



EVENT PROGRAM

NATIONAL AQUATIC INFRASTRUCTURE SYMPOSIUM 2026

7-8 October – Adelaide

CONVENED BY



CO-HOSTED BY



Government of South Australia
Office for Recreation, Sport and Racing

SUPPORTED BY



WARREN AND MAHONEY

SPONSORED BY



COLLABORATION PARTNERS

WARRENGREENCONSULTING



MEDIA PARTNER



Foreword

Public swimming pools are among the most used and most loved pieces of infrastructure this country owns: 2,103 aquatic facilities carrying 421 million visits a year and returning an estimated \$12.8 billion a year in community value. They are where children learn to swim, where older people keep moving, where new arrivals meet their neighbours, and where a town gets through summer. They are also, quietly, one of the largest drowning prevention investments Australia has ever made. When a pool closes, a community loses far more than a building.

Royal Life Saving has invested in the evidence for several years, and the picture has not improved. Around 500 government-owned public pools, close to 40 per cent of the 1,306 public pools this country has, reach the end of their operational life by 2030, and 58 per cent sit in regional communities where they are often the only safe place to swim. Costs have moved sharply: across 26 projects we tracked, the median increase from first public estimate to latest budget was 67.1 per cent, half show documented descope, and seven are now unfunded, deferred or cancelled. That puts the renewal task at \$13.4 billion today. Meanwhile around 6 million Australians already drive more than ten minutes to reach a pool, and drowning rates are 71 per cent higher in disadvantaged areas. The cost falls hardest on the level of government least able to carry it: councils fund around three dollars in every five.

Decisions are still made one pool at a time, one council at a time, one budget cycle at a time, and there is limited shared reference for what should be built, where, for which users and funded by whom. Closing that gap is why we are here, and it is worth being plain about what two days can and cannot do. They cannot commit a government, guarantee funding, or speak for every community, and they will not settle who pays and in what order. What they can do is put every dimension of the problem in front of the same room at once and hear the full range of perspectives on it, from government, operators, communities, designers, engineers and planners. Day 1 grounds it in three very different Adelaide facilities. Day 2 works it through to a plan on a page: six points the sector can stand behind as a statement of intent, with some questions left deliberately open.

The call for expressions of interest drew far more than a single day of sessions could carry. Whole areas of work that deserve a hearing are not on this program, and that is not a judgement on their merit. It is the clearest measure we have of how much interest and how much capability now sit behind this question. Read the gaps as an agenda rather than an omission: they show where the work needs to go next, and they are the strongest argument for continuing and widening it well beyond these two days.

My thanks to the Office for Recreation, Sport and Racing for co-hosting, to the venues opening their plant rooms and project decisions to scrutiny, to our partners and sponsors, and to every speaker and delegate giving two days to this. You are here because of what you have seen and what you know, and the value of these two days will be set by how honestly the room is willing to talk. Come ready to be candid, and ready to listen. What we are working towards is easy to say and hard to do: a common understanding of the problems worth working on, a shared direction of travel, and a country where every community has a great local pool.

Dr Justin Scarr

Chief Executive Officer, Royal Life Saving Society – Australia

ACKNOWLEDGEMENT OF COUNTRY

Royal Life Saving Society – Australia acknowledges the Kurna people as the Traditional Owners of the Adelaide Plains, where this symposium is held, and pays respect to Elders past and present. We acknowledge the continuing connection of Aboriginal and Torres Strait Islander peoples to water, and their right to be safe in it.

The symposium at a glance

Day 1 — Wednesday 7 October 2026

Facility tours · three sites · 49 participants · single coach

TIME	MINS	ACTIVITY
08:30	—	<i>Coach pick-ups — Crowne Plaza Adelaide, then Adelaide Airport</i>
10:00	60	Site visit 1 — Payneham Memorial Swimming Centre
12:00	60	Site visit 2 — SA Aquatic & Leisure Centre
13:10	30	<i>Lunch — SA Aquatic & Leisure Centre, upstairs in the events area</i>
14:35	60	Site visit 3 — Adelaide Aquatic Centre
16:00	—	<i>Drop-off, Crowne Plaza Adelaide — tour ends</i>
17:00	2 hrs	<i>Networking function — Luna10, level 10, Crowne Plaza</i>

Day 2 — Thursday 8 October 2026

Working forum · six facilitated panels · two feature presentations · two rapid fire presentation blocks · two workshops

TIME	MINS	SESSION
08:30	30	<i>Registration and coffee</i>
09:00	10	Welcome
09:10	45	Session 1 — Comparing the Australian approach to New Zealand and the world
10:00	30	Session 2 — Rapid Fire 1: Evidence, data and research
10:30	15	<i>Morning tea</i>
10:45	30	Session 3 — Panel: Government perspectives
11:15	30	Session 4 — Panel: Operator perspectives
11:45	30	Session 5 — Panel: Community and users — who are we building for
12:15	30	Session 6 — Panel: Additional considerations: how to close a pool, sustainability, what happens when your pool doesn't get funded, actual visitation demographics & profiling and evidence around planning.
12:45	45	<i>Lunch</i>
13:30	30	Session 7 — Panel: Designers, engineers and technical builders
14:00	30	Session 8 — Panel: 'Measure twice, cut once' — and other lessons from aquatic planning experts
14:30	45	Session 9 — Workshop Activity: Common understanding of the major national challenges
15:15	15	<i>Afternoon tea</i>
15:30	20	Session 10 — Rapid Fire 2: Adapting, innovating and solving problems
15:50	45	Session 11 — Workshop: developing a national plan to save community pools
16:35	25	Session 12 — The six things that matter most & close
17:00	—	<i>Close</i>

Day 1: facility tours – detailed agenda

Wednesday 7 October 2026 · three Adelaide aquatic centres · 49 participants · single coach

Day 1 is a hosted facility tour of three Adelaide aquatic centres, run from a single coach with 49 participants. The three sites deliberately span the full lifecycle: a \$64 million council redevelopment, a mature state-owned venue undergoing \$23.5 million rejuvenation, and the newest major (\$135 million) community aquatic facility in the country. Timings below follow the draft coach transfer schedule and are subject to confirmation with the coach operator and each venue.

Transfer and site schedule

Follows the draft coach transfer schedule (Version 1.0). Coach movements are shown in grey; the three hosted site visits are shown in full.

TIME	ACTIVITY	DETAIL
08:30	Pick-up 1	Crowne Plaza Adelaide, 27 Frome Street, Adelaide
08:45	Depart Crowne Plaza	
09:15	Pick-up 2	Adelaide Domestic Airport
09:25	Depart airport	
09:45	Arrive Site 1	Payneham Memorial Swimming Centre, 194 O G Road, Felixstow
09:45	Disembark, walk to entrance, form groups	
09:55	Site introduction and grouping	Joint welcome from the site host panel — 5 minutes
10:00	Site visit 1 — Payneham Memorial Swimming Centre	60 minutes, four stations, rotating
11:00	Tour ends, return to coach	
11:10	Coach departs	
11:40	Arrive Site 2	SA Aquatic & Leisure Centre, 443 Morphett Road, Oaklands Park
11:40	Disembark, walk to entrance, re-form groups	
11:50	Site introduction and grouping	Joint welcome from the site host panel — 5 minutes
12:00	Site visit 2 — SA Aquatic & Leisure Centre	60 minutes, four stations, rotating
13:00	Tour ends, move upstairs to the events area	
13:10	Lunch	SA Aquatic & Leisure Centre, upstairs in the events area — recommended as a hosted question and answer over lunch
13:40	Lunch ends, return to coach	
13:50	Coach departs	
14:20	Arrive Site 3	Adelaide Aquatic Centre, Jeffcott Road, North Adelaide
14:20	Disembark, walk to entrance, re-form groups	
14:30	Site introduction and grouping	Joint welcome from the site host panel — 5 minutes
14:35	Site visit 3 — Adelaide Aquatic Centre	60 minutes, four stations, rotating
15:35	Tour ends, return to coach	
15:45	Coach departs	
16:00	Drop-off — tour ends	Crowne Plaza Adelaide, 27 Frome Street
17:00	Networking function	Luna10, level 10, Crowne Plaza Adelaide

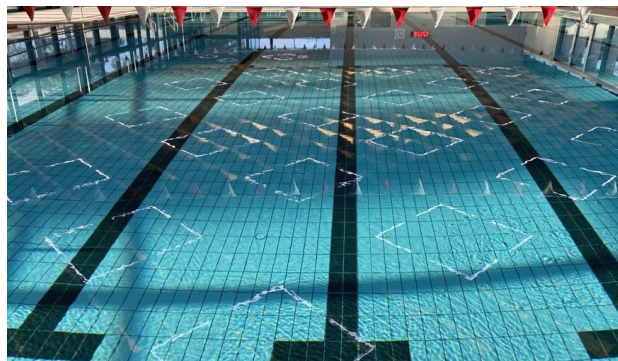
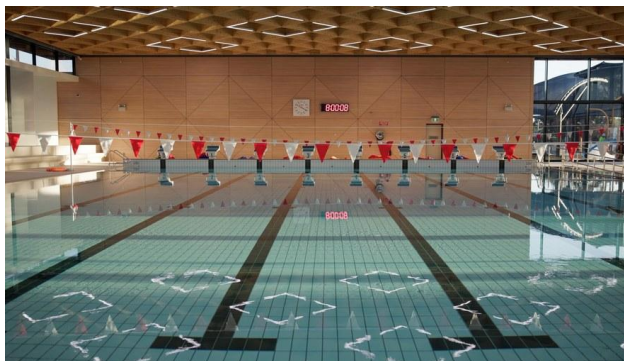
How we will move through facilities (suggested format, but may vary site by site)

Each site is hosted by a panel of at least four people, and the 49 participants are split into four small groups of twelve or thirteen. We will work through areas of the facility sequentially following a pattern, with no two groups in the same zone simultaneously.

SITE 1
10:00 – 11:00

Payneham Memorial Swimming Centre

194 O G Road, Felixstow



Payneham Memorial Swimming Centre, indoor pool hall. Images courtesy of the City of Norwood Payneham & St Peters.

A contemporary suburban community pool about to open. A \$64 million redevelopment, including a \$5.6 million contribution from the South Australian Government, in which the Council resolved to build a new ten-lane 50 metre main pool rather than refurbish the existing 50 metre pool. Now soft-opened and trading, with BlueFit, a commercial operator, appointed to manage operations.

Hosts

HOST ROLE	ORGANISATION OR REPRESENTATIVE	NOTE
Facility manager	BlueFit	Sam Powell, Joel Perricone and/or Todd McHardy.
Architect or lead designer	ARCH	Alisa Pigram and Michael Hegarty.
Asset owner and council host	City of Norwood Payneham & St Peters	Jared Barnes, General Manager, Infrastructure and Major Projects, hosting the council side of this site tour, with Michael Moshos.
Builder / technical lead	Badge Constructions SA	Shannon Foote — TBC.

SITE 2
12:00 – 13:00

SA Aquatic & Leisure Centre

443 Morphett Road, Oaklands Park



SA Aquatic & Leisure Centre — Morphett Road frontage and the 50 metre competition hall. Images courtesy of YMCA and Wikimedia Commons.

A mature state-owned venue, 15 years old, original cost \$100 million, funded and owned by the State Government and operated by a not-for-profit. Now undergoing \$23.5 million in rejuvenation works, inclusive of water slides, an upgraded 55 metre diving pool and towers, a 25 metre program pool, steam and sauna rooms and changerooms, replaced pool liners and tanks, modernised plant and filtration, electrification upgrades to water heaters, family leisure pool and splash park upgrades, and targeted improvements to the competition and learn-to-swim pools. Lunch follows the tour upstairs in the events area.

Hosts

HOST ROLE	ORGANISATION OR REPRESENTATIVE	NOTE
Facility manager	YMCA Aquatic and Events Services Ltd	Adam Luscombe or Tiffany Oldrey — TBC.

HOST ROLE	ORGANISATION OR REPRESENTATIVE	NOTE
Architect or lead designer	COOP Studio	Mike McGrath and Clinton Wyner.
Asset owner	Government of South Australia, through the Office for Recreation, Sport and Racing — the symposium co-host	Adam Trottman or Sarah Horgan — TBC.
Site tour co-hosts	Myrtha Pools and COOP Studio	Co-hosting this site tour. COOP Studio is being approached — to be confirmed.

SITE 3
14:35 – 15:35

Adelaide Aquatic Centre

Jeffcott Road, North Adelaide



Adelaide Aquatic Centre in the Park Lands, and the main entry. Photography by Tom Roe, published by ArchitectureAU.

A contemporary community aquatic centre, \$135 million, recently opened, funded and owned by the State Government and operated by YMCA Aquatic, a not-for-profit. Delivered by the Government of South Australia and opened January 2026 on Pardipardinyilla / Denise Norton Park (Park 2), replacing the former council-run centre. Designed by JPE Design Studio, Warren and Mahoney and Karl Winda Telfer as an all-electric, timber-structure building with water-sensitive urban design and a cultural narrative of water expressed in the building form and public realm — the newest major aquatic facility in Australia and a clear test case for electrification, mass timber in an aquatic environment and cultural design integration. At eight months old, first-year operating insights will be available.

Hosts

HOST ROLE	ORGANISATION OR REPRESENTATIVE	NOTE
Facility manager	YMCA Aquatic	Adam Luscombe or Tiffany Oldrey — TBC.
Architect or lead designer	JPE Design Studio, Warren and Mahoney and Karl Winda Telfer	Karl Winda Telfer, Josephine Evans (JPE) and Brett Diprose (Warren and Mahoney) — TBC.
Asset owner	Government of South Australia, delivered on City of Adelaide Park Lands	Adam Trottman or Sarah Horgan — TBC.

Networking function

5:00pm to 7:00pm, Wednesday 7 October 2026

Luna10, level 10, Crowne Plaza Adelaide, 27 Frome Street

Where	Luna10, the rooftop bar on level ten of the Crowne Plaza. It is an open-air poolside terrace looking over the city and the Adelaide Hills, and it is held exclusively for the symposium for these two hours.
When	5:00pm to 7:00pm. The coach returns to the hotel at 4:00pm, which leaves an hour to change.
Food and drink	Canapes are served during the first hour, five pieces a person across two cold and three hot selections, together with a drinks service. This is a stand-up function, not a seated dinner, and the catering is not intended to replace one — please plan to eat afterwards. Dietary requirements advised at registration are catered for; speak to a Royal Life Saving staff member on arrival.
Attire	Smart or business casual. Note that the site tours earlier in the day require closed-toe, non-slip footwear, but that is not required here.
Why come	Most of the people you will want to talk to on Day 2 are in the room, including site hosts, designers, operators and asset owners. The function sits the evening before the working day so the conversations start early.

Day 2: detailed program

Thursday 8 October 2026.

08:30–09:00 *Registration and coffee* (30 minutes)

09:00–09:10
10 min

Welcome
Plenary

TOPIC	SPEAKER(S) & TOPIC DETAIL
Acknowledgement of Country	Kaurna representative — TBC
Welcome	Dr Justin Scarr Chief Executive Officer, Royal Life Saving Society – Australia <i>Sets out why a national plan to save community swimming pools is needed now, and what two days can and cannot deliver.</i>

09:10–09:55
45 min

Session 1 — Comparing the Australian approach to New Zealand and the world
Three 15-minute presentations, no question time

This session will explore the philosophy and approach undertaken to community aquatic facility infrastructure in New Zealand and internationally and will provide some thought-provoking groundwork about how we could approach things differently.

TOPIC	SPEAKER(S) & TOPIC DETAIL
The New Zealand approach	Shane Brodie Regional Manager, Spaces and Places, Sport Waikato <i>How New Zealand plans aquatic and recreation facilities regionally, and what financially constrained councils are doing about facility investment.</i>
Global trends	Yvette Audet Vice President, IAKS International <i>Global trends in aquatic facility design and provisioning, and what Australia can take from them.</i>
Framing the day	RJ Houston Chief Operating Officer, Royal Life Saving Society – Australia <i>The national picture: what the research now shows about the condition, age and viability of Australia's public pool network, where the gaps are, and what the real inflation on costs has been.</i>

10:00–10:30
30 min

Session 2 — Rapid Fire 1: Evidence, data and research
Two minutes each, back-to-back, a maximum of three slides, auto-advancing, hard cut-off

Three researchers will highlight case studies on the evidence and data that supports who, why and how communities interact with aquatic facilities.

TOPIC	SPEAKER(S) & TOPIC DETAIL
Catchment and demand	Dr Will Koon National Manager, Drowning Prevention Strategy; Adjunct Lecturer, UNSW Sydney, Royal Life Saving Society – Australia <i>What catchment and demand evidence is telling us about who can use aquatic facilities, who is missing, and how we should be planning for the future.</i>
Why people swim	Dr Rebecca Olive Vice-Chancellor's Senior Research Fellow, RMIT University <i>Swimmability: research into how and why people use public pools.</i>
Urban blue spaces	Rhyl Jones McCoy Doctoral researcher, Queensland University of Technology <i>Swimmable urban blue spaces.</i>

10:30–10:45 *Morning tea* (15 minutes)

10:45–11:15
 30 min

Session 3 — Panel: Government perspectives
Facilitated panel

Funding, strategy and the perspective of each level of government.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
Commonwealth	Sue McGill Director, Participation Growth, Australian Sports Commission <i>Places to Play Plan and the Play Well strategy.</i>
South Australia (state government)	Adam Trottman Director, Infrastructure, Planning and Projects, Office for Recreation, Sport and Racing (SA) <i>The South Australian Government aquatic facility investment and planning context.</i>
Victoria (local government)	Elyse Murray Acting Head of Community Sports and Partnerships, City of Casey (Active Communities) <i>The City of Casey's own facility journey, and its work with Royal Life Saving Australia.</i>
Queensland (local government)	Julie Byth Executive General Manager, Sport and Recreation, Brisbane City Council <i>Australia's largest local government, delivering community aquatic facilities in the context of Brisbane 2032.</i>
Victoria (regional council)	Myra Murrihy Deputy Mayor, Moyne Shire Council <i>A regional council's perspective, having recently lost its pool.</i>

11:15–11:45
 30 min

Session 4 — Panel: Operator perspectives
Facilitated panel

Whole-of-life cost, operating models and the refurbish-or-replace decision, from the people who see the on-the-ground perspective at scale.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
Commercial operator	Todd McHardy Chief Executive Officer, BlueFit <i>Australian and international examples of what has worked and what has not.</i>
Commercial operator	Anthony McIntosh Chief Operating Officer, Belgravia Leisure <i>The largest contract operator's view of viability and risk.</i>
Not-for-profit operator	Nadine Kemp CEO Representative, YMCA Aquatic <i>The SA Aquatic and Leisure Centre transformation and the Adelaide Aquatic Centre opening.</i>
Not-for-profit operator	Craig Hortin Head of Sport and Recreation, YMCA South Australia <i>Running community aquatic facilities as a not-for-profit: the operating model, the workforce, and what makes a centre viable.</i>

11:45–12:15
30 min

Session 5 — Panel: Community and users — who are we building for

Facilitated panel

Intersectional perspectives on who we build pools for, and who is and isn't using them.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
Regional and remote	Floss Roberts Executive Director, Royal Life Saving NT <i>The remote community perspective: the 2010 and 2025 Northern Territory remote pools reviews covering 19 communities, 72 safety assessments and five closures.</i>
Multicultural communities	Perrin Abbas Project Lead – Disability Inclusion; Intercultural Training Facilitator; Mental Health First Aid Instructor, Multicultural Communities Council of SA <i>Building belonging — the iceberg of inclusion, and building strong cultural competence for community pool planners, designers, builders, owners and operators.</i>
Sport and clubs	Sam Watson Executive General Manager, Government and International Relations, Swimming Australia <i>The needs of swimming clubs, the state sporting organisations and the national sporting organisations when it comes to aquatic facilities.</i>
Culture and Country	Karl Winda Telfer Burka (Senior Man), Mullawirra Meyunna; Cultural Creative Director, Kanyanyapilla <i>Designing with Country: the cultural narrative of water in the Adelaide Aquatic Centre (Kauwingka), and what genuine co-design asks of the people who commission and build community pools.</i>
Neurodivergent users	Antoinette Spear General Manager, Autism Swim <i>Designing and operating for neurodivergent users.</i>
Accessibility end to end	Julie Harrison Universal design consultant, Independent <i>Accessibility from the carpark to the change room to the water.</i>

12:15–12:45
30 min

Session 6 — Panel: Additional considerations: how to close a pool, sustainability, what happens when your pool doesn't get funded, actual visitation demographics & profiling and evidence around planning.

Facilitated panel

Work that has already been built, run or measured — what was attempted, what it cost, what happened next, and what it turned out to be worth.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
Closing and replacing a centre	Wes Hurrey Leisure Manager, Banyule Leisure — Ivanhoe Aquatic, Olympic Leisure & Nets Stadium <i>Closing the Olympic Leisure Centre and delivering its replacement: the standout lifecycle case study in the field.</i>
Designing and campaigning for SPLASH	David Bruce Acting Manager, Facilities and Development Projects, City of Gosnells <i>The City of Gosnells' SPLASH project: detailed design, the advocacy campaign behind it, and the adjustments made after failing to secure sufficient funding.</i>
Energy benchmarking	Alexia Morgan General Manager, Environment and Sustainability, Belgravia Leisure <i>Findings from the Monash and Aquatics and Recreation Victoria energy benchmarking study.</i>
People-movement data	Anthony Blunden Director, Twinfin Consulting <i>People-movement data and what it reveals about real facility catchments.</i>
What a pool is worth	Dr John Tower Honorary Research Fellow, Victoria University <i>What a community pool is actually worth: the social and economic value measured across six centres, and what that evidence means for a council deciding whether to close, keep or rebuild.</i>

12:45–13:30 Lunch (45 minutes)

13:30–14:00
30 min

Session 7 — Panel: Designers, engineers and technical builders
Facilitated panel

Pairs the people who design facilities with the people who build and maintain the plant that runs them.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
Architect — Payneham Memorial	Alisa Pigram Senior Associate, ARCH <i>Designing the Payneham Memorial Swimming Centre.</i>
Architect — a decade in review	Stephen Johansson Managing Director and Principal Architect, Facility Design Group <i>A warts-and-all review of the last decade of Australian aquatic facility design.</i>
Modular design	William Cassell Associate and Architect, COX Architecture <i>Standardised and modular pool design.</i>
Engineering and plant	Nick Yannakis Director, Beca <i>Indoor air and water quality, electrification, and building the technical business case.</i>
Architect — Adelaide Aquatic Centre	Josephine Evans Director, JPE Design Studio <i>Designing place through collaboration — the Adelaide Aquatic Centre (Kauwinka).</i>

14:00–14:30
30 min

Session 8 — Panel: 'Measure twice, cut once' — and other lessons from aquatic planning experts
Facilitated panel

The trade-offs that decide a project: modular against network, mega against differentiated, co-located against standalone — and the lessons the planning experts wish had been learned earlier.

PERSPECTIVE	SPEAKER(S) & TOPIC DETAIL
The future of provision	Warren Green Director, Warren Green Consulting <i>The future of community aquatic and leisure provision.</i>
Planning processes	Brooke Atkins Executive Director, LARCAN <i>What goes right and wrong during planning processes.</i>
Whole-of-city strategy	Kate Maddock Managing Director, Otium Planning Group <i>Whole-of-city aquatic strategy work, including the Gold Coast and Hobsons Bay strategies.</i>
Regional network planning	Simon Haire Director and Lead Consultant, Xypher <i>Evidence-based regional network planning rather than individual project advocacy.</i>
Functional design standards	Sally Jeavons Principal Planner, @leisure <i>Functional design standards, and how designers, owners and operators can be better supported.</i>
The business case	Chad Gardiner Sport, Culture, Venues and Events Lead, Torch Advisory Group <i>What business cases are showing: replacing an asset against meeting an identified community need, being clear about the cost of doing nothing, and what cost escalation is doing to the numbers.</i>

14:30–15:15
45 min

Session 9 — Workshop Activity: Common understanding of the major national challenges

Self-selected easel stations, then facilitator report-back

Seven easels are set up around the room. Delegates go to the problem they most want to work on, test the wording, add what is missing and build on whoever was there before them. Everything after this point is an answer to something the room has named itself.

Objectives

- Generate a common understanding of the nature of the problems
- Establish the context and the factors that contribute to them
- Identify the communities and facilities most affected
- Discuss the consequences of not addressing them

The five problem statements

- Ageing pools
- Pool deserts
- Pools under pressure
- Cost escalation
- Facilities that are not fit for purpose

Two parking lots

- Problems the five statements do not cover
- Problems that surface as a consequence of the discussion

Workshop activity

Each problem statement has its own easel and its own facilitator, who opens with the statement as drafted and invites the room to adjust it.

Delegates move to the station they most want to work on, and move again when they are ready. Nothing is allocated. Each station builds on what the people before it wrote.

Two further easels are left open as parking lots, so a problem the statements miss, or one that only shows up once the discussion starts, still gets written down.

Facilitators report back on their station: the statement as it now reads, what was added, and anything parked.

15:15–15:30 *Afternoon tea* (15 minutes)

15:30–15:50
20 min

Session 10 — Rapid Fire 2: Adapting, innovating and solving problems

Three minutes each, back-to-back, a maximum of three slides, auto-advancing, hard cut-off, and one joint slot of five minutes

Six ideas in twenty minutes. Suppliers, researchers and consultants each get three minutes and three slides to answer the problems the room has just named, and the block closes with a joint slot on a pattern book applied to a real facility.

TOPIC	SPEAKER(S) & TOPIC DETAIL
Aquabox	Michael King Facility Advisor, PTD Studio <i>Aquabox: a modular, stageable and cost-effective aquatic leisure concept.</i>
Modular pools	Chiara Cenati Country Manager — Australia, Myrtha Pools Australia <i>Modular stainless steel pool systems.</i>
Innovations in flexibility	Yvette Audet Marketing Manager — Commercial, Fluidra <i>Water treatment and plant technology.</i>
Drowning detection & AI analytics	Dan Mulvey General Manager, Australia and New Zealand, Lynxight <i>Artificial intelligence drowning detection and pool supervision analytics.</i>
Managing construction cost	Hayley Ashworth President, South Australia and Northern Territory, Parks and Leisure Australia <i>The Parks and Leisure Australia construction cost guideline — practical cost-management steps across planning, design, procurement and construction, and where savings can be found without cutting the activity space.</i>
A pattern book in practice	Craig Roberts General Manager, Royal Life Saving NSW <i>Newcastle's readiness to trial the model, and what modular delivery has to offer a council that cannot fund a conventional replacement.</i>
A pattern book in practice	Donna McGovern Aquatics Services Manager, City of Newcastle <i>The pattern book approach applied to a real facility, and what the first twelve months at Lambton Pool showed.</i>

15:50–16:35
 45 min

Session 11 — Workshop: developing a national plan to save community pools

Self-selected easel stations, then plenary convergence

Now that the challenges are understood, the room works on the answers, and converges on a plan on a page: six points the sector can stand behind.

Focus	Good outcomes for investment in community aquatic infrastructure.
Objectives	• Understand the challenges • Develop solutions for the problem statements • Identify outcomes for best buys • Establish measures of success
Workshop activity	The same easels stay up, carrying the problem statements as the room refined them, with anything the parking lots picked up. Delegates choose a station again — the one they worked on earlier or a different one — and work up to three strategies against that problem. Each facilitator reports their station's strategies, the outcomes that would count as a best buy, and how success would be measured. The room then converges in plenary on the six points that become the plan on a page.

16:35–17:00
 25 min

Session 12 — The six things that matter most & close

Plenary

The draft six read back, tested for wording, and the publication commitment. Not a summary of the day.

ROLE	SPEAKER(S) & TOPIC DETAIL
Close	RJ Houston Chief Operating Officer, Royal Life Saving Society – Australia <i>How the plan on a page will be used to influence and inform policy, practice and a better future.</i>

17:00 *Close*

Image credits: Payneham Memorial Swimming Centre — City of Norwood Payneham & St Peters, published on Look East. SA Aquatic & Leisure Centre exterior — Wikimedia Commons; competition hall — YMCA South Australia. Adelaide Aquatic Centre — ArchitectureAU, photography by Tom Roe. Adelaide Aquatic Centre design team: JPE Design Studio, Warren and Mahoney and Karl Winda Telfer. The program was built from 76 responses to the call for expressions of interest; everyone who responded shaped the day, including those not named in a session.