



77 PENINSULA
7 LEISURE

ANNUAL REPORT 2019

EXCELLENCE AT PARC

INSPIRING THE COMMUNITY





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PENINSULA LEISURE
ANNUAL REPORT 2019
ABN 30 160 239 770

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The Chair's Report

Our focus on reimagining the health and wellbeing experiences of the Frankston community remained at the heart of our work.

This year PARC was awarded the Best Health Club at the 2019 Aquatics & Recreation Victoria Awards. This State accolade signifies our commitment to providing exceptional services for the Frankston community to enjoy.

As a leader in the management of fitness and leisure assets, we understand the need to adapt, evolve and expand our offering to continue delivering innovative services and programs that reach our diverse community and encourage the community to engage in physical activity.

In the 2019 financial year we implemented a number of projects to further deliver on this commitment. These projects set out to redefine our customer experience; to resolve industry problems; and protect the health and safety of our members, our staff and our community, while delivering value to Frankston City Council.

We introduced a new digital platform to streamline our services and create a solution that provides our community with the ability to engage with us if, how and when they choose to.

While we are only at the beginning of the digital platform roll-out, such focus has already seen improved customer satisfaction, an increase in their attitudes towards member communications and an increased likelihood to renew their membership.

Similarly, Peninsula Leisure's latest employment engagement survey showed a great result, highlighting our focus on supporting and upskilling our team.

Customer and employee satisfaction underpins our success. To drive excellence, we must take advantage of opportunities for growth and focus on future needs and demands.

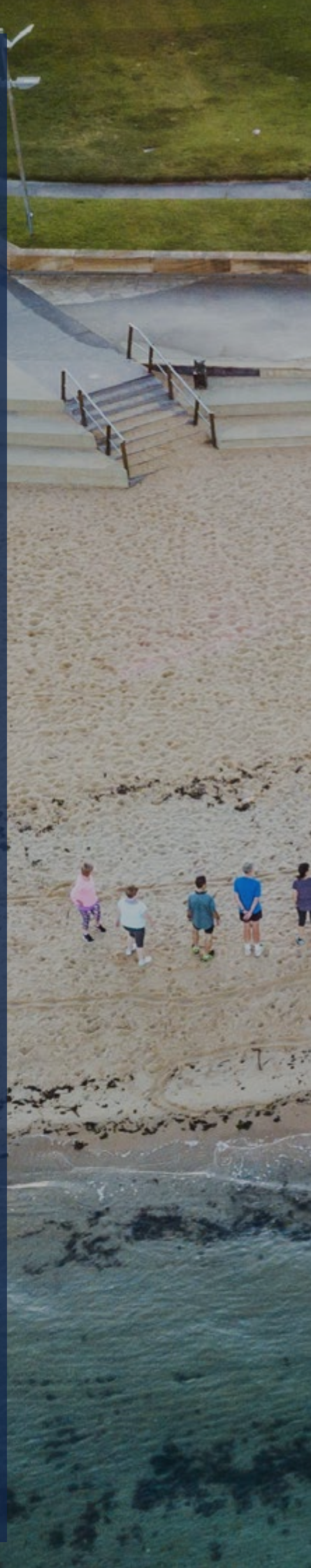
By driving excellence, Peninsula Leisure will continue to be an organisation sought after by local councils, centres and other organisations seeking advice on best practice.

On financial performance, Peninsula Leisure recorded a profit of \$295,202, with these funds allocated to specific reserves to allow for ongoing reinvestment into the services and facilities we provide for the community's benefit.

The ability to reinvest ensures the community has access to the best health and fitness services and facilities, and is a true reflection of the dedication and enthusiasm of our people.

Finally, I take this opportunity to thank our people, my fellow Board members and the management team for another successful year; our members and customers for their support; and our shareholder, Frankston City Council, for the continued backing of Peninsula Leisure for the benefit of the Frankston community.

ROSEANNE HEALY



An aerial photograph of a beach and promenade. In the foreground, a group of about 15 people is walking along the sandy beach near the water's edge. The water is a deep blue-green color. In the middle ground, a wide, paved promenade runs parallel to the beach. A signpost with four directional signs (blue, red, green, orange) stands on the promenade. To the left, there is a grassy area and a paved walkway. In the background, more people are visible on the promenade, and a building is partially visible. The overall scene is a busy, active public space.

WE REMAIN FOCUSED ON
ACTIVATING **FRANKSTON**

PARC ATTENDANCE

Total members
10,455

1,011,207

A RECORD
HIGH CENTRE
ATTENDANCE

MEMBER
DEMOGRAPHICS



42% Male



58% Female

\$12.8m

TURNOVER



29%

Total aquatic
entries up 29
per cent on
FY18

+20%

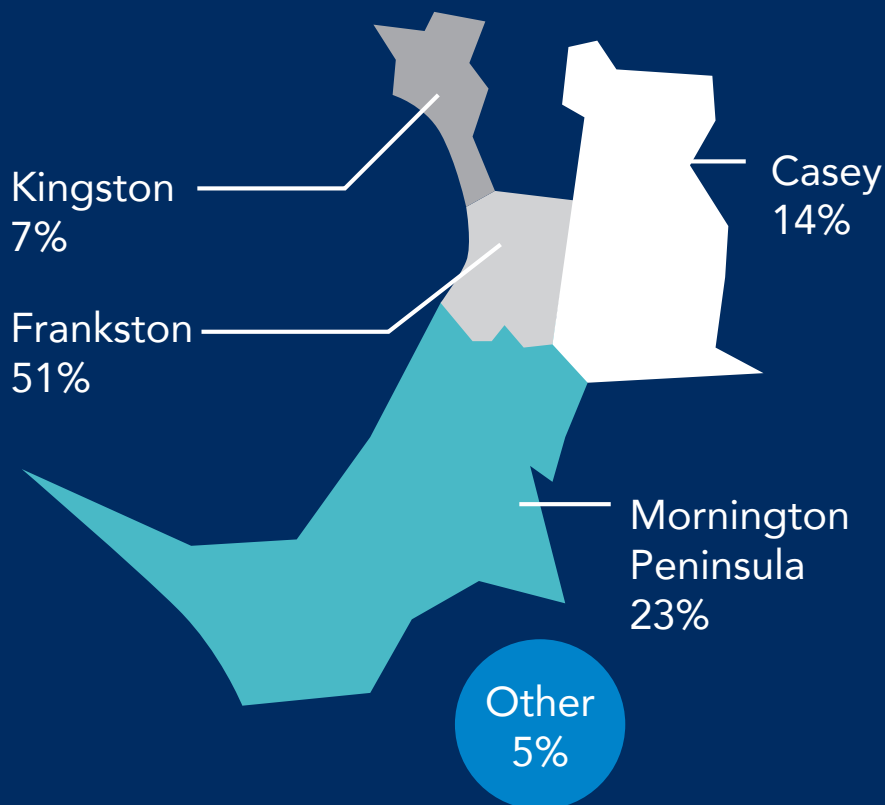
MORE THAN \$1,000,000
IN CAFÉ REVENUE

+13%

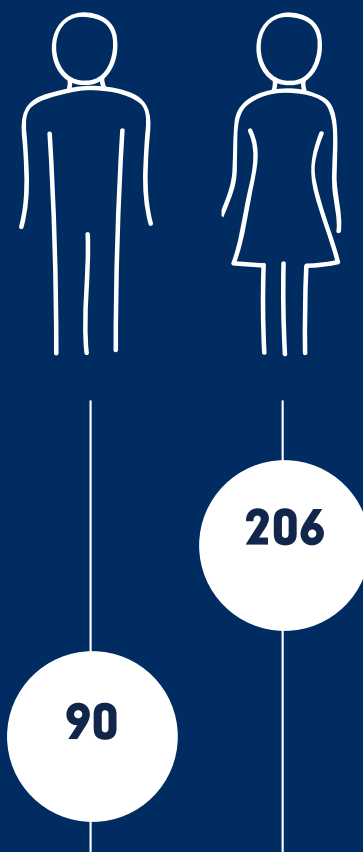
PARC IN THE
COMMUNITY
ATTENDANCE 12,769



EMPLOYEE RESIDENTIAL LOCATION BY MUNICIPALITY

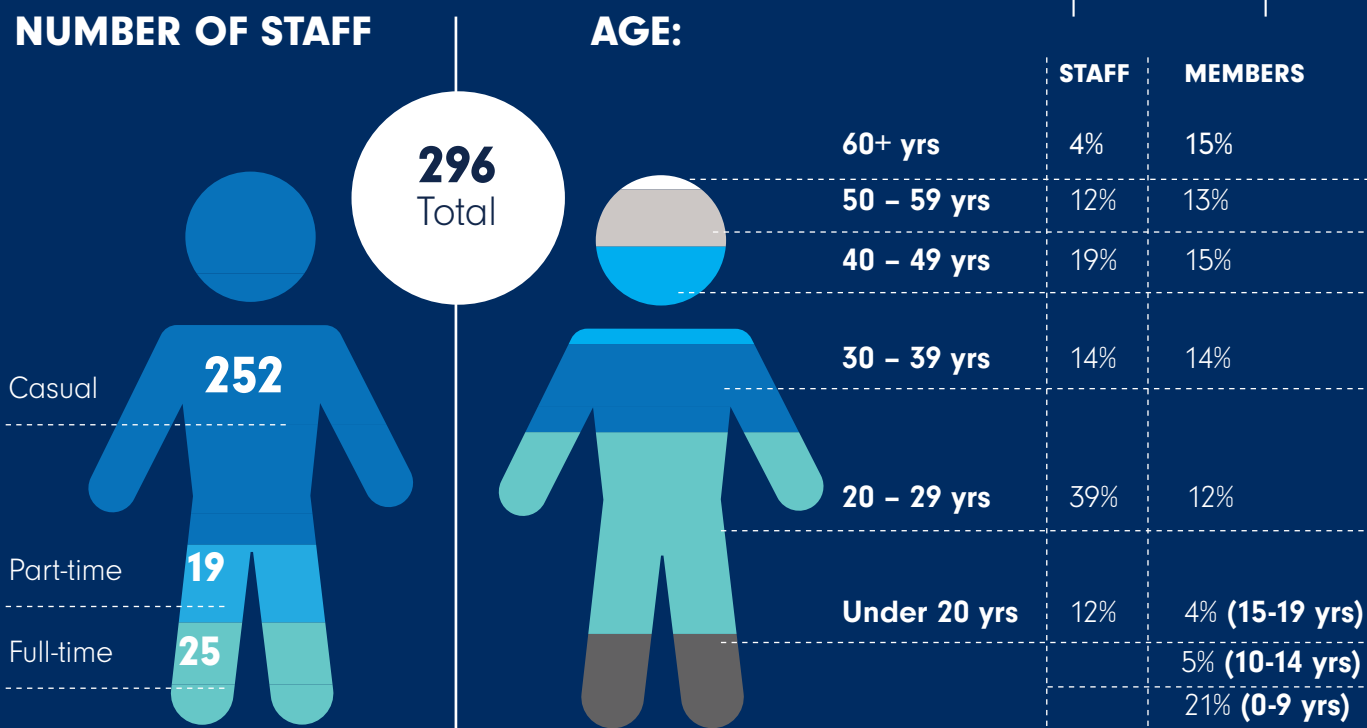


STAFF BY MALE/FEMALE



NUMBER OF STAFF

AGE:



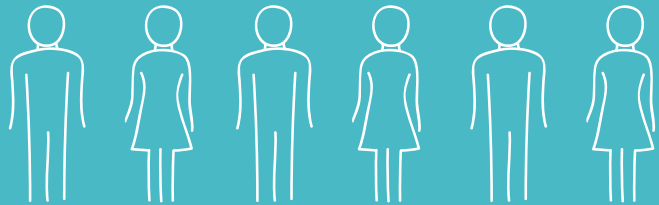
+25.6%

Free Family Friday
25.6% increase on
previous year



TOTAL ATTENDANCES

33,174*



2019

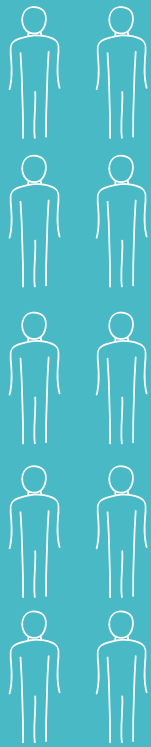
Casual attendances.

13,176
+6.8%
increase from 2018
+62.8%
increase since 2015





Nearly 10 per cent of total annual attendance



2,231

FREE!



Family Friday program provided free access to local families.



THE PINES

SUMMER



* Footnote: Attendance down 1.8 per on previous year. The Pines opened early in FY18 to accommodate visitors following PARC pool closure.

STRATEGIC VISION

DRIVEN TO REIMAGINE HEALTH AND WELLBEING EXPERIENCES



COMMUNITY



INNOVATION



GROWTH



PEOPLE



INNOVATION

CREATING MEMORABLE EXPERIENCES

8.1/10

Swinburne University Customer Satisfaction Score

40 Net Promoter Score

(excellence is defined as 50+)

815,634

web page visits
(12 months to 30 June 2019)

2700+
Instagram followers



SHARE

4.0/5★
customer reviews on Facebook



LIKE

13,000
Facebook fans

4.4★
customer review on Google



CHAT



*Source: Australian NPS Industry Benchmarks 2018: Perceptive

By actively listening to our customers and evolving our customer experience we can realise our purpose. Through mapping the customer journey to better understand obstacles and identify opportunities for growth, we have reimaged the customer experience.

To meet the needs of our members, this year we've added more service staff and in research with Swinburne University we explored the links between staff and customer satisfaction. Efforts to enhance customer experience have resulted in a significant uplift in customer satisfaction - our strongest result to date.

This activity was supported by a new digital platform that has simplified our processes to deliver a highly personalised experience for members.



COMMUNITY

FOCUS ON WATER SAFETY

New water safety guidelines were introduced to ensure our members are appropriately supervised while using our aquatic facilities.

Changes to the Guidelines of Safe Pool Operations will come into effect in September 2019 for the entire industry. To ensure we are compliant with the Watch Around Water standards, PARC has commenced an education process for staff and members.



COMMUNITY

WORLD-FIRST RESEARCH

Peninsula Leisure has committed to ensure every child in Frankston can swim.

In late 2016 we partnered with Deakin University in a world-first study to explore the best mode for teaching children how to swim – and retain those skills over time.

The final report was released in May 2019, and identified:

- Skill retention is dependent on stage of development and level
- Foundation level learners require frequent and regular instruction to retain skills, as well as practice over time
- Intensive programs are most beneficial for those who have mastered foundation skills
- A combination of regular weekly lessons boosted by a school program is the most effective learn-to-swim (LTS) mode
- Parents overestimate their child's swimming ability
- Parents place more emphasis on their child being taught water safety skills than technical skill-based lessons

Since the release of the report, we have led a program to educate schools, parents and the wider community on the importance of regular swimming lessons for children.

Underpinning this is a review of the current PARC Swim learn to swim and schools program models to identify best practice for the three main learn to swim stages - Foundation, Specialised Movement and "Can Swim".

We have also shared the findings with the Victorian Department of Education and Training, as the first step to engage with the Victorian Curriculum and Assessment Authority (VCAA) on the mandated curriculum for all public schools.

The research will be presented at the AUSTSWIM World Conference on Queensland's Sunshine Coast and at the World Conference on Drowning Prevention in Durban, South Africa.




INNOVATION

SUPPORTING HEALTH AND SAFETY

A healthy, safe environment is key to the ongoing success of Peninsula Leisure. We are committed to reducing risk and preventing injury or illness to ensure the health and safety of our members.

In FY19, an internal audit confirmed Peninsula Leisure demonstrated high level conformance with the requirements of ISO 45001, the Occupational Health and Safety Management System.



In June 2019 PARC was awarded the Best Health Club at the Aquatics & Recreation Victoria Awards, in recognition of initiatives and improvements in PARC's gym and group exercise program.

Other achievements include:

- 6,593 members, the highest level to date
- 375,499 health club visits
- An average 31,292 visits per month
- 174,583 group exercise attendances
- An average 14,549 attendances per month
- 214 live classes per week
- New group exercise class timetable increasing visits by 1,000 each month
- Introduction of online booking system for group exercise classes
- Introduction of virtual fitness classes, adding 75 classes weekly with an average of 800 visits per month
- Updated and improved programs, including PowerZone, Active Movers and Strong for Life
- Monthly free member education seminars
- Support and participation in 17 local community events
- Expanded free foreshore yoga program

PARC's commitment to provide the latest in fitness products and services is widely recognised within the industry with weekly visits from other centres, councils and organisations around the country seeking inspiration and advice.

AN AWARD WINNING HEALTH AND FITNESS FACILITY



PEOPLE

PEOPLE POWER

A refreshed People Strategy will help Peninsula Leisure to meet its objectives in attracting, retaining and upskilling staff. To support staff health and wellbeing, eight Mental Health First Aid Officers were trained, bringing the total team number to 11.

In partnership with Swinburne University, the employee engagement survey was refreshed to link with the quarterly customer satisfaction survey. The June 2019 result showed an employee Net Promoter Score of 15, on a scale where 10 is average and 20 is excellent.

We delivered a six-month leadership development program for staff identified as key leaders. The program was designed to enhance our key identified leaders and their skillsets, with a focus on delivering on our key priorities.

This year we also began Project Relevance, a taskforce to research the impact of the fourth industrial revolution and future workplace models. Project Relevance findings will help shape Peninsula Leisure's practices to ensure we continue to be an Employer of Choice.

Our commitment to celebrating team success was recognised at the Aquatic & Recreation Victoria Industry Awards 2019. Eight individuals and five teams were finalists, while the Health and Fitness Team was recognised for Health Club of the Year.



CEO'S Report

Quite remarkably this year, we achieved a record one million visits to PARC.

This is a major milestone that signifies our ability to deliver high-quality services, great customer service and exceptional industry-leading facilities for the Frankston community.

Despite this significant achievement, it is only a milestone. We cannot rest on our laurels.

We continue to work to ensure our facilities and services are first class, and our customers are encouraged and motivated to maintain an active lifestyle, regardless of background or financial circumstance.

We undertook a series of upgrades to our facilities, redesigned the Peninsula Leisure customer journey to better reflect members' needs and refreshed our People Strategy to ensure we can meet objectives to attract and retain skilled and talented people with the best capabilities and experience.

On top of that, our new digital platform tailors the customer experience and provides access to programming, services and support at members' fingertips. Our future concentration will be to expand the platform offering, integrate technology to better connect with members and create services and programs that exceed their expectations, while also creating opportunities to generate a commercial return for the benefit of the Frankston community.

Data-led insights from the digital platform will ultimately allow us to develop solutions that can be customised to suit members' needs.

Success will ultimately be judged on our ability to drive great experiences for community, members and staff. It's this notion that drives our team to deliver on our purpose of reimagining the health and wellbeing experiences of the Frankston community.

To the entire Peninsula Leisure team, thank you for your unwavering dedication in delivering excellence for our members, and congratulations on your achievements and the recognition they have earned.

To our Board, thank you for your guidance and leadership.

And to Frankston City Council, thank you for your ongoing support.

We are proud of the achievements of 2019 and motivated to capture every opportunity that presents in the future.

TIM GLEDHILL

CHIEF EXECUTIVE OFFICER



COMMUNITY

INSPIRING OUR COMMUNITY

We exist to improve and enhance community health and wellbeing. This year we made a strong of commitment to community through the provision of:

- Free access to PARC valued at more than \$230,000 , which includes the PARC in the Community Program which, via community partnerships, identifies those in the community who would benefit from PARC and Pines access, however through circumstances would otherwise be unable to access the facilities
- Additional subsidised PARC swim memberships for families experiencing financial hardship
- Free community access at The Pines to the value of \$12,420
- Family days at The Pines, including Free Family Fridays every week and Lazy Sundays every month





GROWTH

COMMITTED TO QUALITY

Peninsula Leisure and Frankston City Council's belief in providing the best facilities and services saw a series of capital works projects at PARC and The Pines through the year.

Our unique business model enables us to reinvest profit into the maintenance and development of PARC and The Pines. This reciprocal flow of value ensures consistent delivery of great customer experiences, programming and high-quality services.

Under this model, we are able to upgrade facilities with the best possible products and technologies, providing the people of Frankston with an industry leading leisure destination.



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