CITY OF MARION GENERAL COUNCIL MEETING 24 March 2015

CONFIDENTIAL REPORT

Corporate Manager: Abby Dickson, Manager Libraries & Cultural Development

Director: Kathy Jarrett, Director

Subject: Marion Leisure & Fitness Centre

Lease to CASA Leisure Pty Ltd

Reference No: GC240315F01

If the Council so determines, this matter may be considered in confidence under Section 90(3)(b), (i) and (k) of the Local Government Act 1999 on the grounds that the report contains information relating to commercial information of a commercial nature the disclosure of which (i) could reasonably confer a commercial advantage on a third party or prejudice the position of the Council; could relate to potential litigation between Council and a third party, and could impact on a proposed tender for the supply of goods or services and, (ii) would, on balance, be contrary to the public interest.

Mark Searle

Chief Executive Officer

RECOMMENDATION:

1. That pursuant to Section 90 (2) and (3)(d) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Mark Searle, Kathy Jarrett, Abby Dickson, Mark Gibson, Heather Michell, David Barrett, Ray Barnwell, Colin Heath, Kate McKenzie and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Marion Leisure Fitness Centre Lease to CASA Leisure Pty Ltd, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a commercial nature the disclosure of which (i) could reasonably confer a commercial advantage on a third party or prejudice the position of the Council; could relate to potential litigation between Council and a third party; and could impact on a proposed tender for the supply of goods or services and, (ii) would, on balance, be contrary to the public interest...

DISCUSSION:

The purpose of this report is to provide an update to Council in relation to Marion Leisure and Fitness Centre (MLFC) following the termination of the lease on 22 January 2015.

The following is a summary of actions in response to Council's resolutions at the 9 December 2014 General Council meeting:

Resolution	1.	Council gives 14 days' notice of breach to CASA to remedy the current default provisions of the lease.
January Report		The Notice of Breach for non-payment of rent and outgoings was posted to CASA on 24 December 2014. The notice was officially served on 2 January 2015, providing 14 days for the breach to be remedied.
		CASA failed to remedy the breach. No payments were received by 16 January 2015. Rather, CASA offered a payment plan of \$5,000 per month on a lesser debt total. This offer did not remedy the breach.
Status		Completed
Resolution	2.	Should such default not be remedied, that Council moves to terminate the lease with CASA for breach and non-payment of rent and outgoings, subject to lease and legislative requirements.
January Report		Given the breach was not remedied; a Notice of Termination was served on CASA on 22 January 2015. The termination took effect immediately upon service and provided that the facility be vacated by CASA and handed over to Council on or before 20 February 2015 or such other date as Council may stipulate by further notice.
Status		Completed
	1	
Resolution	3.	That in terminating the lease, Council implements such strategies to ensure that appropriate arrangements for current patrons are made.
Resolution January Report	3.	to ensure that appropriate arrangements for current patrons are
January	3.	to ensure that appropriate arrangements for current patrons are made. Discussions have been held with CASA, and an agreement has been reached to work towards an orderly transition of business. Options to manage the facility whilst market testing and tendering is progressed are being developed by both CASA and Council. This will ensure that the adopted approach delivers the best outcome for the Centre's
January	3.	to ensure that appropriate arrangements for current patrons are made. Discussions have been held with CASA, and an agreement has been reached to work towards an orderly transition of business. Options to manage the facility whilst market testing and tendering is progressed are being developed by both CASA and Council. This will ensure that the adopted approach delivers the best outcome for the Centre's patrons and Council. A communication plan has been developed, and CASA have agreed to

- 4. City of Marion manage full centre operations
- 5. City of Marion manage stadium operations only

Short term management options were sought from CASA, YMCA, and Belgravia Leisure, and assessed against City of Marion management options.

An assessment was undertaken, and concluded that the best option was to engage YMCA under an interim Management Agreement to operate the facility for up to 16 months.

This decision was made on the basis of best value to the City of Marion from both a financial and patron perspective.

As at the writing of this report, Council will assume control of the facility at 7pm Friday 20 February 2015. The YMCA will begin operating the facility on Saturday 21 February 2015. Council, YMCA and Casa staff have been working together to focus on a smooth transition.

A Letter of Intent is being drafted detailing the terms of the proposed management agreement, and anticipated to be finalised in the week beginning 23 February 2015. The YMCA have agreed to begin management tasks in good faith while this is being finalised. A further update will be provided at the 24 February 2015 Council meeting.

March Update

A Letter of Intent (LOI) has been executed and is provided at Appendix 1 of this report. The LOI outlines the terms which will be included in the final Management Agreement.

The key terms within the Agreement include:

A minimum term to 28 February 2016 and thereafter ongoing (subject to termination by either party with 60 days' notice in writing to the other party from 30 December 2015 onwards). Termination prior to 28 February 2016 is subject to agreement by both parties.

There is no implied representation by Council that this LOI or final Management Agreement will be renewed or extended following expiry of the Initial Term.

Council pays a 10% management fee on agreed turnover.

Council assumes full responsibility for the net performance of the Centre benefiting 100% from any surplus and funding 100% of any net operating deficit.

Monthly reporting of the operational and financial performance of the MLFC is to be provided by the operator to management. This will be assessed against the jointly prepared budget and agreed KPI's which will be developed by 30 April 2015. Financial statements associated with the MLFC operations produced by the YMCA SA will also be certified correct and true as part of the YMCA SA's annual independent audit opinion. Council reserves the right to inspect any records associated with the operations of the MLFC.

The terms within the LOI will be translated into a formal management agreement following the development of a detailed budget and KPIs. This will be completed by 30 April 2015. The time taken to develop the detailed budget allows consideration of actual operating data.

Status

In progress

Resolution	4.	Further, that in terminating the lease, Council takes appropriate legal action to recoup monies owing to Council.
January Report		Discussions are currently progressing with CASA further to their proposed repayment plan and disputed balance owing.
		Based on the outcome of these discussions, appropriate debt recovery approaches will be taken having regard to both CASA's ability to repay the debt, and Council's financial objectives.
February Update		Now that interim arrangements for the ongoing management of the Centre have been implemented, debt recovery will be progressed. The amount owing will be confirmed. Legal advice to ensure that all funds owing to Council are repaid in accordance with the lease agreement is being sought.
March Update		Work has progressed on this item including leveraging from the purchase value of the CASA equipment as a means of debt recovery. Taking this approach requires reaching a negotiated position on both the amount owing and the market value of the equipment based on independent valuation. The independent valuation has been received, and is currently being reviewed in detail on the basis of Council's and the YMCA's understanding of the equipment's useful life.
Status		In progress
Resolution	5.	Conducts a market review of the facility which includes identifying potential users and management options and models for the medium and long term.
January Report		Two prospective contractors have been identified to assist with this work, and a briefing will be held accordingly following the 27 January 2015 Council meeting. In order to facilitate this, Council's resolution to authorise the CEO to release relevant information is necessary.
February Update		The interim management model will take the form of an agreement which can be terminated prior to July 2016. This will provide Council with sufficient time to stabilise centre operations and determine a future management model for the Centre which maximises public value.
		A proposal has been received from an external contractor to undertake a review of the centre and recommend future options and models.
March Update		This review will be commenced when Centre operations have stabilised and Council has a better understanding of the operations through transparent budget reporting and the KPIs outlined in the management agreement.
Status		In progress
Resolution	6.	Receive a report detailing the findings of this review which will include future options for the facility and management models.
January Report		A report will be prepared for Council consideration upon completion of the market review.

February Report		This report will be presented for Council's consideration by July 2015 which will be followed by the Expression of Interest process.	
March Update		As above	
Status		In progress	
Resolution	7.	That in the interim, monthly updates be provided to Council on progress associated with this matter.	
January Report		Monthly reports will continue to be provided	
Status		Ongoing	

At the 27 January 2015 General Council meeting Council passed the following resolutions.

	1	
Resolution	4.	Requires all former sub-tenants of CASA to pay their current rent obligations directly to the City of Marion
February Update		Notices have been issued to Gymnastics SA and Koorana advising that all payments from 22 January 2015 are to be paid directly to Council on a monthly basis.
		Discussions with the YMCA are occurring regarding the manner of financial accounting for such payments. Under the proposed Management Agreement, the revenue from the Centre will be considered City of Marion revenue.
March Update		A license for use will be developed with Gymnastics SA and Koorana for the period of the interim management agreement with the YMCA. This provides Council with flexibility while it undertakes a review of the future directions of the Centre.
Status		Ongoing
Resolution	5.	CASA be requested to:
		 a) provide their membership list including the status of memberships to the City of Marion
		b) refrain from taking any new memberships for the Marion Leisure & Fitness Centre
February Update		A letter was handed to Phil Gray, Director of CASA on 30 January 2015 which included the above requests. CASA have provided this list to the YMCA in good faith.
March Update		The membership was transferred by CASA to the YMCA. Under the new agreement with the YMCA Council retains ownership of the membership database.
Status		Completed

Ongoing communications and partnership approach

Fortnightly meetings are being held with the MLFC facility coordinator to support a joint management approach and to identify and resolve any issues.

Advice so far from the YMCA is that the transition period has been managed well with minimal disruption to members.

As expected, the change in management had been an unsettling period for staff, with some apparently critical of council for the removal of CASA Leisure Pty Ltd and changes to their conditions. There have been suggestions that these remarks have been passed on to members.

The YMCA advises this had been an issue early in the transition process but their assessment was that it was "dying down" and to respond too formally could reignite the issue. Council has received no comments on its social media accounts or elsewhere.

As a precaution, council requested the YMCA to use conversations with their staff as an opportunity to remind them of the facts using the following key messages as a guide:

- The YMCA was asked to temporarily manage the Marion Leisure and Fitness Centre in February after the lease of the CASA Leisure Centre Pty Ltd was not renewed.
- Council wanted to keep the centre open to continue serving the community.
- YMCA offered to employ the former CASA staff after council expressed concern for their welfare.
- Staff have been hired under the YMCA's enterprise agreement which, depending on the type of work, may differ from CASA's agreement.
- We appreciate the change in management can be unsettling for staff and we hope with time this will settle.

Now that YMCA has been at the centre for a month, there may be an opportunity for council to write to users ostensibly to welcome YMCA and hope the community was enjoying the facility but include the facts about the changeover. This approach is currently being assessed.

RECOMMENDATIONS: (2) DUE DATES

That Council:

1. Council note this report

24 March 15

2. That Council in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, 'Marion Leisure and Fitness Centre, Lease to CASA Leisure Pty Ltd' (Report Reference GC240215F02), its appendices and the Minutes arising from this report having been considered in confidence be kept confidential under Sections 90(2), (3)(b), (3)(i) and (3)(k) of the Act and not be available for public inspection for a period of 12 months from the date of this meeting or until such time as the tender process regarding the provision of future services and works in respect of the Centre is complete. This confidentiality order will be reviewed at the General Council Meeting in December 2015.

Appendix 1 – Executed Letter of Intent and YMCA Proposal

File Ref: 16.51.1.2

13 March 2015

Haydn Robins
Chief Executive Officer
YMCA South Australia
Level 10, 44 Waymouth St
Adelaide, South Australia 5000

Dear Haydn,



PO Box 21 Oaklands Park South Australia 5046

245 Sturt Road Sturt South Australia 5047

T (08) 8375 6600 F (08) 8375 6699

E council@marion.sa.gov.au

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COMMERCIAL IN CONFIDENCE

Letter of Intent - Interim Management and Operation of the Marion Leisure and Fitness Centre

Thank you for your recent proposal and discussions with the City of Marion ABN 37 372 162 294 ("Council") related to the proposed interim management and operation of the Marion Leisure and Fitness Centre ("MLFC") by the YMCA of SA Inc ABN 41 241 860 884 ("YMCA SA").

The purpose of this Letter of Intent ("LOI") is to document our high level understanding of the terms associated with the interim arrangement. This binding agreement is to be replaced by a formal Management Agreement, which shall be subsequently agreed between both parties in the coming months.

YMCA SA's Offer

In consideration of Council's Offer outlined below, the YMCA SA agrees to manage and operate the MLFC on the following basis:

General Offer

the YMCA SA general offer is as per its proposal received 13 February 2015, and attached at Annexure 1 to this LOI ("YMCA SA proposal").

Financial Model

refer YMCA SA proposal re a 'non-guaranteed' financial model to be adopted.

Based on operational and financial reporting of the MLFC (to be provided by the YMCA SA within an estimated two weeks after the end of each month):

- YMCA SA shall invoice Council for any net operating deficits associated with the operation of the MLFC on a monthly basis in arrears, or
- Council shall invoice YMCA SA for any net operating surplus associated with the operation of the MLFC on a monthly basis in arrears.

Both parties will pay undisputed and correctly rendered tax invoices from the other party associated with the operation of the MLFC within seven days of receipt.

Management Fee

10% of agreed projected turnover (excluding GST) of the MLFC for the Initial Term; YMCA SA shall invoice Council the Management Fee on a monthly basis in arrears. The Management Fee shall not be included in the calculation of net operating deficit or surplus.

AUSTRALIAN BUSINESS EXCELLENCE AWARDS

Insurances

YMCA SA maintain Public and Products Liability (\$20 million per occurrence) and Professional Indemnity (\$20 million per occurrence) insurances during the term to cover its legal liability to pay compensation for personal injury or property damage that occurs during and in connection with the YMCA SA's operation and management of the MLFC.

YMCA SA maintain its own Contents insurance to insure the assets owned by it and used within the MLFC.

Maintenance

refer YMCA SA proposal.

General Expenditure

refer YMCA SA proposal; all expenditure incurred will be at actual cost (ie no markup on invoices paid).

Staff costs

refer YMCA SA proposal; staff costs are to be charged based on actual hours worked; YMCA SA is to provide Council with full details of staff who are to be charged against the operational financial performance of the MLFC, including a detailed breakdown of how hourly rates charged are derived.

Fixture, Fittings and Equipment

refer YMCA SA proposal; while ownership is to remain with Council, the YMCA SA will retain responsibility for maintaining and managing such items to ensure the safety of staff and patrons of the MLFC. Both parties shall agree on a schedule of Council assets by 30 April 2015.

YMCA SA is endorsed to replace any existing Fixtures, Fittings and Equipment up to the limit of the agreed operating budget (as a reactive maintenance expense item), with any such purchase to be funded from the operational costs of the MLFC.

Council approval shall be obtained prior to the purchase of any additional Fixtures, Fittings and Equipment (ie a new item that is in addition to existing Fixtures, Fittings and Equipment).

YMCA SA shall advise Council of any such replacement or additional purchases for the purpose of Council maintaining the agreed schedule of assets. Council retains ownership of any such purchases.

Fitness Membership refer YMCA SA proposal; membership records associated with the MLFC shall be kept separate from all other YMCA SA membership records

Technology

refer YMCA SA proposal; Links Modular Solutions, and IMS shall be implemented and operational by 30 April 2015. Both parties to consider appropriateness of implementing My Greene Desk.

Council's Offer

In consideration of the YMCA SA's Offer outlined above, the Council agrees to engage the YMCA SA to manage and operate the MLFC on the following basis:

Start Date

YMCA SA assume responsibility for the operations of the MLFC effective 7pm Friday 20 February 2015.

Term

Minimum term to 28 February 2016 ("Initial Term") and thereafter ongoing (subject to termination by either party with 60 days notice in writing to the other party from 30 December 2015 onwards). Termination prior to 28 February 2016 is subject to agreement by both parties.

There is no implied representation by Council that this LOI or proposed Management Agreement will be renewed or extended following expiry of the Initial Term.

Insurances

Council to maintain Building and Contents insurance to insure assets owned by it and used within the MLFC; YMCA SA to be invoiced by Council for direct insurance premium costs incurred.

Reporting

refer YMCA SA proposal; the content of transparent monthly reporting of the operational and financial performance of the MLFC is to be in a format (acceptable to Council) to be developed by 30 April 2015. This may include (but not be limited to) the following on an ad-hoc basis if requested by Council:

- detailed breakdown of revenue/customers
- detailed breakdown of staff costs (including how hourly rates are derived)
 and actual hours worked
- detailed breakdown of other expenditure
- operational reporting, including relevant KPI's
- YMCA SA activities operating from the MLFC, however not part of MLFC operations

Financial statements associated with the MLFC operations produced by the YMCA SA are to be certified correct and true as part of the YMCA SA's annual independent audit opinion.

Council reserves the right to inspect any records associated with the operations of the MLFC.

Communications and Branding

All promotions relating to the MLFC will be jointly branded in accordance with Council's Brand Standard Guide. Council reserves the right to request reasonable changes to such promotions.

Transition

At the conclusion of the Term (and if required) YMCA SA shall provide its full and professional assistance to facilitate the smooth transition of the operation and management of the MLFC to any party nominated by Council.

Existing Users

YMCA SA shall note that certain areas of the MLFC (currently used by SA Amateur Gymnastics Association Inc. and Koorana Gymnastics Club Inc.) are not available for activities operated or managed by the YMCA SA, unless by mutual agreement with these parties.

Indemnity

The YMCA SA (with respect to the management and operation of the MLFC) hereby indemnifies and keeps the Council indemnified against all claims, demands, expenses, loss or damage which may be incurred or imposed upon the Council in respect of loss or damage to any property, or the death of or personal injury to any person, caused or contributed to (but only to the extent contributed to) by the YMCA SA, a breach by the YMCA SA of any of the terms of this LOI, a wilful, unlawful or negligent act or omission of the YMCA SA and any claim, action or proceeding by a third party against the Council caused or contributed to by the YMCA SA.

Page 3 of 5

The indemnity provided by the YMCA SA above shall be reduced by the extent to which the Council contributed to the event giving rise to the claim for the indemnity.

The YMCA SA will manage and operate the MLFC at its own risk and hereby releases the Council from and against all claims, actions, proceedings, costs, expenses, losses, suffering, illness and liabilities incurred by the YMCA SA or its employees, agents, subcontractors, third party persons, or customers which arise from its management and operation of the MLFC (to the extent of its contribution).

Both parties:

- acknowledge that Council does not grant the YMCA SA a lease or licence to occupy any of the MLFC facility, however has agreed to enter into a management agreement only
- acknowledge that Council is reviewing its options with regards to the long term future of the MLFC, and the selection of a preferred option may be the subject of a public tender process
- agree to work together in good faith during the term of this LOI to develop positive outcomes for the community, while operating the MLFC in a manner that maximises commercial return to the Council
- acknowledge the terms outlined within this LOI take precedence in the event of any inconsistency between any terms contained within Annexure 1 and this LOI.

Could you please sign and return this letter acknowledging you agree to manage and operate the MLFC under the above conditions.

We have appreciated the professional approach the YMCA SA has demonstrated to assist in the smooth transition of the operation and management of the MLFC to date, and look forward to working with you for the ongoing benefit of our community.

Kind regards,

Mark Searle

CEO, City of Marion

I hereby unconditionally agree to manage and operate the MLFC as outlined above, in the YMCA SA's Offer and the Councils' Offer.

Offer and the Councils Offer

Name: Haydn Robins

Signature:

Date: 12/2/

Annexure 1 – YMCA SA Proposal received 13 February 2015 (excluding Audited Financial Statement information provided)



Proposal for Management of

Marion Leisure and Fitness Centre

YMCA South Australia

We work to create healthier, happier communities





MARION FITNESS & LEISURE CENTRE

INTRODUCTION



YMCA South Australia is delighted to present this proposal and the view to developing a long term partnership with the City of Marion through the management and operation of the Marion Leisure and Fitness Centre. This proposal identifies an exciting vision for the operation and management of this community asset. We present our vision, aligned to Council's, and defined by increased levels of community participation, broader community relationships in the, new opportunities for those less fortunate to participate, and a commitment to the development of the programs and services to meet the wider community's needs.

YMCA SOUTH AUSTRALIA MORE THAN JUST EXCEPTIONAL FACILITY MANAGEMENT SERVICES

The YMCA has been providing quality aquatic and recreation management services for more than 160 years and is South Australia's most experienced and innovative operator of community recreational facilities.

YMCA South Australia offers more than exceptional facility management services. We offer our commitment to work together as partners to improve local community health and happiness. We understand the importance of managing costs, maximising revenues, and maintaining the highest possible operating and safety standards. We believe it is even more important to create opportunities for communities to increase active participation in life-enhancing programs and services.

Our success in the City of Marion will be driven in part by our robust industry leading systems and specialist expertise across core business areas of people and culture, asset and environmental management, work health and safety, customer service, and innovative program development. Our future success is driven by our goal to have a positive impact on the communities in which we work, particularly those most in need.

Our aim is to collaborate with you, listen to the community and utilise the right information and data to inspire those who live, work and visit the City of Marion. We aim to identify and address needs and continuously improve our offering. With your support, we will go beyond the parameters of facilities management and deliver much more for the community of the City of Marion.

Throughout our proposal, we will demonstrate how we will deliver innovation, engagement and participation whilst delivering excellence in customer service, community safety and industry best practice.



MARION FITNESS & LEISURE CENTRE

Our Vision is aligned - Let's Work Together

The vision of the YMCA and the City of Marion Council is closely aligned. We seek to achieve the same outcomes of well-being, community connection and active communities for those who live, work, visit and play in Marion.

We have identified six (6) key criteria that we believe the City of Marion will value through YMCA provision of services at the Marion Leisure and Fitness Centre;

- 1. Value Offer
- 2. Work, Health & Safety
- 3. Quality Systems
- 4. Customer Service
- 5. Value Add Services
- 6. Improvements and Innovations

With our proposal YMCA South Australia will demonstrate how we are best placed to deliver on these criteria

VALUE OFFER AND FINANCIAL MODEL



The YMCA is the best placed organisation to deliver financial returns that represent value for money. This can be demonstrated by;

- A thorough understanding of each business; its key drivers, demographics, operational requirements, current and future customers, stakeholders and performance indicators.
- Our understanding of the barriers to participation for underrepresented and disadvantaged groups.
- Realistic financial forecasts that include adequate provisions in the areas of asset maintenance, staffing levels, work health and safety management, community programming and service delivery.
- Realistic membership figures reflective of capacity and catchments, future demographics and supply and demand.
- Innovative and diverse program and service opportunities to increase participation levels in the Community.





YMCA South Australia are proposing a 'non-guaranteed' financial model for the management and operation of the Marion Leisure and Fitness Centre.

The non-guaranteed contract environment provides a true partnership approach to the management and operation of community assets especially suited to a site such as the Marion Leisure Centre where there are a number of unknown elements for both the Council and YMCA. This model allows Council the full benefit and risk associated with the net financial performance of the facility.

A non-guaranteed Contract would operate in the following manner;

- YMCA will work with council on an annual basis to develop a Financial Plan (budget) with the most accurate information pertaining to the operation of the facility
- Both parties would agree on financial targets on an annual basis
- As the operators of the facility the YMCA will invest all efforts to achieve the agreed budget with a full, clear and transparent approach to reporting to Council.
- Council will assume the full responsibility for the net performance of facility benefiting from 100% of any surplus generated from the operation while funding 100% of any net operating deficit
- The YMCA would be paid on agreed management fee of 10% of turnover

There are many unknown factors around the transition period including member numbers, stadium participation numbers, utility usage, maintenance requirements and asset provision. These factors are most easily dealt with from the partnership approach of a non-guaranteed environment.



CENTRE FITNESS & LEISURE

YMCA SOUTH AUSTRALIA - MANAGEMENT FEE



The management fee model proposed is included in the net operating performance of the centre and is a standard fee included in all YMCA South Australia operations. The management fee consists of the following rationale;

9% Corporate Services Fee – This fee is expended through our organsiational overheads providing specialist and support services including but not limited to human resource management, marketing and communications, work health and safety, legal, contract management, financial, governance, program development and affiliation fees

1% YMCA Fee – This fee represents the surplus that YMCA South Australia is required to make in order to continue to be financial sustainable and capable of developing healthier and happier communities.

MANAGEMENT & FINANCIAL RESPONSIBILITIES



Facility Insurances

YMCA Australia manages insurance on behalf of all YMCA's and YMCA managed and operated facilities. This includes appointing brokers, maintaining appropriate levels of coverage, managing insurance premium rates and overseeing claims processes. Jardine Lloyd Thompson Pty Ltd (JLT) has a responsibility for the administration of all claims.

The current YMCA Australia Insurance Program includes a range of policies including:

- Public, Products Liability & Professional Indemnity
- Industrial Special Risks (ISR)
- Motor Vehicle
- Directors & Officers Liability
- Voluntary Workers Personal Accident Cover.
- Fidelity Guarantee

Public, products liability & professional indemnity covers legal liability to pay compensation for personal injury or property damage that occurs during and in connection with YMCA's' business or activities. We currently have cover for \$50 million for any one occurrence and \$10 million for professional indemnity.

The above detailed insurance coverage for Marion Leisure and Fitness centre under YMCA management will be included in the operational budget of the facility.

Please refer to Appendix 1 for copies of current certificates of Insurance.

Maintenance Arrangements

The YMCA proposes the following detail to be included in the contract to further clarify the maintenance responsibilities of both the City of Marion and the YMCA.

- On an annual basis the YMCA will be required to submit to the City of Marion for approval a detailed
 Asset Management Plan which includes a fully detailed and costed 'Planned Preventative Maintenance'
 Plan.
- The Preventative Maintenance allocation will be provided for within the operational budget reflecting the approved plan.
- As part of this Asset Management Plan the contractor will be required to allocate an annual amount included in the operational budget for the facility for 'reactive maintenance'.
- For any single reactive maintenance item (an item not included in the Planned Preventative Maintenance Plan) with a value greater than \$5,000 the City of Marion will assume full responsibility for the completion of and payment of this maintenance item outside of the operational budget of the facility

Utilities

All utilities expenses associated with the management and operation of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Cleaning

All expenses associated with the cleaning of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Staff

All expenses associated with the staffing of the Marion Leisure and Fitness Centre including but limited to salaries and wages, superannuation, leave entitlements, training and development and work cover will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Waste Management

All expenses associated with the Waste Management of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Fixture, Fittings and Equipment

It is proposed that during the term of this management and operation agreement that all fixtures, fittings and equipment remain in the ownership of the City of Marion. In the absence of a detailed Asset Registry we cannot predict the requirement for any further additional fixtures, fittings and equipment. Should the purchase of any current or additional equipment be required we propose that financing of any such purchase be facilitated through the operational financial performance of the facility and therefore remain in the ownership of the City of Marion.

Fitness Membership

Under YMCA South Australia management the fitness membership will be owned by the Marion Leisure and Fitness Centre and therefore by the City of Marion. Should a requirement to purchase the fitness membership eventuate it is proposed the purchase be made through the operational financial performance of the facility.

QUALITY SYSTEMS



Technology

YMCA has established itself as an industry leader in the technology of the sport and recreation industry and will use a number of programs to ensure it keeps ahead of the industry trend and needs of the local community.

Links Modular Solutions (LMS) – Online Memberships & Relationship Management Software

Links Modular Solutions (LMS) is the YMCA's Customer Relationship Management software and hardware supplier throughout Australia. This partnership has allowed the YMCA to efficiently manage in excess of over 18.3 million annual aquatic, sport and health and wellness attendances across the 500 communities we serve.

The YMCA will use the Links Modular System at the Marion Leisure and Fitness Centre, as this will enable us to quickly and accurately begin customer service operations through the IT environment. This is a powerful tool that enables us to benchmark centre operations and to continually monitor and improve our operations.

Leveraging the existing long-term YMCA / LMS partnership will ensure maximum efficiency and effectiveness in enhancing the opportunities available for all customers. The partnership with LMS has ensured that a strong support relationship exists between LMS and YMCA staff, ensuring any glitches or queries are rectified in a timely manner. A number of LMS staff are in fact ex-YMCA employees, which has proven beneficial to both organisations and ensures that the LMS service is meeting the needs of the leisure industry.

Training programs and systems for standard operating procedures, major marketing campaigns and financial management controls have been developed and refined over the years, ensuring that the LMS system adequately supports the needs of our organisation. These training programs coupled with experienced and qualified staff will ensure that the transition of the Marion Leisure and Fitness Centre is completed smoothly and with maximum success.

Our partnership with LMS has led to the creation of innovative solutions to online memberships and the YMCA is looking to implement this at the Marion Leisure and Fitness Centre giving community members the option to sign up for health club memberships from the comfort of their own home. This online membership system will help streamline operational systems and processes within the centre to ensure centre is efficiently run as possible.

My Greene Desk

My Greene Desk is an online tool that enables Health Clubs to engage with members and improve levels of support.

The YMCA would use My Greene Desk at the Marion Leisure and Fitness Centre, as this would enable us to track all health club appointments online. The booking functionality includes SMS appointment reminders which help reduce no show rates and an appointment note functionality that aids communication between the front desk and health club staff.

Once members have completed an online fitness evaluation with a trainer, they will be issued a personalized work out program. A member has the option of accesses their program via a health club kiosk or via their smart phones. The personalized programs are created with pictures that give members a visual guide to complete each exercise.

MARION FITNESS & LEISURE CENTR

QUALITY SYSTEMS - CONTINUED



IMS

IMS provides us with detailed and accurate compliance reporting and checklist system to ensure the facility is not only maintained but we are meeting the requirements of the contract in regards to reporting, maintaining, financing, due diligence, governance and health requirements.

Business Systems - QuickBooks & Micropay

YMCA South Australia utilise both QuickBooks and Micropay as primary business management tools for financial operations and payroll respectively. License fees and support fees are centrally incurred through our corporate structure and will not be reflected in the operational expenses of the Marion Leisure and Fitness Centre.

RELEVANT EXPERIENCE



The YMCA is the pre-eminent operator of local government sporting and recreational facilities managing over 500 recreation, leisure and aquatic facilities throughout Australia.

- We are entrusted with the management of community assets valued at over \$1.5 billion
- Our programs and services cater for 500,000 weekly participants
- We employ over 7,500 staff and 1,900 volunteers
- We partner with 25 different South Australian local Councils
- We have over 75,000 health and wellness members
- We have over 50,000 children enrolled in YMCA Swimming Lessons
- Annual visitations to YMCA facilities is in excess of 24 million
- We deliver streamlined and centralised corporate services which provide effective management practices
- We are commitment to the City of Marion and are dedicated to the local communities



MARION FITNESS & LEISURE CENTRE

RELEVANT EXPERIENCE - CONTINUED



YMCA Facilities in South Australia

Facility name	Partner	Facility Detail/Services
Parks Recreation & Sports Centre	State Government	Large Health and Fitness and Aquatic Facility
John McVeity Centre	City of Playford	Health and Fitness Club, Court Sports and Community Rooms for Hire
Aquadome	City of Playford	Large Aquatics and Health and Fitness Club
Whyalla Health and Leisure Centre	City of Whyalla	Indoor Aquatics, Health and Fitness Club, Courts Sports, Rooms for Hire
Adelaide Hills Recreation Centre	District Council of Mt Barker	Health and Fitness Club, Multi court centre, Squash courts and Children's Services (OSHC)
Glengowrie Recreation Centre	City of Marion	Gymnastics
Craigmore Recreation Centre	Department of Education	Craigmore Recreation Centre
Mountain Swimming Pool	District Council of Mt Barker	33m Outdoor and Learn to Swim pools
Crystal Brook Outdoor Pool	Port Pirie Council	25 metre outdoor and toddler pools
Strathalbyn Swimming Pool	Alexandrina Council	50 metre outdoor pool and toddler pool
Port Pirie Outdoor Pool	Port Pirie Council	50 metre outdoor and Learn to Swim pools

Out of School Hours Care Services delivered by YMCA South Australia

Facility Name	School Communities Serviced	Facility Details / Services
Adelaide North SpecialSchool	Adelaide North Special School	Vacation Care
Adelaide Hills	St Marks Lutheran School, Mount Barker South PS, Mount Barker PS, Little Hampton PS and Waldorf PS	Before School Care, After School Care and Vacation Care
Eastern Fleurieu School	Eastern Fleurieu School, Murraylands Christian School	Before School Care, After School Care and Vacation Care
Craigmore	Craigmore South PS, Playford PS, Catherin McCauley PS, , One Tree Hill PS, South Downs PS, Elizabeth Downs PS and Elizabeth South PS	Before School Care, After School Care and Vacation Care
Whitefriars Catholic School	Whitefriars Catholic School	Before School Care, After School Care and Vacation Care
John Hartley Primary School	John Hartley Primary School	After School Care and Vacation Care
Para Hills West and Para Hills P-7 Primary Schools	Para Hills West and Para Hills P-7 Primary Schools	Before School Care, After School Care, Vacation Care and Early School Finish

MARION FITNESS & LEISURE CENTRE

RELEVANT EXPERIENCE - CONTINUED



Specific facilities under YMCA South Australia management similar to that of Marion Leisure and Fitness Centre are detailed below;

Adelaide Hills Recreation Centre

The YMCA has operated the Adelaide Hills Recreation Centre in partnership with Mt Barker Council since 2006. During this time the contract has been extended, indicating Councils satisfaction with our community programming and financial and operational management.

From a financial perspective the YMCA's management has seen the elimination of any Council subsidy for the site in recent years. This has been achieved by significant increases in community involvement in existing programs and the introduction of new programs to meet the increasing needs of the community.

The Adelaide Hills Recreation Centre comprises of:

- Health Club
- 3 court indoor stadium
- Outside School Hours Care programs
- · Various community rooms for hire

A sample of the programs run from Adelaide Hills includes;

- YMCA Gymnastics
- Kindergym
- YMCA Dance
- Group Fitness Classes (including Les Mills programs)
- Personal Training
- Challenge Fitness Camps
- YMCA Netball
- Basketball
- Various Community Events eg Mt Barker Show

RELEVANT EXPERIENCE - CONTINUED



Parks Recreation and Sports Centre

December 2013 saw YMCA South Australia commence the first of a five (5) year contract with the South Australian State Government for the management of the newly renovated Parks Recreation & Sports Centre. A 24 million dollar redevelopment that saw significant interest from the community, media and numerous cabinet members.

Previously not having a presence in this community we have had to work with numerous stakeholders to ensure the programming of space within the facility is conducive to providing access to community groups that services identified needs. Throughout these discussions it was identified that:

- Skating Sports where a predominate user of the facility prior to the renovations.
- A strong Swimming Club was present for many years and wanted to return.
- A number of different groups where accessing the facility for many different recreational activities.

A community engagement plan was developed to reconnect to these groups and find ways to re-engage and reactivate these partnerships.

Community Engagement

As will be required at the Marion Leisure and Fitness Centre the YMCA put a strong focus on engaging user groups and the broader community ensuring a community facility that reflects the needs and represents the interests of a large cross section of the region. From this engagement and communication process the following groups are now utilising The Parks facilities;

- The Parks Swim Club
- Team Skate FX
- Lil Adelaide Rollers
- · Woodville and District Basketball Club
- SCOSA
- Adelaide Roller Derby
- DECD Swimming Program

All of these groups have an official agreement in place which was formulated through an Expression of Interest process. These agreements clearly outline each party's responsibilities, agreements and conditions of use to ensure a professional working relationship.

Over the last 6 months other groups to be engaged by The Parks Recreation & Sports Centre include: Arts SA, Basketball SA, Down Syndrome SA, Game Play Soccer, Australian Maritime and Fisheries Academy, Football Federation SA, Futsal SA and the Chinese Missionary Alliance.

CENTR LEISURE જ



Quality Systems

YMCA South Australia has been able to bring the best practise systems in facility management to The Parks Recreation & Sports Centre to ensure compliance across the board in program delivery, safety, contractual compliance and customer satisfaction.

Some of these best practise systems include:

- IMS (Integrated Monitoring Systems) IMS provides us with detailed and accurate compliance reporting and checklist system to ensure the facility is not only maintained but we are meeting the requirements of the contract in regards to reporting, maintaining, financing, due diligence, governance and health requirements in relation to pool water chemistry and balances.
- Greenedesk Fitness (FitDesk & SalesDesk suites) This System provides us with the latest means of supporting members on their journey from the time of enquiry through to the end of their membership cycle whenever that may be. It provides online communication via email, SMS communication and member support directly to their Health & Wellness Instructors. It gives members access to their exercise programs 24/7 from any location they can access the internet. It also provide valuable feedback towards their goals which aids in member retention.
- Staff Induction The key to retaining quality staff and setting them up for success is through a detailed recruitment and induction process. YMCA have quality processes in place including; Staff Induction, Prescreening, Competency Checklists, Site Specific Inductions and detailed induction training around Emergency Response, Policy Governance, Manual Handling and Chemical Awareness to ensure our staff arrive home safe to their families.
- Emergency Evacuation and Response An extensive process to ensure all risks and hazards are identified, their level of impact plotted on our risk matrix and then a plan put into place to cover our response should in the event of an emergency we know how to act accordingly to keep the community safe.
- Net Promoter Score (Customer Satisfaction Surveys) Used by many of the large organisations around the world including Apple, we use bi-annual NPS surveys to find out what our members are saying and the likely hood of them being promoters, passive or detractors to our business. This also provides us with valuable feedback from our members as to which programs and services they want us to focus on delivering in the future.

Programs

At the Parks, we have had the opportunity to launch many great programs to the community in a short time frame. All our programs have varying intensities and options to meet the demands of our diverse members and guest. In the first 6 months the following programs were launched:

- **Swimming Lessons**
- **Group Fitness**
- Adrenaline (Small Group Functional Training)
- **Personal Training**
- Youth Gym (10 16yrs)
- Pryme Movers (60+ yrs)
- Play Club

- Kiddies Gym
- Suspended Swims
- **Stadium Sports**
- Strength for Life (COTA)

MARION FITNESS & LEISURE CENTRE

RELEVANT EXPERIENCE - CONTINUED



Staffing

Through a strong commitment to employing local, skilled employees, YMCA is able to contribute to the growth of the economy by providing flexible working options. Full time, Part Time, Casual, program based and sessional based.

The Parks Recreation & Sports Centre has a current employee base of 60 staff. With the opportunity for staff to work across multiple parts of the business and even across different YMCA facilities we are able to provide greater diversity, satisfaction and most importantly growth of our workforce in relation to professional development opportunities.

Statistics

Through a commitment to the localised Marketing & Communications Plan, the Community Engagement Plan and working with local partners and LGA's The Parks Sports Centre is seeing consistently:

- Growth in Membership numbers
- Growth in Program Participation
- Growth in Centre Attendances
- Increases in Enquiries
- Increases in Online Traffic and Enquiries

Currently:

54% of our members are commitment members, that is members who have made a commitment to their health and have joined for a minimum term of 12 months.

- Group Fitness is averaging 50% growth per month since its launch.
- Centre attendances are growing on an average of 30% per month.
- On average 35% increase in member visits per month.
- On average 40 % increase in Play Club usage per month.



LEISURE જ MARION FITNESS



The YMCA has developed extensive knowledge and experience in the process of transitioning facilities and the re-establishment of redeveloped facilities throughout Australia. Through details mobilisation plans, pre-sale, marketing and program development the team at the YMCA will dedicate our specialist staff and knowledge to ensuring the management and operation of the Marion Leisure and Fitness Centre is transitioned quickly; ensuring the centre continue to meet the community needs of a diverse range of sectors.

The YMCA has identified an experienced and qualified staff team to lead the contract establishment process ensuring that procedures are in place to enable a smooth transition for the facility which engages the community and users alike. The key factors addressed in the Transition Plan include:

- **Procurement Management**
- Communications and Information
- **Employment Opportunities**
- Supplier Establishment
- **User Group Engagement**
- **Customers Engagement and Marketing**
- Facilities, Equipment, Data Establishment and Intellectual Property
- **Financial Management**
- **Branding Policies**

Refer Appendix 2 Marion Leisure and Fitness Centre Transition Plan

FINANCIAL CAPACITY



Financial Institution: Bank SA - transitioning to NAB in the near future

Address: 51 Pirie Street, Adelaide SA 5000

Annual turnover for: 2011/12: \$11103,032

> 2012/13: \$1,726,636

2013/14: \$11, 466, 837

The limits of the bank overdraft facilities: NIL

Issued capital of the Registrant's Company:

NIL

Net asset value of the Registrant's Company: \$572,317

For the most recent financial year:

average cash balance at the Registrant's Bank: \$1,387,257

value of sundry debtors at balance date: \$474,956

In terms of turnover the percentage of the Registrant's South Australian business is approximately 12% in respect to the Expression of Interest

Refer to Appendix 3 for audited reports for YMCA South Australia for the past two financial years

ORGANISATIONAL CAPACITY



We are committed to an integrated programming approach in the City of Marion.

Over the contract term, YMCA South Australia will grow the Marion Leisure and Fitness Centre to be a vibrant and activated community hub. This will be achieved through a collaborative approach; working in partnership with Council and with local stakeholders to develop synergies with an aligned aim to develop lifelong participants in physical activity and create a "healthier Marion"

A Snapshot of YMCA South Australia

22,690

9,526

Members at the YMCA

1,813,063

Visits to YMCAs in South Australia

15,317

Older Adult South
Australians participated
at the YMCA

32,600

Children in a YMCA
Gymnastic Class



MARION FITNESS & LEISURE CENTRE

ORGANISATIONAL CAPACITY - CONTINED



Membership Acquisition and Retention

We have robust membership acquisition and retention systems vital to the success health club fa

Membership sales and customer service will be driven by the work of our Area Managers who will review sales and retention performance, customer research and feedback systems. This information will then be used to create local action and training plans to best capitalise on marketing activity and drive participation. Particular focus will be on the areas of:

- Business Development
- Acquisition and Retention
- Customer Service and Staff Training
- Lead Generation

Community Development - Access and Inclusion

A committed and knowledgeable team leads the organisation's community based initiatives targeting underrepresented groups. The team ensures all community members have access to a range of opportunities through:

- Access and inclusion policy support and implementation
- Disability awareness training
- Development of community access and participation resources
- The YMCA Open Doors Program, where local funds are raised to enable access by those who would otherwise not be able to afford to participate
- Deductible Gift Recipient Donation Registry
- Fundraising Coordination
- Centre program access audits

Marketing Plan

The YMCA has demonstrable expertise and resources to design and deliver successful campaigns that drive participation and local community engagement. Central to our marketing success is:

- Researched, data driven knowledge used to develop innovative and effective campaigns
- Central Contract Support team enables local centres full use of the YMCA's resources including website
 infrastructure, communication systems (email, SMS and direct mail), social media channels, collectively
 purchased print material and in-house design functions
- Crisis communications are supported by a central Communications Manager, and delivered in consultation and collaboration with Council's Communications team
- Development of campaign templates with highly customizable features (offer, timing and imagery)

ORGANISATIONAL CAPACITY - CONTINED



Centrally developed marketing awareness, acquisition and retention campaigns are developed by specialist
managers and delivered locally. Specialist resources ensure branding, marketing and communications meet local
needs and demographics and are in line with Council's branding guidelines and requirements

The YMCA is the pre-eminent operator of local government sporting and recreational facilities managing over 500 recreation, leisure and aquatic facilities throughout Australia.

- We are entrusted with the management of community assets valued at over \$1.5 billion
- Our programs and services cater for 500,000 weekly participants
- We employ over 7,500 staff and 1,900 volunteers
- We partner with 25 different South Australian local Councils
- We have over 75,000 health and wellness members
- We have over 50,000 children enrolled in YMCA Swimming Lessons
- Annual visitations to YMCA facilities is in excess of 24 million
- We deliver streamlined and centralised corporate services which provide effective management practices
- We are commitment to the City of Playford and are dedicated to the local communities

Contract Support

Through our centralised specialist management contract support team, we will maximise economies of scale to deliver an industry leading contract support model to the team at the Marion Leisure and Fitness Centre. Support will be provided in the areas of:

Human Resources

Quality people services that enable us to attract, develop, motivate and retain a diverse workforce within a supportive and professional environment

Finance

Financial support by a team of qualified CPAs and CAs, including access to comprehensive data and financial intelligence

Payroll

Savings through centralised payroll services, reporting, trend analysis and insights

Marketina & Communication

Successful marketing and communication solutions that drive participation and local community engagement

Memberships and Customer Experience

Specialised training from the latest industry expertise on customer experience

Public and Media Relations

Proactive relationship building and crisis management

Business Systems

Quality Assurance, information technology support and management of comprehensive central IT environment

ORGANISATIONAL CAPACITY - CONTINED



Group Purchasing

Delivering substantial savings to operating costs

Work, Health and Safety and Environment

WHS safety management system / environmental sustainability / asset management

Training

Providing professional, leadership and cultural development for staff, volunteers and community members

Community Development

Providing support with centre and state based fundraising initiatives to support those that experience disadvantage

With YMCA's facility management experience, the City of Marion can be confident the establishment of the facility will be delivered in a systematic, safe and professional manner.

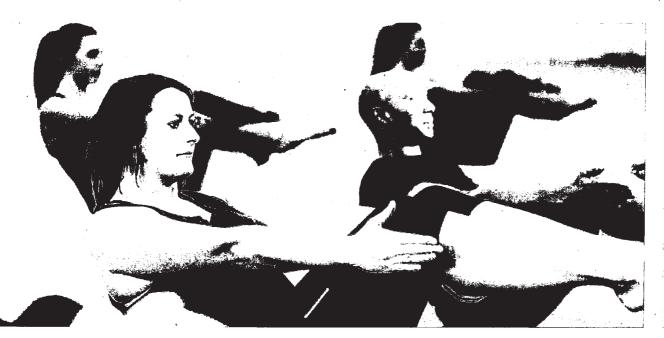
REPORTING



YMCA South Australia will manage and operate the Marion Leisure and Fitness Centre with a true partnership approach reporting to the City of Marion on a monthly, quarterly and annual basis on all areas of the operation. YMCA reports include but are not limited to the following areas;

- Membership Acquisition, Cancellations and Retention
- Participation Statistics
- Attendance Data
- Customer Feedback
- Maintenance Issues
- Full and Detailed Financial Reports

Refer Appendix 4; examples of YMCA Monthly Management Report, Quarterly Report and Annual Report for the Parks Recreation Facility.



MARION FITNESS & LEISURE CENTRE

CONTRACT AGREEMENT



Throughout our proposal YMCA South Australia have detailed our partnership approach with the City of Marion for the management and operation of the Marion Leisure and Fitness Centre. A sample or template agreement can provided to form the basis or our contract should this assist Council in the immediate future.

CONCLUSION



In accepting YMCA South Australia's proposal, the City of Marion will be guaranteed;

- Maximum financial return
- Innovative community programming
- Industry best practice systems.

Our proposal will present Council with an ambitious, yet achievable financial model without compromising service delivery, asset management or community safety.

This proposal represents a blueprint to building a partnership founded on collaboration, engagement, integrity and trust. We will deliver on Council's strategic objectives through the provision of high quality programs and services that reflect the needs of the local community.

We present an exciting operating model for the Marion Leisure and Fitness Centre that will be defined by high levels of participation and diversity, accessibility and even deeper community relationships.

The YMCA looks forward to partnering with the City of Marion to create a safe, healthy and connected community



MARION FITNESS & LEISURE CENTRE

APPENDIX 1. INSURANCE - CURRENT CERTIFICATES



Proposal for Management of Marion Leisure and Fitness Centre

Professional Indemnity
Public and Property Liability
Motor Vehicle
Voluntary Workers Personal Accident
Industrial Special Risks.



YMCA South Australia
We work to create healthier, happier communities







3rd July 2013

Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 3 9614 3600 www.jita.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class

Combined Liability and Professional Indemnity

Insured Name

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees and Committees including subsidiary or controlled companies and all other parties for whom the Insured undertakes to insure for their respective rights and interests.

Policy Expiry Date
Geographical Scope

30 June 2014 at 4pm local standard time.

Section 1 - General & Products Liability

Anywhere in the World but excluding any operations of the Insured domiciled in the USA including its territories and Canada. Notwithstanding the above, indemnity is provided in respect of:
a) Insured persons temporarily located in such countries for the

purpose of the Business;

b) Products exported into those countries.

Interest Insured

Section 1 - General & Products Liability

Legal liability to pay compensation in respect of Personal Injury or Property Damage or Advertising Liability sustained during the Period of Insurance in respect of the Insured's Business or Products within the Geographical Scope stated above as a result of an Occurrence.

Section 2 - Professional Indemnity

Legal liability to pay compensation arising from any Claim made against

the Insured in respect of any civil liability from the provision of

Professional Services. The Claim must have been first made against the Insured, and must be notified in writing to the Insurer, during the Period of

Limits of Liability

Section 1 - General & Products Liability

 \$20,000,000 limit each Occurrence but limited in the aggregate for all Occurrences during the Period of Insurance in respect of Products.

Section 2 - Professional Indemnity

\$20,000,000 limit each Claim and in the aggregate for all Claims during

the Period of Insurance.

Insurer

XL Insurance Company Limited

Policy Numbers

AU00002677LI13A & AU00002678LI13A

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely

Michelle Forbes



25th June 2013

Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 3 9614 3600 www.jlta.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class

General & Products Liability

Insured Name

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees and Committees including subsidiary or controlled companies and all other parties for whom the Insured undertakes to insure for their respective rights and interests.

Policy Expiry Date

30 June 2014 at 4pm local standard time.

Geographical Scope

Anywhere in the World but excluding any operations of the Insured domiciled in the USA including its territories and Canada. Notwithstanding the above, indemnity is provided in respect of:
a) Insured persons temporarily located in such countries for the purpose of the Business;

Products exported into those countries.

Interest Insured

Legal liability to pay compensation in respect of Personal Injury or Property Damage or Advertising Liability sustained during the Period of Insurance in respect of the Insured's Business or Products within the Geographical Scope stated above as a result of an Occurrence.

Limits of Liability

\$20,000,000 limit each Occurrence but limited in the aggregate for all Occurrences during the Period of Insurance in respect of Products.

Insurer

XL Insurance Company Limited

Policy Numbers

AU00002677Ll13A

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Yours sincerely

Michelle Forbes



Jardine Lloyd Thompson Ptv Ltd

25 June 2013

ABN 69 009 098 864

607 Bourke Street Melbourne VIC 3000

(03) 9613 1415 +61 3 9614 3184 Fax www.jlta.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class

Industrial Special Risks

Insured Name

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees, Committees including subsidiary or controlled companies and all parties for whom the Insured undertakes to insure for their respective rights and interests.

Policy Expiry Date

30 June 2014 at 4pm local standard time.

Situation and/or Premises

Anywhere in Australia including contract sites, where the Insured had property or carries on business or has goods or other property stored or being processed or has work done.

Interest Insured

Section 1 - Material Loss or Damage

All real and personal property of every kind and description (except as specifically excluded) belonging to the Insured or for which the Insured is responsible or has assumed responsibility prior to the occurrence of any damage, including all such property in which the Insured may acquire an insurable interest during the Period of Insurance.

Section 2 - Consequential Loss

Loss resulting from interruption to the business consequent upon physical loss or destruction of or damage to property used by the Insurer by a peril not excluded.

\$40,000,000

Limit of Liability

Insurer

XL Insurance Company Limited

Sections 1 & 2 Combined:

Policy Number

AU00002680PR13A

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely

Michelle Forbes



26 June 2013

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

(03) 9613 1415 +61 (0)3 9614 3600 Fax www.jlta.com.au

Certificate of Currency

Insurance Class

Motor Vehicle Fleet

Policyholder

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees, Committees and/or Voluntary Workers and/or staff members of the YMCA, including all subsidiary companies existing or hereafter formed or acquired and all parties for whom the insured undertakes to insure for their respective rights and

interests.

Geographical Scope

Anywhere in Australia

Policy Expiry Date

30 June 2014 at 4pm local standard time.

Interest Insured

All motor vehicles owned, leased, hired, used or operated by the

Insured, including those that the Insured has accepted responsibility for or acquired an insurable interest.

Limits of Liability

Section 1 - Loss or Damage to the Vehicle

Current Market Value

Section 2 - Third Party Property Damage Liability

\$30,000,000 any one accident.

Insurer

Allianz Australia Insurance Ltd

Policy Number

310098554VFT

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Michelle Forbes



26 June 2013

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205 Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 (0)3 9614 3600 www.ilta.com.au

Certificate of Currency

Insurance Class

Group Personal Accident

Policyholder

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees, Committees and all subsidiary companies existing or hereafter formed or acquired and all parties for whom the Insured undertakes to insure for their respective rights and interests.

Policy Expiry Date

30 June 2014 at 4pm local standard time.

Covered Persons

All Voluntary Workers of the Policyholder.

Scope of Cover

Cover under the policy applies to all those hazards to which a Covered Person is exposed whilst actually engaged in voluntary work on behalf of the Policyholder. Provided always that the Policy shall only apply in respect of such work officially organised by and under the control of the Policyholder including the Covered Person's necessary direct travel to and from such

activities.

Schedule of Benefits

Coverage Section

Each Insured Person

Event 1: Accidental Death

\$250,000

Events 2-19

\$250,000

Weekly Benefit - Bodily Injury

. 85% of Salary up to \$1,000

up to a maximum of 104 weeks For full benefit details refer to the policy document

Aggregate Limit of Liability

(a) Any one Period of Insurance

\$10,000,000

(b) Non scheduled air travel

\$100,000

Insurer

ACE Insurance Ltd

Policy Number

02VG013107

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Michelle Forbes

Account Manager, JLT Specialty

APPENDIX 2. TRANSITION PLAN



Proposal for Management of Marion Leisure and Fitness Centre

Marion Leisure and Fitness Centre Transition Plan



MARION





Human Resource Management - Jacqui Scott

Marion Lesiure Centre - Transition Plan Feb to Mar 2015

13 / 04 / 15 50 / 04 / 12 91/10/9 0103112 31\60\60 31\60\61 51\60\61

23 / 02 / 16 23 / 02 / 16 02 / 03 / 16

ays Remaining ays Complete

(Days)

End

Start

AND CANDIDATION OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY.	Geptige Betwork McCast scientists to remaine abrillies	Therefor Jelsing	12/02/2015	12/02/2015	0	100%	0	0	_
HK Discussion COM and YMCA	Agreement on recruitment and transition principles	Heydn Robins	12/02/2015		-42047	%		42047	_
Develop Marion specific Position Descriptions	Based on YMCA template but with local info	James Lomax & Jacqui Scott	12/02/2015	20/02/2015	ω,	%0	0	œ	_
Receipt of all existing staff terms and conditions	CASA > COM > YMCA - May not be essential or receive from CASA	Haydn Robins	12/02/2015		42047	%0		42047	
Existing Staff Team Meeting	Employment Opportunities and Process (Position EOI's)	All Team Members	12/02/2015		42047	%0	0	42047	_
Advertise for all vacant Positions	Recruitment Period	Jacqui Scott	12/02/2015		-42047	%0		42047	_
Review of transmission of business requirements	COM & YMCA	Haydn Robins	12/02/2015		42047	%0		42047	-
Staff Interviews	Recruitment Period	Craig Hortin, James Lomax & Jacqui Scoll	12/02/2015		-42047	%0		42047	-
Reference and Police Checks	Recruitment Period	Craig Horlin, James Lomax & Jacqui Scott	12/02/2015		-42047	%0		42047	_
Uniform Order Placed and Delivered	Indent order to get started	Craig Horlin	12/02/2015		-42047	%0		42047	_
Letters of Offer	Emailed to all successful applicants	James Lomax & Jacqui Scott	12/02/2016	-	-42047	%0	0	-42047	-
Employment Administration	Staff personnel files (CrimTrac, Child Safe Environment Training)	Jacqui Scott	12/02/2015		42047	%0		42047	
Induction	Welcome to the Y/ NPAC	All Team Members	12/02/2015		-42047	%0	0	42047	-
Staff Training	Job Specific Training	All Team Members	12/02/2015		-42047	%0	٥	42047	-
			12/02/2015						
Information (echnology - Graig Hortin									_
Data Centre Setup	Establishment of Manon Data Centre items	Richard Green (Compuler Initatives)	12/02/2015		42047	%	0	42047	_
Links Modular Solutions	Setup of centralised POS and Membership System	Craig Hortin	12/02/2015		-42047	%0	0	42047	<u> </u>
Review existing IT infestructure	Hardware, Software, Member Cards etc.	Richard Green (Computer Initatives)	12/02/2015		-42047	%0	0	42047	_
Order hardware	PC's, POS, Switches, Printers, Modern, Cables, Phones	Richard Green (Computer Initatives) and Craig I	" :		-42047	%0	0	42047	_
Test existing database	Review draft data transfer to determine mapping	Richard Green (Computer Initiatives)	12/02/2015		-42047	%0	٥	42047	<u>:</u>
Setup Phone System	Lync and Landlines	Richard Green (Computer Initiatives)	12/02/2015		-42047	%0	0	42047	_
IMS Setup	Y-Net, Incident Reporting, Extrenet, IMS	Craig Hortin, Owen Raja, Paul Ensor	12/02/2015		-42047	%0	0	42047	_
Convert existing member databases to Links	Final transfer CASA > COM > YMCA	Craig Horlin	12/02/2015		-42047	%0	0	42047	-
Convert existing hardware to YMCA Network	Establish IT link to Data Centre	Richard Green (Computer Initiatives)	12/02/2015		-42047	%0	0	42047	
Membership Cards	Order and receive new members cards from Rede Group	Craig Horlin, Paul Ensor	12/02/2015		-42047	%		42047	-
		3				.	•		-
Customer Communications - Paul Ensor									-
Establish Website and Comms	New website and Social Media	Paul Ensor & (Much Media)	12/02/2015		-42047	%	0	-42047	_
Council Branding	Branding images and information provided to YMCA	Paul Ensor	12/02/2015		-42047	%0	0	42047	
School Discussion	Area Manager / Principal / Other key school contract (if applicable)	James Lomax	12/02/2015		-42047	%0	0	42047	-
Member Communications	Letter to all members detailing transition process	James Lomex & Paul Ensor	12/02/2015		-42047	%0	0	42047	_
Establish social media communications	Transfer of existing accounts	Paul Ensor	12/02/2015		42047	%0	0	42047	-
Regular user groups	Discussion and agreements with all regular user groups	James Lomax & Craig Hortin	12/02/2015		-42047	%0	0	42047	_
Membership Contract Agreements	Re-sign all existing members	Craig Horlin	12/02/2015		-42047	%0	0	42047	_
Classes and Timetables	Announce new classes and limetables	James Lomax & Craig Hortin	12/02/2015		-42047	%0	0	42047	_
YMCA South Australia Website	. Add to public site along with media release and news items	Paul Ensor	12/02/2015		-42047	%	0	42047	
Suppliers - James Lomax						-			
Existing supplier communications	Letter to all existing suppliers	James Lomax	12/02/2015		42047	***	-	42047	
Maintenance Plan Development	Finalise plan and agreements	James Lomax	12/02/2015		42047	%		42047	2
Transfer of essential supplier arrangements	Utilities, phone lines etc	Separan Mundeson	12/02/2015		-42047	%	0	42047	-
YMCA Sole and Preferred Supliers	Create Agreements from master supply list	Secaran Murugeson	12/02/2015		42047	%0	. 0	42047	-
		1			ív.	!	,	:	-
Contract Management - Haydn Robins			10 7 10 7 10 7 10 7						_
Finalisation of contract	Final agreements, paperwork and signing	Haydn Robins	12/02/2015		-42047	%0	0	42047	_
Contract Announcement	YMCA advised of preferred tender status	Haydn Robins	12/02/2015		-42047	%0	0	42047	
Insurance	Provide certificates of currency	Craig Horlin & Haydn Robins	12/02/2015		-42047	%0	0	42047	_

2.1 2.2 2.3 2.4 2.5 2.5 2.7 2.8 2.8 2.9 2.9

4.4 4.3 4.5 4.5

5.2

A THEN	Marion Lesiure Centre - Transition Plan Feb to Mar 2015	nsition Plan			(Pays)	lete			15 15 15 16	16 16 16	
MAKION	Description	Responsible	Start	End	uellen.	Compl	ays Coi	2 \ 05 \ 2 \ 05 \	/60/6 /60/6 /60/6	/ 04/ . / 04/ . / 04/ .	
OHS Management - Julle King					d :	Ya .	1	1	00)Z 	
Operations Manuals & Registers	Obtain facility manuals (plant & equip, plant rego, asbestos, heights etc.)	Julie King & James Lomax	12/02/2015		-42047	%	42	42047			
Nex Assessment & legal requirements	Facility-wide risk assessment establishing risk profile & legal requirements	Julie King	12/02/2015		-42047	%	7	42047			
Contractor Management	Implement the YMCA's Contractor Management Procedure Review Emergency Mennt Diens and Implement the VICA's Contract	Julie King & James Lomax	12/02/2016		-42047	%	0 42	42047			
Risk Register / Master Risk Control Plan	Fortens / Mich Rick Activities feled on the master and control plan	Julie King	12/02/2015		-42047	%0	0 -42	-42047			
Hazard Managament & Incident Reporting	Implement Hazard Management and Incident Reporting Provedures	Julie King	12/02/2015		-42047	%0	0 -42	-42047	_		
YMCA Occupational Health and Safety Policy	Communicate OHS policy to all staff and display in within facilities	James Lomax	12/02/2015		-42047	%0	0 42	42047			
Emergency Management / OHS Training	Facilitate OHS induction Including Emergency Management	James Lomax	12/02/2015		42047	%0	0 42	-42047			
Monitoring, performance and measurement	Defermine internal and external audit schedule	Julie Aing & James Lomax	12/02/2015		-42047	%0	0	42047			
OHS Committee / HSO structure	Establish HSO structure / OHS Committee and schedule OHS committee massiture larges and schedule of the committee massiture.	Julie King	12/02/2015		42047	%	0 42	-42047			
Training Needs Analysis	Conduct a Training Needs Analysis & develop OHS training calendar	unga varines Lomax James Lomax	12/02/2015		42047	% % 6 %	00	42047			
Operations James Louis							!	:			
Review of existing assets	To delemine event need		1								
Order new FFE	Ac Detraced and plans	James Lomax & Craig Horlin	12/02/2015		-42047	%0	0 42	42047			
Maintenance & Essential Services Plan Development	Finalise plan and agreements	James Lomax & Craig Hortin	12/02/2015		-42047	8 8	0 42	42047			
Supply Orders	Stationary etc	Year of settle	1202/2015		-42047	8 3	0 -42047	147			
Operations Procedures	Created for training and implementation	James Longx	12/02/2015		42047	8 8	0 42047	747			
Ground maintenance agreament	Agreement in place if applicable or determine needs	James Lomax	12/02/2015		42047	8 a	0 42047	747			
Checklists	Checklists created as needed	James Lomax	12/02/2015		42047	8 8	75057	747			
Key Register	Keys transferred and YMCA register established	James Lomax	12/02/2015		42047	3 %	42047	777			
Assat Condition Report	COM & YMCA asset condition audit	Craig Horlin	12/02/2015		-42047	88	42047	. 4			
FFE delivery and installation	Ready for operation	James Lomax & Cralg Hortin	12/02/2015		42047	%0	0 -42047	147			
Sub-Contractors - James Lomax			1							1	
Exisint sub-contractor communications	Discussion with existing sub-contractors (if amilicable)				0		٠.				
	מוספססיים: אינו סייפונות פסייבים ות פרונים (יו פחדונים יוו	James Lomax & Craig Hortin	12/02/2015		42047	%0	0 -42047	- 740			
Finance - Segaran Murugeson											
New Branch Checklist	Complete YMCA forms	Secaran Munideson	12/02/2018	-	1004	ì	,				
Finalise Budgets	Upload to budget site	James Lomax & Segaran Murugeson	12/02/2015		42047	8 8	42047	74			
Direct Debit Forms	Dandenong Specifc forms created and ready for cust comms	Craig Horlin	12/02/2015		42047	8 8	74004	4 5			
Liaise from Debiling Provider to LMS	Process to transition all members	TBA	12/02/2015		42047	8 8		47			
Setup Budgets for Quickbooks	Finance Team	Segaran Murugeson	12/02/2015		42047	%0		- 4			
EFIPOS	Order terminals	Segaran Murugeson	12/02/2015		42047	%0		. 47			
Guickbooks Setup / Budget Uptoad	Finance Yeam	Segeran Murugeson	12/02/2015		42047	%0	0 -42047	47			
Cash Collection / Sector	Lease execution for FFE purchase	Segaran Murugason	12/02/2015		42047	%	0 -42047	47	•		
Bank Guarantee	Agreement signed and sales of defeat	James Lomax	12/02/2015		42047	%0	0 -42047	47			
Payroll Selup	Strongton HR process	Segaran Murugeson	12/02/2015		42047	%0	0 -42047	47			
AR Credit Checks	For all User Groups to be involved	Segaran Mungeson & Jacky Blymman	12/02/2015		42047	%0		47			
Cash Floats	Organised for day before open	Segrab Minneson	12/02/2015		42047	%0%	42047	47			
		ilosofia in in roso	61022021		42047	8	42047	- 47			
Play Club / Vacation Care - James Lomax					1						
License requirements	Establish YMCA requirements (eround vacation care program if applicable)	Karen Stewert ·	12/02/2015		42047	- %0	42047	47			
Existing information from Council	Source all necessary information from Council	James Lomax & Karen Stewert	12/02/2015		42047	8	0 -42047	47			
Loanse Suhmission	Appropriate YMCA people to sign (if applicable)	Haydn Robins	12/02/2015		-42047	%0	0 42047	47			
Loanes Tonefar Anneard	Submitted to DECD	Karen Stewert	12/02/2015		42047	%0	0 -42047	47			
	Approval granted	Karen Slawert	12/02/2015		42047	%0	0 -42047	47			
Merchandise and Cafe - James Lomax					. į.			-			
Engage suppliers for Sales	Agreements in place	James Lomex	12/02/2015		12047	-,					
Food Premises Registration	Premisis registered	James Lonex	12/02/2015			8 8	0 42047				
Merchandise Fitout	Lialse with Estore and Suppliers	James Lomax & Cralg Hortin	12/02/2015		42047		42047	47			
		Byrigh by Lawritian anging	200700					_			

10.1 10.3 10.4 10.5



MARION FITNESS & LEISURE CENTRE

APPENDIX 3. AUDITED FINANCIAL REPORTS



Proposal for Management of Marion Leisure and Fitness Centre

YMCA South Australia 2013 Audited Financial Report 2014 Audited Financial Report



YMCA South Australia

We work to create healthier, happier communities





APPENDIX 4. REPORTING EXAMPLES



Proposal for Management of Marion Leisure and Fitness Centre

YMCA South Australia Report Examples

- Monthly Management Report
- Quarterly Management Report
- Annual Management Report



YMCA South Australia



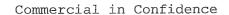




The Parks
Recreation &
Sports Centre

Monthly Managers Report





GENERAL

During December we saw the start of the slow down for the end of the year with Stadium Sports, Swimming Lessons, DECD Swimming and community programs all finishing for a well-deserved break.

However income wise we didn't see too much of a decrease as expected which was great and also ended up with higher than anticipated Swimming Lessons due to not as many suspensions or cancellations which was great.

Membership wise we continued to grow passing our initial target of 38 new members to achieve 46 new members, and only 1 cancellation over our target. We converted at a reasonable 58% of enquiries during December. Word of Mouth, Website and our Trial Passes were the top 3 lead generating activities that drove people into our facility, with the 2014 Ezy Pay Fitness Industry results indicating a similar trend in the top two – word of mouth and website being the highest reported lead sources, we are confident we are hitting the right marketing avenues.

Our Family Membership Campaign which proved to be hugely popular and we now have 13% of our member base on a family membership option. This campaign set us up to surpass our membership target by 8 members. Due to the success of this campaign we will now re-launch this early 2015, post our major campaign.

This growth is great considering the industry is still facing at best a break even membership base or worse on a month by month basis. The markets life cycle has matured and competition is high. The latest IBIS world industry report indicates many factors that we already know, like market saturation and expected revenue and industry decline over the next five years which is tipped to be at a rough 1.5%.

We continue to be subject to the highly increasing competitive nature of this industry with yet another 24/7 facility opening on Woodville Road, just 5km drive or 2km as the "crow flies" from our facility. This continued high competition is seeing the market share of our community lower, meaning we need to stretch further to get more members.

Participation wise we still had a strong 8,827 monthly visits which was our third highest month to date. Whilst this represents a 13% decrease in participation from November, however considering Sports and Swimming Lessons make up a large portion of our attendance this result is extremely positive. This also helped us achieve over 50,000 visits this financial year and well on the way to a six figure attendance which would be a major milestone.

The Theatre saw its highest participation since re-opening with over 1,500 visits during December. This represents 89.2% occupancy across the performances hosted.

FINANCIAL PERFORMANCE

To Treasury Budget MTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

To Variation Budget MTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

Key Points

- MTD Wage to expense ratio 47%
- 2% Decrease in income from November 2014 primarily due to the end of the Swimming Lessons for the year
- 20% below income Variation Budget
- Recreation Income \$5k above Budget Forecast
- Recreation Swim Income \$1.6k above Budget Forecast
- Café \$5.5k above Budget Forecast
- Increased Operational costs, due to higher Pool Chemical costs associated with suppliers closing over Christmas, should see a reduction in this spend during January 2015

Treasury Budget - YTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

Variation Budget – YTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

TOTAL CENTRE ATTENDANCES

CATEGORY	JOH	AUG	SEPTE	CCT -	NOV	. .9∃@:		FEER LINK	RIVAPR	Y VVINE	ENLINE	\$TOT!
がある。									Video water	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		7
Members :	2,103	2,284	2,633	2,900	2,666	2,596						15.182
Casuals: √	746	1,293	1,381	1,970	1,787	1,488						8 665
Group Fitness	616	695	029	731	720	454						3 886
ium & Sports Programs	1,225	984	647	651	623	527						4.657
Play, Club	589	450	582	758	452	384						2015
Swimming Lessons	462	928	932	1.055	1.261	747						7 28E
Birthday Parties	34	20	45	30	30	24	-					183
Theatre Participation		***	The state of	903	584	1 534						2040

53.034							8,827	9,972	11,289	8,543	7,525	6,878	Il Monthly Participation	Tota
					,									
8.843						3	1,073	1,852	2,291	1,653	871	1,103	Group Participation)
TOTAL	JUNE	MAY	APR	CANAR	经	WAUT.	E DEC	ESINOW	: ×OCT	SEPT	AUG	Jac	CATEGORY	
							ipation	rup Partic	Gre					
							İ					man a proper section of the contract of the co	the state of the s	

Key Points

- Highest monthly Theatre attendance since re-opening in July 2014! Third highest monthly participation across the financial year, Great result considering it was December As anticipated declines across the board due to Christmas and key programs finishing for the year

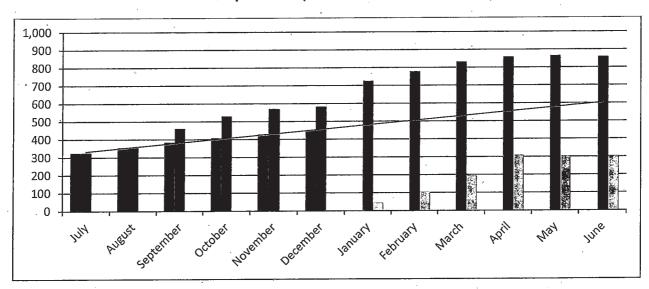
CURRENT MEMBERS

Membership Type	Number of Members
Aquatic – Commitment Membership	11
Aquatic – Concession	23
Aquatic – Open Term	11
Aquatic – Family Commitment	2
Aquatic – Family Commitment Concession	7
Aquatic – Commitment Concession	20
Aquatic – Family Membership	2
H&W - Family Concession	5
H&W – Family Commitment Concession	11 .
H&W Commitment Membership	104
H&W – Commitment Family Membership	19
H&W Concession Commitment Membership	70
H&W Concession Membership	49
H&W – Family Membership	12
H&W Membership	. 89
Pryme Movers Membership	13
Gym Only Membership	1
Teen Gym (13-16yrs)	2
Total	451

NEW MEMBERS

46 New members joined throughout December 2014. Key points include:

- 53.2% Commitment Members
- 82% are Health & Wellness based memberships
- 58% Converstion of enquiries for the month of December 2014
- 12.8% Family Membership base
- 8 more than budget variance



Membership Growth (based on variation forecast)

CANCELLED MEMBERS

An initial target of 26 cancellations for December and we closely finished with 27 cancellations.

Key Points:

- 25.9% cancelled due to being ill, or not having time, which we would consider controllable reasons. In many instances these are given as excuses to exit memberships at this time of year and are traditionally higher.
- 14.8% cancelled as a result of dishonoured debits.
- 1 cancelled due to price first one in over 3 months
- Average duration of cancelled members is 3.7 months, which we commonly see a high rate
 of cancellation and drop out within the first 90 days, compounded with Christmas this is
 lower than last month.

THEATRE

December saw the highest participation to date within our Theatre Operations with 1534 participants at an occupancy level of 89.2%, which is extremely good.

The sour note to the Theatre in December was the withdrawal of both of our Fringe Festival events due to

- The African event being cancelled due to performers Visa not being approved due to the Ebola outbreak
- The Aboriginal event being cancelled due to the organisers of the Fringe Festival not being able to contact the group to obtain any information required.

Whilst this is very disappointing as a lot of work went into securing these events we will still be seeing some rehearsal's and other events during The Fringe including:

- Lowdown Hokum Orchestra That's Showbiz
- McNirt Hates Dirt
- Regular hirer Struthi Adelaide are back with Thyagaraja AArdhana

Events through December included:

- Print Harvest
- Roberts Academy
- Shore Dance
- Ticklish Allsorts
- Deborah Kaye Dance Academy x 2
- Actors Ink
- Elf Movie
- 2 x Rec Days (youth programs)

Upcoming Events in January:

- Come Out Rehearsals A kid like me
- 2 In-house Movies
- Adelaide Fringe Rehearsals McNirt hates dirt
- Colourwheel productions
- Bodies Art Gallery Exhibition
- Theatre Workshops

MARKETING

During December we concluded our Family Membership Campaign. This campaign netted great results for us and we were extremely happy with 57 members either new or upgraded members joining during the campaign period. This highlights the value of offering incentives for our members who join with another person, promotes the highest acquisition avenue — Word of Mouth and generally provides greater opportunity for us to get higher membership numbers.

The Marketing / Graphic promotional material for this campaign was:



WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT

	This Month
Total Incidents Reported	11
Incident Reports	5
Minor Injury Reports	. 6
Total of Major / Notifiable Incidents	0
Numbers requiring medical / Doctor treatment	0
Ambulance required	0
Numbers requiring hospital treatment	0
Slips / Trips / Falls	0

NOTIFIABLE (MAJOR) INCIDENTS SUMMARY

	Date of noident	Date of Notification	Injun	y Summary	A	ction Taken
Γ						

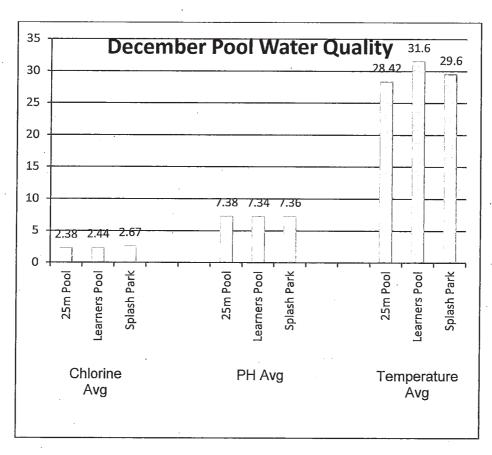
WORKCOVER

Injuries

No of Staff Injuries	0	
Number of lost time injuries suffered by employee's, agents or sub-contractors	0	•
Number of working days lost due to injury	0	

There were 0 hours lost to Work cover in November. Total hours for this financial year are 0 hours.

POOL WATER QUALITY REPORT



Target Range for Chlorine based on Health Regulations is 2.0 – 10.0 ppm. Target Range for PH Levels based on Health Regulations is 7.2 – 7.6 ppm

IMS Facility Manager Inspections (Pool Tests)

A total of 1,680 water quality test were performed during December 2014 and our compliance ratings were:

25m Pool compliance score – 100% Learners Pool compliance score – 100% Splash compliance score – 84.17%

CUSTOMER FEEDBACK

	Total Number	Compliment	Suggestion	Complaint
Café				
Change Rooms	2		2.	-
Crèche	6			6
Group Fitness	3		3	
Health Club				
Maintenance/Cleaning				· · · · · · · · · · · · · · · · · · ·
Recreation Swim			·	
Reception/Administration	1	1		
Stadium				
Swimming Lessons	·			
General				
Totals	12	1	5	6

CUSTOMER FEEDBACK SUMMARY -- DECEMBER 2014

Area	Feedback	DOC DOCUMENT
Administration / Reception	Great Centre & Facility Staff are friendly and helpful Love Swimming here Multi – pass cards for regular swimmers would be great	Thanks for your feedback, Our fee structure is that you would purchase an Aquatic Membership in order to receive a saving on multiple casual swims. This membership enables you to swim as many times as you like for \$13 per week. Alternatively you could purchase as many swims as you like at one time for \$6 a swim, but this is not as cost effective.
Play Club x 6	Not Happy! Play Club closed for two weeks over Christmas is not fair to those who can't leave their kids with anyone else to exercise.	The Play Club is free access for our members, which isn't included as part of the membership fee structure. It is a service we provide at our cost for your benefit. The Play Club is closed for two weeks to ensure our staff like many others gets some family time, rest and enjoy the Christmas period. We have opened up additional places outside of this period to ensure you can all exercise, but bookings are essential.
Group Fitness / Functional Training	Can we please have a hand towel unit on the wall in the Functional Training Room Is it possible to get a 6am Adrenaline class, my husband would like to join but can't train at night Can we please have a class on Sunday 28th Deco	Yes, we have requested one to be installed We are starting a 6.15am Adrenaline on a Wednesday, launching January 7. Welcome to come and trial the class on a free pass if you would like? Due to staff being away over the festive period it was not
Aquatics & Change Rooms	Today, peace and quiet in the change rooms, but the radio too loud on pool deck. Listening to loud adverts while swimming is not fun. The Soap dispenser in the ladies bathroom is jammed and has been for a couple of weeks?	Happy we could provide a good experience in our change rooms. We do our best in making your experience at our centre memorable. I will endeavour to have the music at a reasonable level on pool deck. Thanks for bringing this to our attention, I have now freed up the unit so it is all working as it should. If this happens again please let us know as an
		again please let us know asap.

ADDITIONAL FACILITY FAULTS/UPGRADES

The following table represents items that are not defective, but rather have been installed/built or not considered to a specification that is functional for a multi-use facility:

lu-						
	Addressed with Built Environs, Architects	design fault.	Put up no running signage, placed wet	floor signage on affected areas &	lifornional outposition proces	illeduald subervise areas
	Spray angle wets participants clothes in	shower bay	Feedback from members around the perceived	Acceptance of the tiles	dangers of wel lifes	,
	Shower Heads		Wet feet and water on	ilos	SDIII	
Area	Change Rooms	9	Slippery tiles on pool	אַטמוֹט	5	

Comments		Temporarily wedge door open to dry out area after cleaning until grills can be itted.
Raised by		dge door o
		Temporarily wedge door open to dry area after cleaning until grills can be fitted.
		_
Subconfracion		entry doors don't have ventilation grills to air circulation
TWO C		Toilet entry doors dallow air circulation
scription		No Ventilation in toilet entry
Sig Koom Pees		Male Wet Toilets / Change room
D 6	-	

ASSET MANAGEMENT AND MAINTENANCE

All defects have been closed out as of the 14th January 2015

Commercial in Confidence

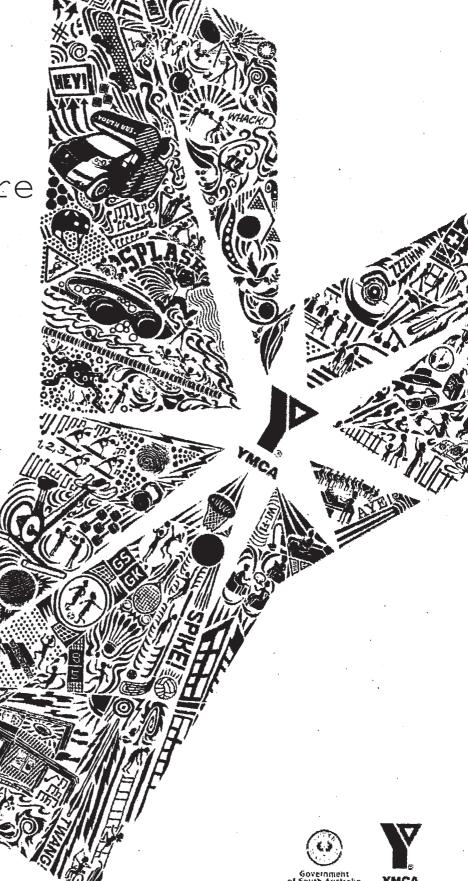


The Parks Sports Centre

Quarterly

Performance Report Schedule 12 Part 2 (b)

July - September 2014



GENERAL

Over the first quarter some great work has been done to gain greater exposure to the new facilities. In August we held the Official Opening for The Parks Theatre, Ran a localised membership campaign and finally in September commenced a major membership campaign.

The Official opening of the Theatre saw in excess of 500 guests across the day come and experience the refreshed facilities, enjoy some live performances including a flash mob and participate in a swim, have a skate on the courts or try out some indoor soccer (futsal) in the sports stadium.

The event was broadcasted on two TV channels and as many as six radio stations broadening the scope for the awareness that the facilities are in operation.

Continuing with our community engagement, we formed a partnership with Life without Barriers to provide access to our facilities for their clients who are experiencing mental illness. Exercise and social inclusion is a big part of their rehabilitation and we are thrilled to be able to assist in these peoples recovery.

Engaging the community comes in different means, the first quarter also saw us host 6 Indian cultural dancing events which also provided up to 3000 visits for the facility. We have also been fortunate enough to get bookings next year for the same events.

Football Federation SA commenced a partnership with the Y, which has seen the development and commencement of a Junior and all abilities Futsal program commence across the weekends. Senior competitions are next to follow during Tuesday evenings.

We also featured in an editorial article around our Suspended Swims initiative which aims to provide people in the community access to our pools, who otherwise may not due to costs. This was featured in the Portside Messenger during September 2014.



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The Theatre started to get busy as we had a large number of events secured for September through to the end of the calendar year. We have secured shows for the 2015 Fringe Festival including:

- Indigenous Artist Natalie Castletree in the Art Gallery
- Odondo Orchestra Ghana from Africa and Lowdown Hokum Orchestra
- Burlesque Revue form Melbourne

Finally a local film producer filmed his short film which will be submitted to the world's largest short . film festival – Tropfest, and it has been great to be part of his journey.

FINANCIAL PERFORMANCE

To Treasury Budget

July – Sept 14	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

To Variation Budget

July – Sept 14	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

Key Points

- Unfavourable income variance primarily due to key business drivers (Memberships & Swimming Lessons) being below expected levels. Other areas of the business are travelling well and are above budget variation including Café, Stadium and Recreational Swimming use.
- 52% of expenses are Staff wages. Unfavourable Expenditure Variance to budget variation is primarily around wages, new proposed operating hours, and staffing levels didn't take effect until 1st September 2014. Other over spent areas of expenditure that will balance out across the year include:
 - Marketing
 - o Staff Training & Development
 - o Re-active maintenance

TOTAL CENTRE ATTENDANCES

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Group Participation	1,103	871	1,653										3.627
							-	-					
Total Monthly Participation	6,878	7,525	8,543										22.946

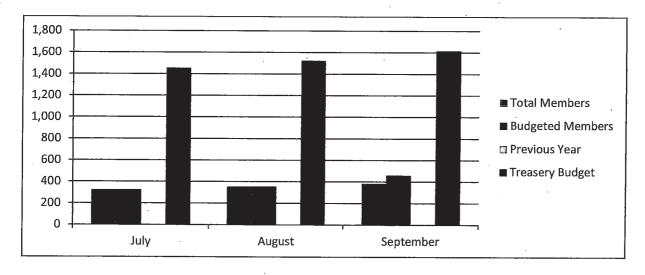
Key Points:

- First 6.5 months of operation (2013/14) yielded 29,000 visits, in the first quarter of the 2014/15 financial year we have hit **22,946** visits. 30.5% of all visits were membership visits 15% of all visits were casual visits
- 12% of all visits were casual Stadium visits
 - 10% of all visits were Swimming Lessons
 - 8% of all visits were Group Fitness

CURRENT MEMBERS

Membership Type	Number of Members
Aquatic – Commitment Membership	10
Aquatic – Concession	20
Aquatic – Open Term	12
Aquatic – Commitment Concession	18
H&W Commitment Membership	109
H&W Concession Commitment Membership	65
H&W Concession Membership	47
H&W Membership	93
Pryme Movers Membership	11
Gym Only Membership	2
Total	387

Membership Growth Chart (Comparison)



Key Points

- July & August variation growth was achieved, however fell behind in September with enquiries just not being high enough to continue to trend towards our projections. September saw a high conversion of 68.7%, but just not sufficient enquiries to hit membership target.
- Currently the industry is experiencing negative growth in Health & Wellness, on avg 9% decline across the board. We have held strong with an 18.5% increase in Membership across the first quarter.
- 53% of all memberships are Commitment Memberships (12 month contract)
- 84% of all memberships are Health & Wellness Memberships

MARKETING

Throughout the first quarter of this financial year we had two (2) campaigns, one being a major campaign, the other being a localised campaign. We also held the Official opening of The Theatre complex which saw over 500 people come to The Parks to witness the transformation.

The localised campaign being the Gym Only offer to test the water around the verbal feedback of potential members only wanting to use the Health Club (Gym) with no other parts to the membership. The campaign ran for 4 weeks through July and August. Membership targets were achieved however only 2 members elected to join on the Gym Only offer, which sent a resounding message to us that for value for money, our full Health & Wellness is hard to go past.



The major acquisition campaign commenced on the 8th September which much anticipation as the last two months membership targets were surpassed; there was a level of optimism that the large target of 120 could be achieved. Unfortunately due to all the additional effort and advertising on radio and newsprint we didn't see the enquiries come through the door to generate enough sales. Conversion was strong at 68% for the month.



WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT.

	This Month
Total Incidents Reported	42
Incident Reports	17
Minor Injury Reports	19
Total of Major / Notifiable Incidents	2
Numbers requiring medical / Doctor treatment	2 .
Ambulance required	2
Numbers requiring hospital treatment	2
Slips / Trips / Falls	5

NOTIFIABLE (MAJOR) INCIDENTS SUMMARY

Log No	Date of Incident	Date of Notification	Injury Summary	Action Taken
14/N03084	10/09/14	10/09/14	Member feeling faint whilst being shown her first exercise program	Oxygen Therapy & Ambulance called
14/N03085	12/09/14	12/09/14	Maintenance Contractor lacerated Wrist	First Aid applied and Ambulance called

WorkCover

No of Staff Injuries	1
Number of lost time injuries suffered by employee's, agents or sub-contractors	0
Number of working days lost due to injury	0

There were 0 hours lost to Work cover in June. Total hours for this financial year are 0 hours.

21st July 2014 – A Lifeguard cut a thumb whilst removing a Learn to Swim Platform from the pool.

CUSTOMER FEEDBACK SUMMARY - July to September 2014

The below table is a summary of consistent themed feedback during the course of the first quarter. It also provides our response to the member / guest.

Anea		PSG Response
Café	Suggest in purchasing a juicer and offer fresh squeezed juice. You have a large selection of junk food, maybe offer some fresh fruit, even in sliced bags.	Unfortunately we are restricted from a food preparation perspective with regard to juicing etc. We do currently offer juices, sandwiches and fruit salad bowls as healthy options.
	Soy Milk for Coffee	Great suggestion, we will start to stock some in the future.
	Be awesome if there was a boxing bag	Happy to advise that there is a boxing bag in the Functional Training Studio
÷	Would it be possible for Hydro Therapy classes in the future	Have you tried any of our current Aqua Fitness classes?
	Please have different classes available at 5.30pm on Tues & Thurs. More class variety across 6.30pm	On Sunday 3 rd August our new GF timetable was released with BodyPump at 5.30 on Tues & Thurs. On the new Timetable was released
Group Fitness		to low participation and lack of interest we currently don't have any other classes running at 5.30pm
	I understand that sometimes things go wrong and classes get cancelled but for those of us who have to	We apologise for any inconvenience caused. Our staff follow a procedure when a GF Instructor becomes
	organise ramily / children and then drive 30 minutes to the centre, can there be a messaging system implemented to notify us of class cancellations.	unavailable to teach their class and it appears you may have not been contacted.
	The shower rose in the west disability change has been removed	Thank you for bringing this to our attention, you should find a new shower rose in the change facility.
Aquatics / Operations	The large pool is cold to get in. Any chance it can be a few degrees warmer?	The Learners Pool sits at approx 32 degrees, with an air temp of 30 degrees. Maybe try the Learners Pool as it is
		much warmer.
	Don't like the new swimming lessons structure and	YMCA Swimming Lessons payment give parents the ability
swimming Lessons		to cancel and re-join at no cost when they want – should
	noliday's and not have to pay (like other centres)	you wish to still have the break.

Commercial in Confidence

	Can we please be able to buy headphones?	We are looking into this for you – thanks for your feedback.
Health Club	Please change the radio station, no one comes to the gym to be unmotivated by this old music. Please install mirrors in the Gym	A new sound system has been ordered and the mirrors are being installed this month!
	Foam cushion for the bars to help ease the discomfort whilst doing squats	Excellent, these have been ordered for you.
Reception / Administration	Love the facilities, Staff always friendly.	Thanks for your feedback; we will certainly pass it on!
Stadium	Volleyball & badminton in the stadium please?	Currently there are no provisions in the stadium floor to accommodate these sports (floor sockets or line marking) We would need a commitment from a sporting association to go to the expense of installing these requirements.
	Timetable online of basketball court availability would be amazing, as I keep coming in when bookings are on, or a booking sheet in court area	At this stage an online booking system isn't available. We would suggest you give us a quick call prior and we can advise you of the courts status.
General	Can we have a 30 pass card?	Being a not for profit organisation our best business practise is a consistent cash flow, hence fortnightly debit memberships.
·		These also provide considerable better value than visit passes.

FACILITY MAINTENANCE / FAULTS

Currently the majority of maintenance items are being dealt with by Built Environs as part of the defects and maintenance period. Minor maintenance activities have occurred re-actively. The only major maintenance items for that fell outside this defect range included:

Osmonds Electrics - Theatre Electronic Mapping \$715.00

As part of the monthly reporting, it was requested that items that arise that aren't a defect but would be considered a facility fault be raised. A list of these items over the last 3 months that are being managed internally include:

Arrea			
		During Backwashing of any of the filters the	Options for improvements being sourced,
:	Backwashing Viewing	water level being dumped in the backwash	
Aquatics	Bass Sale	tank cannot be monitored accurately as there	
		remains no sight glass to gauge the rising	•
		water level.	
	-	Through numerous feedback from regular	Investigations have discovered heating can
		members and users groups, that the change	be hooked up but costs will be around \$15k
		room facilities are too cold for many people	to make this possible.
Whole Centre	Air Handling	and need to be heated. It was established the	
		system installed is currently only tempered air	Update: Architects quoted \$3500 to
		handling - which means it basically circulates	investigate requirements to retrofit the
		the air from outside the facility. No heating is	current units for heating and cooling, prior to
-		possible currently	any works being carried out.

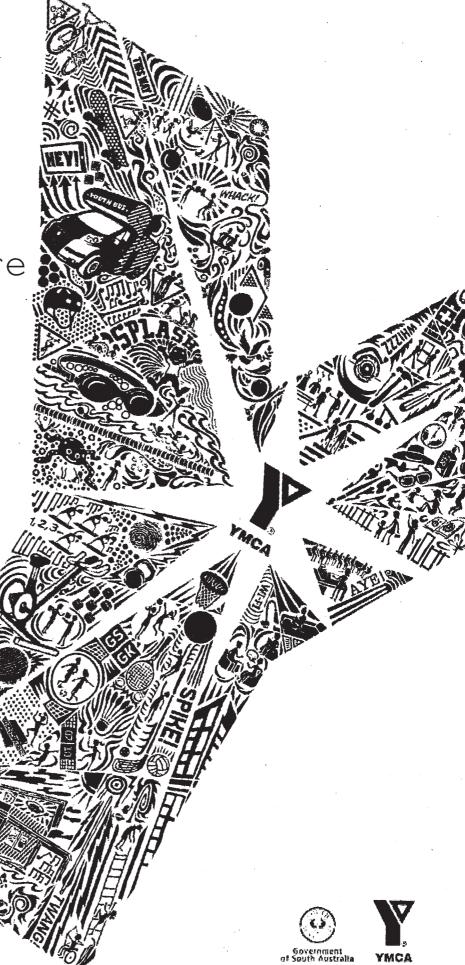


The Parks Sports Centre

Annual Performance Report Schedule 12 Part 2 (c)

2013/14

Financial Year



GENERAL

The 16th December 2013 saw the official opening of The Parks Sports Centre, the first of two renovated buildings which also includes The Parks Theatres. The whirlwind opening gave eager members of the community a chance to witness the magnificent transformation and state of the art facilities on offer.

Due to later than anticipated official confirmation and release of public information this drastically affected our ability to conduct a successful pre-sale of the facility and place all the necessary orders for equipment and stock. The snowball effect was that no equipment could be supplied until the 20th January 2014, halting our capacity to take advantage of the New Year's membership market. It wasn't until the 28th January that all memberships could be heavily promoted and we started to see new memberships commence. However the impact was significant putting us behind the tendered budget by 994 members and 759 Swimming Lessons enrolments by the end of January 2014.

February 2014 saw the commencement of our Swimming Lessons program which is a key business driver for us along with memberships. By the end of February we had 185 enrolled participants enjoying learning a valuable life skill. We commenced a 'No Joining Fee' membership campaign which is detailed in the marketing section below.

Continued communication and work was being done in re-engaging all the previous users groups which was met with excitement and anticipation for their return. The first group to officially return was The Parks Swim Club, closely following by the skating groups.

March 2014 brought some excitement to the foray with the launch of our Group Fitness, Play Club and Birthday Parties programs to the community. As with all new and developing programs this bought a lot of interaction and engagement between members and guests, and members to staff.

The current 'No Joining Fee' campaign concluded during March which saw a total of 196 members working out at The Parks.

April commenced very quickly and although school holidays and ester fell during this period growth in attendance and income continued to trend upwards. A new membership campaign of 30 days for \$30 was launched to generate more traffic, greater awareness and the potential to flip enquiries directly to a direct debit membership. Again this campaign is detailed in the marketing section.

A new membership option was created called Pryme Movers which is a targeted membership-program campaign for members of the community 60+ years. This makes the facilities far more accessible and caters specifically for this demographic. To co-inside with this new option, Strength for Life – strength training for older adults in partnership with COTA was also launch.

In May we peaked at 8101 monthly visits which was the highest month across the current financial year. Work was being conducted by the sales team to convert as many of the 151 new 30 days for \$30 members our efforts netting 30% of these short term members into full financial members.

A new initiative was launched on our webpage – Free 7 day pass, to help people gain the opportunity to try before you buy. This initiative is also about lead generation and a generous membership offer is presented to all new 7 day pass holders to sign them up in lieu of the 7 day pass.

Arts SA was engaged to help assist us in the acquisition of the Theatre Director position, as we officially took the keys at the end of April. Through this process a successful candidate was selected and commenced on Monday 16th June.

June saw two areas of focus, one being a targeted marketing campaign in the North Adelaide area for our Swimming Lessons program and the other being the Theatres.

Extensive work was being conducted to promote the Theatres within industry circles and amongst potential hirers and previous user groups. By the end of June the Theatre had made bookings with the Come Out Festival, Chruthi Adelaide, Ottoway Polish Group and an Amateur Soccer League. Negotiations are continuing with Every Generation Festival and the Splash Theatre Company.

The Swimming Lesson campaign wasn't as successful as we had hoped, leading us to the decision that mail box drop marketing isn't probably the best source for the dollar value. This initiative netted us an additional 33 new enrolments.

Across the 6 months of operation The Parks Recreation & Sports Centre saw 29,466 direct paid visitors at an average of 4,911 visits per month. Continual growth in participation happened on a month to month basis at an avg rate of 22.5%, until the colder month on June hit when a 20% reduction occurred in participation.

These results are great, and something that we are extremely happy with, to engage close to 30,000 people in such a short timeframe is a significant outcome.

FINANCIAL PERFORMANCE

YTD FINANCIAL PERFORMANCE

	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

Key Points

TOTAL CENTRE ATTENDANCES

	JAJI	FEE	371-151	1 2 5 7 1	3014.5	JUME.	
Membership Visits	73	884	1,468	1762	2,711	1,886	8,784
Recreation Swim Adult	414	285	304	277	260	222	1,762
Regention Swim - Grillo	447	209	262	199	147	145	1,409
Requalion Swim Gone	384	231	328	258	272	253	1,726
Recreation Swim Family	470	215	120	16	5	12	838
Recration Swim Family - Cone	485	160	105	30	- 9	18	807
Recreation Swim - Supervised Swim	加 水火	4.77	170	11	13	15	39
Specialor - Specialor	57	45	18	13	15	22	170
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Swimming Lessons 12 10 10	0	410	576	405	831	768	2,990
Swimming/Lessons/Hollday/Riogram	346		N. T.		30.24 18.00 A	MARCO.	346
Swimming Lessons Group Bookings	N. T. S.			664	1,679	984	3,327
Stadium Entry	0	36	622	1,532	1,174	1,384	4,748
Play Club	Mat &		41	178	323	339	881
Birthday Party Participants	24.46.46.4	Albert	10	0	20	30	60
	233			60 6436 204			
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Key Points:

- 29,466 direct visits over 6 months at an average of 4911 visits per month
- 30% of all visits were membership visits
- 23% of all visits were casual visits
- 16% of all visits were casual Stadium visits
- 5% of all visits were Group Fitness

COMMUNITY ENGAGEMENT

Through a range of health promoting programs, services and partnerships The Parks Recreation & Sports Centre is having the greatest impact on the community. The YMCA has a number of community strengthening initiatives that have the capacity to build community strength by offering inclusive opportunities for all members of the community to participate and connect.

A number of community organisations, groups and individuals have been engaged during the start up phase of The Parks Recreation & Sports Centre. Whilst a number of these pre existing groups had their usage heavily subsidised by the previous management we have been able to find ways to help support these groups and partner with them to see a positive impact around The Parks.

Partnerships

The Parks Recreation & Sports Centre has made a commitment to working with pre-existing users and has made contact with all prior users before making any commercial agreement with other interested parties. This has seen a number of partnerships formed including:

- The Parks Swim Club
- Team Skate FX
- Lil Adelaide Rollers
- Adelaide Roller Derby
- Woodville & District Basketball Association
- SCOSA
- Basketball SA
- Down Syndrome SA
- Football Federation SA
- Life without Barriers
- COTA
- DECDs Swimming

Regular User Groups

Whilst it isn't possible for some groups to have a formal agreement and or partnership in place due to the ad hoc nature of their participation we have also been involved and regularly support the following organisations:

- Australian Maritime and Fisheries Academy
- 6 different Indian cultural dance events (bookings from August 2014)
- Metropolitan Aboriginal Youth & Families Services
- Chinese Christian Missionary Alliance

Visiting the Community

During the last 6 months we have been out and about visiting some local businesses who we believe can benefit from the programs and services offered at The Parks Recreation & Sports Centre.

- · Salvation Army residential are
- RSL retirement village
- United Care Wesley multicultural residential care
- Hansen Road Health Clinics
- Regency TAFE
- St Patricks Primary School
- Goodstart Early Learning and
- The Parks Children's Services.

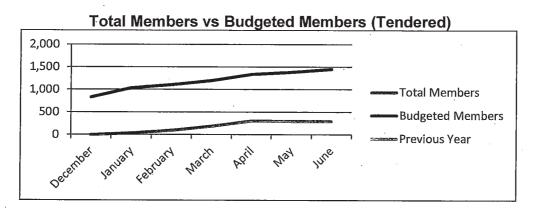
Programs Servicing the Community

Whilst it is great that we can engage the community we still need to identify the local needs and have programs and services in place to support them. We know that The Parks has an aging population and a higher proportion of dwellings with one parent or lone person households. To help this the following programs have been launched to make accessing our facilities easier:

- Pryme Movers Program
- Strength for Life 50+yrs Strength Training
- Concession Memberships with flexible debiting options
- Free Play Club to all members
- Supportive Staff and
- Accessible facility layout and equipment to cater for physically disadvantaged clients.

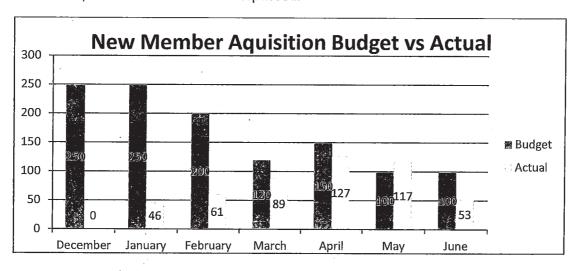
CURRENT MEMBERS

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Aquatic – Commitment Membership	8
Aquatic – Concession	19
Aquatic – Open Term	19
Aquatic – Commitment Concession	17
H&W Commitment Membership	83
H&W Concession Commitment Membership	55
H&W Concession Membership	31
H&W Membership	62
Pryme Movers Membership	7
Promotional Membership	. 0
Total	301



Key Points

- Steady Growth from the end of January to April, then the effect of the high amount of 30 days for \$30 membership expiry started to commence.
- Managed to hold firm and continue to sell memberships effectively breaking even once all 151 of these membership expired.
- The below graph depicts the acquisition targets vs actual signups for each month. Once we
 could start selling memberships and had all of our staff employed, trained and started to get
 some continuity in regards to our systems and processes the targets weren't far off being
 achieved, and in one month was surpassed.



PROGRAMS

Programs addressing the needs of the community and programs that provide accessible opportunities for participation have been the key focus for The Parks Recreation & Sports Centre over the last 6 month. Whilst our key business drivers are our Memberships and Swimming Lessons a number of core programs drive the acquisition of these units.

Swimming Lessons

Swimming Lessons commenced on Monday 3rd February and by the end of the month we had 185 enortheents. By the end of the financial year we had 331 enrolments.

- Consistent feedback from participants is that they don't want breaks over the school holidays. As our program did have breaks we expereinced a high cancellation rate over the school holidays and then re-join after this period.
- A variation request was submitted to move to the YMCA business change model for Swimming Lessons and adopt a 48 week program which was approved and commences in September 2014.
- A total of 2990 attendances was registerd which represents 10% of all visits.

Group Fitness

Group Fitness is the energy centre of any facility. We know the benefits of having a high percentage of members participating in Group Fitness. Our program offered 30 sessions per week for members and guest to choose from. These included a range of programs from world leaders Les Mills, and a combination of freestyle dry and wet programs. Currently we are catering for:

- Strength Training
- Flexibility
- Aqua Fitness
- Older Adults
- Pregnancy
- Pilates
- Cycling
- Boxing
- High Intensity Training

We continued to see consistent growth in Group Fitness as the membership base grows and the program develops. 1403 Visits were recorded for the year and peaked at 582 monthly visits in May 2014.

Children's / Youth Programs

Understanding that within the community a large portion of are young people, we have launched a suite of program / membership offerings to help cater for this market:

- Youth Gym a heavily discounted membership to provide exercise options for youth between the ages of 13 – 16 years the opportunity to be a member of The Parks Sports Centre
- Kids Gym another heavily discounted membership supporting children between the ages of 10 – 12 years the opportunity to exercise with a parent or guardian
- Kiddy Gym A gymnastic based program for kids aged 3 5 years to develop motor skills

- Play Club A free service for members to allow them to exercise without the worry of their children.
- Birthday Parties.
- Swimming Lessons As previously described.

Older Adults

As our community and population ages having specifically designed options for this demographic is important to having a healthy and prosperous community.

We launched a range of programs including:

- Pryme Movers A discounted membership providing access to the facilities and classes to help promote an active and engaged lifestyle.
- Aqua Movers An Aquatic based group fitness class.
- Strength for Life Partnering with COTA to deliver this strength training program for people 50+ years.

Personal Training - Small Group Training

The Industry has changed shape and the way in which people are training is changing. High Intensity shorter training sessions that are functional are the way of the future. Having been able to develop and deliver a fully equipped Functional Training Studio has been important to keeping up with this changing environment. However further work is needed to ensure we program and promote this space better as usage is lower than other programs and areas due to it being 'hidden' around corners.

- 33 Personal Training Sessions conducted
- Adrenaline The YMCA branded program launched in April 2014. The Parks Recreation & Sports Centre is the first and only provider of this program in South Australia.

Health & Exercise Planning

All members receive a Health Planning Session which encompasses a detailed program and demonstration of this program. Regular Check Ins with the Health Club Instructor is also provided and encouraged to ensure Members remain engaged and staying on track towards their goals.

This program also includes access to FitDesk, formally Greenedesk. FitDesk is our members online exercise program and communication tool that provides them access to their program 24/7. They can also track their progress towards their goal and stay in touch with their trainers as needed.

School Usage

Primary School usage came through the DECDs Swimming program which saw 3327 students come through the doors.

Other schools to access the range of programs included:

- St Brigids Primary School
- Warriapendi School

Moving into the 2014 / 15 financial year further development of programs will occur in the Stadium and around the Group Fitness and Fitness programs.

MARKETING

In attempts to raise local awareness and generate enquiries greater marketing and promotion activities were scheduled across the whole 6 months to ensure no stone was left unturned. Many different marketing channels were utilised to try and determine the most cost effective way to spread the word.

In our industry – we understand that the best advertising is word of mouth, however with a zero base of members at the date of opening this was going to be a difficult medium to tap into. Below is a summary of all Marketing and Communication campaigns that have been held during this financial year:

No Joining Fee Campaign



Dates of Campaign: 24th February to 24th March 2014.

Offer: \$0 Joining fee on all memberships

Marketing Channels: 20,000 local mailbox drop, Weekly Messenger Newspaper x 4 weeks, Stand

at North Park Shopping Centre x 1 week, In house marketing and online marketing.

New Members: 74

30 Days for \$30



Dates of Campaign: 7th April to 12th May 2014

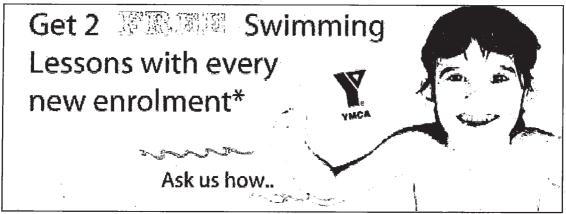
Offer: 30 days for \$30

Marketing Channels: Mix FM Radio advert, Direct Mail box drop, direct email to prospect

database, Online and Social Media, In house promotion.

New Members: 151

Swimming Lessons Campaign



Facebook Banner

Dates of Campaign: 11th June to 11th July 2014

Offer: 2 Free Swimming Lessons with every new enrolment

Marketing Channels: 14000 direct mail box drop, 5000 Local School Newsletters, Online and

Social Media.

New Enrolments: 24

7 Day Pass

Our online 7 day pass card has been a hugely popular lead generating promotional tool. This financial year we had 17 passes redeemed and of this 9 converted to members at a rate of 52%. Considering the promotion commenced in June we are very pleased with this result and anticipate this to be a key lead generation tool into the future.

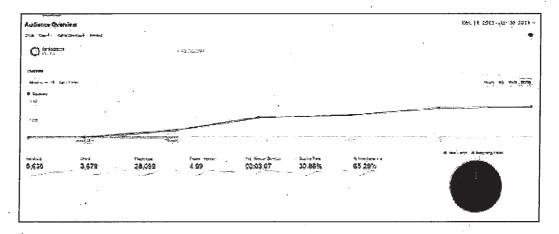
WEBSITE & SOCIAL MEDIA

During the course of the financial year, considerable work was done on developing our web site and social media presence. The majority of the work circulated around our SEO and ensuring that we feature high in Google and that all of our information and data was correct and easy to find.

A Facebook page was setup to help promote and connect to as many people as possible to spread our message, but to also direct traffic back to our webpage for further information.

Moving forward we are putting systems in place on our webpage to try and catch as many new leads as possible by offering competition and information for free in exchange for contact details and leads.

The below graph depicts the increase in page visits over the 6 months of operation.



Total Visits/Hits: 28,099

Monthly Avg: 5,619.8 (Feb to June)

Social Media (Facebook)



We finished with 682 followers and received some really positive feedback from members and guests. The primary focus is to keep the lines of communication open and direct traffic back to our webpage for any promotional material and centre information.

WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT

) (<u>(1</u>)
Total Incidents Reported	55
Minor Injury Reports	33
Total of Major / Notifiable Incidents	3
Numbers requiring medical / Doctor treatment	. 1
Ambulance required	1
Numbers requiring hospital treatment	1 .
Slips / Trips / Falls / Alleged Incidents	19

Notifiable Incidents

During the course of the year, we encountered 3 notifiable incidents. A summary of these incidents follows:

19th December 2013 – PSC0301, Property Damage and threats against staff. 3 youths broke a window by throwing rocks after being asked to leave.

14th February 2014 – PSC0302, Property Damage. Due to the heavy rainfall a number of leaks were identified throughout The Parks Sports Centre. Built Environs attended and starting to fix the issues.

19th May 2014 – PSC0303, General Incident. A member feeling faint and struggling to remain conscious after exercising was sent to hospital in an ambulance to assess what was causing the issues.

WorkCover

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There were 0 hours lost to Work cover in June. Total hours for this financial year are 0 hours.

• One staff member slipped in the Staff change area in the Aquatics Area. Ice was applied to her wrist but no further medical treatment was sourced or required.

CUSTOMER FEEDBACK SUMMARY - 2014

The below table is a summary of consistent themed feedback during the course of the year. It also provides our response to the member / guest.

) SOLV	Secretary Description	
Play Club	Afternoon Play Club hours	At this time we are only offering the Play Club during business days – Mon to Fri
Group Fitness	Majority of feedback surrounded class options, times and days.	We take all feedback surrounding class time into consideration when programing the GF Timetable
Aquatics	Feedback Surrounding: - No Lap Clock - Cold Splash pad	Lap Clock Installed. Currently the Splash Pad's water is 22 degrees, we are working to rectify this in the future but unfortunately have no timeframes.
Health Club	Main Feedback surrounded the following items: - No Mirrors - No Water Fountain - No Leg Extension Machine	Mirrors have been ordered to be installed We are awaiting a quote for the installation of a water fountain Leg Extension machines are non-functional and can cause tendon issues in the knees
Stadium	Feedback Surrounding: - No Volleyball - No Soccer	Unfortunately no provisions for any other sports apart from Basketball where specified in the design. We are working with FFSA to get a soccer competition up and running.
Swimming Lessons	Feedback surrounding: - Wanting to swim over the school holidays – no breaks - Why we don't provide make up lessons - Multi Children discount	We don't offer make up lessons as part of our programming. We have made changes to our swimming program moving to a 48 week program which also includes 5% discount for additional children.
General	Couldn't be happier, Free Pass provided made my mind up that I would join, Thank you Erin Limited Road signage notifying people that there is a gym here	Great feedback! Thanks for passing this on – Well done Erin.

FACILITY MAINTENANCE / FAULTS

Currently the majority of maintenance items are being dealt with by Built Environs as part of the defects and maintenance period. Minor maintenance activities have occurred re-actively. The only major maintenance items for that fell outside this defect range included:

- Repairs to an Air Conditioner in Building 8 \$6,097.30 Test & Tag in Building 10 \$4,207.00

As part of the monthly reporting, it was requested that items that arise that aren't a defect but would be considered a facility fault be raised. A list of these items over the last 6 months that are being managed internally include:

ARC		
Aquatics	Splash Pad Heating	Currently through the cooler months it is found that the Splash pad water is 22 degrees. This is too cold for the children and
		usage is down.
V	:	No provisions for shallow water for young kids that can't swim.
Aquatics	Learners Pool depth	The shallowest point is 80cm, which is effecting usage and
		some accessibility for members of the community
		Ramp entry to the 25m Pool has been identified as a potential
Aquatics	25m Ramp Entry	issue as it ends in the deep water. Once you step off the ramp
		you are in the deepest part of the pool which poses a
		drowning risk to users.
		The starting blocks have been setup to be used when the
٠		lanes are positioned for competition width. Generally this
Aquatics	Starting Blocks	width is too small for training and generally use which limits
		the use of the starting blocks as many align with the lane
		ropes.
		As the AC units only circulate tempered air, not heated air on
: : : : : : : : : : : : : : : : : : :	Air Conditioner that services the adjustic change	the cold days the change rooms will never achieve the set
Air Handling - Building 8	rooms only circulates tempered air	point temperature. At times the temperature in the change
		rooms can be as cold as 15 degrees. This is seeing many
		disability groups discontinue use through winter
-		No lines or floor sockets where included in the specs for the
Stadium	No provisions for other sports other than Basketball	stadium, which means no other sports, can be currently
	and roller sports	offered other than Basketball, Roller Sports or Soccer. We
		have had requests for Netball, Badminton and Volleyball.

Commercial in Confidence



Proposal for Management of

Marion Leisure and Fitness Centre







YMCA South Australia is delighted to present this proposal and the view to developing a long term partnership with the City of Marion through the management and operation of the Marion Leisure and Fitness Centre. This proposal identifies an exciting vision for the operation and management of this community asset. We present our vision, aligned to Council's, and defined by increased levels of community participation, broader community relationships in the, new opportunities for those less fortunate to participate, and a commitment to the development of the programs and services to meet the wider community's needs.

YMCA SOUTH AUSTRALIA MORE THAN JUST EXCEPTIONAL FACILITY MANAGEMENT SERVICES

The YMCA has been providing quality aquatic and recreation management services for more than 160 years and is South Australia's most experienced and innovative operator of community recreational facilities.

YMCA South Australia offers more than exceptional facility management services. We offer our commitment to work together as partners to improve local community health and happiness. We understand the importance of managing costs, maximising revenues, and maintaining the highest possible operating and safety standards. We believe it is even more important to create opportunities for communities to increase active participation in life-enhancing programs and services.

Our success in the City of Marion will be driven in part by our robust industry leading systems and specialist expertise across core business areas of people and culture, asset and environmental management, work health and safety, customer service, and innovative program development. Our future success is driven by our goal to have a positive impact on the communities in which we work, particularly those most in need.

Our aim is to collaborate with you, listen to the community and utilise the right information and data to inspire those who live, work and visit the City of Marion. We aim to identify and address needs and continuously improve our offering. With your support, we will go beyond the parameters of facilities management and deliver much more for the community of the City of Marion.

Throughout our proposal, we will demonstrate how we will deliver innovation, engagement and participation whilst delivering excellence in customer service, community safety and industry best practice.



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Our Vision is aligned – Let's Work Together

The vision of the YMCA and the City of Marion Council is closely aligned. We seek to achieve the same outcomes of well-being, community connection and active communities for those who live, work, visit and play in Marion.

We have identified six (6) key criteria that we believe the City of Marion will value through YMCA provision of services at the Marion Leisure and Fitness Centre;

- 1. Value Offer
- 2. Work, Health & Safety
- 3. Quality Systems
- 4. Customer Service
- 5. Value Add Services
- 6. Improvements and Innovations

With our proposal YMCA South Australia will demonstrate how we are best placed to deliver on these criteria

VALUE OFFER AND FINANCIAL MODEL



The YMCA is the best placed organisation to deliver financial returns that represent value for money. This can be demonstrated by;

- A thorough understanding of each business; its key drivers, demographics, operational requirements, current and future customers, stakeholders and performance indicators.
- Our understanding of the barriers to participation for underrepresented and disadvantaged groups.
- Realistic financial forecasts that include adequate provisions in the areas of asset maintenance, staffing levels, work health and safety management, community programming and service delivery.
- Realistic membership figures reflective of capacity and catchments, future demographics and supply and demand.
- Innovative and diverse program and service opportunities to increase participation levels in the Community.



VALUE OFFER AND FINANCIAL MODEL - CONTINUED



YMCA South Australia are proposing a 'non-guaranteed' financial model for the management and operation of the Marion Leisure and Fitness Centre.

The non-guaranteed contract environment provides a true partnership approach to the management and operation of community assets especially suited to a site such as the Marion Leisure Centre where there are a number of unknown elements for both the Council and YMCA. This model allows Council the full benefit and risk associated with the net financial performance of the facility.

A non-guaranteed Contract would operate in the following manner;

- YMCA will work with council on an annual basis to develop a Financial Plan (budget) with the most accurate information pertaining to the operation of the facility
- Both parties would agree on financial targets on an annual basis
- As the operators of the facility the YMCA will invest all efforts to achieve the agreed budget with a full, clear and transparent approach to reporting to Council.
- Council will assume the full responsibility for the net performance of facility benefiting from 100% of any surplus generated from the operation while funding 100% of any net operating deficit
- The YMCA would be paid on agreed management fee of 10% of turnover

There are many unknown factors around the transition period including member numbers, stadium participation numbers, utility usage, maintenance requirements and asset provision. These factors are most easily dealt with from the partnership approach of a non-guaranteed environment.



YMCA SOUTH AUSTRALIA - MANAGEMENT FEE



The management fee model proposed is included in the net operating performance of the centre and is a standard fee included in all YMCA South Australia operations. The management fee consists of the following rationale;

9% Corporate Services Fee – This fee is expended through our organsiational overheads providing specialist and support services including but not limited to human resource management, marketing and communications, work health and safety, legal, contract management, financial, governance, program development and affiliation fees

1% YMCA Fee – This fee represents the surplus that YMCA South Australia is required to make in order to continue to be financial sustainable and capable of developing healthier and happier communities.

MANAGEMENT & FINANCIAL RESPONSIBILITIES



Facility Insurances

YMCA Australia manages insurance on behalf of all YMCA's and YMCA managed and operated facilities. This includes appointing brokers, maintaining appropriate levels of coverage, managing insurance premium rates and overseeing claims processes. Jardine Lloyd Thompson Pty Ltd (JLT) has a responsibility for the administration of all claims.

The current YMCA Australia Insurance Program includes a range of policies including:

- Public, Products Liability & Professional Indemnity
- Industrial Special Risks (ISR)
- Motor Vehicle
- Directors & Officers Liability
- Voluntary Workers Personal Accident Cover.
- Fidelity Guarantee

Public, products liability & professional indemnity covers legal liability to pay compensation for personal injury or property damage that occurs during and in connection with YMCA's' business or activities. We currently have cover for \$50 million for any one occurrence and \$10 million for professional indemnity.

The above detailed insurance coverage for Marion Leisure and Fitness centre under YMCA management will be included in the operational budget of the facility.

Please refer to Appendix 1 for copies of current certificates of Insurance.

The YMCA proposes the following detail to be included in the contract to further clarify the maintenance responsibilities of both the City of Marion and the YMCA.

- On an annual basis the YMCA will be required to submit to the City of Marion for approval a detailed
 Asset Management Plan which includes a fully detailed and costed 'Planned Preventative Maintenance'
 Plan.
- The Preventative Maintenance allocation will be provided for within the operational budget reflecting the approved plan.
- As part of this Asset Management Plan the contractor will be required to allocate an annual amount included in the operational budget for the facility for 'reactive maintenance'.
- For any single reactive maintenance item (an item not included in the Planned Preventative Maintenance Plan) with a value greater than \$5,000 the City of Marion will assume full responsibility for the completion of and payment of this maintenance item outside of the operational budget of the facilty

Utilities

All utilities expenses associated with the management and operation of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Cleaning

All expenses associated with the cleaning of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Staff

All expenses associated with the staffing of the Marion Leisure and Fitness Centre including but limited to salaries and wages, superannuation, leave entitlements, training and development and work cover will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Waste Management

All expenses associated with the Waste Management of the Marion Leisure and Fitness Centre will be included in the operational financial performance of the centre, being the responsibility of YMCA South Australia

Fixture, Fittings and Equipment

It is proposed that during the term of this management and operation agreement that all fixtures, fittings and equipment remain in the ownership of the City of Marion. In the absence of a detailed Asset Registry we cannot predict the requirement for any further additional fixtures, fittings and equipment. Should the purchase of any current or additional equipment be required we propose that financing of any such purchase be facilitated through the operational financial performance of the facility and therefore remain in the ownership of the City of Marion.

Fitness Membership

Under YMCA South Australia management the fitness membership will be owned by the Marion Leisure and Fitness Centre and therefore by the City of Marion. Should a requirement to purchase the fitness membership eventuate it is proposed the purchase be made through the operational financial performance of the facility.

QUALITY SYSTEMS



Technology

YMCA has established itself as an industry leader in the technology of the sport and recreation industry and will use a number of programs to ensure it keeps ahead of the industry trend and needs of the local community.

Links Modular Solutions (LMS) – Online Memberships & Relationship Management Software

Links Modular Solutions (LMS) is the YMCA's Customer Relationship Management software and hardware supplier throughout Australia. This partnership has allowed the YMCA to efficiently manage in excess of over 18.3 million annual aquatic, sport and health and wellness attendances across the 500 communities we serve.

The YMCA will use the Links Modular System at the Marion Leisure and Fitness Centre, as this will enable us to quickly and accurately begin customer service operations through the IT environment. This is a powerful tool that enables us to benchmark centre operations and to continually monitor and improve our operations.

Leveraging the existing long-term YMCA / LMS partnership will ensure maximum efficiency and effectiveness in enhancing the opportunities available for all customers. The partnership with LMS has ensured that a strong support relationship exists between LMS and YMCA staff, ensuring any glitches or queries are rectified in a timely manner. A number of LMS staff are in fact ex-YMCA employees, which has proven beneficial to both organisations and ensures that the LMS service is meeting the needs of the leisure industry.

Training programs and systems for standard operating procedures, major marketing campaigns and financial management controls have been developed and refined over the years, ensuring that the LMS system adequately supports the needs of our organisation. These training programs coupled with experienced and qualified staff will ensure that the transition of the Marion Leisure and Fitness Centre is completed smoothly and with maximum success.

Our partnership with LMS has led to the creation of innovative solutions to online memberships and the YMCA is looking to implement this at the Marion Leisure and Fitness Centre giving community members the option to sign up for health club memberships from the comfort of their own home. This online membership system will help streamline operational systems and processes within the centre to ensure centre is efficiently run as possible.

My Greene Desk

My Greene Desk is an online tool that enables Health Clubs to engage with members and improve levels of support.

The YMCA would use My Greene Desk at the Marion Leisure and Fitness Centre, as this would enable us to track all health club appointments online. The booking functionality includes SMS appointment reminders which help reduce no show rates and an appointment note functionality that aids communication between the front desk and health club staff.

Once members have completed an online fitness evaluation with a trainer, they will be issued a personalized work out program. A member has the option of accesses their program via a health club kiosk or via their smart phones. The personalized programs are created with pictures that give members a visual guide to complete each exercise.

MARION FITNESS & LEISURE CENTR

QUALITY SYSTEMS - CONTINUED



IMS

IMS provides us with detailed and accurate compliance reporting and checklist system to ensure the facility is not only maintained but we are meeting the requirements of the contract in regards to reporting, maintaining, financing, due diligence, governance and health requirements.

Business Systems - QuickBooks & Micropay

YMCA South Australia utilise both QuickBooks and Micropay as primary business management tools for financial operations and payroll respectively. License fees and support fees are centrally incurred through our corporate structure and will not be reflected in the operational expenses of the Marion Leisure and Fitness Centre.

RELEVANT EXPERIENCE



The YMCA is the pre-eminent operator of local government sporting and recreational facilities managing over 500 recreation, leisure and aquatic facilities throughout Australia.

- We are entrusted with the management of community assets valued at over \$1.5 billion
- Our programs and services cater for 500,000 weekly participants
- We employ over 7,500 staff and 1,900 volunteers
- We partner with 25 different South Australian local Councils
- We have over 75,000 health and wellness members
- We have over 50,000 children enrolled in YMCA Swimming Lessons
- Annual visitations to YMCA facilities is in excess of 24 million
- We deliver streamlined and centralised corporate services which provide effective management practices
- We are commitment to the City of Marion and are dedicated to the local communities



MARION FITNESS & LEISURE CENTRE

RELEVANT EXPERIENCE - CONTINUED



YMCA Facilities in South Australia

Facility name	Partner	Facility Detail/Services
Parks Recreation & Sports Centre	State Government	Large Health and Fitness and Aquatic Facility
John McVeity Centre	City of Playford	Health and Fitness Club, Court Sports and Community Rooms for Hire
Aquadome	City of Playford	Large Aquatics and Health and Fitness Club
Whyalla Health and Leisure Centre	City of Whyalla	Indoor Aquatics, Health and Fitness Club, Courts Sports, Rooms for Hire
Adelaide Hills Recreation Centre	District Council of Mt Barker	Health and Fitness Club, Multi court centre, Squash courts and Children's Services (OSHC)
Glengowrie Recreation Centre	City of Marion	Gymnastics
Craigmore Recreation Centre	Department of Education	Craigmore Recreation Centre
Mountain Swimming Pool	District Council of Mt Barker	33m Outdoor and Learn to Swim pools
Crystal Brook Outdoor Pool	Port Pirie Council	25 metre outdoor and toddler pools
Strathalbyn Swimming Pool	Alexandrina Council	50 metre outdoor pool and toddler pool
Port Pirie Outdoor Pool	Port Pirie Council	50 metre outdoor and Learn to Swim pools

Out of School Hours Care Services delivered by YMCA South Australia

Facility Name	School Communities Ser- viced	Facility Details / Services
Adelaide North SpecialSchool	Adelaide North Special School	Vacation Care
Adelaide Hills	St Marks Lutheran School, Mount Barker South PS, Mount Barker PS, Little Hampton PS and Waldorf PS	Before School Care, After School Care and Vacation Care
Eastern Fleurieu School	Eastern Fleurieu School, Murraylands Christian School	Before School Care, After School Care and Vacation Care
Craigmore	Craigmore South PS, Playford PS, Catherin McCauley PS, , One Tree Hill PS, South Downs PS, Elizabeth Downs PS and Elizabeth South PS	Before School Care, After School Care and Vacation Care
Whitefriars Catholic School	Whitefriars Catholic School	Before School Care, After School Care and Vacation Care
John Hartley Primary School	John Hartley Primary School	After School Care and Vacation Care
Para Hills West and Para Hills P-7 Primary Schools	Para Hills West and Para Hills P-7 Primary Schools	Before School Care, After School Care, Vacation Care and Early School Finish

RELEVANT EXPERIENCE - CONTINUED



Specific facilities under YMCA South Australia management similar to that of Marion Leisure and Fitness Centre are detailed below;

Adelaide Hills Recreation Centre

The YMCA has operated the Adelaide Hills Recreation Centre in partnership with Mt Barker Council since 2006. During this time the contract has been extended, indicating Councils satisfaction with our community programming and financial and operational management.

From a financial perspective the YMCA's management has seen the elimination of any Council subsidy for the site in recent years. This has been achieved by significant increases in community involvement in existing programs and the introduction of new programs to meet the increasing needs of the community.

The Adelaide Hills Recreation Centre comprises of:

- Health Club
- 3 court indoor stadium
- Outside School Hours Care programs
- Various community rooms for hire

A sample of the programs run from Adelaide Hills includes;

- YMCA Gymnastics
- Kindergym
- YMCA Dance
- Group Fitness Classes (including Les Mills programs)
- Personal Training
- Challenge Fitness Camps
- YMCA Netball
- Basketball
- Various Community Events eg Mt Barker Show

RELEVANT EXPERIENCE - CONTINUED



Parks Recreation and Sports Centre

December 2013 saw YMCA South Australia commence the first of a five (5) year contract with the South Australian State Government for the management of the newly renovated Parks Recreation & Sports Centre. A 24 million dollar redevelopment that saw significant interest from the community, media and numerous cabinet members.

Previously not having a presence in this community we have had to work with numerous stakeholders to ensure the programming of space within the facility is conducive to providing access to community groups that services identified needs. Throughout these discussions it was identified that:

- Skating Sports where a predominate user of the facility prior to the renovations.
- A strong Swimming Club was present for many years and wanted to return.
- A number of different groups where accessing the facility for many different recreational activities.

A community engagement plan was developed to reconnect to these groups and find ways to re-engage and reactivate these partnerships.

Community Engagement

As will be required at the Marion Leisure and Fitness Centre the YMCA put a strong focus on engaging user groups and the broader community ensuring a community facility that reflects the needs and represents the interests of a large cross section of the region. From this engagement and communication process the following groups are now utilising The Parks facilities;

- The Parks Swim Club
- Team Skate FX
- Lil Adelaide Rollers
- Woodville and District Basketball Club
- SCOSA
- Adelaide Roller Derby
- DECD Swimming Program

All of these groups have an official agreement in place which was formulated through an Expression of Interest process. These agreements clearly outline each party's responsibilities, agreements and conditions of use to ensure a professional working relationship.

Over the last 6 months other groups to be engaged by The Parks Recreation & Sports Centre include: Arts SA, Basketball SA, Down Syndrome SA, Game Play Soccer, Australian Maritime and Fisheries Academy, Football Federation SA, Futsal SA and the Chinese Missionary Alliance.

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RELEVANT EXPERIENCE - CONTINUED



Quality Systems

YMCA South Australia has been able to bring the best practise systems in facility management to The Parks Recreation & Sports Centre to ensure compliance across the board in program delivery, safety, contractual compliance and customer satisfaction.

Some of these best practise systems include:

- IMS (Integrated Monitoring Systems) IMS provides us with detailed and accurate compliance reporting and checklist system to ensure the facility is not only maintained but we are meeting the requirements of the contract in regards to reporting, maintaining, financing, due diligence, governance and health requirements in relation to pool water chemistry and balances.
- Greenedesk Fitness (FitDesk & SalesDesk suites) This System provides us with the latest means of supporting
 members on their journey from the time of enquiry through to the end of their membership cycle whenever
 that may be. It provides online communication via email, SMS communication and member support directly
 to their Health & Wellness Instructors. It gives members access to their exercise programs 24/7 from any
 location they can access the internet. It also provide valuable feedback towards their goals which aids
 in member retention.
- Staff Induction The key to retaining quality staff and setting them up for success is through a detailed recruitment and induction process. YMCA have quality processes in place including; Staff Induction, Prescreening, Competency Checklists, Site Specific Inductions and detailed induction training around Emergency Response, Policy Governance, Manual Handling and Chemical Awareness to ensure our staff arrive home safe to their families.
- Emergency Evacuation and Response An extensive process to ensure all risks and hazards are identified, their level of impact plotted on our risk matrix and then a plan put into place to cover our response should in the event of an emergency we know how to act accordingly to keep the community safe.
- Net Promoter Score (Customer Satisfaction Surveys) Used by many of the large organisations around the
 world including Apple, we use bi-annual NPS surveys to find out what our members are saying and the likely
 hood of them being promoters, passive or detractors to our business. This also provides us with valuable
 feedback from our members as to which programs and services they want us to focus on delivering in
 the future.

Programs

At the Parks, we have had the opportunity to launch many great programs to the community in a short time frame. All our programs have varying intensities and options to meet the demands of our diverse members and guest. In the first 6 months the following programs were launched:

- Swimming Lessons
- Group Fitness
- Adrenaline (Small Group Functional Training)
- Personal Training
- Youth Gym (10 16yrs)
- Pryme Movers (60+ yrs)
- Play Club

- Kiddies Gym
- Suspended Swims
- Stadium Sports
- Strength for Life (COTA)

MARION FITNESS & LEISURE CENTRE

RELEVANT EXPERIENCE - CONTINUED



Staffing

Through a strong commitment to employing local, skilled employees, YMCA is able to contribute to the growth of the economy by providing flexible working options. Full time, Part Time, Casual, program based and sessional based.

The Parks Recreation & Sports Centre has a current employee base of 60 staff. With the opportunity for staff to work across multiple parts of the business and even across different YMCA facilities we are able to provide greater diversity, satisfaction and most importantly growth of our workforce in relation to professional development opportunities.

Statistics

Through a commitment to the localised Marketing & Communications Plan, the Community Engagement Plan and working with local partners and LGA's The Parks Sports Centre is seeing consistently:

- Growth in Membership numbers
- · Growth in Program Participation
- Growth in Centre Attendances
- Increases in Enquiries
- Increases in Online Traffic and Enquiries

Currently:

54% of our members are commitment members, that is members who have made a commitment to their health and have joined for a minimum term of 12 months.

- Group Fitness is averaging 50% growth per month since its launch.
- Centre attendances are growing on an average of 30% per month.
- On average 35% increase in member visits per month.
- On average 40 % increase in Play Club usage per month.



MARION FITNESS & LEISURE CENTR

TRANSITION PLAN



The YMCA has developed extensive knowledge and experience in the process of transitioning facilities and the re-establishment of redeveloped facilities throughout Australia. Through details mobilisation plans, pre-sale, marketing and program development the team at the YMCA will dedicate our specialist staff and knowledge to ensuring the management and operation of the Marion Leisure and Fitness Centre is transitioned quickly; ensuring the centre continue to meet the community needs of a diverse range of sectors.

The YMCA has identified an experienced and qualified staff team to lead the contract establishment process ensuring that procedures are in place to enable a smooth transition for the facility which engages the community and users alike. The key factors addressed in the Transition Plan include:

- Procurement Management
- Communications and Information
- · Employment Opportunities
- Supplier Establishment
- User Group Engagement
- Customers Engagement and Marketing
- Facilities, Equipment, Data Establishment and Intellectual Property
- Financial Management
- Branding Policies

Refer Appendix 2 Marion Leisure and Fitness Centre Transition Plan

FINANCIAL CAPACITY



Financial Institution: Bank SA - transitioning to NAB in the near future

Address: 51 Pirie Street, Adelaide SA 5000

Annual turnover for: 2011/12: \$11103,032

2012/13: \$1,726,636

2013/14: \$11, 466, 837

The limits of the bank overdraft facilities: NIL Issued capital of the Registrant's Company: NIL

Net asset value of the Registrant's Company: \$ 572,317

For the most recent financial year:

average cash balance at the Registrant's Bank: \$1,387,257

value of sundry debtors at balance date: \$474, 956

In terms of turnover the percentage of the Registrant's South Australian business is approximately 12% in respect to the Expression of Interest

ORGANISATIONAL CAPACITY



We are committed to an integrated programming approach in the City of Marion.

Over the contract term, YMCA South Australia will grow the Marion Leisure and Fitness Centre to be a vibrant and activated community hub. This will be achieved through a collaborative approach; working in partnership with Council and with local stakeholders to develop synergies with an aligned aim to develop lifelong participants in physical activity and create a "healthier Marion"

A Snapshot of YMCA South Australia

22,690

Participants in YMCA sporting competitions

9,526

Members at the **YMCA**

1,813,063

Visits to YMCAs in South Australia

15,317

Older Adult South Australians participated at the YMCA

32,600

Children in a YMCA **Gymnastic Class**



ORGANISATIONAL CAPACITY - CONTINED



Membership Acquisition and Retention

We have robust membership acquisition and retention systems vital to the success health club fa

Membership sales and customer service will be driven by the work of our Area Managers who will review sales and retention performance, customer research and feedback systems. This information will then be used to create local action and training plans to best capitalise on marketing activity and drive participation. Particular focus will be on the areas of:

- Business Development
- · Acquisition and Retention
- Customer Service and Staff Training
- Lead Generation

Community Development – Access and Inclusion

A committed and knowledgeable team leads the organisation's community based initiatives targeting underrepresented groups. The team ensures all community members have access to a range of opportunities through:

- Access and inclusion policy support and implementation
- · Disability awareness training
- Development of community access and participation resources
- The YMCA Open Doors Program, where local funds are raised to enable access by those who would otherwise not be able to afford to participate
- Deductible Gift Recipient Donation Registry
- Fundraising Coordination
- · Centre program access audits

Marketing Plan

The YMCA has demonstrable expertise and resources to design and deliver successful campaigns that drive participation and local community engagement. Central to our marketing success is:

- Researched, data driven knowledge used to develop innovative and effective campaigns
- Central Contract Support team enables local centres full use of the YMCA's resources including website
 infrastructure, communication systems (email, SMS and direct mail), social media channels, collectively
 purchased print material and in-house design functions
- Crisis communications are supported by a central Communications Manager, and delivered in consultation and collaboration with Council's Communications team
- Development of campaign templates with highly customizable features (offer, timing and imagery)

ORGANISATIONAL CAPACITY - CONTINED



Centrally developed marketing awareness, acquisition and retention campaigns are developed by specialist
managers and delivered locally. Specialist resources ensure branding, marketing and communications meet local
needs and demographics and are in line with Council's branding guidelines and requirements

The YMCA is the pre-eminent operator of local government sporting and recreational facilities managing over 500 recreation, leisure and aquatic facilities throughout Australia.

- We are entrusted with the management of community assets valued at over \$1.5 billion
- Our programs and services cater for 500,000 weekly participants
- We employ over 7,500 staff and 1,900 volunteers
- We partner with 25 different South Australian local Councils
- We have over 75,000 health and wellness members
- We have over 50,000 children enrolled in YMCA Swimming Lessons
- Annual visitations to YMCA facilities is in excess of 24 million
- We deliver streamlined and centralised corporate services which provide effective management practices
- We are commitment to the City of Playford and are dedicated to the local communities

Contract Support

Through our centralised specialist management contract support team, we will maximise economies of scale to deliver an industry leading contract support model to the team at the Marion Leisure and Fitness Centre. Support will be provided in the areas of:

Human Resources

Quality people services that enable us to attract, develop, motivate and retain a diverse workforce within a supportive and professional environment

Finance

Financial support by a team of qualified CPAs and CAs, including access to comprehensive data and financial intelligence

Payroll

Savings through centralised payroll services, reporting, trend analysis and insights

Marketing & Communication

Successful marketing and communication solutions that drive participation and local community engagement

Memberships and Customer Experience

Specialised training from the latest industry expertise on customer experience

Public and Media Relations

Proactive relationship building and crisis management

Business Systems

Quality Assurance, information technology support and management of comprehensive central IT environment

MARION FITNESS & LEISURE CENTRE

ORGANISATIONAL CAPACITY - CONTINED



Group Purchasing

Delivering substantial savings to operating costs

Work, Health and Safety and Environment

WHS safety management system / environmental sustainability / asset management

Training

Providing professional, leadership and cultural development for staff, volunteers and community members

Community Development

Providing support with centre and state based fundraising initiatives to support those that experience disadvantage

With YMCA's facility management experience, the City of Marion can be confident the establishment of the facility will be delivered in a systematic, safe and professional manner.

REPORTING

YMCA South Australia will manage and operate the Marion Leisure and Fitness Centre with a true partnership approach reporting to the City of Marion on a monthly, quarterly and annual basis on all areas of the operation. YMCA reports include but are not limited to the following areas;

- Membership Acquisition, Cancellations and Retention
- Participation Statistics
- Attendance Data
- Customer Feedback
- Maintenance Issues
- Full and Detailed Financial Reports

Refer Appendix 4; examples of YMCA Monthly Management Report, Quarterly Report and Annual Report for the Parks Recreation Facility.



CONTRACT AGREEMENT



Throughout our proposal YMCA South Australia have detailed our partnership approach with the City of Marion for the management and operation of the Marion Leisure and Fitness Centre. A sample or template agreement can provided to form the basis or our contract should this assist Council in the immediate future.

CONCLUSION



In accepting YMCA South Australia's proposal, the City of Marion will be guaranteed;

- Maximum financial return
- Innovative community programming
- Industry best practice systems.

Our proposal will present Council with an ambitious, yet achievable financial model without compromising service delivery, asset management or community safety.

This proposal represents a blueprint to building a partnership founded on collaboration, engagement, integrity and trust. We will deliver on Council's strategic objectives through the provision of high quality programs and services that reflect the needs of the local community.

We present an exciting operating model for the Marion Leisure and Fitness Centre that will be defined by high levels of participation and diversity, accessibility and even deeper community relationships.

The YMCA looks forward to partnering with the City of Marion to create a safe, healthy and connected community



MARION FITNESS & LEISURE CENTRE

APPENDIX 1. INSURANCE – CURRENT CERTIFICATES

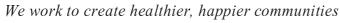


Proposal for Management of Marion Leisure and Fitness Centre

Professional Indemnity
Public and Property Liability
Motor Vehicle
Voluntary Workers Personal Accident
Industrial Special Risks.



YMCA South Australia









3rd July 2013

Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 3 9614 3600 www.jlta.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class
Insured Name

Combined Liability and Professional Indemnity

The National Council of the YMCAs of Australia and all Associations, Affiliated Organisations and Clubs including Trustees and Committees including subsidiary or controlled companies and all other parties for whom the Insured undertakes to insure for their respective rights and

interests.

Policy Expiry Date
Geographical Scope

30 June 2014 at 4pm local standard time.

<u>Section 1 - General & Products Liability</u>

Anywhere in the World but excluding any operations of the Insured

domiciled in the USA including its territories and Canada.

Notwithstanding the above, indemnity is provided in respect of:

a) Insured persons temporarily located in such countries for the

purpose of the Business;

b) Products exported into those countries.

Interest Insured

Section 1 - General & Products Liability

Legal liability to pay compensation in respect of Personal Injury or Property Damage or Advertising Liability sustained during the Period of Insurance in respect of the Insured's Business or Products within the Geographical Scope stated above as a result of an Occurrence.

Section 2 - Professional Indemnity

Legal liability to pay compensation arising from any Claim made against

the Insured in respect of any civil liability from the provision of

Professional Services. The Claim must have been first made against the Insured, and must be notified in writing to the Insurer, during the Period of

Insurance.

Limits of Liability

Section 1 - General & Products Liability

 \$20,000,000 limit each Occurrence but limited in the aggregate for all Occurrences during the Period of Insurance in respect of Products

Section 2 - Professional Indemnity

\$20,000,000 limit each Claim and in the aggregate for all Claims during

the Period of Insurance.

Insurer

XL Insurance Company Limited

Policy Numbers

AU00002677LI13A & AU00002678LI13A

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely

Michelle Forbes



25th June 2013

Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 3 9614 3600 www.jlta.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class General & Products Liability

Insured Name The National Council of the YMCAs of Australia and all Associations,

Affiliated Organisations and Clubs including Trustees and Committees including subsidiary or controlled companies and all other parties for whom the Insured undertakes to insure for their respective rights and

interests.

Policy Expiry Date 30 June 2014 at 4pm local standard time.

Geographical Scope Anywhere in the World but excluding any operations of the Insured

domiciled in the USA including its territories and Canada. Notwithstanding the above, indemnity is provided in respect of: a) Insured persons temporarily located in such countries for the

purpose of the Business;

b) Products exported into those countries.

Interest Insured Legal liability to pay compensation in respect of Personal Injury or

Property Damage or Advertising Liability sustained during the Period of Insurance in respect of the Insured's Business or Products within the Geographical Scope stated above as a result of an Occurrence.

Limits of Liability \$20,000,000 limit each Occurrence but limited in the aggregate for all

Occurrences during the Period of Insurance in respect of Products.

Insurer XL Insurance Company Limited

Policy Numbers AU00002677LI13A

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Michelle Forbes



25 June 2013

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Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 3 9614 3184 www.jlta.com.au

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205

Certificate of Currency

Insurance Class Industrial Special Risks

Insured Name The National Council of the YMCAs of Australia and all

Associations, Affiliated Organisations and Clubs including Trustees, Committees including subsidiary or controlled companies and all parties for whom the Insured undertakes to

insure for their respective rights and interests.

Policy Expiry Date 30 June 2014 at 4pm local standard time.

Situation and/or Premises Anywhere in Australia including contract sites, where the Insured

had property or carries on business or has goods or other property stored or being processed or has work done.

Interest Insured Section 1 – Material Loss or Damage

All real and personal property of every kind and description (except as specifically excluded) belonging to the Insured or for which the Insured is responsible or has assumed responsibility prior to the occurrence of any damage, including all such property in which the Insured may acquire an insurable interest during the

Period of Insurance.

Section 2 - Consequential Loss

Loss resulting from interruption to the business consequent upon physical loss or destruction of or damage to property used by the

Insurer by a peril not excluded.

Limit of Liability Sections 1 & 2 Combined: \$40,000,000

Insurer XL Insurance Company Limited

Policy Number AU00002680PR13A

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Yours sincerely

Michelle Forbes



26 June 2013

The National Council of the YMCAs of Australia Level 1, 88 Market Street SOUTH MELBOURNE VIC 3205 Jardine Lloyd Thompson Pty Ltd ABN 69 009 098 864

Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 (0)3 9614 3600 www.jlta.com.au

Certificate of Currency

Insurance Class Motor Vehicle Fleet

Policyholder The National Council of the YMCAs of Australia and all

Associations, Affiliated Organisations and Clubs including Trustees, Committees and/or Voluntary Workers and/or staff members of the YMCA, including all subsidiary companies existing or hereafter formed or acquired and all parties for whom the insured undertakes to insure for their respective rights and

interests.

Geographical Scope Anywhere in Australia

Policy Expiry Date 30 June 2014 at 4pm local standard time.

Interest Insured All motor vehicles owned, leased, hired, used or operated by the

Insured, including those that the Insured has accepted responsibility for or acquired an insurable interest.

Limits of Liability Section 1 - Loss or Damage to the Vehicle

Current Market Value

Section 2 - Third Party Property Damage Liability

\$30,000,000 any one accident.

Insurer Allianz Australia Insurance Ltd

Policy Number 310098554VFT

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Michelle Forbes



26 June 2013

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Level 17 607 Bourke Street Melbourne VIC 3000

Tel (03) 9613 1415 Fax +61 (0)3 9614 3600 www.jlta.com.au

Certificate of Currency

Insurance Class Group Personal Accident

Policyholder The National Council of the YMCAs of Australia and all

Associations, Affiliated Organisations and Clubs including Trustees, Committees and all subsidiary companies existing or hereafter formed or acquired and all parties for whom the Insured undertakes to insure for their respective rights and interests.

Policy Expiry Date 30 June 2014 at 4pm local standard time.

Covered Persons All Voluntary Workers of the Policyholder.

Scope of Cover Cover under the policy applies to all those hazards to which a

Covered Person is exposed whilst actually engaged in voluntary work on behalf of the Policyholder. Provided always that the Policy shall only apply in respect of such work officially organised by and under the control of the Policyholder including the Covered Person's necessary direct travel to and from such

activities.

Schedule of Benefits Coverage Section Each Insured Person

Event 1: Accidental Death \$250,000
Events 2-19 \$250,000
Weekly Benefit – Bodily Injury 85% of Salary up to \$1,000
up to a maximum of 104 weeks

For full benefit details refer to the policy document

Aggregate Limit of Liability

(a) Any one Period of Insurance \$10,000,000

(b) Non scheduled air travel \$100,000

Insurer ACE Insurance Ltd

Policy Number 02VG013107

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Yours sincerely,

Michelle Forbes



Proposal for Management of Marion Leisure and Fitness Centre

Marion Leisure and Fitness Centre Transition Plan



YMCA South Australia







6 Page 318
Marion Lesiure Centre - Transition Plan

		Marion Lesiure Centre - Transition Plan	Insition Plan			(s/	ət	биі	
_	CITY OF MARION	Feb to Mar 2015				(Ba) noi	mplete Comple	Remain	21/20 21
-		Description	Responsible	Start	End			Days	50 \ (0 13 \ (0 30 \ (0 30 \ (0 30 \ (0 00 \ (0 0 0 \ (0 0 \ (0 \ (
	Himan Resource Management - Jacqui Scott								
	YMCA Mobilisation Team Finalised and Briefed	Engage team of YMCA specialists to transition facilities	Havdn Robins	12/02/2015	12/02/2015	0 10	100% 0	0	
	HR Discussion COM and YMCA	Agreement on recruitment and transition principles	Haydn Robins	12/02/2015		47		-42047	
	Develop Marion specific Position Descriptions	Based on YMCA template but with local info	James Lomax & Jacqui Scott	12/02/2015	20/02/2015	8	0 %0	œ	_
	Receipt of all existing staff terms and conditions	CASA > COM > YMCA - May not be essential or receive from CASA	Haydn Robins	12/02/2015				-42047	
	Existing Staff Team Meeting	Employment Opportunities and Process (Position EOI's)	All Team Members	12/02/2015		42047		-42047	
	Advertise for all vacant Positions	Recruitment Period	Jacqui Scott	12/02/2015				-42047	
	Review of transmission of business requirements	COM & YMCA	Haydn Robins	12/02/2015			0 %0	-42047	
	Staff Interviews	Recruitment Period	Craig Hortin, James Lomax & Jacqui Scott	12/02/2015				-42047	
	Reference and Police Checks	Recruitment Period	Craig Hortin, James Lomax & Jacqui Scott	12/02/2015		42047		-42047	
	Uniform Order Placed and Delivered	Indent order to get started	Craig Hortin	12/02/2015		42047	0 %0	-42047	_
_	Letters of Offer	Emailed to all successful applicants	James Lomax & Jacqui Scott	12/02/2015		42047		-42047	
2	Employment Administration	Staff personnel files (CrimTrac, Child Safe Environment Training)	Jacqui Scott	12/02/2015				-42047	_
6	Induction	Welcome to the Y/ NPAC	All Team Members	12/02/2015		42047	0 %0	-42047	
4	Staff Training	Job Specific Training	All Team Members	12/02/2015		42047	0 %0	-42047	
	Information Technology - Graig Hortin			12/02/2015					
	Data Contra Sotun	Establishment of Marion Data Centre items	Richard Green (Committer Initatives)	12/02/2015		42047	0 %0	42047	
	Links Modular Solutions	Cotun of controlled DOC and Membarchin System	Crain Hortin	12/02/2015				42047	
	Review existing IT infastructure	Hardware: Software: Member Cards etc.	Richard Green (Computer Initatives)	12/02/2015				-42047	
	Order hardware	PCs. POS. Switches, Printers, Modem. Cables, Phones	Richard Green (Computer Initatives) and Craig	12/02/2015				-42047	
	Test existing database		Richard Green (Computer Initiatives)	12/02/2015				-42047	
	Setup Phone System		Richard Green (Computer Initiatives)	12/02/2015				-42047	
	IMS Setup	Y-Net. Incident Reporting, Extranet, IMS	Craig Hortin, Owen Raia, Paul Ensor	12/02/2015			0 %0	-42047	
	Convert existing member databases to Links	Final transfer CASA > COM > YMCA	Craig Hortin	12/02/2015				-42047	
	Convert existing hardware to YMCA Network	Establish IT link to Data Centre	Richard Green (Computer Initiatives)	12/02/2015		42047	0 %0	-42047	
	Membership Cards	Order and receive new members cards from Rede Group	Craig Hortin, Paul Ensor	12/02/2015				-42047	
	Customer Communications - Paul Ensor								
	Establish Website and Comms	New website and Social Media	Paul Ensor & (Much Media)	12/02/2015				-42047	
	Council Branding	Branding images and information provided to YMCA	Paul Ensor	12/02/2015				-42047	
	School Discussion	Area Manager / Principal / Other key school contract (if applicable)	James Lomax	12/02/2015				-42047	
	Member Communications	Letter to all members detailing transition process	James Lomax & Paul Ensor	12/02/2015				-42047	
	Establish social media communications	Iransfer of existing accounts	Paul Ensor	12/02/2015				-42047	
	Regular user groups	Discussion and agreements with all regular user groups	James Lomax & Craig Horlin	12/02/2015				42047	
	Membership Contract Agreements	Ke-sign all existing members	Crag Horin	12/02/2015				42047	
	Classes and I metables	Announce new classes and timetables	James Lomax & Craig Horin	12/02/2015			0 %0	-42047	
	YMCA South Australia Website	Add to public site along with media release and news items	Paul Ensor	12/02/2015		42047	0 %0	-42047	
	Suppliers - James Lomax								
	Existing supplier communications	Letter to all existing suppliers	James Lomax	12/02/2015		42047		-42047	
	Maintenance Plan Development	Finalise plan and agreements	James Lomax	12/02/2015				-42047	
	Transfer of essential supplier arrangements	Utilities, phone lines etc	Segaran Murugeson	12/02/2015		42047	0 %0	-42047	
	YMCA Sole and Preferred Supliers	Create Agreements from master supply list	Segaran Murugeson	12/02/2015		42047	0 %0	-42047	
	Contract Management - Haydn Robins								
	Finalisation of contract	Final agreements paperwork and signing	Haydn Bobins	12/02/2015		42047	0 %0	-42047	
	Contract Announcement	YMCA advised of preferred tender status	Haydn Robins	12/02/2015				-42047	
	Insurance	Provide certificates of currency	Craig Hortin & Haydn Robins	12/02/2015				-42047	

5.2

4 4 4 4 5 6 6 6

27 / 04 / 15 20 / 04 / 12 13 / 04 / 12 91/10/90 30 \ 03 \ 12 53 \ 03 \ 12 10 \ 03 \ 12 91/80/60 05 / 03 / 12 53 / 05 / 15 16/02/15 -42047 42047 -42047 -42047 -42047 -42047 -42047 -42047 0 Days Remaining #### 0 0 0 0 0 Days Complete 0 0 0 0% %0 % Complete 42047 42047 42047 42047 42047 42047 42047 42047 42047 42047 -42047 -42047 42047 42047 42047 42047 42047 42047 42047 42047 42047 42047 42047 -42047 42047 42047 42047 42047 42047 42047 42047 42047 42047 -42047 42047 0 Duration (Days) End 12/02/2015 Start Segaran Murugeson & Jacky Blythman James Lomax & Segaran Murugeson James Lomax & Karen Stewert James Lomax & Craig Hortin Gee Barker & Finance Team Julie King & James Lomax Julie King & James Lomax Julie King & James Lomax **Marion Lesiure Centre - Transition Plan** Segaran Murugeson Responsible James Lomax James Lomax Establish HSO structure / OHS Committee and schedule OHS committee meetings James Lomax Karen Stewert Haydn Robins Karen Stewert Karen Stewert James Lomax James Lomax Craig Hortin Craig Hortin Julie King Julie King Julie King Julie King TBA Establish YMCA requirements (around vacation care program if applicable) Facility-wide risk assessment establishing risk profile & legal requirements Obtain facility manuals (plant & equip, plant rego, asbestos, heights etc.) Review Emergency Mgmnt Plans and implement the YMCA's System Conduct a Training Needs Analysis & develop OHS training calendar Implement Hazard Management and Incident Reporting Procedures Extreme / High Risk Activities listed on the master risk control plan Communicate OHS policy to all staff and display in within facilies Dandenong Specifc forms created and ready for cust comms Facilitate OHS induction including Emergency Management Implement the YMCA's Contractor Management Procedure Discussion with existing sub-contractors (if applicable) Agreement in place if applicable or detemine needs Feb to Mar 2015 Keys transferred and YMCA register established Appropriate YMCA people to sign (if applicable) Determine internal and external audit schedule Source all necessary information from Council Created for training and implementation Organised as per contract (if applicable) Agreement signed and safes ordered COM & YMCA asset condition audit For all User Groups to be invoiced ease execution for FFE purchase Process to transition all members Liaise with Estore and Suppliers Organised for day before open Checklists created as needed Finalise plan and agreements To determine exact need Complete YMCA forms Supporting HR process As per need and plans Upload to budget site Agreements in place Submitted to DECD Ready for operation Premisis registered Approval granted Order terminals Description Finance Team Finance Team Stationary etc Maintenance & Essential Services Plan Development YMCA Occupational Health and Safety Policy Play Club / Vacation Care - James Lomax Monitoring, performance and measurement Hazard Management & Incident Reporting Merchandise and Café - James Lomax Risk Register / Master Risk Control Plan Emergency Management / OHS Training Exisintg sub-contractor communications Risk Assessment & legal requirements Liaise from Debiting Provider to LMS Sub-Contractors - James Lomax Quickbooks Setup / Budget Upload Existing information from Council OHS Committee / HSO structure Ground maintenance agreement Operations Manuals & Registers Finance - Segaran Murugeson Setup Budgets for Quickbooks Operations - James Lomax FFE delivery and installation Food Premises Registration Board approval for licenses Engage suppliers for Sales Emergency Management License Transfer Approval Review of existing assets Training Needs Analysis Contractor Management Operations Procedures Cash Collection / Safes Asset Condition Report MARION New Branch Checklist License requirements License Submission Direct Debit Forms Merchandise Fitout Equipment Leases AR Credit Checks Finalise Budgets Bank Guarantee Order new FFE Supply Orders Payroll Setup Key Register Cash Floats Checklists **EFTPOS** 9.8 9.11 7.2 7.3 7.5 7.5 7.5 7.6 7.7 7.7 7.7 7.9 7.9 7.10 7.10 10.3 11.2 6.9 9.2 9.3 9.5 9.6 6.9 8.1 9.7



Proposal for Management of Marion Leisure and Fitness Centre

YMCA South Australia 2013 Audited Financial Report 2014 Audited Financial Report











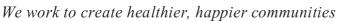
Proposal for Management of Marion Leisure and Fitness Centre

YMCA South Australia Report Examples

- Monthly Management Report
- Quarterly Management Report
- Annual Management Report



YMCA South Australia









GENERAL

During December we saw the start of the slow down for the end of the year with Stadium Sports, Swimming Lessons, DECD Swimming and community programs all finishing for a well-deserved break.

However income wise we didn't see too much of a decrease as expected which was great and also ended up with higher than anticipated Swimming Lessons due to not as many suspensions or cancellations which was great.

Membership wise we continued to grow passing our initial target of 38 new members to achieve 46 new members, and only 1 cancellation over our target. We converted at a reasonable 58% of enquiries during December. Word of Mouth, Website and our Trial Passes were the top 3 lead generating activities that drove people into our facility, with the 2014 Ezy Pay Fitness Industry results indicating a similar trend in the top two – word of mouth and website being the highest reported lead sources, we are confident we are hitting the right marketing avenues.

Our Family Membership Campaign which proved to be hugely popular and we now have 13% of our member base on a family membership option. This campaign set us up to surpass our membership target by 8 members. Due to the success of this campaign we will now re-launch this early 2015, post our major campaign.

This growth is great considering the industry is still facing at best a break even membership base or worse on a month by month basis. The markets life cycle has matured and competition is high. The latest IBIS world industry report indicates many factors that we already know, like market saturation and expected revenue and industry decline over the next five years which is tipped to be at a rough 1.5%.

We continue to be subject to the highly increasing competitive nature of this industry with yet another 24/7 facility opening on Woodville Road, just 5km drive or 2km as the "crow flies" from our facility. This continued high competition is seeing the market share of our community lower, meaning we need to stretch further to get more members.

Participation wise we still had a strong 8,827 monthly visits which was our third highest month to date. Whilst this represents a 13% decrease in participation from November, however considering Sports and Swimming Lessons make up a large portion of our attendance this result is extremely positive. This also helped us achieve over 50,000 visits this financial year and well on the way to a six figure attendance which would be a major milestone.

The Theatre saw its highest participation since re-opening with over 1,500 visits during December. This represents 89.2% occupancy across the performances hosted.

FINANCIAL PERFORMANCE

To Treasury Budget MTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

To Variation Budget MTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

Key Points

- MTD Wage to expense ratio 47%
- 2% Decrease in income from November 2014 primarily due to the end of the Swimming Lessons for the year
- 20% below income Variation Budget
- Recreation Income \$5k above Budget Forecast
- Recreation Swim Income \$1.6k above Budget Forecast
- Café \$5.5k above Budget Forecast
- Increased Operational costs, due to higher Pool Chemical costs associated with suppliers closing over Christmas, should see a reduction in this spend during January 2015

Treasury Budget – YTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

Variation Budget – YTD

Month	Actual	Budget	Variance
Income	0.00	0.00	0.00
Expenditure	0.00	0.00	0.00
Net	0.00	0.00	0.00
Management Fee	0.00	0.00	0.00
Net Performance (Including Man Fee)	0.00	0.00	0.00

TOTAL CENTRE ATTENDANCES

			Monthly R	leport Rec	Monthly Report Requirements	(0)						
CATEGORY JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
Members 2,103	2,284	2,633	2,900	2,666	2,596							15,182
Casuals 746	1,293	1,381	1,970	1,787	1,488							8,665
Group Fitness 616	695	029	731	720	454							3,886
Stadium & Sports Programs 1,225	984	647	651	623	527							4,657
Play Club 589	450	582	758	452	384							3,215
Swimming Lessons 462	928	932	1,055	1,261	747							5,385
Birthday Parties 34	20	45	30	30	24							183
Theatre Participation			903	581	1,534							3,018

				Gro	Group Participation	oation							
CATEGORY	JUL	AUG SEPT	SEPT	ОСТ	NOV		JAN	FEB	DEC JAN FEB MAR	APR	APR MAY	JUNE	TOTAL
Group Participation	1,103	871	1,653	2,291	1,852	1,852 1,073							8,843
Total Monthly Participation	6,878	7,525	8,543	11,289	9,972	8,827							53,034

Key Points

- Highest monthly Theatre attendance since re-opening in July 2014! Third highest monthly participation across the financial year, Great result considering it was December As anticipated declines across the board due to Christmas and key programs finishing for the year

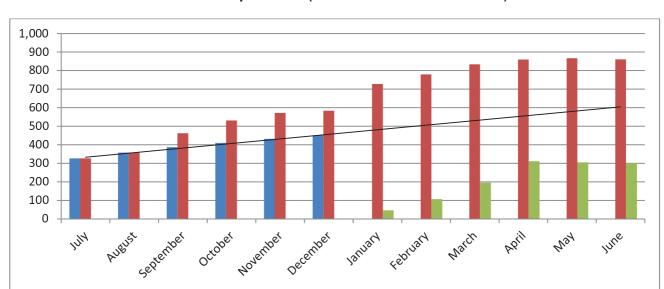
CURRENT MEMBERS

Membership Type	Number of Members
Aquatic – Commitment Membership	11
Aquatic – Concession	23
Aquatic – Open Term	11
Aquatic – Family Commitment	2
Aquatic – Family Commitment Concession	7
Aquatic – Commitment Concession	20
Aquatic – Family Membership	2
H&W - Family Concession	5
H&W – Family Commitment Concession	11
H&W Commitment Membership	104
H&W – Commitment Family Membership	19
H&W Concession Commitment Membership	70
H&W Concession Membership	49
H&W – Family Membership	12
H&W Membership	89
Pryme Movers Membership	13
Gym Only Membership	1
Teen Gym (13-16yrs)	2
Total	451

NEW MEMBERS

46 New members joined throughout December 2014. Key points include:

- 53.2% Commitment Members
- 82% are Health & Wellness based memberships
- 58% Converstion of enquiries for the month of December 2014
 12.8% Family Membership base
- 8 more than budget variance



Membership Growth (based on variation forecast)

CANCELLED MEMBERS

An initial target of 26 cancellations for December and we closely finished with 27 cancellations.

Key Points:

- 25.9% cancelled due to being ill, or not having time, which we would consider controllable reasons. In many instances these are given as excuses to exit memberships at this time of year and are traditionally higher.
- 14.8% cancelled as a result of dishonoured debits.
- 1 cancelled due to price first one in over 3 months
- Average duration of cancelled members is 3.7 months, which we commonly see a high rate
 of cancellation and drop out within the first 90 days, compounded with Christmas this is
 lower than last month.

THEATRE

December saw the highest participation to date within our Theatre Operations with 1534 participants at an occupancy level of 89.2%, which is extremely good.

The sour note to the Theatre in December was the withdrawal of both of our Fringe Festival events due to

- The African event being cancelled due to performers Visa not being approved due to the Ebola outbreak
- The Aboriginal event being cancelled due to the organisers of the Fringe Festival not being able to contact the group to obtain any information required.

Whilst this is very disappointing as a lot of work went into securing these events we will still be seeing some rehearsal's and other events during The Fringe including:

- Lowdown Hokum Orchestra That's Showbiz
- McNirt Hates Dirt
- Regular hirer Struthi Adelaide are back with Thyagaraja AArdhana

Events through December included:

- Print Harvest
- Roberts Academy
- Shore Dance
- Ticklish Allsorts
- Deborah Kaye Dance Academy x 2
- Actors Ink
- Elf Movie
- 2 x Rec Days (youth programs)

Upcoming Events in January:

- Come Out Rehearsals A kid like me
- 2 In-house Movies
- Adelaide Fringe Rehearsals McNirt hates dirt
- Colourwheel productions
- Bodies Art Gallery Exhibition
- Theatre Workshops

MARKETING

During December we concluded our Family Membership Campaign. This campaign netted great results for us and we were extremely happy with 57 members either new or upgraded members joining during the campaign period. This highlights the value of offering incentives for our members who join with another person, promotes the highest acquisition avenue — Word of Mouth and generally provides greater opportunity for us to get higher membership numbers.

The Marketing / Graphic promotional material for this campaign was:



WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT

	This Month
Total Incidents Reported	11
Incident Reports	5
Minor Injury Reports	6
Total of Major / Notifiable Incidents	0
Numbers requiring medical / Doctor treatment	0
Ambulance required	0
Numbers requiring hospital treatment	0
Slips / Trips / Falls	0

NOTIFIABLE (MAJOR) INCIDENTS SUMMARY

Log No	Date of Incident	Date of Notification	Injury Summary	Action Taken

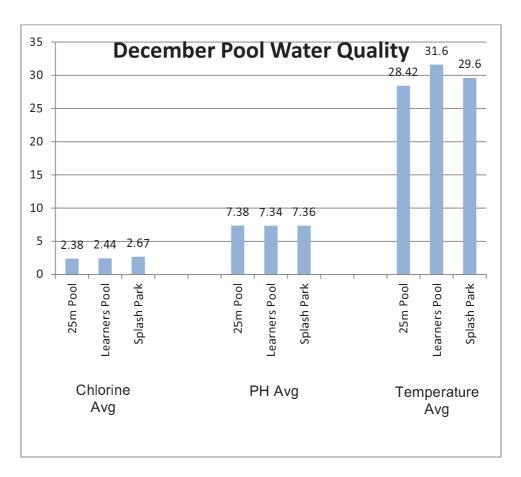
WORKCOVER

Injuries

No of Staff Injuries	0
Number of lost time injuries suffered by employee's, agents or sub-contractors	0
Number of working days lost due to injury	0

There were 0 hours lost to Work cover in November. Total hours for this financial year are 0 hours.

POOL WATER QUALITY REPORT



Target Range for Chlorine based on Health Regulations is 2.0 – 10.0 ppm. Target Range for PH Levels based on Health Regulations is 7.2 – 7.6 ppm

IMS Facility Manager Inspections (Pool Tests)

A total of 1,680 water quality test were performed during December 2014 and our compliance ratings were:

25m Pool compliance score – 100% Learners Pool compliance score – 100% Splash compliance score – 84.17%

CUSTOMER FEEDBACK

	Total Number	Compliment	Suggestion	Complaint
Café				
Change Rooms	2		2	
Crèche	6			6
Group Fitness	3		3	
Health Club				
Maintenance/Cleaning				
Recreation Swim				
Reception/Administration	1	1		
Stadium				
Swimming Lessons				
General				
Totals	12	1	5	6

CUSTOMER FEEDBACK SUMMARY - DECEMBER 2014

Area	Feedback	PSC Response
Administration / Reception	Great Centre & Facility Staff are friendly and helpful Love Swimming here Multi – pass cards for regular swimmers would be great	Thanks for your feedback, Our fee structure is that you would purchase an Aquatic Membership in order to receive a saving on multiple casual swims. This membership enables you to swim as many times as you like for \$13 per week. Alternatively you could purchase as many swims as you like at one time for \$6 a swim, but this is not as cost effective.
Play Club x 6	Not Happy! Play Club closed for two weeks over Christmas is not fair to those who can't leave their kids with anyone else to exercise.	The Play Club is free access for our members, which isn't included as part of the membership fee structure. It is a service we provide at our cost for your benefit. The Play Club is closed for two weeks to ensure our staff like many others gets some family time, rest and enjoy the Christmas period. We have opened up additional places outside of this period to ensure you can all exercise, but bookings are essential.
Group Fitness / Functional Training	Can we please have a hand towel unit on the wall in the Functional Training Room Is it possible to get a 6am Adrenaline class, my husband would like to join but can't train at night Can we please have a class on Sunday 28th Dec?	Yes, we have requested one to be installed We are starting a 6.15am Adrenaline on a Wednesday, launching January 7. Welcome to come and trial the class on a free pass if you would like? Due to staff being away over the festive period it was not possible to have a class on Sunday 28th Dec, sorry.
Aquatics & Change Rooms	Today, peace and quiet in the change rooms, but the radio too loud on pool deck. Listening to loud adverts while swimming is not fun The Soap dispenser in the ladies bathroom is jammed and has been for a couple of weeks?	Happy we could provide a good experience in our change rooms. We do our best in making your experience at our centre memorable. I will endeavour to have the music at a reasonable level on pool deck. Thanks for bringing this to our attention, I have now freed up the unit so it is all working as it should. If this happens again please let us know asap.

ADDITIONAL FACILITY FAULTS/UPGRADES

The following table represents items that are not defective, but rather have been installed/built or not considered to a specification that is functional for a multi-use facility:

Response / Status	n Addressed with Built Environs, Architects design fault.	Put up no running signage, placed wet floor signage on affected areas & lifequard supervise areas
Description	Spray angle wets participants clothes in shower bay	Wet feet and water on tiles tiles Teedback from members around the perceived tables
Item	Shower Heads	Wet feet and water on tiles
Area	Change Rooms	Slippery tiles on pool deck

į.			
Comments		Temporarily wedge door open to dry out area after cleaning until grills can be fitted.	
Raised by		edge door oning until g	
Date Raised		nporarily wo a after clear d.	
Status		L 10 4-	
Subcontractor Status		No Ventilation in toilet	
Туре		Toilet entry doors do allow air circulation	
Bld Room Description		No Ventilation in toilet entry	
Des		lets /	
Room		Male Wet Toilets / Change room	
BId		Male	
ID no.			

ASSET MANAGEMENT AND MAINTENANCE

All defects have been closed out as of the 14th January 2015



age 335

The Parks
Sports Centre

Quarterly
Performance Report
Schedule 12 Part 2 (b)

July - September







GENERAL

Over the first quarter some great work has been done to gain greater exposure to the new facilities. In August we held the Official Opening for The Parks Theatre, Ran a localised membership campaign and finally in September commenced a major membership campaign.

The Official opening of the Theatre saw in excess of 500 guests across the day come and experience the refreshed facilities, enjoy some live performances including a flash mob and participate in a swim, have a skate on the courts or try out some indoor soccer (futsal) in the sports stadium.

The event was broadcasted on two TV channels and as many as six radio stations broadening the scope for the awareness that the facilities are in operation.

Continuing with our community engagement, we formed a partnership with Life without Barriers to provide access to our facilities for their clients who are experiencing mental illness. Exercise and social inclusion is a big part of their rehabilitation and we are thrilled to be able to assist in these peoples recovery.

Engaging the community comes in different means, the first quarter also saw us host 6 Indian cultural dancing events which also provided up to 3000 visits for the facility. We have also been fortunate enough to get bookings next year for the same events.

Football Federation SA commenced a partnership with the Y, which has seen the development and commencement of a Junior and all abilities Futsal program commence across the weekends. Senior competitions are next to follow during Tuesday evenings.

We also featured in an editorial article around our Suspended Swims initiative which aims to provide people in the community access to our pools, who otherwise may not due to costs. This was featured in the Portside Messenger during September 2014.



The Theatre started to get busy as we had a large number of events secured for September through to the end of the calendar year. We have secured shows for the 2015 Fringe Festival including:

- Indigenous Artist Natalie Castletree in the Art Gallery
- Odondo Orchestra Ghana from Africa and Lowdown Hokum Orchestra
- Burlesque Revue form Melbourne

Finally a local film producer filmed his short film which will be submitted to the world's largest short film festival – Tropfest, and it has been great to be part of his journey.

FINANCIAL PERFORMANCE

To Treasury Budget

July – Sept 14	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

To Variation Budget

July – Sept 14	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

Key Points

- Unfavourable income variance primarily due to key business drivers (Memberships & Swimming Lessons) being below expected levels. Other areas of the business are travelling well and are above budget variation including Café, Stadium and Recreational Swimming use.
- 52% of expenses are Staff wages. Unfavourable Expenditure Variance to budget variation is primarily around wages, new proposed operating hours, and staffing levels didn't take effect until 1st September 2014. Other over spent areas of expenditure that will balance out across the year include:
 - Marketing
 - Staff Training & Development
 - o Re-active maintenance

TOTAL CENTRE ATTENDANCES

				Monthly	Report F	Monthly Report Requirements	ents						
CATEGORY	JUL	AUG	SEPT	OCT	NOV	NOV DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
Members	2,103	2,284	2,633										7,020
Casuals	746	1,293	1,381										3,420
Group Fitness	616	695	029										1,981
Stadium & Sports Programs	1,225	984	647										2,856
Play Club	589	450	582										1,621
Swimming Lessons	462	928	932										2,322
Birthday Parties	34	20	45										66

				Gro	Group Participation	cipation							
CATEGORY	TNC	JUL AUG SEPT	SEPT	OCT	OCT NOV DEC		JAN FEB	FEB	MAR	APR	MAY	MAY JUNE	TOTAL
Group Participation	1,103	1,103 871 1,653	1,653										3,627
Total Monthly Participation	8/8'9	6,878 7,525 8,543	8,543										22,946

Key Points:

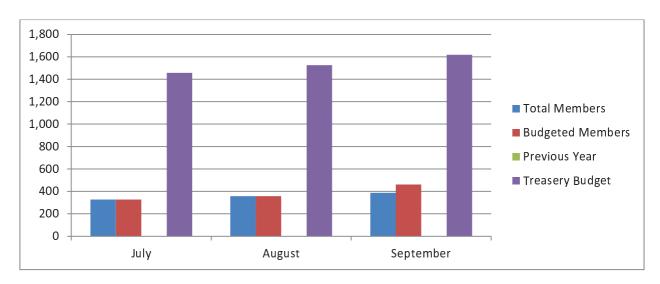
- First 6.5 months of operation (2013/14) yielded 29,000 visits, in the first quarter of the 2014/15 financial year we have hit **22,946** visits. 30.5% of all visits were membership visits 15% of all visits were casual visits 15% of all visits were casual Stadium visits

- 10% of all visits were Swimming Lessons
 - 8% of all visits were Group Fitness

CURRENT MEMBERS

Membership Type	Number of Members
Aquatic – Commitment Membership	10
Aquatic – Concession	20
Aquatic – Open Term	12
Aquatic – Commitment Concession	18
H&W Commitment Membership	109
H&W Concession Commitment Membership	65
H&W Concession Membership	47
H&W Membership	93
Pryme Movers Membership	11
Gym Only Membership	2
Total	387

Membership Growth Chart (Comparison)



Key Points

- July & August variation growth was achieved, however fell behind in September with enquiries just not being high enough to continue to trend towards our projections.
 September saw a high conversion of 68.7%, but just not sufficient enquiries to hit membership target.
- Currently the industry is experiencing negative growth in Health & Wellness, on avg 9% decline across the board. We have held strong with an 18.5% increase in Membership across the first quarter.
- 53% of all memberships are Commitment Memberships (12 month contract)
- 84% of all memberships are Health & Wellness Memberships

MARKETING

Throughout the first quarter of this financial year we had two (2) campaigns, one being a major campaign, the other being a localised campaign. We also held the Official opening of The Theatre complex which saw over 500 people come to The Parks to witness the transformation.

The localised campaign being the Gym Only offer to test the water around the verbal feedback of potential members only wanting to use the Health Club (Gym) with no other parts to the membership. The campaign ran for 4 weeks through July and August. Membership targets were achieved however only 2 members elected to join on the Gym Only offer, which sent a resounding message to us that for value for money, our full Health & Wellness is hard to go past.



The major acquisition campaign commenced on the 8th September which much anticipation as the last two months membership targets were surpassed; there was a level of optimism that the large target of 120 could be achieved. Unfortunately due to all the additional effort and advertising on radio and newsprint we didn't see the enquiries come through the door to generate enough sales. Conversion was strong at 68% for the month.



WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT

	This Month
Total Incidents Reported	42
Incident Reports	17
Minor Injury Reports	19
Total of Major / Notifiable Incidents	2
Numbers requiring medical / Doctor treatment	2
Ambulance required	2
Numbers requiring hospital treatment	2
Slips / Trips / Falls	5

NOTIFIABLE (MAJOR) INCIDENTS SUMMARY

Log No	Date of Incident	Date of Notification	Injury Summary	Action Taken
14/N03084	10/09/14	10/09/14	Member feeling faint whilst being shown her first exercise program	Oxygen Therapy & Ambulance called
14/N03085	12/09/14	12/09/14	Maintenance Contractor lacerated Wrist	First Aid applied and Ambulance called

WorkCover

No of Staff Injuries	1
Number of lost time injuries suffered by employee's, agents or sub-contractors	0
Number of working days lost due to injury	0

There were 0 hours lost to Work cover in June. Total hours for this financial year are 0 hours.

21st July 2014 – A Lifeguard cut a thumb whilst removing a Learn to Swim Platform from the pool.

CUSTOMER FEEDBACK SUMMARY - July to September 2014

The below table is a summary of consistent themed feedback during the course of the first quarter. It also provides our response to the member / guest.

Area	Feedback Themes	PSC Response
Café	Suggest in purchasing a juicer and offer fresh squeezed juice. You have a large selection of junk food, maybe offer some fresh fruit, even in sliced bags.	Unfortunately we are restricted from a food preparation perspective with regard to juicing etc. We do currently offer juices, sandwiches and fruit salad bowls as healthy options.
	Soy Milk for Coffee	Great suggestion, we will start to stock some in the future.
	Be awesome if there was a boxing bag	Happy to advise that there is a boxing bag in the Functional Training Studio
	Would it be possible for Hydro Therapy classes in the future	Have you tried any of our current Aqua Fitness classes?
Group Fitness	Please have different classes available at 5.30pm on Tues & Thurs. More class variety across 6.30pm please.	On Sunday 3 rd August our new GF timetable was released with BodyPump at 5.30 on Tues & Thurs. On the new Timetable we also have RPM at 6.30pm on Thursday. Due
		have any other classes running at 5.30pm
	I understand that sometimes things go wrong and classes get cancelled but for those of us who have to organise family / children and then drive 30 minutes to the centre, can there be a messaging system implemented to notify us of class cancellations.	We apologise for any inconvenience caused. Our staff follow a procedure when a GF Instructor becomes unavailable to teach their class and it appears you may have not been contacted.
	The shower rose in the west disability change has been removed	Thank you for bringing this to our attention, you should find a new shower rose in the change facility.
Aquatics / Operations	The large pool is cold to get in. Any chance it can be a few degrees warmer?	The Learners Pool sits at approx 32 degrees, with an air temp of 30 degrees. Maybe try the Learners Pool as it is
Swimming Lessons	Don't like the new swimming lessons structure and would prefer the old way. Like breaks in-between for holiday's and not have to pay (like other centres)	YMCA Swimming Lessons payment give parents the ability to cancel and re-join at no cost when they want – should you wish to still have the break.

Commercial in Confidence

	Can we please be able to buy headphones?	We are looking into this for you – thanks for your feedback.
Health Club	Please change the radio station, no one comes to the gym to be unmotivated by this old music. Please install mirrors in the Gym	A new sound system has been ordered and the mirrors are being installed this month!
	Foam cushion for the bars to help ease the discomfort whilst doing squats	Excellent, these have been ordered for you.
Reception / Administration	Love the facilities, Staff always friendly.	Thanks for your feedback; we will certainly pass it on!
Stadium	Volleyball & badminton in the stadium please?	Currently there are no provisions in the stadium floor to accommodate these sports (floor sockets or line marking). We would need a commitment from a sporting association to go to the expense of installing these requirements.
	Timetable online of basketball court availability would be amazing, as I keep coming in when bookings are on, or a booking sheet in court area	At this stage an online booking system isn't available. We would suggest you give us a quick call prior and we can advise you of the courts status.
General	Can we have a 30 pass card?	Being a not for profit organisation our best business practise is a consistent cash flow, hence fortnightly debit memberships.
		These also provide considerable better value than visit passes.

FACILITY MAINTENANCE / FAULTS

Currently the majority of maintenance items are being dealt with by Built Environs as part of the defects and maintenance period. Minor maintenance activities have occurred re-actively. The only major maintenance items for that fell outside this defect range included:

· Osmonds Electrics – Theatre Electronic Mapping \$715.00

As part of the monthly reporting, it was requested that items that arise that aren't a defect but would be considered a facility fault be raised. A list of these items over the last 3 months that are being managed internally include:

Area	Item	Description	Response / Status
Aquatics	Backwashing Viewing Glass	During Backwashing of any of the filters the water level being dumped in the backwash tank cannot be monitored accurately as there remains no sight glass to gauge the rising water level.	Options for improvements being sourced.
Whole Centre	Air Handling	Through numerous feedback from regular members and users groups, that the change room facilities are too cold for many people and need to be heated. It was established the system installed is currently only tempered air handling – which means it basically circulates the air from outside the facility. No heating is possible currently	Investigations have discovered heating can be hooked up but costs will be around \$15k to make this possible. Update: Architects quoted \$3500 to investigate requirements to retrofit the current units for heating and cooling, prior to any works being carried out.



age 345

The Parks
Sports Centre

Annual Performance Report Schedule 12 Part 2 (c)



Financial Year





GENERAL

The 16th December 2013 saw the official opening of The Parks Sports Centre, the first of two renovated buildings which also includes The Parks Theatres. The whirlwind opening gave eager members of the community a chance to witness the magnificent transformation and state of the art facilities on offer.

Due to later than anticipated official confirmation and release of public information this drastically affected our ability to conduct a successful pre-sale of the facility and place all the necessary orders for equipment and stock. The snowball effect was that no equipment could be supplied until the 20th January 2014, halting our capacity to take advantage of the New Year's membership market. It wasn't until the 28th January that all memberships could be heavily promoted and we started to see new memberships commence. However the impact was significant putting us behind the tendered budget by 994 members and 759 Swimming Lessons enrolments by the end of January 2014.

February 2014 saw the commencement of our Swimming Lessons program which is a key business driver for us along with memberships. By the end of February we had 185 enrolled participants enjoying learning a valuable life skill. We commenced a 'No Joining Fee' membership campaign which is detailed in the marketing section below.

Continued communication and work was being done in re-engaging all the previous users groups which was met with excitement and anticipation for their return. The first group to officially return was The Parks Swim Club, closely following by the skating groups.

March 2014 brought some excitement to the foray with the launch of our Group Fitness, Play Club and Birthday Parties programs to the community. As with all new and developing programs this bought a lot of interaction and engagement between members and guests, and members to staff.

The current 'No Joining Fee' campaign concluded during March which saw a total of 196 members working out at The Parks.

April commenced very quickly and although school holidays and ester fell during this period growth in attendance and income continued to trend upwards. A new membership campaign of 30 days for \$30 was launched to generate more traffic, greater awareness and the potential to flip enquiries directly to a direct debit membership. Again this campaign is detailed in the marketing section.

A new membership option was created called Pryme Movers which is a targeted membership-program campaign for members of the community 60+ years. This makes the facilities far more accessible and caters specifically for this demographic. To co-inside with this new option, Strength for Life – strength training for older adults in partnership with COTA was also launch.

In May we peaked at 8101 monthly visits which was the highest month across the current financial year. Work was being conducted by the sales team to convert as many of the 151 new 30 days for \$30 members our efforts netting 30% of these short term members into full financial members.

A new initiative was launched on our webpage – Free 7 day pass, to help people gain the opportunity to try before you buy. This initiative is also about lead generation and a generous membership offer is presented to all new 7 day pass holders to sign them up in lieu of the 7 day pass.

Arts SA was engaged to help assist us in the acquisition of the Theatre Director position, as we officially took the keys at the end of April. Through this process a successful candidate was selected and commenced on Monday 16th June.

June saw two areas of focus, one being a targeted marketing campaign in the North Adelaide area for our Swimming Lessons program and the other being the Theatres.

Extensive work was being conducted to promote the Theatres within industry circles and amongst potential hirers and previous user groups. By the end of June the Theatre had made bookings with the Come Out Festival, Chruthi Adelaide, Ottoway Polish Group and an Amateur Soccer League. Negotiations are continuing with Every Generation Festival and the Splash Theatre Company.

The Swimming Lesson campaign wasn't as successful as we had hoped, leading us to the decision that mail box drop marketing isn't probably the best source for the dollar value. This initiative netted us an additional 33 new enrolments.

Across the 6 months of operation The Parks Recreation & Sports Centre saw 29,466 direct paid visitors at an average of 4,911 visits per month. Continual growth in participation happened on a month to month basis at an avg rate of 22.5%, until the colder month on June hit when a 20% reduction occurred in participation.

These results are great, and something that we are extremely happy with, to engage close to 30,000 people in such a short timeframe is a significant outcome.

FINANCIAL PERFORMANCE

YTD FINANCIAL PERFORMANCE

	Actual	Budget	Variance
Income	\$0.00	\$0.00	\$0.00
Expenditure	\$0.00	\$0.00	\$0.00
Net	\$0.00	\$0.00	\$0.00
Management Fee	\$0.00	\$0.00	\$0.00
Net Performance (Including Man Fee)	\$0.00	\$0.00	\$0.00

Key Points

•

TOTAL CENTRE ATTENDANCES

	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
Membership Visits	73	884	1,468	1762	2,711	1,886	8,784
Recreation Swim - Adult	414	285	304	277	260	222	1,762
Recreation Swim - Child	447	209	262	199	147	145	1,409
Recreation Swim - Conc.	384	231	328	258	272	253	1,726
Recreation Swim - Family	470	215	120	16	5	12	838
Recration Swim Family - Conc.	485	160	105	30	9	18	807
Recreation Swim - Supervised Swim				11	13	15	39
Spectator	57	45	18	13	15	22	170
Health Club - Adult	1	14	16	19	29	27	106
Health Club - Conc.			2	4	10	6	22
Health Club - Group Bookings					0	0	0
Personal Training			5	13	10	5	33
Group Fitness			150	278	582	393	1,403
Small Group Training					11	4	15
Challenge Fitness Camp							0
Community Fitness							0
Swimming Lessons	0	410	576	405	831	768	2,990
Swimming Lessons Holiday Program	346						346
Swimming Lessons - Group Bookings				664	1,679	984	3,327
Stadium Entry	0	36	622	1,532	1,174	1,384	4,748
Play Club			41	178	323	339	881
Birthday Party Participants			10	0	20	30	60
Total Attendance	2,677	2,489	4,027	5,659	8,101	6,513	29,466

Key Points:

- 29,466 direct visits over 6 months at an average of 4911 visits per month
- 30% of all visits were membership visits
- 23% of all visits were casual visits
- 16% of all visits were casual Stadium visits
- 5% of all visits were Group Fitness

COMMUNITY ENGAGEMENT

Through a range of health promoting programs, services and partnerships The Parks Recreation & Sports Centre is having the greatest impact on the community. The YMCA has a number of community strengthening initiatives that have the capacity to build community strength by offering inclusive opportunities for all members of the community to participate and connect.

A number of community organisations, groups and individuals have been engaged during the start up phase of The Parks Recreation & Sports Centre. Whilst a number of these pre existing groups had their usage heavily subsidised by the previous management we have been able to find ways to help support these groups and partner with them to see a positive impact around The Parks.

Partnerships

The Parks Recreation & Sports Centre has made a commitment to working with pre-existing users and has made contact with all prior users before making any commercial agreement with other interested parties. This has seen a number of partnerships formed including:

- The Parks Swim Club
- Team Skate FX
- Lil Adelaide Rollers
- Adelaide Roller Derby
- Woodville & District Basketball Association
- SCOSA
- Basketball SA
- Down Syndrome SA
- Football Federation SA
- Life without Barriers
- COTA
- DECDs Swimming

Regular User Groups

Whilst it isn't possible for some groups to have a formal agreement and or partnership in place due to the ad hoc nature of their participation we have also been involved and regularly support the following organisations:

- Australian Maritime and Fisheries Academy
- 6 different Indian cultural dance events (bookings from August 2014)
- Metropolitan Aboriginal Youth & Families Services
- Chinese Christian Missionary Alliance

Visiting the Community

During the last 6 months we have been out and about visiting some local businesses who we believe can benefit from the programs and services offered at The Parks Recreation & Sports Centre.

- Salvation Army residential are
- RSL retirement village
- United Care Wesley multicultural residential care
- Hansen Road Health Clinics
- Regency TAFE
- St Patricks Primary School
- Goodstart Early Learning and
- The Parks Children's Services.

Programs Servicing the Community

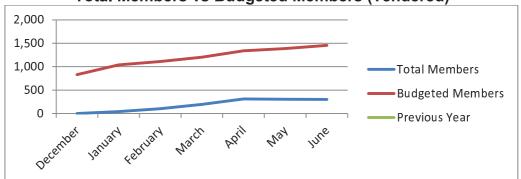
Whilst it is great that we can engage the community we still need to identify the local needs and have programs and services in place to support them. We know that The Parks has an aging population and a higher proportion of dwellings with one parent or lone person households. To help this the following programs have been launched to make accessing our facilities easier:

- Pryme Movers Program
- Strength for Life 50+yrs Strength Training
- Concession Memberships with flexible debiting options
- Free Play Club to all members
- Supportive Staff and
- Accessible facility layout and equipment to cater for physically disadvantaged clients.

CURRENT MEMBERS

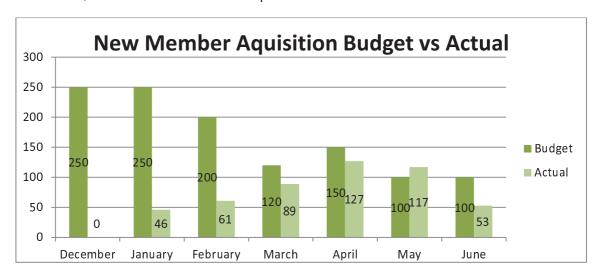
Membership Type	Number of Members
Aquatic – Commitment Membership	8
Aquatic - Concession	19
Aquatic – Open Term	19
Aquatic – Commitment Concession	17
H&W Commitment Membership	83
H&W Concession Commitment Membership	55
H&W Concession Membership	31
H&W Membership	62
Pryme Movers Membership	7
Promotional Membership	0
Total	301





Key Points

- Steady Growth from the end of January to April, then the effect of the high amount of 30 days for \$30 membership expiry started to commence.
- Managed to hold firm and continue to sell memberships effectively breaking even once all 151 of these membership expired.
- The below graph depicts the acquisition targets vs actual signups for each month. Once we could start selling memberships and had all of our staff employed, trained and started to get some continuity in regards to our systems and processes the targets weren't far off being achieved, and in one month was surpassed.



PROGRAMS

Programs addressing the needs of the community and programs that provide accessible opportunities for participation have been the key focus for The Parks Recreation & Sports Centre over the last 6 month. Whilst our key business drivers are our Memberships and Swimming Lessons a number of core programs drive the acquisition of these units.

Swimming Lessons

Swimming Lessons commenced on Monday 3rd February and by the end of the month we had 185 enorlments. By the end of the financial year we had 331 enrolments.

- Consistent feedback from participants is that they don't want breaks over the school holidays. As our program did have breaks we expereinced a high cancellation rate over the school holidays and then re-join after this period.
- A variation request was submitted to move to the YMCA business change model for Swimming Lessons and adopt a 48 week program which was approved and commences in September 2014.
- A total of 2990 attendances was registerd which represents 10% of all visits.

Group Fitness

Group Fitness is the energy centre of any facility. We know the benefits of having a high percentage of members participating in Group Fitness. Our program offered 30 sessions per week for members and guest to choose from. These included a range of programs from world leaders Les Mills, and a combination of freestyle dry and wet programs. Currently we are catering for:

- Strength Training
- Flexibility
- Aqua Fitness
- Older Adults
- Pregnancy
- Pilates
- Cycling
- Boxing
- High Intensity Training

We continued to see consistent growth in Group Fitness as the membership base grows and the program develops. 1403 Visits were recorded for the year and peaked at 582 monthly visits in May 2014.

Children's / Youth Programs

Understanding that within the community a large portion of are young people, we have launched a suite of program / membership offerings to help cater for this market:

- Youth Gym a heavily discounted membership to provide exercise options for youth between the ages of 13 – 16 years the opportunity to be a member of The Parks Sports Centre
- Kids Gym another heavily discounted membership supporting children between the ages of 10 – 12 years the opportunity to exercise with a parent or guardian
- Kiddy Gym A gymnastic based program for kids aged 3 5 years to develop motor skills

- Play Club A free service for members to allow them to exercise without the worry of their children.
- Birthday Parties.
- Swimming Lessons As previously described.

Older Adults

As our community and population ages having specifically designed options for this demographic is important to having a healthy and prosperous community.

We launched a range of programs including:

- Pryme Movers A discounted membership providing access to the facilities and classes to help promote an active and engaged lifestyle.
- Aqua Movers An Aquatic based group fitness class.
- Strength for Life Partnering with COTA to deliver this strength training program for people 50+ years.

Personal Training – Small Group Training

The Industry has changed shape and the way in which people are training is changing. High Intensity shorter training sessions that are functional are the way of the future. Having been able to develop and deliver a fully equipped Functional Training Studio has been important to keeping up with this changing environment. However further work is needed to ensure we program and promote this space better as usage is lower than other programs and areas due to it being 'hidden' around corners.

- 33 Personal Training Sessions conducted
- Adrenaline The YMCA branded program launched in April 2014. The Parks Recreation & Sports Centre is the first and only provider of this program in South Australia.

Health & Exercise Planning

All members receive a Health Planning Session which encompasses a detailed program and demonstration of this program. Regular Check Ins with the Health Club Instructor is also provided and encouraged to ensure Members remain engaged and staying on track towards their goals.

This program also includes access to FitDesk, formally Greenedesk. FitDesk is our members online exercise program and communication tool that provides them access to their program 24/7. They can also track their progress towards their goal and stay in touch with their trainers as needed.

School Usage

Primary School usage came through the DECDs Swimming program which saw 3327 students come through the doors.

Other schools to access the range of programs included:

- St Brigids Primary School
- Warriapendi School

Moving into the 2014 / 15 financial year further development of programs will occur in the Stadium and around the Group Fitness and Fitness programs.

MARKETING

In attempts to raise local awareness and generate enquiries greater marketing and promotion activities were scheduled across the whole 6 months to ensure no stone was left unturned. Many different marketing channels were utilised to try and determine the most cost effective way to spread the word.

In our industry – we understand that the best advertising is word of mouth, however with a zero base of members at the date of opening this was going to be a difficult medium to tap into. Below is a summary of all Marketing and Communication campaigns that have been held during this financial year:

No Joining Fee Campaign



Dates of Campaign: 24th February to 24th March 2014.

Offer: \$0 Joining fee on all memberships

Marketing Channels: 20,000 local mailbox drop, Weekly Messenger Newspaper x 4 weeks, Stand

at North Park Shopping Centre x 1 week, In house marketing and online marketing.

New Members: 74

30 Days for \$30



Facebook Banner

Dates of Campaign: 7th April to 12th May 2014

Offer: 30 days for \$30

Marketing Channels: Mix FM Radio advert, Direct Mail box drop, direct email to prospect

database, Online and Social Media, In house promotion.

New Members: 151

Swimming Lessons Campaign



Facebook Banner

Dates of Campaign: 11th June to 11th July 2014

Offer: 2 Free Swimming Lessons with every new enrolment

Marketing Channels: 14000 direct mail box drop, 5000 Local School Newsletters, Online and

Social Media.

New Enrolments: 24

7 Day Pass

Our online 7 day pass card has been a hugely popular lead generating promotional tool. This financial year we had 17 passes redeemed and of this 9 converted to members at a rate of 52%. Considering the promotion commenced in June we are very pleased with this result and anticipate this to be a key lead generation tool into the future.

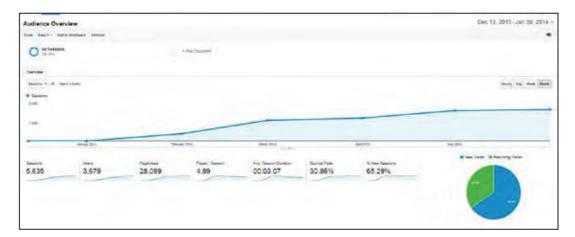
WEBSITE & SOCIAL MEDIA

During the course of the financial year, considerable work was done on developing our web site and social media presence. The majority of the work circulated around our SEO and ensuring that we feature high in Google and that all of our information and data was correct and easy to find.

A Facebook page was setup to help promote and connect to as many people as possible to spread our message, but to also direct traffic back to our webpage for further information.

Moving forward we are putting systems in place on our webpage to try and catch as many new leads as possible by offering competition and information for free in exchange for contact details and leads.

The below graph depicts the increase in page visits over the 6 months of operation.



Total Visits/Hits: 28,099

Monthly Avg: 5,619.8 (Feb to June)

Social Media (Facebook)



We finished with 682 followers and received some really positive feedback from members and guests. The primary focus is to keep the lines of communication open and direct traffic back to our webpage for any promotional material and centre information.

WORK HEALTH SAFETY & ENVIRONMENT

SAFETY / ACCIDENT REPORT

	YTD
Total Incidents Reported	55
Minor Injury Reports	33
Total of Major / Notifiable Incidents	3
Numbers requiring medical / Doctor treatment	1
Ambulance required	1
Numbers requiring hospital treatment	1
Slips / Trips / Falls / Alleged Incidents	19

Notifiable Incidents

During the course of the year, we encountered 3 notifiable incidents. A summary of these incidents follows:

19th **December 2013** – PSC0301, Property Damage and threats against staff. 3 youths broke a window by throwing rocks after being asked to leave.

14th **February 2014** – PSC0302, Property Damage. Due to the heavy rainfall a number of leaks were identified throughout The Parks Sports Centre. Built Environs attended and starting to fix the issues.

19th May 2014 – PSC0303, General Incident. A member feeling faint and struggling to remain conscious after exercising was sent to hospital in an ambulance to assess what was causing the issues.

WorkCover

No of Staff Injuries	1
Number of lost time injuries suffered by employee's, agents or sub-contractors	0
Number of working days lost due to injury	0

There were 0 hours lost to Work cover in June. Total hours for this financial year are 0 hours.

• One staff member slipped in the Staff change area in the Aquatics Area. Ice was applied to her wrist but no further medical treatment was sourced or required.

CUSTOMER FEEDBACK SUMMARY - 2014

The below table is a summary of consistent themed feedback during the course of the year. It also provides our response to the member / guest.

A	The state of the s	
Area	reedback Inemes	PSC Response
Play Club	Afternoon Play Club hours	At this time we are only offering the Play Club during business days – Mon to Fri.
Group Fitness	Majority of feedback surrounded class options, times and days.	We take all feedback surrounding class time into consideration when programing the GF Timetable
Aquatics	Feedback Surrounding: - No Lap Clock - Cold Splash pad	Lap Clock Installed. Currently the Splash Pad's water is 22 degrees, we are working to rectify this in the future but unfortunately have no timeframes.
Health Club	Main Feedback surrounded the following items: - No Mirrors - No Water Fountain - No Leg Extension Machine	Mirrors have been ordered to be installed We are awaiting a quote for the installation of a water fountain Leg Extension machines are non-functional and can cause tendon issues in the knees.
Stadium	Feedback Surrounding: - No Volleyball - No Soccer	Unfortunately no provisions for any other sports apart from Basketball where specified in the design. We are working with FFSA to get a soccer competition up and running.
Swimming Lessons	Feedback surrounding: - Wanting to swim over the school holidays – no breaks - Why we don't provide make up lessons - Multi Children discount	We don't offer make up lessons as part of our programming. We have made changes to our swimming program moving to a 48 week program which also includes 5% discount for additional children.
General	Couldn't be happier, Free Pass provided made my mind up that I would join, Thank you Erin Limited Road signage notifying people that there is a gym here	Great feedback! Thanks for passing this on – Well done Erin.

FACILITY MAINTENANCE / FAULTS

Currently the majority of maintenance items are being dealt with by Built Environs as part of the defects and maintenance period. Minor maintenance activities have occurred re-actively. The only major maintenance items for that fell outside this defect range included:

- Repairs to an Air Conditioner in Building 8 \$6,097.30 Test & Tag in Building 10 \$4,207.00

As part of the monthly reporting, it was requested that items that arise that aren't a defect but would be considered a facility fault be raised. A list of these items over the last 6 months that are being managed internally include:

Area	ltem	Issue / Feedback
Aquatics	Splash Pad Heating	Currently through the cooler months it is found that the Splash pad water is 22 degrees. This is too cold for the children and usage is down.
Aquatics	Learners Pool depth	No provisions for shallow water for young kids that can't swim. The shallowest point is 80cm, which is effecting usage and some accessibility for members of the community
Aquatics	25m Ramp Entry	Ramp entry to the 25m Pool has been identified as a potential issue as it ends in the deep water. Once you step off the ramp you are in the deepest part of the pool which poses a drowning risk to users.
Aquatics	Starting Blocks	The starting blocks have been setup to be used when the lanes are positioned for competition width. Generally this width is too small for training and generally use which limits the use of the starting blocks as many align with the lane ropes.
Air Handling – Building 8	Air Conditioner that services the aquatic change rooms only circulates tempered air.	As the AC units only circulate tempered air, not heated air on the cold days the change rooms will never achieve the set point temperature. At times the temperature in the change rooms can be as cold as 15 degrees. This is seeing many disability groups discontinue use through winter
Stadium	No provisions for other sports other than Basketball and roller sports	No lines or floor sockets where included in the specs for the stadium, which means no other sports, can be currently offered other than Basketball, Roller Sports or Soccer. We have had requests for Netball, Badminton and Volleyball.