Sport has always had a special significance through the performance of sporting clubs, teams and high profile athletes that enhance the reputation of the University. Increasing numbers of students, staff and alumni continue to participate in a range of sport, fitness and recreation activities (visitor numbers exceeded 1 million in 2009) encouraging a balanced lifestyle and building a healthy community. Participation and involvement in sport events and clubs also develops life long connections that encourage the alumni to support the University and ensure that sport is an essential component of the Melbourne Experience.

The University of Melbourne Sport Strategic Plan has been prepared by the Board and staff of Melbourne University Sport (MU Sport) with the vision that the University of Melbourne will be the leading Australian university in sporting performance, participation and quality of facilities. The plan is the culmination of almost twelve months of review and consultation involving the Board and staff, Office of the Provost, sporting clubs, the Melbourne University Sports Association, residential colleges, key strategic partners, programme and facility users.

The strategic plan is consistent with the University’s ‘Growing Esteem Strategy’ and supports the objective of attracting the ‘best and brightest’. According to the results of the Melbourne Experience 2008 Survey (p. 42) almost 40% of first year students accessed the sporting facilities either frequently or occasionally with 55% of students agreeing and or strongly agreeing that sport, fitness and recreational facilities and programmes are an important part of their university experience. It will be critical to achieving the vision for sport that the University support capital development projects to continue to provide access to quality sport and recreation facilities.

Sport at the University has a long and proud history and as the custodians of this legacy the plan belongs to all the stakeholders. It is the belief of the Board that achieving the objectives contained in the plan will significantly improve the outcomes for students, staff and the broader University community for 2015 and beyond.

Geoff Rees – Chairman
Tim Lee – Director of Sport
VISION
That the University of Melbourne will be the leading Australian University for sporting performance, level of participation and the quality of facilities.

PURPOSE
To provide quality sport, fitness and recreation opportunities that enhance the reputation of the University.

PILLARS
- Participation
- Performance

ENABLERS
- Profile
- Financial and physical resources
- Governance and management
- People

In achieving the vision:
- The University will embrace the benefits of sport, recreation and fitness in building a healthy community and developing life long connections to the University and will support the provision of quality facilities and programmes.
PILLARS

Participation
That the students, staff and the broader University community regularly participate in sport, fitness and recreation activities that encourage a balanced lifestyle and build a healthy community.

Success will be achieved when programmes, services and facilities are appealing, relevant and convenient and cater for the constantly changing requirements of the University community.

Performance
That athletes, clubs and teams compete successfully at the highest level and participation establishes a lifelong connection to the University.

Success will be achieved when the University is recognised as the leading sporting University in the country and attracts the ‘best and brightest’ local and international high performance student athletes.

ENABLERS

Profile
That the profile and performance of our student athletes, teams and clubs, the opportunities for participation and the quality of our sport facilities enhance the reputation of the University.

Success will be achieved when the benefits of regular physical activity, the performances of our athletes, teams and clubs and sport facilities feature prominently in University strategic documents and promotional material and are profiled extensively in the media.

Financial and physical resources
That the financial and physical resources available ensure the provision of quality facilities and support participation and performance programmes.

Success will be achieved when support for capital development is secured and improved operational performance and increased advancement activity has increased financial sustainability.

Governance and management
That sport at the University is governed and managed effectively at all levels and is successful in achieving the strategic goals.

Success will be achieved when sport is governed and managed according to industry best practice, financial and strategic objectives are regularly achieved and positive stakeholder relationships are managed effectively.

People
That quality staff, coaches, club managers and volunteers are attracted to sport at the University by our positive organisational culture and opportunities for success.

Success will be achieved when sport can attract and retain qualified and committed people who embrace the values of professionalism, customer focus, leadership, continuous improvement, integrity and teamwork.
SportActive
PARTICIPATION
That the students, staff and the broader University community regularly participate in sport, fitness and recreation activities that encourage a balanced lifestyle and build a healthy community.

KEY PERFORMANCE INDICATORS
Success will be achieved when programmes, services and facilities are appealing, relevant and convenient and cater for the constantly changing requirements of the University community.

Measurement will be by:
- Quality of facilities and programmes in comparison to other Go8 Universities.
- Participation levels against industry benchmarks and annual participation objectives.
- Level of student satisfaction and attitudes to a balanced lifestyle.
- Number of participants from identified low participation groups including low SES, culturally diverse, mature age and women.

ACTION
- Engage in the University strategic planning processes and relevant committees and groups to promote the benefit of sport and regular physical activity.
- Ensure the provision of first class sporting and recreational facilities that increase participation and support quality performance.
- Ensure that services and programmes are appealing, relevant and challenging catering for the constantly changing requirements of the University community.
- In consultation with stakeholder groups develop new programmes and promotional strategies to target underrepresented groups.
- Introduce improved customer service strategies and best practice event management systems.
- Develop integrated web based communication systems to more effectively promote, recruit and communicate with participants across all programmes, service and club activities.
- Engage with residential college management and student leaders to ensure that residents are actively engaged in intercollegiate and club competition and are utilising University facilities and services.

OUTCOME
- The University will embrace and support the benefits of sport, recreation and fitness in building a healthy community and developing life long connections to the University.
- The University is committed to a major Sport Capital Improvement Plan.
- Continuous improvement is embedded in all services and programmes and participation targets are consistently being achieved.
- Programmes and promotions are effective in reaching identified groups and increasing participation.
- Regular feedback is provided across all programmes, services and facilities and improvements undertaken to increase participation.
- Comprehensive data base developed and student data captured and maintained from pre enrolment onwards to alumni activities.
- The majority of residents are involved in regular sporting, fitness and recreational opportunities provided in collaboration with MU Sport.
PERFORMANCE

That athletes, clubs and teams compete successfully at the highest level and involvement establishes a lifelong connection to the University.

KEY PERFORMANCE INDICATORS

Success will be achieved when the University is recognised as the leading sporting University in the country and attracts the ‘best and brightest’ local and international high performance student athletes.

Measurement will be by:

- Performance of athletes, teams and clubs at community, regional, national and international competitions and events.
- The number of student athletes representing state and national teams or participating in professional sport.
- Perception survey by student athletes and level of academic performance.
- Quality of coaches and club managers and the number of high performance program partnerships.
- Number and level of support provided for sporting scholarships and the number of student athletes applying for and achieving selection to the University.

ACTION

- Expand the high performance program for student athletes including career support, scholarships and rehabilitation and training services.
- Ensure appropriate policy and procedures are in place to support high performance student athletes.
- Increase participation of clubs and teams in high level state, national and international sporting competitions including current and future university competition opportunities.
- Provide a comprehensive coaching and club management recruitment and support program.
- Increase funds to support teams and individuals to AUS competitions and international tours.
- Integrate University high performance programmes with SSO, NSO and professional sporting club programmes.
- Conduct talent identification programmes in secondary schools in support of University, club and team recruitment.

OUTCOME

- Program and services are in place and the number of athletes involved is constantly increasing.
- University policy and procedures are consistently reviewed and improved and considered best practice.
- Clubs and teams are competing successfully in elite state and national leagues, Go8 marquee events and Uni Leagues.
- The professionalism of the clubs is increasing and the quality of club personnel is improving.
- Increased support provided from sponsorships, donations and the University.
- Joint high performance programmes operating successfully.
- The ‘best and brightest’ student athletes are identified and supported in seeking entry to the University.
PROFILE OF SPORT
That the profile and performance of our student athletes, teams and clubs, the opportunities for participation and the quality of our sport facilities enhance the reputation of the University.

KEY PERFORMANCE INDICATORS
Success will be achieved when the benefits of regular physical activity, the performances of our athletes, teams and clubs and sport facilities feature prominently in University strategic documents and promotional material and are profiled extensively in the media.

Measurement will be by:
• Participant satisfaction and perception surveys on the quality of facilities and programmes.
• Level of media coverage of sport events and athlete performances.
• Level of sport alumni involvement in events and level of donations to clubs and the Sport Foundation.
• Level of information on sport featured in University publications and promotions.
• The level of sport related research and academic activities.

ACTION
• Liaise with faculties and departments to ensure that sport supports student recruitment activity and enhances the profile of the University.
• In collaboration with the Marketing and Communications Department increase external media coverage of the performances and activities of sporting teams, clubs, athletes and participation in community events.
• Improve the presentation and brand awareness of sport facilities, programs, merchandising and promotions.
• Develop and engage the sport alumni with effective regular communication and events to ensure ongoing involvement.
• Coordinate and promote sport related academic and research activities in the University and identify future opportunities.
• Represent the University at regional, national and international sport forums.

OUTCOME
• University strategic documents and promotional material feature sport facilities and activity extensively.
• Sporting clubs, teams and athlete performances and events are regularly featured in external media and University promotional material.
• A consistent sport brand has been established and that recognition and awareness is high.
• Sport alumni and major club events are held regularly, promoted and managed professionally and are well attended.
• Sport related academic and research activity has been indentified and undertaken.
• The University of Melbourne is considered to be an engaged and committed sport industry leader.
FINANCIAL AND PHYSICAL RESOURCES
That the financial and physical resources available ensure the provision of quality facilities and support participation and performance programmes.

KEY PERFORMANCE INDICATORS
Success will be achieved when support for capital development is secured and improved operational performance and increased advancement activity has increased financial sustainability.

Measurement will be by:
- Funding to support student involvement in sport, fitness and recreational activities.
- Commercial activity and Sport Foundation income.
- The funding for capital development and improvements and projects completed.
- Quality of facilities, level of access and environmental improvements.
- Number of external partnerships and the value of relationships.

ACTION
- In collaboration with Property and Campus Services ensure the long term provision of campus and off campus sport, fitness and recreational facilities. Progress and complete immediate capital projects.
- Ensure ongoing University funding and reduce the impact of depreciation and maintenance costs on the annual operating budget.
- In collaboration with the Advancement Office develop and implement a strategy to encourage the sporting alumni to support club and general sport activity.
- Ensure business planning and budgeting processes effectively increase returns on programmes, facility use and commercial activity to broaden the revenue base.
- Develop partnerships and proposals with state and local government, SSO and NSO’s to assist with facility development and/or access.
- Provide leadership in environmental improvements including water storage and grey water recycling, pool heating and energy efficiency.

OUTCOME
- Sport Capital Improvement Plan endorsed and University committed to major capital plan. Boathouse extension and pavilions project completed, new site South of Grattan St established and two major projects in planning stage.
- Funding agreement with University confirmed with support for the capital improvement and maintenance plan.
- Strategy developed and implemented with the Sport Foundation achieving agreed targets.
- Business Plan implemented resulting in increased commercial activity. Annual budgeting and planning processes increase returns on established and new services.
- Several long term agreements in place for club and programme access to off campus facilities.
- In collaboration with the Property and Campus Services the program is developed and implemented in line with available external funding.
Governance and Management

That sport at the University is governed and managed effectively at all levels and is successful in achieving the strategic goals.

Key Performance Indicators

Success will be achieved when sport is governed and managed according to industry best practice, financial and strategic objectives are regularly achieved and positive stakeholder relationships are managed effectively.

Measurement will be by:
- Sport and club financial and strategic performance.
- Board effectiveness surveys.
- The quality of annual and regular reporting.
- Stakeholder satisfaction with MU Sport support and services.
- Document management systems and archival material.

Action

- Ensure that the Board is effective in championing sport within the University and that sub committees and working parties operate effectively.
- Increase professionalism of clubs through improved communication and management systems and the appointment of professional staff to support strategic development.
- Support Melbourne University Sport Association (MUSA) as the club representative body.
- Develop operational, unit and individual works plans in line with the strategic plan and embed continuous improvement systems.
- Ensure reporting and compliance with University Finance, PCS, HR, Risk Management, EHS and IT.
- Review and upgrade University and MU Sport legislative frameworks and implements.

Outcome

- Board members actively participate in decision making and are influential and engaged at a range of levels. Board sub committees operating effectively.
- Club strategic plans and service agreements are in place and clubs are professionally managed, successful, and sustainable.
- Service Agreement has been confirmed and service levels reviewed annually.
- Long term operational, financial and capital objectives are met. Annual and regular reporting is open and accountable.
- Policies and procedures are regularly reviewed and improved.
- Legislation and regulations have been reviewed and updated including the Crown Grant and other relevant implements.
- Historical material is collected, maintained and displayed in accordance with University and industry practice.
PEOPLE
That quality staff, coaches, club managers and volunteers are attracted to sport at the University by our positive organisational culture and opportunities for success.

KEY PERFORMANCE INDICATORS
Success will be achieved when sport can attract and retain qualified and committed people who embrace the values of professionalism, customer focus, leadership, continuous improvement, integrity and teamwork.

Measurement will be by:
- Ongoing and regular customer feedback on staff and volunteer performance.
- Individual performance appraisal and peer review.
- Level of staff and volunteer satisfaction, engagement and retention.
- Percentage of staff engaged in professional development and leadership programmes.

ACTION
- Develop a Service Charter that enhances the reputation of sport to the broad range of customers and clients.
- Develop staffing plan to ensure that the staffing resources are allocated in line with the strategic and operational plans.
- Increase training and leadership development opportunities for permanent staff to increase engagement and retention.
- Ensure the appointment of quality frontline staff to ensure a consistent customer service experience.
- Develop and implement HR systems to recruit, train and retain club managers, coaches, medical staff and other paid club officials.
- Ensure succession planning for the Board and sub-committees.
- Develop and implement a Volunteer Support Program for all sport volunteers.

OUTCOME
- The Service Charter has been developed and staff behaviour reflects values. Performance appraisal is measured against Charter.
- Staff resources are in place to ensure strategic objectives are supported. Flexible working arrangements consistent with industry practice have been implemented.
- Performance development reviews are taking place annually and professional development opportunities provided.
- Consistent appointment, induction, training and professional development processes in place to ensure a positive and supportive work culture.
- Clubs have adequate numbers of qualified and appropriately trained individuals involved.
- The Board and sub-committees are consistently refreshed with competent and committed participants.
- Consistent appointment, induction, training and recognition processes in place to ensure a positive and supportive culture.
Students have participated in organised sporting activity since the establishment of the University in 1853 but it was the formation of a Sports Union in 1904 that provided a structure for the traditional competitive club activities such as football, cricket, athletics and rowing. The Sports Union supported clubs financially (from the student fee) to compete in weekly or regular community competitions and for students to compete at the annual 'intervarsity' clash against rivals such as Sydney University and Adelaide University often involving very boisterous interstate trips.

After the Second World War the arrival of returned servicemen and the children of post war migrants to the University created a significant shift in the student demographic and a demand for a diversification of sporting options. Some of the new recreational and instructional activities to emerge during this period included fencing, judo, badminton and competitive sporting clubs such as basketball and soccer.

The Olympic Games in Melbourne in 1956 was an important catalyst for the development of improved sporting facilities at the University including the Beaurepaire Centre, built with generous support from Sir Frank Beaurepaire, incorporating an indoor swimming pool, stadium and flat floor space, and the installation of the first running track provided by the Olympic Organising Committee. The Sports Precinct has since become one of the most iconic sporting images in Australia and the view from the air is instantly recognisable as the University of Melbourne.

The number Olympic and Commonwealth Games representatives and world record holders from the University of Melbourne is outstanding and 14 members of the Australian team at the Beijing Olympics had connections to the University. In 2008 the University won the Overall Australian University Championship for the third time in four year underlying the continued involvement and dominance in competitions against other universities.

The redevelopment of the Beaurepaire Centre in 2004 into a state of the art fitness and aquatic centre significantly improved the provision of fitness and recreation services and now provides fitness assessments, personal training, group fitness, physiotherapy and sports massage. The development of additional instructional and recreational club activity, short courses and trips and tours has continued to diversify the opportunities for students and staff.

The introduction of Voluntary Student Unionism in July 2006 removed the traditional source of funding from student fees requiring a move to cost recovery for many services and a significant reduction in the level of funding support to sporting clubs. Despite the loss of the student fee income sport has continued to prosper due to the dedication and passionate support of all those involved.

For the comprehensive history of sport at the University of Melbourne see *The Ties that Bind* by June E Seryard.