WESTERN
LEISURE
SERVICES

POWERED BY
WYN ACTIVE



YEAR IN REVIEW 2026

Progress towards achievement of our strategic goals

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Bunurong and Wadawurrung Peoples as the Traditional Custodians of the lands on which WynActive operates. We recognise their continuing connection to land, water and community, and pay respects to Elders past and present.





1. HIGHLIGHTS 2025/26

In 2025/2026 WLS delivered:

2,285,739
visits across all centres

(highest on record at all three centres and 0.29% increase on 2024/25)

AQUAPULSE

1,111,893
visits to AquaPulse – that's over 3,000 on average every day

EAGLE STADIUM

1,096,231
visits to Eagle Stadium – that's over 3,000 on average every day

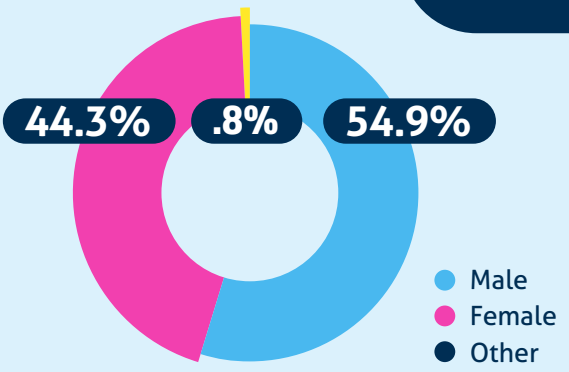
WERRIBEE OUTDOOR POOL

77,615
visits to Werribee Outdoor Pool – that's over 360 on average every day during the seven months of operation

Memberships

Peaked at 6,652 in October 2025

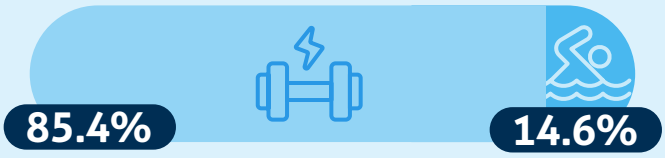
We saw a net membership growth of 217 in June 2026



(as of 30 June 2026)

Health Club membership

Aquatic memberships



(as of 30 June 2026)

WynSwim

- Averaged **3,357** students throughout the year
- Occupancy average **80%**
- **170** adult students

Platinum Pool accreditation

– AquaPulse and Werribee Outdoor Pool consecutive years

Delivering in 2025/2026

16 swimming carnivals

34 schools engaged in LTS programs, servicing 6,668 students

93% employees live in Wyndham

7,040 group fitness classes delivered

42 schools utilising Eagle Stadium

Eagle Stadium indoor court occupancy – average **61%**

Opening Hours

AquaPulse open almost
100 hours per week
across 7 days/363 days of the year

Eagle Stadium and Gym
open over
110 hours per week
across 7 days/363 days of the year

Werribee Outdoor Pool
open
85 hours per week
across 7 days during 7-month season

Combined, three facilities open almost
300 hours per week
(inc. Werribee Outdoor Pool season)

288 Reclink participants
(aged between 17 and 78 years) accessed a membership throughout the year

25 participants aged between 6 and 58 years in our H3 Alliance homeless program

Customer Service

Average Customer Service Performance Indicator (CSPI) score
(industry best practice benchmark = 80%)

AquaPulse 85.5%

Eagle Stadium 85.3%

Daughters of the West
68 graduates

Sons of the West
56 graduates

Online visits and views

1,682,122 visits
to the WynActive website

2,846,974 views
across the WynActive Facebook and Instagram sites

Workforce retention

Permanent 79%

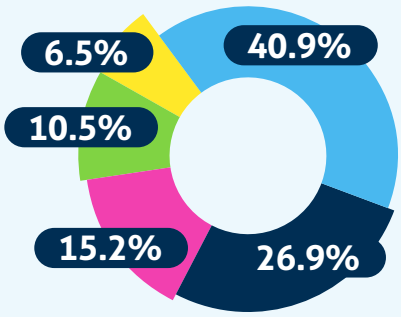
Casual 79%

Financial results

Unfavourable to budget
due to a significant downturn in the local economy affecting both memberships and WynSwim

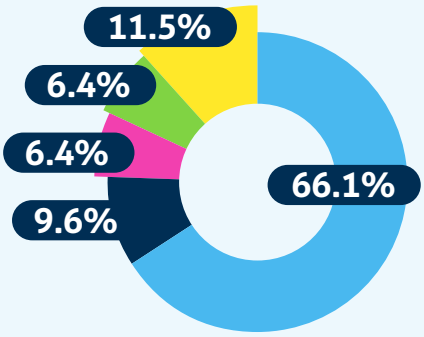
Income

- Memberships
- WynSwim
- Casual Entry
- Stadium
- Other



Expenditure

- Salaries, Wages, Oncosts
- Utilities
- Maintenance
- Cleaning
- Other





2. CHAIR'S MESSAGE

On behalf of the Board of Western Leisure Services, I am pleased to present our 2025/26 Year in Review.

This past year has reinforced the important role WLS plays in supporting the health, wellbeing and connectedness of the Wyndham community. While many individuals and organisations continue to navigate a challenging economic environment, we have remained focused on delivering community value on behalf of council, maintaining high-quality and safe venues and services while also positioning the organisation for long-term success.

I thank all Board Directors for their active support and engagement over this past year, particularly as we undertook the important process of recruiting our next CEO. After a highly competitive process, the Board was very pleased to appoint Cam Vale in June 2026 to lead our WLS team and work with the Board through this next important phase of the organisation's evolution.

Cam brings significant executive leadership experience across the sports sector as a former CEO of Hockey Australia and Baseball Australia, and senior executive roles at North Melbourne Football Club. Cam comes to us from a period of consulting work and we welcome him to WLS.

I would also like to acknowledge the departure of long-standing CEO Alison Dixon who finished in April 2026. Alison was CEO from 2018 and previously was General Manager Corporate Services for four years, marking a long tenure of significant achievement at WLS. We thank Alison and wish her all the best for this next phase of life.

> **Throughout the year, WLS continued to deliver against the objectives of our Connect26 Strategic Plan.**

The organisation has remained focused on enabling a healthy, active and connected community through a broad range of health, fitness, aquatic, sport and recreation services. The Board is particularly pleased to see the continued emphasis on inclusion, accessibility and participation, ensuring that our facilities and programs remain welcoming and accessible to people of all ages, backgrounds and abilities.

On behalf of the Board, I would like to acknowledge the dedication and commitment of our employees, leadership team, and community partners. Their passion and professionalism continue to make a positive difference in the lives of thousands of Wyndham residents every day.



The year also highlighted the strength of the partnerships that underpin our success. Our ongoing collaboration with Wyndham City Council, schools, sporting clubs, community organisations, and sector partners has enabled WLS to extend its reach and maximise its impact across the community. These partnerships are critical in addressing some of the broader health, wellbeing, and social challenges faced by our growing municipality.

The Board has continued to prioritise strong governance, effective risk management, and long-term organisational sustainability. During the year, management continued to strengthen organisational capability through improvements in strategic planning, workforce development, cyber security, safeguarding children and young people, risk management, and performance reporting. These initiatives may not always be visible to the community, but they are essential in ensuring WLS remains a trusted, resilient and well-governed organisation.

As a Board, we are equally mindful of the challenges ahead. The City of Wyndham remains one of Australia's fastest growing, most diverse communities, creating increasing demand for aquatic, recreation and sports infrastructure. At the same time, economic pressures, ageing facilities, workforce challenges, and rising operating costs require thoughtful planning and careful decision-making. These realities reinforce the importance of having a clear strategic focus and maintaining strong partnerships with Council and other stakeholders.

Importantly, 2025/26 also marks a significant point in our strategic journey. Connect26 has provided a clear roadmap for the organisation guiding our focus on community outcomes, operational performance and organisational capability. As we look to the future, the Board will work closely with management, Council, our community and stakeholders to deliver the next strategic directions for WLS. We will seek out innovation and new ideas across the recreation, sports and aquatic sectors, we will delve deeper into understanding our community needs and aspirations and we will ensure we provide best value for Council and our broader Wyndham community.

> **"The achievements of 2025/26 demonstrate not only the resilience of our organisation, but also the value of investing in community health, wellbeing and connection.**

As we prepare for the next chapter beyond Connect26, the Board is excited about the future. We know that Western Leisure Services is well positioned to meet future challenges, seize new opportunities, and continue delivering meaningful outcomes for the people and families who live, work and play in Wyndham.



Libby Mears
Chair,
Western Leisure Services Pty Ltd





3.
CEO MESSAGE

As I reflect on the 2025/26 financial year, I am incredibly proud of what Western Leisure Services has achieved for the Wyndham community.

This year has been characterised by resilience, community impact, and preparing for the future. Against a backdrop of ongoing cost-of-living pressures, increasing operational costs and growing demand for health, fitness and recreation services, our team remained steadfast in delivering positive outcomes for our community while continuing to build a stronger and more sustainable organisation. The achievements highlighted throughout this report are a testament to the dedication, passion and professionalism of our people and the support of our Board, Wyndham City Council, community partners, and customers.

At its heart, WLS exists to enable a healthy, active and connected community. Throughout 2025/26, this purpose continued to guide our decision-making and our investment of resources. Every day, thousands of residents chose our facilities and programs as places to improve their health, learn essential water safety skills, participate in sport, connect with others, and strengthen their sense of belonging.

This year we continued to deliver on the commitments of our Connect26 Strategic Plan. We strengthened community health and wellbeing through our fitness, aquatic and recreation offerings; expanded participation opportunities for people of all ages, abilities and backgrounds; enhanced partnerships that create positive social outcomes; invested in developing our people; and continued to improve the systems, processes and governance that support a high-performing organisation.

> **"One of the highlights of the year has been our continued focus on accessibility, inclusion and participation.**

Programs and initiatives designed to remove barriers and create welcoming environments for all community members have continued to grow and evolve. From disability inclusion initiatives and culturally inclusive programming to women's participation opportunities and community wellbeing partnerships, we have sought to ensure that every member of the Wyndham community can access the benefits of recreation, health and social connection.

We have also continued to invest in our people. Our workforce remains our greatest asset, and during the year we expanded leadership development opportunities, strengthened capability-building initiatives and continued our focus on workplace wellbeing and safety. These investments are helping to build a resilient organisation equipped to meet future challenges and opportunities.

While there is much to celebrate, we are equally conscious of the challenges ahead. Economic conditions continue to place pressure on families, organisations, and local government. Demand for water space, court space and health club facilities continues to grow alongside Wyndham's rapidly expanding population. Ageing infrastructure, sustainability expectations, workforce challenges and the evolving technology landscape all require careful planning and investment.

These challenges also present opportunities. As one of Australia's fastest-growing municipalities, Wyndham offers significant potential to increase participation, improve community wellbeing and enhance social inclusion. We see opportunities to strengthen financial resilience, embrace emerging technologies, expand our community impact, and continue positioning WLS as a leader in the sport, leisure and recreation sector.

As we move into 2026/27, we will remain focused on delivering exceptional experiences for our customers, strengthening our partnerships, investing in our people and ensuring the long-term sustainability of our organisation. Importantly, we will also begin shaping the next chapter beyond Connect26, working with our Board, Council, and stakeholders to define a future vision that responds to the evolving needs of our community.

On behalf of the Executive Team, I would like to sincerely thank our employees, customers, community partners, the WLS Board, and Wyndham City Council for their ongoing support and collaboration. Together, we are creating healthier, more active and more connected communities, and I look forward to continuing that journey in the years ahead.



Barry Harrison
Interim Chief Executive Officer
Western Leisure Services Pty Ltd.



4.
KEY ACHIEVEMENTS

Community Impact

2.3 million+ visits across WLS facilities

> **Despite significant economic pressures facing households, WLS continued to attract record levels of participation across AquaPulse, Eagle Stadium, and Werribee Outdoor Pool.**

Maintaining participation in a challenging environment

While many leisure operators experienced declining participation, WLS maintained strong community engagement through:

- Membership campaigns for both potential and current members
- Continued refinements to our WynSwim program to enhance the level of instruction, student progress, and engagement with families.
- Health and wellbeing programs
  - Gym Challenges and Member Events
  - Member Health and Wellness Seminars
- Community-based participation initiatives
  - Daughters of the West
  - Sons of the West



Continued leadership in water safety

WLS continues to be a leader in water safety for the local community through:

- Strong WynSwim participation with students' number continuing to be well over 3,000
- Industry participation and recognition
  - ARV Awards
    - Duty Manager of the Year
    - Innovative Program of the Year
  - ARV Emergent Program – Participants and Mentors
  - ARV Industry Committee involvement
    - Local Government Managers (Chair)
    - Facility Management
    - Stadiums
  - ARV Conference presentation
  - LSV
    - Platinum Pool Committee
    - Swim & Survive (Learn to Swim) Committee
- Ongoing development of the Care Around Water initiative
- Focus on drowning prevention and aquatic education through our Watch Around Water program.

Inclusion and Accessibility

Expanding access for all members of the Wyndham community

WLS is working towards enabling all cohorts within Wyndham to have access to our facilities through:

- Community Participation Actions
- Care Around Water implementation and improvement
- WynSwim Pathways implementation with a number of students progressing to the mainstream program
- Linking WynSwim Pathways families to encourage mutual support.
- Disability inclusion initiatives including CERGE
- CALD engagement activities including Women's Only Swimming
- Women's participation initiatives
  - Women's only swim lessons
  - WynActive Girls Can



Strengthening Our Organisation

Investing in our people

Recognising that our people are central to delivering safe, welcoming and high-quality experiences for the Wyndham community, WLS continued to strengthen workforce culture, leadership capability and organisational systems throughout 2025/26. This year's focus was on building a more connected, capable and future-ready workforce, informed by employee feedback, leadership development priorities and the systems needed to support sustainable growth.

- Human Synergistics Leadership Impact and Management Impact programs were rolled out to the Senior Leadership Team, supporting constructive leadership behaviours and stronger alignment across senior leaders.
- The WynActive Leadership Program continued for Coordinators, with modules focused on culture, people leadership, authenticity and integrity.
- WLS continued its participation in the ARV Emergent Program, supporting the development of current and emerging leaders within the aquatics and recreation sector.
- Priority culture actions were embedded across leadership practices, aligned to insights from the 2025 Culture Survey.
- Learning pathways and workforce plans were developed, with succession planning progressing to support future capability and business continuity needs.
- Baseline workforce demographic reporting was developed, providing a stronger foundation for future diversity, equity and inclusion initiatives.

Strengthening governance and risk management

The following initiatives underscore our dedication to strengthening governance, compliance, and risk management throughout the organisation:

- Cyber security maturity improvements
- Enterprise Risk Management enhancements
- Safeguarding Children and Young People Working Group
- Compliance improvements
- Data and reporting improvements

Investing in Facilities

While our facilities continue to age requiring increasing amounts of maintenance, we continue to work with Wyndham City Council to invest in all of our facilities:

- Equipment replacement programs
- Technology improvements
- Environmental sustainability initiatives
  - Waste reduction program
  - Active involvement in Container Deposit Scheme
- Asset renewal and maintenance achievements



5.
DELIVERING THE WLS 2025/2026 BUSINESS PLAN

WynActive continues to deliver a positive and lasting impact for the community, underpinned by strong financial stewardship. Membership and WynSwim participation remain robust despite ongoing economic pressures, with achievements closely aligned to the priorities set out in the 2025/26 Business Plan.



25/26 Priority:
Maximising membership capacity at AquaPulse and Eagle Gym.

- With the impact of cost-of-living pressures throughout the year, membership numbers fluctuated and ended at 6429, 2% lower than the starting position of 6547 members in July 2025.
- WynActive member journey was reviewed and refined, providing members with structure support and guidance to help them establish positive participation habits.
- Communication with members has focused on active participation, value proposition and meaningful engagement.
- Various Member Events were delivered, including health and wellness seminars, and participation in the Werribee Mansion Fun Run.
- A range of member acquisition and retention campaigns were successfully delivered that focused on awareness, discount offers, referrals, participation incentives.
- Together with WynSwim, membership team members conducted effective community outreach at Werribee Plaza during the term 1 School Holidays.

25/26 Priority:
Consolidating WynSwim and increasing community awareness around water safety.

- Impacted by cost-of-living pressures and increasing market competition, WynSwim numbers fluctuated through the year, averaging 3356 students, 7.5% lower than the average of 3632 in 2024/25.
- Ongoing application of Life Saving Victoria's Watch Around Water program.
- 2026 Platinum Pool Accreditation – AP and WOP.
- Care Around Water named winner of the ARV Innovative Program Award 2026.
- WynSwim awarded Best Inclusive Swim School Victoria – Australian Swim School Association (ASSA).
- WynSwim received the Water Safety Award Victoria - Australian Swim School Association (ASSA).
- Partnership with LSV and expanded collaboration with other partners, including the Bendigo Bank, are supporting high-quality water safety and Learn to Swim opportunities.
- A range of student acquisition and retention campaigns were successfully delivered that focused on awareness, discount offers, and increased communication engagement with families.
- WynSwim became a registered activity provider under the Get Active Victoria initiative.

25/26 Priority:
Elevating workforce culture, capability and safety.

- Priority culture actions embedded across leadership practices, aligned to insights from the 2025 Culture Survey.
- Human Synergistics Leadership Impact and Management Impact programs rolled out to the Senior Leadership Team.
- WynActive Leadership Program continued for Coordinators, with modules delivered on culture, people, leading with authenticity and integrity.
- Employee Assistance Program reviewed, with the current provider retained and future review scheduled when competing priorities allow.
- Learning pathways identified and workforce plans drafted, with succession planning being developed to support future capability needs.
- Baseline workforce demographics developed and captured through reporting methods, providing a foundation for future DEI initiatives.
- SharePoint refresh progressed through discovery, prototyping and leadership consultation, with the proposed structure tested positively ahead of migration.

25/26 Priority:
Strengthening collaboration and engagement with Council.

- Implementation of the Community Participation Strategy
- High level of Councillor, Board, and Executive engagement through formal and informal opportunities including NAIDOC week, LSV Committees, Barry Jones Oration, AICD Events, SOTW and DOTW Graduation; ARV Awards, and Committee for Wyndham events including:
  - Annual Economic Update
  - Treasurer's Budget Briefing
  - Wyndham Law Courts tour
  - Business Leaders Lunch
  - Mainstream Recycling Tour
  - West Gate Tunnel Briefing
  - Wyndham Connect
- Wherever possible contributed to Council's key aquatic and recreation strategies, and high level concept/ feasibility planning
- 10th Birthday celebrations enabled the community to attend Eagle Stadium free of charge.



25/26 Priority:
Exploring opportunities for growth, continuing to manage costs.

- Cost saving measures implemented to ensure the business continues to act fiscally responsible.
- Review of all programming, including operating hours with adjustments made as necessary.
- Further refinement of the lane allocation framework increasing allocation for public access, WynSwim and swim clubs.
- Development of the court allocation framework at Eagle Stadium.
- Renewed focus on Direct Debit rejections
- Continued evolution of the risk management framework including risks, risk appetite, and risk register. Commenced implementation of ISO31000 guidelines.

25/26 Priority:
Broadening our programs and services to improve accessibility and inclusion for the Wyndham community.

- Development of Community Participation initiatives and a draft guide for effective community partnerships.
- Growth and enhancement of WynSwim Pathways.
- 68 graduating Daughters of the West participants.
- 56 graduating Sons of the West participants.
- 50th NAIDOC Week celebrations, led by local Wadawurrung man John Lambley and his family with smoking ceremonies on Wadawurrung and Bunurong Country.
- Wyndham Variety Abilities Unleashed Kids event delivered, in partnership with Council, Disability Sports Australia, and Sport4All.
- Placement opportunities provided to students and disadvantaged members of the Wyndham community partnerships with multiple recruitment and job network agencies.

25/26 Priority:
Exploring options for maximising sustainability at WLS facilities.

- Significant progress on Measuring what Matters project including
  - Ongoing development of dashboard using DOMO platform
    - Memberships
    - WynSwim
    - Attendances
    - Stadium
    - Utilities
  - Workforce Analytics
- Continued development of a Sustainability Plan, measuring our carbon footprint and utilising waste data to allow a better understanding of how best we can operate and become more sustainable.
- Completed the rollout of our Waste Strategy with across all our facilities and are now measuring and monitoring for future improvements.





6. DELIVERING CONNECT26

How we deliver on our Strategic Plan (Connect26)

Connect26 is the WLS Strategic Plan developed in 2021/2022 and reviewed and updated in 2023/2024. Connect26 clearly sets out the direction for WLS until 2026. Below can be found the way that WLS addresses each of the Strategic themes of the document.



Strategic Theme:
Community Health and Wellbeing

Strategic priority

We are committed to improving the health and wellbeing of the Wyndham community.

We will create environments that support the encouragement, education, and practices of healthy lifelong habits.

Outcome

Improved health and wellbeing outcomes as informed by our members and industry sources.

Achievement/Initiative/Product/Service

- Record attendances (year on year)
- High Sustainable Health and Wellbeing memberships
- Large WynSwim (LTS) Program
- WynSenior Program
- WynKids Activities
- AquaFit Equipment
- Accessible facilities and equipment
- WynSwim Pathways for students with disability
- Care Around Water Program
- Walking football
- Walking basketball
- Women's only Cycle Classes
- Adult Swim Classes
- Aquarobics
- Group Fitness
- Rehabilitation
- Wellbeing classes
- Pain management
- Personal Training
- Body Scan analysis
- Women's only Swimming
- All Gender Change rooms
- CALD swimming lessons
- WynTensive (intensive learn to swim) program



Strategic Theme:
Community Engagement

Strategic priority

We understand our community needs and are actively engaged with them.

We will engage with a curious mind to ensure our programs and services are responsive and supportive of community needs.

Outcome

Demonstrated effective community engagement through identification and delivery of programs and services that meet community needs.

Achievement/Initiative/Product/Service

- Employment Programs
- RecLink Partnership
- H3 Alliance Partnership
- Customer Service Performance Indicators (CSPI) Program
- Concession pricing
- Benchmarking
- WynActive App
- Multilingual Signage
- Cerge
- NAIDOC week involvement
- Basketball
- Netball
- Badminton
- Ultimate Frisbee
- Table Tennis
- Social Pickleball
- Volleyball
- Multicultural Events
- CDS refund points located at both AP and ES
- Committee for Wyndham
- Model plane club
- Rhyme Time at WOP in conjunction with Wyndham Libraries
- Cafes
- Childcare
- Fundraising events
- All age dance parties
- Attendance reporting and monitoring
- Subsidised childcare
- Sons of the West
- Daughters of the West
- WynActive Girls Can
- Tunes at the Pool
- Waterfest
- BigV
- Technogym Body Scan machine
- Wheelchair rugby



Strategic Theme:
Community Partnerships

Strategic priority

We lead and innovate, collaborating with our partners to improve community outcomes.

Our partnerships bring shared knowledge and experience resulting in enhanced community outcomes.

Outcome

The programs and services developed as a result of partnerships enable a wider and more diverse cross section of the community to access our facilities and services.

Achievement/Initiative/Product/Service

- RecLink
- H3Alliance
- Community Participation Strategy
- All abilities sports
- Wyndham Basketball Association
- Wyndham Netball Association
- Laverton Wyndham Aquatics
- Western Aquatic Academy
- Werribee Football Club
- Victorian Government
- Disability Sports Australia
- Welcoming Australia
- ARV
- VicSwim
- LSV CALD Swimming lessons
- Bendigo Bank CALD swimming lessons
- Wyndham City
- Committee for Wyndham
- Community employment agencies
- Fitness Passport
- Western Bulldogs Foundation
- Peninsula Leisure
- South East Leisure
- Sport4All
- Helping Hoops
- Street Surfer Bus
- Wyndham Libraries
- Youth Resource Centre
- Victoria Police

Strategic Theme:
Our People

Strategic priority

Our people are our greatest asset, we support them to be engaged, connected, capable, and empowered.

Outcome

We have a culture that attracts and retains talent with a workforce that is hardwired to deliver excellence.

Achievement/Initiative/Product/Service

- HR Management Framework
- Attraction and Recruitment
- Onboarding and Induction
- Employee Benefits
- Reward and Recognition
- Engagement , Support and Feedback
- Critical Incident Support
- EAP
- Learning and Development
- Training Matrix
- Employment Pathways
- Leadership Program
- Flexible working practices
- Performance Development Plans
- Governance Framework
- Culture measures
- Employee Assistance Program

Strategic Theme:
Effective Operations

Strategic priority

Our operating model is responsive and adaptive, balancing financial sustainability, customer experience and community outcomes.

We will implement flexible and agile systems and processes that inform, support, and guide decision making.

Outcome

WLS operate facilities, programs and services that grow to meet the needs of the community that we serve.

- Watch Around Water program
- Care Around Water program
- ARV Watch Around Water winner seven times
- Australian Childhood Foundation Safeguarding Certification
- Cyber Security Framework
- Measuring what Matters – the WLS Integrated Strategic Planning and Reporting Framework
- Enterprise Risk Management Framework
- OHS Management System
- Emergency Management Plans
- In-house, internal and external audits
- LSV Platinum Pool Accreditation (AquaPulse and WOP)
- AUSactive Accreditation (AquaPulse and Eagle Gym)



7.
LOOKING AHEAD: CHALLENGES, OPPORTUNITIES & PRIORITIES

There were a number of strategic challenges and opportunities that WLS faced and addressed in 2025/2026 and will continue to face going forward including:

Challenges

Financial sustainability

- Cost-of-living pressures increased for large sections of the Wyndham community.
- Membership affordability decreased with less discretionary income available to households across the district.
- Increased operating costs were experienced due to inflation and the war in the middle east causing pressure on operating costs for all businesses.
- The number of members cancelling their membership increased compared to previous years.

Our Response - Initiatives implemented to address these challenges:

- More determined and regular membership campaigns.
- Different media used for membership campaigns for example letter box drops, shopping centre outreach, and increased local paper exposure.
- Benchmarked membership pricing to ensure an appropriate and affordable price structure.
- Membership freezes maintained a lower level due to the revised terms and conditions implemented in early 2025.
- Development of a long-term financial plan (LTFP) to 2029/30 including a strategy to increase fees and charges in line with wage increases, informed by the Department of Treasury and Finance.
- Introduced a new casual swim entry structure to make it more affordable for people to access our pools.

Growing demand for facilities

As the Wyndham population grows the demand from multiple user groups for the use of the available space continues to increase. This includes gym capacity, particularly at AquaPulse, as well as water space, and court space.

- Pool space pressures are being felt by recreational swimmers, lap swimmers, swim clubs, physios and other hirers, women's only swimming, WynSwim and minority groups seeking access to safe and dedicated water space.
- Court space is at a premium during peak times, with competing demands from licensees, permanent and casual hirers, event organisers, and hirers seeking to gain access to Eagle Stadium. The requirements and current expectations of these cohorts are not being fully satisfied due to court capacity limitations at the most sought-after times. Pressure and scrutiny is increasing each year as we carry out the annual court hire application and allocation process.
- Despite the large investment into the WLS Health Clubs by Wyndham City Council, there is still a large gym capacity limitation during peak times.

Our Response - Initiatives implemented to address these challenges:

- Development of a Court Allocation Framework to use as a guide for the fair and equitable allocation of court space when competing requests need to be assessed.
- Continued refinement of the Lane Allocation Framework.
- Thanks to the updated casual swim entry system, there is now more room available in the Spa, Sauna, and Steam Room.

Asset renewal

- AquaPulse now has 11 years of operations following its renovation in 2014/2015. Eagle Stadium is now 10 years old. Both facilities are past the defects and liabilities period (apart from the gym upgrades) and are aging quicker than expected due to the high levels of patronage.
- The number of maintenance requests is increasing every year and the cost per request is also increasing, putting a strain on the organisation's resources.
- Future capital investment needs have been identified and are being addressed by Council who are limited by the funds available.

Our Response - Initiatives implemented to address these challenges:

- The process completed in collaboration with Council in 2022/23 to undertake a comprehensive review of all assets in WLS facilities, has enabled a complete and ongoing update of the Asset Management Plans for each facility. Council is now using these Plans in developing their annual Facility Management and Capital Works budgets.
- A major upgrade is planned for AquaPulse in Term 2 2027. This will include a new electrical backbone to the entire complex, the pool concourse being completely renovated, a new Building Management System (BMS) being installed, and upgraded air handling and circulation system to enhance visitor experience and minimise utility costs.
- Prior to the 2026/27 season, Council in conjunction with WLS will be installing electric heat pumps at Werribee Outdoor Pool that will significantly reduce utility consumption.
- WLS works closely with Council on all major maintenance issues to ensure the Asset Management Plan for all centres is up to date.

Safety and wellbeing

- Our employees continue to be faced with an ongoing level of violence, aggression and inappropriate behaviour.
- The psychological health of all employees is a priority.
- Maintaining safe environments.

Our Response – Initiatives implemented to address these challenges:

- A multi-pronged response, involving internal processes, ongoing support and communication and external support is in place to prevent and reduce the instances of unacceptable behaviour.
- Mandatory staff debrief after every incident is now being recorded on the WLS Incident Management System, DoneSafe.
- Crisis Management plan was reviewed and will be implemented in late 2026.
- Emergency and Crisis Management Internal Audit undertaken in June and July 2026.
- Security guard review undertaken with a new company coming on board, demonstrating a much more proactive approach.



Opportunities

Community growth

Wyndham continues to be one of Australia's fastest growing municipalities, creating opportunities to:

- Expand participation
- Reach new communities
- Increase health and wellbeing outcomes

Our Response

- Increased WynActive presence at local business and community events.
- More targeted communications within different cohorts and communities within Wyndham.
- Increased Health and Wellness seminars offered to members and the public.
- Continue to engage with community members facing access or inclusion challenges.



Participation and inclusion leadership

Build on:

- Western Leisure Services (WLS) operates within one of Victoria's most culturally and linguistically diverse (CALD) communities.
  - Nearly half of all residents speak a language other than English at home, and almost half are born overseas.
- Wyndham's population includes a growing number of Aboriginal and Torres Strait Islander peoples, reflecting a strong connection to Country, culture, and heritage.
  - Approximately 1% of the community identifies as Aboriginal or Torres Strait Islander.
- A significant proportion of residents live with a disability.
  - Around 5% of residents require assistance with daily activities due to disability.

Our Response

These diverse demographics highlight the need for WLS to create inclusive, accessible, and culturally sensitive programs.

- Care Around Water
- Community Participation Strategy
- Accessibility initiatives

WLS provides equitable access to tailored physical activity options to promote higher participation rates across all demographic groups. This approach aims to improve community-wide health outcomes, including:

- Enhanced mobility
- Reduced risk of chronic disease
- Increased social connectivity
- Stronger mental wellbeing

WLS aims to ensure all community members have the opportunity to achieve their own health and fitness goals.

> **As a leading provider of health and leisure facilities in the western suburbs, WLS is committed to fostering an environment of trust, empowerment, and genuine belonging.**



Digital transformation

WLS, like all modern organisations face unparalleled challenges in the digital space. We continue to face these challenges head on, which include:

- Increasing need for data analytics.
- WLS acknowledges the substantial risks to privacy, continuity of operations, and financial security caused by unauthorised access to our information and communication assets.
- We also recognise opportunities to improve customer experience through the use of Artificial Intelligence (AI).
- Increasing cyber security complexity.

Our Response

- In conjunction with our Internal Audit partner, HLB Mann Judd, we undertook an audit of our cyber security systems against both the Essential Eight and the NIST frameworks.
- Continuing the development of the organisational dashboard using DOMO – increasing data driven decision making.
- Investigating, understanding, and considering AI at WLS. At an organisational level we have implemented AI Usage Guardrails for all staff.

Sustainability

- Almost all of WLS's CO2 emissions are the result of natural gas consumption.
- AquaPulse is responsible for nearly 80% of total emissions from gas usage across all Wyndham City facilities.
- The Council's carbon neutrality strategy will ultimately rely on addressing the significant carbon footprint of WLS.

Our Response

- WLS and Council are working towards electrification of all centres. As part of this process, the following projects are being implemented:
  - WOP – Replacement of gas burners with heat pumps
  - Eagle Stadium – Installation of solar PV panels
  - AquaPulse – Electrification of hot water system, café fryers
  - AquaPulse – Electricity network upgrade to enable replacement of the gas boilers with electric heat pumps .
- These initiatives will reduce environmental impact of the facilities and assist to meet Wyndham City's sustainability targets.



Priorities for 2026/27

There are five clear priorities:



1. Strengthen financial sustainability

Growing participation while maintaining affordability.

Financial Resilience

Membership revenue accounts for approx. 40% of total income. Memberships struggled to reach budget throughout 2025/26 due to a difficult economic environment. Fees and charges increases since 2020, including one year with no increase, have not matched Industry Award salary increases, largely due higher than predicted inflation rates and the ongoing impacts of the pandemic. Key factors which continue to contribute to increased operating costs include:

- Salary (award) increases.
- Utilities expenditure.
- Maintenance and cleaning expenditure.
- Security expenditure.
- The capacity to pass increasing operational costs onto the community, schools, swimming clubs, and other users without impacting memberships and patronage.
- Limited growth opportunities.
- Based on a 7-month season, and all-day opening hours, Werribee Outdoor Pool will continue to require a community subsidy of approx. $800k per year, consistent with seasonal outdoor pools in Victoria. The quantum of the subsidy will depend on several factors including length of season, hours of operation, utilities and weather.
- From 2023/24 there has been a strategy in place to increase fees and charges at a higher rate than CPI to begin to close the gap. From 2025/26, the long-term financial plan had assumed that fees and charges increase would be at least equal to assumed wage increases, however due to ongoing high inflation, the forecast wage increase is well below the actual wage increase.

Our Response - Initiatives implemented to address these challenges:

- In 2025/26 a total review of all expenditure within WLS operations was undertaken. Numerous cost saving actions were identified and undertaken. As much as possible the impact on the Wyndham community was kept to a minimum. However, several actions were undertaken that reduced the service levels to patrons, including:
  - Reduction in slide operating hours at AquaPulse
  - One hour earlier close at Eagle Stadium on weekends
  - Reduction in SplashPark operating hours at AquaPulse
  - Gym floor staffing at Eagle Stadium reduced during off peak times
  - Less popular Group Fitness classes removed from the timetable
- Increased number and more aggressive sales membership campaigns.
- Review and improvement of the member journey for both new and long term members.

2. Deliver exceptional member and customer experiences

Wyndham has been facing ongoing difficult economic conditions, which have significantly impacted both our operations and the broader community. The rising cost of living, inflationary pressures, and reduced discretionary spending have contributed to an increased number of membership cancellations, as many residents are forced to reassess their household budgets. These challenges have underscored not only the importance of our initiatives to retain members, but also the need to maintain and increase the level of customer service delivered across our facilities. By continuing to focus on exceptional service, we aim to strengthen member loyalty and engagement despite the economic uncertainty affecting participation rates throughout Wyndham.

Our Response - Initiatives implemented to address these challenges:

- Improving and enhancing the member journey with a review of:
  - Appointments and timing of
  - Promotion of the full Body Scan and how to use it
  - More targeted programs
  - Ensure Group Fitness classes are the most popular ones with the WynActive community
  - Increase the number of Member Events
- Enhance the café offerings to ensure they are both healthy and popular.
- Offering merchandise at a reasonable price and offering sale items more often.

3. Expand participation and inclusion

The Wyndham community is made up of people from a wide range of cultural backgrounds, ages, abilities and interests, creating a vibrant and dynamic environment. WynActive recognises this diversity and is committed to providing programs, services and facilities that reflect the unique needs of all residents. By actively seeking feedback and adapting our offerings, we aim to ensure everyone feels welcome, respected and empowered to participate in ways that suit their lifestyle and aspirations.

Our Response - Initiatives implemented to address these challenges:

Ensuring every Wyndham resident has the opportunity to be active and connected.

We will do this by:

- Continuing to implement the Community Participation Strategy.
- Working with the Western Bulldogs Community Fund to ensure the Sons of the West and the Daughters of the West programs continue.
- Continue to implement and refine the Care Around Water program.
- Uplift the WynSwim Pathways program.

4. Develop our people and culture

We recognise the significant role we play in shaping the training and career development of young adults within our community, providing pathways for growth and fostering skills that support lifelong success. Continuous staff development remains a priority, with ongoing training and opportunities designed to empower our team and adapt to evolving needs. Above all, we understand that a strong, positive culture is the cornerstone of a high-performing team, driving engagement, collaboration and excellence across all aspects of our organisation.

Our Response - Initiatives implemented to address these challenges:

Building a capable, safe and engaged workforce by:

- Continually reviewing and updating the Employee Training Matrix to ensure all staff are up to date with their inhouse training.
- Continue to ensure all staff keep their relevant qualifications up to date.
- Continue to implement the improved Induction of new staff program to give all staff the best opportunity to perform in their new role.
- Provide ongoing training so staff stay informed.
- All permanent staff participate in the organisational Performance Development Program (PDP), which sets goals and supports professional growth in their field.

5. Shape the future beyond Connect26

Connect26 has been a resounding success, strengthening community engagement and enhancing service delivery across Wyndham. Its achievements have set a solid foundation for future growth and innovation. Building on this momentum, the WLS Board, in close collaboration with Council and Management, will be developing a new strategic plan to guide the organisation's direction beyond Connect26, ensuring ongoing responsiveness to the evolving needs of our community.

Our Response - Initiatives implemented to address these challenges:

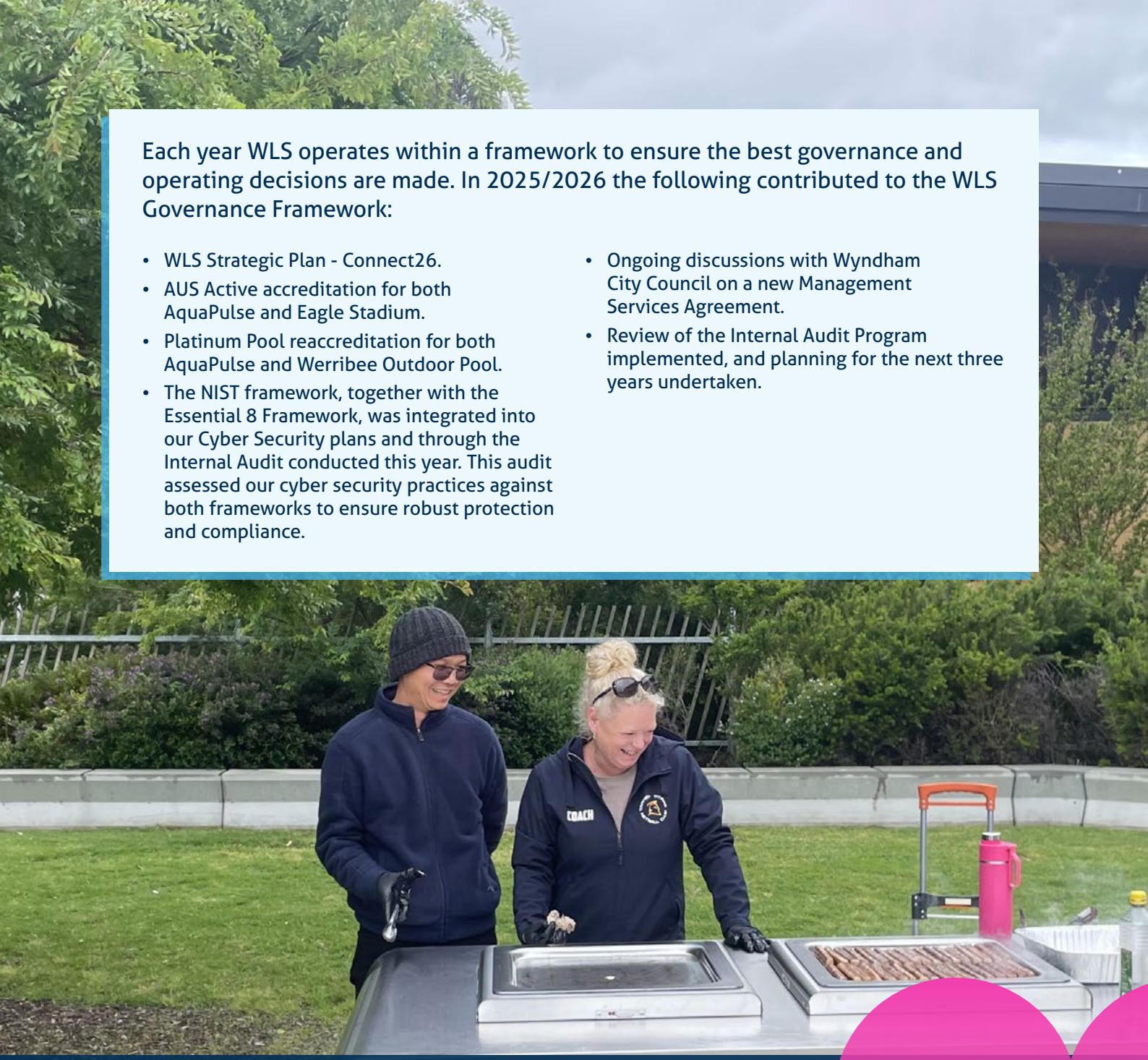
The Board will work with Council and management to establish the next strategic direction for WLS.

The Board will:

- Ensure Management provides comprehensive information and appropriate resources to support Board deliberations.
- Receive and review reports detailing the outcomes and impact of Connect26.
- Oversee and guide the preparatory work undertaken for the development of a new strategic plan.
- Consider and evaluate all contributions and inputs for the new strategic plan.
- Approve and endorse the final publication of the new strategic plan.

Each year WLS operates within a framework to ensure the best governance and operating decisions are made. In 2025/2026 the following contributed to the WLS Governance Framework:

- WLS Strategic Plan - Connect26.
- AUS Active accreditation for both AquaPulse and Eagle Stadium.
- Platinum Pool reaccreditation for both AquaPulse and Werribee Outdoor Pool.
- The NIST framework, together with the Essential 8 Framework, was integrated into our Cyber Security plans and through the Internal Audit conducted this year. This audit assessed our cyber security practices against both frameworks to ensure robust protection and compliance.
- Ongoing discussions with Wyndham City Council on a new Management Services Agreement.
- Review of the Internal Audit Program implemented, and planning for the next three years undertaken.



8. WLS GOVERNANCE FRAMEWORK



MANAGEMENT FRAMEWORK

Policies, procedures and guiding documents

- Board of Directors Charter & Code of Conduct
- Finance, Audit & Risk Management Committee Charter
- WLS Constitution
- Instrument of Delegations
- Management Services Agreement
- Connect26
- Asset Management Plans
- Corporate Policies & Procedures
- Strategic Internal Audit Program
- Directors and Officers Register of Interests

RISK MANAGEMENT FRAMEWORK

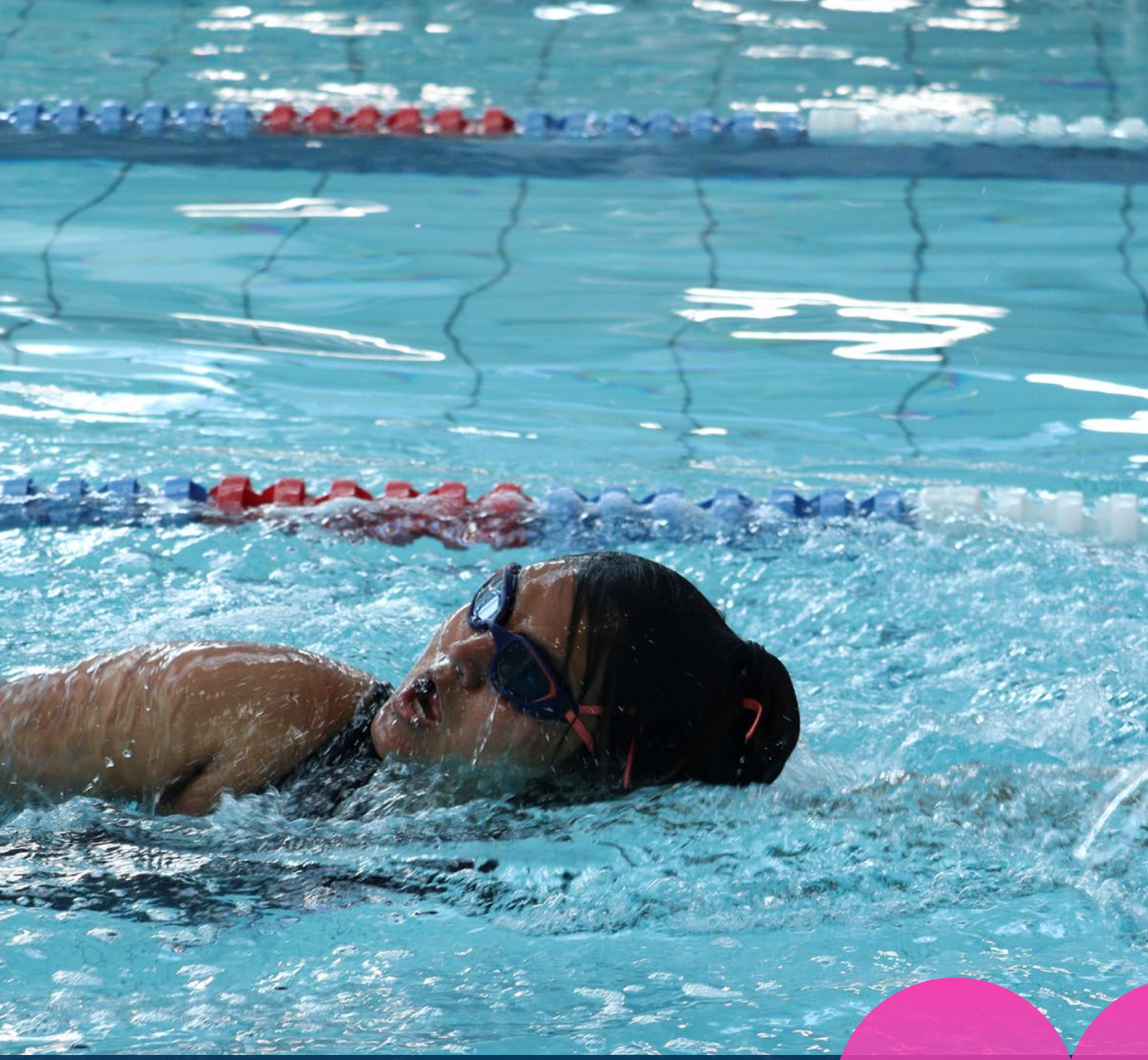
- Risk Management Framework
- Critical & Operational Risk Registers
- NIST Cybersecurity Framework
- ACF Safeguarding Certification
- OHS Management System (ISO 45001 Accreditation ready)
- Business Resilience Framework
- Emergency Management Plans
- Crisis Management Plans
- Business Continuity Plan
- IT Disaster Recovery
- Cyber Security Awareness Program
- Cyber Response Plan
- Evacuation & Critical Incident Drills

INDUSTRY GUIDELINES, AWARDS & CERTIFICATION/ ACCREDITATION

- Guidelines for Safe Pool Operations (RLSSA)
- AquaPulse Platinum Pool Status (LSV)
- WOP Platinum Pool Status (LSV)
- AUSactive Quality Accreditation: AquaPulse
- AUSactive Quality Accreditation: Eagle Stadium
- Watch Around Water Program (Winner of 7 ARV Watch Around Water awards in 8 years)
- Duty Manager of the Year 2024 (ARV)
- Group Exercise Instructor of the Year 2024 (ARV)
- Australian Childhood Foundation – Safeguarding Children Certification

LEGAL & REGULATORY COMPLIANCE

- Corporations Act (ASIC)
- Statutory External Audit (VAGO)
- Legal Compliance Framework
- Commonwealth and Victorian Statutes covering
  - Governance
  - Privacy & cyber security
  - Employment
  - OH&S
  - Childcare
  - Food Safety
- Police Checks
- Working with Children Checks



9. ALIGNMENT WITH MANAGEMENT SERVICES AGREEMENT

The Management Services Agreement is the document that guides both Wyndham City Council and Western Leisure Services in the management and delivery of services to the Wyndham community.

Listed below are the Guiding Principles found in this document.

Management Services Agreement – Guiding Principles

Community Outcomes

- Our extensive and varied programming supports Council's focus on improved health outcomes for the Wyndham Community.
- Our high participation rates at the centres is inclusive of all parts of the community and all demographic groups.

Effective Operations

- We optimise the effective management of the centres meeting all service requirements and safety standards.
- Our centres are managed in a financially sustainable way, with sound risk management practices

Alignment to Wyndham City

- The services and management of the centres provides positive recognition for Wyndham City by users and the community.
- We hold ourselves accountable to Council for performance against targets.

Asset Management

- Our centres are managed to safeguard the major investment made by Council for the long-term.
- We manage the Council's assets to maximise their life cycle.



Definitions

(WynSpeak – Understanding the world of WLS)

Acronym/ Name	Meaning
ACF	Australian Childhood Foundation
ACSC	Australian Cyber Security Centre
AI	Artificial Intelligence
AMP	Asset Management Plan
AP	AquaPulse
ARV	Aquatics and Recreation Victoria
ASIC	Australian Securities and Investment Commission
C4W	Committee for Wyndham (Peak Business body in Wyndham)
CALD	Culturally and Linguistically Diverse
CAW	Care Around Water
CDS	Container Deposit Scheme
CCM	Cente Care Manager (Duty Manager)
CEO	Chief Executive Officer
CERM	Customer Experience Research Metrics
CO2	Carbon Dioxide
Connect26	Strategic Plan of WLS
CRM	Customer Relationship Management
CSPI	Customer Service Performance Indicators



Acronym/ Name	Meaning
DOTW	Daughters of the West
EAP	Employee Assistance Program
ELT	Executive Leadership Team (CEO & GMs)
ES	Eagle Stadium
FARM	Finance, Audit, and Risk Management Committee
HR	Human Resources
ICT	Information and Communications Technology
IT	Information Technology
LG	Lifeguard
LGBE	Local Government Business Enterprise
LGBTQIA+	Lesbian, Gay, Bi-sexual, Transgender, Queer, Intersex, Asexual, plus
LLG	Leading Lifeguard



Acronym/ Name	Meaning
LSV	Life Saving Victoria
LT	Leadership Team (CEO, GMs, Managers, & Coordinators)
LTFP	Long-Term Financial Plan
NAIDOC	National Aborigines and Islanders Day Observance Committee
NIST	National Institute of Standards and Technology
NRL	National Rugby League
OHS	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
P&P	People & Performance (HR)

Acronym/ Name	Meaning
RLSSA	Royal Life Saving Society Australia
SLT	Senior Leadership Team (CEO, GMs, & Managers)
SOTW	Sons of the West
Technogym	Health & Wellness Equipment Supplier
VAGO	Victorian Auditor General's Office
WAW	Watch Around Water
WLS	Western Leisure Services Pty Ltd
WOP	Werribee Outdoor Pool
WWP	Warm Water Pool
WynActive	Public face of WLS

AQUAPULSE

80-82 Derrimut Road,
Hoppers Crossing

- 50m swimming pool
- 25m swimming pool
- SplashPark
- Waterslides
- Warm Water pool
- AquaFit equipment

- Spa, Sauna & Steam room
- Fully equipped gym
- Functional Training room
- Group Fitness studios
- Café
- Childcare

EAGLE STADIUM

35 Ballan Road, Werribee

- 12 indoor courts
- 4 outdoor courts
- Basketball
- Netball
- Volleyball
- Table Tennis

- Badminton
- Fully equipped gym
- Group Fitness studios
- Meeting rooms
- Café

WERRIBEE OUTDOOR POOL

220 Watton St, Werribee

- 50m swimming pool
- Leisure pool
- Shaded seating areas

- Outdoor BBQ area
- Kiosk

WESTERN
LEISURE
SERVICES