

# **Merredin Regional Community & Leisure Centre**

## **Management Plan 2019/20**

Review Date: March 2019

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Managed for the Shire of Merredin by



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## EXECUTIVE SUMMARY

Having recently had the contract to manage the Merredin Regional Community & Leisure Centre (MRCLC) renewed for a further five years, Belgravia Leisure are excited to continue to partner with the Shire of Merredin and the local community to provide high quality leisure, sports, recreation and hospitality services at MRCLC.

This document addresses the need to align our activities with the Shire of Merredin key priorities and actions for MRCLC, as well as working in partnership with the Merredin Sports Council and other important community groups. Belgravia Leisure and our staff have worked hard to build a strong relationships with the community and gain their trust and the feedback has been positive over the past 12 months via Ask Nicely surveys and face to face meetings.

The introduction of the restaurant service into the Grandstand Bar just over 12 months ago has had a positive impact on the operation with the facility now “the go to place” in Merredin for family friendly dining. Additionally, the recent opening of the Indoor Play centre provides a further enhancement in services offering for families with young children.

The challenge of increasing facility usage will be key area of focus for us this next financial year. The Business Plan is designed to improve attendance numbers in all aspects of the facilities operations.

Our marketing and promotion will focus on connecting the community to leisure by promoting not only the programs and services available at the Centre but also the health benefits of being active in the community. Localised marketing and promotions combined with our national campaigns will help to ensure we are successful connecting community to leisure.

Our quality systems and a strong OH&S culture will be embedded into the Centre’s daily operations to ensure the facility operates with industry best practices and provides a safe environment for staff and its patrons.

MRCLC is a valuable community asset and Belgravia Leisure will manage and promote the facility in this context. The 2019-20 Business Plan reflects an aim to achieve maximum operational efficiency, viability and exceptional customer service through quality programs and events.

## COUNCIL'S PHILOSOPHY FOR MRCLC

It is Council's philosophy that Belgravia Leisure will develop an effective and accountable management arrangement with Council, and accordingly, Belgravia Leisure will manage the Centre and provide the services of the highest standard that includes:

- Catering for the needs of the local community, sporting groups and visitors as far as is reasonably practicable;
- developing and implementing innovative and creative in the range of leisure opportunities available to users;
- demonstrate good business acumen and best practice;
- recoup operational costs while maintaining high quality of affordable services;
- provide an environment that is functional and safe, while at the same time is flexible and exciting;
- are managed in an efficient and effective manner;
- encourage and support residents to participate in a range of recreational activities;
- motivate and assist other organisations and groups to undertake a range of recreational activities; and
- are of a high quality and committed to customer care.

## STRATEGIC VISION

Belgravia Leisure has reviewed the strategic priorities set out in the in the 2018/19 Management Plan and have determined that they required changes to remain relevant for the coming financial year. These priorities are outlined below:

### Strategic Priority 1

Activate the indoor playground via free play opportunities, creche services, playgroups and birthday parties.

### Strategic Priority 2

Introduce a range of high-quality physical activity programs that encourage regular community participation. This will include working with 3<sup>rd</sup> parties, such as the local schools, to increase programming at the MRCLC.

### Strategic Priority 3

Recruit and develop a team of staff who are happy, engaged, highly skilled and passionate about connecting the community to leisure. Priority will be given to supporting the new Centre Manager transition and develop into the role.

### Strategic Priority 4

Increase collaboration between MRCLC staff and the Merredin Sports Council with a view to both groups working together effectively for mutual benefit.

### Strategic Priority 5

Improve the service offering in the Grandstand Bar & Restaurant, whilst increasing control of cost of goods and wages in this area of the business. A schedule of regular events, such as band nights and sports broadcasts, will be developed to attract more customers.

### Strategic Priority 6

Increase community awareness of the program and services available at MRCLC by improving the Centre marketing and communication activities. Develop a new MRCLC web site to include a more contemporary look and improved functionality.

## **Strategic Priority 7**

Seek opportunities to collaborate with the Shire of Merredin on projects that support the objectives of the Shire's Strategic Community Plan.

## **Strategic Priority 8**

Implement an improved cleaning program at MRCLC that considers the increasing usage of the facility and makes facility presentation a priority.

**SWOT ANALYSIS**

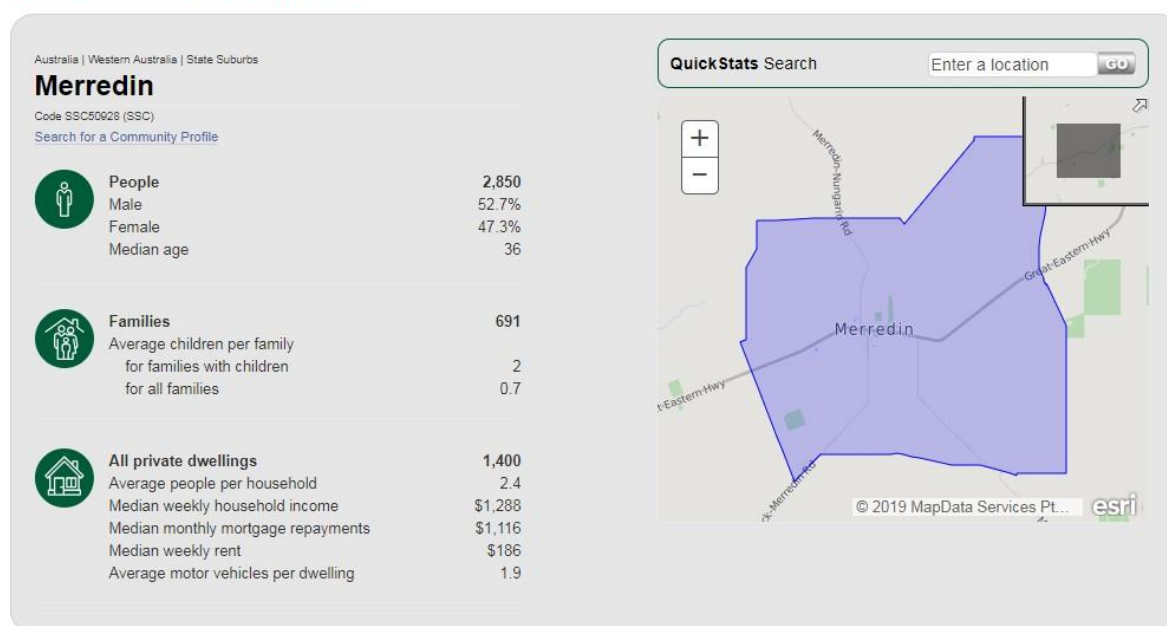
<p><b>Strengths – Internal</b></p> <ol style="list-style-type: none"> <li>1. High standard facilities</li> <li>2. MRCLC hosts a large number of sports clubs/associations – Participation is strong amongst clubs and associations</li> <li>3. Most sections of the community believe costs are reasonable compared to city</li> <li>4. Access to Belgravia Leisure expertise and networks</li> <li>5. Close knit community making it easy to network and communicate</li> <li>6. Bar and restaurant have a good reputation in the community</li> </ol>	<p><b>Capitalise on Strengths</b></p> <ol style="list-style-type: none"> <li>1. Ensure marketing and communication highlights the quality of facilities available.</li> <li>2. Where practical and mutually beneficial collaborate with sports clubs/associations to deliver the programs and services outlined in the business plan.</li> <li>3. Continue to add value to the Centres programs and services through program innovation and quality to maintain this perception.</li> <li>4. Provide opportunities to MRCLC staff to gain short term experience working in Belgravia Leisure metro sites. Align MRCLC staff with Belgravia Leisure mentors that they can access for advice and support.</li> <li>5. Follow the principles of IAP2’s public participation spectrum to engage with the local community.</li> <li>6. Continue to review and refine the restaurant menu and increase range of events.</li> </ol>
<p><b>Weaknesses – Internal</b></p> <ol style="list-style-type: none"> <li>1. Lack of trust between the Centre &amp; some sporting associations</li> <li>2. Lack of locally available qualified staff</li> <li>3. Number of hours that the facility is unstaffed, particularly on weekends.</li> <li>4. Lack of professionally managed programs and events</li> </ol>	<p><b>Address Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Consult regularly with each sporting group to ensure the Centre is meeting their needs and respond proactively to their feedback.</li> <li>2. Develop a training program to upskill local workforce.</li> <li>3. Better align rostered hours with “after hours” facility bookings.</li> <li>4. Continue to support the Program Development Officer by providing training and support to increase program range.</li> </ol>
<p><b>Opportunities – External</b></p> <ol style="list-style-type: none"> <li>1. Provide fund raising opportunities for sporting groups</li> <li>2. Increase the available of the crèche to reflect customer demand</li> <li>3. Greater collaboration with the Sports Council</li> <li>4. Promotion of the venue as a suitable location for corporate and community events</li> <li>5. Greater upskilling of local people to assist with program delivery</li> <li>6. Improved marketing and communication with the community</li> <li>7. Potential increase in customers associated with the construction phase of the Merredin solar farm.</li> </ol>	<p><b>Maximise Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Extend fundraising opportunity offered in the bar to include payments to sporting groups who assist with the delivery bar services.</li> <li>2. Subject to demand and cost recovery increase the number of sessions the crèche is available each week.</li> <li>3. Belgravia Leisure State Manager and MRCLC to actively participate in Sports Council meeting and seeking opportunity to partner on activities.</li> <li>4. Develop functions booking package and marketing material to encourage increased use of the Grandstand bar.</li> <li>5. Develop a training program to upskill local workforce.</li> <li>6. Develop a marketing plan with an emphasis on web based and social media activities. Use some radio and local newspaper advertising as budget allows.</li> <li>7. Partner with the solar farm developers to offer services to their workforce.</li> </ol>

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<b>Threats – External</b> 8. Reopening of Chinese restaurant may negatively affect the Grandstand Bar and Restaurant income	<b>Minimise Threats</b> 1. Continue to enhance the service offering in the Grandstand Bar and Restaurant to cement its reputation as the best place to eat in Town.
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## DEMOGRAPHIC REVIEW

### 2016 Census QuickStats



In the 2016 Census, there were 2,850 people in Merredin. Of these 52.7% were male and 47.3% were female. Aboriginal and/or Torres Strait Islander people made up 7.8% of the population.

The median age of people in Merredin was 36 years. Children aged 0 - 14 years made up 19.4% of the population and people aged 65 years and over made up 15.1% of the population.

29.8% of people were attending an educational institution. Of these, 27.8% were in primary school, 24.4% in secondary school and 9.5% in a tertiary or technical institution.

Of people aged 15 and over in Merredin 18.2% reported having completed Year 12 as their highest level of educational attainment, 17.8% had completed a Certificate III or IV and 5.3% had completed an Advanced Diploma or Diploma.

The most common ancestries in Merredin (State Suburbs) were Australian 35.0%, English 28.8%, Irish 6.4%, Scottish 6.2% and Italian 3.5%. 85.4% of people only spoke English at home. Other languages spoken at home included Mandarin 2.0%, Filipino 1.2%, Afrikaans 0.5%, Italian 0.4% and Cantonese 0.4%.

The most common responses for religion in Merredin were No Religion, so described 37.3%, Catholic 20.1%, Anglican 15.7%, Not stated 10.0% and Uniting Church 4.1%. Christianity was the largest religious group reported overall (56.5%).

The most common occupations in Merredin included Technicians and Trades Workers 17.9%, Machinery Operators and Drivers 14.0%, Professionals 12.6%, Managers 12.1%, and Clerical and Administrative Workers 11.6%.

The median weekly personal income for people aged 15 years and over in Merredin (State Suburbs) was \$641.

Source - [http://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC50928](http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC50928)



## **PROGRAMS & SERVICES**

Belgravia Leisure is committed to offer a wide range of contemporary programs and services, reflective of community demand. The Centre will optimise the use of its facilities seeking to maximise participation across a diverse range of activities.

### Hydrotherapy Pool Programs

MRCLC run six-week blocks of swimming lessons with the program. Swimming Australia and Belgravia Leisure have partnered to develop and deliver a new and effective swimming and water safety program focusing on contemporary experiential and activity-based learning, encouraging and supporting students to explore pathways into competitive and recreational lap swimming.

Implementation of this high-quality, activity-based educational program is designed to better integrate student learning outcomes into real-world settings, offering students opportunity to:

- Gain maximum participation and practice time in activities that encourage, mentor and support the learning process where they are active for most of the lesson
- Be empowered to think, discuss and decide through experiential based learning where mentoring, guidance and challenge encourages them to use and enhance their knowledge, skill and understanding
- Learn and understand essential components of personal survival and water safety elements while concurrently in addition to development of establishing strong and effective swimming technique
- Be supported by professional, qualified teachers as they progress the curriculum toward the Optus Junior Dolphins Program.

Similarly, Aqua Fit and Aqua Balance™ classes are delivered in six-week blocks. Operating in this manner works effectively for MRCLC as it helps to ensure class enrolments are adequate to cover the costs associated with the program's delivery. There are no proposed changes to the structure of Aqua Fit this financial year.

### Sports Court/Competitions

MRCLC currently hosts diverse program of sporting competitions run by the local sporting associations. Belgravia Leisure intends to complement these activities by introducing a range of sporting activities that build participation and use of the Centre during periods of the week that are currently underutilised.

Afterschool and holiday sporting clinics for children will be developed. These clinics will adopt a multisport format and be designed to give the participants a 'taste' of a variety of different sports and act as a pathway to participation with the local sports associations. Where practical and mutually beneficial Belgravia Leisure will partner with the local sports associations to deliver these clinics.

### Inclusion & Diversity

Belgravia Leisure has prioritised inclusion of people with a disability and of diversity into the facilities, programs and services in venues it manages. Last year we commenced a national roll-out of a strategy designed to improve inclusion of people with a disability and of diversity in the facilities, programs and services offered in the venues under management. Locally Belgravia Leisure has appointed an inclusion coordinator responsible for developing new programs at MRCLC. The Belgravia Foundation is now a legal entity which allows us to apply for grants to support our Inclusion and Diversity programs.

### Indoor Playground

The MRCLC will operate an indoor playground in the existing room on the west end of the building. It will operate during office hours Monday to Friday and Saturday and Sundays 10-2pm. Public Holidays will be assessed for opening hours on a case by case basis.

It is envisaged that the indoor playground will attract more young families to the centre and provide an all year-round safe play area offering a platform for physical development for young children. The area will also be promoted for children's birthday parties and celebrations. A food and refreshment kiosk service will also be incorporated with the playground area.

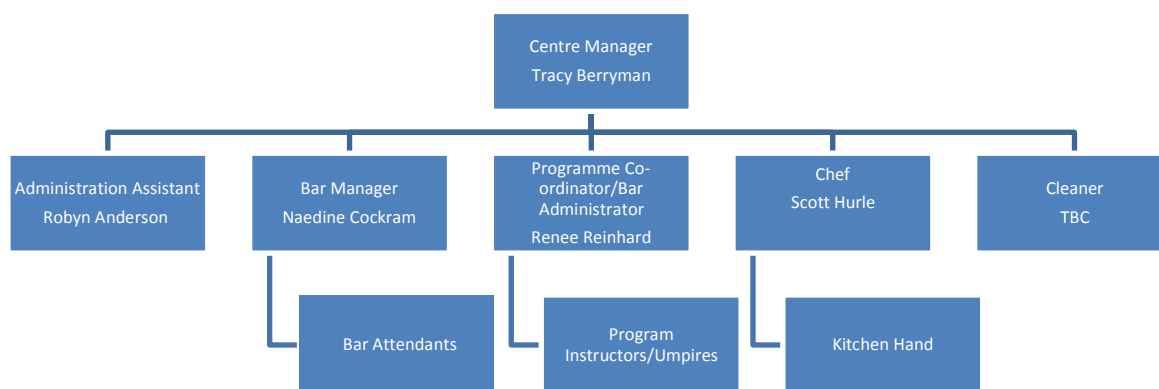
### Grandstand Bar

The priority this year will be to extend on the services currently offer in the Grandstand Bar. This will include:

- Developing functions booking package and marketing material to encourage increased use of the Grandstand bar.
- Scheduling a series of community events.
- Delivering a quality restaurant service to fill a market gap of evening dining in the community.
- Investigating the implement a lunchtime restaurant service to coincide with the playground opening hours.

**WORKFORCE PLAN**

The following chart outlines MRCLC’s organisational structure required to deliver the efficient and effective operational management of the Centre.



Belgravia Leisure will continue to recruit focusing on the immediate community for its resources. It is recognised that certain roles will prove more challenging to recruit and retain. As such it is committed to the ongoing internal development of staff through appropriate internal and external training.

**Training**

The training and ongoing development of staff is a key priority for all staff at MRCLC. MRCLC staff will have access to the knowledge and resources that comes with being part of Belgravia Leisure’s network of facilities. Key MRCLC staff will be aligned with program specialists who will act as mentors, providing guidance and support to ensure the success of the Centre.

In addition, the following training schedule will be implemented to ensure compliance with the Aquatic Code of Practice and WHS requirements:

<b>Training</b>	<b>Occurrence</b>
Chief Warden Training	Six Monthly - July, December.
Department Specific Meeting & Training Including Emergency Evacuation.	Six Monthly - July, December.
RLSSWA Aquatic Rescue Award	Annually - Date TBC
RLSSWA CPR Refresher	Annually - Date TBC
RLSSWA Senior First Aid Refresher	Annually - Date TBC

**Staff Induction**

Belgravia Leisure ensures that all new employees are introduced to and inducted with the OHS Policies and Procedures, and undertakes risk assessment at a basic level, incident reporting and investigation and the promotion of safety awareness and compliance in the workplace.

This policy requires that employees have an understanding of how to comply with and implement OHS procedures relevant to their workplace and their role within the workplace and covers:

- OHS Policy;
- Roles and responsibilities;
- Consultation and communication;
- Injury prevention and management;
- Risk assessment and hazard management;
- Centre safety inspections;
- Safe manual handling; and
- Hazardous substances.

### **Child Safe Organisation**

Belgravia Leisure is proud to be a Child Safe Organisation that is an industry leader in Child Safe Procedures. Our recently revised policies require all new Belgravia Leisure employees to have a current Working with Children Check as well as a Police Check prior to commencing employment.

### **Staff Meetings**

Key Centre staff will meet fortnightly and will review financial, marketing, programming & OHS/Risk Management.

## MARKETING AND COMMUNICATIONS

Cost effective, practical and localised marketing and communications strategies will provide the platform for increased participation at MRCLC during the financial year 2019/20.

Primary responsibility of the Marketing Plan falls under the Centre Manager with support and involvement from the other staff.

The Marketing Plan will be used as a basis for all marketing and promotions across the facility to ensure clear focus and intentions, while ensuring alignment with the Centre's budget.

Belgravia Leisure have centralized its promotion and marketing program for Swimming & Water Safety, this will continue for 2019/20.

In addition to this centralised program MRCLC will promote the facilities broader programs and services to the local community. Please see Attachment 2 – Localised Marketing Activities.

## OPERATING HOURS

### Leisure Centre Opening Hours

Monday to Friday: 8:30am to 8:00pm (dependent of fitness classes, swimming lessons and other stadium programs)

Saturday: Closed

Sunday: Closed

Public Holidays Closed

### Grandstand Bar and Restaurant Opening Hours

Monday to Friday: 4pm to 12am (dependent on patronage)

Saturday: 2.00pm to 12.00am (dependent on sport fixtures)

Sunday: 2.00pm to 10.00pm (dependent on sport fixtures)

Public Holiday: Closed

### Restaurant Service

Monday to Friday: 5pm to 8pm or as requested by a booking process

### Indoor Playground Facility

Monday to Friday: 9am to 5pm

Saturday, Sunday & Public Holidays: 10am to 2pm

**ASSET MANAGEMENT**

Belgravia Leisure proposes the following schedule for the maintenance and repairs of MRCLC buildings, plant equipment, fixtures and fittings for the financial year 2019-20.

Frequency	Maintenance Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
6 Monthly	Carpet shampoo/steam clean					\$1,500						\$1,500	
TBA	Security systems; CCTV,			\$200									
TBA	ICT; phone system, internet, Eftpos alarm												
6 Monthly	Fire equipment service		\$480						\$480				
	Fire Extinguisher replacement (5 year period)												
6 Monthly	Plant service; pumps, filter, chemical dosing		\$2,000										
6 Monthly	Heat Wave Pump (Pool Heating)		\$1500										
6 Monthly	Emergency lighting inspection							\$1000					
Monthly	Lighting	\$2,500											
6 Monthly	Kitchen extraction			\$500									
Annual	Electronic appliances; sound system,												
Annual	Ovens				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Annual	Cooktop - Gas				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Annual	Fryers				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
16 weeks	Grease trap		\$200				\$200				\$200		
Annual	Dish washers				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Annual	Glass washers				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Annual	Cool room				\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Annual	Fridges				\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Annual	Freezers				\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Annual	Ice maker machine				\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Quarterly	Pest Control	\$250			\$250			\$250			\$250		
Annual	Gutter Cleaning			\$1000									
Annual	Pool Test Kit					\$150							
Annual	Air Conditioner Systems					\$2,000							
Annual	Tagging & Testing											\$1,500	
Annual	Service hot water system						\$1,000						
Annual	RCD testing							\$500					
Monthly	Used Oil												
Annual	Automatic pool cleaner service			\$1,000									
Annual	Service of street side water pressure valves									\$100			
	Reactionary Maintenance	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234	\$1,234
		\$3,984	\$5,414	\$3,934	\$2,084	\$5,484	\$3,034	\$3,584	\$2,314	\$1,934	\$2,284	\$4,834	\$1,834



**OPERATING BUDGET**

	18/19
<b>INCOME</b>	
Bar Income	279,998
Restaurant Income	300,000
Room Hire Income	13,000
Court/Stadium Hire	74,801
Adult Swims	2,000
Swim & Survive Lessons	13,256
Aqua Aerobics	14,639
Programs / Events	13,550
Play centre Income	38,700
Friday Night Meals - Profit Share	-20,000
<b>TOTAL INCOME</b>	<b>729,944</b>
<b>COST OF SALES</b>	
Bar	134,399
Restaurant	144,000
<b>TOTAL COST OF SALES</b>	<b>278,399</b>
<b>PERSONNEL COSTS</b>	
Management Wages	107,644
Bonus	8,240
Restaurant Wages	95,000
Bar Wages	68,000
Programs / Events Wages	24,048
School Swim Instructor	3,638
Aqua/Aerobics Instructor	5,809
Childcare	1,854
Administration Wages	28,000
Annual Leave Provision	23,066
Sick Leave	6,365
Payroll Tax	23,260
Workcover	7,232



Superannuation	32,305
Staff Training & Recruitment	4,112
Staff Uniforms	1,236
Staff Relations	515
<b>TOTAL PERSONNEL COSTS</b>	<b>440,326</b>
<b>MAINTENANCE &amp; OPERATIONS</b>	
Chemicals	1,236
Cleaning	39,102
Consumables	1,236
Electricity	37,599
Equipment Purchase	1,545
Gas Charges	8,000
Play centre Expenses	29,175
Repairs & Maintenance	25,750
Telephone/Internet	9,221
<b>TOTAL MAINT &amp; OPERATIONS</b>	<b>152,864</b>
<b>ADVERTISING, MARKETING &amp; BUSINESS DEVELOPMENT</b>	
Marketing	2,060
Postage	155
Printing	1,366
Promotion & Advertising	6,180
Travel Expenses - Local	3,090
<b>TOTAL A,M &amp; BD COSTS</b>	<b>12,850</b>
<b>OPERATING</b>	
Management Fee	86,520
Computer Costs - Software	7,210
Insurance	1,607
License Fees	3,090
Office Supplies	1,236
Security Services	618
Subscriptions & Registration	6,798
Finance Costs & Fees	4,000

TOTAL OPERATING COSTS	111,079
<b>TOTAL OPERATIONS COSTS</b>	995,518
<b>NET RESULT BEFORE TAX</b>	- 265,574

MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE		
Fees and Charges	2018/19 incGST	Proposed 2019/20 inc GST
<b>FUNCTION ROOM</b>		
Small Function Room (per hour) Community	\$63.5	\$65.0
Small Function Room (per hour) Commercial	\$77.0	\$79.0
Large Function Room (Per Hour) Community	\$102.0	\$104.5
Large Function Room (Per Hour) Commercial	\$154.1	\$157.9
Meeting Room (Per Hour) Community	\$28.3	\$29.0
Meeting Room (Per Hour) Commercial	\$51.0	\$52.3
Provision of Tea & Coffee (Per Head - Bottomless)	\$4.1	\$4.2
<b>BOND</b>		
Bond (Refundable)*	\$706.0	\$706.0
<b>KITCHEN</b>		
Kitchen Hire (Per Hour) Community	\$22.7	\$23.2
Kitchen Hire (Per Hour) Commercial	\$34.0	\$34.8
Kitchen Hire (Full Day and Night 8.00am to 11.00pm) Community	\$124.6	\$127.7
Kitchen Hire (Full Day and Night 8.00am to 11.00pm) Commercial	\$192.6	\$197.4
Kitchen Hire (After First Day of Hire for Same Event) Community	\$102.0	\$104.5
Kitchen Hire (After First Day of Hire for Same Event) Commercial	\$147.3	\$151.0
Kiosk Hire (Per Hour) Community	\$28.3	\$29.0
<b>INDOOR COURT AREA</b>		
Casual Use - Child (Per Hour)	\$5.1	\$5.2
Casual Use - Adult (Per Hour)	\$6.8	\$7.0
School Booking (School Hours - Includes Indoor Stadium, Oval, Outdoor Courts and Hockey/Tennis Surface)	\$906.4	\$929.1
Court Hire - Half Court (Per Hour) Community	\$22.7	\$23.2
Court Hire - Half Court (Per Hour) Commercial	\$51.0	\$52.3
Court Hire - Full Court (Per Hour) Community	\$34.0	\$34.8
Court Hire - Full Court (Per Hour) Commercial	\$68.0	\$69.7
Indoor Stadium (Per Day) Community	\$283.3	\$290.3
Indoor Stadium (Per Day) Commercial	\$566.5	\$580.7
<b>SPORTING EQUIPMENT HIRE</b>		
Ball Sports (Per Ball)	\$3.1	\$3.2

Net Sports (per Court)	\$8.2	\$8.4
<b>HYDROTHERAPY POOL</b>		
Hire (Per Hour) Community (Maximum 6 Adults or 8 Children: Under 12 Years)	\$51.0	\$52.3
Cancellation Fee (Less than 24 Hours)	\$51.0	\$52.3
Hire (Per Hour) Commercial (Maximum 6 Adults or 8 Children: Under 12 Years)	\$68.0	\$69.7
Cancellation Fee (Less than 24 Hours) Commercial	\$68.0	\$69.7
20 Use Pass Adult (Half Hour Session)	\$175.6	\$180.0
20 Use Pass Concession (Half Hour Session)	\$102.0	\$104.5
Adult (per Hour)	\$12.5	\$12.8
Cancellation Fee Adult (Less than 24 hours)	\$12.5	\$12.8
Senior Concession (half hour)	\$6.8	\$7.0
Cancellation Fee Senior (Less than 24 hours)	\$6.8	\$7.0
<b>BOWLING GREEN</b>		
Hire (Per Hour No Lights - One Rink)	\$14.7	\$15.1
Hire (Per Game With No Lights - One Green - Maximum 2 Hours) Community	\$45.3	\$46.5
Hire (Per Game With Lights - One Green - Maximum 2 Hours) Community	\$56.7	\$58.1
Hire (Per Game No Lights - One Green - Maximum 2 Hours) Commercial	\$79.3	\$81.3
Hire (Per Game With Lights - One Green - Maximum 2 Hours) Commercial	\$113.3	\$116.1
Hire (Exclusive for a Function No Lights - Two Greens - Maximum 2 Hours) Community	\$113.3	\$116.1
Hire (Exclusive for a Function With Lights - Two Greens - Maximum 2 Hours) Community	\$249.3	\$255.5
Hire (Exclusive for a Function No Lights - Two Greens - Day Rate) Commercial	\$226.6	\$232.3
Hire (Exclusive for a Function With Lights - Two Greens - Night Rate) Commercial	\$339.9	\$348.4
<b>HOCKEY/TENNIS SYNTHETIC SURFACE</b>		
Full Pitch (Per Game or Training Session - With Lights)	\$170.0	\$174.2
Full Pitch (Per Game or Training Session - No Lights)	\$124.6	\$127.7
½ Pitch (Per Game or Training Session - With Lights) Hockey	\$85.0	\$87.1
½ Pitch (Per Game or Training Session - No Lights) Hockey	\$62.3	\$63.9
2/3 Pitch (Per Game or Training Session - With Lights) Tennis	\$113.3	\$116.1
2/3 Pitch (Per Game or Training Session - No Lights) Tennis	\$85.0	\$87.1
1/3 Pitch (Per Game or Training Session - With Lights) Tennis	\$56.7	\$58.1
1/3 Pitch (per Game or Training Session - No Lights) Tennis	\$45.3	\$46.5
Casual Use - Child (up to 2 hours)	\$5.7	\$5.8
Casual Use - Adult (up to 2 hours)	\$6.8	\$7.0
<b>User Group Annual Fees (as per Council resolution)</b>		

<b>INDOOR PLAYCENTRE</b>		
Children 4 and under	\$7.0	\$7.0
Children 5 and over	\$10.0	\$10.0
Creche Service	\$15.0	\$15.0
<b>OVAL HIRE (includes change rooms)</b>		
Oval Hire (Per Hour No Lights) Commercial	\$462.0	\$473.6
Oval Hire (Per Hour With Lights) Commercial	\$779.6	\$799.1
Oval Hire (Per Hour No Lights) Community	\$161.7	\$165.7
Oval Hire (Per Hour With Lights) Community	\$231.0	\$236.8
Bond Payable for Casual Hire*	\$577.5	\$591.9
Oval Hire (Per Day No Lights) Commercial	\$577.5	\$591.9
Oval Hire (Per Day with Lights) Commercial	\$1,155.0	\$1,183.9
Cricket Training Nets (Per Hour)	\$40.4	\$41.4
<b>PROGRAMS - DRY FACILITIES</b>		
Early Years Programs	\$6.9	\$7.1
Early Years Program - Booklet of 10	\$69.3	\$71.0
Early Years Program - Booklet of 20	\$115.5	\$118.4
Junior Programs (Primary School Aged)	\$6.9	\$7.1
Junior Program - Booklet of 10	\$69.3	\$71.0
Junior Program - Booklet of 20	\$115.5	\$118.4
Youth Programs (Secondary School Aged)	\$6.9	\$7.1
Youth Program - Booklet of 10	\$69.3	\$71.0
Youth Program - Booklet of 20	\$115.5	\$118.4
Adult Programs	\$10.4	\$10.7
Seniors Programs	\$5.8	\$5.9
<b>PROGRAMS - WET FACILITIES</b>		

Early Years Programs	\$14.7	\$15.0
Junior Programs (Primary School Aged)	\$14.7	\$15.0
Youth Programs (Secondary School Aged)	\$14.7	\$15.0
Infant/Kinder Swim (Per Child - 6 Week Program - Maximum 6 to 8 Children)	\$85.0	\$87.1
Infant/Kinder Swim (Per Child - 6 Week Program - Maximum 4 Children)	\$119.0	\$121.9
Adult Programs	\$15.9	\$16.3
Seniors Programs	\$5.7	\$5.8
Aquafit (Per Class) - 45 minutes class (minimum 6 per class)	\$14.9	\$15.2
Aquafit Express (Per Class) - (minimum 6 per class)	\$14.9	\$15.2
AquaBalance (per class) 45 minute class (minimum 6 per class)	\$14.9	\$15.2
<b>GENERAL</b>		
Staff Admin, Set-Up & Clean-Up (Per Hour)	\$79.3	\$81.3
Casual Shower Use (Per Person)	\$4.5	\$4.6
Change Room Hire (Per Session - Maximum 2 Hours)	\$34.0	\$34.8
Line Marking - Labour \$/hour	\$73.7	\$75.5
<b>PHOTOCOPYING</b>		
A4 Photocopying one sided white card	\$0.6	\$0.6
A4 Photocopying double sided white card	\$1.0	\$1.0
A4 Photocopying one sided white paper	\$0.6	\$0.6
A4 Photocopying double sided white paper	\$1.0	\$1.0
A3 Photocopying one sided white paper	\$1.0	\$1.0
A3 Photocopying double sided white paper	\$1.2	\$1.2
<b>LAMINATING</b>		
A4 Size Laminating	\$3.4	\$3.5
A3 Size Laminating	\$6.8	\$7.0
<b>EQUIPMENT HIRE</b>		
Data Projector Hire (Per Session)	\$45.3	\$46.5
Sound Equipment	\$39.1	\$40.1
Allocated Equipment Storage (Per Week)	\$2.3	\$2.3
Tablecloths (Per Cloth) Standard	\$5.7	\$5.8
Tablecloths (Per Cloth) Presentation	\$11.3	\$11.6
<b>CAMPING</b>		
Recreation Vehicles (Charge Per Vehicle - 72 hours Maximum Stay - 2 People) (Maximum 15 Vehicles)	\$12.5	\$12.8
Recreation Vehicles (Per Extra Person)	\$6.8	\$7.0
Large Group Overnight Stay (Per Person)	\$12.5	\$12.8
Electric Car Charge Fee (as per Council Fees & Charges)		

**OPERATIONAL ACTION PLAN**

No.	Action	Goal	Process	Person	When
<b>Administration</b>					
A 1	Implement all administration procedures using the Belgravia Leisure Administration Manual	Achieve consistency and accuracy in all administration functions	*Annually review admin procedures on the intra net site *Discard old forms	AA	Ongoing
A 2	Implement site specific work instructions for all internal administration procedures. Ensure compliance with Belgravia administration procedures.	To ensure safe operation and consistency in delivery	*Check to ensure WI's are relevant *Document WI's for any new task	AA	Ongoing
<b>Occupational Health &amp; Safety</b>					
OHS 1	Monitor compliance with Belgravia Leisure OHS policy and procedure	To ensure public and employee safety	*Review procedures from OHS manual *Complete checklists	CM	Ongoing
OHS 2	Establish a "Workplace Occupational Health & Safety Committee"	Utilise staff members to work with each other in a coordinated manner to identify and rectify potential risks in the workplace	*Elect the OHS Committee *Meet quarterly *Distribute minutes to all staff	CM	Ongoing
OHS 3	Implement Centre Emergency Action Plan, provide council with a copy	Ensure plan is ready in the case of an emergency	*Complete review of procedures *A topic at regular staff meetings	CM	Ongoing
OHS 4	Conduct 2 emergency evacuation drills per annum	Maintain readiness for an emergency	*Advise patrons and staff it will be occurring *Ensure documentation and review is completed	CM	Nov May

OHS 5	Maintain PPE records using form OHS SF 42	Maintain equipment for use	*Complete daily checklists	CM	Ongoing
OHS 6	Display emergency evacuation procedures in line with OHS policy	Make public aware of evacuation points	*Display signs around Centre	CM	Ongoing

No.	Action	Goal	Process	Person	When
<b>Risk Management</b>					
RM 1	Update the "Environmental Management Plan"	Ensure the facility complies with Council's general policies.	*Update EMP as required and present at meetings	CM	December
RM 3	Conduct Facility Health and Safety Check using IAuditor	To ensure procedures and equipment are in place	*Complete every six months	CM	May November
RM 4	Report all hazards using form OHS SF 05	Minimise risks and have risks actioned	*Document identified hazards *Record in Hazard Register	CM	Ongoing
RM 5	Conduct annual risk assessment of facility using form OHS SF 06	Identify potential risks	*To be completed annually	CM	May
RM 6	Log all incidents using Accident/ Incident Report through B-Connected.	To collect relevant information for the purposes of insurance, council and BL.	*Ensure all staff are aware of procedure and location to report through B-Connected. *Advise council as required by contract.	CM	Ongoing
RM 7	Conduct Water Testing in line with Health Department regulations using Pool Test Log.	Maintain testing and quality within regs on 95% of testing occasions	*Test water every 4 hours in pool testing room	CM	Daily 4 hrs

Human Resources					
HR 1	All new employees to be hired and inducted under the Employment Terms and Condition	Make sure staff are qualified, suitable and are aware of their responsibilities	*Using relevant forms interview, appoint and induct as per the documented procedures	CM	Ongoing
HR 2	Staff to be employed under the 'BH&LG Certified Agreement 2003'	Provide suitable conditions and remuneration	*Make a copy of the Agreement available for all staff	CM	Ongoing
HR 3	All new employees to have completed forms prior to commencement.	Inform administration of employee details	*Forms to be filled out and returned to BL HR department	All Staff AA	Ongoing
HR 4	Issue all staff with a Position Description	Ensure all staff are aware of their responsibilities and expectations	*Review PD each year	CM	Ongoing
HR 5	Maintain accurate staff details using Staff Qualification Register	Ensure staff remain qualified	*Review monthly	CM/payroll	Ongoing
No.	Action	Goal	Process	Person	When
HR 6	Ensure all staff obtain a police check and a "working with children" check.	Mandatory for all staff.	*Ensure compliance certificates are added to staff qualification and training files prior to commencing work.	CM	Ongoing
HR 7	Ensure all staff are in correct uniform when on duty	Present staff so they are easily recognised	*At time of employment, order uniforms	CM	Ongoing
Training and Induction					
T 1	All staff to be inducted under policy 4.01 Induction and Training	To provide staff with knowledge of systems, standards and methods	*Conduct all staff induction *Additional staff to be inducted	CM	Ongoing



			before commencement		
T 2	Staff to be notified when required qualifications are two months from expiry	Maintain qualifications	*From the qualifications matrix send staff written advise of the need to update qualification	AA	Ongoing
T 3	Conduct staff appraisals	Provide all FT/PT staff with feedback re their performance; identify the needs of staff members in regards to their job.	*Use Belgravia Leisure templates.	CM	Ongoing
T4	Follow Training Plan	To provide staff with regular and relevant training that is department and Centre specific	*Use internal and external providers	CM	Quarterly

No.	Action	Goal	Process	Person	When
<b>Purchasing/Supplies</b>					
PS 1	Utilise Council's pre-determined list of contractors and compliment that list with Belgravia Leisure preferred (local) suppliers	Achieve economies and product supplies	*Review the preferred list	CM	Ongoing
PS2	All orders are to be approved prior to ordering as per PR 2.01 Delegated Procurement Authority (DPA) Policy	Maintain budget monitoring	*Manager to sign off on all orders	CM	Ongoing
PS 3	All deliveries are to be recorded and checked	Ensure delivery of correct number and type of items	*Count received goods against invoice in the	All Staff	Ongoing

	against delivery invoice on 100% of deliveries		presence of the deliverer		
PS 4	Purchase invoices to be processed and sent to BL accounts payable.	Provide consistency and efficiency in process	*Fill out and return to BL HO signed	AM	Ongoing
<b>Information and Communication</b>					
IC 1	Provide up to date and relevant information for staff communication books.	Keep staff informed	*Fill out and read communication diary each day	All	Ongoing
IC 2	Review and update information available to public through website, newsletter, SMS messages and notice boards	Keep the community informed	*As part of the daily inspection review all notices and advertising	CM	Ongoing
<b>Service Delivery</b>					
CL 1	Meet Monthly with Council to review operations of past month.	Provide formal opportunity to raise issues regarding the operations of the facility	*Schedule monthly meeting pattern	CM	Monthly
CL 2	Consult with council to identify gaps in services	Assist in preparing business plans for the coming years	Quarterly Programming Review Meeting	CM	Quarterly
CL 3	Improve the service delivery for all programs	Identify gaps in current service delivery and include in Business Plan	*Develop KPI for service delivery	CM	Monthly
<b>No.</b>	<b>Action</b>	<b>Goal</b>	<b>Process</b>	<b>Person</b>	<b>When</b>
<b>Client and Customer Feedback</b>					
CCF 1	Display and action the Customer Service Charter and program.	Provide appropriate and consistent customer service	*Display the 'Customer Service Charter' at reception *Ensure all staff are aware of its purpose	CM	July
CCF 2	Collate and provide responses to comments on feedback within 24hrs.	To understand community attitudes and issues	*All written feedback to go directly to the	CM	Ongoing

			Centre Manager to action		
<b>Belgravia Leisure Reporting</b>					
BLR 1	Complete Daily income summary using form ADM SF 19	Reconcile daily takings	*Ensure summary is completed and filed everyday	AA	Daily
BLR 2	Report on budget progress to State Manager	Identify areas of non-performance	*Keep a weekly track of income to budget *Keep a monthly track of expenses to budget	CM	Ongoing
BLR 3	Complete and return income and banking summary reports to BL Accounts	Monitor performance and preparation of P&L	*When banking has been deposited return summaries to HO	AA	Daily
BLR 4	Complete Procurement Card Process	Upload all purchased receipts to online banking	*update online banking weekly	CM	Weekly
BLR 5	Complete outstanding debtors report spreadsheet	To retrieve outstanding monies and balance accounts	*Complete report and forward to HO *Review report weekly and request overdue payments	AA	Monthly
<b>No.</b>	<b>Action</b>	<b>Goal</b>	<b>Process</b>	<b>Person</b>	<b>When</b>
<b>Business Plan</b>					
BP 1	Monitor and report on progress of the business plan	To understand the progress of achieving the outcomes within the Business Plan	*Review business plan monthly	CM	Monthly
BP 2	Conduct SWOT analysis	Identify the strengths, weaknesses, opportunities and threats of each facility	*In conjunction with the staff conduct a SWOT analysis	CM	January
BP 3	Conduct status analysis	Understand where the businesses are at.	*In conjunction with the State Manager discuss and establish where the	CM	Ongoing

			operations and services are at		
BP 4	Review programs, fees and charges.	To ensure they remain relevant	*Ensure fees are reviewed internally and increases recommended to Council	CM SM	January
<b>Budget</b>					
B 1	Maintain accurate reporting of budget requirements and notes.	To assist in preparing future budgets	*Record all major variances and details *Prepare a monthly variance report inclusive of detail and comment	CM	Ongoing
B 2	Calculate wages expenditure on a fortnightly basis	To stay in line with budget	*Compare wages actual against wages budget *Report major variances to regional manager	CM	Fortnightly
B 3	Calculate income on a weekly basis	To measure performance against budget	*Use the budget template to measure performance against budget	CM	Weekly
B 4	Calculate other expenditure	To measure performance against budget	*Insert expenditure items when received into the budget calculation template	AA	Monthly
B 5	Prepare budget draft for BL finance	Prepare for the next year	*Make recommendations to the SM in relation to the new budgets	CM	April
<b>Audits</b>					
A 1	Conduct stock take using Links automated system	Manage stock levels and determine values for P&L	*complete automated stock take first day of the month	BM	Monthly

A 2	Conduct a Facility Safety Audit	Ensure risks are identified and reported	*Conduct the audit using the OHS SF 4 *Forward copy to Regional Manager	CM	Quarterly
A 3	Respond to results of centre audits	To ensure all issues are actioned	*Review audits and determine actions	CM	Ongoing

**Responsible Officer**

CM	Centre Manager
AA	Administration Assistant
BM	Bar Manager

**ATTACHMENT 1 – LOCALISED MARKETING ACTIVITIES**

Month	Department/ Service	Target Market	Promotion	Advertising Medium	Person Responsible
July	Term Programs	Children & Adults	General Awareness Campaign	<ul style="list-style-type: none"> <li>• Two-week Radio campaign.</li> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Leverage opportunities to piggy back on Shire marketing</li> <li>• School Newsletters</li> <li>• Printed flyers</li> </ul>	CM
	Grandstand Bar and Restaurant	Sports Clubs	Cheap Tuesday meals	<ul style="list-style-type: none"> <li>• Face to Face with Club members</li> <li>• Internal Posters</li> </ul>	CM
	MRCLC	Whole of Community	General update on what is happening at the Centre.	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> </ul>	CM
August	Programs	Children 5-15		<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> </ul>	CM

		Whole of Community	October school holidays  October	<ul style="list-style-type: none"> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	
	Grandstand Bar and Restaurant	Whole of Community	Social Event  Live Music	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	Sundowner	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• 1 x Facebook post per week</li> </ul>	CM
September	Programs	Male Population  Teenagers	Men's Health and fitness  Water safety programme	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> </ul>	CM

		Children 5-15	October school holidays	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	
	Grandstand Bar and Restaurant	Whole of Community	Social Event Quiz Night	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week each activity</li> <li>• Shire community advertising</li> </ul>	CM
		Sports Clubs	Grand Finals		
			Melbourne Cup		
	MRCLC	Whole of Community	General update on what is happening at the Centre.	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>• Newspaper article</li> <li>• Website</li> </ul>	CM
October	Programs	Children and Adults	Fitness for Summer	<ul style="list-style-type: none"> <li>• Two-week Radio campaign.</li> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> </ul>	CM
			Water safety		
		Seniors	Gold Club		



				<ul style="list-style-type: none"> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	
	Grandstand Bar and Restaurant	Whole of Community	Social Event Sports Group Fundraiser  Melbourne Cup	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	General update on what is happening at the Centre	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>• Newspaper article</li> <li>• Website</li> </ul>	CM
November	Programs	Adults    Children	Prepare for the festive season   Water safety School holiday programme	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	CM

		Families	Introducing a new summer sport		
	Grandstand Bar and Restaurant	Whole of Community	Christmas/New Year Social Events  Gifts for Christmas	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole Community	Sundowner - update on the whole year	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• 1 x Facebook post per week</li> </ul>	CM
December	Programs	Children and Parents/Caregivers	School holiday Water/sports Activity Day	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	CM

	Grandstand Bar and Restaurant	Whole Community	Christmas Functions  Australia Day	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	Christmas message	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>• Newspaper article</li> <li>• Website</li> </ul>	CM
January	Programs	Infants/Children  Adult	Water safety programs  Learn to swim  Aquafit classes	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	CM
	Grandstand Bar and Restaurant	Whole Community	Australia Day	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM

	MRCLC	Whole of Community	Update on what is coming up in the 2018	<ul style="list-style-type: none"> <li>Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>Newspaper article</li> <li>Website</li> </ul>	CM
February	Programs	Children and Adults	Summer Sport eg Indoor Soccer	<ul style="list-style-type: none"> <li>Two-week Radio campaign.</li> <li>2 x Newspaper adverts.</li> <li>Website Update.</li> <li>Facebook – 1 post per week.</li> <li>Centre Newsletter.</li> <li>Visitor Centre Sign.</li> <li>Shire community advertising</li> <li>Emailing to centre distribution database</li> <li>Internal Posters</li> <li>Printed flyers</li> </ul>	CM
		Seniors	GOLD Club Keeping mind, body and soul active		
	Grandstand Bar and Restaurant	Whole Community	Social events  Live Music at Community Show in March		
	MRCLC	Whole of Community	March Sundowner to update the community	<ul style="list-style-type: none"> <li>Internal Posters</li> <li>Emailing to centre distribution database</li> </ul>	CM

March	Programs	Children	Water Safety	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	CM
		Whole of Community	School Holiday Programme		
		Senior	Physical and Mental Health  Alternative family sports  Introduce a Friend for a free class		
	Grandstand Bar and Restaurant	Whole Community	Grand Finals	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	Update community on what is happening at the MRCLC	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>• Newspaper article</li> <li>• Website</li> </ul>	CM

April	Programs	Adults	Fitness Bootcamp	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	CM
		Children	Water safety		
	Grandstand Bar and Restaurant	Whole Community/ Sports Groups	Sporting Grand final Events  Fundraiser for Youth programs		
	MRCLC	Whole of Community	Update community on what is happening at the MRCLC	<ul style="list-style-type: none"> <li>• Centre Newsletter to be distributed on Facebook, email database and via hard copy to Centre patrons.</li> <li>• Newspaper article</li> <li>• Website</li> </ul>	CM
May	Programs		Aqua fitness	<ul style="list-style-type: none"> <li>• Two-week Radio campaign.</li> <li>• 2 x Newspaper adverts.</li> </ul>	CM

			Learn to Swim	<ul style="list-style-type: none"> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	
	Grandstand Bar and Restaurant	Whole Community	Social Event Live Music or Karaoke	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	Sundowner in June Update to community on what has been happening/in the planning?	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Newspaper article</li> </ul>	CM
June	Programs	Whole Community	Winter Blues – Exercise them away	<ul style="list-style-type: none"> <li>• 2 x Newspaper adverts.</li> <li>• Website Update.</li> <li>• Facebook – 1 post per week.</li> </ul>	CM

		Children	School holiday program	<ul style="list-style-type: none"> <li>• Centre Newsletter.</li> <li>• Visitor Centre Sign.</li> <li>• Shire community advertising</li> <li>• Emailing to centre distribution database</li> <li>• Internal Posters</li> <li>• Printed flyers</li> </ul>	
	Grandstand Bar and Restaurant	Whole Community	Social Event Quiz Night	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Facebook – 1 post per week</li> <li>• Shire community advertising</li> </ul>	CM
	MRCLC	Whole of Community	Update to community on what has been happening/in the planning?	<ul style="list-style-type: none"> <li>• Internal Posters</li> <li>• Emailing to centre distribution database</li> <li>• Newspaper article</li> </ul>	CM