

ADELAIDE SHOWGROUND FARMERS' MARKET
COMMITTEE MEETING – 5pm, Wednesday 17 May 2023
Meeting Room, Heavy Horse Memorial Building

AGENDA

1. Welcome and Apologies
2. New Conflicts of Interest
3. Minutes of the March Meeting (No April Meeting)
4. Action Items (Carried over from April Meeting)
5. Committee Calendar – 2022/3
6. ASFM Business Report
7. Sunday 17 September – Venue Decision
8. Strategic Plan Update
 - 8.1 Feedback on Session
 - 8.2 Review Vision and Mission
9. Policies for Review (Carried over from April Meeting)
 - 9.1 Complaints Policy
 - 9.2 Health & Hygiene Policy
 - 9.3 Weather Policy
 - 9.4 Sponsorship Policy
 - 9.5 Financial Delegations Policy
 - 9.6 Privacy Policy
10. Finance/Risk Report
11. Sub Committees
 - 11.1 HR Sub-committee - NIL
 - 11.2 Risk & Finance Sub-committee – Nil
 - 11.3 Market Mix Sub-committee - NIL
12. Red Flags & Risk Register
13. AOB
14. Close

NEXT MEETING

Committee Meeting – 15 June 2023

**ADELAIDE SHOWGROUND FARMERS 'MARKET
COMMITTEE MEETING – 5.00pm, Wednesday, 15 March 2023
Meeting held at the Heavy Horse Memorial Building**

Members present		
Lynne Dickson (LD)	Mem Ericson (ME)	Jordan Philp (JD)
Gay Wallace (GW)	Geoff Page (GP)	
Apologies		
Albert Conterno (AC)	Louise Bailey (LB)	Mike Rowe (MR)
Trish Simpson (TS)		
Also attended		
Carol McGrane (AFO)	Christine Robertson (EO)	

1. Welcome and Apologies

The Chair opened the meeting at 5.00 pm.

Apologies from AC, LB, MR and TS. It was noted that a quorum would be reached when JP, who was flagged as a late arrival, arrived.

2. New Conflict of Interest (COI)

None raised

3. Minutes of Previous Meeting

Minutes of the February meeting were moved by GP and seconded by GW. Accepted.

4. Action Items

JP arrives at 5.06PM

Recommendation for strategic planner of former RAHS General Manager, Grant Piggott, was accepted. Discussion arose around a separate stallholder survey as useful to the Strategic Planning Day.

ACTION: EO to approach committee members not present, re 2 May as acceptable date for Strategic Planning Day.

ACTION: JP to distribute to the committee all the draft questions on the customer survey.

ACTION: Subscriber newsletter with link to customer survey to be issued on Thursday 23 March, with a reminder issued on 30 March and survey to close on 6 April.

ACTION: GP and LD to form focus group to consider questions for a stallholder survey

5. Committee Calendar 2022/3

No comment

6. ASFM Business Report

Matters raised:-

- Stallholder site and premises inspections under way.
- Successful outside only market at Leader St, issue with inattentive drivers in pedestrian zones.
- Rebranding of Gepps Cross Produce Market as SA Farmers' Market
- Radio advertising in May and June (Nova)
- Poh has agreed to be filmed as the closing shot of the market's current video for TV commercial.
- Potential impact of the development of the Le Cornu site and redevelopment of Central Market discussed.

Report accepted.

7. Policies for Review

7.1 Busking Policy

Proposed change of review date accepted.

7.2 Responsible Packaging Policy

It was agreed that the wording at point 6 of the Policy Statement should now read: - "All stallholders are expected to be proactive in their sourcing for solutions to eliminate single use plastic and any single use packaging." It was not agreed that the annual review date be changed to biennial.

8 Finance Report

Accepted

9 Customer Survey Questionnaire Results

See Agenda Item 4

9.1 Sub-committee nominations and elections

9.1.1 HR Sub-committee

No meeting held.

9.1.2 Risk & Finance Sub-committee

Meeting held and risk matrix (included in March meeting documents) was revised to remove several risks and downgrade others. The risk posed by cars to pedestrians at outside-only Leader Street markets was noted.

9.1.3 Market Mix Sub-committee.

No meeting held.

10. Red Flags & Risk Register

None raised

11. AOB

Matters raised:

- Stallholders lingering long after the market closes and latecomers.
- Guest caterers on a rotating basis

12. Close

6.19 pm meeting closed.

NEXT MEETING

Committee Meeting – 19 April 2023

Adelaide Showground Farmers Market Committee**Meeting Action Items May 2023**

AGENDA ITEM	ACTION	STATUS
January 2022 – Agenda Item 11.2	EO to look for external facilitator and some suitable dates for Strategic Planning Day.	Complete
July 2022 - Agenda Item 6	EO to work on a paper with legal expert, GW, regarding the right of volunteers to vote as members based on the current constitution and explore criteria required.	Complete
February 2023 – Agenda Item 8	Survey questions from the focus group to be presented to the committee at the March committee meeting	Complete
March 2023 – Agenda Item 4	EO to approach committee members not present, re 2 May as acceptable date for Strategic Planning Day.	Complete
March 2023 – Agenda Item 4	JP to distribute to the committee all the draft questions on the customer survey.	Complete
March 2023 – Agenda Item 4	Subscriber enewsletter with link to customer survey to be issued on Thursday 23 March, with a reminder issued on 30 March and survey to close on 6 April.	Complete
March 2023 – Agenda Item 4	GP and LD to form focus group to consider questions for a stallholder survey	Complete

		ASFM / Committee Action Items	Election/Terms of Office
January	2023	Committee meeting date 18 January	
February	2023	Committee meeting date 15 February	
March	2023	Committee meeting date 15 March	Policies for Review Busking Responsible Packaging Policy
April	2023	Easter Weekend 7 -10 April Committee meeting date 19 April	Policies for Review Complaints, Grievances and Dispute Resolutions Policy ASFM Sponsorship Policy Risk Matrix Financial Delegations Policy Health and Hygiene Policy Privacy Policy Weather Policy
May	2023	Committee meeting date 17 May Staff performance reviews	Policies for Review Market Mix Out of Session Voting Risk Management Allowable Products
June	2023	Committee meeting 21 June 23/24 budget approval required - Draft	
July	2023	Committee meeting 19 July Committee to approve AGM and election timeline and documentation Audit Information to be prepared	
August	2023	Committee meeting 16 August Approve Financial Report for AGM	Wed 9 Aug - Call for nominations NB: Notification of AGM that includes any special resolutions to be received by membership 21 days prior to the meeting
September	2023	Royal Show Closure Sun 3/9 & 10/9 Committee meeting 20 September Decision required re Christmas and New Year's market	Fri 8 Sept - Nominations close Wed 13 Sep - Notification of AGM/Election to members Wed 13 Sep - Online election
October	2023	AGM 18 October	Wed 11 Oct - Online election closes Election results announced at AGM Wed 18 Oct
November	2023	Committee Meeting 15 November	Authorised Signatory List updated
December	2023	Meeting 20 December 2023?	
January	2024	Committee meeting date 17 January	
February	2024	Committee meeting date 21 February	
March	2024	Committee meeting date 20 March	
April	2024	Easter Weekend 29 Mar-31 Mar Committee meeting date 17 April	
May	2024	Committee meeting date 15 May Staff performance reviews	
June	2024	Committee meeting 19 June Decision required re Christmas and New Year's market 24/25 budget approval required - Draft	

The Mission of the Market

“Create a vibrant market environment to connect customers directly to the best South Australian producers”

Our Vision for the Market

By the end of 2020 the Adelaide Farmers Market will have 3,500 customers visiting it each week.

Smashing it.

Our Values and Key Message

We value quality South Australian produce and having a connection to those who produce it. Passion for food is part of our DNA, and with honesty and integrity we stay focussed on the Mission of the market. We don't do politics and we stay professional in our interactions with each other. We aim to enjoy ourselves, take the time to listen to each other's perspectives and create a safe and friendly working environment for everyone working or visiting the market. We value sustainability for both the market and our environment and keep this front of mind in our work.

Purpose of Report

The purpose of the Monthly Business report is to report on where the ASFM is as a business in order to provide the ASFM Committee with evidence based information to base decisions on. This report is compiled with information and expertise from ALL ASFM team members reporting to the Executive Officer and is current as of end of the reporting month.



**Total No of Members
(financial Year)**

2021/22	2022/23
2951	3116



Membership this Month

2022	2023
109	131



Average Weekly Attendance

2022	2023
2983	3691



NUMBER OF WEEKS

5



Avg No. of Stalls this Month

2022	2023
81.75	85.2



Google Analytics

2022	2023
20,525	22,899



Total Direct mail List

2022	2023
7,611	7,906



Facebook Follows

2022	2023
28,577	29,925



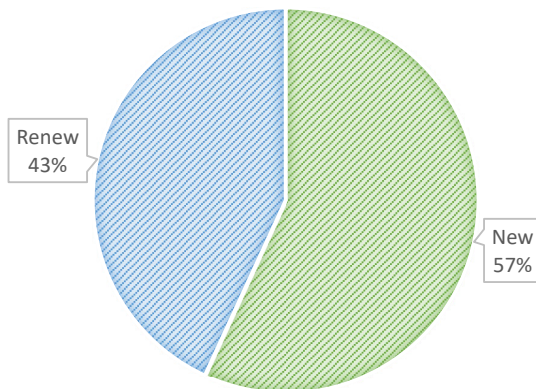
Instagram Follows

2022	2023
19,009	20,937

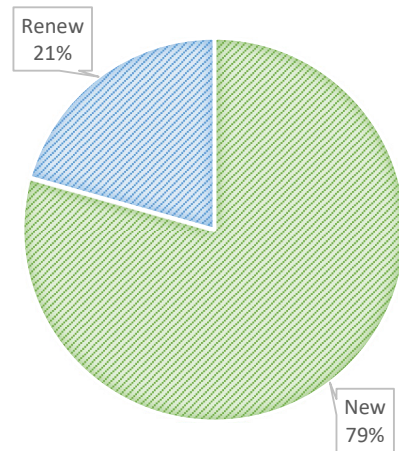
MEMBERSHIP SALES

MEMBERSHIPS - NEW VS RENEW

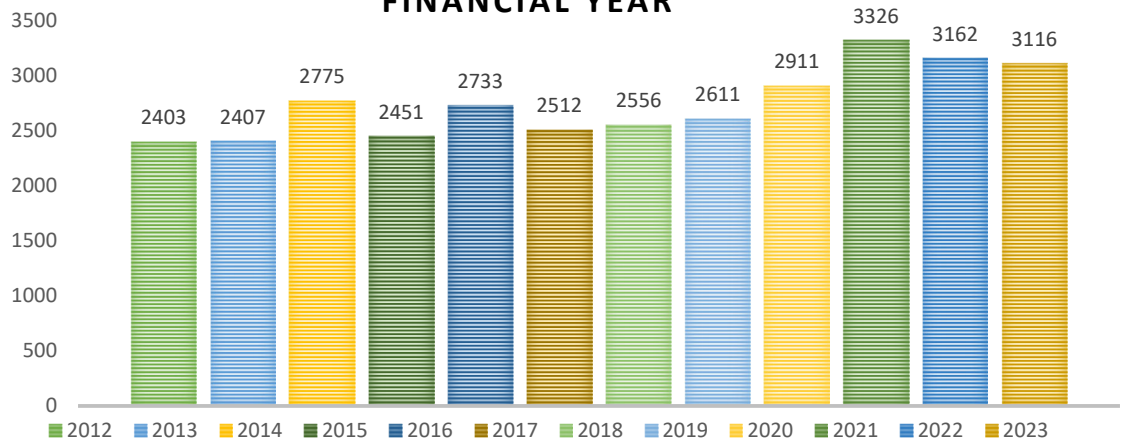
APRIL 2022



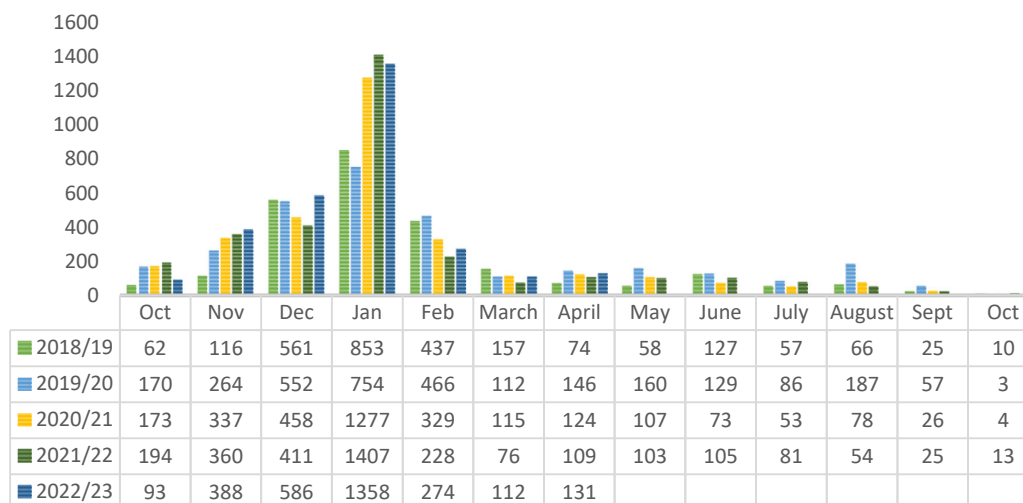
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MEMBERSHIP NUMBERS 2012 - 2023 FINANCIAL YEAR



MEMBERSHIP NUMBERS 18/19 - 22/23 MEMBERSHIP YEAR



Market attendance continued to grow in April with a total of 18,457 recorded. This figure was up compared with March 2023 and showed strong growth compared with 2022 and 2021 year-to-date figures. During April we had the School Holidays, Easter Promotion, German Film Festival Promotion, two Kids Corner activities, and five Sundays. The weekly average was 3,691 up on the previous month's average of 3,173 and up compared with April 2022 figures of 2,983 and 2021 of 2,445.

The distribution of the weekly newsletter continues to grow with unique subscribers/members at 7,906 and the open rate up to 57%. The click-through rate this month went up from 9% in March to 14%. A couple of other interesting statistics is that almost 53% still read the newsletter on a desktop as opposed to 47% on mobile devices and our audience is predominantly females aged between 35-44 years. This is consistent with our Facebook audience.

MEMBERSHIP OVERVIEW:

2023 MEMBERSHIP SALES

131	Total Memberships sold this month	158 ↑ (vs YOY)
104	New Members	552 ↑ (vs YOY)
27	Renewed Members	
76	Purchased at the market (Total)	
54	At market - New	
22	At market – Renewed	
55	Purchased online (Total)	289 ↓ (vs YTD)
50	Online – New	
5	Online - Renewed	
2943	Total YTD membership sales 2023	226 ↓ on Total 2022
940	YTD – New	108 ↑ on Total 2022
2003	YTD – Renewed	334 ↓ on Total 2022

*NOTE: Numbers purchased at the market will now be impacted by those purchasing on devices using QR codes, as they will now be reflected in the online figures.

Total memberships sold this month were 131, 158 more compared with the previous year-to-date figures, with 104 being new and 27 renewed, 76 of them were purchased at the market (54 of these being new), and a further 55 were purchased online.

Total membership sold as of April 2023 is 2,943 which is 226 less than the total sales for 2022 but up by 158 compared to the same time last year. 940 of these sales have been New which is 108 more than the total new in 2022, 2,003 renewed which is 334 less than the total renewals in 2022. Total renewals continue to go down however we continue to perform very well when it comes to new sales. At the same time last year, we had sold 552 New memberships compared with 904 New memberships to date this year which is a difference of 352 sales. We have already exceeded the total New Membership sales by 108 compared with 2022.

Another interesting point to note is that purchases at the market are very strong this year compared with online this month and overall sales in the previous years. In 2022 a total of 745 were purchased at the market and in 2021, 475 however in 2020, 1,243 were bought at the market compared with 1032 to date this year. This year's increase could be due to the new QR code option available throughout the market, promotions, and the market's increase in total customers. We are showing upward trends in engagement across the board.

MARKETING/COMMUNICATION

DIGITAL OVERVIEW (Facebook/Instagram/Google My Biz)

Facebook

36,524	Total reach this month	16.3% ↑ (vs MOM)
29,925	Total followers	7.6% ↑ (vs MOM)
6,143	New page visits	41% ↑ (vs MOM)
143	New followers	28.8% ↑ (vs MOM)
278,600	Impressions	22% ↑ (vs MOM)
29,303	Likes	↑*
143	New Page likes	28.8% ↑ (vs MOM)
9,958	Engagement	59% ↑ (vs MOM)
24	Posts	
24	Stories	
34%	1 st Top Age Range 34-45 yrs	
24 %	2 nd Top Age Range 45-54 yrs	
19%	3 rd Top Age Range 25-34 yrs	
82.4%	Women	
17.6%	Men	

Instagram

13,622	Reach (10.2 K followers / 3,329 non-followers)	44.4% ↑ (vs MOM)
2,975	Profile visits	8.8% ↑ (vs MOM)
166,578	Impressions	39.8% ↑ (vs MOM)
20,937	Followers	0.9% ↑ (vs MOM)

191	Overall Follower Growth	
328	New followers	
720	Accounts engaged	41.4% ↑ (vs MOM)
1,469	Content Interactions	35.6% ↑ (vs MOM)
1,433	Post Interactions	34.3% ↑ (vs MOM)
25	Posts	
36	Stories	
0	Reels	
39.6%	Age Range 25-34 yrs	
35%	Age Range 35-44 yrs	
18.8%	Age Range 45-54 yrs	
83.2%	Women	
16.7%	Men	
6pm	Most active time	

Facebook & Instagram (Joint Advertising)

0	Overall Paid Reach (saw ads)	↓.
0	Paid impressions	↓.
\$0	Total Spend	↓.

Google My Business

22,899	Searches showed the business profile	663; * ↑ (vs YTD)
3,626	Business profile interactions	↑ 29.5% (vs YOY)
33,596	Business profile views	↓ 536* %vs YTD)
21,499	Google Search – mobile	; =%
6,001	Google Search – desktop	15%
4,989	Google Maps – mobile	16%
1,890	Website clicks made from your Business Profile	4% ↑ (vs YOY)
1,662	Direction request	18.6% ↑ (vs YOY)

EDM / Newsletter

7,906	Email distribution list	
72	New contacts	
2	Unsubscribed (24 Cleaned)	
57.1%	Open rate	↑ (vs YOY)
14.22%	Click through rate	↑ Industry average is 2.94%
69%	Female	
31%	Male	
33.8%	Age Range 35-44	
19.5%	Age Range 45-54	
14.9%	Age Range 25-34	
52.7%	Desktop	
47.3	Mobile	

Other Digital Asset Updates- NIL

This Month	"Shop like a Locavore" Weekly Market Digital branded banner	Adelaide Showground Goodwood Road Digital Signage	Unable to measure
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FiveAA Live Cross Over (FOC) - FiveAA Live crossovers to the market every Sunday morning with Michael Keelan have continued.

ADVERTISING CAMPAIGNS (PAID) – N/A

Date	Promotion / Campaign	Platform & Type	Results & Outcomes
n/a	Market Search Listing Advertising – Weekly market	Google Search Ad Listing	n/a

SCHEDULED RADIO CAMPAIGN: NOVA AND FIVEaa - May 1 – 21, June 1 – 10

MARKETING OVERVIEW

This month we had the Farmers’ Market Easter Trail plus two Kid’s Corner activities with the first on Sunday 2nd April with Joy Burrows making an Easter Bunny bag to carry a decorated Bunny Biscuit with 46 children participating. Our second and fifth for the year was with Green Gecko Studios on Sunday 30th April where 67 kids participated in making Crazy Plasticine Critters. The Farmers’ Market Easter Trail was again a success with 255 kids participating.

Overall, our performance in the digital space continues to be effective and strong with social media continuing to perform well across all platforms this month. No paid advertising was undertaken on digital platforms.

The total Facebook engagement was up by 59% and new page visits by 41%. Total reach increased by 16% compared with the previous months and total followers increased by 7.6%. Our target market remains to be women aged 34-45 years.

Instagram performed very well across the board with reach of 44% compared with the previous month, and account engagement up 41%. Content interaction was up 36% and Post Interaction by 34%. Women are the significant followers, at 83% with 25-34 years being the primary audience a change from the previous months that was women in the age range of 35-44 years.

Google My Business this month has continued to grow in comparison to the year-on-year and previous month’s figures except for profile views that were down 0.1%. Business profile interactions were up by 29.5% and website clicks made from the business profile by 16%. Searches showing the business profile were up by 11.6%. Activity on Google My Business has remained consistent, and a 4.5-star rating has been maintained. No Google Listing advertising was undertaken this month but may need to be considered due to increased competition in the marketplace with the South Australia Farmers Market. This will need to be monitored.

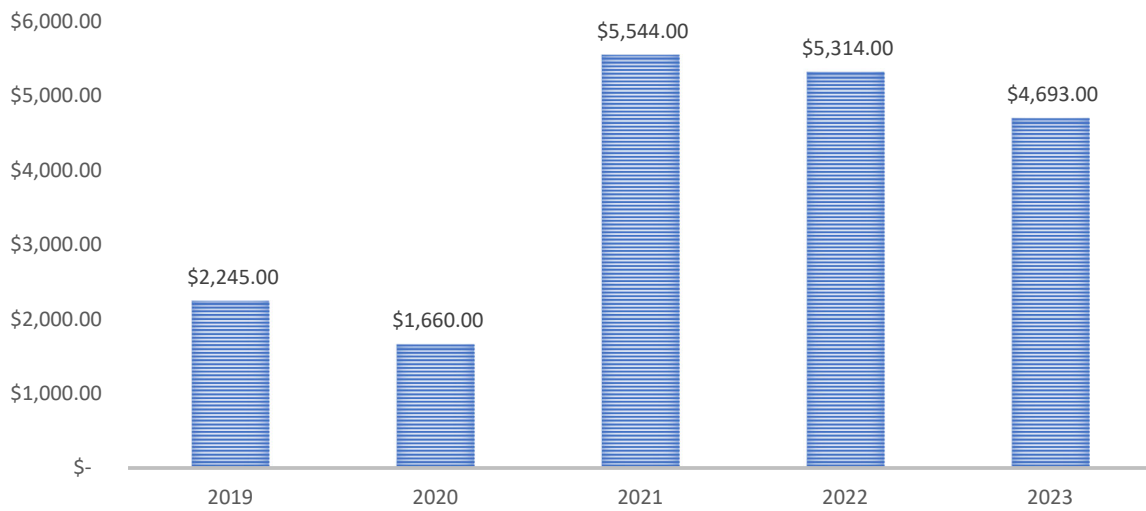
Website updates have been maintained and included stallholder business profiles, the Kids Corner page, and the Festival and Events page.

OPERATIONS

APRIL SITE FEES



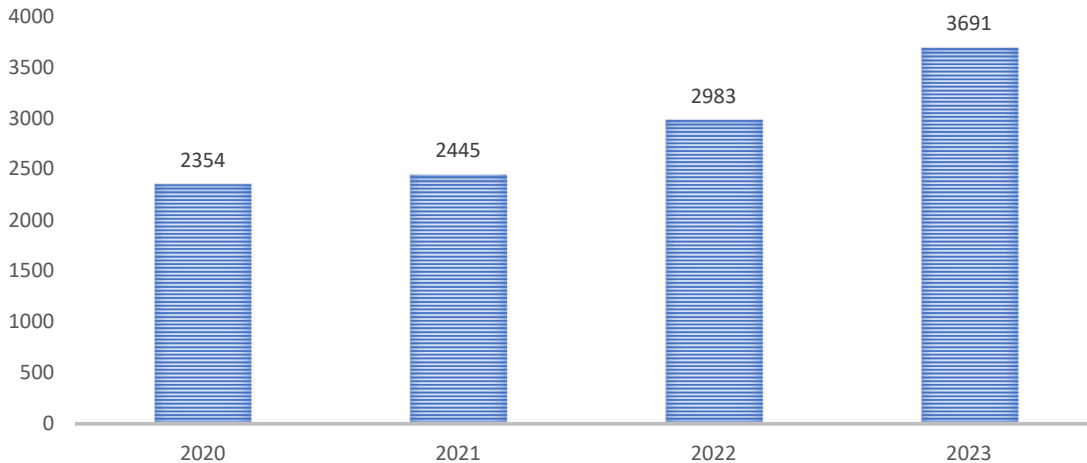
APRIL CATERING FEES



WEEKLY ATTENDANCE COUNT/RECORDS MARCH 2023

	2/04/2023	9/04/2023	16/04/2023	23/04/2023	30/04/2023
Attendance	4635	3657	3566	3178	3421
Compared to 2022	3/04/2022	10/04/2022	17/04/2022	24/04/2022	
Attendance	2169	3506	3688	2569	
Notes	Gilles & Master Builders Home Show & Animal Expo	Easter Sunday	Pregnancy, Babies & Children Expo / School Holidays	School Holidays	Gilles / End of school holidays
Weather	22	20	18	25	18
Number of Sites	93	58	97	89	89
Number of Stallholders	93	58	97	89	89
Caterers onsite	7	6	7	7	7

APRIL 2021 ATTENDANCE



Average Stall Statistics

Average stalls for the month	July	August	September	October	November	December	January	February	March	April	May	June	Average YTD v Full Year
2022-2023	80.4	83.5	64.75	94.4	99.5	*^^92.75	90.87	*^^^87.62	95	89			
2021-2022	88.75	93.3	92.1	93.2	96.6	*****92	81	96.5	94.5	81.75*****	90.6	88.5	90.7
2020-2021	90.75	91.4	94.37	92.75	91.3	***89.75	85.7	85.12	92.5	****84.25	93.2	91.25	90.8
2019-2020	78.3	76.4	79.1	80.25	83	85.7	81.25	85.63	85.1	73.25	81.9	86.5	81.4
2018-2019	83.3	78	76	88.25	85.1	88.4	86	93	94.3	***77.75	82.5	82.9	85.3
2017-2018	85.6	86.25	81.75	96.1	102.7	*98.8	98	98.25	97.75	**81.2	89.4	83.12	91.9
2016/2017	86.4	85.5	80.5	87	96	93.5	91	94.8	92.9	81.7	91.5	89.4	89.4
2015/2016	87.3	90	82	95.8	102.2	95.3	93.7	98.6	101	94.1	91.6	88.8	93.7
* Dec 2017 figure drops to 88.1 if the Twilight market is included(34.5 stalls attended)							***April 2019 figure increases to 87 if Easter Sunday market excluded (50 sites included)						
* Sept 2022 increase to 91.5 if Orphanage Park excluded (38 Stalls attended)							**April 2018 figure increases to 91.5 if Easter Sunday market excluded (40 stalls attended)						
*** Feb 2023 increases to 91.5 if outdoor only Leader St excluded (76 stalls)							****Dec 2020 figure increases to 102.8 if Twilight market excluded (45 stalls attended)						
							*****April 2021 figure increases to 93.7 if Easter Sunday market excluded (56 stalls attended)						
							***** Dec 2021 figure decreases due to Twilight Market and no Boxing Day						
							*****April 2022 increase to 89.66 if Easter excluded (58 Stalls attended)						
							** Dec 2022 decreases to 83.6 if NYE included (47 Stalls attended)						

Average Attendance Statistics

Average attendance for the month	July	August	September	October	November	December	January	February	March	April	May	June	Average YTD v Full Year
2022-2023	3285	3302	*2370.25	3152	2864.5	2786.4	3553	3587	3173	3691			
2021-2022	2449	2381	2384	2536	2154	2015	2119	2593	2289	3215	3396	3027	2546
2020-2021	2384	2227	2392	2116	2189	1842	2154	2525	2480	2446	2607	2449	2318
2019-2020	2539	2342	2613	2929	3408	2656	2884	2628	3010	2354	2523	2744	2719
2018-2019	3059	2641	2972	2918	2716	2745	2589	3308	2904	2908	2672	2291	2810
2017-2018	3068	3274	3010	2992	3227	2463	3647	3446	2854	3037	2635	3125	3043
*Sept 2022 fig increases to 3333 if Orphanage park excluded (1407.5 average)													

FOR YOUR INFORMATION

New Stallholders: <ul style="list-style-type: none"> • Good Temptations 	Returning stallholders: <ul style="list-style-type: none"> • NA
Stallholder Finishing Temporarily: <ul style="list-style-type: none"> • NA 	Stallholders Finished Permanently: <ul style="list-style-type: none"> • NA

STALLS AUDITED in APRIL

NOTES

Continental Taralli Biscuits
 Najobe
 81 Acres
 Fleurieu Lavender

Grancari Organic Wine
White Valley Jalapeños
The Garden Farmers
Harts Vegetables
Gut Feel
Sacred Grove
Mulots Patisserie
Bickleigh Vale Farms
Nomad
McCarthy Orchards
Ginny Pig
Adelaide Chestnuts
4 Paws Doggy Snacks
Lobo Cider
Pomology
Tart and Apple
Adelaide Hills Berry Farm
Harvest the Fleurieu
Rohdes Free range eggs
Lilyarra Cheese
Virgaras Gardens
Alexandrina Cheese
Fleurieu Prime Alpaca
Taronga Almonds
The Local Fish

NOTES

EASTER

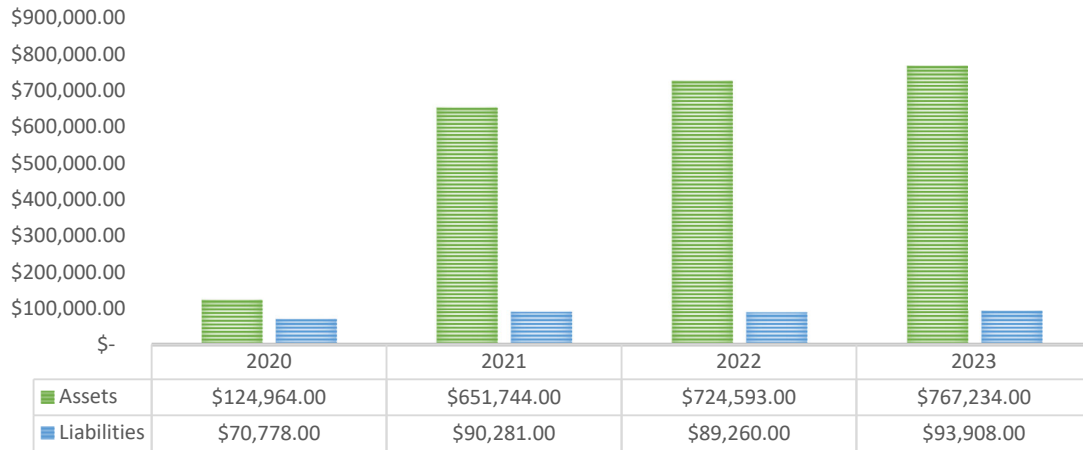
We had a disappointing turnout of stallholders on Easter Sunday with many stallholders making a last minute choice to not attend. With pre publicity and an Easter Egg Trail advertised we had over 3,600 people through the gates. Those stalls that did attend, reported an excellent trade.

FINANCE

REVENUE/EXPENDITURE APRIL



TOTAL ASSETS/LIABILITIES APRIL



NOTES

VOLUNTEERS WEEK

National Volunteers Week is between 15 and 21st May. We have organised a volunteers thank you function immediately after the market on Sunday 21 for all our available volunteers and will be presenting them with an official thank you certificate.

BUMP OUT/BUMP IN – Caravan and Camping and Show/Show build

23 July – Bump out of Stirling Angas area to Leader St immediately post market

The following markets will be outside the Stirling Angas area:

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30 July – Full indoor/outdoor market Leader St

6 August – Full indoor/outdoor market Leader St

13 August – Full indoor/outdoor market Leader St

20 August – Full indoor/outdoor market Leader St

27 August – Outdoor market ONLY Leader St

3 Sept – Offsite outdoor only market – Goodwood Primary School

10 Sept - Offsite outdoor only market – Goodwood Primary School

17 Sept - Offsite outdoor only market – Goodwood Primary School

24 Sept - Full indoor/outdoor market – Stirling Angas Area

The showground has requested that we have an offsite market if possible on Sunday 17 September due to logistical and safety issues having the public on site while parking during a high safety risk time.

Goodwood Primary School have agreed to host us for the three Sundays with the view that this will be a longer term relationship going forward. Operating the market at the school gives us a long overdue opportunity to engage with the local community via the school, Goodwood Rd Traders and the Goodwood Community Gardens (The Goody patch).

Cost to host the market at the school is equivalent to hosting at The Orphanage.

The alternative that the showground would prefer us not to choose is to run an outdoor only market with NO parking inside the showgrounds leaving only Leader 2 and street parking.



Our Vision

Create a vibrant market environment to connect the community directly to the best South Australian producers and promote the use of local primary produce.

Our Mission

We will provide:

- an authentic experience and the opportunity to connect with local producers,
- a vehicle for local producers to generate profitable sales, and
- promote the value of healthy eating and sustainable primary production to our community.

Value message

We value quality South Australian produce and enjoying a connection to those who produce it.



Strategic Plan
May 2023

Strategic Focus	Action	Measurement
Stallholders		
1. Drive stallholder commitment to the Adelaide Farmers' Market through building a positive culture amongst stallholders	<p>Reinforce the culture- expectations of Stall holders (behavioural, involvement in promotion, activations).</p> <p>Conduct a review of the onboarding process and introduce an annual reminder of stallholder responsibilities.</p>	<p>Six monthly reports to Board regarding Stallholder culture including statistics regarding incidents of poor behaviour, stallholder misunderstanding of instructions (access), stallholder contribution to promotions and activations.</p> <p>Measurement- continuous improvement</p>
	Reinforce Producer Guarantee – ensure up to date & reflects Adelaide Farmers Market core values	No examples of the Producer Guarantee being broken.
	Understand Stallholder needs & reason for being at the market – profit on day, marketing (e.g., AFM brand to be used outside of the Market like Wine medals).	<p>Analysis of stallholders to categorise needs at the Market and rating of how well we serve these categories.</p> <p>Annual survey (> 75% of traders) - satisfaction rating above 80%</p>
	Revisit weekly communications process to maximise Stallholder understanding of changing entry process, anticipated rise & fall in sales (e.g., Gilles Market), positive information to grow “ownership” of market success	Stallholder report & Survey as above



Adelaide Farmers' Market

Strategic Plan
May 2023

Strategic Focus	Action	Measurement
2. Ensure number and mix of stallholders is sustainable into the future	Prepare an “ideal market” including: Ratio of fresh produce vs value add product for home use (cheese, etc.) vs consumption at the Market (coffee, caterers) Number of suppliers of staple products (vegetables, eggs, milk, etc.) Number of suppliers of specific value-add products (e.g., bread) Ratio of fortnightly sites, seeking to ensure in play each week Spread of regions for key items in case of biosecurity issues Potential succession plan for major or key stallholders (e.g., Patlins) Provide strong familiarity for customers but include new options on a regular basis (Reference: Avatar + sequels)	Six monthly report comparing actual market against the “Ideal market”



Strategic Plan
May 2023

Strategic Focus	Action	Measurement
Customers		
3. Deliver a site which delivers a high level of authenticity, presentation, predictability for the customer & enhances AFM Mission	Establish physical plan for the market which includes: More shade & seating Standardised marquees in Stirling Angas Improved layout of external outlets Base level of lighting required for all sites in Stirling Angas Signage for each stallholder to detail region, history, “personality”, how long they been at AFM (reinforcing “direct with producer” message) Caterers – offering, price point, strategic location Management of queuing Signage for facilities	Plan & Implementation by October return to Stirling Angas post 2023 Royal Adelaide Show
4. Ensure quality & consistency of experience for the customer	Implement & monitor physical plan as above. Monitor weekly operations to ensure quality experience- parking, queuing, cleaning Conduct regular activities informed by the two objectives: Holding or winning shoppers to the Market Reinforcing message of use of local & fresh produce	Annual Customer survey – Satisfaction rating > 80%. Renewal of membership > 85%



Strategic Plan
May 2023

Strategic Focus	Action	Measurement
Royal Agricultural & Horticultural Society of SA Inc.		
5. Build sense of partnership with RA&HS	Chair & CEO to meet with RA&HS CEO to share AFM Strategic plan Gain understanding of any RA&HS Master planning of the Adelaide Showground Request six-monthly report from RA&HS in respect to their view of the Market operations	Ongoing dialogue and mutual understanding between senior representatives of Adelaide Farmers Market & RA&HS.
The Greater Good		
6. Ensure that Adelaide Farmers Market is & seen to be at the forefront of environmental awareness	Revisit Adelaide Farmers Market current credentials & address any shortcomings. Communicate environmental practices regularly to stallholders, customers and external parties. Review current policy in respect to bins, bags, plastic, etc.	Include environmental question in annual survey & achieve rating > 80%



Strategic Plan
May 2023

Strategic Focus	Action	Measurement
<p>7. Position Adelaide Farmers Market as an important Tourism asset</p>	<p>Establish accreditation as a tourism destination. Establish system for capturing number of tourists to each market. Build specific offering – Bag, <i>What I can take home?</i> – for access by tourists Promote the Market through tourist channels- hotel concierge, Uber Embrace major events for specific promotions - <i>AFL Gather Round Fringe, etc</i></p>	<p>Number of tourists in one year: 1,000</p>
<p>8. Create an excellent level of social responsibility</p>	<p>Reinforce relationship with Oz Harvest Provide fundraising opportunities for relevant charitable organisations (e.g., CFS, CWA) Engage with RA&HS regarding progressing of a Reconciliation Action Plan in respect to Aboriginal & Torres Strait Island people.</p>	<p>Details of social responsibility initiatives each year in the Annual Report Commence RAP by 31 December 2023</p>



Strategic Plan
May 2023

Strategic Focus	Action	Measurement
Governance		
9. Ensure best practice governance for Adelaide Farmers Market	Formal governance training for all new Board members. Refresh training for all Board members once every two years.	Scheduling & completion of training
	Formal Board position regarding Minimum level of cash reserves and the rationale for this level. Communication of this policy as necessary but included in the on-boarding process for new Board members.	Position prior to 2023 AGM.
	Review of Constitution every 5 years to ensure its currency and appropriate changes presented to the following AGM.	Completion of the review & appropriate action taken.
	Review timing & nature of AGM to ensure appropriate number of members in attendance	Minimum attendance to AGM: 50
	Inclusion of a Work Health & Safety report as an agenda item for each Board meeting and periodic reporting of key statistics (incidents, hazards, near misses, training)	Inclusion from July 2023 Board meeting
	Engage an independent consultant to review and establish ongoing biosecurity procedures to ensure best practice	Updated procedures for biosecurity by 1 October 2023

1004. COMPLAINTS, GRIEVANCES AND DISPUTE RESOLUTION POLICY

PURPOSE

This policy provides guidance on the raising and resolution of Stallholder complaints.

OBJECTIVE

ASFM must ensure that all Stallholder complaints made under this policy are:

- dealt with as expeditiously as possible and in accordance with the timeframes set below;
- treated seriously and with sensitivity;
- judged fairly and impartially and with transparency;
- where necessary, investigated; and
- otherwise determined in accordance with the principles of procedural fairness

POLICY SCOPE/COVERAGE

This policy applies to Stallholders, Caterers and ASFM.

PROCESS

Step 1 - Stallholders who wish to make a complaint must first raise the issue (verbally or in writing) with the ~~Market Operations Manager~~ Executive Officer or their delegate.

The ~~Market Operations Manager~~ Executive Officer will then either:

- hold such discussions and conduct such investigations as are necessary and where practical, the ~~Executive Officer~~ Market Operations Manager should determine an outcome and advise the Stallholder of this within one week; or
- refer the complaint straight to the ~~Executive Officer~~ Committee (at their sole discretion).

~~**Step 2** - If the Stallholder is not satisfied with the initial outcome and wishes to pursue the matter, they must advise the Market Operations Manager in writing. Letters can be addressed to Market Operations Manager, Adelaide Showground Farmers Market Inc, PO Box 38, Goodwood SA 5034 or email operations@adelaidefarmersmarket.com.au~~

Upon receiving written advice from a Stallholder that they are unhappy with the outcome of their complaint, the Market Operations Manager must inform the Executive Officer and together they must conduct a review of the initial decision. The outcome of this review must be advised to the Stallholder in writing.

Step 3 - If the Stallholder remains unsatisfied, they may advise the Chairperson of ASFM Committee of this in writing within 30 days of receiving the outcome of the review. Letters can be addressed to *The Chairperson, Adelaide Showground Farmers Market Inc, PO Box 38, Goodwood SA 5034* or via email to info@adelaidefarmersmarket.com.au

The decision will be discussed at the next meeting of the ASFM Committee which is at least five days after the appeal is received by The Chairperson.

The Committee will determine what action (if any) is to be taken in relation to the matter and advise the Stallholder in writing of the outcome. The decision of the Committee is final and may not be appealed.

POLICY REVIEW

This policy will be subject to review in February 2022 and thereafter on a 24-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S) POSTION	CHANGES	APPROVAL DATE
1.	Unknown		Unknown
2.	CRobertson	Line of report/updated roles	19 February 2020
3.	<u>CRobertson</u>	<u>Line of report/updated roles</u>	

1007. HEALTH AND HYGIENE POLICY

PURPOSE

ASFM's food safety requirements are those mandated by the Committee in writing from time to time, by local government and other statutory authorities. Any non-compliance of these measures will attract a penalty and may incur an additional penalty imposed by local government. All food sold at the market must be prepared in premises that have been approved by appropriate councils, as indicated by a Food Business Notification Number.

FOOD HANDLING REQUIREMENTS

(for food for immediate consumption and not a Primary Product)

Gloves:

1. If Gloves are worn when handling any food, hands must be washed with soap and dried with single use paper towels before gloves are worn. Gloves do not have to be worn if food handlers are continuously washing their hands in between tasks.
2. Gloves can only be used for one task only and hands must be washed when changing gloves
3. Gloved hands that handle food must not handle money.
4. Use tongs and other utensils when handling food and avoid hand contact.
5. Gloved hands or utensils must not handle raw and then cooked foods.

Food transport and handling ready to eat food:

1. A Food Grade sanitiser is required by all stalls. All surfaces in contact with unpackaged food must be cleaned at the beginning and end of each Market Day with a Food Grade Sanitiser
2. All unpackaged food must be covered during transit to the market and during the operation of the Farmers' Market with sneeze guards or by other methods.
3. All food must be kept off the ground.
4. ASFM is not responsible for goods during delivery to the Farmers' Market.
5. Goods must be delivered and stored in a sealed container where possible and in a sanitary and dust free state and manner.
6. All stalls selling ready to eat food are required to have a digital probe thermometer and must undertake regular temperature checks

Sample Tastings:

1. Tasting samples of product must be accompanied with individual tasting spoons or sticks and a container provided for their disposal.
2. Tasting samples must also be covered
3. Tasting samples and disposal containers must be changed regularly.

Handwashing

1. All Stallholders selling unpackaged food goods or food made for immediate consumption must have hand washing facilities in their Stalls. These hand washing facilities must be running water with a tap and waste bucket, not just a bucket of water.
2. Hands must be washed at the hand wash basin with soap and dried with single use paper towel before any food preparation, in between tasks and before gloves are worn
3. Stallholders must have hand washing facilities with liquid soap and single use towels. These facilities must not be used for washing utensils.
4. Wastewater must be poured into sewage /sullage points as specified and NOT into gutters or storm water drains. Please see Operations Manager if unsure where to pour waste water.

Susceptible Products

1. All meat, fish and dairy products must be refrigerated.
2. Stallholders must observe the 2hr - 4hr rule for susceptible food products, using a digital thermometer to test the temperatures.
3. Shelving should be open to allow air flow, and should not be made of wood.
4. Raw and uncooked foods to be stored separately and raw foods must be stored below cooked foods.
5. All food out of temperature control and not kept below 5°C or above 60°C must be discarded at the end of 4 hours.

Stall Hygiene

1. Stallholders are responsible for any refuse left at their Site and all refuse must be deposited into the designated bins provided.
2. All Stallholders must wash all surfaces used for display of food items both internal and external before and after each market using a Food Grade Sanitiser. All food contact surfaces must be clean to touch and free from any visible matter or objectionable odour before using the food grade sanitiser on a surface.
3. All Stallholders must sweep their Stall at the end of each market.
4. All Stallholders must ensure takeaway containers, lids, straws, eating and drinking utensils, ice cream cones and food promotional items are correctly protected from contamination.
5. Cleaning chemicals must be kept separate to food and utensils.
6. Name and contact number of Stallholder must be available at Site.
7. Electrical and gas equipment must have current compliance tags.

Staff

1. Staff of all stallholders selling food products must be trained in all food safety procedures. It is the responsibility of the stallholder to ensure that their staff are trained in food safety procedures and requirements.
2. Personal items need to be kept separate from food and utensils.
3. Staff suffering from food-borne illnesses must not engage in any type of food handling that may result in food contamination.

POLICY REVIEW

This policy will be subject to review in ~~March 2022~~ **April 2025** and thereafter on a 24-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S) POSTION	CHANGES	APPROVAL DATE
1.	Unknown		Unknown
2.	CRobertson	Updated roles	18/3/20
3.	<u>CRobertson</u>	<u>Updated handwashing rules</u>	



1008. WEATHER POLICY

BACKGROUND

The Adelaide Showground Farmers Market is an all-weather market, with the exception to vary the hours of, or cancel a Market due to catastrophic weather conditions i.e. extreme heat, strong winds, catastrophic bush fire warnings and bushfires, heavy rain and flooding.

POLICY

Decisions can be made in relation to weather conditions on Market Days or in advance based on weather warnings issued by the Australian Bureau of Meteorology, State Emergency Service and/or the Country Fire Service

The decision to vary the hours of, or close, a Farmers' Market on a Market Day is at the sole discretion of the ~~Operations Manager and/or~~ Executive Officer or their appointed stand in on the day.

Stallholder Attendance - Inclement weather should not be used as an excuse for non-attendance.

Market stallholders are obliged to attend the market, which is critical to the success of the overall market, but also supports fellow stallholders who trade and rely on the market as a source of income.

Stallholders are responsible to:

- (1) ensure that products are protected and have necessary equipment on hand (e.g., gazebo sides, weights to secure gazebo, etc);

and

- (2) plan against adverse weather conditions such as rain, wind, cold and heat with appropriate safety and wet weather equipment and procedures.

The Adelaide Showground Farmers Market, shall not be liable for loss or damage to stock and/or equipment however caused.

POLICY REVIEW

This policy will be subject to review in ~~May-April 2025~~22 and thereafter on a 24-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S)/POSITION	CHANGES	APPROVAL DATE
1.	Unknown		Unknown
2.	CRobertson/EO	Addition of stallholder responsibilities	20 May 2020
3.	<u>CRobertson/EO</u>	<u>Update to roles</u>	

1009. SPONSORSHIP POLICY

PURPOSE

To provide a set of principles and processes for the ASFM in regard to giving and receiving sponsorship and any associated partner activities.

To balance the Adelaide Showground Farmers Market (ASFM)'s reputation management with revenue generation.

SCOPE

This policy applies across the organisation and includes committee members as well as salaried and contracted staff.

This policy applies to all strategies and activities conducted by the ASFM deemed to have a marketing or promotional intent.

DEFINITION OF SPONSORSHIPS

Sponsorship is a business relationship between two organisations. In this case it is between the Adelaide Showground Farmers Market (ASFM) and traditionally corporations but it could also be extended to government organisations or individuals. These corporations or government organisations look for marketing and community relations opportunities in exchange for money, products or services, and they want corporate recognition for their involvement. It involves a negotiated exchange and should result in tangible and mutual compensation for the principal partners in the arrangement.

POLICY

Adelaide Showground Farmers Market (ASFM) may solicit and accept sponsorships for events, programs and operations within the terms outlined below. Sponsorship monies are deemed a desirable form of revenue diversification which allows ASFM to keep membership dues low and stallholder fees affordable while contributing to the operational funds of the organisation. ASFM may consider in kind, indirect and monetary sponsorships.

DECISION PROCESS

The ASFM Committee is ultimately accountable for the sponsorship policy and for approval of individual sponsorship agreements. However, successful sponsorships are based on relationships.

ASFM Management shall be free to solicit, accept and negotiate most sponsorships without delay of taking decisions to the full committee. The decision process is therefore divided into two types:

1. Sponsorships limited to events or single program actions or totalling no more than \$10,000 and in full compliance with the sponsorship policy. The decision is delegated to the Executive Officer ~~and-in consultation with the~~ Sponsorship Sub Committee chair if applicable.
2. Sponsorships of any size involving exclusivity, a length of three years or more, or an amount exceeding \$10,000 or any doubt about compliance with sponsorship policy. The ASFM Committee, using its normal decision process, makes the decision, and its decision is final. These sponsorships shall be recommended to the Committee by the Executive Officer and/or Sponsorship Sub Committee chair if applicable.

All sponsorships shall be reported to the ASFM Committee, within regular committee reporting so that a database can be maintained and potential major sponsors identified.

WHO TO ACCEPT

Only reputable individuals and organisations whose image, product or services do not conflict with ASFM's mission or values may be considered as sponsors. There is no obligation to accept any sponsorship offer. ASFM's long term reputation and credibility always takes precedent over short term monetary needs.

While each potential sponsorship agreement will be considered on its merits, and judgement and discretion will characterise the decision making, the following questions will always be raised:

- Would this association be a good fit with ASFM's image?
- Does the sponsorship conflict with our values?
- Does the sponsorship suit our overall strategy?
- Will this sponsorship help us realise our objectives?

Ethical filters that help determine a desirable sponsor are:

- Environment and health.
- Disclosure and accountability.

Research on behalf of ASFM particularly in choosing which organisations to proactively approach, will concentrate on these areas unless the theme of the event or program makes another focus more relevant.

PROMOTION

ASFM shall develop promotional collateral outlining why the ASFM is a desirable recipient of sponsorship. The material shall be aimed at organisations wishing to enhance their reputation by supporting a respected farmers market and/or wishing to reach individuals with special interest in sustainability and/or fresh produce. This piece shall be added to the web site and sponsorship tool kit and kept current.

TERMS

All sponsorship agreements over \$10,000, and/or over three years or that include naming rights shall be confirmed in writing by the Chair of the ASFM Committee and co-signed by the sponsor's representative.

For sponsorships that do not meet this threshold the agreement will be signed the ASFM Executive Officer. The Executive Officer or the Sponsorship Sub Committee eChair if applicable shall draft an agreement consistent with the size and the scope of the sponsorship. In most cases a short letter with sign-back will be sufficient. The agreement shall be directly with the sponsoring company, not any agent or broker. Even such short agreements shall include a clarification of the planned use of the support, minimum recognition the sponsor shall receive, the need to have any use of each other's logos approved in advance, and the statement the ASFM does not endorse sponsor's products or services.

Sponsorships exceeding a single event or action shall be confirmed by contract. In addition to the items stated above, the contract shall clarify relevant aspects of:

- When the sponsor will provide payment, or make promised in kind goods or services available.
- Who the main contact(s) will be for each party.
- Any interim or final reporting agreed upon, how the agreement shall be monitored and when reviewed.
- When the agreement terminates, and how early termination is effected.
- Any minimum or maximum amount, and how determined, and any exclusivity commitment.
- How any failure to meet commitments will be handled. (e.g. what happens if the event is cancelled)

POLICY REVIEW

This policy will be subject to review in February 2022 and thereafter on a 24-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S) POSTION	CHANGES	APPROVAL DATE
1.	ZFlannigan		3/3/2011
2.	CRobertson	Updated roles	19/2/2020
3.	<u>CRobertson</u>	<u>Updated roles based on current committee roles</u>	

1014. FINANCIAL DELEGATIONS POLICY

PURPOSE

The Financial Delegations policy establishes a framework to safeguard the use of Adelaide Showground Farmers Market (ASFM) funds. The policy ensures the appropriate ASFM Directors and employees are provided with the level of financial authority necessary to discharge their duties and responsibilities in the course of their employment. The policy also acts to ensure internal controls and processes are adequately maintained and followed.

POLICY SCOPE/COVERAGE

The financial delegations set forth in this policy apply to the position, not an individual person.

POLICY STATEMENT

The Financial Delegations policy is presented below:

Item	Delegation	Comments	Delegate
1	Approve ASFM Budget		No delegation, committee approval required
2	Approve budget adjustments or transfer of funds within Committee approved budget items less than \$3000, with all such adjustments to be advised to the next available meetings of the Finance Committee		Executive Officer & Treasurer
3	Approve budget adjustments or transfer of funds within Committee approved budget items more than \$3000, with all		Finance Committee

	such adjustments to be advised to the next available meetings of the Finance Committee		
4	Write off bad debts or adjust debtors accounts less than \$1000		Finance Committee
5	Write off bad debts or adjust debtors accounts over \$1000		ASFM Committee
6	Approve expenditure up to \$10,000 within approved budget		Executive Officer
7	Approve expenditure over \$10,000 within budget		Finance Committee
8	Approve expenditure outside of budget		ASFM Committee
9	Approve expenditure up to \$ 5 300 within administration/ <u>Operations</u> budget		Administration Officer
10	Approve expenditure up to \$500 within operations budget	-	Market Operations Manager
11	Approve expenditure up to \$1000 within marketing budget		Marketing and Communications Manager
12	Approve capital expenditure		ASFM Committee
13	Approve travel and advances for travel both within Australasia (Australasia includes Australia, New Zealand and Papua New Guinea) and overseas within budget		Treasurer
14	Approve petty cash payments up to \$600		Executive Officer
15	Approve petty cash payments over \$600 and under \$1,000		Executive Officer & Treasurer

16	Authorising Officer for processing payroll		Executive Officer
17	Authorise payment of payroll tax and group tax	As supplied by Accounting firm	Executive Officer
18	Authorise payment of superannuation and Workcover contributions	As supplied by Accounting firm	Executive Officer
19	Authorise issue of ASFM credit cards		Executive Officer & Treasurer
20	Approve reimbursement of expenses to a staff member		Executive Officer
21	Approve reimbursement of expenses to the Executive Officer		Treasurer
22	Approve the adjustment of plant records and/or disposal of assets in excess of original cost of less than \$10,000		Finance Committee
23	Approve the adjustment of plant records and/or disposal of assets in excess of original cost of \$10,000		ASFM Committee
24	Approve the loan of ASFM equipment to external organisations		Executive Officer
25	Approve the loan of ASFM equipment to staff		Treasurer Executive Officer
26	Withhold stallholder rights due to failure to pay fees		Both-Executive Office and Market Operations Officer together

POLICY REVIEW

This policy will be subject to review in February 202~~4~~² and thereafter on a 12-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S) POSTION	CHANGES	APPROVAL DATE
1.	CRobertson /EO		27/11/19
2.	CRobertson /EO		17/2/2021
3.	<u>CRobertson?EO</u>	<u>Adjust to current roles</u>	



1016. PRIVACY POLICY

YOUR PRIVACY

At Adelaide Showground Farmers Market we are committed to protecting your privacy as a customer and an online visitor to our website. We use the information we collect about you to maximize the services that we provide to you. We respect the privacy and confidentiality of the information provided by you and adhere to the Australian Privacy Principles. Please read our privacy policy below carefully.

INFORMATION WE COLLECT FROM YOU

In the course of your visits to our website or use of our products and services, we may obtain the following information about you: name, company name, email address, telephone number, credit card details, billing address, geographic location, IP address, survey responses, support queries, blog comments and social media handles (together 'Personal Data').

Our services are not directed to persons under 18 and we do not knowingly collect Personal Data from anyone under 18. If we become aware that a child under 18 has provided us with Personal Data, we will delete that information as quickly as possible. If you are the parent or guardian of a child and you believe they have provided us with Personal Data without your consent, then please contact us.

You can review, correct, update or delete your Personal Data by either logging into your account and making the changes yourself or contacting us directly to do so.

HOW WE USE YOUR INFORMATION

Personally Identifiable Information: We use the information we collect to deliver our services to you, including: communicating with you, providing technical support, notifying you of updates and offers, sharing useful content, measuring customer satisfaction, diagnosing problems and providing you with a personalised website experience.

Marketing communications are only sent to you if you have requested or subscribed to them. You can opt out of our marketing communications at any time by unsubscribing or emailing us and your request will be actioned immediately.

Non-Personally Identifiable Information: We also use the information we collect in aggregated and anonymized forms to improve our services, including: administering our website, producing reports

and analytics, advertising our products and services, identifying user demands and assisting in meeting customer needs generally.

Any information you choose to make publicly available, such as blog comments and testimonials on our website, will be available for others to see. If you subsequently remove this information, copies may remain viewable in cached and archived pages on other websites or if others have copied or saved the information.

STORAGE AND SECURITY OF YOUR INFORMATION

We will use all reasonable means to protect the confidentiality of your Personal Data while in our possession or control. All information we receive from you is stored and protected on our secure servers from unauthorized use or access. Credit card information is encrypted before transmission and is not stored by us on our servers.

To enable us to deliver our services, we may transfer information that we collect about you, including Personal Data, across borders for storage and processing in countries other than Australia. If your Personal Data is transferred and processed outside Australia, it will only be transferred to countries that have adequate privacy protections.

We retain your personal information for as long as needed to provide services to you and as otherwise necessary to comply with our legal obligations, resolve disputes and enforce our agreements.

In the event there is a breach of our security and your Personal Data is compromised, we will promptly notify you in compliance with the applicable law.

COOKIES AND PIXELS

A cookie is a small file placed in your web browser that collects information about your web browsing behaviour. Use of cookies allows a website to tailor its configuration to your needs and preferences. Cookies do not access information stored on your computer or any Personal Data (e.g. name, address, email address or telephone number). Most web browsers automatically accept cookies but you can choose to reject cookies by changing your browser settings. This may, however, prevent you from taking full advantage of our website.

Our website uses cookies to analyse website traffic, provide social media sharing and liking functionality and help us provide a better website visitor experience. In addition, cookies and pixels may be used to serve relevant ads to website visitors through third party services such as Google Adwords and Facebook Adverts. These ads may appear on this website or other websites you visit.

SHARING YOUR INFORMATION WITH THIRD PARTIES

We do not and will not sell or deal in Personal Data or any customer information.

Your Personal Data details are only disclosed to third party suppliers when it is required by law, for goods or services which you have purchased, for payment processing or to protect our copyright, trademarks and other legal rights. To the extent that we do share your Personal Data with a service provider, we would only do so if that party has agreed to comply with our privacy standards as

described in this privacy policy and in accordance with applicable law. Our contracts with third parties prohibit them from using any of your Personal Data for any purpose other than that for which it was shared.

DISCLOSURE OF YOUR INFORMATION

We may from time to time need to disclose certain information, which may include your Personal Data, to comply with a legal requirement, such as a law, regulation, court order, subpoena, warrant, in the course of a legal proceeding or in response to a law enforcement agency request. Also, we may use your Personal Data to protect the rights, property or safety of <https://www.adelaidefarmersmarket.com.au>, our customers or third parties.

If there is a change of control in one of our businesses (whether by merger, sale, transfer of assets or otherwise) customer information, which may include your Personal Data, could be transferred to a purchaser under a confidentiality agreement. We would only disclose your Personal Data in good faith and where required by any of the above circumstances.

LINKS TO OTHER WEBSITES

This website may contain links to other websites. These links are meant for your convenience only. Links to third party websites do not constitute sponsorship or endorsement or approval of these websites. Please be aware that we are not responsible for the privacy practices of such other websites. We encourage our users to be aware, when they leave our website, to read the privacy statements of each and every website that collects personally identifiable information. This privacy policy applies solely to information collected by this website.

CHANGE IN PRIVACY POLICY

As we plan to ensure our privacy policy remains current, this policy is subject to change. We may modify this policy at any time, in our sole discretion and all modifications will be effective immediately upon our posting of the modifications on this website. Please return periodically to review our privacy policy.

POLICY REVIEW

This policy will be subject to review in January 2022 and thereafter on a 24-monthly basis, unless an earlier review is considered necessary by the ASFM Management Committee and/or executive staff.

VERSION HISTORY

VERSION	AUTHOR(S) POSTION	CHANGES	APPROVAL DATE
1.	Communikate		12 July 2018
2.	CRobertson	Format	
3.	CRobertson	Nil	

Balance Sheet

Adelaide Showground Farmers Market As at 30 April 2023

	30 APR 2023	30 APR 2022	30 APR 2021	30 APR 2020
Assets				
Bank				
Adel Show Farmers Market Inc	45,123.62	40,574.85	160,352.19	120,163.96
Bendigo - Business Account	512,108.66	494,688.53	298,046.76	100,308.94
Cash Management Account	19,460.96	15,258.63	10,803.35	8,488.82
Petty Cash	-	1,364.16	1,018.35	830.00
Total Bank	576,693.24	551,886.17	470,220.65	229,791.72
Current Assets				
Clearing - Cash	(226.10)	21.95	51.25	247.05
Clearing - EFT	-	(0.88)	-	-
Distributions Receivable	(1,096.70)	-	-	-
Inventory	11,902.84	11,498.93	17,626.93	12,593.26
Money In (Kounta)	(285.00)	(342.00)	(510.00)	(7,664.50)
Trade Debtors	13,398.70	21,461.65	3,724.90	9,171.41
Unrealised gain/loss on investments	-	-	-	(2,260.34)
Total Current Assets	23,693.74	32,639.65	20,893.08	12,086.88
Fixed Assets				
Computer Equipment	30,539.72	29,166.14	29,166.14	60,404.14
Accumulated Depreciation - Computer Equipment	(24,505.57)	(22,546.38)	(20,339.79)	(48,637.36)
Accumulated Amortisation - Fence	-	-	(3,548.10)	(3,429.82)
Fencing	-	-	7,097.00	7,097.00
Accumulated Depreciation - Furniture & Fixtures	(30,194.40)	(27,136.70)	(23,890.38)	(30,297.14)
Furniture & Fixtures at Cost	50,238.04	48,043.37	44,279.73	54,187.73
Outdoor Seating - Private Funding	9,277.38	9,277.38	9,277.38	9,277.38
Accumulated Depreciation - Outdoor Seating - Private Funding	(4,788.03)	(3,665.69)	(2,262.77)	(551.52)
Shipping Container	3,165.00	3,165.00	3,165.00	3,165.00
Accumulated Depreciation - Shipping Container	(1,507.93)	(1,191.43)	(874.93)	(558.57)
Signs and Banners	-	10,040.00	20,233.00	47,017.00
Accumulated Depreciation - Signs and Banners	-	(9,583.93)	(16,403.78)	(41,504.09)
Plant & Equipment	8,441.50	-	-	-
Fixtures & Fittings	12,357.26	-	-	-
Accumulated Depreciation - Plant & Equipment	(338.34)	-	-	-
Total Fixed Assets	52,684.63	35,567.76	45,898.50	56,169.75
Non-current Assets				
Accumulated Amortisation - Website Development	(40,928.00)	(30,696.00)	(20,464.00)	(10,232.00)
SPDR 200 Fund ETF Units	84,036.34	84,036.34	84,036.34	84,036.34
Website Development	53,112.50	51,160.00	51,160.00	51,160.00
CRM	17,941.88	-	-	-
Total Non-current Assets	114,162.72	104,500.34	114,732.34	124,964.34
Total Assets	767,234.33	724,593.92	651,744.57	423,012.69

	30 APR 2023	30 APR 2022	30 APR 2021	30 APR 2020
Liabilities				
Current Liabilities				
ATO Integrated Client Account	-	-	-	4,358.00
GST	12,222.77	15,379.04	600.88	14,510.81
PAYG Withholding Payable	20,326.53	7,783.53	4,111.53	8,495.53
Rounding	(3.08)	(8.11)	(14.64)	(5.28)
Superannuation Payable	2,376.33	1,825.04	1,950.40	1,872.92
Trade Creditors	23,816.53	29,511.64	45,221.30	14,746.75
Wages Payable	396.22	1.96	0.01	348.06
Petty Cash	36.11	-	-	-
Total Current Liabilities	59,171.41	54,493.10	51,869.48	44,326.79
Non-current Liabilities				
Prepayments	(2,100.83)	(1,617.60)	-	-
Provision for Annual Leave	35,630.52	36,385.00	38,412.39	26,451.25
Provision for Long Service Leave	1,580.83	-	-	-
Suspense	(373.19)	-	-	-
Total Non-current Liabilities	34,737.33	34,767.40	38,412.39	26,451.25
Total Liabilities	93,908.74	89,260.50	90,281.87	70,778.04
Net Assets	673,325.59	635,333.42	561,462.70	352,234.65
Equity				
Current Year Earnings	73,586.71	94,369.61	193,145.10	(1,933.00)
Retained Earnings	599,738.88	540,963.81	368,317.60	354,167.65
Total Equity	673,325.59	635,333.42	561,462.70	352,234.65

Profit and Loss

Adelaide Showground Farmers Market
For the month ended 30 April 2023

Account	Mar 2023	March 2023 Budget	Apr 2019	Apr 2020	Apr 2021	Apr 2022	Apr 2023	April 2023 Budget	YTD 2022/23	2022/23 YTD Budget	YTD 2021/22 Actuals	2022/23 Budget
Trading Income												
Bag Revenue	348.14	400.00	450.43	202.51	576.09	500.89	732.24	500.00	4,694.62	3,800.00	4,117.51	5,000.00
Car Park Card Revenue	1,254.57	500.00	507.28	50.00	1,340.92	822.72	1,436.32	500.00	45,995.45	29,800.00	37,263.38	30,800.00
Catering Rental Income	5,555.91	4,500.00	2,245.05	1,660.54	5,544.72	5,314.53	4,693.46	5,500.00	46,438.23	47,600.00	46,655.08	58,000.00
Membership Income	8,676.52	5,500.00	4,125.46	7,309.06	7,127.33	5,988.10	7,172.69	6,200.00	207,287.09	198,700.00	192,862.20	210,000.00
Merchandise Sales	535.92	370.00	958.66	316.91	37.14	456.46	358.73	200.00	5,588.70	1,930.00	2,612.82	2,500.00
Miscellaneous Revenue	0.00	0.00	(7.85)	1.64	0.00	0.00	0.00	0.00	3.92	0.00	0.00	0.00
Power Fees	2,374.97	2,083.00	1,955.76	1,787.83	2,655.45	2,420.22	1,862.22	2,083.00	18,797.76	20,834.00	22,784.32	25,000.00
Site Rent Income	44,336.82	34,000.00	24,361.14	31,409.89	43,864.57	43,666.02	35,213.84	35,000.00	353,233.93	347,000.00	391,491.39	420,000.00
Sponsorship income	0.00	0.00	0.00	0.00	750.00	0.00	0.00	0.00	2,250.00	1,500.00	1,500.00	2,500.00
RAHS Subsidy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16,000.00	16,000.00	8,000.00	16,000.00
Grant Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,727.27	0.00
Total Trading Income	63,082.85	47,353.00	34,595.93	42,738.38	61,896.22	59,168.94	51,469.50	49,983.00	700,289.70	667,164.00	710,013.97	769,800.00
Cost of Sales												
COGS - Bags	218.65	300.00	576.29	145.96	347.83	288.88	150.95	300.00	2,579.55	2,200.00	2,507.01	3,750.00
COGS - Car park costs	23,000.00	410.00	0.00	250.00	1,895.45	1,850.00	900.00	410.00	39,140.91	24,506.00	30,436.36	25,326.00
COGS - Merchandise Costs	632.50	208.00	0.00	19.70	104.00	449.10	343.75	208.00	5,857.30	2,080.00	2,889.65	2,500.00
Freight	0.00	0.00	51.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Membership Costs	447.13	560.00	403.40	290.50	465.15	384.15	634.49	560.00	9,177.67	5,600.00	6,703.76	6,720.00
COGS - Stallholder Rebates	0.00	0.00	0.00	0.00	0.00	7,234.23	0.00	0.00	0.00	0.00	18,088.78	0.00
Total Cost of Sales	24,298.28	1,478.00	1,031.52	706.16	2,812.43	10,206.36	2,029.19	1,478.00	56,755.43	34,386.00	60,625.56	38,296.00
Gross Profit	38,784.57	45,875.00	33,564.41	42,032.22	59,083.79	48,962.58	49,440.31	48,505.00	643,534.27	632,778.00	649,388.41	731,504.00
Events												
Event Income												
Event Income - Tasting Australia	0.00	0.00	0.00	(300.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Event Income - Orphanage Market	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,617.97	2,700.00	0.00	2,700.00
Total Event Income	0.00	0.00	0.00	(300.00)	0.00	0.00	0.00	0.00	11,617.97	2,700.00	0.00	2,700.00
Event Expenses												
Event Expenditure - Tasting Australi:	0.00	0.00	0.00	850.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Event Expenditure - Orphanage Mar	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(5,153.40)	(6,500.00)	0.00	(6,500.00)
Event expenses - COVID-19	0.00	(250.00)	0.00	(833.78)	0.00	(434.44)	0.00	(250.00)	(2,964.44)	(2,500.00)	(7,951.13)	(3,000.00)
Total Event Expenses	0.00	(250.00)	0.00	16.29	0.00	(434.44)	0.00	(250.00)	(8,117.84)	(9,000.00)	(7,951.13)	(9,500.00)
Gross Profit (Loss) on Event	0.00	(250.00)	0.00	(283.71)	0.00	(434.44)	0.00	(250.00)	3,500.13	(6,300.00)	(7,951.13)	(6,800.00)
Grant Funding												
Grant Income												
Grant Funding - City of Unley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00
Private Funding	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,745.44	0.00	245.44	0.00
Total Grant Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,745.44	0.00	245.44	0.00

Grant Expenses

Grant expenditure - City of Unley	0.00	0.00	0.00	0.00	(1,246.19)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Private funding expenditure	(2,692.93)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(2,692.93)	0.00	0.00	0.00
Total Grant Expenses	(2,692.93)	0.00	0.00	0.00	(1,246.19)	0.00	0.00	0.00	(2,692.93)	0.00	0.00	0.00

Gross Profit (Loss) on Grant Fund	(2,692.93)	0.00	0.00	0.00	(1,246.19)	0.00	0.00	0.00	4,052.51	0.00	245.44	0.00
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Other Income

Distributions Received	0.00	0.00	1,126.97	755.84	827.75	1,150.55	0.00	0.00	0.00	0.00	3,586.37	0.00
Interest Income	0.00	0.00	20.02	0.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.22	0.00	0.00	0.00
Portfolio Gain / Loss	0.00	0.00	2,256.00	4,992.00	0.00	0.00	0.00	0.00	(11,099.66)	0.00	(24,428.00)	0.00
Total Other Income	0.00	0.00	3,402.99	5,748.75	827.75	1,150.55	0.00	0.00	(11,099.44)	0.00	(20,841.63)	0.00

Operating Expenses**Accounting**

Accounting and Legal Fees	0.00	1,400.00	550.00	0.00	0.00	0.00	0.00	0.00	3,910.00	7,500.00	8,060.00	9,000.00
Audit Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,800.00	6,400.00	2,500.00	6,400.00
Total Accounting	0.00	1,400.00	550.00	0.00	0.00	0.00	0.00	0.00	10,710.00	13,900.00	10,560.00	15,400.00

Marketing

Advertising and Marketing - Above li	968.72	3,333.00	1,720.84	2,358.93	3,575.24	4,815.81	45.45	3,333.00	24,012.99	33,330.00	35,649.29	40,000.00
Advertising and Marketing - Below lii	575.40	1,666.00	0.00	0.00	249.34	1,174.64	3,230.84	1,666.00	8,720.55	16,660.00	4,454.39	20,000.00
Total Marketing	1,544.12	4,999.00	1,720.84	2,358.93	3,824.58	5,990.45	3,276.29	4,999.00	32,733.54	49,990.00	40,103.68	60,000.00
Bad Debts Written Off	383.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	383.08	0.00	0.00	0.00
Bank Charges	478.14	500.00	325.65	335.32	371.19	296.36	317.24	300.00	7,314.58	7,900.00	7,167.57	8,500.00
Cleaning Expense	0.00	0.00	76.20	0.00	0.00	78.20	0.00	0.00	0.00	800.00	78.20	800.00
Committee Expenses	175.00	100.00	61.87	149.00	0.00	0.00	197.21	0.00	5,173.30	4,770.00	4,774.21	5,000.00
Computer Consultant Fees	0.00	100.00	0.00	0.00	155.00	42.50	0.00	100.00	3,325.00	1,000.00	2,152.50	1,200.00
Computer Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	89.20	0.00	0.00	0.00
Dues & Subscriptions	1,199.14	100.00	129.95	157.70	150.07	849.67	1,389.68	700.00	5,732.90	2,900.00	3,463.28	4,000.00
Electricity	0.00	1,833.00	1,689.23	1,402.23	1,402.23	0.00	0.00	1,833.00	8,413.36	18,330.00	13,857.16	22,000.00
Equipment Expense/Hire	0.00	13.00	2,163.47	0.00	5.00	0.00	0.00	13.00	0.00	130.00	108.70	150.00
Insurance	700.27	0.00	0.00	0.00	0.00	539.22	700.27	0.00	6,841.59	8,000.00	5,321.15	8,000.00
Kids Club Activity Programme	782.56	500.00	376.50	0.00	32.23	1,647.14	(78.55)	500.00	4,237.47	5,000.00	3,745.28	6,000.00
Kids Club Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	109.09	0.00	0.00	0.00
Kitchen Supplies	0.00	333.00	530.99	0.00	25.00	0.00	0.00	333.00	519.46	3,334.00	34.58	4,000.00
Maintenance	2,674.00	2,800.00	333.55	1,787.21	2,077.41	732.50	0.00	700.00	2,674.00	5,100.00	4,586.36	6,500.00
Membership Card Purchase	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	609.10	0.00
Minor Equipment	0.00	125.00	519.87	136.36	0.00	0.00	0.00	125.00	685.85	1,250.00	576.41	1,500.00
Money Out (Kounta)	10.00	0.00	560.00	80.00	50.00	0.00	0.00	0.00	265.00	0.00	342.00	0.00
Motor vehicle expenses	0.00	0.00	0.00	0.00	0.00	0.00	585.00	0.00	585.00	0.00	0.00	0.00
Office Supplies	226.42	208.00	379.20	160.97	125.37	251.94	126.09	208.00	2,139.65	2,080.00	2,112.18	2,500.00
Postage & Shipping	0.00	13.00	0.00	0.00	0.00	100.00	0.00	13.00	0.00	130.00	100.00	150.00
Realised Currency Gains	1.93	0.00	0.00	0.00	0.00	1.63	3.53	0.00	327.61	0.00	47.68	0.00
Recruitment Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	640.00	1,600.00	570.00	1,600.00
Security	406.15	0.00	0.00	0.00	0.00	0.00	812.30	0.00	3,765.02	0.00	0.00	0.00
Site Attendant's Fee	928.00	1,500.00	1,400.00	1,085.00	1,280.00	1,440.00	928.00	1,500.00	12,659.20	15,000.00	14,280.00	18,000.00
Site Consumables	0.00	100.00	217.83	0.00	187.41	82.64	99.31	100.00	423.87	1,000.00	809.75	1,200.00
Site Equipment Hire	1,018.56	1,690.00	1,606.29	623.70	282.00	1,112.78	1,018.56	1,690.00	12,860.92	16,900.00	11,568.15	20,300.00
Site Licence Fees Rent	19,762.08	15,000.00	4,607.55	6,500.00	14,000.00	14,350.00	15,555.40	15,000.00	168,065.59	146,750.00	155,750.00	177,000.00
Software Licence Fees	418.56	483.00	109.09	349.09	545.45	385.45	332.73	483.00	4,500.08	4,830.00	3,948.94	5,800.00
Staff Amenities	53.34	75.00	77.19	62.89	62.84	28.14	20.24	75.00	320.86	750.00	356.10	900.00
Staff Training	0.00	1,000.00	0.00	0.00	0.00	468.18	0.00	0.00	0.00	2,000.00	513.63	2,000.00
Sundry Expenditure	0.00	0.00	(2,039.78)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Superannuation	4,114.94	2,485.00	1,923.65	1,872.92	1,950.40	1,825.04	2,376.33	2,485.00	24,946.49	24,850.00	18,640.88	29,820.00

Telephone	280.10	458.00	562.12	390.21	376.94	258.99	280.85	458.00	3,075.71	4,580.00	4,147.04	5,500.00
Travel & Entertainment	503.10	125.00	43.00	0.00	0.00	0.00	1,729.12	125.00	3,614.71	1,250.00	258.57	1,500.00
Unrealised Currency Gains	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.62	0.00	0.00	0.00
Volunteer Expenses	146.50	0.00	0.00	140.50	144.00	152.97	130.30	0.00	1,533.41	2,000.00	1,955.58	2,000.00
Wages & Salaries	39,189.91	23,670.00	21,205.56	20,108.34	21,769.56	19,856.41	22,631.71	23,670.00	235,303.59	236,700.00	200,236.69	284,040.00
Wages & Salaries - Annual Leave M	(4,474.30)	0.00	848.94	1,516.53	(1,798.65)	779.88	1,194.11	0.00	(4,996.28)	0.00	1,269.74	0.00
Workcover Levy	192.32	236.00	0.00	193.25	205.70	218.50	192.32	236.00	1,346.24	2,360.00	1,529.50	2,840.00
Waste Management	1,135.56	583.00	0.00	0.00	0.00	318.16	0.00	583.00	5,088.46	5,830.00	4,493.10	7,000.00
Entertainment	181.82	833.00	0.00	0.00	0.00	0.00	546.37	833.00	4,400.95	8,330.00	0.00	10,000.00
Total Operating Expenses	72,031.30	61,262.00	39,978.76	39,410.15	47,223.73	51,806.75	54,364.41	57,062.00	569,810.12	599,344.00	520,067.71	715,200.00
Net Profit	(33,246.73)	(15,387.00)	(3,011.36)	8,370.82	12,687.81	(1,693.62)	(4,924.10)	(8,557.00)	62,624.71	33,434.00	108,479.07	16,304.00

2023 Financial Year Cash Flow
Adelaide Showground Farmers Market

July 2022 to June 2023

Account	Actual Jul-2022	Actual Aug-2022	Actual Sep-2022	Actual Oct-2022	Actual Nov-2022	Actual Dec-2022	Actual Jan-2023	Actual Feb-2023	Actual Mar-2023	Actual Apr-2023	Budget Apr-2023	Budget May-2023	Budget Jun-2023
Income													
Bag Revenue	\$550.00	\$269.99	\$234.90	\$498.98	\$627.27	\$355.30	\$292.75	\$368.14	\$323.61	\$540.43	\$500.00	\$700.00	\$500.00
Car Park Card Revenue	\$649.97	\$27.27	\$54.54	\$190.90	\$0.37	\$1,434.46	\$25,090.92	\$2,727.31	\$1,254.57	\$1,309.06	\$500.00	\$500.00	\$500.00
Catering Rental Income	\$2,566.24	\$4,585.82	\$3,510.46	\$4,107.28	\$2,785.68	\$6,418.98	\$5,004.15	\$4,529.83	\$4,298.65	\$4,160.36	\$5,500.00	\$5,200.00	\$5,200.00
Grant Funding - City of Unley	\$4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Membership Income	\$4,156.31	\$2,765.45	\$1,188.23	\$7,058.31	\$28,097.65	\$35,974.86	\$91,771.23	\$18,192.70	\$8,709.24	\$7,168.14	\$6,200.00	\$6,300.00	\$5,000.00
Merchandise Sales	\$292.01	\$714.56	\$208.64	\$305.46	\$699.10	\$857.27	\$603.72	\$619.19	\$684.56	\$590.10	\$200.00	\$250.00	\$320.00
Miscellaneous Revenue	\$0.00	\$0.00	\$0.00	\$3.92	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Power Fees	\$1,002.97	\$1,799.09	\$2,246.83	\$1,703.22	\$1,425.48	\$1,870.81	\$2,106.96	\$1,560.82	\$3,012.28	\$1,804.26	\$2,083.00	\$2,083.00	\$2,083.00
Site Rent Income	\$25,985.91	\$24,788.52	\$38,713.46	\$34,395.09	\$31,228.29	\$35,395.78	\$41,973.78	\$30,474.43	\$51,576.84	\$35,057.60	\$35,000.00	\$35,000.00	\$38,000.00
Sponsorship Income	\$0.00	\$750.00	\$0.00	\$0.00	\$0.00	\$750.00	\$0.00	\$750.00	\$0.00	\$750.00	\$0.00	\$750.00	\$250.00
Event Income - Orphanage Market	\$0.00	\$3,064.17	\$7,824.33	\$729.47	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Distributions Receivable	\$3,104.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Private Funding	\$245.44	\$0.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
RAHS Subsidy	\$0.00	\$0.00	\$0.00	\$0.00	\$16,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Income	\$42,553.08	\$38,744.87	\$53,981.39	\$48,992.63	\$67,363.84	\$112,168.46	\$166,843.51	\$59,222.42	\$71,859.75	\$50,629.95	\$49,983.00	\$50,783.00	\$51,853.00
Less Cost of Sales													
COGS - Bags	\$287.45	\$173.20	\$211.05	\$420.05	\$420.05	\$0.00	\$187.65	\$259.70	\$218.65	\$150.95	\$300.00	\$550.00	\$1,000.00
COGS - Car park costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$540.91	\$34,950.00	\$2,750.00	\$1,500.00	\$450.00	\$1,100.00
COGS - Merchandise Costs	\$627.85	\$288.75	\$522.50	\$398.75	\$577.50	\$0.00	\$462.85	\$1,045.00	\$632.50	\$343.75	\$208.00	\$208.00	\$212.00
COGS - Stallholder Rebates	\$52.55	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$49.09	\$0.00	\$0.00	\$0.00	\$0.00
Membership Costs	\$380.85	\$252.45	\$117.60	\$695.23	\$1,374.52	\$1,440.94	\$2,624.16	\$1,210.30	\$447.13	\$634.49	\$560.00	\$560.00	\$560.00
Total Cost of Sales	\$1,348.70	\$714.40	\$861.15	\$1,514.03	\$2,372.07	\$1,440.94	\$3,274.66	\$3,055.91	\$38,297.37	\$3,879.19	\$2,568.00	\$1,968.00	\$2,872.00
Gross Profit	\$41,204.38	\$38,030.47	\$53,120.24	\$47,478.60	\$64,991.77	\$110,727.52	\$163,568.85	\$56,166.51	\$33,562.38	\$46,750.76	\$49,208.68	\$48,815.00	\$48,981.00
Other Income													
Clearing - Cash	\$174.60	\$3.00	\$0.00	\$0.00	\$0.00	-\$0.50	\$50.00	\$0.00	-\$2.40	\$0.00	\$0.00	\$0.00	\$0.00
Money In (Kourta)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$160.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00
Trade Debtors	\$702.70	-\$231.00	-\$466.00	\$13.10	\$13.10	\$2.00	\$8.00	-\$10.00	\$0.40	\$0.00	\$0.00	\$0.00	\$0.00
Total Other Income	\$877.30	-\$228.00	-\$466.00	\$13.10	\$13.10	\$1.50	\$58.00	\$150.00	\$8.00	\$0.00	\$0.00	\$0.00	\$0.00
Less Operating Expenses													
Accounting and Legal Fees	\$1,450.00	\$300.00	\$0.00	\$1,700.00	\$0.00	\$0.00	\$1,350.00	\$0.00	\$560.00	\$0.00	\$0.00	\$0.00	\$1,500.00
Advertising and Marketing - Above line	\$1,977.52	\$2,304.54	\$992.86	\$6,361.40	\$10,035.55	\$2,046.03	\$1,344.60	\$43.63	\$1,518.62	\$545.45	\$3,333.00	\$3,333.00	\$3,337.00
Advertising and Marketing - Below line	\$2,566.39	\$1,505.39	\$3,289.89	\$760.03	\$425.45	\$285.35	\$436.89	\$883.09	\$394.84	\$1,666.00	\$1,666.00	\$1,666.00	\$1,674.00
Audit Fees	\$0.00	\$0.00	\$0.00	\$3,700.00	\$3,100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Bad Debts Written Off	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$383.08	\$0.00	\$0.00	\$0.00	\$0.00
Bank Charges	\$288.17	\$211.99	\$252.86	\$216.40	\$441.19	\$920.99	\$1,585.24	\$2,596.24	\$439.18	\$317.24	\$300.00	\$300.00	\$300.00
Committee Expenses	\$0.00	\$12.66	\$388.96	\$424.79	\$0.00	\$1,174.04	\$1,631.04	\$415.84	\$175.00	\$197.21	\$0.00	\$100.00	\$220.00
Computer Consultant Fees	\$1,700.00	\$87.50	\$0.00	\$0.00	\$0.00	\$2,975.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	
Computer Supplies	\$0.00	\$79.90	\$10.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dues & Subscriptions	\$349.05	\$727.43	\$352.34	\$931.14	\$288.12	\$943.38	\$216.45	\$290.57	\$1,153.69	\$1,597.86	\$700.00	\$300.00	\$800.00
Electricity	\$0.00	\$0.00	\$0.00	\$4,206.68	\$0.00	\$0.00	\$4,206.68	\$0.00	\$0.00	\$1,833.00	\$1,833.00	\$1,833.00	\$1,837.00
Entertainment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$654.55	\$200.00	\$242.23	\$181.82	\$728.19	\$833.00	\$833.00	\$837.00
Equipment Expense/Hire	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13.00	\$10.00	\$10.00	\$10.00
Event Expenditure - Orphanage Market	\$0.00	\$148.60	\$5,698.79	\$487.38	\$135.18	\$0.00	\$265.27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Event expenses - COVID-19	\$2,653.68	\$1,259.07	\$812.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$250.00	\$250.00	\$250.00
Insurance	\$539.16	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27	\$700.27
Inventory	-\$546.15	\$2,805.45	-\$851.15	-\$1,504.63	-\$1,247.07	\$6,022.66	-\$2,326.46	-\$2,362.00	\$2,249.72	\$3,123.81	\$0.00	\$0.00	\$0.00
Kids Club Activity Programme	\$0.00	\$31.20	\$336.36	\$137.11	\$345.45	\$571.37	\$0.00	\$358.51	\$1,591.32	\$1,662.25	\$500.00	\$500.00	\$500.00
Kitchen Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$281.21	\$0.00	\$238.25	\$0.00	\$0.00	\$0.00	\$333.00	\$333.00	\$333.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,674.00	\$0.00	\$700.00	\$700.00	\$700.00	\$700.00
Minor Equipment	\$1,150.32	\$0.00	\$0.00	\$299.09	\$159.68	\$190.68	\$0.00	\$105.45	\$0.22	\$125.00	\$125.00	\$125.00	\$125.00
Money Out (Kourta)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00	\$100.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00
Motor vehicle expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$585.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Supplies	\$118.36	\$242.73	\$241.24	\$338.43	\$476.85	\$1,404.84	\$252.64	\$1,144.00	\$1,144.48	\$226.42	\$208.00	\$208.00	\$212.00
PAYG Withholding Payable	\$-1468.00	-\$1,258.00	\$592.00	\$-1,024.00	\$1,986.37	\$-2,721.63	-\$3,642.00	-\$1,065.00	-\$3,654.00	-\$4,212.00	\$0.00	\$0.00	\$0.00
Postage & Shipping	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13.00	\$10.00	\$10.00	\$10.00
Private funding expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,692.93	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recruitment Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$325.00	\$0.00	\$315.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rounding	-\$0.02	\$0.00	\$0.00	\$0.00	-\$0.01	\$2.52	\$0.96	\$0.99	-\$1.00	-\$0.40	\$0.00	\$0.00	\$0.00
Security	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$406.15	\$0.00	\$0.00	\$0.00
Site Attendant's Fee	\$1,800.00	\$1,800.00	\$720.00	\$1,080.00	\$1,800.00	\$2,160.00	\$1,724.00	\$464.00	\$1,224.65	\$928.00	\$1,500.00	\$1,500.00	\$1,500.00
Site Consumables	\$31.09	\$132.89	\$32.00	\$6.89	\$23.17	\$0.00	\$0.00	\$83.21	\$99.31	\$100.00	\$100.00	\$100.00	\$100.00
Site Equipment Hire	\$1,487.38	\$2,648.40	\$280.10	\$1,557.86	\$1,782.48	\$763.92	\$1,180.12	\$509.28	\$1,841.80	\$763.92	\$1,690.00	\$1,700.00	\$1,700.00
Site Licence Fees Rent	\$28,700.00	\$14,350.00	\$14,350.00	\$14,350.00	\$14,350.00	\$14,350.00	\$15,546.31	\$15,555.40	\$19,742.08	\$15,000.00	\$15,000.00	\$15,000.00	\$15,250.00
Software Licence Fees	\$145.45	\$305.45	\$425.45	\$490.39	\$919.68	\$305.45	\$305.45	\$632.72	\$549.81	\$420.23	\$483.00	\$483.00	\$487.00
Staff Amenities	\$167.15	\$63.91	\$64.21	\$0.00	\$59.58	\$0.00	\$29.79	\$53.34	\$0.00	\$75.00	\$75.00	\$75.00	\$75.00
Superannuation	\$2,181.13	\$2,533.82	\$2,406.21	\$2,084.71	\$3,188.80	\$2,143.50	\$2,019.44	\$1,897.61	\$4,114.94	\$2,376.33	\$2,485.00	\$2,485.00	\$2,485.00
Superannuation payable	\$5,705.60	-\$2,533.82	-\$2,406.21	\$5,036.45	-\$3,188.80	-\$2,143.50	\$5,397.57	-\$1,897.61	-\$4,114.94	\$5,655.66	\$0.00	\$0.00	\$0.00
Telephone	\$1,131.20	\$277.40	\$271.33	\$316.51	\$290.86	\$260.80	\$471.37	\$267.72	\$400.86	\$280.10	\$488.00	\$488.00	\$462.00
Travel & Entertainment	\$421.68	\$894.00	\$326.36	\$218.18	\$46.12	\$0.00	\$503.10	\$1,729.12	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Volunteer Expenses	\$1,293.80	\$181.95	\$155.50	\$139.10	\$120.30	\$179.00	\$146.47	\$117.00	\$146.50	\$124.30	\$0.00	\$0.00	\$0.00
Wages & Salaries	\$21,026.61	\$28,147.07	\$22,916.43	\$19,854.46									

ASFM RISK REGISTER

Likelihood	Almost certain					
	Likely					
	Possible					
	Unlikely					
	Remote					
Consequence		Insignificant	Minor	Moderate	Significant	Major

No	Changes Made	Category	RISK	LIKELIHOOD OF OCCURRING	CONSEQUENCE OF RISK	EXISTING RISK CONTROLS	ADDITIONAL RISK REDUCTION MEASURES	WHO IS RESPONSIBLE	REPORT TO
1	Down Graded	Operational	Manual handling	Unlikely	Moderate	Lifting appropriately and using appropriate equipment	Staff training and WH&S manual	All staff	EO
2	Down Graded	Operational	Slips, trips and Falls	Unlikely	Significant	Having a clear floor and workspace, covering cords and reporting any hazards	Staff training and WH&S manual	All Staff	EO
3		Environmental	Stallholder Numbers	Unlikely	Significant	Licence agreements	Ongoing sourcing	MOM and EO	Committee
4		Financial	Float checks	Unlikely	Moderate	Checked on Friday afternoon pre market and checked on Tuesday post market. Check by two staff members	Locked Cash box	MOM	EO
6		Reputational	Data breach on website	Possible	Major	SSL certificate, Woo Commerce & Mailchimp security systems	High Level Password Management	MCM	EO
7		Reputational	Data protection error eg Unsubscribed List name contacted	Possible	Significant	Mailchimp list security segmentation	Clear opt out wording to cover operational emails, CRM System would add further security	MCM	EO
8		Reputational	Libellous Social Media Comments or Reviews	Possible	Significant	SOP for response,	R&R regarding stallholder behaviour	MCM	EO
9		Financial	Online Membership system fails at Market	Possible	Significant	Contact number noted manually	Backup manual system	MCM	EO
12		Operational	Onsite Damage/Injury by temporary structures -Marquees, Umbrellas	Unlikely	Significant	Stallholder Rules & Responsibilites - compulsory tent weights (outside sites)	Sunday market assesment by MOM. Monitor windy conditions	Stallholders, MOM	MOM EO
14	Down Graded	Operational	Animals/Pets onsite	Possible	Minor	Signage at entrances	Pooch Parking facilities	MOM	MOM EO
15		Operational	Allergic reaction in Kids' Club/Market/Kitchen	Remote	Major	Weekly allergen signage, Allergen alert under demonstrator's ingredient list/Stallholder Rules & Responsibilites - Adequate product labelling and packaging	Indemity signed by all parents/Trained St Johns First Aid	MCM	EO
17	Down Graded	Operational	ASFM Cash Theft - Pavilion	Remote	Insignificant	Electronic cash register with closed draw. Excess cash placed securely in Pavilion Safe	Information stand always staffed & staff have updated police clearances.	MOM	EO
18		Operational	ASFM Cash Theft - Transfer pre & post market day	Remote	Significant	Two people to accompany cash box to and from office	Regular clearings of money into safe	MOM, Info stand, staff	MOM EO
22		Operational	Electrical Shock	Remote	Significant	Compulsory Safety Power Centres, Distribution boards with saftey switches	Annual test & tag of all electrical equipment. Wet weather cables covers (outside stalls)	MOM, RA&HS Accredited Electrician	MOM RA&HS
23	Updated	Financial	Errors with Credit card use	Remote	Minor	Financial Delegations Policy	Separate account for the credit card. Signed off by Treasurer	EO	Treasurer

24	Updated	Operational	Fire on Site	Remote	Significant	Adequate and appropriate fire extinguishers on site	Stallholders have own fire extinguishers and fire blankets. Trained fire warden on site	MOM, Stallholders, RA&HS	MOM RA&HS
25		Reputational	Food Fraud	Remote	Significant	Producer Guarantee Paperwork, APPENDIX A – ALLOWABLE PRODUCT POLICY, Site Visits for verification	Seasonal Assessment on market day	MOM	MOM EO
27	Down Graded	Reputational	Food Recall	Remote	Moderate	Recall Procedure & SOP	Media policy	Stallholders, MOM, Marketing	MOM EO
28		Operational	Forklift Operator does not attend	Remote	Minor	Pinnacle Supervisor would manage and Venue management	Operations Manager has Forklift Licence	Pinnacle, MOM	MOM EO Pinnacle
29		Operational	Gas Bottles	Remote	Significant	Stallholder Rules & Responsibilities - Cooking EQUIPMENT AND FIRE SAFETY	Gas cannot be stored on site. Gas cannot be used inside pavilion without RA&HS permission	Stallholders, MOM	MOM EO
31		Financial	Inadequate Existing IT or Accounting Systems	Remote	Minor	Frequent updating of software using specialist IT Support	Budget Allowances	AO	EO
33		Financial	Incorrect Payments via bank (bills and wages)	Remote	Moderate	Financial Delegations policy	Two authorisation, appropriate letter authority	AO and EO	Treasurer
34		Operational	Injury - lifting heavy equipment	Remote	Significant	Lifting Procedure with signage	Sack truck, pallet jack and forklift available on site. MOM to wear correct PPE	MOM, Staff, Stallholders	MOM EO
35		Reputational	Kids Club provider doesn't attend	Remote	Minor	Back up activity on standby	More than one staff member aware of back up activities	MCM	EO
36		Reputational	Kids' Club provider compromised	Remote	Major	Working with Children check for all volunteers and staff,	References and research	MCM	EO
37		Operational	Major Incident	Remote	Major	Emergency Evacuation Plan Stallholder & Staff Induction	Loud speaker announcement, Marked exits signs, St Johns, post communications, PR management	MOM, Stallholders, Staff, Volunteers	MOM EO RA&HS SAPOL
38		Operational	Missing Child	Remote	Major	Missing child procedure,	Notice 'children remain their parents' responsibility at all times.', now ASFM management have radio communication	MCM	EO
39		Reputational	Negative Press Coverage	Remote	Significant	SOP for response, Stallholder R&R regarding bringing the market into disrepute, media training, put a Business Continuity Strategy in place	Refer to food recall media strategy	MCM	EO
41		Operational	Occupational violence in the office	Remote	Moderate	Open management and a HR Subcommittee for reporting	Policies put into place about occupational violence and staff training regularly	All Staff	HR Committee
44		Financial	Poor budget control	Remote	Significant	Staff expertise suitably qualified in budget management	Timeliness of completion	The EO and AO	Treasurer
48		Operational	Special Groups - Elderly Disabled - Injury	Remote	Moderate	Multiple disabled parking spaces Wheel chair friendly toilets	Level/flat ground	MOM	MOM EO
49		Operational	Staff no show on Sunday	Remote	Minor	have a standby person rostered for the month	Have volunteers and staff multi task trained	AO and MOM	EO

											Date Actioned	Notes
1	Removed	Financial	Credit card identity theft from	Possible	Major	Signage highlighting protecting your details	Wording on Credit Card page to highlight risks	MCM	EO		22/02/2023	No longer applicable as membership kiosk now uses Square and CC details are not open to view
10		Environmental	Vermin Infestation	Possible	Significant	RA&HS set bait traps	Stallholder Rules & Responsibilities- Stallholders must maintain their Stall and Site in a clean and sanitary	RA&HS	MOM RA&HS		22/02/2023	No longer applicable at Stirling Angus pavilion
11		Financial	Website Automatic payment Renewals	Unlikely	Significant	Whoocommerce	Eway/Free range Futures	MCO	EO/Treasurer		22/02/2023	No longer Whoo Commerce
13		Operational	Traffic Congestion	Likely	Minor	Traffic flow managed by Pinnacle staff	Appropriate traffic signage and barricades	Pinnacle RA&HS	MOM RA&HS		22/02/2023	Not considered a risk rather than a weekly coocurance
16		Operational	Allergic reaction in Kitchen	Remote	Significant	Stallholder Rules & Responsibilities - Adequate product labelling and packaging	Trained St Johns First Aid	MOM, Stallholders	MOM EO		22/02/2023	Combined with number 15
20	Removed	Reputational	Cooking demonstrator doesn't attend	Remote	Minor	Backup demonstrator eg EO	Standby activity planned	MCM	EO		22/03/2023	No longer considered a risk
19	Removed	Operational	Busking Injury	Remote	Minor	Busking indemnity	Buskers are to register prior to busking	MOM, Admin	MOM EO Admin			Previously removed but remained on register
21	Removed	Operational	Dog Bite	Remote	Significant	Experienced ,dog aware volunteers	Screen and assess dogs at Pooch Parking	MOM, Pooch Parking, Volunteers	MOM EO			Previously removed but remained on register
26	Removed, now covered elsewhere	Operational	Food poisoning from Kids' Club	Remote	Major	Handwashing, Documented SOP, Food hygiene standards	Utensils sanitised pre use	MCM	EO and MOM			
30	Removed	Financial	GST Obligations	Remote	Moderate	Payment controls	Engagement of outside expertise where necessary	AO and Accountant	EO			Previously removed but remained on register
32	Removed	Financial	Incorrect entry of invoices and receipts in Xero	Remote	Moderate	Invoices uploaded to system. Payment preapproved	One person enters another approves	AO and EO	EO			Previously removed but remained on register
40	Removed	Financial	Not complying with accounting standards & other regulations	Remote	Moderate	Interim reporting in accrual format.	Continual training of the new standards and procedures	The EO and AO	Treasurer			Previously removed but remained on register
42	Removed	Operational	On Selling of product	Remote	Significant	Compulsory Site Visits	Seasonal Assesment on market day	MOM	MOM EO			Previously removed but remained on register
43	Removed	Operational	Pet Theft	Remote	Significant	Fully staffed pooch parking facilities	Owner sign in and sign out register, signage	MOM, Pooch Parking, Volunteers	MOM EO			Previously removed but remained on register
45	Removed	Operational	Poor lighting	Remote	Moderate	Office maintenance.	Remote work access if necessary	All staff	EO			Previously removed but remained on register
46	Removed	Financial	Poor quality financial statements & supporting work papers	Remote	Significant	Reconciliation & ledger control framework in place, specialist advice.	Frequent training	The EO and AO	Treasurer			Previously removed but remained on register
47	Removed	Operational	Power Outage - Office	Remote	Moderate	Cloud access to files and email. Remote access possible	Access to alternate space or work from home.	All staff	EO			Previously removed but remained on register
54	Removed	Operational	Toilets - Blocked, Hazards	Remote	Minor	Regular inspections by Adelaide Green Clean	Signage (Slippery When Wet) Access to main water valve	Adelaide Green Clean, RA&HS	MOM RA&HS			Previously removed but remained on register
55	Removed	Operational	Uncollected Waste/Rubbish	Remote	Minor	Contract with Suez for weekly waste disposal	RA&HS	RA&HS	MOM RA&HS			Previously removed but remained on register
58	Removed	Financial	Xero outage	Remote	Significant	IT disaster recovery, back up procedures & recovery, specialist advice	Cloud back up system	The EO and AO	Treasurer			Previously removed but remained on register
60	Removed	Operational	Onsite Tripping Hazards	Unlikely	Moderate	Stallholder Self Assesment of own equipment, RA&HS conduct maintenance of bitumen etc	Weekly market assessment by MOM	Stallholders, MOM, RA&HS	MOM EO RA&HS			Previously removed but remained on register
63	Removed	Operational	Wifi outage at market	Unlikely	Moderate	Ethernet cables available	Alternative ASFM Wifi available. Mobile wifi broadband dongle	MCM	Provider and EO			Previously removed but remained on register

65	Removed	Financial	Covid - Market Closure - Membership refunds	Possible	Significant	Keeping market open	Media response to supporting restart - Terms and Conditions of Purchase	EO and Committee	Committee		No longer applicable but in reserve
66	Removed	Financial	Covid - Market Closure - Carpark refunds	Possible	Significant	Keeping market open	Terms and Conditions of Purchase	EO and Committee	Committee		No longer applicable but in reserve
67	Removed	Operational	Carpark increase from RAH	Almost Certain	Significant	Lease agreement	Negotiation with RAH	Committee	Committee		No longer applicable but in reserve
68	Removed	Financial	Membership Fee Refunds	Possible	Significant	Preparing PR to appeal to members	2021 Membership criteria updated to have a refund clause	EO and Committee	Committee		No longer applicable but in reserve
69	Removed	Financial	Carpark Refunds	Possible	Minor	Directed to RAHS	Not needed	EO and Committee	Committee		No longer applicable but in reserve
70	Removed	Operational	Covid -19 Infection	Possible	Significant	Back up plans in place for staffing	Drafting SOPs	EO	Committee		No longer applicable but in reserve
73	Removed	Operational/Financial	Covid Infection of Staff/Volunteers	Possible	Moderate	Controlled social distancing in office, rolling working from home in place	Back up staff/role swapping in place for short term absences	EO	Committee		No longer applicable but in reserve