



**77 PENINSULA  
7 LEISURE**

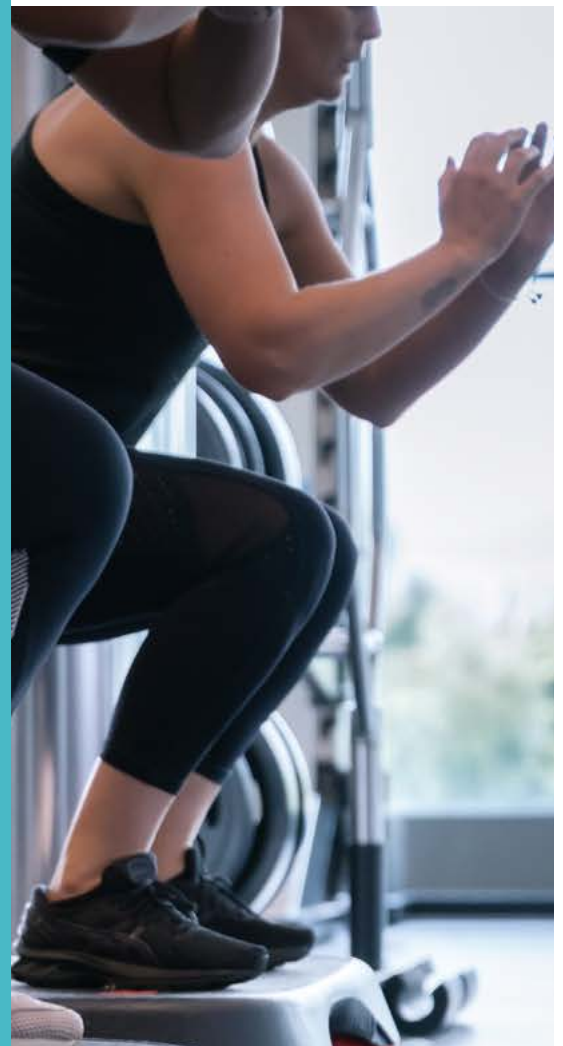
# **ANNUAL REPORT**

2020 - 2021

Peninsula Leisure is a company focused on **ACTIVATING** and **ENGAGING** communities.



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## A MESSAGE FROM OUR CHAIR



The past year has been very challenging for the entire community. The devastating impact of the pandemic has affected every aspect of Peninsula Leisure, the lives of our dedicated staff and the community we serve. Significant restrictions imposed by COVID-19 changed how and when Peninsula Leisure facilities have been able to operate. Despite this, the company responded and continues to support the community by developing new ways to keep people active.

During the first half of the year, the indoor Peninsula Aquatic Recreation Centre (PARC) facilities were closed for 5 months, reopening as restrictions eased. Fortunately, as an outdoor facility the Pines Forest Aquatic Centre (The Pines) was able to open early to cater for the needs of the community. This was an overwhelming success, bringing a much-needed spotlight onto this facility.

PARC reopened in November 2020, with the team working incredibly hard to get the doors open again, ensuring safety practices were developed, communicated and staff trained. Re-engaging our workforce was paramount, along with the recruitment of members and staff.

Supported by vital Government and Shareholder financial support, and coupled with Peninsula Leisure's own reserves, the year-end result saw a deficit position of \$415,995. For what was a very difficult year for the company this is an outstanding result, achieved through sheer determination of the Management team to maintain a primary focus on expenditure control.

During the year, a Board renewal process took place, seeing the recruitment of independent, experienced professional Directors, led by our shareholder Frankston City Council. I was honoured to be appointed as Chair of the Board and am delighted to be working with fellow Independent Directors Marlene Elliott, David Fraser and Tom Mollenkopf; Non-Executive Director Kim Jaensch; and shareholder Delegate Frankston City Councillor Brad Hill.

In March 2021 Kath Thom joined Peninsula Leisure as our new Chief Executive Officer. Kath brought strong leadership, extensive sector experience and outstanding people skills. The impact of Kath's positive contribution has already been evident and continues to be as Peninsula Leisure navigates the impact and opportunities of the new COVID landscape.

The Board and CEO are delighted to be working closely in partnership with the shareholder Frankston City Council to respond to the challenges of the new environment, and deliver leading health and wellbeing experiences to the Frankston municipality.

On behalf of the Board, I would like to thank the entire Peninsula Leisure team for their stewardship of the company during such an uncertain time. You have demonstrated a consistent and unwavering focus from our goal to keep the community moving and active. Thank you.

**JULIE BUSCH**  
INDEPENDENT CHAIR

A photograph of several people of different ages swimming in a pool. The water is a vibrant blue. In the foreground, an older woman with white hair is seen from behind, wearing a dark swimsuit. In the middle ground, a woman with dark hair is swimming. In the background, a man and another woman are visible. The overall scene is active and community-oriented.

OUR COMMITMENT

**WE BELIEVE IN GIVING BACK TO  
THE COMMUNITY**

OUR VISION

**EVERYONE HAS THE OPPORTUNITY  
TO BE ACTIVE**

OUR MISSION

**INSPIRE COMMUNITIES TO  
ENGAGE IN PHYSICAL ACTIVITY**

OUR PURPOSE

**TO CREATE VALUE FOR  
FRANKSTON**

OUR VALUES

**WE THINK PEOPLE  
WE REIMAGINE  
WE DELIVER**

# YEAR IN REVIEW - PARC

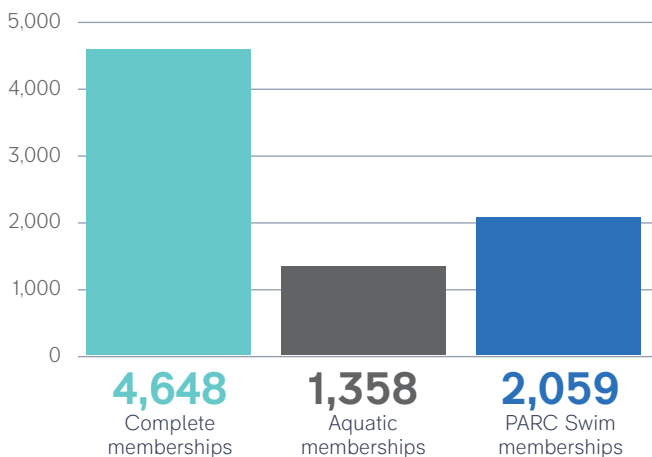
**This year can be encapsulated in our resolute promise to our community to open the doors of PARC.**

As soon as restrictions eased to a point when we could reopen, we did. At times, we were given just 24 hours' notice. At other times, we were only allowed 100 people in the building, or a booking system was required, or COVID Check in Marshalls mandated. Whatever was required, we did not deviate, we were there open, ready to activate our community.

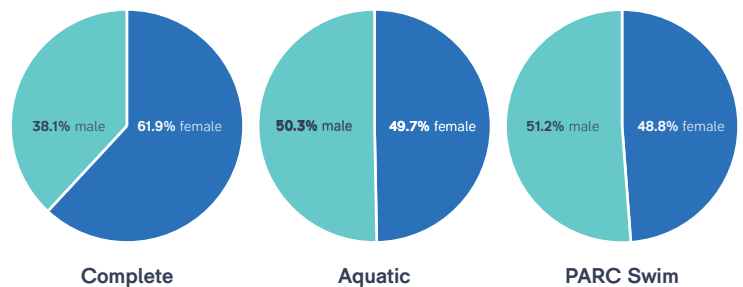
The COVID-19 crisis saw us start and end the year in lockdown. After a period of extended closure, it was with great pleasure that Peninsula Leisure was able to reopen the doors of PARC on Monday 9 November, albeit under heavy restrictions. Visitation levels improved as confidence in community safety increased, and we experienced strong momentum in our recovery objectives over the summer months. Unfortunately, lockdowns 4 and 5 saw this rebound momentum halted.

Despite the significant impacts of COVID-19 causing the closure of PARC for 40.8% of the year, we saw strong engagement from our community and positive sentiment in terms of feelings of safety and cleanliness in the facility. PARC continued to experience strong customer satisfaction, with 8.15/10 overall satisfaction, and 70% of members surveyed indicating that their PARC membership fees were essential spending.

## MEMBERSHIPS



## MEMBERSHIP DEMOGRAPHICS - GENDER



YOU TOLD US WHEN YOU THINK OF PARC, YOU THINK:

**FRIENDLY** **GREAT** **FITNESS** **POOL** **VARIETY**  
**CLEAN** **FUN** **EXERCISE** **SWIM** **HEALTH**

ATTENDANCES - ACHIEVED WHILST CLOSED FOR 40.8% OF THE YEAR DUE TO LOCKDOWNS



CUSTOMER SATISFACTION REMAINED STRONG AND WE CONTINUE TO BUILD AN ENGAGED ONLINE COMMUNITY WITH:



8.8/10 feelings of safety



8.8/10 satisfaction in the cleanliness and maintenance of facilities



8.15/10 overall satisfaction with PARC

**83%** of **Complete members** had their query resolved satisfactorily

**70%** of **PARC members** rate their membership as essential spending

**7.3%** growth in **followers** across social media platforms

**233,284** total **reach** on PARC Facebook page

**38.33%** average **email open rate** with 9.85% average click rate

# YEAR IN REVIEW - THE PINES

It is safe to say, that this year's season at the Pines was our most successful to date. Pleasingly, the season opened a full 34 days ahead of schedule to fulfil a gap in the facilities available to the community at that time. This also allowed us to re-engage 25 staff in paid employment in a challenging time, where they were otherwise ineligible for Government financial assistance, while we were awaiting the reopen of PARC.

We saw extensive support from the community, and visitations increased in-line with the easing of restrictions. Our VICSWIM Learn To Swim Program in January saw 633 attendances, and February saw the return of School Carnivals, with 13,302 students participating. Our kiosk continued to adapt and deliver on Council's Healthy Eating principles, and we offered new community engagement events including free breakfasts.

Working with Frankston City Council, Peninsula Leisure was extensively involved in the Pines Master Plan redevelopment and feedback process, ensuring the facility continues to meet the evolving needs of our community. With Council's support, we were also able to keep the facility open for an additional 18 days to provide community access, engagement and activation over the April School Holiday period.

## VISITORS

# 42,298

visitors were welcomed through our doors, an increase of 65% compared to the 2020 season.

# 6,302

visits from 1,204 unique individuals over the 34 day early open period.

# 1,546

visits from 9 Free Family Friday and local community events.

# 13,302

students attended over 32 local and district swimming carnivals.

**8** Local community events hosted  
- Free Family Fridays  
- Free Community Breakfasts

**4** Local swimming clubs trained and hosted swim meets  
- Flyers  
- Mount Eliza District  
- Mornington District  
- Frankston District

**55** Different local user groups utilised the facility  
- Nippers  
- Dive Schools  
- Scouts  
- Water Sports

## THE LONGEST SEASON YET, NORMALLY 1 NOVEMBER - 31 MARCH

**34** Opened 34 days earlier than scheduled due to COVID-19 easing of restrictions and swift action taken by staff to enact the re-opening plan.

**18** Season extension of 18 days covering the Easter Long weekend and two week school holiday period.

## CUSTOMER SATISFACTION SURVEY RESULTS WERE VERY POSITIVE



8.3/10 overall satisfaction with the facility



8.8/10 likelihood to recommend to a friend



9.3/10 likelihood to visit next season

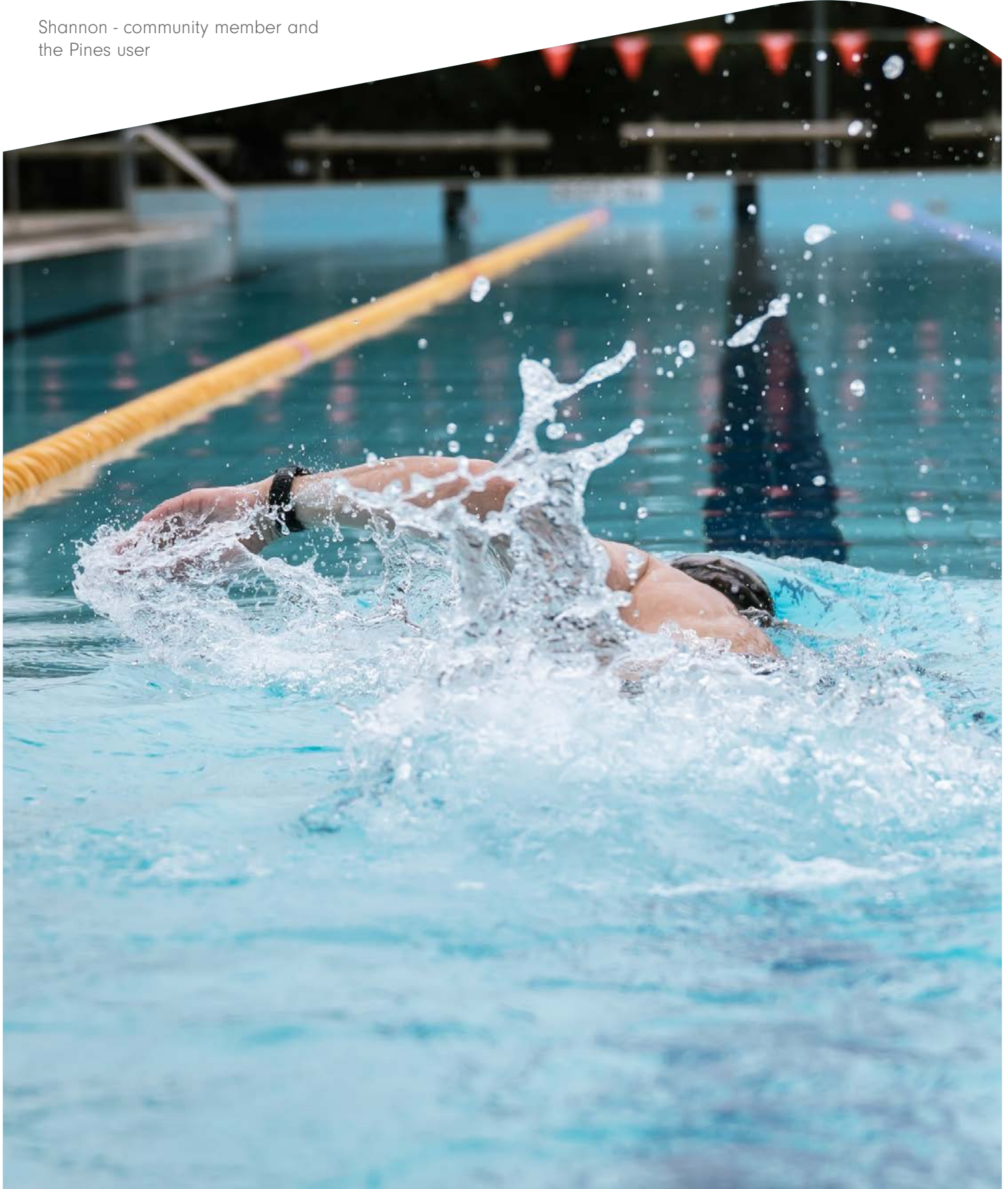


8.8/10 knowledge and helpfulness of staff

*"This was my saving grace in my recovery journey back to health. PARC managed to get the Pines outdoor pool up and running in swift time. I am so grateful to the hard-working team, the people behind the scenes and all the Lifeguards who braved the freezing 4C degree mornings with smiles on their faces, happily playing music through the PA system to brighten up lap swimmers' days.*

*The Pines Pool had such a positive impact on my wellbeing. Not only for my physical health in regaining muscle mass and lung function, but the emotional healing after such a traumatic ordeal."*

Shannon - community member and the Pines user





# COVID-19 IMPACTS ON PENINSULA LEISURE

Peninsula Leisure worked to manage the considerable financial, employment and community impacts of the pandemic, responding and pivoting quickly to remote solutions to drive engagement, connection and activation.



**KEY** ● Closed ● Restricted ● Open

# PENINSULA LEISURE'S COVID-19 IMPACT

**Staff:** Sadly, one of the most impacted areas were our team. Staff engagement levels were severely affected by the pandemic, due to the uncertain nature of our industry in relation to lockdowns. Each closure we were forced to standdown staff, with those without work also ineligible for the JobKeeper subsidy due to Peninsula Leisure being a subsidiary of a local government entity.

Staff attrition rates remained steady, with 80% of pre-COVID personnel retained despite the ongoing closures. However, availability levels of these personnel had altered considerably, with staff offering less hours of availability due to them having a second, more reliable job outside the industry.

**Membership and community:** PARC was closed for 40.8% of the year, with all memberships on suspension for 51% of the year, and seeing Peninsula Leisure therefore requiring much-needed financial support from the shareholder to ensure sustainability.

At the end 2020FY we had 5,820 Complete members, however at the end of 2021FY this number had reduced to 4,648. Interestingly, the members that remain with us now are more active in terms of facility use, so positively, we are experiencing our most engaged membership to date.

## COVID-19 IMPACTS

**149** PARC closed for 149 days (40.8% of year)

**186** PARC operated at restricted capacity/operations for 186 days

**1,172** decrease in Complete memberships (-20.1%)

**59** The Pines season extended by 59 days, in-line with eased outdoor restrictions

## STAFF STAND DOWN IMPACTS

**90 Full-Time Equivalent (FTE)** = Normal operations

Period 01/07/2020 to 08/11/2020 FTE = **11.18 FTE** (80% reduction in workforce)

Period 28/5/2021 to 17/06/2021 FTE = **13.7 FTE** (85% reduction in workforce)

A small group of staff remained engaged under partial stand downs, to carry out business critical work, and ensure our facilities were maintained and ready to open as soon as restrictions allowed.

**20%** staff attrition

**30%** loss of Swim Teachers contributing to **16%** decrease in PARC Swim memberships.

The loss of teachers was due to the limited training opportunities available in the industry, and the lack of stability in this role during the extended lockdowns.

***"Lockdown has made me realise how much I love the gym and I really miss coming to PARC... I can't wait to be able to come back to the gym as soon as we are allowed... I really feel for the wonderful team, I miss seeing all your smiling faces!"***

Lizzy - PARC member

# PENINSULA LEISURE'S COVID-19 RESPONSE

**Our key objective continues to be to respond to the impacts of COVID-19, allowing the Company to continue to foster and create connected and engaged health and wellbeing communities, providing value to the Frankston municipality.**

We prioritised keeping our staff and communities safe and active, and continued to perform in these extraordinary times. The way we did this was to reimagine our offering; pivoting and adapting quickly to ensure we were future proofing our business, and providing opportunities to be active to the entire municipality of Frankston.

**Staff:** Peninsula Leisure assisted our team during this challenging period by providing support through the development of a Wellbeing website, access to confidential counselling, and free online health and fitness resources, including Online Group Personal Training.

To support staff enduring financial hardship, Peninsula Leisure offered our Staff Support Fund to assist those who needed it most, seeing \$30,600 in funds granted to our most vulnerable staff during the year.

A large focus was placed on staff education and internal communication, with new digital channels activated to reach and connect with more of our team. With the ongoing closures and re-openings, recruitment and retention of staff became, and continues, to be a priority.

**Membership and community:** With each closure, memberships were placed on suspension. Members and the community were provided opportunities, ongoing communication and support to ensure they remained active. Even with our doors closed, Peninsula Leisure responded by offering:

- **PARC Your Way** provided free community access, with a library of over 850 exercise videos now on offer. Each lockdown a LIVE Timetable of classes was activated, along with Community Challenges, and mindfulness, nutrition and wellbeing sessions.
- **Online Personal Training** was offered to allow our existing clients to continue to work towards their fitness goals with the support of their trainer. This service was also offered to Peninsula Leisure employees for free, aiding retention.
- **Outdoor Personal Training** was introduced when restrictions eased. These sessions were well attended with the community enthusiastic about greater freedoms, and acted as an effective lead generator for ongoing personal training when the Centre reopened.
- **Outdoor Group Exercise** was introduced, in-line with the easing of restrictions, allowing up to 10 people per group. These classes ran throughout October and November, before the return to PARC.
- **PARC Swim 5-week re-start** intensive program during November and December offered to students enrolled in the program pre-COVID. Pleasingly, 60% of families took up this modified lesson option.

***"To everyone involved in getting these classes online for us to use at home a HUGE thank you, they are great. The quality of the videos is excellent as well as the variety of classes."***

Jim and Judy - PARC Your Way users

***"I love the PARC Your Way classes - it's keeping me sane."***

Alison - PARC Your Way user

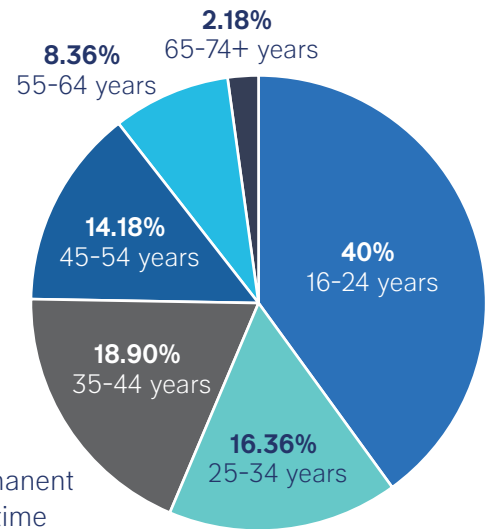
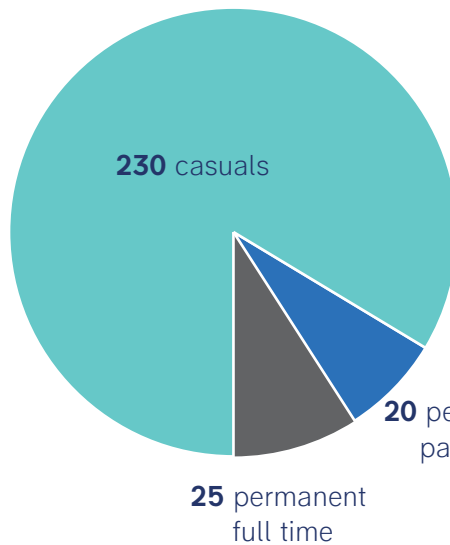
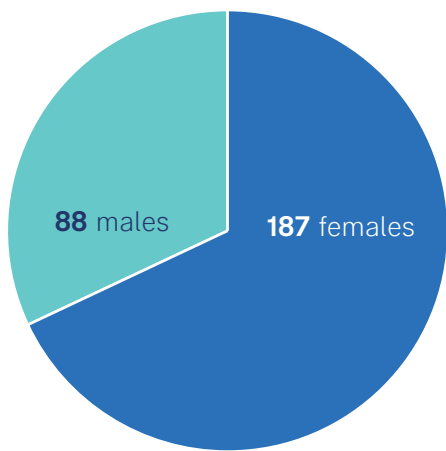


# WE THINK PEOPLE

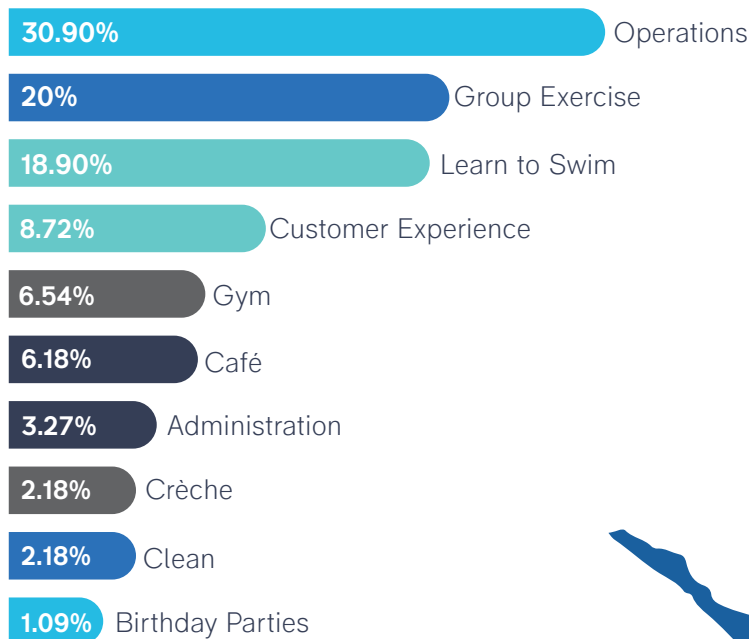
At the heart of our great company is the passion and dedication of our staff. Our team are the essence of our business. Our workforce is made up of a diverse range of ages and experience levels, but every staff member lives and breathes the Peninsula Leisure core values of thinking people, living to reimagine and delivering to our community.

## OUR STAFF WHO MAKE UP PENINSULA LEISURE

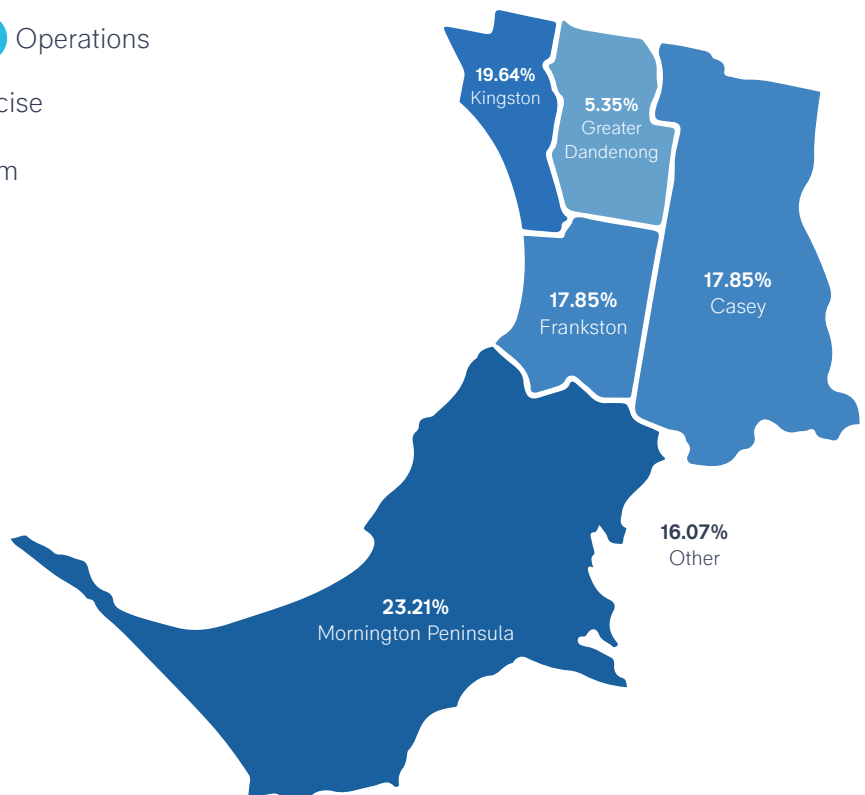
**275** total staff



## TEAM BREAKDOWN



## WHERE DO OUR STAFF LIVE?



# WE THINK PEOPLE

It was period of rapid change for our staff, often working in a reactive environment due to the nature of the pandemic. Over the year, a new organisational structure was developed, supported by the establishment of a new Board, and the commencement of our new company Chief Executive Officer, Kath Thom, in March 2021. We welcomed a new leader to our Talent & Culture Team, after a period of vacancy, to drive our innovative company culture.

Peninsula Leisure has a strong commitment to celebrating our staff and their successes. This year we saw Pru Drago voted by the public as The Leader's Best Personal Trainer of the Southeast. We saw six staff named as finalists in the 2020 Aquatics & Recreation Victoria Awards, with Lou Craig winning Group Exercise Instructor of the Year 2020. We also nominated seven employees in the 2021 Aquatics & Recreation Victoria Awards, and are finalists in five Facility Award Categories, including:

- Group Exercise Instructor - Jen Martyn
- Outstanding Contribution to the Aquatic and Rec Industry - Julia Wood
- Pool Lifeguard - Leanne Roach
- Personal Trainer - Pru Drago
- Emerging Leader Award - Sarah Mall
- Most Valuable Employee - Stacey Pringle
- Customer Service Officer - Alison Stewart
- Health Club of Year
- Marketing & Communications
- Innovative Program
- Community Impact
- Facility Management (Seasonal), Pines

*"We received constant communication from our team leaders and CEO via emails and Zoom, to keep us up to date with everything that was happening as well as checking in to make sure we were okay... I was so grateful. They are always thinking People, it feels like family working for this company... I Love PARC, its People, and our community."*

Pru D - Peninsula Leisure employee

## OUR STAFF - WHAT THEY SAY

**81%** likelihood to recommend PARC as a place to work

**94%** likelihood to recommend PARC's products and services

**88%** feel motivated to do the best job they can while at work.

**93%** have a clear understanding of Peninsula Leisure's values and purpose.

**42** eNPS (increase from Q2=32) indicating that Peninsula Leisure employees feel a sense of pride towards PARC and Pines

**FUN COMMUNITY FRIENDLY**  
**SUPPORT PEOPLE HEALTH**



# WE DELIVER

**Committed to delivering exceptional customer experiences.** Our success this year, more so than any other, relied on our dedication to creating safe, clean, enjoyable, and accessible spaces for our community to be and recreate. With caution around safety and anxiety levels high, we focused on facility presentation, staff training and education, and communication to deliver a consistent and welcoming experience.

Despite being closed for 40.8% of the year, the company was still able to deliver on our promise to activate the community. This was evident in the rapid return of casual visitors, seeing our April School Holiday period experience our highest casual entrants on record at 7,115, with the largest single day seeing 1,011 casual visitors walk through our doors (26% higher than 2019).

Peninsula Leisure and Frankston City Council's belief in providing the best facilities and services also saw a series of maintenance projects at PARC and The Pines delivered throughout the year, ensuring we are continually investing in providing the people of Frankston with an industry leading community leisure destination.

## OUR ONGOING INVESTMENT IN EXCELLENCE

# \$1.35M

invested in **Preventative Maintenance Projects** across PARC and Pines

# \$87,000

committed to the **upgrade and enhancement** of our **PARC Your Way** digital exercise platform

## OUR COMMUNITY SAID

"Great place, keep up the amazing vibe"

"PARC is a fantastic facility overall - love using it"

"I'm impressed overall with what PARC can offer me"

# CLEAN *FUN* EXERCISE FRIENDLY FITNESS



# WE DELIVER

**Living our values with purpose and intensity by activating and supporting our community.** We firmly believe and live our vision that everyone should have the opportunity to be active. We take great pride in our community contribution, and despite a challenging period financially, we continued to find new and innovative ways to give back to, connect with, and activate the Frankston municipality.

This year we supported local events including the Seaford Live and Local, the Frankston Festival of Lights, and the My Mount Eliza Fun Run. We also supported numerous virtual community events, and important community initiatives such as Girls Day Out and International Women's Day, offering dedicated classes, health resources and access.

Peninsula Leisure enjoyed and celebrated our most engaged community throughout the Pines season to date. We offered free community breakfasts, free Family Fridays and other activations to connect with the local community and user groups. We also provided free community access to PARC via our Healthy Rewards program, a new initiative in partnership with Frankston City Council and VicHealth.

- Free community access to PARC to the **value of over \$200,000**
- Free community access at The Pines to the **value of over \$8,000**
- **Sponsorship of 6** major local events and activities
- **11 free community events and educational seminars** provided across Pines and PARC
- **272** PARC in the Community subsidised memberships

*"Thank you for your generous support of the 2021 MY Mount Eliza Run & Fun Festival. It was wonderful to be able to host a face-to-face event again as well as a virtual option for those that could not join us in person. On behalf of all the blood cancer patients, family and researchers that will directly benefit from your sponsorship, thank you so very much."*

Geoff Nyssen, Festival Director

## Partnering with Council

We value every engagement opportunity to partner closely with Frankston City Council, staff and service areas. This year saw a stronger partnership develop between Peninsula Leisure and Frankston City Council on all levels - CEO, Board, Executive Management Team and Risk.

Together, we have been working to review, assess and implement improved safety, infrastructure and customer experience initiatives at both Pines and PARC, to benefit all of the Frankston municipality.

We would like to thank Council for their commitment and support of Peninsula Leisure, and the wider community throughout a challenging year, and beyond.



# WE DELIVER

**Committed to thinking and acting safely.** The COVID-19 pandemic changed our industry overnight. Never has public health and safety been more integral to our success.

This year we continued to improve our processes to ensure safety, cleanliness and injury prevention. We are acutely focused on reducing risk, recognising that the community needs to feel, and be, safe and confident when utilising our facilities. The Peninsula Leisure COVID-Safe Plan was continually reviewed, in-line with changes in restrictions and public health advice.

The company's Clean Team was also fundamental to our COVID response and recovery over the year. With caution around hygiene being at the forefront of patrons' minds, our Clean Team worked diligently to ensure the presentation and sanitation of the facility. This was recognised in our Customer Satisfaction Survey, with 'cleanliness of gym facilities' rating 8.8/10.

***"Cleaning staff are fantastic.  
Facilities always look great"***

***"They were very thorough"***

PARC was again accredited with Life Saving Victoria's prized Platinum Pool Award. In doing so, the facility remains part of an exclusive club of just 40 Victorian aquatic facilities currently holding the accreditation.



***"We are always looking for innovative ways to deliver safety messaging and training, and this re-imagination is clearly paying dividends to our community. There are around 550 public swimming pools in Victoria, so to be awarded in the top 7% in the state, is something we, and our community, are really proud of."***

Jarrah Wynne, Aquatic Supervision & Compliance Specialist



# WE REIMAGINE

We reimagine health and wellbeing experiences. At Peninsula Leisure, we have the courage to think differently, exploring and acting on ways in which we can continually push the boundaries.

Despite all the challenges presented this year, Peninsula Leisure was steadfast in our intention to add value to the Frankston municipality, demonstrated by our capital investment on key digital projects, our ability to pivot quickly to deliver remote exercise solutions, and our ongoing commitment to our staff.

## PARC Your Way

When lockdown 1 hit in 2020, the company responded quickly by launching our online exercise platform, PARC Your Way. In adapting and pivoting to an online solution, it meant that even when we were closed, we could continue to offer online access, classes and engagement.

PARC Your Way offers free digital access to the Frankston municipality with over 791 videos produced in the year, and with nearly 4,000 subscribers, the community has appreciated this industry leading community platform, to keep motivated and moving.

Peninsula Leisure made a significant investment into the infrastructure of the platform over the year, to ensure it delivered the highest quality user experience, creating a long-term strategy to provide additional value to our community into the future.



### PARC YOUR WAY

3,784

subscribers (80.35% growth)

181

average new subscribers per month

35,068

total video views

791

video sessions added to the platform

453,623

minutes of content watched by our community

- PARC Your Way was launched on 17 April 2020 just 26 days after lockdown 1.
- The platform offers an extensive range of exercise classes (HIIT, Strength, Cardio, Yoga, Pilates, Zumba, Older Adults, Kids), supported gym exercise programs, exercise technique instructional videos, nutrition and wellbeing seminars.
- The PARC Your Way live timetable allows members to view live streamed sessions and interact directly with PARC instructors.

*"My mum and I started the challenge last week and loved it so we have started at week 1 this week and we do it together over zoom and my sister joned in too. Feels like we are actually working out together!! Thank you so much to the centre and the amazing team who put this program together! I miss coming to PARC and the online program has made us feel a little bit a part of it all again. Well done guys!"*

Kristy - PARC Your Way user

*"Thank you so much for providing free classes during this pandemic! I've been really enjoying them! I really love the classes Kristy Wizz does."*

Kylee - PARC Your Way user

## My Library

See All



Zumba - Live class filmed Friday 10th September at 9:30am



Lunchtime Lift - Live class filmed Friday 10th September at 12pm



HIIT - Live class filmed Wednesday 3rd September at 8am

## Instructor Favourites

See All



Barre - 22



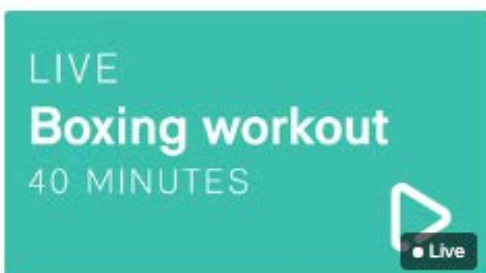
No Equipment Workout - Live class filmed Saturday 5 June at 8:30am



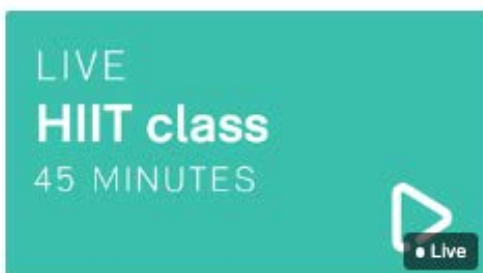
Yin Yoga - Live class filmed Tuesday 27 October at 10:15am

## LIVE Sessions

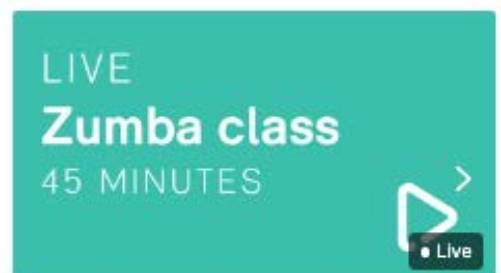
See All



Boxing Workout - Live with Kristy Tuesday 21 September 5.00pm



HIIT - Live with Lou Wednesday 22 September 6.30am



Zumba - Live with Julia Wednesday 22 September 9.30am

# REMOTE ACTIVATION

With restrictions heavily impacting indoor physical recreation facilities, the Peninsula Leisure team pivoted quickly to virtual training, including Online Personal Training, and when restrictions allowed, Outdoor Group Exercise Classes and Outdoor Personal Training, again imagining our solution so we can keep Frankston moving even when our doors were closed.

## ONLINE PERSONAL TRAINING



**400**  
sessions



**2,375**  
attendances



**691**  
free staff sessions

## OUTDOOR PERSONAL TRAINING AND GROUP EXERCISE



**1,472**  
sessions



**2,490**  
attendances



**772**  
outdoor group  
exercise sessions\*

\*for the period of 26 October - 30 November 2020, prior to moving back to Centre.

***“Doing PT has really helped with my mental health during this difficult time. Being away from work has been challenging but being able to connect with my colleagues (my friends) for some laughs and banter whilst exercising is exactly what I needed.”***

Nic R - Online Personal Training user





## FUTURE FOCUSED

**We remain focused on rebounding from this challenging period, ensuring the business is future proofed, and demonstrating our unwavering commitment that everyone should have the opportunity to be active.**

Despite the challenges that the year presented us, Peninsula Leisure made strong gains to advance the business, both in terms of technology systems and our staff.

There's no doubt that life, as we know it, has changed. The COVID-19 pandemic has fundamentally changed the world. People are living differently, working differently and in many ways, exercising and engaging with their community differently.

We recognised and anticipated this shift in the market, this shift in individuals and how they choose to use their time on physical activity. Understanding that even without COVID-19, what consumers want and expect from a Leisure facility is changing.

We continued our commitment and investment into digital solutions to improve customer experiences, both in-Centre and online. With a capital expenditure commitment, works were performed to transition our PARC Your Way offering to leverage all live PARC sessions and allow for remote engagement, with the audio-visual component of this project now complete.

Regardless of how an individual chooses to engage with us, whether that be in-Centre or via one of our remote solutions, we aim for a seamless and consistent customer experience. With planned investment committed to transition to an improved Point of Sale Software, we continued on our technological journey, which will see improved integration between our technology platforms, therefore providing greater value and experiences to our community.

Despite a period of uncertainty and disruption, we also continued to invest heavily in our staff, recognising it is essential that we maintain and foster our values-based culture. Whilst the current environment delivers our business the greatest challenge we have encountered thus far, we believe we have the talent and culture for our ongoing, future success.

***“Even with our doors closed, our ability to pivot, to be creative and innovative, to find new ways to connect with and activate our community, has been instrumental to our purpose of creating value in Frankston, for Frankston, for the future.”***

- Kath Thom, Peninsula Leisure CEO

# CEO MESSAGE



**Thank you. Thank you for welcoming me to this incredible Peninsula Leisure and Frankston community.**

My arrival as CEO, in early March 2021, presented a great opportunity for a fresh look at the company aims and objectives, supported by a brand-new Board of Directors handpicked by our shareholder Frankston City Council. This, coupled with the support and endorsement of a new group of elected Councillors, provided a wonderful platform to strengthen our understanding of the business and community needs, and continue to build on our valuable stakeholder relationships.

Upon my arrival, the business was in a good position of recovery. We, like the wider community, were responding from the effects of COVID-19 enforced lockdowns, and we built solid momentum in our recovery efforts throughout April and May. In May, we achieved an amazing 75% return to pre-COVID Complete all-inclusive membership levels, on par with industry recovery benchmarks.

Sadly, a series of back-to-back COVID-19 lockdowns late in the period forced PARC into numerous closures, with long periods of operating in a highly restricted environment and limited community access. Unfortunately, the year culminated with PARC in a closed operating state.

It is clear that the COVID-19 crisis has had, and continues to have, a significant impact on our business. This year has been a challenging period for our staff, our members and our community.

Despite this, the business has kept pushing on with our mission to activate our community. With innovative thinking, reimagination and continued investment, we have demonstrated our unwavering commitment to find new ways to engage with our community. Even with our doors closed, the business has made strong investments in both our staff, and our technology.

Our community has responded, with huge growth in our PARC Your Way digital solution subscribers and viewership, and increases in online training engagement levels with each lockdown period, proof that the community want us in their homes as much as coming to visit us in Centre.

The way our team has adapted to the impacts and challenges of COVID-19 has been admirable. I am so proud of the amazing staff at Peninsula Leisure for demonstrating, again and again, their resilience and adaptable approach to working through all the challenges thrown their way.

Together, we have managed to keep delivering on our mission of providing health and wellbeing experiences to the community, even while closed. An incredible effort and I thank each of our staff for their energy, patience and flexible mindset over the past 12 months. You truly are Peninsula Leisure!

I also take this opportunity to thank our Board; our members and customers for their support; and our shareholder, Frankston City Council, for their continued strength and backing of Peninsula Leisure for the benefit of the Frankston municipality.

Finally, our talented team remain ready to maximise our re-open as soon as we are given the green light. We look forward to getting back to doing what we do best for our community – activating, engaging and connecting!

**KATH THOM**  
CHIEF EXECUTIVE OFFICER



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