



Fleurieu Regional
Aquatic Centre

Authority

April 2018

STRATEGIC PLAN 2018-27

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

Fleurieu Regional Aquatic Centre Authority

STRATEGIC PLAN 2018-27

A MESSAGE FROM OUR CHAIR

The Fleurieu Regional Aquatic Centre Authority ('the Authority') was established by its constituent Councils; City of Victor Harbor and Alexandrina Council; to enable the joint ownership of the Fleurieu Aquatic Centre.

Since its opening in March 2017, the centre has become an integral contributor to community health and wellbeing and a community hub for fitness, fun and socialising. The centre is an important community asset for Fleurieu communities.

The Authority Strategic Plan 2018–2027 is guided by the priorities of our constituent Councils which are reflected in the plan goals, which are:

- ❖ to maintain community participation and enthusiasm for the Fleurieu Aquatic Centre (FAC);
- ❖ to foster and maximise social inclusion;
- ❖ to preserve and maximise the brands (FAC and the Authority) as high value, recognised, trusted and valued in the community;
- ❖ to act as a conduit for commercial and community partnerships and collaboration;
- ❖ to care for, protect and improve FAC in line with changing community needs; and
- ❖ to, as far as possible, be financially self-sufficient

This Strategic Plan meets the requirements of the Local Government Act 1999 and our Charter to provide a ten-year Strategic Plan to our constituent Councils. The plan has been formulated by the collective work of the Authority Board and Executive Officer. The plan presents the common vision of the Authority and its constituent Councils for sustainable delivery of Authority Charter objectives.

In developing this inaugural ten-year Strategic Plan, the Authority Board has been mindful that it is operating in a competitive and rapidly changing environment. As such, the plan will be reviewed annually in line with annual Business Plan review and budget development. A more detailed 3-year Business Plan has been developed to guide and monitor the operations of the Authority from 2018 to 2021.

On behalf of the Board of the Authority, it is my pleasure to present the inaugural Strategic Plan 2018-2027.



David Cooke

Chairperson, Fleurieu Regional Aquatic Centre Authority



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ABOUT THE AUTHORITY

Who we are

The Fleurieu Regional Aquatic Centre Authority is a regional subsidiary formed by constituent Councils; City of Victor Harbor and Alexandrina Council to enable the joint ownership of the Fleurieu Aquatic Centre. The governance for the Authority is set out in its Charter, as approved by the Minister for Local Government on 3 August 2015, gazetted on 6 August 2015 and available on our website (<https://www.fleurieuaquaticcentre.com.au/about/fleurieu-regional-aquatic-centre-authority>).

What we do

The Authority's role is to:

- be responsible for the protection, operation, renewal, maintenance and improvement of the Aquatic Centre and its associated facilities and services;
- to promote the services and facilities of the Aquatic Centre;
- to pro-actively manage the business of the Aquatic Centre in a competitive and changing environment;
- to deliver effective and sustainable service provision for the Constituent Councils, customers of the Aquatic Centre and the regional communities of and surrounding the Constituent Councils;
- to contribute to the education and welfare of the Constituent Councils and the wider community through the facilitation of various aquatic programs;
- to foster social inclusion through the provision of a community place providing a variety of aquatic programs and associated services and facilities;
- to maximise participation in and use of the aquatic programs provided at the Aquatic Centre and the facilities and services of the Aquatic Centre by users of all ages and abilities;
- to undertake key strategic and policy decisions for the purpose of enhancing and developing the Aquatic Centre;
- to, as far as possible, be financially self-sufficient.



Organisational structure

The Authority is a body corporate and is governed by the Local Government Act 1999 ('the Act') and its Charter.



The Board

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. The Board consists of five members; one elected member from each Constituent Council and three independent members.

Current members include (pictured left to right):

- ❖ David Cooke (Chairperson / Independent member)
- ❖ John Coombe OAM (Deputy Chairperson / Independent member)
- ❖ Cr Pat Chigwidden (City of Victor Harbor)
- ❖ Alison Kimber (Independent member)
- ❖ Cr Grant Gartrell (Alexandrina Council)
- ❖ Mayor Graham Philp (City of Victor Harbor – Deputy member*)
- ❖ Cr Anne Woolford (Alexandrina Council – Deputy member) *Absent from photo



*Deputy Members are able to act in place of the Board Member appointed by the same Constituent Council if that Board Member is absent or unable for any reason to act as a Board Member.

Our services

The Fleurieu Aquatic Centre activity encompasses the provision and maintenance of a modern Aquatic Centre located at Lot 50, Corner of Waterport Road and Ocean Road, Hayborough South Australia.

Its facilities include:

- an 8 lane, 25 metre lap swimming pool;
- a multi-use hydrotherapy pool;
- children's / program pool;
- zero depth outdoor splash park;
- a crèche facility;
- fitness facilities
- a commercial kiosk;
- plant and equipment rooms;
- dedicated change rooms and toilet facilities;
- office, first aid and lifeguard accommodation;
- dedicated carparking, bus parking, pedestrian linkages and traffic management; and
- other facilities and services as may be provided from time to time

Services and programs include:

- learn to swim
- physical recreation activity to promote health and wellbeing
- sports and competitive activity
- leisure and play activity beneficial to families and children
- recreation activity available to all ages and abilities

More information about the FAC is available on the website <http://www.fleurieuaquaticcentre.com.au/> .



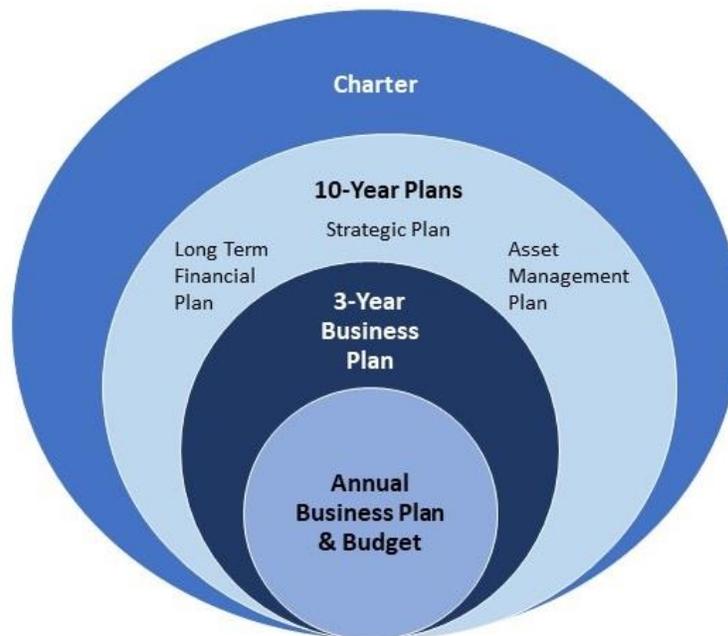
Our funding sources

The Authority is funded by user-pays charges for services delivered at FAC and by contributions from constituent Councils.

The Authority has as one of its core drivers, a focus on reducing the level of Council contributions required to operate and manage FAC. The Authority will continuously strive to improve the financial performance of the business to ensure long term sustainability.

Our operating environment

Authority Planning Context



Charter requirements

The Authority Charter sets out the following planning requirements:

5.5 Long Term Financial Plan	6.1 Strategic Plan	6.2 Business Plan
<p>5.5.1</p> <p>The Authority must prepare and submit to the Constituent Councils for their approval a Long Term Financial Plan covering a period of at least ten (10) years in a form and including such matters which, as relevant, is consistent with Section 122 of the Act and the Local Government (Financial Management) Regulations 2011 as if the Authority were a council.</p>	<p>Consistent with the Long Term Financial Plan set out above, the Authority must:</p> <p>6.1.1 prepare and adopt a Strategic Plan with a minimum operational period of ten (10) years which sets out the goals, objectives, strategies and priorities of the Authority over the period of the Strategic Plan;</p> <p>6.1.2 prepare an Asset Management Plan, with detailed financials for the first ten years;</p> <p>6.1.3 submit the Strategic Plan to the Constituent Councils for their approval</p>	<p>The Authority:</p> <p>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;</p> <p>6.2.4 must ensure the contents of the Business Plan is in accordance with the Act. <i>[Local Government Act]</i></p>

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

OUTCOMES & STRATEGIES

Goal 1: To maintain community participation and enthusiasm for FAC

Outcomes	Measures
<ul style="list-style-type: none"> - FAC is a valued and well utilised community destination for users of all ages and abilities - FAC facilities, services and programs cater for and promote healthy communities and active lifestyles through social and recreational activity 	<ul style="list-style-type: none"> - Year on year growth in FAC performance (membership, swimming lessons, casual admittance and overall attendance) - Member / customer satisfaction surveys

	Strategies
1.1	<p>Develop and implement a Marketing & Communications Plan that:</p> <ul style="list-style-type: none"> • markets and promotes FAC facilities, programs and services to the general community; • markets and promotes FAC facilities, programs and services to specific user groups (community and corporate); • utilises a range of communication and engagement mechanisms and platforms to ensure that messaging reaches all members of the community; • promote participation in the sport of swimming; and • promotes the FAC brand and its relationship with / support from constituent Councils
1.2	<p>Develop and implement a Stakeholder Engagement Plan to engage key stakeholders (including constituent Councils, peak industry associations, local sporting and community groups, schools, allied health professionals and relevant not-for-profit organisations) to:</p> <ul style="list-style-type: none"> • increase awareness of and gather feedback on use of FAC facilities, programs and services; • explore opportunities to develop programs, events and group hire arrangements that support stakeholder and FAC objectives; and • develop opportunities for marketing and promotion of FAC facilities, programs and services • promote participation in the sport of swimming
1.3	<p>Develop and implement a FAC member / customer satisfaction survey and a key stakeholder survey to gather constructive feedback on existing FAC facilities, programs and services and to provide feedback on opportunities for future improvements</p>
1.4	<p>Review FAC facilities, programs and services utilising year-on-year performance data, user demographics, customer and stakeholder survey feedback, and industry intelligence; to ensure offering is innovative, in line with current and emerging trends and in line with community physical, mental and social needs</p>

Goal 2: To foster and maximise social inclusion

Outcomes	Measures
<ul style="list-style-type: none"> - FAC is managed to ensure user safety and caters for the needs of the whole community - FAC is considerate of specific social and disability needs - FAC is perceived by the community as a welcoming and safe 'community place' for recreation and social interaction 	<ul style="list-style-type: none"> - Operational safety and compliance audits - Member / customer satisfaction surveys - Disability Action Plan implementation

Strategies	
2.1	Develop and implement a Disability Action Plan to ensure that FAC facilities, services and programs meet the needs of and are accessible for people with a disability
2.2	Review current user demographics for FAC programs and services to determine customer segments currently underrepresented; and work with identified stakeholders to develop programs and events that encourage participation from those segments (e.g. youth, families and people with special needs)
2.3	Work with identified stakeholders to develop opportunities for participation from at risk members of the community (e.g. disengaged youth)
2.4	Advocate to key stakeholders for improved community transport options to FAC
2.5	Engage local charitable groups, schools and other relevant stakeholder organisations to promote access to swimming at FAC via the Suspended Swim program
2.6	Consider opportunities to increase social inclusion in reviews of existing and development of new FAC programs and services



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!
fleurieuaquaticcentre.com.au | 7078 4150

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

Outcomes	Measures
<ul style="list-style-type: none"> - FAC is recognised by the community as a provider of quality, safe, inclusive, value for money aquatic and fitness facilities, services and programs that meet community needs - The Authority is recognised by key stakeholders as a fair, ethical, responsible and responsive governing body that delivers on its Charter objectives 	<ul style="list-style-type: none"> - Member / customer satisfaction surveys - Year on year growth in FAC performance (membership, swimming lessons, casual admittance and overall attendance) - Stakeholder survey - Authority Board reviews - Contract management reviews

	Strategies
3.1	Determine key FAC brand attributes; appropriate activation strategies, mechanisms and tools (including public relations initiatives and digital marketing and communications); and opportunities to promote brand attributes to the general community and key stakeholder groups
3.2	Establish protocols, roles and responsibilities that ensure FAC quality and service delivery standards are maintained and monitored at agreed levels
3.3	Explore opportunities for co-branding and promotion of the FAC brand with aligned organisations
3.4	Establish a signature event hosted at FAC that promotes the brand and participation in swimming
3.5	Undertake a signage review (directional / wayfinding, promotional) to maximise opportunities to create brand and location awareness
3.6	Build Authority relationships with key stakeholders including constituent Councils, Beyond Today, peak industry associations and other regional stakeholder groups (to be identified)
3.7	Maintain the highest standards for a Local Government Regional Subsidiary in governance, financial and risk management

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

Outcomes	Measures
<ul style="list-style-type: none"> - Key commercial and community stakeholder; and peer to peer relationships established - Initiatives implemented with stakeholder partners that improve FAC and / or Authority performance 	<ul style="list-style-type: none"> - Number and results of initiatives implemented that increase operating revenue, decrease expenses, improve FAC facilities, programs and services; and / or provide other community benefits - Year on year growth in FAC performance (membership, swimming lessons, casual admittance and overall attendance)

	Strategies
4.1	Establish mutually beneficial relationships with neighbouring councils (outside of constituent Council area) that improves FAC and Authority performance
4.2	Promote FAC facilities, services and programs to identified organisations in neighbouring areas (outside of constituent Council areas) including schools and other identified potential user groups
4.3	Establish mutually beneficial relationships with commercial organisations that improve FAC and Authority performance and / or assist FAC to deliver on community needs and improve facilities, services and programs (in line with Charter objectives)
4.4	Explore potential for creation of allied business opportunities that will contribute to meeting community needs (in line with Charter objectives) and improve financial performance
4.5	Establish relationships with owners of similar aquatic centres in South Australia to share intelligence, benchmark data and learnings
4.6	Proactively seek opportunities for collaboration with key stakeholders that improves FAC and Authority performance



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

Outcomes	Measures
<ul style="list-style-type: none"> - FAC is managed and maintained at agreed service levels and in line with the Asset Management Plan - FAC facilities, services and programs meet the needs of the community and expectations of constituent Councils - FAC environmental impact is minimised 	<ul style="list-style-type: none"> - Services delivered in line with agreed Service Levels as set out in Asset Management Plan - Asset maintenance, renewal and replacement programs delivered in line with agreed Maintenance Plan and Asset Management Plan - Member / customer satisfaction surveys - Stakeholder survey - Reduction in energy and water use over time

	Strategies
5.1	Monitor, understand and respond to changing community needs and current and emerging industry trends and consider requirements for review, improvement or expansion of FAC facilities, services and programs
5.2	Manage and improve facilities, services and programs cost-effectively and strategically, whilst maintaining the flexibility to meet changing community needs
5.3	Develop and implement a Maintenance Plan that delivers on Asset Management Plan requirements (including agreed service levels), ensures compliance with warranties and all legislation and regulation relating to FAC operations; and is delivered as cost effectively as possible with minimal interruption to services
5.4	Manage, renew and replace assets; and maintain facilities in line with requirements of the Asset Management Plan, agreed service levels and Maintenance Plan
5.5	Develop and implement the Authority Risk Management Framework including systems to identify and manage risks in line with the Authority Risk Management Policy
5.6	Develop and implement initiatives that reduce the environmental impact of FAC operations and improve financial performance; with a focus on reducing water and energy usage

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

Outcomes	Measures
<ul style="list-style-type: none"> - Delivery of agreed levels of service to existing and future FAC users in the most efficient and cost-effective way - New revenue streams and sustainable cost saving measures implemented (in line with Charter objectives) 	<ul style="list-style-type: none"> - Year on year growth in FAC performance (membership, swimming lessons, casual admittance and overall attendance) - New (profitable) revenue streams established - Net financial benefit of efficiency and effectiveness measures implemented - Reduced quantum of financial contributions required from constituent Councils

Strategies	
6.1	Develop partnerships and proactively seek opportunities to improve overall FAC and Authority performance and cost-effectively respond to changing needs for aquatic and fitness services and programs
6.2	Drive innovation, business improvement and efficiency measures across all areas of FAC and Authority operations without compromising quality and service delivery standards
6.3	Develop initiatives that increase existing or develop new FAC / Authority revenue streams in line with Charter 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 that expand, create new or improve FAC facilities, services and programs • grant funding, sponsorship and philanthropic donations to support delivery of existing or development of new / improved / expanded FAC facilities, services and programs
6.4	Develop a FAC pricing policy that considers: <ul style="list-style-type: none"> • Objectives of the Charter including delivery of services to meet community needs and long-term aim of financial sustainability • Local demographics and facilitating reasonable accessibility for community members • Industry benchmarks for average fees and user charges for similar centres • Maintaining local industry competitiveness
6.5	Ensure FAC is efficiently and sustainably managed by contract operational managers in line with agreed Key Performance Indicators (KPIs) and in line with relevant industry benchmark performance criteria

MEASURING OUR PERFORMANCE

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

Performance criteria	Reporting frequency
Year on year growth in FAC performance: membership, swimming lessons, casual admittance and overall attendance	Monthly
Member / customer satisfaction surveys	To be determined
Stakeholder surveys	To be determined
Operational safety and compliance audits	Monthly
Disability Action Plan implementation	Quarterly
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
Services delivered in line with agreed Service Levels as set out in Asset Management Plan	Monthly
Asset maintenance, renewal and replacement programs delivered in line with agreed Maintenance Plan and Asset Management Plan	Annually
Reduction in energy and water use over time	Annually
Reduced quantum of financial contributions required from constituent Councils	Annually
Meeting of governance and financial management requirements per Authority Charter	Annually
Contract management reviews	Annually

ALIGNMENT TO REGIONAL PLANS AND PRIORITIES

City of Victor Harbor Community Plan 2026

Objective	Approach
Attractive lifestyle and inclusive community	Provide and maintain open space and recreation facilities Encourage community participation and interaction
Services and infrastructure supporting the community	Facilitate access to health, education and community services Provide key community infrastructure

Alexandrina Council Community Strategic Plan 2014-23

Aspiration	Outcome	Strategy
Innovate throughout our region	Productive community assets	Maximise multi- -purpose usage of community assets, fostering social capital
Activate our spaces	Vibrant communities	Encourage diverse, appealing and dynamic use of community (and open) spaces Encourage community ventures and options for participation across sport and recreation for our wellbeing
Activate our spaces	Livability of townships & rural areas	Design and plan for high quality, integrated and healthy spaces and places Enhance the amenity and quality of our recreation and open space areas
Participate in wellbeing	Collaborative community ventures	Better utilise existing community facilities and assess purpose and fit for emerging trends and needs

IMPLEMENTATION

Initial implementation of the Strategic Plan will be achieved via delivery of a detailed 3-year Business Plan that concentrates on the specific actions required to deliver on the Strategic Plan and sets out responsibilities, timeframes and measurable outcomes. The actions in the 3-year Business Plan will be collaboratively delivered by the Authority Executive Officer and FAC Operational Managers.

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.

In line with Charter requirements, the 10-year Strategic Plan will be reviewed at least once every four years.

Document History

VERSION	DOCUMENT	ACTION	DATE
0.1	Draft	Considered by Authority Audit & Risk Management Committee (as a draft)	6 February 2018
0.2	Draft	Considered by Authority Board (as a draft)	16 February 2018
0.3	Final draft	Authority Board endorsement	18 May 2018
1.0	Approved version 1.0	Alexandrina Council – Council endorsement City of Victor Harbor – Council endorsement	3 September 2018 23 July 2018

Fleurieu Regional Aquatic Centre Authority
Address | C/- PO Box 267, Angaston SA 5353
Phone | 0418 296 767

Email | leonie@leonieboothby.com.au

