

2018-19 Better Indoor Stadiums Fund Application Guidelines



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Message from the Minister for Sport, John Eren

The Victorian Government knows demand for indoor court space is outstripping supply. That's why we're getting on with ensuring more players can get on the court where they want, when they want.

From Wonthaggi to Somerville, the *Better Indoor Stadiums Fund* is already making a difference to a number of clubs, schools and communities who can now upgrade local stadiums they depend on for basketball, netball, gymnastics, badminton, volleyball and a range of other indoor sport and recreation activities.

That's why I am pleased to announce that even more sporting organisations, working through their local councils, can benefit. Grants of up to \$3 million are available in the next round of funding to develop new or expand existing indoor multi-sport stadiums.

The fund is one of a suite of infrastructure programs, which also includes our *flagship Community Sports Infrastructure Fund, Female Friendly Facilities Fund, Country Football and Netball Program, and The Word Game Facilities Fund*, investing millions across Victoria.

The program reflects our major commitment to health, wellbeing, and community sport as well as boosting the capacity of communities to attract and host local and regional competitions and events.

Indoor multi-sport stadiums are at the heart of our suburbs and towns, and a hive of activity for more than 450,000 Victorians that play indoor sports like volleyball, basketball, netball and badminton.

I'm confident that by working together we can make sport more inclusive, increase local participation, make highball sports more accessible, stimulate local economies and create new jobs and volunteer opportunities.

I look forward to seeing new and exciting projects benefitting even more Victorians as part of the *Better Indoor Stadiums Fund*.



John Eren

Hon John Eren MP
Minister for Sport

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Program description and objectives

1. What is the Better Indoor Stadiums Fund?

The *Better Indoor Stadiums Fund* is a Victorian Government funding program that helps provide indoor multi-sport stadiums across metropolitan Melbourne and regional Victoria. The fund assists in meeting the community demand for indoor sport and recreation participation opportunities.

Indoor multi-sport stadiums are indoor facilities that are purpose-built for indoor sports such as badminton, basketball, netball and volleyball. In addition, these facilities can also be used for a range of other physical activities including futsal (indoor soccer), table tennis, gymnastics, calisthenics and dance, as well as community based programs and local and regional sporting events.

1.1. Why is the Victorian Government funding these grants?

Strong, active and healthy communities need high-quality, accessible, well-designed and managed infrastructure for sport and recreation activities. Developing new stadiums or increasing the size of existing stadiums to increase participation and wellbeing is a priority for the Victorian Government.

Construction of new or improved facilities also stimulates the local economy and creates a range of employment and volunteer opportunities, from construction and facility management, through to coaching and officiating.

2. Who can apply?

Only local government authorities can apply directly to Sport and Recreation Victoria for funding from this program.

Councils are required to discuss their project(s) with their Sport and Recreation Victoria representative before submitting a Full Application.

Community organisations are advised to contact their local council to discuss their project proposals, to ensure it meets the programs objectives and criteria. Councils may auspice projects on behalf of community organisations.

3. What types of activities might be funded?

The development of new indoor multi-sport courts. Priority will be given to projects that can demonstrate collaboration with schools, multiple sporting organisations and are of regional significance.

Projects may cater for, but are not limited to: basketball, netball, badminton, volleyball, futsal (indoor soccer) and table tennis. Gymnastics, calisthenics and dance will also be considered when they are included as part of a larger project.

Improving participation outcomes is a key objective of the program. Applications must clearly outline how the project will improve participation outcomes. Priority will be given to projects that can also demonstrate gender equity of programming.

Specifically, proposals should demonstrate how the project:

- will increase or maintain participation
- encourages participation by women, juniors, people living in growth areas and communities experiencing disadvantage
- improves health and wellbeing of the community



- encourages development of multi-use, shared and co-located facilities
- collaborates with schools and community groups
- collaborates with relevant state sporting associations or peak bodies
- improves environmental sustainability
- applies the principles of Universal Design
- applies the Healthy Choices Guidelines.

Councils should make contact with peak bodies, local leagues/associations, state sporting associations and regional sports assemblies (where appropriate) to seek their support and input into the planning and design of facilities along with developing participation/programming initiatives.

Councils are encouraged to explore funding models that demonstrate stakeholder commitment to the project.

Other considerations include:

- Staged components of a larger facility development, providing the particular stage meets the program criteria, are eligible.
- Projects on private land are eligible, but will be subject to the establishment of a legally binding agreement between the organisation and local council to ensure ongoing public access. Such proposals should demonstrate evidence of a legally binding agreement in the Full Application.
- Projects on school land are eligible subject to a completed *Community Joint Use Proposal* (to the Department of Education and Training) which is completed by the applicant and the school. Schools can access this document from the Department of Education and Training website. Applicants must allow sufficient time to complete this document and obtain the necessary endorsement from the Department of Education and Training at both the regional office and central office.

- Councils wanting to undertake detailed design and construct projects are eligible. However councils will need to demonstrate appropriate levels of planning and are required to submit schematic designs and appropriate cost estimates with the Application.

3.1. What will not be funded?

Project Types

- requests for retrospective funding, where projects have commenced construction or are completed prior to the execution of a funding agreement (construction includes, but is not limited to, site clearing, earthworks and building works)
- the purchase of land (in general, the land on which the facility development is proposed will be municipal property, a Crown reserve, land owned by a public authority, or land held for public purposes by trustees)
- projects that do not meet relevant Australian standards (e.g. court dimensions)
- projects that are deemed by Sport and Recreation Victoria as not ready to proceed
- facilities where little or no public access is available
- in general, areas designated as licenced areas within a proposed facility will not be eligible for funding. The Department of Health and Human Services may consider applications where a restricted club licence is proposed or in place, provided that the restricted licence does not interfere with the facility's other amenities or services, such as child care or access by young people
- routine or cyclical maintenance works
- repair of facilities damaged by vandalism, fire or other natural disasters where the damage can be covered by insurance
- requests for ongoing operational costs such as, but not limited to, salaries, electricity, water, asset maintenance and other utilities
- upgrading or redeveloping kitchen or toilet facilities, except as part of a larger project that meets the objectives of the funding program

- purchasing or maintaining recreation, entertainment, sporting, life-saving or any other equipment (except as part of facility fit out)
- projects previously funded by Sport and Recreation Victoria, unless applicants can demonstrate additional or new uses resulting in increased participation/programming outcomes
- the replacement of like-for-like surfaces (e.g. old floorboards replaced with new floorboards) will not be considered a priority to receive funding unless it can be demonstrated that additional uses are proposed and/or a multi-purpose element is being introduced. Additional use should be confirmed through a letter of support. Exceptional circumstances may be considered where a safety and/or standard/compliance issue is evident
- costs for the design of sport and recreation facilities only.

Financial Management

- projects where contributions from funding partners are not confirmed in writing or underwritten by council
- applications where the recipient organisation/s receive revenue from electronic gaming machines will generally be given a lower priority

Program Alignment

- tenant clubs that have failed to resolve a breach of the Fair Play Code (formerly *Victorian Code of Conduct for Community Sport*)
- projects that do not strongly address the assessment criteria
- projects that do not align with the objectives of the program
- projects that do not meet the eligibility criteria
- applications submitted after the closing date, unless written approval from Sport and Recreation Victoria has been obtained before the closing date which will only be granted under exceptional circumstances (e.g. significant technology disruptions)
- projects that do not demonstrate how the principles of Universal Design and Environmentally Sustainable Design have been incorporated

3.2. Past performance

Sport and Recreation Victoria will review an applicant's past performance and assess whether this is likely to have an impact on the successful delivery of a future project. Poor past performance will be taken into account when assessing applications and may be reason for projects not being supported.

This assessment will include consideration of whether:

- organisations have taken the appropriate steps to implement any previous projects funded by Sport and Recreation Victoria (within appropriate timeframes)
- organisations have overdue or incomplete projects funded by Sport and Recreation Victoria and whether they have requested a variation
- organisations have completed projects funded by Sport and Recreation Victoria and whether they have submitted required final acquittal documentation.

4. Partnership approach

To strengthen the potential outcomes from the *Better Indoor Stadiums Fund* for communities, councils are required to engage Sport and Recreation Victoria and other appropriate major stakeholders as early as possible to develop proposals that strongly align with the fund.

This includes engaging with Sport and Recreation Victoria in the development of a project, rather than just in the development of an application. Sport and Recreation Victoria will provide guidance on how project ideas or proposals align with the fund prior to developing an application.

Once funded, projects are required to fulfil specific obligations to maintain funding commitments to projects. These obligations are outlined in the Funding Agreements. Project Managers are required to be familiar with these obligations.



5. What are the funding details?

Councils may submit **one** application for a total funding request of up to \$3 million.

Sport and Recreation Victoria funding towards total project costs (excluding GST) will be based on the following ratios:

Maximum grant	Local government authority	Funding ratios
One application up to \$3 million*	Metropolitan	SRV \$1:\$3 local
	Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges	SRV \$1:\$2 local
No maximum total project cost	Ballarat, Bendigo, Geelong	SRV \$1:\$2 local
	Rural	SRV \$1:\$1 local

**Consideration will be given to claiming in-kind expenses to a maximum of 25 per cent of the total project cost. Councils must approve and underwrite any in-kind contribution.*

Proposals may include project management fees of up to 5 per cent of the total project cost.

25 per cent of the requested grant amount must be allocated to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full Application.

Projects may utilise other state government funding sources as their local contribution. However, a minimum of 25 per cent of the total project cost must be made up of non-state government funding sources.

6. What is the application process?

6.1. Check your eligibility

Only councils are able to submit applications directly to Sport and Recreation Victoria.

Any clubs wishing to discuss a project should contact their local council who will provide further advice.

6.2 Process for councils

The application process will require the submission of a Full Application. (online grants portal at <https://dhhsgrants1.force.com/GrantsPortalLogin?startURL=%2F>)

Step One: Contact Sport and Recreation Victoria

Council must discuss project ideas with a Sport and Recreation Victoria representative before submitting an application. They will provide:

- advice on the most appropriate funding opportunity for your project
- guidance on the development of those proposals that have merit, that align with program objectives and that are ready to proceed
- high-level design advice

Step Two: Full Application

Councils must submit a Full Application via web link.

All supporting documentation can be emailed to bisf@sport.vic.gov.au copying in your Sport and Recreation Victoria representative. Please quote your project name in the subject line of your email (e.g. Smith Reserve Multi-Purpose Indoor Stadium). Attach all documents to one email, zipping the files if required.

You can also send attachments on a CD or USB, quoting your project name, to:

**2018-19 Better Indoor Stadiums Fund
Community Infrastructure Programs**
Sport and Recreation Victoria
Department of Health and Human Services
GPO Box 4057
Melbourne, Victoria 3001

Full Applications will be assessed against the *Better Indoor Stadiums Fund* assessment criteria and the required documents. The more effort applied to providing and addressing these questions and providing relevant supporting documentation, the more likely the project will attract grant funding.

Application(s) must be submitted by **11:59pm** on **6 August 2018**.

If you need assistance with applying online, please call the Grants Information Line on 1300 366 356 between 8.30am and 5pm weekdays.

7. Timelines and assessment

Full Applications will be assessed against the *Better Indoor Stadiums Fund* assessment criteria and the required documents set out in this section.

There are a number of common features in successful applications. Good applications are well planned, involve co-ordination and collaboration with Sport and Recreation Victoria, involve relevant stakeholder consultation, are clear about what they are aiming to achieve and are ready to proceed. Addressing each of the assessment criteria will help applicants develop a more thorough project proposal.

Questions about Project Development, Strategic Justification, Stakeholder Engagement and Participation Outcomes are incorporated under the Assessment Criteria section. The percentage weightings allocated to each criterion represents the importance of the different weighting Sport and Recreation Victoria will use to assess project applications.

Program opens	18 April 2018
Full Applications closing date	6 August 2018
Funding Announcements and Notification of Outcomes	September 2018 onwards
Projects Commence	March 2019
Projects Completed	March 2021

7.1 Assessment Criteria

Project Development	
30%	Detail the project scope outlining all components of the development.
	Provide details on how project costs have been accurately identified, and outline how the project will be funded.
	What design considerations have been explored and/or implemented (i.e. Universal Design, Environmentally Sustainable Design, crime prevention through environmental design) and who has been involved during this phase?
	Demonstrate appropriate business and management planning, which addresses operational and financial sustainability.
	Demonstrate agreement between facility owner/manager and tenants.
Strategic Justification	
20%	Describe why the project is required?
	Describe how the project is strategically supported by local or regional plans and/or state sporting association/peak body plans.
	Has consideration been made regarding inter-municipal linkages and issues where appropriate?
Stakeholder Engagement	
10%	Outline the consultation process and outcomes with project stakeholders including clubs/ leagues and community groups, relevant state sporting associations and Sport and Recreation Victoria.
Participation Outcomes	
40%	Describe the key benefits of the projects and how it will increase (or maintain) participation in sport and active recreation.
	Outline the current activities and future programming opportunities including any multi-use benefits.
	Describe the project's district/regional and multi-purpose benefits.
	Detail the anticipated economic impact of the project during construction and operation, including employment during and after construction?
	Describe what gender equality policies and/or practices are currently undertaken by the league/association, club and council and what will be implemented in the future. If not currently undertaken, how will gender equality be addressed in the future?
	Demonstrate how Healthy Choices Guidelines will be implemented in the project.

Examples of gender equality policies and practices include:

- equal/fair use allocation policies
- complaints mechanism to resolve issues related to gender inequality or discrimination
- policies/targets around increasing the number or percentage of women in leadership positions e.g. committees/board or coaches

**25% of the requested grant amount must be allocated to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full Application.*

7.2 Information you will need to provide as part of your application

The quality of the following **mandatory documentation** will be assessed in conjunction with the criteria responses.

Project Development

- Site specific plan/aerial map showing location of proposed project
- Schematic Plans (site specific) developed with stakeholder and Sport and Recreation Victoria input (generic plans or plans from previous projects will not be accepted)
- Current Quantity Survey Report
- Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO, club bank statements)
- Project Management Framework
- Environmentally Sustainable Design report(s) and budget

Strategic Justification

- Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- Feasibility Studies or Business Case

Stakeholder Engagement

- Project Governance Framework
- Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'Participation Outcome' section of the Assessment Criteria)

Participation Outcomes

- Detailed Schedule of Use
- Completed Fair Play Code (formerly *Victorian Code of Conduct for Community Sport*) Form for Tenants from all clubs and/or associations that are tenants of the facility
- Facility Management Plan

If applicable

- Attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be found at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview
- Completed in-kind and voluntary labour support form
- Technical and/or Access audits (where available)
- A legally binding land-use agreement for projects located on private land
- For those projects located on school land, a completed Joint Use Agreement, or a completed Community Joint Use Proposal to enter into a Community Joint Use Agreement



8. Resources and additional information

Sport and Recreation Victoria has consolidated a number of helpful tools and resources to assist with application development that can be found at www.sport.vic.gov.au/grants-and-funding/funded-project-information-forms-and-templates

Planning guides

Sport and Recreation Victoria and other industry stakeholders have developed a series of planning guides and other informative resources for 'best practice' sport and active recreation facility development. Resources include, but are not restricted to:

- Design for Everyone Guide
- Female Friendly Sports Infrastructure Guidelines
- Netball Australia National Facilities Policy
- Indoor Aquatic and Recreation Facility Development Guidelines
- Healthy Choices: Policy Guidelines For Sport and Recreation Centres
- This Girl Can – Helping women and girls get active
- Female participation in sport and physical activity a snapshot of the evidence, that can be found at <https://www.vichealth.vic.gov.au/media-and-resources/publications/female-participation-in-sport-and-physical-activity-a-snapshot-of-the-evidence>
- Physical activity across life stages, that can be found at <https://www.vichealth.vic.gov.au/media-and-resources/publications/life-stages>
- Provision of drinking water fountains in public areas, that can be found at <https://www.vichealth.vic.gov.au/media-and-resources/publications/provision-of-drinking-water-fountains-in-public-areas>
- Welcoming Sport, that can be found at <https://vicsport.com.au/welcoming-sport>

Universal Design

The concept of Universal Design is to make the built environment more usable to as many people as possible, at little or no additional cost. The Design for Everyone Guide incorporates the Universal Design Principle approach to best practice facility design.

Environmentally Sustainable Design

Proposals are encouraged to incorporate Environmentally Sustainable Design initiatives in project designs.

Capital Replacement Planning

A Capital Replacement Plan is a tool that can help you plan for the maintenance and eventual replacement of facilities. The development of a capital replacement plan is recommended by Sport and Recreation Victoria where facilities need to be periodically replaced or renewed.

Project Management Framework

A Project Management Framework is a statement/spreadsheet that includes the name of the local government officer responsible for the project, project activities and project timelines. The Project Management Framework Fact Sheet, along with a basic Project Management Framework Template, that can be found at www.sport.vic.gov.au

Project Governance Framework

A Project Governance Framework must be completed and submitted with the Full Application. This identifies key stakeholders and their involvement, e.g. PM, PCG and the expertise they bring to the project.

Schedule of Use

A Schedule of Use is a list of all the sport and recreation activities, highlighting the extent to which the proposed facility development will be used. The schedule summarises the type and duration of the activity over a period of time and is a valuable tool to measure participation outcomes. Councils can use the Schedule of Use as provided or adapt and/or provide their own.

Voluntary Labour and In-kind Support

Consideration will be given to claiming in-kind expenses to a maximum of 25 per cent of the total project cost.

Environmentally Sustainable Design

Proposals are encouraged to incorporate Environmentally Sustainable Design initiatives in project designs.

Capital Replacement Planning

A Capital Replacement Plan is a tool that can help you plan for the maintenance and eventual replacement of facilities. The development of a capital replacement plan is recommended by Sport and Recreation Victoria where facilities need to be periodically replaced or renewed.

Fair Play Code (formerly Victorian Code of Conduct for Community Sport)

The facility tenant club(s) are expected to adhere to the *Fair Play Code* from 1 July 2018 (formerly *Victorian Code of Conduct for Community Sport*) or related State Sporting Association Code of Conduct. More information can be found at www.sport.vic.gov.au.

Healthy Choices: policy guidelines for sport and recreation centres

Guidelines to help sport and recreation centres improve the availability and promotion of healthier foods and drinks, that can be found at www.sport.vic.gov.au/healthy-choices-policy-guidelines-sport-and-recreation-centres

The Healthy Eating Advisory Service (HEAS) provides the necessary support and tools to assist organisations in undertaking an independent assessment of food and drinks sold within the premises. HEAS can be contacted on www.heas.health.vic.gov.au or on 1300 22 52 88.

Competitive Neutrality Policy

Under the Council of Australian Governments' Competition Principles Agreement, Victoria is a signatory to the Council of Australian Governments' Competitive Neutrality Policy.



9. Conditions that apply to applications and funding

9.1. Funding Agreements

Successful applicants must enter into a Funding Agreement with the Department of Health and Human Services. Funding Agreements establish the parties and outline their commitments and obligations to each other, as well as setting out the general funding terms and conditions. It is recommended that applications review the Department of Health and Human Services standard terms and conditions before applying.

Successful applicants must begin construction (this includes, but is not limited to, site clearing, earthworks and building works) within six months of signing the Funding Agreement.

- The agreement establishes the parties and their commitments and obligations to each other and sets out the terms and conditions of funding. It is recommended that you view the terms and conditions that can be found at Victorian Common Funding Agreement <https://providers.dhhs.vic.gov.au/victorian-common-funding-agreement>
- A Funding Agreement is required to be executed (signed) by both parties. The Schedule sets out the:
 - activity details
 - funding amounts
 - agreed actions and payments
 - reporting requirements
 - acknowledgement and publicity requirements
 - other activity specific requirements
 - notices.
- Funds must be spent on the project as described in the application and outlined in the Schedule, unless changes are agreed to in writing.
- Better Indoor Stadiums projects are to be completed and funds claimed within **24 months**.
- The facility tenant club(s) or association(s) are expected to adhere to the Fair Play Code from 1 July 2018 (formerly *Victorian Code of Conduct for Community Sport*). *The Fair Play Code - Forms for Tenants* must be completed and signed by each facility tenant club and submitted with the Full Application to Sport and Recreation Victoria. Applications without this form will not be considered for funding. More information about the Fair Play Code can be obtained from www.sport.vic.gov.au
- Successful applicants with existing facilities will be required to provide an independent assessment of food and drink availability from café/canteen and vending. The Healthy Eating Advisory Service (HEAS) provides the necessary support and tools to assist organisations in undertaking an independent assessment. HEAS can be contacted on www.heas.health.vic.gov.au or on 1300 22 52 88.
- You may be required to provide photos before and after project construction, upon request.
- A request to vary the timing or scope of an approved project must be discussed with your Sport and Recreation Victoria representative before submitting your request or commencing new works. Variation approval is at Sport and Recreation Victoria's discretion and may lead to a reduction or cancellation of the grant depending on the change in scope.
- Councils must inform the participating organisation(s), where applicable, of all funding arrangements and obligations in relation to the grant allocation. This includes ensuring the funded project does not commence prior to the endorsement of the Funding Agreement.
- Councils are obliged to liaise with Sport and Recreation Victoria on the progress of funded projects, as requested throughout the life of projects as outlined in the Schedule.

- Projects on private land will be subject to the establishment of a legally binding agreement between the organisation and council to ensure ongoing public access. Such proposals should demonstrate evidence of a legally binding agreement in their application.
- Projects on school land are eligible subject to a completed Community Joint Use Agreement, or a completed Community Joint Use Proposal to enter into a Community Joint Use Agreement, and a letter from the Department of Education and Training's regional and central offices endorsing the project.
- The principles of the Victorian Industry Participation Policy should be observed throughout relevant projects. For further information go to Victorian Industry Participation Policy Local Jobs First <<http://dsdbi.vic.gov.au/our-department/strategies-and-initiatives/victorian-industry-participation-policy>>
- A local government officer must be designated to manage the project and provide information to the department according to the following key reporting requirements:
 - a Project Governance Framework must be completed and submitted with the Full Application
 - a Project Management Framework must be completed and submitted with the Full Application
 - through a process of appropriate engagement in the governance of a project, councils must secure Sport and Recreation Victoria's endorsement of key documents such as schematic plans and architectural/ planning briefs prior to work commencing. Projects must not commence or be tendered until endorsement is provided. Sport and Recreation Victoria may not make milestone payments if endorsement is not secured in a timely manner
 - councils must provide project acquittal documentation as required
 - councils are expected to guarantee the cash flow payments towards works where a community organisation is providing funding contributions for a project.
- Successful applicants will be required to contribute information on activity outcomes for use in outcomes reporting, program evaluation reviews or Department of Health and Human Services publications, 12 months after project acquittal.

9.2. Acknowledging the Victorian Government's support and promoting success

Successful applicants need to acknowledge the Victorian Government's support through the *Better Indoor Stadiums Fund*. Acknowledgement and publicity guidelines form part of the Activity Schedule and include the requirement that all activities acknowledge Victorian Government support through logo presentation on any activity-related publications, media releases and promotional material, and placement of a permanent Victorian Government endorsed sign/ plaque at the site during construction and upon completion of infrastructure activities.

The Minister for Sport is to be given the opportunity to participate in any formal activity associated with the progress or completion of a facility or to officially open or launch the project. Openings and launches of *Better Indoor Stadiums Fund* projects are to be coordinated through the Office of the Minister for Sport. Councils considering staging an opening or launch must give adequate notice.

These guidelines have recently been updated to reflect contemporary expectations of Government recognition. Acknowledgement and Publicity Guidelines can be found at funded project information - forms and templates <www.sport.vic.gov.au/grants-and-funding/funded-project-information-forms-and-templates>.

9.3. Payments

Upfront payments for funded projects may be made if/when:

- a Funding Agreement has been signed by both parties and any special conditions have been met
- grant recipients provide reports as required, or otherwise demonstrate that the activity is progressing as expected
- other terms and conditions of funding continue to be met.

For all grants at least 10 per cent of the total funding is paid in arrears on evidence of satisfactory completion of the activity.

