

MidCoast Council

Pool Operations and Management Report

“Review and examine the management and operations of all public and community swimming pools within the MidCoast Council Local Government Area”

August 2023

RMP & ASSOCIATES

Contents

OUTCOMES.....	3
AIM.....	3
SUCCESSFUL AQUATIC CENTRES	3
OUTSOURCING and IN-HOUSE MANAGEMENT	5
DEMOGRAPHICS.....	7
Key Elements of Asset Management	9
Summary	12
Subsidy	12
CURRENT ANNUAL REVENUE/EXPENDITURE & SUBSIDY FOR YMCA-MANAGED POOLS.....	13
CURRENT ANNUAL REVENUE/EXPENDITURE FOR COUNCIL-MANAGED POOLS	14
WINGHAM AND MALC HISTORICAL COMPARISON.....	15
RECOMMENDATIONS.....	20

OUTCOMES

- To adopt a concise plan and clear policies for future swimming pool operations.
- Provide an analysis and assessment of the financial viability of the current pools and the factors that may impact upon this viability into the future, including current contractual arrangements and performance under YMCA management.
- Provide an overview of other Council's approach to public pool management and risk minimization.

AIM

1. Review the current contract with the YMCA.
2. Identify options for the management of all public swimming pools within the MidCoast LGA, including, but not limited to
 - a) Engaging alternate contractors,
 - b) Other methods of management, including Council directly managing community and public pools.

SUCCESSFUL AQUATIC CENTRES

Successful Aquatic Centres in Sydney such as the Leichhardt Park Aquatic centre, Hurstville Aquatic and Leisure Centre, Lane Cove Aquatic Centre and Hornsby Aquatic Centre are characterized by significant revenue generated by programs such as Learn to Swim, Gym Memberships, and Squads as well as revenue from well-managed cafes and retail shops. Hurstville has a large indoor sports centre that while not generating a significant surplus from sports does generate visits and this is reflected in café revenue and gym and LTS participation.

Both Hornsby Aquatic Centre and Leichhardt Park Aquatic Centre are "in-house" managed by Council. Hurstville and Lane Cove are "outsourced" to BlueFit.

All centres have detailed management plans, a marketing strategy and significant social media presence. The population catchment for all four centres is significant but this of itself doesn't guarantee a successful centre if success is defined as high participation and low or no deficit funding.

Brisbane and Melbourne have some centres with significant visitations and low or no deficit funding by Council. Both Brisbane and Melbourne centres have a vastly different demographic and catchment area so it is not a fair comparison to the MidCoast pools. It

should be noted however that these successful urban pools are outsourced to professional Operators such as Belgravia and Rackley Swimming.

In Canberra Viva Leisure manages the ANU indoor 25m and program pool and fitness centre for the ANU. This centre generates significant revenue and Viva Leisure pays a rent to the ANU each year. The pools and gym were developed with a Business Case provided by RMP to the ANU and Operators were sought who could develop the significant student and city market potential.

Cost control is a key feature of successful centres with wages and energy costs tightly managed. If class sizes fall in the LTS or Fitness area they are cut or consolidated. Pool covers are used to reduce heat costs and temperature control and energy efficiency protocols are adopted. This includes the use of heat pumps rather than gas and cogeneration in the case of Leichhardt Park Aquatic Centre.

Investment in the facilities is another reason why these centres are successful. They regularly upgrade and expand their facilities to meet identified user demand and provide quality facilities and services. All centres have child care which although a “loss leader” attracts memberships and provides access for parents/grand parents with small children who would otherwise be disadvantaged.

The other key aspect of successful centres is adequate and proximate safe parking. The car park must be well lit at night.

Reception needs to be spacious with a well-managed café offering good quality snacks, light meals, good quality tea and coffee and have enough seating for large groups after classes finish.

All successful centres have computer software to manage point of sale and memberships and learn to swim. These are usually direct debit arrangements for fortnightly payments of LTS and Gym memberships.

In recent years successful centres have realized that sitting in a pool hall fully clothed is not a pleasant experience and so having an air conditioned space overlooking the pool where parents and carers can sit and watch is very attractive for patrons. Providing for users needs increases patronage and repeat business.

KPI's for successful centres include retention rates for LTS and Gym memberships. Good communication and encouraging customer feedback are also characteristics of successful centres.

Fees and Charges are not the most important factors in successful centres but using fee structures to recognize the needs of significant “markets” such as those on pensions or regular users or squad members is a key characteristic. Patrons do go to other centres, gyms and LTS schools and they make comparisons. Value for money rather than the amount of the fee is the most important aspect of a successful centre.

The range of relevant programs and facilities as well as staff performance and customer service are all critical to the perception of a centre as successful.

Successful centres are clean, attractive and have routine maintenance programs in place. In the gym the equipment is regularly serviced, and clean and new pieces added regularly. Change rooms and especially toilets are regularly checked and cleaned throughout the day.

Finally, aquatic centres must have clean, clear and safe water at all times. Pool temperatures must be maintained and supervision of pools with lifeguards in uniforms that make them stand out is mandatory. Successful centres will empower lifeguards to speak to clients and to have up to date information about the centre's programs as well as encouraging supervision of children and good behaviour.

Strong links to the community are vital for success. Good relations with schools and helping with school carnivals is one way links are strengthened. Having events that support the community are also important. Successful centres don't try and undercut competing fitness and LTS businesses on price. They compete on value and high-quality programs and level of instruction and staff knowledge and commitment.

OUTSOURCING and IN-HOUSE MANAGEMENT

MidCoast Council has five pools that it manages and four pools that it outsources management to the YMCA.

Of the four pools that YMCA manage on behalf of Council only two are classified as Aquatic Centres. Both the Manning Aquatic and Leisure Centre at Taree and the Great Lakes Aquatic Centre at Forster have indoor pools with fitness centres, a creche and a café and offer learn-to-swim lessons and squad all year.

One reason Council's outsource management is so that they don't have to employ staff under Local Government Awards and find enough suitably qualified staff to keep the pools open. The YMCA is a large organization with a number of pools that it manages as well as other centres. Despite its size there have been staff shortages resulting in pool closures and staff positions not being filled to the detriment of the MidCoast Council.

The nature of the contract and the management of the contract are defining aspects of the success of outsourcing for Council. Under the current contract there is no consequence for the YMCA if they fail to meet the budgeted income or appoint a coordinator to run a gymnastics program or sports program. The current situation at Manning Aquatic and Leisure Centre cannot continue without Council intervention.

Closing a café and childcare facility without negotiation with Council does not reflect well on YMCA. However, the management of the contract by Council has created a situation where Council is responsible for maintenance and capital works despite the original contract assigning this responsibility to YMCA. It is unclear how this occurred and it predates the current Council. It is one of the benefits of outsourcing that the Operator is responsible for the presentation of the centre and employing trades people to do any necessary work or replace damaged parts of the building such as the shade covers and spa pool at MALC.

Outsourcing can be beneficial for Council if the “contract” is realistic and managed by an experienced contract manager on behalf of Council. Outsourcing can be achieved with a “husband and wife” team or local organization being prepared to take responsibility and manage a specific pool such as Tea Gardens or Wingham on behalf of Council.

Some organizations offering management services to Councils for aquatic centres are not-for-profit such as the YMCA and others like BlueFit and Belgravia are commercial groups seeking a profit and using their expertise to generate higher revenue from the programs, particularly gym and LTS than if it were managed by Council. However, they often charge a centre with costs not directly attributable to generating revenue at the facility and it is difficult to separate marketing, payroll and other back of house expenses to ensure they all relate to the facility under contract.

Pool managed by the YMCA on behalf of Council are lifeguarded in line with the RLSS Guidelines for the Safe operation of Public Pools but in some cases recent staff shortages have resulted in deviation from the RLSS recommended staffing levels. The YMCA is responsible for all staff and programs at these pools and have resources and experience that Council does not have to the same degree. The employment contracts that govern the YMCS workers enable them to pay less than if Council were to employ the staff under conditions governing local government employees.

Council operates the Gloucester Pool which has an outdoor 50m pool open over the summer season and a small hydrotherapy pool that is indoor and heated and available all year. Council employs lifeguards and other staff at Gloucester as casual employees recognising the seasonal operation of the pool.

Council staff working in the Parks Division open and close the four community pools and carry out pool water checks as well as mowing but do not provide any supervision.

Council is aware of the risk associated with unsupervised community pools and recently had a RLSS audit done for all its pools that highlighted the safety issues associated with unsupervised pools. Council’s insurer Statewide is aware of the pools being unsupervised and has not required Council to employ lifeguards in order to retain insurance cover. Council has not had a case of injury at one of its unsupervised pools to date so the extent of cover provided by Statewide is untested if Council were faced with a claim under its Public Liability Policy.

Public liability refers to the responsibilities owners or occupants of a public space have to protect anyone who enters. If the Council or its staff fall short of these responsibilities, resulting in an injury, a case for compensation can be made.

Lifeguards at all Council’s community pools during the current opening hours throughout the summer season would be both difficult to source and extremely expensive. Other Councils in country areas in Australia have taken the approach of limiting the hours of operation of their community pools in order to provide lifeguards.

Some Councils are aware that weather is a key factor in the community attending their pools and have brought in a temperature policy. In general, this requires the weather Bureau

temperature to be monitored for the next day and if the temperature is predicted to be below 25 deg C the pool does not open.

Typically, these community pools have restricted opening times such as Monday to Friday open 3.30pm to 6.30pm and Saturday/Sunday and Public Holidays open 12.30 to 6.30pm. Council staff have the flexibility of extending these hours should high temperatures or high numbers of patrons warrant it.

Currently Council has outsourced two community pools, one at Tea Gardens and one at Wingham, to the YMCA. The outcome in the case of Tea Gardens which was the most recently outsourced by Council was a reduction in the deficit, an increase in revenue from fees and a pool that was lifeguarded when open.

Due to staff shortages the pool was closed at various times during the 2022/23 season and these closures have resulted in community concern relating to unreliable access times. The local Progress Association has indicated its willingness to discuss Council agreeing to outsource the pool to the Progress Association. This will require consideration by Council to determine the nature of the arrangement, the allocation of risk and the cost. There are examples of this type of arrangement and in some cases, it has worked well for decades. The Adelaide Hills Council has recently formalized its agreement with the Woodside Community Pool Committee to continue to operate the outdoor 25m and program pool at Woodside.

DEMOGRAPHICS

- SEIFA index of relative socio-economic disadvantage of 948 reflects the position of MidCoast LGA relative to other LGA's in Australia
- The ranking places MidCoast in the lowest quintile (ABS 2016 Census data).
- The City of Salisbury in South Australia has a SEIFA Index of 917 which has caused the City to invest in a new aquatic centre to replace the existing centre that was not meeting the needs of residents. The new centre has water slides, KIPS and a Splash Pad as well as indoor pools and gym and outdoor FINA standard 50m pool
- The Population of the Mid Coast Council is ageing with significant growth in the 60+ age group. Median age 54 (Gloucester median is 50 Taree median age 45 Forster & Tuncurry median age 59)
- Children 0-10 years fell in numbers between 2016 and 2021.

Population by Pool area:

Forster/Tuncurry (14,187/6,313)

Taree (18,110)

Gloucester (3,133)

Wingham (5,395)

Nabiac (1,294)

Bulahdelah (1,538)

Stroud (988)

Tea Gardens (3,288)

Krambach (382)

The research indicates that swimming is a popular activity with around 13.5% of the population. This figure includes those who go to the beach. The age of the population, the quality and access to pools and whether the pool is heated, indoor and has a range of pools and programs will impact on the potential users.

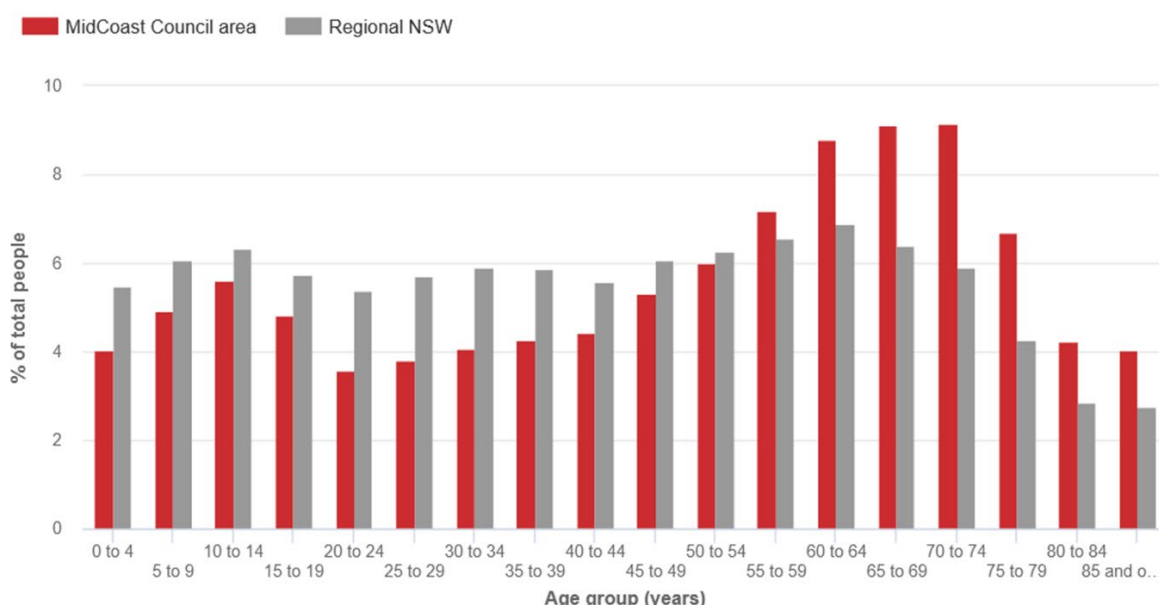
There is no data available for the attendances at Krambach, Nabiac, Bulahdelah or Stroud pools. Some attendance data has been gathered by the YMCA for Tea gardens and Wingham pools. The YMCA has also collected data on the number of users participating in programs such as learn-to-swim, fitness memberships and aquarobics at both MALC and GLAC.

Should Council determine to outsource the Tea Gardens pool to a community organization such as the Progress Association, there may be opportunity to extend this type of management to the Stroud Pool under the auspices of the Showground Committee and Bulahdelah with the adjacent Bowls Club. Nabiac Pool was originally constructed after a concerted campaign by local residents who have become regular users of this pool. With assistance from Council there may be an opportunity to form an Incorporated Pool Committee to manage the pool on behalf of the Council.

Age structure - five year age groups, 2021

export 

Total persons



Attribute	Value
SEIFA Index	928
Households with mortgage	23%
Households renting	22%
Overseas born	10%
University attendance	1%
University qualification	12%
English as second language	3%
Population in workforce	44%
Worked at home	12%
Trade qualification	26%

Key Elements of Asset Management

Council's pools are assets and require routine and preventative maintenance as well as replacement over a specific period of time. Nabiac is the most recent pool to be constructed and is in good condition. Tea Gardens was recently upgraded with a compliant disabled access ramp to the outdoor 25m pool. Council's capital budget reflects the projected cost of maintain and in some cases replacing plant and equipment at the pools over the next 10 years.

It is recommended that Council review all pools in the context of its asset management strategy and consider opportunities to rationalize provision over time. This may include in the short-term closing pools at Wingham and Krambach and leasing the Gloucester Pool to the operators of the Gloucester Caravan Park. Further consideration should be given to the future of the Manning Aquatic and Leisure centre and possible development of an indoor multi-purpose sports complex to replace the existing PCYC. Management of the entire complex by the PCYC with a significant capital grant from the State Government would benefit the whole community.

In summary the recommended asset management approach should be:

- Taking a life cycle approach to managing pool assets
- Developing cost-effective management strategies
- Providing a defined level of service for pools
- Providing performance monitoring processes

- Understanding and meeting the demands of growth, legislative change, statutory requirements and infrastructure investment
- Managing risks associated with asset failure
- Providing long term financial projections for asset sustainability

Council can apply for grants for capital works.

Infrastructure Grants: Sport and Recreation

Grants of between \$50,000 and \$300,000 with specific reference to the funding of swimming pools.

The Greater Cities and Regional Sport Facility Fund

Provides grants from \$100,000 to \$1 million for projects such as lighting, amenity and changeroom upgrades.

NSW Regional Sports Infrastructure Fund

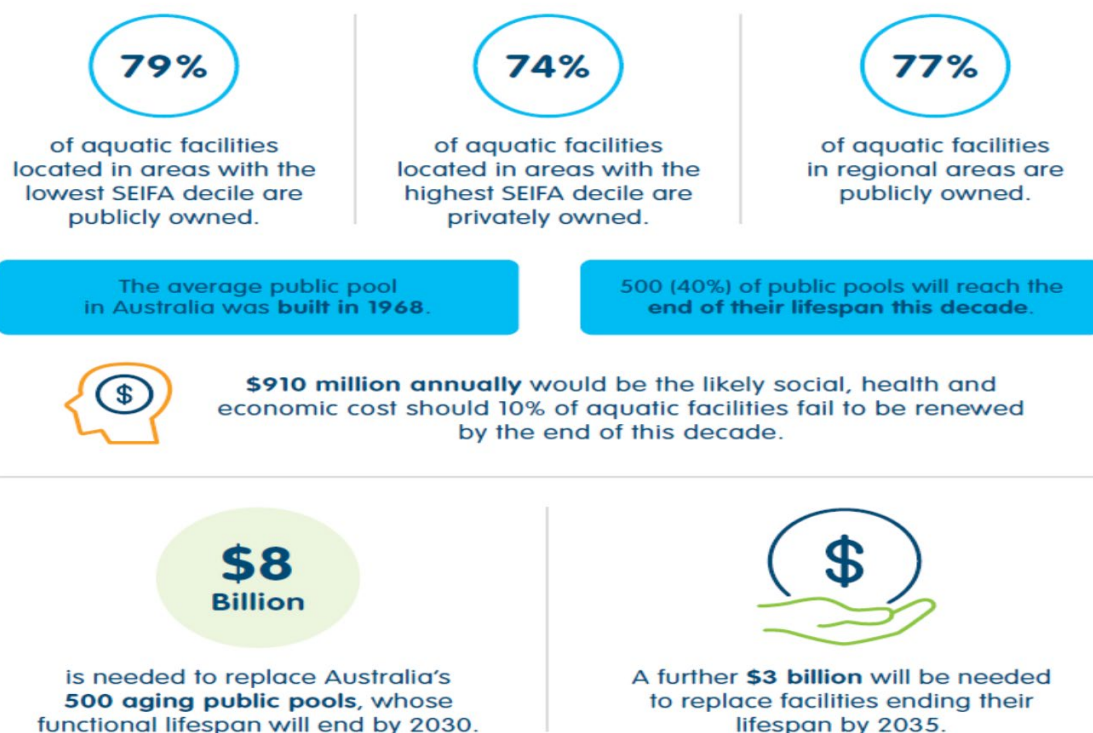
Provides grants of between \$1 million and \$10 million for regional sports hubs or regionally significant sports facilities.

NSW Multi-Sport Community Facilities Fund

Provides grants of between \$1 million and \$5 million to a range of organizations which provide community sport, sporting associations and organizations providing sport and recreation programs.

All Councils in Australia are faced with the cost of maintaining and in some cases replacing pools, many of which are over 50 years old and no longer meet community needs or updated Health Department requirements for water turnover times and filtration. As can be seen from the research undertaken by RLSS Australia there are over 50m pools that would require \$8 billion to replace by the end of 2030 as the average public pool was built in 1968.

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



Based on Council's current expenditure the pools not outsourced to the YMCA are expected to cost Council in operating subsidies \$11,883,932 by 2032 (and if extrapolated to 2033 an additional \$1.5M) if there is no change to the current management approach. In addition, the pools managed by the YMCA, especially Manning Aquatic and Leisure centre are subsidized and over the next ten years that subsidy is projected to amount to \$17,206,976. (the assumptions around inflation and other costs and revenue increases are contained in a separate spreadsheet prepared in conjunction with the report. The figures are based on the Council's actual costs and the submitted income and expenditure by the YMCA).

The estimated total subsidy will be impacted by increasing energy and wage costs that will not be met by income from entries and programs.

Council is facing a recurrent deficit each year for the continued operation of all pools under the current management arrangements and operating hours. In addition to the operating deficit there are major capital works required at the pools to address backlog maintenance and to improve the facilities in line with community expectations.

Summary

Total Deficit YMCA managed pools \$1,219,338

Total deficit Council managed pools \$630,461

Total Deficit for all pools \$1,849,799

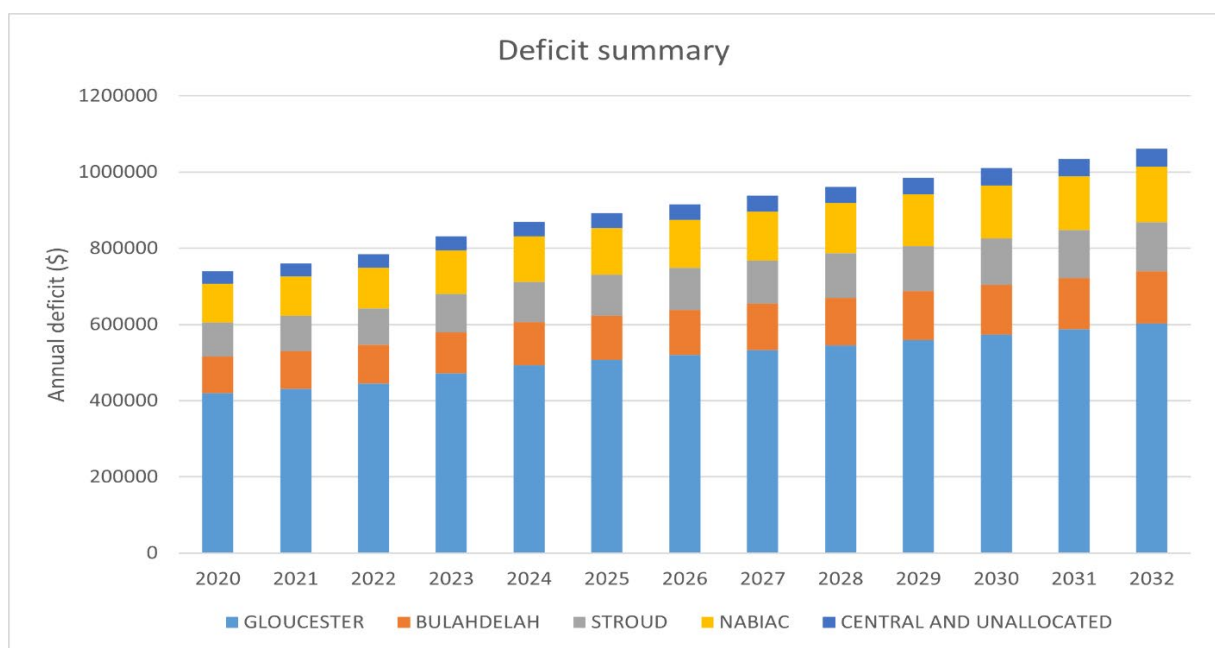
Subsidy

There are an estimated 52,000 households in MidCoast Council LGA.

Annual Subsidy amounts to \$35:57/household

Based on the 2021 Census data this equates to \$19:18/person

(based on 96,425 population)



Name	10 year projected operational deficit (\$)	Potential capital replacement/refurbishment cost/pool over 10 years
Gloucester Pool	6,690,474	Included in Ops/Mtce
Nabiac Pool	1,613,777	Included in Ops/Mtce
Stroud Pool	1,424,640	Included in Ops/Mtce
Bulahdelah Pool	1,530,872	Included in Ops/Mtce
Krambach Pool	250,000	Included in Ops/Mtce
Pools Ops/Maintenance	524,168	
Sub total	11,883,932	
Wingham Pool	2,624,980	\$4,000,000 (replace pools and plant)
Tea Gardens Pool	1,828,338	\$400,000
Manning Aquatic centre	9,772,487	\$4,000,000 (incl water play and slides)
GLAC (Forster)	2,981,170	\$6,000,000 (incl new 50m)
Sub total	17,206,976	
TOTAL	29,090,908	14,400,000

CURRENT ANNUAL REVENUE/EXPENDITURE & SUBSIDY FOR YMCA-MANAGED POOLS

Pool or Leisure Centre Name	Total Visits – FY22 and Subsidy Per visit	FY22 Facility Operating Days (Do not include days we were in lockdown)	FY22 Facility Revenue (\$)	FY22 Facility Operating Cost (\$)	Cost Recovery %	Deficit (Ex Capital cost)
Great Lakes Aquatic Centre	161,598 \$1.33	332	\$1,588,519	\$1,805,139	88	\$216,222
Manning Aquatic Leisure Centre	119,913 \$5.82	332	\$989,037	\$1,686,808	58.6	\$697,771
Wingham Memorial Swimming Pool	5,593 \$29.74	166	\$35,401	\$201,765	17.54	\$166,364
Tea Gardens Swimming Pool	6,457 \$21.46	97	\$46,282	\$184,866	25	\$138,583

CURRENT ANNUAL REVENUE/EXPENDITURE FOR COUNCIL-MANAGED POOLS

Pool or Leisure Centre Name	Total Visits/ Footfall – FY22 and Subsidy Per visit	FY22 Facility Operating Days (Do not include days we were in lockdown)	FY22 Facility Revenue (\$)	FY22 Facility Operating Cost (\$)	Cost Recovery %	Deficit (Ex Capital cost)
Bulahdelah Swimming Pool	2100 (est) \$45.74	80	\$0	\$96,070	nil	\$96,070
Stroud Swimming Pool	2500 (est) \$29.92	80	\$0	\$74,807	nil	\$74,807
Nabiac Swimming Pool	5600 (est) \$12.70	80	\$0	\$67,593	nil	\$67,593
Krambach Swimming Pool	850 \$27.45	80	\$0	\$23,333	nil	\$23,333
Gloucester 50m and Indoor pool	17900 \$20.59	342	\$167,977	\$536,655	31.3	\$368,678

The YMCA provide a high level of safety with strict adherence to RLSS Guidelines. However, the management of Manning Aquatic and Leisure Centre by the YMCA has not resulted in increased revenue and lower subsidies or increased patronage. The CERM (Centre for Environment and Recreation Management – University of South Australia) benchmarks for the operation of aquatic centres similar to MALC indicate the cost recovery should be 70% based on data collected from 61 similar aquatic centres.

The cost recovery for MALC under YMCA management is 58.6%

There are obviously key factors that are driving this result. Some of these factors are related to the socio-demographic profile of Taree as reflected in the SEIFA Index and the high costs associated with a large outdoor 50m pool and heated indoor 25m pool with leisure water and spa pool. The maintenance and presentation of the facility is poor and the café has struggled to compete with the adjacent Mc Donald's. Swim School revenue is low compared to GLAC and pool competes with Wingham in the summer for swimmers. By comparison GLAC with an indoor 25m and leisure pool supported by gym and LTS as well as indoor sports courts is right on the CERM benchmark for cost recovery of 88%.

WINGHAM AND MALC HISTORICAL COMPARISON

Annual Cost to Council

• 2021/2022	\$864,135
• 2014/2015	\$887,400
• 2011/2012	\$929,037

Visits	2011/2012	2014/2015	2021/2022
• MALC	159,910	194,625	119,913
• Wingham	18,441	15,592	5,593

Subsidy/Visit

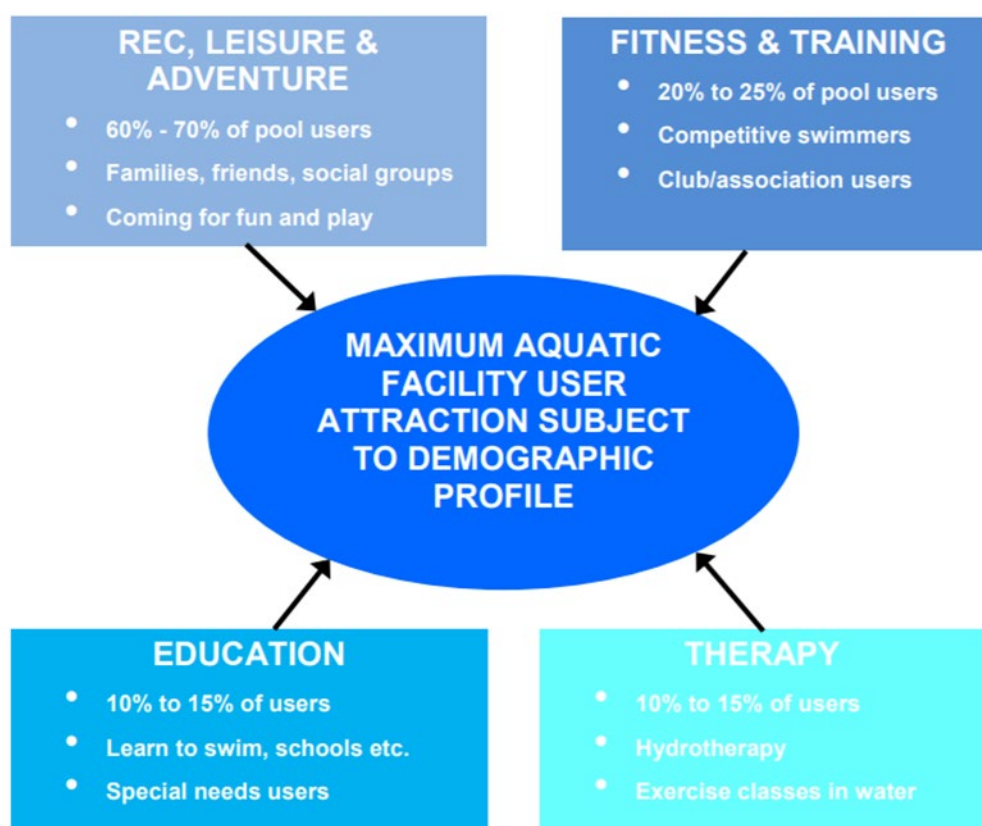
(both Pools)	\$5.20	\$4.22	\$7.40
• Wingham Pool			\$29.74
• MALC			\$5.82

Following on from the analysis of the poor performance of Wingham and of most concern, Manning Aquatic and Leisure Centre, the Key Performance Indicators for an aquatic centre are set out below. The budget performance is a failure for both pools.

Area of Measurement	Indicator/s
Service Quality	Gaps for the following attributes of service delivery (from survey results):
	<div> <div>① Staff providing the service</div> <div>① Pool safety</div> <div>① Cleanliness & Hygiene</div> </div> <div> <div>* Change Room Facilities</div> <div>* Fun & Enjoyment</div> <div>* Range of Programs</div> </div>
Service Costs	① Budget Performance
	Gaps for the following attributes of service delivery (from survey results):
	<div>① Value for Money</div> <div>① Current charges</div>
Responsive to community needs	① Customer-Community Degree-of-Fit
Service Accessibility	Gaps for the following attributes of service delivery (from community survey results):
	<div>① Response time to queries</div> <div>① Opening hours & Timetables</div> <div>① Disability access</div> <div>① Location</div> <div>① Car Parking</div>
Continuous Improvement	① Performance Plan containing indicators which measure costs, quality and service appropriateness
Regular Community Consultation	① Consultation strategy used

The research has demonstrated the importance of leisure water, fun and play in the key drivers that encourage visits to an aquatic centre.

Main Aquatic Leisure Facility User Markets



When considering the facilities available to residents and visitors at MidCoast Council pools it is clear that leisure water and particularly Splash Pads and Kids Interactive Play structures incorporating small slides and tipping water buckets as well as interactive water features are absent. The Manning Aquatic and Leisure Centre is in need of an upgrade that will attract more visits and cater to families and children by providing fun, adventure and leisure. The absence of these features combined with the socio-demographic profile of the Taree/Manning catchment is one reason for the poor performance of the Manning Aquatic and Leisure Centre. An attractive café and outdoor area and a better relationship with the surrounding sports precinct would increase participation, especially if Council were to invest in a modern water play area to cater to children 6mths to 3 years and 4 years to 12 years of age.

There are a number of factors that should be considered in the decision to build a water play area:

- Design – masterplan prepared for an identified site
- Access – adequate parking, bike racks, sealed pathways
- Supporting Facilities – public toilets, litter bins drinking water, fencing, shade, picnic and seating furniture

- Play Value – all abilities, various age group provision, challenging and engaging

Typically, an aquatic centre would have two zones with different experiences and water features suitable for 1 to 3 years and 4 to 10 years. The older children/teenagers would be catered for with a water slide installation in a third zone.

The 4-10 years zone is a Kids Interactive Play Structure (KIPS) and has more challenging play structures and climbing/sliding elements with a range of small water slides and slippery dips. A separate Splash Pad, which is basically a soft fall with a number of sprays and features which can be turned on and off by the children to provide an interactive element is a separate zone.

To capitalize on the large number of participants using the adjacent playing fields, it would seem sensible to develop a facility incorporating a Splash Pad and a KIPS (Kids Interactive Water Play structure) supported by a modern entry and café with upgrades to the presentation of the centre and access for all abilities. It is difficult to quantify the financial impact of entry fees and “secondary spend” on food and beverage but the Maitland Pool in the Hunter Valley increased visits by 18,000 in the first season after opening a Splash Pad and Interactive Water Play area.

As there is no competition for this type of interactive water play facility in the Taree and Manning area apart from water parks in Caravan Parks at Port Macquarie and Forster, it is with some confidence that Council could predict a significant increase in visits over the summer period if a splash Pad and Interactive Water Play area was developed and supported by other improvements to the amenity of the pool, notably the entry and café.

Below are two examples of water play developments recently completed in South Australia that have resulted in high visitation numbers. The design and cost for a supply and installation for developing a new water play area with both Splash Pad and KIPS (Kids Interactive Play Structures) that would involve a soft fall area of about 350m² and with hydraulic plant and features at MALC would have an estimated cost of around \$1M. Australian Waterslides and Leisure is based at Coffs Harbour.



Murray Bridge South Australia



Moonta South Australia

RECOMMENDATIONS

1. Close Krambach Pool
2. Develop an Agreement that could be entered into by Council with a community organization or an interested party to take responsibility for managing the outdoor pools. The agreement would need to include lifeguarding of the pools when open to the public and arrangements for pool hire at other times. Council would need to set a Management Fee for each pool that it was prepared to pay and adopt fees and charges for all pools.
3. In line with outsourcing all pools including the continued outsourcing of MALC and GLAC at the end of the current YMCA contract, Council will need to commit to capital works and seek grants to improve these facilities and reduce the deficit.
4. That a priority list of works required at all pools be completed using the BAO report as a basis and in consultation with the staff at MALC and GLAC
5. That reduced hours of operation and days that the Gloucester 50m pool and indoor pool are open be consistent with other outdoor pools if the Caravan Park management is not taking responsibility for the Gloucester Pool.

During the period the current YMCA/Council operation is continued it is recommended that:

- a) Changes be made to the commencement date for all outdoor pools and closing date to reduce the season to 20 weeks
- b) Changes be made to the operating hours of all outdoor pools to 5 days with 20 hours split between morning or afternoon opening hours after community consultation.
- c) All pools would have in place agreements that allowed the pools to be booked by groups such as schools outside the agreed operating hours and the hiring group would be responsible for meeting agreed safety and supervision/staffing requirements with evidence of qualifications of supervising persons.

MidCoast Council Aquatic Strategy Recommendations

- Investing in new or refurbished facilities which meet the needs of under-serviced market segments (especially health and therapy) and reduce Council subsidies.
- Transform and diversify the most sustainable and well-located facilities to better match the needs of the community and attract new aquatic participation.
- Ceasing or transforming aquatic services which duplicate other facilities which are provided by more sustainable, cost effective, better located and/or higher quality centres.
- Actively pursuing opportunities to “partner” with other providers to integrate existing aquatic centres with other businesses or not-for-profit organisations.