

Monday, 14 May 2018

Contact for Apologies: Leonie Boothby, Executive Officer

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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: Friday 18 May 2018

TIME: 10am

PLACE: Alexandrina Council Office – 11 Cadell St Goolwa, Large Meeting Room

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

Yours faithfully



Leonie Boothby

Executive Officer

Please be advised that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999

Board Meeting Agenda

Date & Time: Friday 18 May 2018 at 10am

LOCATION – Alexandrina Council Office – 11 Cadell St Goolwa, Council Chamber

1. ATTENDANCE

David Cooke (Chairperson)
John Coombe OAM (Deputy Chairperson)
Alison Kimber
Councillor Pat Chigwidden
Councillor Grant Gartrell
Mayor Graham Philp (Deputy Elected Member Representative)
Councillor Anne Woolford (Deputy Elected Member Representative)

2. APOLOGIES

3. MINUTES OF THE PREVIOUS MEETING

Minutes of previous meeting – for confirmation: 18 April 2018

4. BUSINESS ARISING

- 4.1 Adjourned matter – Confidential - FRACA000138 Draft YMCA Operational Management Key Performance Indicators
- 4.2 Resolutions Report and Work Program

5. PRESENTATIONS

Nil

6. REPORTS

- 6.1 Audit & Risk Management Committee: Minutes
- 6.2 Draft Public Consultation Policy
- 6.3 Public consultation – strategic management plans 2018-2027
- 6.4 Policy reviews & noting of Policy / Key Document Review Schedule
- 6.5 2017-18 Third Quarter Budget Review Report

7. MATTERS FOR DISCUSSION

- 7.1 LGFA Depreciation Reserve Funds
- 7.2 Alexandrina Council consideration of FRACA 3-Year Business Plan and 2018-19 Budget

8. URGENT BUSINESS WITHOUT NOTICE

9. CONFIDENTIAL REPORTS

Nil

NEXT MEETING

Ordinary meeting: Friday 20 July 2018, 10am – City of Victor Harbor – Encounter Room, Civic Centre, 1 Bay Road, Victor Harbor

CLOSURE

To:	FRACA Audit & Risk Management Committee	From:	Executive Officer
Subject:	Adjourned matter – Confidential - FRACA000138 Draft Operational Management Key Performance Indicators 2018-19		
Meeting date:	18 May 2018	Item:	4.1
Reference(s):	FRAC Authority Charter		
Consultation:	Area Manager, YMCA SA		
Attachments:	Nil		

CONFIDENTIAL ITEM – Public agenda version

PURPOSE

The purpose of this report is to seek endorsement from the Fleurieu Regional Aquatic Centre Authority (Authority) Board of the draft Key Performance Indicators for YMCA South Australia for management and operations of the Fleurieu Aquatic Centre for 2018-2019.

RECOMMENDATIONS

That the Authority:

- 1) Under the provisions of Section 90(2) of the Local Government Act 1999 make an order that the public be excluded from the meeting, except for Ms Leonie Boothby, Executive Officer; and Ms Elizabeth Williams, General Manager Organisation & Community, Alexandrina Council; in order to consider in confidence a report relating to Section 90(3)(d) of the Local Government Act 1999:
(d) 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;
relating to the consideration of draft Key Performance Indicators for YMCA South Australia for management and operations of the Fleurieu Aquatic Centre for 2018-2019, being information that must be considered in confidence in order to ensure that the Authority does not disclose commercial information of a confidential nature (not being a trade secret); and
- 2) Accordingly, on this basis, the Authority is satisfied that public interest in conducting meetings 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).

Substantiation:

The matter of the agenda item being consideration of draft Key Performance Indicators for YMCA South Australia for management and operations of the Fleurieu Aquatic Centre for 2018-2019 pursuant to Section 90(3)(d) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence to ensure that commercial information of a confidential nature (not being a trade secret); is not divulged.

Board Report

There is strong public interest in enabling members of the public to observe the Authority's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a meeting of the Authority is one means of satisfying this interest. The public will only be excluded from a meeting of the Authority when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that discussion will include discussion pertaining to the disclosure of commercial information of a confidential nature (not being a trade secret) that may prejudice the commercial position of the person who supplied the information or confer a commercial advantage on a third party.

On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweigh the factors in favour of the public interest of open decision making.

- 3) Having considered this matter in confidence under Section 90(2) and 90(3)(d) of the Local Government Act 1999, makes an order pursuant to Section 91(7) and (9), that the agenda report, associated documents and minutes in relation to the 18 April 2018 confidential item 9.2, *Draft Operational Management Key Performance Indicators 2018-2019*, be kept confidential and not available for public inspection other than information required to be released in accordance with any relevant requirements of Section 91(8) of the Local Government Act 1999; and

In accordance with (3) above and Section 91(9)(c) of the Local Government Act 1999, authorises the Executive Officer to review and revoke the order.

To:	FRAC Authority Board	From:	Executive Officer
Subject:	Resolutions Report and Work Program		
Meeting date:	18 May 2018	Item:	4.2
Reference(s):	Local Government Act 1999 FRAC Authority Charter v2.0		
Consultation:	Nil		
Attachments:	4.2.1 Work Program 4.2.2 Resolutions Register		

PURPOSE

The purpose of this report is to provide a record of Fleurieu Regional Aquatic Centre Authority ('Authority') resolutions and outstanding actions; the work program and associated action list with status updates.

RECOMMENDATION

That the Authority note the Work Program and Resolutions Report as at 18 May 2018.

INFORMATION

The Fleurieu Regional Aquatic Centre Authority is established under section 43 of the Local Government Act 1999 and is required to operate in accordance with its Charter and the legislation.

Work Program

The Work Program detailing programmed actions and status is attached.

Outstanding Resolutions

The Resolutions Report listing all resolutions from the previous meeting, with a progress note as relevant, is attached.

Summary

The Resolutions Report and Work Program is a standing item at each board meeting.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance - there is no direct risk with noting the report. The board must manage its governance risk of implementing decisions of the Board and associated actions as well as work required by the Local Government Act 1999 s 99 (1) (a) and the Charter within approved budgets and required timeframes. This report provides a mechanism for the Board to monitor progress of resolutions, work and actions and to manage the associated governance risk.

Compliance / regulatory – there is no direct risk with noting this report. This report assists the Board to achieve compliance with the Local Government Act 1999 and the Charter.

BUDGET IMPLICATION

There is no direct budget implication with noting the progress of the outstanding actions, the work program and action list. Resource implications associated with specific resolutions and actions are considered in specific reports.

February – November 2018

The dates listed below indicate board meetings; the actions list likely work at those meetings. The actions listed have been determined largely from the Charter and in consideration of the work required in the first few years to establish the Authority and operations at the Fleurieu Aquatic Centre (FAC) facility.

Workshops, out-of-session decision making and feedback to the Executive Officer from Board Members; and special meetings may be required to progress work in a timely manner and meet key deadlines.

This work program is subject to review, additions, deletions and amendment, therefore, the work program should be 'noted' by the Board but not 'endorsed' as it will need to remain a live document. The Executive Officer is to maintain the Work Program and provide Board Members with updated versions as appropriate.

Date	Action	Status
Friday 16 February 2018	Adopt Strategic Plan 2018-27	Completed
	2017/18 Second Quarter Budget Review	Completed
	Workshop: Draft 2018/19 Annual Business Plan & Budget	Completed
Wednesday 18 April 2018	Adopt Fees & Charges 2018/19	Completed
	Adopt 2018/19 Operating & Capital Budgets	Completed
	Adopt 3-Year Authority Business Plan (incorporating FAC 2018/19 Business & Marketing Plan)	Completed
	Adopt Long Term Financial Plan	Completed
	Adopt Asset Management Plan	Completed
	Adopt Operational Management Key Performance Indicators 2018/19	<i>In progress</i>
	Process for review of contract performance Operational Managers	Completed
Friday 18 May 2018	2017/18 Third Quarter Budget Review	
	Policy review: Risk Management, Procurement, Allowances & Reimbursement of Expenses, Communication, Informal Gatherings, Records Management	
	Investment plan - Depreciation Reserve funds	
	Policy – Public consultation	
	Strategic management plans – Public consultation & provision to constituent Council for approval	

Date	Action	Status
Friday 21 July 2018	Adopt 2018/19 Annual Business Plan & Budget Review contract performance Operational Managers FRACA Charter Review Policy review: Internal Financial Control Risk management framework Board Review	
Friday 28 September 2018	Financial Statements 2017/18 Annual Report 2017/18 Audit & Risk Management Committee annual report to the Board Competitive Neutrality Review Contract Executive Officer (expires 4 February 2019) Partnership Proposals (draft criteria & process)	
Friday 9 November 2018	2018/19 first quarter budget review Policy review: WHS Contractor Management Policy, Work Health Safety & Return To Work Policy Audit & Risk Management Committee Self-Assessment Draft delegations register	

Document History

VERSION	DOCUMENT	ACTION	DATE
0.1	Draft	Board induction	1 April 2016
0.2	Draft	Board meeting	29 April 2016
1.0	Version 1.0	As amended at the Board meeting	
1.1	Version 1.1	Draft presented to July Board Meeting Report	29 July 2016
2.0	Version 2.0	As noted at the Board meeting	
2.1	Version 2.1	Draft presented with the October Board Meeting Report	21 October 2016
3.0	Version 3.0	As noted at the Board meeting	
3.1	Version 3.1	Draft presented with the December Board Meeting Report	16 December 2016
4.0	Version 4.0	As noted at the Board meeting	
4.1	Version 4.1	Draft presented with the February 2017 Board Meeting Report	17 February 2017
5.0	Version 5.0	As noted at the Board meeting	
5.1	Version 5.1	Draft presented with the April 2017 Board Meeting Report	18 April 2017
6.0	Version 6.0	As noted at the Board meeting	
6.1	Version 6.1	Draft presented with the May 2017 Board Meeting Report	26 May 2017
7.0	Version 7.0	As noted at the Board meeting	
7.1	Version 7.1	Draft presented with the July 2017 Board Meeting Report	28 July 2017
8.0	Version 8.0	As noted/amended at the Board meeting	
8.1	Version 8.1	Draft presented with the September 2017 Board Meeting Report	22 September 2017
9.0	Version 9.0	As noted/amended at the Board meeting	
9.1	Version 9.1	Draft presented with the November 2017 Board Meeting Report	17 November 2017
10.0	Version 10.0	As noted/amended at the Board meeting	
10.1	Version 10.1	Draft presented with the February 2018 Board Meeting Report	16 February 2018
11.0	Version 11.0	As noted/amended at the Board meeting	
11.1	Version 10.1	Draft presented with the April 2018 Board Meeting Report	18 April 2018
12.0	Version 11.0	As noted/amended at the Board meeting	
12.1	Version 10.1	Draft presented with the May 2018 Board Meeting Report	18 May 2018

Fleurieu Regional Aquatic Centre Authority - Resolutions (PUBLIC)

Meeting date: 18 May 2018							
Meeting Date	Resolution Number	Agenda Item No.	Resolution	Moved	Seconded	Status	Notes
10-Feb-17	FRACA00051	Concerns raised to the Authority by local health and fitness operators	That the Authority notes advice received from Wallmans Lawyers dated 6 February 2017 regarding the need for a review of the Authority Charter and endorses the Authority Executive Officer to refer the matter to Norman Waterhouse Lawyers for review and changes as required.	Mr David Cooke	Cr Pat Chigwidden	In progress	Normans review completed and recommended changes provided. <i>Will be considered as part of next review of Charter by the Authority.</i>
17-Feb-17	FRACA00056	Correspondence with health and fitness operators	That the Fleurieu Regional Aquatic Centre Authority: 1) Continue with implementation of the Fleurieu Aquatic Centre model and supporting plans as directed by constituent Councils and South Australian and Australian Government partners; 2) Develop formal criteria and a process for future consideration of partnership proposals; and 3) In line with the above, convey to the health and fitness operators that the Board has considered the proposals put forward [received via email by the Chairperson and Executive Officer from Mr Bruce Konings and dated 14 February 2017] and determined not to progress with either proposal at this point in time.	Mr David Cooke	Cr Pat Chigwidden	In progress	<i>Formal criteria and a process for future consideration of partnership proposals to be developed</i>
	FRACA00057	Correspondence with health and fitness operators	That the Fleurieu Regional Aquatic Centre Authority supports the Chairperson and Executive Officer to seek further legal advice in relation to correspondence with health and fitness operators.	Ms Alison Kimber	Cr Madeleine Walker	To be determined	
18-Apr-17	FRACA00060	Board Out of Session decision – Transition assistance – Great Southern Swimming Club	That the Fleurieu Regional Aquatic Centre Authority ('the Authority') provide transition assistance to the Strathalbyn Amateur Swimming Club (now operating as Great Southern Swimming Club) ('the Club') as follows: Maximum level of waiver of lane hire fees: <i>[refer minutes for table of maximum waiver levels]</i> . Noting that transition assistance is provided to the Club on the following conditions: i. The above waivers are set as a maximum for each year. Milestone membership achievement levels and corresponding reductions in fee waiver are to be agreed between the Authority and the Club with the aim of sustainably reducing the level of fee waiver as soon as practicable. ii. Club representatives to meet with YMCA SA on a quarterly basis to discuss levels of swimmer numbers and progress towards achievement of membership targets. iii. The Club is to provide a three-year Business Plan to the Authority that sets out key actions required to work towards financial sustainability; including payment of FAC lane hire fees in full by 30 June 2020. And; that the Authority Executive Officer be authorised to work with YMCA SA to negotiate with the Club to determine reasonable, agreed milestone Club membership levels and corresponding waiver reductions.	Ms Alison Kimber	Cr Madeleine Walker	In progress	<i>Club continuing to work towards achievement of requirements. Further update to be provided to July 2018 meeting.</i>
28-Jul-17	FRACA00084	Payment of sitting fees to Constituent Council Board Members	Councillor Pat Chigwidden and Mayor Graham Philp each declared a conflict of interest regarding consideration of payment of sitting fees to constituent Council Board Members and absented themselves from the discussion. That the Authority: 1. Notes the recent resolutions of the constituent Councils regarding the payment of sitting fees to Constituent Council Board Members; 2. Determines not to pay sitting fees to Constituent Council Board Members nor to Deputy Board Members; and 3. Notes that recommendations will be developed as part of the next review of the Authority Charter to provide clarity around the payment of sitting fees to Board Members to reflect payment to Independent Board Members only.	Mr David Cooke	Ms Alison Kimber	In progress	<i>Charter to be reviewed.</i>
28-Jul-17	FRACA00087	Process to establish Audit & Risk Committee	That the Authority: 1. Adopts the draft Terms of Reference for establishment of the Fleurieu Regional Aquatic Centre Authority Audit and Risk Management Committee in line with agreed parameters; and proposed process for appointment of an Independent Member of the Committee; 2. Notes that recommendations will be developed at the next review of the Authority Charter to • delegate authority to the Authority Board to appoint Authority Board Members to the Committee and to appoint an Independent Member to the Committee; • delegate authority to the Constituent Council Chief Executive Officers to appoint Council Officers to the Committee; and • increase the term of appointment for an Independent Member and Council Officer members to a maximum of four years with terms to be staggered to ensure continuity; and note that terms of Authority Board Members on the Committee will be in line with their terms of appointment as a Board Member; and 3. Notes that following the changes to the Charter, corresponding changes will be reflected in a revised Terms of Reference.	Mr John Coombe	Ms Alison Kimber	In progress	<i>Charter to be reviewed.</i>

Fleurieu Regional Aquatic Centre Authority - Resolutions (PUBLIC)

Meeting date: 18 May 2018							
Meeting Date	Resolution Number	Agenda Item No.	Resolution	Moved	Seconded	Status	Notes
22-Sep-17	FRACA00109	7.1 Contract Performance Review – Executive Officer	<i>[Please note: Executive Officer, Leonie Boothby, left the room for the duration of the discussion.]</i> That the Board congratulate the Executive Officer on her high performance over the past 12 months in the role. That due to the increased demands upon the Executive Officers role that discussions be held with the Executive Officer in a further six months' time to assess key performance indicators, targets and time commitments of the role. Alison Kimber and David Cooke to undertake these discussions and report back to the Board.	David Cooke	John Coombe	In progress	<i>Further discussion to be held in May 2018</i>
22-Sep-17	FRACA00110	URGENT BUSINESS WITHOUT NOTICE - Fleurieu Aquatic Centre - Swimming into Action - Graphic Artwork - Draft Project Scope	That the Authority endorse the Fleurieu Aquatic Centre Swimming into Action Graphic Artwork Project Scope.	Alison Kimber	David Cooke	In progress	EO to undertake tender process to implement project in collaboration with Swimming Into Action group. <i>Group has not responded to request for confirmation of funding - EO to follow up</i>
17-Nov-17	FRACA00120	Board review - process and timing	1. That the Authority requests the Executive Officer to coordinate a meeting of the Selection Panel to consider the following recommendation: a) That greater clarity to existing Charter requirements relating to 'Board Annual Performance Review' and efficiencies benefits be considered by instigating two levels of review; that being 'internal' and 'external' as per the descriptions noted in this report; b) That an internal review be undertaken in March 2018 and an external review be undertaken in July 2019 2. That following the determination by the Selection Panel as to the timing and scope for the Board Review, that the Executive Officer implement resultant actions as required; 3. That any resultant recommendations for changes to the Charter be noted for consideration as part of a future Charter review.	Cr Pat Chigwidden	Alison Kimber	To be actioned	<i>Review proposed to be undertaken Jun/July 2018</i>
16-Feb-18	FRACA00126	Strategic Plan 2018-27	1. Receives and endorses the draft Strategic Plan 2018-2027 for community consultation; noting that the Strategic Plan may be subject to future amendment as required. 2. Endorses the Public Consultation Plan (contained in the agenda report) to obtain feedback on the draft plan for the period 22 February to 15 March 2018 inclusive and bring a further report on the outcome of the consultation to the 20 April 2018 Board Meeting.	John Coombe	Alison Kimber	In progress	Public consultation period concludes 16 May
18-Apr-18	FRACA00127	Out of Session Resolution - Fees & Charges 2018/19	That the Fleurieu Regional Aquatic Centre Authority adopt the following fees and charges for the Fleurieu Aquatic Centre for 2018-19 noting that fees include GST <i>[refer to Minutes for detail of fees and charges]</i>	David Cooke	Cr Pat Chigwidden	No further action	
18-Apr-18	FRACA00128	Minutes of previous meeting	That the minutes of the previous Fleurieu Regional Aquatic Centre Authority meeting held on Friday 16 February 2018 as circulated be confirmed as a true and accurate record.	Cr Pat Chigwidden	Alison Kimber	No further action	
18-Apr-18	FRACA00129	Resolutions Report and Work Program	1.That the Authority note the Work Program and Resolutions Report as at 18 April 2018. 2.That the Authority note that the timing for consideration of the draft Risk Management Framework and Depreciation Reserve Investment Plan will be delayed due to volume of work required of Executive Officer on development of Strategic Management Plans.	Cr Grant Gartrell	Cr Pat Chigwidden	No further action	
18-Apr-18	FRACA00130	6.2 Draft 3-Year Business Plan 2018-2021 (incorporating Authority Business Plan 2018-19 & FAC Business & Marketing Plan 2018-19) & Budget 2018-19	1.That the Authority recommend to the constituent Councils the 3-Year Business Plan 2018-2021 (incorporating the 2018-2019 Authority Business Plan and 2018-2019 Fleurieu Aquatic Centre Business & Marketing Plan); and 2.That the Authority recommend to the constituent Councils the 2018-19 Budget with Operating Expenses of \$3,252,353 and estimated cash as at 30 June 2019 of \$1,470,516.	Alison Kimber	Cr Pat Chigwidden	No further action	Draft 3-Year Business Plan & Budget 2018-19 provided to constituent Councils for approval
18-Apr-18	FRACA00131	6.3 Draft Asset Management Plan 2018-2027	That the Authority: 1.Receives and endorses the revised draft Asset Management Plan 2018-2027 for community consultation; noting that the Asset Management Plan may be subject to future amendment as required. 2.Endorses the Public Consultation Plan (contained in the report) to obtain feedback on the draft plan for the period 26 April to 16 May 2018 inclusive and bring a further report on the outcome of the consultation to the 18 May 2018 Board Meeting.	Cr Pat Chigwidden	Cr Grant Gartrell	In progress	Public consultation period concludes 16 May

Fleurieu Regional Aquatic Centre Authority - Resolutions (PUBLIC)

Meeting date: 18 May 2018							
Meeting Date	Resolution Number	Agenda Item No.	Resolution	Moved	Seconded	Status	Notes
18-Apr-18	FRACA00132	6.4 Draft Long Term Financial Plan 2018-2027	That the Authority: 1.Receives and endorses the draft Long Term Financial Plan 2018-2027 for community consultation; noting that the Long Term Financial Plan may be subject to future amendment as required. 2.Endorses the Public Consultation Plan (contained in this report) to obtain feedback on the draft plan for the period 26 April to 16 May 2018 inclusive and bring a further report on the outcome of the consultation to the 18 May 2018 Board Meeting.	Alison Kimber	Cr Grant Gartrell	In progress	Public consultation period concludes 16 May
18-Apr-18	FRACA00133	7.2 Contract Executive Officer	That the Authority offer Leonie Boothby & Associates Pty Ltd a six-month extension of contract; and form a working party to define the future role expectations of the Executive Officer, including discussion with the constituent Council CEOs.	Cr Pat Chigwidden	Alison Kimber	In progress	Contract extended to 4/2/2019. Working party to be formed
18-Apr-18	FRACA00134	9.1 Audit & Risk Management Committee: Confidential Minutes	That the Authority: Under the provisions of Section 90(2) of the Local Government Act 1999 make an order that the public be excluded from the meeting, except for Ms Leonie Boothby, Executive Officer and Ms Elizabeth Williams, General Manager Organisation & Community, Alexandrina Council; in order to consider in confidence a report relating to Section 90(3)(d) of the Local Government Act 1999: (d) 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; relating to the consideration of unconfirmed confidential minutes of the Fleurieu Regional Aquatic Centre Authority Audit & Risk Management Committee meeting held on 22 March 2018; which includes information that must be considered in confidence in order to ensure that the Authority does not disclose commercial information of a confidential nature (not being a trade secret); and Accordingly, on this basis, the Authority is satisfied that public interest in conducting meetings 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). Substantiation: The matter of the agenda item being consideration of unconfirmed confidential minutes of the Fleurieu Regional Aquatic Centre Authority Audit & Risk Management Committee meeting held on 22 March 2018 pursuant to Section 90(3)(d) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence to ensure that commercial information of a confidential nature (not being a trade secret); is not divulged. There is strong public interest in enabling members of the public to observe the Authority's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a meeting of the Authority is one means of satisfying this interest. The public will only be excluded from a meeting of the Authority when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making. In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that discussion will include discussion pertaining to the disclosure of commercial information of a confidential nature (not being a trade secret) that may prejudice the commercial position of the person who supplied the information or confer a commercial advantage on a third party. On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweigh the factors in favour of the public interest of open decision making.	Cr Grant Gartrell	Alison Kimber	No further action	
18-Apr-18	FRACA00136	9.1 Audit & Risk Management Committee: Confidential Minutes	That the Authority, having considered this matter in confidence under Section 90(2) and 90(3)(d) of the Local Government Act 1999, makes an order pursuant to Section 91(7) and (9), that the agenda report, associated documents and minutes in relation to the 18 April 2018 confidential item 9.1, Audit & Risk Management Committee - Confidential Minutes 22 March 2018, be kept confidential and not available for public inspection other than information required to be released in accordance with any relevant requirements of Section 91(8) of the Local Government Act 1999; and In accordance with Section 91(9)(c) of the Local Government Act 1999, authorises the Executive Officer to review and revoke the order.	David Cooke	Cr Pat Chigwidden	No further action	

Fleurieu Regional Aquatic Centre Authority - Resolutions (PUBLIC)

Meeting date: 18 May 2018							
Meeting Date	Resolution Number	Agenda Item No.	Resolution	Moved	Seconded	Status	Notes
18-Apr-18	FRACA00137	9.2 Draft YMCA Operational Management Key Performance Indicators	<p>That the Authority:</p> <p>1)Under the provisions of Section 90(2) of the Local Government Act 1999 make an order that the public be excluded from the meeting, except for Ms Leonie Boothby, Executive Officer and Ms Elizabeth Williams, General Manager Organisation & Community, Alexandrina Council; in order to consider in confidence a report relating to Section 90(3)(d) of the Local Government Act 1999:</p> <p>(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—</p> <p>(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</p> <p>(ii) would, on balance, be contrary to the public interest;</p> <p>relating to the consideration of draft Key Performance Indicators for YMCA South Australia for management and operations of the Fleurieu Aquatic Centre for 2018-2019, being information that must be considered in confidence in order to ensure that the Authority does not disclose commercial information of a confidential nature (not being a trade secret); and</p> <p>2)Accordingly, on this basis, the Authority is satisfied that public interest in conducting meetings 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).</p> <p>Substantiation:</p> <p>The matter of the agenda item being consideration of draft Key Performance Indicators for YMCA South Australia for management and operations of the Fleurieu Aquatic Centre for 2018-2019 pursuant to Section 90(3)(d) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence to ensure that commercial information of a confidential nature (not being a trade secret); is not divulged.</p> <p>There is strong public interest in enabling members of the public to observe the Authority's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a meeting of the Authority is one means of satisfying this interest. The public will only be excluded from a meeting of the Authority when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.</p> <p>In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that discussion will include discussion pertaining to the disclosure of commercial information of a confidential nature (not being a trade secret) that may prejudice the commercial position of the person who supplied the information or confer a commercial advantage on a third party.</p> <p>On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweigh the factors in favour of the public interest of open decision making.</p>	Alison Kimber	David Cooke	No further action	
18-Apr-18	FRACA00139	9.2 Draft YMCA Operational Management Key Performance Indicators	<p>That the Authority: Having considered this matter in confidence under Section 90(2) and 90(3)(d) of the Local Government Act 1999, makes an order pursuant to Section 91(7) and (9), that the agenda report, associated documents and minutes in relation to the 18 April 2018 confidential item 9.2, Draft Operational Management Key Performance Indicators 2018-2019, be kept confidential and not available for public inspection other than information required to be released in accordance with any relevant requirements of Section 91(8) of the Local Government Act 1999; and</p> <p>In accordance with Section 91(9)(c) of the Local Government Act 1999, authorises the Executive Officer to review and revoke the order.</p>	Alison Kimber	Cr Pat Chigwidden		

To:	FRAC Authority Board	From:	Executive Officer
Subject:	Audit & Risk Management Committee - Minutes 26 April 2018		
Meeting date:	18 May 2018	Item:	6.1
Reference(s):	Local Government Act 1999		
Consultation:	Nil		
Attachments:	Audit & Risk Management Committee - Confidential Minutes 26 April 2018		

PURPOSE

To receive the unconfirmed minutes of the Fleurieu Regional Aquatic Centre Authority Audit & Risk Management Committee meeting held on 26 April 2018.

RECOMMENDATION

That the Authority receive the unconfirmed minutes of the Fleurieu Regional Aquatic Centre Authority Audit & Risk Management Committee meeting held on 26 April 2018.

INFORMATION

Minutes

The unconfirmed minutes for the meeting of the Audit & Risk Management Committee held on Thursday 26 April 2018 are provided as an attachment to this report.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance - the recommendation meets the requirements of the Charter and legislation. Low risk.

BUDGET IMPLICATION

Nil

Date: Thursday 26 April 2018

Location: Alexandrina Council Office – 11 Cadell St Goolwa, Large Meeting Room

Meeting opened at 10:05am

1. ATTENDANCE

Present:

Ian Swan (Independent Chairperson)

Alison Kimber (Deputy Chairperson & FRACA Board Member) (via telephone)

John Coombe OAM (FRACA Board Member)

Elizabeth Williams (General Manager Organisation & Community, Alexandrina Council)

Kellie Knight-Stacey (Interim Director Corporate & Community Services City of Victor Harbor)

In attendance:

Leonie Boothby, Executive Officer

2. APOLOGIES

Nil

3. CONFLICT OF INTEREST

Nil

4. MINUTES OF THE PREVIOUS MEETING

Moved: Mr John Coombe

Seconded: Ms Kellie Knight-Stacey

FRACA-ARMC0015 That the minutes of the previous Fleurieu Regional Aquatic Centre Authority Audit & Risk Management Committee meeting held on Thursday 22 March 2018 as circulated be confirmed as a true and accurate record.

CARRIED

5. BUSINESS ARISING

5.1 Resolutions Report and Work Program

Moved: Ms Elizabeth Williams

Seconded: Mr John Coombe

FRACA-ARMC0016

1. That the Committee note the Work Program and Resolutions Report as at 26 April 2018.
2. That the Committee note that the timing for consideration of the draft Risk Management Framework will be delayed due to volume of work required of Executive Officer on development of Strategic Management Plans.

CARRIED

6. PRESENTATIONS

Nil

7 REPORTS

7.1 Draft Public Consultation Policy

Moved: Ms Elizabeth Williams

Seconded: Ms Alison Kimber

FRACA-ARMC0017 The Committee recommend to the Authority that the draft Public Consultation Policy be adopted.

CARRIED

7.2 Policy reviews & noting of Policy / Key Document Review Schedule

Moved: Ms Kellie Knight-Stacey

Seconded: Ms Elizabeth Williams

FRACA-ARMC0018: That the Committee:

1. Recommend to the Authority the proposed revisions on the following Authority policies / documents:
 - Risk Management Policy
 - Procurement Policy
 - Allowances & Reimbursement of Expenses Policy
 - Communication Policy
 - Informal Gatherings Policy
 - Records Management Policy
 - Code of Conduct for Board Members
 - Code of Practice for Meeting Procedures
2. Note the schedule for future policy / key document review.

CARRIED

7.3 2017-18 Third Quarter Budget Review Report

Moved: Ms Kellie Knight-Stacey

Seconded: Mr John Coombe

FRACA-ARMC0019 That the Committee recommend that

1. The Authority, for the period ending 31 March 2018, adopts a Budget Review with Operating Expenses of \$3,058,666 and estimated cash at end of reporting period of \$867,589.
2. The 2017-18 Annual Business Plan and Budget be amended to reflect the variances as authorised by the Authority.
3. The Authority recommend the Budget Review (as at 31 March 2018) and the budget variations contained therein to the constituent Councils for endorsement; noting that no additional funds will be requested from constituent Councils at this stage.

CARRIED

8 MATTERS FOR DISCUSSION

8.1 Investment plan – LGFA Depreciation Reserve Funds

Moved: Ms Kellie Knight-Stacey

Seconded: Mr John Coombe

FRACA-ARMC0020 That the committee recommend:

1. That the Executive Officer liaise with the external auditor to ascertain the appropriate level of Depreciation Reserve funds to be held by the Authority at this time;
2. That the Authority consider future treatment of Depreciation Reserve funds with a view to making a recommendation to constituent Councils around reducing future contributions from the Councils; and
3. That the Authority Charter be updated if changes to treatment of Depreciation Reserve funds are approved by constituent Councils.

CARRIED

8.2 Risk Management Framework

A verbal update of progress towards development of the Authority Risk Management Framework was provided by the Executive Officer.

9. URGENT BUSINESS WITHOUT NOTICE

10. CONFIDENTIAL REPORTS

Nil

11. NEXT MEETING

10am, Thursday 5 July 2018, City of Victor Harbor – Council Chambers, Civic Centre, 1 Bay Road, Victor Harbor

CLOSURE

Meeting closed at 11:30am

To:	FRACA Board	From:	Executive Officer
Subject:	Draft Public Consultation Policy		
Meeting date:	18 May 2018	Item:	6.2
Reference(s):	Local Government Act 1999 FRAC Authority Charter		
Consultation:	Nil		
Attachments:	Draft Public Consultation Policy		

PURPOSE

The purpose of this report is to seek feedback from the Fleurieu Regional Aquatic Centre Authority (Authority) on the draft Authority Public Consultation Policy.

RECOMMENDATION

That the Authority endorse the Public Consultation Policy.

INFORMATION

With reference to the Authority Charter - *Section 3.3 Functions of the Board - In addition to the functions of the Board set out in the Local Government Act 1999*, the functions of the Board include:

Clause 3.3.8 – developing and adopting such policies and procedures as give effect to good governance and administrative practices.

A draft Public Consultation Policy was considered by the Authority Audit & Risk Management Committee at its meeting on 26 April 2018 which recommended the draft to the Authority Board. The draft Public Consultation Policy is provided as an attachment to this report.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance – the recommendation meets the requirements of the Charter and legislation. *Low risk.*

BUDGET IMPLICATION

There are no direct budget implications associated with the recommendation.

PUBLIC CONSULTATION POLICY

Date and Reference of FRAC Authority Resolution	
Review Frequency	Biennial Review
Review Date	
Next Review Due	
Policy/File Number	
Related Documents	
Applicable Legislation	Local Government Act 1999

1. OVERVIEW

The Fleurieu Regional Aquatic Centre Authority ('Authority') is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Authority and the community. This Policy sets out the steps the Authority will take to establish partnerships and encourage community involvement in planning and decision making regarding the services the Authority provides and the management of community resources.

The Authority aims to ensure that appropriate and cost-effective methods are used to inform and involve the local community, key stakeholders and interested parties relevant to the specific circumstances of each consultation topic. The Authority recognises the community expectation of good governance through transparency and accountability. These principles are embodied in this policy and the Authority's strategic planning framework.

This Policy addresses the key elements of both communication and consultation.

2. PURPOSE

The objective of this policy is to engage community members, community groups, organisations and businesses in the Authority's problem solving, planning and decision making.

Public consultation processes aim to:

- inform community members, groups and organisations about specific decisions likely to affect them
- ensure all views are considered in planning and decision making
- create joint visions that speak to multiple interests and concerns
- initiate action to resolve issues and problems.

Overall, the public consultation policy aims to inspire people, groups and organisations to take an active role in caring for and enriching their community. This builds the longer-term capacity of the Authority and the community members it serves, to work together for a healthier, safer and more vibrant community.

Further objectives of the public consultation process are to:

- communicate the interests and meet the process needs of the participants
- seek out and facilitate the involvement of those potentially affected
- involve participants in defining how they participate

Public Consultation Policy

- provide participants with the information they need to participate in a meaningful way
- communicate to participants how their input affected the decision
- increase public confidence in the Authority and its management of resources
- provide a continuing partnership between the Authority and the community.

3. DEFINITIONS

In this Policy, unless the contrary intention appears, these words have the following meanings:

Communication	The one-way provision of information by an Authority representative to stakeholders (internal or external). Communication includes but is not limited to, advertisements, emails, letters, newsletters, brochures, phone calls, door knocks, signs, displays, drawings and models.
Constituent Councils	City of Victor Harbor and Alexandrina Council
Consultation	The two-way provision of information by an Authority representative to stakeholders (internal or external) that enables them to respond, expressing concerns and identifying issues, so these can be considered before making a final decision. Consultation includes, but is not limited to, discussion, written submissions, surveys, group meetings, workshops, displays, public events, and formal advisory committees. Consultation provides opportunities to clarify information, raise issues and discuss ideas and options.

4. POLICY PRINCIPLES

Some key principles of this policy include:

- Those affected by a proposal, project or substantive issue have the right to be informed and have the opportunity to participate
- The consultation program should be interesting, equitable, inclusive and adequately resourced
- The purpose, expected outcomes and decision-making process should be clearly communicated to all parties participating
- Consultation techniques should seek to maximise opportunity for participation and flexibility regarding the choice of an appropriate technique
- Consultation objectives should be matched with appropriate techniques
- The consultation policy should be constantly evaluated against its objectives and modified accordingly to meet changing needs
- Participants should be provided feedback as part of the decision process.

Consultation

The Authority will determine on a case by case basis at the time of its resolution whether consultation is required.

Documentation

To assist in demonstrating that public consultation processes are fair, transparent and accountable; cost effective and meet community needs, the Authority will document all consultation processes.

5. DELEGATIONS

The Authority Executive Officer has the authority to implement this policy.

Public Consultation Policy

5. AVAILABILITY OF THIS POLICY

This Policy will be available on the [Fleurieu Aquatic Centre Website](#).

6. REVIEW

This Policy shall be reviewed by the Authority at a minimum within two (2) years of issued date.

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	

To:	FRACA Board	From:	Executive Officer
Subject:	Strategic Management Plans – Outcome of community consultation		
Meeting date:	18 May 2018	Item:	6.3
Reference(s):	Local Government Act 1999 FRAC Authority Charter		
Consultation:	Nil		
Attachments:	Strategic Plan 2018-2027 Asset Management Plan 2018-2027 Long Term Financial Plan 2018-2027		

PURPOSE

The purpose of this report is to summarise feedback received from the community following the Fleurieu Regional Aquatic Centre Authority (Authority) resolutions in February and April 2018 regarding its draft ten-year strategic management plans (please refer Attachments 1 to 3) (the plans) and provide recommendations for action.

RECOMMENDATION

That the Authority:

1. **Receives and notes the report containing the outcome of public consultation on the draft Strategic Plan 2018-2027, Asset Management Plan 2018-2027 and Long Term Financial Plan 2018-2027; and**
2. **Recommends the draft Strategic Plan 2018-2027, Asset Management Plan 2018-2027 and Long Term Financial Plan 2018-2027 to the constituent Councils for approval.**

INFORMATION

At its meeting on 16 February 2018, the Authority Board resolved as follows:

6.2 Strategic Plan 2018-27

Moved: Mr John Coombe

Seconded: Ms Alison Kimber

FRACA000126 That the Authority:

1. Receives and endorses the draft Strategic Plan 2018-2027 for community consultation; noting that the Strategic Plan may be subject to future amendment as required.
2. Endorses the Public Consultation Plan (contained in the agenda report) to obtain feedback on the draft plan for the period 22 February to 15 March 2018 inclusive and bring a further report on the outcome of the consultation to the 20 April 2018 Board Meeting.

CARRIED

Subsequent to the 16 February 2018 Board meeting, it was proposed that the public consultation process for the Authority Strategic Plan 2018-2027, Asset Management Plan 2018-2027 and Long Term Financial Plan 2018-2027; be run concurrently.

Board Report

At its meeting on 18 April 2018, the Authority Board resolved as follows:

6.3 Draft Asset Management Plan 2018-2027

Moved: Cr Pat Chigwidden

Seconded: Cr Grant Gartrell

FRACA000131 That the Authority:

1. Receives and endorses the revised draft Asset Management Plan 2018-2027 for community consultation; noting that the Asset Management Plan may be subject to future amendment as required.
2. Endorses the Public Consultation Plan (contained in the report) to obtain feedback on the draft plan for the period 26 April to 16 May 2018 inclusive and bring a further report on the outcome of the consultation to the 18 May 2018 Board Meeting.

CARRIED

6.4 Draft Long Term Financial Plan 2018-2027

Moved: Ms Alison Kimber

Seconded: Cr Grant Gartrell

FRACA000132 That the Authority:

1. Receives and endorses the draft Long Term Financial Plan 2018-2027 for community consultation; noting that the Long Term Financial Plan may be subject to future amendment as required.
2. Endorses the Public Consultation Plan (contained in this report) to obtain feedback on the draft plan for the period 26 April to 16 May 2018 inclusive and bring a further report on the outcome of the consultation to the 18 May 2018 Board Meeting.

CARRIED

The public consultation period ran from 26 April to 16 May 2018 inclusive. The Consultation Plan was presented to the Authority as part of the Agenda Reports on 18 April 2018 and approved at that time.

The Consultation Plan is included again for information as **Appendix 1**.

DISCUSSION

All written submissions received as at close of business 16 May 2018 have been included in full within **Appendix 2** with the exception of any personal addresses/contact details, which have been removed.

Where a written response, point of clarification or response to a specific question has been provided by the Authority Executive Officer directly to the individual, this is also included in full in the comment section alongside the related submission.

A total of three formal submissions were received during the consultation period. All feedback received was registered as 'other' (as opposed to being specifically addressed to any one of the plans) and related to operational matters.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance – the recommendation meets the requirements of the Charter and legislation. *Low risk.*

BUDGET IMPLICATION

There are no direct budget implications associated with the recommendation.

Consultation Plan

Communication method	Estimated costs	Target	Responsibility	Outlet
Media release	Internal resources	Community	Authority Executive Officer	Victor Harbor Times Southern Argus
Fleurieu Aquatic Centre (FAC) member direct email	Internal resources	FAC members	YMCA	FAC member database
Public notice	\$600 (excl. GST)	Community	Authority Executive Officer	Victor Harbor Times Southern Argus
FAC website	Internal resources	Community	Authority Executive Officer / YMCA	www.fleurieuaquaticcentre.com.au
Council websites	Internal resources	Community	Authority Executive Officer / Council officers	https://mysay.alexandrina.sa.gov.au/my-say-alexandrina http://www.yoursay.victor.sa.gov.au/

Public consultation results

#	Respondent	Summary of Submission	Officers' Comments
1	Kate Ellison	<p>(Online response) Submitted on: 2018-05-09 18:37:27</p> <p>Feedback Topics*: Other</p> <p>Your feedback:</p> <p>Fabulous facility that has motivated me to lose 9kgs in 11 months. The staff are all terrific and encourage everyone to work well and safely.</p>	<p>11 May 2018 via email</p> <p>Hi Kate,</p> <p>Thank you for taking the time to provide your feedback; I will include your comments in the formal responses.</p> <p>Kind regards</p> <p>Leonie Boothby Executive Officer</p>
2	James Down	<p>(Online response) Submitted on: 2018-04-27 23:52:08</p> <p>Feedback Topics: Other</p> <p>Your feedback:</p> <p>I have lived in the area for all my life waiting for a pool to finally open and when it finally did I couldn't help it feel somewhat disappointed, it's very basic and boring sure there's a kid pool and that's very exciting if you're three but for teenagers and people in their 20s and 30s it's incredibly plain. Other aquatic centres have waterslides and giant inflatable courses and fun things and ours is just dull. But otherwise it's okay. It's just.... Nothing special.</p>	<p>11 May 2018 via email</p> <p>Hi James,</p> <p>My apologies for the delay in reply.</p> <p>Thank you for taking the time to provide your feedback; I will include your comments in the formal responses.</p> <p>Just by way of information, the centre does have a pool inflatable that is used for children's parties and for scheduled use in school holidays.</p> <p>Kind regards</p> <p>Leonie Boothby Executive Officer</p>
3	Vittoria Shaw	<p>(Online response) Submitted on: 2018-05-16 12:01:18</p> <p>Feedback Topics: Other</p> <p>Your feedback:</p> <p>Therapy pool to have extended hours especially in the morning. I recommend a 2 morning opening at 7.30am especially on busy therapy morning days of Tues and Thursday so that people who require early start have the opportunity of space to work in. Also cube boxes to be installed in the therapy pool area as all seating is often totally taken up with bags towels etc.</p>	<p>17 May 2018 via email</p> <p>Hi Vittoria,</p> <p>Thank you for taking the time to provide your feedback; I will include your comments in the formal responses.</p> <p>We will investigate options for temporary storage of towels and bags etc. in the hydrotherapy pool area.</p> <p>In terms of public opening hours for the hydrotherapy pool, we will note your feedback in our next review.</p> <p>Kind regards</p> <p>Leonie Boothby Executive Officer</p>

*Feedback Topics: Respondents utilising the online form were asked to select as many of the below feedback topics as applicable:

- ☐ Strategic Plan 2018 – 2027
 ☐ Asset Management Plan 2018 – 2027
 ☐ Long Term Financial Plan 2018 – 2027
☐ Other



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*

DRAFT

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

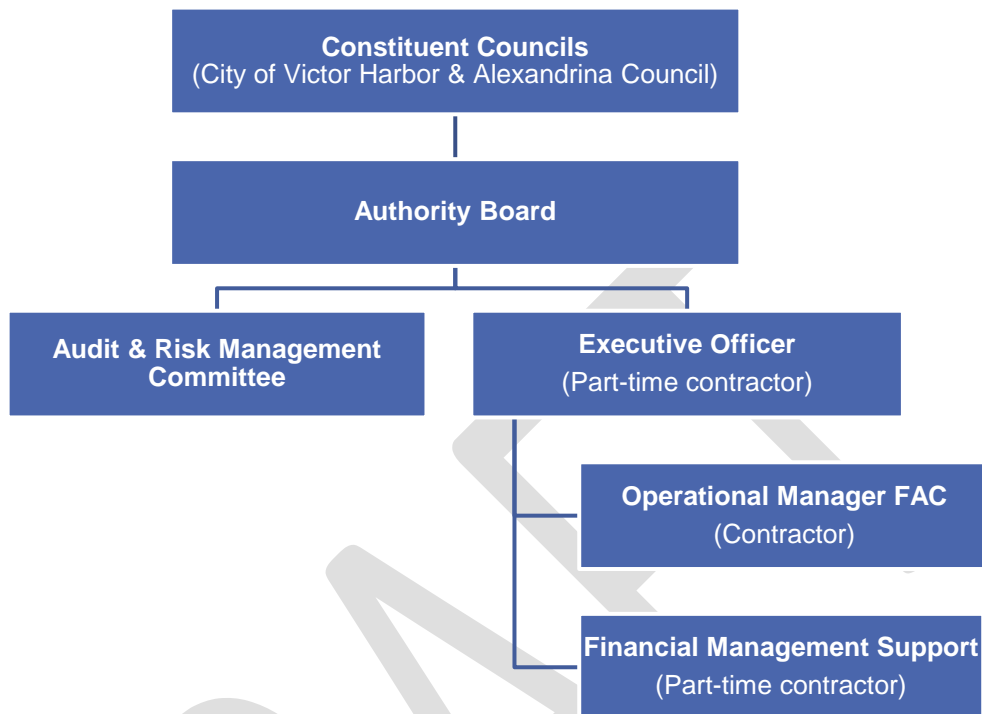
The Authority's role is to:

- 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

5.5.1

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.

6.1 Strategic Plan

Consistent with the Long Term Financial Plan set out above, the Authority must:

- 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;
- 6.1.2 prepare an Asset Management Plan, with detailed financials for the first ten years;
- 6.1.3 submit the Strategic Plan to the Constituent Councils for their approval

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

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	<p>Develop initiatives that increase existing or develop new FAC / Authority revenue streams in line with Charter objectives including:</p> <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	<p>Develop a FAC pricing policy that considers:</p> <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	20 April 2018
1.0	Approved version 1.0	Alexandrina Council – Council endorsement City of Victor Harbor – Council endorsement	

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April 2018

ASSET MANAGEMENT PLAN 2018-27

DRAFT

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	Authority Board endorsement for the purposes of public consultation	18 April 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	

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner whilst outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

This plan covers the infrastructure assets of the Fleurieu Aquatic Centre (FAC) that provides Fleurieu Peninsula communities with a modern aquatic and recreation facility; enhancing the lifestyle and wellbeing of the area. FAC provides an 8 lane 25m swimming pool, multi-use program pool and hydrotherapy pool, outdoor splash park, fitness facility and child minding.

1.2 Asset Description

These assets include:

Asset category	Written down value as at 30 June 2017
Buildings & other structures	\$12,302,737
Furniture & fittings	\$3,775,515
Plant & equipment	\$1,129,873
Infrastructure	\$3,666,703
Total	\$20,874,828

1.3 Levels of Service

The Authority Charter provides:

5. Financials

5.2 Financial Contributions

5.2.1 The Constituent Councils will contribute funds to the Authority as set out in the Budget adopted by the Authority and approved by the Constituent Councils.

5.2.2 The Constituent Councils may agree to provide the Authority with additional funds at any

time on such terms and conditions, if any, as determined by the Constituent Councils.

Based on the continued provision of financial contributions from Constituent Councils, funding levels will be sufficient to provide existing services at current levels in the medium term.

1.4 Future Demand

The main demands for new services are created by:

- Customers
- Constituent Council requirements

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

1.5 Lifecycle Management Plan

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AMP); including operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period; is **\$6,537,609** or **\$653,761** on average per year.

1.6 Financial Summary

What we will do

Estimated available funding for this period is **\$6,647,000** or **\$665,000** on average per year as per the Long Term Financial Plan (LTFP) or budget forecast. This is **100%** of the cost to sustain the current level of service at the lowest lifecycle cost.

Funding requirements to support the AMP have been sufficiently accommodated in the LTFP.

Projected Operating and Capital Expenditure

Victor Harbor CC - Projected and Budget Expenditure for (Fleurieu Aquatic Centre _S2_V1)

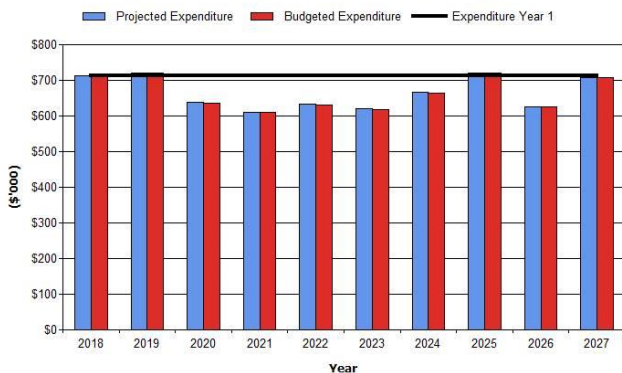


Figure Values are in current (real) dollars.

We plan to provide aquatic services for the following:

- Operation, maintenance, renewal and upgrade to our assets to meet service levels set in annual budgets.
- Carry out annual inspections to ensure that they align with the condition assessments, renewal and new/upgrade plans within the 10-year planning period.

Quality

Building assets will be maintained in a 'fit for purpose' condition. Defects found or reported that are outside of the service standard will be repaired.

Function

Building asset attributes will be maintained at a safe level and associated signage and equipment will be provided as needed to ensure public safety. The following key functional objectives will be met:

- Building assets will be managed in an efficient and cost-effective manner
- Facilities will be suitable for their intended use and meet user requirements
- Annual budgets will be provided for asset renewal in line with forecast rate of consumption

Safety

The building is inspected regularly for remedial maintenance and structural integrity.

The key objective is to be proactive in managing risks and public liability.

What we cannot do

Works and services that cannot be provided under present funding levels are:

- Create new services and provide new assets without impacting on budgets

Managing the Risks

Our present funding levels are sufficient to continue to manage risks in the medium term.

1.7 Asset Management Practices

Our systems to manage assets include:

- Information prepared by consultants Rider Levett Bucknall 2017
- Asset register ongoing maintenance (in Microsoft Excel)

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year; or

Method 2 uses capital renewal expenditure projections from external condition modelling systems; or

Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 3 was used for this AMP.

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Develop long term financial targets cognisant of the funding requirements of this plan
- Undertake improvements highlighted in table 8.1 of this plan
- Undertake further work as required to quantify the desired levels of service
- Continue to explore options to reduce energy consumption and costs.

2. INTRODUCTION

2.1 Background

This AMP communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The AMP is to be read in conjunction with the following Authority planning documents:

- Strategic Plan 2018-2027
- Long Term Financial Plan 2018-2027
- Asset Accounting Policy
- Disposal of Land & Assets Policy
- Three Year Business Plan

The assets covered by this AMP are shown in Table 2.1. These assets are used to provide the following services:

- 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

Table 2.1: Assets covered by this Plan

Asset Category	Replacement Value	Written Down Value 30 June 2017
Building & other structures	\$12,407,742	\$12,302,737
Furniture & Fittings	\$3,818,733	\$3,775,515
Plant & equipment	\$1,147,485	\$1,129,873
Infrastructure	\$3,694,601	\$3,666,703
TOTAL	\$21,068,561	\$20,874,828

2.2 Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Linking to a LTFP which identifies required, affordable expenditure and how it will be allocated.

2.3 Core and Advanced Asset Management

This AMP is prepared as a 'core' AMP over a 10 year planning period in accordance with the International Infrastructure Management Manual¹. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectation

The construction of FAC was funded by the Constituent Councils with funding support from the Federal Government and the State Government's Community, Recreation and Sport Facilities Program. The aim of the State Government funding program is to support the strategic objective of increasing the proportion of South Australians participating in sport or physical recreation at least once per week to 50% by 2020. The federal government funding was provided for *'the provision of an indoor aquatic centre to provide health, sport and recreation facilities for the growing communities around Victor Harbor and Goolwa'*.

The provision of an aquatic centre at or near the City of Victor Harbor had been supported in a number of studies undertaken between 2001 and 2011. In summary, all reports resulting from these studies had identified the establishment of an aquatic centre as a service which should be available to southern Fleurieu Peninsula communities.

A business case was undertaken by the Constituent Councils in 2013 in respect of establishing a regional aquatic centre which incorporated a health and fitness studio. The business case examined population trends and anticipated demand for a regional aquatics facility, the aquatic and health and fitness markets relevant to a regional aquatic centre and the financial viability of a regional aquatic centre. The Business Case concluded that a regional aquatic facility would operate at a loss in each of the first five years of operation and would require a subsidy from the Constituent Councils. To meet their obligations under section 48 of the LG Act, the Constituent Councils commissioned a prudential review in respect of the establishment of an aquatic centre.

Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist the Authority and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Table 3.1: Community Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Number of customers satisfied with the facilities		√			
Number of customers satisfied with the service provided		√			

This a continuous measure of the offered facilities and service provided; over the next two years a higher degree of results will be known.

¹ IPWEA, 2015, IIMM.

3.2 Strategic and Corporate Goals

This AMP is prepared in line with the direction set by the Authority in its Strategic Plan 2018-2027.

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

Our mission: We are an independent governing body that directs the delivery of a regional indoor aquatic centre.

Relevant Strategic Plan goals and outcomes and how these are addressed in this AMP are:

Table 3.2: Goals and how these are addressed in this Plan

Goal	Outcomes	How Goal and Outcomes are addressed in AMP
To maintain community participation and enthusiasm for FAC	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	By providing a sustainable community facility aligned to our annual budget and LTTP
To foster and maximise social inclusion	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	By providing a sustainable community facility aligned to our annual budget and LTTP
To care for, protect and improve FAC in line with changing community needs	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	By providing a sustainable community facility aligned to our annual budget and LTTP
To, as far as possible, be financially self-sufficient	Delivery of agreed levels of service to existing and future FAC users in the most efficient and cost-effective way	By providing a sustainable community facility aligned to our annual budget and LTTP

3.3 Legislative Requirements

As a local government regional subsidiary, the Authority has to meet many statutory requirements of both National and State legislation. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a LTFP supported by Infrastructure and Asset Management Plans for sustainable service delivery.
Development Act 1993	An Act that regulates development in South Australia in the design and use of land and buildings.
Environmental Health Act	An Act that regulates responsibilities in maintaining public health.
Environment Protection Act	An Act that covers the protection of the environment
South Australia Work Health and Safety Act 2012 South Australia Work Health and Safety Regulations 2012	An Act and Regulations that provides for the Health, Safety and Welfare of Workers.
Disability Discrimination Act 1992	An Act that provides for the non-discrimination of people based on a disability.
Electrical Wiring Code AS3000	States the management and maintenance of electrical installations.
Relevant Australian & International Standards	International Standards Other relevant standards applicable to buildings.
Building Code of Australia 2014	States the minimum requirements for the design, construction and maintenance of buildings.
Royal Lifesaving – Guidelines for Safe Pool Operation	Guideline for safe pool staffing and operations to ensure public safety.
SA Health Department	Legislative requirements to manage water quality and safe food preparation.
SA Water	Requirements for safe discharging and refilling of pool water and backwash water.
Mutual Liability Scheme	Sets out role, purpose, responsibilities of local government entities in managing risk and liabilities.
Other relevant State and Federal Acts and Regulations	As appropriate

3.4 Customer Levels of Service

Service levels are defined in two terms; customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the AMP are:

Quality How good is the service ... *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose *Is it the right service?*

Capacity/Use Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current LTTP.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Table 3.4: Customer Level of Service

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective: Customer Satisfaction Survey				
Quality	<ul style="list-style-type: none"> Facilities are maintained properly Service provided to the community meets expectations Facilities are at a quality or standard suitable for their purpose 	<ul style="list-style-type: none"> Customer Survey Customer requests Number of complaints received 	Yet to be measured. Planned over the next 2 years	At least 85% of respondents rate their satisfaction as fairly satisfied or better, in surveys of customers
Function	<ul style="list-style-type: none"> Facilities are suitable for intended use Facilities meet the needs of users and provide opportunity for aquatic based recreation activities and learn to swim programs Easy to access Fit for their use, recreation or competition 	<ul style="list-style-type: none"> Analysis of Customer Service Requests relating to functionality Customer Survey 	Yet to be measured. Planned over the next 2 years	At least 85% of respondents rate their satisfaction as fairly satisfied or better, in surveys of customers
Safety	Safe, user and worker friendly building and facilities	Incidents per 1000 visits Facility Hazard Inspections Number of reported injuries with associated insurance claims	Less than 1 incident per 1000 visits (reported monthly) Facility Hazard Inspection completed monthly and any non-conformances addressed in a timely manner	Less than 1 incident per 1000 visits Electronic audit completed monthly; report provided; any non-conformances addressed in a timely manner
	Building fire safety and security systems maintained	Regular servicing of firefighting equipment, emergency lighting and security systems	100% servicing carried out in accordance with building standards	100% servicing carried out in accordance with building standards

	Maintaining the quality of the pool water	Regular servicing and testing of plant and water quality	100% servicing carried out in accordance with health regulations and relevant standards	100% servicing carried out in accordance with health regulations and relevant standards
Capacity and Use	Grow member numbers year on year Grow annual attendance	Number of members Annual attendance	Membership as at 30 June 2017 was 770	Annual targets set 2017/18 targets: <ul style="list-style-type: none"> • Membership 850 • Annual attendance 187,259 visits
Responsiveness	Adequately respond to requests and complaints Meet reasonable response times	Respond to complainant within agreed timeframe	95% of requests and complaints completed within agreed timeframe	95% of requests and complaints completed within agreed timeframe
Compliance	Compliance with Building Code of Australia and related legislative/ technical standards (structural adequacy, access / egress, firefighting, lighting & ventilation.	All new work and significant refurbishment to comply with current standards Water quality to comply with required standards.	Work carried out in accordance with building standards Water quality compliant with health regulations and relevant standards	Development Act approval and compliance with Building Code of Australia
Accessibility	Disability accessible facilities provided	Complaints received	Disability Action Plan developed to address any access issues Less than five complaints per year	Disability Action Plan developed Less than five complaints per year
	Signage and information meets corporate standards	Regular survey of signage	Annual review	Annual review
Capacity/ Utilisation	Sufficient facilities available for use for the number of users Not overused	Analysis of Customer Service Requests Customer Survey	Yet to be measured	At least 85% of respondents rate their satisfaction as fairly satisfied or better, in surveys of customers

3.5 Technical Levels of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleaning, mowing grass, energy, inspections, etc.)
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. building and structure repairs)
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- Upgrade/New – the activities to provide a higher level of service (e.g. replacing a pipeline with a larger size) or a new service that did not exist previously.

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.²

Table 3.5 shows the technical levels of service expected to be provided under this AMP. The 'Desired' position in the table documents the position being recommended in this AMP.

Table 3.5: Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Legislative compliance	Compliance	Compliance Audit	100% Compliance	100% Compliance
Quality	Building and facilities maintained at least cost and greatest usage	Condition Assessment	Condition rating <1	Condition rating <2
Quantity	Meet community needs within limits of affordability	Assess needs against demand and ability to fund	High Standards Provided	Adequate facilities within budgetary constraints
Reliability / availability	Asset condition and fit-for-purpose	Condition Assessment	Condition assessment <1	Condition assessment <2
Function	Facilities meet user requirements	Condition Assessment Customer Request System	Condition assessment <1	Condition assessment <2

² IPWEA, 2015, IIMM, p 2 | 28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Operations	Inspections Opening hours Cleanliness Provision of power and operational services	Scheduled, documented record of inspections Any hazards managed Compliance with regulations	Requirements per Management Agreement for Operational Managers are being met	Requirements per Management Agreement for Operational Managers are being met
		Budget	Asset Renewal Funding Ratio 100%	Asset Renewal Funding Ratio 100%
Maintenance	Maintenance and Replacement Programs	Compliance with Industry Standard	Preventative Maintenance Plan developed	Preventative Maintenance Plan implemented
		Budget	Asset Renewal Funding Ratio 100%	Asset Renewal Funding Ratio 100%
Renewal	Frequency Identified renewal works can be completed	Monitor Condition Replace when agreed standards are not met Replace at the age determined to meet minimum service standard	Capital works program and LTFP developed to deliver a satisfactory service standard. Identified capital works have been included in the LTFP Verification and improvement of the Asset Register	Assets renewed in line with this plan and LTFP Asset Register maintained and accurate
		Budget	Asset Renewal Funding Ratio 100%	Asset Renewal Funding Ratio 100%
Upgrade/New				
	Upgrade / new assets to maintain service levels	Budget	Aligned with Asset Management Plan and LTFP	Aligned with Asset Management Plan and LTFP Requests for upgrade / new assets considered by Authority Board and constituent Councils on a case by case basis

Note: * Current activities and costs (currently funded)

It is important to regularly monitor the service levels provided, as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Desired levels of service

At present, indications of desired levels of service are obtained from various sources including feedback to Councils, the Authority and centre staff, service requests and correspondence. The Authority has yet to quantify desired levels of service. This will be done in future revisions of this Asset Management Plan.

4. FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, industry changes, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

Population growth generally leads to intensification of the use of existing facilities.

For FAC activity, the key drivers influencing growth and the demand are:

- community expectations (levels of service); and
- an increasing and ageing population.

The changing pattern of the demographics, particularly the ageing population, along with community expectations will impact on use and management of FAC. The demand for informal recreation opportunities may increase over time. With regards to aquatic activities, this may result in more emphasis on leisure and fun activities compared to traditional lane swimming. Additional infrastructure may be required to cater for the ageing population.

It is intended to manage the facilities at FAC within the capability of the existing assets rather than cater for the population growth. There are no growth-related projects included in the 10-year forecast.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	City of Victor Harbor – 14176 Alexandrina Council forecast 2018 - 27,316	City of Victor Harbor - 21,231 in 2031 Alexandrina Council - 32,668 in 2031 ³	Increase in demand for services
Demographics	Increase in population is expected to occur mainly in the older demographic of 65+	The increase in population is expected to occur mainly in the older demographic of 65+	The infrastructure will increasingly have to cater for additional usage by supplying new and renewal of assets
Increasing utility costs	Increased energy costs through level of consumption and cost of supply	Increased concern regarding water usage and electricity consumption. There is a need to focus on ways to cost effectively improve building assets to minimise power and water usage. Expect to impact on operational costs.	Increased operational budgets.

³ <https://forecast.id.com.au/alexandrina>

Legislative Change	Legislative compliance	The Authority strives to meet the legislative standards that apply to FAC. Increased expenditure may be required to ensure compliance with any change to the regulations surrounding water quality standards or health and safety legislation.	Increased operational budgets.
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4.4 Demand Management Plan

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

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this AMP.

Table 4.4: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Community group pool hire	Reduced number of lanes available to general public for lane swimming	Manage usage levels and scheduling to ensure minimum number of lanes available to public to meet needs
Allied health practitioner pool hires	Potential congestion in hydrotherapy pool	Manage usage levels and scheduling to ensure adequate availability for public access to meet needs
Swim school	Maximum capacity reached	Review program and capabilities. Change configuration of pool lane layout to create further opportunities
School pool hire	Reduced number of lanes available to general public for lane swimming	Review hire agreements and pool space availability to schools to enhance usage
Birthday parties	Maximum capacity reached	Increase capability of program through pool space availability and adjusting times of program
Group fitness	Maximum capacity reached	Increase capability of program through pool / gym space availability, addition of classes and adjusting times of program
Gym	Maximum capacity reached	Monitor need for additional equipment to be added (within space and group fitness program limitations)
Creche	Maximum capacity reached	Review program and capabilities
Regulation	Increased cost to deliver services	Health and Building Code requirements need to be met
Education	Management of risk	Education on pool safety
Expectation of the need for new assets	Increased service level	Utilisation and demand to be monitored. Requests for upgrade / new assets (and resultant increase in service levels) to be considered by the Authority Board on a case by case basis

4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional asset is shown in Figure 1.

Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)

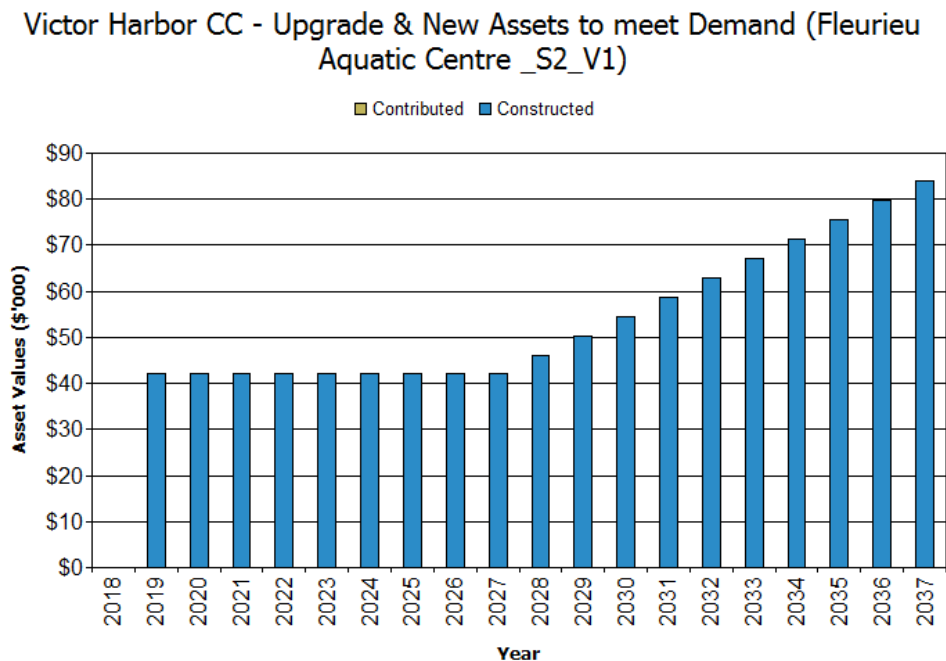


Figure Values are in current (real) dollars.

Acquiring these new assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Authority plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AMP are shown in Table 2.1.

Asset Category	Replacement Value	Written Down Value 30 June 2017
Building & other structures	\$12,407,742	\$12,302,737
Furniture & Fittings	\$3,818,733	\$3,775,515
Plant & equipment	\$1,147,485	\$1,129,873
Infrastructure	\$3,694,601	\$3,666,703
TOTAL	\$21,068,561	\$20,874,828

Construction of the Centre was completed on 14 March 2017.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

FAC is a newly constructed facility (completed in March 2017). Construction defects are being resolved with contractors and any design challenges are being noted for potential future consideration if required.

There are currently no known deficiencies in service performance.

5.1.3 Asset condition

Condition is monitored in accordance with methods developed by IPWEA outlined in the International Infrastructure Management Manual (IIMM).

As the centre was newly constructed in March 2017, all assets are considered to be in Condition Rating 1.

Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

5.2 Operations and Maintenance Plan

FAC is operated under contract by YMCA SA which is responsible for ensuring the facilities are adequately maintained and safely operated.

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, pool water management, utilities costs and lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance includes reactive, planned and cyclic maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Maintenance expenditure is shown in Table 5.2.1.

Table 5.2.1: Maintenance Expenditure Trends

Year	Maintenance Budget \$
2016-17 (Mar-Jun)	\$1,817
2017-18	\$18,476
2018-19	\$59,298
Average over ten years of the plan	\$75,137

Planned maintenance work forms the majority of the maintenance budget. Being a new site, the reactive maintenance is expected to be minimal in the forthcoming years. Maintenance expenditure levels are considered to be adequate to meet required service levels.

Future revision of this AMP will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance is undertaken by Centre staff and specialised contractors by using experience and judgement.

Standards and specifications

Maintenance work is carried out in accordance with the Building Code of Australia, relevant standards and industry practice. The Authority (via the contracted operational manager of the centre) also engages contractors to carry out maintenance works under specific contract agreements.

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2018 dollar values (i.e. real values).

Figure 4: Projected Operations and Maintenance Expenditure

Victor Harbor CC - Projected Operations & Maintenance Expenditure (Fleurieu Aquatic Centre _S2_V1)

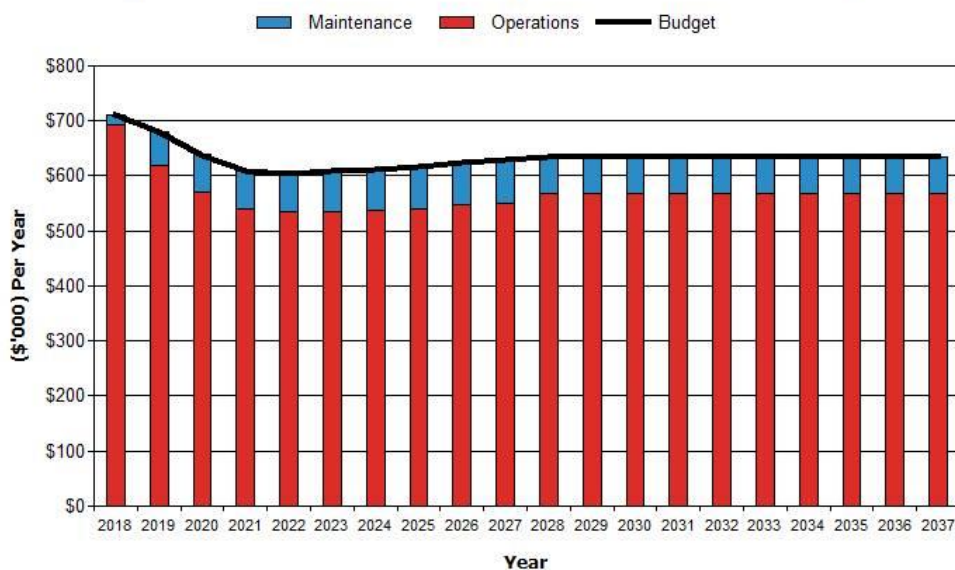


Figure Values are in current (real) dollars

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

The YMCA asset management system includes –

- Internal audits
- Preventative and responsive maintenance strategies
- Reporting – site specific / organisational

Internal Audits - YMCA Maintenance Audit

The YMCA maintenance audit is a comprehensive assessment of the physical quality and condition of the facility and its equipment. The audit is undertaken on a regular basis (six monthly), and documents the frequency for each maintenance/equipment replacement item. It includes the maintenance responsibilities as described in the Management Agreement, itemising the specific inspection required for each piece of equipment/area.

YMCA preventative maintenance schedule

The preventative maintenance schedule is driven primarily from the asset register. Within the register, assets required to undergo routine preventative maintenance are marked and added to the preventative maintenance schedule. The schedule includes monthly, quarterly, bi-annual and annual services as per asset requirements to ensure the longevity of all items. All preventative maintenance schedules are signed off on a monthly basis by the Centre Manager.

YMCA corrective and responsive action program

This is a purpose built database that identifies items that are the responsibility of both the Authority and YMCA at the facility. This database monitors and reports on improvement items as they arise. As a minimum, the database will include improvement actions arising from:

- Non programmed maintenance requests
- Non-conformance items
- Outstanding items from monthly quality assurance audits
- Monthly hazard inspections
- Royal Life Saving Society audits.

As improvement actions arise, they are logged immediately into the database by FAC staff.

YMCA's open communication strategy, in addition to the formal reporting schedule, will ensure that the Authority Executive Officer is aware of identified improvement issue(s) investigations and actions. Reports will be produced and discussed at bi-monthly maintenance meetings or at contract monitoring meetings held between the Authority and the YMCA. While monitoring, reporting and providing on time response to improvement items, the system also assists in providing an audit trail to ensure items are reported as completed. Reports can be provided to demonstrate a continuous improvement system is in place, rectifying issues as they arise.

5.3 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or

- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 3 was used for this AMP.

5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- To ensure the infrastructure is of sufficient quality to meet the service requirements.⁵

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AMP as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.⁶

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting
Structural defect/legislative requirement	50%
Condition of asset (good, fair, poor)/Amenity (comfort/ aesthetic)	35%
Usage of building (high, medium, low)	15%
Total	100%

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix B.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Fig 5: Projected Capital Renewal and Replacement Expenditure

**Victor Harbor CC - Projected Capital Renewal Expenditure
(Fleurieu Aquatic Centre _S2_V1)**

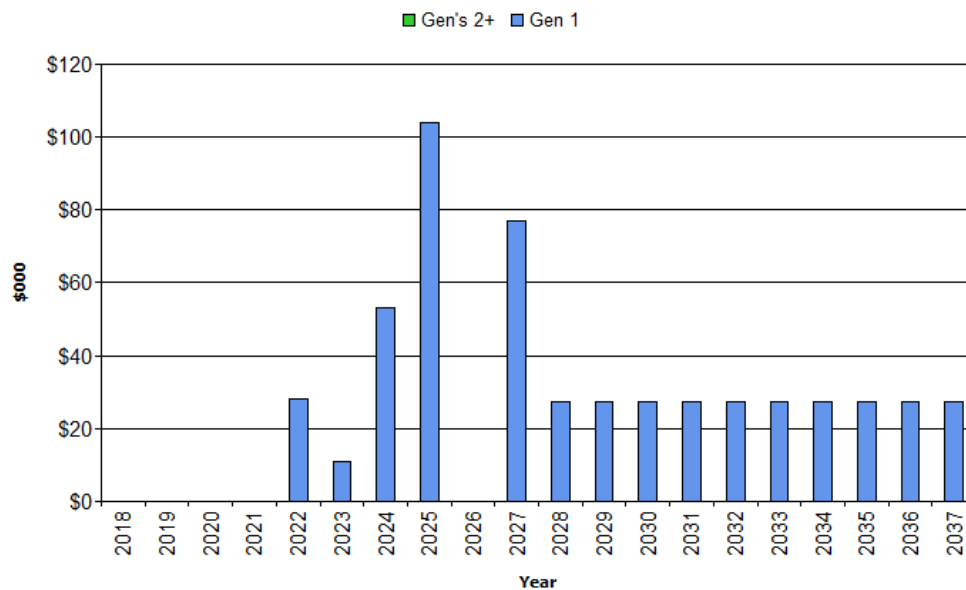


Figure Values are in current (real) dollars.

Renewals and replacement expenditure in the capital works program will be accommodated in the LTFP. This is further discussed in Section 7.

5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.5.

Future new capital works will be considered on the ability to reduce operating expenditure for FAC or enhance user experiences.

5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs. The priority ranking criteria is detailed below.

Table 5.4.1: New Assets Priority Ranking Criteria

Criteria	Weighting
Public need	30%
Risks (residual high or extreme risks)	20%
Utilisation	20%
Financial impact -whole of life costing analysis considered	30%
Total	100%

5.4.2 Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

Fig 6: Projected Capital Upgrade/New Asset Expenditure

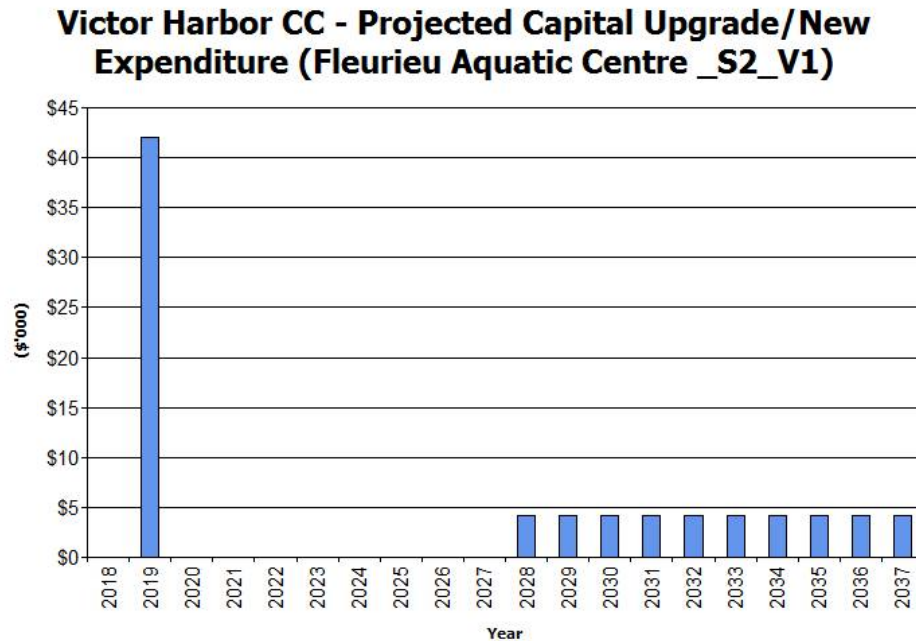


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP but only to the extent of the available funds.

5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

Fig 7: Projected Operating and Capital Expenditure

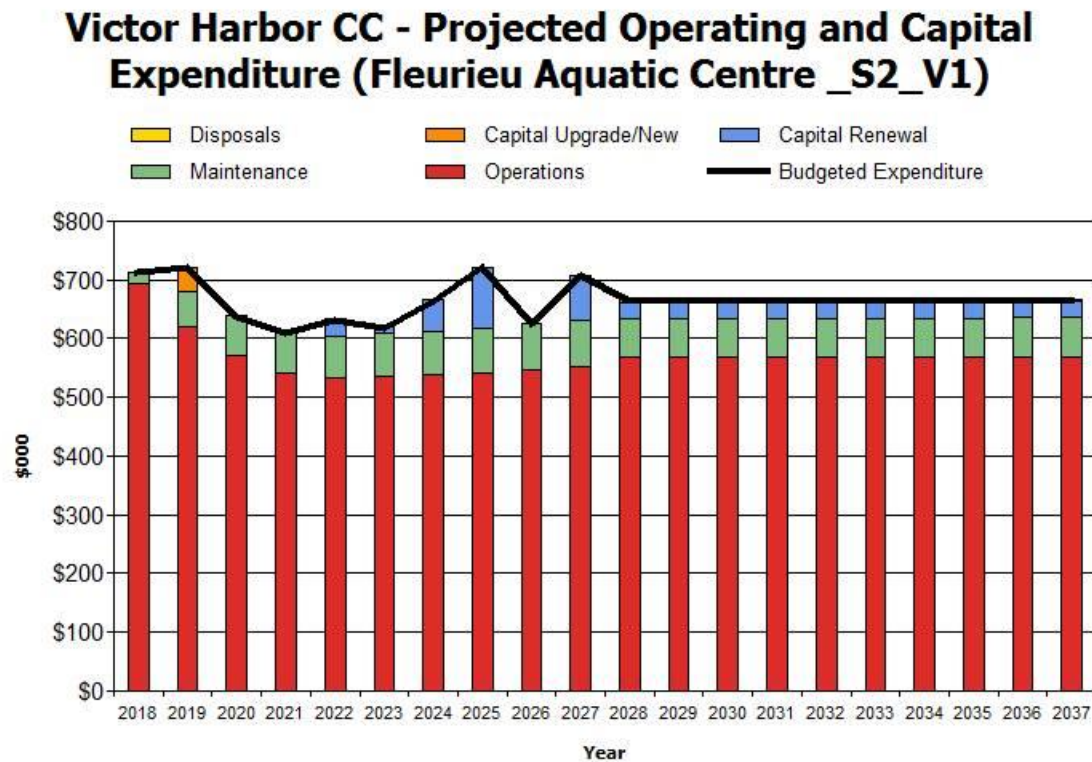


Figure Values are in current (real) dollars.

5.5 Disposal Plan

There are no planned disposals in this plan.

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'⁷.

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

⁷ ISO 31000:2009, p 2

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Main building structure	Structural failure to the building and pools	Public safety risk, reduction in services, financial cost
Heating, cooling and ventilation systems for pool complex	Mechanical or electrical failure	Reduction in services, increased operating / capital spend
Water circulation pumps	Mechanical or electrical, failure	Reduction in services, increased operating / capital spend
Chlorination system	Mechanical or electrical, failure	Reduction in services, increased operating / capital spend
Information Technology systems (Customer Relations Management system, EFTPOS systems)	System failure including internet, phone provider, third party IT providers	Reduction in services, increased operating / capital spend
Water supply (amenities, pool systems)	Plumbing and associated services failure	Financial Loss or reduction in services
Power supply	Electrical failure	Financial Loss or reduction in services

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

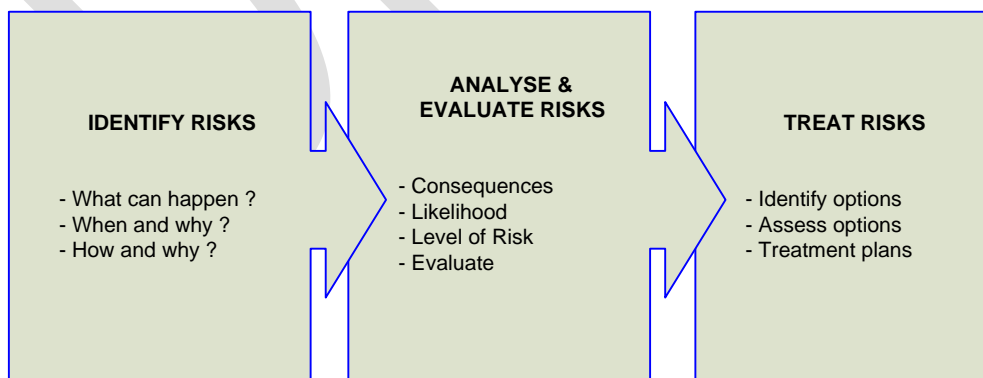
6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

Fig 6.2 Risk Management Process – Abridged



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to the Authority Executive Officer and Board.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Centre not to standard	Centre does not meet regulatory standards	High	Regularly inspect facilities to monitor standard and address any issues. Monitor industry changes so that potential changes to regulatory standards can be anticipated	Medium	Within existing operational budgets
Centre does not satisfactorily meet user requirements	Centre not improved or funded at a sufficient level to meet requirements	High	Council commitments per Authority Charter ensure operational funding to meet service level requirements. Improvements to FAC considered on a case by case basis	Low	Within existing operational budgets
Main building structure	Structural failure to the building and pools	High	Inspections of building and pools undertaken on regular basis. Identified structural failures are reported and rectified	Medium	Within existing operational budgets for preventative and reactive maintenance; major structural failure would be additional capital expenditure
Electrical equipment/ fixtures	Electrical equipment/ fixtures failing	High	Regular electrical tagging and testing. Regular RCD testing. Inspections of outlets and switches.	Medium	Within existing operational budgets for preventative and reactive maintenance
Pools	Pool water contamination	High	Undertake a daily water testing and log results	Low	Within existing operational budgets
Main building structure	Fire	High	Regular servicing of fire equipment and detection systems, emergency lighting, exit doors, path of travel to exits. Building inspections procedure. Fire evacuation drills undertaken. Insurance in place	Medium	Within existing operational budgets for preventative and reactive maintenance

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Main building structure	Inadequate insurance cover for buildings and contents	High	Insurance cover is reviewed annually. Assets are valued for insurance purposes every five years	Low	Within existing operational budgets
Main building structure	Non-compliance with DDA, in terms of accessibility	Medium	DDA Action plan for continual improvement. DDA Internal monitoring group meets on a quarterly basis	Low	Within existing operational budgets
Main building structure	Security breach	Medium	Call-out system in place for response. Security devices in place (CCTV, monitored alarms, access cards etc.)	Low	Within existing operational budgets
Pools	Management of user groups (casual, permits)	Medium	Standard hire agreements. Fees and charges register in place	Low	Within existing operational budgets

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

YMCA, as FAC operational managers, operate and manage the centre in line with the following risk management documents and plans:

- WHS Risk Management Framework
- Work Health and Safety Policy
- WHS Management System
- Hazard Management Procedure
- Hazard identification, risk assessment & control protocol
- Business Continuity Plan
- Master Risk Control Plan
- Public Health and Safety Plan
- Evacuation, Emergency & Incident Procedures

In particular, the purpose of the YMCA Business Continuity Plan is to ensure the continuation of FAC business during and following any critical incident that results in disruption to the normal operational capability. The Business Continuity Plan is a key aspect of the YMCA governance and risk management strategy which focuses on business continuity risks and responses in the event of a material threat to FAC assets and/or continuing operations eventuating. The Business Continuity Plan identifies critical business functions, resources and infrastructure which, if disrupted, would have a material impact on FAC's ability to deliver its services, as well as impacting on assets and operations.

Risks associated with users of FAC facilities are mitigated through compliance with standards and regular inspections and assessment. The Authority's risk management strategy in relation to FAC is:

- to maintain and ensure compliance with up to date Health and Safety Plans for all staff and contractors and manage the contractors response to new Health & Safety issues;

- to monitor the condition of FAC plant on a regular basis and maintain compliance with water quality standards;
- that a regular maintenance program is delivered;
- to monitor potential hazards on a regular basis, and to take appropriate action to reduce possible risks by eliminating, mitigating or isolating the hazard as soon as any potential hazard is identified;
- to monitor the structural aspects of the facility and ensure that they are maintained in a safe and sound condition that complies with the Building Code of Australia 2014 where required; and
- to monitor the contractors performance against the operations contract.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are no known operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

7. FINANCIAL SUMMARY

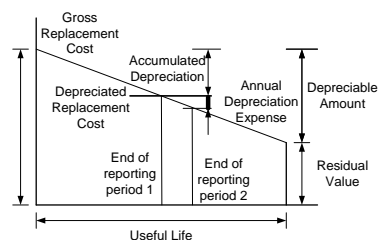
This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. Assets are valued at fair value.

Gross Replacement Cost	\$21,068,561
Depreciable Amount	\$21,068,561
Depreciated Replacement Cost ⁸	\$20,874,282
Annual Average Asset Consumption	\$673,451



7.1.1 Sustainability of service delivery

Two key indicators for service delivery sustainability have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio 100%
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁹ **100%**

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 100% of the funds required for the optimal renewal and replacement of assets.

Medium term – 10 year financial planning period

This AMP identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core AMP, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is **\$665,000** on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is **\$665,000** on average per year. This indicates 100% of the projected expenditures needed to provide the services documented in the AMP. This includes upgrade/new assets for 2018-19 only.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the 10-year life of the LTFP.

7.1.2 Projected expenditures for LTFP

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2018 real values.

Table 7.1.2: Projected Expenditures for LTFP

Year	Operations	Maintenance	Projected Capital Renewal	Capital Upgrade/New	Disposals
2018	\$693,602	\$18,476	\$0	\$0	\$0
2019	\$619,769	\$59,298	\$0	\$41,840	\$0
2020	\$569,793	\$67,135	\$0	\$0	\$0
2021	\$539,573	\$69,492	\$0	\$0	\$0
2022	\$533,300	\$71,210	\$28,465	\$0	\$0
2023	\$535,230	\$72,970	\$11,465	\$0	\$0
2024	\$537,020	\$74,770	\$52,480	\$0	\$0
2025	\$540,710	\$76,620	\$104,195	\$0	\$0
2026	\$546,900	\$78,510	\$0	\$0	\$0
2027	\$549,700	\$80,450	\$77,467	\$0	\$0
2028	\$556,100	\$82,440	\$0	\$0	\$0

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

7.2 Funding Strategy

Funding for assets is set out in the budget and LTFP.

The financial strategy of the Authority determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of differing options.

7.3 Valuation Forecasts

Non-current assets are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at reporting date in accordance with Australian Accounting Standards and Regulations under the Local Government Act 1999.

The following asset classes will remain at cost and will not be revalued:

- Plant, Furniture and Equipment
- Software

Determining the frequency of valuations depends on striking a balance between having relevant, timely information and the cost of obtaining such information. Therefore, it is appropriate to provide for periodic comprehensive revaluations with interim revaluations based on specific indices. Non-current assets that are subject to revaluation will be subject to a desktop review and potential application of a suitable price escalator after two years; with a more rigorous review of asset valuations (conducted on a 'fair value' accounting basis) occurring at an interval of no more than 5 years.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this AMP. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

Table 7.4: Key Assumptions and Risks of Change

Assumption Type	Assumption	Discussion
Financial assumptions	That all expenditure has been stated in 2018-dollar values and no allowance has been made for inflation over the 10-year planning period.	The LTFP will incorporate inflation factors. This could have a significant impact on the affordability of the plans if inflation is higher than allowed for.
	FRAC Assets will remain in Authority ownership throughout the planning period	No change to asset ownership is anticipated during the planning period
	Asset capital costs are based on consultant assessment of renewals / replacement needs.	Assumptions have been made with useful lives and remaining lives of the asset groups based on consultant assessment. These are based on straight line depreciation methodology.
	Changes in the desired level of service and service standards from those identified in this AMP	No change to service levels are anticipated during the planning period
Asset data knowledge	That the Authority has sufficient knowledge of the assets and their	There are several areas where the Authority needs to improve its knowledge and assessments but there is a low

	condition so that the planned renewal work will allow the Authority to meet its levels of service.	risk that the improved knowledge will cause a significant change to the level of expenditure required.
Funding sources	That FAC will continue to be subsidised by Constituent Councils.	Constituent Councils acknowledge that FAC will require an ongoing subsidy to ensure that the facilities are available for public use at fees which are competitive with other like facilities. Opportunities to reduce the level of subsidy will continue to be explored by the Authority.
Changes in legislation and policy	That there will be no significant changes in legislation or policy.	The risk of major change is moderate due to the changing nature of government. If major changes occur it is likely to have an impact on the required expenditure. The Authority has not mitigated the effect of this.
Deprecation	Combined annual contributions from constituent Councils. Figures exclude depreciation.	Depreciation not included.

7.5 Forecast Reliability and Confidence

The expenditure and valuation projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale¹⁰ in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A. Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Reliable.

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹¹

8.1.1 Accounting and financial data sources

The Authority uses MYOB Account Right Accounting software.

The Australian Accounting Standards provide the benchmark against which the Authority reports on asset accounting.

Additions or replacements to the Building Stock are capitalised as follows:

- \$1,000 for furniture, fittings and minor equipment; and
- \$5,000 for plant, major equipment, buildings and infrastructure.

There are no changes to accounting systems as a resulting from this AMP.

8.1.2 Asset management data sources

The Authority does not have a separate Asset Management software system. Records are maintained in an Excel spreadsheet and reconciled to MYOB Account Right Accounting software.

8.2 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Table 8.1: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Explore options to reduce energy consumption and costs	Authority Executive Officer (EO) & FAC Operational Managers	Existing resources	30 June 2019
2	Explore options to reduce water consumption and costs	Authority EO & FAC Operational Managers	Existing resources	30 June 2019
3	Explore options to reduce chemical use consumption and costs	FAC Operational Managers	Existing resources	30 June 2019
4	Develop service agreements for proactive maintenance of plant and equipment	FAC Operational Managers	Existing resources	31 Mar 2018
5	Undertake customer satisfaction survey	FAC Operational Managers	Existing resources	30 June 2019
6	Reflect actual useful lives in next valuation of the associated infrastructure assets (desk top review)	Appropriately qualified contractor	To be determined	30 June 2023
7	Review Levels of Service	Authority EO & Operational Managers	Existing resources	30 June 2020

¹¹ ISO 55000 Refers to this the Asset Management System

8	Continue to maintain and quality check the asset register	Authority EO & Operational Managers	Existing resources	Ongoing
8	LTFP & AMP are to align	Authority EO	Existing resources	Ongoing

8.3 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the LTFP.

The AMP has a life of 10 years and is due for complete revision and updating within 2 years after endorsement.

8.4 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into the LTFP
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 100%.

9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Strategic Plan 2018-2027
- Long Term Financial Plan 2018-2027
- Asset Accounting Policy
- Disposal of Land & Assets Policy
- Three Year Business Plan

10. APPENDICES

Appendix A Projected 10-year Capital Renewal and Replacement Works Program

Year	Description	Estimate
2018	Renewal & replacement	\$0
2018	Total	\$0

Year	Description	Estimate
2019	Renewal & replacement	\$0
2019	Total	\$0

Year	Description	Estimate
2020	Renewal & replacement	\$0
2020	Total	\$0

Year	Description	Estimate
2021	Renewal & replacement	\$0
2021	Total	\$0

Year	Description	Estimate
2022	Renewal & replacement - Furniture & fittings	\$28,465
2022	Total	\$28,465

Year	Description	Estimate
2023	Renewal & replacement – Plant & equipment	\$11,465
2023	Total	\$11,465

Year	Description	Estimate
2024	Renewal & replacement – Building	\$9,922
2024	Renewal & replacement – Furniture & fittings	\$42,558
2024	Total	\$52,480

Year	Description	Estimate
2025	Renewal & replacement – Furniture & fittings	\$104,195
2025	Total	\$104,195

Year	Description	Estimate
2026	Renewal & replacement	\$0
2026	Total	\$0

Year	Description	Estimate
2027	Renewal & replacement – Furniture & fittings	\$58,482
2027	Renewal & replacement – Plant & equipment	\$18,985
2027	Total	\$77,467

Appendix B Projected Upgrade /New 10-year Capital Works Program

Year	Item	Description	Estimate
2018			\$0
2018		Total	\$0

Year	Item	Description	Estimate
2019	1	Group Fitness Equipment to Facilitate Les Mills Classes	\$7,925
	2	Sound System for gym	\$4,070
	3	Blinds - Program Pool, 25m Pool, Meeting Room	\$23,330
	4	Additional swipe card security point – entry to gym	\$4,750
	5	Digital Clock Poolside	\$1,765
2019		Total	\$41,840

Year	Item	Description	Estimate
2020			\$0
2020		Total	\$0

Year	Item	Description	Estimate
2021			
2021		Total	\$0

Year	Item	Description	Estimate
2022			
2022		Total	\$0

Year	Item	Description	Estimate
2023			
2023		Total	\$0

Year	Item	Description	Estimate
2024			
2024		Total	\$0

Year	Item	Description	Estimate
2025			
2025		Total	\$0

Year	Item	Description	Estimate
2026			
2026		Total	\$0

Year	Item	Description	Estimate
2027			
2027		Total	\$0

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April 2018

LONG TERM FINANCIAL PLAN
2018-2027

DRAFT

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2. Background

The Fleurieu Aquatic Centre (FAC) is a joint initiative of the City of Victor Harbor and the Alexandrina Council (Constituent Councils). The Fleurieu Regional Aquatic Centre Authority (Authority) was established as a regional subsidiary in August 2015 by the Constituent Councils under section 43 of the Local Government Act 1999 (LG Act).

Charter

5.5 Long Term Financial Plan

5.5.1 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.

5.5.2 The Authority may at any time review the Long Term Financial Plan but must undertake a review of the Long Term Financial Plan as soon as practicable after the annual review of its Business Plan and concurrently with any review of its Strategic Plan.

5.5.3 In any event, the Authority must undertake a comprehensive review of its Long Term Financial Plan every four (4) years.

5.5.4 The Long Term Financial Plan will be taken to form part of the Authority's Strategic Plan.

6.1 Strategic Plan

6.1.2 prepare an Asset Management Plan, with detailed financials for the first ten years;

Local Government Act 1999

In line with section 122 (1a) of the Local Government Act 1999 and its Charter, the Authority must, in conjunction with its strategic management plans develop and adopt a Long Term Financial Plan for a period of at least 10 years and an Infrastructure and Asset Management Plan.

Local Government Financial Management Regulations

5—Long-term financial plans

(1) A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Act must include—

- a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
- estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset sustainability ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

(2) A long-term financial plan must be accompanied by a statement which sets out—

- the purpose of the long-term financial plan; and
- the basis on which it has been prepared; and
- the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

(3) A statement under sub regulation (2) must be expressed in plain English and must avoid unnecessary technicality and excessive detail.

3. Overview

The Authority considers that its Long Term Financial Plan (LTFP) is a fundamental instrument of accountability and projections for its planned activities over a ten-year timeframe. The key objective of the LTFP is financial sustainability in the medium to longer term, while still achieving the Authority's objectives as specified in its Charter and Strategic Plan.

The LTFP ensures that we understand the impact of decisions made today on our future. This means ensuring the cost-effective delivery of services, and the appropriate maintenance and renewal of our significant asset (FAC) in a financially sustainable manner.

The purpose of this plan is not to provide specific detail about individual services. The LTFP provides a decision-making tool that allows various assumptions to be applied that will indicate the ability of the Authority to deliver cost effective services to our community in the future in a financially sustainable manner.

The Authority Board has adopted a fee structure for services delivered at FAC based on market research, competitor analysis, recommendations from contracted operational managers YMCA SA (based on its significant industry knowledge and experience); and application of pricing strategies to support establishment of FAC as a greenfield site. The Authority aims to provide an affordable, competitive and equitable fee structure for FAC.

FAC's primary catchment area of 23,157 residents is comprised of a higher than average over 50-year-old population (13,193 or 57%) and lower than average under 15-year-old population (3,140). The catchment area also has lower than average income levels. The weekly household income profile of the catchment area is comparatively lower than all other regions and the highest proportion of low-income households. Specifically, the proportion of low-income households is 6% higher than regional South Australia and 10% higher than South Australia as a whole.

As such, the identified catchment has increased price sensitivities compared to state averages. In line with local demographics, prices are set at the middle end of the competitor pricing continuum. To further address cost barriers, the Aquatic Centre offers discounted membership for older community members and youth; and concession discounts for casual admissions, visit passes and memberships.

The Authority is proposing minimal capital works (\$370,942) over the ten years of the plan in recognition of the age of the facility (construction completed in March 2017) and in line with the Authority Asset Management Plan.

4. Planning framework

This document presents the Long Term Financial Plan for the years 2017/18 to 2027/28. The basis of the LTFP is consistent with the Financial Statements 30 June 2017 and the 2017/18 Annual Business Plan and Budget adopted by the Authority and any authorised amendments. The LTFP is informed by the Authority Strategic Plan 2018-2027, 3-Year Business Plan and any authorised amendments; and the Asset Management Plan 2018-2027 projections for new, upgraded and renewal of assets for 2018 to 2027.

This is a fluid document, which will be updated and amended over time as circumstances change. The Authority will review its LTFP twice each year; once during the review of its 3-Year Business Plan and preparation of its annual Budget; and again, following the financial year end. Other updates are made to the LTFP, where it is considered appropriate. In addition, a full review is required at least every four years (per the Charter).

The 10-year LTFP is prepared based on a number of assumptions (please refer to page 8), with regard to projected fees, charges and Constituent Council contributions and also includes assumptions with regard to future operational and capital expenditure. Given that LTFPs are derived from an estimate of future performance, it should be appreciated that actual results are

likely to vary from the information contained in the LTFP and at times these variations could be material.

It should also be noted that as FAC only commenced operations in March 2017, normalised income and expenditure levels are still to be determined.

The Authority has prepared an Asset Management Plan to assist in determining the funding impact of maintaining and replacing our assets. These projections are based on the current understanding of asset management needs over the next ten years and ensure that assets are maintained at a safe and functional standard that meet community expectations and cater for future growth and demographic changes.

The LTFP includes an allocation of approximately \$371,000 for capital expenditure projects in line with the Asset Management Plan. The Authority currently has no debt. Should any borrowings be considered in the future, this debt will be regarded primarily as a tool to be used in a strategic perspective towards renewal and replacement of assets. Should it be required, debt will be considered:

- in the context of the strategic objectives of the Authority
- in the context of long term financial forecasts and objectives
- as funding for long term infrastructure asset creation
- as a means of spreading the recovery of infrastructure costs over time
- as a mechanism to fund temporary cash shortfalls.

The construction of FAC was funded by the Constituent Councils with funding support from the Federal Government and the South Australian Government's Community, Recreation and Sport Facilities Program; and a generous land donation from Beyond Today. The aim of the State Government funding program is to support the strategic objective of increasing the proportion of South Australians participating in sport or physical recreation at least once per week to 50% by 2020¹. The Australian Government funding was provided for *'the provision of an indoor aquatic centre to provide health, sport and recreation facilities for the growing communities around Victor Harbor and Goolwa'*.

A business case was undertaken by the Constituent Councils in 2013 in respect of establishing a regional aquatic centre which incorporated a health and fitness studio. The business case examined population trends and anticipated demand for a regional aquatic facility, the aquatic and health and fitness markets relevant to a regional aquatic centre and the financial viability of a regional aquatic centre. The Business Case concluded that a regional aquatic facility would operate at a loss in each of the first five years of operation and would require a financial contribution from the Constituent Councils.

Operating cash surpluses will be generated as a result of the Constituent Council operating contributions provided to the Authority including an allocation of funds in line with annual forecast depreciation expense. These funds are invested with the Local Government Financing Authority and will be used to fund capital expenditure on renewal and replacement of assets.

To determine whether this LTFP ensures financial sustainability of the Authority's operations over the long term, appropriate financial indicators have been endorsed by the Authority.

The LTFP is an evolving document that will be renewed over time as a result of changes to the community and constituent Council expectations; changes to income and expenditure projections; and to remain directly linked to the Asset Management Plan. The Authority's 3-Year Business Plan and Annual Budget is prepared on the basis of the LTFP, taking into account any new information and economic factors at the time of preparation.

¹ Target 83, Sport and Recreation, South Australian Strategic Plan (<http://saplan.org.au/targets/83-sport-and-recreation>)

The LTFP estimates are presented as:

- Estimated Uniform Presentation of Finances
- Estimated Key Financial Indicators

Please refer to Appendices A and B.

5. Measuring our performance

Key financial indicators

Key Financial Indicators enable an assessment of the Authority's long term financial performance and position and will place the Authority on a path to deliver long term sustainability of operations (based on the assumptions used in the modelling) and give it the flexibility to respond to anticipated future costs.

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 sustainability 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' (please refer below).

The Key Financial Indicators support a positive forward outlook and adherence over the longer term to the Authority's financial sustainability. The Authority has set targets for its Key Financial Indicators to guide revenue and expenditure decisions; overall budget strategies and future decision making.

Indicator	Target Short Term	Target Medium Term	Target Long Term
Operating Surplus/(Deficit) Ratio - %	0%	0%	0%
Own Source Income Ratio	59-64%	64-65%	66-67%
Asset Renewal Funding Ratio - %	n/a	100%	100%
Net Financial Liabilities Ratio - %	(46)%-(84)%	(102)%-(135)%	(149)%-(195)%

Operating Surplus / (Deficit) Ratio

The Operating Ratio measures the extent to which the Authority's operating income meets its operating expenditure.

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

Own Source Income Ratio

This ratio is calculated as 'income excluding Council contributions' as a percentage of total Authority expenditure. The ratio is forecast to improve from 59% to 67% during the life of the plan. The gradual increase in this ratio will indicate improvement in the Authority's financial self-sustainability.

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio is a measure of the Authority's capital expenditure on renewal or replacement of assets relative to the level of such expenditure proposed in the Authority's Asset Management Plan.

The Asset Renewal Funding ratio indicates that the forecast expenditure on the renewal and replacement of assets (based on the Asset Management Plan) and what the Authority's proposes to spend on these assets (budgeted capital expenditure) are aligned. As such, the Asset Sustainability 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.

Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio indicates the extent to which the net financial liabilities of the Authority could be met by its annual operating revenue. The Net Financial Liabilities Ratio is forecast to be a negative percentage of total operating revenue and escalates annually due to:

- The Authority forecasting nil loan funding for the life of the plan; and
- The forecast balance of *Current Cash & Cash Equivalents* (which predominantly comprises accumulated Depreciation Reserve funds) being significantly higher than *Total Liabilities* (due to renewal and replacement of assets being minimal during the life of the plan).

6. Financing the Plan

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

The Authority Charter provides:

5.2 Financial Contributions

5.2.1 The Constituent Councils will contribute funds to the Authority as set out in the Budget adopted by the Authority and approved by the Constituent Councils.

5.2.2 The Constituent Councils may agree to provide the Authority with additional funds at any time on such terms and conditions, if any, as determined by the Constituent Councils.

Constituent Council contributions to the Authority are forecast in annual budgets and in the LTFP at amounts equivalent to the forecast operating deficit (including depreciation and excluding such contributions).

The table below shows the Authority's estimated net lending/ (borrowing) result for the LTFP. The data is drawn from the Authority's Estimated Uniform Presentation of Finances (refer Appendix A). The Authority LTFP has a net lending result for the life of the plan.

	Q2 Budget Review 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
OPERATING ACTIVITIES										
Operating Revenues	3,004,585	3,252,353	3,381,490	3,522,990	3,615,028	3,709,474	3,805,764	3,904,723	4,005,420	4,109,186
less Operating Expenses	(3,004,585)	(3,252,353)	(3,381,490)	(3,522,990)	(3,615,028)	(3,709,474)	(3,805,764)	(3,904,723)	(4,005,420)	(4,109,186)
Operating Surplus/ (Deficit)	-	-	-	-	-	-	-	-	-	-
Capital expenditure on renewal and replacement of assets	-	-	-	-	-	32,086	13,207	61,748	125,169	-
less Depreciation	(673,452)	(706,927)	(721,824)	(736,721)	(751,618)	(766,514)	(781,004)	(795,893)	(810,100)	(824,976)
Net Outlays on Existing Assets	(673,452)	(706,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)
Capital expenditure on new & upgraded assets	-	41,840	-	-	-	-	-	-	-	-
Less Amounts specifically for new & upgraded assets	-	(41,840)	-	-	-	-	-	-	-	-
Net outlays on new & upgraded assets	-	-	-	-	-	-	-	-	-	-
Net Lending/ (Borrowing) for Financial Year	673,452	706,927	721,824	736,721	719,532	753,308	719,256	670,724	810,100	728,085
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:										
(Increase)/Decrease in Cash and Investments	(673,452)	(602,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)
Financing Transactions	(673,452)	(602,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)

7. Capital Works Program

Asset Renewal

Below is a list of the planned annual Asset Renewal expenditure requirements to maintain the Authority's assets to their current standards and service levels. These requirements are in accordance with the Authority's Asset Management Plan. The forecast expenditure on the renewal and replacement of assets (based on the Authority's Asset Management Plan) and what the Authority proposes to spend on these assets (budgeted expenditure) are aligned (with indexing of replacement costs reflected in the LTFP).

Year	Furniture & Fittings	Plant & Equipment	Buildings & Other Structures	Total Expenditure
2018	\$0	\$0	\$0	\$0
2019	\$0	\$0	\$0	\$0
2020	\$0	\$0	\$0	\$0
2021	\$0	\$0	\$0	\$0
2022	\$32,086	\$0	\$0	\$32,086
2023	\$0	\$13,207	\$0	\$13,207
2024	\$50,074	\$0	\$11,674	\$61,748
2025	\$125,169	\$0	\$0	\$125,169
2026	\$0	\$0	\$0	\$0
2027	\$73,147	\$23,745	\$0	\$96,892
Total				\$329,102

New or Upgraded Assets

Below is a list of planned annual expenditure on New and Upgraded Assets. This includes spend to upgrade or expand the Authority's infrastructure to meet increasing demand and capacity requirements.

Year	Furniture & Fittings	Plant & Equipment	Buildings & Other Structures	Total Expenditure
2018	\$0	\$0	\$0	\$0
2019	\$4,750	\$37,090	\$0	\$41,840
2020	\$0	\$0	\$0	\$0
2021	\$0	\$0	\$0	\$0
2022	\$0	\$0	\$0	\$0
2023	\$0	\$0	\$0	\$0
2024	\$0	\$0	\$0	\$0
2025	\$0	\$0	\$0	\$0
2026	\$0	\$0	\$0	\$0
2027	\$0	\$0	\$0	\$0
Total				\$41,840

8. Assumptions

Operating Income

User Charges

User charges relate to the recovery of service delivery costs through the charging of fees to users of FAC. In preparing the FAC 2018-2019 Budget, YMCA and the Authority Executive Officer have reviewed current fees and charges. The fees proposed for 2018-2019 reflect an overall increase of 2.4% on 2017-2018 prices and include new fees and charges for a range of fitness based allied health services. A full year of new children's programs (Flippa Ball & Synchro) and of Water Polo are reflected; as is increased casual group fitness income based on increased offering.

User charges for year 1 are based on forecast income per the 2017-18 Second Quarter Budget Review and reflect the first full year of FAC operations. User charges for years 2 to 4 include forecast growth based on a combination of increases in fees (approved by the Authority Board annually) and increases in participation per YMCA forecast (please refer below).

	Year 2 2018- 19	Year 3 2019- 20	Year 4 2020- 21
Increase in fees (average)	2.4%	2.8%	2.8%
Overall increase in FAC User Charges (including increase in fees)	17.3%	7.6%	6.3%

Increases in user charges have been indexed by CPI for years 5 to 10 and include no growth allocation. User Charges as a percentage of operating income is an average of 60% for the period of the plan.

Grants and Subsidies

Operating Grants are based on identified grants and include grants and subsidies from all sources but excludes amounts specifically received for new/ upgraded assets (i.e. the acquisition or enhancement of assets). Grants and subsidies as a percentage of operating income is an average of 0% for the period of the plan.

Council contributions

Contributions are received from constituent Councils in line with the Authority Charter (please refer above). Constituent Council contributions to the Authority are forecast in annual budgets and in the LTFP at amounts equivalent to the forecast operating deficit (including depreciation and excluding such contributions).

Investment Income

Investment income for each year is based on cash balances at the end of the previous year.

Amounts Specifically for New / Upgraded Assets

Income for New/ Upgraded Assets is based on funding received from Councils for new assets; subject to Council approval on a case by case basis.

A capital expenditure budget of \$41,840 is proposed for 2018-2019 for new assets that action a number of operational challenges identified during the first year of operations and to support the expansion of the group fitness program; with a forecast of \$0 annually for the remaining life of the plan.

Operating Expenses

FAC operating expenses for years 1 to 4 include a growth allocation based on projections by the FAC operational managers. Indexing of operating expenses for years 5 to 10 is based on forecasts of the South Australian Consumer Price Index. The following year CPI is applied to the preceding years expenditure – in essence calculating a cumulative effect.

The Local Government Price Index (LGPI) measures price movements faced by Local Government in South Australia in respect of their purchases of goods and services.

FAC Operational Management Fees:

The management fee for FAC operational management is fixed until 1 November 2019 with the current Operational Management Agreement due to expire on 31 October 2019. The fee for November 2019 onwards for the remaining life of the plan is currently based on the existing contract fee plus annual indexation. This will be reviewed following future contract negotiations.

Materials, Contracts & Other Expenses

Materials cover payments for physical goods including purchase of consumables, water and energy. Contract services involve payments for the external provision of services. Over the period of the plan, growth and CPI has been applied for indexation purposes.

Materials, Contracts and Other Expenses as a percentage of operating expenditure is an average of 79% for the period of the plan.

Depreciation

Depreciation is an accounting measure, which records the consumption of the Authority's infrastructure, property, plant and equipment and has been based on the Authority's Asset Management Plan. It reflects the combined effect of the impact of depreciable assets created by capital expenditure on new/ upgraded assets, and the ongoing impact of regularly revaluing infrastructure assets on a 'fair value' basis. Depreciation expense as a percentage of operating expenditure is an average of 21% for the period of the plan.

Net Outlays on New and Existing Assets

Asset Renewals are based on the Authority's Asset Management Plan, with allocations of \$0.3 million over the ten years of the plan. New and Upgrade Assets have been based on the Authority's Asset Management Plan. With allocations of \$0.04 million over the ten years of the plan.

Indexing of asset purchases are based on forecasts of the South Australian Consumer Price Index. As expenditure occurs in future years – the CPI applied is the 'cumulative years' rate.

Proceeds & Repayment of Borrowings

The Authority has a Treasury Management Policy to ensure that it maximises the return on surplus funds, taking into consideration the level of risk. Authority funds are preserved and invested in accordance with its legislative and common law responsibilities ensuring that interest cost of borrowings is minimised. All investments and borrowings are to be made exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

There are no forecast borrowings for the life of the plan.

Balance Sheet

Assets

Trade and Other Receivables are not expected to change significantly and therefore have been based in accordance with the 2017 Financial Statements. Non-Current Assets reflect the

combined effect of all capital expenditure, the depreciation of existing assets, the book value of assets sold and the ongoing revaluation of infrastructure assets on a 'fair value' basis.

Liabilities

Trade, Other Payables and Provisions are not expected to change significantly throughout the life of the plan and have been forecast based on estimated accrual of expenses at year end.

Equity

Authority total equity is forecast to increase in 2019 by \$41,040 reflecting capital expenditure on new assets and then be static for the remaining life of the plan.

9. Planning for the Future

The Authority has mandatory responsibilities under the Local Government Act and other relevant legislation; as well as under its Charter. These include:

- setting fees and charges; preparing an annual budget; and determining longer-term strategic management plans for FAC;
- management of infrastructure including the FAC facility, gardens, internal roads, footpaths, lighting and storm-water drainage

FAC operates on a fee for service basis and provides important community benefits whilst also generating revenue to help deliver a value for money service.

10. Financial Terms Glossary:

Accrual Accounting	An accounting approach by which expenses, revenue, assets and liabilities are recognised in the reporting period to which they relate even though cash may have exchanged hands in different periods. Accrual accounting recognises expenses as they are incurred and revenue when it is earned.
Annual Budget	An entity's statement of: its intended operating expenses, revenue and capital expenditure that give effect to its annual business plan for the reporting period, its cash inflows and outflows associated with intended operating, investing and financing activities, and its projected financial position at the end of the reporting period.
Annual Business Plan (ABP)	An entity's statement of its intended programs and outcomes for the year.
Annual Financial Statements	The Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement prepared in accordance with Australian Accounting Standards together with the notes and certification statements as prescribed in the Model Financial Statements.
Assets	Resources controlled by an entity the value of which can be reliably measured and from which future economic benefits are expected to flow to the entity.
Asset Maintenance Costs	Costs incurred in holding and operating an asset so that it is capable of delivering service levels up to its design capacity over its useful life.
Asset Management Plan (AMP)	Plan that projects the timing and level of cash flows associated with cost-effectively optimising acquisition of replacement and new additional assets and asset maintenance and disposal in order to be able to achieve desired service levels from assets. The Authority is required to

	prepare such a document with a planning period of at least ten years. The plan assists in determining the Authority's funding and financing needs and helps guide the content of the Authority LTFP and Annual Budget.
Asset Renewal/ Replacement Costs	Costs associated with renewing or replacing an asset in order to maintain existing service level capacity.
Asset Renewal Funding Ratio	The ratio of the Authority's capital expenditure on renewal or replacement of assets (net of proceeds from sale of replaced assets) relative to the level of such expenditure proposed in the Authority's Asset Management Plan.
Audit & Risk Management Committee	An Authority committee established pursuant to Schedule 2, Part 2 Clause 30 of the Act and Local Government (Financial Management) Regulations 2011.
Audited Statements	The Annual Financial Statements prepared in accordance with Australian Accounting Standards that have been audited by an external auditor.
Australian Accounting Standards	Accounting Standards issued by the Australian Accounting Standards Board that are equivalent to standards issued by the International Accounting Standards Board. These standards are binding on South Australian Councils and all other bodies established pursuant to the Local Government Act.
Balance Sheet	A financial statement showing the Assets, Liabilities and Equity of an organisation at the end of a reporting period. Also referred to as a Statement of Financial Position.
Capital Expenditure	Expenditure on items which will provide benefits that extend into future financial periods. It includes expenditure to acquire or enhance existing assets to provide expanded, or a higher level of, services.
Cash Flow Statement	A financial statement showing the inflows and outflows of cash and cash equivalents of an organisation during a reporting period. Cash flows are classified as Operating, Investing and/ or Financing activities. Also referred to as Statement of Cashflow.
Depreciation Expenses	The value of the assets of an entity consumed and systematically allocated as an expense to a particular reporting period.
Financial Sustainability	Financial Sustainability occurs when expenditure, revenue raising and service level decisions are made such that planned long-term service and infrastructure levels and standards can be achieved without unplanned increases in rates or disruptive cuts to services.
Forecast Operating Expenses/ Revenue	An estimate of future expenses/ operating revenue for a reporting period as shown in the Statement of Comprehensive Income. Operating expenses are calculated on an accrual accounting basis and include depreciation but exclude expenditure of a capital nature. Operating revenue excludes profit on disposal of non-financial assets and amounts received specifically for new/ upgraded infrastructure and other assets.
Income Statement	Refer to Statement of Comprehensive Income.

Infrastructure	A term used to describe physical assets such as internal roads, buildings and stormwater drainage systems controlled by the Authority.
Key Financial Indicators	Financial measures or ratios that are used in management plans, annual reports and other internal and external reports to guide or assess the financial performance and position of the Authority.
Local Government Finance Authority (LGFA)	Provides investment and loan services and works for the benefit of Councils and other Local Government Bodies within Australia.
Long-Term Financial Plan (LTFP)	A Plan that projects a forecast of the Authority's financial performance and position over a period of at least 10 years. It is one of a suite of documents that collectively make up the Authority's Strategic Management Plan and the Long Term Financial Plan should be consistent with, and express financially, actions expressed or required to give effect to strategies proposed in these other documents.
Model Financial Statements	A template format for the presentation of Annual Financial Statements for South Australian Councils and other bodies established pursuant to the Local Government Act. The Model Financial Statements comply with Australian Accounting Standards and additional requirements imposed under the Local Government (Financial Management) Regulations and are updated annually by the LGA.
Net Financial Liabilities	Net financial liabilities represent what is owed to others less money held, invested or owed to the Authority. Net financial liabilities is the most comprehensive measure of the indebtedness of the Authority as it includes items such as employee long service leave entitlements and other amounts payable as well as taking account of the level of the Authority's cash and investments. It is calculated as total liabilities of the Authority less its financial assets (excluding equity accounted investments in Authority businesses).
Net Financial Liabilities Ratio	The net financial liabilities ratio indicates the extent to which net financial liabilities of the Authority at a point in time could be met by its annual operating revenue. The ratio is calculated by expressing net financial liabilities at the end of a reporting period as a percentage of the Authority's operating revenue for the same reporting period.
Net Lending/ (Borrowing)	The Authority's Net lending/ (borrowing) result in a financial year is calculated as the operating surplus/ (deficit), less capital expenditure on assets, plus depreciation and sale of assets. A 'net borrowing' result therefore represents the extent to which operating expenses (less depreciation) and capital expenditure exceeds funding provided by operating revenue and amounts received specifically for new/ upgraded assets. A net borrowing result increases the Authority's accumulated level of net financial liabilities. A net lending result reduces the level of net financial liabilities.
Operating Surplus/ Deficit Ratio	The operating surplus ratio is calculated by expressing the operating surplus/ deficit shown in a Statement of Comprehensive Income as a percentage of operating income. A negative ratio indicates the percentage increase in total rates that would be required to achieve an operating break-even result (i.e. income is equal to operating expenses).

Statement of Cash Flow	Refer definition for Cash Flow Statement.
Statement of Comprehensive Income	A financial statement included in the Annual Financial Statements that shows all revenue and operating expenses in the reporting period. It highlights the operating surplus/ deficit result, being the extent to which revenue is sufficient or insufficient to fund the cost of services.
Statement of Financial Position	Refer definition for Balance Sheet. Summary Statement including Financing Transactions A high level summary of both operating and capital investment activities of the Authority prepared on a uniform and consistent basis. Amongst other things, this enables meaningful comparisons of the Authority's finances. It also enables financial performance data of the Local Government sector as a whole to be assembled and reported.
Strategic Plan (SP)	A strategic planning document which focuses on the community, rather than the internal operations of the Authority. The Authority must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the Strategic Management Plans. Section 122 of the Local Government Act specifies some requirements concerning the timing, content and process for developing such plans (which include both LTFPs and AMPs).
Treasury Management Policy	Establishes a decision framework to ensure that: funds are available as required to support approved outlays; interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed; and the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

Appendix A - Estimated Uniform Presentation of Finances

	Q2 Budget Review 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
OPERATING ACTIVITIES										
Operating Revenues	3,004,585	3,252,353	3,381,490	3,522,990	3,615,028	3,709,474	3,805,764	3,904,723	4,005,420	4,109,186
less Operating Expenses	(3,004,585)	(3,252,353)	(3,381,490)	(3,522,990)	(3,615,028)	(3,709,474)	(3,805,764)	(3,904,723)	(4,005,420)	(4,109,186)
Operating Surplus/ (Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL ACTIVITIES										
less Net Outlays on Existing Assets										
Capital Expense on renewal & replacement of Existing Assets	-	-	-	-	-	32,086	13,207	61,748	125,169	-
less Depreciation, Amortisation & Impairment	(673,452)	(706,927)	(721,824)	(736,721)	(751,618)	(766,514)	(781,004)	(795,893)	(810,100)	(824,976)
Net Outlays on Existing Assets	(673,452)	(706,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)
Capital expenditure on new & upgraded assets	-	41,840	-	-	-	-	-	-	-	-
Less Amounts specifically for new & upgraded assets	-	(41,840)	-	-	-	-	-	-	-	-
Net outlays on new & upgraded assets	-	-	-	-	-	-	-	-	-	-
Net Lending/ (Borrowing) for Financial Year	673,452	706,927	721,824	736,721	719,532	753,308	719,256	670,724	810,100	728,085
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:										
(Increase)/Decrease in Cash and Investments	(673,452)	(602,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)
Financing Transactions	(673,452)	(602,927)	(721,824)	(736,721)	(719,532)	(753,308)	(719,256)	(670,724)	(810,100)	(728,085)

Appendix B - Estimated Key Financial Indicators

	Q2 Budget Review 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Operating Surplus Ratio										
Operating Surplus (\$)	-	-	-	-	-	-	-	-	-	-
Revenues (\$)	3,004,585	3,252,353	3,381,490	3,522,990	3,615,028	3,709,474	3,805,764	3,904,723	4,005,420	4,109,186
Operating Surplus Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Own Source Income Ratio										
Income - excluding Council Contributions (\$)	1,637,531	1,925,657	2,089,873	2,246,696	2,330,110	2,407,730	2,487,740	2,568,120	2,648,420	2,734,510
Expenditure (\$)	3,004,585	3,252,353	3,381,490	3,522,990	3,615,028	3,709,474	3,805,764	3,904,723	4,005,420	4,109,186
Own Source Income Ratio	55%	59%	62%	64%	64%	65%	65%	66%	66%	67%
Net Financial Liabilities Ratio										
Total Liabilities (\$)	170,246	66,246	66,246	66,246	66,246	66,246	66,246	66,246	66,246	66,246
Less: current cash & cash equivalents (\$)	(867,589)	(1,470,516)	(2,192,339)	(2,929,060)	(3,648,592)	(4,401,900)	(5,121,156)	(5,791,879)	(6,601,979)	(7,330,064)
current trade & other receivables (\$)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)	(100,101)
non-current other financial assets (\$)	-	-	-	-	-	-	-	-	-	-
non-current financial assets (\$)	-	-	-	-	-	-	-	-	-	-
Net Financial Liabilities (\$)	(797,444)	(1,504,371)	(2,226,194)	(2,962,915)	(3,682,447)	(4,435,755)	(5,155,011)	(5,825,734)	(6,635,834)	(7,363,919)
Total Operating Revenue (\$)	3,004,585	3,252,353	3,381,490	3,522,990	3,615,028	3,709,474	3,805,764	3,904,723	4,005,420	4,109,186
Net Financial Liabilities Ratio	-27%	-46%	-66%	-84%	-102%	-120%	-135%	-149%	-166%	-179%

	Q2 Budget Review 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Asset Renewal Funding Ratio										
Expenditure on renewal/replacement of assets	-	-	-	-	32,086	13,207	61,748	125,169	-	96,892
Sale of replaced assets	-	-	-	-	-	-	-	-	-	-
Net renewal/replacement of assets	-	-	-	-	32,086	13,207	61,748	125,169	-	96,892
Asset Management Plan amount					32,086	13,207	61,748	125,169	-	96,892
Asset Sustainability Ratio	N/A	N/A	N/A	N/A	100%	100%	100%	100%	N/A	100%

Note on adoption: The Long Term Financial Plan 2018-2027 was adopted by the Authority on [insert date], effective from that date. The Authority prepares its Annual Business Plan and Budget each year, taking into account its long term financial position.

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	Authority Board endorsement for the purposes of public consultation	18 April 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	

HOW TO CONTACT US

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To:	FRACA Board	From:	Executive Officer
Subject:	Policy reviews & noting of Policy / Key Document Review Schedule		
Meeting date:	18 May 2018	Item:	6.4
Reference(s):	Local Government Act 1999 FRAC Authority Charter		
Consultation:	Nil		
Attachments:	Risk Management Policy Procurement Policy Allowances & Reimbursement of Expenses Policy Communication Policy Informal Gatherings Policy Records Management Policy Code of Conduct for Board / Committee Members Code of Practice for Meeting Procedures Policy / key document review schedule		

PURPOSE

The purpose of this report is to seek consideration by the Fleurieu Regional Aquatic Centre Authority (Authority) of policies and key documents due for review; and note the schedule for remaining document review.

RECOMMENDATION

That the Authority

1. Endorse the following revised policies and documents:
 - Risk Management Policy
 - Procurement Policy
 - Allowances & Reimbursement of Expenses Policy
 - Communication Policy
 - Informal Gatherings Policy
 - Records Management Policy
 - Code of Conduct for Board / Committee Members
 - Code of Practice for Meeting Procedures
2. Note the schedule for future policy / key document review.

INFORMATION

With reference to the Authority Charter - *Section 3.3 Functions of the Board* - In addition to the functions of the Board set out in the Local Government Act 1999, the functions of the Board include:

Clause 3.3.8 – developing and adopting such policies and procedures as give effect to good governance and administrative practices.

Board Report

The above policies and key documents were reviewed by the Executive Officer and then considered by the Authority Audit & Risk Management Committee at its meeting on 26 April 2018; which recommended the revisions to the Authority Board.

The revised policies and documents are provided as attachments to this report. Two copies of each document are provided, a marked-up copy with tracked changes; and a clean copy.

A policy / key document review schedule has also been developed (**please refer attached**).

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance – the recommendation meets the requirements of the Charter and legislation. *Low risk.*

BUDGET IMPLICATION

There are no direct budget implications associated with the recommendation.

RISK MANAGEMENT POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00006
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	Code of Conduct for Employees Internal Financial Controls Policy Risk Management Policy Disposal of Land and Assets Policy
Applicable Legislation	NIL

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OVERVIEW

Risk management is the term applied to a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with an activity, function or process in a way that will enable organisations to minimise losses and maximise opportunities. Risk management is a [s](#) much about responding to opportunities [and as](#) avoiding or mitigating losses.

Risk management can be applied at many levels in an [organization-organisation](#) from the strategic level to the operational level. It may be applied to specific projects, to assist with specific decisions or to manage specific recognised risk areas.

The Authority conducts Business Risk Assessments to assist management in the identification, assessment, treatment and monitoring of risks.

The development of [the-a](#) Business Risk Assessment [involved-involves](#) an analysis of the internal and external drivers that can create uncertainty for the Authority. These drivers have been divided into the following key focus areas:

- Financial
 - Asset/infrastructure
 - Compliance/regulatory
 - Legal
 - Contract management
 - Procurement/tendering
 - Project Management
- People
 - Human resources
 - Work health safety
- Reputation

Risk Management Policy

- Political
- Business ~~d~~Development
- Environmental
 - Asset infrastructure
 - Contract management
- Service Delivery
 - Compliance/regulatory
 - Governance
 - Strategic risk
 - Project management

PURPOSE

The purpose of this policy is to:

- Define the methods by which the Authority manages risk
- Demonstrate accountability and responsibility of the Authority to Constituent Councils and their ratepayers
- Be fair and equitable to all parties involved
- Enable all processes to be monitored and recorded
- Ensure that the best possible outcome is achieved for the Authority and the Constituent Councils
- Ensure that there is consistency with the strategic and financial directions.

POLICY PRINCIPLES

The Authority will ensure that the Risk Management Policy adheres to the following principles:

- Accurate and timely information
- ~~Purporting~~ Providing a balanced and honest view
- Abiding by the principles of openness and transparency
- Working with the Constituent Councils and associates to achieve common aims and objectives
- Always being at hand to hear and where appropriate support the view and/or needs of the Constituent Councils and the communities.

POLICY

In keeping with this Policy and other risk management criteria, the Authority will:

- Adopt a Risk Management Program and Action Plan, in consultation with the Local Government Association Mutual Liability Scheme (LGAMLS) which will set out responsibilities, accountabilities and performance measures.
- Implement the program which will have the full support and commitment of the Authority Board, and progress will be monitored by the Executive Officer, who will provide written reports to the Board.
- Ensure that sound risk management techniques are adopted by all business units, included in all business plans and detail identified risks and risk management.
- Ensure all reports to the Board for decision will include a risk assessment of recommendations.
- Ensure the Audit & Risk Management Committee ~~will be responsible~~ responsibly to oversee the implementation of the Risk Management Program and Action Plans.

Risk Management Policy

- Use the services, as required, of the LGAMLS Regional Risk Coordinator to assist in the auditing of the Authority's procedures to ensure that high standards are maintained.
- Ensure the LGAMLS Regional Risk Coordinator is the Authority's direct link to the Local Government Association Mutual Liability Scheme and will provide advice and assistance as required to minimise civil liability exposures.
- Ensure risks are ~~to be~~ separated into strategic and operational risks. Strategic risks affect business objectives at an organisational level and are generally quite broad in their context. Operational risks affect the day-to-day management of a particular task or work area and can be specifically identified.
- Develop and maintain a Strategic Risk Register and ensure that Fleurieu Aquatic Centre Operational Managers develop and maintain an Operational Risk Register. Once risks have been added to the Risk Register, be monitored and reported against on a periodic (monthly, quarterly or annually depending on the type and level of risk) by the responsible officer assigned to each risk. Risks managed through the job safety analysis and risk management process need to have ongoing risk identification and risk management implementation checks conducted in accordance with the Authority's Work Health Safety (WHS) policies and procedures.
- Ensure reviews are monitored by the Executive Officer at least annually.

ROLES & RESPONSIBILITIES

Authority Board

The Board is responsible for the approval of this Policy and Framework and endorsing the systematic approach to managing risk across Authority operations.

Audit & Risk Management Committee

The Audit & Risk Management Committee is responsible for ~~overseeing~~ reviewing the Authority's risk management and audit requirements. Reporting on risk management will be provided via Audit & Risk Management Committee meetings.

Executive Officer

The Executive Officer has the responsibility for ensuring the risk management framework is established and implemented. The Executive Officer is responsible for:

- Commitment to promotion of this Policy and the Framework whilst monitoring the Authority's overall risk profile and controls
- Reporting the risk profile and mitigation strategies to the Audit Committee
- The implementation, management and evaluation of risk management, in accordance with the Policy and Framework
- Undertaking the risk management program as per the requirements of the Policy and Framework
- Development and maintenance of a Strategic Risk Register, including the recording of risk mitigation strategies.

Fleurieu Aquatic Centre Contract Operational Managers

The Fleurieu Aquatic Centre Contract Operational Managers have responsibilities and reporting requirements as set out in the Management Agreement for Fleurieu Aquatic Centre Facility Management and Operation Services; which include:

- Compliance with Statutory and Legal Obligations
- Work Health and Safety Obligations
- Operational requirements (including human resource management)
- Quality management requirements
- Reporting requirements
- Identifying, evaluating and managing risks in daily activities and projects

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Risk Management Policy

- [Adhering to the risk management framework](#)

[The Fleurieu Aquatic Centre Contract Operational Managers are responsible for development and maintenance of an Operational Risk Register, including the recording of risk mitigation strategies.](#)

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Risk Management Policy

Employees, Volunteers and Contractors (Workers):

All Authority Workers are responsible for:

- Identifying, evaluation and managing risks in their daily activities and projects
- Adhering to the risk management framework

DELEGATIONS

The Authority acknowledges that the Executive Officer may sub-delegate matters related to this Policy to staff or other persons employed or engaged by the Authority.

DOCUMENTATION

To assist in demonstrating that Risk Management processes are cost effective, fair, transparent, accountable and meet ~~Constituent-constituent~~ Council and community needs, following risks being identified, the Authority will ensure the ~~responsible of the Manager or Supervisor of the relevant work group adds risk is added to the appropriate them to the Authority's Risk Register, and or (where required)~~ ensure appropriate job safety analysis and risk assessments are completed.

AVAILABILITY OF POLICY

This Policy will be available on the [Fleurieu Regional Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

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RISK MANAGEMENT POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00006
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	Internal Financial Controls Policy Disposal of Land and Assets Policy Allowances & Reimbursement of Expenses Policy Work Place Health and Safety & Return to Work Policy
Applicable Legislation	<i>NIL</i>

OVERVIEW

Risk management is the term applied to a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with an activity, function or process in a way that will enable organisations to minimise losses and maximise opportunities. Risk management is as much about responding to opportunities as avoiding or mitigating losses.

Risk management can be applied at many levels in an organisation from the strategic level to the operational level. It may be applied to specific projects, to assist with specific decisions or to manage specific recognised risk areas.

The Authority conducts Business Risk Assessments to assist management in the identification, assessment, treatment and monitoring of risks.

The development of a Business Risk Assessment involves an analysis of the internal and external drivers that can create uncertainty for the Authority. These drivers have been divided into the following key focus areas:

- Financial
 - Asset/infrastructure
 - Compliance/regulatory
 - Legal
 - Contract management
 - Procurement/tendering
 - Project Management
- People
 - Human resources
 - Work health safety
- Reputation
 - Political
 - Business development

Risk Management Policy

- Environmental
 - Asset infrastructure
 - Contract management
- Service Delivery
 - Compliance/regulatory
 - Governance
 - Strategic risk
 - Project management

PURPOSE

The purpose of this policy is to:

- Define the methods by which the Authority manages risk
- Demonstrate accountability and responsibility of the Authority to Constituent Councils and their ratepayers
- Be fair and equitable to all parties involved
- Enable all processes to be monitored and recorded
- Ensure that the best possible outcome is achieved for the Authority and the Constituent Councils
- Ensure that there is consistency with the strategic and financial directions.

POLICY PRINCIPLES

The Authority will ensure that the Risk Management Policy adheres to the following principles:

- Accurate and timely information
- Providing a balanced and honest view
- Abiding by the principles of openness and transparency
- Working with the Constituent Councils and associates to achieve common aims and objectives
- Always being at hand to hear and where appropriate support the view and/or needs of the Constituent Councils and the communities.

POLICY

In keeping with this Policy and other risk management criteria, the Authority will:

- Adopt a Risk Management Program and Action Plan, in consultation with the Local Government Association Mutual Liability Scheme (LGAMLS) which will set out responsibilities, accountabilities and performance measures.
- Implement the program which will have the full support and commitment of the Authority Board, and progress will be monitored by the Executive Officer, who will provide written reports to the Board.
- Ensure that sound risk management techniques are adopted by all business units, included in all business plans and detail identified risks and risk management.
- Ensure all reports to the Board for decision will include a risk assessment of recommendations.
- Ensure the Audit & Risk Management Committee responsibly oversees the implementation of the Risk Management Program and Action Plans.
- Use the services, as required, of the LGAMLS Regional Risk Coordinator to assist in the auditing of the Authority's procedures to ensure that high standards are maintained.

Risk Management Policy

- Ensure the LGAMLS Regional Risk Coordinator is the Authority's direct link to the Local Government Association Mutual Liability Scheme and will provide advice and assistance as required to minimise civil liability exposures.
- Ensure risks are separated into strategic and operational risks. Strategic risks affect business objectives at an organisational level and are generally quite broad in their context. Operational risks affect the day-to-day management of a particular task or work area and can be specifically identified.
- Develop and maintain a Strategic Risk Register and ensure that Fleurieu Aquatic Centre Operational Managers develop and maintain an Operational Risk Register. Once risks have been added to the Risk Register, be monitored and reported against on a periodic (monthly, quarterly or annually depending on the type and level of risk) by the responsible officer assigned to each risk. Risks managed through the job safety analysis and risk management process need to have ongoing risk identification and risk management implementation checks conducted in accordance with the Authority's Work Health Safety (WHS) policies and procedures.
- Ensure reviews are monitored by the Executive Officer at least annually.

ROLES & RESPONSIBILITIES

Authority Board

The Board is responsible for the approval of this Policy and Framework and endorsing the systematic approach to managing risk across Authority operations.

Audit & Risk Management Committee

The Audit & Risk Management Committee is responsible for reviewing the Authority's risk management and audit requirements. Reporting on risk management will be provided via Audit & Risk Management Committee meetings.

Executive Officer

The Executive Officer has the responsibility for ensuring the risk management framework is established and implemented. The Executive Officer is responsible for:

- Commitment to promotion of this Policy and the Framework whilst monitoring the Authority's overall risk profile and controls
- Reporting the risk profile and mitigation strategies to the Audit Committee
- The implementation, management and evaluation of risk management, in accordance with the Policy and Framework
- Undertaking the risk management program as per the requirements of the Policy and Framework
- Development and maintenance of a Strategic Risk Register, including the recording of risk mitigation strategies.

Fleurieu Aquatic Centre Contract Operational Managers

The Fleurieu Aquatic Centre Contract Operational Managers have responsibilities and reporting requirements as set out in the Management Agreement for Fleurieu Aquatic Centre Facility Management and Operation Services; which include:

- Compliance with Statutory and Legal Obligations
- Work Health and Safety Obligations
- Operational requirements (including human resource management)
- Quality management requirements
- Reporting requirements
- Identifying, evaluating and managing risks in daily activities and projects
- Adhering to the risk management framework

Risk Management Policy

The Fleurieu Aquatic Centre Contract Operational Managers are responsible for development and maintenance of an Operational Risk Register, including the recording of risk mitigation strategies.

Employees, Volunteers and Contractors (Workers):

All Authority Workers are responsible for:

- Identifying, evaluation and managing risks in their daily activities and projects
- Adhering to the risk management framework

DELEGATIONS

The Authority acknowledges that the Executive Officer may sub-delegate matters related to this Policy to staff or other persons employed or engaged by the Authority.

DOCUMENTATION

To assist in demonstrating that Risk Management processes are cost effective, fair, transparent, accountable and meet constituent Council and community needs, following risks being identified, the Authority will ensure the risk is added to the appropriate Risk Register; and (where required) ensure appropriate job safety analysis and risk assessments are completed.

AVAILABILITY OF POLICY

This Policy will be available on the [Fleurieu Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

PROCUREMENT POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
<u>Board</u> Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	<p><u>Code of Conduct for Employees</u></p> <p>Internal Financial Controls Policy</p> <p>Risk Management Policy (including a Corporate Risk Register)</p> <p>Disposal of Land and Assets Policy (to be developed)</p> <p><u>Allowances & Reimbursement of Expenses Policy</u></p> <p>Work Place Health and Safety <u>& Return to Work</u> Policy (to be developed)</p> <p>Environmental Protection Policy (to be developed)</p>
Applicable Legislation	<p>Local Government Act 1999 (sections 46, 48, 49; schedule 2 part 19; and regulations).</p> <p>Charter</p> <p><u>South Australia</u> Work Place Health and Safety Act 2012</p>

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INTRODUCTION

This document sets out the FRAC Authority (the 'Authority') policy for the acquisition of goods and services and carrying out of the procurement principles. This policy applies to the procurement of all goods, equipment and related services, construction contracts and service contracts (including maintenance).

All Authority purchases must be carried out in compliance with the requirements of the *Local Government Act 1999* (the Act), relevant Regulations under the Act and in accordance with the approved Authority budget.

In terms of specific requirements, s.49 (1) of the *Local Government Act* requires to prepare and adopt policies on contracts and tenders, including policies on the following:

- the contracting out of services
- competitive tendering and the use of other measures to ensure that services are delivered cost effectively
- the use of local goods and services
- the sale or disposal of land or other assets

The power and duty pursuant to s.49(2) of the Act to ensure that any policies on contracts and tenders:

- identify circumstances where the Authority will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or disposal of land or other assets
- provide a fair and transparent process for calling tenders and entering into contracts in those circumstances

Procurement Policy

- provide for the recording of reasons for entering into contracts other than those resulting from the tender process

The duty pursuant to s.49(4) of the Act to make available for inspection (without charge) a policy adopted under this Section at the principal office of the Authority during office hours.

POLICY OBJECTIVE

The Authority's purchasing activities aim to achieve advantageous procurement outcomes by:

- promoting value for money with probity and accountability
- advancing the Authority's economic, social and environmental policies
- providing reasonable opportunity for competitive local businesses to supply to the Authority
- appropriately manages risk
- providing a framework to meet compliance with relevant legislation

RESPONSIBILITY

Authority ~~staff-delegates~~ responsible for purchasing goods and services (Executive Officer and Board Members) must comply with this policy. It is the responsibility of the Authority ~~staff-Executive Officer~~ and Board Members involved in the procurement process to understand the meaning and intent of this policy.

PROCUREMENT PRINCIPLES

Authority Executive Officer and Board Members ~~staff~~ must have regard to the following procurement principles in all purchasing activities:

Open and effective competition

Purchasing should be open and result in effective competition in the provision of goods and services. The Authority must give fair and equitable consideration to all prospective suppliers.

Value for money

The Authority must harness its purchasing power to achieve the best value for money. The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of:

- contribution to the advancement of the Authority priorities
- fitness for purpose, quality, services and support
- whole-of-life costs including costs of acquiring, using, maintaining and disposal
- internal administration costs
- technical compliance issues
- risk exposure
- the value of any associated environmental benefits

Encouragement of the development of competitive local business and industry

The Authority encourages the development of competitive local businesses within its member council areas and within the Fleurieu Region.

Procurement Policy

Where price, performance, quality, suitability and other evaluation criteria are comparable, the following areas may be considered in evaluating offers:

- environmentally friendly/ low impact considerations
- creation of local employment opportunities
- more readily available servicing support
- more convenient communications for contract management
- economic growth within the local area
- benefit to the Authority and/or the constituent communities of associated local commercial transaction

Environmental protection

The Authority promotes environmental protection through its purchasing procedures. In undertaking any purchasing activities, the Authority will:

- promote the purchase of environmentally friendly goods and services that satisfy value for money criteria
- foster the development of products and processes of low environmental and climatic impact
- provide an example to business, industry and the community by promoting the use of climatically and environmentally friendly goods and services
- encourage environmentally responsible activities

Ethical ~~behavior~~behaviour and fair dealing

Authority ~~Executive Officer and Board Members~~ staff involved in purchasing are to behave with impartiality, fairness, independence, openness, integrity, and professionalism in their discussions and negotiations with suppliers and their representatives.

Contractors

Contractors are obliged to comply with the Board's policies on Workplace, Health and Safety and environmental protection.

PURCHASE ORDERS

Purchase orders authorise the purchase of goods and services and need to be provided for all purchases except for:

- Government utilities
- Lease or contracts purchasing where the amount of use and/or the cost and/or the frequency is set in the agreement.
- ~~Minor procurement via petty cash under \$100~~
- Minor procurement via credit card under \$100
- Credit card purchases for air fares and accommodation.

Standing Orders can be used to allow for minor regular purchases. The standing order needs to adhere to the purchasing policy and state the amount of authorised spending per month and the type of expenditure to be incurred.

PURCHASES UNDER \$10,000 (EXCLUSIVE OF GST) PER PURCHASE

- (a) for purchases under \$1,000 at least one verbal quote

Procurement Policy

- (b) for purchases between \$1,000 to \$5,000 at least one written quotation
- (c) for purchases between \$5,000 and \$10,000 at least two written quotations

Records of quotations must be registered and filed.

Procurement Policy

PURCHASES BETWEEN \$10,001 AND \$50,000 (EXCLUSIVE OF GST) PER PURCHASE

The Authority requires inviting written quotations before making a service agreement or contract for the carrying out of work or the supply of goods or services involving a cost of between \$10,001 and \$50,000. The invitation must be given to at least three persons/organisations who the Authority considers can meet its requirements at competitive prices.

Records of offers received must be registered and filed.

PURCHASES ABOVE \$50,001 (EXCLUSIVE OF GST) PER PURCHASE

This Policy requires inviting tenders before making a contract for the carrying out of work, or the supply of goods or services involving a cost of more than \$50,001.

The invitation must be via electronic method such as Tenders SA or alternative as nominated by the Authority allowing at least 21 days from the day of the advertisement for the submission of tenders.

Records of tenders received must be registered and filed.

EXCEPTIONS

Generally, open and fair competition is best achieved by undertaking a full public tender call so all interested parties have an opportunity to bid on the call. However, there may be procurements in which a full public tender will not necessarily deliver best value for money and other market approaches may be more appropriate.

The Authority may be exempt from the requirement to seek tenders or quotations, in the following circumstances:

- there may be significant public risk if the procurement is delayed by process requirements, such as emergency situations threatening life and property
- a small, stable and well documented supply market exists such that the Authority can ensure that all potential suppliers are invited to participate
- the pressures of time are such that an open call is not feasible, such as where there has been an unanticipated FRAC or Government policy decision
- the Authority purchases goods at an auction
- the Authority purchases second-hand goods
- the contract is made with, or under an arrangement with or made by:
 - the State, a government entity, a local government owned corporation, another local government body, Local Government Corporate Services (LGCS Pty Ltd) or Strategic Purchasing (MAPS Group)
 - another Australian Government, an entity of another Australian Government or a local government of another State or a Territory.
- The Authority resolves to enter into a contract using a significant purchasing activity plan which must state:
 - the objectives of the purchase and how they will be achieved
 - any alternative ways of achieving the objectives, and why the alternative ways were not adopted
 - a risk analysis of the market from which the goods or services are to be procured.

When assessing the most effective method of obtaining goods and/or services, the Authority ~~staff~~**Executive Officer and Board Members** should consider the administrative resources required and monetary costs to the Authority of seeking tenders or quotations independently, and the reduction of these costs which can be achieved by use of approved alternative arrangements outlined above.

Procurement Policy

A request for waiver of competitive process should not be viewed as a mechanism to speed processes in a way that will not stand up to rigorous scrutiny or as a mechanism to obviate the need for careful forward planning. The granting of waiver of competitive process must be appropriately documented and approved by the Executive Officer and Chairperson.

CREDIT CARD FACILITIES

The Authority has a Board approved limit for one credit card of \$5,000 per calendar month approved for allocation to the Executive Officer position.

The holder of a credit card is responsible for all transactions and that receipts are provided for each transaction with the following details:

Name of supplier and ABN number

Date of issue

Description of goods or services

Total cost including of GST

Words: 'Tax Invoice'

Credit card purchases will be consolidated within Authority accounts monthly.

INVOICE APPROVAL

Purchase Order Invoices

Invoice received where a purchase order has been raised must be authorised by delegates staff with the appropriate delegation that:

- Goods have arrived in good condition as per purchase order
- Invoice amounts are correct
- Payment is authorised.

Contract Invoices

Where a contract is in place and details show purchasing frequency, purchase quantity and cost the invoice should be checked against the contract and signed stating that:

- Services were performed according to the contract
- Fees and charges were according to the contract
- Payment is authorised.

STORE ACCOUNTS

Store Accounts can be established with local businesses. Purchase orders are to be raised for all purchases with these businesses as per our purchasing guidelines and Delegation Schedule.

For small regular purchases such as milk etc. a standing order is to be raised by an Officer listed in the Purchasing Delegations Schedule to cover these purchase types. A receipt for all purchases raised against standing purchase orders are to be obtained and retained for reconciliation with the monthly account. The standing order can then be used by the Executive Officer staff to purchase these small items, without this standing order being in place, the Executive Officer staff without purchasing delegation, does not have the authority to purchase small items against the account.

Procurement Policy

DELEGATIONS

Only the Authority officers listed in the attached Schedule 1 are entitled to sign requisitions, and then only in accordance with their financial delegation limits as set out in the schedule. By signing a purchase order officers are confirming that they have taken full notice of this policy and will comply with all of the requirements of this policy.

AVAILABILITY OF POLICY

This Policy ~~will be~~ is available on the Fleurieu Regional Aquatic Centre Website.

Procurement Policy

SCHEDULE 1 – PROCUREMENT DELEGATION TABLE

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Executive Officer	✓	✓	✓	✓	✓	#		#
Chairperson						#		#
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PROCUREMENT POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
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Board Review Date	18 May 2018
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Policy/File Number	CO.197.1
Related Documents	Internal Financial Controls Policy Risk Management Policy (including a Corporate Risk Register) Disposal of Land and Assets Policy Allowances & Reimbursement of Expenses Policy Work Health Safety & Return to Work Policy Environmental Protection Policy (to be developed)
Applicable Legislation	Local Government Act 1999 (sections 46, 48, 49; schedule 2 part 19; and regulations). Charter South Australia Work Health and Safety Act 2012

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Executive Officer	√	√	√	√	√	#		#
Chairperson						#		#
Board decision							√	

All limits are exclusive of GST.

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Document History

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2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

ALLOWANCES & REIMBURSEMENTS OF EXPENSES POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	Charter
Applicable Legislation	ICAC Act 2012 Local Government Act 1999

INTRODUCTION

The payment of Board and Committee Members' sitting fees, reimbursement of expenses and the provision of any other benefits, will be accountable and transparent. This Policy will also specify the types of expenses that will be reimbursed without the need for specific approval every time a claim is made.

Board Members will receive a sitting fee as determined by the Constituent Councils, in accordance with the *Guidelines for Agencies and Board Directors*, published by the Department of Premier and Cabinet for *Government Boards and Committees* (or such publication as may succeed such Guidelines).

Clause 3.8.2 of the Charter states: All Board Members will receive from the Authority reimbursement of expenses properly incurred in performing or discharging official functions and duties as determined by the Authority and set out in a policy adopted by the Authority for the purposes of this clause.

Members of the Audit & Risk Management Committee receive a sitting fee in line with the Terms of Reference for the Committee. Clause 4.6 of the Terms of Reference states: Payment of sitting fees for Committee meetings will be paid as follows:

- Council Officer members of the Committee will not be paid a sitting fee;
- An Independent Authority Board Member who is also a member of the Committee will be paid a sitting fee in line with fees currently paid for attendance at prescribed meetings of the Authority Board;
- A Constituent Council Authority Board Member who is also a member of the Committee will not be paid a sitting fee in line with non-payment of sitting fees for meetings of the Authority Board; and
- The Independent Chairperson of the Committee will be paid a sitting fee in line with fees currently paid to the Independent Chairperson of the Board for attendance at prescribed meetings of the Authority Board.

In line with the reimbursement of travel expenses to independent Board Members, Independent Authority Board Members who are also members of the Committee, and the Independent Chairperson of the Committee are also reimbursed for travel expenses related to attendance at scheduled Committee meetings.

POLICY OBJECTIVE

To ensure all Board and Committee Members receive from the Authority, reimbursement of expenses properly incurred in performing or discharging official functions and duties as determined and approved by the Authority and set out in this policy.

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Allowances & Reimbursement of Expenses Policy

Note: Prior to expenditure being undertaken, consideration must be given to any potential reimbursement restrictions such as budget allocation for travel, the production of relevant documentation and receipts or other required evidence of expenditure.

DEFINITIONS

Eligible journey	Means a journey (in either direction) between the principal place of residence, or a place of work, of a member of the Authority, and the place of a prescribed meeting.
Prescribed meeting	In relation to a member of the Authority, means a meeting of the Authority or a committee of the Authority, or an informal gathering, discussion, workshop, briefing, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the member.

POLICY STATEMENT

This Policy is underpinned by the following principles:

- The accountability of the Board and Committee to its Constituent Councils and communities for the use of public monies
- Board and Committee Members should not be out-of-pocket as a result of performing and discharging their approved official functions and duties
- Reimbursement of any expenses not covered by this policy must first be approved by resolution of the Authority Board.

The Local Government Act 1999 and Local Government (Members Allowances and Benefits) Regulations 2013 (the Regulations) prescribe that all Members are entitled to receive reimbursement of expenses actually and necessarily incurred in performing or discharging official functions and duties:

- In travelling **within the Council area** to or from a "prescribed meeting"; and
- For the care of a dependant or a child of the Council Member as a consequence of the Member's attendance at a "prescribed meeting" (but not if the carer is a person who ordinarily resides with the Council Member).

The Act also makes provision for the Board to resolve, on a discretionary basis, to reimburse Members for a range of additional expenses incurred in performing or discharging official functions and duties e.g. reimbursement for travel **outside** the Council area and/or to attend functions in addition to Board meetings.

These discretionary expenses can only be reimbursed with specific Board approval either by establishing a formal policy, or alternatively by the Board approving each claim for reimbursement on a case by case basis by resolution.

This Policy sets out the types of approved expenses that may be reimbursed. These may be, but are not limited to:

- an expense incurred in the use of a telephone, facsimile or other telecommunications device, or in the use of a form of electronic communication, on the business of the FRAC Authority
- travelling expenses incurred by the Board or Committee Member as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority.
- expenses for the care incurred by the Member as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority for:
 - a child of the Member
 - a dependent of the Member requiring full-time care
- expenses incurred by the Member as a consequence of attendance at an approved conference, seminar, training course or other similar activity which is directly related to the roles and duties of the FRAC Authority.

Allowances & Reimbursement of Expenses Policy

Other Reimbursements

Any additional reimbursements, or facilities and support not detailed in this Policy will require the specific approval of the FRAC Board prior to any payments being made, benefits received, facilities and/or support being provided.

Travel

Where other communication tools, such as teleconferencing and videoconferencing, are ineffective, and there is a demonstrated business need for the travel:

- Reimbursement will be restricted to the shortest or most practicable route
- Board and Committee Members should travel in groups wherever possible
- Travel by private motor vehicle will be reimbursed at the rate per kilometre prescribed for the purposes of calculating deductions for car expenses using the current year ATO Cents Per Kilometre method
- Car parking fees will be reimbursed upon the provision of receipts, and where they are a consequence of a Board or Committee Member attending a function or activity on the approved business of the FRAC Authority
- Travel by taxi, bus, plane or other means of public transport will be reimbursed on the basis of being expenses where they are incurred as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority, however such travel must still be by the shortest or most practicable route.

Air Travel

Necessity of air travel should only be considered where other communications tools such as teleconferencing and videoconferencing are unavailable. The Board or Committee Member must be satisfied that there is a demonstrated business need for the travel, and that prior approval has been provided in writing from the FRAC Authority. The *Lowest Practical Fare Guide* (Attachment A) must be used at all times when ascertaining airfares. Reimbursements will only be made at the rate of the Lowest Practical Fare regardless of the actual fare paid, unless a satisfactory reason can be provided in writing.

Travel Time Payment

~~Pursuant to the determination made by the Remuneration Tribunal, Board Members (excluding Principal Members) of non-metropolitan Councils are eligible for payment for a travel time payment where the Board Member's:~~

- ~~• usual place of residence is within the relevant Council area and is located at least 30kms but less than 50km or more distance from their Council's principal office, via the nearest route by road — \$336 per annum~~
- ~~• usual place of residence is within the relevant Council area and is located 50km or more distance from their Council's principal office, via the nearest route by road — \$560 per annum~~
- ~~• usual place of residence is within the relevant Council area and is located 100km or more distance from their Council's principal office, via the nearest route by road — \$1120 per annum.~~

~~If eligible, this payment is made to an Board Member in addition to any entitlement to reimbursement of expenses incurred.~~

CLAIMS FOR REIMBURSEMENT

All claims for reimbursement must be submitted to the Executive Officer on the form/s provided for the purposes of maintaining the Register of Allowances and Benefits.

Claims for reimbursement may only be made for the current financial year and will not be backdated.

Reimbursement of expenses will only be paid to all Board or Committee Members upon presentation of the form/s and adequate evidence (such as receipts) supporting the claims made.

Allowances & Reimbursement of Expenses Policy

REGISTER OF ALLOWANCES AND BENEFITS

Pursuant to section 79(1) and (2) of the Act, the Executive Officer must maintain a public *Register of Allowances and Benefits* where all records are kept and updated on a quarterly basis (see regulation 7 of the Regulations) detailing:

- the annual allowance payable to a Board Member (in the case of section 79 (1)(a))
- any expenses reimbursed under section 77(1)(b) of the Act (in the case of section 79(1)(b))
- other benefits paid or provided for the benefit of the Member by the ~~Council~~ Authority (in the case of section 79(1)(c))
- to make a record of the provision of a reimbursement or benefit not previously recorded in the Register (in the case of section 79(2)(b))

Reimbursements paid under section 77(1)(a) of the Act are not required to be recorded in the Register.

The Executive Officer is required to record in the Register, any changes in the allowance or a benefit payable ~~to, or to or~~ provided for the benefit of Board ~~or Committee~~ Members. Accordingly, the Executive Officer will update the Register each quarter and therefore each Board ~~or Committee~~ Member is required to provide his or her claim form for reimbursement to the Executive Officer on the last business day of each quarter.

The Register of Allowances and Benefits is available for inspection by members of the public, free of charge, at the principal office. Copies or extracts of the Register are available for purchase from the Authority upon payment of a fixed fee.

AVAILABILITY OF ~~CODE OF CONDUCT~~POLICY

This ~~Code of Conduct~~Policy will be available on the [Fleurieu Regional Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

ATTACHMENT A

LOWEST PRACTICAL FARE GUIDE

This Guide sets out requirements for achieving value for money when selecting, booking and approving official domestic air travel. When undertaking official air travel, Board Members should select the lowest fare available at the time the travel is booked that suits practical business needs.

Staff and Board Members undertaking official travel must consider all costs, for example, an inexpensive flight that leaves early morning or late evening but requires overnight accommodation, or a lengthy wait in an airport between inexpensive flights, would not meet the Lowest Practical Fare criteria, as the overall cost (accommodation, taxi, meal and wasted time etc.) would usually have an overall higher total cost.

These Key Considerations can also be applied to other forms of transport, accommodation, meals or any other travel expenses to be paid for using public (ratepayer) funds.

Key Considerations

Value for Money: Value for money is the overarching consideration when booking flights for domestic air travel. Value for money requires the use of public monies in an efficient, effective, economical and ethical manner.

Accordingly, when booking travel, decisions must be based on an impartial consideration of the fares available and not on a personal preference for a particular airline or aircraft type, access to airline lounges or accumulating airline reward and loyalty points (including status credits).

Necessity of Travel: Air travel should only be undertaken where other communication tools, such as teleconferencing and videoconferencing, are ineffective. In approving travel, the FRAC Authority should be satisfied that there is a demonstrated business need for the travel.

Diligence: This requires Board Members acting reasonably in scheduling meetings or other events for which travel is considered necessary ([e.g.](#) minimising unnecessary travel time).

Applying the Lowest Practical Fare

Travel bookers should make two key decisions when selecting a fare for travel:

- **Fare class:** All air travel should be the lowest practical fare in economy class. Non-compliance to travel in that class must be documented and approved in each instance.
- **Fare type:** Where there is a high degree of certainty for required arrival or departure times, officials should assess all fares and consider restricted (non-refundable/non-changeable) fare types. Where there is a possibility that a scheduled meeting will not proceed, or there is uncertainty around the time that a scheduled meeting may conclude, officials should consider whether the additional cost of flexible fares outweighs the cost of possible change or cancellation fees or lost fares.

Travellers should compare fare classes and types across airlines servicing the particular route required. Each leg (outbound and inbound) should be considered separately.

Allowances & Reimbursement of Expenses Policy

The table below will assist those booking travel to make the best choices within these guidelines:

	Issue	Explanation
1	Lowest fare	This is the cheapest available fare taking into account all flights that are within a 45 - 60-minute time window prior your 'ideal' booking time.
2	Timing, routing, connection or baggage charges	Where the fare selected is not the lowest fare available because it: <ul style="list-style-type: none">• is the most direct route• ensures connections for further flights are met satisfactorily• takes into account included baggage fees.
3	Approval / Entitlement to travel at higher fare class (e.g. business class or premium economy)	All air travel should be at the lowest practical fare in economy class unless there is an approved business case for travel outside these guidelines. In these circumstances, travellers are still required to obtain the lowest practical fare within the class.
4	Ability/health issues	Where health factors for travellers require certain facilities, including booking travel at a more expensive rate (e.g. more leg room required etc.), a medical certificate stating reasons should be provided to the approving financial delegate. Members or staff who are unwell should not travel.
5	Personal responsibilities	Unreasonable impact on personal responsibilities such as family and childcare.
6	Require flexibility to change booking	Where flexibility is required for air travel, travel bookers should consider selecting a semi-flexible fare type instead of a fully flexible fare.

ALLOWANCES & REIMBURSEMENTS OF EXPENSES POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	Charter
Applicable Legislation	ICAC Act 2012 Local Government Act 1999

INTRODUCTION

The payment of Board and Committee Members' sitting fees, reimbursement of expenses and the provision of any other benefits, will be accountable and transparent. This Policy will also specify the types of expenses that will be reimbursed without the need for specific approval every time a claim is made.

Board Members ~~will~~ receive a sitting fee as determined by the Constituent Councils, in accordance with the *Guidelines for Agencies and Board Directors*, published by the Department of Premier and Cabinet for *Government Boards and Committees* (or such publication as may succeed such Guidelines).

Clause 3.8.2 of the Charter states: All Board Members will receive from the Authority reimbursement of expenses properly incurred in performing or discharging official functions and duties as determined by the Authority and set out in a policy adopted by the Authority for the purposes of this clause.

Members of the Audit & Risk Management Committee receive a sitting fee in line with the Terms of Reference for the Committee. Clause 4.6 of the Terms of Reference states: Payment of sitting fees for Committee meetings will be paid as follows:

- Council Officer members of the Committee will not be paid a sitting fee;
- An Independent Authority Board Member who is also a member of the Committee will be paid a sitting fee in line with fees currently paid for attendance at prescribed meetings of the Authority Board;
- A Constituent Council Authority Board Member who is also a member of the Committee will not be paid a sitting fee in line with non-payment of sitting fees for meetings of the Authority Board; and
- The Independent Chairperson of the Committee will be paid a sitting fee in line with fees currently paid to the Independent Chairperson of the Board for attendance at prescribed meetings of the Authority Board.

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In line with the reimbursement of travel expenses to independent Board Members, Independent Authority Board Members who are also members of the Committee, and the Independent Chairperson of the Committee are also reimbursed for travel expenses related to attendance at scheduled Committee meetings.

POLICY OBJECTIVE

To ensure all Board and Committee Members receive from the Authority, reimbursement of expenses properly incurred in performing or discharging official functions and duties as determined and approved by the Authority and set out in this policy.

Allowances & Reimbursement of Expenses Policy

Note: Prior to expenditure being undertaken, consideration must be given to any potential reimbursement restrictions such as budget allocation for travel, the production of relevant documentation and receipts or other required evidence of expenditure.

DEFINITIONS

Eligible journey	Means a journey (in either direction) between the principal place of residence, or a place of work, of a member of the Authority, and the place of a prescribed meeting.
Prescribed meeting	In relation to a member of the Authority, means a meeting of the Authority or a committee of the Authority, or an informal gathering, discussion, workshop, briefing, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the member.

POLICY STATEMENT

This Policy is underpinned by the following principles:

- The accountability of the Board **and Committee** to its Constituent Councils and communities for the use of public monies
- Board **and Committee** Members should not be out-of-pocket as a result of performing and discharging their approved official functions and duties
- Reimbursement of any expenses not covered by this policy must first be approved by resolution of the Authority Board.

The Local Government Act 1999 and Local Government (Members Allowances and Benefits) Regulations 2013 (the Regulations) prescribe that all Members are entitled to receive reimbursement of expenses actually and necessarily incurred in performing or discharging official functions and duties:

- In travelling **within the Council area** to or from a "prescribed meeting"; and
- For the care of a dependant or a child of the Council Member as a consequence of the Member's attendance at a "prescribed meeting" (but not if the carer is a person who ordinarily resides with the Council Member).

The Act also makes provision for the Board to resolve, on a discretionary basis, to reimburse Members for a range of additional expenses incurred in performing or discharging official functions and duties e.g. reimbursement for travel **outside** the Council area and/or to attend functions in addition to Board meetings.

These discretionary expenses can only be reimbursed with specific Board approval either by establishing a formal policy, or alternatively by the Board approving each claim for reimbursement on a case by case basis by resolution.

This Policy sets out the types of approved expenses that may be reimbursed. These may be, but are not limited to:

- an expense incurred in the use of a telephone, facsimile or other telecommunications device, or in the use of a form of electronic communication, on the business of the FRAC Authority
- travelling expenses incurred by the Board **or Committee** Member as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority.
- expenses for the care incurred by the Member as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority for:
 - a child of the Member
 - a dependent of the Member requiring full-time care
- expenses incurred by the Member as a consequence of attendance at an approved conference, seminar, training course or other similar activity which is directly related to the roles and duties of the FRAC Authority.

Allowances & Reimbursement of Expenses Policy

Other Reimbursements

Any additional reimbursements, or facilities and support not detailed in this Policy will require the specific approval of the FRAC Board prior to any payments being made, benefits received, facilities and/or support being provided.

Travel

Where other communication tools, such as teleconferencing and videoconferencing, are ineffective, and there is a demonstrated business need for the travel:

- Reimbursement will be restricted to the shortest or most practicable route
- Board and Committee Members should travel in groups wherever possible
- Travel by private motor vehicle will be reimbursed at the rate per kilometre prescribed for the purposes of calculating deductions for car expenses using the current year ATO Cents Per Kilometre method
- Car parking fees will be reimbursed upon the provision of receipts, and where they are a consequence of a Board or Committee Member attending a function or activity on the approved business of the FRAC Authority
- Travel by taxi, bus, plane or other means of public transport will be reimbursed on the basis of being expenses where they are incurred as a consequence of the Member's attendance at a function or activity on the business of the FRAC Authority, however such travel must still be by the shortest or most practicable route.

Air Travel

Necessity of air travel should only be considered where other communications tools such as teleconferencing and videoconferencing are unavailable. The Board or Committee Member must be satisfied that there is a demonstrated business need for the travel, and that prior approval has been provided in writing from the FRAC Authority. The *Lowest Practical Fare Guide* (Attachment A) must be used at all times when ascertaining airfares. Reimbursements will only be made at the rate of the Lowest Practical Fare regardless of the actual fare paid, unless a satisfactory reason can be provided in writing.

Travel Time Payment

~~Pursuant to the determination made by the Remuneration Tribunal, Board Members (excluding Principal Members) of non-metropolitan Councils are eligible for payment for a travel time payment where the Board Member's:~~

- ~~• usual place of residence is within the relevant Council area and is located at least 30kms but less than 50km or more distance from their Council's principal office, via the nearest route by road – \$336 per annum~~
- ~~• usual place of residence is within the relevant Council area and is located 50km or more distance from their Council's principal office, via the nearest route by road – \$560 per annum~~
- ~~• usual place of residence is within the relevant Council area and is located 100km or more distance from their Council's principal office, via the nearest route by road – \$1120 per annum.~~

~~If eligible, this payment is made to an Board Member in addition to any entitlement to reimbursement of expenses incurred.~~

CLAIMS FOR REIMBURSEMENT

All claims for reimbursement must be submitted to the Executive Officer on the form/s provided for the purposes of maintaining the Register of Allowances and Benefits.

Claims for reimbursement may only be made for the current financial year and will not be backdated.

Reimbursement of expenses will only be paid to all Board or Committee Members upon presentation of the form/s and adequate evidence (such as receipts) supporting the claims made.

Allowances & Reimbursement of Expenses Policy

REGISTER OF ALLOWANCES AND BENEFITS

Pursuant to section 79(1) and (2) of the Act, the Executive Officer must maintain a public *Register of Allowances and Benefits* where all records are kept and updated on a quarterly basis (see regulation 7 of the Regulations) detailing:

- the annual allowance payable to ~~a~~ Board Member (in the case of section 79 (1)(a))
- any expenses reimbursed under section 77(1)(b) of the Act (in the case of section 79(1)(b))
- other benefits paid or provided for the benefit of the Member by the ~~Council~~ Authority (in the case of section 79(1)(c))
- to make a record of the provision of a reimbursement or benefit not previously recorded in the Register (in the case of section 79(2)(b))

Reimbursements paid under section 77(1)(a) of the Act are not required to be recorded in the Register.

The Executive Officer is required to record in the Register, any changes in the allowance or a benefit payable ~~to~~ ~~or~~ provided for the benefit of Board ~~or~~ Committee Members. Accordingly, the Executive Officer will update the Register each quarter and therefore each Board ~~or~~ Committee Member is required to provide his or her claim form for reimbursement to the Executive Officer on the last business day of each quarter.

The Register of Allowances and Benefits is available for inspection by members of the public, free of charge, at the principal office. Copies or extracts of the Register are available for purchase from the Authority upon payment of a fixed fee.

AVAILABILITY OF ~~CODE OF CONDUCT~~POLICY

This ~~Code of Conduct~~Policy will be available on the [Fleurieu Regional Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

ATTACHMENT A

LOWEST PRACTICAL FARE GUIDE

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Staff and Board Members undertaking official travel must consider all costs, for example, an inexpensive flight that leaves early morning or late evening but requires overnight accommodation, or a lengthy wait in an airport between inexpensive flights, would not meet the Lowest Practical Fare criteria, as the overall cost (accommodation, taxi, meal and wasted time etc.) would usually have an overall higher total cost.

These Key Considerations can also be applied to other forms of transport, accommodation, meals or any other travel expenses to be paid for using public (ratepayer) funds.

Key Considerations

Value for Money: Value for money is the overarching consideration when booking flights for domestic air travel. Value for money requires the use of public monies in an efficient, effective, economical and ethical manner.

Accordingly, when booking travel, decisions must be based on an impartial consideration of the fares available and not on a personal preference for a particular airline or aircraft type, access to airline lounges or accumulating airline reward and loyalty points (including status credits).

Necessity of Travel: Air travel should only be undertaken where other communication tools, such as teleconferencing and videoconferencing, are ineffective. In approving travel, the FRAC Authority should be satisfied that there is a demonstrated business need for the travel.

Diligence: This requires Board Members acting reasonably in scheduling meetings or other events for which travel is considered necessary (e.g. minimising unnecessary travel time).

Applying the Lowest Practical Fare

Travel bookers should make two key decisions when selecting a fare for travel:

- **Fare class:** All air travel should be the lowest practical fare in economy class. Non-compliance to travel in that class must be documented and approved in each instance.
- **Fare type:** Where there is a high degree of certainty for required arrival or departure times, officials should assess all fares and consider restricted (non-refundable/non-changeable) fare types. Where there is a possibility that a scheduled meeting will not proceed, or there is uncertainty around the time that a scheduled meeting may conclude, officials should consider whether the additional cost of flexible fares outweighs the cost of possible change or cancellation fees or lost fares.

Travellers should compare fare classes and types across airlines servicing the particular route required. Each leg (outbound and inbound) should be considered separately.

Allowances & Reimbursement of Expenses Policy

The table below will assist those booking travel to make the best choices within these guidelines:

	Issue	Explanation
1	Lowest fare	This is the cheapest available fare taking into account all flights that are within a 45 - 60-minute time window prior your 'ideal' booking time.
2	Timing, routing, connection or baggage charges	Where the fare selected is not the lowest fare available because it: <ul style="list-style-type: none">• is the most direct route• ensures connections for further flights are met satisfactorily• takes into account included baggage fees.
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4	Ability/health issues	Where health factors for travellers require certain facilities, including booking travel at a more expensive rate (e.g. more leg room required etc.), a medical certificate stating reasons should be provided to the approving financial delegate. Members or staff who are unwell should not travel.
5	Personal responsibilities	Unreasonable impact on personal responsibilities such as family and childcare.
6	Require flexibility to change booking	Where flexibility is required for air travel, travel bookers should consider selecting a semi-flexible fare type instead of a fully flexible fare.

COMMUNICATION POLICY

Approved Date	29 April 2016
Review Frequency	Annual Review
Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	<u>Public Consultation Policy</u>
Applicable Legislation	NIL

OVERVIEW

The Fleurieu Regional Aquatic Centre (FRAC) Authority undertakes to effectively communicate to the community and wider audience on a variety of aspects of Authority's role as defined in the Charter, business, operations and policy. It is committed to working with the media to ensure all relevant items are communicated in a timely and accurate manner.

POLICY PRINCIPLES

Media Comment and Press Releases

The Executive Officer, and the Chairperson in consultation with the Executive ~~Officer~~Officer, are the only authorised spokespersons of the Authority for media comment and press releases regarding FRAC Authority business, operation or policy. Press releases, advertising, notifications, signage and public commentary will be authorised by the Executive Officer before publication.

General Community Communication

The use of a variety of mediums, including (but not limited to) the FRAC-Fleurieu Aquatic Centre website, signs, notice boards, email, social media, newspapers, radio, television and advertising are available and may be used to inform stakeholders of a variety of FRAC information, operations and strategic directions.

All communication must adhere to the principles of:

- balance and honesty
- openness and transparency
- achieving the aims and supporting the objectives of the FRAC Authority and the community.

When using social media in issues relating to the FRAC, staff and Authority members are expected to:

- Seek prior authorisation from the Executive Officer
- Adhere to FRAC codes of conduct, policies and procedures
- Behave with caution, courtesy, honesty and respect
- Comply with relevant laws and regulations
- Reinforce the integrity, reputation and values of the FRAC
- Refrain from bringing the FRAC into disrepute
- Personal social media accounts do not necessarily reflect the views of the FRAC Authority.

Communication Policy

Note: Executive Officer cannot authorise public communication, publication or release of any document or part of a document if:

- the document or part relates to a matter of a kind referred to in s.90 of the *Local Government Act, 1999*, or
- the FRAC Authority orders that the document or part be kept confidential.

AVAILABILITY OF POLICY

This Policy ~~will be~~ is available on the [Fleurieu Regional Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
<u>2.0</u>	<u>Revised version</u>	<u>FRAC Authority endorsement at meeting 18 May 2018</u>	

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Policy/File Number	CO.197.1
Related Documents	Public Consultation Policy
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INFORMAL GATHERINGS POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
Board Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	Nil
Applicable Legislation	Local Government Act 1999 \ Charter

INTRODUCTION

Pursuant to Section 90(8) of the Local Government Act 1999 the Authority may hold an informal gathering involving Members of the Board or Members of the Board and staff provided that a matter which would ordinarily form part of the agenda for a formal meeting of the Board is not dealt with in such a way as to obtain or effectively obtain, a decision on the matter outside a formally constituted meeting of the Board.

Examples:

- Planning sessions associated with the development of policies or strategies;
- Briefing, study or training sessions;
- Workshops;
- Social gatherings to encourage informal communication between members or between members and staff.

Informal gatherings, briefing sessions, planning sessions and other discussions captured under this policy are those gatherings that are arranged by the Board, either by the Executive Officer or by the Board Members under Section 90(8) of the Act.

Informal gatherings and discussions of these kinds will be used solely for the purpose of information sharing and not for the purpose of debating issues, building consensus positions or otherwise discharging the Board's deliberative and decision-making functions.

Informal gatherings will be chaired by the Executive Officer or Chairperson.

There are no standing orders or formal meeting procedures and no Minutes will be taken.

Informal gatherings will be determined on a case by case basis as to whether public access is given taking into account the legislative provisions and the need to balance openness and transparency with opportunities ~~for~~ to provide discussions between board members and staff.

A schedule of any planned briefing sessions that are open to the public will be published on the Authority website.

AVAILABILITY OF POLICY

[This Policy is available on the Fleurieu Aquatic Centre Website .](#)

Document History

VERSION	DOCUMENT	ACTION	DATE
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Informal Gathering Policy

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Document History

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1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

RECORDS MANAGEMENT POLICY

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Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	Charter Code of Conduct – <u>Board Members</u>
Applicable Legislation	Local Government Act 1999 State Records Act 1997

INTRODUCTION

The establishment of an effective and efficient record keeping environment ensures standardisation, protection and retrieval of information, improving levels of quality customer service.

Good records management is of key importance to good governance. Records are vital ingredients in the support of the Authority's ongoing business activities as a subsidiary of its ~~four~~ constituent Councils. The Authority is committed to managing its records of continuing value and their timely transfer to the State Records Office in accordance with the Act, and best practice standards.

DEFINITIONS

Authority Business	May include the provision of services and the delivery of programs, development of policies, making of decisions, performance of Authority functions and other similar types of activities.
Authority Staff	Includes persons employed or contracted by the Authority (full time, part time and casual), volunteers, trainees, work experience placements, independent consultants and contractors and other authorised personnel offered access to the Authority's resources.
Board Committee Member	A person appointed as a Board Member (including Chairperson) by a subsidiary Council under the Local Government Act 1999 in line with the Charter; or a person appointed as a Committee Member of the Audit & Risk Management Committee in line with the Committee Terms of Reference.
Continuing Value	Records of continuing value are those that contain information that is of administrative, legal, fiscal, evidential or historical value to the Authority.
Disposal of	To dispose of an official record means to: <ul style="list-style-type: none"> destroy or abandon the record carry out an act or process as a result of which it is no longer possible or reasonably practicable to reproduce the whole or a part of the information contained in the record

Records Management Policy

	<ul style="list-style-type: none">transfer or deliver ownership or possession of or sell the record, or purport to do so; but does not include to transfer or deliver the record to the State Records Office or between the Authority and another agency ¹.
EFS	Electronic Filing System.
Email	A service that enables people to exchange documents or messages in electronic form. You may retrieve, read and forward or re-transmit messages from your mailbox.
Normal Administrative Practice	Provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Authority will be destroyed. Materials that can be disposed of under Normal Administrative Practice comprise items of a temporary or transitory nature created, acquired or collected by Authority staff or Board / Committee Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Council's Authority's record management system. Examples are copies and drafts of records or information that is only indirectly linked to a business process.
Official Record	A record made or received by the Authority in the conduct of its business, but does not include: <ul style="list-style-type: none">a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitteda record made by an agency as a draft only and not for further use or referencea record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agencya Commonwealth record as defined by the Archives Act 1983 of the Commonwealth or an Act of the Commonwealth enacted in substitution for that Acta record that has been transferred to the Commonwealth.
Record	A record means: <ul style="list-style-type: none">written, graphic or pictorial mattera disk, tape, film or other object that contains information or from which information may be reproduced (with or without the aid of another object or device).
Records Management	Includes the manner in which records are created.
Temporary / Transitory Record	A record is transitory or temporary in nature if it is of little or no continuing value to the Authority and only needs to be kept for a limited or short period of time, such as a few hours or a few days.

PURPOSE

The aim of this Policy is to establish a framework for the implementation and maintenance of appropriate records management systems ensuring the Authority is committed to ensuring:

- the management of its information resources and records systems provides timely and comprehensive information to meet operational business needs, accountability requirements and community expectations
- the preservation of the Authority's "corporate memory" through sound record keeping practices and the accurate capture of information to meet legal, evidential and accountability requirements.

SCOPE

¹ See definition in section 3(1) of the State Records Act 1997.

Records Management Policy

This Policy applies to all Authority business, including electronic business. It concerns all records in all formats, which are created, collected, processed, used, sentenced, stored and disposed of in the conduct of official business. It applies to all Authority staff and Board / [Committee](#) Members.

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Electronic communications which are relevant to the information gathering, policy formulation or decision-making processes of the Authority are part of the scope of this Policy. Board / [Committee](#) Member emails which document business activity are to be registered and placed on Authority files. All procedures and records management systems are to be consistent with this Policy.

LEGISLATION AND COMPLIANCE

Section 99(h) of the *Local Government Act 1999* requires the Executive Officer to ensure that records required by this or another Act are properly kept and maintained.

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The *State Records Act 1997* governs the obligations and responsibilities in relation to the management of official records. Under this Act, the Authority has an obligation to maintain official records in its custody in good order and condition. This obligation applies to the capture, storage, maintenance and disposal of physical and electronic records. An *official record* is defined in the Act to mean a record made or received by the Authority in the conduct of its business².

In accordance with the *State Records Act*, the Authority is required to:

- Ensure that records of enduring evidential or informational value are preserved for future reference
- Create business records as an automatic outcome of the transaction of business, or by modified business practices that ensure records are created. Records are also created when the Authority receives documents
- Promote the observance of best practice in the management of records
- Ensure that records are readily accessible for requests under the *Freedom of Information Act 1991*
- Ensure the right of individual privacy.

In accordance with Section 17 of the *State Records Act 1997*, if a person, knowing that he or she does not have proper authority to do so, intentionally damages or alters an official record, or disposes of an official record or removes an official record from official custody, that person commits an offence under the Act.

The Authority is also obliged to keep adequate records to fulfil its responsibilities under other Acts such as the *Freedom of Information Act 1991*, as well as fulfilling legal processes. Records may also be required by Royal Commissions, the Ombudsman, the Courts, auditors and other people or bodies.

The Authority recognises that available resources sometimes limit the ability to implement best practices in records management. To meet these challenges, the Authority will prioritise its records management practices using the Corporate Risk Register framework.

POLICY CONTENT

Obligations of Record Users

Authority staff and Board / [Committee](#) Members must not intentionally damage, alter, dispose of or remove official records of the Authority without authorisation to do so. Authority staff and Board / [Committee](#) Members are required to handle Authority records with care and respect in a sensible manner to avoid damaging records and with a view to prolonging their life span. Authority staff must not eat, drink or smoke in Record storage areas.

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Authority staff and Board / [Committee](#) Members must ensure that Authority records in any format, including electronic documents and electronic messages, which they personally received or send are captured into the Authority's record keeping systems (paper and/or electronic). Records must be readily accessible to meet

² See the Statutory definition of an "official record" set out under "Definitions" for exceptions to this definition.

Records Management Policy

business and accountability requirements. Staff members are required to follow authorised procedures in carrying out records management functions.

Electronic records are to be captured and maintained as functioning records by preserving their structure, context and content. In order to maintain their value as evidence, electronic records must be inviolate. That is, they cannot be altered or manipulated for as long as they are retained.

Authority staff or Board / Committee Members who do not comply with this Policy may be subject to disciplinary action under the relevant Codes of Conduct, and/or subject to criminal or civil proceedings. Authority Staff and Board / Committee Members should report breaches of this Policy to the Executive Officer.

Record Creation

Why Create a Record

Where there is an Authority business, fiscal, legal or stakeholder requirement for evidence and validation of a transaction, decision, action or communication, a record must be created.

A record can be a letter, report, email, fax, plan, agenda, photograph, minute, publication and can be created, received and stored in any media (eg. paper, electronic, tape, DVD).

Documented evidence of your decisions, actions and observations may be required in the future to validate and support the actions and decisions of the Authority. Without such evidence it may be difficult to provide information under the *Freedom of Information Act*, litigation, investigations and to stakeholders when it is required. Information relating to an employee's knowledge and experience may be required to pass on to future staff.

Records must be created when:

- advice is given, as evidence of what was said, including phone and face to face advice
- a decision is made, as evidence of what was decided, when and by whom; eg minutes of meetings and file notes
- reporting and consultation eg transcribing a verbal report
- an action or activity has taken place; eg incident with public
- an issue or potential issue or crisis arises, including possible litigation or one that might be subject to media exposure and may have an impact on or embarrass the Authority
- responding to correspondence, customer action requests or other client communication, including phone response to communication
- there is legislative requirement to do so eg; under an Act.

Records need to be:

- complete, accurate and meaningful to provide a reliable and valid account of what they document
- inviolate (not able to be altered after they are transacted or are the final version)
- created as soon as practicable after an event or action to ensure they are a reliable and accurate account of what took place, within 24 hours.

For records to be authentic, complete and accurate they need to comprehensively identify:

- exactly what took place;
- who decided
- who authored it
- when an action or decision took place

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- what time it was sent
- that it originated from the Fleurieu Regional Aquatic Centre Authority (eg letterhead)
- full email signature block
- what file it relates to
- when it was received.

All records, including correspondence (hard copy and email), memos, minutes, file notes and reports must identify:

- the date of creation
- authors full name and position
- reference to the relevant file number
- that FRAC was the originator.

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Integrity

Under the *Freedom of Information Act 1991* and legal discovery the public may have access to documents and records of the Authority. It is important that a professional approach be taken in relation to document and record content and file notes. Comments of a personal or derogatory nature should not be documented in or on records, including emails. This includes "Post it Notes" as they can become part of the official record.

A file note should be created where there is substantial additional information required rather than writing on the record as this could compromise the integrity of the original.

Records Capture

Official records of Authority are to be saved into Authority's Record Management System (ie, Authority filing system on the Executive Officer laptop and back-up hard-drive or in a hard copy file), as soon as practicable after creation or receipt. This includes documents, faxes, emails, photos etc.

Confidential Records

If a staff or Board / Committee Member believes that a record is highly sensitive or confidential in nature, he or she should advise the Corporate Records Coordinator Executive Officer of this view. It will be at the discretion of the Executive Officer Corporate Records Coordinator as to whether such information will then be treated as confidential and access to the records restricted.

Records Security

The security of all Authority records is crucial, as records provide evidence of business transactions, support management decisions and ensure public accountability requirements are met. Records in all formats should be stored securely to prevent unauthorised access, destruction, alteration or removal.

Authority staff are responsible for the safe custody of all files and documents that are allocated to them. Sensitive or confidential information should be placed in a secure storage area when not in use.

File storage units should be locked overnight wherever possible to prevent unauthorised access. Amongst other risk management considerations, this reduces the possibility of damage by water or fire in the event of a disaster.

Authority records are not to be stored at home or left in cars unattended as they could be lost or damaged or stolen. Vital records should be stored in protective or fire-resistant conditions with suitable access conditions. Confidential records must be stored in locked storage cabinets which are accessible only by authorised persons.

Records Management Policy

RESPONSIBILITIES AND ACCOUNTABILITIES

Executive Officer

The role of the Executive Officer of the Authority, as prescribed by s.99 of the Local Government Act 1999, includes ensuring that records required under any legislation are properly kept and maintained.

The Executive Officer is also responsible for approving the destruction of any Authority records that fall under a General Disposal Schedule.

~~Corporate Records Coordinator~~

Responsibility for the Authority's Record Management System is assigned to the Executive Officer as part of their duties, ~~under the supervision of the Executive Officer.~~

The role of the ~~Executive Officer Corporate Records Coordinator~~ is to provide a strategic focus for record keeping throughout the Authority and responsibility for:

- ensuring that official records are managed in accordance with the State Records Act
- establishing records management policies and procedures for the Authority as a whole
- establishing corporate standards for record keeping, records storage and records management
- measuring performance of the Authority against these standards
- providing record keeping advice to Authority staff and Board / [Committee](#) Members
- developing corporate records management procedure
- working with other accountability stakeholders to ensure record keeping systems support organizational and public accountability
- providing Authority staff and Board / [Committee](#) Members with appropriate training and tools to allow them to meet their records management responsibilities.

Authority Staff and Board / [Committee](#) Members

All Authority staff and Board / [Committee](#) Members need to be aware of record keeping requirements that affect the performance and exercise of their duties and functions. The record keeping obligations on Authority staff and Board / [Committee](#) Members include:

- creating records to support the conduct of their business activities
- creating records that would not otherwise be created
- capturing records into the appropriate paper or electronic record keeping systems
- learning how and where records are kept within the Authority
- not destroying Authority records without authority from the Corporate Records Coordinator
- not losing records
- being aware of records management procedures
- attending training on record keeping practices and principles
- being aware of the retention period of records in their care.

Records Unit

The Authority does not have a Records Unit, and as such all Authority staff are operationally responsible for incorporating sound record keeping principles and practices into their day to day activities and complying with the Records Management Procedure as developed and implemented by the Executive Officer.

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Records Management Policy

Destruction of Records

Official records must only be disposed of in accordance with the *General Disposal Schedule No.20* for Local Government Authorities in South Australia. A copy of GDS 20 can be accessed through the State Records website at <http://www.archives.sa.gov.au>.

Transitory or temporary records, or records that are personal or private in nature, may be destroyed in accordance with normal administrative practice.

Only records that have been identified as non-official and of no continuing value to the Authority can be destroyed by individual Authority staff or Board / Committee Members.

Authority staff and Board / Committee Members should contact the Executive Officer for assistance with the destruction of such records.

The destruction of records must be complete destruction so that no information is retrievable. Records in physical format should be destroyed by shredding or pulping. Records in electronic format should be destroyed by reformatting, rewriting or degaussing. The use of the "delete" function in software packages is not sufficient to destroy electronic records, as "deleted" data is still able to be recovered. With the consent of the Executive Officer, use may be made of electronic file shredding software to ensure the complete destruction of electronic records.

Transfer of Records

Records that are deemed of permanent value (ie vital under the Disposal Schedule) are to be transferred to the State Records office in accordance with s.19 of the *State Records Act 1997*. The Executive Officer Corporate Records Coordinator is responsible for engaging with State Records staff, completing the appropriate forms and paperwork associated with records transfers, and appropriately boxing and preparing the records that are to be transferred.

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Process for Capturing Board / Committee Member Records

All Board / Committee Members need to be aware of record keeping requirements that affect the performance and exercise of their duties and functions as set out in this Policy. It is the responsibility of Board / Committee Members to forward all records and emails that touch directly on the Authority's business processes and transactions to the Executive Officer for retention.

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GUIDELINES FOR DETERMINING WHAT ARE OFFICIAL RECORDS

The following guidelines relate to some common records which staff and Board / Committee Members may create, send, receive, forward or transmit. This is not an exhaustive list, but provides to assist in assessing whether information in any format constitutes an official record under the *State Records Act*.

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Audio Recordings

Should the Authority create an audio recording of its Board Meetings, these audio records will fall within the definition of official record for the purposes of the Act and must be preserved in accordance with correct records management practices under this Policy.

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All audio recordings will be retained and disposed of in accordance with GDS 20.

Letters/Memos/Faxes/Reports/Agenda/Minutes

All official letters, memos, faxes, final reports, agendas and minutes must be saved into the Authority's electronic file system. Authority staff and Board / Committee Members should observe any internal records management procedures that exist in relation to saving these official records.

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Diaries/Appointment Books/Calendars

Records Management Policy

Diaries, appointment books and calendars are generally used to record appointments. They may also be used to record messages and notes, some of which may only be an *aide memoire* of a routine nature, but others may be of significance to the conduct of Authority business.

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In order to ensure that all official records are captured and retained in accordance with the Act, any information recorded in Authority staff and Board / Committee Members appointment books and calendars

should be forwarded to the Executive Officer Corporate Records Coordinator for incorporation into the Authorities record management system at the end of the calendar year to which they pertain.

Drafts

A draft record is the preliminary form of any writing in electronic or physical format. Draft records include outlines of addresses, speeches, reports, correspondence, file notes, preparatory notes, calculations and earlier versions of the draft. Drafts may or may not be circulated to other Authority Board / Committee Members ~~members~~ or staff for comment or revision.

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Drafts will be of no continuing value and may be destroyed when reference to them ceases if they:

- contain addresses, speeches, reports correspondence, file notes that are not circulated to other Authority Board / Committee Members ~~Members~~ or staff
- are circulated to other Authority Board / Committee Members ~~members~~, where only editorial or typographical changes have occurred.

Drafts which document significant decisions, reasons and actions or contain significant information that is not contained in the final form of the records have continuing value and are to be retained and saved into the Authority's records management system. For example:

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- drafts which contain significant or substantial changes or annotations (other than editorial changes)
- drafts relating to the formulation of legislation, legislative proposals and amendments
- drafts relating to the formulation of policy and procedures, where the draft provides evidence of the processes involved or contains significantly more information than the final version
- draft of legal documents (contracts, tenders etc).

Duplicates

Duplicates are exact reproductions or copies of records where the original or authorised copy is contained within the Authority's record keeping system.

Duplicates of records will be of no continuing value and may be destroyed when reference to them ceases where they are:

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- Issued to a staff member or Authority Board / Committee Members ~~member~~ by the authority for information or reference purposes only
- of internal or external publication issued or received for information or reference purposes (eg. Annual reports, brochures, trade journals, price lists).

However, duplicates of records sourced from outside the Authority that are relevant to furthering the business activity of the Authority have continuing value and are to be retained in the record management system.

Messages

Records Management Policy

Messages may be sent or received via a range of methods, such as telephone and voice mail, email, post it or sticky notes, facsimile, pieces of paper, or transmission reports.

Messages may be sent or received on a variety of matters. Some messages will have continuing value, if they are considered significant to the conduct of Authority business. Others, such as those very routine in nature, will only have temporary value. For example:

- routine or simple administrative instructions, such as edit corrections, distribution lists for informational purposes, file creation requests, and social invitations and messages
- information only messages, duplicates or working copies/memos
- private messages or personal comments between officers which would not provide evidence or be required for accountability purposes
- original messages that have been transferred or transcribed into appropriate formats for incorporation into the Authority's record management systems
- messages that do not relate to business functions of the Authority
- have no continuing value and may be destroyed when reference to them ceases.

Messages that will have continuing value and are to be retained in the Authority's record management system include those which:

- contain information relating to the business activities of the Authority such as directives, proposals, recommendations, definitions or interpretations from an Authority Board / Committee Members member to another party or vice versa
- messages that are part of an actual business transaction itself, or have policy/procedure implications, or are otherwise identified as being significant to the conduct of the Authority's business, including:
 - a directive or approval for a particular course of action
 - formal communications between internal officers or external agencies
 - final versions of reports
 - policy documents and statements
 - formal minutes of Authority Committees,
 - are of continuing value to the Authority and must be printed and recorded in hard copy format or captured into the electronic record keeping system.

Working Papers

Working papers are documents, background notes and reference materials that are used to prepare or complete other documents. Those final documents become an official record and should be retained in the Authority's record keeping system.

Working papers that do not relate to significant decisions or actions, or contain significant information, and where the final document has been retained in the Authority's record keeping system have no continuing value and may be destroyed when reference to them ceases.

Working papers which document significant decisions, reasons and actions, or contain significant information (even if that information is not contained in the final form of the document) have continuing value and are to be retained in the Authority's record keeping system.

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Records Management Policy

Telephone and Other Verbal Communications

Authority staff and Board / Committee Members may have telephone or other face-to-face conversations at any time on a variety of matters. Some conversations may involve the relay of ~~information, or~~ information or involve matters of significance to the conduct of Authority business. These conversations should be documented in an appropriate format (e.g. file note).

Other conversations may only be basic or routine in nature, such as the issuing or receiving of basic instructions or ~~information, and~~ information and need not be documented.

Documentation of conversations which involve the exchange of routine or simple administrative instructions or information or that do not relate to Authority business has no continuing value and may be destroyed when reference to them ceases. Original notes of significant conversations that have been transferred or transcribed into appropriate formats for retention into the Authority's record keeping system will also have no continuing value and may be destroyed when reference to them ceases.

Records Management Policy

Conversations which have continuing value and should be documented in an appropriate format and retained in the records keeping system are those which:

- relate to the business functions of the Authority involving the issuing of directives, proposals, recommendations, definitions or interpretations from the Authority [Board / Committee](#) Member to another party or vice versa or that are part of an actual business transaction itself
- have policy/procedure implications, or otherwise identified as being significant to the conduct of Authority business.

AVAILABILITY OF POLICY

This Policy will be available on the [Fleurieu Regional Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

RECORDS MANAGEMENT POLICY

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	Charter Code of Conduct – Board Members
Applicable Legislation	Local Government Act 1999 State Records Act 1997

INTRODUCTION

The establishment of an effective and efficient record keeping environment ensures standardisation, protection and retrieval of information, improving levels of quality customer service.

Good records management is of key importance to good governance. Records are vital ingredients in the support of the Authority's ongoing business activities as a subsidiary of its constituent Councils. The Authority is committed to managing its records of continuing value and their timely transfer to the State Records Office in accordance with the Act, and best practice standards.

DEFINITIONS

Authority Business	May include the provision of services and the delivery of programs, development of policies, making of decisions, performance of Authority functions and other similar types of activities.
Authority Staff	Includes persons employed or contracted by the Authority (full time, part time and casual), volunteers, trainees, work experience placements, independent consultants and contractors and other authorised personnel offered access to the Authority's resources.
Board / Committee Member	A person appointed as a Board Member (including Chairperson) in line with the Charter; or a person appointed as a Committee Member of the Audit & Risk Management Committee in line with the Committee Terms of Reference.
Continuing Value	Records of continuing value are those that contain information that is of administrative, legal, fiscal, evidential or historical value to the Authority.
Disposal of	To dispose of an official record means to: <ul style="list-style-type: none"> • destroy or abandon the record • carry out an act or process as a result of which it is no longer possible or reasonably practicable to reproduce the whole or a part of the information contained in the record • transfer or deliver ownership or possession of or sell the record, or purport to do so; but does not include to transfer or deliver the record to the State Records Office or between the Authority and another agency ¹.

¹ See definition in section 3(1) of the State Records Act 1997.

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EFS	Electronic Filing System.
Email	A service that enables people to exchange documents or messages in electronic form. You may retrieve, read and forward or re-transmit messages from your mailbox.
Normal Administrative Practice	Provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Authority will be destroyed. Materials that can be disposed of under Normal Administrative Practice comprise items of a temporary or transitory nature created, acquired or collected by Authority staff or Board / Committee Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Authority's record management system. Examples are copies and drafts of records or information that is only indirectly linked to a business process.
Official Record	A record made or received by the Authority in the conduct of its business, but does not include: <ul style="list-style-type: none">• a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted• a record made by an agency as a draft only and not for further use or reference• a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency• a Commonwealth record as defined by the Archives Act 1983 of the Commonwealth or an Act of the Commonwealth enacted in substitution for that Act• a record that has been transferred to the Commonwealth.
Record	A record means: <ul style="list-style-type: none">• written, graphic or pictorial matter• a disk, tape, film or other object that contains information or from which information may be reproduced (with or without the aid of another object or device).
Records Management	Includes the manner in which records are created.
Temporary / Transitory Record	A record is transitory or temporary in nature if it is of little or no continuing value to the Authority and only needs to be kept for a limited or short period of time, such as a few hours or a few days.

PURPOSE

The aim of this Policy is to establish a framework for the implementation and maintenance of appropriate records management systems ensuring the Authority is committed to ensuring:

- the management of its information resources and records systems provides timely and comprehensive information to meet operational business needs, accountability requirements and community expectations
- the preservation of the Authority's "corporate memory" through sound record keeping practices and the accurate capture of information to meet legal, evidential and accountability requirements.

SCOPE

This Policy applies to all Authority business, including electronic business. It concerns all records in all formats, which are created, collected, processed, used, sentenced, stored and disposed of in the conduct of official business. It applies to all Authority staff and Board / Committee Members.

Electronic communications which are relevant to the information gathering, policy formulation or decision-making processes of the Authority are part of the scope of this Policy. Board / Committee Member emails which document

Records Management Policy

business activity are to be registered and placed on Authority files. All procedures and records management systems are to be consistent with this Policy.

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In accordance with the State Records Act, the Authority is required to:

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Electronic records are to be captured and maintained as functioning records by preserving their structure, context and content. In order to maintain their value as evidence, electronic records must be inviolate. That is, they cannot be altered or manipulated for as long as they are retained.

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Records need to be:

- complete, accurate and meaningful to provide a reliable and valid account of what they document
- inviolate (not able to be altered after they are transacted or are the final version)
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- who decided
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- when an action or decision took place
- what time it was sent
- that it originated from the Fleurieu Regional Aquatic Centre Authority (eg letterhead)
- full email signature block
- what file it relates to
- when it was received.

Records Management Policy

All records, including correspondence (hard copy and email), memos, minutes, file notes and reports must identify:

- the date of creation
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Authority staff are responsible for the safe custody of all files and documents that are allocated to them. Sensitive or confidential information should be placed in a secure storage area when not in use.

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RESPONSIBILITIES AND ACCOUNTABILITIES

Executive Officer

The role of the Executive Officer of the Authority, as prescribed by s.99 of the *Local Government Act 1999*, includes ensuring that records required under any legislation are properly kept and maintained.

The Executive Officer is also responsible for approving the destruction of any Authority records that fall under a General Disposal Schedule.

Responsibility for the Authority's Record Management System is assigned to the Executive Officer as part of their duties.

The role of the Executive Officer is to provide a strategic focus for record keeping throughout the Authority and responsibility for:

- ensuring that official records are managed in accordance with the State Records Act

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- establishing records management policies and procedures for the Authority as a whole
- establishing corporate standards for record keeping, records storage and records management
- measuring performance of the Authority against these standards
- providing record keeping advice to Authority staff and Board / Committee Members
- developing corporate records management procedure
- working with other accountability stakeholders to ensure record keeping systems support organizational and public accountability
- providing Authority staff and Board / Committee Members with appropriate training and tools to allow them to meet their records management responsibilities.

Authority Staff and Board / Committee Members

All Authority staff and Board / Committee Members need to be aware of record keeping requirements that affect the performance and exercise of their duties and functions. The record keeping obligations on Authority staff and Board / Committee Members include:

- creating records to support the conduct of their business activities
- creating records that would not otherwise be created
- capturing records into the appropriate paper or electronic record keeping systems
- learning how and where records are kept within the Authority
- not destroying Authority records without authority from the Corporate Records Coordinator
- not losing records
- being aware of records management procedures
- attending training on record keeping practices and principles
- being aware of the retention period of records in their care.

Records Unit

The Authority does not have a Records Unit, and as such all Authority staff are operationally responsible for incorporating sound record keeping principles and practices into their day to day activities and complying with the Records Management Procedure as developed and implemented by the Executive Officer.

Destruction of Records

Official records must only be disposed of in accordance with the *General Disposal Schedule No.20* for Local Government Authorities in South Australia. A copy of GDS 20 can be accessed through the State Records website at <http://www.archives.sa.gov.au>.

Transitory or temporary records, or records that are personal or private in nature, may be destroyed in accordance with normal administrative practice.

Only records that have been identified as non-official and of no continuing value to the Authority can be destroyed by individual Authority staff or Board / Committee Members.

Authority staff and Board / Committee Members should contact the Executive Officer for assistance with the destruction of such records.

Records Management Policy

The destruction of records must be complete destruction so that no information is retrievable. Records in physical format should be destroyed by shredding or pulping. Records in electronic format should be destroyed by reformatting, rewriting or degaussing. The use of the “delete” function in software packages is not sufficient to destroy electronic records, as “deleted” data is still able to be recovered. With the consent of the Executive Officer, use may be made of electronic file shredding software to ensure the complete destruction of electronic records.

Transfer of Records

Records that are deemed of permanent value (ie vital under the Disposal Schedule) are to be transferred to the State Records office in accordance with s.19 of the *State Records Act 1997*. The Executive Officer is responsible for engaging with State Records staff, completing the appropriate forms and paperwork associated with records transfers, and appropriately boxing and preparing the records that are to be transferred.

Process for Capturing Board / Committee Member Records

All Board / Committee Members need to be aware of record keeping requirements that affect the performance and exercise of their duties and functions as set out in this Policy. It is the responsibility of Board / Committee Members to forward all records and emails that touch directly on the Authority’s business processes and transactions to the Executive Officer for retention.

GUIDELINES FOR DETERMINING WHAT ARE OFFICIAL RECORDS

The following guidelines relate to some common records which staff and Board / Committee Members may create, send, receive, forward or transmit. This is not an exhaustive list, but provides to assist in assessing whether information in any format constitutes an official record under the *State Records Act*.

Audio Recordings

Should the Authority create an audio recording of its Board Meetings, these audio records will fall within the definition of official record for the purposes of the Act and must be preserved in accordance with correct records management practices under this Policy.

All audio recordings will be retained and disposed of in accordance with GDS 20.

Letters/Memos/Faxes/Reports/Agenda/Minutes

All official letters, memos, faxes, final reports, agendas and minutes must be saved into the Authority’s electronic file system. Authority staff and Board / Committee Members should observe any internal records management procedures that exist in relation to saving these official records.

Diaries/Appointment Books/Calendars

Diaries, appointment books and calendars are generally used to record appointments. They may also be used to record messages and notes, some of which may only be an *aide memoire* of a routine nature, but others may be of significance to the conduct of Authority business.

In order to ensure that all official records are captured and retained in accordance with the Act, any information recorded in Authority staff and Board / Committee Members appointment books and calendars

should be forwarded to the Executive Officer for incorporation into the Authorities record management system at the end of the calendar year to which they pertain.

Drafts

A draft record is the preliminary form of any writing in electronic or physical format. Draft records include outlines of addresses, speeches, reports, correspondence, file notes, preparatory notes, calculations and earlier versions of the draft. Drafts may or may not be circulated to other Authority Board / Committee Members or staff for comment or revision.

Records Management Policy

Drafts will be of no continuing value and may be destroyed when reference to them ceases if they:

- contain addresses, speeches, reports correspondence, file notes that are not circulated to other Authority Board / Committee Members or staff
- are circulated to other Authority Board / Committee Members, where only editorial or typographical changes have occurred.

Drafts which document significant decisions, reasons and actions or contain significant information that is not contained in the final form of the records have continuing value and are to be retained and saved into the Authority's records management system. For example:

- drafts which contain significant or substantial changes or annotations (other than editorial changes)
- drafts relating to the formulation of legislation, legislative proposals and amendments
- drafts relating to the formulation of policy and procedures, where the draft provides evidence of the processes involved or contains significantly more information than the final version
- draft of legal documents (contracts, tenders etc).

Duplicates

Duplicates are exact reproductions or copies of records where the original or authorised copy is contained within the Authority's record keeping system.

Duplicates of records will be of no continuing value and may be destroyed when reference to them ceases where they are:

- Issued to a staff member or Authority Board / Committee Members by the authority for information or reference purposes only
- of internal or external publication issued or received for information or reference purposes (eg. Annual reports, brochures, trade journals, price lists).

However, duplicates of records sourced from outside the Authority that are relevant to furthering the business activity of the Authority have continuing value and are to be retained in the record management system.

Messages

Messages may be sent or received via a range of methods, such as telephone and voice mail, email, post it or sticky notes, facsimile, pieces of paper, or transmission reports.

Messages may be sent or received on a variety of matters. Some messages will have continuing value, if they are considered significant to the conduct of Authority business. Others, such as those very routine in nature, will only have temporary value. For example:

- routine or simple administrative instructions, such as edit corrections, distribution lists for informational purposes, file creation requests, and social invitations and messages
- information only messages, duplicates or working copies/memos
- private messages or personal comments between officers which would not provide evidence or be required for accountability purposes
- original messages that have been transferred or transcribed into appropriate formats for incorporation into the Authority's record management systems
- messages that do not relate to business functions of the Authority have no continuing value and may be destroyed when reference to them ceases.

Records Management Policy

Messages that will have continuing value and are to be retained in the Authority's record management system include those which:

- contain information relating to the business activities of the Authority such as directives, proposals, recommendations, definitions or interpretations from an Authority Board / Committee Members to another party or vice versa
- messages that are part of an actual business transaction itself, or have policy/procedure implications, or are otherwise identified as being significant to the conduct of the Authority's business, including:
 - a directive or approval for a particular course of action
 - formal communications between internal officers or external agencies
 - final versions of reports
 - policy documents and statements
 - formal minutes of Authority Committees, are of continuing value to the Authority and must be printed and recorded in hard copy format or captured into the electronic record keeping system.

Working Papers

Working papers are documents, background notes and reference materials that are used to prepare or complete other documents. Those final documents become an official record and should be retained in the Authority's record keeping system.

Working papers that do not relate to significant decisions or actions, or contain significant information, and where the final document has been retained in the Authority's record keeping system have no continuing value and may be destroyed when reference to them ceases.

Working papers which document significant decisions, reasons and actions, or contain significant information (even if that information is not contained in the final form of the document) have continuing value and are to be retained in the Authority's record keeping system.

Telephone and Other Verbal Communications

Authority staff and Board / Committee Members may have telephone or other face-to-face conversations at any time on a variety of matters. Some conversations may involve the relay of information or involve matters of significance to the conduct of Authority business. These conversations should be documented in an appropriate format (e.g. file note).

Other conversations may only be basic or routine in nature, such as the issuing or receiving of basic instructions or information and need not be documented.

Documentation of conversations which involve the exchange of routine or simple administrative instructions or information or that do not relate to Authority business has no continuing value and may be destroyed when reference to them ceases. Original notes of significant conversations that have been transferred or transcribed into appropriate formats for retention into the Authority's record keeping system will also have no continuing value and may be destroyed when reference to them ceases.

Records Management Policy

Conversations which have continuing value and should be documented in an appropriate format and retained in the records keeping system are those which:

- relate to the business functions of the Authority involving the issuing of directives, proposals, recommendations, definitions or interpretations from the Authority Board / Committee Member to another party or vice versa or that are part of an actual business transaction itself
- have policy/procedure implications, or otherwise identified as being significant to the conduct of Authority business.

AVAILABILITY OF POLICY

This Policy will be available on the [Fleurieu Aquatic Centre Website](#).

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

CODE OF CONDUCT FOR BOARD / COMMITTEE MEMBERS

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00005FRACA00003
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	
Applicable Legislation	ICAC Act 2012 Work Health and Safety Act 2012

PURPOSE

Section 62 of the Local Government Act and this Code of Conduct are to be observed by all Fleurieu Regional Aquatic Centre (FRAC) Authority (the 'Authority') Board Members.

Authority Board Members must comply with the provisions of the Act and this Code in the performance of public office. It is the personal responsibility of Board Members, as public officers, to ensure that they are familiar with, and comply with, the standards in this Code of Conduct at all times.

Part 1 – PRINCIPLES

Authority Board Members will:

- Commit to serve the best interests of the Authority and to discharge their duties conscientiously, to the best of their ability
- Work together constructively and uphold the values of honesty, integrity, accountability and transparency
- Make every endeavour to ensure that they have current knowledge of statutory, legislative and governance requirements of their role, and abide by this Code of Conduct.

Part 2 - BEHAVIOURAL CODE

General behaviour

- Show commitment, respect for others and discharge duties conscientiously
- Act in a reasonable, just, respectful and non-discriminatory way when dealing with people
- Robust debate, conducted in a respectful manner, is not a breach of this Part.

Responsibilities as an Authority Board Member

- Comply with all FRAC policies, codes and resolutions
- Deal with information received in their capacity as Board Members in a responsible manner.

Relationship with fellow Authority Board Members

- Endeavour to establish and maintain a respectful relationship with all Board Members, regardless of differences of views and opinions
- Not bully or harass other Board Members.

Code of Conduct

Relationship with Authority Management staff

- Not bully or harass Authority Management staff
- Direct all requests for information to the Executive Officer
- Direct all requests for work or actions to the Executive Officer.

Complaints

- Any person may make a complaint about a Board Member under the Behavioural Code
- Complaints about alleged breaches to the Behavioural Code should be brought to the attention of the constituent councils
- A complaint may be investigated and resolved in any manner the Board deems appropriate to this Part. This can include, but is not limited to:
 - a mediator or conciliator
 - with the assistance of officer/s of the constituent councils
 - an independent investigator.
- Some complaints may be considered to be trivial, vexatious or frivolous, and accordingly, may not be investigated
- A failure of a Board Member to cooperate with the process for handling alleged breaches of this Part may be referred for investigation under Part 3
- A failure of a Board Member to comply with a finding of an investigation under this Part, may be referred for investigation under Part 3
- Repeated or sustained breaches of this Part by the same Board Member may be referred, by resolution of the Authority, to the relevant authority as a breach of Part 3
- A breach of the Behavioural Code must be the subject of a report to a meeting of the Authority.

Findings

If, following investigation under the complaints handling process, a breach of the Behavioural Code by an Elected Member is found, the Authority may, by resolution:

- Take no action, or
- Pass a censure motion in respect to the Board Member, and/or
- Request the Board Member to attend training on the specific topic found to have been breached, and/or
- Resolve to recommend to the constituent councils to remove or suspend the Board Member from a position within Authority (clause 3.7.5 of the Charter).

Part 3 – MISCONDUCT

Failure by a Board Member to comply with this Part constitutes misconduct. The provisions within this Part may refer to statutory matters under the *Local Government Act 1999*. Any breach of these provisions will be investigated under that legislation.

Any person may report an alleged breach of this Part to the Constituent Councils, the Ombudsman, or the Office for Public Integrity. Alleged breaches of this Part made to the Constituent Councils or to the Office for Public Integrity may be referred to the Ombudsman for investigation under Section 263 of the *Local Government Act 1999*, by the Constituent Councils or the Independent Commissioner Against Corruption.

Code of Conduct

A report from the Ombudsman that finds a Board member has breached this Part (Misconduct) of the Code of Conduct must be provided to a public meeting of the Constituent Councils. The Council must pass resolution that gives effect to any recommendations received from the Ombudsman, following the receipt of these recommendations.

An investigation under Part 3 of this Code does not preclude an investigation being launched as a potential breach of the criminal matters listed in the Appendix to this document.

Member Duties

Board Members must act with reasonable care, diligence and honestly at all times in the performance and discharge of their official duties.

Gifts and Benefits

Board Members must not:

- Seek gifts or benefits or any kind
- Accept any gift or benefit from any person who is in, or who seeks to be in, any contractual relationship with the Authority.

Board Members may, however, accept hospitality provided in the context of performing their duties, including:

- Free or subsidised meals, beverages or refreshments of reasonable value provided in conjunction with:
 - Authority related events such as training sessions, workshops and conferences
 - Authority functions or events.

Conflict of Interest

Board Members must be committed to making decisions without bias and in the best interests of the Authority, the constituent councils and the community, and must declare any conflict of interest (financial, material or perceived) prior to any Board Meeting of the Authority.

Misuse of Resources

Board Members must use available resources effectively and prudently, and must not use resources, including services of Authority staff, for private purposes, unless legally or properly authorised to do so, and payments are made where appropriate. Board Members must not use public funds or resources in a manner that is irregular or unauthorised.

AVAILABILITY OF CODE OF CONDUCT

This Code of Conduct will be available on the [Fleurieu Regional Aquatic Centre Website](http://fleurieu.aquaticcentre.com.au).

Appendices:

1. Local Government Act – Section 62 Extract
2. Criminal Matters

APPENDIX 1 – LOCAL GOVERNMENT ACT – SECTION 62 EXTRACT

(1) A member of a council must at all times act honestly in the performance and discharge of official functions and duties.

(2) A member of a council must at all times act with reasonable care and diligence in the performance and discharge of official functions and duties.

(3) A member or former member of a council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.

Maximum penalty: \$10 000 or imprisonment for two years.

(4) A member of a council must not, whether within or outside the State, make improper use of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.

Maximum penalty: \$10 000 or imprisonment for two years.

APPENDIX 2 - CRIMINAL MATTERS

The matters within this appendix are matters for which a criminal penalty attaches. As separate legislation operates to cover such conduct, this part does not form part of the Code of Conduct for FRAC Authority (the 'Authority') [Employees](#)[Board / Committee Members](#).

Allegations of conduct breaching these matters will be investigated in accordance with the legislation governing that conduct and they are included within this document only in order to provide a complete overview of the standards of conduct and behaviour expected of the Authority [Board / Committee Member](#)[employees](#).

Alleged breaches of matters outlined in this appendix should be reported to the Office for Public Integrity in the first instance.

Acting in his or her capacity as a public officer, an Authority [Board / Committee Member](#) ~~employee~~ shall not engage in conduct, whether within, or outside the state, that constitutes corruption in public administration as defined by s.5 of the *Independent Commissioner Against Corruption Act*, including:

- An offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:
 - bribery or corruption of public officers
 - threats or reprisals against public officers
 - abuse of public office
 - demanding or requiring benefit on basis of public office
 - offences relating to appointment to public office.
- Any other offence, including an offence against Part 5 (Offences of dishonesty) of the *Criminal Law Consolidation Act*, committed by a public officer while acting in his or her capacity as a public officer, or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or to an attempt to commit such an offence.
- Any of the following in relation to an offence referred to in a preceding paragraph:
 - aiding, abetting, counselling or procuring the commission of the offence
 - inducing, whether by threats or promises or otherwise, the commission of the offence
 - being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence
 - conspiring with others to effect the commission of the offence.

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

CODE OF CONDUCT FOR BOARD / COMMITTEE MEMBERS

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00003
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	
Applicable Legislation	ICAC Act 2012 Work Health and Safety Act 2012

PURPOSE

Section 62 of the Local Government Act and this Code of Conduct are to be observed by all Fleurieu Regional Aquatic Centre (FRAC) Authority (the 'Authority') Board Members.

Authority Board Members must comply with the provisions of the Act and this Code in the performance of public office. It is the personal responsibility of Board Members, as public officers, to ensure that they are familiar with, and comply with, the standards in this Code of Conduct at all times.

Part 1 – PRINCIPLES

Authority Board Members will:

- Commit to serve the best interests of the Authority and to discharge their duties conscientiously, to the best of their ability
- Work together constructively and uphold the values of honesty, integrity, accountability and transparency
- Make every endeavour to ensure that they have current knowledge of statutory, legislative and governance requirements of their role, and abide by this Code of Conduct.

Part 2 - BEHAVIOURAL CODE

General behaviour

- Show commitment, respect for others and discharge duties conscientiously
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- Deal with information received in their capacity as Board Members in a responsible manner.

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- Complaints about alleged breaches to the Behavioural Code should be brought to the attention of the constituent councils
- A complaint may be investigated and resolved in any manner the Board deems appropriate to this Part. This can include, but is not limited to:
 - a mediator or conciliator
 - with the assistance of officer/s of the constituent councils
 - an independent investigator.
- Some complaints may be considered to be trivial, vexatious or frivolous, and accordingly, may not be investigated
- A failure of a Board Member to cooperate with the process for handling alleged breaches of this Part may be referred for investigation under Part 3
- A failure of a Board Member to comply with a finding of an investigation under this Part, may be referred for investigation under Part 3
- Repeated or sustained breaches of this Part by the same Board Member may be referred, by resolution of the Authority, to the relevant authority as a breach of Part 3
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Findings

If, following investigation under the complaints handling process, a breach of the Behavioural Code by an Elected Member is found, the Authority may, by resolution:

- Take no action, or
- Pass a censure motion in respect to the Board Member, and/or
- Request the Board Member to attend training on the specific topic found to have been breached, and/or
- Resolve to recommend to the constituent councils to remove or suspend the Board Member from a position within Authority (clause 3.7.5 of the Charter).

Part 3 – MISCONDUCT

Failure by a Board Member to comply with this Part constitutes misconduct. The provisions within this Part may refer to statutory matters under the *Local Government Act 1999*. Any breach of these provisions will be investigated under that legislation.

Any person may report an alleged breach of this Part to the Constituent Councils, the Ombudsman, or the Office for Public Integrity. Alleged breaches of this Part made to the Constituent Councils or to the Office for Public Integrity may be referred to the Ombudsman for investigation under Section 263 of the *Local Government Act 1999*, by the Constituent Councils or the Independent Commissioner Against Corruption.

Code of Conduct

A report from the Ombudsman that finds a Board member has breached this Part (Misconduct) of the Code of Conduct must be provided to a public meeting of the Constituent Councils. The Council must pass resolution that gives effect to any recommendations received from the Ombudsman, following the receipt of these recommendations.

An investigation under Part 3 of this Code does not preclude an investigation being launched as a potential breach of the criminal matters listed in the Appendix to this document.

Member Duties

Board Members must act with reasonable care, diligence and honestly at all times in the performance and discharge of their official duties.

Gifts and Benefits

Board Members must not:

- Seek gifts or benefits or any kind
- Accept any gift or benefit from any person who is in, or who seeks to be in, any contractual relationship with the Authority.

Board Members may, however, accept hospitality provided in the context of performing their duties, including:

- Free or subsidised meals, beverages or refreshments of reasonable value provided in conjunction with:
 - Authority related events such as training sessions, workshops and conferences
 - Authority functions or events.

Conflict of Interest

Board Members must be committed to making decisions without bias and in the best interests of the Authority, the constituent councils and the community, and must declare any conflict of interest (financial, material or perceived) prior to any Board Meeting of the Authority.

Misuse of Resources

Board Members must use available resources effectively and prudently, and must not use resources, including services of Authority staff, for private purposes, unless legally or properly authorised to do so, and payments are made where appropriate. Board Members must not use public funds or resources in a manner that is irregular or unauthorised.

AVAILABILITY OF CODE OF CONDUCT

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Appendices:

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APPENDIX 1 – LOCAL GOVERNMENT ACT – SECTION 62 EXTRACT

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(2) A member of a council must at all times act with reasonable care and diligence in the performance and discharge of official functions and duties.

(3) A member or former member of a council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.

Maximum penalty: \$10 000 or imprisonment for two years.

(4) A member of a council must not, whether within or outside the State, make improper use of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.

Maximum penalty: \$10 000 or imprisonment for two years.

APPENDIX 2 - CRIMINAL MATTERS

The matters within this appendix are matters for which a criminal penalty attaches. As separate legislation operates to cover such conduct, this part does not form part of the Code of Conduct for FRAC Authority (the 'Authority') Board / Committee Members.

Allegations of conduct breaching these matters will be investigated in accordance with the legislation governing that conduct and they are included within this document only in order to provide a complete overview of the standards of conduct and behaviour expected of the Authority Board / Committee Members.

Alleged breaches of matters outlined in this appendix should be reported to the Office for Public Integrity in the first instance.

Acting in his or her capacity as a public officer, an Authority Board / Committee Member shall not engage in conduct, whether within, or outside the state, that constitutes corruption in public administration as defined by s.5 of the *Independent Commissioner Against Corruption Act*, including:

- An offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:
 - bribery or corruption of public officers
 - threats or reprisals against public officers
 - abuse of public office
 - demanding or requiring benefit on basis of public office
 - offences relating to appointment to public office.
- Any other offence, including an offence against Part 5 (Offences of dishonesty) of the *Criminal Law Consolidation Act*, committed by a public officer while acting in his or her capacity as a public officer, or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or to an attempt to commit such an offence.
- Any of the following in relation to an offence referred to in a preceding paragraph:
 - aiding, abetting, counselling or procuring the commission of the offence
 - inducing, whether by threats or promises or otherwise, the commission of the offence
 - being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence
 - conspiring with others to effect the commission of the offence.

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

Code of Practice for Meeting Procedures

CODE OF PRACTICE FOR MEETING PROCEDURES

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00004
Review Frequency	Annual <u>Biennial</u> Review
Review Date	<u>18 May 2018</u>
Next Review Due	<u>May 2020</u>
Policy/File Number	CO.197.1
Related Documents	
Applicable Legislation	ICAC Act 2012 Work Health and Safety Act 2012

INTRODUCTION

The provision for the conduct of the Fleurieu Regional Aquatic Centre (FRAC) Authority and the decision-making processes at those meetings are prescribed by the Local Government Act 1999 Schedule 2, Section 21 and Clause 3.12 of the (FRAC) Authority Charter.

The Code of Practice to be adopted by the Authority pursuant to Clause 3.12.27 must be adopted within twelve (12) months of the establishment of the Authority.

CODE OF PRACTICE FOR MEETING PROCEDURES

- The Board should, at least once in every ~~financial two~~ years, review the operation of a code of practice under this regulation.
- The Board may at any time, by resolution supported by at least two-thirds of the members of the board, alter a code of practice, or substitute or revoke a code of practice.
- A person is entitled to inspect (without charge) the code of practice of the Board at the principal office of the constituent Councils during ordinary office hours.
- A person is entitled, on payment of a fee fixed by the Board, to a copy of the code of practice.

DEFINITION

‘the Authority’ means the Fleurieu Regional Aquatic Centre Authority;

‘the Board’ means the Board of Management of the Authority set out at Clause 3 of the Charter;

‘Board Member’ includes a Constituent Council Board Member, an Independent Board Member and a Deputy Board Member;

‘Chairperson’ means the member of the Board appointed pursuant to Clause 3.11 of the Charter

Clear days means (in relation to giving notice before a meeting):

The calculation of **clear days**—

- (a) the day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and
- (b) Saturdays, Sundays and public holidays will be taken into account.

Leave of the meeting means with the consent of the majority of members present at the meeting by a show of hands;

Member means a Board member and includes a Constituent Council Board Member, an Independent Board Member and a Deputy Board Member;

Presentation means a person or group of persons who wish to appear personally before the Board to present information on a particular matter;

Written notice includes a notice given in a manner or form determined by the Board.

Chairperson

The Chairperson is appointed by the Constituent Councils on the appointment of Independent Board Members.

The Chairperson must preside at all meetings of the Board and, in the event the Chairperson is absent from a meeting, the Deputy Chairperson shall preside and in the event of both the Chairperson and the Deputy Chairperson being absent from a meeting, the Board must appoint one of the Board Members present to preside at that meeting only.

Chairpersons and Deputy Chairpersons of Sub-Committees may be appointed by either the Board or the sub-committee.

Board Meetings

Ordinary meetings of the Board will be held at such times and places as determined by the Board except that there must be at least one ordinary meeting of the Board every three months.

An ordinary meeting of the Board will constitute an ordinary meeting of the Authority. The Board shall administer the business of the Authority at the ordinary meeting.

For the purpose of Clause 3.12 of the Charter, the contemporary linking together by telephone, audio-visual or other instantaneous means ('telecommunications meeting') of the Board Members provided that at least a quorum is present, is deemed to constitute a meeting of the Board. Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present. At the commencement of the meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the Chair of the meeting.

A proposed resolution in writing and given to all Board Members in accordance with procedures determined by the Board will be a valid decision of the Board and will constitute a valid decision of the Authority where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the Executive Officer or otherwise giving written notice of their consent and setting out the terms of the resolution to the Executive Officer. The resolution will be deemed a resolution of the Board and will be as valid and effective as if it had been passed at a meeting of the Board duly convened and held.

Meetings of the Board will be open to the public and Chapter 6 Part 3 of the Act extends to the Authority as if the Authority were a council and the Board Members were members of the council.

The Executive Officer must within one calendar month following a local government periodic election, call an ordinary meeting of the Board at which meeting the time, date and place of ordinary meetings of the Board will be determined.

Conduct of Meetings

In general, meeting procedures are flexible however the Chairperson should ensure that:

- The business of the meeting is conducted in a proper and orderly manner.
- The views of the meeting on the business before it are determined (in accordance with the Board Charter and this document).
- All members who wish to contribute to the debate have an opportunity to do so.
- All motions are legal, clear and able to be implemented.
- The discussions are kept to the subject being discussed and irrelevant and repetitious discussions are prevented.

If a member needs to leave the room, he or she should indicate this to the Chairperson. This will provide the minute taker the opportunity to record who leaves the meeting including for the purpose of Declaration of Conflict of Interests.

Quorum

A meeting of the Board must not commence until a quorum of Board Members is present and a meeting must not continue if there is not a quorum of Board Members present. A quorum of Board Members will comprise one half of the Board Members in office, ignoring any fraction, plus one.

Commencement of meetings

- A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
- If the number of apologies received by the Executive officer indicates that a quorum will not be present at a meeting, the Executive Officer may adjourn the meeting to a specified day and time.
- If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the Chairperson will, adjourn the meeting, to a specified day and time.
- If a meeting is adjourned for want of a quorum, the executive officer will record in the minutes the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.
- If a meeting is adjourned to another day, the executive officer must—
 - give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
 - give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the authority.

Apologies

Apologies for a Board meeting should be provided to the Executive Officer prior to the Board meeting commencing and will be recorded in the Minutes.

Public Access to Board Meetings

All meetings must be held in public except in special circumstances set out in Section 90 of the Local Government Act 1999 (the Act).

The Executive Officer may indicate on a document or report provided to Board Members under Clause 3.12.12 [of the Charter](#) any information or matter contained in or arising from a document or report that may, if the Board determines, be considered in confidence in accordance with Clause 3.12.5 [of the Charter](#) provided that the Executive Officer at the same time specifies the basis on which an order could be made pursuant to the provisions of Chapter 6 Part 3 of the Act.

Clause 3.12.16 of the Charter does not apply to a document or report:

- that is subject to the operation of Clause 3.12.17; or
- that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 3.12.5 and Chapter 6 Part 3 of the Act.

Notice of Ordinary or Special Board Meetings

Subject to Clause 3.12.11 of the Charter, notice of an ordinary meeting of the Board will be given by the Executive Officer to each Board Member not less than three (3) clear days prior to the holding of the meeting.

The Executive Officer must, in relation to a notice of meeting of the Board for the purpose of considering the making of a recommendation to the Constituent Councils to wind up the Authority, provide the notice to all Board Members at least four (4) months before the date of the meeting.

Notice of a meeting of the Board must:

- be in writing; and
- set out the date, time and place of the meeting; and
- be signed by the Executive Officer; and
- contain, or be accompanied by, the agenda for the meeting.

Any Constituent Council, the Chairperson or three (3) Board Members may by delivering a written request to the Executive Officer require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Authority. The written request must be accompanied by the agenda for the special meeting and if an agenda is not provided the request has no effect.

On receipt of a written request pursuant to Clause 3.12.10, the Executive Officer and Chairperson must determine the date and time of the special meeting and the Executive Officer must give notice to all Board Members at least four (4) hours prior to the commencement of the special meeting.

Notice of a meeting to Board Members

Notice of a meeting to Board Members may be given:

- personally; or
- by email to ~~an~~an email address authorised by the Board Member in writing; or
- by delivering the notice (whether by post or otherwise) to the usual place of residence of the Board Member or to another place authorised in writing by the Board Member; or
- in the case of a Constituent Council Board Member by leaving the notice for the Board Member at an appropriate place at the principal office of the Constituent Council which appointed the Board Member; or
- by a means authorised in writing by the Board Member as being an available means of giving notice.

A notice that is not given in accordance with Clause 3.12.13 of the Charter is taken to have been validly given if the Executive Officer considers it impracticable to give the notice in accordance with that Clause and takes action the Executive Officer considers reasonably practicable in the circumstances to bring the notice to the attention of the Board Member.

The Executive Officer must sign all Authority 'Notices of Meetings' and approve the agenda (including reports) prior to distribution.

The Executive Officer must ensure that an official record of all 'notices of meetings' including the agenda and minutes are maintained.

All Board Members must authorise in writing where the Executive Officer should deliver their notice of meeting and agenda.

Notice of a meeting to the public

The Executive Officer must give notice to the public of the times and places of meetings of the Board at least three (3) clear days prior to the holding of the meeting by causing a copy of the notice and agenda for the meeting to be placed on public display at the principal office of the Constituent Councils and on the Fleurieu Aquatic Centre website.

Agenda

Subject to Clause 3.12.18, the Executive Officer must also ensure that a reasonable number of copies of any document or report supplied to Board Members for consideration at a meeting of the Board are available for inspection by members of the public:

- at the principal offices of the Constituent Councils as soon as practicable after the time when the document or report is supplied to Board Members; or
- in the case of a document or report supplied to Board Members at the Board Meeting, at the meeting as soon as practicable after the time when the document or report is supplied to Board Members.

Procedures

The Notice of meeting and the agenda which includes copies of any documents or reports that are to be considered at the meeting will be provided to Board Members in either hard copy or electronic/digital format and provided on the Fleurieu Aquatic Centre website as soon as practicable after providing to Board Members.

Note: it may be necessary to send supplementary agenda items to Members should urgent business items be required, this may be via Notice of Motion.

The Executive Officer must maintain a record of all notices of Board meetings given under Clause 3.12.9 [of the Charter](#) to Board Members.

Order of Business

The order of business is as set out in the example Agenda template (Attachment 1).

The Chairperson at their discretion or at the request of a Member of Board may bring forward items for debate.

Majority Decision Making and Voting

- (1) All matters for decision at a meeting of the Board will be decided by simple majority of the Board Members present and entitled to vote on the matter.
- (2) All Board Members including the Chairperson present and entitled to vote on a matter are required to vote.
- (3) Where the votes are equal the Chairperson or other Board Member presiding at the meeting does not have a second or casting vote.

Procedures

A person who is not at the meeting may be permitted to vote either through a telecommunications meeting or by signing a written document containing the resolution and returning to the Executive Officer.

Tied votes – In the event that a vote is tied the matter may be adjourned for further consideration at a future meeting, or be referred to the parent body for deliberation i.e. the constituent Councils can consider the matter.

Confidentiality

All Board Members must at all times keep confidential all documents and reports provided to them for their consideration prior to a meeting of the Board that is subject to the operation of Clause 3.12.17 [of the Charter](#) or that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 3.12.15 [of the Charter](#) and Chapter 6, Part 3 of the Act.

Duration of Board Meeting

After 4 hours the Chairperson will take a vote on whether to continue with the meeting or adjourn the remaining business.

Minutes

The Executive Officer must cause minutes to be kept of the proceedings at every meeting of the Board and ensure that the minutes are presented to the next ordinary meeting of the Board for confirmation. Where the Executive Officer is absent or excluded from attendance at a meeting of the Board pursuant to Clause 3.12.5 [of the Charter](#), the person presiding at the meeting shall cause the minutes to be kept.

The Executive Officer must, within five (5) days after a meeting of the Board provide to each Board Member a copy of the minutes of the meeting of the Board.

Subject to Clause 3.12.26, a copy of the minutes of a meeting of the Board must be placed on public display at the principal offices of the Constituent Councils and the Authority on the Fleurieu Aquatic Centre website within five (5) days after the meeting and kept on public display for a period of one (1) month.

Clause 3.12.25 does not apply to the minutes of a meeting of the Board that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 3.12.5 and Chapter 6 Part 3 of the Act.

Procedures

- (1) On the confirmation of the minutes, the presiding member will—
 - (a) initial each page of the minutes, which pages are to be consecutively numbered; and
 - (b) place his or her signature and the date of confirmation at the foot of the last page of the minutes.
- (2) The minutes of the proceedings of a meeting must include—
 - (a) the names of the members present at the meeting and any apologies; and
 - (b) in relation to each member present—
 - (i) the time at which the person entered or left the meeting; and
 - (ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
 - (c) each motion/resolution; and
 - (e) whether a motion is carried or lost; and
 - (f) any disclosure of interest made by a member; and
 - (h) details of the making of an order under Section 90 of the Act; and
 - (i) a note of the making of an order under subsection (7) of section 91 of the Act.
 - (j) details of any adjournment of business; and
 - (k) a record of any request for documents to be tabled at the meeting; and
 - (l) a record of any documents tabled at the meeting; and

- (m) a brief description of any oral briefing given to the meeting on a matter of Board business; and
- (n) any other matter required to be included in the minutes by or under the Act or the Charter.

The Minutes will also be available on the Authority website as soon as practicable after the minutes are given to members of the Board.

Presentations

Presentations may be made as an opportunity for an organisation, Council officer(s) or member of the public to provide the Board with information relevant to a matter currently under consideration or relevant to the Board purpose (refer Charter). The duration is up to 10 minutes and generally is limited to one presentation per meeting.

Procedures

If notes or other documents are to be distributed for the presentation copies are to be provided to the Minute Secretary prior to the commencement of the meeting for distribution.

- A person or persons wishing to make a presentation at a meeting must deliver the request in writing to the Executive Officer.
- The Executive Officer will consult with the Chairperson prior to placing on the agenda.
- The Chairperson with the consent of the majority of Board Members may refuse to allow a presentation.

Motions without notice

A member may also bring forward any business by way of a resolution without notice.

The Chairperson may refuse to accept a motion without notice if, he or she considers that the motion should be dealt with by way of a written notice of motion.

Examples:

To maintain an open and transparent approach to governance these motions should be restricted to matters closely related to agenda items, house-keeping issues or matters of urgency.

When in the opinion of the ~~Presiding Member~~ Chairperson, the motion will require action involving the expenditure of unbudgeted resources a Motion on Notice may be requested.

Matters of urgency

A member may raise a matter of urgency.

The standard agenda item provides for Members to raise 'matters of urgency'.

It is recommended that the Executive Officer and other Board Members are notified prior to the meeting via email of matters that are intended to be raised through this item.

Tabling of information

- A member may require the Executive officer to table any documents of the Board relating to a resolution that is before a meeting (and the Executive officer must then table the documents within a reasonable time, or at a time determined by the Chairperson after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that he or she is unwilling to vote on the resolution until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).
- The Executive officer may, in tabling a document, indicate that in his or her opinion consideration should be given to dealing with the document on a confidential basis under section 90 or 91 of the Act.

Adjourned business

A Member may resolve to adjourn an item of business, with leave of the meeting, to a later hour of the same day, to another day, or to another place;

Late Correspondence

Correspondence received after the preparation of the agenda will not be considered at the meeting to which the agenda refers, unless the Executive Officer in consultation with the Chairperson considers that the correspondence is sufficiently urgent to warrant consideration. Urgent matters will be pursued through 'Matters of Urgency' on the agenda.

~~First Meeting of the Board~~

~~The first meeting of the Board following the establishment of the Authority will be called by the Acting Executive Officer appointed pursuant to Clause 7.6.1 to be held within three (3) months of the appointment by the Constituent Councils of the Board Members.~~

~~At the first meeting of the Board, the Board will determine the time, date and place of ordinary meetings of the Board up to the following local government periodic election.~~

~~The Acting Executive Officer must give notice of the first Board meeting to Board Members and the public in accordance with Clause 3.12.~~

Procedures

When a regular meeting date and time has been established by the Board dates for the year should be publicised on the FRAC website.

Attendance at Board Meetings

The Chief Executive Officers of each Constituent Council may attend any meeting of any Board or nominate a Senior Officer of the Councils to act in his/her place for any particular occasion or purpose. The Chief Executive Officer or his/her nominee shall not have voting rights.

Deputy Board members are encouraged to attend all meetings, however, will not be counted as part of the quorum or vote unless their Council's Member is absent.

Recording of Meetings

Filming, photography and audio recording may take place at a Board meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999 (confidentiality provisions).

No person is permitted to record confidential items of Board meetings.

Procedures

While no prior approval is required to film, photograph or audio record Authority meetings, the Authority requests that any persons (members of the public, elected members, board members and the media) make their intention to record the meeting known to Executive Officer or the Chairperson.

Those members of the public recording the meeting will be required to do so from a dedicated area within the public gallery.

The Board respectfully requests that those recording a meeting not film, record or photograph the public gallery.

While the Board will make every effort to protect members of the public who actively object to being filmed, photographed or recorded, it cannot guarantee the actions of those filming.

The Board will implement precautionary measures including directing children or vulnerable adults present at a Board meeting to sit in the rows behind the people filming or photographing. Other members of the public who don't wish to be filmed or photographed will also be encouraged to sit in the back rows of the gallery.

Additionally, recording should not be conducted in a manner that could intimidate a board member from expressing their views and/or performing their functions as members of the Board.

Appropriate use of recordings

The Board expects that those people recording Board meetings will not edit the recordings, film or photographs in a way that could lead to the misinterpretation of the proceedings. This includes refraining from editing an image, or views expressed by those participating in the meeting, in a way that may ridicule, or show lack of respect towards those being photographed, filmed or recorded.

Members of the media will be required to conduct themselves in accordance with the Media, Entertainment and Arts Alliance – Journalists' Code of Ethics (www.alliance.org.au/code-of-ethics.html).

Interruption or interference of meetings

It is an offence under the legislative provisions for any person including the media to interrupt a meeting or to obstruct or interfere with a person seeking to attend the meeting or any of the proceedings at the meeting.

An interference includes, but is not restricted to, the following:

- Obstructing the public gallery area.
- Interfering with a person attending the meeting or any of the proceedings of the meeting including the Chairperson in the organisation or conduct of the meeting.
- Causing a nuisance, as to disrupt the concentration and/or contribution of persons participating and presenting at the meeting i.e.
 - Excessive noise including in recording or setting up equipment during the meeting;
 - Taking up unreasonable space in the gallery area;
 - Intrusive lighting or use of flash photography;
 - Asking people to repeat statements for the purpose of recording;
 - Providing an oral commentary during the meeting;
 - Behaving in a disorderly, indecent, offensive, threatening or insulting manner;
 - Refusing a reasonable direction of the Chairperson

The Chairperson of a meeting will use all options available to them to ensure proper meeting conduct. Those who interfere with the good order of the meeting can be excluded from the meeting if they do not desist.

Facilities

Third parties will not have access to the Authority's recording equipment or facilities.

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
<u>2.0</u>	<u>Revised version</u>	<u>FRAC Authority endorsement at meeting 18 May 2018</u>	

Code of Practice for Meeting Procedures

CODE OF PRACTICE FOR MEETING PROCEDURES

Date and Reference of FRAC Authority Resolution	29 April 2016 / FRACA00004
Review Frequency	Biennial Review
Review Date	18 May 2018
Next Review Due	May 2020
Policy/File Number	CO.197.1
Related Documents	
Applicable Legislation	ICAC Act 2012 Work Health and Safety Act 2012

INTRODUCTION

The provision for the conduct of the Fleurieu Regional Aquatic Centre (FRAC) Authority and the decision-making processes at those meetings are prescribed by the Local Government Act 1999 Schedule 2, Section 21 and Clause 3.12 of the (FRAC) Authority Charter.

The Code of Practice to be adopted by the Authority pursuant to Clause 3.12.27 must be adopted within twelve (12) months of the establishment of the Authority.

CODE OF PRACTICE FOR MEETING PROCEDURES

- The Board should, at least once in every two years, review the operation of a code of practice under this regulation.
- The Board may at any time, by resolution supported by at least two-thirds of the members of the board, alter a code of practice, or substitute or revoke a code of practice.
- A person is entitled to inspect (without charge) the code of practice of the Board at the principal office of the constituent Councils during ordinary office hours.
- A person is entitled, on payment of a fee fixed by the Board, to a copy of the code of practice.

DEFINITION

'the Authority' means the Fleurieu Regional Aquatic Centre Authority;

'the Board' means the Board of Management of the Authority set out at Clause 3 of the Charter;

'Board Member' includes a Constituent Council Board Member, an Independent Board Member and a Deputy Board Member;

'Chairperson' means the member of the Board appointed pursuant to Clause 3.11 of the Charter

Clear days means (in relation to giving notice before a meeting):

The calculation of **clear days**—

Code of Practice for Meeting Procedures

- (a) the day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and
- (b) Saturdays, Sundays and public holidays will be taken into account.

Leave of the meeting means with the consent of the majority of members present at the meeting by a show of hands;

Member means a Board member and includes a Constituent Council Board Member, an Independent Board Member and a Deputy Board Member;

Presentation means a person or group of persons who wish to appear personally before the Board to present information on a particular matter;

Written notice includes a notice given in a manner or form determined by the Board.

Chairperson

The Chairperson is appointed by the Constituent Councils on the appointment of Independent Board Members.

The Chairperson must preside at all meetings of the Board and, in the event the Chairperson is absent from a meeting, the Deputy Chairperson shall preside and in the event of both the Chairperson and the Deputy Chairperson being absent from a meeting, the Board must appoint one of the Board Members present to preside at that meeting only.

Chairpersons and Deputy Chairpersons of Sub-Committees may be appointed by either the Board or the sub-committee.

Board Meetings

Ordinary meetings of the Board will be held at such times and places as determined by the Board except that there must be at least one ordinary meeting of the Board every three months.

An ordinary meeting of the Board will constitute an ordinary meeting of the Authority. The Board shall administer the business of the Authority at the ordinary meeting.

For the purpose of Clause 3.12 of the Charter, the contemporary linking together by telephone, audio-visual or other instantaneous means ('telecommunications meeting') of the Board Members provided that at least a quorum is present, is deemed to constitute a meeting of the Board. Each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present. At the commencement of the meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the Chair of the meeting.

A proposed resolution in writing and given to all Board Members in accordance with procedures determined by the Board will be a valid decision of the Board and will constitute a valid decision of the Authority where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the Executive Officer or otherwise giving written notice of their consent and setting out the terms of the resolution to the Executive Officer. The resolution will be deemed a resolution of the Board and will be as valid and effective as if it had been passed at a meeting of the Board duly convened and held.

Meetings of the Board will be open to the public and Chapter 6 Part 3 of the Act extends to the Authority as if the Authority were a council and the Board Members were members of the council.

The Executive Officer must within one calendar month following a local government periodic election, call an ordinary meeting of the Board at which meeting the time, date and place of ordinary meetings of the Board will be determined.

Conduct of Meetings

In general, meeting procedures are flexible however the Chairperson should ensure that:

- The business of the meeting is conducted in a proper and orderly manner.
- The views of the meeting on the business before it are determined (in accordance with the Board Charter and this document).
- All members who wish to contribute to the debate have an opportunity to do so.
- All motions are legal, clear and able to be implemented.
- The discussions are kept to the subject being discussed and irrelevant and repetitious discussions are prevented.

If a member needs to leave the room, he or she should indicate this to the Chairperson. This will provide the minute taker the opportunity to record who leaves the meeting including for the purpose of Declaration of Conflict of Interests.

Quorum

A meeting of the Board must not commence until a quorum of Board Members is present and a meeting must not continue if there is not a quorum of Board Members present. A quorum of Board Members will comprise one half of the Board Members in office, ignoring any fraction, plus one.

Commencement of meetings

- A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
- If the number of apologies received by the Executive officer indicates that a quorum will not be present at a meeting, the Executive Officer may adjourn the meeting to a specified day and time.
- If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the Chairperson will, adjourn the meeting, to a specified day and time.
- If a meeting is adjourned for want of a quorum, the executive officer will record in the minutes the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.
- If a meeting is adjourned to another day, the executive officer must—
 - give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
 - give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the authority.

Apologies

Apologies for a Board meeting should be provided to the Executive Officer prior to the Board meeting commencing and will be recorded in the Minutes.

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All meetings must be held in public except in special circumstances set out in Section 90 of the Local Government Act 1999 (the Act).

The Executive Officer may indicate on a document or report provided to Board Members under Clause 3.12.12 of the Charter any information or matter contained in or arising from a document or report that may, if the Board determines, be considered in confidence in accordance with Clause 3.12.5 of the Charter provided that the Executive Officer at the same time specifies the basis on which an order could be made pursuant to the provisions of Chapter 6 Part 3 of the Act.

Clause 3.12.16 of the Charter does not apply to a document or report:

- that is subject to the operation of Clause 3.12.17; or
- that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 3.12.5 and Chapter 6 Part 3 of the Act.

Notice of Ordinary or Special Board Meetings

Subject to Clause 3.12.11 of the Charter, notice of an ordinary meeting of the Board will be given by the Executive Officer to each Board Member not less than three (3) clear days prior to the holding of the meeting.

The Executive Officer must, in relation to a notice of meeting of the Board for the purpose of considering the making of a recommendation to the Constituent Councils to wind up the Authority, provide the notice to all Board Members at least four (4) months before the date of the meeting.

Notice of a meeting of the Board must:

- be in writing; and
- set out the date, time and place of the meeting; and
- be signed by the Executive Officer; and
- contain, or be accompanied by, the agenda for the meeting.

Any Constituent Council, the Chairperson or three (3) Board Members may by delivering a written request to the Executive Officer require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Authority. The written request must be accompanied by the agenda for the special meeting and if an agenda is not provided the request has no effect.

On receipt of a written request pursuant to Clause 3.12.10, the Executive Officer and Chairperson must determine the date and time of the special meeting and the Executive Officer must give notice to all Board Members at least four (4) hours prior to the commencement of the special meeting.

Notice of a meeting to Board Members

Notice of a meeting to Board Members may be given:

- personally; or
- by email to an email address authorised by the Board Member in writing; or
- by delivering the notice (whether by post or otherwise) to the usual place of residence of the Board Member or to another place authorised in writing by the Board Member; or
- in the case of a Constituent Council Board Member by leaving the notice for the Board Member at an appropriate place at the principal office of the Constituent Council which appointed the Board Member; or
- by a means authorised in writing by the Board Member as being an available means of giving notice.

A notice that is not given in accordance with Clause 3.12.13 of the Charter is taken to have been validly given if the Executive Officer considers it impracticable to give the notice in accordance with that Clause and takes action the Executive Officer considers reasonably practicable in the circumstances to bring the notice to the attention of the Board Member.

The Executive Officer must sign all Authority 'Notices of Meetings' and approve the agenda (including reports) prior to distribution.

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All Board Members must authorise in writing where the Executive Officer should deliver their notice of meeting and agenda.

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The Notice of meeting and the agenda which includes copies of any documents or reports that are to be considered at the meeting will be provided to Board Members in either hard copy or electronic/digital format and provided on the Fleurieu Aquatic Centre website as soon as practicable after providing to Board Members.

Note: it may be necessary to send supplementary agenda items to Members should urgent business items be required, this may be via Notice of Motion.

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 - (ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
 - (c) each motion/resolution; and
 - (e) whether a motion is carried or lost; and
 - (f) any disclosure of interest made by a member; and
 - (h) details of the making of an order under Section 90 of the Act; and
 - (i) a note of the making of an order under subsection (7) of section 91 of the Act.
 - (j) details of any adjournment of business; and
 - (k) a record of any request for documents to be tabled at the meeting; and
 - (l) a record of any documents tabled at the meeting; and

- (m) a brief description of any oral briefing given to the meeting on a matter of Board business; and
- (n) any other matter required to be included in the minutes by or under the Act or the Charter.

The Minutes will also be available on the Authority website as soon as practicable after the minutes are given to members of the Board

Presentations

Presentations may be made as an opportunity for an organisation, Council officer(s) or member of the public to provide the Board with information relevant to a matter currently under consideration or relevant to the Board purpose (refer Charter). The duration is up to 10 minutes and generally is limited to one presentation per meeting.

Procedures

If notes or other documents are to be distributed for the presentation copies are to be provided to the Minute Secretary prior to the commencement of the meeting for distribution.

- A person or persons wishing to make a presentation at a meeting must deliver the request in writing to the Executive Officer.
- The Executive Officer will consult with the Chairperson prior to placing on the agenda.
- The Chairperson with the consent of the majority of Board Members may refuse to allow a presentation.

Motions without notice

A member may also bring forward any business by way of a resolution without notice.

The Chairperson may refuse to accept a motion without notice if, he or she considers that the motion should be dealt with by way of a written notice of motion.

Examples:

To maintain an open and transparent approach to governance these motions should be restricted to matters closely related to agenda items, house-keeping issues or matters of urgency.

When in the opinion of the Chairperson, the motion will require action involving the expenditure of unbudgeted resources a Motion on Notice may be requested.

Matters of urgency

A member may raise a matter of urgency.

The standard agenda item provides for Members to raise 'matters of urgency'.

It is recommended that the Executive Officer and other Board Members are notified prior to the meeting via email of matters that are intended to be raised through this item.

Tabling of information

- A member may require the Executive officer to table any documents of the Board relating to a resolution that is before a meeting (and the Executive officer must then table the documents within a reasonable time, or at a time determined by the Chairperson after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that he or she is unwilling to vote on the resolution until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).
- The Executive officer may, in tabling a document, indicate that in his or her opinion consideration should be given to dealing with the document on a confidential basis under section 90 or 91 of the Act.

Adjourned business

A Member may resolve to adjourn an item of business, with leave of the meeting, to a later hour of the same day, to another day, or to another place;

Late Correspondence

Correspondence received after the preparation of the agenda will not be considered at the meeting to which the agenda refers, unless the Executive Officer in consultation with the Chairperson considers that the correspondence is sufficiently urgent to warrant consideration. Urgent matters will be pursued through 'Matters of Urgency' on the agenda.

Procedures

When a regular meeting date and time has been established by the Board dates for the year should be publicised on the FRAC website.

Attendance at Board Meetings

The Chief Executive Officers of each Constituent Council may attend any meeting of any Board or nominate a Senior Officer of the Councils to act in his/her place for any particular occasion or purpose. The Chief Executive Officer or his/her nominee shall not have voting rights.

Deputy Board members are encouraged to attend all meetings, however, will not be counted as part of the quorum or vote unless their Council's Member is absent.

Recording of Meetings

Filming, photography and audio recording may take place at a Board meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999 (confidentiality provisions).

No person is permitted to record confidential items of Board meetings.

Procedures

While no prior approval is required to film, photograph or audio record Authority meetings, the Authority requests that any persons (members of the public, elected members, board members and the media) make their intention to record the meeting known to Executive Officer or the Chairperson.

Those members of the public recording the meeting will be required to do so from a dedicated area within the public gallery.

The Board respectfully requests that those recording a meeting not film, record or photograph the public gallery.

While the Board will make every effort to protect members of the public who actively object to being filmed, photographed or recorded, it cannot guarantee the actions of those filming.

The Board will implement precautionary measures including directing children or vulnerable adults present at a Board meeting to sit in the rows behind the people filming or photographing. Other members of the public who don't wish to be filmed or photographed will also be encouraged to sit in the back rows of the gallery.

Additionally, recording should not be conducted in a manner that could intimidate a board member from expressing their views and/or performing their functions as members of the Board.

Appropriate use of recordings

The Board expects that those people recording Board meetings will not edit the recordings, film or photographs in a way that could lead to the misinterpretation of the proceedings. This includes refraining from editing an image,

Code of Practice for Meeting Procedures

or views expressed by those participating in the meeting, in a way that may ridicule, or show lack of respect towards those being photographed, filmed or recorded.

Members of the media will be required to conduct themselves in accordance with the Media, Entertainment and Arts Alliance – Journalists' Code of Ethics (www.alliance.org.au/code-of-ethics.html).

Interruption or interference of meetings

It is an offence under the legislative provisions for any person including the media to interrupt a meeting or to obstruct or interfere with a person seeking to attend the meeting or any of the proceedings at the meeting.

An interference includes, but is not restricted to, the following:

- Obstructing the public gallery area.
- Interfering with a person attending the meeting or any of the proceedings of the meeting including the Chairperson in the organisation or conduct of the meeting.
- Causing a nuisance, as to disrupt the concentration and/or contribution of persons participating and presenting at the meeting i.e.
 - Excessive noise including in recording or setting up equipment during the meeting;
 - Taking up unreasonable space in the gallery area;
 - Intrusive lighting or use of flash photography;
 - Asking people to repeat statements for the purpose of recording;
 - Providing an oral commentary during the meeting;
 - Behaving in a disorderly, indecent, offensive, threatening or insulting manner;
 - Refusing a reasonable direction of the Chairperson

The Chairperson of a meeting will use all options available to them to ensure proper meeting conduct. Those who interfere with the good order of the meeting can be excluded from the meeting if they do not desist.

Facilities

Third parties will not have access to the Authority's recording equipment or facilities.

Document History

VERSION	DOCUMENT	ACTION	DATE
1.0	Approved version	FRAC Authority endorsement	29 April 2016
2.0	Revised version	FRAC Authority endorsement at meeting 18 May 2018	

POLICY / KEY DOCUMENT REVIEW SCHEDULE

As at Friday, April 20, 2018

Policy / document	Review frequency	Last Board review date	Next review date	Comments
Charter	Every four years	n/a	August 2019	
Audit & Risk Management Committee Terms of Reference	Annual	n/a	July 2018	
Allowances & Reimbursement of Expenses Policy	Biennial	18 May 2018	May 2020	
Asset Accounting Policy	Biennial	n/a	July 2019	
Code of Conduct - Board Members	Biennial	18 May 2018	May 2020	
Code of Practice Meeting Procedures	Biennial	18 May 2018	May 2020	
Communication Policy	Biennial	18 May 2018	May 2020	
Donations Policy	Biennial	n/a	May 2019	
Informal Gatherings Policy	Biennial	18 May 2018	May 2020	
Internal Financial Controls Policy	Annual	n/a	July 2018	
Procurement Policy	Biennial	18 May 2018	May 2020	
Records Management Policy	Biennial	18 May 2018	May 2020	
Risk Management Policy	Biennial	18 May 2018	May 2020	
Sponsorship Policy	Biennial	n/a	November 2019	
Sustainability Policy	Biennial	n/a	December 2018	
Treasury Management Policy	Biennial	n/a	September 2019	
WHS Contractor Management Policy	Biennial	n/a	December 2018	
Work Health Safety and Return to Work Policy	Biennial	n/a	December 2018	



To:	FRAC Authority Board	From:	Executive Officer
Subject:	2017-18 Third Quarter Budget Review		
Meeting date:	18 May 2018	Item:	6.5
Reference(s):	Local Government Act 1999 FRAC Authority Charter v2.0		
Consultation:	Area Manager, YMCA SA Management Accountant, Alexandrina Council		
Attachments:	Nil		

PURPOSE

To provide a projection of the Fleurieu Regional Aquatic Centre Authority ('Authority') operating budget for 2017-18 identifying any variations sought to the Authority's original budget and the cumulative financial implications.

RECOMMENDATIONS

1. That the Authority for the period ending 31 March 2018 adopts a Budget Review with Operating Expenses of \$3,048,778 and estimated cash at end of reporting period of \$867,589.
2. That the 2017-18 Annual Business Plan and Budget be amended to reflect the variances as authorised by the Authority.
3. That the Authority recommend the Budget Review (as at 31 March 2018) and the budget variations contained therein to the constituent Councils for endorsement.

INFORMATION

Regulation 9(1)(b) and 9(2) of the Local Government (Financial Management) Regulations requires a budget review to include a revised forecast of the Authority's operating and capital investment activities compared with estimates set out in the budget.

The Authority Charter provides:

5. FINANCIALS

5.1 Budget

- 5.1.5 Quarterly reports summarising the financial position and performance of the Authority against the Budget must be prepared and presented to the Board at each ordinary meeting of the Board and copies provided to the Constituent Councils.
- 5.1.6 The Authority must reconsider its Budget in accordance with the Act in a manner consistent with the Act and may with the approval of the Constituent Councils amend its Budget for a Financial Year at any time before the year ends.

5.2 Financial Contributions

- 5.2.1 The Constituent Councils will contribute funds to the Authority as set out in the Budget adopted by the Authority and approved by the Constituent Councils.

5.2.2 The Constituent Councils may agree to provide the Authority with additional funds at any time on such terms and conditions, if any, as determined by the Constituent Councils.

DISCUSSION

The Budget Review comprises the following statements (please refer attached):

- Uniform presentation of finances
- Explanation of material variations
- Financial Statements

The Budget Review contains year to date actuals to 31 March 2018 with forecast estimates for the period April to June 2018 to project year-end figures. The review identifies required amendments to the budget and explanations have been included for material variations.

The Authority Audit & Risk Management Committee considered the 2017-18 Third Quarter Budget Review at its meeting on 26 April 2018 and resolved as follows:

Moved: Ms Kellie Knight-Stacey

Seconded: Mr John Coombe

FRACA-ARMC0019 That the Committee recommend that

1. The Authority, for the period ending 31 March 2018, adopts a Budget Review with Operating Expenses of \$3,058,666 and estimated cash at end of reporting period of \$867,589.
2. The 2017-18 Annual Business Plan and Budget be amended to reflect the variances as authorised by the Authority.
3. The Authority recommend the Budget Review (as at 31 March 2018) and the budget variations contained therein to the constituent Councils for endorsement; noting that no additional funds will be requested from constituent Councils at this stage.

Following the Audit & Risk Management Committee meeting, an error was corrected in the forecast electricity expense resulting in a reduction of \$9,888. This correction has been reflected in the forecast provided to the Board.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance - the recommendation meets the requirements of the Charter and legislation. Low risk.

BUDGET IMPLICATION

If approved by the Authority, these amendments will decrease the Authority's forecast 2017-18 operating deficit before Council contributions by \$5,409 to a projected \$1.362 million.

FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY

BUDGET REVIEW 2017-18 - March 2018

UNIFORM PRESENTATION OF FINANCES

Yr end		Note	Original Budget 2017-18	Approved Amendments 2017-18 \$000	Current Budget 2017-18	Proposed Amendments 2017-18	Projected Total 2017-18
2016/17 \$000							
	OPERATING ACTIVITIES						
1,000,983	Operating Revenues	1	2,474,853	529,735	3,004,588	44,190	3,048,778
(1,070,724)	less Operating Expenses	2	(2,474,853)	(529,735)	(3,004,588)	(44,190)	(3,048,778)
(69,741)	Operating Surplus/ (Deficit)		-	-	-	-	-
	CAPITAL ACTIVITIES						
	less Net Outlays on Existing Assets						
-	Capital Expense on renewal and replacement of Existing Assets		-	-	-	-	-
(193,733)	less Depreciation, Amortisation and Impairment		(512,500)	(160,952)	(673,452)	-	(673,452)
(193,733)	Net Outlays on Existing Assets		(512,500)	(160,952)	(673,452)	-	(673,452)
123,992	Net Lending/ (Borrowing) for Financial Year		512,500	160,952	673,452	-	673,452
Financing transactions associated with net overall deficit, or applying overall net funding surplus are as follows:							
(194,137)	(Increase)/Decrease in Cash and Investments		(512,500)	(160,952)	(673,452)	-	(673,452)
70,145	Net Balance Sheet funding (debtors & creditors etc)			-	-	-	-
(123,992)	Financing Transactions		(512,500)	(160,952)	(673,452)	-	(673,452)

Note explanations:

1. Operating revenue is expected to increase by \$44,190. This can be attributed to:

Income	Increase (decrease)	Explanation
Council contributions	\$(5,409)	Reduced contribution required to offset operating deficit
Interest	\$(150)	Lower than budget estimate interest earnings
Fleurieu Aquatic Centre (FAC) operating income	\$49,749	<i>Increases (decreases) include:</i> Recreational swimming \$20,615 Swimming lessons \$14,488 Café \$9,445 Hire charges \$2,649 Membership \$1,854 Merchandise \$1,488 Health Club casual \$746 Children's programs \$468 Vacswim \$272 Sundry income \$(110) Personal training \$(123) Group fitness casual \$(2,042)

2. Operating expenditure is expected to increase by \$44,190. This can be attributed to:

Expenditure	Increase (decrease)	Explanation
FAC operating expenses	\$36,106	<p><i>Increases (decreases) include:</i></p> <p><i>Salaries & wages \$23,062:</i> Forecast reflects wage cost ratio of 61.8% for the year as compared to 70.4% reflected in original budget. Ratio will continue to improve in line with sales growth and improved efficiencies.</p> <p><i>Pool chemicals \$9,571:</i> Actual includes reversal of accrual for credit for 2016/17 of \$4,398. Remainder of variance relates to increased chemical usage in line with increased patronage.</p> <p><i>Staffing expenses \$8,322:</i> Includes superannuation \$4,252, Workers Compensation insurance \$1,304; in line with increased salaries and wages. Staff training & recruitment \$999.</p> <p><i>Electricity \$3,775:</i> All invoicing now received from Origin. Over accrual for 2016/17 (April to June) \$5,539. Forecast for April to June 2018 (based on 2017 actuals) increased by \$8,869.</p> <p><i>Administration fees \$1,793:</i> Increased costs in line with customer volume.</p> <p><i>Cost of goods sold \$(1,754):</i> Café forecast actual cost of sales (purchases as a percentage of income) 49.7% compared with budget of 58.8%. Merchandise forecast actual cost of sales (purchases as a percentage of income) 54.1% compared with budget of 58.8%.</p> <p><i>Gardening \$(3,555):</i> Initial contract as part of construction expired mid-March 2018. Forecast for remainder of 2017-18 reduced following outcome of procurement process.</p> <p><i>Water \$(6,042):</i> Actual includes reversal of accrual for outstanding charges 2016/17 of \$7,700.</p>
Authority expenses	\$8,084	<p><i>Increases (decreases) include:</i></p> <p>Authority contracts – Executive Officer \$12,075: Actual to March 2018 includes increased hours required for development of Authority framework and foundation documents including strategic management plans.</p> <p>Authority contracts – Financial Management \$673: Estimate for financial management services increased based on actual year to date.</p> <p>Legal fees \$(1,500): Reduced forecast based on actuals year to date.</p> <p>Gas (LPG) \$(3,218): Reduced forecast based on actuals year to date.</p>

FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY

BUDGET REVIEW 2017-18 - March 2018

Yr end		Original Budget	Approved Amendments	Current Budget	Proposed Amendments	Projected Total
2016/17		2017-18	2017-18	2017-18	2017-18	2017-18
\$000						
	STATEMENT OF COMPREHENSIVE INCOME					
	INCOME					
360,138	User Charges	1,364,050	264,472	1,628,522	49,749	1,678,271
-	Grants and subsidies	-	-	-	-	-
640,706	Council contributions	1,110,803	256,253	1,367,056	(5,409)	1,361,647
139	Investment Income	-	9,010	9,010	(150)	8,860
1,000,983	TOTAL INCOME	2,474,853	529,735	3,004,588	44,190	3,048,778
	EXPENSES					
876,991	Materials, contracts & other expenses	1,962,353	368,783	2,331,136	44,190	2,375,326
193,733	Depreciation, amortisation & impairments	512,500	160,952	673,452	-	673,452
1,070,724	TOTAL EXPENSES	2,474,853	529,735	3,004,588	44,190	3,048,778
(69,741)	NET SURPLUS/(DEFICIT)	-	-	-	-	-
	Other Comprehensive Income		-	-	-	-
(69,741)	TOTAL COMPREHENSIVE INCOME	-	-	-	-	-

FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY

BUDGET REVIEW 2017-18 - March 2018

Yr end	STATEMENT OF FINANCIAL POSITION	Original Budget 2017-18	Approved Amendments 2017-18	Current Budget 2017-18	Proposed Amendments 2017-18	Projected Total 2017-18
2016/17						
\$000						
	ASSETS					
	Current Assets					
194,137	Cash & Cash Equivalents	706,637	160,952	867,589	-	867,589
100,101	Trade & Other Receivables	100,101	-	100,101	-	100,101
<u>294,238</u>	TOTAL CURRENT ASSETS	<u>806,738</u>	<u>160,952</u>	<u>967,690</u>	<u>-</u>	<u>967,690</u>
	Non-current Assets					
20,874,828	Infrastructure, Property, Plant & Equipment	20,362,328	(160,952)	20,201,376	-	20,201,376
<u>20,874,828</u>	TOTAL NON-CURRENT ASSETS	<u>20,362,328</u>	<u>(160,952)</u>	<u>20,201,376</u>	<u>-</u>	<u>20,201,376</u>
21,169,066	Total Assets	21,169,066	-	21,169,066	-	21,169,066
	LIABILITIES					
	Current Liabilities					
170,246	Trade and Other Payables	170,246	-	170,246	-	170,246
<u>170,246</u>	Total Liabilities	<u>170,246</u>	<u>-</u>	<u>170,246</u>	<u>-</u>	<u>170,246</u>
<u>20,998,820</u>	NET ASSETS	<u>20,998,820</u>	<u>-</u>	<u>20,998,820</u>	<u>-</u>	<u>20,998,820</u>
	EQUITY					
(69,741)	Accumulated Surplus	(69,741)	-	(69,741)	-	(69,741)
21,068,561	Capital Contribution	21,068,561	-	21,068,561	-	21,068,561
<u>20,998,820</u>	TOTAL EQUITY	<u>20,998,820</u>	<u>-</u>	<u>20,998,820</u>	<u>-</u>	<u>20,998,820</u>

FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY

BUDGET REVIEW 2017-18 - March 2018

Yr end	STATEMENT OF CHANGES IN EQUITY	Original Budget 2017-18	Approved Amendments 2017-18	Current Budget 2017-18	Proposed Amendments 2017-18	Projected Total 2017-18
2016/17						
\$000						
	Accumulated Surplus					
-	Balance at Beginning of Period	(69,741)	-	(69,741)	-	(69,741)
(69,741)	Change in financial position resulting from operations	-	-	-	-	-
(69,741)	Balance at End of Period	(69,741)	-	(69,741)	-	(69,741)
	Capital Contribution					
	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	-	-	-	-	-
21,068,561	Balance at End of Period	21,068,561	-	21,068,561	-	21,068,561
20,998,820	TOTAL EQUITY AT END OF REPORTING PERIOD	20,998,820	-	20,998,820	-	20,998,820

FLEURIEU REGIONAL AQUATIC CENTRE AUTHORITY

BUDGET REVIEW 2017-18 - March 2018

Yr end	STATEMENT OF CASH FLOWS	Original Budget	Approved Amendments	Current Budget	Proposed Amendments	Projected Total
2016/17		2017-18	2017-18	2017-18	2017-18	2017-18
\$000						
	CASH FLOWS FROM OPERATING ACTIVITIES					
978,033	Receipts	2,474,853	529,735	3,004,588	44,190	3,048,778
(783,896)	Payments	(1,962,353)	(368,783)	(2,331,136)	(44,190)	(2,375,326)
194,137	Net Cash provided by (or used in) Operating Activities	512,500	160,952	673,452	-	673,452
194,137	Net Increase (Decrease) in Cash Held	512,500	160,952	673,452	-	673,452
-	Cash & cash equivalents at beginning of period	194,137	-	194,137	-	194,137
194,137	Cash & cash equivalents at end of period	706,637	160,952	867,589	-	867,589