EXTRACT FROM RSH BUSINESS STRATEGY

**Vision:** Redefining a new lifestyle and sporting experience in South Australia, the Regional Sports Hub will be a prime destination for sports and community recreation in the Adelaide Hills promoting social and community well-being

**Mission:** The Regional Sports Hub will:
- be the preferred playing grounds and sports spectator and entertainment experience in Mount Barker and the greater Adelaide Hills/Mount Barker Region complementing the existing local sporting facilities
- be accessible to all
- provide best value services to the community and all stakeholders
- increase participation in sport, recreation and community events and associated activities and in doing so, enhance community health and well-being
- operate as a sustainable not-for-profit enterprise (but with a commercial focus), be affordable to users and aim to minimize ratepayer funded capital and recurrent contributions

**Values:** The Independent Board and Management of the Regional Sports Hub will be:
- **Accessible** – We are ready to listen to ideas and concerns of individuals, groups and stakeholders and respond with straightforward answers
- **Committed** – We will work hard to deliver a premium precinct in Mount Barker and support building a healthy and resilient community
- **Involved** – Our decision-making processes and pricing models are transparent and open to community scrutiny. We want individuals and communities to be involved
- **Fair** – For all people visiting and accessing the Regional Sports Hub, we want to make this venue inclusive and a rich community experience
- **Resourceful** – We aim to make the most of the Regional Sports Hub as a community asset and a strength and build on its resources by attracting investment from outside the district
- **Long-term thinkers** – We will consider all the consequences of our decisions and ensure they reflect the Regional Sports Hub Business Strategy and the Council Strategic Plan. We need to act for now and the future. We will have regard to the long term and cumulative effects of our decisions.
Strategic Pillar: A Premier Entertainment Venue
Goals:
1. Create and deliver a unique user experience for the user groups and the community
2. Have a clear and concise narrative for the precinct including a Brand Strategy and market widely to the community and beyond
3. Develop an ongoing events calendar for the precinct and leverage other commercial partnerships associated with the RSH
4. Drive relationship development with other levels of Government to identify joint funding opportunities
5. Apply agreed environmental management principles

Strategic Pillar: Community Access, Participation and Well-Being
Goals:
1. Access to the RSH is affordable and equitable for both the Community and the User groups.
2. Participation rates in User Group sports grow.
3. Allied commercial and recreational interests to utilise the ancillary surfaces and spaces within the RSH increases.
4. Community based events and sporting competitions at the RSH encourages social interaction and drives better health in the Community.
5. The quality open spaces of the RSH are well utilised by the Community linking with the integrated trail network improving liveability and enhancing well-being.

Strategic Pillar: Asset Optimisation
Goals:
1. Maintain a sustainable business model to reduce impact on Council rates to ratepayers.
2. Maximise equitable hire revenue and commercial income streams from the RSH whilst minimising maintenance costs.
3. Apply agreed service standards and principles for sports surfaces, buildings and ancillary spaces in lease/license arrangements to minimise costs.
4. Optimise User revenue generation opportunities at the RSH to encourage usage by User Groups.
5. Ensure replacement costs for infrastructure are built into long range financial plans.

Strategic Pillar: Leading Governance Practice
Goals:
1. Independent Skills-based Board, RSH User Group Sub-Committee appointed under Local Government Act Section 41 and supporting Precinct Coordination and Management personnel appointed
2. Contemporary Board and Management structure assessment processes to monitor Board and Sub-Committee performance against the RSH Charter.
3. Independent Board and User Groups develop a community spirit and a quality working relationship.
Establishment of principles Council will apply to formal arrangements:

**Sports Surfaces**

1. **Sports surfaces must be optimally utilised within their carrying capacities.** This will vary for turf versus synthetic versus hard. Optimal use may be through one or more sports (formal and informal, or other events) but each playing surface will be assessed for its optimal carrying capacity.

2. **User groups must state their intended level of use for each playing surface** and enter into management agreements (licences, regular hire agreements, leases) for this period. Should one sport have capacity to optimally utilise the playing surface, a lease arrangement and appropriate management fee can be negotiated.

3. **Council will control access to sports surfaces** through direct management agreements with all user groups within the parameters of each sports surface carrying capacity.

4. **Council acknowledges the social value of Sport and may provide a level of subsidy for some playing surfaces.** This assumes some sports will target and service the regional community of Mount Barker and where feasible, allow for recreational use and access of playing surfaces outside of structured sporting events, training and competitions.

5. The difference between the cost to maintain a sports surface minus Councils agreed subsidy will determine the level of fees to be recuperated and borne and apportioned by user groups according to their level of use.

6. Each sport will negotiate with Council the level of maintenance it is able to undertake, and this will be considered in the final management agreement and cost for use of the sports surface.
7. User groups’ management agreement(s) will provide the facility users with rights, as negotiated, to raise revenue during their occupancy e.g. gate takings.

**Buildings**

8. **All buildings remain the property of Council** and as such are community assets that should be designed and managed in a manner that allows access to ‘communal areas’ by external groups and individuals outside lessee programmed use.

9. As with sports surfaces, **user groups should negotiate with Council their intended hours of use** and management agreements commensurate with this, agreed between both parties.

10. Additional **use and access to common areas** outside of lessee use, will be the responsibility of Council who will manage and monitor.

11. Buildings should be **managed in a manner that reduces the dependency on volunteers** and where appropriate and feasible, have shared resourcing between groups that access facilities during the same seasons.

12. The **commercial aspects of facility management should be supported** and agreements with sporting organisation’s commercial units considered. This should however align with the best value principles and cost and access balanced.

**Ancillary Surfaces and Space**

13. The site must be viewed as **accessible to the broader community** outside of structured sporting use whilst protecting the integrity of each playing surface.

14. Council will assume overall control and responsibility for the **maintenance and upkeep of ancillary areas and open space** for the site.

15. Council may apply an overall subsidy for ancillary services and associated maintenance with a percentage **on cost applied to all user groups** for site management and access. This will be commensurate with the level of use.

16. **Formalised use of public open space and amenities** will be treated the same as a management agreement for sports surfaces and permits of use will be required. This includes things such as training, fitness or events.
For further information see the full draft documents:
- Mount Barker regional sports hub governance and operating model – endorsed 1 April 2019
- Mount Barker regional sports hub business strategy – endorsed 1 April 2019

Next Steps:
- See the project website for the latest project information: https://www.mountbarker.sa.gov.au/rsh
- Joint the project mailing list to receive project updates: https://www.mountbarker.sa.gov.au/rsh#subscription

Points of contact:

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