



The City of Norwood Payneham & St Peters

Swimming Centre Review Options Report January 2017



Prepared by SGL Consulting Group



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1 INTRODUCTION

This chapter introduces the report and includes a background to the swimming centres review, the study objectives and summarises the methodology used.

1.1 Background

The City of Norwood Payneham & St Peters own and operate two swimming facilities – the Norwood Swimming Centre, located in Kensington and the Payneham Memorial Swimming Centre, located in Felixstow.

The physical condition of the Swimming Centres is a significant issue for the Council, with the appearance and dated design limiting the Council's ability to attract participants or meet the Council's broader financial objectives.

The Norwood Swimming Centre opened in the Swimming Season of 1956-1957 and the Payneham Memorial Swimming Centre opened ten (10) years later in the 1967-1968 Swimming Season. A review of the Centre's Swimming Infrastructure was undertaken in 2008, with the condition of both facilities being assessed as "average" and major pipe work at both facilities being required in the near future. The infrastructure at both Swimming Centres is nearing the end of its functional life however the Council has been reluctant to expend significant amounts to upgrade facilities, while there has been uncertainty around the future direction for the swimming centres. The condition of the facilities increases the Council's exposure to risk in terms of patron safety, environmental performance and increasing operational costs to the Council.

Coupled with this, competitive pressure is being felt from;

- the redevelopment of the Tea Tree Gully facility;
- the redevelopment of the Burnside Swimming Facility;
- the redevelopment of the Campbelltown Leisure centre, which incorporates a 25m indoor swimming pool;
- the redevelopment of the Adelaide Aquatics Centre;
- the preference for indoor venues with a variety of leisure opportunities; and
- the increasing customer expectations of aquatic leisure facilities, with features like water slides and leisure water impacting on decisions to use a certain facility.

Consequently, the Council has commissioned a comprehensive review of its swimming facilities.

1.2 Study Objectives

The overall purpose of the Swimming Centres Review which has been commissioned is to develop a long term strategy to ensure that:

- the Council's Swimming Centre assets are managed, maintained and developed in such a way that will effectively meet the current and changing needs of the community; and

- the ratepayer subsidy is maintained at current levels or reduced over the next five (5) years.

The primary objectives of the Review, is to undertake a complete assessment of the management and operation of the Councils Swimming Centres and the current and projected costs to operate the two Centres including:

- The feasibility of the Council operating two Swimming Centres in their current form (i.e. no improvement in service levels, amenity or programming), into the future.
- A strategy that considers the lifecycle of the Swimming Centre's and provides costing's for future upgrading, capital works and scheduled programmed maintenance costs. This strategy should incorporate innovative new designs/technologies and environmentally sustainable practices as appropriate.
- A strategy that considers the strengths and weakness of each Swimming Centre to determine how best to maximise the utilisation of each facility. (i.e. new and innovative ways of programming)
- A strategy that incorporates community capacity building and the current and future community needs associated with swimming pools and aquatic recreation.
- A marketing or promotional strategy to increase usage at the Swimming Centres.
- Incorporate appropriate management structure, which considers the Council's corporate goals, asset plans, recreation plan, Work Health & Safety (WHS) requirements and risk management issues.

1.3 Methodology

The Swimming Centres Review was undertaken in five phases and the following tasks:

Phase 1: Project Inception

Project Inception Meeting
Document Review

Phase 2: Data Collection

Operational Audit
Review Asset Condition Report
Key Stakeholder Interviews
Population/Participation Analysis
Competitive Analysis
Market Research

Phase 3: Gap and Demand Analysis

Gap Analysis
Demand Assessment

Phase 4: Development Options

Leisure Facility Trends
Benchmarking
Options Report
Presentation

Phase 5: Aquatic Strategy

Preliminary Draft Aquatic Strategy
Working Group Presentation
Community Engagement
Final Report



2 MARKET RESEARCH REPORT

This chapter summarises the key findings in the Market Research Report.

2.1 Existing Facilities

The Norwood Swimming Centre was opened in 1957. It was the first outdoor chlorinated swimming centre built in the Adelaide metropolitan area and in recognition of this, the Council has designated it a Local Heritage Place. In this respect, the original form of the building, its setting and all associated original building fabric, as viewed from the road are listed.

The Norwood Swimming Centre comprises two outdoor, heated pools. The main pool is 50.4m by 12m plus a learners/toddlers pool with shade sails.

The Payneham Memorial Swimming Centre was constructed 1967 and comprises a main pool (50m by 18m), a learner's pool and toddler's pool.

Condition audits of both Centres in 2007 recommended that works at a cost of \$625,597 and \$1,472,430 to Norwood and Payneham Memorial respectively is required to maintain the current service levels.

Investigations into water leaks at both Swimming Centres recommended:

Norwood

Works to the southern wall tiles, seal scum gutter joints, soiled water trenches, return lines, filling in wall penetration and pit adjacent to diving board.

Payneham Memorial

- Replacement of the joint sealants in the main pool.
- Replacement of the toddler's pool with a new toddler's pool or children's water playground.

Given the age of the pool and associated infrastructure, water leakage is to be expected. Similar issues have been experienced with pools of the same age which were constructed throughout South Australia.

The Council has factored the cost of repairing its infrastructure to the existing standard into its Long Term Financial Plan. One of the objectives of the Review, however is to determine whether any other renovations, in addition to the repairs should be undertaken to enhance the facilities and provide more contemporary facilities and in turn enhanced services and programs which will in turn improve the long term viability of the Centres.

2.2 Operational Performance

Operating Subsidy

- In the 2015-2016 Swimming Season, the Swimming Centres had a combined operating deficit of \$364,473, an increase of \$86,322 or 33% since 2009. Income growth at Norwood has increased by 49%, compared with 33% at Payneham Memorial over the same period. Expenditure growth at Payneham Memorial has increased at the same rate as Revenue, whereas the expenditure growth at Norwood is slightly below revenue growth at 41%.
- Norwood and Payneham Memorial had operating losses in 2015-2016 of \$199,161 and \$147,313, respectively.

Revenues

- Total revenue for the season was down 11% on the 2014-2015 Swimming Season, primarily due to the reopening of the Burnside Swimming Centre and the completion of re-development works at the Adelaide Aquatic Centre.
- Norwood Swimming Centre attendances were 37,874. The attendances are down of 2014-2015 due to the re-opening of the Burnside Swimming Centre, however it should be noted that the 2015-2016 attendance levels are in line with attendance levels experienced prior to the closure of the Burnside Swimming Centre.
- Payneham Memorial Swimming Centre attendances were 77,438, a decrease of 8,743 entries from the 2014-2015 season. The decrease in attendances was due in large to the combination of the newly renovated Burnside Swimming Centre and the Adelaide Aquatic Centre and a reduction in the School Swimming Lesson admissions.
- Due to the establishment of a five day per week program at the Burnside Swimming Centre, swimming lesson Income at Norwood Swimming Centre decreased 32% in 2015-2016 to \$31,355.
- The Payneham Memorial Swimming Centre income increased slightly to \$89,795. Swimming lessons were near capacity for the Payneham Memorial Swimming Centre.

Expenditures

- Since 2009, Employee expenses have increased by 35% and 39% at Norwood and Payneham Memorial, respectively. However, materials, contracts and other expenses have increased by 68% and 20% at Norwood and Payneham, respectively.

Attendances

- Total attendances at Norwood have fluctuated around 40,000 over the last 10 years, with a low of 37,152 and a high of 50,922.
- Total attendances at Payneham have fluctuated significantly over the last 10 years, with a low of 69,831 and a high of 91,732. The extent of fluctuations has declined over the last five years, with the average attendances being around 82,000.

2.3 Market Intelligence

Trends

Key trends which may impact on the future of the two swimming centres are:

- A gradual aging of the population.
- Flexibility in the times when people recreate.
- Increasing range in recreation and leisure options.
- Time constraints to recreation and leisure participation.

- Changing employment structures, trading and work hours.
- Great market segment differentiation.
- Demand for high standard and quality of facilities and services.
- Desire for activities to be affordable.
- Expectation for universal access.

Aquatics Market

The aquatics market comprises at least six distinct segments, each requiring a specific marketing mix to maximise market share:

- Lap swimming
- Swim coaching/squads
- Learn to swim lessons (private, group and school)
- Recreational aquatic play
- Aquatic fitness programs
- Therapeutic and rehabilitation programs

Competition

Payneham and Norwood Swimming Centres compete in a market against twenty three pools including:

- Six public, heated aquatic centres – three are indoor facilities and three are outdoor.
- Ten commercial indoor swimming centres.
- Six private schools have swimming pools, with three being indoor.
- Nine hydrotherapy pools.

The aquatics market is very competitive, particularly for major markets – aquatic education and aquatic fitness. The only major market which appears to be under serviced is the play and recreational market. Tea Tree Gully Waterworld, Adelaide Aquatic Centre, Burnside Swimming Centre and Campbelltown Leisure Centre have play elements, such as a splash pad.

2.4 Market Research

Population

The population of the City of Norwood Payneham & St Peters in 2014 was estimated to be 37,074. It is projected to stabilise at slightly more than 37,000 residents through to 2016. Whilst the number of children aged 5 – 14 will increase by about 400, the number of older adults aged over 55 years will increase by over 2,500. This suggests that aquatic centres will increasingly be expected to service the needs of this age group.

Telephone Survey

Key findings of a random telephone survey of 300 residents aged over 15 years were:

- 53% had visited a pool in the previous 12 months. Norwood Swimming Centre was the most popular and Payneham Memorial Swimming Centre was the second most popular pool visited. Adelaide Aquatic Centre was the next most popular aquatic centre visited by residents from Norwood Payneham & St Peters.
- 65% who had visited Norwood Swimming Centre lived in postcodes 5067 and 5068.
- 91% who had visited Payneham Memorial Swimming Centre lived in postcodes 5069 and 5070.

- The main reasons for using swimming centres were because it was close to home and/or had good facilities. These were also the main reasons for using the Norwood and Payneham Memorial Swimming Centres.
- The most popular activities are lap/fitness swimming, recreational swimming, taking children to swim lessons and recreational swimming with children. Lap swimming was the most popular activity for both genders and respondents aged 50+ years. Recreational swimming was the most popular activity for respondents aged 15 – 29 years. Taking children lessons was the most popular activity for respondents aged 30 - 49 years.
- 41% visit swimming pools all year round and 47% in summer only and a significant proportion of respondents visit pools at least weekly.
- The most important features of swimming centre were water quality, location and shade around, and over, pools.
- The main reasons for not using swimming pools related to personal preferences (not interested, don't like swimming), access to other facilities (own or neighbours pool, or use beach) or age and health reasons.
- 73% considered swimming and aquatic facilities in Norwood, Payneham & St Peters Council area were adequate.

User Survey

Key findings of a survey of 245 users of Norwood and Payneham Memorial Swimming Centres were:

- Norwood and Payneham Memorial Swimming Centres were used most often followed by Adelaide Aquatic Centre. 4% of Norwood users had visited the Payneham Memorial Swimming Centre, and 9% of Payneham customers had visited the Norwood Swimming Centre.
- A substantial proportion of pools users are regular, i.e. at least once per week in either summer or all year round.
- Lap/fitness swimming was by far the most popular activity, followed by recreational swimming. Both pools had similar activity profiles, although Payneham customers appear to have greater emphasis on lap/competition swimming. Norwood customers seem to spend more time recreational swimming by themselves or with children.
- Outdoor 50m lap/competition pool is very important to users, with other aquatic components receiving a much lower importance rating. Customers at Payneham consider lap/competition pools are more important than Norwood customers. A leisure/fun pool and diving pool were the only two components which Norwood customers considered more important than Payneham customers.

Postcode Survey

Postcode surveys conducted in 2012-2013 and 2014-2015 found a very high proportion of users of both pools live within the City of Norwood Payneham & St Peters. The Payneham Memorial Swimming Centre is also used by a significant number of residents of the Cities of Port Adelaide Enfield and Campbelltown.

Stakeholder Consultation

Consultation with a range of stakeholders indicated that both Centres are highly regarded by the local communities, particularly the Norwood Swimming Centre. Both Centres have deficiencies relating to the amount of shallow water and amenities for swimmers, instructors and spectators.

2.5 Engagement Report

Feedback generated during a community engagement program in November 2015 identified aspects to be considered in preparing options for the two swimming centres:

- Both the Norwood and Payneham Memorial Swimming Centres are highly valued community facilities characteristics that should be retained are:
 - ✓ Friendly and welcoming staff
 - ✓ Character and style of the pools which is linked to the era they were built in
 - ✓ Trees and grassed areas
 - ✓ Local, suburban nature which means you are likely to bump into someone you know
 - ✓ Open air nature
 - ✓ Water quality and general maintenance of the facilities
- Provide opportunities for providing water based/nature based play experiences as complementary activities to the swimming pools.
- Provide/upgrade built infrastructure such as seating and improvements to the change rooms
- Provide additional shade (both natural and constructed) over the pools and around the grounds
- Protect and celebrate the heritage of the Norwood pool
- Consider changes to opening hours for lap swimming throughout the year
- Support for more substantial change at Payneham Memorial Swimming Centre in comparison to the Norwood Swimming Centre.



3 GAP AND DEMAND ANALYSIS

This chapter assesses existing and future gaps in the aquatic market and demand for aquatic facilities within the Norwood, Payneham and St Peters Council area.

3.1 Gap Analysis

A discussion of major aquatic markets is included in the Market Research Report, section 4.2. For each major market, basic facility requirements to service the market are outlined. A review of aquatic facilities in the primary and secondary catchment areas for the Norwood and Payneham swimming pools is summarised in Table 3.1.

Key points to note are that the current pools cater for four of the six major aquatic markets. Given the level of competition, both pools are likely to struggle to increase market share in these markets. It is highly unlikely that the two pools will be able to compete in the therapeutic and rehabilitation programs unless an indoor facility is constructed. However, this market is also very competitive. The main gap in the aquatic market is the recreational aquatic play market.

Table 3.1: Gap Analysis

Market	Assessment
Lap swimming	<p>Norwood and Payneham pools provide adequate lap swimming opportunities over the summer period. The pools directly compete for customers with Burnside, Adelaide Aquatics Centre, Unley and Tea Tree Gully swimming pools and to a lesser extent the commercial and school pools. Many lap swimmers prefer swimming in outdoor pools.</p> <p>Lap swimming has adequate facilities in the primary and secondary catchment areas and limited opportunity for growth.</p>
Swim coaching/squads	<p>Norwood and Payneham pools provide adequate swim coaching and squad swimming opportunities over the summer period. Given that swim clubs prefer to operate year round at one venue, the two pools are at a disadvantage to indoor pools. A major advantage of the two pools is their length (50m) which is the preferred distance for squads.</p> <p>Swim coaching/squads have adequate facilities in the primary and secondary catchment areas and limited opportunity for growth.</p>
Learn to swim lessons	<p>Small seasonal swim schools operate at both Norwood and Payneham pools. Much larger swim schools exist at the indoor pools, particularly Adelaide Aquatics Centre and the commercial pools. It is expected that the Campbelltown Aquatic Centre will establish a significant swim school.</p> <p>Aquatic education has adequate facilities in the primary and secondary catchment areas and limited opportunity for growth, particularly when Campbelltown Aquatic Centre is opened.</p>

Market	Assessment
Recreational aquatic play	Norwood and Payneham pools offer limited recreational aquatic play opportunities for any age group. Tea Tree Gully Waterworld, Burnside and the Adelaide Aquatic Centre have play elements, and Campbelltown Leisure Centre is planned to include a splash pad. Most play features are targeted to young children, rather than older children and teenagers.
	The recreational aquatic play market is relatively poorly serviced in both the primary and secondary catchment areas.
Aquatic fitness programs	As with the lap swimming market, Norwood and Payneham pools provide adequate programming opportunities over the summer period. The pools directly compete for customers with Burnside, Adelaide Aquatic Centre, Unley and Tea Tree Gully swimming pools and to a lesser extent the commercial and school pools.
	Whilst adequate facilities in the primary and secondary catchment areas exist, opportunities for growth are highly dependent upon the quality of instruction and range of programs offered. A key issue is to maintain water temperature at a level which allows classes to be conducted for up to one hour.
Therapeutic and rehabilitation programs	Norwood and Payneham pools do not offer Therapeutic and rehabilitation programs due to the pool water temperature. Nine hydrotherapy pools are located in the primary and secondary catchment area.
	Therapeutic and rehabilitation programs are unlikely to be financially sustainable in a seasonal pool.

3.2 Demand Assessment

The Australian Bureau of Statistics produces two statistical reports relating to participation in sport. Participation in Sport and Physical Recreation, Australia, 2011-12 addresses participation at least once in the previous 12 months by people living in SA, aged over 15 years and Children's Participation in Sport and Leisure Time Activities, 2003 to 2012 addresses national participation at least once outside of school hours, in the previous 12 months by people aged 5 to 14 years.

In relation to swimming the reports have found:

Age (Years)	15-17	18-24	25-34	35-44	45-54	55-64	65 +	Total
Swimming/Diving	10.2% ⁽¹⁾	6.0% ⁽¹⁾	3.3%	5.5%	5.2%	6.1%	4.6%	4.8%

(1) SA percentage not available for publication and National percentages used

Annual Participation	1-12 times	13-26 times	27-52 times	53-104 times	105+ times
Swimming/Diving	25.4%	15.3%	35.4%	10.3%	13.6%

Type of Participation	Organised only	Non-organised only	Both organised and non-organised
Swimming/Diving	N/A	85.6%	N/A

Children's Participation	2012
5 – 8 Years	24.5%
9 – 11 Year	18.1%
11 – 14 Years	8.0%

According to this data, the popularity of swimming is for young children, and for non-organised participation. It is also likely that a high proportion of young children participate in swimming lessons.

Using the swimming participation rates and the age profile of Norwood, Payneham and St Peters an estimate the total number of swims per annum can be made:

Minimum: 70,275
Maximum: 116,900

This estimate includes swimming at all places outside including the home, beaches and all categories of aquatic facilities (eg indoor and outdoor swimming pools). It is not known what proportion of swimming is undertaken at venues other than traditional swimming pools.

The 2013 CERM PI Operational Management Benchmarks for Australian Public Sport, Leisure & Aquatic Centres found that:

- The average number of visits per annum by people living within a 5km catchment was 2.5 visits. This finding was based on a survey of 105 outdoor pools throughout Australia. Based on the population of Norwood, Payneham and St Peters of 34,900, the projected annual attendance will be approximately 87,250.
- The average number of visits per annum was 61,587. Outdoor pools greater than 2,500m² (N=37) has an average total visits of 142,550.

Given attendances at Norwood and Payneham pools fluctuate around 40,000 and 80,000, respectively, and the high level of competition for aquatic facilities, this data suggests that it is a mature aquatics market which is currently being adequately serviced.



4 STRATEGIC OPTIONS

This chapter reviews the major strategic options regarding the future provision of aquatic facilities in the City of Norwood, Payneham & St Peters.

4.1 Major Factors to be Considered

A series of factors must be considered in determining the best long term aquatics strategy.

4.1.1 Asset condition

The Norwood Swimming Centre was built 59 years ago in 1957. Due to poor management and inadequate maintenance the pool was closed in 1976. Following community reaction, it was re-opened in February 1977. In August 2000, the Pool was designated a Local Heritage Place. In this respect, the original form of the building, its setting and all associated original building fabric, as viewed from the road are listed.

A condition audit in 2007 identified works required to be undertaken. Works in recent years have stopped water leaks. Whilst some works were completed no or partial action has been undertaken on the following:

Area	Task
General Site:	<ul style="list-style-type: none"> Access to comply with AS1428.1
Main Pool:	<ul style="list-style-type: none"> Replace delaminated tiles Mild steel flanges replaced with stainless steel fixings and flanges
Water Filtration and Treatment System:	<ul style="list-style-type: none"> Replace all main pipework, valves and filter feed pump (20% - 30% of pipework replaced) Inspect internal condition of ballast tanks

Norwood Swimming Pool is operationally functional and is considered by the local community to have “character and style ... linked to the era they were built in”. An independent perspective would suggest the amenities, at best are functional, but not reflective of consumer demands in 2016. Probably the condition of the first aid room is the best (worst?) example of pool quality facilities (refer to Figure 4.1).

Figure 4.1: Norwood Swimming Pool First Aid Room



Overall Norwood Swimming Pool has:

- Poor access with limited car parking
- A small site with limited space around the pools
- An old style pool with scum gutters, rather than wet deck
- A learners pool which has an unusual depth profile which reduces its use
- Unusual main pool dimensions (50.4m)
- Inadequate shallow water to conduct a significant swim school program
- No shade over the main pool

Payneham Memorial Swimming Centre

The Payneham Memorial Swimming Centre was built 49 years ago in 1967. Over the years a range of refurbishments have been undertaken to maintain the infrastructure in good order. A condition audit in 2007 identified works required to be undertaken. Whilst some works were completed no or partial action has been undertaken on the following:

Area	Task
Main Pool:	▪ Replace delaminated tiles
Wading Pools:	▪ Replace tiles ▪ Inspect pool structure when tiles replaced ▪ Replace and inspect control joints
Water Filtration and Treatment System:	▪ Replace all main pipework, valves and filter feed pump (70% pipework completed) ▪ Major leak in dirty backwash storage tanks connecting pipework requires rectification
Site Services:	▪ Modify gates and fence line.

In 2013, another review recommended works to reduce or stop substantial water leaks

- Replacement of the joint sealants in the main pool.
- Replacement of the toddler's pool with a new toddler's pool or children's water playground.

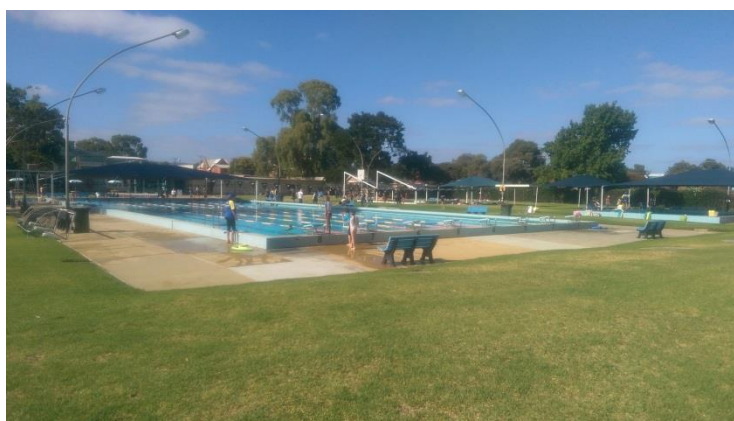
The major problem with the Payneham Memorial Swimming Centre is the water leak and the need to replace the toddlers' pool. On the positive side to facility has:

- Extensive grass areas (refer Figure 4.2)
- Three pools – main, learners and toddlers (although the toddlers needs replacing)
- Shade over both pools and grass areas
- Amenities building in good condition
- Range of water depths and configurations to cater for multiple aquatic markets

In summary, both pools are 50 – 60 years old, with a limited, but unknown life. The Norwood Swimming Centre, in particular is “quaint” but falls far short of contemporary standards in terms of meeting the needs of the aquatics market. It has limited scope for redevelopment and is likely to continue servicing a highly localised catchment, particularly given the limited car parking availability.

The Payneham Memorial Swimming Centre, given the condition and appearance of its facilities and the amount of land available, including car parking has much greater potential for redevelopment or upgrading to meet contemporary aquatic market needs.

Figure 4.1: Payneham Swimming Pool



4.1.2 Financial

The Council's Long Term Financial Management Plan identified \$1.63m to be spent in the 2013-2014 financial year at Payneham Memorial Swimming Centre, and \$0.75m in the 2017-2018 financial year at Norwood Swimming Centre. However, given the ageing state of the pool structures, some of these funds had to be spent earlier than what was predicted.

In the 2010-2011 and 2011-2012 financial years respectively approximately \$420,000 was spent at the Payneham Memorial Swimming Centre to undertake urgent works to replace the main pipe at the site and associated works to address a significant leak which was identified at the site. Similarly, in October 2012 it is estimated that \$140,000 will need to be spent to address a significant leak at the Norwood Swimming Centre.

The remaining renewal expenditure for the swimming centres identified in the Long Term Financial Management Plan is subject to a review of the strategic management of both of the swimming centres.

The Council's Building Asset Management Plan assesses the remaining life of each asset (refer Table 4.1). This table clearly indicates that the Norwood Swimming Centre is nearing the end of its useful life (from a structural perspective, not use or user perspective). Although no financial projections are included in the Plan, substantial funds will be required over the next decade or so to ensure both pools are operated safely.

Table 4.1: Swimming Centre Asset Remaining Life

Asset	Remaining Life
Norwood Pool	
Main Pool	40%
Toddlers Pool + Shed	40%
Chlorinator Shed	22%
Equipment Store Shed	30%
First Aid Shed	12%
Main Building	30%
Chemical Store	38%
Payneham Pool	
Pools	38%
Plant House	47%
Admin/Clubrooms	39%
Shelter	50%

The combined operating loss at the Norwood and Payneham Memorial Swimming Centres has increased by \$177,858 or 68% over the six financial years 2009 – 2014 to \$440,189. Given the pattern of attendances at both pools, and the increasing competition from upgraded pools (eg Burnside) and new pools (eg Campbelltown) it is unlikely that attendances and hence revenues will increase substantially. The main determinant will be the weather, as outdoor pools attendances increase in warmer weather. It is also likely that operating costs will continue to increase, particularly staffing, maintenance and utilities.

In summary, if the pools continue to function in their current form, operating losses have a high probability of increasing. In addition, it is likely that substantial funds will be required for capital replacement or upgrades.

4.1.3 Community

A very strong opinion has been expressed by the Norwood community and users of Norwood Swimming Centre that it should be retained in its current form with only, if any, minor upgrades. Whilst not as strong, there is a similar community sentiment regarding retention of the Payneham Memorial Swimming Centre.

A random sample of households in the Council area found:

- 53% had visited a pool in the previous 12 months. Norwood Swimming Centre was the most popular and Payneham Memorial Swimming Centre was the second most popular pool visited.
- Both pools had a highly localised catchment, particularly Payneham. The main reasons for using the swimming centres were because it was close to home and/or had good facilities.
- 73% of respondents thought swimming and aquatic facilities in Norwood, Payneham & St Peters Council area were adequate to meet their personal and family needs.

A postcode survey of users of both pools found that the catchment was highly localised. The Payneham Memorial Swimming Centre had a much wider catchment than that of the Norwood pool.

In summary, any major changes to either swimming centre is likely to result in a negative response from the local community. The clear expectation is that two pools will continue to operate, with outdoor pools.

4.1.4 Competition

Payneham and Norwood Swimming Centres compete in a market against twenty three pools including:

- Five public, heated aquatic centres – two are indoor facilities and three are outdoor.
- In addition, Campbelltown City Council has recently commenced construction of an indoor swimming centre in the redeveloped Campbelltown Leisure Centre.
- Ten commercial indoor swimming centres.
- Six private schools have swimming pools, with three being indoor.
- Nine hydrotherapy pools.

The aquatics market is very competitive, particularly for major markets – aquatic education and aquatic fitness. The only major market which appears to be under serviced is the play and recreational market. Tea Tree Gully Waterworld and Adelaide Aquatic Centre have play elements, and Campbelltown Leisure Centre is planned to include a splash pad.

In summary, it is likely that both pools will become less competitive in each of the major aquatic markets unless upgrades, renovations or redevelopments occur.

4.1.5 Demand and Markets

The aquatics market comprises at least six distinct segments, each requiring a specific marketing mix to maximise market share:

- Lap swimming
- Swim coaching/squads
- Learn to swim lessons (private, group and school)
- Recreational aquatic play
- Aquatic fitness programs
- Therapeutic and rehabilitation programs

Both Norwood and Payneham Memorial Swimming Centres cater primarily for the lap swimming and swim coaching/squads markets. To a lesser extent they also provide aquatic education classes for schools and individuals. Given the development of an indoor aquatic centre at Campbelltown, it is possible that the learn-to-swim program will decrease at Payneham, due to its proximity.

Due to inadequate facilities both pools are unable to compete effectively in the recreational aquatic play (no facilities for children or teenagers), aquatic fitness programs (water temperature and length of season) and therapeutic and rehabilitation programs (water temperature and pool depth).

The population of the City of Norwood Payneham & St Peters at the 30th June 2014 was estimated to be 37,074. The population is projected to stabilise at slightly more than 37,000 residents. Whilst the number of children aged 5 – 14 will increase by about 400, the number of older adults aged over 55 years will increase by over 2,500. This suggests that aquatic centres will increasingly be expected to service the needs of this age group.

Catering for the aquatic needs of an older age group will require warm, relatively shallow (maximum chest depth), programmable water space. The preference is for indoor water space and a rehabilitation and/or spa or relaxation pool.

In summary, the current pools do not fully cater for the major aquatic markets, and are unlikely to meet the needs of the growing older adult population.

4.2 Big Picture Options

4.2.1 Status Quo

Under this option, both pools would continue to be maintained and operate under the current arrangements. No major upgrade or renovation would be undertaken; rather repairs and replacement would occur over time.

Consideration	Discussion
Asset Condition	Works already identified as being required will be completed when required and as funds are allocated by Council. Given the age of the pools, and the current condition of assets the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term both pools infrastructure will require replacement, although when this is likely to occur is unknown.

Consideration	Discussion
Financial	<p>Both pools will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by Council will increase.</p> <p>As the pools age, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.</p>
Community	This option is effective deferral of a long term strategic decision and is unlikely to result in substantial negative reaction from the Norwood, Payneham and St Peters ratepayers.
Competition	The opening of the Campbelltown Leisure Centre will eat into the current market. It will become increasingly difficult to compete against modern pools, particularly those which have been upgraded.
Demands and Market	The current markets will continue to be served. NO additional markets will be attracted to the pools.

4.2.2 Close both pools

Under this option, both pools would be closed after the 2015/16 season and the properties used for other purposes to be determined by Council.

Consideration	Discussion
Asset Condition	Both pools will be closed, infrastructure demolished or removed, and the site rehabilitated and used for other purposes.
Financial	<p>A significant financial saving of around \$450,000 will be made each year. There may be a cost of redundancies for existing permanent staff, if they cannot be re-deployed in Council's workforce.</p> <p>The main capital expense will be demolition and removal of existing infrastructure and rehabilitation of each site.</p>
Community	A large community backlash can be expected if this option is pursued. It is unlikely to be politically palatable.
Competition	Most competitors will increase attendances and absorb current customers, as currently occurs in winter when the two pools are closed.
Demands and Market	Given the proximity of existing competition, it is likely that current customers will be relocated to other facilities with little inconvenience for most people.

4.2.3 Close Norwood

Under this option, the Norwood pool would close and Payneham continue to operate in its current format.

Consideration	Discussion
Asset Condition	<p>Norwood swimming pool will be closed, infrastructure demolished or removed, and the site rehabilitated and used for other purposes.</p> <p>Works already identified as being required at Payneham will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Payneham, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement, although when this is likely to occur is unknown.</p>
Financial	<p>A significant financial saving of around \$250,000 will be made each year. There may be a cost of redundancies for existing permanent staff, if they cannot be re-deployed in the Council's workforce.</p> <p>The main capital expense will be demolition and removal of existing infrastructure and rehabilitation of the site.</p> <p>Payneham swimming pool will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by the Council will increase.</p> <p>As the Payneham pools age, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.</p>
Community	<p>A large community backlash can be expected from residents of Norwood if this option is pursued. Residents in the remaining parts of the Council area may not react, except to express concern that the Payneham pool may be closed in the future.</p>
Competition	<p>Most competitors will increase attendances and absorb current customers, as currently occurs in winter when the two pools are closed. Given the relatively low attendance at Norwood (40,000), it will not be difficult to absorb these into other pools.</p>
Demands and Market	<p>Given the proximity of existing competition, it is likely that current Norwood swimming pool customers will be relocate to other facilities with little inconvenience for most people.</p>

4.2.4 Close Payneham

Under this option, the Payneham pool would close and Norwood continue to operate in its current format.

Consideration	Discussion
Asset Condition	<p>Payneham swimming pool will be closed, infrastructure demolished or removed, and the site rehabilitated and used for other purposes.</p> <p>Works already identified as being required at Norwood will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Norwood, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement, although when this is likely to occur is unknown.</p>
Financial	<p>A significant financial saving of around \$200,000 will be made each year. There may be a cost of redundancies for existing permanent staff, if they cannot be re-deployed in Council's workforce.</p> <p>The main capital expense will be demolition and removal of existing infrastructure and rehabilitation of the site.</p> <p>Norwood swimming pool will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by the Council will increase.</p> <p>As the Norwood pool ages, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.</p>
Community	<p>A community backlash can be expected from users of Payneham if this option is pursued. Residents in the remaining parts of the Council area may not react, except to express concern that the Norwood pool may be closed in the future.</p>
Competition	<p>Most competitors will increase attendances and absorb current customers, as currently occurs in winter when the two pools are closed. Given the attendance at Payneham (80,000), an increase in use of Norwood pool may occur. The balance of customers will be readily absorbed by other pools.</p>
Demands and Market	<p>Given the proximity of existing competition, it is likely that current Payneham swimming pool customers will be relocate to other facilities with little inconvenience for most people. The new Campbelltown Leisure Centre is likely to be the major beneficiary of former Payneham pool customers.</p>

4.2.5 Upgrade or redevelop Norwood

Under this option, the Norwood pool would be upgraded and Payneham continue to operate in its current format. Potential upgrades include:

- Replace 50.4m pool with a new 50m pool
- Replace the amenities building
- Redevelop the site with a new outdoor 25m pool plus a small teaching pool and toddlers pool or splash pad and amenities building
- Redevelop the site with a new indoor 25m pool plus a small teaching pool and toddlers pool or splash pad and amenities building [Note: It is unlikely that the site is of sufficient size to accommodate an indoor 50m pool with a small teaching pool and toddlers pool or splash pad and amenities building.]
- Redevelop the site as a local park with major splash pad, dry play space, shade, BBQ and picnic facilities

Consideration	Discussion
Asset Condition	<p>Norwood 50.4m swimming pool will be closed.</p> <p>New 50m pool The amenities building and small pool will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace</p> <p>New amenities building The swimming pools will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace</p> <p>New 25m outdoor pool, small pools and amenities building A complete redevelopment of the site will result in modern infrastructure, plant and equipment with an expected life of over 50 years</p> <p>New 25m indoor pool, small pools and amenities building A complete redevelopment of the site will result in modern infrastructure, plant and equipment with an expected life of over 50 years</p> <p>Redevelop as a local park with splash pad, dry play space, shade, BBQ and picnic facilities A complete redevelopment of the site will result in modern infrastructure, plant and equipment with an expected life of over 50 years</p> <p>Works already identified as being required at Payneham will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Payneham, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement, although when this is likely to occur is unknown.</p>
Financial	Demolition and removal of existing infrastructure and redevelopment of the site will incur significant capital expenditure.

Consideration	Discussion
	<ul style="list-style-type: none"> ▪ A replacement 50m pool is likely to cost in the order of \$2m - \$3m. ▪ A replacement amenities building is likely to cost between \$1,800 and \$2,500 per m² to construct – 1,000m² building will cost \$1.8m - \$2.5m. ▪ A new outdoor 25m pool will cost \$1.5m - \$2.0m plus \$1.8m - \$2.5m for an amenities building. ▪ A new indoor 25m pool with amenities will cost in the order of \$12m - \$15m. ▪ Redevelopment as a park will cost in the order of \$1m – \$2m depending upon the extent of the splash pad. <p>Operating costs will not change significantly if the main pool and amenities building are replaced. An outdoor 25m pool will have lower operating costs for heating and treating the water, although staffing costs will not change. An indoor pool will incur substantially higher expenditures, which are unlikely to be offset by increased attendances and revenues. The biggest cost saving will occur if redeveloped as a park, given it will not require staffing and the operating costs will be minimal.</p> <p>Payneham swimming pool will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by the Council will increase.</p> <p>As the Payneham pools age, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.</p>
Community	<p>It is difficult to assess the reaction of residents of Norwood if this option is pursued.</p> <p>Lap swimmers and swimming clubs will strongly support construction of a 50m pool. They are also likely to support a 25m outdoor pool, although to a lesser degree. Given the cost and impact of the building on the site it is likely that the local community will not support an indoor facility.</p> <p>Redevelopment of the site as a local park is likely to have a mixed response. Existing lap swimmers will not support the option, whereas it is likely to be supported by families.</p> <p>Residents in the remaining parts of the Council area may not react, except to express concern that the Payneham pool may be closed in the future.</p>
Competition	<p>Given the high level of competition around the Norwood pool, it is likely that major redevelopment of the centre with new outdoor pools will result in a significant increase in attendances. An indoor</p>

Consideration	Discussion
	<p>pool will increase attendances substantially if modern management practices are adopted. A detailed feasibility study will be required to assess the level of increase. As the demand assessment has shown, the primary catchment area does not have a large capacity for increased swimming participation.</p> <p>Under the local park option, local competitors will absorb current customers, as currently occurs in winter when the pool is closed. Given the relatively low attendance at Norwood (40,000), it will not be difficult to absorb these into other pools.</p>
Demands and Market	<p>Demand does not exist to justify increasing available swimming facilities, such as by increasing the swimming season with an indoor pool. Given the proximity of existing competition, it is likely that any redevelopment of the Norwood pool with new swimming pools will not increase attendances.</p> <p>If the Norwood swimming pool is closed, current swimming pool customers will be relocated to other facilities with little inconvenience for most people.</p>

4.2.6 Upgrade or redevelop Payneham

Under this option, the Payneham pool would be upgraded and Norwood would continue to operate in its current format. Potential upgrades include:

- Enclose the existing outdoor pools
- Construct an indoor 25m pool to complement existing facilities
- Replace the wading pool with a small splash pad
- Establish a water play park with interactive aquatic play features

Consideration	Discussion				
Asset Condition	<p>Existing infrastructure will remain and be upgraded by the elements below.</p> <table> <tr> <td>Enclose existing pools</td><td>This strategy has been adopted in other locations such as Adelaide Aquatic Centre and Elizabeth, as well as interstate pools. The major problem with this approach is that whereas the building is new and has a life of, say, 50 years, the pools, plant and equipment is already 50 years old and has a much more limited life. As such the pools will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace.</td></tr> <tr> <td>Indoor 25m pool</td><td>A new indoor pool may be designed to be integrated with the existing amenities building and can be operated independently or in tandem with the outdoor facilities. To some extent it will future proof the complex.</td></tr> </table>	Enclose existing pools	This strategy has been adopted in other locations such as Adelaide Aquatic Centre and Elizabeth, as well as interstate pools. The major problem with this approach is that whereas the building is new and has a life of, say, 50 years, the pools, plant and equipment is already 50 years old and has a much more limited life. As such the pools will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace.	Indoor 25m pool	A new indoor pool may be designed to be integrated with the existing amenities building and can be operated independently or in tandem with the outdoor facilities. To some extent it will future proof the complex.
Enclose existing pools	This strategy has been adopted in other locations such as Adelaide Aquatic Centre and Elizabeth, as well as interstate pools. The major problem with this approach is that whereas the building is new and has a life of, say, 50 years, the pools, plant and equipment is already 50 years old and has a much more limited life. As such the pools will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace.				
Indoor 25m pool	A new indoor pool may be designed to be integrated with the existing amenities building and can be operated independently or in tandem with the outdoor facilities. To some extent it will future proof the complex.				

Consideration	Discussion
	<p>Existing assets will require maintaining and upgrading as detailed in the asset management plan.</p> <p>Splash pad The wading pool needs replacing and a splash pad will achieve this, whilst reducing supervision cost.</p> <p>Existing assets will require maintaining and upgrading as detailed in the asset management plan.</p> <p>Water play park A new facility will be constructed. Existing assets will require maintaining and upgrading as detailed in the asset management plan.</p> <p>Works already identified as being required at Norwood will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Norwood, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement, although when this is likely to occur is unknown.</p>
Financial	<p>Minimal demolition and removal of existing infrastructure will be required. Capital expenditure will relate mainly to construction of new elements.</p> <ul style="list-style-type: none"> ▪ Enclosing existing pools is likely to cost in the order of \$1,800 - \$2,500 per m² or \$3.6m - \$5.0m for a 2,000m² enclosure. ▪ An indoor 25m pool integrated into the amenities building is likely to cost between \$8m and \$10m. ▪ A small splash pad will cost \$300,000 - \$1.0m depending upon the size and number of features. ▪ A water play park will cost at least \$1m and depending upon the features and extent of the play park up to \$5m. <p>Operating costs will increase significantly if the pools are enclosed. Staffing costs will double and utility costs and maintenance costs will increase by a factor of at least 2.5. Given existing demand and competition, attendances will increase but not at a rate to cover increased operating costs. It is possible the operating loss will increase to \$350,000+.</p> <p>An indoor 25m pool will also increase the operating subsidy for the same reasons as discussed for enclosing all pools. This option has the added disadvantage of replicating the new Campbelltown Leisure Centre. Operating losses in the order of \$300,000+ would be expected.</p> <p>A splash pad will have minimal impact on the operating budget, although supervision costs may be reduced. A water play park has the potential to operate profitably if elements are included which meet market expectations. It may become a destination venue, rather than a swimming pool.</p>

Consideration	Discussion
	<p>Norwood swimming pool will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by Council will increase.</p> <p>As the Norwood pools age, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.</p>
Community	<p>It is possible there will be a mixed reaction of residents if this option is pursued.</p> <p>Lap swimmers and swimming clubs will strongly support enclosure of the existing pools. They are also likely to support a 25m indoor pool, although to a lesser degree.</p> <p>Redevelopment of the wading pool with a splash pad is likely to be well received. Development of a water play park may be acceptable to Council's ratepayers, subject to the projected financial impact.</p> <p>Residents in the remaining parts of the Council area may not react, except to express concern that the Norwood pool may be closed in the future.</p>
Competition	<p>Given the high level of competition and particularly the construction of the Campbelltown Leisure Centre, it is possible that development of indoor swimming pools will not significantly impact on existing indoor pools. A detailed feasibility study will be required to assess the potential impact on attendances and financial performance. As the demand assessment has shown, the primary catchment area does not have a large capacity for increased swimming participation.</p> <p>Introducing water play features will increase the attraction of the facility to children and families. Depending upon elements developed, this leisure water will not have much impact on directly competing facilities. Potential exists to create a unique attraction for the region.</p>
Demands and Market	<p>Demand does not exist to justify increasing available swimming facilities, such as by enclosing the existing pools or constructing an indoor 25m pool. These markets are already catered for by the Norwood and Payneham pools and other competing facilities.</p> <p>The major gap in the market is in providing aquatic leisure facilities. A splash pad or water play park will service the aquatic leisure market.</p>

4.3 Shortlisted Options

In terms of demand, the combined attendances at Norwood and Payneham pools (about 120,000) can be accommodated at one facility, rather than two. A major issue to be addressed by the Council and the Norwood, Payneham and St Peters community is whether they wish to continue operating two swimming pools, with the commensurate increase in capital and operational costs.

4.3.1 Non Tenable Options

A large number of permutations of options are available to the Council. However, some options are unlikely to be tenable for financial or political reasons:

- 1 Closing both pools is by far the best option if finance was the prime consideration. Existing customers would be adequately catered for, by existing competing pools and the Campbelltown Leisure Centre. However, it is probable that a major community backlash would result. Hence it is unlikely to be further considered.
- 2 Closing either Payneham or Norwood swimming pools will also substantially reduce the cost to Council. Existing customers would be adequately catered for, by the remaining pool (Payneham or Norwood), existing competing pools and the Campbelltown Leisure Centre. However, it is probable that a community backlash would result. Hence it is unlikely to be further considered.
- 3 Due to the capital development cost, lack of demand and increasing operating costs the following options are not likely to be financially viable:
 - ✓ Enclose the Payneham pools
 - ✓ Construct an indoor 25m pool at Payneham
 - ✓ Construct an indoor 25m pool at Norwood
 - ✓ Construct a 50m pool at Norwood

4.3.2 Realistic Potential Options

A simple assessment suggests the remaining options are realistic and potentially viable both from a community and financial perspective

- 4 Status quo – this option is in effect a deferral strategy, as eventually both the Norwood and Payneham pools will require major capital expenditures and the cost to continue operating both pools in their current state will eventually outweigh the community benefits.
- 5 Redevelop Norwood pool site with a new 25m pool and amenities building - this option allows the continuation of existing uses. Whilst a 50m pool is preferred by lap swimmers, and swim clubs, these activities can be readily undertaken in a 25m pool and allow adequate open space for other activities.
- 6 Redevelop Norwood pool site as a wet and dry park – this option is unlikely to be endorsed by the swim club and lap swimmers as it does not cater for these markets. However, it provides upgraded facilities for families and young children.
- 7 Enhance existing pool infrastructure and construct aquatic play elements at Payneham pool – this option maintains existing markets and targets the aquatic leisure market, depending upon the size and complexity of the aquatic play features.



5 COUNCIL DELIBERATIONS

This chapter summarises Council's deliberations relating to the long term strategy for its swimming pools and actions taken during 2016.

Council will continue the current “two pool strategy” and will continue to focus on the following markets;

- Lap swimming
- Swim coaching/squads
- Learn to swim lessons (private, group and school)
- Recreational aquatic play

Whilst Council has definitively resolved to re-develop the Payneham Swimming Centre as a regional destination incorporating a 50 metre swimming pool, learners pool and wading pool or splash pad and water play park to cater for the recreational leisure market and in particular the teenage market. Future development of the Norwood Swimming Centre is less clear.

5.1 Payneham Memorial Swimming Centre Strategy

The Payneham Memorial Swimming Centre will continue to provide a 50 metre outdoor swimming pool to meet the needs of lap swimming, swimming squads, school carnivals and general recreational swimming and fitness, plus a teaching/learners pool to meet the swimming lesson market.

The main pool refurbishment will include;

- installation of a ramp, at the shallow end to allow disabled access;
- replacement of scum gutters with wet deck entry;
- installation of new filtration system and refurbishment of the plant room; and
- retiling of the pool

The Learners/Teaching pool is a key element in the Payneham Memorial Swimming Centre provision of swimming lessons and participating in water safety programs such as VacSwim and Swim and Survive Program. To accommodate an increase in swimming lessons, as part of the Centres redevelopment, the Learners/Teaching pool will be replaced with a larger pool, which will include a beach entry to enable disabled access.

In addition, redevelopment of the Payneham Memorial Swimming Centre will include the introduction of leisure water aimed at not only babies and toddlers but also the older child/teenage market.

In general, today's expectations are that swimming facilities provide an interactive experience, which includes leisure water, such as splash pads and other interactive water based equipment. As part of the market research undertaken, the recreational market, especially the teenage market was identified as being poorly serviced within the Eastern Region; as a result the strategy for the Payneham Memorial Swimming Centre includes the development of an interactive water park. The inclusion of a Water Park provides an opportunity for the Council to fill this market gap, and create a water based recreational destination for the region, with the Payneham Memorial Swimming Centre becoming a destination venue, rather than just a swimming pool.

Depending on the extent, elements and features of the water play park, the cost is estimated to be between \$1 million for basic elements and up to \$5 million for more extensive elements, such as water slides. Supervision and equipment maintenance costs will increase, however based on the experience of other public swimming centres which have introduced water play elements, these cost are likely to be offset by an increase in attendances.

A water play park has the potential, at a minimum to operate at a breakeven position if the elements included meet the expectations of the target market, that being families especially those with older primary school age to teenage children. To complement the water play park, consideration should also be given to the introduction of an inflatable obstacle course at the Payneham Memorial Swimming Centre.

The operation of the water play park and the obstacle course will be based on session times, with those session times being set to towards the target market of the young teenage market. As such the session times will be set around weekends, public and school holidays.

To meet the needs of the families with babies and toddlers, the redevelopment will include the introduction of a splash pad or zero water playground. The use of splash pad's to meet the recreational requirements of the babies and toddler's age group is the expected norm within the aquatics industry and the introduction of a splash pad will increase the attraction value of the Payneham Memorial Swimming Centre to families with young children. The splash pad or zero water play-ground would replace the existing toddlers' pool, which no longer retains water and has reached the end of its useful life.

Along with the swimming facilities, the installation of shade and the upgrade of dry land facilities, such as the amenities building, barbeque and picnic facilities will be included in the redevelopment.

The Payneham Memorial Swimming Centre is one of the last metropolitan swimming centres to undertake a major redevelopment. As part of the market research undertaken, while it was identified that the Payneham Memorial Swimming Centre operates in a highly competitive market, the major market which appears to be under serviced is the play and recreational market. The redevelopment strategy adopted for the Payneham Memorial Swimming Centre addresses this market gap within the Eastern Suburbs, while continuing to cater to the needs of the other major aquatics markets, of lap swimming, swimming lessons and club swimming.

5.2 Norwood Swimming Centre Strategic Options

The Council has yet to define the future redevelopment option for the Norwood Swimming Centre. At the January 2017 Council meeting, the Council resolved that the following options will be considered for the re-development of the Norwood Swimming Centre:

- a a new outdoor 25m pool plus a new Learner's Pool and Toddlers Pool or splash pad and new amenities building; or*
- b maintenance of the existing Norwood Swimming pool, together with a new Learner's Pool and the refurbishment of the existing facilities whilst respecting the Centre's traditional heritage.*
- c the existing Norwood Swimming pool be retained and refurbished, together with a new Learner's Pool and the refurbishment of the existing facilities whilst respecting the Centre's traditional heritage.*

5.2.1 Condition Assessment

In recent years, the swimming season opening for the Norwood Swimming Centre has been delayed due to significant water losses being identified as part of the pool preparations. Given the extent of the recent works undertaken and Council's resolution that the public consultation regarding the Swimming Centres Long Term Strategy includes the option of just maintaining the Norwood Pool, a condition assessment of the entire site infrastructure was commissioned.

The scope of the assessment included;

- Predict the pool shell's expected remaining life including the reinforced concrete and joint sealants;
- Investigate the current condition of the pipework associated with pool filtration system and report on remaining life;
- Comment on other items that may impact on the safety and costs of running the swimming centre;
- Provide opinions of costs for any remedial works; and
- Identify options for long term repair or replacement with opinions of cost.

It was found that while the pool structure appears to be in good condition today, due to the age of the structure, there is no guarantee that concrete deterioration would not commence within five (5) to ten (10) years, or earlier, which will impact on the integrity of the pool structure. Therefore the remaining life of the pool structure is unknown. In addition, the Plant Room (i.e. pool pumps) is considered to be beyond its serviceable life, and to avoid any operational closures due to the failure of the pumping equipment requires replacement. Additionally, it has been recommended that any re-development works undertaken should include;

- re-configuration of the filtration system to bring it in line with common design and best practice;
- replacement of the balance tank, to bring it up to the minimum standard for a swimming pool the size of the Norwood Swimming Pool;
- provision of appropriate access for persons with disabilities to the swimming pool and the amenities;
- amenities are upgraded to include disabled accessible toilets and showers.

5.2.2 Redevelopment Options

Option a is proposing a major redevelopment of the Norwood Swimming Centre which encompasses the replacement of the existing 50 metre Swimming Pool with an eight lane 25 metre Swimming Pool. The 25 metre pool will be complemented with a new learners/teaching pool and the introduction of a splash pad or zero water playground to meet the needs of the families with babies and toddlers. The use of splash pad's to meet the recreational requirements of the babies and toddler's age group is the expected norm within the aquatics industry and the introduction of a splash pad will increase the attraction value of the Norwood Swimming Centre to families with babies and younger children.

Along with the swimming facilities, the installation of shade barbeque and picnic facilities and a new amenities building, is included as part of redevelopment. The estimate cost of the redevelopment option is in the order of \$3.05m

Given option b, refers to the “maintenance of the existing Norwood Swimming pool”, by definition, maintenance is the work required to keep something in good condition, therefore the maintenance of the existing Norwood Pool would extend to;

- replacing the joint sealant every few years;
- replacing tiles;
- address the current unidentified source of leak; and
- replacing plant and equipment as they wear out or breakdown.

Based on the Asset Condition report, maintenance would include the following works:

- replacement of the joint sealant;
- filling in of redundant pool shell penetrations;
- replacement of current pipe system; and
- replacement of filtration equipment and plant room.

with no guarantee of extending the useful life of the swimming pool. The estimated cost of the maintenance of the existing pool would be in the order of \$0.765m. In addition to the required maintenance, it is recommended that the installation of a ramp at the shallow end of the pool be included to allow for disabled access to the main pool.

The Learners/Teaching pool is a key element in provision of swimming lessons and participating in water safety programs such as VacSwim and Swim and Survive Program. This redevelopment option also includes the replacement of the Learners/Teaching pool with a larger pool, which will include a beach entry to enable disabled access.

Along with the swimming facilities, the installation of shade barbeque and picnic facilities and the refurbishment of the amenities building, is included as part of redevelopment.

The estimate cost of the redevelopment option is in the order of \$2.150m

Option c refers to the refurbishment of the existing 50 metre pool, under this option the following redevelopment works will be undertaken;

- relining the pool shell with a Myrtha lining;
- re-configuration of the filtration system to bring it in line with common design and best practice;
- replacement of the balance tank, to bring it up to the minimum standard for a swimming pool the size of the Norwood Swimming Pool;
- provision of appropriate access for persons with disabilities to the swimming pool

The refurbishment of the main pool, by renovating with Myrtha Reno-Action provides a guarantee of a useful life of between 25 – 30 years, with reduced on-going maintenance costs. The estimated costs of refurbishment, inclusive of the new filtration system, balance tank and disabled access would be in the order of \$1.9 million.

The Learners/Teaching pool is a key element in provision of swimming lessons and participating in water safety programs such as VacSwim and Swim and Survive Program. This redevelopment option also includes the replacement of the Learners/Teaching pool with a larger pool, which will include a beach entry to enable disabled access.

Along with the swimming facilities, the installation of shade barbeque and picnic facilities and the refurbishment of the amenities building, is included as part of redevelopment

The estimate cost of the redevelopment option is in the order of \$3.25m

5.2.3 Aquatic Play Features

Discussions have also revolved around the future of the diving board and potential aquatic play features. It is understood that Council in its 2016/17 budget, allocated funds for the purchase (\$12,000) of an inflatable fun run and \$6,000 for its supervision, when in use. Council's current resolution regarding the inflatable and diving board is:

That regarding the proposed initiative 'Inflatable Obstacle Course' the following applies:

- *That no action be taken on this initiative until completion of the Council's consideration of the results of the Public Consultation this year on the future of the Norwood Swimming Pool.*
- *That any infrastructure decisions emanating from the Swimming Centres Review, consider solutions to address the non-compliance of the Diving Board located at the Norwood Swimming Centre.*
- *That this item be included in further Council consideration of future initiatives to improve this Pool.*

The condition assessment indicates that the infrastructure at Norwood is in need of substantial repair and possibly replacement. The main issue is the longevity of the 50 metre pool, and whether funds should be allocated to "nursing it" over an unknown length of time or replacing it with a lap pool and/or learners pool and/or aquatic play elements. Based on the condition assessment it seems clear that replacement and major upgrading of the amenities, plant and equipment should be undertaken in the short to medium term.

Based on Council's considerations of the options available for the Norwood Swimming Centre, the Council has resolved that the most realistic options for the Norwood Swimming Centre are:

- 1 Maintain the existing 50m outdoor pool, construct a new learners pool and upgrade the amenities building and plant and equipment, or
- 2 Construct a new 25m outdoor pool, learner's pool and toddler's pool or splash pad and new amenities buildings.

As discussed in the preceding chapters, the Norwood Swimming Centre is a relatively small property. Option 1 above, will restrict development of the site for other wet and dry play and leisure facilities and activities. Clearly Option 2 will allow greater flexibility to accommodate wet and dry play and leisure facilities and activities.

To accommodate a 1 metre diving board will require a depth of at least 3.4m and preferably 3.5m. This can be achieved by:

- constructing a separate diving pool - this option will create a deep water area which will require continual lifeguard supervision or
- deepening one end of the pool – this option will create a very steep and possibly dangerous slope in a 25 m pool. It will also result in very deep water which will require continual lifeguard supervision, or
- constructing a diving pool as an "alcove" off the main pool – this option will create a deep water area which will require continual lifeguard supervision.

It should be noted that due to the small footprint of the Norwood Swimming Centre site, it is unlikely that the site could accommodate a separate diving pool or an "alcove" off the main pool, if the strategy direction adopted is the retention of the existing 50 metre pool.

While a diving “alcove” of the main pool could be accommodated, if the strategy direction adopted is a new 25 metre pool, there would be a requirement to encroach on the open space within the Centre’s surrounds.

All of the diving board options will increase capital development costs, supervision costs due to the dangers of deep water and the inherent risks associated with operating a diving board and increase the operational costs to heat and clean the water due to the volume of water in a diving pool. It is highly unlikely that the financial returns (eg additional patronage) will cover the increased costs. Assessing the community benefits is difficult, and will relate mainly to the fun and enjoyment experienced by users of the diving boards. It should be noted that a diving board (or a diving tower) is unlikely to generate much use as a sporting facility.

An alternative to the diving board is an inflatable obstacle course, which is a common feature in today’s public swimming centres. Centres which currently operate Inflatable obstacle courses attract significant increase in attendances to cover the additional supervision costs associated with its operation.