

# *The Town of Port Hedland Leisure Facilities*

## *Monthly Report – March 2015*



Town of  
Port Hedland



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## **Port Hedland Leisure Executive Summary**

A lower than projected membership base sees memberships over all sites down by 248k, which is the main contributor to Port Hedland Leisure Facilities running 308k behind the budgeted target. The transformation day in May will be targeting this shortfall in members. The shortfall in income due to the lower tempo of operations has been compensated to some degree by lower than projected expenditure by 389k.

The Wave Rider continues operate intermittently with only twenty hours of operation able to be completed in March prior to the right belt snapping. This inconsistency of service due to these maintenance issues has not allowed for confidence in the facilities operation by patrons nor a following to be built.

While casual gym attendance was again ahead of budget, members still make up 65% and the gym 35% of all attendances. Across the two aquatic centres, visits were again down on projection.

South Hedland aquatic centre held a successful open day with over 13k taken on the day. The event was attended by approximately 340 people with 180 enrolments taken on the day.

The main activities planned in April revolve around the closure of the seasonal Gratwick Aquatic Centre and the development of the 24 hour fitness facility there.

The stadium has been consistent with other months with the senior sports programs meeting and exceeding targets however a lack of junior sport has seen the stadium overall fall short of where it should be. This is will be addressed by targeting traditional summer sports to provide them a venue over the winter months.

Despite the good outcome from the South Hedland Aquatic Centre open day, Aquatic Education and entries is lower than projected with fewer enrolments than initially anticipated.

## Financial Summary

PHL Summary Budget Report	Last Year Actual YTD	Actual YTD	Budget YTD	Variance
<b>INCOME</b>	2,177,294	2,033,800	2,730,935	-697,134
<b>EXPENDITURE</b>	3,657,048	3,768,638	4,157,370	388,734
<b>TOTAL</b>	-1,479,754	-1,734,836	-1,426,435	-308,401
<b>Gratwick Aquatic Centre</b>		Actual YTD	Budget YTD	Variance
<b>INCOME</b>	144830	214,615	278,771	-64,155
<b>EXPENDITURE</b>	728,337	728,054	709,010	-19,044
<b>TOTAL</b>	-583,507	-513,438	-430,239	-83,199
<b>South Hedland Aquatic Centre</b>		Actual YTD	Budget YTD	Variance
<b>INCOME</b>	335,190	326,317	525,825	-199,508
<b>EXPENDITURE</b>	1,020,614	1,315,530	1,379,079	63,550
<b>TOTAL</b>	-685,424	-989,213	-853,254	-135,959
<b>Wanangkura Stadium</b>				
<b>INCOME</b>	1,697,274	1,492,868	1,926,339	-433,471
<b>EXPENDITURE</b>	1,908,097	1,725,054	2,069,281	344,228
<b>TOTAL</b>	-210,823	-232,185	-142,942	-89,243

### COMMENTS:

- The year to date operating subsidy remains substantially behind budget. Combined revenue is down by 697k which consists of:
  - A lower than projected membership base sees memberships over all sites down by 248k. The transformation day in May will be targeting this shortfall.
  - Intermittent operation of the surf machine sees the income for the wave rider down 84k. The creation of a new role that will not require staff to be lifeguard qualified to operate the facility is being implemented to address this item. This new role will not result in additional hours to budget.
  - Aquatic Education is 45k behind budget with the two Aquatic Centres not achieving the forecast swim school numbers. Despite being ahead of the same time last year, this is projected to continue into the second school term even with the boost in numbers due to the South Hedland Aquatic Centre Open day.
  - The trend of stronger than expected casual gym visits has continued.
- The reduced tempo of operations compared to budget has also seen a lower than projected expenditure, predominantly in the employee costs required to run the programs (down \$513k across the three centres)

## Attendance and Participation

Facility Attendance	Month				Year			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
Wanangkura Stadium	20,129	13,845	6,284	12,426	167,973	107,307	60,666	131,084
Gratwick Aquatic Centre	6,323	3,664	2,659	5,810	33,227	31,045	2,182	32,116
South Hedland Aquatic Centre	12,984	8,912	4,072	8,854	85,260	58,723	26,537	69,857
<b>Port Hedland Leisure Total</b>	<b>39,436</b>	<b>26,421</b>	<b>13,015</b>	<b>19,157</b>	<b>286,460</b>	<b>197,075</b>	<b>89,385</b>	<b>233,057</b>

Member / Casual Participation	Actual (Month)
Health Club Member	6616
Health Club Casual	165
Group Fitness Members	1977
Group Fitness Casual	277
Personal Training	100
Aquatic Visits GAC – Member	1,022
Aquatic Visits GAC - Casual	2,642
Aquatic Visits SHAC – Member	4,650
Aquatic Visits SHAC - Casual	4,262
<b>Total</b>	<b>21,711</b>

### COMMENTS:

- In a similar nature to the financial performance, the total attendances across the sites are all lower than projected.
- Members make up on average 66% of the total visits with gym visits accounting for 35% of all visits across all sites.

## **Business Development**

The following table articulates the business development activities undertaken for Town of Port Hedland Leisure Facilities during March and those that are anticipated to be implemented within the next period.

MONTH	<b>Business Development</b> - To ensure we are promoting our programs and monitoring trends in programming and always looking to further develop the health and fitness programs across all of our facilities		
	Priority	Action	KPI
March	Active Port Hedland/Y-Activate <ul style="list-style-type: none"> <li>Encouraging Physical Activity and a Healthy Lifestyle</li> <li>Complete the work done on YMCA Active Hub model</li> </ul>	Document the model and present to the Town of Port Hedland and YMCA executive.  This will include a promotions and marketing plan. A feature of this plan will be Active Port Hedland day whereby all sporting clubs will show case there sports and club profile.	Memberships
	South Hedland Aquatic Centre Open Day	The Open Day proved a success with over 180 enrolments into the term two swim school program. A total of 13k was taken on the day with 340 participants attending.	Memberships
	BHP Super Series	The BHP Super Series, a sponsored event where elite level swimmers and water polo players attend regional areas to promote swimming took place on the 19 <sup>th</sup> of March.	Participation
April	Learn to Swim	Re-launch the Learn to Swim program for term 2. Moving into winter, the term two program traditionally represents the third most popular term on the calendar.	Memberships
	Close Gratwick Aquatic Centre Operations	As per agreement, the Gratwick Aquatic Centre is scheduled to close on April 19, the last day of the school holidays.	Fiscal responsibility
	Launch 24/7 Fitness Facility at Gratwick Aquatic	Along with the proposal already submitted, the fitness facility at the Gratwick Centre will move to a 24 hour operation. The launch of this operation is to be discussed.	Patrons

## **Occupational Health & Safety**

Following is an overview of the number of incident reports and hazard reports that have been processed at each of the facilities throughout the month of March.

<b>First Aid/Incident Reports</b>		
<b>Facility</b>	<b>Total</b>	<b>Comments/Actions (only if deemed serious)</b>
<b>Gratwick Aquatic Centre</b>	2	Possible drug induced patron – police called. Minor first aid from incident that occurred outside the centre
<b>South Hedland Aquatic Centre</b>	0	
<b>Wanangkura Stadium</b>	0	
<b>Hazard Identification - Gratwick Aquatic Centre</b>	0	
<b>Hazard Identification – Wanangkura Stadium</b>		1 – Lighting at rear of building posing potential hazard during close.
<b>Hazard Identification – South Hedland Aquatic Centre</b>	0	

## Maintenance

The following table summarises monthly maintenance activities, both preventative and reactive, at each of the Town's leisure facilities. Where required, this information also includes comment on items with outstanding maintenance requirements carried over from previous reports.

Facility	Maintenance type (Preventative/Reactive)	Comment
Wanangkura Stadium	Reactive	➤ Reactive unblocking of water fountain
	Scheduled	➤ Repair and redesign of the layout of the gym
South Hedland Aquatic Centre	Scheduled	<ul style="list-style-type: none"> <li>➤ Six monthly scheduled service of Wave Rider.</li> <li>➤ Pest Management was completed in the Swimming club rooms</li> </ul>
	Reactive	<ul style="list-style-type: none"> <li>➤ Shade sales over the main pool was removed, repaired and reinstalled.</li> <li>➤ Piping for the chlorine gas lines in the plant room was repaired</li> <li>➤ The pump to the heat exchange required rewiring</li> </ul>
Gratwick Aquatic Centre	Scheduled	➤ New Lane Ropes for main pool arrived (to be paid by TOPH)
	Reactive	<ul style="list-style-type: none"> <li>➤ Gym Care servicing of gym equipment</li> <li>➤ New Modem and splitter to resolve phone lines and internet issues</li> <li>➤ Replace bullnose capping on toddlers pool and secure six pavers down around main pool</li> <li>➤ Install hooks and Breathing Apparatus bracket</li> <li>➤ Repair of malfunctioning alarm system</li> <li>➤ Shades erected over playground</li> <li>➤ Repair cistern float and replace shower rose in family change room</li> </ul>



**KPI Dashboard**

KPI Reference	Port Hedland Leisure		YTD 2014-2015	Budget Target	
<b>1. Memberships</b>					
	<b>Port Hedland Leisure Memberships (includes Aquatics memberships)</b>	<b>Income</b>	1,111,698	1,402,515	
		Current Members	1,245	1,499	
		Member attendances	94,479		
		Casual Attendances	75,754	286,460	
	<b>Wanangkura Stadium</b>	<b>Income</b>	988,828	1242405	
		Current Members	1,225	1,430	
		Member attendances	80,883		
		Casual Attendances	3213	167,973	
	<b>Gratwick Aquatic Centre</b>	<b>Income</b>	91333	125315	
		Current Members	9	33	
		Member attendances	2958		
		Casual Attendances	30269	33,227	
	<b>South Hedland Aquatic Centre</b>	<b>Income</b>	31537	34795	
		Current Members	11	36	
		Member attendances	10,635		
		Casual Attendances	42,272	85,260	
<b>2. Stadium Sports</b>					
	<b>Stadium</b>	Stadium Rental Income	21157	35957	
		Competitions Income	52453	78873	
		Competitions	4	8	
		Teams	42	86	
<b>3. Aquatic Education</b>					
	<b>Aquatic Education</b>	<b>Gratwick Aquatic Centre</b>	Income	40395	45630
			Enrolments	184	190
		<b>South Hedland Aquatic Centre</b>	Income	96042	136570
			Enrolments	239	380
<b>4. General Admission – Casual entries</b>					
	<b>General Admissions and Multi Pass</b>	<b>Gratwick Aquatic Centre</b>	Income	46968	39191
			Attendance	30269	23703
		<b>South Hedland Aquatic Centre</b>	Income	100593	118231
			Attendance	42,272	59425
<b>5. Surf Machine</b>					
	<b>Surf Machine</b>	Income	3145	97827	
		Attendance	314	5057	
<b>6. Café/Kiosk</b>					
	<b>Café / Kiosk</b>	<b>Wanangkura Stadium</b>	Income	48790	45900
			Expenditure	29903	27000
			Profit / Loss	18887	18900
		<b>Gratwick Aquatic Centre</b>	Income	20024	27600
			Expenditure	13555	13800
			Profit / Loss	6469	13800
		<b>South Hedland Aquatic Centre</b>	Income	55608	88200
			Expenditure	\$35,449	44100
			Profit / Loss	20159	44100

# 1. Membership

Member Category	New Members Current Month*				Total Members YTD			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
Platinum Members	80	33	0	69	1430	568	-205	773
Gym Members		27		73		322		433
Group Fitness Members		5		5		63		62
BHP Platinum		12		31		224		217
Kid Fit		0		2		1		77
Teen Fit		2		2		15		13
ToPH		1		24		32		30
Aquatic Members SHAC		0		1		1		4
Aquatic Members GAC	0	0	0	4	33	9	-24	92
<b>Total</b>	<b>80</b>	<b>81</b>	<b>1</b>	<b>234</b>	<b>1,499</b>	<b>1,245</b>	<b>-254</b>	<b>1,742</b>
<b>Total Membership Income</b>	<b>\$156,938</b>	<b>\$114,520</b>	<b>\$42,418</b>	<b>\$125,903</b>	<b>1,402,515</b>	<b>\$1,111,698</b>	<b>-\$298,817</b>	<b>\$1,111,388</b>

## COMMENTS:

- Total memberships have tracked in line with the anticipated target for the majority of the year, however December saw a significant drop in total memberships. This coincided with the Christmas period and a significant slowdown in the Town and turnover of people living in Hedland.
- 117 members cancelled their memberships throughout February resulting in a net loss of 22 members for the month.
- Total membership revenue (despite being behind the 2014/15 budget, is currently \$310 ahead of last years' year to date actual income.

## 2. Stadium

Competitions		Month				Year			
		Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
Volleyball	Teams	10	12	2	NA	90	60	-30	NA
Futsal	Teams	18	14	-4	NA	162	86	-76	NA
Netball	Teams	18	8	-10	NA	162	56	-106	NA
Basketball	Teams	14	8	-6	NA	126	40	-86	NA
<b>Total Teams</b>		<b>60</b>	<b>42</b>	<b>-18</b>		<b>530</b>	<b>242</b>	<b>-298</b>	
<b>Total Income</b>		<b>13,700</b>	<b>7,878</b>	<b>6,122</b>		<b>78,873</b>	<b>52,453</b>	<b>26,420</b>	

### COMMENTS:

- As currently no junior sports are being accommodated, the total competitions and team numbers are lower than projected.
- The Centre is now targeting traditional summer sports to provide them a venue over the winter.
- Further follow up is continuing with the recently disbanded Junior Basketball Association in an attempt to commence this programming within the Centre. The key element behind the closure of this group was an inability to attract coaches to oversee each game. The Stadium is considering use of its annual sponsorship budget as a resource to initially provide training and potentially casual pay for junior coaches to attend each game. This is seen as a short term strategy only.

### 3. Aquatic Education

Education Type		Month				Year			
		Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
Gratwick Aquatic Centre	Total Income	\$12,350	7943	-4408	\$11,739	\$45,630	\$40,395	-\$5,235	\$38,697
	Enrolments	190	184	-6	189	920	1,025	105	1,025
South Hedland Aquatic Centre	Total Income	\$19,760	\$11,200	-\$8,560	\$17,975	\$136,570	\$96,042	-\$40,528	\$91,662
	Enrolments	380	271	-109	295	2,950	2,362	-518	2,495
<b>Total Income</b>		<b>\$32,110</b>	<b>\$19,143</b>	<b>\$12,968</b>	<b>\$29,714</b>	<b>\$182,200</b>	<b>\$136,437</b>	<b>-\$45,763</b>	<b>\$130,359</b>
<b>Total Enrolments</b>		<b>570</b>	<b>455</b>	<b>-115</b>	<b>484</b>	<b>3,870</b>	<b>3,387</b>	<b>-413</b>	<b>3,520</b>

#### COMMENTS:

- Whilst this program area has seen significant recent growth and a return to profit for both aquatic sites, aquatic education income is currently \$45,763 behind the anticipated target for the year.
- Although overall, the GAC swim school is ahead of enrolments, it is behind on income.
- This program area is ahead of the total revenue from last financial year by just over \$6,000.

## 4. Adult Swim

Education Type		Month				Year			
		Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
Gratwick Aquatic Centre	Total Income	\$6,185	\$4,805	\$1,381	\$8,734	\$31,654	\$37,724	\$6,070	\$30,975
	Attendance	1,260	886	878	1,914	6,448	3,904	2,544	7,523
South Hedland Aquatic Centre	Total Income	\$12,889	\$7,372	\$5,517	\$12,395	\$94,432	\$77,556	\$16,876	\$90,066
	Attendance	2,625	1,323	1,302	1,453	19,236	19,712	476	18,193
<b>Total Income</b>		<b>\$19,074</b>	<b>\$12,177</b>	<b>\$6,898</b>	<b>\$21,129</b>	<b>\$126,086</b>	<b>\$115,280</b>	<b>\$22,946</b>	<b>\$121,041</b>
<b>Total Attendance</b>		<b>3,885</b>	<b>2,209</b>	<b>1,676</b>	<b>3,367</b>	<b>25,684</b>	<b>23,616</b>	<b>3,020</b>	<b>25,716</b>

### COMMENTS:

- Lower than projected attendance at the Aquatic Facilities were experienced across the board in March.
- YTD attendance figures remain close to target at SHAC however with a greater proportion than projected made up of membership swims, income is down by 16,876.
- Combined adult swim revenue was approximately \$9K behind when compared to the same time last year.

## 5. Surf Machine

Measure	Month				Year			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
<b>Operational Hours</b>	95	20	-75	NA	701	NA	NA	NA
<b>Total Attendance</b>	572	17	-555	0	5058	315	4745	279
<b>Adult</b>	286	8	-278	NA	2529	205	2324	NA
<b>Child</b>	286	9	-277	NA	2529	110+	1419	NA
<b>Total Income</b>	<b>\$11,378</b>	<b>\$109</b>	<b>\$11,269</b>	<b>\$0</b>	<b>\$97,827</b>	<b>\$3,145</b>	<b>\$94,682</b>	<b>\$4,148</b>

### COMMENTS:

- Despite a recent service, the Surf machine experienced a snapped belt on the right side of the mat. On advice from Swimplex, this rendered the entire mat unavailable. Consequently, the surf machine was only able to be operated at five hours per day over two weekends.
- The subsequent patronage of the surf machine is therefore down due to the lack of operational hours and lack of consistency that allows firstly the consumer confidence that it will be available and secondly to build a following.

## 6. Café

WANA	Month				Year			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
<b>Income and Expense</b>								
<b>Income</b>	\$5,100	\$5,450	\$350	\$7,020	\$45,900	\$48,790	\$2,890	\$59,657
<b>Expenditure</b>	\$3,000	\$1,732	-\$1,268	\$6,431	\$27,000	\$29,903	\$2,903	\$41,032
<b>Profit / Loss</b>	\$2,100	\$3,718	\$1,618	\$589	\$18,900	\$18,887	-\$13	\$18,625

GAC	Month				Year			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
<b>Income and Expense</b>								
<b>Income</b>	\$4,400	\$2,390	\$2,010	\$4,446	\$27,600	\$20,024	\$7,576	\$20,421
<b>Expenditure</b>	\$2,200	\$3,363	\$1,163	\$2,005	\$13,800	\$13,555	\$245	\$13,313
<b>Profit / Loss</b>	\$2,200	-\$973	-\$3,173	\$2,441	\$13,800	\$6,469	\$7,331	\$7,108

SHAC	Month				Year			
	Target	Actual	Variance	MTD 13/14	Target	Actual	Variance	YTD 13/14
<b>Income and Expense</b>								
<b>Income</b>	\$9,800	\$6,279	\$3,521	\$10,675	\$88,200	\$55,608	\$32,592	\$83,976
<b>Expenditure</b>	\$13,858	\$4,427	\$9,431	\$4,382	\$44,100	\$35,449	\$8,651	\$50,767
<b>Profit / Loss</b>	-\$4,058	\$1,852	\$5,910	\$6,293	\$44,100	\$20,159	-\$23,941	\$33,209

### COMMENTS:

- The Stadium is currently 13 behind its budgeted net profit for the year to date due to coming in 77% ahead of budget in March.
- The GAC café ran at a loss for the period. The rationale behind this is currently being investigated.
- The SHAC café shows a profit of \$20k, which is \$33k behind same time last year figures.