

Priority 4: Technology

Technology is changing in our lives considerably. The big picture is:

- Mobility is central
- The era of PC-centric computing is fading
- Moore's law is putting a super computer into your hands
- Smart Phones, e-books, netbooks, tablets
- The internet is moving to the cloud; and
- Social networks will continue to explode, shattering conventional social relations.

facebook™ - the number of users has passed 500 million, revenue 2008=\$275 million, 2009=\$635 million, 2010=\$2 billion

twitter™ has 105,779,710 registered users. New users are signing up at the rate of 300,000 per day. Augmented reality is an emerging technology; for example the BMW car mechanic of the future. As Peter Drucker once said "the best way to predict the future is to create it".

It is therefore vitally important for the SSCT to leverage off this technological wave and develop applications and services that can improve and enhance the customer interface with the organisation.

Priority 5: Align Culture to Strategy

Finding the right strategy, vision and purpose are essential for long term success but they are also integral in providing organisational members with a sense that work matters far more than instrumental ends. The SSCT believe in the premise that motivation and sustainable commitment come from an individual's belief that their efforts are contributing to something worthwhile. In the short term, each of us may be motivated by the prospect of a promotion, raise or meeting a deadline but in the longer term commitment requires that people genuinely believe their efforts contribute to some higher good and make a difference. A shared vision and purpose helps infuse the organisation with meaning and purpose beyond institutional ends.

Our purpose is to develop people through sport, education and training which we have labelled as "*Developing Champions in Life*". This purpose will be aligned to the foundations of our business model for programs, infrastructure, technology and education.

We will also promote our purpose as embodying the core elements of our culture in relation to trust, transparency, team work, innovation, open communication and a people focussed culture.

Success will be based upon the execution of our vision, strategy and objectives. Winning through the alignment of our culture to drive strategy hinges on the ability of our Managers to implement change within the organisation. As innovation and change are intertwined, we will focus on improving business operations whilst simultaneously managing change.

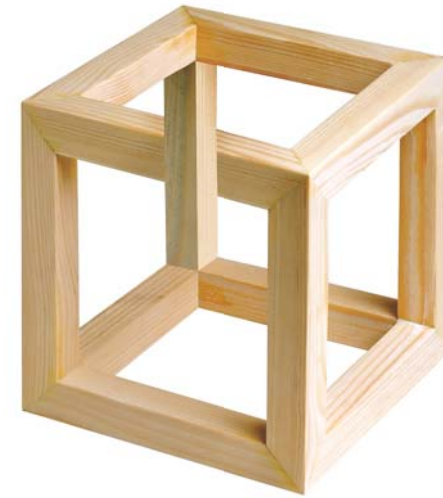


"Trust, transparency, team work, innovation, open communication and a people focussed culture."

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Concluding Thought

Nelson Mandela once said "it always seems impossible until it is done". Ultimately we must set our sights high in order to achieve these priorities. This is my vision and it is to this endeavour that I will devote my energies.

Simon Weatherill
Chief Executive Officer,
State Sport Centres Trust
July 2011



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A Message from the CEO
on our Future Priorities

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A Message from the CEO on our Future Priorities

With the financial year underway, I thought it would be useful to share with you an emerging vision and strategic direction for the State Sport Centres Trust (SSCT) for 2011-2013. Having worked with the SSCT since November 1995, I have seen the organisation grow from 49 permanent and part time staff to 140 permanent and part time staff today. During this period, I have developed three strategic plans which have all operated around being a world leader in providing sports facilities for elite and community use. Whilst we have obtained a world wide status for sports facility management, conducted in excess of 3,500 sporting events and assisted 22.6 million people with their sporting needs, I feel that our best work is yet to come.

Therefore, in framing the 2011-2013 Strategic Plan, I asked people to talk about themselves, how they see the organisation and what their thoughts are on the SSCT as a whole at this present time. These conversations helped me refine an early agenda for the future, building on my own thoughts and research to create a framework for the activities and innovations that will shape the SSCT for the future.

Key questions:

- What are the opportunities that we face?
- What is our purpose?
- How can we shape people's lives?
- What should we be doing more differently?
- How should we position ourselves for the future?

Our Vision

We have operated for the past 15 years with a vision of being the world's leading multipurpose sporting facility that provides sport, recreation and educational services for both the elite participant and the broader community.

The SSCT's vision is now to develop an innovative sports hub that provides a diverse range of programs and events for international, national and state sporting groups as well as serving the Melbourne sporting and recreational community. Serving 32 sporting groups, the Melbourne Sports Hub provides the focal point in Victoria for Olympic accredited sports associations. Nowhere in Australia boasts an array of multi purpose sporting facilities for community and elite use.

Our Purpose

SSCT's purpose is to promote a "Developing Champions in Life" culture. This philosophy and culture will offer our participants to:

- Develop skills for life
- Be the best they can be
- Develop healthy habits
- Develop social networks

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The Task - Developing Champions in Life

When we talk about 'Developing Champions in Life', we are talking about people developing themselves through sport, recreation and education. Basically affording the opportunity to encourage people to develop their skills. An example of this would be a parent who is bringing in their child to a Learn to Swim lesson. What we are trying to achieve is an alignment of our values of what we believe is the importance of learning to swim and what the benchmark is.

If our benchmark for swimming is that the child can swim 1km in the Bay in most conditions (which may be a 6 or 7 year) process during that journey the child develops:

- Sports skills for life
- Self skills
- Healthy habits
- Social skills

"When we talk about 'Developing Champions in Life', we are talking about people developing themselves through sport, recreation and education."

We are therefore creating real value for the person and are improving society by having fitter, stronger and more socially aware individuals. In relation to the last part of our purpose, we aim to encourage people to develop life long habits through carefully constructing our programs as building blocks to enable habit forming practices. Even as we explore new ways of doing things, we cannot lose sight of our achievements to date enabling the SSCT to work with some 2.1 million people per annum who will use our facilities and services. While we must be open to change we must be equally resolute about continuity, knowing that we have a very strong platform on which to build.

Our Strategic Framework



The emerging priorities from our strategic plan are as follows:

Priority 1: Melbourne Sports Hub

Develop a sporting hub that attracts in excess of 2.3 million patrons per annum which is financially sustainable and is recognised world wide as a model that embodies legacy for all, where both the community and elite can participate and benefit equally.

The sporting hub will house 32 sporting associations making it one of the most diverse training activity centres in Australia.

An early focus will be to engage with all stakeholders on their vision for the future of their sports as well as developing and sustaining the sporting infrastructure that is required for their operation.



Priority 2: Maximise the Assets

As with any business plan, maximising the assets is critical to ensuring that cost recovery is achieved for public facilities. This will be balanced with the requirements of the sports and achieved through templating, programming and timetabling the assets to ensure the maximum amount of usage is achieved.

Key strategies will evolve around event management, elite training and community use. Membership to the Melbourne Sports Hub will be a cornerstone strategy to regularise the casual user, as will be licence agreements for our key stakeholders that are flexible to accommodate the needs of all users.



Priority 3: Education and Development

The SSCT had the foresight to develop a Sports House and MSAC Institute of Training. These facilities have enabled the SSCT to design a number of training programs to assist the industry in providing career opportunities for students who wish to pursue a career in the sports management industry. The Institute has focussed on professional development, compliance training, traineeships in Certificates II - IV Sport, Fitness and Community Recreation, Duty Manager training and the annual flagship course 'International Sports Facility Management Program' (ISFMP).

Education and personal and professional development is a cornerstone in achieving the SSCT's purpose and vision as it is the underlying principal in everything that we do. Our major priority is innovation in our educational programs that will help develop leaders in the sports management industry. The Institute bases its learning model on practical-based experience and field learning combined with a practice centred curriculum. A powerful complement to the introduction to the 'case method' which can be drawn from the 15 years of operation of the SSCT and its venues.

