



BENDIGO STADIUM LTD STRATEGY 2023-2028

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BENDIGO STADIUM LTD

VISION STATEMENT

While sport is at our core, we offer so much more. Bendigo Stadium is the premier regional destination for national-level competitions and entertainment. Greater Bendigo communities are thriving as a result of the contribution we make to the local economy and community health and well-being.

Our venues are hubs for community events that foster a sense of excitement and connection. All our venues and green spaces – connected through public transport, walking and cycling – are lively and inclusive places for local communities. We provide exceptional service and quality hospitality that brings people back again and again.

Everyone feels welcome and a part of something great at Bendigo Stadium.



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Dja Dja Wurrung people and Taungurung people as the Traditional Owners of the Country which Bendigo Stadium Ltd serves. We recognise their continuing connection to land, waters and culture and pay our respects to their Elders past and present, and we acknowledge emerging leaders.

We pay respects to all Aboriginal and Torres Strait Islander communities. We recognise that Australia was founded on the genocide and dispossession of First Nations people and acknowledge that sovereignty was not ceded in this country. We embrace the spirit of reconciliation, working towards self-determination, equity of outcomes, and an equal voice for Australia's First People.



STRATEGY ON A PAGE

PURPOSE

We are a sports and entertainment organisation that creates opportunities for Greater Bendigo communities.

VISION

To have vibrant places where communities thrive and people come together for sport, events and quality entertainment.

FOCUS AREAS



Sport & Participation Growth

We provide opportunities for a diverse range of people to play a broad range of sports



Vibrant Community Precinct

We have a vibrant community precinct that leaves a valued and sustainable legacy



Quality Entertainment

We offer a range of high-quality hospitality, events, and functions that bring people together again and again

FOUNDATIONS

► Profitability & Sustainability

Our business is profitable, financially sustainable and ready to take on new opportunities

► Passionate & Skilled People

Our staff and board are talented, well-supported and passionate about our business

► Recognised & Valued Brand

Our community knows and values Bendigo Stadium Ltd as a premier sports and entertainment precinct

FOCUS AREA 1

SPORT & PARTICIPATION GROWTH

We provide opportunities for a diverse range of people to play a broad range of sports.

Bendigo Stadium has a long history of supporting sport in the community. Since 1976, starting with two indoor basketball courts, the Stadium has since undergone four major developments to cater to the growing demand for indoor sporting facilities.

Today, Bendigo Stadium is a nationally recognised venue with ten indoor multi-purpose courts and twelve outdoor netball courts. Throughout our history, we have hosted countless community sports games and national sporting events, making Bendigo Stadium a hub of sporting activity in Greater Bendigo.

Sport is a universal language that can break down barriers, promote inclusivity, and bring people from different backgrounds together. Our current range of sporting competitions, programs and activities provide this, and our continual focus on fostering sporting diversity recognises the importance of providing opportunities for everyone to participate in sports.

By offering a broad range of sports and formats, we aim to create a welcoming and inclusive environment that allows more people to come together to play more sport. In addition to

promoting inclusivity and social cohesion, participating in sport can also have tangible benefits for physical health and wellbeing, as well as generating economic benefits for the community.

Ultimately, our strategy to foster sport and participation is about creating healthier and happier Greater Bendigo communities.



5 YEAR GOALS

Goal	Measures of success
1.1 Grow community sport and participation across all levels that achieve positive community impacts	<ul style="list-style-type: none"> Increased number of players of community sports competitions, programs, camps and activities. Delivering competitions, programs and activities at geographically relevant locations and venues.
1.2 All sports and participation activities are always inclusive	<ul style="list-style-type: none"> Increased number and type of diversification of sports (ability, gender, demographics and age) in 2028 compared to 2022. Increased overall usage of Bendigo Stadium during business operating hours. Higher number of female players, coaches and officials. Infrastructure at Bendigo Stadium is fit for different abilities. Partnership agreements with sporting clubs reflect diversity and inclusion principles aligned to the Inclusion Spectrum.¹
1.3 Be known as leaders of basketball participation, development & satisfaction	<ul style="list-style-type: none"> Achieve optimal partnerships (BBA, Spirit, BA/BV, NBL teams) with aligned purpose. High participation in domestic competitions. Highly rated Braves and Spirit game days with expanded community engagement. Host national teams and games.
1.4 Create a Sport & Participation Centre of Excellence to support the Central Victoria region	<ul style="list-style-type: none"> Number of indoor and outdoor sports stadiums managed across Central Victoria. Usage of a shared services model by other sporting associations.

Priority Actions

- Review and update agreements with user groups to ensure they consistently reflect our goals.
- Develop a strong feedback loop for participant and family feedback on experience and satisfaction.
- Build momentum with the Sports and Community Advisory Council.
- Update infrastructure at Bendigo Stadium to ensure it has the right set-up to support people with different abilities.
- Develop and execute a plan to deliver more programs, camps and activities, including the use of external venues.
- Finalise and execute a plan for the creation of a Centre of Excellence.
- Develop and execute plans to increase female participation and grow wheelchair basketball.
- Celebrate 50 years since the stadium opened in 1976.

1. <https://www.inclusivesportdesign.com/blog-posts/the-inclusion-spectrum-planning-sport-activities-for-everyone>

FOCUS AREA 2

VIBRANT COMMUNITY PRECINCT

We have a vibrant community precinct that is creating a valued and sustainable legacy.

Bendigo Stadium Ltd is proud to play a key role in providing a precinct for not only community sports but also for state and national sporting events and entertainment.

There is an opportunity to provide a lasting legacy, but it requires a carefully planned and executed strategy that prioritises the development of a vibrant, sustainable, and connected precinct that meets the needs of both the community and future

visitors. To achieve this, we will develop a master plan that will guide the development of the precinct and ensure that any assets built or developed support our long-term vision.

To create a vibrant and sustainable precinct, we will advocate and partner to develop facilities that are flexible and multipurpose. These facilities will be capable of hosting a range of events, including community sport, concerts, cultural events, and functions.

This approach will ensure that the precinct remains active and financially sustainable, attracting future visitors and providing ongoing benefits to the community.

The fifth expansion project of two additional indoor courts and a second community entry, commencing September 2025 with completion October 2026, will continue to elevate the Bendigo Stadium precinct to be the premier regional destination for national sport and entertainment events.



5 YEAR GOALS

Goal	Measures of success
2.1 Bendigo Stadium precinct master plan vision is to drive Bendigo as Victoria's Regional Sporting & Event Hub	<ul style="list-style-type: none"> Dynamic master plan with a vision for the next 20 years. Fit for purpose, financially sustainable facilities to host functions (including concerts, conferences, and cultural events) for all users. Increased utilisation of the Bendigo Stadium precinct for sport and administration.
2.2 Development of Bendigo Stadium is sustainable	<ul style="list-style-type: none"> Upgrades to Bendigo Stadium are energy and water efficient.
2.3 Bendigo Stadium is positioned as a major part of the City of Greater Bendigo's footprint and future planning	<ul style="list-style-type: none"> The stadium precinct and the facility aligns to the population growth of the region and therefore, the sport and entertainment growth expectations and experiences.

Priority Actions

- Refresh master plan for Bendigo Stadium to ensure it is multipurpose and is physically and operationally linked with other facilities (e.g. sports centres, community centres and accommodation providers).
- Fund and implement key strategic components of the master plan by 2028.
- Advocacy work with government and stakeholders to realise the vision including Commonwealth Government, State Government, City of Greater Bendigo, Bendigo Basketball Association, other Sporting Associations and the private sector.
- Deliver Development Victoria's 'Regional Sport & Infrastructure Program' (RSIP) expansion project within time frame and achieve minimal disruption to business operations.



FOCUS AREA 3

QUALITY ENTERTAINMENT

We offer a range of high-quality hospitality, events, and functions that bring people together again and again.

Bendigo Stadium Ltd is focussed on creating exceptional experiences for guests at our venues, which include high-quality hospitality, events, and functions at quality facilities. A spectacular 4000-seat show court arena is a popular destination for national sports and entertainment events.

We are committed to diversifying our business by offering high-quality entertainment options that will attract a wider audience. Our goal is to develop a more sustainable business model that serves Greater Bendigo communities. We will develop a more diverse revenue stream

by increasing the number of conferences, events, and functions held at our venues.

High-quality entertainment is key to diversifying our income and creating value for the Greater Bendigo community. By providing a range of entertainment options that are accessible and enjoyable for all, we can bring people together in a positive, engaging environment.

We will establish our venue as the premier destination for business and corporate events in the region. We will do this by building strong relationships with local businesses and community organisations. Through collaboration and

innovation, we can add vibrant and dynamic entertainment options to the Greater Bendigo scene.

We will develop and market these facilities to businesses and community organisations. Ultimately, we are dedicated to offering exceptional hospitality, events, and functions that will bring people together time and time again. Our vision is to create a thriving hub of entertainment and community engagement that will inspire and delight all who visit our venues.



5 YEAR GOALS

Goal	Measures of success
3.1 BSL venues are high quality, professional venues and cater to a range of events	<ul style="list-style-type: none"> Increased number of events aligned to our values. Increased enquiries to host events. Improved customer satisfaction (NPS) in 2028 from 2022 baseline. Willingness to recommend venues. Increased profitability of events.
3.2 Bendigo Stadium is preferred host for new and repeating events in Regional Victoria	<ul style="list-style-type: none"> Increased number of new commercially viable events. Increased number of repeat events. Diversity of events.
3.3 The community and local businesses are benefiting economically from events held at Bendigo Stadium	<ul style="list-style-type: none"> Increased social and economic activity associated with Bendigo Stadium. Increased number and value of local businesses supporting events at Bendigo Stadium. Increased events related tourism expenditure.
3.4 Become well known for quality Hospitality, Food & Beverage offerings	<ul style="list-style-type: none"> Increased marketing promotion across all hospitality, bistro, bar, canteen and functions. Increased number of function and group bookings across our venues. Increased profitability of hospitality offerings.

Priority Actions

- Invest in hospitality infrastructure to allow Bendigo Stadium to continue to host small functions to large events and develop enticing food and beverage offerings.
- Build strong community partnerships with local businesses and community organisations.
- Investigate and diversify offerings to include a range of profitable entertainment options including community and major sporting events, gala events, expos, conferences, graduations, live music and theatre performances.
- Consistently engage with City of Greater Bendigo, Visit Victoria, promoters and National Sports Organisations to bring more events to Bendigo Stadium.

FOUNDATION A

PROFITABILITY & SUSTAINABILITY

Increased profitability, financial sustainability and new commercial initiatives are our priority focuses. These elements that support this foundation are interdependent and mutually reinforcing, indeed all elements of the strategy must be addressed to achieve our financial objectives.

Profitability is critical to the success of any business, Bendigo Stadium Ltd will focus on maximising revenue and streamlining operations to ensure that our venues are generating optimal profits. This will be supported by the three focus areas and other foundation areas, with strong efforts to support our people, develop marketing to attract a wider range of customers and events, partner with other businesses and organisations, and

expand our offerings to include new and innovative experiences that appeal to a broader audience. Improved financial outcomes will enable debt repayment over time, allowing investment in the ongoing facility management.

Financial sustainability involves maintaining long-term financial health. Our initial focus is on improving profitability and ensuring cost efficiency across the precinct, followed by effective resource management to support ongoing

operations, commercial growth, and obligations. This includes expanding our offerings to increase hospitality and entertainment, such as food and beverage, events and concerts, to diversify and grow our commercial revenues.

Through responsible financial management, good governance and innovative strategies, Bendigo Stadium Ltd will build a sustainable business model that supports the long-term success of this important community asset.

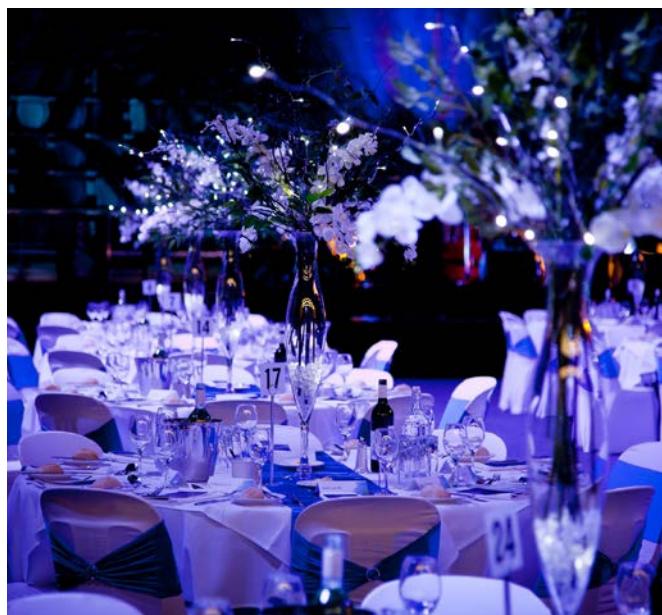


5 YEAR GOALS

Goal	Measures of success
A.1 Bendigo Stadium Ltd is financially sustainable	<ul style="list-style-type: none"> Long term agreement reached with council regarding a financially sustainable future. Reduced reliance on revenue from gaming, in total dollars and as a percentage of revenue. Profitability and balance sheet growth.
A.2 Bendigo Stadium Ltd is ready to take on new opportunities for revenue growth	<ul style="list-style-type: none"> More profitable sport and entertainment events and hospitality experiences. Improved engagement and returns from Entertainment and Sporting Memberships. Increase in net revenue of partners and broader partnership scope. Introduce Sports in Business program to diversify and increase commercial net revenue.
A.3 Assets effectively managed so they last longer, cost less to maintain and ensure the best return on investment	<ul style="list-style-type: none"> Benefit realisation (financial and non-financial). Maintenance Cost Reduction. Downtime Reduction. Compliance with Budget.

Priority Actions

- Develop strong financial and governance systems.
- Utilise gaming working group to develop strategy in line with Implementation Plan commitments across three gaming venues.
- Maintain a valuation and service model of current commercial framework and partnerships (including new redevelopment assets).
- Reporting tools, metrics, and KPIs to strategically drive business outcomes.
- Implement new revenue streams through Digital transformation and Sports In Business (SIB) membership model.
- Develop a risk framework.
- Develop industry benchmarking ratios.



FOUNDATION B

PASSIONATE & SKILLED PEOPLE

At Bendigo Stadium Ltd, our people, across all levels of the organisation are central to achieving our strategic objectives. Their expertise, commitment and alignment to our values underpin our ability to deliver high quality services focused on customer first experiences, creating spectacular venues and delivering on positive community impacts.

We are committed to building and sustaining a capable, engaged and high performing workforce. Through strategic recruitment, targeted training and ongoing professional development we ensure our people have the skills, knowledge and support needed to thrive in their roles and contribute to our collective success.

Strong governance and leadership across all levels reinforce our commitment to continuous improvement. We actively foster a workplace culture where collaboration through our One Team approach, accountability and pursuit of excellence are embedded in everything we do.

As an employer of choice in Greater Bendigo, we are dedicated to attracting and retaining top talent in our industry.

We understand that when people feel valued and empowered, they perform at their best delivering exceptional outcomes for our customers, stakeholders and community.

By investing in our people, we are investing in our future. A strong, skilled and motivated workforce ensures we remain agile, resilient and ready to meet the opportunities and challenges ahead.



5 YEAR GOALS

Goal	Measures of success
B.1 Develop a Passionate, Values Driven One Team Culture	<ul style="list-style-type: none">• Year-on-year improvement in eNPS (employee net promoter score).• Year-on-year improvement in employees reporting that their work feels meaningful.• Voluntary turnover rate is in line with industry average and decreases over time.• Recognition of living BSL's values in staff Award program.
B.2 Strong Talent Management and Development	<ul style="list-style-type: none">• Key roles are filled with skilled and passionate people.• Increase in overall engagement scores in staff surveys.• Increase in internal promotions and cross-venue role transitions.• Goals identified in the Annual Performance Reviews (PDPs) are achieved by staff.• Strong performance and diverse representation of skills across the organisation, including the Board.
B.3 We are an employer of choice	<ul style="list-style-type: none">• Year-on-year improvement in employee net promoter score (eNPS).• Year-on-year improvement in employees recommending BSL as a great place to work.

Priority Actions

- Create a plan for managing and developing the Bendigo Stadium Ltd workforce in line with this strategy.
- Review and redefine organisational values, including development of a Values and Behaviour Handbook.
- Embed organisational values as 50% of performance review process.
- Establish appropriate job induction and onboarding processes.
- Acknowledge and share employee successes and achievements via One Team Vibe Gatherings, Vibe Newsletters and Vibe Award Program.
- Conduct staff and exit surveys that provides a voice for staff and drives continuous improvement.
- Undertake a complete review of the current governance arrangement including the constitution and charter – Board.

FOUNDATION C

RECOGNISED & VALUED BRAND

A recognised and valued brand is a strong foundation of any business, and this is particularly true for Bendigo Stadium Ltd. Our goal is to portray a brand that is not only well-known and respected, but that is also synonymous with quality, value, and community engagement.

A key aspect of building a recognised and valued brand is consistency. Our brand message and values must be communicated consistently across all channels, from our website and social media presence to our events and customer service interactions. By building a recognised and valued brand, we aim to position Bendigo Stadium Ltd as the preferred host for new and repeating events.

One of the key aims is for our customers to be advocates for Bendigo Stadium Ltd. We believe that by delivering exceptional experiences and services, we can create loyal supporters who are eager to spread the word about our venues and what we offer.

Our brand must ensure that our stakeholders are aware of what Bendigo Stadium Ltd and Bendigo Stadium offer. This means engaging with the community, building

strong relationships with partners and sponsors, and promoting our services and facilities to potential clients and customers.

Ultimately, our goal is to ensure that our stakeholders share the Bendigo Stadium Ltd vision and purpose. By aligning with partners and stakeholders who share our values and goals, we can create a powerful network that supports our mission and contributes to our success.



5 YEAR GOALS

Goal	Measures of success
C.1 Clearly defined brand and strategy that incorporates all BSL brands	<ul style="list-style-type: none"> Stakeholder feedback suggests that they resonate with the vision and story of Bendigo Stadium Ltd. Increased social media following. Increased social media engagement. Increased Hospitality brand recognition. Increased positive customer feedback.
C.2 Customers are advocates for Bendigo Stadium Ltd	<ul style="list-style-type: none"> Customer segments indicate that they would recommend Bendigo Stadium services and events (sports, social and events segments).
C.3 Community are aware of what Bendigo Stadium offers	<ul style="list-style-type: none"> Increased participation in events, hospitality and sporting opportunities offered by Bendigo Stadium Ltd.

Priority Actions

- Update brand strategy to include clearly defined brand architecture.
- Develop and implement a consistent brand image and messaging across all channels.
- Marketing strategy updated for Bendigo Stadium Ltd venues, sport and entertainment offerings.
- Engage key stakeholders regarding Bendigo Stadium Ltd's vision and strategy.
- Mini strategy developed for community content and 50 Year Anniversary.
- Enhance customer experience in venue, digitally and online.



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