



**77 PENINSULA
7 LEISURE**

ANNUAL REPORT 2022



OUR VISION

To improve lives by inspiring activity and connection

OUR PURPOSE

To create YOUR PLACE to be active, happy and connected

OUR VALUES

We think people | We reimagine | We deliver

A photograph of two women running on a sandy beach. The woman in the foreground is wearing glasses and a black tank top, smiling. The woman behind her is also smiling. A dark blue semi-transparent overlay is positioned on the right side of the image, containing a table of contents.

A MESSAGE FROM OUR CHAIR	1
THE YEAR IN REVIEW	2
OUR CORE INTENTIONS	3
PEOPLE	4
PLACES	6
PROGRAMS	7
PERFORMANCE	8
PARTNERS	9
POSSIBILITIES	10
WHAT'S COMING	11
STRATEGIC DIRECTION	
A MESSAGE FROM OUR CEO	12



A MESSAGE FROM OUR CHAIR



2021 has been described by some as the year of the shadow pandemic. The shock of lockdowns and closures were thought to be behind us, only to be replaced by new challenges in a fully vaccinated environment, a fatigued workforce, and changes in how our community live, work and recreate.

The long-tail consequences of COVID-19 were felt acutely this year, but through the strength of our relationship with Frankston City Council, and the resilience of our amazing Peninsula Leisure team, we were able to not only grapple with the hurdles presented to us by the pandemic, but overcome them.

This year we continued to collaborate closely with our shareholder Frankston City Council to provide inclusive opportunities for all people to be active. Supported by their financial assistance, and Peninsula Leisure's own focus on expenditure control, the year-end result was \$770,191 loss, pleasingly requiring only approximately half the financial support originally required from Council. Strong partnerships were formed on all levels of management, seeing continued transparent reporting and accountability to the community.

The company has lived through 24-months of pandemic-driven operations. The constant stop-start rhythm of opening and closing, with varying restrictions in between, has resulted in de-stabilised recovery periods. It was a superb effort of the Company to re-open again and again, and equally important, to stay open throughout a challenging year of critical staff shortages.

Despite the significant obstacles, there is much to celebrate this past year. The launch of key programs, the engagement from the community in our digital offering, and most importantly, the investment in our people, which sets us up for success as we move ahead with key projects into the new year.

I take this opportunity to thank the entire Peninsula Leisure team for their ongoing commitment to improve lives, and to keep the community moving and active. Thank you to our members and customers for your support throughout a year like no other; and our shareholder, Frankston City Council, for the continued backing of Peninsula Leisure for the benefit of the Frankston community. On behalf of the board, thank you.

JULIE BUSCH
INDEPENDENT CHAIR

THE YEAR IN REVIEW

As new strains emerged, lockdowns continued and isolations remained, 2021-2022 was another challenging period for Peninsula Leisure, our workforce and the entire Frankston community. We started the financial year in lockdown, and stayed that way for a further 4 months. Finally on Friday 22 October, Peninsula Leisure was back open with the municipality's outdoor seasonal pool, the Pines Forest Aquatic Centre, opening for the start of the season. This was 10 days earlier than scheduled, and a whole month earlier than expected. Despite the short notice, we were ready!

Throughout the year, we were ready to activate our community. 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 faced the challenge of opening in a vaccinated environment. Whatever was required, we did not deviate, we were there. Open. For our community.

By December, we knew this was going to be a difficult summer to keep our services operating. With critical staff shortages due to isolations and illness, we worked to

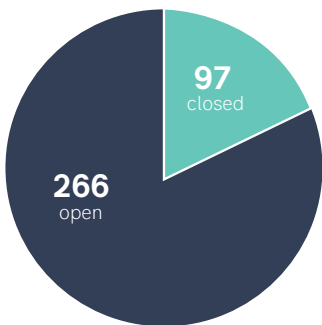
keep our facilities available. And we did! We prioritised our workforce - managing a very tired team and looking after employee wellbeing by balancing service delivery commitments. Despite this, workforce and isolation pressures continued to drag on for much longer than anyone could have anticipated.

In the second half of the year, we started to experience some momentum in our recovery efforts, with our first net positive membership month in January. Through our investment in our Swim Teacher Active Recruitment (STAR) Program we also saw the removal of the PARC Swim wait list in March, seeing us offer new places to local families for the first time in over 18 months.

It took a significant level of effort and commitment, demonstrated by the entire team, to re-activate a dormant company, under such incredible circumstances. As we head into the next financial year, we have an approved Strategic direction, a positive outlook with the threat of closures behind us, and we cannot wait to live our purpose to create your PLACE to be happy, active and connected.

OUR COVID JOURNEY

PARC OPERATIONAL SNAPSHOT



Of the 363 days available to operate, PARC was able to open, albeit under heavy restrictions, for just 266 days, seeing the facility closed 26.7% of the year.

PEOPLE IMPACTS SNAPSHOT

247 FULL STAND DOWN
27 PARTIAL STAND DOWN
17.28 FULL TIME EQUIVALENT (FTE)
86 COMPARED TO USUAL FTE

Throughout the closures almost all staff were fully stood down. Some staff remained engaged under partial stand downs, to carry out COVID critical and business critical work.

OUR CORE INTENTIONS

This year we lived our values of **we think people**, **we reimagine** and **we deliver** in order to achieve our core intentions, which you can see in the infographic below.



Our core intentions drive us, and it all starts with PEOPLE. They are the heart of everything we do and are the reason we have been able to overcome challenges and be rewarded with success. We serve our community and deliver from our PLACES at PARC, PINES and online @ PARC Your Way with tailored PROGRAMS that seek to activate all areas of our community, by moving, educating, protecting, and improving lives.

For the past 8 years, this has produced a strong and consistent PERFORMANCE which, despite extreme pressure, has continued to build back again and again. This solid backbone creates a landscape where we confidently collaborate with PARTNERS for the future, to assist us in realising our potential through exciting and impactful POSSIBILITIES.

Let's delve into our core intentions throughout the past financial year.

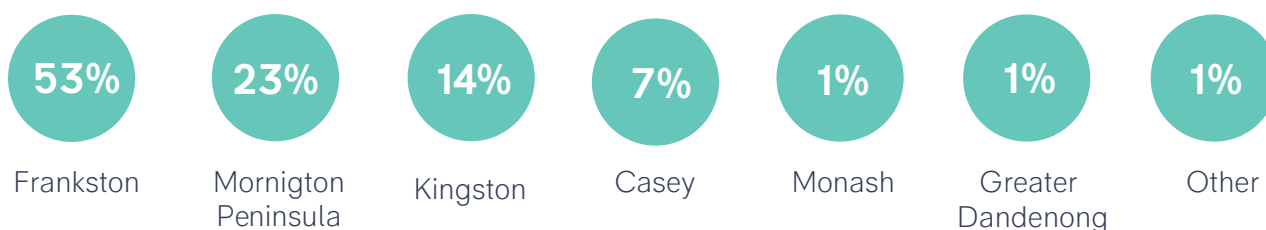
CORE INTENTIONS

PEOPLE

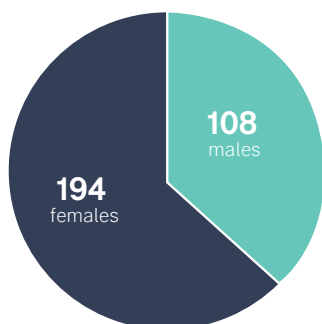
It all starts at our core, with **PEOPLE**, with our incredible workforce, our members and the wider Frankston community. We exist to activate and engage our community – improving lives through activity and connection.

OUR STAFF WHO MAKE UP PENINSULA LEISURE

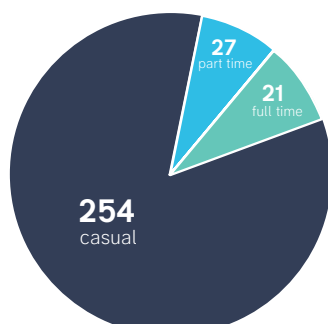
WHERE DO OUR STAFF LIVE?



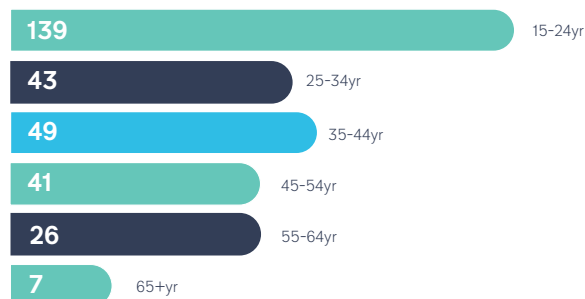
GENDER



TYPE OF WORK

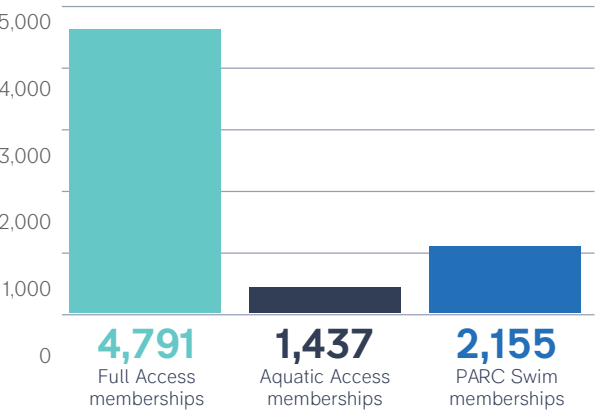


AGE

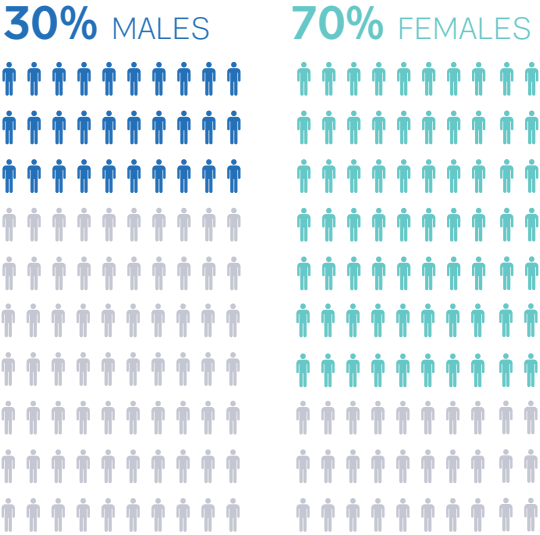


OUR MEMBERS AND CUSTOMERS WHO MAKE UP PENINSULA LEISURE

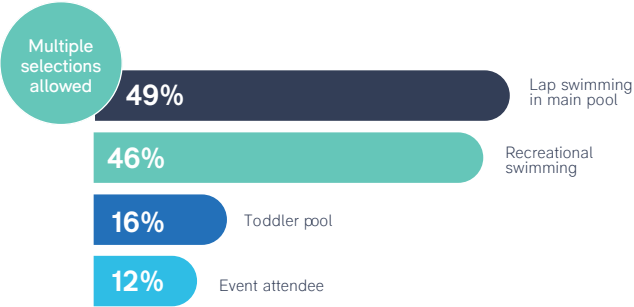
MEMBER TYPE AT PARC



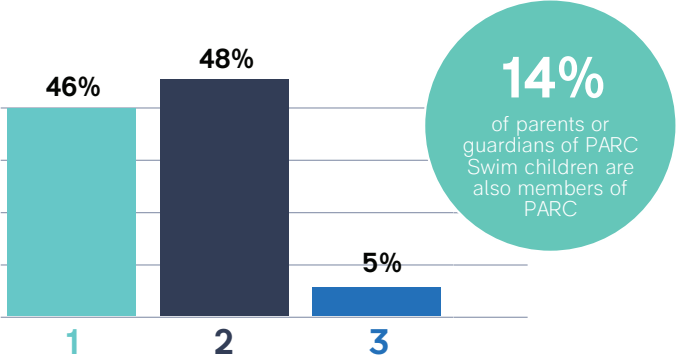
FULL ACCESS GENDER BREAKDOWN



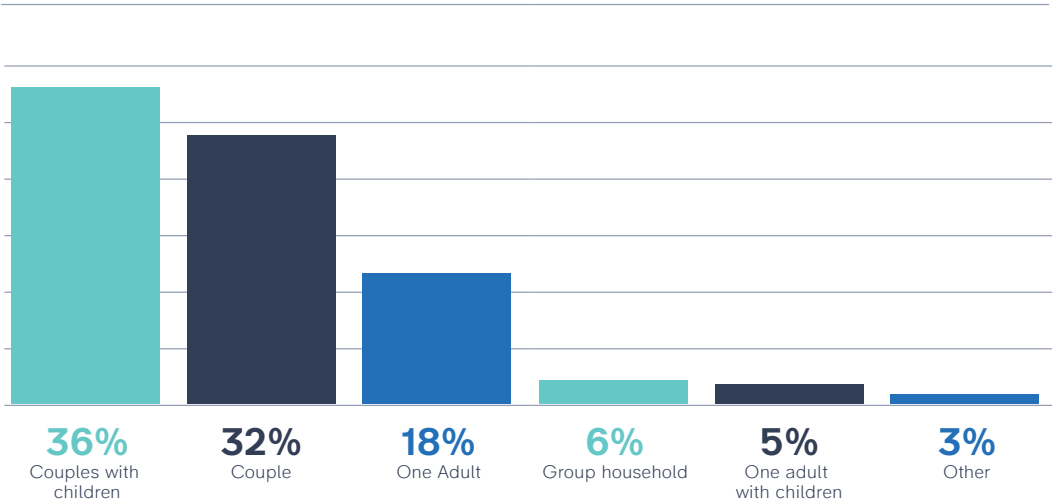
USER TYPE AT PINES



NUMBER OF CHILDREN IN ONE PARC SWIM FAMILY



LIFESTAGE OF PARC MEMBERS



CORE INTENTIONS

PLACES

We served our community and delivered from our **PLACES** at PARC, PINES and online @ PARC Your Way.

We believe in providing the best facilities and services, seeing a series of capital works projects performed throughout the year.

PENINSULA AQUATIC RECREATION CENTRE

The state of the art facility, PARC is now 8 years old. Throughout the year we made some noticeable improvements to the facility

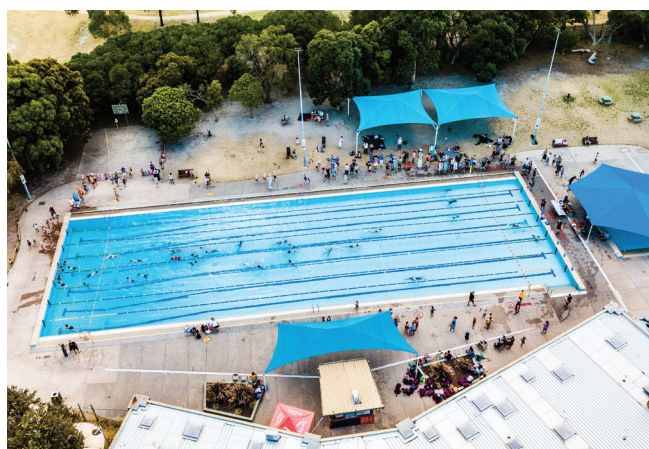
- Upgrades to Studio floors to ensure safety,
- Aquatic playground enhancements and painting,
- Balance tanks improvement works,
- Ongoing upgrades to the latest equipment and technology, and
- Extending phone hours through the installation of new call centre technology.



PINES FOREST AQUATIC CENTRE

40-year-old Pines Pool is much loved by the local community. It has a gorgeous 'heritage' vibe, and is considered by many as their 'backyard pool'. With the aging facility, much work and investment was undertaken in the period to ensure safe operations. Projects included the:

- Winterisation of the facility, which resulted in enabling our successful earlier than expected season start (once restrictions allowed),
- Dedicated expansion of the grass seating area, which was greatly received by all Carnival users, and
- Significant upgrades to the waterslide to get it back and operational for the community.



PARC YOUR WAY

Despite our doors being closed, we found remote ways to give back to, engage with, and activate the community through our free online exercise platform PARC Your Way www.parcyourway.com.au. Over the period we continued to improve this environment through:

- 850+ free videos created,
- Wellness Week activations,
- Additional formats, styles and class lengths, including older adults, kids and pre and post-natal, and by
- Adding a Live Chat function to assist with engagement and accountability.



CORE INTENTIONS

PROGRAMS

This year we offered tailored **PROGRAMS** that activate all areas of our community, by moving, educating, protecting, and improving lives.

Despite the challenges presented over the year, Peninsula Leisure experienced some huge successes through our fit-for-purpose programs, including:



Creating our PARC Swim Teacher Active Recruitment (STAR) Program, seeing us recruit and train our own Swim Teachers to get over 700 kids back into swimming lessons.



Record-breaking participation and attendance at Pines Forest Aquatic Centre with 41,561 attendances, averaging 258 visitors per day.



PARC Your Way subscribers increasing by 19% for the financial year, with over 309 videos added.



The reimagination of our Personal Training programs, with online PT and outdoor PT offered when we couldn't be in Centre.



Being awarded Health Club of the Year 2021 by peak body, Aquatics & Recreation Victoria,



Continuing to refine our Group Exercise program, with the addition of new Reformer Pilates equipment, as well as new formats such as Boxing to remain on trend with the rise of boutique circuit program gyms.



This programming was underpinned and supported by key business activity driving community awareness and activations.

This year we focused strongly on reminding people why they love PARC, with our key message being to make 2022 your Year of Health. We encouraged high community presence through event sponsorship, supporting local events such as the Frankston Magical Christmas, the Waterfront Festival and My Mount Eliza Fun Run. We also supported numerous community initiatives such as International Women's Day.

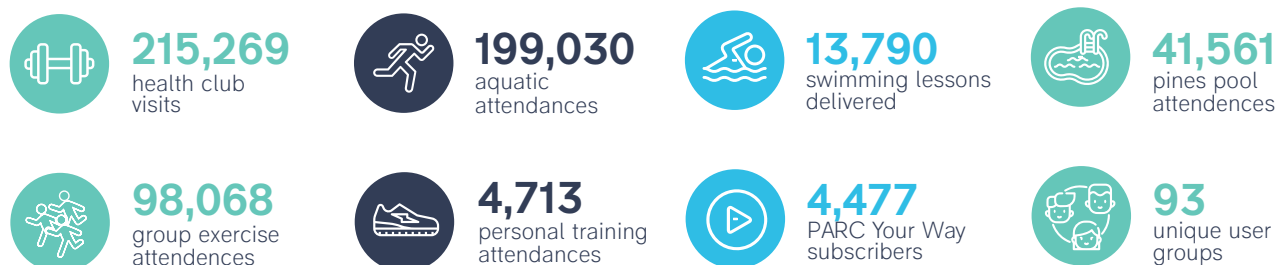
CORE INTENTIONS

PERFORMANCE

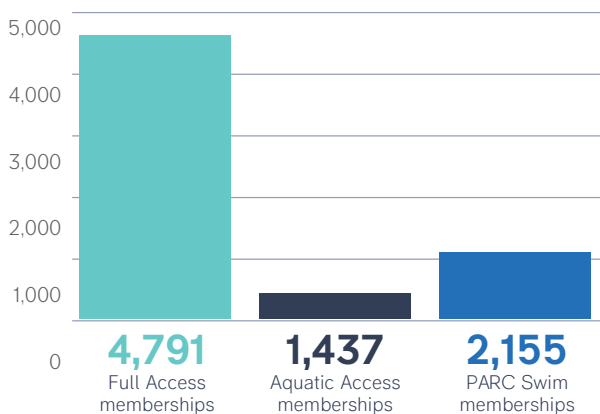
Despite extreme pressure, we have produced a consistent **PERFORMANCE** again this year.

Customer and employee satisfaction underpins our success. Even with our door closed for 27% of the year, we were still able to achieve some remarkable results.

ATTENDANCES



MEMBERSHIP NUMBERS



MEMBERSHIP RECOVERY

3,196 NEW MEMBERS
1,483 RETURNED MEMBERS
2.5 AVERAGE YEARS TENURE

CUSTOMER EXPERIENCES



CORE INTENTIONS

PARTNERS

We confidently collaborate with **PARTNERS** for the future.

SHAREHOLDERS

This year we continued to work in partnership with Frankston City Council to benefit and activate the Frankston municipality. Pleasingly, we saw unanimous support of our sustainable funding request by Councillors during our extended closure period, ensuring assets could be maintained, and our people could be engaged, so that when the time came to reopen – we were ready to mobilise again and again.

ADVOCACY COLLABORATION

Work also progressed on our collaborative review of the Management Service Agreement, seeking to align management processes across the PARC and Pines facilities.

INDUSTRY NETWORKS

Working closely with Council, Peninsula Leisure was a key driver in the Pines Pool redevelopment masterplan consultation, and assisted in advocacy efforts to lobby support and funding from State and Federal Governments for the pool improvements.

Another key partner for us this year was industry participation with peak bodies including Aquatics & Recreation Australia, Lifesaving Victoria, AusActive and many more. These bodies were not just vital in progressing key messages and projects such as Platinum Pool accreditation and our Pines pool advocacy efforts, but also provided essential networking. This was especially critical in the fast-paced environment of the pandemic, allowing us to gauge how other facilities were reacting and learning from one another, to the overall betterment of the industry.



CORE INTENTIONS

POSSIBILITIES

Assisting us in realising our potential through exciting and impactful **POSSIBILITIES**.

This year we continued to live our value of *reimagination*. This is seen in both large and small ways, every day, for example we:



Reimagined the way we recruit and train our swim teachers, resulting in 700 students being placed in lessons who were originally unable to get in the water.



Reimagined our new Membership portal and Point of Sale platform, which will see all membership interactions managed in the one place, creating a more efficient environment for both members and Peninsula Leisure



Reimagined our phone system, allowing reporting and tracking on inbound and outbound interactions, improving customer services



Reimagined our visual identity through a companywide branding review, bring together Peninsula Leisure, PARC and Pines under one logo style, and allowing the possibility to add new facilities to our suite down the track.

Looking to the future, management and the board completed a strategic review of the company and delivered an endorsed direction for the coming three years, which you can see on the next page.



WHAT'S COMING

STRATEGIC DIRECTION 2023-2025

In June 2022, we finalised our Peninsula Leisure Strategic Plan over the coming three financial years 2023-2025. Through this Strategy, Peninsula Leisure supports the delivery of Frankston City Council's Health and Wellbeing Plan to provide inclusive opportunities for all people to be active.

The strategy is designed to produce sustained recovery outcomes and embed stronger management foundations, supporting future growth and possibilities into the Company's long-term future.

OUR KEY PRIORITIES



Through this strategy, we will deliver on our **core purpose to activate and engage** the Frankston community



So we can return to **financial sustainability**



Allowing us to live our vision that **every child in Frankston can swim**



And invest in **Our People**



We will utilise **technology to improve** service delivery, and



Work to build a **sustainable future**

MESSAGE FROM OUR CEO



Who would have known that when I started with the company in March 2021, I would spend my first 18 months as CEO reactively navigating a global pandemic?

Looking back, if there was one word I could use to describe the last financial year, it would be pride. Pride in how the Peninsula Leisure team responded to the ongoing challenges thrown at them by the pandemic.

In how our relationship and collaboration with Council continues to flourish, and the pride they have in us and our facilities. The pride felt by our members and our community, who prioritised their mental and physical health and wellbeing throughout a difficult time. And pride in our unwavering commitment to improve lives through activity and connection.

After 7/8? straight months of continued operation, we can finally start to transition away from the crisis response, and reactive pattern of responding to each new COVID development, and start to look up – to look ahead.

We now have the fun job of refocusing on our future, the future that we're building with the community. We now get to reconnect with our strengths as aquatics and recreation specialists, and with our recently endorsed strategic plan, we can finally work that muscle again.

Whilst the pandemic is still very much a part of our day to day lives, with this strategy we can finally focus on the things that make us great – getting more children into swimming lessons, getting more people moving who aren't doing so now, and demonstrating the social value that facilities like PARC and Pines bring to our vibrant and varied community.

Together, we have so much to look forward to.

I would like to take the opportunity to thank our board, and our shareholder Frankston City Council. Thank you to our members and our future members. We love supporting you in being active, happy and connected.

Finally, I would like to say a special mention to the tired, talented team who are Peninsula Leisure. Thank you for all your work, commitment and dedication again this year.

KATH THOM
CHIEF EXECUTIVE OFFICER



YOUR **PLACE** to be active,
happy and connected



PENINSULA AQUATIC
RECREATION CENTRE

T +61 3 9781 8444

PENINSULA LEISURE PTY LTD
ABN 30 160 239 770

PENINSULALEISURE.COM.AU