

SERVICE REVIEW OUTCOMES – 2004/05

MAJOR LEISURE FACILITIES

DETAILS OF SERVICE

Major Leisure Facilities is a Service area within the Community and Leisure Services Directorate

SCOPE OF SERVICES

The Major Leisure Facilities Service Area provides a broad range of services, activities, programs and facilities to meet the sporting and leisure needs of the municipality from its 6 primary leisure facilities.

- Croydon Leisure Centre
- Ringwood Aquatic Centre
- Croydon Memorial Pool
- Ringwood Golf Course
- Maroondah Indoor Sports Centre
- Dorset Golf Course

In total 245 individuals are employed at the facilities, many in casual or part time positions.

SERVICE STANDARDS

Note: The following is a summary of the activity and outcomes of the Best Value Service Review.

Best Value Principle	Key Performance Indicator	Performance Result 2004-05	Target 2005-06	Target 2006-07
Cost Standard	Operate within Annual Financial Administration Budget 2004-05 Budget (\$292,310) (net)	5.9 % under budgeted expenditure 4.1% reduction in budgeted income	Performance to +/- 5% of budget	Performance to +/- 5% of budget
Quality Standard	Recreational Facilities rating *	74 indexed mean	74	74
	Maintain AS/NZS ISO 9001:2000 Quality Accreditation	Accreditation maintained	Maintain Accreditation	Maintain Accreditation

* Department for Victorian Communities Community Satisfaction Survey

Consideration of Best Value Factors in setting Cost and Quality standards

Factors

Best on offer 208C(a)

Consideration Comments

One of the industry comparison indicators for Local Government is the Department for Victorian Communities, Annual Community Satisfaction Survey, 'Recreational Facilities' community satisfaction rating. This is a comparative measure of community satisfaction against the mean result of like local government councils.

Maroondah increased its satisfaction rating by 2 points from the 2004 and 2003 result. The survey also compares Maroondah's results with 15 inner metropolitan councils. Maroondah scored close to the median or mid range in comparison with the other councils in the group.

The Maroondah Leisure team has implemented a formal Quality System and in November 2003 achieved certification to the Australian Quality Standard AS/NZS ISO 9001:2000 and is monitored for compliance by an accredited third part, Sci Qual International. Service benchmarking is undertaken through the Centre for Environmental and Recreational Management (CERM), a research centre of the University of South Australia who provide comparisons against similar facilities from around Australia. In maintaining its quality accreditation and benchmark performance the Major Leisure Facilities team is demonstrating its level of 'Best on Offer' performance in its facilities management practices.

Consideration of Best Value Factors in setting Cost and Quality standards cont.

Factors

Consideration Comments

**Value for money
208C(b)**

Leisure and sporting activities and programs area a significant industry with multiple and diverse service providers throughout any municipality. The long-term survival of these providers in the market place is dependant on their ability to remain cost competitive. As part of the Best value process a Competitive Neutrality assessment was undertaken of those areas of the facility operation that was considered to be a significant business in line with the competitive neutrality guidelines, to determine if the major leisure facilities service was operating on a cost recovery basis or was being subsidised by council and ratepayers. The assessment, based on policy and guidelines from the State Government determined that there was no cross subsidy of the service, and that it was operating on a cost recovery basis providing value for money within a competitive market environment.

**Community
expectation and
values 208C(c)**

The above quality standards represent key indicators of Victorian community expectations and value as identified and monitored by the Department for Victorian Communities. Local communities are surveyed on an annual basis and Council’s can monitor their performance against past periods as well as attaining a comparison of their performance and progress with other like council’s and communities.

In addition the service area engaged in widespread community consultation in the development of strategies and operating plans, which defined the service and quality standards and targets to be achieved. (See consultation section below)

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Consideration of Best Value Factors in setting Cost and Quality standards cont.

Factors

Consideration Comments

Affordability and Accessibility
208C(d)

Council is committed to ensuring equity of access to all of its services, this principle extends to providing access for those with disabilities to introducing initiatives to enable individuals and families who face social and financial challenges the opportunity to participate. The Major Leisure facilities management have adopted Council's Public Benefit philosophy in the development of a flexible fee structure.

Options such as one venue memberships, multi venue memberships, family membership and discounts for large family groups and children and seniors discounts are an attempt to provide opportunities for the entire community to engage in the leisure and sporting activities offered by Council, and are considered during the budget process.

The service and related information is accessible to residents and visitors at the above centres seven (7) days a week from as early as 5.30am to as late as 11.00pm. Information on the facilities and programs offered are also available from our Customer Service Centres located at our City Offices Braeside Ave, Ringwood and Croydon Civic Centre Croydon and Shop G104, Eastland Shopping Centre Ringwood.

Telephone: "General Enquiries" 1300 882 233

Email: Maroondah@maroondah.com.au

Council information is available 24 hours, seven days a week from Council's Web site, <http://www.maroondah@maroondah.vic.gov.au>

Local Employment
208C(e)

Maroondah's Best Value Supporting Local Suppliers policy is a demonstration by Council of its commitment to supporting and promoting local businesses as a means of sponsoring local employment opportunities. A Council wide KPI relating to the policy is the target of 25% of purchasing activity to be directed to local suppliers of goods and services. The initiative also extends to the local advertisement of vacant positions and appropriate tenders.

Best Value Principle

Actions Taken

Responsive to Community Needs

Council’s overarching strategic theme for the leisure facilities as articulated within the Council Plan is the objective to *‘Maximise the opportunities for choice, involvement in and access to quality leisure experiences’*.

The Major Leisure Facilities has established a strategic plan, developed as an interpretive tool, to assist leisure staff to connect their day-to-day role and their facility planning to Council’s strategic directions as shown above. The key trends in community profile and need as been identified through a diverse range of studies conducted by both government and educational / social groups. The major leisure facilities Strategic Plan recognises the key themes of these studies and needs of those profiled in each, they include:

- The ageing demographic and its three-fold effect on leisure facility services:
Industry analysis shows that more people within the seniors demographic are participating in leisure activities. The ageing population will result in more people within the seniors demographic and the World Health Organisation statistics suggest that the age expectancy is extending, so those seniors will remain in the demographic for a longer period.
- A shifting towards wellbeing and lifestyle programs:
The service focus and program mix is broadening more towards wellbeing and a balanced lifestyle and is less intense in its focus on traditional sports and fitness. As such the service mix is aimed more at the average person and those who are under represented in participation data and less at the minority who are fitness fanatics looking for the “Body Beautiful”
- Leisure Facilities can impact on the health of a community:
Leisure facilities have an opportunity and a role to play in addressing many of the health conditions that are high on the State and Federal governments health agenda. Osteoporosis, Diabetes, Cardiovascular Disease, Childhood Obesity, are all health issues that will impact on health resources in the future. Development of leisure programs that target these ailments now, may be good financial management as well as good community wellbeing management.
- Social isolation and community connectedness:
Mental health, depression and loneliness can be key determinants causing people to become disconnected from their community and socially isolated. Those without social networks and support are statistically more likely to die before those who have an active social support network.

Best Value Principle

Actions Taken

Accessible

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- * Croydon Leisure Centre
- * Ringwood Aquatic Centre
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- * Dorset Golf Course

These centres are open to both members and the general public seven (7) days a week between the hours of 7.00am – 9.00pm. Information on the range of activities and costs are also available in brochure at Council’s four Customer Service Centres and on Council’s Web page.

Access to service information is also achieved between normal business hours, Monday to Friday from 8.30 am to 5.00 pm via telephone on 1300 882 233, via email: maroondah@maroondah.com.au or in person at one of Council’s three Customer Service outlets. The service also maintains council’s website <http://www.maroondah.vic.gov.au> which provides direct access, 24hours to a range of information, interaction, service enquiries, programs and projects being offered and undertaken by council.

Continuous Improvement

During the period of the best value review of the service the following service improvements were identified and implemented:

- Ground works at the Dorset Golf Course to replace the fairway watering and drainage network and improve course quality,
- Refurbishment of greens at the Ringwood golf course as part of the asset maintenance program,
- Replacement of exercise equipment at the Croydon Gym to enable introduction of new industry program and exercise regimes for clients.

Best Value Principle

Actions Taken

Consultation

In addition to the Department for Victorian Communities, community satisfaction survey the service engages in a number of direct consultation activities including:

A major community survey was undertaken during the Best Value review to identify the current and future sporting and recreational needs of our community. The survey group was a random selection from the community and included non-users of Council's facilities. The data collected will be used in the future planning and implementation of the service's Strategic Plan.

Each venue has identified a number of key user groups within the community, which it engages with on a regular basis as part of its consultation process.

As part of the services quality system all venues provide opportunities for Customer feedback and examine this feedback every six months as part of a formal management review process. Service Managers also undertake critiques to review the service operation and delivery and identify levels of conformance or non-conformance with the Quality System standards.

Reporting

A copy Maroondah's Best Value Annual Community Report of key findings and key performance target and results will be available to the community via the following methods and access points;

- Council's community web page for public access,
- At each of our three Customer Service Centres for public viewing,
- At each of Council's Public Libraries for public viewing.

Performance reporting against key service indicators is undertaken on a monthly basis and the results documented in Council's monthly performance report. This report is tabled before Council on a quarterly basis and is a publicly available document. Each service area has an annual business plan, which is strategically aligned with Maroondah's Council Plan, and our overarching strategic community plan Maroondah 2025. Annual performance and key achievements of the strategies in these plans is reported in Council's Annual Report.