



Community & Information Services Committee Meeting Agenda

**Tuesday, 19 July 2005
Council Chamber, 401 Greenhill Road, Tusmore**

Members: Councillor Wickham - Chair
Her Worship The Mayor, Wendy Greiner
Councillors Bills, Collins, Davey, Gilbert, Harris, Hillier, Jacobsen,
Morley, Obst and Ward

1. Apologies

2. Leave of Absence

Councillor Collins, Harris and Ward

3. Confirmation of Minutes

Recommendation

That the minutes of the Community and Information Committee meeting held on 21 June 2005 be taken as read and confirmed.

4. Consent Agenda

5. Officers Reports

5.1 Home & Community Care (HACC) Appraisal Report p 3

5.2 Lease Agreement – Miller Reserve Hall p 11

5.3 Child Care Links Project p 19

5.4 Burnside Swimming Centre End of Season Report p 23

6. Other Business

7. Closure

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Item No. : 5.1
Date : 19 July 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : Home & Community Care (HACC) Appraisal Report
Attachments : Executive Summary of the HACC Appraisal
Strategic Goal : Recreation, Community & Cultural Development

Purpose

This report is to advise the Elected Members of the outcome and provide background information on the Home & Community Care (HACC) funded National Service Standards External Appraisal for Home Assist and 3R's programs.

Recommendation

That the Report be received.

HOME & COMMUNITY CARE (HACC) APPRAISAL REPORT

Background

1. A Service Agreement exists between the City of Burnside and Home and Community Care (HACC). The agreement stipulates that HACC funded programs must participate in a tri annual HACC National Service Standards - External Appraisal process. This process ensures that HACC funded agencies continue to work towards service improvement.
2. The seven HACC National Service Standards that HACC funded services are required to meet are as follows:
 - **Objective 1** Access to services (This standard addresses how clients can and do access services, in particular culturally and linguistically diverse groups and special needs groups. It also addresses an affordable fee structure and client contribution);
 - **Objective 2** Information and consultation (Addresses how we include clients in assessment processes and the methods used to capture and provide information);
 - **Objective 3** Efficient and effective management (Examination of planning, policy and procedure. To ensure we have accountable management with formal systems in place that facilitate optimal client outcomes);
 - **Objective 4** Coordinated, planned and reliable service delivery (Examination of methods used to ensure that prescribed services are appropriate and delivered as agreed to by the client and assessment officer);
 - **Objective 5** Privacy, confidentiality, and access to personal information (Ensuring we meet and continue to meet legislative requirements in relation to the collection, storage and provision of client information);
 - **Objective 6** Complaints and disputes (Ensuring clients are aware of the internal and external comments and complaints mechanisms); and
 - **Objective 7** Advocacy. (Ensuring clients are informed of advocacy services).

Discussion

3. The Home Assist Program and the 3Rs Program are required to undertake a self assessment and participate in an independent appraisal process to determine levels of compliance with the Standards, as well as identify areas of required improvement.
4. HACC contracted Quality Management Services (QMS) to conduct the 2005 assessment round. Prior to the assessment the aged care staff completed a self-assessment tool provided by QMS. The self-assessment allowed staff members to assess the programs overall performance against the HACC national standards. On completion, the document was forwarded to QMS for review.
5. The Aged Care program (Home Assist and 3RS combined) participated in its second tri annual appraisal during May 2005. Interviews were conducted with staff, external stakeholders and volunteers; telephone interviews were conducted with consumers; and documentary evidence was supplied. QMS presented a detailed written appraisal report to the Home & Community Care Program during June 2005.

6. The Burnside Aged Care Program attained a high standard rating, receiving the maximum score of 20 out of 20. This is a significant achievement and maintains Burnside in the forefront of delivering high standard HACC services.
7. The Executive Summary of the HACC Appraisal is attached in **Attachment A** for information.
8. The Appraisal identified some areas for improvement for the program in regards to:
 - Improving the format of the Home Assist Consumer Information Package
 - Setting up a Home Assist Consumer Focus Group to strengthen feedback and consultation.

These and other identified improvements will continually be implemented during the 2005/06 year.

Summary

9. The HACC Appraisal process and final report has identified that the Aged Care program has continued to maintain its high standards over the last reporting period and has provided some opportunities and challenges to continue to maintain these high standards into the future.
10. The commitment and knowledge of staff has facilitated the program's clear focus to support and assist frail older residents, carers and younger people with a disability to remain living in their own home. This is achieved with the provision of a range of home help services and social support programs.

HACC Appraisal Report of City of Burnside Home Assist Program, 30 & 31st May 2005

ATTACHMENT A

EXECUTIVE SUMMARY**Introduction**

An appraisal assesses the extent to which an agency has achieved the *Home and Community Care National Service Standards*.

Four levels of attainment are used consistently throughout this report to give an overall rating for each standard. The levels of attainment are:

- **Met** - where a service can demonstrate that it has met all lower levels plus at least one further requirement;
- **Partly Met** – where a service can demonstrate that it has met the minimum criteria;
- **Not Met** – where a service has not met, or has only met some components of the minimum criteria;
- **Not Applicable** – where a service can demonstrate that the performance information is inappropriate for inclusion in the appraisal process.

The purpose of this QMS Appraisal Report is to assist the City of Burnside Home Assist and Community Care Program and the 3Rs (Respite, Recreation and Revitalisation) HACC program with future planning through identifying organisational strengths and achievements, areas for development and recommendations to support continuous quality improvement.

Overview of the Service

The City of Burnside Council area is located in the South Eastern corner of Adelaide a short distance from the Central Business District. It covers an area of 28 suburbs with a residential population of approximately 43,000 people. Burnside is generally recognised as being a 'well to do' area with high levels of income, house process and home ownership. Along with this the area has a high level of older or retired people on fixed income that live either in their original home or in aged care facility.

The Home Assist and 3Rs program management and coordinating staff are located in modern offices in the Council premises. These premises also house the Council Library, administration offices, a community centre, café and ballroom. The Council has been undertaken a strategic planning process over the past 12 months which has involved extensive community consultation and the Strategic Plan for 2020 expected to be completed at the end of 2005. The Council contributes financially to the funds of Home Assist program but the 3Rs is totally HACC funded. The staff of the City of Burnside HACC program consist of the Team Leader, the Coordinator of Home Assist, the Coordinator of the 3Rs, the community care officer, the home maintenance officer and home support workers and are assisted by independent contractors for home maintenance and several volunteer drivers. The 3Rs program coordinator is assisted by Key Workers who are brokered from other agencies.

The Home Assist program currently receives approximately 25 new referrals per month and at any one time has approximately 130-140 consumers receiving a variety of services from transport, shopping assistance, short term and 'one off' cleaning, ongoing cleaning and home maintenance. In addition the program conducts several social support activities such as bus tours and classes which are coordinated by the Home Assist staff and supported by HACC, Council and community funding.

The 3Rs program is coordinated out of the Burnside office with 3 support groups being conducted in the Burnside area with additional groups in Payneham and Enfield as part of the HACC Eastern Regional Collaborative Project linking service providers in the Council areas of Burnside, Payneham/ Norwood /St Peters, Enfield and Campbelltown. This program was piloted in 2003, recurrent funding being received in 2004. The Program's aim was to support the over 65 age group from a multicultural background, a younger person with an acquired brain injury, an older person with low level memory loss and provide

HACC Appraisal Report of City of Burnside Home Assist Program, 30 & 31st May 2005

respite for carers. Each group has 2 Key Workers who facilitate the group, membership is limited to 12 participants with a focus on provided social support in the form of group activities once a week for a four hour period. Specific needs have led to the establishment of a group for consumers with acquired brain injury; otherwise the groups are focused on meeting the 3R needs of those with early / low levels of dementia.

City of Burnside staff and management are linked to a wide range of services in the community. The manager and staff attended local community, state and national forums, to maintain their knowledge and understanding of the range of services and gain assistance of any type of disabilities.

Summary of the Evidence

Following a desktop audit of the service's self-appraisal, the Appraisal Team spent two days at the City of Burnside HACC program office. Interviews were conducted with the Manager of Community Services, the Team Leader, coordinator of Home Assist and of the 3Rs program, other staff, home support workers, stakeholders, and volunteers with telephone interviews being conducted with consumers and documentary evidence for all performance questions was supplied and perused. All those involved in the appraisal were cooperative and helpful, and the agency's self-appraisal was comprehensive. Points to be covered in the Action plan had been developed at the time of self-appraisal. The recommendations in the following report are designed to support the agency's own intended actions.

Key Strengths

Areas of strength observed during the appraisal process include:

- Burnside Home Assist and 3Rs program is managed and operated by a group of dedicated and caring staff whose commitment to its work was clearly evident.
- Consumers interviewed clearly valued the service provided confirming the helpfulness of the staff, contractors and volunteers.
- Clear care plans were evident on consumer files.
- Flexibility of service delivery was evident with stakeholders confirming the 'can do' attitude of staff and strong collaborative working relationships.
- Staff actively maintain professional networks with the region, regularly attend meetings and their work was positively regarded by stakeholders interviewed.
- The support and development of staff was evident through training provided by the Council and Agency specific talks and meetings.
- A good range of support social support programs were available.
- Very strong attention to detail re OHS risks and assessment and provision of materials to Home Support Workers to ensure risks kept to a minimum.

Key Areas for Improvement

- The current format of the Home Assist Consumer Information Package could be improved to make it more 'user friendly' and accessible. A booklet covering all the necessary information in note form would be more accessible to consumers than copies of the policies and pamphlets in an envelope.
- To follow through with suggestion in the self appraisal to set up of Home Assist Consumer Focus Group to strengthen feedback and consultation of consumers and feed directly into management of program and Council planning

HACC Appraisal Report of City of Burnside Home Assist Program, 30 & 31st May 2005

Summary and Future Challenges

The City of Burnside Home Assist and 3Rs Program is fulfilling a community need and is well respected in the community. The service's very clear focus on its support of consumers in the range of home help services and social support programs was evident. Whilst in general the brochures and pamphlets produced by the Agency were clear, bright and user friendly, the format and content of the Consumer Information Pack would benefit from revision with the development of a user friendly Consumer Information Booklet important. Policies which underpin service provision were generally comprehensive and the implementation of the more recently developed ones should be monitored. Stated proposals for a Consumer Newsletter and Consumer Focus Group would add additional depth to the Agency keeping consumers informed and being informed by consumers. The service is to be congratulated on the high commitment and knowledge of the staff and the positive regard the service is held by other agencies.

Item No. : 5.2
Date : 19 July 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : Lease Agreement – Miller Reserve Hall
Attachments : Attachment A – Plan for Lease Purposes
Attachment B – Letter of Offer to Lease Miller Reserve
Attachment C – Lease Schedule
Strategic Goal : Recreation, Community & Cultural Development

Purpose

The Beaumont Tennis Club Inc and the Burnside Lacrosse Club Inc have combined as the Miller Reserve Sports and Social Club Inc and are seeking to lease the vacant hall at Miller Reserve, previously occupied by Guides SA.

The two Clubs currently hold a lease on the remainder of the building until 30 June 2008. The proposed lease of the hall will need to be considered as per the Community Land provisions of the Local Government Act 1999, and in context of the Community Land Management Plan for Local Sports and Recreational Areas.

Recommendation

1. That Pursuant to Section 202 of the Local Government Act 1999, Council agrees, in principle, to offer a variation to the existing lease agreement held by the Miller Reserve Sports and Social Club Inc to include the hall previously occupied by Guides SA, subject to satisfactorily dealing with any representations that are made in response to the public consultation process.
2. That Council affects Level 2 of its Public Consultation Policy.

LEASE AGREEMENT – MILLER RESERVE HALL

Background

1. The Beaumont Tennis Club Inc and the Burnside Lacrosse Club Inc have been long term users of the Clubrooms on Miller Reserve (one of twelve major sports grounds on Community Land in Burnside.) They have an existing lease on the building, with the exclusion of the hall facing the oval. See Attachment A for plan of building area.
2. Guides SA have occupied the hall facing the oval for 37 years and informed Council in 2004 that, due to decreasing membership, they required a termination of the lease agreement on the building.
3. The Miller Reserve Sports & Social Club Inc has provided a tender for the lease of the hall at Miller Reserve – see Attachment B.

Discussion

4. The hall at Miller Reserve is within the building facility being used by the Miller Reserve Sports & Social Club Inc, though it is separated internally from the areas used by the Tennis and Lacrosse Clubs.
5. Section 202 (1) of the Local Government Act 1999 makes provision for Council to grant a lease or license over Community Land (including community land that is, or forms part of, a park or reserve). Part (2) requires Council to follow the relevant steps set out in its Public Consultation Policy, before granting a lease or license relating to Community Land.
6. As the Beaumont Tennis Club Inc and the Burnside Lacrosse Club Inc already have an existing lease with the building (excluding the hall) only a variation to the lease agreement is required, rather than the establishment of a new lease. However, given that there may be other community interests in the building or there may be community objections to extending the Clubs activities, best practice indicates that the proposal should be subject to the Council's Public Consultation Policy.
7. Leasing Community Land is prescribed as Level 2 in Council's Public Consultation Policy and the following requirements are applicable in this circumstance:
 - Advertisement in the 'Eastern Courier' and Council's website
 - Letter box drop to neighbouring residents to Miller Reserve
 - Copies of the Community Land Development Plan made available at C-Desk
 - Allow a minimum 21-28 days response
 - Report to Council summarising submissions for formal Council decision.
8. To ensure that Council retains a measure of control over its assets, lease agreements, relative to most of Council's buildings, have been restricted to five years. The lease referred to in this report has a commencement date of 1 July 2003 and terminates on the 30 June 2008. The summary of the lease is attached for your information - see Attachment C.
9. The lessee is responsible for the maintenance and upkeep of their leased premises, including payment of utilities, insurance, etc. A standard nominal lease fee per annum will apply, (in addition to the current fees paid by the Clubs and increased by CPI annually) recognising that the lessee is largely responsible for meeting all costs associated with this hall.

10. In consideration of any proposal by a recreational and sporting Club to tender for a lease over community land, the following factors are assessed:
- Consistency with the Community Land Management Plan
 - Benefits to the local community
 - Capacity to maintain the building
 - Financial viability of the organisation
 - Proposed use and future plans for the building

Consistency with the Community Land Management Plan

11. Miller Reserve is a sports ground referred to within the City of Burnside's Local Sports and recreational Areas Community Land Management Plan (CLMP). The leasing of facilities must be consistent with the management objectives outlined in the CLMP. These objectives include:
- To provide and maintain a high quality recreation facility that meets the needs of local users and the wider community, including visitors to Burnside, based on identified needs and within budget;
 - To provide the community and other users with opportunities to participate in a wide range of sporting activities;
 - To upgrade existing facilities as required in accordance with identified needs
 - To encourage community involvement in the management of local sports and recreational areas.
12. The plans outlined by the Clubs are consistent with the above objectives. The lease proposal is an extension of activities already being undertaken within the building for the past fifty years. There are no zoning issues that impact on this lease application. In addition, the shared facility management arrangements, commitment to the long term development of the facility and active strategies to increase Club memberships is a viable model to be encouraged by Council.

Benefits to the local community

13. Both Clubs are well established within the community, providing recreation, sporting and social opportunities to many Burnside residents over the past fifty years. Combined membership is in excess of 200 members, with approximately 75% being residents of the Burnside area. This membership is anticipated to increase to 300 members over the next five years.
14. The additional space will better accommodate the activities of the Clubs, including providing improved facilities for spectators and opportunities to support family participation. It will also provide the space to support the Beaumont Tennis Club increasing its junior winter tennis program and hosting junior competitions on Saturday mornings. The Burnside Lacrosse Club continues to have high involvement of women from the community. This is in the community interest to encourage, as ABS data indicates women Australia wide have lower participation rates in organised sport.

Capacity to maintain the building

15. The Miller Reserve Sports and Social Club Inc is a model example of Clubs working in partnership to share facilities. Shared arrangements provide a greater capacity for Clubs to be cost effective in both maintaining and developing building facilities. Both Clubs contribute to a maintenance fund and make shared decisions to manage facility maintenance issues. In terms of weekly use, each Club assumes responsibility every six months according to the Club season to ensure the facility is well maintained.
16. The rooms currently leased by the Miller Reserve Sports & Social Club are well maintained, and in relative good repair. The Club has worked in partnership with the Council during significant premises upgrading – such as the roof work conducted during 2000.

Financial Viability

17. Financial viability is directly related to Club membership. Both Clubs have a current recruitment program targeting junior members and are expanding their junior teams. Having more than 200 members indicates that the Clubs are strong in membership. There are no outstanding debts with Council, and there are no records indicated lease payment difficulties.

Proposed use and future plans for the building

18. The leasing of the hall will enable the Lacrosse Club to view activities on the field from inside the building, as the hall directly faces the oval on Miller Reserve. Potentially this provides each Club with a separate space if using the premises at the same time, whilst still enjoying the advantages of a shared facility.
19. By gaining additional space and connecting the hall to the existing leased area, the Club has preliminary plans to develop internal toilets (including disabled access), update bar and kitchen facilities, improve storage capacity and extend the verandah on western and eastern sides to provide better outside coverage for support spectators. These plans will be subject to Council approval at a later stage, and are also subject to the Clubs gaining capital works grant funding through the State Government.
20. A summary of the proposed facility developments are detailed in Attachment B.

Summary

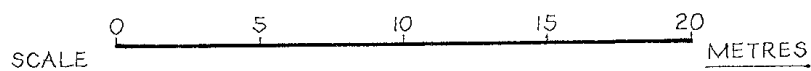
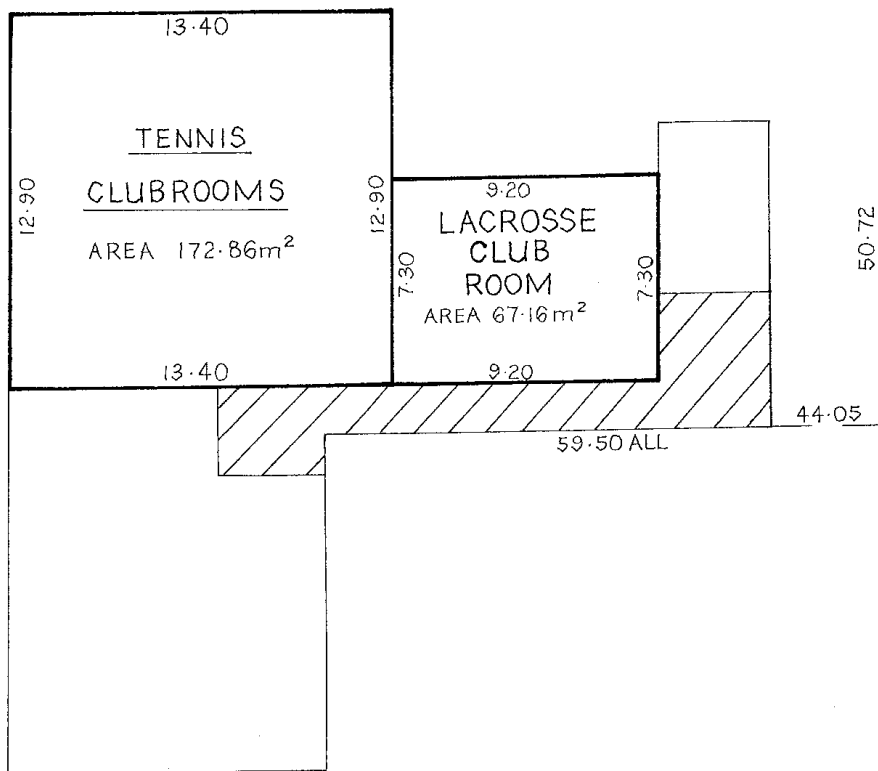
21. The offer to lease the hall at Miller Reserve will directly benefit to sporting Clubs by improving their longer term viability. It may indirectly benefit the community through attracting junior players, improving the capacity to accommodate spectators and family members and generally contributing to an active sports community in the Burnside area.
22. In an assessment of the benefits to the local community, capacity to maintain the building, financial viability of the organisation, proposed use and future plans for the building, the offer to take the lease of the hall is considered favourable.
23. As the hall is a separate building under a common roof, it is recommended that Council affects Level 2 of its Public Consultation Policy.
24. A variation of the lease agreement can be arranged, subject to satisfactorily dealing with any representations that are made in response to the public consultation process.

ATTACHMENT A

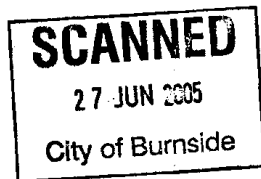
PLAN FOR LEASE PURPOSES
PORTION OF SECTION 292
HUNDRED OF ADELAIDE
IN THE AREA NAMED
LINDEN PARK
C.T. 3501 / 39
MILLER RESERVE
(BEAUMONT TENNIS & BURNSIDE LACROSSE CLUBROOMS)
FILED PLAN (F.P.) 15786



STURDEE STREET



ATTACHMENT B



Miller Reserve Sports & Social Club Inc
 c/- Trevor Peak
 PO Box 139 Summertown SA 5141
 email: tkpeak@esc.net.au
 Tel: 8390 1592 (h) 0407 839 288 (m)

Darren Young,
 Manager Community Services,
 City of Burnside,
 401, Greenhill Rd,
 Tusmore SA 5065

The Beaumont Tennis Club Inc (BTC) and the Burnside Lacrosse Club Inc (BLC), combined as the Miller Reserve Sports and Social Club Inc (MRSSC), hereby tender to take over the lease of the hall at Miller Reserve recently vacated by Guides SA. We would, however, like to express our regret that the Guides have been unable to sustain their occupancy and viability.

EXECUTIVE SUMMARY

In support of the bid the following points are a summary of the major points, and further information is available in the body of this paper.

- Both BLC & BTC are well established (50 years) and good tenants, who working together as the MRSSC, collaborate to maximise these facilities for the benefit of themselves and the community.
- Combined membership is currently approximately 200, with a target to increase to greater than 300 over the next 5 years. Both clubs have male and female senior and junior teams - targeting local juniors for primary recruiting.
- BTC is increasing its junior winter tennis involvement; this is placing increased pressure on the shared clubroom (currently tennis utilises the facilities in summer and lacrosse during the winter).
- Available floor space is a significant infrastructure limitation on our potential growth.
- This hall will enable lacrosse supporters and members to overlook the playing-field in shelter.
- Strategies being developed for the total complex (if this bid is successful) include:
 - internal toilets (currently lacking) - one disabled and 3 standard.
 - developing a shared modern kitchen facility.
 - A single maintenance plan for the entire complex.
- Single lessee covering the entire complex at Devereux Rd.

BACKGROUND:

- Both the BTC and BLC have been tenants at Miller Reserve for 50 years.
- The clubs have combined and synergised as MRSSC for approximately 30 of those years and have a strong working relationship and are supportive of each other.
- The combined membership of the 2 clubs is of the order of 200.
- During our tenancy we have been "good tenants" both maintaining & upgrading the premises - eg major repairs to the roof in 2000, repairs to verandah posts and railings, ongoing graffiti removal prior to recent painting (refer John Brown), and the 2002 upgrade of the main hall.

FUTURE DIRECTION

However, we are more concerned with our future direction and the improved facilities we can offer our members, and the Burnside community, through this opportunity.

- Both clubs are currently going through an expansion period.

- This year the BTC is not only fielding winter tennis teams but is hosting junior competition on Saturdays, resulting in both clubs requiring simultaneous access to the current hall.
- Acquiring the Guides Hall is a natural fit for the BLC as it overlooks the playing field. This will facilitate many improvements for the club.
 - Improved spectator facilities, potentially reducing pressure on immediate neighbours.
 - Improved ambience and facilities for attracting new members and their families – eg junior welcoming days will be held utilising playing field and club rooms adjacent to each other, rather than the current “around the corner”.
 - Improved opportunities to demonstrate comradeship and sociability with visiting teams and supporters.
 - Improved opportunities to raise funds from visiting teams.
- For the BTC it has the potential to release the current hall for their use during winter and facilitate their growth strategy.

Should we be granted the lease, the Clubs have agreed to develop both a Strategic Plan to develop the facility, and a Maintenance Plan (in conjunction with the Council audit reports) to bring the total facility “up to scratch” and remain well maintained. (This Maintenance Plan will be more comprehensive and easier to achieve with one virtual lessee for the whole facility - the MRSSC).

Current facility developments being considered for the Strategic Plan include;

- Internal toilets (including disabled facilities) – improved member safety and facilities, the lack of which is currently a significant hurdle to increasing membership.
- Revamp of bar facilities to service both halls.
- Development of one single modern kitchen to service both halls.
- Increased storage facilities.
- Extension of verandah, primarily on the western side but also the eastern side.


These plans will, of course, be developed in conjunction with the Council, with normal approval procedures followed. We would envisage seeking the financial assistance of grants from various levels of government to implement a plan phased over, say, 5 years.

Acquisition of this lease will assist with the current enthusiasm and revamping of both clubs.

CONCLUSION

Leasing the ex Guide’s Hall is a perfect strategic fit for both existing tenants and the Council would have reliable, proactive and safe, long-term tenants to maintain the area, and provide year-round sporting venues for the local residences.

We look forward to discussing detailed lease obligations and commitments with you.



Date 23/6/05

Megan Prideaux

President, Beaumont Tennis Club



Date 22/6/05

Alan Carr

Chairperson, Burnside Lacrosse Club

ATTACHMENT C**LEASE SCHEDULE**

ITEM 1	THE LESSEE
Name	Beaumont Tennis Club Inc. and Burnside Lacrosse Club Inc.
Address	PO Box 21 Glenside SA 5065

ITEM 2	THE TERM
	Five (5) years

ITEM 3	THE COMMENCEMENT DATE
	1 July 2003

ITEM 4	THE RENT AND TIME OF PAYMENT
	\$130 per annum payable on 1 July each year commencing 1 July 2003

ITEM 5	USE OF PREMISES
	Clubroom and Social Activities

ITEM 6	DATE THE LEASE IS MADE

ITEM 7	THE SITE
	That portion of land comprised in Certificate of Title Volume 3501 Folio 39 and shown more particularly delineated in red and marked "A" on the Lease Plan

ITEM 8	PERIOD OF EXTENSION
	Nil

Internal ref:comserv\wp\Beaumont Tennis & Burnside Lacrosse lease 2004.doc

Item No. : 5.3
Date : 19 July 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : Child Care Links Project
Attachments : Nil
Strategic Goal : Recreation, Community & Cultural Development

Purpose

This report is to advise the Elected Members of the status of the Child Care Links Project.

Recommendation

That the Report be received.

CHILD CARE LINKS

Background

1. Since May 2000 the Cities of Burnside, Unley, and Norwood, Payneham & St Peters have received funding from the Family Capabilities Branch of the Commonwealth Department of Family and Community Services for the "Family Links" Program. The Program is fully funded by the Department of Family and Community Services and the program has been sponsored by the City of Unley.
2. During the 2004/05 year, the project was required to align its activities with the Australian Government's National Agenda for Early Childhood and work in accordance to a preferred national model entitled the "Child Care Links Initiative".
3. The Child Care Links Project model has increased the focus on families and aims to:

"Improve the health and well-being of young children by strengthening the resilience of their caregivers by using child care services to foster the development of child-friendly communities".
4. The objectives of the Child Care Links Project are:
 - childcare services have an increased role in fostering the linkages between family capacity and community connectedness;
 - improved collaboration between child and family professionals;
 - caregivers of young children have increased opportunity to develop social networks;
 - caregivers of young children participate in activities, which aim to increase their knowledge, skills and abilities; and
 - strong linkages exist between childcare services and broader community services to raise awareness of the importance of the early years.
5. At the April 2005 meeting of the City of Burnside Community & Information Services Committee, a report was tabled to the Committee that stated that, under the current "Child Care Links" model, minimal benefits had been achieved for the City of Burnside residents.
6. On 17 June 2005, the City of Burnside was notified that the Child Care Links Initiative for the Eastern Region has received approval for further funding (approx \$73,000) for the 2005/06 financial year.
7. On 30 June 2005, the City of Unley indicated that they no longer wished to host the Child Care Links Initiative project. The City of Norwood, Payneham & St Peters also indicated that they were not currently in a position to host this project. Both Councils however, expressed an interest in supporting the project on a regional basis. To secure the funding one of the regional Councils need to host the project.

Discussion

8. A meeting of the three Councils and the funding agency (Family & Children's Services) representative occurred on 11 July 2005 to discuss the potential of the City of Burnside hosting this project on behalf of the region.

9. The Administration's position on hosting the project was that, it would only take on the project subject to the following conditions:
 - a. that the project activities needed to be planned as a 12-month project, rather than as an on-going service. This related to a concern of establishing community expectations of service delivery that could not be met on the longer term;
 - b. that there was no expectation to continue on with the previous project's activities. We determined in April that there was minimal benefit to Burnside residents. The project methodology needed to be revised to ensure practical benefits to the community, and that activities occurred across the three Council regions; and
 - c. that a streamlined project management structure was required. The previous project management committee consisted of many agency representatives and key stakeholders; however, it was thought that the structure did not add any significant value to achieving the desired project outcomes.
10. The outcome of the meeting on 11 July 2005 was favourable and the funding body agreed to the above conditions. Given the time-frame, the funding could be utilised from September 2005 (or earlier) to August 2006. This will allow for the recruitment and selection of an appropriate project officer.
11. Discussions have not been finalised on the methodology and or outcomes of the project. Some of the initial discussions are listed below for information:
 - a. Three key Child Care Centres be selected to partner on this project – collectively, they will need demonstrate that they provide services to residents across the three Council regions.
 - b. The "Child Care Links" project worker will seek to develop the skills with the child care centre's staff to support meeting the needs of families with young children, rather than exclusively working directly with the families (as the latter may not be sustainable in the longer term). The Child Care Links worker would provide practical resources to staff and ensure consistency in needs-assessment, referral processes and provision of information relevant to family needs within the region.
 - c. The "Child Care Links" worker will have some direct contact with families. This may be in assisting child care staff with assessment, information and referral but also may be involved in the planning of social activities with families and child care centre staff. The social 'connecting' strategies is one of the key objectives of the project.
 - d. The worker will establish professional links between the Child Care Centre staff and relevant key referring agencies. Practically, this would mean selected referring agencies making contact with child care staff and explaining eligibility requirements or processes they may use when working with families.
 - e. The project will build strategies based on the recently undertaken needs analysis with families using child care services within the region. A short series of education & information sessions will be planned for child care workers within the region. In addition, there will be a short series of 'public forums' on topical issues in caring for young children (ie nutrition, behaviour issues, work/life balance, etc).
 - f. The project is also required to promote childcare and raising the importance of the early years for a child. This promotion may occur in conjunction with any public forums on identified issues, and may attract key guest speakers or outline child care options for new parents to consider.

- g. The primary outcome focus will be on the families, with a secondary focus on changes to the Child Care Centres. Data collection will focus on families, where all assessment, referrals, information provision and education/information sessions will be recorded to demonstrate project performance. The project evaluation will focus on the short term outcomes, though the 'capacity building' approach of the project means that outcomes will be realised in the medium and longer term.
12. An alternative project advisory structure was also proposed and accepted by the funding body. This was the establishment of a "Project Management Group" consisting of only the three participating Councils. The Project Management Group will determine an agreed high level work plan for the project, provide advice and support to the project worker, and monitor the project outcomes in accordance to the funding requirements.
13. The Department of Family & Children's Services required an urgent response from the City of Burnside as to its interest and capacity to host the project, in light of the above meeting outcomes.
14. As the funding body agreed to our conditions of hosting the project, the Administration considered the following:
- The project is consistent with recent community consultations, which highlighted the need to support families with young children to participate in the community.
 - The project worker can be integrated within the Aged Care & Community Development Team.
 - There is available office space within the Aged Care & Community Development area.
 - The project funding is sufficient to require no additional funding from the City of Burnside. The funding level will allow for a full-time position at an appropriate level to match the skill/knowledge requirements of the position. There is also a minor budget to allow for resourcing community activities within the project, and a nominal contribution towards the costs incurred by the sponsoring organisation to support and manage an additional worker within a team.
15. The Administration discussed the project proposal and considered it to be an opportunity to refocus the project and gain practical outcomes for families with young children in the region. There are limited business risks to this project and there are no cost contribution required for Council. Although there is no guarantee of funding beyond twelve months, there may be opportunities following the outcome of national project evaluations occurring latter in the year.
16. The Department of Family and Children's Services have been verbally advised that the City of Burnside would host the Child Care Links Initiative Project.

Summary

17. The Child Care Links Project had received funding for the 2005/06 financial year. The existing organisational host, the City of Unley, declared it was no longer in a position to continue sponsoring the project, and the City of Norwood, Payneham & St Peters also indicated that it did not have the capacity to manage the project. The City of Burnside indicated its interest, subject to some conditions, which included a revision of its proposed strategies.
18. A planning session occurred between the relevant Councils and the project funder, where an achievable, agreed work plan was drafted. The Administration has verbally advised that the City of Burnside will host the project as a number of the concerns relating to the project had been resolved, the draft project outcomes appeared practical and achievable, and the organisation has the capacity to manage the project.

Item No. : 5.4
Date : 19 July 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : Burnside Swimming Centre End of Season Report
Attachments : Nil
Strategic Goal : Recreation, Community & Cultural Development

Purpose

The following report provides members with an analysis of the 2004/2005 swimming season.

Recommendation

That the Report be received.

BURNSIDE SWIMMING CENTRE END OF SEASON REPORT

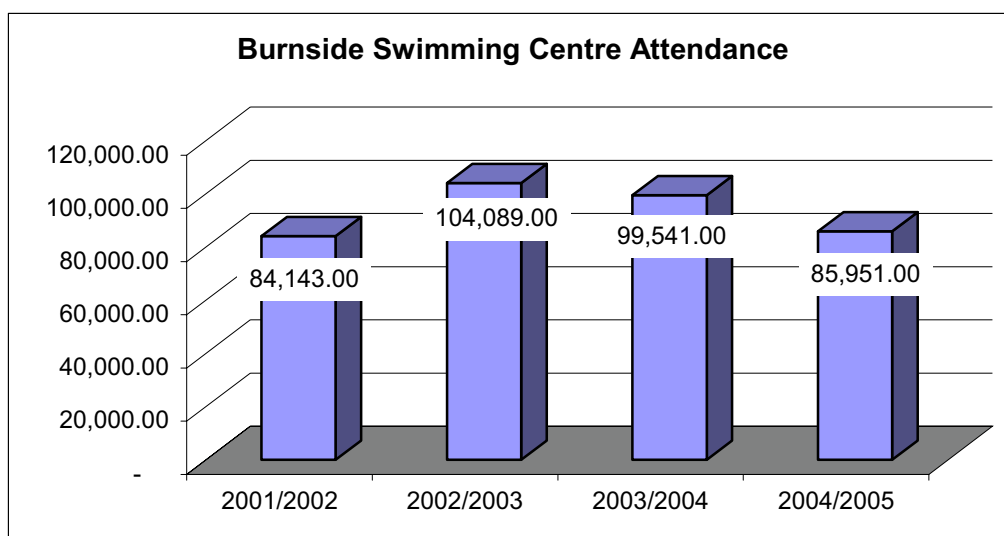
Background

1. The 2004/2005 swimming season commenced on Saturday 2 October 2004 and concluded on Sunday 3 April 2005.

Discussion

Patronage

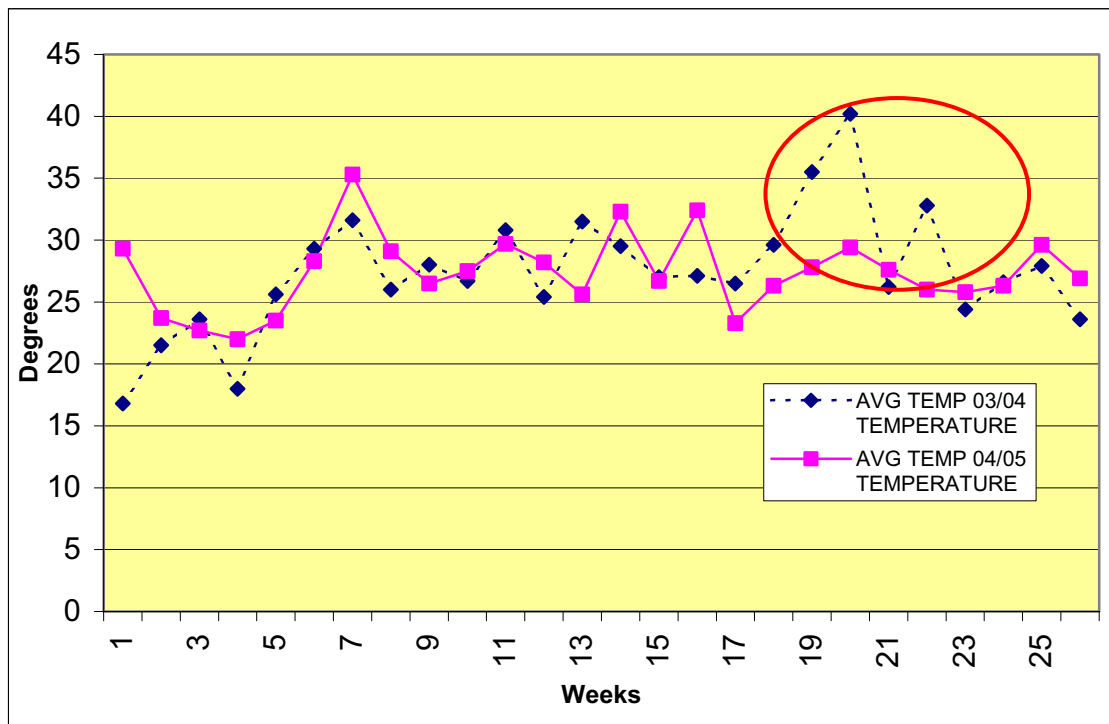
2. This season achieved an attendance of 85,951 and the Chart below offers a comparison of this season with admission from the previous three swimming seasons.



3. The average attendance rate over the previous three years is approximately 96,000 for the 26-week period. The 2004/05 demonstrates a drop of 11% compared to this average.
4. In addition to the 85,951 attendances, 13,867 attendances were recorded through the Department of Education swimming program. This involved approximately twenty schools from the eastern region and Adelaide Hills area.
5. Other outdoor pools have experienced decreases in attendance although size and season length differs between the centres, leading them to be not directly comparable. Attendances of neighbouring pools are detailed below, with Norwood & Payneham indicating a 9% fall in attendances for the season. Higher attendance levels were recorded in 2002/3 and 2003/4 for the Burnside Swimming Centre, due to a combination of warmer periods of weather and the Unley pool being closed during this period. As the Burnside Swimming Centre was the greatest beneficiary of the Unley Pool closure due to its proximity, it also can be expected to have lost attendances following the upgrade and opening of the Unley Swimming Centre.

Swimming Centre	04/05	03/04	02/03
<i>Adelaide Aquatic</i>	668,000 (52 weeks)	622,886	615,615
<i>Norwood</i>	35,056	36,433	36,681
<i>Unley</i>	79,000 (30 weeks)	22,000 (12 wks)	Closed
<i>Payneham</i>	61,721	69,897	69,270

6. Outdoor pool attendance is highly sensitive to cooler weather fluctuations. High levels of attendances are usually recorded following a sustained period of warm to hot temperatures. During the Christmas and January holiday period, the 2004/5 season experienced fluctuating weekly temperatures and February did not achieve weekly average temperatures of 30 degrees – thus experiencing lower daily attendances. The circle below marks a significant contributor to increased attendances in the previous season, with consistent high temperatures experiences over a 3 week period.



7. The Burnside Swimming Centre participates in an annual national survey (University of SA - CERM Performance Indicators 2005) to enable comparison of its own performance against national medians (difference between most common and average). Performance indicators have been developed for visits, expense recovery, services, marketing, facilities and finances. For the 2005 year, the average of medians for the 2002, 2003 and 2004 are provided. The Burnside Swimming Centre is compared within the Outdoor Pool category and overall 95 facilities nationally contribute to this survey. It is important to note, however, there is great variance in size, organisation, programs and facilities within this survey.
8. Attendance rates are a key measure of performance for any recreational facility as it demonstrates popularity in the community, as well being directly related to financial performance. The CERM PI Survey 2005 relates to visits per square metre. Despite a lower than expected attendance for this season, the Burnside Swimming Centre achieved 30 visits per square metre, which compares favourably with 29 as the current national median for the outdoor pool category.
9. The attendance rate can also be considered very favourable when the ABS statistics demonstrate that South Australia has the lowest participation rate for swimming as a recreational and sporting activity (6.6% compared with 16.8% for WA as the highest).

Financials

10. The revenue from user charges is down approximately 11% (\$43,005) to the revenue target, which is congruent with the reduction in admissions. The swimming centre required an additional 10,750 attendances to meet its season target. This could have

been achieved if sustained hot weather occurred over the Christmas holiday and over weekends which would have attracted a significant increase in casual pool users.

11. The following table compares the actual income and expenditure for the 2004/2005 season with that of the previous two seasons. This table includes all actual expenditure (such as building maintenance and depreciation) and allows for a true picture of the costs of running the facility and the required subsidy from Council.

Account Category	2004/05 Actuals	2003/04 Actuals	2002/03 Actuals
Total	206,920	150,169	131,162
Income			
Commercial			
Activities	-101,107	-103,945	-113,231
Reimbursements	-52	-2693	
User Charges	-342,662	-341,956	-396,891
	-443,821	-448,594	-510,122
Expenditure			
Contractual Services	130,568	109,640	138,359
Depreciation	67,760	66,055	29,936
Employee Costs	295,687	291,425	284,797
Materials	123,967	101,266	149,863
Other Expenses	32,759	30,377	38,329
	650,741	598,763	641,284

12. Despite the reduction in admissions, the actual revenue raised from user charges is slightly more than the previous season due to the 10% increase in pool admission fees. The fee increase appears to have little effect on pool demand, as the reduced attendance is similar to the reduction in attendances experienced by other outdoor pool facilities.
13. The Council subsidy per visit this season is \$2.40, compared with \$1.50 during the 2003/04 season and \$1.26 for the 2002/03 season.
14. The Council subsidy of \$2.40 is a higher rate compared with the CERM PI Survey 2005 which reported \$1.97 subsidy per visit as the median within the outdoor pool category.
15. This season experienced some increases in both material and contractual costs, not typical in the average season. The KBR Pipe Inspection report (approx \$15,000) was essential and provided the required information to undertake the current pipe upgrade project. Minor repairs and replacements were greater than in previous years, reflective of the age of the plant and equipment within the facility. Replacement of a submersible pump, filter valves, seals on the spa pump, main circulation pump, plus a series of equipment repairs contributed to approximately \$15,000 of unanticipated costs for the season. In comparison to the previous season, expenditure was also higher in the 2004/05 season due to additional swim stock purchases in that season and credits on water costs lowering expenditure in the 2003/04 season.
16. Total wage expenditure for this season increased slightly in comparison to last year, however given the 4% wage increase during the season and less casual lifeguards required during a cooler season. Staffing levels are informed by the Royal Life Saving Society guidelines to ensure safe swimmer supervision.

17. A related indicator to the subsidy per visit is expense recovery performance. This measure is simply how much of the total expenses in running the pool facility is recovered from user charges and any other sources of revenue. The gap between income and expenditure increases with any ageing facility and may also fluctuate due to changes in consumer demand (from weather or competition factors). It is important to note that the provision of an outdoor swimming pool facility is a community service and due to the seasonal nature of the facility full cost recovery is not a realistic target.
18. For this season, the Burnside Swimming Centre achieved an expense recovery of 68.2%, compared with 74.9% and 79.5% for the 2003/04 and 2002/03 seasons respectively. This rate compares favourably with the CERM PI Survey 2005 which reported expense recovery of 58% as the median within the outdoor pool category.

Marketing

19. Promotion costs for the Burnside Swimming Centre during the season were 1.5% (of gross expenditure) which is above the CERM PI 2005 national median of 1% for the outdoor pool category.
20. The following marketing initiatives were undertaken, with a total expenditure of \$9,500 during 2004/05. The most expensive marketing activity was advertising within the Yellow Pages (\$2,684) and other initiatives included:
 - Country Wide Tourist Promotions - 8 issues in the Adelaide and Attractions Visitors Guide - Vouchers give the user a \$1.00 discount on entry
 - Express Advertising – ‘Value Vouchers’ are sent out to 40,000 households in eastern, northern and southern suburbs
 - Advertising in the Focus Newsletter, Eastern Courier, Adelaide Hills Weekender and Kids in Adelaide
 - Burnside Column in the Messenger, as well as two pool related stories – Burnside Senior Swim Group in December 2004 and Kids Water Safety in March 2005
 - Schools in the 15 km area have been given entry tickets as prizes for their Open Day raffles
 - A banner placed out on Greenhill Road to promote that the Centre has opened
 - Dropping of Burnside Swimming Centre Post Cards at Backpackers and the Youth Hostels Association
 - Leaflets on vehicles at Triathlon Events
 - Breakfast ride to the Swimming Pool from Victoria Square, as part of a Bicycle SA initiative
21. A marketing plan had been previously identified as a need for the swimming centre to ameliorate changing market conditions (such as the upgrade of Unley pool and general increase in alternative recreational options) and weather fluctuations. Following a Customer Survey of during March 2005, a draft Marketing Plan has been prepared. (a copy will be provided to Councillors via the Information Document).

22. The overall aim of the 2005/06 marketing plan is to gain above average attendance levels for the swimming centre, as this directly relates to the minimising the subsidy of the centre. The marketing plan strives towards three key objectives – to attract new users to the pool, encourage repeat usage and encourage greater usage during non-peak times. The following provides a summary analysis, although specific strategies are detailed in the marketing plan.
- a. Attracting new users is desirable as we know that if you attend the pool, you are more likely to be a repeat user, as well as being more likely to bring other people. Offering free promotional tickets is an attractive options for those who have not visited the pool previously, and will usually mean that the free ticket holder will bring along a paying customer.
 - b. Casual user attendance fluctuates according to weather, with record attendances being achieved during sustained hot periods without any additional publicity. There is potential, however, to increase attendances during the non-peak times (such as early/late season, early morning, mid week etc). One strategy may be to include offering membership passes that provide 'off-peak' discounts, to encourage customers to attend during quieter periods, in addition to the usual peak times.
 - c. Casual users attend the Burnside Swimming Centre to enjoy the pleasant outdoor surrounds and to attend for primarily social rather than for health reasons. This is an important marketing differential to distinguish the swimming centre from the Unley Pool and the Adelaide Aquatic Centre and can be actively promoted to attract more casual users. Strategies may include offering special events linking with holidays or recreational programs, aquatic games and family days.
 - d. Customers will return to the pool if they enjoy the experience. The appearance of the facility as well as customer service are two critical factors that will lead to repeat business. The recent survey demonstrates a high rating for customer service, so effort will be in maintaining this level and ensuring that staff meet identified customer needs. The appearance of the facility does require some attention. This will be addressed through significant improvements to the change rooms, outdoor seating and barbeque facilities. In addition, the reception area will be 'brightened' (use of colour, display cabinet, improved signage, use of foliage, floor revitalised etc) to improve customer first perceptions as they enter the centre.
 - e. We know that there exists a wide range of recreational options that will compete with attendance at the swimming centre. There is a need to promote the outdoor pool experience, as a viable and attractive alternative and this should be considered either regionally, or all metropolitan outdoor pools. Economies may be gained through several pools advertising or promoting outdoor swimming, and this should be developed as a 'backdrop' to local and site-specific marketing initiatives.
23. Limited data is available on clients using the Burnside Swimming Centre. Some data was collected during the last season and has been used in the development of the Marketing Plan. Data is useful to target marketing and promotional strategies and to ensure best effect for the centre. Season membership is currently being explored, which could be used to establish a basic user profile (i.e. postcode, gender, when & how often they visit). It will enable promotions to encourage use in non-peak times as well as incentives for frequent attendance. This would be free to join, provide a conduit for information on activities as well as discounts on other purchases. In particular, it could enable targeted and personalised promotions such as free pass on birthday and invitation to special events.

Extension of Pool Season

24. The customer survey provided an opportunity to seek customer views on the desirability of a season extension. Of the 406 surveyed, 231 stated that they would be interested in using the pool if the season was extended, with 129 of that group indicating a preference for the season to be open all year. Apart from the users who wished the pool be open for all year, the most common response for an extension of the season was 4 weeks.
25. Of the users who sought an extended season, 53 stated that they would use the pool once per week during and extended season, 74 stated they would use the pool twice per week and 101 stated that they would use the pool more than three times per week.
26. Considering an extension to the season by 4 weeks and under the same operating hours, the following income and expenditure has been modelled based on previous actuals:

Pool Operating Expenses	\$11,569	<ul style="list-style-type: none"> ▪ <i>Contractual services, materials (gas, Chlorine, CO² gas, Acid etc), cleaning and other expenses – based on yearly budget expenditure</i>
Temp Staff Expenses	\$14,250	<ul style="list-style-type: none"> ▪ <i>Based on previous season start in conditions between 20-25 degrees</i>
Salaries Expenses	\$14,786	<ul style="list-style-type: none"> ▪ <i>Providing current staff with 4 extra paid weeks at standard fortnightly salaries</i>
Total Expenses	\$40,605	
Total Revenue	\$ 7,400	<ul style="list-style-type: none"> ▪ <i>Based on 2004 with averaged attendance during weather between 20 to 25 degrees, which was 400 attendances per week at \$4 per attendance</i> ▪ <i>Excludes Pro Swim as season completed and shop sales, but includes \$1,000 lane Hire</i>
Operating Loss	\$33,205	

27. The four-week extension period would incur an operating loss of \$33,205 resulting in a Council subsidy of \$20.75 per visit during that period. Alternatively, this could be viewed as raising the Council subsidy for every visit in the season from \$2.40 to \$2.79 per visit.
28. Reduced operating hours, (for instance Monday to Friday 4 pm to 8 pm and Saturday/Sunday 8 am to 6 pm) would result in a reduced operating loss and lead to a Council subsidy of approximately \$23,000, providing attendances levels remained the same. The Council subsidy would be \$14.38 per visit for that four-week period as opposed to \$20.75 under standard operating hours, or \$2.67 per visit for every visit throughout the season.

29. In the 2005/06 Budget preparations, a strategic initiative (\$35,000) was included for Council to consider a four-week extension to the pool season. This did not gain approval and therefore the new season will operate for the usual 26 weeks.

Staffing

30. Stephen Pfennig resigned as Assistant Manager on 10 September 2004. Ben Grant became the Assistant Manager on 30 November 2004. Ben has significant experience in Council managed pools in the eastern states and brings considerable knowledge and skills to the team.
31. Burnside Swimming Centre staff received in-house training on emergency procedures, Drowning Rescue, Fire Emergency, Electric Storm Evacuation, Cardiopulmonary Resuscitation and customer service during 2005. In addition, staff have been updated with the Bronze Medallion.
32. There are now recommendations from Royal Life Saving Society (RLSS) and the Aquatic Industry Standards to have Pool Attendants achieve the 'Pool Lifeguard Award' which is higher than a Bronze Medallion. Although not yet a mandatory requirement, many other states other States require all pool attendants to have this award and it is considered an industry standard. Staff will receive appropriate training during the 2005/06 season.
33. Pool Attendant of the 2004/2005 Season was Andrew Paes. Andrew was presented with a Medallion and his name has been placed on the Burnside Swimming Centre Shield.

Occupational Health and Safety

34. In September 2004 five areas at the Burnside Swimming Centre were recognised as Confined Spaces. Risk assessments have been carried out and a confined space register has been put together. Relevant staff have completed a confined space training course. A gas detector has been purchased for confined space entry. A review has also taken place on tasks performed in confined spaces and certain actions have been implemented such as, relocating pumps, changing how the job is to be done and having contractors (confined space tickets) carry out other jobs where required.
35. The Assistant Manager has currently been working closely with the corporate Occupational Health & Safety Officer during the off-season to develop a thorough risk assessment and corresponding action plan to improve pool operating and maintenance procedures. This work has led to an extensive task of developing and documenting many standard operating procedures and safe work methods. Work is progressing steadily and all critical procedures are expected to be in place prior to the commencement to the season.

Facilities & Equipment

36. Equipment maintenance for the period included the following:
- Main circulation pump replacement
 - Installation of automatic pool water chemical controller
 - Butterfly valves replacement
 - Installation of new holding tank for emergency chlorine spill
 - Shade sails installed over the Toddlers Pool

37. The Council's Tree Management Officer has carried out tree inspections during the season (as under our Annual Tree Maintenance Program) and contractors removed dead wood limbs that were considered a public safety concern, during June 2005.
38. The Royal Life Saving Society (RLSS) donated two Resuscitating Manikins to the Burnside Swimming Centre for the Staff and Schools training.

Programs

39. Pro-Swim is a private swimming tuition school that utilises the Burnside Swimming Centre facilities throughout the season under a contractual arrangement. This season, Pro-Swim provided tuition for up to 437 students each week, running lessons five days per week. An additional 300 children were attracted to two school holiday programs entitled 'A Head Start'.
40. VACSWIM SA at Burnside received the greatest numbers in Adelaide with 650 registered to come each day for 10 days in January 2005.
41. A Swimathon was held at the Pool on the last day of the season. Over \$1,200.00 was raised for the Royal Life Saving Society, with Eyeline providing sponsorship for the prizes.
42. Other programs include:
 - Adult Swimming instruction classes were held three days per week (2-3 pm) for up to 15 people
 - Adelaide Aussie Masters were conducted in the evenings three days per week, with up to 40 people in attendance per night
 - Sharks – Adult Swim Squad practiced regularly three times per week in the evenings for up to 15 people
 - Triathlon training occurred on the 1st Tuesday of every month
 - The Burnside Swim Club trained two nights per week, with up to 20 people per session
 - The Royal Life Saving Society conducted training for the Bronze Medallion on Sunday mornings, attracting young people interested in gaining this qualification
 - Several primary schools conducted swimming competitions during the season
 - Two 'Be Active' days were held attracting children under 12 years for a range of aquatic games

Summary

43. The 2004/05 season experienced lower than average attendances, primarily due to the lack of continuous hot weather during January and February which would usually attract high numbers of casual users. In addition, we may have lost attendances this season due to the reopening of Unley Pool, where some people in the previous season may have attended Burnside Swimming Centre during the Unley Pool redevelopment. Despite this, the swimming centre compared favourably with national attendance benchmark and overall cost recovery, however this year there was a higher subsidy per visit. This is primarily due to the costs associated with maintenance and repairs as a result of ageing pool equipment and facilities. Programs such as ProSwim and VacSwim received good attendances and the centre remained active throughout the season with a range of other tuitional and recreational programs.

44. In preparation for the new season, customers have been surveyed and a marketing plan has been developed to build higher than average attendances. Several promotional concepts will be explored and trialled, with an emphasis on attracting new users, gaining repeat business and encouraging use in non-peak times. It is anticipated that an active marketing and promotional strategy will contribute to an improved cost recovery position and ensure that the pool is well utilised by the community.