



belgravia**leisure**

connecting **community** to leisure

belgravialeisure.com.au

OUR PURPOSE

Our purpose is connecting community to leisure and our values are CLEAR.

OUR CORE AREAS

Sports & Leisure, Aquatics, Health & Wellness, Hospitality & Events, Tourism

OUR STRATEGIC PRIORITIES

People	To be an employer of choice with happy, engaged, highly skilled staff who are passionate about connecting community to leisure.
Programs	To create and deliver programs that are safe, fun, innovative, accessible, diverse and consistent in their quality.
Profile	To become an industry leader creating universal brand awareness of who we are, what we do and why we do it.
Processes	To create seamless end-to-end solutions that maximise our efficiencies and ensure quality systems for today and future demands.
Partnerships	To be the partner of choice, capitalising on opportunities within existing, emerging and new markets to create strong and sustainable growth.

OUR VALUES



Customer Focused
The customer is at the centre of everything we do.



Leadership
Our passionate people are our greatest asset. We lead by example, displaying our integrity at all times.



Excellence
We strive for excellence in our service delivery.



Accountability
When we make a promise, we keep it!



Results
We accept responsibility in delivering results for our clients and customers.





WHO IS BELGRAVIA LEISURE?

Belgravia Leisure, with over 30 years' experience, is an Australian owned and operated leisure management provider partnering with over 40 Local Government and State Government authorities. Together, we manage approximately 110 aquatic, sport, health and wellness facilities across Australia and New Zealand.

With \$2 billion of assets under our management and an annual turnover of approximately \$130 million, Belgravia Leisure has the expertise and capacity to:

- engage the community to deliver a responsive, innovative and vibrant centre
- manage facilities with an environmentally, socially and economically sustainable approach
- recruit and retain a local workforce that facilitates positive customer experiences for every user at any stage of their health and fitness journey
- align marketing and communications strategically to support our clients' branding and positioning
- invest financially in capital assets that help foster healthy and active local communities.

We deliver:

- an industry leading quality management system
- our unique environmental plan and environmental action kit
- extensive asset management and maintenance systems
- business and marketing plans that support Local Government and client goals
- a team of operations managers who lead, mentor, monitor and support frontline staff
- specialist human resource, risk management, financial management, IT and graphic design services
- robust financial and operational reporting on a monthly basis.

Belgravia Leisure is part of the Belgravia Group, which means we have the backing and resources of a large parent company to maintain a long-term commitment to growing local communities.



WHAT WE DO

Belgravia Leisure connects communities to leisure.

What does this mean?

To everyday people, this means that they can enjoy our swim, fitness, sporting and leisure services regardless of their physical ability, financial capacity, cultural background or stage of life.

To governments and owners of recreational facilities, this means they can be confident that everyone in their local communities has an equal opportunity to access services or further their careers at their centres.

AQUATIC AND FITNESS CLUBS

We manage about 50 seasonal and year-round pools on behalf of our clients across Australia and New Zealand. We understand that each pool is a major community hub and each community has its own health, wellbeing and social needs.

We have partnered with the Royal Life Saving Societies of Australia and New Zealand, and AUSTSWIM, to deliver a wide range of water safety and squad programs for people of all ages and abilities, so everyone can benefit from these vital community assets. In fact, we teach over 35,000 Swimming and Water Safety (SAWS) students.

Our other aquatic activities target specific health and rehabilitation needs, people living with a disability and diverse communities.

We also manage 30 fitness centres, some of which are integrated as one-stop-shop aquatic and leisure centres. Our fitness classes are complemented by other health and wellbeing offerings such as nutritional consultations, physiotherapy-led groups, modified classes and chronic disease programs targeting high risk groups.

All swim instructors are AUSTSWIM accredited. All Belgravia Leisure staff have current with Working with Children Checks (or State equivalent), Police Checks and first aid and lifesaving qualifications relevant to their roles. Our rostering systematically ensures that only staff who are qualified and compliant can work a shift.

The Guidelines for Safe Pool Operations (GSPO) set the foundations to our approach to pool management and together with rigorous WHS and quality management systems, our aquatic services are safe, compliant, transparent and accountable.



SPORTS STADIUMS

We offer indoor and outdoor sporting options for people of all ages and abilities. Our family-friendly centres are supported by innovative programming that encourages individuals and community sporting groups with diverse needs to regularly engage in organised sport. We also have the expertise to host domestic competitions at larger, regional centres designed for state and national events.



DAY SPAS AND RETREATS

We manage five luxury spa and wellness facilities in Victoria and New South Wales, including the world famous Hepburn Bathhouse and Spa which won the 2014 and 2015 Luxury Spa Awards. Our spa and wellness expertise, together with our solid destination marketing experience, extends our reach into interstate and international markets.

In addition, our ongoing industry research introduces new innovations to our spa and wellness centres, such as mineral water efficiencies and organic seaweed bath therapies.



GOLF COURSES

Our team includes PGA golf professionals and experienced operational managers who cater for golfers of all abilities, from casual and social golfing to serious competitors.

We have introduced virtual golf technology to some of our centres, including the design and construction of new virtual golf lounges. Online bookings provide our customers with a fast way to the fairway and our clients can view operational statistics on our client portal at any time.



TENNIS CENTRES

From Junior Hot Shots programs to hosting state and national competitions, our tennis experts have a strong understanding of their local markets and are connected to Tennis Australia. We also partner with local charities such as the Evonne Goolagong Foundation, to actively engage local Aboriginal children in tennis.



PARTNERING WITH GOVERNMENT

Belgravia Leisure is committed to building long-term relationships with Local and State Government, government authorities and private enterprise. We do this because we share the same goal: to create healthy communities. We do this by aligning ourselves with our clients' strategic plans, we collaborate on grass roots projects and together, we gain a deeper understanding of the local community and their health and wellbeing needs.

We partner with our clients in many ways.

Here are a few examples of how we work:

FINANCIAL SUSTAINABILITY

Our success does not lie in the number of centres we acquire, but rather in the success of each of our centres. That is, our business goal is to ensure the facilities under our management deliver tangible outcomes to the owner and their community, particularly sustainable financial outcomes.

We understand the importance of a robust financial framework because profits made from government assets are reinvested back into the community. Our national approach to procurement and merchandising, together with our head office support (including accounting, payroll, human resources, quality assurance, WHS, sales and marketing and IT), bring significant cost and labour savings to our clients.

Our stewardship of government-owned assets is open and transparent, with regular and ad hoc reporting for owners when they want it and how they want it.

COMPLIANCE AND REPORTING

Our national office monitors corporate risk and internal governance with a particular focus on contract management, legal responsibility and compliance.

Council benefits include:

- an active and dedicated resource to monitor contract management and compliance to clients' requirements in leases, contracts and management agreements
- monitoring and assessing the impact of legislative change and taking action to meet its requirements
- monitoring potential critical events that could impact our clients and Belgravia Leisure. These include potential media events, environmental events, business interruption events and potential corporate risk.

Our reporting is open and transparent and tailored to each contract's requirements. We have online systems that allow clients to access operational data at any time. Our specialist accounting teams also have extensive experience in auditing and reporting to State Government and statutory authority reporting requirements.

SOCIAL SUSTAINABILITY

We have invested in national roles dedicated to creating targeted programs to maximise social impact.

For example, Belgravia Leisure is the first organisation in the leisure management sector to self-fund the role of National Disability and Diversity Manager. This role was created to increase accessibility for those living with a disability and people of diversity.

This appointment has led to a wide range of aquatic and fitness programs born from collaboration with local disability, mental health and homeless groups. Local Governments have also benefited from Belgravia Leisure's strategic input into improving accessibility to Council assets.

In addition, our partnership with SEDA – an education program to support young people transition from school to employment or further education – provides accredited pathways into the health, fitness and recreation industry.

ENVIRONMENTAL MANAGEMENT

Belgravia Leisure's environmental management plan uses the standard ISO 14001 principles as a guide and adopts practical and effective actions that produce measurable results. The plan is implemented in every Belgravia Leisure centre and has proven to deliver significant operational and environmental efficiencies.

Environmental sustainability is also embedded in our quality management, asset management and risk management systems, providing a solid environmental management framework for each of our centres.





PARTNERING WITH COMMUNITIES

Working together with our communities plays a critical role in creating positive social impact. We do this by partnering with governments, government agencies and private enterprise to support their strategic goals for the communities in which they work.

Equally, we collaborate at a grassroots level; with community groups, schools, community health providers and advocates for some of the most vulnerable communities, to build social capital and to make a difference.

How do we do this? We do this by engaging consumers at all levels of planning and service delivery, by helping community and volunteer groups with compliance and identifying funding opportunities for projects that make a positive impact.

In Australia, we partner with industry bodies including the Royal Life Saving Society of Australia, Surf Life Saving, AUSTSWIM, Swimming Australia, Swim Australia, Sport Education Development Academy (SEDA), Parks Australia, Parks and Leisure Australia (PLA), Les Mills Asia Pacific and Fitness Australia.

We are also closely affiliated with State aquatic, sporting and disability bodies across the country.

In New Zealand we partner with AUSTSWIM Aotearoa, Water Safety New Zealand (WSNZ), New Zealand Recreation Association (NZRA) and Counties Manukau Sport.

Additionally, we invest in capital projects alongside governments to maximise the community benefit. In fact, Belgravia Leisure invests more than \$6 million per year in capital upgrades, repairs and refurbishments of government-owned buildings, plant and equipment.





GOVERNANCE AND LEADERSHIP

Corporate governance underpins the way we do business. We are committed to best practice governance that enhances our effectiveness in the communities in which we work and ensures accountability and transparency to stakeholders. It incorporates the culture, structures and processes for decision making, accountability, quality control and risk management.

Nick Cox Chief Executive Officer

Nick has over 25 years' experience in the aquatic and recreation industries. During his time at Belgravia Leisure, Nick has focused on increasing access to our services, engaging the community and delivering innovative programming, all within a strong financial framework. Prior to this role, Nick was Chief Operating Officer of YMCA Australia and General Manager with Maroondah City Council, one of Melbourne's most vibrant growth areas.

Nick is a member of the Australian Institute of Company Directors, Director of Physical Activity Australia and Chair of the AUSTSWIM licensing committee.

Anthony McIntosh General Manager Operations

Anthony has worked in senior management roles at Belgravia Leisure for more than a decade and is currently responsible for optimising the operational performance of all our centres across Australia. Anthony has led our team of regional managers to maximise financial performance, increase visitation and grow profits at each of our sites and manage stakeholder relations with all levels of Local and State Governments.

His 22 years in the leisure and recreation industry includes former management roles at YMCA and Leisure Australia and extensive experience in outdoor adventure, alpine park management, tourism and hospitality.

Damian Gorman General Manger Business Development

Damian's feasibility and business planning experience from the public health sector, coupled with his business development expertise at Belgravia Leisure, is used to strengthen the connection between primary health providers, local governments and our recreational centres to deliver better health outcomes for local communities.

Damian's almost 30-year career includes a former role as Director of Barwon Health and six years' experience in facility design and master planning. He is currently a member of the Australian Institute of Company Directors.

Wilfred Wu Chief Financial Officer

Wilfred has more than 30 years' experience in finance, has held commerce roles in retail and property management and has worked in senior roles at Ernst and Young and Group 4 Securitas. He specialises in transitioning into new contracts and has worked at Belgravia Leisure for seven years. Wilfred is a chartered accountant, is registered as a BAS agent and is a member of Chartered Accountants Australia and New Zealand.

Alex Lord General Manager Corporate Services

Alex has over a decade's experience in the service industry, with management roles for Hilton Hotels in Japan. Alex joined Belgravia Health and Leisure Group in 2007, consolidating his skills in a management traineeship across multiple business units (including Belgravia Leisure and Genesis Health Clubs) which now provides a solid foundation to his current executive position.

Alex is proud of Belgravia Health and Leisure Group's heritage as an Australian family owned business and equally of his part in the Group's founding family.

To date, Alex has streamlined Belgravia Leisure's head office support for our centres, strengthening our quality, risk and environmental systems, procurement and retail processes, human resources and IT services.

Kari Hunter General Manager Marketing

Kari has over a decade's marketing experience in the leisure and tourism industry. She has held executive roles at BIG4 Holiday Parks; as General Manager – Marketing, Strategy and Sales and as Acting CEO. Kari has a demonstrated track record in driving digital sales, growing existing and developing new revenue streams and maximising customer retention.

Kari has a Bachelor of Arts and Masters of Tourism Marketing from Monash University, and is a guest lecturer for the Masters of Tourism Marketing program at Monash University.

Michael Herchenbach General Manager Commercial and Legal

Michael has held general counsel positions in the public and private sector, including at the former Metropolitan Transit Authority and has post graduate qualifications in law and finance. At Belgravia Leisure, Michael provides counsel to our centres and assists in the company's commercial and legal relations with its clients. He is a practising lawyer and a member of FINSIA, the Law Institute of Victoria, Australian Corporate Lawyers Association and Governance Institute of Australia.

Mark Blake General Manager New Zealand

Mark leads our New Zealand operations and is a recognised industry leader in fitness and learn-to-swim programming. Formerly a senior manager at Auckland City Council, his proven ability to deliver financial and community outcomes led to financial improvements of up to 70 per cent in a number of facilities across the Auckland network.

Mark's passion for creating healthy and active communities continue at Belgravia Leisure, with a focus on achieving equitable access and targeted programming to improve the wellbeing of all New Zealanders.



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A SUCCESS STORY

Belgravia Leisure is a division of the Belgravia Health and Leisure Group, which is part of the Belgravia Group that was founded and is led by Chairman and CEO, Geoff Lord.

Belgravia Leisure began in 1974 as Austgolf Management, operating golf courses across Australia. Belgravia Group acquired Austgolf Management in 1985 to become one of the first Belgravia Group companies.

By 1990, Belgravia Leisure was formed following the acquisition of Leisure Management and Marketing and the partnership with the Genesis Health Club chain, a high profile health club franchise system with branches across Australia.

In 2006, Belgravia Leisure reached a milestone with 50 centres under its management across Australia.

Only two years later, the company was renamed to Belgravia Health and Leisure Group to reflect the direction of growth and diversification from previous years.

In 2005, Geoff Lord secured a playing license from the Football Federation of Australia to set up Victoria's first football (soccer) team, Melbourne Victory. Geoff was the driving force behind capital funds raising and the creation of Melbourne Victory Football Club which became the most successful Hyundai A-League team.

Belgravia Leisure had proven to be a very strong football and administrative management group during this time. Today, Geoff is Melbourne Victory Founding Chairman, focusing on strategy and business development.

In 2008, Hepburn Bathhouse and Spa, in Victoria's world-famous mineral spa country, became Belgravia Leisure's first wellness centre under its management. In 2013, Belgravia Leisure secured its first alpine contract with Lake Mountain Resort in Victoria's snowy mountain region. In 2014 the Alpine portfolio was expanded to include Mt. Baw Baw as well as the finance and accounting management of Falls Creek Resort.

Belgravia Leisure expanded internationally in 2009, managing Al Forsan International Sports Resort in Abu Dhabi. This large-scale leisure precinct features motor sports, motorised water sports, an equestrian track, a shooting range, paintball, stadium and court sports and a wide range of dining options. Belgravia Leisure played a key role in launching this start-up site and its prestigious leisure offerings continue to attract visitors from all over the world.

Our international reach extended to New Zealand in 2015, with the addition of five aquatic and leisure sites in the country's biggest city, Auckland.

In 2016, Belgravia Leisure exceeded 100 centres after securing the full suite of City of Sydney aquatic and fitness centres in the harbour city. These world-class, award-winning facilities hosts major swimming competitions and lead Australia in aquatic and leisure management best practice.

Today, our aquatic, sporting and leisure facilities are designed to encourage physical activity, build social capital and foster partnerships with local communities. We adopt an economically, environmentally and socially sustainable approach to our operations across all our sites for healthy communities today in the future.

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SYSTEMS AND SUPPORT SERVICES

Belgravia Leisure delivers best practice and economies of scale to each of our venues. Our national office provides a framework that streamlines tasks for our operational staff while allowing flexibility to tailor operations to our centres' local needs.

CENTRALISED CORPORATE SERVICES

Payroll - a dedicated payroll team manages all employee and payroll obligations with Preceda, a cloud-based software platform.

B-People - a biometric timekeeping and employee roster software application that also manages qualifications and prevent unqualified staff from being rostered or commencing a shift.

Finance - a centralised finance department that delivers financial and internal controls, accounts payable and receivable, auditing (internal and third party), financing advice and strategy.

Legal - in-house legal counsel delivers corporate governance, commercial and legal obligations.

WHS - a centralised WHS department with online systems for live incident reporting, WHS auditing, staff inductions and WHS training.

Retail - a centralised retail department delivers economies of scale for our merchandising and drives secondary spend at our centres.

Procurement - manages competitive supply agreements for utilities, telecommunications, cleaning, repair and maintenance needs.

Information technology - a dedicated team of engineers who deliver IT maintenance, cloud hosting, website monitoring, virtual host management backups, DR, SQL maintenance and support to our centres nationally.

Human resources - provides a framework for centres to manage all aspects of human resources and industrial relations.

National training and support - a schedule of regular site visits by our national office specialists to ensure our sites are compliant and efficiencies are achieved at a local level.

AQUATIC EDUCATION SYSTEMS

SwimDesk - has the ability to track student assessments and engage with parents with regular communication. The online portal keeps parents up to date with their child's progress, while in-depth reporting helps facilities to identify students who need more support and attention.

HEALTH CLUB AND MEMBERSHIP SYSTEMS

Active Carrot - is a Links Modular Solutions system that addresses the shift towards online bookings. The online customer portal allows members to renew memberships, view their assessments, update personal details, communicate with their personal trainer and book and pay for personal training sessions or group fitness classes.

Casuals can also purchase memberships or passes online and collect their new membership card (or RFID Band) from reception. Personal trainers can also log in to modify their availability, communicate with clients and print a daily calendar or synchronise their appointments with Outlook.

TRP (The Retention People) - is a retention tool that identifies the risk of dropout cancellations, enabling instructors to target high risk members and reinvigorate their commitment. TRP also features a net promoter score (NPS) which categorises members as: promoter, passive or detractor. Our staff can respond accordingly and use this information to shape our service delivery.

GymSales - enables membership consultants to capture, nurture and convert new members seamlessly with this lead management tool. It features phone call prompts at key stages of the sales process, automated SMS messaging, KPI monitoring and summary reports.

Wellness Cloud - this Technogym technology allows users to easily organise their workout online and club operators to access professional tools to run the business more effectively and provide a more complete workout experience for our patrons.

GOLF SYSTEMS

MiClub - this online tee management system facilitates online bookings, scorecard scanning, online member services, competition management, tournament registration and leader board display. Golfers can access this cloud-based technology via an app on their smartphone and tablet.

Quick 18 - works similarly to an online hotel booking system and allows golfers to see price fluctuations over peak and non-peak times and book their preference. This software displays pricing fluctuations within a week, day and hour.

OPERATIONAL SYSTEMS

Links Modular Solution - is hosted in the Cloud and includes POS, bookings, stock, administration, reporting, facility and pay link. New hardware including computers, cash drawers, scanners and receipt printers are installed at each facility and staff are supported with training.

B-Connected - is Belgravia Leisure's secure intranet system to facilitate CRM, WHS and asset management. It is a highly functional, centralised online platform for managing operational reporting, internal communication and document control.

Partner portal - B-Connected features a reporting portal that provides online, real-time reporting on operation performance for our clients. The portal includes KPI reporting, monthly operational and financial reports, incident reporting and asset maintenance reports. The portal can be tailored to address each contract's reporting requirements.

FAST FACTS

As of 25 September 2015

TOTAL EMPLOYEES



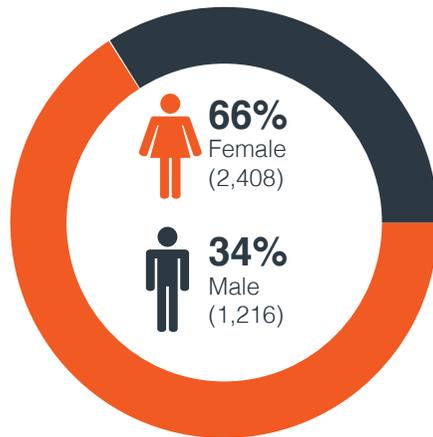
UNDER 24 YEARS OF AGE



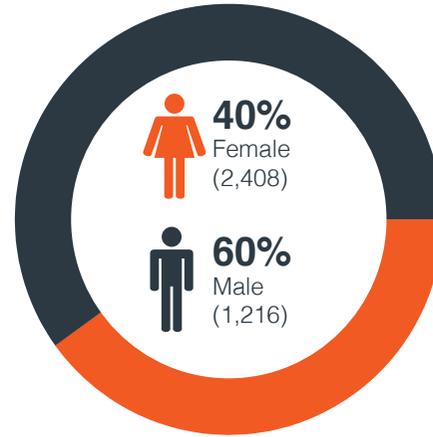
37% of workforce (1,351)
Belgravia Leisure boosts youth employment in the local communities in which we work.

HOW MANY SITES?

100 sites in Australia and New Zealand



EMPLOYEES BY GENDER



MANAGEMENT ROLES



1.4 million swimming lessons each year



3.4 million health club visits each year



180,000 golf rounds each year

FACILITY PATRONAGE



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