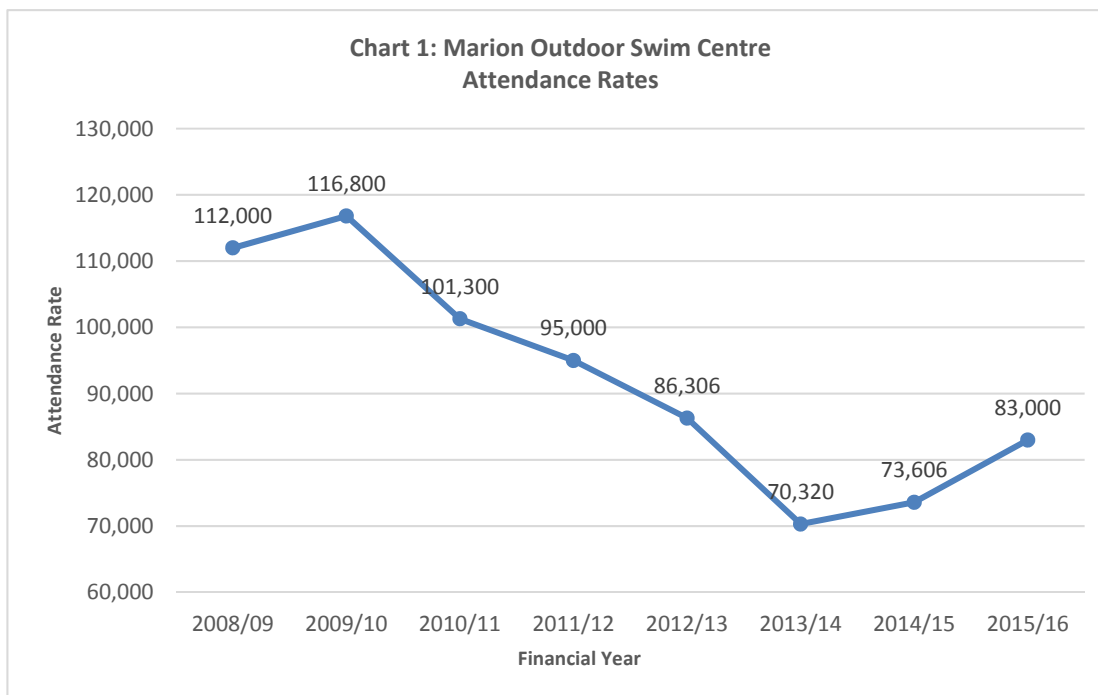


MARION OUTDOOR SWIM CENTRE - ATTENDANCE RATES¹



- Attendance reduced during 2010/2011 FY likely due to the mild summer and above average rainfalls (wettest December (2010) and February (2011) on record)²
- Attendance reduced during the 2011/2012 FY likely due to the mild summer and the opening of the SA Aquatic and Leisure Centre
- During the 2012/2013 FY the pool became a training base for athletes from 16 different countries competing in the life saving world championships, Rescue 2012
- Attendance reduced during the 2013/2014 FY largely due to the temporary decommissioning of the water slide for safety reasons and the mild summer
- Attendances increased during 2014/2015 FY largely due to the installation of a new 70m waterslide in November 2014
- During the 2015/16 FY the swimming centre celebrated its 40th anniversary by holding an open day. This was one of two open days which drew a combined total of 2,600 people

¹ Source: City of Marion - Annual Reports - 2008/2009, 2009/2010, 2010/2011, 2011/2012, 2012/2013, 2014/15. 2015/2016 attendance details direct from Outdoor Swimming Centre Staff on 1 November 2016

² Source: Bureau of Meteorology – www.bom.gov.au/climate/current/month/sa/archive

MARION OUTDOOR SWIM CENTRE – SATISFACTION OF THE SERVICE

1. EXTERNAL ASSESSMENT AND REVIEW

In March 2003 the MOSC was assessed and reviewed by the Centre for Environmental and Recreation Management (CERM), University of South Australia. The survey was administered again in 2012 and there were 287 respondents.

Customers of the MOSC were asked to complete a self-administered questionnaire a summary of the results includes;

- In 2003 the overall satisfaction as rated by customers of the centre was 6.03 (maximum score of 7). By 2012 this rating increased to 6.4 and was well above the CERM median of 5.8
- Lap swimming has declined between 2003 and 2012 with learn to swim programs and recreational swimming increasing
- Fitness classes/swim club has remained static
- Customers were asked if they would recommend the centre to others. Strong recommendations have increased by 28% between 2003 and 2012
- Although there has been a shift to a stronger recommendation, overall the results year on year are comparable
- Customers were asked about any issues they experienced and the outcome. Problems experienced has reduced by -15% between 2003 and 2012. The CERM median in 2012 was 33%, which Marion Swimming Centre was -14% below, indicating an excellent improvement over time and in comparison to the result for the sector
- Problems reported have increased between comparative years
- Problems resolved satisfactorily has decreased, however this may be relatable to the reduction in problems experienced

2. MARION OUTDOOR SWIMMING CENTRE MASTERPLAN¹

Tredwell Management Services (TMS) was engaged by the City of Marion during 2015 to develop a master plan for the Marion Outdoor Swim Centre (MOSC). A Community Consultation and Engagement Plan was developed and a variety of targeted consultation techniques and tools were utilised throughout the project to promote community and stakeholder participation, including;

- Community Open Day
- Online community survey
- Community workshop
- Community displays/exhibits
- MOSC club/user group workshop
- Elected member workshop
- Key stakeholder interviews
- Project promotion through print media and social media (Making Marion website, City of Marion Facebook page, Marion Swimming Centre Facebook page)

2.1 COMMUNITY OPEN DAY

The TMS consulting team attended a MOSC open day on 15th February 2015, taking the opportunity to introduce the MOSC Master Plan project to the community, discuss initial thoughts on the process and promote the opening of the Online Community Survey. The Community Open Day was well attended (in excess of 3,000 people) with plenty of interest shown in the MOSC Master Plan project. The majority of people spoken to suggested that they would be happy to fill out the Online Community Survey and provide further details of their thoughts and comments. Based on the informal conversations with members of the community on the day a number of broad themes emerged;

- **Upgrade of existing facilities**
Play equipment, catering/canteen, shade structures, seating, BBQ area, access and circulation, pool upgrades
- **Provide additional water-based facilities**
Splashpad, more slides, diving boards
- **Provide additional activities**
Putt-putt/mini golf, volleyball, rock climbing, jumping pillow, obstacle course, flying fox, Basketball
- **Host more themed events**
Moonlight cinema, more Open Days, Bluelight SA Disco
- **Price Structure**
Price sensitivity, simplification and greater flexibility of admission fees

¹ Source: Tredwell Management - Marion Outdoor Swimming Centre Masterplan 2015

Appendix 2

Satisfaction of the Service

2.2 WORKSHOP WITH CITY OF MARION STAFF

A workshop was facilitated by the TMS team with staff from the City of Marion on 16th February 2015. The format of the workshop involved a project introduction presentation followed by an exercise that required the workshop attendees to consider the current performance and effectiveness of the MOSC in a number of key areas;

- Safety
- Affordability
- Management
- Facilities
- Marketing
- Programs and activities

For each area attendees (in 3 smaller groups) were asked to provide an overall score on current performance, based on their considered views (a score of 1=poor, 10=excellent). The overall results (averaged from the 3 groups) are summarised in Table 1;

Table 1: Organisational Performance Rating – City of Marion Staff

Key Performance Area	Score
Safety	1 2 3 4 5 6 7 8 9 10
Affordability	1 2 3 4 5 6 7 8 9 10
Management	1 2 3 4 5 6 7 8 9 10
Facilities	1 2 3 4 5 6 7 8 9 10
Marketing	1 2 3 4 5 6 7 8 9 10
Programs and Activities	1 2 3 4 5 6 7 8 9 10

2.3 WORKSHOP WITH KEY USER GROUPS

A second workshop was facilitated by the TMS team with key user groups of the MOSC on 16th February 2015 utilising the same format as the City of Marion Staff workshop. Representatives from the following groups attended;

- Friends of the Marion Outdoor Swimming Centre
- Meteors Triathlon Club
- Marion Masters Swim Club

For each area attendees (as a single group) were asked to provide an overall score on current performance, based on their considered views (a score of 1=poor, 10=excellent). The results are summarised in Table 2;

Table 2: Organisational Performance Rating – Key User Groups

Key Performance Area	Score
Safety	1 2 3 4 5 6 7 8 9 10
Affordability	1 2 3 4 5 6 7 8 9 10
Management	1 2 3 4 5 6 7 8 9 10
Facilities	1 2 3 4 5 6 7 8 9 10
Marketing	1 2 3 4 5 6 7 8 9 10
Programs and Activities	1 2 3 4 5 6 7 8 9 10

2.4 WORKSHOP WITH ELECTED MEMBERS

A ‘visioning’ workshop was facilitated by the TMS team with Elected Members of the City of Marion Council on 19th March 2015. The format of the workshop involved a project introduction presentation followed by an exercise that required the workshop attendees to consider the MOSC from a strategic stand point, aligning the concept of ‘what a successful MOSC would look like in the future’ with the six themes established as part of the City of Marion’s Community Plan. The key findings from the exercise are summarised in Table 3;

Appendix 2

Satisfaction of the Service

Table 3: Key Findings from Workshop with Elected Members

Six Themes	Application to the MOSC
Liveable	<ul style="list-style-type: none"> - Community Hub Develop as a community hub offering entertainment, family time in a safe environment, offering the latest in recreational trends and developing theme events to celebrate diversity, arts, culture. - State of the Art Health and Fitness Healthy lifestyles are promoted, wellness services are available e.g. monitoring technology, yoga, Pilates, physio - Presentation Grow market share with an “imaginative” branding/marketing approach to capture a greater share of the market and ensure MOSC is welcoming to all. - Reputation Develop strong community understanding of MOSC offerings e.g. heat wave equals extended hours
Engaged	<ul style="list-style-type: none"> - Marketing Capture community’s imagination Convey messages to promote MOSC e.g. electronic signage on Oaklands Road Attract new and diverse users to the site, engaging with a wider segment of the community - Community events Regular open days/theme days to facilitate regular social interaction and build community confidence - Ownership Continue to build on sense of community ownership, offering a friendly, safe, inclusive environment for the whole community
Innovative	<ul style="list-style-type: none"> - Use of new technologies Solar cells/heating Recycled water use Communications; internet/Wi-Fi (where compatible with primary purpose of MOSC) - New approaches to partnerships Incentives for local employers/employees to use MOSC - Diversification Alternative uses for the MOSC; events, outdoor movies, ‘Sounds of Summer’, cultural events – a venue for outdoor events, corporate events/activities - Flexibility Responsive to change e.g. longer open hours during heat waves - Response to emerging trends Appropriate facilities to meet emerging demands and increasing expectations e.g. splashpads, higher quality facilities
Biophilic	<ul style="list-style-type: none"> - Site particulars 4ha site that is aesthetically pleasing e.g. green open space, trees, heritage vines. The site is the competitive edge! - Environmental sensitivity Opportunities exist to conduct educational sessions relating to environmental issues “to get people thinking” - Natural environment Possible events such as camping on site, dinners “under the stars”, corporate days
Prosperous	<ul style="list-style-type: none"> - Value for money Ensure the community continues to recognise and benefit from a competitive pricing structure and place in the market - Increased viability Seek improvements to existing facilities and introduce new facilities where they would bring greater commercial returns Extension to the open season Diversification - Reinvestment

Appendix 2

Satisfaction of the Service

Six Themes	Application to the MOSC
	<p>Money generated at MOSC through introduction of more profitable facilities/programs/operations to go back into MOSC improvements</p> <ul style="list-style-type: none"> - Visual appeal Focus on enhancing presentation of the MOSC, conveying message that this is a valued, cared for, welcoming facility
Connected	<ul style="list-style-type: none"> - Enhancing connectivity Address physical and perceived barriers to connectivity between local community facilities – prioritise key linkages Build on existing infrastructure – Sturt Linear Park close by, public transport network, bicycle lane network - Accessibility Ensuring DDA compliance within MOSC and between local community facilities - Information Provide information at MOSC relating to nearby facilities Promote facilities e.g. tours of the wetlands offered during MOSC Community Open Day - Connected communities Build on existing valued relationships between staff and MOSC users and draw in the wider community Programs to meet needs of specific user groups e.g. new arrivals - SA Aquatic & Leisure Centre Build relationships and work together At peak use times e.g. international/national events promote MOSC as alternative venue for training/ warm up, accommodating temporarily displaced user groups Actively identify opportunities for collaboration

2.5 INTERVIEWS WITH KEY STAKEHOLDERS

Several interviews were conducted during the consultation process, including interviews with the following key stakeholders;

Local DECD Schools

- Marion Primary School
- Plympton Primary School
- Ascot Park Primary School
- Paringa Park Primary School
- Warradale Primary School
- St Leonards Primary School

Government Agencies

- Department for Education & Child Development
- Office for Recreation and Sport

Key findings from these interviews include the following;

- There are no overall emerging trends suggesting that schools are moving from outdoor to indoor aquatic facilities although the proportion of indoor/outdoor facility use does fluctuate
- A school's decision to make use of any facility (indoor or outdoor) is likely based on facility proximity to the school, historic use/association with a particular facility, or the relevant school staff member's personal preferences
- Some schools prefer to run their programs during summer months, when for instance, the MOSC is open and provides an attractive proposition, assuming conducive weather conditions
- Several local schools have historically used, and continue to use the MOSC
- One school relocated to the SA Aquatic & Leisure Centre to take advantage of the new Facilities
- A number of local private schools have their own facilities

The following peak bodies/organisations were also invited to engage with the process, however no representations were received;

- Recreation SA
- Swimming SA
- Surf Life Saving SA
- Royal Life Saving
- YMCA

Appendix 2

Satisfaction of the Service

2.6 ONLINE COMMUNITY SURVEY

An Online Community Survey was developed in collaboration with City of Marion staff during the initial stage of the project. The aim of the Survey was to capture the thoughts, opinions and concerns of the community in relation to the future directions for the MOSC and the Master Plan project. The Survey was open for a period of four weeks, from 15th February 2015 to the 15th of March 2015, and promoted widely through print and social media, Council's website and during the launch of the Survey at the Community Open Day. A total of 365 individuals responded to the Survey. 60% of the respondents were aged between 30 and 49 years. A snapshot of the responses to the Survey is provided below;

MOSC Usage

- 91% of respondents had used the MOSC within the last 12 months
- In terms of highest participation rates for various programs/activities;
 - Swimming lessons, at least weekly (11%)
 - Squad swimming (swimming club), at least weekly (16%)
 - Lap swimming, at least weekly (22%)
 - School carnivals, less than monthly (26%)
 - Recreational swimming, at least monthly (43%)
 - Aquarobics, less than monthly (6%)
 - Birthday parties, less than monthly (50%)
- The top five facilities utilised at the MOSC are;
 - 50m pool (94%)
 - Car park (88%)
 - Change rooms (85%)
 - Grassed open space (74%)
 - Kiosk (73%)

Most Valued Aspects of the MOSC

- The following aspects of the MOSC offer are rated by respondents as excellent;
 - 50m pool
 - Water slide
 - Value for money
- The following aspects of the MOSC offer are rated by respondents as good;
 - Learners pool
 - Toddler's pool
 - Water temperature
 - Water quality
 - Lane availability
 - Provision of shaded areas
 - Outdoors area
 - Kiosk
 - Car parking
 - Presentation/cleanliness
 - Customer service
 - Opening hours
 - Ease of access
 - Knowledge and skill level of staff
 - Safety
- Responses to more open-ended questions emphasise that the following attributes of the MOSC are especially highly valued;
 - Outdoor environment
 - Family-friendly
 - Members of staff
 - Open/fresh air
 - 50m pool
 - Water slide
 - Grassy areas
 - Space
 - Shade

Appendix 2

Satisfaction of the Service

Range and Quality of Programs

- A relatively high proportion of 'unsure' responses to specific questions relating to the range and quality of programs on offer would suggest that almost 50% of attendees are unaware of the programs currently offered at the MOSC.
- Of the majority of remaining responses, the range and quality of programs are rated between satisfactory to excellent.

Priority for Improvements

- The following aspects of the MOSC were identified for improvement;
 - Opening season / times (weather/micro-climate)
 - Kiosk/café/canteen
 - Changerooms
 - Shade
 - Slide
 - Entrance
 - Showers
 - Overall visual appeal
 - Lane availability
 - Play equipment

Additional activities/facilities

- The following activities/facilities were most frequently identified by respondents as desirable additions to the MOSC;
 - Additional shaded areas
 - Splashpad
 - More events/open days/family fun days
 - Additional slides
 - Enhanced play equipment
 - Additional programs such as aquarobics/fitness classes
 - More seating
 - Shade over pool
 - Wind breaks
 - Spa and sauna
 - Yoga/pilates studio
 - Crèche
 - Beach volleyball
 - Extra BBQs
 - Access paths

Alternative Aquatic Facilities Used

- Top alternative aquatic destinations in the region utilised by respondents included the beach (85%) and the SA Aquatic & Leisure Centre (65%)

MARION OUTDOOR SWIM CENTRE – MARKETING PLAN

During 2013, two University of South Australia students developed a Marketing Plan for the Marion Outdoor Swim Centre. This Marketing Plan builds on the findings detailed in two previous body of works commissioned by the City of Marion in regards to the swim centre: The 2012, *CERM Performance Indicators Project: Marion Aquatic Centre* undertaken by the Centre for Tourism and Leisure Management, University of South Australia and the 2013 *Marion Swim Centre Service Review* conducted by BDO and Coffey Sport & Leisure consultants.

Further work was undertaken by the City of Marion staff to finalise this Marketing Plan to ensure the strategies and objectives are aligned to Council's strategies and internal planning frameworks.¹

There were 4 strategies identified within the Marketing plan which were:

1. Ensure product offering meets customer needs
2. Increase consumer knowledge of the Marion Swim Centre
3. Develop partnerships with beneficial parties
4. Capture and analyse customer information

Within these 4 strategies, 17 overarching objectives were identified, with 50 individual actions aligned to these objectives. A progress update on the objectives and actions was conducted in November 2016, the outcomes can be found in Table 1;

Table 1: Progress Update on Actions Marion Swim Centre - Marketing Plan 2013						
Strategy	No. of Objectives Identified	No. of Actions Identified	No. of Actions Complete	%	No. of Actions Incomplete	%
1. Ensure product offering meets customer needs	5	14	12	86%	2	14%
2. Increase consumer knowledge of the Marion Swim Centre	5	21	12	57%	9	43%
3. Develop partnerships with beneficial parties	3	8	4	50%	4	50%
4. Capture and analyse customer information	4	7	2	29%	5	71%
TOTAL	17	50	30	60%	20	40%

Note: Ongoing items that have been actioned have been deemed completed

Marion Outdoor Swim Centre staff are currently engaged with the City of Marion Communications team to revise and renew the Marketing Plan for the centre.

¹ Source: Marion Swimming Centre Marketing Plan 2013

INTERNAL BENCHMARKING

COST OF THE SERVICE¹

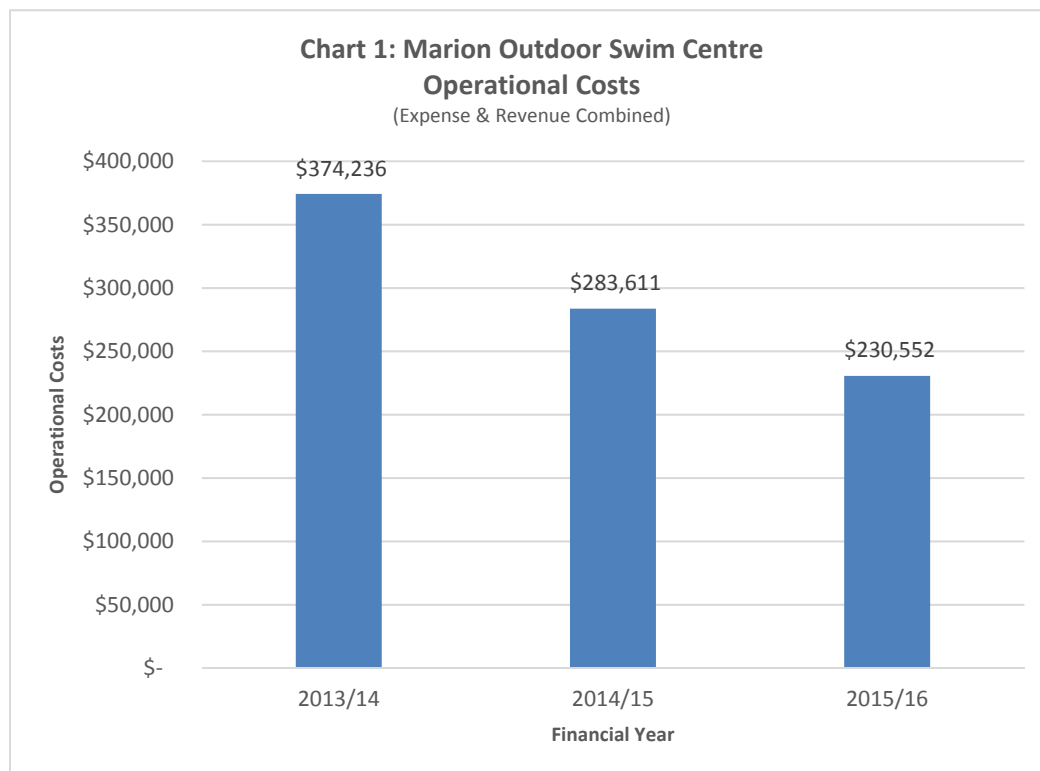
The overall cost of the service has decreased each financial year from 2013/14, which is attributed anecdotally to a combination initiatives including the installation of the new water slide which has increased attendances and marketing plan strategies.

The expenses associated with the service decreased from 2014/15 to 2015/16 by approximately \$20k, there has been a concerted effort to ensure expenses are kept at the minimum.

The revenue associated with the service has increased each financial year from 2013/14.

Table and Chart 1 display the MOSC expenses and revenue details for the past three financial years;

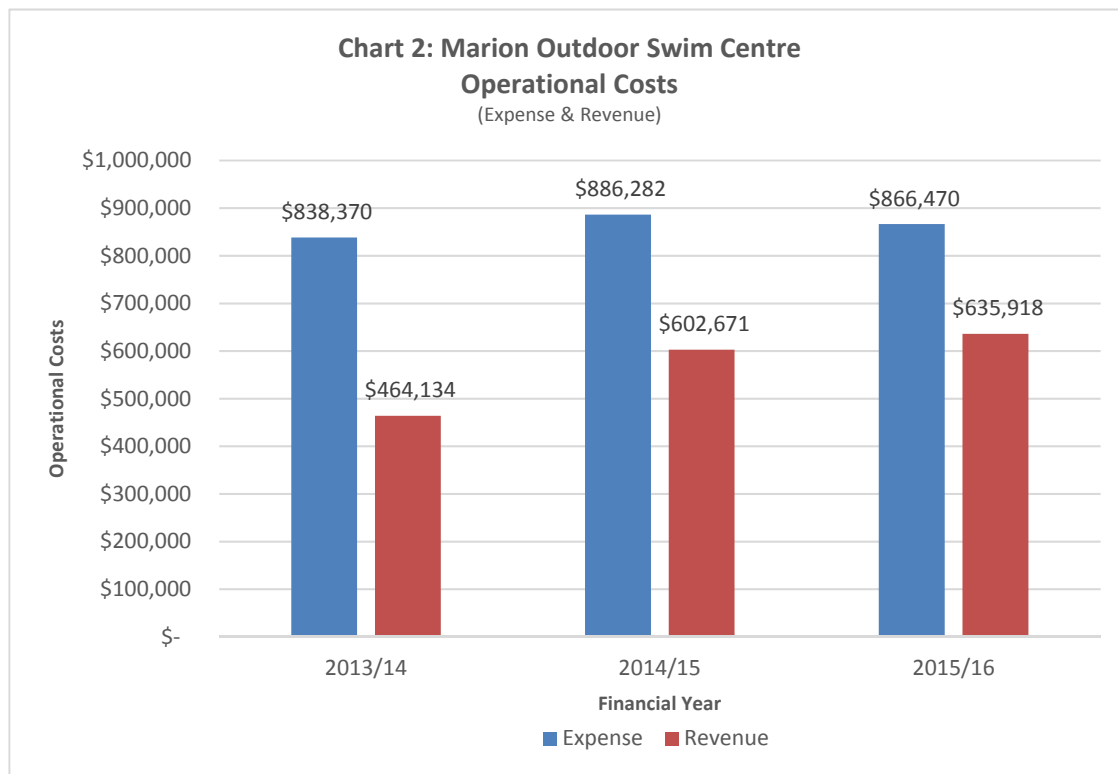
Table 1: Marion Outdoor Swim Centre - Operational Costs			
	2013/14	2014/15	2015/16
Expenses	\$838,370	\$886,282	\$866,470
Revenue	(\$464,134)	(\$602,671)	(\$635,918)
Grand Total	\$374,326	\$283,611	\$230,552



¹ Source: City of Marion operating statements

Appendix 4

Expenditure and Revenue

**Table 2: Marion Outdoor Swim Centre - Operational Costs - Expenses**

	2013/14	2014/15	2015/16
Salary & Wages	\$482,534	\$477,135	\$488,000
Contractors	\$248,220	\$297,417	\$270,430
Goods for Resale	\$52,724	\$55,922	\$64,603
Materials	\$28,381	\$30,042	\$29,289
Other Costs	\$15,078	\$12,720	\$8,862
Marketing	\$11,433	\$13,046	\$5,286
Grand Total	\$838,370	\$886,282	\$866,470

Table 3: Marion Outdoor Swim Centre - Operational Costs - Revenue

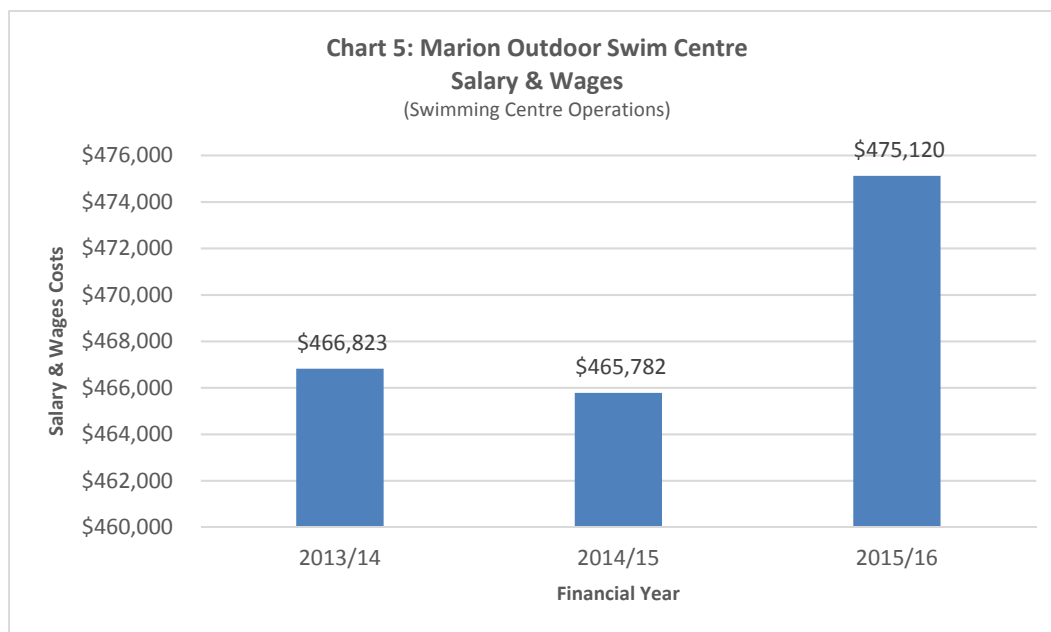
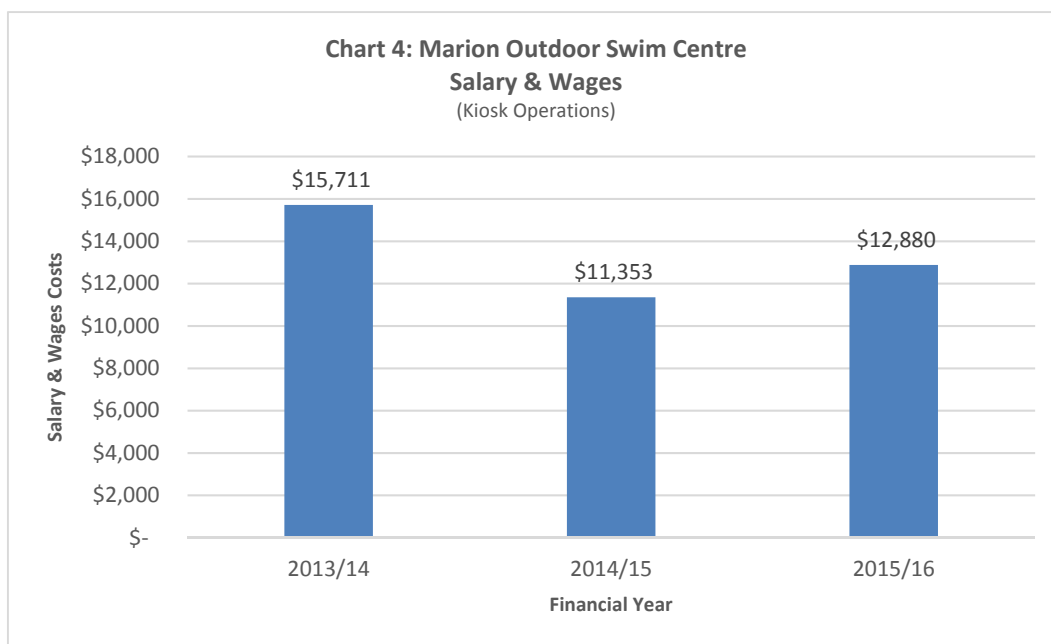
	2013/14	2014/15	2015/16
Admission Charges	\$274,540	\$369,734	\$379,184
Kiosk Revenue	\$93,852	\$110,690	\$119,598
Tuition Income	\$27,942	\$46,160	\$69,001
Hire Charges	\$28,222	\$37,197	\$41,923
Sale of Equipment and Stock	\$17,801	\$21,254	\$21,514
Grants	\$1,818	\$-	\$3,200
Other	\$1,116	\$401	\$1,498
Swim Centre Residence	\$18,843	\$17,235	\$-
Grand Total	464,134	602,671	635,918



SALARY AND WAGES²

The overall salary and wages of the service had decreased between 2013/14 and 2014/15 financial years, however increased between 2014/15 and 2015/16 financial years. The increase between 2014/15 and 2015/16 financial years can be explained by two key City of Marion staff members being unavailable for the season at the same time resulting in Council contracting additional staff.

Table 4: Marion Outdoor Swim Centre - Salary and Wages			
	2013/14	2014/15	2015/16
Kiosk Operations	\$15,711	\$11,353	\$12,880
Swimming Centre Operations	\$466,823	\$465,782	\$475,120
Grand Total	\$482,534	\$477,135	\$488,000



² Source: City of Marion operating statements

LOCAL GOVERNMENT BENCHMARKING

EXECUTIVE SUMMARY

From July through to November 2016 benchmarking analysis was undertaken regarding outdoor swimming pools. Originally initiated by Marion Outdoor Swimming Centre staff, work was continued by the Performance and Improvement Team from October.

The City of Marion liaised with 9 South Australian Councils, that possess outdoor swimming pools, these Councils comprised of;

- Alexandrina Council (Strathalbyn Community Swimming Pool)
- The Barossa Council (Nuriootpa War Memorial Swimming Pool and Williamstown Swimming Pool)
- City of Burnside (George Bolton Swimming Centre Burnside)
- Town of Gawler (Gawler Aquatic Centre)
- The Rural City of Murray Bridge (The Murray Bridge Swimming Centre)
- City of Norwood Payneham and St Peters (Norwood Swimming Pool and Payneham Swimming Pool)
- City of Salisbury (Salisbury Swimming Centre)
- City of Tea Tree Gully (Waterworld Aquatic Centre)
- City of Unley (Unley Swimming Centre)

Each Council completed a questionnaire regarding their outdoor swimming pool facilities, operations, finances and outsourcing details (if applicable) for the 2015/16 financial year. The Barossa Council and City of Norwood Payneham and St Peters completed questionnaires for each of their two separate outdoor swimming pools located within their Council. Not all questions were answered by all Councils. Averages comparing each Councils data has been used, however to ensure like for like comparisons, Councils have also been divided into the following two categories;

Metro Councils;

- City of Burnside
- City of Norwood Payneham & St Peters
- City of Salisbury
- City of Tea Tree Gully
- City of Unley

Regional Councils;

- Alexandrina Council
- The Barossa Council
- Town of Gawler
- The Rural City of Murray Bridge

All Councils manage their outdoor swimming pools internally, with the exception of the following 3 Councils;

- Alexandrina Council - outsourced to YMCA South Australia
- The Barossa Council (Nuriootpa) - outsourced to Belgravia Leisure under a management agreement
- The Barossa Council (Williamstown) outsourced to private contractor under a professional services agreement
- City of Salisbury - outsourced to Belgravia Leisure under a lease management agreement

KEY FINDINGS

The following table provides averages calculated on the responses provided by each Council regarding their general operations of their outdoor swimming pools;

Description	City of Marion	Average of Metro Councils (excludes CoM)	Average of Regional Councils	Average of all other Councils (excludes CoM)
Age (years)	40	50.1	45.2	47.9
Season length (weeks)	26	28	22	26
Days open	7	7	7	7
Annual patronage (2015/16 FY)	83,000	85,000	37,500 (excludes Barossa Council)	69,167 (excludes Barossa Council)
Number of pools at centre	3	3	2	3

FACILITIES

- All Councils, excluding The Barossa Council (Williamstown), have undertaken renovations on their outdoor swimming pools
- City of Marion and City of Tea Tree Gully are the only outdoor swimming pools with water slides
- All outdoor swimming pools have a kiosk, with 6 of the 12 kiosks managed externally, this includes;
 - Alexandrina Council - YMCA South Australia
 - The Barossa Council (Nuriootpa) - Belgravia Leisure
 - The Barossa Council (Williamstown) - Private contractor
 - City of Burnside - External operator
 - City of Norwood Payneham and St Peters (Payneham) - details not provided
 - City of Salisbury - Belgravia Leisure
- All Councils have BBQ facilities with the exception of Alexandrina Council and City of Unley, however both have facilities available close by

OPERATIONAL

- Councils have varying operating seasons, which include;
 - City of Marion - October to April
 - Alexandrina Council - October to April
 - The Barossa Council (Nuriootpa) - November to March
 - The Barossa Council (Williamstown) - December to March
 - City of Burnside - September to April
 - Town of Gawler - October to April
 - The Rural City of Murray Bridge - October to April
 - City of Norwood Payneham and St Peters (Norwood) – October to April
 - City of Norwood Payneham and St Peters (Payneham) – October to March
 - City of Salisbury - October to April
 - City of Tea Tree Gully - Not provided
 - City of Unley - September to May
- All outdoor swimming pools have varying opening hours 7 days a week with the regional pools open for the least amount of time
- All Councils, have a variety of programs and services available which include; aqua aerobics, private swimming lessons, DECS swimming lessons, lap swimming, birthday parties, squad swimming, school end of year break ups, open days, personal training, water polo, etc.
- All Councils have differing staff structures, pay rates and awards
- All Councils utilise a variety of platforms to promote their services and programs which includes, print, online and social media

FEES

Table 2 provides averages calculated on the fees currently charged at each of the outdoor swimming pools;

Description	City of Marion	Average of Metro Councils (excludes CoM)	Average of Regional Councils	Average of all other Councils (excludes CoM)
General Public	\$7.00	\$6.80	\$5.38	\$6.09
Child (over 4 years)	\$5.60	\$5.50	\$4.30	\$4.90
Concession	\$5.60	\$5.60	\$4.92	\$5.26
Family	\$21.00	\$20.80	\$17.75 (excludes Barossa Council - Williamstown)	19.44 (excludes Barossa Council - Williamstown)
Spectator	\$3.00	\$3.80 (excludes City of Norwood Payneham)	\$2.60 (excludes Barossa Council and Town of Gawler)	\$3.40 (excludes City of Norwood Payneham and St Peters, Barossa Council and Town of Gawler)
12 month membership/season pass (adult)	\$425	\$365	\$174 (excludes Barossa Council - Williamstown)	\$280.16 (excludes Barossa Council - Williamstown)
12 month membership/season pass (family)	\$950	\$745 (excludes City of Burnside)	\$297 (excludes Barossa Council - Williamstown)	\$521 (excludes City of Burnside, Barossa Council - Williamstown)

OUTSOURCING

- The following 3 Councils have outsourced the management of their outdoor swimming pools;
 - Alexandrina Council
 - The Barossa Council (Nuriootpa) and (Williamstown)
 - City of Salisbury

Table 3 provides details on the responses provided by each Council regarding their outsourcing arrangements for their outdoor swimming pools;

Table 3: Outsourcing Details				
Description	Alexandrina Council	The Barossa Council (Nuriootpa)	The Barossa Council (Williamstown)	City of Salisbury
Year outsourced	2010	2010	2010	2014
Time taken to transition	1 year	Details not provided	Details not provided	6 months
Organisation managing the pool	YMCA South Australia	Belgravia Leisure	Private Contractor	Belgravia Leisure
Type of management agreement	7 year contract - management fee per year	Management Agreement	Professional Services Agreement	Lease/management agreement
Annual management fees paid	Commercial in confidence	Commercial in confidence	Commercial in confidence	Commercial in confidence
Sharing of loss/profit	Management fee per annum	Yes	Yes	Yes
Benefits/disadvantages of outsourcing	Council staff still required to “drive” change or requirements. YMCA simply operate	Being a regional facility recruiting staff with aquatic facility management qualifications and experience is difficult	Being a regional facility recruiting staff with aquatic facility management qualifications and experience is difficult	No loss of control of programs, we meet with Belgravia on a monthly basis to discuss; financing, programs, attendances
Change to the cleanliness or maintenance of the facilities	Good quality product: Advantage of YMCA purchasing power for chemical and supplies	No change in standard of cleanliness	No change in standard of cleanliness	No change in standard of cleanliness
Service performance KPIs put in place	Contract re-negotiation in 2017 will address KPI	Included in contract	Included in contract	Service performance is based on the level of customer complaints and departures from the Services Specification (as reported by Belgravia at monthly meetings)
Staffing process (HR implications and how were they managed)	Details not provided	Details not provided	Details not provided	Majority of staff transitioned to Belgravia
Change of pool operators since outsourcing?	No	Details not provided	Details not provided	No