



**STRATEGIC PLAN**  
ADELAIDE UNIVERSITY SPORT  
2017-2020



## INTRODUCTION TO THE PLAN



*The University sport scene has changed dramatically over the past eight years.*

*With the advent of the Student Services Amenity Fee (SSAF) in 2012, through Federal legislation, the sector has received a reliable source of operational funding support, albeit in competition with other University studentsupportservices. However, facilitydevelopmentandmanagement remains an ongoing challenge where support in partnership with local, state and federal bodies is vital in raising the quantity and quality of our sport spaces and clubhouses.*

*We remain committed to the building of a Sports Hall on Campus and continue to be a strong advocate of the healthy body:healthy mind nexus. At the grass roots level, the upskilling of our affiliated clubs in the areas of governance, marketing & communications, social networking and risk management is a key area of activity in the 2017-2020 plan, while we seek a greater role in the development of elite student athletes through new pathways aligned with the future structure of Australian and Regional University Games.*

*We will continue to develop our strong brand image, "The Blacks", across the University and wider community and expand our revenue base through the establishment of a Sports Foundation under the umbrella of the University.*

*This new Plan allows AU Sport not only to reap the benefits that flowed from our previous two plans, but also to re-stock, re-assess and re-form the way we go about our business in line with industry trends in social sport and member engagement.*

## **VISION - *an aspirational goal; an ideal future***

*To be the leader in developing and promoting a healthy and active lifestyle throughout the University and wider community*

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## **MISSION - *our purpose; what we want to represent***

*To facilitate high quality sport and recreation programs through University engagement, advocacy and development*

**by**

- *engaging effectively with our members*
  - *the university and the broader community*
  - *promoting sports participation to the student community*
  - *supporting member clubs to achieve their potential*
  - *building key stakeholder relationships that facilitate effective club development*
  - *and influencing the development of pathways for elite athletes*
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## VALUES - *our beliefs; what is important to us; how we want to operate*



**Integrity** – we remain transparent, fair and reasonable, and above reproach, in our dealings with others

**Leadership** – we exhibit a strong capacity to influence and encourage others to follow our lead

**Trustworthiness** – when we say we are going to do something, we do it

**Excellence, Efficiency and Effectiveness** – we aim to do all of our business in the most proficient way

**Inclusiveness** – we pride ourselves on welcoming all comers

**Teamwork/Camaraderie** – we work together in a spirit of cooperation to achieve the best for everyone

**Supportive** – we are keen to help others needing assistance in reaching a common goal

**Enjoyment** – we undertake every task with a sense of fulfilment and enjoyment

# STAKEHOLDERS - *who is influenced by us*

- University of Adelaide – hierarchy and departments
- Students and staff of University
- Constituent clubs/committees/members
- Australian University Sport
- Other Universities – Australian and overseas
- State Sporting Organisations
- Sponsors
- Adelaide City Council
- Local/State/Federal Governments
- Alumni
- Facility users
- Fitness Hub
- Adelaide University Union



## KEY PERFORMANCE AREAS

*For each KPA, the main objectives have been listed.*

### **Governance, Finance & Risk Management**

- 1.1 Review structure of AU Sport Board and determine strategies for increasing the diversity of Board membership
- 1.2 Maintain responsible management of AU Sport finances
- 1.3 Seek alternative funding options to ensure the future growth and resource strength of the organisation
- 1.4 Maintain a culture of risk management throughout the organisation
- 1.5 Continue to be pro-active in being aware of industry trends in all facets of sport development
- 1.6 Negotiate new funding and office space agreement with the university in 2017

### **Communication and Promotion**

- 2.1 Maintain and further develop “The Blacks” and AU Sport, as recognised brands within the University and wider community, through innovative marketing
- 2.2 Implement and promote the efficient and effective use of current technologies and platforms for internal and external programs, events and communications
- 2.3 Continue to promote University sport opportunities to students in regard to participation, including availability of AU Sport scholarships
- 2.4 Continue to improve the design standard of marketing collateral of AU Sport and its affiliated clubs
- 2.5 Prepare plans for the organisation’s 125th birthday celebrations in 2021



## Relationship & Partnership Development

- 3.1 Establish the Sport Foundation through University External Relations for funding of sports programs, scholarships and infrastructure
- 3.2 Seek out and build mutually beneficial relationships with University staff and departments
- 3.3 Establish relationships with experts from other organisations (University and industry) to assist in the development and education of club management and members
- 3.4 Engage with high school students, residential colleges and students prior to and throughout University life
- 3.5 Provide inclusive opportunities for all of AU Sport members and the community, highlighting females and an increase in staff members as well as participation within community events to enhance the Blacks brand exposure

## **Club Development & Management**

- 4.1 Investigate additional staffing to facilitate management and support of clubs in need
- 4.2 Provide all clubs with governance support, resources & training
- 4.3 Develop and implement strategies to address the high turnover of club managers
- 4.4 Encourage the engagement between AU Sport clubs with integrated events and programs

7

## **Club Development & Management**

- 5.1 Explore how AU Sport can develop, further support and promote elite athletes, and the funding required for such a program, to help establish an ongoing relationship between the athlete and AU Sport
- 5.2 Work in partnership with Elite Athlete Services to engage and encourage athletes to participate and support AU Sport programs and events
- 5.3 Identify sports that will grow in the future and support athletes who will become elite
- 5.4 Work with relevant AU Sport clubs to establish talent identification programs with the aim of growing the number of AU Sport members competing at the elite level



## Infrastructure & Facility Management

- 6.1 Continue to lobby for an on-campus sports hall
- 6.2 Identify and address high risk facilities, which are over-utilised, and conflicted sports times that do not meet the demand of existing clubs, ensuring there are appropriate facilities to meet the needs of the University, students, clubs and AU Sport programs
- 6.3 Manage and maintain existing facilities to optimise their effective use
- 6.4 Assess and identify the future demand on specific facilities and sports

**Note** – for each of the objectives above, key strategies will be set via annual Business Plans to enable AU Sport to achieve these objectives. The 2017 Plan will be approved at the December Board meeting and each annual plan is objectively assessed by the Board at every December meeting during the four year Strategic Plan cycle.



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## MORE INFORMATION

*For more information, please do not hesitate to contact:*

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