

Peninsula Leisure Annual Report 2025 - 2026



PENINSULA
LEISURE



PARC



PINES



CENTENARY
PARK GOLF

FRANKSTON
SKATEPARK

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.

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A message
from our
Chair and
CEO

Financial year 2025-2026 was a year of strong delivery, strategic progress and continued organisational development for Peninsula Leisure.

STRATEGIC

This financial year marked the second year of the Peninsula Leisure Strategy 2025-2027, with progress made across our three strategic priorities.

A significant milestone was Frankston City Council’s decision to award Peninsula Leisure the management of Centenary Park Golf Course from July 2026. This opportunity expands our *Impact and Reach*, and provides an opportunity to apply our facility management capability across a broader portfolio of community recreation assets.

We achieved our two year target of over 6,000 water safety attendances through the *Can Swim* initiative, securing a further three year Council commitment for this vital program.

Our *30-20-2: Choose What You Want To Do* campaign and Digital Hub launched during the year, translating national physical activity guidelines into practical actions to encourage *More People to be More Active*.

OPERATIONAL

We maintained industry leading operational performance across our facilities. PARC recorded record participation in school holiday programs, with members visiting more frequently than ever. This was supported by continued investment in facility renewal, customer experience and aquatic safety.

PINES delivered its most successful season on record, achieving its highest attendance and strongest customer intent to return.

Frankston Skate Park marked its 20th anniversary, with strong participation growth of 13% year on year, and industry recognition for its contribution to community recreation and youth engagement.

We also strengthened organisational capability through the rollout of a new Risk Management Framework, investment in digital resilience and cyber security, and implementation of a psychosocial hazard framework.

PERFORMANCE

We delivered consistent operational performance within a financially constrained environment, welcoming 1,052,472 attendances across our facilities.

We reinvested \$464,706 of social value back into the community, through subsidised access, free programs and community initiatives.

Peninsula Leisure also implemented our new three-year People Strategy. We received the Outstanding Employer Award at the Frankston Business Chamber Awards, alongside industry recognition at the Aquatics Recreation Victoria Awards.

IMPACTS

The year also presented operational challenges. Cost-of-living pressures, increasing competition, and changing customer expectations continued to influence membership growth and retention across the industry.

Ageing infrastructure remained an operational and financial consideration, requiring proactive asset management and investment. The extended PARC Main Pool Hall closure in July 2025 impacted memberships, participation and secondary spend, reinforcing the importance of long-term asset renewal planning.

LOOKING AHEAD

As we enter the next phase of the Peninsula Leisure Strategy, our focus remains on sustainable performance, strong governance, workforce capability and community value.

The addition of Centenary Park Golf Course expands our operating footprint and provides further opportunity to deliver on our purpose to create active, happy and connected communities for Frankston.

We thank Frankston City Council, our Board, our People and our members, customers, clubs, schools, community groups and partners for their ongoing contribution to Peninsula Leisure’s success and community health and wellbeing outcomes.

Warm regards,

Kath Thom,
Chief Executive Officer

Julie Busch,
Independent Chair



Our Community Impact

Peninsula Leisure exists to create positive health, wellbeing and social outcomes for our community. Through accessible programs, strategic partnerships and continuous improvement, we increase participation, remove barriers and reinvest value back into Frankston.

Our community reflects the diversity of Frankston, and we are proud to support people at every stage of life - from young children developing water safety skills, to adults pursuing active lifestyles, athletes training for their chosen sport and older adults maintaining health, wellbeing and social connection.

More People Can Swim

This year, we achieved our two year target of delivering over 6,000 water safety attendances through the *Can Swim* initiative, improving access to vital swimming and water safety education. This success secured a further three year commitment from Frankston City Council to continue the program and its positive impact within the community.

Can Swim Recognised Across the Industry



Community Service Gold Award (Victoria)
Australian Swim Schools Association Awards of Excellence

Highly Commended – Community Impact
Aquatic and Recreation Victoria Awards

More People More Active More Often

We launched *30-20-2: Choose What You Want To Do*, a community campaign designed to simplify the Australian Physical Activity Guidelines and encourage more people to incorporate movement into everyday life. Supported by a dedicated digital hub, the campaign provides practical and accessible resources to help people be more active.



Out and about at Jubilee Park talking all things 30-20-2.



A simple formula for a healthier you:

30 30 minutes of moderate activity daily

OR

20 20 minutes of vigorous activity daily

PLUS

2 2 strength activities per week

More Impact and Reach

A significant milestone was being awarded the licence to manage Centenary Park Golf Course, expanding Peninsula Leisure's reach. Following a successful transition project, management of the facility commenced on 8 July 2026.

Social Value Reinvestment

As a purpose driven organisation, Peninsula Leisure reinvests value back into the community through programs, partnerships and initiatives that support participation, inclusion and wellbeing.

In 2025-26, Peninsula Leisure reinvested \$464,706 into community benefit. Through initiatives such as the Big Splash Awards and Active Pathways subsidised membership, we continued to reduce barriers to participation and create opportunities for more people to be active and connected.



More than a pool or gym

PARC Adding Healthy Life Years to Frankston

The 2025-26 Outcomes Survey demonstrated the health, wellbeing and social value generated through PARC. Members reported better health outcomes, greater lifestyle satisfaction and stronger social connection than casual users, with subjective wellbeing reported above the Australian population average. The findings demonstrate PARC's contribution to physical health, mental wellbeing, social connection and quality of life across the Frankston community.



Adult Can Swim program, a targeted cohort at risk of drowning.



Girls skate session for International Women's Day.



PARC members reported higher levels of subjective wellbeing than the Australian population average.

Our People

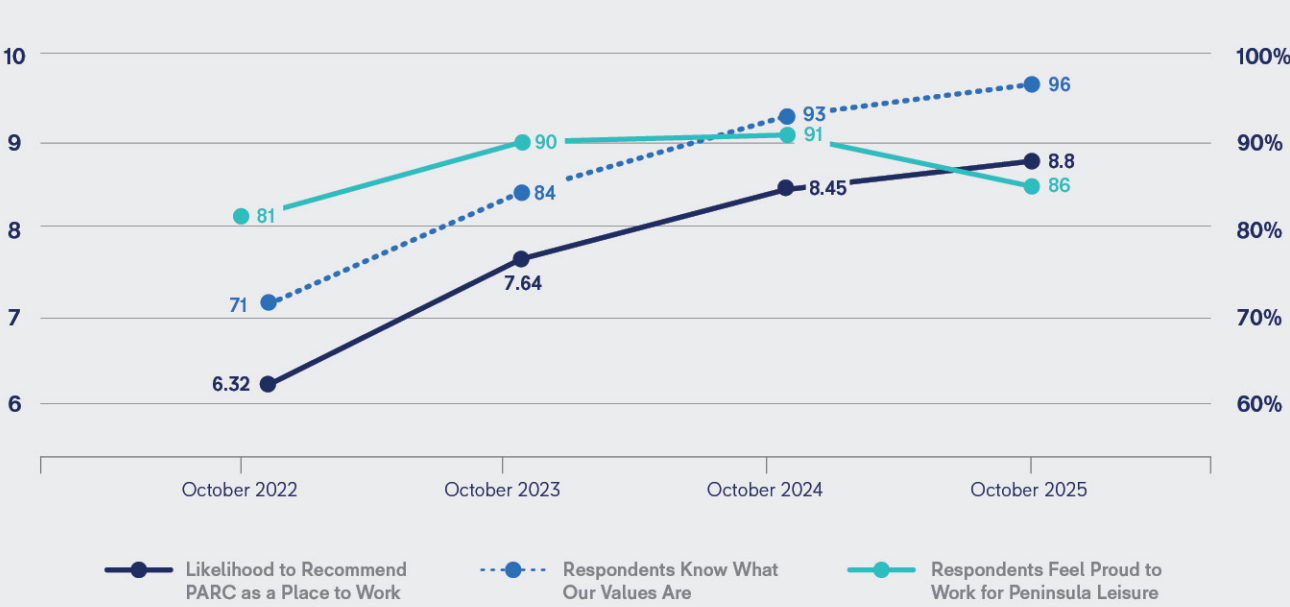
With more than 300 employees, our People are at the core to our success and are critical to delivering Peninsula Leisure’s operations and strategic priorities.

In 2025–26, we implemented our three-year People Strategy, focused on *Healthy Organisation, Healthy Places and Healthy People*, strengthening workforce capability, leadership and employee experience.

Key initiatives included Rostered Days Off, targeted leadership and capability development, and the rollout of the Humanforce mobile app to improve rostering access for our highly casualised workforce. We strengthened workplace safety, wellbeing and compliance through enhanced Child Safe practices and a new psychosocial hazard framework.

Our approach was recognised with the Outstanding Employer Award at the 2025 Frankston Business Chamber Excellence Gala Awards, with Employee Experience and Engagement reaching record levels of workplace pride.

Employee Experience Survey results continue to increase

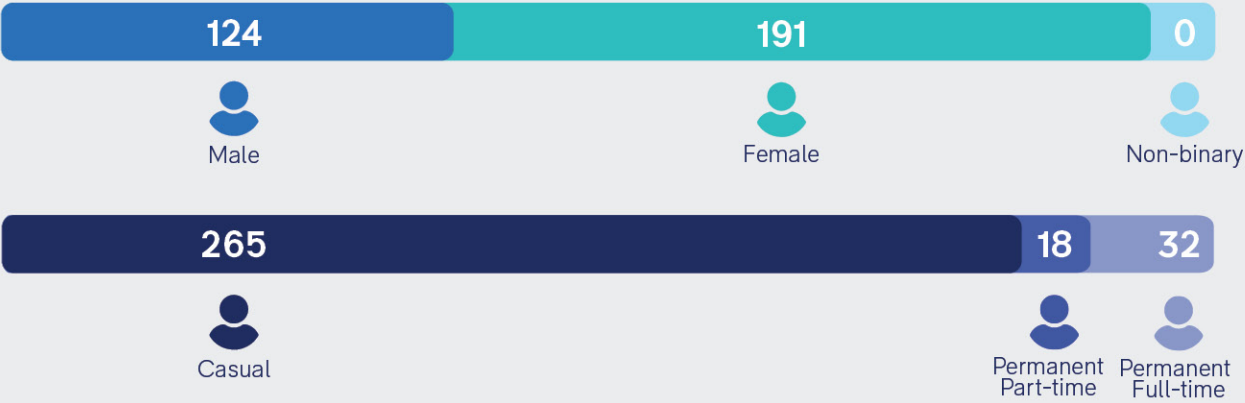


Peninsula Leisure was awarded Outstanding Employer Award at the 2025 Frankston Business Chamber Excellence Gala Awards.

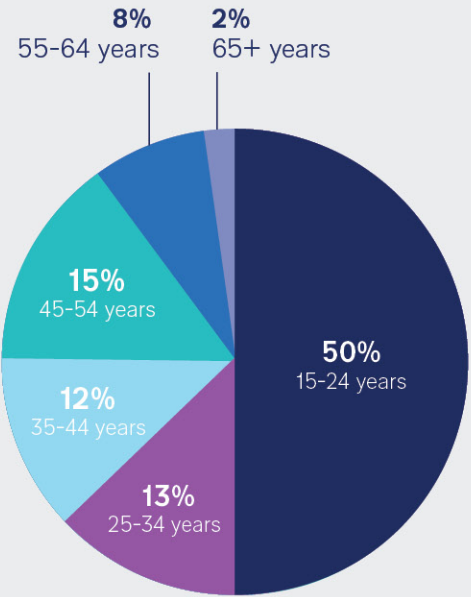


Employees from all levels of the business underwent specialised Child Safe training.

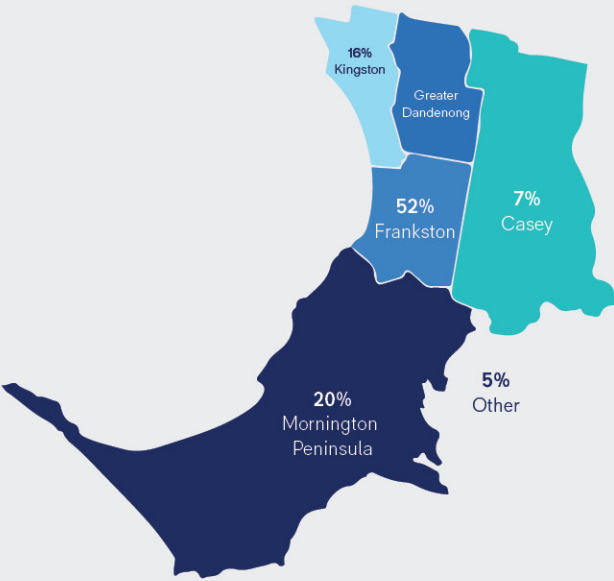
Meet our workforce



Age categories



Where our employees live



As a proud local employer, 52% of our workforce lives within the Frankston municipality, supporting local jobs and our community.

Year in Review

Peninsula Aquatic Recreation Centre



Enhancing Experiences and Participation

PARC continued to be a vibrant destination for recreation, health and wellbeing, with strong participation, particularly across aquatic programs. Splash Island and our school holiday programs, including Aquanauts and Holiday Hangout, achieved record attendances during the January and April holiday periods.



School holiday themed activities drew 74,028 Casual Aquatic attendances during school holidays



Our purpose built Reformer Pilates Studio became fully embedded as a valued Full Access membership benefit, expanding wellbeing opportunities and supporting members to achieve their health and fitness goals. Our commitment to aquatic safety was further strengthened through the embedding of Lynxight, an advanced pool monitoring system that supports lifeguards to proactively identify and respond to potential drowning risks.

Customer and Membership Focus

During the year, we successfully completed our Sales and Membership Strategy 2023-2025, delivering 100% of Year 3 actions. We also launched our new Customer Strategy and Customer Promises, reinforcing our commitment to exceptional experiences and a service culture where 'Every Moment Matters'. Reviews of our Full Access and PARC Swim memberships provided valuable insights into member needs and expectations, helping us refine our offerings, communications and service delivery to better support member attraction, retention and satisfaction.

Investing in Our Facility

As a local government enterprise wholly owned by Frankston City Council, Peninsula Leisure reinvests operating surpluses into our facilities and community, supporting lasting health, wellbeing and social value outcomes. In partnership with Frankston City Council, a range of important capital works and asset renewal projects were delivered at PARC during 2025-26, including aquatic tiling upgrades, replacement of balance tank structural supports, restoration of pool heating following an unexpected boiler failure, refurbishment of the sauna, replacement of UV treatment systems and structural repairs to the waterslides and slide tower. Our Maintenance Investment (Preventative & Reactive) supports PARC's ongoing renewal, ensuring the facility remains safe, welcoming and contemporary. This included critical infrastructure upgrades and customer-facing improvements, such as new entry gates and replacement car park ticket machines.

Active Pathways: Removing Barriers to Being Active

In partnership with Reclink Australia, Active Pathways supports community members experiencing disadvantage through subsidised PARC memberships. \$181,745 was invested in FY2025-26 to help more people access health, wellbeing and community connection opportunities.

PARC Community

8,141
Total Members

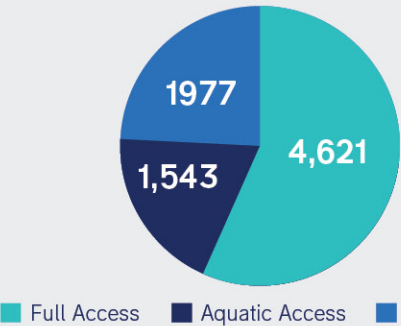


6,657
Total members joined

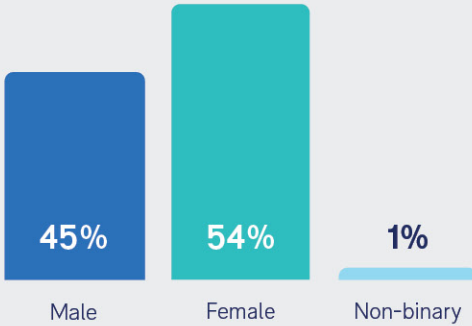


287
Members joined via member referral

Memberships by Type

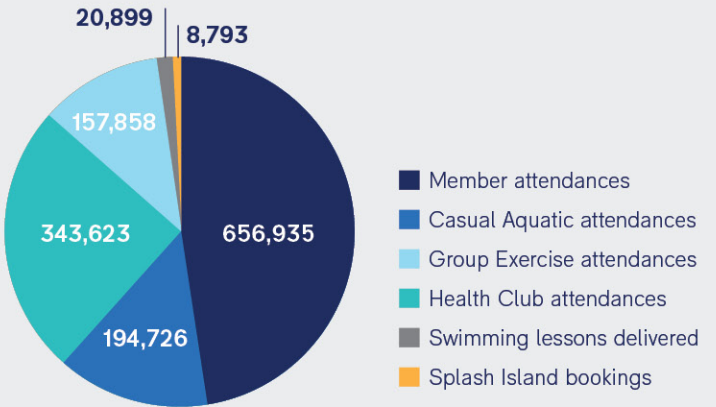


Demographics of Full Access Members

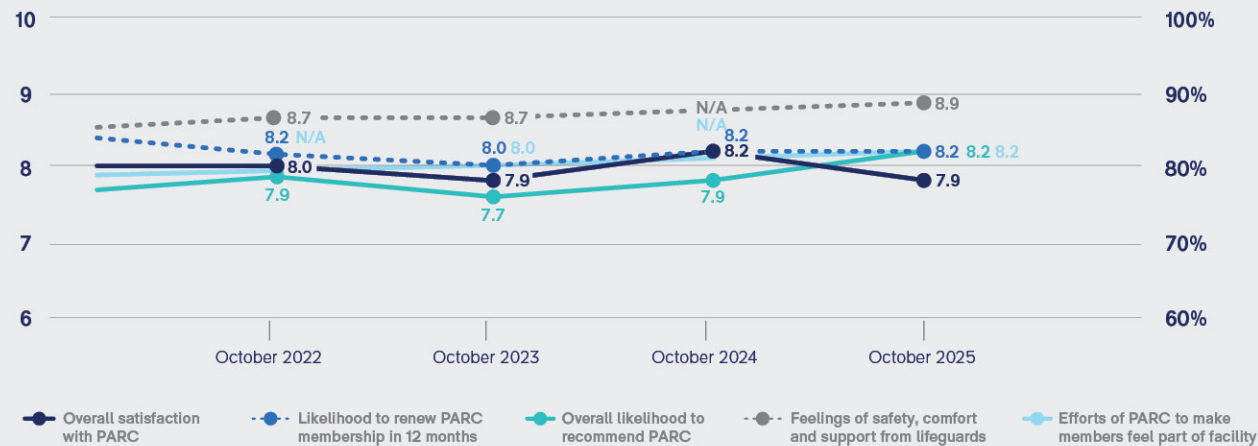


PARC Participation

959,573
Total PARC participation, including:



PARC Member and Guest Satisfaction Survey Results



Year in Review

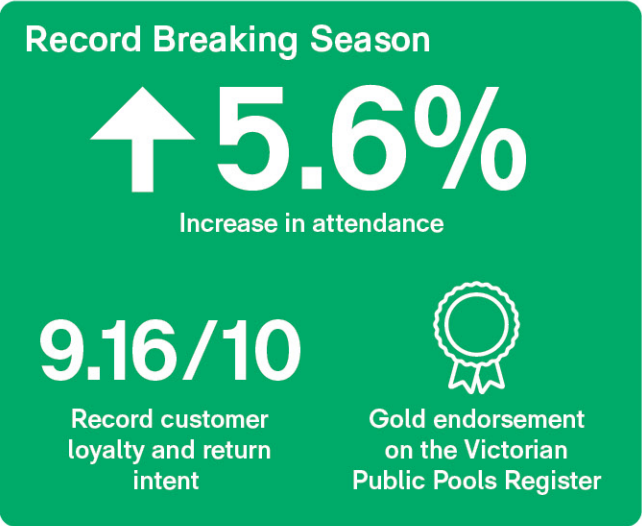
Pines Forest Aquatic Centre



Record Participation

PINES recorded the highest attendance since Peninsula Leisure commenced management of the facility with 52,380 attendances across the season, exceeding the previous record of 49,615 visits. This result was supported by strong community participation, favourable weather and a record School Carnival season. Based on demand and feedback, the season was extended into the April school holiday period.

February and March saw 40 local schools and community groups host swimming carnivals at PINES. In response to community feedback, and in partnership with Frankston City Council, operating hours were extended during February to maintain access for lap swimmers during this busy period.



Safety and Experience Focus

PINES continued to receive strong community feedback, reflecting our focus on providing a safe, welcoming and enjoyable experience for all visitors. Customer satisfaction results included:

- **Likelihood to visit again next season 9.16/10**
- **Likelihood to recommend PINES 8.84/10**
- **Overall satisfaction 8.35/10**
- **Feeling safe, comfortable and supported by lifeguards 8.8/10**

Further demonstrating the strength of our operational and safety practices, PINES achieved a Gold Public Swimming Pool Endorsement, with 100% compliance against assessment criteria.

The Aging Facility

As a seasonal outdoor facility approaching 50 years of operation, ongoing maintenance and asset renewal remain a priority. Significant winterisation works were undertaken at the conclusion of the season to protect key infrastructure and ensure the facility remains safe, functional and ready to welcome the community each summer. Peninsula Leisure continues to work closely with Frankston City Council to plan for the future of PINES, ensuring this much-loved community asset continues to meet the needs of future generations.

Improving Accessibility

In partnership with Rotary Peninsula 2.0, a new accessibility hoist was purchased to support greater independence and access for patrons with mobility challenges, delivering a direct community benefit through reinvestment in our facilities.

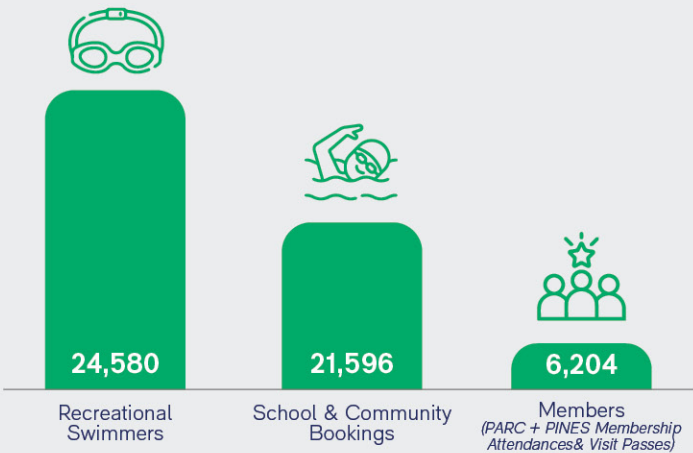


The new accessibility hoist at Pines, made possible through Peninsula Leisure's partnership with Rotary Peninsula 2.0.

PINES Community



User types at a glance

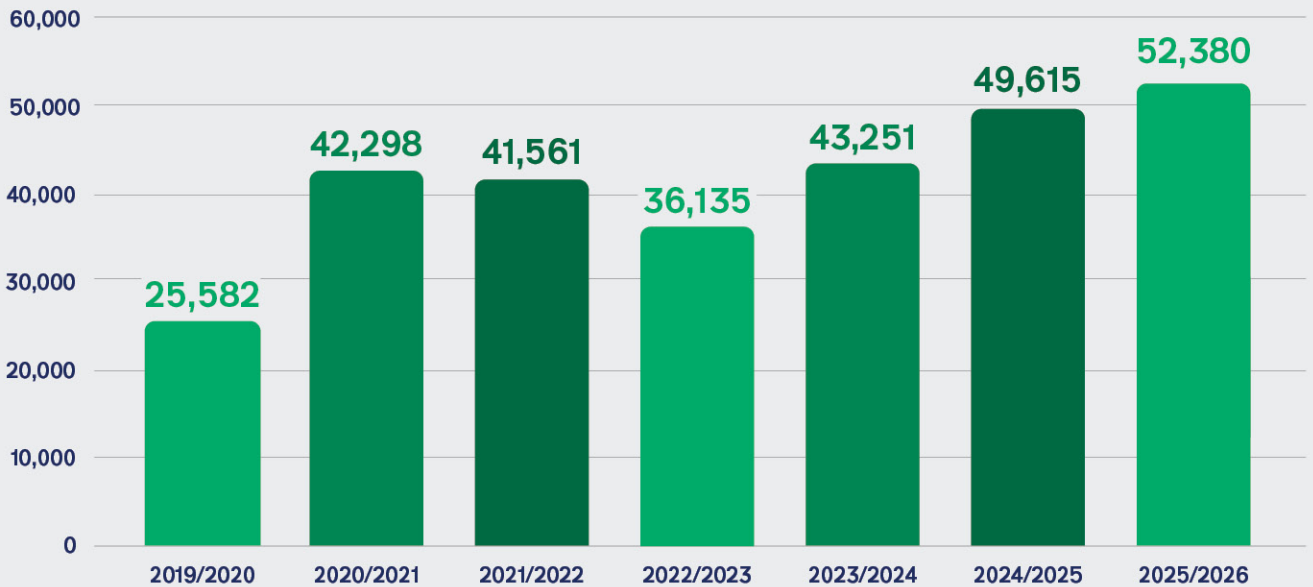


Community Events

Free and subsidised attendances at PINES



Attendance by Season



* Transition to Xplor affected tracking for the 2022/2023 season.

Year in Review

Frankston Skate Park



This year, the Skate Park was recognised at the 2025 Aquatic and Recreation Victoria Awards, receiving Highly Commended Facility of the Year (Small), reflecting the strength of its activation programs, inclusive culture and community partnerships.

Community and Culture

Frankston Skate Park marked its 20th anniversary with a major community event attracting more than 1,150 attendees, reinforcing its role as a key local recreation asset.

In partnership with Skate Australia and Frankston City Council, the Waterfront Festival featured elite half-pipe demonstrations that showcased the sport and inspired participants of all ages.

Additional activations including Skate Park Leagues, Ride for Roszak and the Spring Battle of the Bands Jam, delivered in partnership with Frankston Youth Services, further strengthened community connection and celebrating art and local skate culture.



Over 1,000 people celebrated Frankston Skate Park’s 20th Anniversary with us.



Skaters enjoying the half-pipe at the Frankston Waterfront Festival, in partnership with Skate Australia.

Inclusion and Engagement

The Skate team continued to promote inclusive participation through initiatives such as Girls Skate Sessions and International Women’s Day activities, creating welcoming opportunities for more women and girls to connect through skateboarding.

The first Frankston Skate Park Customer Satisfaction Survey, delivered in partnership with Swinburne University, confirmed the strong value the facility provides to the local community, achieving a 9.22/10 likelihood to recommend score. The survey also provided valuable insights into user experiences and future priorities, including support for improved lighting to enable extended use of the facility.

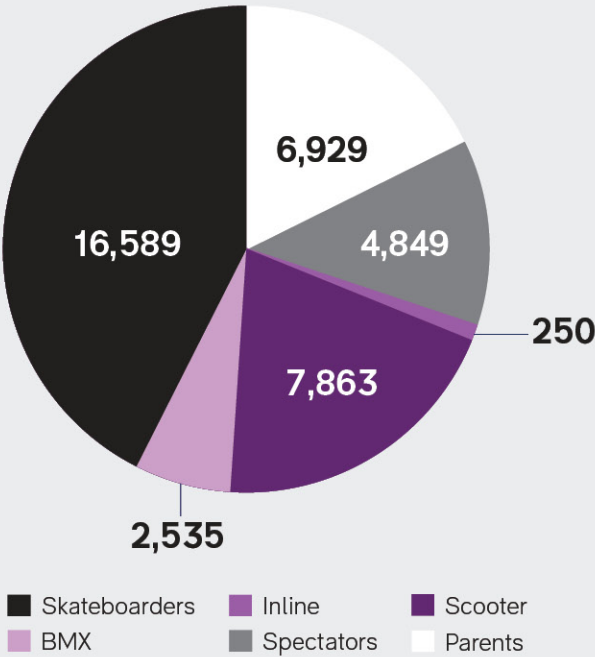
Investing in the Future

Operating with a small, specialised and predominantly casual workforce, we continued to invest in team capability, leadership and retention, strengthening our ability to deliver safe, consistent and engaging experiences for the community.

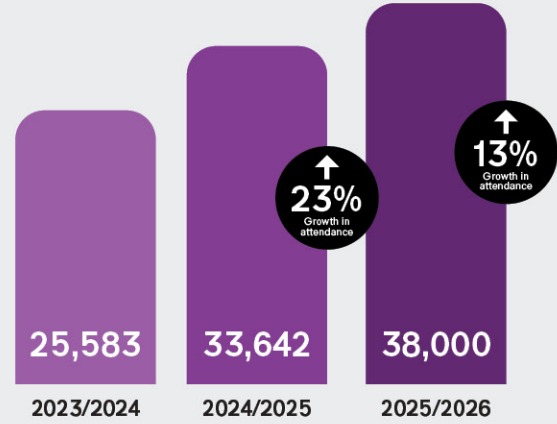
We also continued to advocate for the renewal and enhancement of this much-loved community asset. During 2025-26, improvements included painting works, shade repairs, new locks and updated vaping and smoking signage, while planning progressed for future lighting upgrades through allocated funding.

SKATE Community

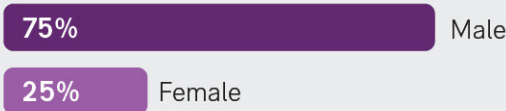
User types at a glance



Attendance by Year



Demographics of Participants



SKATE Customer Satisfaction Survey Results



"Staff are so friendly, and my queries are resolved quickly"



Year in Review

Centenary Park Golf Course



A new chapter for Peninsula Leisure

2025-26 marked a significant expansion of Peninsula Leisure’s operating footprint, progressing our strategic priority of More Reach and Impact.

Following the submission of a Business Case in December 2024, Frankston City Council resolved in September 2025 to transition management of Centenary Park Golf Course to Peninsula Leisure from 8 July 2026.

The decision to award Peninsula Leisure management of Centenary Park Golf Course marks a significant milestone in our growth, expanding our service offering and strengthening our role as Council’s leisure management partner.

Preparing for Transition

Throughout 2025-26, transition planning progressed across workforce, operations, systems and stakeholder engagement.

We appointed Peninsula Leisure’s first Golf Operations Manager to lead the transition and future management of the facility.

At the time of publication, the transition had been completed successfully, with a focus on continuity of staff and member and community experience.



One day to go! The team focused on a smooth transition at Centenary Park Golf Course.

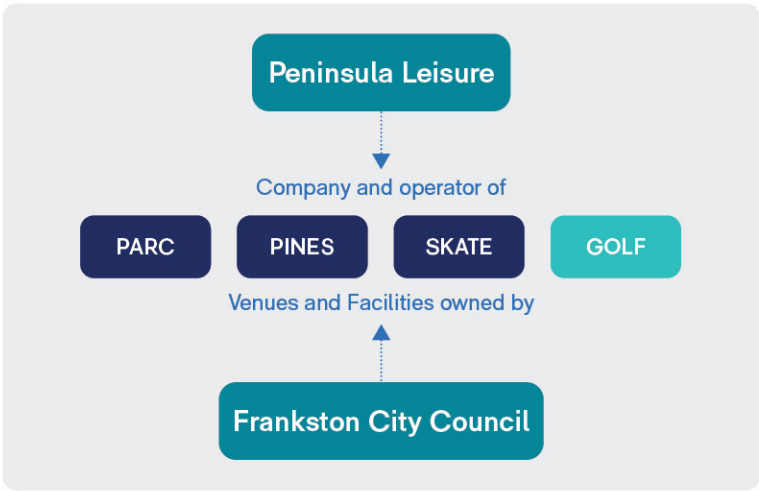


Enabling Our Success

Strong governance, capable people and effective systems are essential to delivering positive outcomes for our community. Throughout 2025-26, we continued to strengthen the organisational foundations that support Peninsula Leisure’s growth, performance and long-term sustainability.

Local Government Enterprise Structure

Peninsula Leisure Pty Ltd is wholly owned by Frankston City Council, delivering sport, recreation and leisure services that support Council’s health and wellbeing objectives. As Council’s delivery partner, we manage contracted facilities and services, contribute to asset management and operate within the Shareholder Engagement Framework.



Our operating model is focused on sustainable performance and community value, with surplus reinvested into facilities, services, programs and initiatives that increase participation and deliver community outcomes.

Marketing and Communications

Targeted campaigns, seasonal activations and community engagement initiatives supported participation across our facilities and services. During the year, we also embedded our Outcomes Led Messaging approach, helping better communicate the health, wellbeing and social value created by participating with Peninsula Leisure facilities.

Continuous Improvement

Our We Reimagine value continued to drive innovation at Peninsula Leisure, with 39 ideas submitted through our Continuous Improvement Framework. Our new behaviour standards framework Every Moment Matters strengthened our customer first culture, supporting the ongoing uplift of service standards and the experiences we deliver.

Enabling Our Success (continued)

Digital Capability and Technology

We enhanced our digital capability through ongoing cyber security awareness training, the introduction of Guidelines for the use of Generative AI and staff education program, and investment in critical server infrastructure to improve system performance, reliability and resilience.

Governance, Risk and Safety

Organisational governance was strengthened through the rollout of our new Risk Management Framework and leadership development. A Board Skills Matrix confirmed the strength and relevance of the Board’s collective expertise. Our commitment to child safety was further reinforced through specialist training delivered to 56 employees across the organisation.



PARC achieved Platinum Pool Status from Life Saving Victoria, with a 100% Compliance Score and a 98.68% Safety Score.

Safety Leadership in Action

100%

Risk, Health & Safety Business Plan Measures Achieved

Risk Governance Review Completed

Psychosocial Hazard Framework commenced

Platinum Pool Accredited

Close

As we enter the final year of the 2025-2027 Peninsula Leisure Strategy, our focus remains on delivering against our strategic priorities, strengthening operational performance and increasing our contribution to community health and wellbeing.

Peninsula Leisure acknowledges and thanks the ongoing support of Frankston City Council and the contribution of our team, members, guests, community partners, Board and employees. These relationships underpin our ability to deliver accessible, high-quality recreation services across the municipality.

The integration of Centenary Park Golf Course further expands Peninsula Leisure’s operating footprint and service offering. In 2026-27, our focus will be on embedding the facility within the organisation, driving operational performance and extending our community impact across the municipality.



PENINSULA LEISURE PTY LTD

T +61 3 9781 8444 | PENINSULALEISURE.COM.AU

ABN 30 160 239 770