<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
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<tr>
<td>Project Scope and Process</td>
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<tr>
<td>Analysis and Insights</td>
<td>7</td>
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<tr>
<td>AUS Strategy</td>
<td>20</td>
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<tr>
<td>Implementation Plan</td>
<td>31</td>
</tr>
</tbody>
</table>
Project Background & Scope

The scope of this project was to develop a fresh strategy for AUS through the below methodology:

**SITUATION ANALYSIS**
Collection and collation of information to feed into an in-depth analysis of the internal and external factors that underpin strategy development. We typically look at the following elements:

- Internal lens – culture & relationships, organisational capacity and capability
- External lens – customers, competitive environment, macro environment

**STAKEHOLDER ENGAGEMENT**
Engaging stakeholders through the strategy development process by gathering their opinions and perspectives and testing potential strategic opportunities. Some of the methods we typically use are:

- In-depth stakeholder interviews or workshops
- Online surveys

**STRATEGY DEVELOPMENT**
Creation of a refreshed strategy and a detailed implementation plan. The building blocks of strategy include:

- Vision and objectives
- Strategic pillars (focus areas)
- Business enablers and resourcing requirements
- Opportunities (prioritised)
- Implementation roadmap
As a part of the stakeholder engagement process, **face-to-face workshops** were conducted with the below groups and representatives:

<table>
<thead>
<tr>
<th>Workshop Group</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUS staff</td>
<td>7x Staff Members</td>
</tr>
<tr>
<td>AUS Stakeholders</td>
<td>Representatives from: Botanic High School, Sports Institute, Adelaide City Council, Creative at UoA, Elite Athlete Support at UoA, Sport SA, Portfolio Management at UoA, Student Experience at UoA, UniSport Australia, Programmed, Adelaide University Union, The Fitness Hub</td>
</tr>
<tr>
<td>AUS Board</td>
<td>5x Board Representatives</td>
</tr>
<tr>
<td>AUS Clubs</td>
<td>Representatives from: Cricket, Football, Volleyball, Judo, Touch Football, Waterski, Soccer, Boats</td>
</tr>
</tbody>
</table>

The objectives of the workshop were to understand:

- the perspectives of multiple stakeholders to feed into the strategy development process
- Stakeholders’ current understanding of AUS’s purpose
- the current AUS climate from various perspectives – what they do well, where there is potential improvement, what the pain points are
- the potential strategic direction consistent with the views and objectives of a wide range of stakeholders

Participation in the workshops was strong at all levels, with all stakeholders engaged in the AUS strategy review journey. The outcomes, comments and observations from these workshops are captured in the “Analysis and Insights” section of this report (pg’s 7-19)
Following the stakeholder workshops, two surveys were released with the purpose of quantifying themes identified in the workshop with a broader stakeholder audience that included students and existing club members. The sample sizes and methods are explained below:

### Online Surveys

<table>
<thead>
<tr>
<th>Sample</th>
<th>Sample size</th>
<th>Method</th>
</tr>
</thead>
</table>
| **Audience 1 – AUS Current Students** (open to all current students including international students) | n=450 responses | • Kinetica provided a survey link included in the University student newsletter  
• 4-6 minute survey  
• Topics investigated included: a) current student activity in University sport b) current trends in sports participation in the student cohort c) barriers for student participation in university sport d) perceptions of high performance sport e) perceptions of “The Blacks” f) perceptions of University sports facilities g) perceptions of current sports offerings h) perceptions of AUS as an organisation |
| **Audience 2 – AUS Existing Club Members** | n=126 responses | • Representative sample across all clubs  
• 4-6 minute survey  
• Topics investigated included: a) current challenges for clubs b) who are AUS’s perceived key stakeholders c) where AUS could improve d) perceptions of University sports facilities e) perceptions of current sports offerings |
ANALYSIS AND INSIGHTS
### CRITICAL INSIGHTS SUMMARY

<table>
<thead>
<tr>
<th>INSIGHT</th>
<th>AUDIENCE ALIGNMENT</th>
<th>SOURCES</th>
</tr>
</thead>
</table>
| 1. STUDENTS ARE IDENTIFIED AS THE PRIMARY AUDIENCE FOR AUS, BUT OTHER STAKEHOLDERS WITHIN THE NETWORK CANNOT BE FORGOTTEN | • Students  
• Clubs                                      | • Club Survey  
• Focus Groups                        |
| 2. SOCIAL SPORT IS AN AVENUE FOR GROWTH WITHIN A BUSY TARGET MARKET    | • Students  
• Staff                                      | • Student Survey  
• Focus Groups                        |
| 3. AUS AND SPORTS ACROSS THE UNIVERSITY LACK A STRONG PROFILE         | • Students  
• Staff                                      | • Student Survey  
• Focus Groups                        |
| 4. THERE IS A LIMITED COMPREHENSIVE UNDERSTANDING AMONG STUDENTS OF WHAT AUS DO AND WHAT SPORT IS AVAILABLE | • All Audiences                        | • Student Survey  
• Club Survey  
• Focus Groups                        |
| 5. A MAJORITY OF STUDENTS HAVE AT LEAST HEARD OF THE BLACKS, WITH DOMESTIC STUDENTS AND THOSE PLAYING AUS SPORT MORE AWARE. HOWEVER PERCEPTIONS OF WHAT THE BLACKS REPRESENT IS UNCLEAR AND DIFFERS BETWEEN STUDENTS | • Students | • Student Survey  
• Focus Groups                        |
| 6. ELITE ATHLETE OPPORTUNITIES AND INTER UNI EVENTS NEED STRONGER PROMOTION | • Students  
• Elite Athletes                          | • Student Survey  
• Focus Groups                        |
### CRITICAL INSIGHTS SUMMARY

<table>
<thead>
<tr>
<th>INSIGHT</th>
<th>AUDIENCE ALIGNMENT</th>
<th>SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. THERE IS NO OVERARCHING DISSATISFACTION WITH UNIVERSITY SPORTS</td>
<td>All Audiences</td>
<td>Student Survey, Club Survey, Focus Groups</td>
</tr>
<tr>
<td>FACILITIES, HOWEVER THERE IS WIDE RECOGNITION OF A NEED FOR A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL SPORTS “HUB” FOR NORTH TERRACE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. THE CURRENT AUS AND CLUB GOVERNANCE STRUCTURES ARE LIMITING</td>
<td>Club Members</td>
<td>Focus Groups</td>
</tr>
<tr>
<td>GROWTH POTENTIAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STUDENTS ARE IDENTIFIED AS THE PRIMARY AUDIENCE, BUT OTHER STAKEHOLDERS WITHIN THE NETWORK CANNOT BE FORGOTTEN

- Stakeholders generally agree that AUS should represent the entire University community for sport.
- However, stakeholders identify students being at the core of University of Adelaide’s purpose, therefore should be AUS’s primary audience.
- When asked about AUS’s core purpose, 29% of club representatives identify the holistic approach to the sports community, whilst 23% believe it is to provide sports opportunities to current students.
- Of those club representatives that are current students themselves, 36% believe the latter should be AUS’s core purpose.

Q: In your opinion, what do you think best describes Adelaide University Sport’s core purpose as an organisation?
Base: 95

Observations

- Providing opportunities to improve the health and well-being of the University community: 29%
- Providing sports opportunities for current students at the University: 23%
- Support the current operations of the University sports clubs: 17%
- Providing sports opportunities to club members: 16%
- Unsure: 9%
- Other (please specify): 5%

AUS Core Purpose – Club Representatives - Overall

Providing opportunities to improve the health and well-being of the University community: 29%
Providing sports opportunities for current students at the University: 23%
Support the current operations of the University sports clubs: 17%
Providing sports opportunities to club members: 16%
Unsure: 9%
Other (please specify): 5%

AUS Core Purpose – Club Representatives – Current Students

Providing opportunities for current students at the University: 36%
Support the current operations of the University sports clubs: 24%
Providing opportunities to improve the health and well-being of the University community: 24%
Providing sports opportunities to club members: 9%
Unsure: 6%
Other (please specify): 0%
SOCIAL SPORT IS AN AVENUE FOR GROWTH WITHIN A BUSY TARGET MARKET

What Students Would Consider in the Future

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playing sport socially</td>
<td>35%</td>
</tr>
<tr>
<td>I'm happy with my current activities</td>
<td>33%</td>
</tr>
<tr>
<td>Outdoor recreational activities (e.g. hiking)</td>
<td>28%</td>
</tr>
<tr>
<td>Playing sport for a club</td>
<td>28%</td>
</tr>
<tr>
<td>Going to a gym</td>
<td>25%</td>
</tr>
<tr>
<td>Martial arts</td>
<td>20%</td>
</tr>
<tr>
<td>Doing other exercise (e.g. walking)</td>
<td>18%</td>
</tr>
<tr>
<td>Playing sport as part of a representative team</td>
<td>15%</td>
</tr>
<tr>
<td>Alternative / street sports</td>
<td>9%</td>
</tr>
<tr>
<td>None of the above</td>
<td>3%</td>
</tr>
</tbody>
</table>

Q: ‘If you are not currently involved in any of the above, which would you ever consider?’
Base: 420

What the Students Said

- “…because I don’t have time with my workload”
- “Time poor. Juggling full time study, work, children”
- “…I have a lot of University assignments and also working part time”
- “…I am focused on my studies for now”
- “Workload in degree is too high”

Observations

- Over a third of students currently don’t, but would like to play sport socially in the future
- The student population who don’t currently participate in sport at the University, 30% stated time commitments, primarily with study, as a reason why they don’t get involved
- Social sport in it’s nature could provide an opportunity for a time poor community to get engaged with sport at the University

Q: Why do you think you are not involved in any sports activities or sports clubs at the University?
Base: 279
AUS AND SPORTS ACROSS THE UNIVERSITY LACK A STRONG PROFILE

Q: ‘Have you heard of the organization Adelaide University Sport? Base: 392

- **Domestic Students**
  - Yes: 41%
  - No: 59%

- **International Students**
  - Yes: 56%
  - No: 44%

- **Overall**
  - Yes: 46%
  - No: 54%

- **Students Currently Involved in Sport at the University**
  - Yes: 31%
  - No: 69%

- **Students Currently Not Involved in Sport at the University**
  - Yes: 52%
  - No: 48%

**Observations**

- Only slightly over half (54%) of students have heard of AUS
- With international students, only 44% are aware of AUS
- For students not currently involved with sport at the University this number is 48%
There is a limited comprehensive understanding among students of what AUS do and what sport is available.

Q: “What do you think, in your own words, Adelaide University Sport do? Base: 211

- Organise social and league sports?
- Manage all the clubs, provide info to students?
- Kind of thought The Blacks and AU sport were the same.. I’m not sure
- Unsure
- Don’t know

Sport Across the University

(AUS) should consider advertising more

Q: “Are there any other comments you would like to make about sport or sports activities at the University? Base: 451

- Support sports clubs?
- I was a state gymnast and used to train with an outside club and didn’t realise until my final year that Adelaide had a gymnastics club.
- I haven’t seen so many sport activities around campus
- Support sports clubs?
- Maybe more frequent exposure to broaden membership and to be approachable (is required)?
- It is a pity many of the activities are off-campus and don’t get any exposure

I am not sure - I knew about them, but had no idea what they do

“Provide opportunity for sports teams?”

“I don’t really know how to join sports activities at the Uni”

“AUS” should consider advertising more
A MAJORITY OF STUDENTS HAVE AT LEAST HEARD OF THE BLACKS, WITH DOMESTIC STUDENTS AND THOSE PLAYING AUS SPORT MORE AWARE

Q: “Have you heard of “The Blacks” at the University?”
Base: 392

- Overall
  - Yes: 24%
  - No: 76%

- Domestic Students
  - Yes: 18%
  - No: 82%

- International Students
  - Yes: 36%
  - No: 64%

- Currently Involved in University Sport
  - Yes: 8%
  - No: 92%

- Currently Non Involved in University Sport
  - Yes: 31%
  - No: 69%

Observations
- 76% of students have heard of the nickname “The Blacks”
- This identity is strongest with students currently involved in University sport
- The Blacks profile is also significantly stronger with domestic students compared to international students
HOWEVER, PERCEPTIONS OF WHAT THE BLACKS REPRESENT IS UNCLEAR AND DIFFERS BETWEEN STUDENTS

**It represents all the teams**
- "Bit of a strange name, but I think it's the name/team colour for all Adelaide uni sports teams."
- "The official name given to all the sporting teams associated with the University."
- "The name of the University's sports club teams."

**The name is unclear**
- "I've seen the merch, but not sure what sport they are."
- "The name of the uni team. Not sure if one sport or all sports."

**Specific Teams**
- "The football teams"
- "Cricket"
- "Basketball"
- "Soccer"
- "Rugby"

**The name is inappropriate**
- "Honestly I think the team name is odd."
- "It is not a good name and puts me off joining the sports teams."

**Q:** "What do you associate the Blacks with at the University?"
**Base:** 451
There is clearly a low profile of both the Elite Athlete Program and intervarsity sport.

- Overall, 72% of students have not heard of the Elite Athlete Program.
- Further, 25% percent of students had never heard of any intervarsity events, and another 21% are interested in participating in the future, giving an overall potential growth market of 46% of students.

**Observations**

- Q: “Are you aware of the elite athlete program?”
  - Base: 396

- Q: “Have you represented the University at a Uninationals, Universiade, Work Uni Games or intervarsity sports competition?”
  - Base: 394
There is no overarching dissatisfaction with university sports facilities.

<table>
<thead>
<tr>
<th></th>
<th>University Sport Facilities Meeting a Satisfactory Standard - Students</th>
<th>University Sport Facilities Meeting a Satisfactory Standard - Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>53%</td>
<td>61%</td>
</tr>
<tr>
<td>No</td>
<td>8%</td>
<td>20%</td>
</tr>
<tr>
<td>Unsure</td>
<td>39%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Q: Do the University’s sports and recreational facilities meet a satisfactory standard? 
Base = 393

Q: Do the University’s sports and recreational facilities meet a satisfactory standard? 
Base = 94

Observations

- A majority of students (53%) feel the University's sports facilities meet a satisfactory standard, as do 61% of club representatives.
- However 39% of students are unsure on the standard of facilities. This perhaps suggests that some of these students “don’t know what they don’t know”
HOWEVER, THERE IS WIDE RECOGNITION OF A NEED FOR A CENTRAL SPORTS “HUB” FOR NORTH TERRACE

Q: What sports and recreational facilities should the University improve or add? Base = 55

Q: What other sports and recreational facilities should the University improve or add? Base = 19
## THE CURRENT AUS AND CLUB STRUCTURES ARE LIMITING GROWTH POTENTIAL

<table>
<thead>
<tr>
<th>Issue</th>
<th>Limitation</th>
</tr>
</thead>
</table>
| Club constitutions require 50% of members to be current students     | • Limits membership base growth  
• Whilst catering for the University’s primary audience, it does not give equal access to other stakeholders  
• This makes retention of alumni in particular difficult |
| AUS constitution is primarily club focused                           | • There is an ambition to be more student focused whilst catering to the wider University community  
• Potential limitation on current and future strategic decision making |
| Inefficient governance and operational processes                     | • A disproportionate amount of AUS staff time is spent on club operational and procedural matters  
• There is currently limited capacity for staff to develop and implement participation growth initiatives |
| There is no effective shared communications and/or facilities management platform for AUS and Clubs | • This can create confusion and conflict between clubs  
• Clubs can be left without adequate facilities  
• AUS staff time is taken up by managing club communications and facilities |

**NOTE** – It is acknowledged that the above insights have been developed without Kinetica reviewing either the AUS or any club constitution to any extent. These insights are developed from discussions in the workshops.
AUS STRATEGY
In this section we are providing an overview of the recommended strategy for AUS moving forward. This includes:

1. **Strategy on a Page**
   - A one-page summary of recommended Vision, Purpose, Audiences, Strategic Pillars, KPI’s and Values

2. **Vision Breakdown**
   - Explanations behind the selected wording of the vision

3. **Purpose Breakdown**
   - Explanations behind the selected wording of the purpose

4. **Strategic Pillars Breakdown**
   - Summary descriptions of each strategic pillar and the reasoning behind them

5. **Roles and Responsibilities**
   - An outline of recommended roles and responsibilities for AUS and the clubs
Vision

An inclusive place to play, be active, perform and feel connected in the beating heart of Adelaide.

Purpose

To be the gateway for the University community to engage in sport and physical activity

Audiences

Students
Alumni | Staff | Club Members | Elite Athletes / High Performance

Strategic Pillars

Clubs
Drive participation through the club network, and help new and existing clubs thrive

Profile
Build a strong sports brand across the university to create a greater sense of community and belonging

Performance
Athletes and clubs have every opportunity to participate and perform at their optimum level

Partnerships
Foster collaborative approaches with new and existing partners for a thriving sports ecosystem

Social Sport
Engage new audiences through social sport providing a more inclusive and diverse offer

KPI's

Increase overall club participation by XX%

One clear brand and identity by June 2020

Increase in participants by XX% by 2021

Quarterly sector sessions

Deliver xx on-campus social sports activities p

Values

Inclusive, supportive, agile
<table>
<thead>
<tr>
<th>VISION</th>
<th>AN INCLUSIVE PLACE TO PLAY, BE ACTIVE, PERFORM AND FEEL CONNECTED IN THE BEATING HEART OF ADELAIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BREAKDOWN</td>
<td>EXPLANATION</td>
</tr>
<tr>
<td>An Inclusive Place</td>
<td>• Incorporates the breadth of stakeholders AUS embraces and represents. How those stakeholders are managed and prioritised is a focal point for the “strategic pillars”</td>
</tr>
<tr>
<td>To Play</td>
<td>• Represents engagement with sport, physical activity and social connection. This integrates competitive competition, elite performance and social activities</td>
</tr>
<tr>
<td>Be Active</td>
<td>• To ensure a focus on the community’s physical and mental health and wellbeing</td>
</tr>
<tr>
<td>Perform</td>
<td>• This acknowledges that individual athlete and team performance is an important element of the AUS ecosystem</td>
</tr>
<tr>
<td>Feel Connected</td>
<td>• This encompasses the idea of creating a community and a sense of belonging and connectedness within that community</td>
</tr>
<tr>
<td>In the Beating Heart of Adelaide</td>
<td>• This reemphasises the sense of community and pride with a link to the University’s current strategic pillars</td>
</tr>
</tbody>
</table>
### PURPOSE PRINCIPLES

**PURPOSE**

**TO BE THE GATEWAY FOR THE UNIVERSITY COMMUNITY TO ENGAGE IN SPORT AND PHYSICAL ACTIVITY**

<table>
<thead>
<tr>
<th>BREAKDOWN</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be the Gateway</td>
<td>• AUS positioning themselves as the entry point and driver of sports and social connection through physical activity</td>
</tr>
<tr>
<td></td>
<td>• AUS is the central coordinator and engagement point</td>
</tr>
<tr>
<td></td>
<td>• AUS is the facilitator for new and existing clubs to provide competitions, activities and events</td>
</tr>
<tr>
<td>For the University Community</td>
<td>• AUS should cater solutions for students, alumni, staff, club members and elite athletes (the university community)</td>
</tr>
<tr>
<td></td>
<td>• This solution should be inclusive with varying activity interests, abilities, with equitable access to sports and activities</td>
</tr>
<tr>
<td>To Engage in Sport and Physical Activity</td>
<td>• Sport is the core product / service of AUS</td>
</tr>
<tr>
<td></td>
<td>• Over time offerings could encompass other activities that are more broad to include other physical activity and recreation offers</td>
</tr>
</tbody>
</table>
**AUDIENCES**

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>SEGMENTING THE AUDIENCES WILL ENABLE TAILORED SOLUTIONS TO MEET THEIR VARYING NEEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENTS</td>
<td>All current students, with a focus on those studying on-campus</td>
</tr>
<tr>
<td></td>
<td>• Identified as the primary target audience</td>
</tr>
<tr>
<td></td>
<td>• Also the key stakeholder for the University with the most potential and capacity to drive immediate and rapid growth</td>
</tr>
<tr>
<td></td>
<td>• Of focus should be students currently not engaged with sport at the university, with international students in particular a growth opportunity</td>
</tr>
<tr>
<td>ALUMNI</td>
<td>STAFF</td>
</tr>
<tr>
<td></td>
<td>• Important to consider and embrace for club membership growth and retention. This is particularly important for alumni for their connection and legacy</td>
</tr>
<tr>
<td></td>
<td>• Important groups in the University community, but also represents a significant base for AUS to consider</td>
</tr>
<tr>
<td></td>
<td>• Clubs are critical for the AUS product offering as they offer the place to play and be active, and the key connection point</td>
</tr>
<tr>
<td>ELITE ATHLETES / HIGH PERFORMANCE</td>
<td>This will primarily be students, but could be any elite athlete who is also a student, alumni, staff or club member</td>
</tr>
<tr>
<td></td>
<td>• Identified as a group for AUS to develop and provide more opportunities to</td>
</tr>
<tr>
<td></td>
<td>• This will assist the broader non-participation engagement and promotion through profile, celebrity, role models, connection, story telling and fan engagement</td>
</tr>
</tbody>
</table>
### STRATEGIC PILLARS

**PURPOSE**

TO FOCUS THE ORGANISATION ON ITS CORE DRIVERS TO REALISE THE VISION AND PURPOSE

**CLUBS**

DRIVE PARTICIPATION THROUGH THE CLUB NETWORK, AND HELP NEW AND EXISTING CLUBS THRIVE

- Ensure strong club promotion across the campuses to create a pipeline towards membership
- Regularly monitor and update best practice efficiencies and operational frameworks for deployment to clubs
- Develop a simple and efficient process for new clubs to join the network
- Aspire for strong and efficient club collaboration
- Implement an efficient shared communications platform for all clubs to manage facility availability. For example using common and shared platforms – an example for communications is Slack [https://slack.com/intl/en-au/](https://slack.com/intl/en-au/)

**PROFILE**

BUILD A STRONG SPORTS BRAND ACROSS THE UNIVERSITY TO CREATE A GREATER SENSE OF COMMUNITY AND BELONGING

- Create the narrative around an inclusive sports environment and a sense of community / connection
- Make sure every sports club has the same nickname/identity
- Implement universal branding across all clubs/events communications
- Engage with University stakeholders to find greater “on-campus” presence and demonstration of impact
- Take a lead role in all sports marketing and communications across the University
## STRATEGIC PILLARS

### PURPOSE
TO FOCUS THE ORGANISATION ON ITS CORE DRIVERS TO REALISE THE VISION AND PURPOSE

### PERFORMANCE
ATHLETES AND CLUBS HAVE EVERY OPPORTUNITY TO PARTICIPATE AND PERFORM AT THEIR OPTIMUM LEVEL

| • Create greater awareness of the Elite Athlete Program, and ensure there are suitable opportunities for elite athletes to participate at or within AUS clubs |
| • Continue to develop facilities and resources to allow competitive clubs to reach their potential |
| • Work with University stakeholders to prioritise on-campus facilities (existing and new) to encourage and grow student engagement |
| • Ensure there are opportunities for athletes / competitors of all skills and abilities to participate |

### PARTNERSHIPS
FOSTER COLLABORATIVE APPROACHES WITH NEW AND EXISTING PARTNERS FOR A THRIVING SPORTS ECOSYSTEM

<p>| • Look for new and enhance existing operational partnerships |
| • Develop aligned strategies and marketing / comms for promotion through University and AUS sector partners |
| • Maintain regular and valuable communication with existing partners |
| • Develop a partnership purpose for distribution through the network and commercial opportunities |</p>
<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>TO FOCUS THE ORGANISATION ON ITS CORE DRIVERS TO REALISE THE VISION AND PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL SPORT</td>
<td>ENGAGE NEW AUDIENCES THROUGH SOCIAL SPORT PROVIDING A MORE INCLUSIVE AND DIVERSE OFFER</td>
</tr>
<tr>
<td></td>
<td>• Provide on or near campus social sports activities, designed for students to exercise, get involved in sport, meet new people and have a more rewarding university experience</td>
</tr>
<tr>
<td></td>
<td>• The intent is to provide a more diverse and inclusive solution for more students to participate and engage</td>
</tr>
<tr>
<td></td>
<td>• AUS should initially organise such events in-house to ensure on-campus social sport is introduced</td>
</tr>
<tr>
<td></td>
<td>• There is potential for clubs to run these programs where aligned and authentic to their sport, either independently or in conjunction with AUS in the medium term. If this is embraced at club level there would be obvious benefits in the form of revenue and the potential for conversion to membership</td>
</tr>
</tbody>
</table>
# Roles and Responsibilities

## AUS Core Role and Responsibilities

<table>
<thead>
<tr>
<th>Promotion</th>
<th>Administration</th>
<th>Funding</th>
<th>Profile</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Active engagement with students and the wider community as the lead promotor&lt;br&gt;• Regular engagement with key University decision makers to promote the impact of sport&lt;br&gt;• Participation growth initiatives including social sport events</td>
<td>• Enhance AUS’s core strength as a key support for clubs in all administrative matters: including new club registration, risk management, event planning and logistics, etc.</td>
<td>• Maintain and enhance where feasible its role in providing funding for sports clubs. This is central in the short to medium term for club survival and should be anchored to KPI's</td>
<td>• Develop and foster a strong profile across the University, ensuring engagement in the AUS ecosystem&lt;br&gt;• Ensure the broader positive impacts of sport and recreation are capitalised on</td>
<td>• Ensuring efficient and sustainable governance processes are in place for clubs to operate effectively and grow&lt;br&gt;• Allow for a simple process for new clubs and members</td>
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</table>

## Club Core Role and Responsibilities

<table>
<thead>
<tr>
<th>Promotion</th>
<th>Delivery</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clubs to work together with AUS to promote their own sport through an aligned and consistent marketing approach</td>
<td>• To be the lead driver in delivering their sports products and events, with the assistance of AUS for administrative and operational requirements</td>
<td>• Work with AUS to deliver sustainable club governance processes. Ensuring the environments are welcoming, supportive and equitable</td>
</tr>
</tbody>
</table>
Our recommendation is AUS should transition from being a “fixer” (primarily dealing with reactive operational club matters) to a “growth agent” (promoting, profile building, creating opportunities). The keys to this transitioning will be AUS process review, staff responsibility reallocation, upskilling and time investment. A practical implementation plan that is designed to help achieve this is outlined on pg. 32.

**Current AUS Role Breakdown - FIXER**

- **Administration**
  - Club risk mgmt, new club registration, club events, facilities mgmt
  - 50%

- **Funding**
  - Mgmt of club funding support
  - 25%

- **Governance**
  - Club governance and operations matters
  - 20%

- **Promotion**
  - Sport marketing / comms
  - 5%

**Recommended AUS Role Breakdown – GROWTH AGENT**

- **Profile**
  - Ensuring strong engagement in and connection through Uni sport
  - 40%

- **Promotion**
  - Sport marketing / communications
  - 25%

- **Administration**
  - Club risk mgmt, new clubs, club events, facilities
  - 20%

- **Funding**
  - Mgmt of club funding support
  - 10%

- **Governance**
  - Club ops
  - 5%

**THE TRANSITION**

Process Review | Staff Responsibility Reallocation | Upskilling
Below is an illustration of the implementation roadmap that AUS should follow to fulfil the recommended strategy and purpose:

- **Central Communications and Facilities Management Platform**
  Development and planning should commence immediately.

- **Branding – The Blacks**
  Review and make a decision with clubs on one nickname for all sports clubs by June 2020.

- **Social Sport Activities**
  Implement first social sports activity by March 2020.

- **Club Operations and Risk Management Review**
  Internal club operations and risk management process review in 2020.

- **Marketing Strategy**
  Work with the university to have a clear and mutually agreeable on-campus marketing plan (beyond O-week) by the end of 2020.

- **Partnership Review Sessions**
  Implement quarterly review sessions of current and potential partnerships, with the first session in June 2020.

- **Constitutional Review**
  Club and AUS constitutions should be put forward to the university for review by the end of 2020.

- **Participation in High Performance Sports and Events**
  Increase in Elite Athlete Program participants and attendants at UniGames and other intervarsity events by 2021.
# IMPLEMENTATION AUS REQUIREMENTS

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Activities</th>
<th>Implications</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| Central Communications and Facilities Management Platform | Development and planning should go ahead ASAP to implement for or during 2020 | • More efficient club communications process  
• Less AUS time spent on club matters | • Begin planning 2019  
• Implemented in 2020 |
| Social Sport Activities                                  | AUS implementing its first social sports activity                           | • Increased sports engagement from students via social sport                  | • First social sports event delivered by March 2020 |
| Club Operations and Risk Management Review               | Internal club operations and risk management process review, with the intention of reducing AUS staff time on club matters | • Save time for club executives  
• Less AUS time spent on club matters | • Complete March 2020 |
| Branding – The Blacks                                    | Review and make a decision with clubs on one nickname for all sports clubs   | • Common branding and clearer sports identity across the university            | • Decision by June 2020 |
| Partnership Review Sessions                              | Implement quarterly review sessions of current and potential partnerships    | • Maximise growth potential through University and external partners             | • First session in June 2020 |
| Marketing Strategy                                       | Work with the university to have a clear and mutually agreeable on-campus marketing plan (beyond O-week) | • Increase student participant and other on-campus stakeholders  
• Improve on-campus identity | • Proposal for a strategy complete by June 2020  
• Complete by end of 2020 for implementation in 2021 |
## IMPLEMENTATION AUS REQUIREMENTS

<table>
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<tr>
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<th>Activities</th>
<th>Implications</th>
<th>Timelines</th>
</tr>
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</table>
| Constitutional Review                           | Club and AUS constitutions should be put forward to the university for review | • Give clubs greater flexibility to increase membership and improve retention  
• Give AUS more flexibility to drive student led and on-campus sports initiatives | • Review complete by end of 2020                                                                                                                                  |
| Participation in High Performance Sports and Events | Increase in Elite Athlete Program participants and attendants at UniGames and other intervarsity events | • Development of high performance sport  
• Stronger branding for AUS | • Increase in participation in the Elite Athlete Program of xx% by 2021  
• Increase in participation in Unigames and other intervarsity events of xx% by 2021 |