

Peninsula Leisure Annual Report 2024 - 2025



PENINSULA
LEISURE



PARC



PINES

FRANKSTON
SKATEPARK

PARC PLUS

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

Peninsula Leisure acknowledges and pays respect to the Bunurong People, the Traditional Custodians of these lands, skies and waters, where we unite to support healthy, happy lifestyles.

Contents

A message from our Chair and CEO	03
The Year in Review - Core Drivers	
<i>People</i>	05
<i>Places</i>	09
<i>Programs</i>	11
<i>Performance</i>	13
<i>Partners</i>	15
<i>Possibilities</i>	16
Close	16

A message from our Chair and CEO

EXECUTIVE SUMMARY

The 2024–2025 financial year marked a significant milestone for Peninsula Leisure as we proudly celebrated 10 years of operating the Peninsula Aquatic Recreation Centre (PARC) for the Frankston community.

The year was made even more memorable with industry recognition at the 2025 Aquatics & Recreation Victoria (ARV) Awards. Together with Frankston City Council, we celebrated three major award wins, including Facility of the Year (Seasonal) for Pines Forest Aquatic Centre, Facility of the Year (Large) for PARC, and the prestigious Sustainability Award.

STRATEGIC

We made important strides in shaping our future direction. This financial year saw the launch of a reimagined Peninsula Leisure Strategy 2025-2027, establishing Project Teams to support the delivery of three focused strategic goals – More People Can Swim, More People More Active More Often and More Impact & Reach.

Our commitment to enhancing community health and wellbeing continued, with the expansion of the Can Swim program, the introduction of Reformer Pilates through a dedicated studio renovation at PARC, and delivery of Group Exercise classes at Frankston South Community and Recreation Centre. We also positioned ourselves for future growth opportunities with the submission of a business case to Council.

OPERATIONAL

We delivered several key initiatives to improve our facilities and services over the period. The introduction of the exciting Splash Island floating obstacle course enhanced the family aquatic experience at PARC.

Major infrastructure works – including the PARC tiling upgrade project and the foundational works for our AI-powered drowning detection system, Lynxight – demonstrates our ongoing commitment to safety, innovation, and continuous improvement.

Pines Forest Aquatic Centre celebrated a record-breaking summer season for participation, further cementing its place as a much-loved community facility. Pines saw increases in all key customer metrics, including satisfaction and likelihood of return visitation.

Frankston Skate Park enjoyed increased participation from new cohorts – seeing growth in First Push beginners, Girls Skate and new BMX and Scooter offerings.

PERFORMANCE

Our performance reflected strong operational delivery, with a surplus achieved for the year. This result reinforces Peninsula Leisure's financial sustainability, along with our ability to continue operating on a for-purpose model – where surplus is reinvested back into our facilities, programs and services for the benefit of the Frankston community.

Guided by our long-term asset management strategy, both Peninsula Leisure and Frankston City Council invested in upgrades that ensure our Centres remain safe, welcoming, and fit-for-purpose, while also building capacity to meet future community needs.

IMPACTS

Despite this strong performance, we navigated several challenges this year, including planned temporary closures from our major tiling upgrade project, and the difficult decision to close our childcare service. While these impacts were considerable, they were managed with a focus on delivering core services, minimising disruption and continuing to support our members and community through authentic, open communication and exceptional experiences.

THANK YOU

We are incredibly proud of what we have achieved together this year and extend our sincere thanks to our Board, dedicated team, partners, members, guests and the Frankston community for their continued support.

In particular, we acknowledge and thank our shareholder and partner, Frankston City Council. Their vision and collaboration make our work possible, enabling us to reinvest in high-quality, accessible, multi-purpose community facilities that directly benefit the health and wellbeing of our city.

We look forward to building on this success as we enter our next decade of service.

Warm regards,

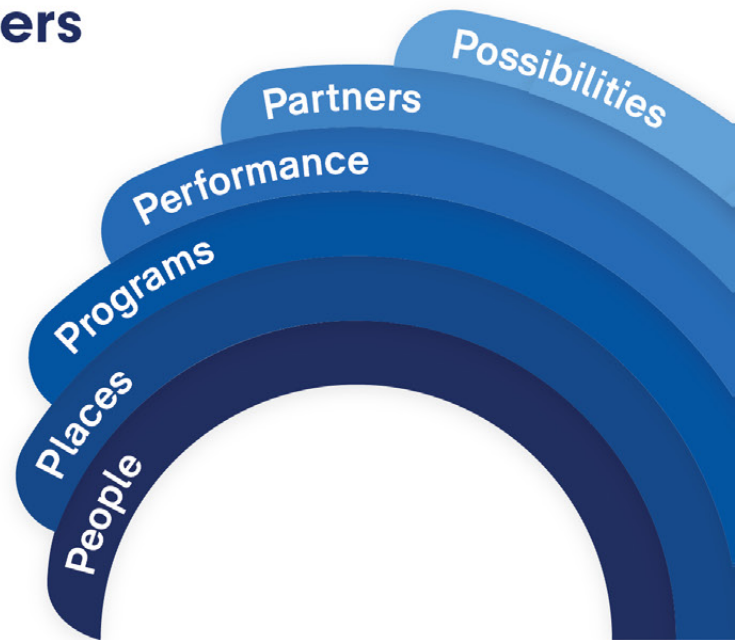
Kath Thom,
Chief Executive Officer

Julie Busch,
Independent Chair



Year in Review - Core Drivers

At Peninsula Leisure, our work is guided by six fundamental pillars that shape everything we do. These pillars - **People, Places, Programs, Performance, Partners, and Possibilities** - reflect our commitment to delivering excellence and creating positive outcomes for our community.



Core Driver: People

At Peninsula Leisure, our **PEOPLE** are the foundation of our success. This year, we focused on the continued strengthening of our workplace culture and building organisational capability through a range of initiatives.

Our annual Employee Experience Survey showed encouraging improvements across key measures, reflecting positive momentum within our team. The likelihood to recommend Peninsula Leisure as a place to work rose to 8.45 out of 10, up from 7.64 in 2023 and 6.32 in 2022. Similarly, confidence in our products and services continued to grow with employees likely to recommend PARC to their family and friends rating 8.88 out of 10, up from 8.02 in 2023.

We continued to strengthen our leadership capability this year with Peninsula Leisure participating in key industry leadership programs ARISE and EMERGENT, along with providing senior mentors for these programs. We restructured key roles across the business, including introducing dedicated leadership within existing head count for Risk Management and Pines, ensuring we are well positioned for sustainable growth.

We also developed Project Ground Zero - focused on improving the fundamentals of employee services. By strengthening the foundations of our HR systems and processes, this work is setting us up for the next phase of Peninsula Leisure's growth, ensuring our people have the tools, knowledge and confidence to grow as we grow.

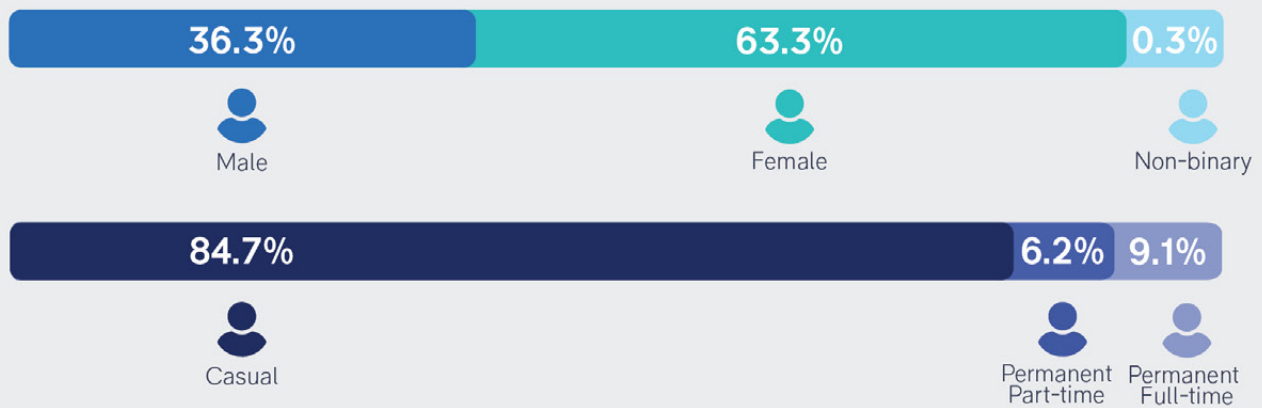
Strategically, financial year 2024-2025 marked the final year in our People Strategy 2023-2025, seeing 100% achievement of year 3 actions, along with development work on our next 3 year People Strategy.

Meet our workforce

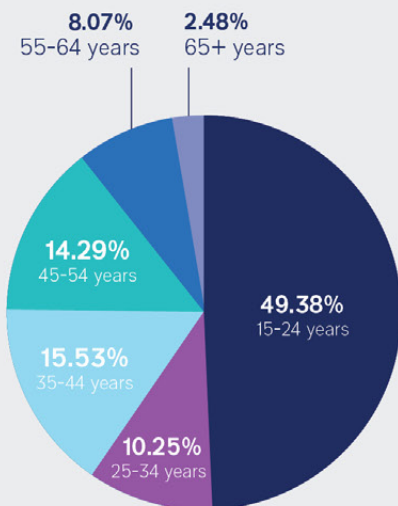


322

Total Employees

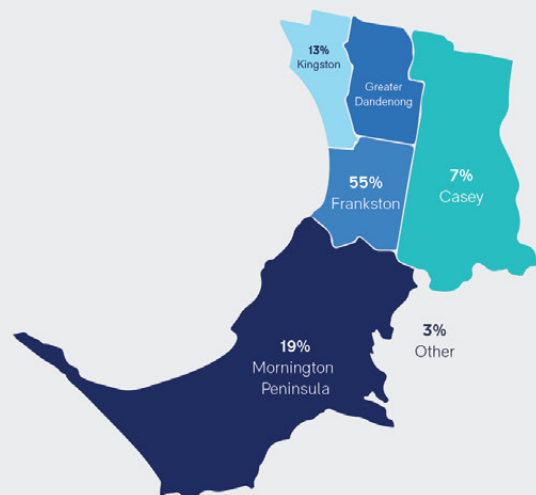


Age categories



Almost half of our employees are aged 15-24.

Where our employees live



As a proud local employer, 55% of Peninsula Leisure employees are from within the Frankston municipality, supporting local employment and strengthening our connection to the community we serve.

Our members and customers who make up Peninsula Leisure

Peninsula Leisure exists to serve the Frankston community by providing welcoming, accessible spaces for people to stay active and connected. This year, like every year, thousands of members, guests and visitors choose our facilities, and their participation reflects the important role PARC, PINES and Frankston Skate Park play in supporting health and wellbeing across the community.

Financial year 2024-2025 saw us deliver the final year in our Sales and Membership Strategy 2023-2025, achieving 100% of year 3 actions, along with development work on a new Customer Strategy.

Our customer base is wonderfully diverse, reflecting the wide mix of needs and demographics across Frankston.

From young families learning vital water safety skills, to teens and young adults building active lifestyles, through to older adults maintaining health and social connection, our facilities welcome and support people at every stage of life. We are proud to support guests with a disability, carers, people undertaking rehabilitation, and community groups who rely on accessible, inclusive spaces designed to meet a wide range of needs.

Meet our customer base

PARC at a glance



8,448

Total Members

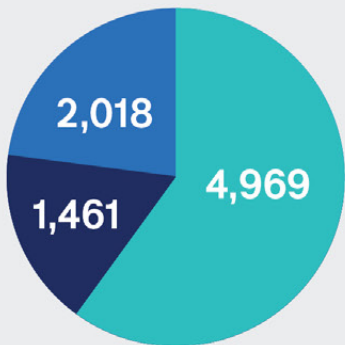
7,327

Total members joined

424

Members joined via member referral

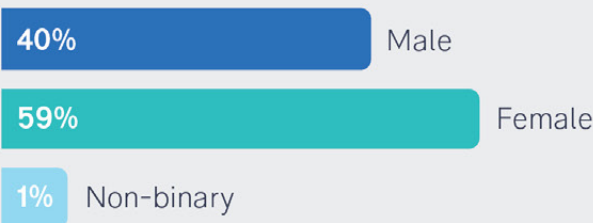
Memberships by Type



Full Access
PARC Swim

Aquatic Access

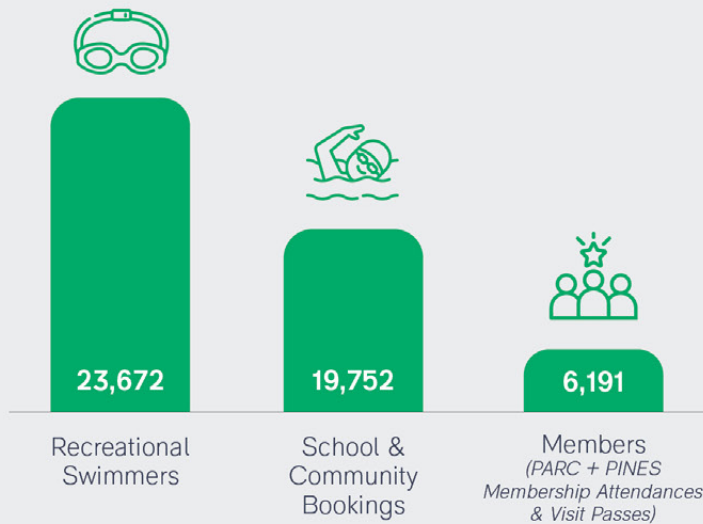
Demographics of Full Access Members



9 Regular user groups

Meet our customer base (continued)

PINES Participation



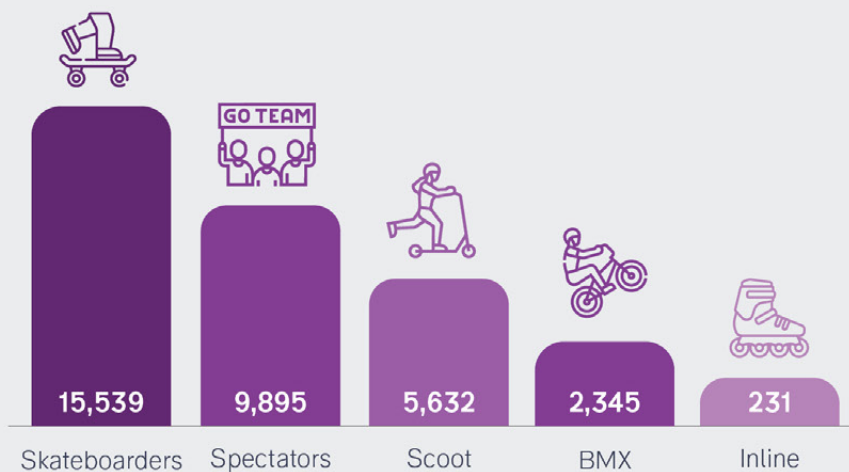
Our highest attendances ever!

49,615

2,682
Free Family Friday attendances

73
Unique user groups

SKATE Participation



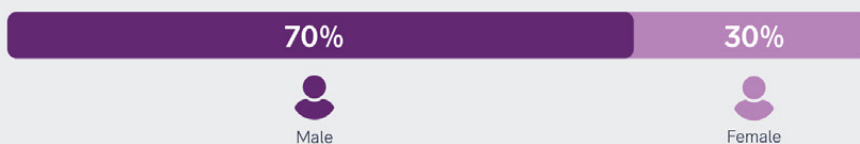
33,642
Skate Park attendances

1,676
Skate clinic participants

299
Private lesson participants

Data collected during staffed hours

Demographics



We welcome a wide range of local community groups, schools, and sporting clubs.

Through initiatives such as free or subsidised lap lane hire costs and providing free entry for VicSwim, we reduce barriers to participation. From our long-term user groups like the Flyers Swim Club, Fab Fifties and partners such as AquaAccess4All, we are proud to support a broad cross-section of our Frankston community.

Core Driver: Places

At Peninsula Leisure, we are committed to providing industry leading **PLACES**, facilities and services that enhance the lives of our community and members.



Facility Management Success

This year we celebrated outstanding recognition at the **2025 Aquatics & Recreation Victoria (ARV) Awards**, alongside Frankston City Council.

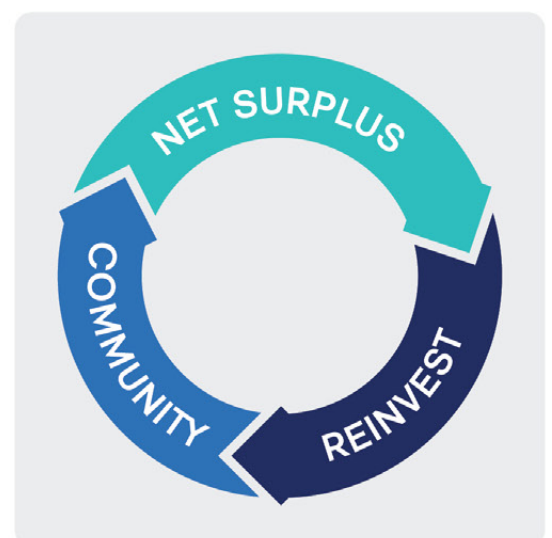
- PINES awarded **Facility of the Year (Seasonal)**
- PARC awarded **Facility of the Year (Large)**
- Received the prestigious **Sustainability Award** for PARC, recognising our leadership in environmental responsibility and innovation.



Assets and Facility Management in partnership with Frankston City Council

In partnership with our shareholder, we have remained focused on maintaining, protecting, and improving our community facilities throughout the year. As a for-purpose organisation, any surplus we generate is reinvested back into our facilities and programs, ensuring the Frankston community continues to benefit from our places.

Through strong collaboration and careful planning with our shareholder, we have delivered numerous major essential works projects and proactive maintenance to ensure our assets remain safe, functional, and fit-for-purpose, both now and into the future.



Reinvesting back into our places for the community, in collaboration with Frankston City Council, this year we delivered:

Peninsula Aquatic Recreation Centre (PARC)



- Completion of a brand new, purpose built Reformer Pilates Studio, included as a Full Access membership benefit.
- Major tiling upgrades across all changerooms and 50m pool bulkheads
- New carpet installation throughout key areas, improving comfort and presentation
- Better utilisation of existing rainwater tank to support water conservation and sustainability
- Upgrades to CCTV to enhance safety and security for members and staff
- Installation of Lynxight, an advanced pool monitoring system to further strengthen water safety, ready for *go live* next financial year

PINES Forest Aquatic Centre (PINES)



- Ongoing investment to address the needs of an aging facility and ensure the safe, reliable operation of infrastructure
- Collaboration with Frankston City Council to extend opening hours during February in response to community feedback
- Positive utility savings achieved through reduced gas and water usage, demonstrating our focus on responsible resource management
- Joint delivery of the Pines renewal program with Council

Frankston Skate Park (SKATE)



- Fresh paint across the park, improving visibility, safety and presentation
- Replacement of some surfaces on portable ramps to maintain ride quality
- Crack repairs across key areas of the park, enhancing safety

Core Driver: Programs

This year, we delivered tailored **PROGRAMS** designed to engage all areas of our community. Our diverse offerings supported participation, connection, and wellbeing across Frankston.

PINES Quiet Hour

Quiet Hour swims provide a low-stimulation aquatic environment to support individuals with sensory needs. Following our ARV Community Impact Award in June 2024, these sessions were expanded over summer to ensure even greater access and inclusion.

PINES Free Family Fridays

Much-loved by the community, Pines Free Family Fridays provide free access to the facility along with a free community BBQ every Friday from 4pm. The year we provided 2,682 free event attendances.

SKATE Youth Community Group and School Excursions

At the Skate Park we expanded our school excursions program, providing coaching, access and support for disadvantaged young people. This year we welcomed new groups to the Park, along with repeat visitation from local high schools.

SKATE Girls Only

This dedicated program encourages young women and girls to engage in skateboarding in a supportive, inclusive environment. The program promotes physical activity, confidence, and connection, and continues to grow in popularity with a 70% increase in participation year-on-year.

PARC Launch of Splash Island

In September 2024, PARC unveiled Splash Island, an inflatable floating obstacle course. Since launching, over 9,236 bouncers have enjoyed the attraction, quickly becoming a school holiday favourite and a driver of family aquatic participation.



PINES Quiet Hour



Girls Only session at SKATE



Splash Island launched at PARC

PARC Big Splash Awards and Community Donations

Our Big Splash Awards are donated to local community groups and sporting clubs. This year we donated to 53 unique groups, to the value of \$165,885 in free access.

We also ran Mother's Day and Father's Day campaigns, seeing Peninsula Leisure donate 20% of casual aquatic entry fees from the day to partners Mums Supporting Families in Need and Peninsula Health.

PARC Reformer

Our Group Exercise Program continues to deliver, with the addition of a new dedicated Reformer Pilates Studio. The new space provides an accessible, low impact workout, unlimited throughout PARC's opening hours. We opened on 29 May 2025, and in the month of June we welcomed 3,053 reformer participants.

PARC Active Pathways

Active Pathways provides heavily subsidised membership options to help members of the community facing disadvantage access physical activity opportunities. This year, we delivered subsidised memberships valued at \$135,622 to those who need it most.

Community Events and Activations

We delivered a range of activations and events, including 10 Year Celebration Open Days. School holiday activities were a standout, attracting 71,731 aquatic participants, up 8.4% year-on-year. We also supported local community events, including the Seaford Wetlands Fun Run, My Mount Eliza Fun & Run Festival and Frankston Swim Classic.

Continuous Improvement Framework

Our organisation-wide Continuous Improvement Framework was embedded this year, providing clear processes to reimagine our programs and services, and generating more than 50 innovative improvement ideas from all levels of the business. Helping us to keep improving year-on-year.



Big Splash Award recipients



Dedicated Reformer Pilates Studio opens at PARC



PARC 10 Year Celebration

Core Driver: Performance

Our strong **PERFORMANCE** this year enabled us to deliver high quality services while maintaining sound financial management.

This financial year we recorded a surplus, ensuring we can continue to reinvest in our people, facilities, and programs for the benefit of the Frankston community.

Keeping the community Active, Happy and Connected.

PARC and PINES continue to deliver exceptional experiences for members and guests, reflected in consistently high customer satisfaction ratings across both facilities. We also recorded strong staff engagement scores, highlighting our people-first culture. Recent survey results tell us:



Likelihood to visit PINES again next season

8.95 / 10



Overall satisfaction with PINES

8.43 / 10



Overall satisfaction with PARC

8.04 / 10



Likelihood to recommend Peninsula Leisure as a place to work

8.45 / 10

PARC Turns 10

September 2024 marked 10 years since PARC opened its doors to the community. This milestone was celebrated by recognising our incredible Foundation Members and longest-serving staff, who have been with us since day one.

Over the past decade, PARC has welcomed more than **8 million visitors**, becoming a cornerstone of health, wellbeing and community connection in Frankston.



Celebrating with our incredible Foundation Members.



Recognising our 10-year partnership with Frankston City Council.



Over 1 million visitations across all facilities

PARC Participation



708,716

PARC Member attendances



196,362

PARC Casual Aquatic attendances



56

PARC Swim School programs delivered



3,300

Can Swim touchpoints delivered



26,995

Swimming lessons delivered



393,545

PARC Health Club attendances



148,363

PARC group exercise attendances



2,130

Personalised programs written in 1:1 gym appointments



124,360

PARC Café visits



5,453

Goggles sold



19,155

Inbound phone calls answered



20,600

Inbound emails responded to

Online Participation

1,101,392

Total Facebook reach across PARC, PINES and SKATE



233,741

Total website visits



85,000

Social media engagement

Customer Experiences

PARC Satisfaction Survey Results



Presentation and cleanliness of the facility

8.1 / 10



Overall facility satisfaction

8.0 / 10



Feelings of safety, comfort and support from lifeguards

8.6 / 10



Safety Actions

95.8%

Risk appetite measures achieved



Child Safety Audit Completed

Internal audit against the updated Child Safety Standards complete



Risk Governance Reviewed

A special project was initiated to implement all recommendations from the review



Platinum Pool Accredited

Core Driver: Partners

At Peninsula Leisure, we collaborate with **PARTNERS** to strengthen our impact and create meaningful opportunities for the Frankston community to be active. These important partnerships help us expand access, improve service delivery, and contribute to a healthier, more connected Frankston community.



In partnership with Frankston City Council

We delivered: Fully subsidised Can Swim programs providing vital water safety education for the Frankston community, who may otherwise miss out. Through our Can Swim initiatives, over 3,300 children and adults participated in free water safety programs in 2024–2025. Jointly funded by Frankston City Council and Peninsula Leisure, these programs remove barriers to access and deliver life saving water safety education and increased water confidence.



In partnership with Rotary Peninsula 2.0 Birth Tree Initiative

We delivered: Can Swim Infant Swim Programs. This collaboration promotes early water familiarisation between parent/care giver and child, and supports lifelong water safety, from the youngest age. This year Rotary Peninsula 2.0 donated to PARC to fund these targeted, important programs.



In partnership with Frankston Business Collective

We delivered: Corporate membership opportunities to support workplace health and wellbeing. We proudly partnered with the Frankston Business Collective, contributing as a presenter and supporter of their Health and Wellbeing Summit. This collaboration saw Peninsula Leisure recognised as an award finalist in their Health Category, and helped strengthen connections with local organisations. We opened our Corporate membership eligibility to any Frankston Business Collective member.



In partnership with Focus Individualised Support Services

We delivered: Disability Awareness training for Peninsula Leisure staff, increasing understanding of disability inclusion across our facilities and services. Focus also participated in our PARC Centre Photoshoot, ensuring our images reflect the diversity of our Centre users.



In partnership with Frankston North Community Centre and local Emergency Services

We delivered: Increased community access to and awareness of Pines Forest Aquatic Centre, including water safety education, community BBQs and promotional initiatives. We also supported the Frankston North Community Centre community and Monterey Reserve Masterplan by hosting onsite consultation sessions at the Pool.



In partnership with Frankston Youth Services

We delivered: A Youth Community Open activation featuring free skate lessons and showcasing our Frankston Skate Park programs and free clinics. This event encouraged participation, movement and connection for young people.



In partnership with Industry

We delivered: Collaboration with key partners, including Bon Leisure and Swinburne University, on projects to enhance our customer experience. We also contributed professional expertise to a range of industry leading committees with Aquatics and Recreation Victoria (ARV) and Life Saving Victoria (LSV), as well as investing in multiple delegates to represent at industry conferences. As winners of the Community Impact Award, we were also invited to speak at the ARV Conference in September.

Core Driver: Possibilities

This year marked the start of a new chapter for the business as we delivered Year 1 of our Peninsula Leisure Strategy 2025 – 2027. Key strategic achievements included;

Strategic Priority	Year 1 Achievements
More People Can Swim 	In partnership with Frankston City Council, we continued the delivery of our More People Can Swim program, providing 3,300 vital water safety education touchpoints across the community. We focused our efforts on at-risk cohorts, including: • Teenagers and youth, who are more likely to take risks and swim with friends or family without adequate skills. • Families and groups learning together, building confidence and awareness collectively. • Primary schools, particularly Grade 5–6 students preparing to transition to high school without essential water safety knowledge. • Parents and infants, equipping parents with the skills to continue developing water safety habits at home.
More People, More Active, More Often 	We developed a framework to support more people in Frankston to be more active more often, setting up a future for Peninsula Leisure to be able to make an even more positive impact on the health and wellbeing of our community, outside the four walls of our facilities. Groundwork was made on a campaign, launching early 2026, to raise awareness of the national physical guidelines, and encourage greater activity for Frankston.
More Impact and Reach 	Our More Impact and Reach Project Team saw the launch of our new Reformer Pilates offering, supporting our vision to make health and wellbeing accessible to all. Peninsula Leisure signed a Memorandum of Understanding with Frankston City Council to deliver Group Exercise at Frankston South Community & Recreation Centre, expanding health and wellbeing opportunities for residents. We also developed and submitted a Business Case to our shareholder, positioning for future expansion.

Close

As we look ahead to Year 2 of our strategy, we are ready to build on the strong foundations laid this year. Our priority will be on delivering the *Can Swim* initiative and advancing our *More Impact and Reach* business expansion projects, while progressing *More People, More Active, More Often*. By continuing to explore new possibilities, we remain committed to strengthening Peninsula Leisure's long-term sustainability and deepening our positive impact on the community.

We are committed to continue enhancing health and wellbeing outcomes for the Frankston community.



**PENINSULA
LEISURE**



PARC



PINES

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