



25 July 2022

Contact for apologies: admin@fleurieuaquaticcentre.com.au

Dear Member,

Notice of Meeting

Notice is hereby given pursuant to the Fleurieu Regional Aquatic Centre Authority Charter and Section 87(7) of the Local Government Act, 1999, as amended that a Meeting of the **Fleurieu Regional Aquatic Centre Authority** has been called for:

Date: Thursday 28th July 2022

Time: 9:30 am

Place: Large Meeting Room, Alexandrina Council

Please find enclosed a copy of the Agenda for the meeting.

Yours faithfully

Danielle Leckie
Acting Executive Officer

Board Agenda

Date & Time: Thursday 28 July 2022 at 09:30 am

Location: Large Meeting Room, Alexandrina Council

1. Attendance

- Steve Mathewson (Chairperson)
- Mark Easton (Independent Member)
- Councillor Margaret Gardner (Alexandrina Council)
- Councillor David Kemp (City of Victor Harbor)

2. Apologies

3. Conflict of Interest

4. Minutes of Previous Meeting

- 4.1. Adoption of Minutes - Authority Board

5. Business Arising

- 5.1. Board Annual Work Plan

6. Verbal Report

Nil

7. Reports

- 7.1. Acknowledgement of Country
- 7.2. 3 Year Business Plan

8. Confidential Reports

- 8.1. Adoption of Confidential Minutes - Authority Board
- 8.2. Support Services Agreement
- 8.3. FRACA Recruitment

9. Meeting Closed

Next Meeting – TBC

It should be noted that in accordance with the legal advice received by the Authority dated 26 August 2020, all reports, minutes, attachments and associated documents from items deliberated by the Authority in confidence, will automatically remain in confidence in perpetuity, unless a resolution of the Board is made to release such items. Items may also be removed from confidence under delegation. At the conclusion of each agenda item that is considered by the Authority in confidence, the default position is for the return to open/public meeting, until such time as a further resolution is made to return to confidential meeting procedures.

To: FRAC Authority Board
From: Danielle Leckie – Acting Executive Officer
Subject: 4.1 Adoption of Minutes – Authority Board
Date: 28 July 2022
References: Nil
Consultation: Nil
Attachments: 4.1a Unconfirmed Authority Board Minutes – 10 June 2022

Purpose

The purpose of this report is to provide the Board with a copy of the public minutes of the meetings held on the following dates for review:

- 10 June 2022 – Ordinary Board Meeting

Recommendation

The Authority Board adopt the public minutes of the board meetings held on 10 June 2022.

Date & Time: Friday 10 June 2022

Location: Encounter Room, City of Victor Harbor; Zoom

Meeting Commenced: 9.40 am

1. Attendance

Present:

Steve Mathewson
Mark Easton
David Kemp
Margaret Gardner

Chairperson
Independent Member
Councillor, City of Victor Harbor
Councillor, Alexandrina Council

In Attendance

Danielle Leckie
Peter van der Eijk
James Lomax

Acting Executive Officer, FRACA
Chairperson, FRACA A&RMC
Regional Manager, YMCA

2. Apologies

Nil

3. Conflict of Interest

Nil

4. Minutes of Previous Meeting

4.1. Adoption of Minutes - Authority Board

Motion: FRACA00504
Moved: Cr Margaret Gardner
Seconded: Mark Easton

The Authority Board adopt the public minutes of the board meetings held on 28 January 2022, 8 February 2022 and 25 March 2022.

CARRIED

4.2. Adoption of Minutes – A&RMC

Motion: FRACA00505
Moved: Cr David Kemp
Seconded: Cr Margaret Gardner

The Authority Board note the unconfirmed Audit & Risk Management Committee Minutes – 6 June 2022.

CARRIED

5. Business Arising

5.1. Board Annual Work Plan

Motion: FRACA00506
Moved: Cr Margaret Gardner
Seconded: Mark Easton

The Authority Board receive and note the updated and amended Annual Work Plan 2022 of the Board.

CARRIED

5.2 FRACA Constituent Council Correspondence

Motion: FRACA00507
Moved: Cr David Kemp
Seconded: Cr Margaret Gardner

The Authority Board request the Executive Officer and FRACA Chairperson provide correspondence to each Constituent Council to provide an update on the position of the Authority regarding current Board and Executive Officer vacancies.

CARRIED

6. Verbal Report

6.1. Asset Revaluation

Motion: FRACA00508
Moved: Cr Margaret Gardner
Second: Cr David Kemp

The Authority Board receive and note the verbal report from the Executive Officer and Audit and Risk Management Committee Chairperson regarding the update for the Asset Revaluation.

CARRIED

7. Reports

7.1. Policy Review – Informal Gatherings

Motion: FRACA00509
Moved: Cr David Kemp
Seconded: Cr Margaret Gardner

The Authority Board authorise the revocation of the Informal Gatherings Policy.

CARRIED

7.2. A&RMC Terms of Reference Review

Motion: FRACA00510
Moved: Cr Margaret Gardner
Seconded: Mark Easton

The Authority Board endorses the Audit & Risk Management Committee Terms of Reference v6.0 for implementation as presented at the meeting.

CARRIED

7.3 Risk Management Framework

Motion: FRACA00511
Moved: Mark Easton
Seconded: Cr Margaret Gardner

The Authority Board:

- *Receive and note the report, including the amended focus and timeline of the Risk Management Framework;*
- *Note the timeframes are dependent on recruitment of the Executive Officer and required resources.*

CARRIED

Peter van der Eijk left the meeting at 11.33am

7.4 Fleurieu Aquatic Centre Access

Motion: FRACA00512
Moved: Cr Margaret Gardner
Seconded: Mark Easton

The Authority Board:

- *Receive and note the draft Access Audit report;*
- *Recommend the continuation of Stage 1 of the project for Sproutt to undertake key stakeholder consultation seeking input for improvement for access to the Centre; and*
- *A final version of the draft report is to be presented to the Board for consideration inclusive of stakeholder consultation.*

CARRIED

7.5 Purchase Request

Motion: FRACA00513
Moved: Cr David Kemp
Seconded: Mark Easton

The Authority Board:

- *Receive and note the Purchase Request report;*
- *Request the Executive Officer continue to work with YMCA to ascertain further details on purchase options in conjunction with and consideration of Access Audit progress; and*
- *Commit to research external funding options as the Access Audit progresses.*

CARRIED

8. Confidential Reports

8.1. Adoption of Confidential Minutes - Authority Board

Motion: FRACA00514
Moved: Cr David Kemp
Seconded: Mark Easton

Pursuant to section 90(2) of the Local Government Act 1999, the Authority orders that all members of the public be excluded, with the exception of the Acting Executive Officer, on the basis that it will receive and consider item 8.1 Adoption of Confidential Minutes – Authority Board.

The Authority is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Authority is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential to prevent the disclosure of commercial information of a confidential nature (not being a trade secret).

CARRIED

8.2 Adoption of Confidential Minutes - A&RMC

Motion: FRACA00516
Moved: Cr Margaret Gardner
Seconded: Cr David Kemp

Pursuant to section 90(2) of the Local Government Act 1999, the Authority orders that all members of the public be excluded, with the exception of the Acting Executive Officer and Peter van der Eijk, Chairperson FRACA A&RMC, on the basis that it will receive and consider item 8.2 Adoption of Confidential Minutes - A&RMC.

The Authority is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Authority is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential to prevent the disclosure of commercial information of a confidential nature (not being a trade secret).

CARRIED

8.3 YMCA Variation Request - Event

Motion: FRACA00518
Moved: Cr David Kemp
Seconded: Cr Margaret Gardner

Pursuant to section 90(2) of the Local Government Act 1999, the Authority Board orders that all members of the public be excluded, with the exception of the Acting Executive Officer and James Lomax, YMCA, and Peter van der Eijk, Chairperson FRACA A&RMC on the basis that it will receive and consider item 8.3 YMCA Variation Request - Event.

The Board is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

FRACA Board Minutes

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

CARRIED

Motion: FRACA00519
Moved: Margaret Gardner
Seconded: Mark Easton

The Authority Board:

- *Support the variation request to extend the closing time of the Fleurieu Aquatic Centre to 9pm on Saturday 2nd July, 2022 for the purposes of holding the proposed aqua disco event.*
- *Recommend that in relation to the report YMCA Variation Request – Event, that the Executive Officer release the report, resolution and attachment 8.3a FAC Variation request July 2022 from confidence.*

CARRIED

8.4 FRACA Recruitment

Motion: FRACA00520
Moved: Mark Easton
Seconded: Cr David Kemp

Pursuant to section 90(2) of the Local Government Act 1999, the Authority Board orders that all members of the public be excluded, with the exception of the Acting Executive Officer, on the basis that it will receive and consider item 8.4 FRACA Recruitment.

The Board is satisfied, pursuant to section 90(3)(a) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

Information of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

CARRIED

Motion: FRACA00521
Moved: Cr Margaret Gardner
Seconded: Mark Easton

The Authority Board:

- *Receive and note the FRACA Recruitment Report; and*
- *Recommend that in relation to the report FRACA Recruitment, that the Executive Officer release the report and resolution from confidence.*

CARRIED

8.5 Asset Revaluation – Request for Quote Outcome

Motion: FRACA00522
Moved: Mark Easton
Seconded: Cr Margaret Gardner

Pursuant to section 90(2) of the Local Government Act 1999, the Authority Board orders that all members of the public be excluded, with the exception of the Acting Executive Officer, on the basis that it will receive and consider item 8.5 Asset Revaluation – Request for Quote Outcome.

The Board is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

CARRIED

8.6 YMCA Q3 Performance Report

Motion: FRACA00524
Moved: Cr Margaret Gardner
Seconded: Cr David Kemp

Pursuant to section 90(2) of the Local Government Act 1999, the Authority Board orders that all members of the public be excluded, with the exception of the Acting Executive Officer and James Lomax, YMCA, and Peter van der Eijk, Chairperson FRACA A&RMC, on the basis that it will receive and consider item 8.6 YMCA Q3 Performance Report.

The Board is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

CARRIED

8.7 Budget Review Q3 2021-2022

Motion: FRACA00526
Moved: Cr Margaret Gardner
Seconded: Mark Easton

Pursuant to section 90(2) of the Local Government Act 1999, the Authority Board orders that all members of the public be excluded, with the exception of the Acting Executive Officer and James Lomax, YMCA, and Peter van der Eijk, Chairperson FRACA A&RMC on the basis that it will receive and consider item 8.7 Budget Review Q3 2021-2022 Report.

The Board is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

CARRIED

Motion: FRACA00527
Moved: Cr David Kemp
Seconded: Cr Margaret Gardner

The Authority Board:

- For the period ending 31 March 2022 adopt a Budget Review with an operating deficit of \$691,151 and estimated cash at end of reporting period of \$720,069.*
- That the Authority Board recommend the Budget Review as at 31 March 2022 to Constituent Councils with an increase to Council contributions of \$135,706.*
- Request the Executive Officer prepare a report to the Constituent Councils; and*
- Recommend that in relation to the report Budget Review Q3 2021-2022 the Executive Officer release the resolution and attachment 8.7a Uniform Presentation of Finances Q3 2021-2022 from confidence.*

CARRIED

FRACA Board Minutes

- 9 **Next Meeting** – 29th July Alexandrina Council, Large Meeting Room
- 10 **Meeting Closed** – 12.03pm

It should be noted that in accordance with the legal advice received by the Authority dated 26 August 2020, all reports, minutes, attachments, and associated documents from items deliberated by the Authority in confidence, will automatically remain in confidence in perpetuity, unless a resolution of the Board is made to release such items. Items may also be removed from confidence under delegation. At the conclusion of each agenda item that is considered by the Authority in confidence, the default position is for the return to open/public meeting, until such time as a further resolution is made to return to confidential meeting procedures.

To: FRAC Authority Board

From: Danielle Leckie – Acting Executive Officer

Subject: 5.1 Board Annual Work Plan

Date: 28 July 2022

References: FRAC Authority Charter v2.0; Local Government Act 1999

Consultation: Nil

Attachments: 5.1a Board Annual Work Plan 2022

Purpose

The purpose of this report is to provide the Board with the Annual Work Plan for 2022.

Background

The Annual Work Plan provides an annual schedule for the Executive Officer and Board, documenting a plan for the delivery of key activities in each calendar year. The plan is continuously updated and presented at each Board meeting to track completion and document amendments.

Work Plan Amendment 28 July 2022

The Audit & Risk Management Committee (A&RMC) Annual Activity Report has been moved to the September Board meeting to align with the next A&RMC meeting, allowing for the Committee's review of the report.

Policy reviews for Asset Accounting and Risk Management have been moved to the September Board meeting to align with the next A&RMC meeting, allowing for the Committee to review the policies prior to presentation to the Board.

Due to the need to accelerate the delivery of the 3 Year Business Plan to meet a 31 August 2022 deadline, it is proposed that the Board meet for an additional meeting on Friday 26th August 2022. This will allow for final approval of the plan, as well as items delayed at the July meeting as a result of this change. This includes the resolutions register review for both A&RMC and the Board, and the Board Self-Assessment Survey outcomes.

For Noting

With Council Elections close of voting being 10th November 2022 and the first Council meetings to be held on 21st November 2022 for Alexandrina Council and 28th November for City of Victor Harbor, the scheduled Authority Board meeting for 25th November 2022 is at risk of having no appointed Constituent Council representatives.

Recommendation

The Authority Board receive and note the updated and amended Annual Work Plan 2022 of the Board.

Fleurieu Regional Aquatic Centre Authority
Board Annual Work Plan 2022

Activity	Report	Frequency	Timing					
			28-Jan-22	25-Mar-22	10-Jun-22	29-Jul-22	30-Sep-22	25-Nov-22
Financial Management	Annual Budget 2022 - 2023 Adoption	Annual			✓			
	Annual Budget 2022 - 2023 Recommendation	Annual		✓				
	Asset Revaluation	Quinquennial		✓			✓	
	Audited Financial Statements	Annual					✓	
	External Audit Results	Annual					✓	
	Internal Controls Register	Annual					✓	
	Long Term Financial Plan	Annual					✓	
	Quarterly Budget Review	3 Annually	✓		✓			✓
	Report on Financial Results	Annual					✓	
	Review of Internal Financial Controls	Annual						✓
	Treasury Report	Annual					✓	
Governance & Strategy	Annual Report	Annual					✓	
	Annual Work Plan	Ongoing	✓	✓	✓	✓	✓	✓
	Asset Maintenance Plan	Annual		✓				
	Asset Management Plan	Annual		✓				
	Board Member Appointment	As Required		✓				
	EO Recruitment	As Required			✓	✓		
	Independent Board Member Recruitment	As Required			✓	✓		
	Board Performance Self-Assessment	Annual					✓	
	Competitive Neutrality Review	Annual		✓				
	Marketing Plan	Annual		✓				
	Risk Management Framework	Annual	✓					
	Strategic Plan	Annual	✓					
	Three Year Business Plan	Biannual				✓		
Compliance	Confidentiality Registers	Biennial	✓				✓	✓
	Full Legislative Compliance Review	Triennial					✓	
	YMCA Quarterly Performance Report	3 Annually	✓		✓			✓
	YMCA KPIs	Annual		✓				
	Resolutions Registers	Biennial					✓	✓
Audit & Risk Management Committee	A&RMC Minutes	Triennial	✓	✓	✓		✓	✓
	A&RMC Self-Assessment Review	Annual			✓			
	A&RMC Terms of Reference Review	Annual			✓			
	A&RMC Annual Activity Report	Annual					✓	
	Independent Committee Member Appointment	As Required		✓				
Policy	Allowances & Reimbursement of Expenses	Triennial	✓	✓				
	Asset Accounting	Triennial					✓	
	Informal Gatherings	Triennial			✓			
	Procurement	Triennial					✓	
	Risk Management	Triennial					✓	
	Unsolicited Proposals	Triennial						✓

To: FRACA Board

From: Danielle Leckie – Acting Executive Officer

Subject: 7.1 Acknowledgement of Country

Date: 28 July 2022

References: Nil

Consultation: Nil

Attachments: 7.1a FRACA Acknowledgement of Country - Draft

Purpose

The purpose of this report is to highlight opportunities for the Authority Board to build relationships with our Aboriginal and Torres Strait Islander community for improved social and community outcomes.

Background

The Fleurieu Aquatic Centre is situated on Ngarrundjeri and Ramindjeri land.

The FRACA Strategic Plan 2023-32 states the Authority Board's mission is to become:

'A premier aquatic facility that enhances the health and wellbeing of our regional communities'

To achieve this, we have committed to *engage with identified stakeholders to develop opportunities for increased participation and social inclusion and seek opportunities for collaborative approaches to programs and services.*

Discussion

With more than 548,000 first Australians and over 30,000 residing in South Australia¹, the Authority has an opportunity to build a stronger connection between members of our community and our facility.

Reconciliation is about creating equity and equality, and aims to achieve improvements in life expectancy, education, employment and a number of other important and measurable areas of disadvantage. Taking the first steps towards Reconciliation will help contribute to improve these aspects of the lives of Aboriginal and Torres Strait Islander peoples, and has a strong alignment to the aspirations of the Authority.

The inclusion of recognition of Aboriginal and Torres Strait Islander people in meetings and official documents is one way to start to help end exclusion, and improve equity and

¹ [Why Is Reconciliation Important? | Reconciliation SA](#)

equality. Incorporating welcoming and acknowledgement protocols into official meetings, events and processes provides recognition of Aboriginal and Torres Strait Islander Australians and shows respect for Traditional Owners of the land that our facility sits on.

Attached to this report at 7.1a is a draft Acknowledgement of Country for the Authority to use in its documents, on its website and for meetings held. Consultation occurred with Alexandrina Council and City of Victor Harbor staff to understand the appropriate wording and correct acknowledgement based on the centre's location. This attachment also includes the Acknowledgement to Country that each respective Constituent Council has used in its strategic documents for comparison.

Starting with acknowledging the Traditional Owners is a small step that the Authority can take to contribute to Reconciliation, with further initiatives recommended to be considered by the Board in the future as opportunities arise.

Recommendation

The Authority Board:

- *Endorse the draft acknowledgement as presented with this report;*
- *Endorse the inclusion of the Acknowledgement to Country in its strategic documents, including the inclusion in its draft Strategic Plan 2023-32, draft 3 Year Business Plan and all future documents as appropriate;*
- *Endorse the inclusion of an acknowledgement to country in its agenda ongoing;*
- *Request the Executive Officer provide a copy of the approved acknowledgement to country to the YMCA for inclusion on the Fleurieu Aquatic Centre website; and*
- *Will consider future opportunities that contribute to the increased participation and social inclusion of Aboriginal and Torres Strait Islander people with our facility.*

Date: 28 July 2022

Attachment: 7.1a FRACA Acknowledgement of Country - Draft

Welcome to Country examples:

City of Victor Harbor

We acknowledge the traditional custodians of our beautiful lands and surrounding waters, the Ramindjeri and Ngarrindjeri peoples, and pay our respects to Elders past, present and emerging. As a community we recognise and respect their cultural connection with the land and waters.

Alexandrina Council

We acknowledge the traditional custodians of the lands and waters of our district. The Alexandrina Council region intersects with the traditional lands of the Ngarrindjeri, Peramangk and Kaurna First Nations

FRACA (draft)

The Fleurieu Regional Aquatic Centre Authority acknowledge the Ramindjeri and Ngarrindjeri people as the traditional custodians of the land the Centre is on, and acknowledge their connections to the land, waters and community. We pay our respect to their Elders past, present and future, and extend that respect to all Aboriginal and Torres Strait Islander peoples across Australia.

To: FRACA Board
From: Danielle Leckie – Acting Executive Officer
Subject: 7.2 3 Year Business Plan
Date: 28 July 2022
References: Local Government Act SA 1999
Consultation: Nil
Attachments: 7.2a 3 Year Business Plan – Draft Outline;
7.2b 3 Year Business Plan 2018-2021;
7.2c FRACA 2023-32 Strategic Plan

Background

The Authority is required to have an adopted Business Plan in force, which remains in force for the period specified in the endorsed plan. The current 3 Year Business Plan was adopted for the period 2018-2021.

Schedule 2 of the Local Government Act 1999 (the Act) states:

24—Business plans

- (1) A regional subsidiary must, in consultation with the constituent councils, prepare and adopt a business plan.*
- (2) A subsidiary and the constituent councils must ensure that the first business plan of the subsidiary is prepared within six months after the subsidiary is established.*
- (3) A business plan of a subsidiary continues in force for the period specified in the plan or until the earlier adoption by the subsidiary of a new business plan.*
- (4) A subsidiary must, in consultation with the constituent councils, review its business plan on an annual basis.*

The Authority's Business Plan 2018-2021 is now due for renewal to ensure we meet 24(1) of the Act.

At its meeting held 23 May 2022, when considering the Authority's 2022/23 Annual Budget, the City of Victor Harbor resolved the following:

- 1. That Council receive and note the Fleurieu Regional Aquatic Centre Authority 2022/23 Budget Report;*

2. *That Council approve the 2022/23 budget as presented at Attachment A, requiring Council contribution of \$724,941, subject to the provision of a Business Plan by 31 August 2022;*
3. *That Council receive and note the updated Fee Schedule as approved at Attachment B.*

A new 3 Year Business Plan is required to be lodged with Constituent Council's by 31st August 2022 in order to ensure the 2022/23 Annual Budget approval is realised.

Discussion

Quotes are currently being sourced for the graphic design of the updated Business Plan, with availability confirmed in line with a 31st August 2022 deadline. Services engaged will be in line with the Authority's Procurement Policy.

In order to achieve a 31st August deadline, the following timeline is proposed:

28 th July 2022	Board first consult 3 Year Business Plan
19 th August 2022	Proposed Audit & Risk Management Committee review of draft (pre design)
26 th August 2022	Proposed final Board review of draft (including design)

A draft outline of the new plan is attached to this report for discussion. Also included in the report is the 2018-21 3 Year Business Plan and the draft 2023-32 Strategic Plan for the Board's reference.

Recommendation

The Authority Board:

- *Receive and note the report;*
- *(for discussion)*

TITLE PAGE

Foreword

The Fleurieu Aquatic Centre is an important community asset for the Fleurieu region. It seeks to provide a premier facility for health and wellbeing for both people that live in the region, as well as visitors to the area. It is a place of fun, enjoyment and social interaction. The centre was strongly fought for by the community and we believe we have the capability to improve on this invaluable asset in what it can deliver for the community and in maximising its value for our constituent Councils.

This plan shows the commitment of the Board to bring a fresh approach to what we do, with a focus on ensuring our foundation is strong and we have the ability to respond to a changing environment. In challenging times, it affords us with the opportunity to re-examine what is important, including our relationships with the community (existing and new) and clarify how we define success. We are investing in delivering a greener facility, increasing access for all members of the community, and ensuring our centre is a place for health and wellbeing for all.

Some of what we plan to do is reinforcing our foundation for the future, ensuring it is solid with good governance and policies and procedures which are current, meeting our legislative requirements while still allowing us to realistically achieve our goals. We are seeking to reconnect with the community and improve equitable access for all, while continuing to think innovatively about what we deliver and how.

This plan will further tell the story of our vision and mission as outlined in our revitalised Strategic Plan 2023-32. It will make clear the Board's priorities for the coming 3 years, articulating how we intend to deliver on our commitments, and will be further supported by an annual work plan of action.

On presenting the 2022-2025 Business Plan, we look forward to working together with Council and community to achieve our goals together.

Steve Mathewson

Chairperson, Fleurieu Regional Aquatic Centre Authority

Requirements for Business Plan development

Charter

The Authority Charter sets out the following planning requirements:

6.2 Business Plan

The Authority:

- 6.2.1 must in consultation with the Constituent Councils prepare and adopt a Business Plan for a minimum three (3) year period which will continue in force for the period specified in the Business Plan or until the earlier adoption by the Authority of a new Business Plan;
- 6.2.2 must in consultation with the Constituent Council review the Business Plan annually and following such a review the Business plan shall continue to operate for the period for which the Business Plan was adopted pursuant to Clause 6.2.1;
- 6.2.3 may, after consultation with the Constituent Councils amend its Business Plan at any time; and
- 6.2.4 must ensure the contents of the Business Plan is in accordance with the Act. (*Local Government Act*).

Local Government Act 1999

Schedule 2, clause 24(6) of the Local Government Act 1999 outlines what is required in a Regional Subsidiary Business Plan:

- (a) The performance targets that the subsidiary is to pursue; and
- (b) A statement of the financial and other resources, and internal process, that will be required to achieve the subsidiary's performance targets; and
- (c) The performance measures that are to be used to monitor and assess performance against targets.

FINANCIALS

FINANCIALS



**1 Participation
& Awareness**

Increase participation and awareness of the Fleurieu Aquatic Centre and its programs and facilities.

**2 Social
Inclusion**

Foster and maximize social inclusion and social activities.

3 Collaboration

Build relationships and collaborate for improved social, community, and commercial outcomes.

4 Stewardship

Provide prudent stewardship, striving for sustainability, innovation, and creativity.

Aspiration 1 Participation & Awareness

Increase participation and awareness of the Fleuve Aquatic Centre and its programs and facilities

Strategies

1. Engage with our community, residents, boards, and other stakeholders.
2. Develop and deliver facilities, programs, and services in line with community needs and expectations.
3. Market and communicate to our community.

Section 2

Social Inclusion

... and ... and ... and ...

Objectives

- 1. To understand the concept of social inclusion and its importance in the context of sustainable development.
- 2. To identify the barriers to social inclusion and the role of the state in promoting it.
- 3. To explore the role of civil society and the private sector in social inclusion.
- 4. To discuss the challenges of social inclusion and the need for a multi-stakeholder approach.



Operation 4 Stewardship

Learn to use swimming strokes for
sustained swimming movements.

Examples:

- Freestyle
- Breaststroke
- Backstroke
- Butterfly
- Side stroke
- Treading water
- Water polo
- Water skiing
- Water polo
- Water polo

CLOSING PAGE (IMAGE)

For further information:

Fleurieu Regional Aquatic Centre Authority Board

Executive Officer

PO Box 15, Port Elliot, SA, 5212

Email: admin@fleurieuaquaticcentre.com.au

Website: <https://www.fleurieuaquaticcentre.com.au/about/governance/fleurieu-regional-aquatic-centre-authority>

APPENDIX A - YMCA MARKETING AND BUSINESS PLAN ATTACHED



Fleurieu Regional **Aquatic Centre**

Authority



APRIL 2018

3-YEAR BUSINESS PLAN 2018-2021

EXECUTIVE SUMMARY

The Fleurieu Regional Aquatic Centre Authority (the Authority) is a regional subsidiary established under Section 43 of the Local Government Act 1999 by Constituent Councils; Alexandrina Council; and the City of Victor Harbor. The Authority was established in August 2015 to enable joint ownership and management of the Fleurieu Aquatic Centre. More information about FAC is available on the website <http://www.fleurieuaquaticcentre.com.au/>.

The Authority is governed by a board of management that is responsible for ensuring the Authority acts in accordance with its Charter and all other relevant legislation. In late 2017, an Audit & Risk Management Committee was constituted to provide advice to the Board and oversight of financial, governance and risk management for the Authority. The Board and Audit & Risk Management Committee are supported by a part-time Executive Officer.

In November 2016, YMCA SA was appointed under a three-year Management Agreement to operate and manage the Fleurieu Aquatic Centre (FAC); which opened on 25 March 2017. FAC is performing well and has established strong membership numbers and swimming lesson student cohort. The first year of operations concluded on 24 March 2018, allowing trends in casual attendance and hire of facilities to be mapped and analysed. Adjustments to programming and services will continue to be made as required to meet the community needs.

A suite of Authority strategic planning documents; including the Strategic Plan 2018-2027, Asset Management Plan 2018-2027 and Long Term Financial Plan 2018-2027; have now been developed. These strategic documents inform and are supported by the Authority 3-Year Business Plan (incorporating the Authority 2018-19 Annual Business Plan) and annual FAC Business & Marketing Plan and annual budgets.

This detailed 3-Year Business Plan has been developed to guide and monitor the operations of the Authority and deliver on strategic priorities for 2018 to 2021. The document meets the requirements of the Local Government Act 1999 and our Charter. The 3-Year Business Plan incorporating the Authority 2018-19 Annual Business Plan) has been formulated in consultation with YMCA SA as FAC operational managers; and is supported by the FAC Business & Marketing Plan 2018-19 prepared by YMCA SA and provided as an Appendix.



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STRATEGIC PILLARS

Mission

We are an independent governing body that directs the delivery of a regional indoor Aquatic Centre.

Purpose

To deliver the Councils' objectives for an efficient, premier aquatic facility in the region.

Vision

Fleurieu Aquatic Centre is an inclusive destination that contributes to a healthy regional community.

Goals

1. To maintain community participation and enthusiasm for FAC
2. To foster and maximise social inclusion
3. To preserve and maximise the brands (FAC & FRACA) as high value, recognised, trusted and valued in the community
4. To act as a conduit for commercial and community partnerships and collaboration
5. To care for, protect and improve FAC in line with changing community needs
6. To, as far as possible, be financially self-sufficient

Performance targets

Financial indicators

The Local Government (Financial Management) Regulations 2011 Part 2, 5(1) requires that the Authority LTFP includes estimates and target ranges adopted by the Authority for each year of the LTFP with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio.

Due to the nature of the Authority funding model, the net financial liabilities ratio is not relevant. This is due to cash reserves (predominantly Depreciation Reserve) being significantly higher than projected liabilities for the life of the plan; and the resultant ratio not being a useful measurement of financial performance for the Authority.

Given the above, an alternate third financial sustainability ratio is proposed for use; that being the 'Own Source Income Ratio'. This ratio is calculated as 'income excluding Council contributions' as a percentage of total Authority expenditure. The forecast ratio for 2018-2019 is 59%; the gradual increase in this ratio over the life of the LTFP will indicate improvement in the Authority's financial self-sustainability.

The key financial measures for the Draft 3-Year Business Plan 2018-2021 (incorporating the 2018-19 Fleurieu Aquatic Centre Business & Marketing Plan) and Budget 2018-19 are:

Indicator	2018-2019	2019-2020	2020-2021
Operating Surplus/(Deficit) Ratio - %	0%	0%	0%
Own Source Income Ratio	59%	62%	64%
Asset Renewal Funding Ratio - %	n/a	n/a	n/a

Due to the financial operating model for the Authority, the Operating Surplus/(Deficit) Ratio is budgeted annually at zero; however, may be less or greater than zero at year end should the operating result differ from the budget.

The Own Source Income Ratio is forecast to improve from 59% to 64% during the next three years.

The Asset Renewal Funding Ratio is not applicable for years in which no expenditure on renewal and replacement of assets is forecast; however, is forecast at 100% over the remaining years of the plan.

FAC Operational Management Key Performance Indicators

In line with the Management Agreement between the Authority and YMCA South Australia, annual Key Performance Indicators (KPIs) are agreed for operational management of FAC. These KPIs are aligned to the annual FAC Business & Marketing Plan and Budget and include:

- *Performance growth metrics:* attendance growth, member growth, member retention, swimming lesson growth
- *Financial sustainability metrics:* swimming lesson occupancy, swimming lesson wage cost ratio, net operating result, secondary spend profit margin, wage cost ratio
- *Safety metrics:* incidents per 1000 visits, facility hazard management, Royal Life Saving Society - Facility Safety Assessment

Requirements for Business Plan development

Charter

The Authority Charter sets out the following planning requirements:

6.2 Business Plan

The Authority:

6.2.1 must in consultation with the Constituent Councils prepare and adopt a Business Plan for a minimum three (3) year period which will continue in force for the period specified in the Business Plan or until the earlier adoption by the Authority of a new Business Plan;

6.2.2 must in consultation with the Constituent Councils review the Business Plan annually and following such a review the Business Plan shall continue to operate for the period for which the Business Plan was adopted pursuant to Clause 6.2.1;

6.2.3 may, after consultation with the Constituent Councils amend its Business Plan at any time; and

6.2.4 must ensure the contents of the Business Plan is in accordance with the Act. [*Local Government Act*]

Local Government Act 1999

Schedule 2, clause 24(6) of the Local Government Act 1999 outlines what is required in a Regional Subsidiary Business Plan:

- a) the performance targets that the subsidiary is to pursue; and
- b) a statement of the financial and other resources, and internal processes, that will be required to achieve the subsidiary's performance targets; and
- c) the performance measures that are to be used to monitor and assess performance against targets.



ACTION PLAN 2018-2021

EO – Authority Executive Officer

OM – FAC Operational Managers

Goal 1: To maintain community participation and enthusiasm for FAC

	Strategy	Actions	Responsibility	Target date	Measures
1.1	Marketing & promotion	Develop and implement a high-level 3-Year Marketing & Communications Plan that includes: <ul style="list-style-type: none"> target performance measures; key target markets; communication and engagement mechanisms; marketing, promotional and public relations mechanisms and tools; actions to implement; timeframes, responsibilities and resources required 	OM	30 June 2019	<ul style="list-style-type: none"> Year on year growth in FAC performance in line with agreed Annual Key Performance Indicators (KPIs) (membership, swimming lessons, casual admittance and overall attendance)
1.2	Develop and implement a Stakeholder Engagement Plan	Develop and implement a high-level 3-Year Stakeholder Engagement Plan that includes: <ul style="list-style-type: none"> types of stakeholder relationships to be developed; target outcomes and strategies; communication and engagement mechanisms and tools; actions to implement; timeframes, responsibilities and resources required 	EO / OM	30 June 2019	<ul style="list-style-type: none"> Member / customer satisfaction surveys; at least 85% of respondents rate their satisfaction as fairly satisfied or better
1.3	Ensure FAC programs and services are in line with community needs	<ul style="list-style-type: none"> Implement <i>Ask Nicely</i> customer feedback and survey software; monitor responses, action reviews and create testimonials Review opening hours to ensure meeting of customer needs (whilst balancing financial impacts) Proactively seek and utilise relevant industry intelligence to improve services and performance 	OM OM / EO OM / EO	30 June 2019 Annually Ongoing	
1.4	Review FAC facilities, programs, services and performance	Analyse year-on-year performance data, user demographics, customer survey feedback, and industry intelligence	EO / OM	Ongoing	



Goal 2: To foster and maximise social inclusion

	Strategy	Actions	Responsibility	Target date	Measures
2.1	Promote FAC facilities, services and programs to local youth, families, people with special needs and older adult markets	<ul style="list-style-type: none"> Develop relationships with childcare facilities, pre and primary schools and libraries within a 10 km radius of facility to promote FAC programs & services Introduce Les Mills group fitness programming to target younger demographic Introduce a range of Allied Health services 	OM	30 June 2019	<ul style="list-style-type: none"> Member / customer satisfaction surveys; at least 85% of respondents rate their satisfaction as fairly satisfied or better Operational safety and compliance audits; in line with agreed Annual Key Performance Indicators Disability Action Plan implementation
2.2	Ensure that FAC facilities, services and programs meet the needs of and are accessible for people with a disability	<ul style="list-style-type: none"> Implement FAC Disability Action Plan 	OM	30 June 2020	
2.3	Work with identified stakeholders to increase participation from at risk members of the community	<ul style="list-style-type: none"> Promote FAC 'Suspended Swim' program including engagement with relevant stakeholders Work with Reclink Australia to provide programs at FAC that support disadvantaged members of the community 	OM OM	Ongoing Ongoing	



Suspended Swim

When you come in and pay for a swim, you also pay for a 'Suspended Swim' which will be donated to the less fortunate people in our community.



DONATE A SWIM TODAY!

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Goal 3: To preserve and maximise the brands (FAC & Authority) as high value, recognised, trusted and valued in the community

	Strategy	Actions	Responsibility	Target date	Measures
3.1	Explore opportunities for co-branding and promotion of FAC brand with aligned organisations	Develop and implement an action plan that: <ul style="list-style-type: none"> Identifies aligned organisations and key influencers; Identifies benefits of collaboration and opportunities for development of initiatives that increase FAC performance Sets out key actions, responsibilities & timeframes 	OM / EO	30 June 2020	<ul style="list-style-type: none"> Member / customer satisfaction surveys; at least 85% of respondents rate their satisfaction as fairly satisfied or better Year on year growth in FAC performance in line with agreed Annual KPIs (membership, swimming lessons, casual admittance and overall attendance)
3.2	Establish a signature event hosted at FAC that promotes FAC and participation in swimming	<ul style="list-style-type: none"> Work with Great Southern Swimming Club and SwimmingSA to develop a signature swimming event 	OM	30 June 2020	
3.3	Undertake a signage review	<ul style="list-style-type: none"> Undertake a signage review (directional / wayfinding, promotional) with key stakeholders & develop recommendations 	OM / EO	30 June 2020	
3.4	Undertake contractual and governance reviews	<ul style="list-style-type: none"> Undertake a formal Board performance review Undertake a formal review of Operational Management performance Review EO performance 	EO EO Authority Board	31 Dec 2019 30 June 2019 31 July 2018	



Goal 4: To act as a conduit for commercial and community partnerships and collaboration

	Strategy	Actions	Responsibility	Target date	Measures
4.1	Stakeholder relationship development	<ul style="list-style-type: none"> Identify and implement opportunities to promote FAC facilities and services in neighbouring council areas (outside of constituent Council area) Identify and implement opportunities for collaboration with commercial organisations that assist FAC to deliver on community needs and improve facilities, services and programs (in line with Charter objectives) Establish relationships with owners of similar aquatic centres in South Australia to share intelligence and learnings 	OM / EO OM OM / EO	30 June 2020 30 June 2020 30 June 2020	<ul style="list-style-type: none"> Number and results of initiatives implemented Year on year growth in FAC performance in line with agreed Annual KPIs

Goal 5: To care for, protect and improve FAC in line with changing community needs

	Strategy	Actions	Responsibility	Target date	Measures
5.1	Manage facilities and deliver services in line with relevant industry benchmark performance criteria	<ul style="list-style-type: none"> Identify appropriate benchmarking criteria and competitive data sets to assess current FAC performance and set targets Utilise FAC Operational Manager aquatic and recreation facility experience and comparative industry benchmarking to improve FAC performance 	OM / EO OM	30 June 2019 30 June 2020	<ul style="list-style-type: none"> Services delivered in line with agreed Service Levels per Asset Management Plan Asset maintenance delivered in line with Preventative Maintenance Plan and Asset Management Plan Member / customer satisfaction surveys; at least 85% of respondents rate their satisfaction as fairly satisfied or better
5.2	Manage and maintain facilities in line with requirements of the Asset Management Plan and the Authority Risk Management Framework	<ul style="list-style-type: none"> Implement FAC Preventative Maintenance Plan Assess facility amenity utilisation to ensure the best use of each space, striving to accommodate community demand Implement 2018/19 capital expenditure plan 	OM OM OM	Annually 30 June 2019 30 June 2019	<ul style="list-style-type: none"> Reduction in energy and water use over time

Goal 6: To, as far as possible, be financially self-sufficient

	Strategy	Actions	Responsibility	Target date	Measures
6.1	Reduce FAC energy consumption	Explore options to reduce electricity, water and chemical consumption costs and develop recommendations and business cases (as required) for Authority consideration	OM / EO	30 June 2019	<ul style="list-style-type: none"> Year on year growth in FAC performance (in line with agreed annual KPIs) New (profitable) revenue streams established Net financial benefit of efficiency and effectiveness measures implemented Reduced quantum of financial contributions required from constituent Councils
6.2	Drive innovation, business improvement and efficiency measures across all areas of FAC operations without compromising quality and service delivery standards	<ul style="list-style-type: none"> Achieve or better the approved annual Authority / FAC operating budgets 	OM / EO	Annually	
		<ul style="list-style-type: none"> Proactively develop and implement initiatives to achieve and surpass agreed Operational Management Key Performance Indicators 	OM	Ongoing	
		<ul style="list-style-type: none"> Research and recommend cost saving initiatives for Authority consideration; demonstrating value in a business case Maximise procurement savings 	OM / EO OM	Ongoing Ongoing	
6.3	Develop initiatives that increase existing or develop new FAC / Authority revenue streams in line with Charter objectives	<ul style="list-style-type: none"> Increase member secondary spend by expanding retail and cafe offering, implementing sales training, Identify opportunities to develop new revenue streams in line with Authority objectives including: <ul style="list-style-type: none"> new services and programs that improve FAC attendance and financial performance allied and complementary commercial arrangements / initiatives grant funding, sponsorship and philanthropic donations 	EO / OM OM OM / EO OM / EO	30 June 2020 Ongoing Ongoing Ongoing	
6.4	Develop a FAC fees & charges pricing policy	Develop a FAC pricing policy that considers: <ul style="list-style-type: none"> Authority Charter objectives Local demographics and facilitating reasonable community accessibility Industry benchmarks for average fees and charges for similar centres Maintaining local industry competitiveness 	EO / OM	30 June 2019	

SUMMARY OF PERFORMANCE MEASURES

A summary of the performance measurement and reporting framework is as follows:

Performance criteria	Reporting frequency	Reporting process
Year on year growth in FAC performance: membership, swimming lessons, casual admittance and overall attendance in line with agreed annual KPIs	Monthly	FAC Operational Manager to Authority Executive Officer (EO)
Member / customer satisfaction surveys; at least 85% of respondents rate their satisfaction as fairly satisfied or better	Quarterly	FAC Operational Manager to Authority EO
Operational safety and compliance audits in line with agreed annual KPIs	Monthly	FAC Operational Manager to Authority EO
Disability Action Plan implementation	Quarterly	FAC Operational Manager to Authority EO
Number and results of initiatives implemented that increase operating revenue, decrease expenses, improve FAC facilities, programs and services; and / or provide other community benefits	Annually	Authority EO to Board
Services delivered in line with agreed Service Levels as set out in Asset Management Plan	Monthly	FAC Operational Manager to Authority EO
Asset maintenance, renewal and replacement programs delivered in line with agreed Maintenance Plan and Asset Management Plan	Annually	Authority EO to Board
Reduction in energy and water use over time	Annually	Authority EO to Board
Reduced quantum of financial contributions required from constituent Councils	Annually	Authority EO to Board
Meeting of governance and financial management requirements per Authority Charter	Annually	Authority EO to Board



REVIEW

The Authority Board will monitor progress against plan outcomes and the 3-year Business plan will be reviewed and updated annually such that it remains a dynamic and relevant document responding to community needs in a constantly changing competitive environment.

The annual budget will be subject to review three times during the financial year in accordance with the Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

AVAILABILITY OF 3-YEAR BUSINESS PLAN

This plan will be available online at www.fleurieuaquaticcentre.com.au or at the offices of the Constituent Councils.

Document History

VERSION	DOCUMENT	ACTION	DATE
0.1	Draft	Considered by Authority Audit & Risk Management Committee (as a draft)	22 March 2018
0.2	Draft	Considered by Authority Board (as a draft) for recommendation to constituent Councils	18 April 2018
1.0	Approved version 1.0	Alexandrina Council – Council endorsement City of Victor Harbor – Council endorsement	3 September 2018 28 May 2018

HOW TO CONTACT US

Fleurieu Regional Aquatic Centre Authority

Address |

C/- PO Box 267, Angaston SA 5353

Phone | 0418 296 767

Email |

leonie@leonieboothby.com.au



APPENDIX A – Fleurieu Aquatic Centre 2018/19 Business & Marketing Plan



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Fleurieu Aquatic Centre



2018/2019 **BUSINESS & MARKETING PLAN**

Introduction

The objective of the 2018-19 Business & Marketing Plan is to set the strategies for the coming year on a local site level. Above and beyond day-to-day operations, this plan identifies site specific strategies to maximise operational success in the coming year. These strategies provide a roadmap for the coming year, informing budgets and staff work plans, ensuring staff alignment in working towards agreed objectives.

Background & Process

The YMCA has a long and successful history operating community focused recreation centres, delivering a wide range of wellness and sporting opportunities. Part of this success is built upon the combined skill, experience and efficiency of working as a larger state-wide team. By leveraging these economies of scale and learnt best practice we operate health and fitness centres economically and to their fullest potential. Based on this approach, YMCA South Australia completes part of the business planning process centrally, establishing consistent Goals and Objectives across all recreation sites. These Goals and Objectives establish a baseline of recreation centre management and operation and provide a starting framework for each site to develop site specific strategies aligned to these Goals and Objectives.

The 2018-19 Business & Marketing Plan is purposefully succinct. Its creation acts as a catalyst to involve the leadership and staff teams in setting the strategies for the coming year, producing a resource to keep all staff headed in the right direction. Furthermore, the plan informs contract partners on a strategic level of the planned approach for the year ahead.

The high-level strategies outlined in this plan are to be further defined in a separate site work plan. Applying the SMART mnemonic (specific, measurable, attainable, relevant and time based), each strategy is to be developed with clear staff accountabilities.

The best way to start the planning process for the coming year is to review the results from the previous year. Celebrate the wins and success, but also review the challenges and opportunities moving forward. The Business Snapshot section highlights results from 25 March 2017 through to November 30 2017. These results, combined with a brief overview of our point of difference, target markets, and local competitor analysis will inform the business and marketing strategies in the second half of this plan.

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Page 17 – 21	2018 / 2019 Marketing Plan

Fleurieu Aquatic Centre

BUSINESS SNAPSHOT

25 March 2017 – 30 November 2017



SITE ATTENDANCE



25 Mar 2017 – 30 Nov 2017

114,851

MEMBERSHIP



Members as of 30 Nov 2017

1,016

SWIMMING LESSONS



Students as of 30 Nov 2017

459

VISIT PASSES



25 Mar 2017 – 30 Nov 2017

608

EMPLOYEES



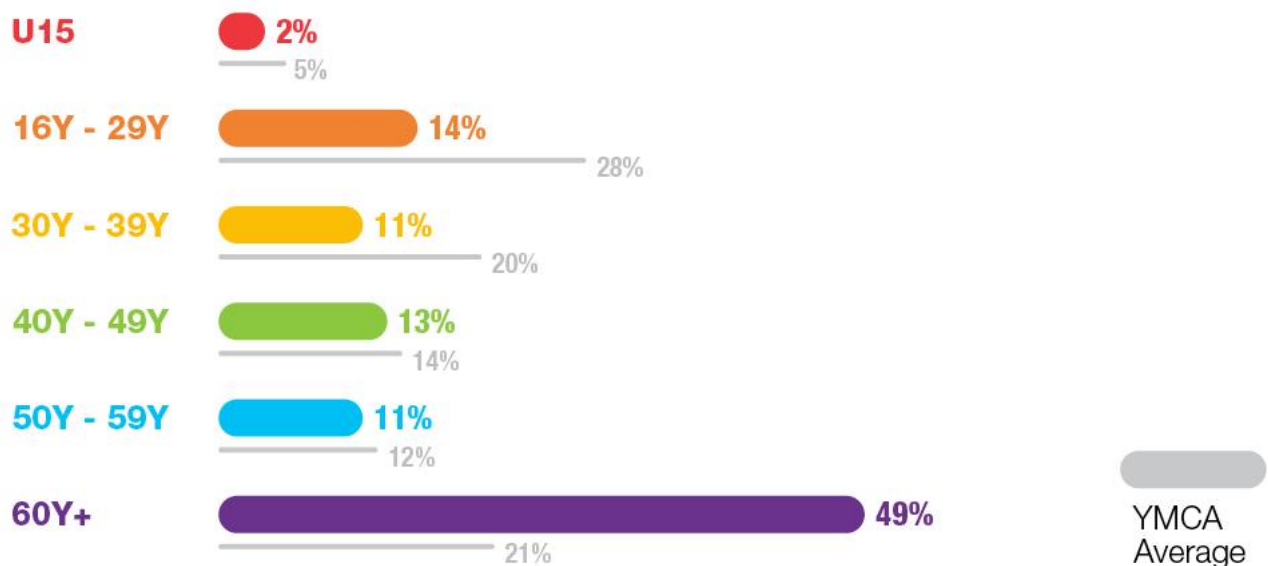
25 Mar 2017 – 30 Nov 2017

64 (17 FTE)

MEMBER GENDER DEMOGRAPHICS



MEMBER AGE DEMOGRAPHICS



SOCIAL MEDIA

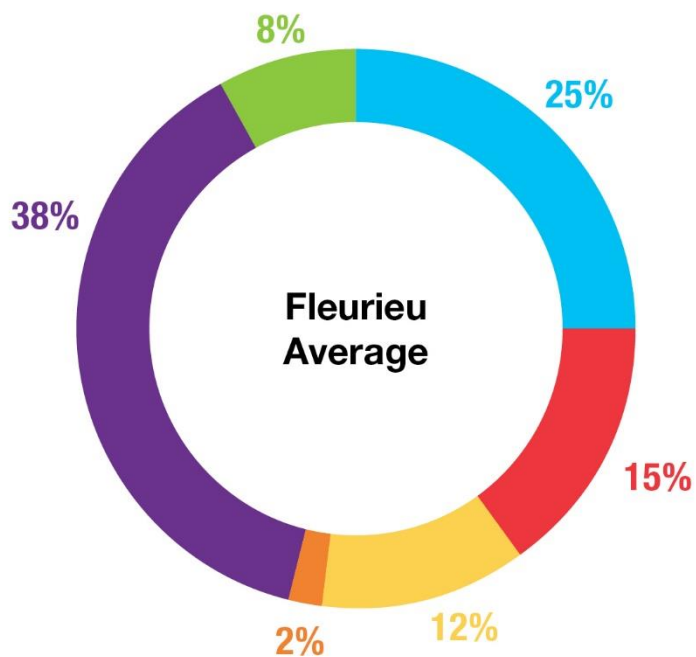
facebook

Total Likes 2,716
Total Follows 2,763
Total Reviews 70
Average Rating ★★★★★

Google

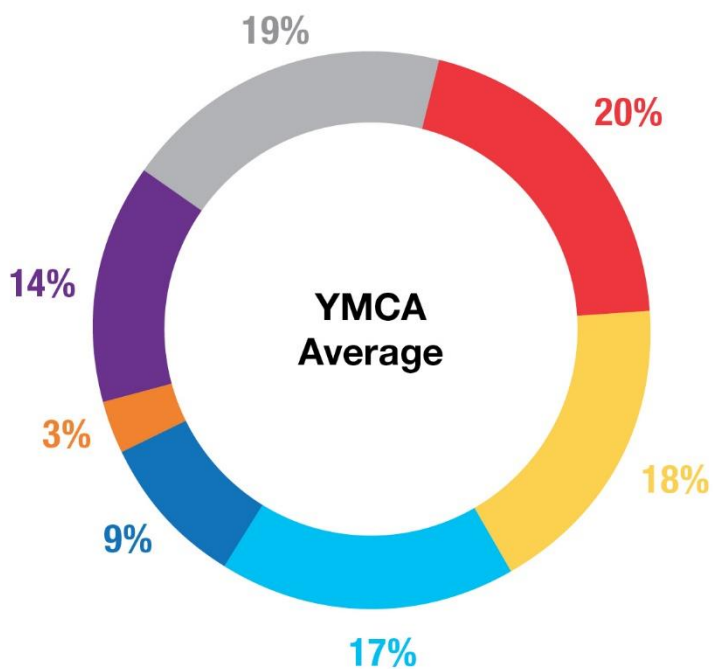
Total Reviews 62
Average Rating ★★★★★

MEMBERSHIP TYPE BREAKDOWN *(as of 30 Nov 2017)*



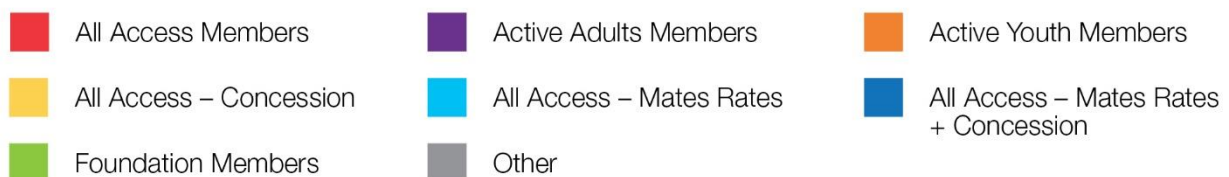
\$13.73

Fleurieu Average
Membership
Weekly Cost



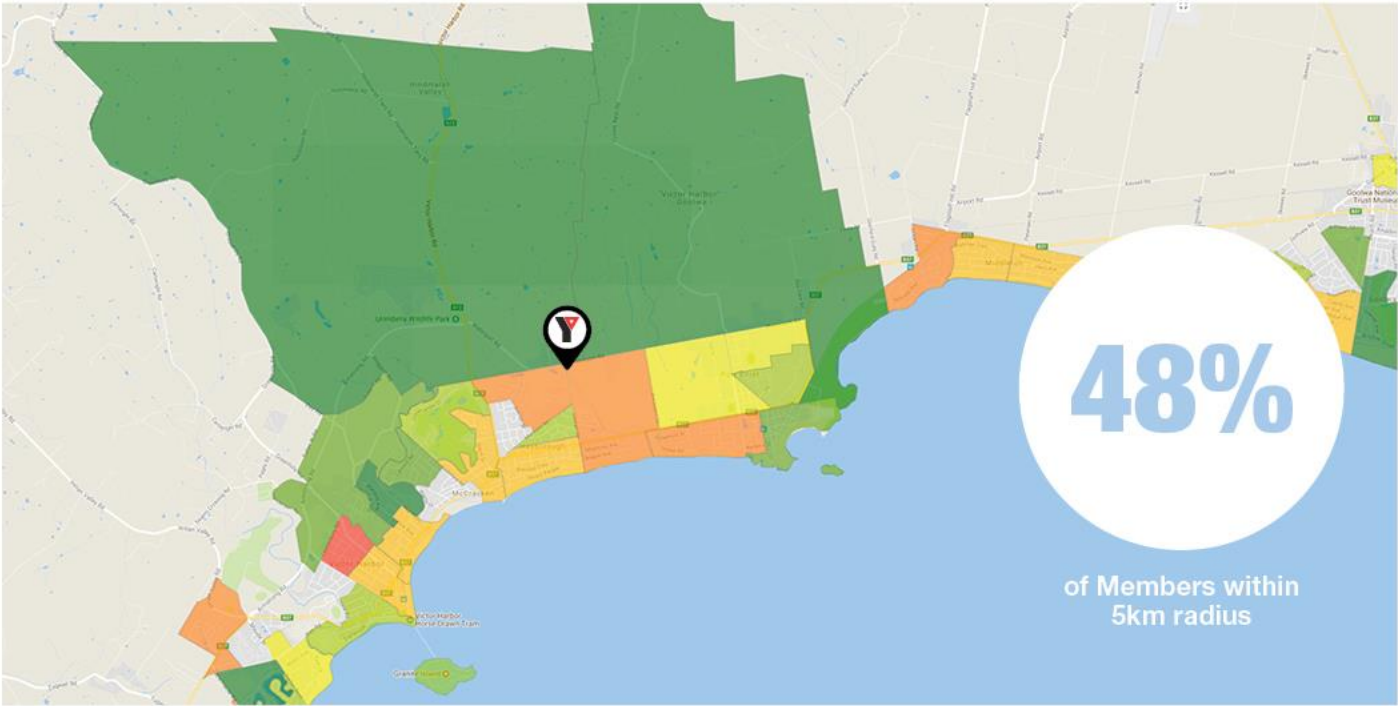
\$14.12

YMCA Average
Membership
Weekly Cost

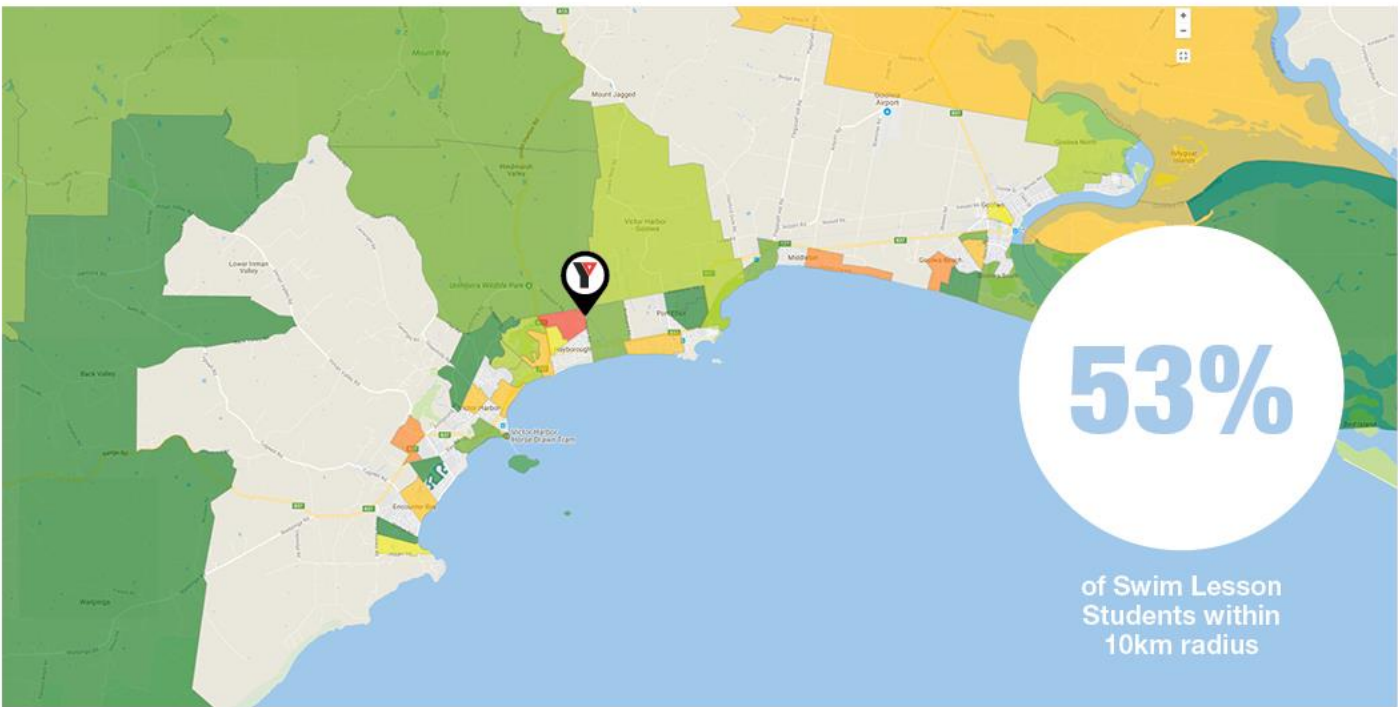


GEOMARKETING

Members Location



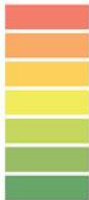
Swim Lesson Students Location



Legend: (C) YMCA SA - LTS/Members Map Legend

% of store customers located in a SA1

- > 5.0%
- 2.5% - 5%
- 2% - 2.5%
- 1.75% - 2%
- 1.5% - 1.75%
- 1.25% - 1.5%
- < 1.25%



Understanding our Market & Members

Understanding the population and demographics of our catchment area and existing membership helps inform local need and demand, directly informing annual business strategies.

Catchment Area

Location and proximity to a gym is the number one reason people join and stay with a gym. With this in mind, gym catchment areas are generally defined as a 3km-5km radius (less than a 10-minute drive). Local competition and metro versus regional location, impact the catchment radius; this has been extended to 15km for Fleurieu Aquatic Centre.

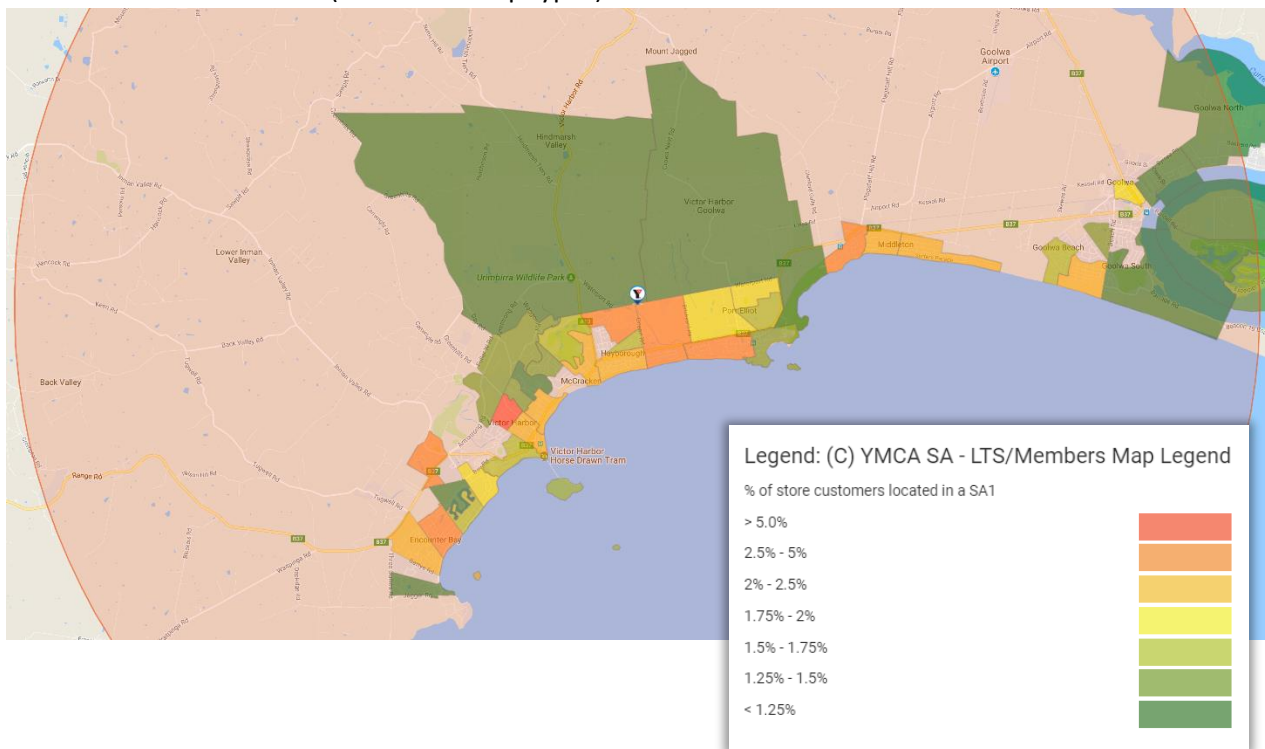
Swimming lesson and programming participants are often willing to travel greater distances than gym members. This is largely due to decreased competition and a number of sites offering a comparable program.

Catchment Area Population Summary

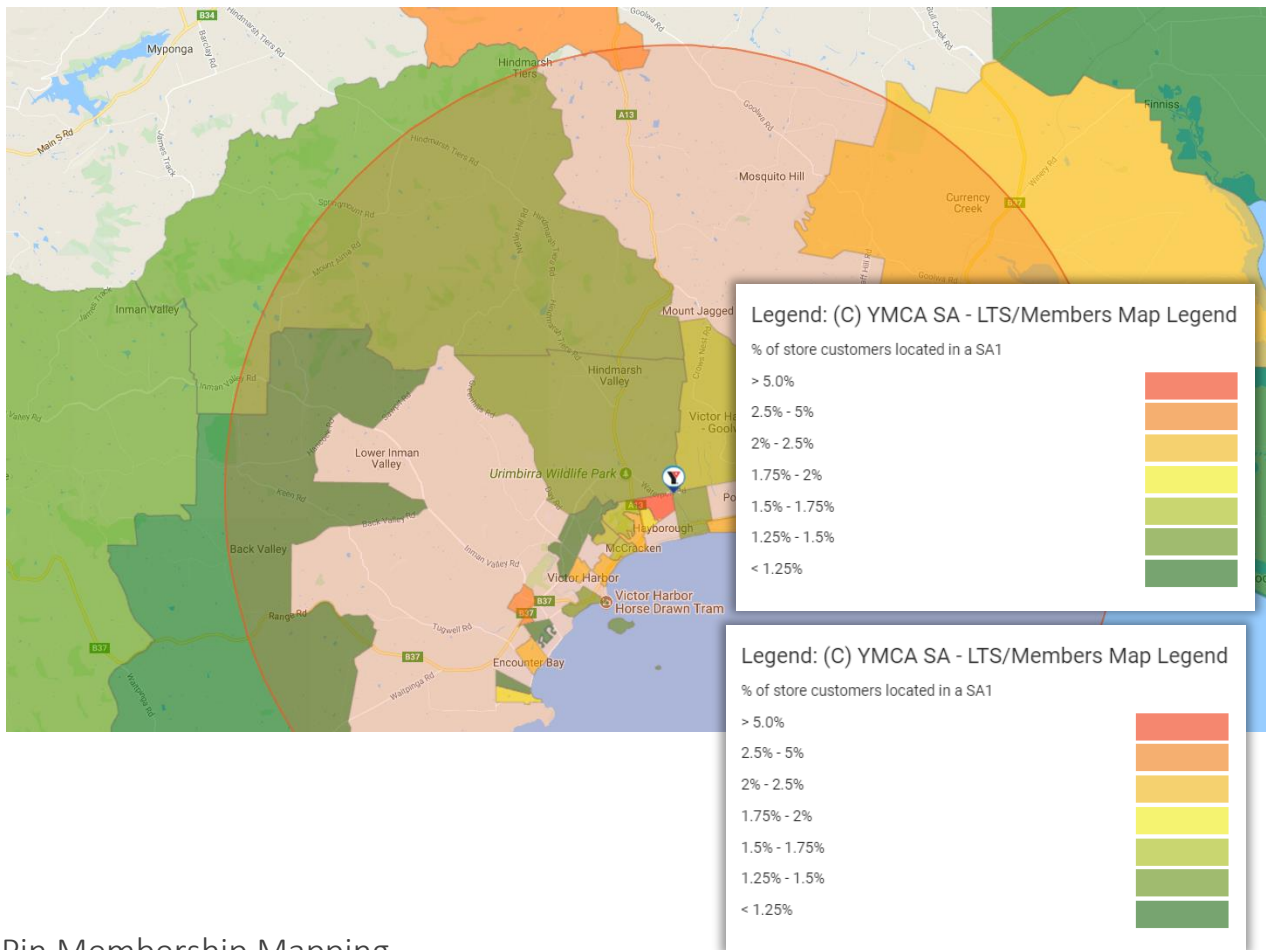
	Catchment (15km radius)		South Australia %
2016 Population	25,071		-
# of Families with children <15Y	1,792	25.3%	36.2%
# of kids <10Y	2,085	8.3%	11.8%
% of Adults >50Y	14,985	59.9%	37.7%

Spatial Membership Mapping

Health & Fitness Members (all membership types) – 15km radius in red

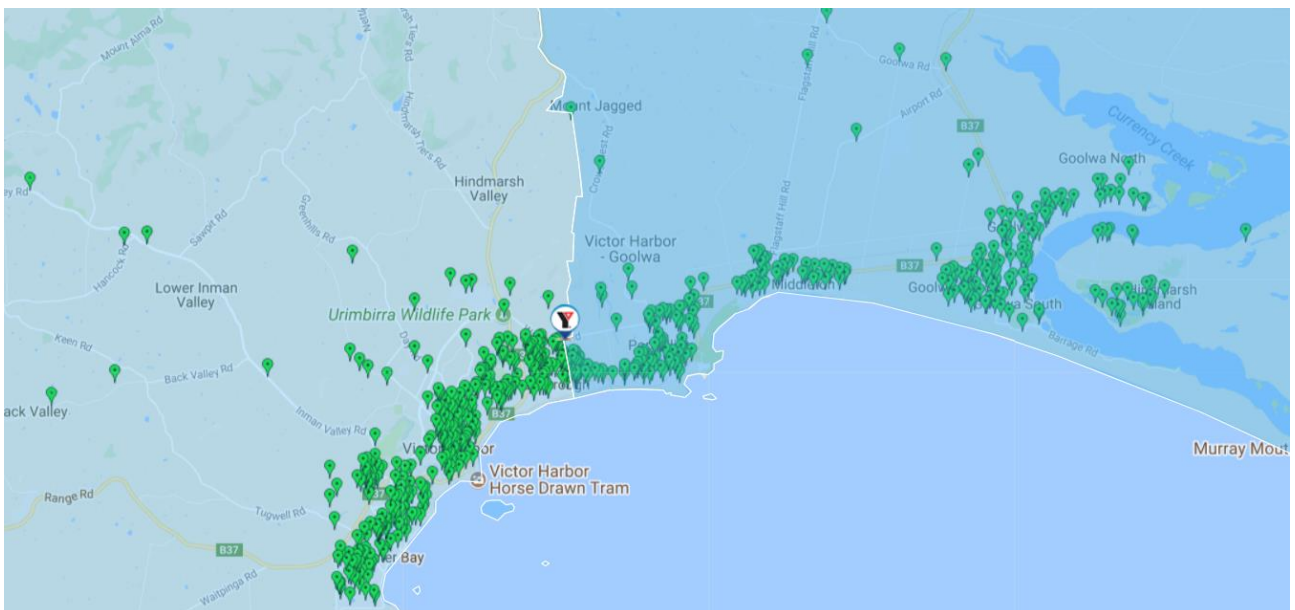


Swimming Lesson Members – 15km radius in red

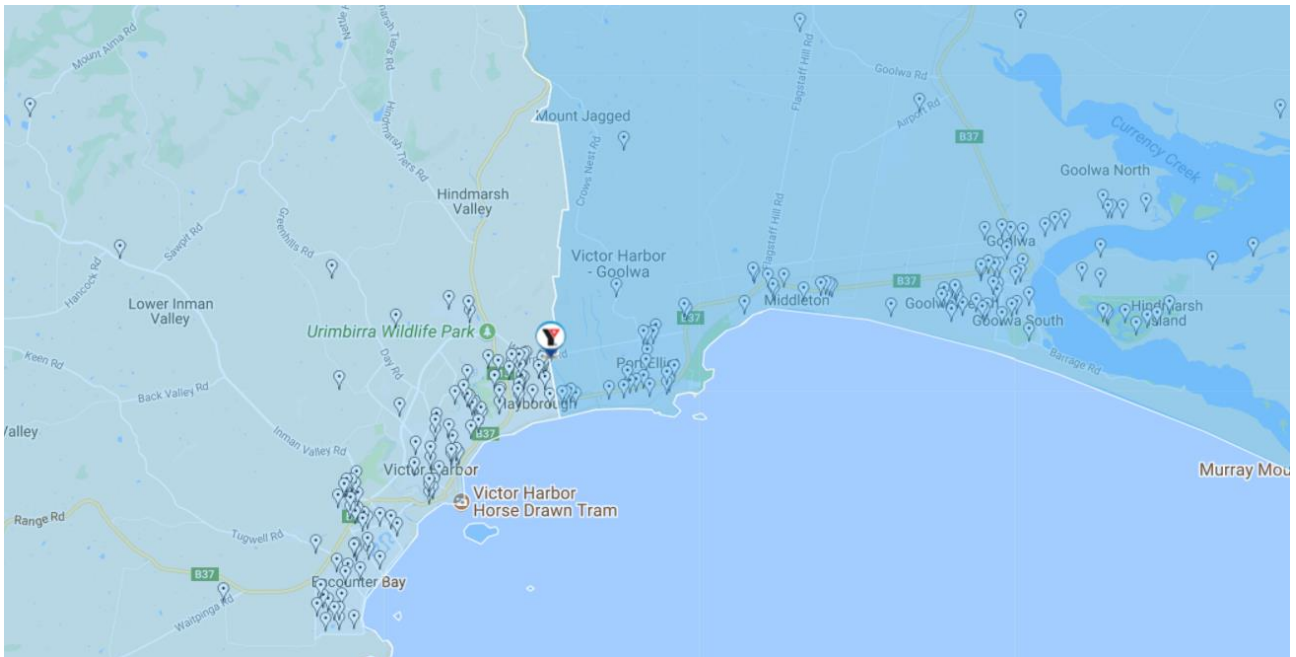


Pin Membership Mapping

All Access (Gym) Members – LGA Boundary Overlay



Swimming Lesson Members – LGA Boundary Overlay



Membership Mapping Analysis

- As a regional location, both gym and swimming lesson members are spread much further than a typical 3-5km radius of the centre. With significant membership numbers 10km+ from the centre, the Fleurieu Aquatic Centre breaks typical gym catchment area and 'drive time' standards.
- There is no significant difference in catchment spread between gym and swim lesson members.
- Relatively even distribution between Victor Harbor and Alexandrina

Target Markets & Point of Difference

While analysing catchment area and membership demographics, it is important to do so in context to our point of difference and target markets. Combining these considerations helps inform annual strategies complementary to business objectives.

Varying slightly between sites due to their amenities and location, our overriding point of difference is based on the perceived value of having access to a variety of recreation amenities and services (pool, gym, aqua fitness and allied health, disability and rehabilitation programming). Due to this perceived value, the YMCA target markets are willing to pay a slight premium in comparison to a budget gym-only competitor.

Families / Youth

Our 'full-service' approach combined with multi-amenity facilities, lead to an obvious target market of families and youth. A dedicated Youth Membership and swimming lessons reinforce our link to children and youth. Furthermore, complimentary child-minding and strong focus on group fitness tailor to a stay-at-home parent.

Older Adults – 60Y+

A demographic with exponential growth and greatest discretionary income spend. The growth of this target market is in part due to an increased awareness and acceptance of the benefits of physical activity in overall wellness and preventive health. Older adults generally appreciate the 'full service' approach: a)

Access to structured or semi-structured programming such as Strength for Life, b) Access to an 'expert' to answer questions, get them started, and keep them on track, c) pool access (low impact exercise), d) opportunities for socialisation.

Atypical Fitness User

With a community focus mandate accepting of all ages and abilities, FAC facilities provide an outlet for those who do not fit the stereotypical gym profile portrayed by many franchise gym competitors. YMCA managed facilities are *positioned* and marketed with this in mind, representing a wide cross-section of the community. 'Atypical' gym users are also often uncomfortable in 'hands-off' gyms, are potentially 'deconditioned' and facing barriers to physical activity participation.

People Living with a Disability

In Australia, over 4 million people live with some form of disability. That's 1 in 5 people. As part of our current Community Strengthening programs, we work closely with disability service providers to provide support and care in the community. The National Disability Insurance Scheme (NDIS) represents a transformational change in Australia for individuals living with a disability and their carers. This presents the opportunity for expanding our impact on the community and a pathway for achieving our mission of healthy and happy communities through the YMCA LEAP programs including one on one and group swimming lessons and the development of the FAC Allied health model.

Partnerships

With a variety of recreation amenities, charity status, and an environment welcoming to all, the YMCA is extremely well positioned to leverage partnerships. Examples of potential partnerships include allied health organisations, organisations catering to those with disabilities, government funded community health initiatives, medical 'prescribed' fitness (preventative health), and business' interested in a corporate gym membership employee benefit suitable to a wide variety of employees.

	ALL ACCESS – Gym, swim & play to a healthy lifestyle
	COMMUNITY INCLUSIVE – Dedicated older adult & youth memberships
	CUSTOMER FRIENDLY – Concession & Mates Rates discounts, no lock-in contracts
	SUPPORT & MOTIVATION – Complimentary inductions, personalised programs and technique cues
	FAMILY FRIENDLY – No cost child minding, youth memberships & swim lessons

Competitor Matrix

A competitor Analysis is completed annually to capture changes and review the offering and value proposition of the local competition. This exercise plays an important role in reviewing where we sit in the local market in relation to our value proposition and informing annual price adjustments. The competitor matrix also helps identify the volume of competition and which are our closest competitors.

GYM COMPETITORS

Facilities	Est. # of Members	Proximity (km)	Membership Price (p/wk)	Amenities									
				24/7	Gym	Cardio	Group Fitness	Pool	Stadium	Child Minding	Cafe	Youth Members	Senior Members
CrossFit Victor Harbor	30	1.2km	\$23.80	N	Y	N	Y	N	N	N	N	N	N
McCracken Country Club	100-150	4.1km	\$13.10	N	Y	Y	N	Y	N	N	Y	N	N
ECH Victor Harbor Wellness	100	4.1km	\$14.75	N	Y	Y	Y	N	N	N	N	N	Y
Anytime Fitness Victor Harbor	200-300	4.6km	\$18.00	Y	Y	Y	N	N	N	N	N	N	N
Spa clubs Victor Harbor	250-350	5.8km	\$16.95	Y	Y	Y	Y	N	N	Y	N	N	Y
F.I.T Goolwa Health and Fitness	250-350	11.9km	\$18.95	Y	Y	Y	Y	N	N	Y	N	Y	Y
Aldinga Recreation Centre	150-200	43.6km	\$16.95	Y	Y	Y	Y	N	Y	N	N	Y	Y
Ali Donaldson Fitness (casual freestyle GF)	10-30	2km	\$7 casual	N	N	N	Y	N	N	N	N	N	N

SWIM LESSON COMPETITORS

Facilities	Est. # of Members	Proximity (km)	Comparable Price (p/lesson)	Amenities				
				Outside Lesson Access	Adult Lessons	Disability	Aqua Fitness	Hot Tub / Sauna
Victor Harbor R7 School	150-200	3km	\$13	Y	Y	N	Y	N
McCracken Country Club	n/a	4.1km	N/A	N/A	Y	N	Y	Y
Strathalbyn Outdoor Pool	25	43.4km	\$16.50	Y	Y	Y	Y	N
Sue Pryor Swim School	400-500	47.8km	\$19	Y	Y	y	Y	N
Noarlunga Leisure Centre	500-600	53.9km	\$17.50	Y	Y	y	Y	N

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • New, modern and exciting facility with exceptional aquatic facilities combined with quality health club equipment (holistic approach to wellness and physical activity) • Specialised aquatics areas create niche demand for youth, families, swimming lessons, hydrotherapy, disability etc. • Facility design and offerings are attractive to older adults, families and youth • An inclusive and welcoming gym environment for all community members (older adult segment does not align with many competitor's gym image) • Gym instructors available for support (hands-on approach), inclusive Member Induction Program • Ability to partner and collaborate with Council and Community groups to achieve improved outcomes for the community • Café and merchandise shop • Membership includes Playclub (child minding) • Staff (expertise and local employment) • YMCA Not for profit charity status; community focus • Variety of payment options and terms (Direct Debit, Upfront Payment in Advance, Visit passes, Casual Admission) • Equitable and fair membership structure linked to local price sensitivities: concession, family/mates rates, and older adults price discounts • Accessible facility and equipment provisions in both Gym and Aquatic spaces • Commencing 18/19 with 1000+ members and 450+ swim school enrolments • Development of additional aquatic programs including water polo, Synchro and Flippa ball 	<ul style="list-style-type: none"> • "Full-Service" recreation model equates to high overheads in comparison to 'budget' gyms • Not 24/7 facility • Limited space/ability to offer group fitness and/or cycle classes • Facility size to grow health and fitness member base • Poor public transport links • High proportion of concession member base lowering member yield • Access control to the facility, turnstiles do not provide appropriate traffic management to support capture of visit split to swim and gym
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Facility amenities and Active Adults 60+ program very well suited to older demographics and may create many partnerships with aligned organisations • Development of allied health model including recruitment of Exercise Physiologists • Separation of access through health club door swipe • 24/7 health club access • Addition of Les Mills classes to attract younger demographics 	<ul style="list-style-type: none"> • Competition from niche gyms and other budget health clubs offering lower membership fees • Lower socio-economic catchment may opt for lower fees (budget gyms) versus full-service approach • High transient population (visitors and non-residing rate payers) create peaks and troughs and will have limited conversion to membership and swim lesson enrolments. <p>Catchment area population has limited ability to create a financially sustainable operating model</p>

2018–19 Goals & Strategies

In pursuit of the creation of a vibrant community hub, Fleurieu Aquatic Centre operations are guided by four strategic goals, each with corresponding objectives. On an annual basis the Centre's leadership and staff teams set specific strategies aligned to the strategic goals and objectives.

The FAC operational 2018/19 Business Plan is also aligned with and supports the Fleurieu Regional Aquatic Centre Authority Strategic Plan 2018/2027 core pillars and goals.



GOAL 1	Community Wellbeing & Participation Deliver innovative programming and facilities linked to the needs of the community
OBJECTIVES	<p>Aquatic Venue – Become a venue of choice for local sporting organisations, for training and competition</p> <p>Marketing, Communication & Sales – Drive effective marketing campaigns which encourage community participation utilising customer centric methodology and technology</p> <p>Community Programming - Offer innovative programming linked to the physical, mental and social needs of the local community</p> <p>Community Connections - Actively encourage meaningful community connections, including both commercial partnerships and community well-being initiatives</p>
2018–19 STRATEGIES	<ol style="list-style-type: none"> 1. Create stronger relationships with childcare facilities, pre and primary schools and libraries within a 10 km radius of facility to enable marketing to students (i.e. poster in centre, handouts, offers, presentations on the importance of learning how to swim) 2. Better promote Birthday Party opportunities, enhancing marketing with clearly articulated options in brochures and on website 3. Increase scope, reach and revenue from Holiday aquatic Sport Programs through increases in efficiency of execution and better marketing (digital advertising) 4. Introduction of Les Mills programming to target younger demographic 5. Host and market two social events for members including morning teas and members quiz night 6. Promote and market Exercise Physiology to existing members 7. Implementation and monitoring of Disability Action Plan (DAP) 8. Further develop the Suspended Swim program and commit to raising \$5k in 18/19 through the program

GOAL 2	People & Culture Build a talented team dedicated to exceptional customer service and building healthy communities
OBJECTIVES	<p>Culture – Actively develop a healthy and happy workplace culture where staff are dedicated to having a positive community impact</p> <p>Attract, Recruit & Retain – Utilise best practice human resources to source a talented team, and provide an inspiring and rewarding workplace to keep talent</p> <p>Customer Service – Deliver an exceptional customer experience, supported by consistently high standards of communication and interaction and fostering a customer-centric culture</p>
2018–19 STRATEGIES	<ol style="list-style-type: none"> 1. Increase staff engagement in annual business planning process, establishing clear strategies incorporated into staff work plans 2. Upskill staff to better engage with members and customers, as well as multi-task across various roles 3. Empower Leadership Team to identify staff with development potential by rewarding those staff with projects and opportunities above and beyond their standard role 4. Implement Ask Nicely customer feedback and survey software, holding Leadership Team accountable to responses and actioning reviews and testimonial 5. Hold 2 staff events to build culture, utilising the opportunity to update staff on organisation/centre updates and successes 6. Recruit locally and develop staff internally and develop career pathways

GOAL 3	Facility, Safety & Quality Deliver a clean, efficient and safe facility that is valued by the community
OBJECTIVES	<p>Facility Presentation – Ensure the facility and staff create an inviting, clean and professional image at all times, and best utilise spaces to fulfil community programming and wellness needs</p> <p>Asset Management – Proactively operate facility efficiently, cost effectively, and aligned with preventative maintenance best practice</p> <p>Health, Safety & Security – Ensure a safe and secure facility at all times through sound risk management</p>
2018–19 STRATEGIES	<ol style="list-style-type: none"> 1. Upgrade the sound system in the group fitness room/crèche to improve the group fitness ‘experience’ 2. Review opening hours (facility / playclub / swimming lesson times/days) to ensure meeting of customer needs (whilst balancing financial impacts) 3. Deliver the Preventative Maintenance Plan following the defect period ensuring alignment with overall Asset Management Plan 4. Increase member secondary spend by expanding retail and cafe offering, completing specific sales and merchandise training, and improving the look of the café area 5. Research and recommend two cost saving initiatives to the Fleurieu Regional Aquatic Centre Authority, demonstrating value in a business case 6. Continue to actively reduce the number of incidents through quality work health and safety management system (WHSMS) training with Duty Managers 7. Assess facility amenity utilisation to ensure the best use of each space, striving to accommodate community demand 8. Implement capital expenditure plan including addition of blinds on the windows in the main pool hall and meeting room

GOAL 4	Compliance & Capability Successfully operate and manage the facility sustainably, responsibly and aligned with stakeholder expectations and requirements
OBJECTIVES	<p>Sustainability – Operate and manage the facility efficiently and economically, demonstrating financial acumen in the delivery of in-demand programs and services which balance revenue generation with community utilisation and management of expenditure</p> <p>Compliance – Fulfil legislative, regulatory, contractual and reporting obligations on time and aligned with quality expectations, encouraging the development of healthy partnership relationships based on trust and transparency</p> <p>Integrity – Operate the facility with professionalism, continually striving for best practice in clarity of communication, efficiency and transparency</p>
2018–19 STRATEGIES	<ol style="list-style-type: none"> 1. Achieve approved Centre budget, and proactively implement initiatives to achieve and surpass agreed Key Performance Indicators (KPIs) 2. Better utilise the combined experience and expertise across YMCA sites by establishing relationships amongst those in similar roles across the organisation 3. Utilise aquatic and recreation facility experience and comparative industry benchmarking to improve the financial performance of the Centre 4. Utilise technology such as automated reporting and dashboards to more effectively and efficiently report on Centre performance


2018–19 Marketing Plan

INITIATIVE	Spring & Summer Major Campaigns <p>Major membership and Swimming Lesson campaigns are held at two peak industry sales periods, September and January. Limited time sign up offers are marketed through a range of online and offline mediums. While primarily executed through YMCA head office, the advertising spend is customised to maximise local impact and opportunity. Marketing directs engagement towards the local website for more information on the offer and encourages immediate online sign-up. The campaign is geared to take advantage of a peak sales period (start of Spring and start of Summer) and push those already in the sales funnel to the purchase phase.</p>
MEDIUMS	Internal and external posters/banners, website, digital advertising (social media, display ads, AdWords, Electronic Direct Mail) and print (local newspaper / publications / mailbox drops).
BUDGET	\$5,000 per campaign (\$1,000 printing, \$4,000 advertising pending which mediums are utilised based on previous results and local conditions)
GOAL	Member growth for each campaign, September/October 34 net gain and January 32 net gain
TIMING	September (4 - 5 weeks) & January (4 – 5 weeks)
EXAMPLE COLLATERAL <div>   </div>	

INITIATIVE	<h2>Membership Promotion & Sales Funnel</h2> <p>In between bi-annual major campaigns, memberships and swimming lessons are promoted through a variety of mediums utilising a consistent message and design linked to the FAC point of difference (full service and multi-amenity). Marketing effectiveness is further increased through collateral which is specifically designed to a specific target market, highlighting perceived benefits specific to that target / membership type.</p> <p>Collateral is placed within the facility and at key catchment area locations. Centre Manager and leadership team will also proactively identify and pursue local opportunities to advertise. For example, older adult organisations are well suited to the promotion of the Active Adults membership, and child care centres are well suited to the promotion of swimming lessons.</p> <p>The membership collateral and advertising sits at the top of the sales funnel (awareness), driving interest to the website (landing page www.fleurieuaquaticcentre.com.au) with the call to action once this is activated online, the prospect enters the CRM software which enables tracking towards conversion and/or continued future efforts to convert.</p>
MEDIUMS	Internal & external posters/banners, Website (landing page), Digital advertising (social media, display ads, AdWords, EDM) and Print (local newspaper / publications).
BUDGET	\$2,500 (spread over 12 months, includes printing, advertising and landing page hosting and optimisation)
GOAL	Achieve annual growth target in memberships of 12% as per the 18/19 budget
TIMING	Ongoing, between major campaigns

EXAMPLE COLLATERAL



INITIATIVE	<h2>Electronic Direct Mail (EDM) & Online Accounts</h2> <p>Customer service plays a large role in the satisfaction and overall retention of members. As a large component of customer service, the YMCA has invested in technology to enable convenient and cost-effective communication and online account convenience.</p> <p>Our integrated EDM system talks directly with our facility and member software, enabling both automated and ad-hoc communications. Examples of these communications include:</p> <ul style="list-style-type: none"> • Ad-hoc notices regarding facility/service updates/changes/closures • Automated emails marketing to prospects in the sales funnel and/or to a 7-day pass holder to encourage and/or incentivise membership • Automated emails to existing members informing of new program opportunities, group fitness offerings and local events/initiatives • Leverage existing membership databases to encourage referrals and ‘spread the word’ on promotions <p>Online accounts allow ‘DIY’ 24/7 access to account management and sales. Example functionality includes online membership purchases and swim lesson enrolments, booking group fitness, checking payment history, updating payment details, and reviewing skill progression for swimming lessons. Online accounts provide customers with the convenience of on-demand access to information.</p>
MEDIUMS	Website (Active Carrot integration with Links)
BUDGET	\$2,000 annual website hosting & maintenance \$3,300 Active Carrot & Eblast subscription fees
GOAL	Retention (average member length of stay over 11 months)
TIMING	Ongoing
<div data-bbox="181 1426 579 1469">EXAMPLE COLLATERAL</div> <div data-bbox="1085 1413 1449 1872">  <p>{FIRST_NAME}</p> <p>Have you considered joining {SITE_SITE_NAME} as an All Access member?</p> <p>Don't get us wrong, we love that you're enjoying swimming lessons at the Y. It's just that we have a really great promotion on until the end of January. So if you've ever thought about it – now's the time!</p> <p>Jump into 2018 and put your health first. Join before Jan 31 and receive 2 WEEKS FREE + NO JOINING FEE!</p> <p>Sign up online using promo code: JOINTHEY2018</p> <p>JOIN THE Y TODAY</p> </div>	

INITIATIVE	<h2>NPS & Proactive Feedback</h2> <p>Net Promoter Score (NPS) surveys are used to proactively gauge and benchmark customer satisfaction and loyalty. A small number of surveys are sent each day to active members which enables:</p> <ul style="list-style-type: none"> Proactive feedback and the ability to immediately address/action feedback before they grow to become larger issues Weekly/monthly/annual and site-to-site comparison to quickly identify satisfaction issues at a particular site, within a particular membership type or at a certain stage in the member lifecycle Automated emails are sent to 'Promoters' (rating 9 or 10) requesting a Google or Facebook review (important marketing tool) Tracking of consistent issues and feedback to guide allocation of future resources
MEDIUMS	Automated random selection of 'active' member emails
BUDGET	\$1,000 (annual Ask Nicely subscription & Links Integration)
GOAL	<ul style="list-style-type: none"> Retention (average member length of stay over 11 months) 4 Google or Facebook reviews per month (48 annually) Average Google review and Facebook review rating of over 4 stars Maintain monthly NPS score above 50
TIMING	Ongoing



INITIATIVE	<h2>Local Initiatives, Programs & Services</h2> <p>As community leisure hubs, each centre deploys a suite of initiatives, programs and services tailored to the local centre and community to drive utilisation. These services can be positioned as ‘value-add’ for members or an additional means of generating utilisation from the community. Initiatives are based on local demand and facilities, leveraging the pooled expertise of all facilities and professional graphic design assistance.</p> <p>As part of a greater community driven strategy, local programs and services are what set us apart from other gym providers as a vibrant community hub.</p>
EXAMPLES	Social media, birthday parties, boot camps / challenges, group fitness launches, give-aways and participation prizes, squad training, exercise physiology, local sponsorship opportunities, festivals/events
MEDIUMS	Internal & external posters/banners, website and social media
BUDGET	\$6,000 annual to be spent on achieving the stated goals
GOAL	<p>Programming and services contributes to:</p> <ul style="list-style-type: none"> • 3% sales growth in recreational swimming • 30% growth in swimming lesson revenue • 86% growth in children’s programs income (including Synchro, birthday parties, Flippa Ball & water polo)
TIMING	Ongoing

EXAMPLE COLLATERAL



The background of the entire page is a photograph of a swimmer underwater, viewed from above. The swimmer's arms are extended upwards, and their head is visible. The water is a deep blue with visible ripples and light filtering through. The swimmer is wearing a dark swimsuit.

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Strategic Plan

The logo for the Fleurieu Regional Aquatic Centre Authority. It features a stylized white wave icon above the text "Fleurieu Regional Aquatic Centre" in white, with "Aquatic Centre" in a bold, blue font. Below this, the word "Authority" is written in a smaller, white font inside a white rectangular box.

Fleurieu Regional
Aquatic Centre
Authority

Our Vision

A vibrant, contemporary, and inclusive facility, embraced by our communities.

Our Mission

A premier aquatic facility that enhances the health and wellbeing of our regional communities.

Who We Are

The Fleurieu Regional Aquatic Centre Authority is a regional subsidiary formed by City of Victor Harbor and Alexandrina Council to enable the joint ownership of the Fleurieu Aquatic Centre.

Since opening in March 2017, the Centre has become a vital contributor to the health and wellbeing of our communities, providing a premier destination for fitness, fun, and social connection.

Led by a board of management, the Authority is responsible for the oversight and management of the Centre in accordance with the Authority Charter and relevant legislation. The Board is supported by an Executive Officer and consists of five members; one elected member from each constituent Council, two independent members, and an independent chairperson.

What We Do

The Fleurieu Aquatic Centre is an important community asset, and it is the role of the Board and the Executive Officer to maximise the value of the facility for the benefit of community health and wellbeing on behalf of constituent Councils.

This Strategic Plan, developed by the Authority Board and Executive Officer, represents the vision of the Authority, and informs the prioritisation of future activity and resources. The ten-year scope of the plan delivers on the requirements of the Local Government Act 1999 and the requirements of the Charter.

The plan identifies four key aspirations to maximise the value and impact of the facility:



The Board will review the Strategic Plan annually as part of the annual budget development process. A more detailed 3-year Business Plan will guide and monitor the operations of the Authority from 2023 to 2025.

Our Aspirations

Aspiration 1 Participation & Awareness

Increase participation and awareness of the Fleurieu Aquatic Centre and its programs and facilities.

Strategies

- 1.1. Engage with our communities, constituent Councils, and other key stakeholders.
- 1.2. Design and deliver facilities, programs, and services in line with community needs and expectations.
- 1.3. Market and communicate to our communities.

Aspiration 2 Social Inclusion

Foster and maximize social inclusion and social activities.

Strategies

- 2.1. Engage with identified stakeholders to develop opportunities for increased participation and social inclusion.
- 2.2. Identify and deliver facilities, services, and programs to improve social inclusion and meet the needs of people with disability.
- 2.3. Advocate to key stakeholders for improved community transport options to the facility.

Aspiration 3 Collaboration

Build relationships and collaborate for improved social, community, and commercial outcomes.

Strategies

- 3.1. Seek opportunities for collaborative approaches to programs and services.
- 3.2. Seek commercial relationships to facilitate improved financial performance.

Aspiration 4 Stewardship

Provide prudent stewardship, striving for sustainability, innovation, and creativity.

Strategies

- 4.1. Care for and manage our assets for the present day and future generations.
- 4.2. Seek solutions to reduce environmental impacts from the operations of the facility.
- 4.3. Provide sound financial management to improve performance of the facility.
- 4.4. Ensure a robust governance and integrity framework to maintain the Authority's integrity, including appropriate management of existing and emerging risk.



Providing a
premier regional
aquatic center



Regional Alignment

City of Victor Harbor Community Plan 2030

- **Aspiration 1:** We are a caring, connected, and active community.
- **Aspiration 4:** We protect our environment.
- **Aspiration 5:** We have services and infrastructure that meet our community's needs.
- **Aspiration 6:** We are a financially sustainable and well-governed organisation.

Alexandrina 2040

- **Key Area 1:** Climate Response.
- **Key Area 2:** Appropriate Growth.
- **Key Area 3:** Community Inclusion.
- **Key Area 4:** Transport Connections.

Southern & Hills LGA Regional Public Health Plan 2015

- **Theme 1:** Healthy Environments.
- **Theme 2:** Healthy Lifestyles.
- **Theme 3:** Planning and Partnerships.

State Public Health Plan 2019-2024

- **Promote:** Build stronger communities and healthier environments.
- **Protect:** Protect against public and environmental health risks and respond to climate change.
- **Prevent:** Prevent chronic disease, communicable disease and injury.
- **Progress:** Strengthen the systems that support public health and wellbeing.



What Success Looks Like

Our facility is recognised as a valuable community asset that returns social value to the community commensurate with the investment.

Our facility is inclusive and accessible, and participants reflect a broad range of community demographics.

Our facility is overseen by an Authority with robust governance to deliver economic, environmental, social, and cultural sustainability.

Our facility is managed to contain the financial investment made by constituent Councils on behalf of our communities.

Our facility and communities benefit from a range of collaborative projects and partnerships.



“

Fleurieu Aquatic Centre is an inclusive destination that contributes to a healthy regional community.

”

To: FRAC Authority Board
From: Danielle Leckie - Acting Executive Officer
Subject: 8.1 Adoption of Confidential Minutes – Authority Board
Date: 28 July 2022
References: Nil
Consultation: Nil
Confidential
Attachments:

Recommendation

Pursuant to section 90(2) of the Local Government Act 1999, the Authority orders that all members of the public be excluded, with the exception of the Acting Executive Officer, on the basis that it will receive and consider item 8.1 Adoption of Confidential Minutes - Authority Board.

The Authority is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Authority is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential to prevent the disclosure of commercial information of a confidential nature (not being a trade secret).

To: FRACA Board
From: Danielle Leckie – Acting Executive Officer
Subject: 8.2 Support Services Agreement
Date: 28 July 2022
References: Nil
Consultation: Nil
Attachments:

Recommendation

Pursuant to Section 90(2) of the Local Government Act 1999, the Board orders that the public be excluded from the meeting, with the exception of the Acting Executive Officer, Danielle Leckie, on the basis it will receive and consider item 8.2 Support Services Agreement.

The Board is satisfied that, pursuant to Section 90(3)(d) of the Act, that the information to be received, discussed, or considered in relation this agenda item is:

Commercial information of a confidential nature (not being a trade secret) the disclosure of which –

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) would, on balance, be contrary to the public interest.*

Accordingly, the Board is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

To: FRAC Authority Board
From: Danielle Leckie – Acting Executive Officer
Subject: 8.3 FRACA Recruitment
Date: 28 July 2022
References: Nil
Consultation: Nil
Attachments: Nil

Recommendation

Pursuant to section 90(2) of the Local Government Act 1999, the Authority orders that all members of the public be excluded, with the exception of the Acting Executive Officer, Danielle Leckie, on the basis that it will receive and consider item 8.3 FRACA Recruitment.

The Board is satisfied, pursuant to section 90(3)(a) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is:

Information of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Accordingly, the Board is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.