

Asset Management Plan

Swimming Pool

2026-2035



This plan details critical information about our swimming pool assets, including a profile of their support services and their attributes. We outline how this group of assets has performed over the past five years and what funds may be required to meet the projected demands of the services over the next 10-year planning period.

Actual funding will be guided by the capital investment plan of the Long-Term Financial Plan and determined in the Annual Business Plan and Budget. The asset management plan supports long-term planning by defining the level of service to be provided, future demand, anticipated costs to deliver the service into the future and guide investment prioritisation for the asset class.

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Acknowledgement of traditional owners

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today. We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region

Staff Roles and Responsibilities

Clearly defining roles and responsibilities and allocating them to the right people is critical to the effective management of our infrastructure assets. The key roles and responsibilities for managing our Swimming Pool assets are summarised below:

Sponsor: Manager City Operations

Asset Manager: Swimming Centre Manager (Plant)
Team Leader Open Space (Gardens)
Buildings Technical Officer (Structures)

Service Manager: Swimming Centre Manager

Role	Responsibility	Collaborators
Service Planning	Manager City Operations	Community Development Community Services Manager Future City Swimming Centre Manager Unit Manager Asset Strategy & Planning Unit Manager Operations
Service Operations	Swimming Centre Manager	Community Development Community Services Team Leader Open Space Coordinator Infrastructure Planning & Design
Asset Planning	Unit Manager Asset Strategy & Planning	Swimming Centre Manager Manager City Operations Manager City Assets and Capital Delivery Infrastructure Engineer Unit Manager Property and Procurement
Asset Design	Unit Manager Capital Delivery	Manager Development & Regulation Infrastructure Engineer Coordinator Infrastructure Planning & Design
Asset Construction	Unit Manager Capital Delivery	Manager City Assets and Capital Delivery Swimming Centre Manager Infrastructure Engineer Project Manager
Asset Maintenance	Swimming Centre Manager Team Leader Open Space Buildings Technical Officer	Coordinator Water and Wastewater Unit Manager Property and Procurement
Asset Disposal	Unit Manager Property and Procurement	Manager Asset Strategy and Planning Infrastructure Engineer Manager Swimming Centre Manager City Operations Finance Officers
Asset Data	Manager Asset Strategy and Planning	Senior GIS Officer All staff
Asset Financials	Finance Officers	Senior GIS Officer Coordinator Infrastructure Planning & Design

Asset Services and Benefits

The **Murray Bridge Swimming Centre** provides a range of aquatic and recreational services to residents and visitors. The facility includes a heated 50-metre pool suitable for lap swimming, fitness and recreational use, together with accessible entry features to support inclusive participation. The facility also includes dedicated learn-to-swim and two toddler pools with shaded areas to support aquatic education, water safety and family use.

In addition to casual swimming, the facility supports organised aquatic programs including swimming lessons, seasonal programs such as VACSWIM, and the Murray Bridge Cods Swimming Club. The facility accommodates school carnivals, community events and private bookings, supporting broader community participation in aquatic recreation and sport. It delivers important recreation, health, community and regional sporting benefits.

The facility also functions as a family recreation destination, incorporating a water play park with waterslides and interactive water features, together with landscaped lawns, shaded seating and picnic areas with barbecues. These complementary amenities support longer visitor stays and enhance the Murray Bridge Swimming Centre's role as a community recreation and social gathering space. Together, these assets strengthen the facility's role as a community destination and improve its ability to accommodate events, club activities, fitness programs and everyday public use.

The **Murray Bridge Swimming Centre Master Plan** outlines a long-term vision to continue to enhance the facility. Proposed improvements include additional aquatic facilities such as indoor pools, expanded learn-to-swim and leisure areas, upgraded amenities and supporting recreation spaces, enabling the facility to provide expanded programs and year-round community use.

Murray Bridge is experiencing strong population growth, increasing demand for sport and recreation infrastructure. As the community continues to expand, the Master Plan provides a framework for future investment, and its staging and intent may require periodic review to ensure the facility continues to meet emerging community needs.

The table below summarises the categories of pool assets owned and managed by Council and reflect the significant investment in this asset class (source: Assetic Dec 25). Note that this data does not include additional assets recognised in 2026 with an estimated value of \$792k. This latter figure is added to the \$7.69M value for the purposes of 10 Year Renewal Planning.

TOTAL REPLACEMENT VALUE

Pools

\$7.69M

\$1.46M



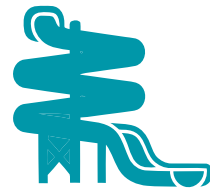
Buildings

\$2.22M



Structures

\$677k



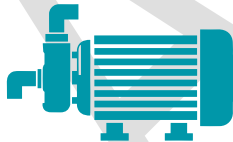
*Play Equipment &
Open space furniture*

\$2,76M



Water Mains, Nodes & Treatment

\$468k



Pool equipment

\$98k



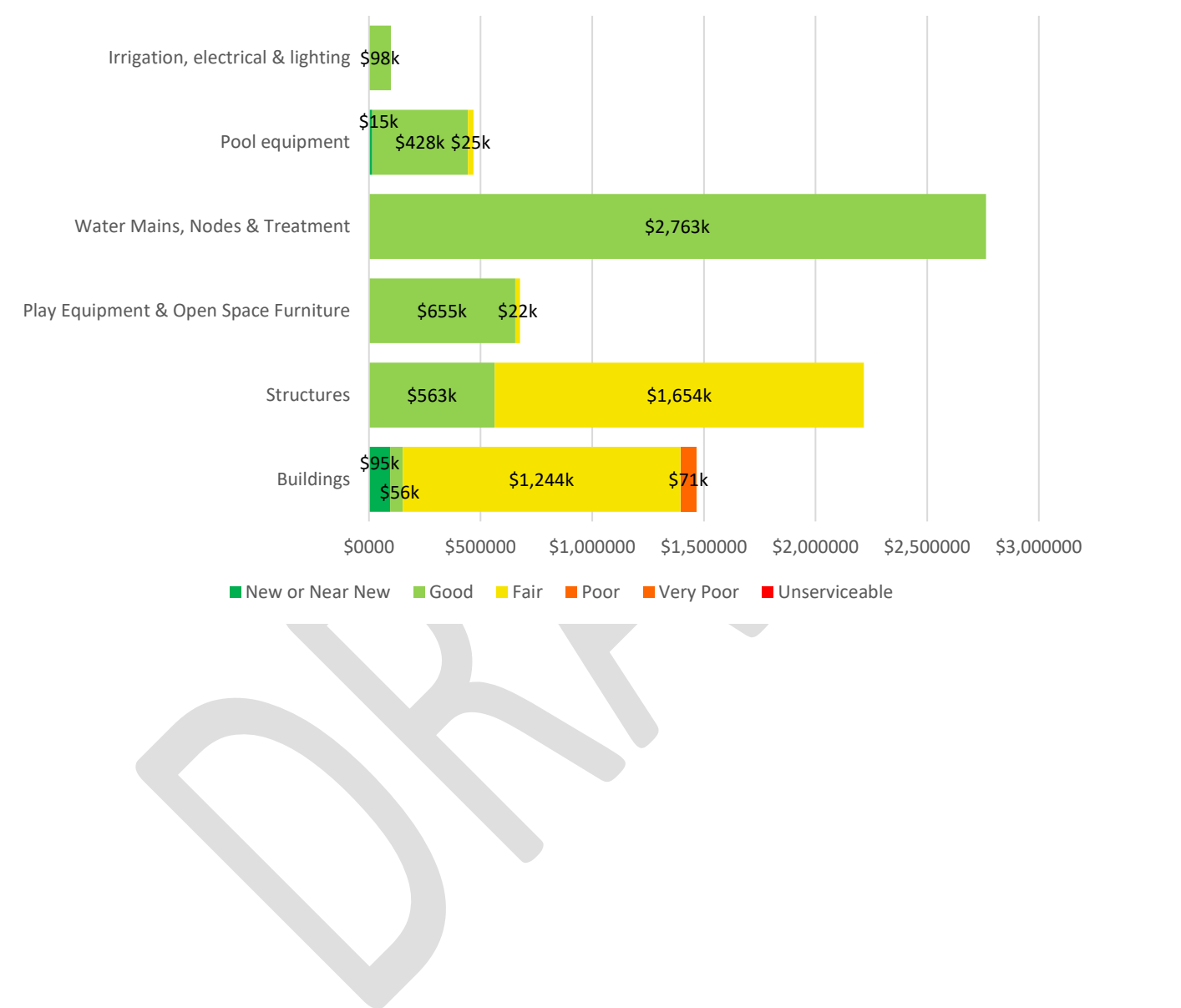
Irrigation, electrical & lighting

Category	Asset Type	Quantity	Unit	Written Down Value (\$)	Replacement Value (\$)
Buildings	Various	14	each	736,795	1,465,762
Structures	Gas Supply	2	each	-	-
	Other	16	each	141,966	211,851
	Shade Sails	8	each	67,733	121,546
	Swimming Pool	3	each	1,097,756	1,884,087
Open Space Furniture	Open Space Furniture	14	each	20,958	42,258
Play Equipment	Water Play Facility	1	each	424,063	624,881
	Gybo Inflatable	1	each	9,053	10,000
Water Mains	Pipe	243	m	12,657	13,019
Water Nodes	Tanks, Taps, Valve	9	each	3,434	3,670
Water Treatment Facility	Drains, Filtered Water Supply	17	each	73,793	76,096
Irrigation	Network	1	each	19,130	26,604
Electrical	Electrical Conduits	820	m	1,816	2,583
	Control Panel	2	each	3,837	
	Modular Controller	1	each	6,143	
	PA System	1	each		11,025
	Sensor (Mimic Panel)	1			
	Switchboard	4			5,460
	Variable Speed Drive (VSD)	5			
Mechanical	Pool Equipment	28	each	221,551	438,876
	Pumps	13	each		
	Other	9	each	16,281	29,217
Lighting	Flood Lights	15	each	35,657	52,543
Totals:				4,499,539	7,689,238

Age Profile/Condition

Portfolio Level summary

99% of assets/components are in “fair” or better condition which is positive. Of concern is the significant 38% of all pool assets that lie within the structures and buildings asset categories where the condition state of “fair” indicates the need to start thinking about renewal options and more proactive maintenance practices.



Components, Attributes and Useful Lives

For ease of management, our Swimming Pool assets are broken into a series of sub-types. These types typically have different asset lives and require replacement as their condition or function deteriorates. The table below summarises the types, sub-types and useful life estimate.

Type	Sub-type	Useful life (years)
Buildings	Various	45-100
Structures	Gas Supply	20-40
	Other	20-55
	Shade Sails	10
	Swimming Pool	50
Open Space Furniture	Open Space Furniture	5-25
Play Equipment	Water Play Facility	20
	Gybo Inflatable	15
Water Mains	Pipe	80-100
Water Nodes	Tanks, Taps, Valve	30-50
Water Treatment Facility	Drains, Filtered Water Supply	80
Irrigation	Network	20
Electrical Conduits	Electrical Conduits	25
Electrical	Control Panel	25
	Modular Controller	10
	PA System	10
	Sensor (Mimic Panel)	15
	Switchboard	25
	Variable Speed Drive (VSD)	15
Mechanical	Pool Equipment	8-20
	Pumps	12
	Other	5-15
Lightning	Flood Lights	20

Levels of Service Performance

We assess the performance of the asset class relative to what the customer values from the service. The sections below define the overall service proposition, the critical elements of customer service levels and how they are related through activities and funding against the key phases of the asset lifecycle. Asset criticality and service risk are also assessed.

Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Levels of Service

The Customer Levels of Service are considered in terms of the perspective of users. Three aspects are considered as listed below:

- **Condition** – the physical and technical state of swimming pool assets, including pool shells, balance tanks, penetrations, liners, surrounds, tiles, grates, filtration systems, pumps, chemical dosing systems, water quality monitoring systems, heating plant, electrical systems, backwash infrastructure, safety systems and plant rooms.
- **Functionality** – the ability of swimming pool assets to deliver the intended service outcomes of safe, compliant and reliable aquatic operations. This includes maintaining pool water quality and clarity, reliable circulation and filtration, effective chemical dosing and disinfection, provision of required water temperatures where applicable, safe operation of plant and electrical systems, compliant wastewater discharge, and the ongoing effectiveness of fencing, alarms, emergency stops, signage and other safety systems.
- **Capacity** – the ability of the swimming pool asset base to support public use, programmed activities and continuous service delivery without unacceptable interruption. This includes sufficient pool water circulation and treatment capacity, duty/standby resilience in critical plant where practicable, adequate heating capacity where temperature control is required, safe chemical storage and plant room functionality, and the ability of the facility to continue operating without prolonged closure arising from failure of critical structural, mechanical, electrical or safety assets.

The table below summarises how these attributes are measured and expected future trends.

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend (Based on Planned Budget)	Confidence Level
Condition	Provide swimming pool assets that are safe, compliant and serviceable for public use.	Number of complaints/compliments	Informal feedback.	Renewal and refurbishment demand is expected to increase as long-life pool structures continue to age, and shorter-life plant and control assets require replacement or major servicing.	Medium
Functionality	Provide a swimming pool facility that supports safe, reliable and compliant aquatic operations.	- Number of unplanned closures due to infrastructure issues - Receipt of negative audit findings - Regulator directives	Functional performance depends on reliable operation of filtration, circulation, disinfection, monitoring, heating, electrical, backwash and safety systems. Failure of these assets can result in immediate pool closure, health and safety risks, or regulatory non-compliance.	Mechanical, electrical and control system reliability will become increasingly important to maintaining service continuity and avoiding unplanned shutdowns. Preventive maintenance and contingency planning will remain critical.	High
Capacity	Maintain sufficient asset and plant capacity to support pool operations, programmed use and continuity of service.	- Plant capacity against required turnover and treatment performance. - Availability of duty/standby arrangements where practicable - Ability to maintain required operating conditions	Capacity constraints are most likely to arise through failure or under-performance of critical structural, treatment, circulation, heating, electrical or safety assets.	Future investment is likely to focus on resilience, planned renewal of critical assets, and reduction of single-point failures that could interrupt pool operations. Master Plan review may define new demand requirements.	Medium

Technical Levels of Service

By undertaking regular assessments, we determine which assets meet our levels of service and which require capital intervention – renewal, upgrade or expansion – to meet service level thresholds. Service and asset managers plan, implement and control technical service levels to influence the customer level of service outcomes. The table below shows the activities expected to be provided under the current planned budget allocation, and the forecast activity requirements being recommended in this AMP.

Lifecycle Activity	Budget	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance
Acquisition	Nil planned	Develop and upgrade swimming pool assets to support safe, compliant, accessible and fit-for-purpose aquatic services.	Delivery of upgrade and renewal programs in accordance with asset planning, compliance requirements and identified service risks.	Current asset base includes long-life pool structures and shorter-life mechanical, electrical and control assets, with renewal and upgrade needs emerging across critical systems. Understanding the need for lifecycle renewal planning, particularly for ageing pool structures and essential plant.	Acquisition and upgrade activities are delivered in accordance with asset planning priorities, compliance obligations and critical asset risk reduction needs, with emphasis on eliminating single points of failure, improving maintainability and supporting continuity of service.
Operation	\$820,000 per annum	Undertake operational monitoring and inspection of pool structures, water treatment systems, pumps, heating plant, electrical systems, safety systems and plant rooms to support safe pool operation and performance data collection.	Percentage of critical pool assets inspected, tested and monitored in accordance with operational and compliance requirements.	Operational activities are defined for pool structures, filtration systems, pumps, chemical dosing, water quality monitoring, heating systems, plant rooms, electrical systems, backwash/waste management and safety systems. Continuous and manual monitoring of water quality is required, together with routine inspections of safety-critical plant and infrastructure.	Formalise inspection, testing and monitoring frequencies for all critical asset groups, with clear compliance-based service intervals, documented operating checks and improved capture of condition and performance data.

Maintenance	\$80,000 per annum	Maintain the serviceability, safety and compliance of swimming pool assets and associated plant.	Compliance with planned preventive maintenance programs for structural, mechanical, electrical, water quality, wastewater and safety assets. Condition 1- 3 (very good- fair) maintained.	Required maintenance activities are identified across filtration, pumps, dosing systems, sensors, heating plant, plant rooms, electrical systems, backwash systems and safety systems. Current risk treatment actions show preventive maintenance is expected for most critical assets, but some areas still note future work rather than established activities, including structural lifecycle assessment, backup heating contingencies and backup power options.	Implement a fully documented preventive maintenance regime prioritised by asset criticality, including routine calibration, servicing, inspections, testing of alarms/emergency stops, planned replacement of wear components, and contingency arrangements for critical service interruptions.
Renewal	\$300,000 (2026/27 Renewals)	Provide a swimming pool asset base that remains fit for purpose in terms of structural integrity, water treatment, safety, compliance and service continuity.	Swimming pool asset condition scores and renewal of assets at or below agreed service thresholds, with focus on critical structures and plant. Condition 1- 3 (very good- fair) maintained.	Renewal need is driven by ageing pool structures, essential plant and control systems whose failure can lead to pool closure, health risks, safety incidents or prolonged service disruption.	Renewal planning should target condition 4+ and end-of-life critical assets, with particular focus on structural integrity, treatment and circulation systems, electrical/control systems and safety-critical infrastructure to reduce unplanned closures and regulatory risk.
Disposal	Nil planned	Dispose of swimming pool assets only where assets are obsolete, replaced, unsafe or no longer required for service delivery.	Disposal activities undertaken in accordance with approved renewal/redevelopment decisions and statutory requirements.	-	No disposal of core swimming pool assets is anticipated unless driven by approved replacement works, major redevelopment or removal of redundant plant and equipment. Disposal decisions should ensure continued service capability and compliance.

Future Demand

We must respond proactively to the external and internal demands that relate to this asset class.

Demand for new services are managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in the table below:

Demand Driver	Current Position	Projection	Impact on services	Demand Management Plan
Year-round aquatic access	The seasonal service is well used. There are some busy periods, but capacity has been adequate.	Indoor aquatic facilities proposed to enable year-round use.	Ability to operate aquatic programs across all seasons including school and fitness programs.	Increased utilisation requires indoor aquatic facilities, heated pools and supporting building infrastructure.
Ageing Infrastructure	Existing swimming centre infrastructure dates from the 1950s and requires renewal.	Progressive refurbishment and redevelopment proposed under the Master Plan.	Improved safety, amenity and operational efficiency.	Demand for modern, compliant aquatic facilities requiring upgraded pools, plant systems and buildings.
Health & Community Wellbeing	Community recreation facilities are increasingly recognised as supporting physical and mental health outcomes.	Increased participation in aquatic exercise, rehabilitation and structured programs.	Expansion of fitness, aquatic therapy and program-based activities.	Increased program participation requires warm water pools, accessible pool entry and flexible program spaces.
Regional Service Role	Murray Bridge functions as a regional centre serving surrounding rural communities and visitors.	Continued regional patronage expected for recreation, training and events. Increasing use for regional school/sports competitions.	Facilities are required to accommodate larger groups, competitions and events.	Higher peak demand requires competition-standard pools, spectator space and improved circulation areas.
Recreation Expectations	Existing facility provides limited leisure and family recreation features.	Increased expectation for family-friendly aquatic recreation facilities.	Expansion of casual recreation, family visitation and leisure swimming.	Increased demand for leisure-oriented water activities requiring splash pads, leisure pools and shaded areas.

Demand Driver	Current Position	Projection	Impact on services	Demand Management Plan
Population and Demographic Changes	Population 23,037 (2023) Dwellings 10,143 (2021) household size 2.33 (2021)	Population continues to increase over time.	An increase in population will increase the demand for and utilisation of swimming pool assets.	Progressive expansion of aquatic facilities including additional pools, change rooms and parking capacity. Timeframe – medium to long-term

Lifecycle Decision Making

Acquisition Plan

Based on recommendations from the Sport, Recreation & Open Space Strategy (2013), the Rural City of Murray Bridge commissioned a report to explore the expected life span of the existing swimming centre facility and model the proposal to complement the existing pool with contemporary functions.

The report focusses on using the existing site with four stages of design and development. Stage 1 focusses on refurbishment of 50m pool, pipework, change rooms and plantroom improvements with expansion of services to commence from Stage 2. Some work has been completed in 2019 and is moving through the lifecycle.

A Capital Works Plan will need to be developed to reflect the growth in demand for services. The timing will be linked with community demand and funding availability. No funding is planned at this time noting refurbishment will be required within the life of this plan.

Infrastructure Element	Location	Likely Scope	Potential Capital Range (AUD)
Existing 50m Pool refurbishment	50m Pool	Resurfacing, tile replacement, structural repairs and compliance upgrades.	\$400,000
Pipework Renewal	All Pools	Replacement for suction and return lines to both pools. Values and manifolds.	\$450,000
Change Room Refurbishment	Admin building	Wall lining refresh, new fixtures, tiles, ventilation and accessibility upgrades.	\$780,000
Plantroom Improvements	Plant Area	Structural building renewal, ventilation, mechanical, chemical dosing, drainage and backwash system improvements.	\$900,000

Operations and Maintenance Plan

Maintenance includes all actions necessary to retain swimming pool assets in a safe, compliant, and serviceable condition, including routine operational activities required to ensure public health, asset reliability, and uninterrupted service. Public swimming pools are high-risk community assets due to close proximity with water (water quality), chemical handling, electrical systems, and mechanical plant. Robust operational controls, inspections, and maintenance practices are essential to manage these risks and meet regulatory requirements. The following table outlines the operations and maintenance activities undertaken to support service objectives.

Category	Description
Pool Structure and Asset Inspections	Regular inspections of pool shells, surrounds, tiles, grates, expansion joints, and concourses to identify cracking, delamination, settlement, trip hazards, or water loss. Includes inspection of balance tanks, surge tanks, pool penetrations, and waterproofing elements.
Filtration System Maintenance	Operation and maintenance of filtration plant, including sand/ media filter. Activities include backwashing, media inspection and replacement, pressure differential monitoring, valve inspection, and filter vessel integrity checks to ensure effective water clarity and turnover rates.
Circulation Pumps and Motors	Maintenance of pumps and associated motors. This includes bearing lubrication, seal inspections, vibration monitoring, motor performance checks, variable speed drive (VSD) inspections, and ensuring redundancy and duty/standby availability.
Chemical Dosing and Disinfection Systems	Operation and maintenance of chemical dosing systems. Activities include calibration of dosing controllers, inspection of injection points, leak detection, chemical storage compliance, safety system checks, and replacement of dosing lines and pumps.
Water Quality Monitoring and Control	Continuous and manual monitoring of pool water quality parameters, including free and total chlorine, pH, temperature, turbidity and combined chlorine. Includes testing, logging, controller verification, and corrective actions to maintain compliance with public health regulations and guidelines.
Heating Systems and Plant	Maintenance of pool water heating systems such as gas boilers, heat pumps and heat exchangers. Activities include combustion checks, heat exchanger cleaning, circulation verification, temperature control calibration, and energy efficiency optimisation.
Plant Room and Mechanical Services	Routine inspection and maintenance of plant rooms, including pipework, valves, strainers, flow meters, pressure gauges, expansion vessels, and structural elements. Ensures safe access, ventilation, drainage, and compliance with confined space and safety requirements.
Electrical Systems and Controls	Maintenance of electrical infrastructure supporting pool operations, including switchboards, control panels, sensors, lighting, emergency stops, and automation systems. Activities include testing of RCDs, alarms, interlocks, backup power arrangements, and compliance with electrical safety standards.
Backwash Water and Waste Management	Management of backwash water, balance tank overflows, and wastewater discharges. Includes inspection and maintenance of backwash pumps, settlement systems, sewer connections, and monitoring to ensure compliance with trade waste and environmental requirements.
Safety Systems and Compliance Inspections	Inspection and testing of safety-critical systems, including pool fencing, gates, covers, depth markings, lifeguard equipment, emergency alarms, chemical safety systems, and signage. Ensures compliance with health, safety, and aquatic facility standards.

Preventive Maintenance and Planned Shutdowns	Implementation of scheduled preventive maintenance programs and planned shutdowns for major plant servicing, pool draining, deep cleaning, recoating, or refurbishment. Activities are coordinated to minimise service disruption and extend asset life.
Incident Response and Contingency Planning	Preparedness and response for operational incidents such as chemical imbalances, plant failures, contamination events, power outages, or equipment breakdowns. Includes emergency procedures, isolation protocols, public communication, and rapid restoration of safe operations.

Specific Operations & Maintenance calls out for planning purposes include the following:

Infrastructure Element	Location	Likely Scope	Potential Spend (AUD)
Pool Shell	Main Pool/ All pools	Inspect, monitor and repair cracking/deterioration to the top-of-pool tiling at the main pool shell; implement interim maintenance strategies and program replacement works as required.	\$25,000
Pool filters	Plant Area	Undertake winter shutdown inspection and overhaul of the main pool filter, including pull-down inspection and lateral inspection.	\$30,000
Pool filters	Plant Area	Establish programmed replacement cycle for main pool filter media, noting current media is due within the stated 5-7 year cycle.	\$5,000
Pumps	Plant Area	Implement planned swap-over, servicing and rebuild cycle for main pool pumps, using the spare pump arrangement to reduce unplanned downtime.	\$6,000
Backwash Tank	Plant Area	Clean and vac-jet the backwash tank and establish a recurring 3-5 yearly preventive maintenance cycle to prevent overflow and debris build-up.	\$2,000
Water Play	Water Play	Implement professional waterslide cleaning and continue annual inspection/certification, with forward planning for renewal based on condition and inspection outcomes.	\$20,000
Electrical Switchboards	Site	Confirm and document annual whole-of-site electrical compliance inspection and testing program, including record retention.	\$6,000
Pool Shell	All pools	Repair and monitor damaged silicone/sealant being pulled out across pools as part of routine defect management.	\$5,000
All	All	Review, confirm and implement the documented winter maintenance scope of works for annual shutdown activities.	\$2,000

Renewal Plan

The merits of individual projects identified as candidates for upgrade can be assessed and ranked using the following criteria.

Criteria	Description
Asset Condition and Age	Assessing the overall condition, deterioration and age of pool structures, buildings, plant and supporting infrastructure, including the 50m pool, children's pools, plant room, pipework, mechanical plant, electrical assets and associated facilities. This should consider that the existing facility is ageing, the existing buildings no longer meet broader market expectations for functionality and amenity, and the master plan identifies significant refurbishment needs.
Functionality and Performance	Evaluating how effectively the assets support safe, reliable and compliant pool operations, including water circulation, filtration, dosing, water quality control, heating, backwash management and safe operation of the facility. Renewal priority should increase where deterioration or obsolescence affects service delivery, competition use, training, learn-to-swim functions, therapy use, or year-round operation.
Public Health and Safety Risk	Assessing the extent to which asset failure could create public health or safety consequences, including unsafe water quality, chemical incidents, electrical faults, structural failure, flooding of plant areas, or failure of fencing, alarms and emergency systems. Assets with high-consequence failure modes should be given greater renewal priority.
Compliance and Regulatory Risk	Considering whether asset condition or performance threatens compliance with public health, WHS, electrical, plumbing, environmental, fire safety and aquatic facility requirements. This includes assets related to water quality monitoring, chemical handling, plant safety, trade waste discharge, pool safety and certified aquatic infrastructure.
Maintenance and Repair Needs	Identifying recurring or escalating maintenance needs, inspection requirements, planned shutdown works, component replacement cycles and reliance on reactive repairs. Assets that require increasing intervention to remain serviceable, or that need regular specialist maintenance to avoid pool closure, should rank higher for renewal.
Operational Resilience and Continuity of Service	Evaluating the ability of the asset base to avoid unplanned shutdowns and sustain pool operations when individual components fail. Renewal should favour assets where failure would interrupt circulation, filtration, dosing, heating, wastewater discharge or safe operation, particularly where backup arrangements are limited or future contingency actions are still to be developed.
Strategic Alignment and Community Benefit	Ensuring renewal projects align with the master plan and support the long-term role of the site as an integrated year-round aquatic and leisure facility. Priority should be given to works that support retention and refurbishment of the 50m pool, year-round aquatic use, accessibility, therapy and rehabilitation functions, learn-to-swim, community use and staged redevelopment of the centre.

In terms of specific renewal call outs, the following requires consideration:

Infrastructure Element	Location	Likely Scope	Potential Capital Range (AUD)
Pool Liner(s)	Main Pool/ All pools	Liner was replaced in 2020 and is expected to require renewal around 2030.	\$600,000
Pool heating	Plant Area	Install the planned heat exchanger on the main pool heating system during winter shutdown to improve heating performance and reduce direct boiler loading.	\$32,000
Pool boiler	Small Pool	Assess small-pool boiler performance over the maintenance period (winter) and prepare replacement in preference to refurbishment if the unit cannot reliably achieve required operating temperature.	\$6,000
Building	Soda ash/chemical storage	Upgrade or replace the building, noting it is not fit for purpose, is not vermin proof, and is subject to heat issues.	\$100,000
Amenities	Washrooms	Add a urinal to the men's amenities as a service and amenity improvement.	\$15,000
Amenities	Washrooms	Install a hoist to support wheelchair transfers in the disabled toilet/change area.	\$6,000
Shade Structures	Site	Provide additional shade structures around the pool as a patron amenity and heat-exposure improvement.	\$120,000
Water Play	Water Play	Contemporary replacement of Water Play Structures	\$1,000,000

Disposal Plan

Gybo inflatable is no longer in use and disposal will be progressed after approval of this plan.

Risk Management

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service, or which present material public health and safety risks. Critical failure modes are those with the highest consequence and may include physical failure, loss of treatment capability, contamination events, or essential service interruption. The table below identifies critical swimming pool assets, how they may fail, and the potential impacts of failure.

Critical Asset(s)	Failure Mode	Impact
Pool Structure (Shells, Balance Tanks, Penetrations)	Structural cracking or leakage	Loss of water, structural degradation, unplanned pool closure, high repair costs, potential safety hazards
	Structural failure or movement	Pool closure, risk to public safety, major capital intervention required
Filtration Systems (Sand / Media / Regenerative Filters)	Filter media failure or blockage	Poor water clarity, inability to maintain water quality standards, pool closure
	Valve or vessel failure	Loss of circulation, flooding of plant room, service interruption
Circulation Pumps and Motors	Pump or motor failure	Loss of water circulation, rapid deterioration of water quality, pool closure
	Seal or bearing failure	Water leakage, plant damage, increased risk of unplanned downtime
Chemical Dosing and Disinfection Systems	Dosing pump or controller failure	Inadequate disinfection, elevated health risk, immediate pool closure
	Chemical leakage or containment failure	Staff and public safety risk, environmental harm, regulatory non-compliance
	Loss of chemical supply	Inability to treat water, prolonged service disruption
Water Quality Control Systems (Sensors, Controllers)	Sensor failure or miscalibration	Incorrect dosing, undetected water quality non-compliance, health risks
	Control system malfunction	Loss of automated control, increased risk of unsafe operating conditions
Heating Systems (Boilers, Heat Pumps, Heat Exchangers)	Plant failure	Inability to maintain required water temperature, reduced patronage, pool closure (where temperature is critical)
	Gas or fuel supply interruption	Loss of heating capacity, service disruption
Electrical Systems and Control Panels	Power outage	Loss of circulation, filtration, dosing, and heating, requiring immediate pool closure
	Switchboard or control panel failure	Inability to operate plant safely, extended downtime

Critical Asset(s)	Failure Mode	Impact
Backwash and Wastewater Discharge Systems	Backwash pump or discharge failure	Inability to clean filters, reduced treatment effectiveness, potential environmental non-compliance
	Trade waste system blockage	Plant room flooding, operational shutdown, environmental risk
Safety Systems (Fencing, Alarms, Emergency Stops)	Failure of safety barriers or alarms	Increased risk of injury or drowning, regulatory non-compliance, facility closure
Plant Rooms and Chemical Storage Areas	Ventilation failure	Accumulation of hazardous gases, staff safety risk, emergency shutdown
	Flooding or drainage failure	Damage to critical plant, prolonged service interruption

Risk Reduction Plans

A detailed assessment of risk associated with swimming pool service delivery identifies risks that may result in loss or reduction in service, personal injury, public health impacts, environmental impacts, financial shock, or reputational damage. The risk assessment process identifies credible risks, their likelihood, and the consequences should the event occur. The table below considers all categories of swimming pool assets, describes what can happen, and demonstrates how effective risk treatment strategies reduce asset and service risk.

Service or Asset at Risk	What can Happen	Risk Treatment Plan
Pool Structure (Shells, Balance Tanks, Penetrations)	Structural cracking or leakage	Preventive maintenance program to inspect, service, and test pumps and motors, including seals, bearings, and alignment. Duty/standby arrangements maintained where practicable.
	Structural failure	Routine vibration and leak inspections with planned replacement during scheduled shutdowns.
Filtration Systems (Sand / Media / Regenerative Filters)	Filter blockage or media failure	Regular calibration, inspection, and testing of dosing pumps, controllers, and injection points. Manual dosing procedures available as contingency.
	Valve or vessel failure	Chemical handling procedures, bunded storage, leak detection, and staff training in emergency response and spill management.
Circulation Pumps and Motors	Pump or motor failure	Maintain minimum stock levels of critical chemicals and establish alternative supply arrangements.
	Seal or bearing failure	Routine calibration and verification of sensors. Manual water testing undertaken to validate automated readings.
Chemical Dosing and Disinfection Systems	Dosing system failure	Preventive maintenance and periodic testing of control systems. Manual operating procedures in place if automation fails.
	Chemical leakage or spill	Scheduled servicing of heating plant, including combustion checks, heat exchanger cleaning, and control testing. Maintain critical spare parts where feasible.
	Chemical supply interruption	No current activities. Future – assess backup heating options or operational contingencies during prolonged outages.
Water Quality Monitoring and Control Systems	Sensor failure or miscalibration	No current activities. Future – investigate backup power options for critical plant to allow controlled shutdown or limited operation.
	Control system malfunction	Regular inspection and testing of electrical systems, RCDs, alarms, and emergency stops to ensure safe operation.

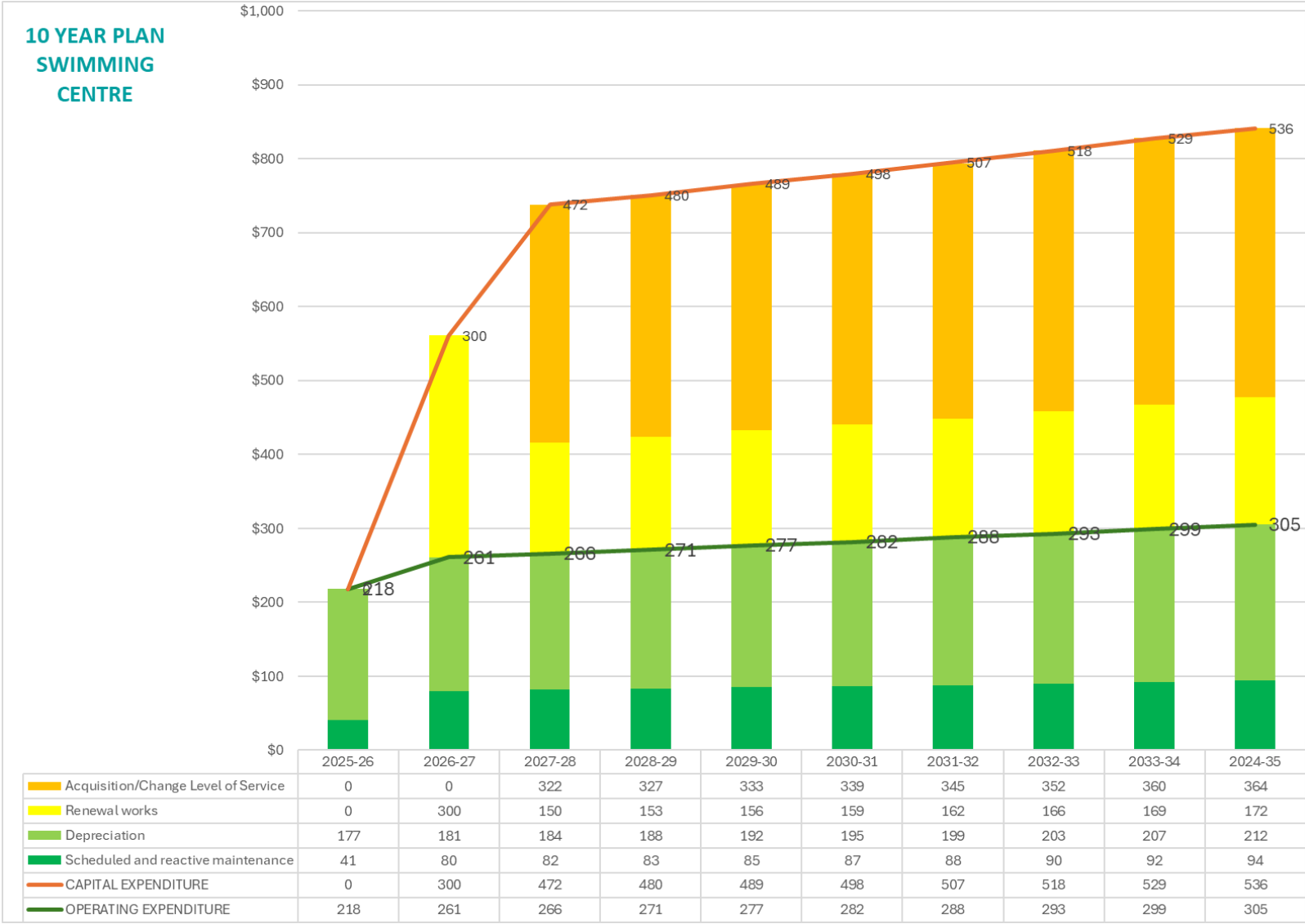
Service or Asset at Risk	What can Happen	Risk Treatment Plan
Heating Systems (Boilers, Heat Pumps, Heat Exchangers)	Heating plant failure	Preventive maintenance of backwash pumps and valves. Routine inspection of discharge lines to ensure compliance with trade waste requirements.
	Energy or fuel supply interruption	Routine inspections and testing of fencing, gates, alarms, and emergency stops to ensure compliance with safety and regulatory requirements.
Electrical Systems and Control Panels	Power outage	Regular inspection and testing of ventilation systems to prevent accumulation of hazardous gases.
	Switchboard or control failure	Maintain drains, sump pumps, and floor levels to protect critical plant and prevent equipment damage.
Backwash and Wastewater Discharge Systems	Backwash pump or discharge failure	Preventive maintenance program to inspect, service, and test pumps and motors, including seals, bearings, and alignment. Duty/standby arrangements maintained where practicable.
Safety Systems (Fencing, Alarms, Emergency Stops)	Failure of safety systems	Routine vibration and leak inspections with planned replacement during scheduled shutdowns.
Plant Rooms and Chemical Storage Areas	Ventilation failure	Regular calibration, inspection, and testing of dosing pumps, controllers, and injection points. Manual dosing procedures available as contingency.
Pool Structure (Shells, Balance Tanks, Penetrations)	Flooding or drainage failure	Chemical handling procedures, bunded storage, leak detection, and staff training in emergency response and spill management.
	Structural cracking or leakage	Maintain minimum stock levels of critical chemicals and establish alternative supply arrangements.

Financials – Past Performance

5-Year Summary

Item	2021–22 Actual (\$'000)	2022–23 Actual (\$'000)	2023–24 Actual (\$'000)	2024–25 Actual (\$'000)	2025–26 Forecast (\$'000)
Scheduled and reactive maintenance	44	37	59	56	41
Depreciation	173	171	178	178	177
Operating expenditure	217	208	237	234	218
Renewal works	30	0	0	0	0
Acquisition	37	0	0	0	0
Capital expenditure	67	0	0	0	0
Totals	284	208	237	234	218

Financials – Future Forecasts



10-Year Outlook

Major investments through our Council Works program are in the process of being determined. Future plans will present information in the following manner:

Asset / sub-group	Works description	Works type	Cost estimate	Year
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Financial Summary

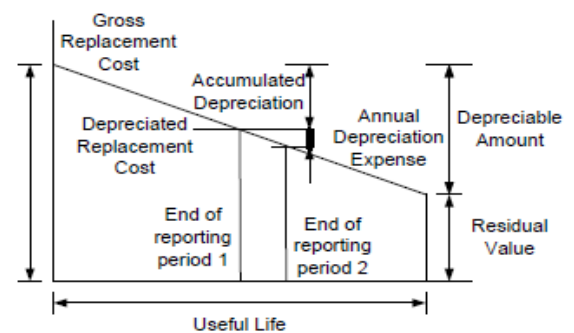
This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections are improved as the discussion on desired levels of service and asset performance matures.

Financial Statements and Projections

Asset Valuations

The best available estimate of the value of assets included in this AMP is shown below. The assets are valued at fair value at cost to replace service capacity:

Current (Gross) Replacement Cost	\$7,689,238
Depreciable Amount	\$3,189,699
Depreciated Replacement Cost (WDV)	\$4,499,539
Depreciation	\$176,972



In simple terms, our Swimming Centre assets are 41% through their asset lives.

Sustainability of Service Delivery

There are two key indicators of sustainable service delivery that are considered in this AMP for this asset class. The table below summarises what they mean and how well we are performing:

Ratio	Description	RCMB Target	RCMB Current	RCMB Forecast
Asset Renewal Funding Ratio	The extent to which assets are being replaced measured by comparing renewal/replacement capital expenditure with the optimal identified renewal requirements as defined in this AMP.	Renewal / Replacement Capex > 90% but 120%	100%	100%
Asset Consumption Ratio	The average proportion of "as new condition" left in assets. The ratio shows the written down current value of depreciable assets relative to their "as new" value in up-to-date prices.	>40% and <80%	59%	59%

Funding Strategies

The proposed funding for assets is outlined in Council's Annual Budget and Long-Term Financial Plan. The financial strategy determines how funding will be provided, whereas this AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

Valuation Forecasts

Asset values are forecast to increase as additional assets are acquired and existing assets upgraded.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Key Assumption made in Forecasts

Refer 10-Year Infrastructure Asset Plan Overview, Section 7.5.

Forecast reliability and Confidence

Refer 10-Year Infrastructure Asset Plan Overview, Section 7.6.

Plan Improvement and Monitoring

It is important that Council recognises areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The Improvement Plan generated from this Asset Management Plan is shown below:

Item	Description	Lifecycle	Impact Area	Responsibility
1	Confirm asset governance and accountability model for the pools asset class, including clear ownership, roles and responsibilities	All	Governance	Unit Manager – Asset Strategy& Planning
2	Componentise the asset register resulting in more accurate financial reporting and more effective lifecycle planning. Adjustments should include visibility of critical accessories such lane ropes, vacuum hoses and attachments.	All	Financial and Lifecycle Planning	Unit Manager – Asset Strategy& Planning
3	Improve Maintenance Management Planning and delivery of preventative and corrective maintenance through work order management to manage cost and performance	O&M	Asset condition & performance	Unit Manager – Asset Strategy& Planning
4	Develop integrated lifecycle investment and renewal planning including 5-year and 10-year programs aligned to condition, risk and demand	Renewal	Renewals / Capital Works Planning	Unit Manager – Asset Strategy& Planning
5	Identify and prioritise critical asset upgrades and prepare business cases to address future needs	Renewal	Capital Works Planning	Service Manager & Asset Manager roles outlined in this AMP
6	Address critical person risk and ensure all AM activities are well documented	O&M	Operational Planning	Manager City Operations
7	Revision of replacement unit rates to ensure accurate lifecycle costing, reliable financial forecasting, and informed renewal and investment decisions aligned with actual market condition	Renewal	Renewal Planning	Unit Manager – Asset Strategy& Planning
8	Review capacity and performance of balance tanks.	O&M	Renewal Planning	Infrastructure Engineer
9	Review scheduled inspections for irrigation network and performance of valves within the network.	O&M	Maintenance	Team Leader Open Space
10	Undertake accessibility review across the Swimming Centre and feed into asset planning.	Renewal / Compliance	Renewal Planning	Manager Swimming Centre
11	Review the need for shade structure to be regularly inspected/certified	Renewal / Compliance	Renewal Planning	Buildings Technical Officer
12	Improve componentisation for non-fixed assets that are fundamental to pool operation. Eg 50m pool lane ropes, pool covers and time clock.	Renewal	Renewal Planning	Unit Manager – Asset Strategy& Planning

Legislation / Regulation

Regulators, Legislation and Compliance Requirements

Public Swimming Pool Complex – South Australia

Regulator / Authority	Legislation / Requirement	Specific Requirement (Public Safety)	Information Required	When Provided
SA Health (via Local Council Environmental Health Officers)	Public Health Act 2011 (SA) and Public Health (General) Regulations 2013	Ensures pool water quality, hygiene, and public health protection	Water quality test results (chlorine, pH, turbidity), pool operation logs, incident records, pool management procedures	Ongoing; inspections typically annually or as directed; water quality data available on request
Local Government Association of South Australia / Local Council (EHO function)	SA Health Guidelines for Public Aquatic Facilities	Compliance with operational standards for public aquatic facilities	Pool Safety & Operations Plan, water quality monitoring records, staff training records	At inspections; maintained continuously
SafeWork SA	Work Health and Safety Act 2012 (SA) and WHS Regulations 2012	Management of risks to workers and patrons (plant, chemicals, electrical, slips/falls, drowning)	WHS risk assessments, Safe Work Method Statements (SWMS), plant maintenance records, chemical handling procedures, incident notifications	Ongoing; incidents notified immediately; documentation available on request
SafeWork SA	WHS Regulations – Plant & Hazardous Chemicals	Safe design, operation, and maintenance of plant (pumps, slides, filtration, chemical dosing)	Plant risk assessments, inspection and maintenance records, chemical manifests, Safety Data Sheets (SDS)	Maintained continuously; provided during audits or inspections
Office of the Technical Regulator	Electricity Act 1996 (SA) and Plumbing Code of Australia (as adopted)	Electrical and plumbing safety for pools, plant rooms, lighting, pumps, and slides	Electrical compliance certificates, plumbing approvals, inspection records	At installation, modification, and periodic inspection
Planning and Land Use Services SA (via Council)	Planning, Development and Infrastructure Act 2016 (SA)	Development approval and ongoing compliance of pool and slide structures	Development approvals, structural certifications, as-built drawings	At development approval; updates for modifications
Engineers Australia (via registered engineers)	Structural and mechanical certification standards	Certification of water slides, pool structures, and load-bearing	Structural certification reports, design compliance statements	At commissioning and after major modifications

Regulator / Authority	Legislation / Requirement	Specific Requirement (Public Safety)	Information Required	When Provided
		elements		
Royal Life Saving Society Australia	Guidelines for Safe Pool Operations (industry standard)	Lifeguard numbers, supervision standards, emergency preparedness	Lifeguard qualifications, supervision plans, emergency response plans	Maintained continuously; reviewed annually
Swimming Australia / Industry Standards	Guidelines for Safe Pool Lengths and Lane Markings	Safety and usability of 50 m pool configuration	Pool dimensions, markings, operational controls	At commissioning and when layouts change
Department for Environment and Water	Environment Protection Act 1993 (SA)	Environmental protection related to backwash water, chemical discharge, and noise	Trade waste approvals, discharge monitoring data	As required under licence or approval conditions
SA Metropolitan Fire Service	Fire and Emergency Services Act 2005 (SA)	Fire safety for buildings, plant rooms, and chemical storage	Fire safety statements, evacuation plans, inspection records	At occupancy; ongoing inspections
Australian Standards	AS 3634 (Water Slides), AS 1926 (Pool Safety), AS 3979 (Hydraulic Safety)	Technical safety standards for pools and water slides	Design certifications, compliance statements, inspection reports	At design, commissioning, and periodic review