

# 2020

## A Heartfelt Thank You Our Year in Review



# 2020

A heartfelt thank you to every one of you for your support and patience during some challenging times we faced throughout 2020.

Despite the trials of navigating a global pandemic we continued to see our teams listening, learning, leading and connecting community to leisure.

Loyal and dedicated employees like you are the foundation to any successful company and we would like to thank you for your contribution to our success.

Throughout this time, it's important that we continue to support each other and the community. We're all in this together.



**GEOFF LORD**

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CHAIRMAN AND CEO  
BELGRAVIA GROUP

In all my years of business 2020 has by far been the year that has challenged yet strengthened and united the Belgravia Group.

Our Belgravia Leisure Executive Leadership Team led by our CEO Nick Cox has steered the organisation through these uncharted and challenging times. I'm personally grateful for the efforts of each and every one of you.

Together we have held our heads high and taken on every challenge thrown at us whilst continuing to deliver on our purpose of Connecting Communities to Leisure. I take great pride in what we have achieved this year, and this reflects on the passion and commitment of the people who work with us.

The health and safety of our local communities, our members and our guests have been our priority, along with the health and wellbeing of every team member that has been at the forefront of every decision and action taken by Belgravia this year. Together we have provided and maintained a safe and welcoming environment for all to enjoy.

Upon reflection 2020 has been another successful year for the growth of the organisation with the introduction of new contract partners and venues to Belgravia Leisure. We've also been able to continue with our commitment to social values through the Belgravia Foundation.

Most of all, I am grateful for the efforts of each and every one of our people throughout this year. 2021 will be a year to refocus and strive forward, aspire to achieve our goals, be ambitious and return Belgravia Leisure to the excellent organisation we all know it to be.

**Please have a safe and enjoyable festive season —  
best wishes to all for 2021.**

# A HEARTFELT THANK YOU TO EACH AND EVERY ONE OF YOU



**NICK COX**

**CEO BELGRAVIA  
LEISURE**

This year has forced us to move fast and adapt to our new normal while remaining connected to our CLEAR values and strategic priorities. We are proud to see how our CLEAR values permeate through the business and our culture.

Our venues across Australia and New Zealand continued to work towards our mission of connecting more than one million children into regular programs across the Belgravia Group.

Despite the operational challenges during the year, in 2020 we also experienced continued growth, adding new venues to our portfolio, in addition to retaining some important contracts. I would like to send a special welcome to all of those new staff members who have joined us this year and hope that you enjoy a long and successful career with Belgravia Leisure.

As we move into the holiday season, we can look back on an extremely challenging year with enormous pride as we continued to safely connect our communities to leisure.

Please accept my heartfelt thanks for your patience and efforts in the face of adversity in the form of bushfires, floods and of course, a global pandemic. Our teams have worked harder than ever to adjust our service delivery to respond to these unprecedented challenges. The passion and commitment to continue to deliver outstanding services to the community despite the adversity has been outstanding.

During the year we created a number of new partnerships with key bodies and stakeholders to help deliver our purpose of connecting communities to leisure. Such commitment can sometimes receive industry recognition and Belgravia Leisure was lucky to win a number of awards in 2020, which showcased our commitment to excellence. You can read more about our success and awards further in this booklet.

Throughout the COVID-19 crisis we have continued to provide the necessary resources, training and support to offer our teams and guests maximum protection and peace of mind while connecting them to leisure. We introduced a number of operational improvements and fast tracked some digital and technical solutions that helped respond to the crisis. We also managed to launch the Home Fitness Network, an online fitness program, within 24 hours of closing our gym doors.

We will continue to listen and learn in order to understand the needs of our teams and guests. This is the reason why we have continued to connect and communicate regularly through our 'Belgravia Live Streams' and internal newsletters Staying Connected and B-Informed.

We will continue to provide direct lines to myself to answer your questions about the business and your career progression. It's essential that we listen more to build our culture and I look forward to continuing to communicate directly with you in the new year.

Thanks again, to each and every one of you who have remained patient and helped deliver our vision with passion and dedication - it's something we can all be proud of.

Have a wonderful Christmas and safe and Happy New Year.

# SENIOR LEADERS LOOK BACK ON 2020 & FORWARD TO 2021



**Anthony McIntosh**  
General Manager Chief Operating Officer

We thank you all for the amazing achievements in 2020 and are so very proud of the job our people have done over the most challenging periods our business has ever faced. The ability to close and re-open under restrictions, at very short notice and in some states on more than one occasion, is a testament of the quality staff, training, systems and support that is in place. Staff worked tirelessly to ensure our customers and the community were informed and our contract partners had everything they needed to ensure the community was safe.

Even with all the challenges of COVID, it has been a strong year with the introduction of a number of new contract partners to the Belgravia family, in both leisure venues and PRO. PRO has cemented itself into the support structure as we continue to develop the smarts and leadership around effective tourism management. The introduction of the ways of working and the leadership circles has provided effective direction to the operational team.

During COVID we used the time to redefine and clarify the 'Role of a Venue Manager' to set priorities, demonstrate the effective use of the systems in place and how we can spend more time with the customer. The introduction of the venue manager dashboard and access to accurate and timely data has been a big step forward in helping us all make well informed decisions into the future.

Everything is set in 2021 with quality systems, a quality support structure and a clear understanding of the role we all need to play. The priority first and foremost will be delivering the 'Local Result' for communities you work within through each one of our venues, embedding our new venues into the ways of working and continuing to look to add new venues to the Belgravia family.



**Alex Lord**  
General Manager Corporate Services

2020 oh boy - Fires, floods, hazy red skies and that was just January and February. Then came the global pandemic, but that's when we really started to learn about ourselves as an organisation, and our roles as individuals. Work, strategies and actions were fast-tracked and amplified while hours were sacrificed. Our staff gave so much during 2020 and for that, we thank you.

We learnt that Belgravia gets it done. Our teams deliver no matter the task, our strategies evolve to cater to any needs, and our focus gave us real results.

Reflecting on the industry and what has transpired over the past year can be measured. Local Governments became cautious, and unstable times promoted more importance around risk when making critical decisions. Our work and results gave us a reputation that Belgravia is a safe bet.

There are newer, younger, smaller management companies than us, but we have delivered more for communities throughout Australia and New Zealand. Our collective hard work has turned operational and reputation risk into a range of opportunities.

Moving into 2021, it's exciting knowing this momentum will continue. Newer technologies, more advanced processes and increased capabilities will see our teams and venues equipped with even better tools to continue the excellent work we are doing. We will be reducing administration, increasing communication, evolving our products and making life easier for all - starting with our Venue Managers and their teams.

Thanks to your efforts, we are known for "if you want something done, if you want results, give it to Belgravia. Belgravia is a safe bet."

# SENIOR LEADERS LOOK BACK ON 2020 & FORWARD TO 2021



**Mark Blake**  
General Manager  
New Zealand

A year that threatened to be disastrous bizarrely ended up being our best year yet in New Zealand since we commenced a little over five years ago. Much of that has been due to how our staff have responded so positively after and during each lock down and the genuine enthusiasm all staff have shown when our businesses have reopened.

The outcome has seen us with record swimming and water safety numbers, fitness membership numbers maintained, improved performance on most of our specific KPI's and overall more consistent delivery to our customers throughout the year. Our footprint continued to spread far and wide literally with us now overseeing four Far North District Council sites (as far North as you can go) and the spectacular Onaero Beach Holiday camp (as far West as you can go). Onaero doubled our holiday park numbers in NZ and gives us a real

opportunity to build a credible industry in this space with results at Mawley Park being outstanding.

The year ahead will see a significant increase in tender opportunities, a focus on increasing our footprint in the tourism space and a real focus on continuing to improve customer experience.

Covid-19 has given many of our teams the opportunity to connect with head office across the ditch and created a great platform for us to work cooperatively together next year for further improved results.

We really are approaching 2021 with optimism and belief that our consistent ongoing growth and improved results will continue into what should be our best year ever.



**Damian Gorman**  
Executive Manager Business Development

2020 was a year in which we consolidated our place in the Australian and New Zealand markets amongst strong competition from new and emerging Leisure Management Companies that are also attracted to the growth opportunities that abound in our sector.

We demonstrated our ability to grow at a rate higher than 15% per annum in a very challenging year for all businesses and our local government partners. This growth is a testament to our resilience, work ethic and culture which is clearly valued by our contract partners who have either re-engaged us on new contracts or for those who have chosen us to manage their venues for the first time.

As a result of our stability and greater market presence across the tourism sector, we are increasingly being approached by a range of public and private partners to manage a range of new venue developments both within Australia and New Zealand. We anticipate growth to come from our existing core market as well

as further growth in the tourism and accommodation sectors as we continue to engage with investors seeking management for their assets.

We have formed strategic alliances with some key organisations within the area of health research and this will be important as we continue to make a contribution to improving health outcomes in the communities we serve.

As we look to 2021, demand for outsourced management will be stronger than ever and we are well placed to capitalise on opportunities that will abound in both the tourism and leisure industries.

Thanks to the Business Development team of Bryce and Kym, who have been led by our General Manager of BD Scott McDonald for another great year of growing our business, during the most challenging of circumstances.



**Karen Golden**  
General Manager Tourism and Wellness

As we near the close of 2020, I feel a sense of pride and gratitude for what an extraordinary organisation Belgravia and its people have shown to be during this past year. We are united by a common culture of discipline, flexibility, strength and co-operation that makes us unbeatable in face of the events we have seen over the past year. We worked so very well together, to overcome the difficulties of the moment, both within our organisation, Holiday Parks, Wellness and Leisure and within all communities where we operate.

There is no doubt that this COVID-19 period of time, is going to bring about irreversible changes in the ways we think and work as individuals and as a business. It makes me proud to see how smoothly we have been able to roll with constant changes and variations to the way in which we do business, band together for rapid and creative responses to challenging situations with willingness, speed and agility.

The effects of this pandemic presented us with new challenges, some that may become the new normal for some time. Whilst Tourism has been impacted across the world, BelgraviaPRO has benefited from the market trend towards eco-tourism. A

desire to experience the outdoors has led to a strong recovery, and the addition of six new Holiday Parks over the past six months to the group.

Many have given so much time, energy and support for the greater purpose, being that of surviving COVID as a business, ensuring jobs for the future, growth and providing health and leisure needs related to living a well-life, remain accessible to all within Australia and New Zealand. You are setting an extraordinary example of commitment, professionalism, solidarity and optimism for our organisation.

For those that have been affected by Covid-19, personally or through your nearest relations, we send you a warmest embrace and hold great hope this period is behind us.

Thank you for the part you played during 2020 as a team, knowing we will emerge from this crisis stronger in many ways. Wishing you a wonderful festive season with those nearest and dearest to you.

"It is not happiness that makes us grateful, but gratefulness that makes us happy."



**Scott McDonald**  
General Manager Business Development

As it has been for most people around the world, 2020 has been a year of immense challenge and certainly that has been the case for Belgravia Leisure and in business development. In the height of COVID, there was a pause placed on business development activities as the priority was survival. As was the case for many, this resulted in the standing down of my team. I owe the deepest gratitude to my team (thanks Kym and Bryce), as indeed we do to all our family for sticking with us through this crisis. It is true that whilst challenging times pass, good people do not.

Outside the human toll Covid-19 has reaped on our business, as a former manager of Windy Hill Fitness Centre, my other sadness this year is the loss of this venue. There are many great people in our business today that have cycled through Windy Hill Fitness Centre and it's a shame to no longer have that talent factory in the group. To the team members that remain with us today, despite losing the venue, thank you.

These periods of immense challenge often become the moments through

which we achieve most personal and professional growth. I am confident our organisation will reflect on this period as one of immense cultural growth.

Interestingly in recent months our organisational growth has also coincided in great business growth. As I write this, we are currently transitioning 18 new venues into the Belgravia family. Not in my time in business development have we seen this volume of venues being welcomed into the business.

2021 represents yet another year of opportunity and hopefully not as many challenges. Personally, I am excited about continuing our growth by also looking to new ways to generate revenues outside conventional contract management. The diversity in our business proved valuable during COVID and the new year will see us continue to invest in diversifying our interests to keep us strong.

My personal prediction is that 2021 will be the year we transition from a good business to a great business. Let's enjoy the ride!

# 2020

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# LOCAL HEROES

## Izzy from Mt Albert Aquatic Centre Championing Inclusion and Diversity

Izzy is one of the passionate and dedicated lifeguards at Mt Albert who also teaches children with disabilities at the Mt Albert Aquatic Centre swim school program, and she has a special message to share. Mt Albert Aquatic Centre Manager, Irene Smith says, “Izzy is one of our part-time lifeguards and swim teachers who has been with Mt Albert Aquatic Centre since the beginning of 2019. Izzy is one of a number of staff who excel at teaching children and adults with a disability. Over the last 12 months we have seen a rise in people attending the facility with various disabilities including our deaf community.”



## Supporting our community with Cire Services community pantry

The Yarra Centre did their part in supporting Cire Services community pantry with products they could no longer utilise during the closure period. National Disability & Diversity Manager, Dr Jeff Walkley said, “this is just one example of the great work done by Lesley and the Yarra team supporting a great local cause.”



## Park Managers Col and Sue Evacuate over one hundred sites

BelgraviaPRO staff have played an essential role in response to this crisis. Staff were well-prepared, having reviewed their EMPs and undertaken fire evacuation drills in the lead up to the peak season. At Dalmeny Campground, Managers Col Towers and Sue Parrey evacuated over one hundred sites. However, they elected to remain on-site themselves to look after several guests who were unable to leave due to traffic congestion, limited fuel supplies and complete collapse of telephone, Internet and Eftpos facilities.



*Pictured above are Col and Sue presenting a donation of \$500 to the Dalmeny RFS Captain Greg Hill and one of his team members, to thank them for their support, guidance and advice during these events.*

## Volunteer Swim Teachers Educate Remote Island Community

When Sally Pizzey and Molly Smith, swim teachers at the Monbulk Aquatic Centre, heard that there were limited swimming opportunities for the residents on the remote island of Lord Howe, they were determined to help in any way that they could.

They hope that their trip can raise awareness towards the need for greater access to swimming education in remote island locations such as Norfolk Island, Christmas Island and the Cocos Keeling Islands.



## Partnership with CBEC Brings World-Leading Management Systems to NZ's Isolated Communities

We partnered with CBEC to bring world-leading management systems to some of New Zealand's isolated communities.

For the last 30 years, CBEC has run four aquatic facilities in the Far North including Kaitaia, Kerikeri, Kaikohe and Kawakawa. They have now formed a new partnership with the team at Belgravia Leisure New Zealand to operate these facilities. General Manager of Belgravia Leisure New Zealand, Mark Blake said “We believe this unique partnership can serve as a blueprint for isolated communities to ensure they get world-leading management systems at a very affordable price.”



# LOCAL HEROES

## Sticking together through COVID-19 and what our teams have learned

“AKAC has always been an extremely social place to work,” said Rosie Keogh, Centre Manager. “We’re not just workmates but also friends outside of work with our colleagues and members.” The temporary closures were enforced just as the team at AKAC were nearing the end of their members’ 6-week challenge. To keep members on track and to ensure they could complete the challenge, the AKAC team filmed some workouts and shared them on the 6-week Challenge Facebook Group.



## Venue Managers Support PRO with Some Different Duties Than Usual

Venue Manager at Cleveland Aquatic Centre, Ashley Langbein and Venue Manager at Nerang Aquatic Centre, Mark Sywak put their hands up to help out with some jobs outside their usual line of work, in order to support their sister company, PRO.

## Devastating Bushfires Bring Communities Together

Summer usually heralds sand, sunshine and smiles but late 2019 brought with it dry, arid conditions and sparks that grew into the most catastrophic bushfires Australia has ever experienced. During this unprecedented national crisis, communities across the country have banded together to tirelessly fight the fires, support one another and rescue our precious wildlife.



## Embracing all backgrounds: Meet our team at Auburn Ruth Everuss Aquatic Centre

Auburn Ruth Everuss Aquatic Centre is located in the bustling, multicultural suburb of Lidcombe in New South Wales, Australia. The demographic at Lidcombe is composed of people from all over the world, with a particularly large middle eastern community. Given the potential challenges that may be faced by the diverse community in Lidcombe, the team at AREAC are particularly passionate about Belgravia Leisure’s commitment to connecting all members of the community to leisure.



## Tobruk Memorial Pool lifeguards awarded three out of five Australian Resuscitation Club Medals

Tobruk Memorial Pool lifeguards Corey Cox, Amandine Fetel and Samuel Woodcock were awarded three out of the five annual Australian Resuscitation Club medals in November 2020.

The awards were presented for Corey, Amandine and Samuel’s prompt and professional response that saved swimmer Anthony Forsyth’s life. Anthony was found by the lifeguards at the bottom of the 50-metre pool at

Tobruk Memorial. The lifeguards retrieved Anthony and began CPR response. After approximately three rounds of CPR Anthony regained consciousness and was placed in the recovery position. Anthony was then taken to hospital by ambulance after successful resuscitation by Corey, Amandine and Samuel.



# BEST OF 2020

## Disability Support Services at Copper Coast Sports & Leisure Centre that are connecting everyone in the community to leisure

The Copper Coast is 150kms north-west of Adelaide's CBD and consists of three main towns, Kadina, Wallaroo and Moonta. The population of around 19,000 people has some great disability services including but not limited to, Bedford, CARA, Home Care Plus, Regional Disability Support, Minda Disability Support and Novita.

Copper Coast Sports & Leisure Centre work closely with The Copper Coast Council to ensure they are prioritising wellbeing and connecting community to leisure.



*Pictured is Andy Miller, a Copper Coast Sports & Leisure Centre member and Kevin Wehliet a full-time team member.*

## Inspiration Breakfast Raises Over \$50,000 For Inclusive Swimming Experiences

On Thursday February 13 2020, The Belgravia Foundation wrapped up its third annual Inspiration Breakfast. The Breakfast was hosted by Olympic gold medalist, world champion and former world record-holder Brooke Hanson, who supports many charities and is a Board Member of the Foundation.

The Inspiration Breakfast was attended by over 250 people, some who had flown in to Melbourne just to attend the event. Belgravia Foundation CEO Dr Jeff Walkley reported "The fundraiser has raised over \$50,000 and every cent of that will go towards supporting the leisure sector to create opportunities in local communities to include all, with our aim being no one misses out".



## New Zealand celebrates turning five years old

We wished a very Happy Birthday to our New Zealand family who turned five on July 1. This day marked five years since Belgravia Leisure officially started trading at Franklin Pool and Leisure.

Whilst every birthday is a time for celebrating five years has always been a significant benchmark in the business world. Despite optimistic starts, only around 50% of businesses make it to the five-year mark, and so it's a proud achievement for the New Zealand team and the company at large.



## Keeping members engaged with the Home Fitness Network

In March 2020, as instructed by state and federal government, doors were temporarily closed for all health and leisure facilities across the Belgravia Group network. During such unprecedented times, the Belgravia Group did everything they could to continue to support its nearly 160,000 members and staff, starting with the launch of our newly created Home Fitness Network within 24 hours of temporarily closing venues.

During such challenging times for people throughout Australia, New Zealand, and abroad, Belgravia Group created the Home Fitness Network in hopes that it would inspire movement, connections and ultimately foster a positive outlook for our network and beyond, not just for its members but for their families and loved ones now and into the future.





# AWARDS

## Awarded “Supporting Carers Locally” Grant

The Belgravia Foundation was awarded the “Supporting Carers Locally” Grant at the start of 2020. The grant was awarded in acknowledgement of carers in the local community who often sacrifice their own needs, health and wellbeing to support those for whom they provide care. Belgravia Leisure has made inclusion and access a national priority and has worked closely with the Belgravia Foundation to promote inclusion for the benefit of communities.

Jackson Taylor MP, State Member for Bayswater, said “I’m was pleased to go into bat for The Belgravia Foundation, securing a \$18,480 grant to support our local carers. This grant will go towards assisting carers, that dedicate their time to helping others. They need this the most.”



## International Recognition for Ocean Beach Tourist Park

Ocean Beach Tourist Park, situated just off the Gold Coast highway in the popular tourist destination Miami Queensland, is in firm competition with some of the best holiday parks in the country. Despite competing with the many accommodation options in the busy Miami area, Ocean Beach Tourist Park has consistently received customer satisfaction ratings in excess of 97%, winning the family friendly Park the inaugural Tripadvisor Traveller's Choice Award in September 2020.

## Lakeside Leisure Centre Hosts Record-breaking Attempt for National Seniors Week

On February 18th, Lakeside Leisure Centre partnered with Port Stephens Council and Port Stephens Pools to run an Aquathon in an attempt to break the world record of 254 participants at a single aqua aerobics class. Nicole Dunn, Northern NSW Area Manager said “We had lifeguards, swim teachers, kiosk staff and managers all embracing the record-breaking attempt by jumping into the 50-metre Olympic pool to participate and increase attendance numbers.



## Aquarena Aquatic and Leisure Centre Receive Gold Safety Endorsement from Life Saving Victoria

The team at Aquarena Aquatic and Leisure Centre were thrilled to receive their LifeSaving Victoria Audit result, and rightly so with a Gold Endorsement Award with 100% in compliance.

Operations and Contracts Manager at Aquarena, Bobby Savic said “it’s no easy task given the size of the facility and ever growing industry demands for safety and compliance and rightfully so. None of this would be possible without the ongoing support and partnership between Belgravia Leisure and the Mannigham Council. In these challenging times we have grown stronger.”



## Waves Fitness and Aquatic Centre lifeguards recognised with Cardiac Arrest Rescuer Award



On the 26th of August 2019, Desmond Harris, a lifelong member of Waves Fitness and Aquatic Centre arrived for his usual swim. Shortly after Desmond began swimming laps down the pool, the eagle-eyed lifeguards Daniel Janvin, Bradley Stockwell and Scott Williams noticed that he had stopped moving.

The lifeguards tried to get a response from Desmond who had suffered an epileptic fit, but

they immediately discovered that he had become unconscious. Acting quickly, they performed lifesaving cardiopulmonary resuscitation on Desmond. The quick thinking and courageous actions of Daniel, Bradley and Scott resulted in Desmond regaining consciousness.







# IN 2020 WE WELCOMED..

## New Venues

Glenorchy Aquatic Centre - TAS  
Belmont Wetlands Reserve - NSW  
Lake Moogerah Caravan Park - QLD  
Guilderton Caravan Park- WA  
Mill Park Leisure Centre - VIC  
Whittlesea Swim Centre - VIC  
Keilor East Aquatic Fitness Centre - VIC  
Talunga Park Caravan Park - SA  
Murray Recreation & Caravan Park - SA  
Euroa Swimming Pool - VIC  
Avenel Swimming Pool - VIC  
Violet Town Swimming Pool - VIC  
Nagambie Swimming Pool - VIC  
Woody Head Campground (PRO) - NSW  
Onaero Beach Campground (PRO) - NZ  
Riverside Coonamble Caravan Park (PRO) - NSW  
Millmerran Pool - QLD  
Moama Swimming Pool - NSW  
Mathoura Swimming Pool - NSW  
Wentworthville Swim Centre - NSW  
Gunyama Park Aquatic and Recreation Centre - NSW  
Yawa Aquatic Centre - VIC  
Far North District Council - NZ

## Renewed Venues

Copper Coast Sports & Leisure Centre - SA  
Memorial Pool - QLD  
Ascot Vale Leisure Centre - VIC  
Queens Park Swimming Pool - VIC  
Williamstown Caravan Park - SA  
Wiluna Swimming Pool – WA

# CLOSING MESSAGE FROM OUR CEO

This year's booklet has showcased the outstanding work of our people through what has been the most challenging of years. I hope you have enjoyed reading up on the local initiatives, meeting some of our key leaders across the organisation or reading about some of the business growth and success Belgravia Leisure has enjoyed, despite the operational challenges that we have faced.

I am enormously proud of the work that we do. I want to express again my heartfelt thanks for everyone's patience, support and ongoing commitment to deliver service excellence in each of our venues. The passion of our people to help connect community to leisure is inspiring!

As we look to the New Year, we're encouraged that services will return in full and our venues will be thriving once more. We will continue to look at opportunities to grow and provide career paths for the many teams who are wanting to progress their career with Belgravia Leisure.

We continue to encourage you to share your thoughts and ideas through the many communication channels available to you. Our culture is built around our people and the importance of encouraging people to speak up and contribute to helping build a high performing organisation.

Finally, as we come into the busiest time of the year, it's a reminder that we need to keep in the front of our minds the millions of people who visit our venues every year and the importance of being vigilant and safe.

Think Safe, Act Safe, Be Safe!

**NICK COX**  
CEO BELGRAVIA LEISURE

**Have a wonderful holiday season and a safe and Happy New Year.**  
**We look forward to seeing you all in 2021.**



