stainless steel benches and power to the east of the swimming pool area.
- Public BBQ area with permanent shelter and picnic tables located between the oval and swimming pool.
- Playground located in the vicinity of the swimming pool and wood fire oven area.



During the last five years, reserve user groups, the local community and Council have completed improvement works totalling in excess of \$336,000 worth of cash and in-kind value, including the following:

Group	Improvement Works	Approx. cash & in-kind \$ Value
Friends of the Pool	<ul style="list-style-type: none"> <li>- Water tanks</li> <li>- Shade sails</li> <li>- Outdoor furniture</li> <li>- Umbrellas</li> <li>- BBQ</li> <li>- Chemical Shed</li> <li>- Picnic tables and seating</li> <li>- Pool toys (funded by Shire and Friends of the Pool)</li> <li>- Solar panels (funded by Strathbogie Shire and EcoLiving Group)</li> <li>- Painting of the pump house</li> <li>- Grouting and repair of toddlers pool</li> </ul>	\$ 24,600

### Current use of Violet Town Reserve

The swimming pool facilities attract over 13,000 patrons over the summer period and provide lessons for 2 – 12 year olds, squad sessions for 12 year olds and over, and two weeks of VicSwim programs each year. The pool hosts family games and Friday evening BBQs, summer birthday parties and an 'Active After School Care' program. A number of schools from the region hold school sports and end of year celebrations at the pool. Casual games such as volleyball, badminton and cricket are held on the lawn section when the pool is open.

As well as being physically situated on the reserve, the primary school uses the pool in its swimming program at the start of each year and for its Active After School program. The school also hosts a welcome night for parents and

students at the pool at the start of each year and have held mini olympics, runathons and mini triathlons at the reserve's sports facilities and walking tracks.

Ten of the reserve's user groups have identified particular barriers to increased participation, quality of recreation options and continued success of the market through a stakeholder survey. As well as defining their particular facility usage and participation levels (see tables following in this section), each group has nominated their facility improvement priorities (refer section 7).



<b>Club / Organisation:</b>	<b>Friends of the Pool</b>
<b>Facilities used:</b>	Swimming Pool, Lawn Section, Reserve BBQ area for family gatherings.
<b>When facilities are used:</b>	The pool is open from the 1st December to the long weekend in March each year, 13:00 – 19:00. During school holidays the pool opens at 12:00 midday. Swimming squad lessons Mon and Wed evenings. Swimming lessons Saturday afternoon. VicSwim two weeks over January. Family games and BBQ Friday evenings. Casual summer birthday parties. School swimming program at start of school year. Active After School care program Local and neighbouring township school's visit for their school sports and end of year celebration The lawn section is used by the monthly market Casual games (volleyball, badminton and cricket) are held on the lawn section when the pool is open.
<b>Participation</b>	
• Today:	13,000
• 2 years ago:	10,000
• 5 years ago:	8,000

### Facility Development Needs and Suggestions

Project Category	Suggested Scope & Inclusions / User-Group Comments	Source
Storage	<ul style="list-style-type: none"> <li>▪ Increased storage area for all user groups.</li> <li>▪ Improved storage for oven equipment.</li> <li>▪ Improved storage for material goods and salvaged wood which needs a long period to dry/age at the Mens Shed</li> <li>▪ Improved storage for market equipment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTAG</li> <li>▪ Community House/Oven</li> <li>▪ Men's Shed</li> <li>▪ Cricket Club</li> <li>▪ Friends of Pool</li> <li>▪ VT Market</li> <li>▪ Making VT Safer</li> <li>▪ Community Plan</li> </ul>
Toilets	<ul style="list-style-type: none"> <li>▪ New toilet block at recreational reserve.</li> <li>▪ Expansion of public toilet near Football/Netball. Clubroom so they at least have a roof.</li> <li>▪ Toilets at the pool block up and flood at every market.</li> <li>▪ More toilets inside clubrooms or upgrade toilets adjacent to clubrooms.</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTAG</li> <li>▪ Bowls Club</li> <li>▪ Community House/Oven</li> <li>▪ VT Market</li> <li>▪ Making VT Safer</li> <li>▪ Community Plan</li> </ul>
Shade	<ul style="list-style-type: none"> <li>▪ Major shade sail/s over playground area.</li> <li>▪ Shades sails for Men's Shed exterior.</li> <li>▪ More shade around reserve (permanent and temporary).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community House/Oven</li> <li>▪ Men's Shed</li> <li>▪ Friends of Pool</li> <li>▪ Making VT Safer</li> </ul>
Drinking Fountain	<ul style="list-style-type: none"> <li>▪ Drinking water freely available throughout the precinct through strategically positioned drinking fountains, with the capacity to fill water bottles.</li> <li>▪ Drinking taps near children's play area outside pool.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bowls Club</li> <li>▪ Community House/Oven</li> <li>▪ Friends of Pool</li> <li>▪ VT Market</li> </ul>
Pool Deck	<ul style="list-style-type: none"> <li>▪ Synthetic surface / grass around pool deck/area to protect feet from hot surfaces.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Friends of Pool</li> <li>▪ Community Plan</li> </ul>



(Suggested by 1 group)	▪ Extension of the rear of Men's Shed portable.	▪ Men's Shed
	▪ Resurfacing of the oval.	▪ Cricket Club
	▪ Paving outside the pool entrance.	▪ Friends of Pool
	▪ Insulation or cooling in pool kiosk.	▪ Friends of Pool
	▪ Hot water in showers and toilets.	▪ Friends of Pool
	▪ Gym at Football Club (gym open after hours).	▪ Community Plan
	▪ Heated pool.	▪ Community Plan

Some key conclusions around participation can be drawn both from the information provided by the user groups as presented in the tables at section 6 of this report, and in other relevant data examined during the preparation of this Master Plan. These include:

- Over the last five years:
  - Participation levels at the swimming pool have increased by 62%.
- According to the Australian Bureau of Statistics 2012 Children's Participation in Cultural and Leisure Activities Survey, swimming and soccer top the list of most popular sports participated in by Australian children aged 5 – 14. The Violet Town Swimming Pool statistics over the past 5 years support this trend and management should expect that attendance numbers will continue to grow at a rapid rate. The survey showed that 60 per cent of Australian children participated in organised sport in the 12 months to April 2012, with 19% of girls participating in swimming and 22% of boys now playing soccer.

### Facility Development Priorities

#### Stage 1 Priority:

- Improved paths, including safer all abilities access
- Paving outside pool area

#### Longer Term considerations:

- Heated Pool

**Recommendation 4:** That VTAG, the Reserve Committee of Management and Strathbogie Shire use this Master Plan as a reference tool to inform their planning and decision- making around facility development and financial management.



## 6. Nagambie Recreation Reserve Development Plan

The purpose of the 'Nagambie Recreation Reserve Development Plan' is to identify specific assets and facility development priorities relating to sport and recreation facilities at the reserve so as to boost participation in sport in Nagambie, particularly among juniors and females.

The objectives the Development Plan are to:

1. Identify the demand for additional facility provision at the reserve.
2. Identify the current and potential future usage of facilities at the reserve.
3. Ascertain the current status of user groups / clubs including participation numbers and the nature of their use of the reserve.
4. Identify the gaps and future needs of the users of the reserve.
5. Determine the level and standard of facilities required to meet the current and future needs of user - groups, having due regard to the capacity of Council and the community to provide such facilities.
6. Encourage inclusivity, diversity and increased participation.

The existing conditions are:

- Full size football/cricket oval with unsealed perimeter road and fencing
- Double storey pavilion on the west side of the oval with social rooms and kitchen upstairs and change rooms at ground level
- Single public entry with entry box
- Unsealed car park adjacent to the main pavilion
- Two full size netball courts in the southwest corner of the reserve with players and spectator shelters and a netball administration, storage and coaches room
- 25 metre swimming pool and play pool to the north of the pavilion
- Cricket training nets (2 concrete base pitches) near the western boundary
- Children's playground along the southern boundary of the reserve
- Three sheds used by reserve user - groups for equipment storage

### Friends of Nagambie Pool

#### *Participation*

- **2014/15 season:** Approximately 2,400
- **2015/16 season:** Approximately 3,000
- **2016/17 (estimate):** 3,500
- **2017/18 (estimate):** 4,000

The swimming pool is open from December to March. The pools and change rooms are used.

A further increase in use of the pool facilities is expected as new government requirements for children to be able to swim 50 metres by the end of primary school are implemented from 2017.



Facility Development Needs and Suggestions:

<b>User-Group Suggestions</b>	<b>Source of Suggestions</b>
Car parking area / driveway upgrade and safety measures	<ul style="list-style-type: none"><li>▪ Nagambie Cricket Club</li><li>▪ Nag. Foot/Netball Club</li><li>▪ Nag. On Water Festival</li><li>▪ Friends of Nag Pool</li></ul>
Clubrooms / change rooms upgrade (including toilets and showers), with change rooms accessible from pool area	<ul style="list-style-type: none"><li>▪ Nagambie Cricket Club</li><li>▪ Nag. Foot/Netball Club</li><li>▪ Nagambie Auskick</li><li>▪ Nag. On Water Festival</li><li>▪ Friends of Nag Pool</li></ul>
Swimming pool area upgrade	<ul style="list-style-type: none"><li>▪ Nagambie Cricket Club</li><li>▪ Nag. Foot/Netball Club</li><li>▪ Friends of Nag Pool</li></ul>
Swimming pool - enclose and use solar power to heat	<ul style="list-style-type: none"><li>▪ Nag. On Water Festival</li><li>▪ Nagambie Golf Club</li></ul>

DRAFT REPORT



## Facility Development Priorities

### Project 1 - Immediate Improvement & Enhancement for Greater Facility Use

- Driveway upgrade, pedestrian friendly and safer
- Clubroom / change room upgrades (including toilets & showers)
- All abilities facilities (toilets & showers)
- Family friendly facilities (pram access, lawn areas, BBQ area, improved and fenced playground, safety gates on stairs)
- Female toilets & change room facilities
- Change rooms accessible in pool area (for improved safety and parental supervision)
- Pool surrounds improved to safety standards & enhanced aesthetically
- Provide more shaded and sheltered areas throughout the reserve

### Project 2 - Water Supply & Drainage

- Drainage upgrade throughout reserve
- Irrigation of raw water (potential water syndicate involving multiple groups)
- Oval irrigation / watering system
- Oval surface upgrade

### Project 3 – Multi-Purpose, Multi-Functionality

- Car parking upgrade & safety measures
- Cricket practise nets upgrade
- Indoor facility extension to provide a space for golf practise nets
- Indoor stadium with 2 full netball/basketball courts and meeting rooms, with the ability to be adapted to meet the needs of various community uses
- Netball - additional court at south end
- Netball - more shelter area for spectators at netball courts
- Swimming pool upgrade, including full roof over pool
- Non-water accessible children's play area within pool area
- Hydro pool at current grassed area at north end of existing pool
- Timber floor to accommodate up to 8 table tennis tables
- Verandah / covered area (roof extension on eastern side of pavilion)
- Petanque facility - three lanes
- Skatepark - consider potential skatepark as part of investigation of other potential skatepark locations in Nagambie
- Consider feasibility of redevelopment of the pavilion including all publicly accessible areas at ground level, use of upstairs areas for storage and meeting rooms, and use of current change rooms for user group storage to allow removal of sheds
- Emphasis on facility development which is inclusive and promotes diversity among participants, volunteers and spectators

### Project 4 - Alternative Energy / Lighting Sources

- Retrofitting and installation of new environmentally sustainable design facilities to maximise solar power, natural sunlight, cooling breezes, low and renewable energy, and the capture, storage, recycling and efficient use of water.
- Netball court lighting upgrade
- Oval lighting upgrade
- Swimming pool - enclose & use solar power to heat

### Project 5 - Linkages to the Wider Community

- Linkages to all sporting precincts
- Linkage between Nagambie Recreation Reserve and Buckley Park via signage / themes.
- Second oval
- Increase in pool opening times & season length to allow greater accessibility





## 11. RECOMMENDATIONS

It is recommended as follows:

### 1. *Funding for Facility Development*

That on an ongoing basis, the Committee of Management work with Strathbogie Shire to:

- a) Raise community and political awareness for the projects identified in this Development Plan so as to build a solid base of support for future funding applications.
- b) Identify government funding opportunities and apply for grants for works identified in the Development Plan. Consideration should be given to combining individual projects into larger single projects for more efficient project delivery and to increase the chances of funding success.

### 2. *Concept Plans*

That a high level concept plan capturing the most urgent and important projects identified in this Development Plan be prepared to support lobbying efforts and for inclusion in applications for funding for specific works. (Detailed design is not recommended at this stage and should occur in consultation with the Committee of Management and relevant user-groups after funding has been secured).

### 3. *Development Plan as a Reference Tool*

That the Committee of Management and Strathbogie Shire Council use this Development Plan as a reference tool to inform their planning and decision-making around facility development and financial management.

### 4. *Cyclic Review of Priorities*

That every three to five years, the Committee of Management implement a process of review of the priorities identified in this Development Plan and update the priority list as required.

### 5. *Petanque*

That the Committee of Management and Council engage the Petanque Club about its facility needs and potential location at the Recreation Reserve.

### 6. *Room for Expansion of the Reserve*

That the Committee of Management and Council give consideration as to the potential acquisition of land adjoining the Recreation Reserve to allow for the possible future development of a second oval or other sports facilities.

### 7. *Long Term Recreation Planning*

That Council consider the preparation of a long term 'Nagambie Recreation Infrastructure Plan' to identify likely facility demand as the population grows over the next two decades, and to identify future land provision should it be found that the Nagambie Recreation Reserve will be unable to accommodate long term demand.



## Appendix 6 - Fees and charges benchmarking

Type of Entry Pass	Pass classifications	Strathbogie Shire	Greater Shepparton (Merrigum, Mooroopna & Tatura)	Greater Shepparton (Murchison)	Indigo Shire	Mansfield Shire	Campaspe Shire	Mitchell Shire	Greater Bendigo	Murrindindi Shire
Season Pass/ Membership	Rate payers free season pass (for families or individuals)	\$0								
	Family	\$87	\$176.00		\$197.00	\$165.00	\$140.00	\$134.00	\$194.00	\$156.00
	Adult	\$58	\$87.00	\$65.00	\$112.00	\$96.00	\$80.00	\$75.00	\$102.00	\$75.00
	Child	\$38	\$87.00	\$55.00	\$85.00	\$69.00	\$60.00	\$51.50	\$75.70	\$52.00
	Large Family		\$72.00	\$140.00						
	Small Family			\$110.00						
	Senior Concess			\$55.00	\$85.00	\$77.00	\$60.00	\$51.50	\$77.40	\$52.00
	Family Concess				\$150.00				\$154.70	\$130.00
	Fam Concess Small (1A, 1C)									\$81.00
	Local pool only (rural) season tkt Adult								\$78.80	
	Local pool only (rural) season tkt Child								\$52.50	
	Local pool only (rural) season tkt Family								\$126.10	
Casual Pass/ Entry	Group day entry (10+ people) p/person								\$3.20	
	Pennant/ Carnival Indiv				\$2.00				\$2.00	
	Carnival (group)					\$150.00				
	Family			\$16.00	\$17.00		\$16.00	\$17.30	\$14.00	\$17.00
	Adult	\$5	\$13.50	\$4.50	\$5.00	\$4.40	\$4.80	\$5.50	\$5.40	\$6.00
	Child	\$4.00	\$5.00	\$4.00	\$4.00	\$3.00	\$3.80	\$4.30	\$4.30	\$5.00
	Student		\$3.60			\$2.60	\$3.80	\$4.30	\$4.30	\$5.00
	Senior/ Concess				\$4.00	\$3.40	\$3.80	\$4.30	\$4.30	\$5.00
	Fam Concess				\$13.00				\$10.80	
	Concess Spectator				\$1.00					
15 Visit Passes	Spectator					\$2.00				
	U5 Child	Free								
	Family		\$135.00							
10 Visit Passes	Adult		\$50.00							
	Child/ Concess		\$36.00							
Rutherglen Early Season 2017 **OCT 14 -Nov 11**	Casual				\$5.00					\$42.00
	Early Season Pass				\$50.00					\$35.00



# Appendix 7 - Quantity Surveyor report

## Strathbogie Aquatic Strategy Euroa Pool



### Indicative Cost Plan

QS REF: me  
Date: 6/03/2018

Function	Area m2	Rate \$/m2	Cost \$
<b>Building Works</b>			
<b>Refurbish existing amenities</b>			
Replace roof to existing male and female change rooms incl new ceiling and lighting	123	\$ 600	\$ 73,800
Make good amenities after roof construction completed	123	\$ 300	\$ 36,900
<b>Entry, Reception, and amenity area upgrade</b>			
Upgrade entry building to improve overall look and amenity	192	\$ 700	\$ 134,400
<b>Spectator seating</b>			
New tiered spectator seating	50	\$ 2,000	\$ 100,000
<b>Total Building Works</b>			<b>\$ 345,100</b>
<b>Outdoor Aquatics</b>			
<b>50 Metre pool</b>			
Allow to demolish and remove existing 50m pool	Allow		\$ 150,000
Allow to replace 50m pool shell, finishes and plant	Allow		\$ 3,800,000
Add disabled access hoist to shallow end	Allow		\$ 25,000
<b>Pool concourses, paved areas and walkways</b>			
Resurface existing concourse [concrete]	1788	\$ 300	\$ 536,400
<b>Splash park / Water play and Wet deck area</b>			
Build splash park / water play area to replace old toddler pool	Allow		\$ 360,000
Make good perimeter between splash and pool concourse	Allow		\$ 10,000
New shade sail	3 no		\$ 100,000
Remove existing shade	Allow		\$ 3,000
<b>Builders Work</b>			
Preliminaries	Allow		\$ 150,000
	Allow		\$ 513,440
<b>Total Aquatic Works</b>			<b>\$ 5,647,840</b>
<b>External Works &amp; Services</b>			
Reconfigure existing carpark with central access pathways	3538	\$ 150	\$ 530,700
New half court Basketball area paving and backboard	Allow		\$ 55,000
New table tennis tables	Allow 2 No		\$ 1,000
New shade sail	8 no		\$ 240,000
New climbing wall	Allow		\$ 35,000
Replace / new turf and plant trees / landscaping	Allow		\$ 100,000
New BBQ & picnic facilities	Allow		\$ 160,000
<b>Total External Works &amp; Services</b>			<b>\$ 1,121,700</b>
<b>Construction Cost</b>			<b>\$ 7,114,640</b>
Design Contingency		10%	\$ 712,000
Construction Contingency		5%	\$ 392,000
<b>Sub Total</b>			<b>\$ 1,104,000</b>
<b>Professional Fee Allowance</b>			
Authority Fees & Charges	Allow	9%	\$ 740,000
Loose Furniture and Equipment	Allow		\$ 72,000
	Allow		\$ 143,000
<b>Sub Total</b>			<b>\$ 955,000</b>
<b>Project Total (excluding GST)</b>			<b>\$ 9,173,640</b>

#### Exclusions:

GST	Cost Escalation beyond February 2018
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Staging Costs	Council internal costs
Adverse soil conditions beyond cost plan allowance	Stormwater on site retention / detention system
Audio Visual requirements	Active IT and telephone equipment
Blinds, Curtains or Drapes	Planning professional fees and permit fees
Piling or Bored Pier foundations	
Diversion / relocation of existing inground services beyond allowance	



# Strathbogie Aquatic Strategy



## Avenel Pool

### Indicative Cost Plan

QS REF: me  
Date: 6/03/2018

Function	Area m2	Rate \$/m2	Cost \$
<b>Building Works</b>			
<b>Entry, Reception, and amenity area upgrade</b> Upgrade entry building to improve overall look and amenity	77	\$ 700	\$ 53,900
<b>Total Building Works</b>			<b>\$ 53,900</b>
<b>Outdoor Aquatics</b>			
<b>25 Metre pool</b> Allow to demolish and remove existing 25m pool Allow to replace 25m pool shell, finishes and plant	Allow Allow		\$ 100,000 \$ 1,300,000
<b>Pool concourses, paved areas and walkways</b> Resurface existing concourse [concrete]	358	\$ 300	\$ 107,400
<b>Splash park / Water play and Wet deck area</b> Build splash park / water play area to replace old toddler pool Make good perimeter between splash and pool concourse New shade sail Remove existing shade	Allow Allow 3 no Allow		\$ 360,000 \$ 10,000 \$ 100,000 \$ 3,000
Builders Work Preliminaries	Allow Allow		\$ 100,000 \$ 208,040
<b>Total Aquatic Works</b>			<b>\$ 2,288,440</b>
<b>External Works &amp; Services</b>			
Formalised carpark	220	\$ 180	\$ 39,600
New front entry pavements	102	\$ 150	\$ 15,300
New table tennis tables	Allow 2 No		\$ 1,000
Replace / new turf and plant trees / landscaping	Allow		\$ 30,000
New BBQ & picnic facilities	Allow		\$ 100,000
<b>Total External Works &amp; Services</b>			<b>\$ 185,900</b>
<b>Construction Cost</b>			<b>\$ 2,528,240</b>
Design Contingency		10%	\$ 253,000
Construction Contingency		5%	\$ 140,000
<b>Sub Total</b>			<b>\$ 393,000</b>
Professional Fee Allowance		9%	\$ 263,000
Authority Fees & Charges	Allow		\$ 26,000
Loose Furniture and Equipment	Allow		\$ 51,000
<b>Sub Total</b>			<b>\$ 340,000</b>
<b>Project Total (excluding GST)</b>			<b>\$ 3,261,240</b>

#### Exclusions:

GST	Cost Escalation beyond March 2018
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Staging Costs	Council internal costs
Adverse soil conditions beyond cost plan allowance	Stormwater on site retention / detention system
Audio Visual requirements	Active IT and telephone equipment
Blinds, Curtains or Drapes	Planning professional fees and permit fees
Piling or Bored Pier foundations	
Diversion / relocation of existing inground services beyond allowance	

# Strathbogie Aquatic Strategy

## Violet Town

### Indicative Cost Plan

QS REF: me  
Date: 6/03/2018

Function	Area m2	Rate \$/m2	Cost \$
<b>Building Works</b>			
<b>Upgrade Kiosk Building</b>			
Upgrade building including new airconditioning	128	\$ 1,000	\$ 128,000
<b>Total Building Works</b>			<b>\$ 128,000</b>
<b>Outdoor Aquatics</b>			
<b>25 Metre pool</b>			
Allow to demolish and remove existing 25m pool	Allow		\$ 100,000
Allow to replace 25m pool shell, finishes and plant	Allow		\$ 1,300,000
<b>Pool concourses, paved areas and walkways</b>			
Resurface existing concourse [concrete]	634	\$ 300	\$ 190,200
<b>Splash park / Water play and Wet deck area</b>			
Build splash park / water play area to replace old toddler pool	Allow		\$ 360,000
Make good perimeter between splash and pool concourse	Allow		\$ 10,000
<b>Builders Work</b>			
Preliminaries	Allow		\$ 100,000
	Allow		\$ 206,020
<b>Total Aquatic Works</b>			<b>\$ 2,266,220</b>
<b>External Works &amp; Services</b>			
Formalised carpark	216	\$ 180	\$ 38,880
New front entry pavements	168	\$ 150	\$ 25,200
New half court Basketball area paving and backboard	Allow		\$ 55,000
New table tennis tables	Allow 2 No		\$ 1,000
New shade sail	4 no		\$ 120,000
Existing playground - NO WORKS			
Replace / new turf and plant trees / landscaping	Allow		\$ 100,000
New BBQ & picnic facilities	Allow		\$ 90,000
<b>Total External Works &amp; Services</b>			<b>\$ 430,080</b>
<b>Construction Cost</b>			<b>\$ 2,824,300</b>
Design Contingency		10%	\$ 283,000
Construction Contingency		5%	\$ 156,000
<b>Sub Total</b>			<b>\$ 439,000</b>
Professional Fee Allowance		9%	\$ 294,000
Authority Fees & Charges	Allow		\$ 29,000
Loose Furniture and Equipment	Allow		\$ 57,000
<b>Sub Total</b>			<b>\$ 380,000</b>
<b>Project Total (excluding GST)</b>			<b>\$ 3,643,300</b>

#### Exclusions:

GST	Cost Escalation beyond March 2018
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Staging Costs	Council internal costs
Adverse soil conditions beyond cost plan allowance	Stormwater on site retention / detention system
Audio Visual requirements	Active IT and telephone equipment
Blinds, Curtains or Drapes	Planning professional fees and permit fees
Piling or Bored Pier foundations	
Diversion / relocation of existing inground services beyond allowance	

# Strathbogie Aquatic Strategy

## Nagambie Pool



### Indicative Cost Plan

QS REF: ma  
Date: 6/03/2018

Function	Area m2	Rate \$/m2	Cost \$
<b>Building Works</b>			
Existing Portable Office Building - NO WORKS Existing Modular amenities block - NO WORKS			
<b>Total Building Works</b>			<b>\$ -</b>
<b>Outdoor Aquatics</b>			
<b>25 Metre pool</b>			
Allow to demolish and remove existing 25m pool	Allow		\$ 100,000
Allow to replace 25m pool shell, finishes and plant	Allow		\$ 1,300,000
<b>Pool concourses, paved areas and walkways</b>			
Resurface existing concourse [concrete]	465	\$ 300	\$ 139,500
<b>Splash park / Water play and Wet deck area</b>			
Build splash park / water play area to replace old toddler pool	Allow		\$ 360,000
Make good perimeter between splash and pool concourse	Allow		\$ 10,000
Builders Work	Allow		\$ 100,000
Preliminaries	Allow		\$ 200,950
<b>Total Aquatic Works</b>			<b>\$ 2,210,450</b>
<b>External Works &amp; Services</b>			
Formalised carpark	202	\$ 180	\$ 36,360
New front entry pavements	316	\$ 150	\$ 47,400
Existing Pool & Shade - NO WORKS Existing Shade Sails - NO WORKS			
New shade sail	2 no.		\$ 60,000
Replace / new turf and plant trees / landscaping	Allow		\$ 20,000
New BBQ & picnic facilities	Allow		\$ 110,000
<b>Total External Works &amp; Services</b>			<b>\$ 273,760</b>
<b>Construction Cost</b>			<b>\$ 2,484,210</b>
Design Contingency		10%	\$ 249,000
Construction Contingency		5%	\$ 137,000
<b>Sub Total</b>			<b>\$ 386,000</b>
Professional Fee Allowance		9%	\$ 259,000
Authority Fees & Charges	Allow		\$ 25,000
Loose Furniture and Equipment	Allow		\$ 50,000
<b>Sub Total</b>			<b>\$ 334,000</b>
<b>Project Total (excluding GST)</b>			<b>\$ 3,204,210</b>

#### Exclusions:

GST	Cost Escalation beyond March 2018
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Staging Costs	Council internal costs
Adverse soil conditions beyond cost plan allowance	Stormwater on site retention / detention system
Audio Visual requirements	Active IT and telephone equipment
Blinds, Curtains or Drapes	Planning professional fees and permit fees
Piling or Bored Pier foundations	
Diversion / relocation of existing inground services beyond allowance	



# Strathbogie Aquatic Strategy Nagambie Foreshore

## Indicative Cost Plan

QS REF: me  
Date: 6/03/2018

Function	Area m2	Rate \$/m2	Cost \$
<b>Building Works</b>			
Existing Toilet Block - NO WORKS			
Existing Pavilion - NO WORKS			
Existing Nagambie Rowing Club building - NO WORKS			
<b>Total Building Works</b>			\$ -
<b>Outdoor Aquatics</b>			
<b>Splash park / Water play and Wet deck area</b>			
Build splash park / water play area to replace old toddler pool	Allow		\$ 450,000
Make good perimeter between splash and pool concourse	Allow		\$ 20,000
New shade sail	2 no		\$ 60,000
Builders Work	Allow		\$ 50,000
Preliminaries	Allow		\$ 58,000
<b>Total Aquatic Works</b>			\$ 638,000
<b>External Works &amp; Services</b>			
New jumping pillow	Allow		\$ 40,000
New adventure park equipment	Allow		\$ 200,000
New table tennis tables	Allow 2 No		\$ 1,000
New shade sail	10 no		\$ 300,000
Replace / new turf and plant trees / landscaping	Allow		\$ 100,000
New BBQ & picnic facilities	Allow		\$ 160,000
<b>Total External Works &amp; Services</b>			\$ 801,000
<b>Construction Cost</b>			\$ 1,439,000
Design Contingency		10%	\$ 144,000
Construction Contingency		5%	\$ 80,000
<b>Sub Total</b>			\$ 224,000
Professional Fee Allowance		9%	\$ 150,000
Authority Fees & Charges	Allow		\$ 15,000
Loose Furniture and Equipment	Allow		\$ 29,000
<b>Sub Total</b>			\$ 194,000
<b>Project Total (excluding GST)</b>			\$ 1,857,000

### Exclusions:

GST	Cost Escalation beyond March 2018
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Staging Costs	Council internal costs
Adverse soil conditions beyond cost plan allowance	Stormwater on site retention / detention system
Audio Visual requirements	Active IT and telephone equipment
Blinds, Curtains or Drapes	Planning professional fees and permit fees
Piling or Bored Pier foundations	
Diversion / relocation of existing inground services beyond allowance	





## Appendix 8 - Strathbogie Community Pools Reference Group Project Report Feedback

Otium Planning group attended a meeting of the Strathbogie Community Pools reference group on the 18<sup>th</sup> April, 2018 to present an overview of the Community Pools Strategy and the key actions identified. Committee members were asked to provide any feedback they might have by April 27, 2018 for presentation to Council alongside the draft strategy.

Responses were received from:

- Avenel Pool Working Group
- Euroa Pool representative - Felicity Edwards
- Euroa Pool representative - Tiffany Ellis
- Nagambie Pool representative - Michelle Kettels
- Violet Town Pool representative - Nick Bradley

The comments provided by reference group representatives were supportive of the overall direction proposed in the Strathbogie Pools Strategy.

The feedback provided fell into two overarching categories - Strategic issues and recommendations for all pools, and recommendations/priorities for one of the individual pools.

A summary of the issues and feedback received is provided within these two categories, below.

### Strategic issues and/or recommendations for all pools

Theme	Issues and/or recommendations	Recommended Action
General	1. Very good report, great to see all four pools compared in the same way whilst still showing their differences	1. No adjustment to report required.
Management	2. Support as an urgent issue the restructuring of management of pools to ensure that community needs are met 3. Might require a Shire appointee to oversee staffing, contracts and ensure better accountability eg. numbers in attendance 4. Need for better accountability of pool staff employed and monitoring of visitor numbers 5. Revenue from the pools for 16/17 year - total \$4996 against an overall expenditure of \$346,464 reflects poorly on council ability to manage these assets going forward and increasing revenue through a user pays system should be implemented in the 18/19 year, even if these fees are gradually implemented and perhaps subsidised for those on social support. Indigo shire has a POS system with eftpos handling and an electronic recording system for patronage figures, this is something we should be implementing at the earliest opportunity.	2.-8. No adjustment to report required.  Comments align with report recommendations



Theme	Issues and/or recommendations	Recommended Action
	<p>6. A recreational officer was employed at Indigo to develop a 3 year plan which looked at facility operations, staffing, operational expenditure reduction, and water quality, programs, activation of the pools and community engagement. Their trial of blanketing pools over winter meant saving water, less damage to the pool from sandblasting, labour cost savings an increased flexibility in opening the season early and extending the season. It would be useful for the shire to consider a similar system, and have all 4 pools managed in house, with an external HR company engaged to recruit lifeguards and manage rostering around all four pools.</p> <p>7. We need to look outside our shire for benchmarking, especially in regard to management options, community engagement, delivering programs for our older and younger demographics, reviewing operating costs and managing the pool outside the summer season. Indigo has 5 pools and for similar attendance figures overall ( slightly lower then Strathbogie attendance figures at 37,301, ) had a net cost of \$260,400.</p> <p>8. Want to see either community run or the hybrid method as using external contractors who are not part of the community is actually distracting particularly to local users as the people running the pool have no connection to the community or the reserve</p>	
<b>Physical Infrastructure and Environment</b>	<p>9. Support relining the pools as a prudent step to ensure we get maximum use out of ageing concrete shells and allow time for gradual replacement of all shire pools</p> <p>10. Support ‘splash parks’ as important first step in helping to make pools more attractive to user groups. Other additional activities to make pool grounds more child friendly and encourage activity out of the pool. Eg. Table tennis tables, Basketball backboard</p> <p>11. Support purchase of inflatable obstacle course that can be moved around the shire to each pool as good short-term priority</p>	<p>9.-11. No adjustment to report required. Comments align with report recommendations</p>
<b>Strathbogie’s Pools - highly valued by the community</b>	<p>12. Attendance figures overall have increased since 2014/15 - from 32,333 to 39,290 in 16/17 year.</p> <p>This clearly indicates that despite little to no extra expenditure on the pools infrastructure and amenities over the last 15 -20 years, that our community’s really do value and use their outdoor pools, for the 3 months they are open, and this is even despite some management models that do not specifically encourage community engagement at the local pools. Imagine how much more patronage</p>	<p>12. No adjustment to report required. Comments align with report recommendations</p>



Theme	Issues and/or recommendations	Recommended Action
	would happen once the community finally sees some money being spent on their pools and pool surrounds.	
<b>Development Funding</b>	13. Without looking to outside funding we cannot hope to implement the draft strategic plan and for this we need to have a grants person or dedicated shire department to facilitate the production of professional application and advocate on behalf of ratepayers for this shire to be eligible for forthcoming sports and recreational funding opportunities as they arise, we also need to have resources allocated or set aside to match these funding opportunities.	13. No adjustment to report required. Comments align with report recommendations
<b>Solar Heating</b>	14. Solar heating options need to be fully explored at each of the pools but especially at the Euroa Pool. Finding sufficient roof space will be critical to this and given the large area of land available around or adjacent to the pool, there should be serious consideration given to facilitating the establishment of a much needed community space to be built which could be a multi user facility also much needed in this town - it could incorporate such things as arts and culture, sporting groups, youth facilities, early education, dance and fitness, entertainment and a neighbourhood house just to name a few community needs. 15. Long term strategic planning should also include funding for a feasibility study into a year-round indoor heated and hydrotherapy indoor swim center to be situated in Euroa.	14 & 15: No adjustment to report required. Comments align with report recommendations

#### Strategic issues and/or recommendations for Avenel Pool

Theme	Issues and/or recommendations	Recommended Action
<b>Short term priorities</b>	16. Improve management of pool to ensure better accountability and offer great flexibility in hours of operation to suit community needs 17. Appointment of local lifeguards to help with flexibility of hour of operation 18. Provision of more shade structures and trees as well as irrigation of grassed areas 19. Provision of additional activities for children to be involved in such as table tennis Basketball, and installation of waterslide at the deep end 20. Provision of flippers, masks and lifejackets /floatation devices to ensure safety and encourage kids into the water 21. Provision of a Leaf Cover for the pool to make wintering of the pool less costly from a maintenance perspective 22. Investigate Change room floor covering - artificial grass etc	16 & 7: The report recommends an improved management model that includes employment of lifeguards Refer Section 9.  18-24: The report recommends a number of works that are set out as stages 1, 2 and 3 works. Refinement of priorities will depend on funding availability however it is recommended that collaboration with community pool groups to finalise priorities in line with funding be supported.



Theme	Issues and/or recommendations	Recommended Action
	<p>23. Investigate Improving the parking along Queen St and maybe addition of a gravel area and path from designated parking area to front entrance.</p> <p>24. Replace filters and fix leaking pipes to ensure pool is operating efficiently and stop water loss.</p>	
<b>Short/Medium term priorities</b>	25. Reline pool ASAP	25. As per recommendation above for staged works
<b>Medium term priorities</b>	26. Provision of covered Electric BBQ to encourage families to attend and stay longer at pools on weekends and evenings	26. As per recommendation above for staged works
<b>Avenel Pool concept plan</b>	<p>27. Concern that all parties involved and affected by the layout will be sure to want/need to have input into the concept plan for the Avenel Pool i.e. Tennis Club, Market and Jubilee Park committees of management. Complex and careful negotiation will be required.</p> <p>28. Overall would like to commend the consultants on the draft report and are happy to work with the Shire in its staged implementation.</p>	<p>27. As per recommendation above for staged works</p> <p>28. Noted</p>


#### Strategic issues and/or recommendations for Euroa Pool

Theme	Issues and/or recommendations	Recommended Action
<b>Short Term priorities</b>	<p>29. If Euroa Pool is to be the main focus for school carnivals and hub for activity (as per report recommendation) then recommend pool shell replacement be moved from stage 3 to stage 1 as pool shell is fundamental as the base of all other improvements.</p> <p>30. Recommend to apply for grants while they are available. i.e. there is no guarantee that funding will be granted on first application or that it will be available into the future. We do not want to miss an opportunity.</p> <p>31. Focus on fun and interest to raise participation by installing splash park/slide as soon as possible. Improved participation equates to a better chance of obtaining funding.</p>	<p>29. In relation to bringing replacement of the pool shell forward, the report recommends a number of works that are set out as stages 1, 2 and 3 works. Refinement of priorities will depend on funding availability however it is recommended that collaboration with community pool groups to finalise priorities in line with funding be supported.</p> <p>30. Recommendation regarding grant applications is noted.</p> <p>31. Noted</p>
<b>Physical Infrastructure and Environment</b>	<p>32. Keep the L-shaped diving area. Why remove an existing feature? Utilize the space to install a slide. (Regarding the water temperature - Solar heating)</p> <p>33. Install a dual purpose flat shade structure for spectators and use the roof space to install solar tubing for heating the pool (in addition to utilizing all roof space on office &amp; change rooms). As done at Ararat pool, photo attached.</p>	<p>32. Recommendation to keep the L-shaped pool and utilise space for a slide is noted.</p> <p>33. Installation of a slide is not recommended. As discussed at reference group meeting, slides tend to hold limited interest for users unless they are able to</p>



Theme	Issues and/or recommendations	Recommended Action																
	<p>34. Hot water service required for change rooms in conjunction with a solar hot water service. There is a council budgeted allocation of \$40,000 for the change room roof installation which was postponed so the roof and solar installation could be considered together</p> <p>35. Changing the current pool edge at Euroa pool to a wet deck should be seriously looked into and costed in the overall strategic plan, this would enable disability access and improve the functionality of the pool.</p> <p>36. Placing special value on Euroa's 50 m pool as a unique asset is key to ensuring this asset realise its full potential. 50 m pools are not being built anymore and the cost to replace this with like is enormous. Focusing on promoting our pool and engaging schools in our shire and also in the region, to achieve greater utilisation of our local outdoor 50 m pool for swimming clubs and carnivals would also be something a recreational officer could facilitate but also needs to be acknowledged within the shire plan going forward.</p> <p>37. See attached video link from Gian Rooney, an Olympic swimmer advocating on behalf of Euroa Pool  <a href="https://www.youtube.com/watch?v=Zmctw_CzMUE&amp;feature=youtu.be">https://www.youtube.com/watch?v=Zmctw_CzMUE&amp;feature=youtu.be</a></p>	<p>provide a range of adventure thrills such as the multiple slide options offered at some larger aquatic complexes.</p> <p>34. Installation of hot water in the change rooms is recommended in the report.</p> <p>35. Disabled access features such as a poolside lift are recommended in the report. Wet deck is not recommended as concrete is considered to be the most hard wearing and slip resistant for outdoor pools.</p> <p>36. Employment of a Council officer to coordinate and build programming at the pools is recommended in the report.</p> <p>37. Video link is noted.</p>																
<p><b>Community Involvement opportunity</b></p>	<p>38. An example of costs and funding allocations obtained from the community leader at Ararat pool show improvements can be made without a huge outlay if the community is included in the redevelopment process. Many locals volunteered their labor and trade services in kind. The Ararat pool is also a 50m pool and of the same age and construction as the Euroa pool. (The Ararat pool is now returning a profit each year).</p> <table data-bbox="398 1077 952 1444"> <tr> <td>Pool &amp; Plant room</td> <td>\$390,000</td> </tr> <tr> <td>Splash pad</td> <td>\$150,000</td> </tr> <tr> <td>New Change room/kiosk</td> <td>\$350,000</td> </tr> <tr> <td>Concrete</td> <td>\$50,000</td> </tr> <tr> <td>Government funding</td> <td>\$350,000</td> </tr> <tr> <td>Council contribution</td> <td>\$450,000</td> </tr> <tr> <td>Ararat Community Enterprise</td> <td>\$100,000</td> </tr> <tr> <td>Community</td> <td>\$100,000</td> </tr> </table>	Pool & Plant room	\$390,000	Splash pad	\$150,000	New Change room/kiosk	\$350,000	Concrete	\$50,000	Government funding	\$350,000	Council contribution	\$450,000	Ararat Community Enterprise	\$100,000	Community	\$100,000	<p>38. Cost and funding allocations example is noted.</p>
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Theme	Issues and/or recommendations	Recommended Action
Solar heating	<p>39. Image provides an example of how sufficient solar panels can be achieved to heat 50m pool (provided by Felicity Edwards)</p> 	39. Image is noted.

**Strategic issues and/or recommendations for Nagambie Pool**

Theme	Issues and/or recommendations	Recommended Action
Future operational considerations	<p>40. Need to have consistency in the manner in which the pools are run - why do some of the pool have flexible user hours but Nagambie is so strict (no flexibility)</p> <p>41. Need to have consist policy of how pool operate with the friends groups. Even between Avenel and Nagambie who is the same contractor there is a huge discrepancy on how the contractor works with the friends group during the pool season</p>	<p>40. Priority for new management is noted. This is supported by the report which recommends a management model that can deliver local and community outcomes. Refer section 10.3.</p> <p>41. Noted. As above</p>
Physical Infrastructure	42. Need to have similar facilities in each pool - Nagambie pool doesn't even have change rooms (in the pool area) versus others that have really good ones.	42. Noted. Future provision of change rooms accessible from the pool area should added to the program of works list for future development.



**Strategic issues and/or recommendations for Violet Town Pool**

Theme	Issues and/or recommendations	Recommended Action
<b>Strategy priorities</b>	<p>43. 92% of survey respondents rated the Violet Town pool, as it is, as either Excellent (65%) or Good (27%). So there is no great urgency for the Council to invest in hydrotherapy technologies, splash park, basketball court or turf pathways.</p> <p>44. Far more urgent than any plan to refurb the existing kiddies pool or build a splash park or heated hydrotherapy pool in its attempts to improve the viability of its pools, is the Shire’s need to recruit and/or train and retain professional life guards/pool managers, and establish contracts which guarantee the basic but critical day-to-day care and maintenance of the pool and its surrounds.</p>	<p>43. Noted</p> <p>44. Priority for new management is noted. This is supported by the report which recommends a management model that can deliver local and community outcomes. Refer section 10.5.</p>
<b>Management</b>	<p>45. Management of the pool is the core concern, particularly now that Dave &amp; Robbie Harrison will not be continuing in their role as the contracted life guards. Having local life guards to operate and manage the pool is paramount, as it ensures a degree of ‘ownership’ and accountability - i.e. the people responsible for maintaining the amenity of the facility have to live among their ‘customers’, and they’re less inclined to close early or open late, and more inclined to pursue ‘value-adding’ initiatives like morning lap-swimming (activities outside of standard hours), community carnivals etc.</p> <p>46. Physical Environment - shade, shade, shade, more shade, healthy lawns, shrubs/hedges/trees and good, regular maintenance is the key to establishing an inviting and popular leisure destination, and increasing attendance - which is why the VT pool is well-attended. Very specific KPIs in relation to these things, and to rubbish collection, provision of BBQ facility, and the facilitation of community-oriented activities and events must be written into any management contract.</p> <p>47. The VT pool is “well-funded” by the market contributions, and has an active Friends of the Pool group precisely because the contractors are local residents who care about the pool, are collaborative, supportive and connected.</p> <p>48. The VT pool’s cost-per-attendee of \$4.93 is achieved because the contractors have turned it into an inviting oasis, where swimmers enjoy clean water, a well-supervised safe environment, fun aquatic and non-aquatic activities and games, comfortable and shady seating areas with popular music at a sensible volume, attractive landscaping and colourful fixtures, plenty of parking and a well-serviced kiosk.</p> <p>49. It is acknowledged that the Council is unlikely to find replacement contractors for the Violet Town Pool who would be as committed and conscientious as the Harrisons, but it should be an aspirational objective to find contractors like them for all the Shire’s pools.</p>	<p>45. Priority for new management is noted. This is supported by the report which recommends a management model that can deliver local and community outcomes. Refer section 10.5.</p> <p>46. Noted. As above</p> <p>47. Noted. As above</p> <p>48. Noted. As above</p> <p>49. Noted. As above</p>