



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

NUSPORT

UNISPORT CONFERENCE

PRESENTATION

MAY 2023

- NUsport background
- Strategy – “To be or not to be a Controlled Entity”
- Drivers of change
- NUsport Strategic Planning Process
- NUsport and University of Newcastle Strategic Alignment
- Strategic Outcomes
- “Delivering on the Promise”
- Q & A

History

- University of Newcastle Sports Union (1960's) to Forum Sports & Aquatic Centre (1998) to NUsport (2002).

Today – What We Do

- Manage the Hunter Region's leading sport, health and fitness solution
- Provider of first class facilities, services and programs to students and staff of the University of Newcastle and the wider community
- Supported by strength and knowledge of the University of Newcastle
- A place for our diverse community
- Activities supported by knowledge and expertise
- Qualified and experienced fitness and health professionals
- Customer service standards.

Facilities

The Forum Sports & Aquatic Centre

- 50m indoor heated pool with swimming programs including the NU Sport Performance Centre
- Large, fully equipped gymnasium
- 2 group fitness studios, over 80 classes per week
- 2 multi-purpose court areas (1 with a spectator area for over 200 patrons)
- High Performance Training Area
- Personal Training
- Retail Store
- Café and catering facilities
- Physiotherapy facilities
- RPM room – ‘indoor cycling’
- Technogym and NU Train Training Zones

The Forum Health & Wellness Centre, Harbourside (Newcastle CBD)

Sports Fields – 4 Ovals, 3 with lighting, 2 with pavilions

NU Sport Rowing Pavilion

Clubs – NU Sport sponsors 24 clubs – Sporting clubs enjoy a strong and proud history at the University of Newcastle.

Why is the Controlled Entity the best model moving forward?

- Affords NUsport continuity of current business operations
- Independence of NUsport retained
- Long term security for NUsport
- Leverage services provided by the University at reduced costs
- Allows University to:
 - enable the University's strategic priorities
 - invest in premier facilities for the future needs
 - builds sporting profile.

How do we make the change?

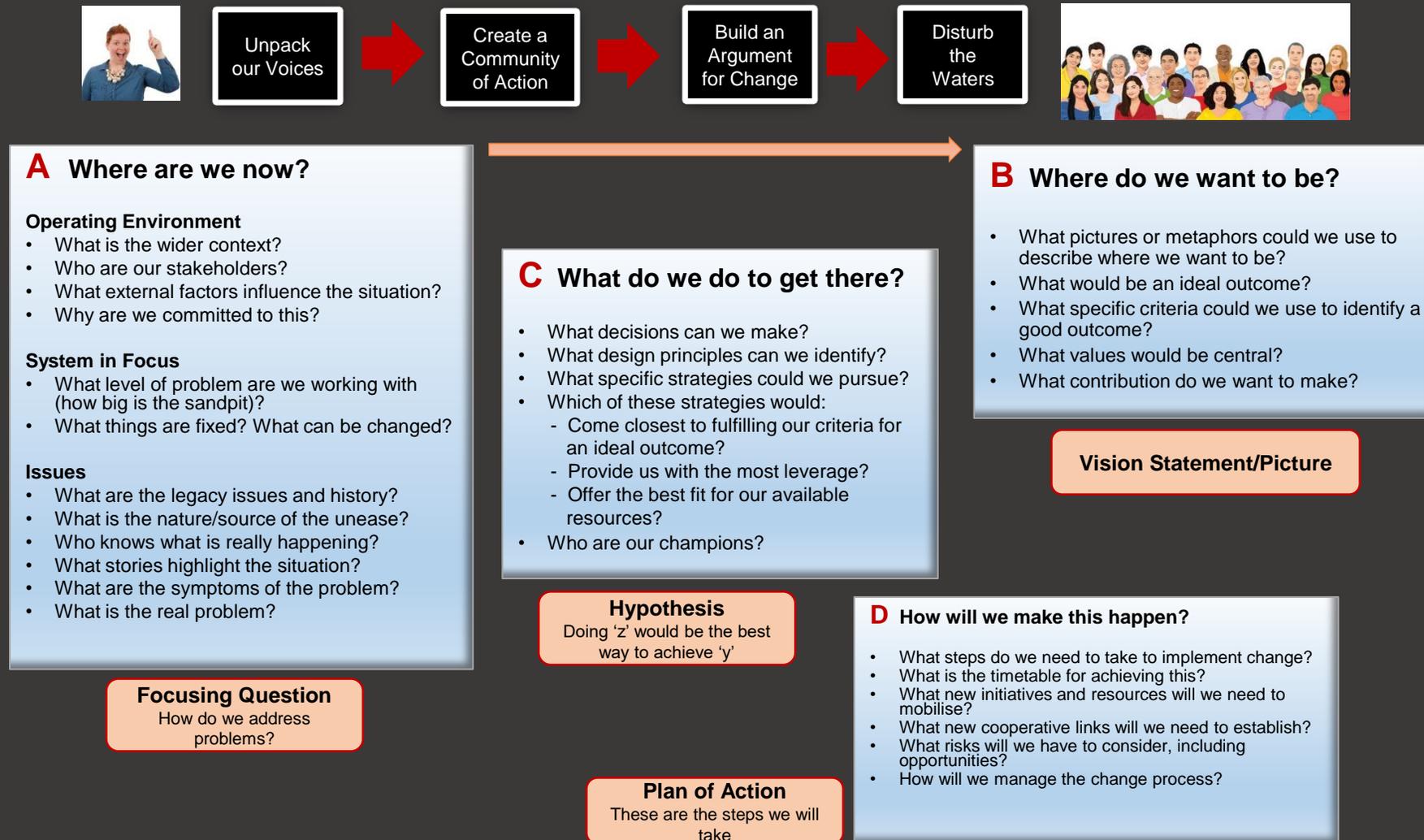
- Amendments to the NUsport Constitution requires a Special Resolution
- Requires >75% of ordinary members voting in favour of the resolution at the Annual General Meeting (AGM).

Increased certainty for quality student facilities, programs and services

Item	Current	Future
Objects and Purpose of NU sport	Operate and maintain sport and recreation facilities for students and staff of the University.	Wholistic provider of premier sport, health and fitness services powered by the University's research and excellence.
Governance Structure	Associated Entity of the University (Multiple members with voting rights) Board composition of 11 Directors Not for Profit/Independent Company Limited by Guarantee	Controlled Entity of the University (Sole member) Board composition of 8 Directors Not for Profit/Independent Company Limited by Guarantee
Operations and Programs Financial Sustainability	NU sport operates with limited funding and resourcing from the University	University subsidised corporate services (SLA) to support NU sport business operations
Facilities and Investment	Lease expires 2023 Opportunity for SSAF funding	Lease extension to 2038 Capital funding guaranteed for 10 years Opportunity for SSAF and strategic funding
Student Voice	2 Student Directors on a Board of 11 SSAC	1 Student Director on a Board of 8 SSAC

THE STRATEGIC CONSULTATION PROCESS

The strategy work aims to answer key questions around NUsport's role in the fitness, sport and wellbeing community and as an enabler for the University of Newcastle's strategic priorities



1. Financial Sustainability, Investment and Funding Opportunities
2. Stakeholder Engagement
3. Our Communities
4. Marketing and Communications
5. Skills, Gaps and Innovation
6. Best Practice and Leadership Culture
7. Advocacy and Reputation

NUSPORT AND UNIVERSITY OF NEWCASTLE STRATEGIC ALIGNMENT

NUsport Strategic Areas – Core Business Activities

NUsport Strategic Overview 2020 - 2023

Strategic Alignment to UON <i>Looking Ahead</i>	Spaces and Places	Programs and Activities	Connected Communities
	Reimagining our Campuses Connected Communities Places to live, learn work and play	Better, Healthier Living Connected Communities Life Ready Graduates	Connected Communities Life ready Graduates
Vision	Our physical and digital spaces reflect the demand of our communities and provide places that are vibrant, safe and accessible.	Our programs and activities are focused on delivering opportunities for better, healthier living. We will be a driver of participation and community building, providing opportunities for real-world skill development and education.	Our communities understand who we are and the value we bring to their well-being through a strong sense of belonging actively engage with us & are advocates for our people, brand and activities.
Objectives	Through engagement and consultation, enhance and position our spaces as integral places for a diverse and vibrant community.	Enhance our alignment with The University of Newcastle's Engagement Priorities. Expand our range of programs and activities to deliver exceptional experiences and opportunities for our stakeholders.	Build and nurture positive engagement amongst our communities Advocate for and actively demonstrate the power of sport to strengthen people and our communities
Principles	<ul style="list-style-type: none"> - First-class facilities - Best-practice management & quality accreditation - Needs-driven development - Long-term sustainability - Breathe new life into old spaces 	<ul style="list-style-type: none"> - Diverse and inclusive programming - Holistic approach to wellbeing - Forward thinking, industry leading - Focus on a healthy and safe environment and experience 	<ul style="list-style-type: none"> - Alignment with UON's <i>Connected Communities</i>: social connectedness; sense of belonging - Customer focused - Corporate engagement - Student and staff engagement & interaction
Strategies	<ul style="list-style-type: none"> - Embed sporting facilities, events and experiences in UON's <i>Reimagining our Campuses</i> conversations - Establish facility development funding mechanisms - Positioning of facilities as places of connection and personal development - Enabler of UON's <i>New partners, new uses</i> 	<ul style="list-style-type: none"> - Cross-platform approach to delivery: onsite, online, social "anywhere anytime" - Widespread, ongoing consultation - Content-led strategy aligning programming to UON priorities - Champion the benefits of physical and mental well-being through staff and student engagement such as NUsport Student /Alumni Ambassador programs 	<ul style="list-style-type: none"> - University alignment and engagement - Corporate & community – building greater consultation and engagement connections - Reconnect with sporting alumni - Lead a united collegiate experience between sporting clubs and teams - Focus on the role of clubs in connecting communities (internal & external) - Develop diverse programs for broader demographic groups – Active 50+ and Juniors

NUSPORT AND UNIVERSITY OF NEWCASTLE STRATEGIC ALIGNMENT

NUsport Strategic Areas – People and Systems

NUsport Strategic Overview 2020 - 2023

	Sustainability	Skills, Capacity and Innovation	Inspiring People
Strategic Alignment to UON <i>Looking Ahead</i>	Reimagining our Campuses Sustainable Campuses To a Green Campus	Living Lab Model Connected Communities Life Ready Graduates	Life Ready Graduates Excellence in our People Engagement Pathways
Vision	Develop a long term financial plan to ensure business sustainability and growth. Provide leadership in the development of 'new normal' practices post-pandemic.	To be a fitness , health, well-being and sport leading business for future sustainability and community needs and aspirations. To be a mechanism for change and unity in our community.	To be an industry leader in best practice management, training and delivery to maximise customer, member & stakeholder experiences. To promote and foster equity & diversity in our people and programs.
Objectives	Develop a long term strategic plan and aligned annual corporate plans to fulfil business, stakeholders & community needs to prevailing market conditions.	Identify key skills, knowledge, experience and capacity future needs in support of the strategic and corporate plan and accelerated growth. To be a test-bed for innovation aligned with UON <i>Living Lab Model</i> .	Build on the passion, commitment and expertise of our people to focus on collaboration, innovation and agility. Excellence in our people will ensure our responsiveness. Commitment to best practice health and safety culture and regimes – Safety First
Principles	<ul style="list-style-type: none"> - Collaboration with key stakeholders - Compliance focus - Green facilities – sustainable resource management - Physical & digital transformation - Technological innovation 	<ul style="list-style-type: none"> - Identify training and professional development needs - Develop and implement a leadership framework - Foster a curious and collaborative culture - Best practice industry accreditation - Develop strategic partnerships 	<ul style="list-style-type: none"> - Translating strategy into culture - Strategic Plan guiding Business Principles - Open and honest communication - Test Ideas across multiple pathways - Recognise leadership development as an ongoing practice - Live and work by our values: Excellence; Equity; Engagement; Sustainability; Integrity
Strategies	<ul style="list-style-type: none"> - Funding / investment priorities based on sound business cases - Identify Government and private sector grants for capital and operational projects - Business development strategy - develop diverse programs for targeted demographic groups – Active 50+ and Juniors - Corporate structure review - Integration with UON Green Campus strategic priority 	<ul style="list-style-type: none"> - Development of Work Integrated Learning opportunities - Development of detailed succession plans - Skills gap analysis - UON engagement – Living Lab Model. - Focus on <i>Institutional Alignment</i> 	<ul style="list-style-type: none"> - Variety of channels for innovative thinking and replace legacy thinking and practices - Develop leadership & mentoring programs - Focus on training & professional development - Long term ownership of strategic plan - Develop physical and mental well being programs, services and support for our people

Controlled Entity – 25 May 2021

- Constitution change
- Statement of Principles
- Lease extension until 2038
- Corporate Services Agreement
- University Capital Funding
- New Board Constituted
- Rebranding



NUsport Strategic Plan

NUsport Strategic Plan 2021-2025 *“Moving Ahead”*

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 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**

NUsport's 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 NU sport is a significant employer of students. Teamwork is engrained through involvement in social and competitive sport.

NUsport

Newly Refurbished
Aquatics Centre

“A look at our future”

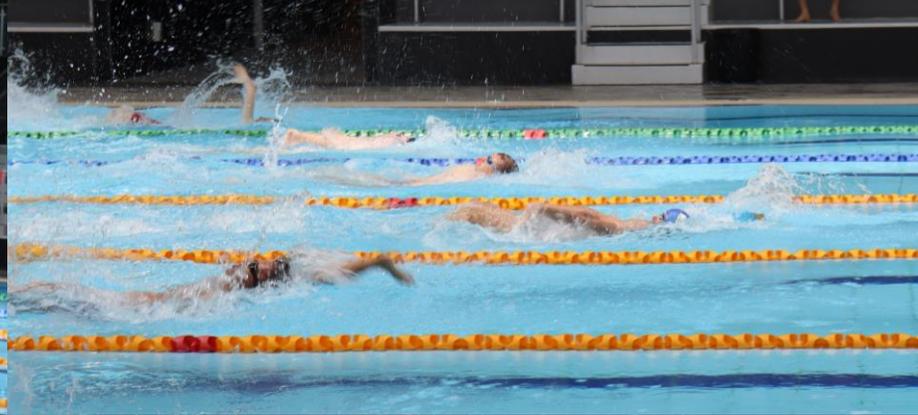


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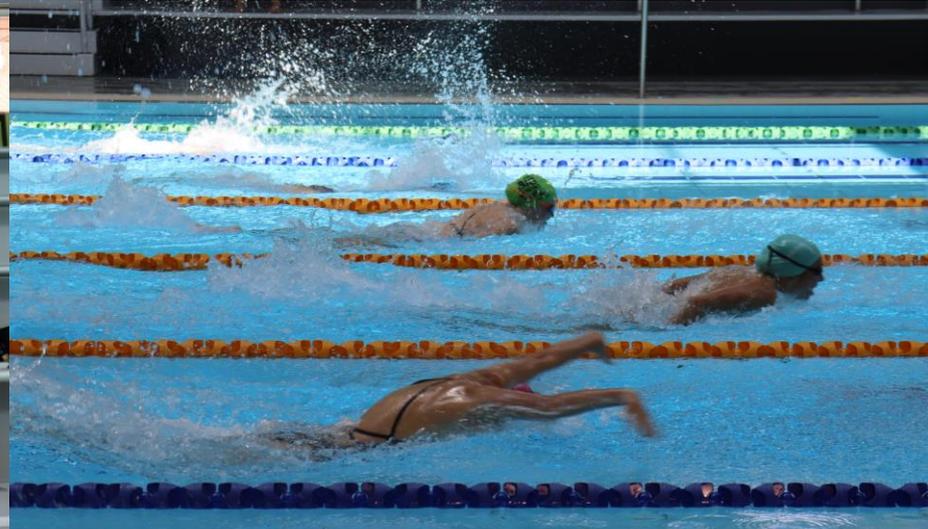


DELIVERING ON THE PROMISE



ResChallenge Swimming Carnival 2022

- 120 students attended from all campus colleges
- The event was held at NUsport at the Forum's Aquatic Centre
- The winning College was Evatt House
- Allowed students to compete and socialise with a BBQ at the end



Strategic Capital Funding

As a result of becoming a controlled entity of the University of Newcastle, NUsport secured guaranteed strategic capital funding from the University for a ten year period in support of enabling NUsport's future growth strategy and the University's aligned strategic plan priorities.

In addition to NUsport's operating capital, the additional strategic capital provides NUsport with an exciting opportunity to deliver on its strategic priority of 'Spaces and Places' through the investment in the development of its sporting assets and the further expansion of the sporting precinct.

NUsport has developed a Strategic Investment Plan that prioritises capital projects to ensure successful strategic outcomes. The plan is aligned to the *Newcastle University Sport (NUsport) Strategic Plan 2021-2025* and integrated with the *2022 Callaghan Campus Master Plan* (University of Newcastle). Its key objectives are to **reimagine**, **rebuild**, and **renew** our sporting destinations.

THANK YOU