

OUR VISION

To develop an innovative sports hub for the Victorian and Australian community 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.

OUR PURPOSE

All our programs, services and staff will embody a 'Developing Champions in Life' philosophy which will offer our participants the opportunity to:

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

Our raison d'être is developing people through sport, recreation and educational activities.

OUR VALUES

Innovative

We will always look at new ways of doing things.

Teamwork

Effective team work and group functioning is vital to our success as an organisation.

Collaborative

With our staff, stakeholders and sports hub partners.

Respectful

We will communicate openly and transparently.

OUR COMMITMENT

Our staff commitment is to be able to assist anyone at anytime and help them with their development needs.

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STATE SPORT CENTRES TRUST
STRATEGIC PLAN
2011 - 2013

Message from the CEO

The essence of the SSCT 2011-2013 Strategic Plan is commitment to perform and deliver a set of activities that clearly distinguishes us from our rivals.

There are five key strategies that form the foundation to provide the business framework that will allow the SSCT to further develop, strengthen and deliver on our commitments to sustainability, increase opportunities for community participation, meet its statutory obligations and remain the benchmark leader for sport facility management in Australia.

We welcome you to the SSCT where our number one purpose is to develop people through sport, recreation and education by setting both your personal and professional goals high. We are **Developing Champions in Life**.

Welcome to our organisation.



Best wishes

Simon Weatherill

Simon Weatherill
CEO, State Sport Centres Trust

Key Strategies

'Developing Champions in Life' Culture

Objective: Develop and align our culture for innovation and competitive advantage.

Strategy: We will use a six step process as follows:

- Step 1** Identify critical strategic challenges for 2011-2013
- Step 2** Link the strategy for meeting these challenges to the critical tasks needed to implement it
- Step 3** Identify the norms and values that will accomplish critical tasks
- Step 4** Diagnose the norms in the current culture
- Step 5** Identify the gaps between the norms and the existing ones
- Step 6** Decide on actions needed to reduce the gaps

Melbourne Sports Hub

Objective: Develop a sporting hub that attracts in excess of 2.3 million patrons on an annual basis and is recognised world wide as a model that embodies legacy for all, where both the community and elite can participate and benefit equally.

Strategy:

- Further develop and promote Melbourne Sports Hub membership to achieve 30,000 patrons by July 2013
- Create and integrate a Membership Alliance Program with the 34 key stakeholders of the Melbourne Sports Hub
- Create a Membership Alliance Program for external sporting clubs and their major sporting events held at other Melbourne venues
- Utilise social media, website platforms and e-Commerce to deliver enhanced digital services
- Convert 20% of all our casual users to members by continually promoting the benefits of regular usage and our 'Developing Champions in Life' philosophy
- Engage all tenant sport associations with a team forum that explores and pursues opportunities to the benefit of the sports and community

Education

Objective: Expand and grow the suite of services offered by the MSAC Institute of Training (MIT) in the community, sports and industry sectors to attract revenue of \$1M per annum by 2013-2014.

Strategy:

- Maintain ISFMP as the flagship course for MIT
- Deliver 150 traineeships by 2013
- Ensure activity split is 20% community, 40% industry and sports sector and 40% traineeships by 2013
- Ensure 50% of all enrolments occur online by 2013
- Develop sports leadership and introductory sports management programs

Technology

Objective: To develop a technology hub that interacts with e-Commerce, e-Bookings, social media and the Melbourne Sports Hub's CRM database by 2012-2013.

Strategy:

- Market to test our existing vertical software provider against other providers – to be actioned by 30 June 2011
- Establish a CRM database for Melbourne Sports Hub by the last quarter of 2011
- Establish e-Commerce and e-Bookings by the last quarter of 2011
- Develop social media for the Melbourne Sports Hub

Maximise the Assets

Objective: Continually monitor and improve our standard operating processes and procedures to ensure that our operational effectiveness is superior compared to our rivals.

Strategy:

- Maintain all sporting infrastructure to a world class standard
- Maximise commercial opportunities from core business operations including web, retail, concessions, merchandising, partnerships, memberships, events, licence agreements, sponsorship, supply rights, and programming and templating of sporting activities
- Create a 'Developing Champions in Life' business model for all our sporting programs

Our Strategic Framework

