

NUSPORT

STRATEGIC PLAN 2021-2023

Moving Ahead



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

NUSPORT



uni sport

*Newcastle Surfest,
Uni Team Challenge*





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and Chief Executive Officer* 01

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A MESSAGE FROM OUR CHAIR AND CHIEF EXECUTIVE OFFICER

Sport brings people together.

It extends boundaries, cultivates supportive networks, celebrates success, and encourages growth. Through sport, we are given permission to challenge, to fail, to learn and to achieve.

2020 has challenged us. The COVID-19 pandemic has impacted sport and recreation at a global, national and local level. It has stretched resources, disrupted routine, confronted traditional methods of engagement. But it has also enabled improvisation, flexibility, and highlighted the incredible resilience of our community.

In some ways, 2020 has provided an ideal opportunity to launch our Strategic Plan. Through disruption comes change. Through adversity comes success. Our Strategic Priorities provide a foundation for the future development of sport, fitness, health and wellbeing services for our community and stakeholders.

As the sport, fitness and wellbeing landscape continues to evolve – particularly through the challenges of the COVID-19 pandemic, NUsport's vision "to inspire healthier communities as the provider of premier sport, health and fitness services" is as important as ever.

As a trusted organisation within our community, we must adapt to these changing circumstances in order to remain relevant, sustainable and at the forefront of our industry.

Whilst we, like many organisations, have been tested this year, we have galvanised as a team and have grown our capability to act collectively and respond as challenges have arisen.

Leveraging our unique strengths while fostering a stronger alignment to the strategic priorities of the University of Newcastle are key components of our Strategic Plan. From our passionate and dedicated team providing outstanding service delivery, to the great many students and volunteers within our network of affiliated sporting clubs providing countless hours of work behind the scenes, NUsport is well placed to deliver on the strategies presented herein.

Our ongoing engagement and collaboration with our community remains a focus, and our thanks go to the many students, staff, community members and NUsport personnel who contributed to the development of this Strategic Plan.

We encourage all those involved in the delivery of these vital services to embrace the Plan and understand the role we can all play in achieving these priorities. We look forward to working with you all to realise our vision and enable outstanding experiences for all.

Yours in sport, wellness and good health.



Gabriella Sainsbury
NUsport Chair



Deborah Wright
NUsport CEO

*Matthew Tam, Australian
University Games*



OUR VISION

To inspire healthier communities as the provider of premier sport, health and fitness services.

OUR MISSION

To enable the University of Newcastle and the wider community to actively participate and realise the benefits of sport, health and wellbeing, powered by excellence, knowledge and research.

OUR VALUES

INTEGRITY

We are open, honest and conduct ourselves with the utmost moral and ethical standing.

COMMUNITY ENGAGEMENT

We will foster, nurture and accept with responsibility our connection to our communities.





The University of Newcastle Women's Football Team, Australian University Games

EXCELLENCE

We consistently pursue best-practice service delivery and highest levels of achievement.

EQUITY

We are committed to providing equality of opportunity for our communities.

TEAM

We are a team, and a member of a team for the greater good of our community. We collaborate, communicate and support.

OUR VALUE PROPOSITION

NUsport, through our programs, facilities and network of affiliated clubs, is uniquely positioned to enhance the physical and mental wellbeing of our students, staff and wider community.

We are an active enabler of community engagement and provide opportunities and pathways for the development of life-ready skills for the benefit of our students and alumni. Our community can rely on us to provide an environment that is safe, accepting and supportive of their physical, mental and emotional wellbeing.

HEALTH AND WELLBEING

Provision of fitness facilities and services enables our community to improve their levels of physical and mental wellbeing.

Networks of sporting and active recreation clubs, social sport, representative sport and residential sporting programs enhance social connectedness and promote a sense of belonging.

CAMPUS ACTIVATION

We provide structures and facilities for dynamic activation of campus for students and our community.

Sporting clubs involved in local competition provide ongoing opportunities to bring our local community onto campus to share in a common experience. Partnerships with elite sporting organisations activate campus resources and showcase the University to a wider audience.

The Forum Sports & Aquatic Centre and School Sport Programs provide significant activation opportunities for our local primary and secondary schools, through delivery of swimming carnivals, learn to swim programs and school sport.

GRADUATE OUTCOMES

Sport provides opportunities for life-ready and work-ready skill development. Management, organisational and leadership qualities are developed through club committee membership and leading representative teams.

Work experience is acquired as NUsport is a significant employer of students. Teamwork is engrained through involvement in social and competitive sport.

“Graduates reported that their participation in sport at university provided them with ‘added value’ alongside their degree qualifications, enabling them to develop key employability skills and secure employment after graduating.”

Griffiths, et al. (2017)

OUR STRATEGIC PRIORITIES

Our six strategic priority areas represent our commitment and focus on the holistic development of sport, health and wellness for our communities.



**SPACES
AND PLACES**



SUSTAINABILITY



**PROGRAMS
AND ACTIVITIES**



**SKILLS, CAPACITY
AND INNOVATION**



**CONNECTED
COMMUNITIES**



**INSPIRING
PEOPLE**

The Forum Sports & Aquatic Centre, Callaghan Campus, Newcastle



LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



**REIMAGINING
OUR CAMPUSES**



**CONNECTED
COMMUNITIES**

SPACES AND PLACES

We will ensure our physical and digital spaces reflect the demand of our communities and provide places that are vibrant, safe and accessible.

PRINCIPLES

- First-class facilities
- Best practice management and quality accreditation
- Needs-driven development
- Long-term sustainability
- New life for old spaces.

STRATEGIES

- Develop sporting facilities, events and experiences in line with the University's Reimagining our Campuses strategy
- Establish facility development funding mechanisms
- Positioning of facilities as places of connection and personal development
- Develop meaningful partnerships for new uses.



**PLACES TO LIVE, LEARN,
WORK AND PLAY**

*The Forum, Harbourside,
Newcastle CBD*



LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



PROGRAMS AND ACTIVITIES

Our programs and activities are focused on delivering opportunities for better, healthier living powered by excellence, research and knowledge. We will be a driver of participation and community building, providing opportunities for real-world skill development and education.

PRINCIPLES

- Diverse and inclusive programming
- Holistic approach to wellbeing
- Forward thinking, industry leading
- Focus on a healthy and safe environment and experience
- Widespread, ongoing consultation
- Customer-focused approach to program development and delivery.

STRATEGIES

- Multi-platform approach to delivery: onsite, online, social. “Anywhere, Anytime”
- Aligning activities to University priority areas
- Champion the benefits of physical and mental wellbeing through student and staff engagement
- Research and data analysis to understand evolving customer needs
- Diversification of program offerings to drive participation.



**LIFE READY
GRADUATES**



*Kayla Brown, UniSport
Indigenous Nationals*

LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



**BETTER, HEALTHIER
LIVING**



**CONNECTED
COMMUNITIES**

CONNECTED COMMUNITIES

Our communities understand who we are and the value we bring to their wellbeing. Through a strong sense of belonging they actively engage with us and are advocates for our people, brand and activities.

PRINCIPLES

- Alignment with University Connected Communities - social connectedness, sense of belonging
- Customer focused
- Student and staff engagement and interaction
- Stakeholder engagement and community partnerships.

STRATEGIES

- Build greater consultation and engagement connections
- Reconnect with sporting alumni
- Foster a united collaborative experience with students, staff, sporting clubs and teams
- Focus on the role of sporting clubs in connecting communities - internal and external
- Develop diverse offerings to engage broader demographic groups.



**LIFE READY
GRADUATES**



1.1 million litre rain water tanks. Rainwater collected will irrigate key sporting fields across Callaghan campus

LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



**REIMAGINING
OUR CAMPUSES**



**SUSTAINABLE
CAMPUSES**

SUSTAINABILITY

We will develop a long term financial plan to ensure business sustainability and growth. We will provide leadership in the development of 'new normal' practices post-pandemic. Our annual corporate plans will align to fulfill business, stakeholder and community needs and aspirations.

PRINCIPLES

- Stakeholder collaboration
- Compliance focus
- Green facilities - sustainable resource management
- Physical and digital transformation
- Technological innovation.

STRATEGIES

- Funding and investment priorities based on sound business cases
- Pursue Government and private sector grants for capital and operational projects
- Diversification of business strategy
- Review corporate structure and governance model
- Integration with University Green Campus strategic priority.



**TO A GREEN
CAMPUS**

Student Matthew Graham, Winter Olympics silver medal winner and Elite Athlete Friendly University Program participant.



LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



**LIVING LAB
MODEL**



**CONNECTED
COMMUNITIES**

SKILLS, CAPACITY AND INNOVATION

We will identify key skills, knowledge, experience and capacity future needs in support of strategic priorities and to accelerate growth. We aspire to be a mechanism for change and unity in our community, and a test-bed for innovation aligned with the University's Living Lab Model.

PRINCIPLES

- Training and professional development
- Sound leadership framework
- Foster curiosity and collaboration
- Best practice and leading industry accreditation
- Strategic partnerships
- Investment in technology and digital systems.

STRATEGIES

- Comprehensive skills gap analysis
- Development of detailed succession plans
- Implementation of Work Integrated Learning opportunities
- Engagement with University researchers and colleges, supporting the Living Lab Model
- Enhance digital and technological capabilities to support the evolving nature of consumption.



**LIFE READY
GRADUATES**

NUsport staff members Monique Smith, Sally Hinchey, Jake Harris and Beth Bird.



LOOKING AHEAD THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN ALIGNMENT



**LIFE READY
GRADUATES**



**EXCELLENCE IN
OUR PEOPLE**

INSPIRING PEOPLE

We are committed to building on the passion, commitment and expertise of our people to focus on collaboration, innovation and agility. We will consistently promote and foster equity and diversity in our people and programs.

PRINCIPLES

- Embedding strategy into culture
- Open and honest communication
- Leadership development as an ongoing practice
- Live and work by our values
- Empowering and developing our leaders of the future.

STRATEGIES

- Channel innovation and replace legacy thinking and practices
- Develop leadership and mentoring programs for staff and students
- Development of physical and mental wellbeing programs, services and support
- Focus on training and professional development opportunities
- Foster long-term ownership of Strategic Plan.



**ENGAGEMENT
PATHWAYS**



OPERATIONAL PLANNING AND REVIEW

The Strategic Plan will be supported by annual operational plans to ensure business activity aligns to our priority areas.

Regular reporting cycles against operational plans will maintain focus on our strategic priorities and provide the Board, through the CEO, management team and sub-committees, with performance updates and progress reports related to our strategic areas.

Ongoing consultation with our stakeholder groups will ensure the Strategic Plan continues to be relevant and the organisation remains agile and adaptable to changing circumstances.

Sport is a key element of a cohesive and thriving national community. It is a tool for achieving outcomes in areas such as education, health, leadership development and fair play, and is unrivalled in its ability to link heart, mind and body, to connect individuals and to inspire communities.

Sport Australia

IMPLEMENTATION

Strategic Plan is adopted, communicated and implemented into organisational practice.

OPERATIONAL PLANS

Annual operational plan developed to support Strategic Priorities.

REVIEW AND MEASUREMENT

Annual review of operational plans with measurement against Strategic Priorities. Qualitative and quantitative research driving evaluation.

COMMUNICATION AND ONGOING CONSULTATION

Communication channels with stakeholders remain open to enable feedback and adaptability.



Former Hockeyroo Jade Warrender in action for the University of Newcastle



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Contact us: info@theforum.org.au

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