



**The Town of Port Hedland Leisure Facilities
Monthly Report – June 2014**

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(PHL is: Gratwick Aquatic Centre, South Hedland Aquatic Centre, and Wanangkura Stadium)

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1. KPI CRITICAL ISSUES/HIGHLIGHTS

The following table provides an overview of the key issues and highlights associated with each of the Port Hedland leisure facilities throughout June.

Port Hedland Leisure Overview & Actions

The month of June was a month whereby the Port Hedland Leisure team finished its strategic review in preparation for the 2014/15 financial year. Meetings were conducted with the YMCA and the Town of Port Hedland regarding the budget variations for previous years and the budget for next year. The YMCA also conducted internal staff meetings regarding the outcomes of the meetings and to discuss the impacts of any major changes would have on service levels.

Wanangkura Stadium

The stadium has been the backbone of the Port Hedland Leisure financial results. With the inclusions of the approved budget variations the facility finishes the year just over \$100K in front of the budget target. The health and fitness component of its business being the driving force behind the result, which has been the case the previous two financial years.

June saw the launch of the full group fitness timetable which has proven extremely popular with group fitness attendances 1,576 ahead of target for the month. Membership numbers have dropped but the centre still surpassed the end of year financial target by \$14K. While the stadium operates at capacity at peak times there are some flat spots during the day. An investment into resourcing this time of the day could see greater returns. The Wanangkura looks forward to the launch of spin and the addition of some additional weights equipment (July) to help achieve this end and satisfy the loyal members.

Gratwick Aquatic & South Hedland Aquatic Centres

Financially both facilities have had poor years. The reasons for this have been discussed and debated and budget variations for both sites have been approved and have been inserted into the June results. Therefore if you were not privy to the discussions and were just to view the facilities profit and loss reports you would not be getting an accurate reflection of how the facility performed financially on its key performance indicators.

Gratwick has been open limited hours with members and patrons only able to access the gymnasium. Boot camps and group fitness class numbers have been very popular. Class numbers have averaged just over twenty. SHAC has been very quiet over the cooler months. YMCA is currently finishing off plans to activate the site during its peak period from mid-September. On a positive note the defects within the plant are all nearly resolved as are the lighting towers.

Facility	KPIs - Critical Issues & Action to be taken
Wanangkura Stadium	Function room: The function room bookings missed the budget target by \$15K. The meeting and function areas are parts of the business that if focussed on could be services that have real potential for financial growth. Junior Sporting Competitions: YMCA has terminated the Gecko program and will be launching the Kid Fit program. This is a

sports and fitness based program targeting 5-12 year olds. The program will feature the Les Mills junior program Born to Move and will also feature a sports program which will change each term (this term is Dodge Ball and Futsal).

Café: The stadium café (contract) service returned a small profit when it was operating. However the profit was not enough to sustain the contractor. In conjunction to this she (the contractor) fell pregnant and drive required to market the service was lacking. We have therefore parted company with the relationship still intact. The end of financial year result for café/kiosk was positively over the budget target.

KPIs – Highlights

Financials: The Wanangkura stadium financial result is a consequence of the team's ability to control, staffing costs. Each member played their part in doing opening shifts to keep staff salaries under control. Their hard work was rewarded with positive income results particular in Health and Fitness.

Membership: The stadium again exceeded the annual budget target for Health and Fitness. The membership base is critical to the unit's performance and this strong result is testament to the work of the staff creating a membership offering of quality. Membership income was \$14K better than the budget target. Next year's target is \$1.7m a further \$200K. Currently the facility has 1,360 members.

Personal Training: The personal training offering at Wanangkura continues to deliver attendances well in excess of target. This not only allows us to sustain a pool of quality health and fitness staff but also provides a premium personalised training experience to our members helping us to better assist them in achieving their goals. PT income was \$40K over the budget target – which is an outstanding result.

Sports Hall Rental: Sports hall rental was sluggish in June compared to previous actuals. However despite the slower month the bookings conducted throughout the year have enabled this area to surpass its budget target.

Gratwick Aquatic Centre

KPIs - Critical Issues & Action to be taken

Operating Hours: The facility needs to increase patronage and programming during its peak season. If the facility is not performing during its peak then it is not going to perform in the off peak. GAC is a typical seasonal pool and should not be a facility of convenience during the off peak. There has been a lot of discussion about the forthcoming operational hours for summer. Currently the YMCA is recommending a closure during the cold season. It will be an issue particular for those who are enjoying the gym's limited the early morning and evening operating hours.

KPIs – Highlights

Boot Camp: GAC boot camp numbers are very popular ranging from 15-20 participants.

South Hedland

KPIs - Critical Issues & Action to be taken

Aquatic Centre

Plant: The critical issue (other than financial) is that all the plant room defects have been resolved by CAA. There still is a gap between when CAA complete work and the training and support they give staff following works undertaken. This type of issue has been highlighted in the proposed service agreements which have gone out to CAA and Trisely's.

Wave Rider: The Wave Rider has been experiencing electrical issues. Each time the Wave Rider is activated it causes the sites power to switch off. The YMCA has an electrician working on the issue.

Highlights

Aqua aerobics: Attendances have been positive averaging between 10 and 15 participants. There are now 10 classes on the SHAC Aqua Aerobics timetable.

Aquatic Education: Enrolments are 360 currently which are 20 participants ahead of the KPI established in the proposed budget. However there are a number of people who have been rolled over from the previous term which may not be returning which could impact this figure.

2. FINANCIAL REPORT - Summary*

The following table provides a summary of the end of financial year result for each Centre and indicates the consolidated financial result for the leisure facilities.

PHL Summary Budget Report	2012/13 EOFY	Actual EOFY	Budget	Variance
CONSOLIDATED RESULT				
Income	\$1,821,636	\$3,042,803	\$3,336,906	(\$294,103)
Expenditure	\$3,795,557	\$4,668,152	\$4,931,982	\$263,830
TOTAL	\$1,973,921	\$1,625,349	\$1,595,076	(\$30,273)
GRATWICK AQUATIC CENTRE				
Income	\$373,260	\$151,622	\$323,940	(\$172,318)
Expenditure	\$1,077,296	\$897,459	\$966,276	\$68,817
TOTAL	\$704,036	\$745,837	\$642,336	(\$103,501)
SOUTH HEDLAND AQUATIC CENTRE				
Income	\$36,668	\$615,005	\$776,193	(\$161,188)
Expenditure	\$749,023	\$1,354,435	\$1,484,337	(\$129,903)
TOTAL	\$712,355	\$739,430	\$708,145	(\$31,285)
WANANGKURA STADIUM				
Income	\$1,411,708	\$2,276,176	\$2,236,773	\$39,405
Expenditure	\$1,969,238	\$2,416,258	\$2,481,369	\$65,111
TOTAL	\$557,531	\$140,080	\$244,596	\$104,516

COMMENTS/ACTIONS:

The end of financial year has arrived and after a number of meetings and budget negotiations in relation to finalising a long list of complex variations the bottom line has the YMCA missing the budget target by \$30,273. I believe it is positive outcome for the YMCA and the Town of Port Hedland given the financial hurdles each party have overcome. The negotiations were conducted in a positive manner and have delivered a positive outcome.

BUDGET HIGHLIGHTS

- The business unit generated \$1.2m more income in the 2013/14 financial year compare to last financial year.
- Wanangkura Stadium increased its annual income result by \$864,468.

The Port Hedland Leisure unit is now finalising its strategic review of the business plan to ensure that the new financial year is a success both financially and from a community involvement perspective.

* P&L REPORTS ATTACHED

3. Maintenance – Preventative/Reactive

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	<ul style="list-style-type: none"> ▪ Padlocks replaced to fire tanks ▪ Damaged glass to weights room walls – Port Hedland glazing pricing replacement
	Outstanding	<ul style="list-style-type: none"> ▪ Damaged walls to weights room – Full Tilt carpentry pricing for repairs
Gratwick Aquatic Centre	Preventative	<ul style="list-style-type: none"> ▪ Urinal requiring repair. Additional parts on order – Sanwell now fixing ▪ Smashed glass to stadium. ▪ Damaged flooring to disabled toilet – Doric/Sanwell to pay ▪ Damaged carpet to weights rooms - trades visit pending ▪ External door handle to be replaced ▪ Mould to club room
	Reactive	<ul style="list-style-type: none"> • Servicing of air conditioners in gym, office and kiosk • Quote received to replace flanged butterfly valve on return to pool line (Gary Edwards plumbing) • Quote received to replace existing 1 metre return line pipework (Gary Edwards Plumbing) • Quarterly electrical tagging completed
South Hedland Aquatic Centre		<ul style="list-style-type: none"> • Repair faulty alarm panel due to faulty sensor • Install board and hooks in first aid room to house warden hats • Weather strip installed on office door • Electrical cord on Aqua Run blower • Ordered new Regent pool pump <p>Defects list completed.</p>

4. BUSINESS DEVELOPMENT

The following tables articulate the business development activities associated with each facility that were conducted throughout February 2014 and those that are anticipated to be implemented within the next month.

Facility	Promotion	Goal	Outcome
Wanangkura Stadium	<ul style="list-style-type: none"> ▪ Group Fitness Time table ▪ Beat the price rise 	<ul style="list-style-type: none"> ▪ Increase casual group fitness participation. ▪ Encourage people to become a member before the price rise. ▪ Off-set damage of price increase. ▪ Reduced non-renewals by 5% compared to June last year. 	<ul style="list-style-type: none"> ▪ Renewal statistics had non-renewals at higher levels than last year.
South Hedland Aquatic Centre	<ul style="list-style-type: none"> ▪ Aquatic Education Enrolments 	<ul style="list-style-type: none"> ▪ 300 	<ul style="list-style-type: none"> ▪ 360

Upcoming Business Development Activities

Facility	Promotion	Goal	Outcome
Wanangkura Stadium	Kid Fit membership	Move on from the Gecko program	N/A
	RPM (Cycle Group Fitness Program)	<ul style="list-style-type: none"> ▪ Increase Group Fitness membership base by 50. ▪ Increase Platinum membership by 35 	<p>N/A</p> <p>N/A</p>

5. 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 June.

First Aid/Incident Reports		
Facility	Total	Comments/Actions (only if deemed serious)
Gratwick Aquatic Centre	0	
South Hedland Aquatic Centre	4 (1 HLI)	1 High Level Incident (HLI). This incident involved over dosing of the Aqua Tower. The Tower required more chlorine and was reopened without re-testing. As a result some customers experienced a reaction due to exposure which required medical assistance.
Wanangkura Stadium	3	N/A
Hazard Identification - Gratwick Aquatic Centre	0	
Hazard Identification – Wanangkura Stadium	0	
Hazard Identification – South Hedland Aquatic Centre	0	

6. TOWN OF PORT HEDLAND – Members/Attendances (& \$1 Swim statistics)

The following tables provide an indication of the number of Town of Port Hedland staff attendances at each of the leisure facilities for the 2013/14 financial year.

Members

Facility	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Platinum	22	23	25	11	28	43	43	35	32	29	29	31
Aquatic	4	8	15	25	34	36	36	84	92	102	107	102
Total	26	31	40	36	62	79	79	119	124	131	136	134

Facility Visits (By ToPH Members)

Facility	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
WANA	69	88	96	99	92	79	173	184	214	103	99	76	1,219
GAC	0	12	23	16	45	38	55	178	170	106	69	68	354
SHAC	9	3	3	7	27	19	31	63	80	33	4	8	115
Total	78	103	122	122	164	136	259	425	464	242	172	152	1,688

Aquatic Visits - \$1 Visits

Facility	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
GAC	26	3	43	1,604	2,099	1,321	507	1,682	1194	1,045	0	0	8,879
SHAC	2,198	2,223	2,605	4,767	2,570	2,283	804	2,478	3002	2,191	1,025	1,043	23,955
Total	2,234	2,226	2,648	6,371	4,669	3,605	1,311	4,160	4196	3,146	1,025	2,237	32,834

ATTACHMENTS:

1. Wanangkura KPI Report
2. Gratwick Aquatic Centre KPI Report
3. South Hedland Aquatic Centre KPI Report

1. Wanangkura KPI Report – May 2014

	2013/2014 KPI	Actual	CERM Benchmark	COMMENTS/ACTIONS
Financial				
Income (Variation of +/- 5%) Considered acceptable	\$195,657	\$190,348		Income is down for the month with a drop in membership over the holiday period.
Expenditure (Variation of +/- 5%) Considered acceptable	\$199,368	\$51,294		Expenditure has been contained to below target
Net Operating Result (Variation of +/- 5%) Considered acceptable	(\$28,507)	(\$51,632)		The centre has vastly reduced the required operating subsidy YTD.
Expense recovery	88%	81%	88% (aspirational) CERM Benchmark	Expense recovery has exceeded KPI for the period due to tight control on expenditure
Metric				
Attendances	21,921 per month	13,624		Under the targeted visits according to links. A counter is going to be put at the entrance.
Visits per square metre (based on 4,500 sqm)	4.87	2.94	39 (4.5 per month)	The stadium has not met target in relation to attendances per square metre.
Fitness Classes (all classes are required to be Les Mills or of agreed similar standard)	49345450 30	4820.75pw 46	N/A	Our group fitness classes continue to prove extremely popular and Spin will be a welcome addition to the program taking the centre to capacity in terms of its group fitness spaces.
Personal Training	25 hours per week across all three facilities	72 (1144 sessions)	N/A	Personal training continues to show strong performance which further enhances our engagement with our members
Junior Sporting Competitions	3 comps	0	N/A	Ceasing Gecko will free up stadium time for after school sports programming
Senior Sporting Competitions	8 senior sporting competitions per week	Monday Wednesday	N/A	Sporting comps have gone from strength to strength with the launch of Basketball. We currently have two grades of Futsal, two grades of volleyball and two grades of mixed netball and both male and female

		Thursday Friday		basketball competitions providing sporting options for players of all levels.
Junior (non-sporting programs)	9 Non sporting/lifestyle/personal development programs per annum	Teen Fit Monday-Friday (Ages 14–16) Junior Gecko Monday – Thursday (Ages 3-5) Youngster Gecko Monday – Thursday (Ages 5-9) Midster Gecko Monday – Thursday (Ages 10-13)	N/A	Training is completed in Les Mills Born to move program. Gecko ceased in June and we will Launch our new Kids memberships in the new Financial year.
Program specific for demographic (seniors or people with disabilities) not including adult Lifestyle personal development programs listed below.	2 programs per annum	3 per term	N/A	The Pilbara mental health program continues to deliver healthy exercise activity to this group weekly. The Wirraka Maya groups of young local children are increasingly popular; the attendees are seeing real health benefits. Wirraka Maya is considering extending this program to include PT for some of the more dedicated kids to assist them to control their weight and get fit.
Adult Lifestyle/Personal Development Programs	16 per annum	2 per term	N/A	12 week weight loss challenge launches in June. Consultations for nutrition advice for our members to follow soon after together with members workshops
Efficiency				
Income per visit	\$3.16	\$16.59		This result is a combination of the Stadium's high income associated with health club members and lower than targeted attendances.
Secondary spend per visit	\$0.50	\$0.58		We have increased our merchandise offering and are looking to expand it further.
Subsidy per visit	\$0.58	\$1.75		Utility costs have adversely effected this ratio
Labour Costs to total receipts	66%	55%		Labour costs have been minimised again for May

Utility Costs		\$		Electricity and Gas included at actual spend
Energy Cost Share %	4.3%			
Energy Cost per visit	\$0.22	\$6.09		
Effectiveness				
Mystery Shopper score – minimum of four shoppers per annum.	80% Satisfaction	56.69%		Score is Adequate
Customer Service Survey – Two surveys per annum	80% Satisfaction	Completed		
Training costs per visit	\$0.19	\$0.04		No Major training completed, first aid scheduled for June
Facility Audit – two facility audits per annum conducted by the Town of Port Hedland staff. (First week of March and September)	Pass/Fail	Pass	N/A	Audit passed. There are several areas of improvement currently being addressed.
Maintenance and cleaning schedule reports reviewed regularly	Pass/Fail	TBC		A proposal is awaiting approval for preventative maintenance on the Air conditioning system
School Holiday Programs	2013/2014			
	Average 10 per day for June Vacation care			

2. Gratwick Aquatic Centre KPIs –May 2014

Gratwick Aquatic Centre	2013/2014 KPI	Actual	CERM Benchmark	Comment
Financial				
Income (Variation of +/- 5%) Considered acceptable	\$713	\$682	N/A	The impact of SHAC opening on the GAC income targets was clearly underestimated. The facility has come under budget on adult and child categories however general admission memberships have performed well.
Expenditure (Variation of +/- 5%) Considered acceptable	\$47,133	\$566,527	N/A	
Net Operating Result (Variation of +/- 5%) Considered acceptable	\$55,815	\$47,815	N/A	
Expense recovery	29.2%	5.5%	52%	
Metric				Metric
Attendances	3314	678		Attendances were down on the KPI due to the limited opening hours and services being offered over the non-peak period.
Swimming Lessons	0	0	N/A	GAC finished its season with 189 enrolments.
Fitness Classes	5 classes per week. During summer operating hours.	0	N/A	2 Boot Camps per week, Aqua classes were held up until school holidays commenced.
After School Programs	2 per annum	0	N/A	
Aquatic Training/Education	3 course per annum	0	N/A	Spinal refresher training conducted by Chris Retallack for Duty Managers
Programs and Events	2 per annum	1	N/A	Radio Easter Function held on the 7/4/14 had 400 people attend.
Casual Aqua-Run	4 hours per week	0		Aqua Run has been out for casual usage for 2 hours on Saturdays and Sundays.
Efficiency				
Income per visit	\$8.30	\$1		The closer the centre got to off peak hours (with the pools being closed) attendances declined which impacted on this KPI result.
Secondary spend per visit	\$2.03	\$0.15	\$0.54	
Subsidy per visit	\$29.20	\$63.61		
Labour Costs to total receipts		528%		
Utility Costs				N/A
Energy Cost Share %	3.61%		4.1%	
Energy Cost per visit	\$2.11	\$7.41		
Effectiveness				
Mystery Shopper score – minimum of four shoppers per	67% Satisfaction	68.5%		

annum.				
Customer Service Survey – Two surveys per annum	80% Satisfaction	N/A		Surveys being developed through CERM.
Training costs per visit	\$0.04	0.00	\$0.04	No training costs for the month.
Facility Audit – two facility audits per annum conducted by the Town of Port Hedland staff. (First week of March and September)	Pass/Fail	N/A	N/A	A facility audit was carried out in April by the TOPH.
Maintenance and cleaning schedule reports reviewed regularly	Pass/Fail	N/A		Lifeguards are completing cleaning and maintenance duties as per work checklists. Site managers are implementing internal preventative maintenance works. The Area manager is preparing new maintenance service agreements for both aquatic facilities. The agreements will be signed off by July 1st.

3. South Hedland Aquatic Centre

South Hedland Aquatic Centre	KPI	Actual	Comment
Financial			
Income (Variation of +/-5%) Considered acceptable	\$47,474	\$215,980	Income lower than target due to the Wave rider being non-operational and the Swim school still building numbers slowly. Expenditure higher particularly on the DM budget line due to the absence of managers.
Expenditure (Variation of +/-5%) Considered acceptable	\$115,614	\$59,116	
Net Operating Result (Variation of +/- 5%) Considered acceptable	(\$68,140)	(\$156,864)	
Expense Recovery	57%	27.34%	
Metric			
Attendances	12,527	5,752	Attendances have fallen short of the KPI this month.
Visits per square metre	57		
Swimming lessons	410	360	The centre continues to build momentum in swimming lessons
Aquatic Fitness Classes	4 classes p/week	6	The new term timetable reflects more classes per week, More classes are held at SHAC to satisfy demand with GAC in its off season.
Aquatic Training/Education (Austswim, Bronze Medallion etc.)	3 courses p/annum	0	No courses held during May.
Programs and Events	2 events per annum	0	Free wave rider sessions were run and In term swimming sessions formed the majority of programming in May.
Casual Aqua-Run	4 hours per week	7	The Aqua Run is up at regular times over the weekends alternatively it stays up after functions,
After School Programs	2 per annum	0	
BHP Wave Rider-			
Maintain minimum number of operational hours	27.5	0	The Wave Rider has re-opened and we have run some free sessions to try and build interest and importantly to test the machines reliability.
Staging of Surf Competitions	2 per annum	0	
BHP Waver Rider birthday parties	2 per month	0	
Establish Port Hedland Surf Club	10 Members	0	
Deliver a term based program for adults and children	1 adult and 1 children's program per term.	0	
Deliver Youth Diversionary Programs	2 per annum	0	

Visits from local schools	6 per annum	1 In-term swimming was the focus in May	
Efficiency			
Average Income-per visit	\$2.20	\$6.29	The Centre is not meeting its KPI's due to a shortfall in income from the Wave Rider and aquatic education programs.
Secondary Spend-per visit.	\$1.70	\$1.48	
Subsidy-per visit	\$10.38	\$23.03	
Labour Costs to Total Receipts	100%	302%	
Utility Costs- Energy Cost Share % Energy Cost per visit	7.3% \$1.42	% \$6.51	
Effectiveness			
Mystery Shopper Score – minimum of two mystery shopper reports per annum.	89.1% satisfaction	64.62%	This method of testing our service delivery is well and truly past it's used by date. The ToPH have requested a review of this and it is yet to be done. It will be delegated to the new Business Development Officer.
Customer Service Survey – one survey per annum	80% satisfaction	N/A	A survey using CERM is being organised.
Training Costs-per visit	\$0.04	\$0.25	
Facility Audit– two facility audits per annum conducted by Town of Port Hedland staff (First week March and September)	Pass / Fail	Pass	
Maintenance and Cleaning Schedule Reports (reviewed monthly)	Pass /Fail	N/A	Lifeguards are completing cleaning and maintenance duties as per work checklists. Site managers are implementing internal preventative maintenance works. The Area manager is preparing new maintenance service agreements for both aquatic facilities. The agreements will be signed off by July 1st.