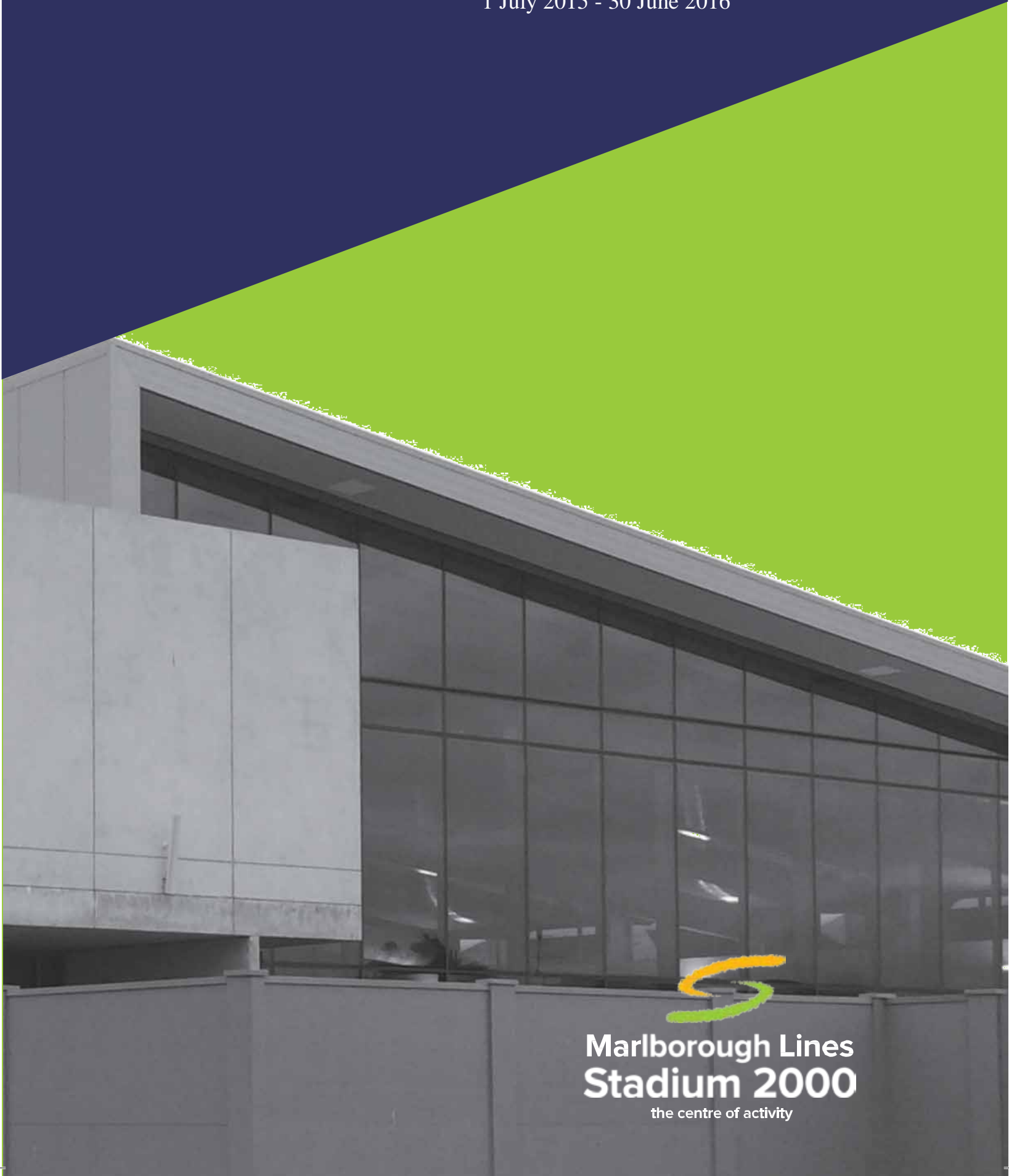


Marlborough Stadium Trust

Annual Report

1 July 2015 - 30 June 2016




**Marlborough Lines
Stadium 2000**
the centre of activity

Marlborough Stadium Trust:

Annual Report

1 July 2015 to 30 June 2016

The Marlborough Stadium Trust was established in 1998 with its primary focus being the development of an Indoor Stadium. This Stadium opened in October 2000.

The Trust's activities have grown over the years to now embrace the operation not only of the Indoor Stadium but also Aquatics and a Health and Fitness Centre and a wide range of programmes.

A major Aquatic Facility redevelopment was completed in 2012.

The Trust purchased a commercial Health and Fitness Centre seven years ago and in tandem with the Aquatic Centre redevelopment has grown this business into a thriving business which assists the Trusts wider objectives.

The Trust has used 'Stadium 2000' as its operational entity since inception. It operates all facilities on a commercial basis but for the benefit of the public of Marlborough.

The primary measure of the Trust's success is our ability to deliver on our mission statement:

'To provide Marlborough with the very best recreational and sporting opportunities, through excellent facilities, support and innovation

TRUSTEES

The Marlborough Stadium Trust is made up of seven trustees who act in a voluntary capacity. Two trustees are appointed representing users, three from the community at large and trustees are community nominated, with the final two being appointed by the Marlborough District Council. Trustees are the governance group of the trading entity Marlborough Lines Stadium 2000. Their primary activities are to appoint a chief executive and to plan and monitor strategic, business and financial objectives.

Trustees in the 2015 – 2016 year were:

Luke van Velthooven	Chairman
Peter Baker	Deputy Chairman
Mathew Kerr	Treasurer
Paul McKendry	Simon Halliday
David Hart	
Roy Devanny	
Elizabeth Winter	Secretary-ex officio

MARLBOROUGH DISTRICT COUNCIL

The Marlborough Stadium Trust has a long term lease from the Marlborough District Council to operate the leisure facilities it occupies.

Annually the Marlborough District Council contributes funding to assist the facility operation. For the first ten years of the Trusts operation this assistance was \$221,000-\$271,000 annually.

Responding to the demands of a new aquatic facility, in the 2011-2012 year this grew to \$500,000 and has been at \$839,000 since the 2012-2013 year.

The council's contribution is primarily used for energy, insurance and assists with repairs and maintenance, for the aquatic and stadium facilities.

The Marlborough Stadium Trust has developed and funded a comprehensive asset management plan and expended \$318,841 this year implementing this plan.

Additionally the Trust has this year committed to stage one of LED lighting throughout the facility, Stage 1 of carpeting, creating and sealing of an additional back car park, an onsite chlorine machine and is in the plenary phase of a preschool 'Sprayground'.

These improvements to facility represent an additional \$350,000 being spent by the Trust on improving the facilities.

These developments have primarily been funded through surpluses of the Trusts Health and Fitness operation.

The Marlborough District Council contributes 26% of the Trusts revenue annually.

CHAIRMAN'S REPORT

As Chairman of the Marlborough Lines Stadium Trust, it once again gives me great pleasure to present the Trust Annual Report for 2015-16.

This year the trust has seen an excellent year of ongoing development.

The various programmes run by the trust, which is at the heart of our operation, such as Fundamental skills, Aqua Blast and Swim School, have continued to show steady growth.

Also showing growth, on the back of the Trust providing nil cost access, is children's sports use of our facility.

The Trust has continued to demonstrate its commitment to developing sport in Marlborough with a focus on sports undertaken within the Stadium. Water polo has now matured to have 200 active players in the few short years it has been offered and basketball continues to grow.

This year we have also seen our facilities embraced by the local secondary schools. We are actively supporting this increased activity/partnership.

While most programme activity is a direct cost to the Trust it is at the core of our business and represents our contribution to the Marlborough Community.

Our charges for programmes and casual use are some of the lowest in New Zealand.

Not only are access and programmes charges able to be minimised but we are pleased that the Marlborough District Council contribution of 26% is considerably lower than that required by many similar facilities in New Zealand.

The Trust continues to support numerous individuals and organisations, to ensure access for all in our community and has again this year contributed over \$40,000 of free access.

The many hundreds of thousands of Marlburians and visitors who use our facilities represent the full range of ages, socio-economic status and ethnic groups within our community.

Financial Results

The purchase, by the Trust, of a commercial Health and Fitness Centre many years ago, now provides a significant revenue stream.

Financially the Trust operated at a trading surplus of \$199,676 from a total turnover of \$3,019,466.

There are 76 full and part time staff directly employed to deliver a wide range of services and programmes.

The financial results once again affirm the professionalism of both the staff and the Finance Sub-Committee which excels in its monitoring and delivery of the Trust financial systems.

My gratitude must, once again, extend to our sponsors and partners, in particular the Marlborough District Council, Marlborough Lines, Rata Foundation, Redwood Trust, Winstanley Kerridge, Blenheim Toyota, Indevin and Chateau Marlborough.

I wish also to extend my thanks to the Trustees for their ongoing commitment to, not only governing this wonderful asset for Marlborough, but also passionately pursuing improvement, exploring opportunities and being actively involved on a daily basis.

Of special note is that the foundation trustees that remain on our board have now completed nearly 20 years of volunteer service to our community through this trust.

Finally, nothing is achieved without the people involved and, on behalf of the Trust, I would once again like to thank Paul Tredinnick and all the staff at Stadium 2000 for their ongoing commitment to delivery.

Luke van Velthooven
Chairman Marlborough Lines Stadium Trust

HUMAN RESOURCES

Marlborough Stadium Trust operates a mid-sized business with a turnover this year of \$3,019,466.

With staffing expenditure of \$1,547,788 representing 51.2% of a total expenditure of \$3,019,466, the Trusts activities represent a significant financial input into the region.

We are a service business and our most valuable resource is our staff. This year 76 staff were employed in either a full or part time capacity through the year.

Our staff turnover is below 10% and we are pleased to have such a low turnover in an industry which typically has a staff turnover well in excess of 30%.

Many of our staff have worked for us throughout the last decade and are an important reason for our ongoing success. All our staff have an ongoing commitment to providing the highest quality facilities and service.

Increased staff requirements over the last year have been associated with lifeguarding, reception and programmes.

The Trusts commitment is to remunerate at national mean levels and adjustments in remuneration levels, continues to influence our wages expenditure.

Our business is built on the quality of our people and we have continued to invest strongly in training. Direct expenditure this year was \$37,338. Additional to this is the wages we pay to staff in training and cover for staff in training. In house training was an estimated \$15,000. Overall spend on training was equivalent to 3.4% of our total wages expenditure.

All staff are actively involved in work based training which in some cases leads towards national qualifications. Continued regular training has included Swim Teaching and National Pool Lifeguard Award. Core training undertaken by all staff includes First Aid, administering oxygen and defibrillation, and Health and Safety.

As in every year, many staff have attended specialised training sessions, conferences and workplace visits throughout New Zealand.

QUALITY STANDARDS

Marlborough Stadium Trust continues to set itself the goal of modeling best practice in the leisure industry. Operating procedures for all elements of the business are matched against best practice and are under constant review.

Our organisation that benchmarking is a useful tool in indicating performance. We are members of Yardstick, a national facilities benchmarking programme and we are continually seeking to compare key indicators with other facilities.

Relative to other members of Yardstick:

Our charges are very low for the facilities we provide.

At 26% the percentage of revenue from Marlborough District Council is low compared to other local authorities.

Visits per capita are high.

Aquatics facilities have once again been industry accredited Pool Safe with excellent comment regarding facility use and systems.

Our 'Stadium Swim School' is accredited as Quality Assured by Swim New Zealand.

Marlborough Stadium Trust has been recognised in an ongoing way by the recreation industry through awards of 'Outstanding Recreation Facility in New Zealand 2010'. Our Programmes (Fundamental Skills as Outstanding Programme of the year

2005) and our staff (Lifeguard of the year 2007) are also well recognised nationally.

Holiday and afterschool Programmes are OSCAR accredited. Marlborough Stadium Trust staff contributes to a number of industry initiatives including advisory roles with Pool Safe, Yardstick, Mentoring and Peer Reviews.

Trust staff are also accredited workplace assessors for Skills Active, the recreation industry training organisation.

The Trust is an active professional member of New Zealand Recreation Association and Fitness New Zealand.

TENANTS

Marlborough Stadium Trust receives significant revenue from tenants whose services are also seen as contributing to the fabric of activity, in and around the facility.

Total revenue from leases in the 2015-2016 year was \$177,566

Last year, as part as our Trusts commitment to sport development in Marlborough, the sports tenants received free of charge office space in the Stadium facilities.

Current tenants Stadium Health and Fitness, Sport Marlborough, Subway, Marlborough Amateur Weightlifting Association, CPR, Project K, Marlborough Hockey, C3 Church, Marlborough Basketball, Central Region High performance Rowing, Anna Thomas Physiotherapist, EV Biomechanics and Momentum Dance.

All tenants continue to be excellent partners, adding to the vibrancy and activity in the facilities and provided aligned services to customers.

SPONSORS AND GRANTS

Sponsors provide critically needed funding for general operations and for community programmes. This year \$89,493 has been contributed by sponsors all of which is expended directly on facilities and services benefiting the people of Marlborough.

Marlborough Stadium Trust takes a commercial approach to sponsorship in that we attempt to deliver significant benefits to all sponsors. None-the-less there is always an underlying desire by many sponsors to assist our community through Marlborough Stadium Trust. For this we are hugely grateful.

With competing activities and facilities in our community sponsorship is at a premium.

Our largest sponsor has been Rata Foundation who directly support and help develop children's programmes specifically Fundamental Skills.

Marlborough Lines is our naming sponsor and excellent synergies exist between our two organisations as community based organisations.

Assisting the award winning Fundamental Skills programme, in an ongoing way, is our local Redwood Trust.

These contributions ensure access for all and assist the ongoing development new activities.

Winstanley Kerridge, and Indevin have been joined by Chateau Marlborough in their support as corporate membership partners.

Blenheim Toyota has also continued to be a key part of our team of local sponsors with their sponsorship of the Stadium vehicle, which continues to turn heads.

OUR CUSTOMERS

Total visits are now indicated through electronic counters on all access doors.

Total visits to Marlborough Lines Stadium 2000 in the 2015-2016 year are estimated at over 500,000.

This year the Trust has generated operating revenue of \$3,219,142 which has grown 2.6% from last year and this also represents a good indicator use of our facilities.

Our trading tenants, such as cafes, physiotherapy and other services revenue is of course additional.

By all measures Marlborough Lines Stadium 2000 is a very busy place. On a daily visits per capita basis, benchmarking suggests, we are one of the busiest leisure facilities in New Zealand.

STADIUM

The 2015-2016 year has seen revenue from bookings by regular users at \$47,814. This less than recent years reflecting the Trusts children's sport initiatives.

In support of development of youth sports in Marlborough Trustees have offered the use of the facility by children's sports free of charge for non-commercial activity.

The Stadium is well used at peak times and between (4pm-9pm) weekdays and from 10.30am - 2.30pm every school day. Our Stadium Trust programmes are the majority of the daytime use of the stadium.

