

OPERATIONAL SERVICES COMMITTEE

Meeting to be held in the Conference Room, Operational Services Area, Level One of Civic Centre, 10 Watson Terrace, Mount Gambier, on Tuesday 12th July 2016 at 7.30 a.m.

AGENDA

7. CONSIDERATION FOR EXCLUSION OF PUBLIC

moved that the following items be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of other Council Members and Council Officers now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

- S.90(3)(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.
- S.90(3)(k) - tenders for the supply of goods, the provision of services or the carrying out of works.

The Council is satisfied that the information to be received, discussed or considered in relation to this item is information that the author has given to Council of a Commercial in Confidence nature.

<u>Item No.</u>	<u>Subject Matter</u>	<u>S90 (3) Grounds</u>
8.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)

seconded

IN CONFIDENCE

8. ANNUAL BUSINESS PLAN - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451

Goal: Building Communities
Strategic Objective: Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.

Goal: Community Well-Being
Strategic Objective: Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure.

The Director Operational Services reported:

- (a) Mr Peter Collins, Innovative Leisure Management (ILM), Manager of the Mount Gambier Aquatic Centre has submitted their draft Annual Business Plan for 2016/2017;
- (b) the draft plan sets out the expectation for the coming swimming season and provides a positive measuring tool for the operator and Council to gauge performance over time;
- (c) at its meeting held on 17th May 2016 Council endorsed the fee schedule for the 2016/2017 swimming season as proposed by ILM;
- (d) Members should also note that the Draft Annual Business Plan is a “Commercial in Confidence” document.

moved it be recommended:

- (a) The report be received;
- (b) Council endorse the draft “Annual Business Plan” for the Mount Gambier Aquatic Centre 2016/2017 provided by Innovative Leisure Management.

seconded

9. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the document(s) in relation to the following item(s) which has been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

<u>Date</u>	<u>Subject Matter</u>	<u>S.90(3) Grounds</u>	<u>Element To Be Kept Confidential</u>	<u>Duration</u>
8.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)	All details	12 months

seconded

OPERATIONAL SERVICES COMMITTEE

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10 Watson Terrace, Mount Gambier, on Tuesday 12th July 2016 at 7.30 a.m.

MINUTES

8. CONSIDERATION FOR EXCLUSION OF PUBLIC

Cr Von Stanke moved that the following items be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of other Council Members and Council Officers now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

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<u>Item No.</u>	<u>Subject Matter</u>	<u>S90 (3) Grounds</u>
9.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)

Cr Morello seconded

Carried

IN CONFIDENCE

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Goal: Community Well-Being
Strategic Objective: Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure.

The Presiding Member reported:

- (a) Mr Peter Collins, Innovative Leisure Management (ILM), Manager of the Mount Gambier Aquatic Centre has submitted their draft Annual Business Plan for 2016/2017;
- (b) the draft plan sets out the expectation for the coming swimming season and provides a positive measuring tool for the operator and Council to gauge performance over time;
- (c) at its meeting held on 17th May 2016 Council endorsed the fee schedule for the 2016/2017 swimming season as proposed by ILM;
- (d) Members should also note that the Draft Annual Business Plan is a “Commercial in Confidence” document.

Cr Mutton moved it be recommended:

- (a) The report be received;**
- (b) Council endorse the draft “Annual Business Plan” for the Mount Gambier Aquatic Centre 2016/2017 provided by Innovative Leisure Management.**

Cr Richardson seconded

Carried

10. CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

Cr Mutton moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the document(s) in relation to the following item(s) which has been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

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9.	ANNUAL BUSINESS PLAN - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)	All details	12 months

Cr Von Stanke seconded

Carried

The meeting closed at 8:07 a.m.

AF11/866

SW

CONFIRMED THIS

DAY OF

2016.

.....
PRESIDING MEMBER

CITY OF MOUNT GAMBIER

Meeting to be held at the Council Chamber, Civic Centre, 10 Watson Terrace, Mount Gambier
on Tuesday, 19th July, 2016 at 6.00 p.m.

AGENDA

CONSIDERATION FOR EXCLUSION OF PUBLIC

moved that the following items be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of other Council Members and Council Officers now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

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Operational Services Committee		
9.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)

seconded

IN CONFIDENCE

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The Presiding Member reported:

- (a) Mr Peter Collins, Innovative Leisure Management (ILM), Manager of the Mount Gambier Aquatic Centre has submitted their draft Annual Business Plan for 2016/2017;
- (b) the draft plan sets out the expectation for the coming swimming season and provides a positive measuring tool for the operator and Council to gauge performance over time;
- (c) at its meeting held on 17th May 2016 Council endorsed the fee schedule for the 2016/2017 swimming season as proposed by ILM;
- (d) Members should also note that the Draft Annual Business Plan is a “Commercial in Confidence” document.

Cr Mutton moved it be recommended:

- (a) The report be received;**
- (b) Council endorse the draft “Annual Business Plan” for the Mount Gambier Aquatic Centre 2016/2017 provided by Innovative Leisure Management.**

Cr Richardson seconded

Carried

CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the document(s) in relation to the following item(s) which has been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

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9.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)	All details	12 months

seconded

Meeting closed at

MINUTES OF MEETING OF THE CITY OF MOUNT GAMBIER HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT GAMBIER ON TUESDAY 19TH OF JULY, 2016 AT 6.00 P.M.

CONSIDERATION FOR EXCLUSION OF PUBLIC

Cr Lovett moved that the following items be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act 1999, and an order be made that the public (with the exception of other Council Members and Council Officers now present) be excluded from the meeting in order for the item to be considered in confidence as the Council is satisfied that the item is a matter that can be considered in confidence pursuant to the grounds referenced in Section 90 (3) of the said Act as follows:

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The Council is satisfied that the information to be received, discussed or considered in relation to this item is information that the author has given to Council of a Commercial in Confidence nature.

<u>Item No.</u>	<u>Subject Matter</u>	<u>S90 (3) Grounds</u>
Operational Services Committee		
9.	<u>ANNUAL BUSINESS PLAN</u> - Mount Gambier Aquatic Centre 2016/2017 - Ref. AF11/1451	(d)(i)(ii)(k)

Cr Von Stanke seconded

Carried

IN CONFIDENCE

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- (c) at its meeting held on 17th May 2016 Council endorsed the fee schedule for the 2016/2017 swimming season as proposed by ILM;
- (d) Members should also note that the Draft Annual Business Plan is a “Commercial in Confidence” document.

Cr Mutton moved it be recommended:

- (a) The report be received;
- (b) Council endorse the draft “Annual Business Plan” for the Mount Gambier Aquatic Centre 2016/2017 provided by Innovative Leisure Management.

Cr Richardson seconded

Carried

Cr Mutton moved the recommendation of the Operational Services Committee as contained in item 9 be adopted.

Cr Lovett seconded

Carried

CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL

Cr Mutton moved that an order be made pursuant to Section 91 (7) of the Local Government Act, 1999 that the document(s) in relation to the following item(s) which has been considered by the Council on a confidential basis pursuant to Section 90 (3) be kept confidential as follows:

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Cr Von Stanke seconded

Carried

Meeting closed at 6.51 p.m.

FM



ANNUAL BUSINESS PLAN

MOUNT GAMBIER AQUATIC CENTRE 2016/2017

Prepared for: **City of Mount Gambier**

By: **Peter Collins**

Financial Period: **1 July 2016 to 30 June 2017**

Preparation Date: **June 2016**

THE ROLE OF THE BUSINESS PLAN

As part of its management responsibilities of the Mount Gambier Aquatic Centre, Innovative Leisure Management will prepare a **BUSINESS PLAN** for the consideration of the City of Mount Gambier.

The Business Plan is developed in consultation with the City of Mount Gambier and summarises Innovative Leisure Management's objectives, goals, strategies and actions for the ensuing period of time.

The following Business Plan is part of a total management service that will enable Innovative Leisure Management to realise the full potential of the Mount Gambier Aquatic Centre for the City of Mount Gambier.

ACKNOWLEDGMENT

It is hereby acknowledged that the City of Mount Gambier adopted this business plan on19/7/2016.....



Mark McShane
Chief Executive Officer.

28/7/2016
Date

The 2016/2017 Business Plan was developed knowing the market conditions and the available financial and human resources to realise the goals contained within.

Subject to variations caused by changes in demand, weather and variable operating conditions, a commitment is undertaken to achieve and exceed the requirements of the plan.



Peter Collins
Innovative Leisure Management.

26/7/2016
Date

COMMERCIAL AND IN CONFIDENCE

This document and any of its contents are not to be copied, distributed or divulged to any person or organisation without the express permission of Innovative Leisure Management. All information is considered commercially sensitive and is provided in confidence.

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EXECUTIVE SUMMARY

The Mount Gambier Aquatic Centre was built on its present site in 1986, is owned by the City of Mount Gambier and is currently managed by Innovative Leisure Management. The management contract is for a 5 year period, dated 1st July 2015 through 30th June 2020.

During the season just completed we had continued growth in a number of areas, predominantly due to the ability of the new biomass boiler. The system continues to give us an enormous amount of control over the temperature of the water. This control, which allows us to regulate the temperature for different user groups, has helped further increase the number of after school lesson participants. We had 853 participants enrolled per week during term 4, 2015 (previous record = 802) and in term 1, 2016 this figure broke through the 900 participants barrier. The daytime (9am to 3pm) DECS lesson program also goes from strength to strength, once again due to the boiler combined with a great bunch of professional instructors. Indeed for the first time ever, we have really struggled to fit schools in. We now have comprehensive bookings during every week of both terms 4 and 1.

The biggest growth areas across the last two years since the installation of the boiler have been in the Infant Aquatics & Aqua Aerobics classes. Infant Aquatics has grown from one class per week of 6 to 8 children to six classes per week, containing 50 odd children aged between 6 months and 2 years. The Aqua Aerobics classes have gone from 15 to 20 participants per week to 100 plus in most weeks.

In a financial sense, the Mount Gambier Aquatic Centre is tracking (unaudited) to make budget during the 2015/16 financial year, with an expected (estimated) annual return of some \$15,000. The major contributing areas from an income perspective were once again the afterschool swimming lessons, season passes & the Education Department swimming lessons. The expense lines that continue to present challenges are electricity, water and wages.

This business plan continues to focus primarily on improving our monitoring systems, growing each program area and providing a greater range of high quality and realistically priced lessons and leisure based programs and activities for the residents of and visitors to the City of Mount Gambier.

I can reassure Council that it is still a high priority for Innovative Leisure Management to continue meeting Council's objectives and community obligations in regards to both the service levels and financial returns for the facility. The management team and staff within the centre will once again continue to work closely with both council and community groups, further aiming to promote and increase usage from within the local community.

Given the upcoming federal election, continual cost cutting at state level and a lot of uncertainty within the local region, it is still more important than ever that the facility is managed prudently. Innovative Leisure Management can once again assure Council it will be striving to continually refine the management of the facility to ensure both the expenses incurred and the subsidy provided by Council are kept to a minimum.

All of us at Innovative Leisure Management continue to hold a genuine belief that our professional management of the centre will be mutually beneficial to both parties.

AIMS/MISSION STATEMENT

The mission of the Mount Gambier Aquatic Centre is to contribute to the advancement of a healthy, social and cultural lifestyle for the residents of the City of Mount Gambier, the greater surrounding area and its visitors. In doing so, its aims are to cater for as many user groups as possible and to operate as an economically and environmentally efficient facility which:

- minimises the cost of operations,
- maximises the benefits flowing to residents,
- achieves expense recovery as much as is possible within the industry,
- endeavours to reduce its carbon footprint.

OBJECTIVES

1. To provide a diverse range of high quality and realistically priced leisure based programs and activity opportunities that are consistent with the needs that have been identified within the community.
2. To ensure that the Centre operates as economically as possible in the achievement of it's agreed financial targets, attempting to at least break even.
3. To continually develop, refine and maintain appropriate financial systems and monitoring procedures.
4. To provide equal opportunity for all persons to participate in the programs and activity opportunities offered regardless of their age, sex, ability, or specific interest.
5. To maintain a high quality presentation of facilities and services and to be recognised as a benchmark by which the standard of other facility providers are measured, thus ensuring continually increasing levels of customer satisfaction.
6. To continually seek to identify and cater for the changing needs within the community and improve the range and quality of services offered.
7. To ensure that the centre seeks to operate in an environmentally sustainable manner. This will be achieved by investigating available energy sources, refining recycling procedures and analysing both waste water and solar possibilities.

CLIENT LIAISON

It is the aim of Centre Management to build open communication channels between the City of Mount Gambier and Innovative Leisure Management.

Focus will continue to be given to prompt and accurate reporting, which will not only focus on the operation of the facilities but the strategic direction in which we, the management team, wish to take the centre.

Innovative Leisure Management will keep all stakeholders informed as the business progresses and will always seek input on the future direction of the centre. Performance in relation to budget will be continually monitored and actions listed that need to be taken in order to move the business forward and/or to address any issues or concerns.

Client Liaison Timetable:

No.	Tactics	By When	Who organises
1	A minimum of six meetings to be held annually by the Management group.	As needed	Centre Manager
2	Bi-Annual Business Plan development	April through June each year	Centre Manager in conjunction with Council
3	Annual Budget development	April through June each year	Centre Manager in conjunction with Council
4	Monthly Attendance figures discussed at Management Group meetings.	Management Group Meetings	Centre Manager
5	Monthly Financial figures discussed at Management Group meetings.	Management Group Meetings	Centre Manager
6	Discussion of overall facility management at the Management Group meetings.	Management Group Meetings	Centre Manager
7	Audit Reports sent to Council	Two annually	Centre Manager

FACILITY STEWARDSHIP

As it continues its management tenure, Innovative Leisure Management will endeavour to continually improve both the physical appearance and effective running of the centre in accordance with the contract, with an eye on detail to provide excellent facility stewardship.

Innovative Leisure Management aims to continue to address the goals listed below:

Facility Goals:

- Monitor management systems and building compliance via annual external audits, conducted by both 'Worksite Services' and the 'Royal Lifesaving Society of South Australia'.
- Continue to raise the "bar" in the areas of Risk Management and Occupational Health Safety and Welfare. This is aimed at not only ensuring a safe, happy and productive workplace, but also to ensure the risk of workplace 'accidents' are minimised.
- To be at the forefront in dealing with the new WHS legislation being introduced by the South Australian Government,
- Have all physical aspects of the building & facility routinely checked, maintenance needs actioned, completed and followed up with a review of all issues.
- Cleanliness, housekeeping and hygiene to be maintained at a level set out by Innovative Leisure Management in conjunction with the City of Mount Gambier.
- Pool water quality to be professionally managed and recorded by staff in accordance with Health Department regulations.
- Plant Room chemical and chemical handling systems to be optimised, all safe working procedures displayed.
- Fall/trip hazards to be identified and immediately isolated until they are rectified by the appropriate channels.
- Safety signs to be positioned throughout the facility, customer adherence to be policed by staff.
- Pool concourse, shade covers, fences, playground, shelters and barbeque areas to be maintained in tip-top condition at all times.
- All staff are encouraged to have regular contact with Council Officers and Council Parks and Gardens staff.
- Continue with many minor improvements to further enhance the overall reliability and operation of the vast array of plant and equipment at the facility, which ultimately reduces our overall risk in several areas.
- Customer feedback forms to be available and the customers encouraged to use them.
- Continue to work towards the facility becoming as "Green" as possible, minimising the impact we have on the environment.

Innovative Leisure Management would like to once again acknowledge and thank the City of Mount Gambier for its endless support in terms of maintaining and further improving the facility.

STRATEGIC BUSINESS OBJECTIVES GOING FORWARD

As it continues its management tenure, Innovative Leisure Management will continually endeavour to strive towards improving the financial and overall stability of the centre by following the objectives listed below:

- Adopting a commercial approach to further increase market share,
- To reassess the needs of our members via a comprehensive tool that may assist with the future direction for the facility,
- Strive for a level of service and professionalism that continually sees retention rates rise in the after school swimming program, with the aim of reaching maximum capacity,
- Work closely with the Education Department with the aim of filling up term 4 of the school year with Education Department lessons,
- Continue with the standard of Risk Management compliance to ensure the current levels are maintained across all associated industry audits,
- To refine the continual maintenance program, that incorporates all areas of the plant and equipment,
- To investigate the setting up of a website for the facility, accessible to both the wider public and the continually growing number of season pass holders,
- To continually evolve the Mount Gambier Aquatic Centre page on Facebook, continuing to use it as a medium for the transference of information to the many centre users,
- Continue to explore and implement practices that will lessen the carbon footprint left by those using the centre,
- Continue to present a neat and clean facility, encompassing a safe and healthy environment with professional and courteous staff.

Whilst the list is by no means exhaustive, in terms of important areas for the business, it encompasses the "Key" objectives to ensure the business moves forward both financially and environmentally.

OPERATIONS

GOALS, TARGETS AND TACTICS ~ SWIM SCHOOL

Goal – To achieve as a minimum an income of \$78,000 for the season.

Target SS1-Maintain swim school term enrolments achieved in 2015/16.

No	Tactics	By When	Who
1	Go online with lesson bookings. Implement new management software to increase the level of bookings. This should also decrease labour and phone use.	17 th September 2016	Centre Manager
2	Consult the database to continue with bookings to fill vacancies after all online bookings are finalised.	September & October	Reception staff
3	Implement new lesson fees structure.	17 th October 2016	Centre Manager
4	Monitor and reconcile advanced receipts monthly.	Ongoing	Centre Manager

Target SS2

Increase the term to term retention rate to 85%.

No	Tactics	By When	Who
1	Increase the communication and feedback channels between the customer and all swim school staff. Staff are to be developed in this area via meetings.	Ongoing	Centre Manager & Swim School Manager
2	Ensure constant pool temperatures through planned maintenance and monitoring.	Ongoing	Centre Manager
3	Conduct 2 workshops/staff meetings per year that ensure consistent teaching methods.	As required	Swim School Manager
4	To covert most enrolments from 'cash' to EFTPOS payments.	Ongoing	Centre Manager

Target SS3

Obtain an occupancy rate of 95 %(lesson pool) by week 3 of each term.

No	Tactics	By When	Who
1	Ensure customers are aware of the new online system for early pre-booking opportunities.	2 weeks prior to the end of each term	Centre Manager & Swim School Manager
2	Establish an annual promotion plan to maximise lesson exposure	October and January	Centre Manager
3	Maintain a consolidation rate of 6.0 children per class (excluding infant Aquatics if applicable).	Ongoing	Centre Manager & Swim School Manager

GOALS, TARGETS AND TACTICS ~ KIOSK/MERCHANDISE

Goal – To achieve as a minimum an income of \$62,000.

Target KM1-Maintain a Kiosk COGS of 55%.

(Note COGS percentage derived by Opening Stock + Purchases - Closing stock divided by Sales x 100).

No	Tactics	By When	Who
1	Constantly perform reviews of all suppliers. Implement the transition from Schweppes to Coca Cola.	Constantly	Centre Manager
2	Perform reviews of cost price against selling price, especially when increases in product prices come through from suppliers.	Monthly	Centre Manager Administration Manager
3	Conduct a monthly stock-take and continually monitor the rotation of stock and use by dates.	Ongoing & Monthly	Administration Manager and Receptionists
4	Continue to monitor and refine the wastage register which minimises waste reduction	Ongoing	Administration Manager and Receptionists

Target KM2– Maintain a Merchandise COGS of 65%.

(Note COGS percentage derived by Opening Stock + Purchases - Closing stock divided by Sales x 100).

No	Tactics	By When	Who
1	Perform reviews of cost price against selling price	Monthly	Administration Manager and Centre Manager
2	Continue to constantly review products sales mix.	Ongoing	Administration Manager
3	Conduct a monthly stock-take and continually monitor the rotation of stock and use by dates.	Ongoing & Monthly	Administration Manager and Receptionists

Target KM3 – Maintain labour to turnover for kiosk sales below 50.0%.

No	Tactics	By When	Who
1	Continue to analyse labour usage against budget.	Fortnightly	Centre Manager
2	Conduct constant reviews of all rosters. Looking to ascertain "quiet times" for extra jobs.	Ongoing	Administration Manager and Centre Manager
3	Audit all salary levels to ensure compliance with the provisions of the relevant Award or AWA.	May each year	Centre Manager

GOALS, TARGETS AND TACTICS ~ SUSTAINABILITY

Goal – To achieve whole staff awareness of sustainability at the centre.

Target S1 – Have 100% of staff show 'some' understanding of sustainability within the centre. Analysed and measured via a staff meeting agenda item.

No	Tactics	By When	Who
1	Ensure recycling bins continue to go out 100% of the time. Continue with the weekly checks, monitoring the use of all bins. Ensure no 'recyclables' end up in the Cleanaway bin.	Ongoing	Pool Supervisors and Centre Manager
2	Conduct weekly audits on tap leaks and overall water use. Continue to refine 'washing down' procedures (e.g. introduce more sweeping for concourse clean ups).	Ongoing	All staff
3	Conduct random audits on all forms of electricity use, including minimising fridge use and light use.	Ongoing	All staff
4	Explain the effects of the new Solar system and how best to ensure it is maintained to function optimally.	Ongoing	Pool Supervisors and Centre Manager

RISK MANAGEMENT

The following items will be completed on an annual (at a minimum) basis:

- Emergency evacuation for all staff completed and recorded,
- Key register updated and recorded,
- Alarm register (all users – internal and external) updated,
- Annual risk audit conducted by The Royal Lifesaving Society of South Australia – which mainly looks at all manner of pool operations, from water quality through to ratio numbers, availability and quality of equipment and signage,
- Annual risk audit conducted by another third party that focuses on plant and equipment and associated risks.

PROMOTIONAL PLAN

The attached promotion plan provides details of local promotion activities in each functional area for the 2016/17 year.

	OPENING HOURS, ETC	SWIM SCHOOL	VACSWIM AND OR SUMMER SPLASH	SPECIAL EVENTS
RADIO	OCTOBER ANY OTHER	OCTOBER JANUARY	DECEMBER	DECEMBER JANUARY ANY OTHER
TELEVISION				
NEWSPAPER	OCTOBER NOVEMBER	OCTOBER NOVEMBER JANUARY	DECEMBER JANUARY	OCTOBER DECEMBER JANUARY
INTERNAL ADVERTISING	ALL MONTHS	ALL MONTHS	DECEMBER	WHEN APPLICABLE
ACTIVES FITNESS	ALL MONTHS	ALL MONTHS	DECEMBER	WHEN APPLICABLE

PEOPLE

STAFF DEVELOPMENT PLAN

The attached plan provides details of training and development activities in each functional area for the 2016/17 year.

	LIFEGUARDS	POOL SUPERVISORS	SWIMMING INSTRUCTORS	RECEPTION STAFF
FIRST AID C.P.R. & Defibrillator	NOVEMBER 2016	NOVEMBER 2016	THROUGHOUT 2016	NOVEMBER 2016
POOL PLANT OPERATORS CERTIFICATE	NOT APPLICABLE	As needed (3 year renewal)	NOT APPLICABLE	NOT APPLICABLE
POOL LIFEGUARD CERTIFICATE	NOVEMBER 2016	NOVEMBER 2016	NOT APPLICABLE	NOT APPLICABLE
AUSTSWIM & RLSSA PROF. DEV	AS NEEDED	AS NEEDED	AS NEEDED	NOT APPLICABLE
CHILD SAFE ENVIRONMENT CERTIFICATE	AS NEEDED	AS NEEDED	AS NEEDED	AS NEEDED
ASTHMA TRAINING	NOT APPLICABLE	NOT APPLICABLE	AS NEEDED	NOT APPLICABLE

The above chart outlines the courses in which all the staff undertake in groups.

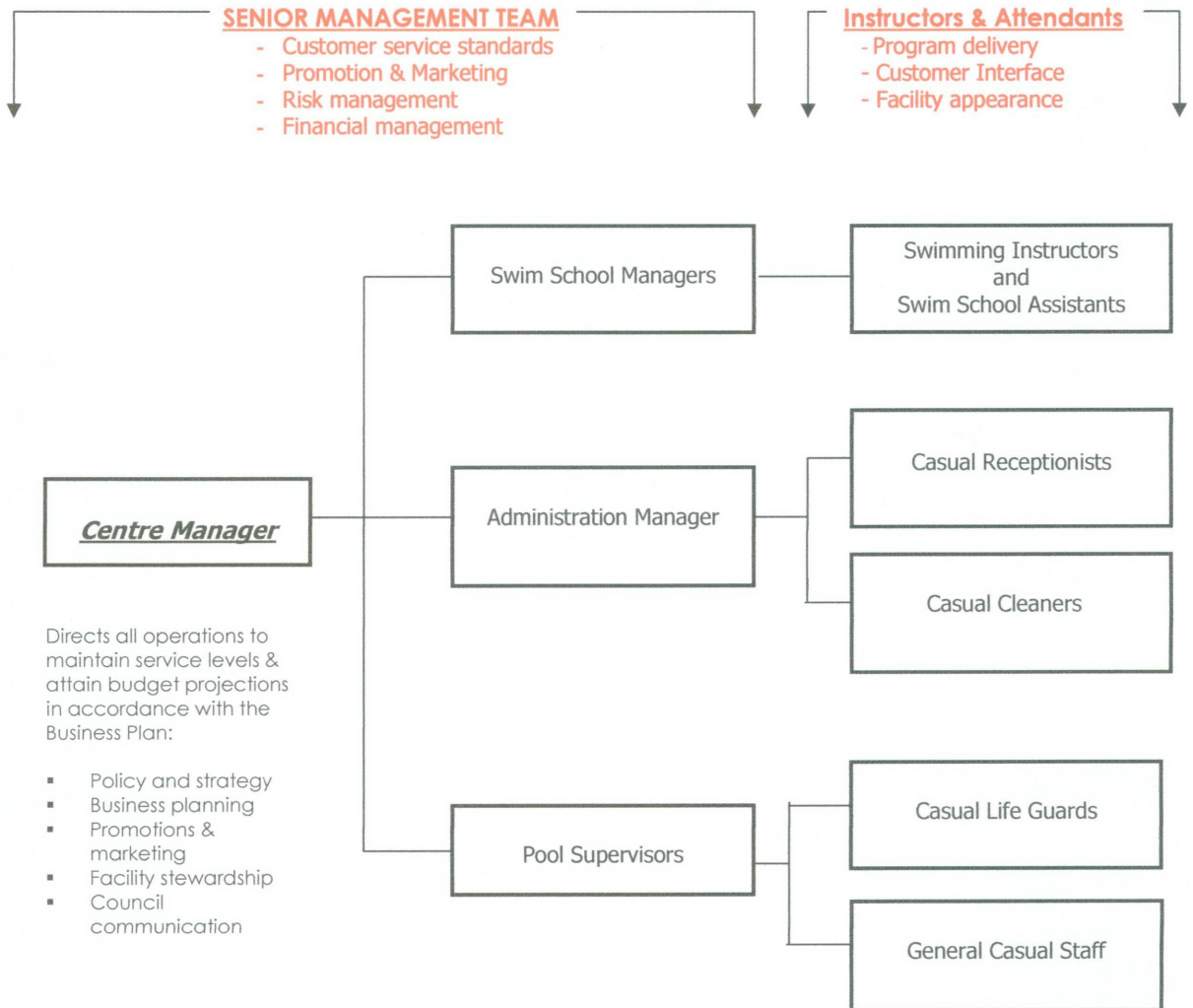
Various other modules / courses / updates are taken from time to time, depending on the various needs of the individual staff members.

For example we have several Instructors doing extra Austswim modules during winter, to either qualify them, or further enhance their qualifications.

With the new legislation on "Child Safe Environments" (CSE), all new staff have to do the full day course & receive their certificate.

Current staff must update their CSE qualification every 3 years as a minimum.

STAFF ORGANISATION CHART



ATTENDANCE PROJECTION

	Last Year 14/15 Actual	This Year 15/16 Actual	Next Year 16/17 Forecast
Overall centre attendance figure	70,187	71,422	72,000

Note: In the Aquatic industry, which at times is completely weather dependant, projections of accurate attendance figures come with no guarantee.

FINANCIAL DIMENSIONS

BUDGET FORECAST

	Last Year 14/15 Actual	This Year 15/16 Projected	Next Year 16/17 Budget
Income			
Aquatics	314,713	316,045	311,040
Trading Income	62,633	62,045	62,000
Miscellaneous	0	0	100
Other (Council subsidy)	163,000	167,075	178,000
Total Income	540,346	545,165	551,140

Expense			
Salaries, Wages & On costs	290,829	318,000	300,400
Maintenance	2,208	1,800	2,700
Energy	57,691	72,300	77,600
Insurance	5,063	5,250	5,790
Other	120,259	90,250	125,050
Management Fee	37,800	38,400	39,600
Total Expenses	513,850	526,000	551,140

Surplus/(Deficit)	26,496	19,165	0
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ACCOMPANYING NOTES

Income

- 1 Aquatics
Includes all income derived from casual swimming, laps, swim school, education department lessons, carnivals and pool/lane hire.
- 2 Trading Income
Includes all income from the kiosk and the sale of merchandise.
- 3 Other
Includes Council subsidies and interest (if any).

Expenses

- 1 Salaries, Wages & on costs
Includes all full-time, part time and casual staff, superannuation, annual leave provisions (where applicable), occupational superannuation, payroll tax, work cover and on costs.
- 2 Maintenance
Includes building and equipment maintenance costs.
- 3 Energy
Includes the costs of electricity, gas and woodchips.
- 4 Insurance
The cost of all insurances as required by the contract, including public liability.
- 5 Other
All other expenses - activity costs, consumables, printing and stationery, office costs, promotion, cleaning, security, and all other miscellaneous day to day costs of running the business.
- 6 Management Fee
The fee received by Innovative Leisure Management to provide the management services.

CAPITAL EXPENDITURE

It is proposed that the following items be attended to during the 2016/2017 financial year. All purchases are subject to the availability of funds and must be approved by the Management Group, Council and Innovative Leisure Management on each occasion.

Item	Cost	Purchase Date
New inflatable for the olympic pool.	Approx. \$9,000 (2 quotes supplied 6 th January 2016)	As soon as practical.
New Pool covers for the wading pool	Approx. \$4,800 (quote supplied 6 th January 2016) It is an additional \$3,500 for new rollers for these blankets.	As soon as practical
TOTAL	\$13,800	

NOTE – It was originally thought that the existing rollers could be “serviced” at the depot & be used with the new covers. After further deterioration during the last few months of the season & after talks to various stakeholders, it is now thought that the new rollers may be needed.

2016/2017 FINANCIAL YEAR PLANNING

PROPOSED ADMISSION FEES AND CHARGES

	CURRENT FEES 2015/2016	PROPOSED FEES 2016/2017
<u>Aquatic</u>		
Adult	\$6.20	\$6.50
Child	\$5.20	\$5.50
Spectator	\$3.00	\$3.00
Family (2+2/3 or 1+3/4)	\$22.00	\$23.00
Baby	N/A	N/A
Pensioner	\$4.80	\$5.00
Fitness/laps	\$5.00	\$5.50
Vouchers		
(10 swims)	Adult \$54.00	\$55.00
	Pensioner \$44.00	\$45.00
	Child \$46.00	\$50.00
Season Pass		
	Adult \$230.00	\$240.00
	Pensioner \$180.00	\$190.00
	Child \$250.00	\$250.00
Family (1/2 adults + 2 children)	\$540.00	\$550.00
	(1 + 3) \$570.00	\$590.00
	(2 + 3) \$600.00	\$620.00
	(1 + 4) \$620.00	\$640.00
	(2 + 4) \$650.00	\$670.00
	(2 + 5) \$700.00	\$720.00

Notes:

- Most prices have increased in line with the forecast CPI rate.

APPENDICES

SWOT ANALYSIS

STRENGTHS

- Continual maintenance program that prevents "down time"
- Multi-skilled and motivated staff
- Various depths of large water spaces, able to accommodate all levels of lessons
- Family orientated programs
- Continual improvement in Risk Management
- Quality Programs
- Council's commitment to and involvement with the centre
- Customer feedback systems
- Clean Facilities
- Well maintained facilities
- Central location of the centre
- Financial systems
- Positive relationships with local businesses
- Involvement with local schools
- Involvement with local clubs
- New boiler and heating system

WEAKNESSES

- Seasonal - only open for 6 months of the year
- General seating within the pool area
- Lack of a dedicated staff/meeting room
- Reception layout
- Customer control at reception
- Noise levels at reception
- Cross Selling
- Uncertain nature of the Local, Australian and World economies and the flow on effects
- High reliance on stable water & energy pricing

OPPORTUNITIES

- Increase leisure activities through new programs and offerings (EG infant aquatics)
- Extension of Rehabilitation Programs
- Corporate fitness (Continuing to strengthen the partnership with both Active8 Health & Fitness centre and Blue Lake Cross Fit).
- Continue to explore and hold a new range of special events and days
- Further growth in the school swimming lessons via the Education Department program
- Continuation of new levels within "Infant Aquatics"
- New heating system

THREATS

- Weather
- Energy costs
- Insurance uncertainties
- Plant and Equipment Breakdowns
- Lack of available capital expenditure funding
- Competitors broadening and improving their Business.

COMPETITOR ANALYSIS

Services profile

OPPOSITION	Have Swim Lessons	Competitive Rating (see below)	Distance from MTGAC	Indoor Pools Heated	Outdoor Pools	Leisure Water	Education Department Program
SQUASHBROOK Swim School	YES	Limited to Moderate 1 to 2	3 km	YES	NO	Minimal	NO
SWIMSKOOL (old YMCA building)	YES	Moderate to active 2 to 3	2 km	YES	NO	Rarely open to public	YES
Smaller Private Enterprises (5 or 6 in total)	YES	Limited to Moderate 1 to 2	various km	YES	NO	Rarely open to public	NO

Competitive Rating:

- 0 Doesn't compete for generic share
- 1. Low level of competition
- 2. Moderate level of competition
- 3. Competes actively for market share
- 4. Market share is high; degree of competition intensifying

Swim School Pricing Profile

OPPOSITION	Student Nos per week	Aquababes Lesson Fee	Pre-School Lesson Fee	School Age Lesson Fee	1 on 1 Lessons (30 mins) Per 10
SQUASHBROOK Swim School	Approx. - 150	\$14.00	\$15.00	\$16.50	\$300.00
SWIMSKOOL (old YMCA building)	400-600	\$13.95	\$14.95	\$14.95	\$25.00
Smaller Private Enterprises (5 or 6 in total)	various	various	various	various	various
Mount Gambier Aquatic Centre	800-900	\$8.00 (Parent in)	\$13.50	\$13.50	\$25.00

Market Comments

The Mount Gambier Aquatic Centre is continuing to enjoy market leadership in the area of swimming lessons when open during the summer. The Swim School at the Mount Gambier Aquatic Centre offers an affordable and very competitive *learn to swim* program, excellent amenities with the added benefits of unlimited general swimming. Our continued success is also in part due to the major advantage of size, the large volume of heated water and the variety of depths and equipment available to the customers. A detailed development and feedback system is in place for all instructors, which has many great benefits. Continual attention to smaller details and program refinement within the Swim School has also seen retention numbers continue to improve substantially over the last 14 years.

AUDIT PLAN

Innovative Leisure Management has in place a comprehensive audit program to ensure that risks are effectively managed and opportunities for improvement are maximised. The attached audit plan provides details of proposed audit activity for the 2016/17 year.

AUDIT BODY	COMPONENT	DATE
ROYAL LIFESAVING SOCIETY OF SOUTH AUST.	FIRST AID STAFF QUALIFICATIONS EMERGENCY PROCEDURES ADMINISTRATION	NOVEMBER 2016
WORKSITE SERVICES	RISK MANAGEMENT POOL INFRASTRUCTURE TECHNICAL OPERATIONS	DECEMBER 2016
ALLEN LISTON	FINANCIALS	JULY / AUGUST 2016
VARIOUS	ENVIRONMENTAL IMPACT	DURING THE SEASON

The aim is that the Mount Gambier Aquatic Centre continually strives to be an industry leader in the area of risk control procedures. These procedures will be used to continuously provide an environment which is both safe to our customers and risk free to both Innovative Leisure Management and the City of Mount Gambier.

HOURS OF OPERATION

IN SEASON: Monday 17th October 2016 to Friday 31st March 2017.

	<u>2015/2016</u>	<u>2016/2017</u>
Monday	6am – 7.00pm	6am – 7.00pm
Tuesday	6am – 7.00pm	6am – 7.00pm
Wednesday	6am – 7.00pm	6am – 7.00pm
Thursday	6am – 7.00pm	6am – 7.00pm
Friday	6am – 6.00pm	6am – 6.00pm
Saturday	7am – 6.00pm	7am – 6.00pm
Sunday	11am – 6.00pm	11am – 6.00pm
Public Holidays	12 – 6.00pm	12 – 6.00pm

NOTES:

1. The centre will stay open longer than the advertised time on any given evening when there is sufficient patronage (approximately 15 or more people in the water). This will be assessed every 15 minutes, with 8.00pm being the closing time regardless of patronage numbers.
2. An "early opening" policy now exists for Public Holiday and Sunday mornings. This is governed by the forecasted temperature on the evening news the day before any given Sunday / Public Holiday. If 36 degrees or more is forecast, the centre is to open early – preferably at 9am.