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Fleurieu Regional  
**Aquatic Centre**  
Authority

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# **3** Year Business Plan.



# 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 supported for by the community and we believe we have the capability to improve on this valuable asset in what it can deliver for the community and in maximising its return 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.

On presenting the 2024-2026 Business Plan, we look forward to working together with Council and our communities 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.

## Performance Targets

### Financial indicators

The Local Government (Financial Management) Regulations 2011 Part 2, 5(1) requires that the Authority Long Term Financial Plan (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 2023-24 is 54%.

### The key financial measures for the 3 Year Business Plan 2023-26 are:

Indicator	2023/2024	2024/2025	2025/2026
Operating Surplus/(Deficit) Ratio	-17%	-18%	-23%
Own Sourced Income Ratio	54%	60%	59%
Asset Sustainability Ratio	959%	308%	21%

The Authority is focussed on maximising outcomes to improve the on what the centre delivers to the community and performance of centre operations, while aiming to reduce financial contributions by Constituent Councils.

We are proactively focussed on seeking grant opportunities for both large- and small-scale projects and exploring future community and commercial collaborations and opportunities to achieve this. The Authority will also be seeking self-funded lending if required to deliver its long-term goal of improving energy efficiency, with an aim to see a reduction in operational costs.







## 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

During 2023-24, the Authority will be undertaking a market assessment of the centre management contract, we will also be reviewing what measures of performance will be required to align with the Strategic Plan 2023-32 to ensure that delivery of service at the facility is aligned with the Mission and Vision of the Authority.





# ASPIRATIONS OF THE AUTHORITY

## OUR MISSION

A PREMIER AQUATIC FACILITY THAT  
ENHANCES THE HEALTH AND WELLBEING  
OF OUR REGIONAL COMMUNITIES.



## 1 Participation & Awareness

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

<b>STRATEGIES</b>	<ul style="list-style-type: none"><li><b>1.1</b> Engage with our communities, constituent Councils, and other key stakeholders.</li><li><b>1.2</b> Design and deliver facilities, programs, and services in line with community needs and expectations.</li><li><b>1.3</b> Market and communicate to our communities.</li></ul>
<b>ACTIONS</b>	<ul style="list-style-type: none"><li>&gt; Develop and implement a Communications and Engagement Strategy (2023-2024)</li><li>&gt; Investigate and pursue naming rights (2023-2025)</li><li>&gt; Maintain focus on customer service by providing multiple channels for feedback and using feedback to inform decisions (2023-2025)</li><li>&gt; Establish mechanism to co-ordinate promotion, marketing and communications across multiple platforms and channels. (2024-2026).</li></ul>
<b>MEASURES</b>	<ul style="list-style-type: none"><li>&gt; Communications and Engagement Strategy completed, endorsed and implemented.</li><li>&gt; Naming rights agreement in place as appropriate.</li><li>&gt; Net Promoter Score above benchmark and improving.</li><li>&gt; Categorized collection of meaningful feedback in a format to inform decision making.</li></ul>
<b>SUCCESS</b>	<ul style="list-style-type: none"><li>&gt; Our facility is recognised as a valuable community asset that returns social value to the community commensurate with the investment.</li><li>&gt; Our facility is inclusive, accessible, and participants reflect a broad range of community demographics.</li><li>&gt; Our facility is managed to maintain the financial investment made by constituent Councils on behalf of our communities.</li><li>&gt; Our facility and communities benefit from a range of collaborative projects and partnerships.</li></ul>



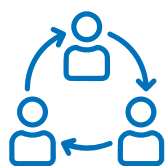


## 2 Social Inclusion

Foster and maximise social inclusion and social activities.

<b>STRATEGIES</b>	<p><b>2.1</b> Engage with identified stakeholders to develop opportunities for increased participation and social inclusion.</p> <p><b>2.2</b> Identify and deliver facilities, services, and programs to improve social inclusion and meet the needs of people with disability.</p> <p><b>2.3</b> Advocate to key stakeholders for improved community transport options to the facility.</p>
<b>ACTIONS</b>	<ul style="list-style-type: none"><li>&gt; Develop relationships with community stakeholders to understand needs and opportunities to increase participation (2024-2025)</li><li>&gt; Undertake gap analysis of current service provision (2023-2024)</li><li>&gt; Facilitate initiatives for implementation, including consideration of funding sources in collaboration with community (2023-2025)</li><li>&gt; Undertake education and implement engagement designed to create a socially inclusive environment at the centre (2024-2026)</li><li>&gt; Access review of centre to identify opportunities to improve external access to centre (2022-2023)</li><li>&gt; Develop plan for implementation to improve centre infrastructure related to access (2023-2024)</li><li>&gt; Implement identified recommendations from access review (2023-2025)</li><li>&gt; Undertake research in conjunction with centre management to determine current needs, gaps and opportunities for community transport (2023-2024)</li><li>&gt; Incorporate community transport solutions into access review as appropriate (2023-2025)</li><li>&gt; Advocate for improved community transport options to the centre (2023-2025)</li></ul>
<b>MEASURES</b>	<ul style="list-style-type: none"><li>&gt; Improvement in services and activities to encourage access for all.</li><li>&gt; Improvement in centre programs to encourage access for all.</li><li>&gt; Increased attendance to centre with feedback supporting the changes as producing positive outcomes.</li><li>&gt; Improved engagement and attendance for people with disability and people from socially diverse backgrounds improved facilities and services for people with disability.</li><li>&gt; Identified transport needs and opportunities.</li><li>&gt; Plan of action developed.</li><li>&gt; Actions delivered, with review of outcomes to measure improvements (incorporating community feedback).</li><li>&gt; Successful implementation of appropriate community transport options.</li></ul>
<b>SUCCESS</b>	<ul style="list-style-type: none"><li>&gt; Our facility is recognised as a valuable community asset that returns social value to the community commensurate with the investment.</li><li>&gt; Our facility is inclusive, accessible, and participants reflect a broad range of community demographics.</li><li>&gt; Our facility and communities benefit from a range of collaborative projects and partnerships.</li></ul>

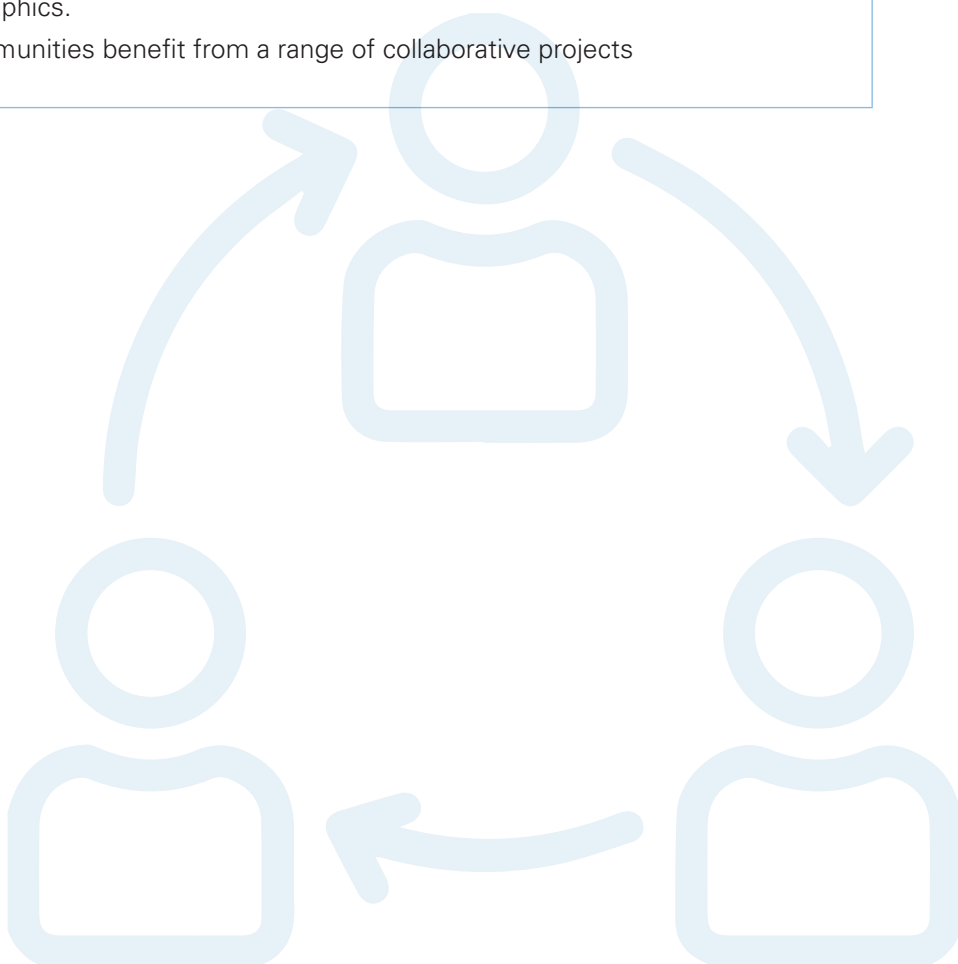




### 3 Collaboration

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

<b>STRATEGIES</b>	<p><b>3.1</b> Seek opportunities for collaborative approaches to programs and services.</p> <p><b>3.2</b> Seek commercial relationships to facilitate improved financial performance.</p>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>&gt; Identify opportunities for the centre to meet community needs for improved social inclusions (2023-2024)</li> <li>&gt; Actively pursue grant funding opportunities to develop programs and facilities in conjunction with community partners as appropriate (2022-2026)</li> <li>&gt; Investigate and pursue commercial relationship opportunities complementary to the centre (2023-2026)</li> <li>&gt; Partner with Swimming SA and other governing bodies, agencies and user groups to deliver events and community activities (2023-2026)</li> </ul>
<b>MEASURES</b>	<ul style="list-style-type: none"> <li>&gt; Improve collaboration in the development, delivery and funding of new and existing services.</li> <li>&gt; Secured future operating and capital grant funds.</li> <li>&gt; Built capability and capacity and actively submitting quantity and quality applications for funding.</li> <li>&gt; Improved outcomes and participation growth.</li> <li>&gt; Actively identify and pursue opportunities for collaboration with commercial benefits to deliver positive outcomes, drive increased participation and reduce direct expenditure.</li> </ul>
<b>SUCCESS</b>	<ul style="list-style-type: none"> <li>&gt; Our facility is recognised as a valuable community asset that returns social value to the community commensurate with the investment.</li> <li>&gt; Our facility is inclusive and accessible, and participants reflect a broad range of community demographics.</li> <li>&gt; Our facility and communities benefit from a range of collaborative projects and partnerships.</li> </ul>







## 4 Stewardship

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

<b>STRATEGIES</b>	<p><b>4.1</b> Care for and manage our assets for the present day and future generations.</p> <p><b>4.2</b> Seek solutions to reduce environmental impacts from the operations of the facility.</p> <p><b>4.3</b> Provide sound financial management to improve performance of the facility.</p> <p><b>4.4</b> Ensure a robust governance and integrity framework to maintain the Authority's integrity, including appropriate management of existing and emerging risk.</p>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>&gt; Review Asset Management Plan and implement identified maintenance and operational improvements (2023-2024)</li> <li>&gt; Evaluate centre performance and functionality, ensuring fit for purpose, compliance with safety standards and accessibility for all (2023-2024)</li> <li>&gt; Undertake review of centre plant and equipment to achieve optimal operating efficiency, and to ensure optimal health outcomes for the community (2023-2024)</li> <li>&gt; Identify strategic investment opportunities and land usage (Master Plan) (2024-2025)</li> <li>&gt; Engage specialist resources to scope and deliver energy efficiency project (2022-2024)</li> <li>&gt; Pursue grant funding support for energy efficiency project implementation (2023-2025)</li> <li>&gt; Develop and adopt Environmental Sustainability Strategy (2024-2025)</li> <li>&gt; Undertake detailed analysis of business operating model and performance (2023-2024)</li> <li>&gt; Undertake procurement process for facility management (2023-2024)</li> <li>&gt; New contract for operation of centre and executed (2023-2024)</li> <li>&gt; Deliver Strategic Risk Framework (2022-2023)</li> <li>&gt; Adopt Governance Framework (2023-2024)</li> </ul>
<b>MEASURES</b>	<ul style="list-style-type: none"> <li>&gt; Develop an understanding of the life expectancy of assets to ensure they are appropriately managed and maintained.</li> <li>&gt; Assets are designed and implemented to deliver as intended and required in order to meet the needs of the centre and are maintained, upgraded or replaced to maximise cost efficiency.</li> <li>&gt; Solar Project is delivered and energy cost savings realised</li> <li>&gt; Environmental Sustainability Strategy endorsed and implemented</li> <li>&gt; Centre plant and equipment review recommendations are actioned to achieve operating and energy efficiencies</li> <li>&gt; The centre is operated at an optimum level of efficiency and effectiveness with best practice positively benchmarked.</li> <li>&gt; Market assessment of the centre management is undertaken to support ongoing improvement in service offering and efficiency.</li> <li>&gt; Strategic and governance documents of Authority are reviewed and their currency is maintained.</li> <li>&gt; The Authority is supported by a robust Risk Framework.</li> </ul>
<b>SUCCESS</b>	<ul style="list-style-type: none"> <li>&gt; Our facility is overseen by an Authority with robust governance to deliver economic, environmental, social, and cultural sustainability.</li> <li>&gt; Our facility is managed to contain the financial investment made by constituent Councils on behalf of our communities.</li> </ul>



# Financial Statements





## Financial Statements - Draft Budget 2023/24

### ESTIMATED UNIFORM PRESENTATION OF FINANCES

	2022/23	2023/24	2024/25	2025/26
<b>OPERATING ACTIVITIES</b>				
Operating Revenues	2,797,245	3,232,007	3,313,465	3,394,655
less Operating Expenses	(3,491,193)	(3,774,608)	(3,913,035)	(4,170,209)
<b>Operating Surplus/ (Deficit)</b>	<b>(693,948)</b>	<b>(542,601)</b>	<b>(599,570)</b>	<b>(775,555)</b>
<b>CAPITAL ACTIVITIES</b>				
<b>less Net Outlays on Existing Assets</b>				
Capital Expense on renewal and replacement of Existing Assets	12,130	110,000	161,861	21,484
less Depreciation, Amortisation and Impairment	(693,948)	(542,601)	(599,570)	(775,555)
less Proceeds from Sale of Replaced Assets				
<b>Net Outlays on Existing Assets</b>	<b>(681,818)</b>	<b>(432,601)</b>	<b>(437,710)</b>	<b>(754,071)</b>
<b>less Net Outlay on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets	-	40,000	-	-
less Amounts received specifically for New and Upgraded Assets				
less Proceeds from Sale of Surplus Assets				
<b>Net Outlays on New and Upgraded Assets</b>		<b>40,000</b>		
<b>Net Lending/ (Borrowing) for Financial Year</b>	<b>(12,130)</b>	<b>(150,000)</b>	<b>(161,861)</b>	<b>(21,484)</b>
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows				
New Borrowings	-	40,000	-	-
Repayment of Principal	-	(755)	(765)	(776)
(Increase)/Decrease in Cash and Investments	12,130	110,755	162,626	22,260
Net Balance Sheet funding (debtors & creditors etc)				
<b>Financing Transactions</b>	<b>12,130</b>	<b>150,000</b>	<b>161,861</b>	<b>21,484</b>

## ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

	2022/23	2023/24	2024/25	2025/26
<b>INCOME</b>				
User Charges	2,036,411	2,274,854	2,334,545	2,392,885
Council Contributions	755,934	934,353	957,560	986,160
Investment Income	4,900	22,800	21,360	15,610
Reimbursements				
Other Income				
Net gain - joint ventures & associates				
<b>TOTAL INCOME</b>	<b>2,797,245</b>	<b>3,232,007</b>	<b>3,313,465</b>	<b>3,394,655</b>
<b>EXPENSES</b>				
Employee Costs				
Materials, contracts & other expenses	2,797,245	3,232,007	3,312,910	3,394,110
Depreciation, amortisation & impairments	693,948	542,601	599,570	775,555
Finance Costs	-	555	-	545
Net loss - joint ventures & associates				
<b>TOTAL EXPENSES</b>	<b>3,491,193</b>	<b>3,774,608</b>	<b>3,913,035</b>	<b>4,170,209</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(693,948)</b>	<b>(542,601)</b>	<b>(599,570)</b>	<b>(775,555)</b>
Amounts specifically for new or upgraded assets				
Asset Disposal & Fair Value Adjustments				
Physical resources received free of charge				
<b>NET SURPLUS/(DEFICIT)</b>	<b>(693,948)</b>	<b>(542,601)</b>	<b>(599,570)</b>	<b>(775,555)</b>
Other Comprehensive Income				
Revaluation of NonCurrent Assets				
Capital Contribution from Councils				
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(693,948)</b>	<b>(542,601)</b>	<b>(599,570)</b>	<b>(775,555)</b>



## ESTIMATED STATEMENT OF FINANCIAL POSITION

	2022/23	2023/24	2024/25	2025/26
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	707,939	600,880	438,254	415,994
Trade & Other Receivables	78,840	158,619	158,619	158,619
Inventories				
<b>TOTAL CURRENT ASSETS</b>	<b>786,779</b>	<b>759,499</b>	<b>596,873</b>	<b>574,613</b>
<b>Non-current Assets</b>				
Financial Assets				
Equity accounted investments in Council businesses				
Infrastructure, Property, Plant & Equipment	16,899,597	28,905,404	28,467,694	27,713,624
<b>TOTAL NON-CURRENT ASSETS</b>	<b>16,899,597</b>	<b>28,905,404</b>	<b>28,467,694</b>	<b>27,713,624</b>
<b>Total Assets</b>	<b>17,686,376</b>	<b>29,664,903</b>	<b>29,064,567</b>	<b>28,288,237</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Trade and Other Payables	137,370	189,462	189,462	189,462
Short Term Borrowings	-	765	776	787
Short Term Provisions	3,173	-	-	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>140,543</b>	<b>190,228</b>	<b>190,238</b>	<b>190,249</b>
<b>Non-Current Liabilities</b>				
Trade and Other Payables				
Long Term Borrowings	-	38,480	37,704	36,917
Long Term Provisions				
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>-</b>	<b>38,480</b>	<b>37,704</b>	<b>36,917</b>
<b>Total Liabilities</b>	<b>140,543</b>	<b>228,708</b>	<b>227,942</b>	<b>227,166</b>
<b>NET ASSETS</b>	<b>17,545,833</b>	<b>29,436,196</b>	<b>28,836,625</b>	<b>28,061,071</b>
<b>EQUITY</b>				
Accumulated Surplus	(3,522,728)	(3,877,781)	(4,477,351)	(5,252,906)
Asset Revaluation Reserve	-	12,245,416	12,245,416	12,245,416
Capital Contribution from Councils	21,068,561	21,068,561	21,068,561	21,068,561
<b>TOTAL EQUITY</b>	<b>17,545,833</b>	<b>29,436,196</b>	<b>28,836,626</b>	<b>28,061,071</b>

## ESTIMATED STATEMENT OF CHANGES IN EQUITY

	2022/23	2023/24	2024/25	2025/26
<b>Accumulated Surplus</b>				
Balance at Beginning of Period	(2,828,780)	(3,335,180)	(3,877,781)	(4,477,351)
Net Surplus / (Deficit) for the year	(693,948)	(542,601)	(599,570)	(775,555)
Transfers from Other Reserves				
Transfers to Other Reserves				
<b>Balance at End of Period</b>	<b>(3,522,728)</b>	<b>(3,877,781)</b>	<b>(4,477,351)</b>	<b>(5,252,906)</b>
<b>Asset Revaluation Reserve</b>				
Balance at Beginning of Period	-	12,245,416	12,245,416	12,245,416
Revaluation Increment				
Transfer				
<b>Balance at End of Period</b>	<b>-</b>	<b>12,245,416</b>	<b>12,245,416</b>	<b>12,245,416</b>
<b>Capital Contribution</b>				
Balance at Beginning of Period	21,068,561	21,068,561	21,068,561	21,068,561
Capital Contributions from Councils				
Equity contribution to Councils				
<b>Balance at End of Period</b>	<b>21,068,561</b>	<b>21,068,561</b>	<b>21,068,561</b>	<b>21,068,561</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>17,545,833</b>	<b>29,436,196</b>	<b>28,836,626</b>	<b>28,061,071</b>



## ESTIMATED STATEMENT OF CASH FLOWS

	2022/23	2023/24	2024/25	2025/26
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts	2,797,245	3,232,007	3,313,465	3,394,655
Payments	( 2,797,245)	( 3,232,007)	( 3,313,465)	( 3,394,655)
<b>Net Cash provided by (or used in) Operating Activities</b>	-	-	-	-
<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>				
<b>Receipts</b>				
Amounts specifically for new or upgraded assets	-	-	-	-
Sale of replaced assets	-	-	-	-
Sale of surplus assets	-	-	-	-
Distribution from Joint Ventures	-	-	-	-
Repayments of Loans by Community Groups	-	-	-	-
<b>Payments</b>				
Purchase of Renewal/Replacement Assets	( 12,130)	( 110,000)	( 161,861)	( 21,484)
Purchase of New/Expansion Assets	-	( 40,000)	-	-
Loans made to Community Groups	-	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	( 12,130)	( 150,000)	( 161,861)	( 21,484)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds from Borrowings - Council	-	40,000	-	-
<b>Payments</b>				
Repayment of Borrowings	-	( 755)	( 765)	( 776)
<b>Net Cash provided by (or used in) Financing Activities</b>	-	39,245	( 765)	( 776)
<b>Net Increase (Decrease) in Cash Held</b>	( 12,130)	(110,755)	( 162,626)	( 22,260)
Cash & cash equivalents at beginning of period	720,069	711,635	600,880	438,254
<b>Cash &amp; cash equivalents at end of period</b>	<b>707,939</b>	<b>600,880</b>	<b>438,254</b>	<b>415,994</b>



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