

## MELBOURNE UNIVERSITY SPORT BOARD

### MEETING 1/2014 – 20 February 2014

The minutes of meeting 1/2014 of the Melbourne University Sport Board held on Thursday, 20 February 2014 at 6.00pm in the MU Sport Boardroom.

#### PRESENT:

Mr Geoff Rees (Chair)  
Professor Mark Hargreaves  
Professor Margaret Abernethy  
Dr Lynne Williams  
Mr James Sutherland  
Mr Tim Lee (Director of Sport)

#### APOLOGIES:

Professor Margaret Sheil (Provost)  
Dr Mitch Anderson  
Mr James Marburg

#### IN ATTENDANCE:

Professor Richard James  
Mr Chris Harvey  
Mr Jean-Luc Garlick  
Mrs Julie Caundle (note taker)

### 1. WELCOME, APOLOGIES AND INTRODUCTION

#### 1.1 Welcome

The Director stated that the Chair Mr Rees had been detained at work and that Dr Williams would act as Chair until Mr Rees arrived. Dr Williams welcomed everyone to the meeting.

#### 1.2 Apologies

The Director noted that it was Professor Hargreaves last meeting as he had notified the Vice-Chancellor that he would not be continuing on the Board. The Director stated that there would be a small presentation at the conclusion of the meeting. Dr Williams thanked Professor Hargreaves for his work on the Board.

The Director also noted that student member Mr Marburg had completed his studies in 2013 and was no longer eligible to continue on the Board. Mr Marburg had sent an apology to the Chair and Board as he had incorrectly assumed that his appointment was for 12 months, irrespective of his student status, and had not advised the Board at the last meeting in 2013 that he was completing his studies. The Board requested that Mr Marburg be invited to the next meeting so that the Board could thank him appropriately.

*Action: Invite Mr Marburg to the Board meeting in May.*

### **1.3 Minutes from previous meeting**

Mr Rees arrived and resumed the Chair. The Chair thanked Dr Williams and noted that he would send through to the Secretary an updated paragraph to replace the minuted paragraph at Agenda item 3.3. With this change the previous minutes were passed as a true and accurate record.

### **1.4 Confirmation of Circular Resolutions**

There were no circular resolutions to confirm.

### **1.5 Action Item Updates**

#### **1.5.1 Sports Capital Infrastructure Plan**

The Director noted that the document was with the Property and Campus Services Planning Division for consideration and response. Hopefully key elements would be included in the updated Campus Master Plan. Professor James noted that the Union Building had recently been accessed as no longer fit for purpose and that the University would be considering how that site may be best utilized in the future.

#### **1.5.2 September Quarter Finance Report**

The report was distributed to the Board.

#### **1.5.3 Club Survey Presentation**

The Club Survey data was attached to the Director's report.

## **2. MATTERS FOR DECISION**

### **2.1 Pavilion and Sports Centre naming**

The Director reported on the progress and negotiations to resolve the naming of the refurbished Pavilion. The Director outlined the background of the \$1M from the estate of Nona Lee and the request from the Executors that the bequest be used to fund the redevelopment of sports facilities including the Pavilion and the subsequent request to name the Pavilion after Nona Lee.

Mr Harvey was successful in securing an additional \$500,000 in donations and at the request of this benefactor, supported by the tenant club, that the Pavilion be named after Ernie Cropley, the previous head groundsman and life member of the cricket, football and baseball clubs.

After extensive negotiations with the Nona Lee Executors by the Director and Mr Harvey they have now agreed to the proposal to name the Sports Centre after Nona Lee and that a plaque recognizing her contribution would also be placed in the Pavilion. Both proposals are consistent with the University's policy on naming buildings and provides for the continued garnering of support for the Pavilion project. The Director thanked Mr Harvey for his work in securing the funding and his role in negotiating a positive outcome. If supported by the Board the proposal would go to the Buildings and Estates Committee for approval.

Mr Harvey noted that University Policy was that a name remains for the life of the building, and no longer, but that the proposal will not be approved until the benefactors funds had been received.

Mr Sutherland as a life member of the cricket club stated his support for the naming of the Pavilion after Ernie Cropley and congratulated the Director and Mr Harvey on their skill and diplomacy in dealing with the various parties. The Board approved the resolution.

*Motion: The Board supported the proposal to name the Pavilion the Ernie Cropley Pavilion and the Sports Centre the Nona Lee Sports Centre.*

### **3. MATTERS FOR NOTING**

#### **3.1 2013 Finance Report**

Mr Garlick noted that the financial report had been prepared to enable the Board to consider all matters in regards to the current financial position.

Mr Garlick stated the overall position for the end of the year was on budget. Professor Abernethy raised the issue of air conditioning, or lack thereof, in Lincoln Square Fitness (LSF). The Director stated that because MU Sport was leasing the building short term from MBS it was considered not prudent to make a significant investment to provide air conditioning at this time.

The lease is due to finish at the end of this year but the Director was confident the leasing arrangement would continue and that the University would take responsibility for the building.

Mr Sutherland recommended that the Board be provided with more detailed reporting on the fitness services income given that it was a significant component on total income for the organisation, in particular when revenue targets were not met. The Director agreed to provide more information on fitness services financial performance on a regular basis.

*Action: That the Operations Manager will provide regular reports on fitness member numbers, performance against budget and marketing strategies to the Board.*

*Motion: The Finance Report was noted*

#### **3.2 2013 Annual Review Presentation and 2014 Strategic Objectives**

The Director presented a review of 2013 and recommended objectives and targets for 2014. The presentation was drawn from material in the 2013 Annual Report to Council and the 2014 Operational Plan. Both documents were distributed to the Board members prior to the meeting with the papers.

##### **Review 2013**

The *Vision for Sport* is for the University of Melbourne to be the leading Australian university for sporting performance, level of participation (and engagement) and the quality of our facilities. 2013 was another successful year with almost 18,000

students engaged in sport, fitness or recreational activity with close to 1 million visits to sporting facilities by participants, coaches, volunteers and spectators.

There were 3,700 student members of sporting clubs, 6,900 student members of the fitness centre and more than 10,000 casual student users of facilities and programs. There was an overall increase in participation across all sporting areas of 95,503 from 542,284 in 2012 up to 635,787 in 2013. A 14.7% increase (target for 2013 was 5%). This can be attributed to improved monitoring of number (clubs) and better and more accurate data collection (infra red counters) but there was a measurable increase in most areas.

Attendance at fitness and aquatic facilities was up by 7.7% up to 361,261 with an 11% increase in total members (10,698) and student members (6,954). The biggest increase was 25.7% in Group Fitness with 70,000 visits. Over 300 student athletes were also provided access to the fitness facilities and strength and conditioning support.

Squash court usage increased by 15%, 9,563 to 11,455 after the reopening of the refurbished courts and casual court tennis court usage almost doubled, 8,256 (2012) to 15,879 (2013). Casual use of the stadiums and group fitness rooms also increased by 40% and a range of new sporting and fitness opportunities were provided at no cost or at reduced off peak rates.

The competitive sporting clubs continue to be some of the preeminent University sporting clubs in the county. The 40 sport, recreational and instructional clubs provided 23% increase in members from 5201 to 6759 with an increase in participation opportunities from 138,000 to 182,435. The biggest increase was for competitive (30.5%) and instructional clubs (28.9%).

Twelve residential colleges, competed in 15 sports and 28 competitions including the marquee event, the College Regatta on the Yarra. An estimated 2,000 student residents competed with many of the finals attracting large, colourful and vocal supporter groups. Ormond took out clean sweep of the Tickner Cup. Community event participation doubled to 364 students, staff and alumni in events such as *Around the Bay* and the *Melbourne Marathon*.

The University continued to celebrate the sporting performances of clubs, teams and athletes. Sixty-five students were selected to represent Australia or their country of origin during the year with Olympic silver medallist Kim Crow (BA/ Law) named female athlete of the year by the International Rowing Federation for her World Championship victory in the Women's single scull in August in South Korea. Once again the University of Melbourne was the leading University at national competitions winning back to back Overall University Champion title with 15 National University Championships in 2013. Over 1000 students represented the University up from 575 in 2012.

Since the birth of the modern Australian University Games and Championships in the 1990's the University of Melbourne has continued to be a dominate force at a national level winning the Overall Australian University Champion title a record six times.

A great university sporting tradition returned in 2009 with the *Australian Boat Race*, against Sydney University reigniting a long-standing rivalry between the two preeminent universities in the country. The event returned to Melbourne in 2013 and the men's and women's eights both defeated Sydney University. It is now **four** successive victories for the women but it was the first victory for the men. Bringing the event back to Melbourne required a significant collaborative effort across the University involving Marketing, Advancement, the Vice Chancellors Office, the Boat Club and MU Sport. There was significant media coverage of the event with Channel 7 *Sunrise* breakfast program crossing live to the Boat House with spectators lining the banks and 300 alumni and guests attending the post-race brunch at Zinc.

The *Elite Athlete Program* provided over 140 student athletes financial and in-kind support, advocacy and the flexible study arrangements and enrolment boost provided under the University's *Elite Athletes and Performers Policy*.

One hundred and forty three students were awarded Blues with the *University Sport Team of the Year* presented to Baseball and the *International Athlete of the Year* was awarded to Charlotte Sutherland (Rowing). The Water Polo Club celebrated their Golden Jubilee at the Melbourne Aquarium in June with over 200 past and present members in attendance.

Four of the sporting clubs created chapters and a campaign was launched to raise \$835,000 to support the redevelopment of the Main Oval Pavilion. Sporting facilities and programs continue to appear regularly in University promotional material (Voice etc) and Advancement campaign material. The first Sporting Club Member Survey was conducted with over 2000 responses.

The *University of Melbourne Rugby Young Achiever Award*, in collaboration with the Melbourne Rebels and Victorian Schools Rugby Union, was presented for the third year at the Weary Dunlop Club Lunch at Crown Palladian.

Many of our student athletes also participated in the second year of the *Elite Athletes in Schools* program, funded by the *Equity Innovation Grant Scheme*, in which they visited targeted secondary schools and outlined their sport, academic and life experiences to hopefully inspire and lift aspiration amongst disadvantaged young people.

The contribution of Alf Lazer to the sporting life of the University over the last 60 years was also recognised. Alf commenced at the University in 1947 and was awarded a Blue in Athletics in 1952. Amongst a raft of awards and achievements over his time in sport Alf was awarded a *Gold Medal* by the University in 2010 for outstanding service.

The financial performance of the organization remains strong with income increasing and a budget surplus achieved. This is to be covered in more detail during the budget presentation.

Succession planning for the board was commenced with positions to be appointed throughout 2014. Go8 Benchmarking Program on participation and business

performance commenced and an extensive review of Fitness Services was undertaken to increase efficiency and improve performance.

The Sport Capital Improvement Plan was completed after almost two years of research and consultation and the depreciation of facilities was transferred. The *SCIP* has identified over \$60M in capital projects required over the next ten years to upgrade and replace ageing University sport and recreational infrastructure. Some of the buildings and grounds maintenance backlog was addressed with the completion and implementation of the Hunt Maintenance Review.

The University is now in the final stages of a \$14M building program providing much needed improvements to the sports and fitness facilities of the University. The projects include the extension to the historic Boat House (opened in 2011), development of Lincoln Square Fitness (March 2012), the refurbishment of the Sports Centre (completed in May this year) and the \$6.5M redevelopment of the iconic Main Oval Pavilion to open in April 2014.

### **Melbourne Experience Survey**

The results of the 2012 Melbourne Experience Survey were presented as part of the review. The 2013 results were still not available. The survey measures student perception of service quality across the University and allows for comments on each service area.

The student perception of the overall quality of the Sport and Fitness facilities and programs from good to excellent has gradually increased from 70.9% in 2009 up to 79.4% in 2012. This is the 3<sup>rd</sup> (3<sup>rd</sup> in 2011) highest quality rating across 20 service/facility areas including Child Care, Union, IT and Library (87% #1 2010 85% in 2011).

The response rate to the survey is an indication of service usage and surprisingly the sport and fitness facilities response rate has dropped from 2593 in 2010 to 1719 in 2012 ( from a total of 7,025 survey responses). This places sport and fitness as the 6<sup>th</sup> (5<sup>th</sup> in 2011) highest for responses behind Library (5383), IT (4172) Student Admin (3828) Union (2966) and Academic Skills (1749 and 1882 in 2012). The response rate in the Melbourne Experience Survey is contradictory to the participation data collected by MU Sport.

Interestingly a total of 140 comments were provided from survey participants in regards to sport and fitness facilities with the 69 indicating an issue with the cost of participation.

### **2014 Challenges and Opportunities**

The Director presented the major challenges and opportunities for 2014 in line with the strategic plan for sport.

The change in Federal Government may eventually impact on the ongoing collection of the SSAF. At a local level the SSAF percentage is effectively decreasing as decisions to direct additional income are made without input from Sport. The University's Growing Esteem Strategy is under review in 2014 with a greater focus on student engagement and the graduate attributes. This aligns with the development of the next Strategic Plan for Sport 2010-2015 (one year remaining).

Participation increases in club member numbers over the last four years has not resulted in an improvement in performance by competitive clubs in community competitions. Support services for clubs not yet in place. The Elite athlete entry scheme is also not overcoming the increasing ATAR and the impact on the number of elite athletes gaining entry to the University. There is an increasing interest in national competitions from other Universities.

The key budget challenges remain the EBA and University compliance, facility maintenance and development and a dependency on SSAF. Funding for capital improvements ceases in 2017 (\$1M remaining) and the East/West Link and MCC attitude to development in Princes and Royal Parks will remain a challenge.

#### **Priorities for 2014**

The Director outlined the immediate priorities and objectives for 2014 for consideration. The Board (and Director) need to focus on influencing the outcome of the review of Growing Esteem and to undertake a review of the Sport Strategic Plan. Increase efforts to ensure that key elements of the Sport Capital Improvement Plan to appear in the Parkville Campus Master Plan with a new long term capital plan endorsed and annual funding secured. Increased and continue funding for capital projects and building maintenance and start planning for the next capital project to commence in late 2015.

Continue to progress discussions with Melbourne City Council on agreements (3 year lease) leading to long term leases with the University to manage lease with MCC. Focus on the East/West Link to minimize disruption and improve legacy outcomes.

Grow participation by **5%** with increased marketing activity and additional events including the Sport Festival and Intervarsity. Collect more data – who is coming, why and why not and benchmark participation across industry with Go8.

Develop the *Sport and Club Performance Plan* to establish performance strategies for competitive clubs aligned with funding arrangements and review club funding model to increase support. Club agreements and strategic plans in place and shared services pilot project to manage club administrative function completed.

Develop and implement Intervarsity Model and position University to respond to evolving opportunities for national university competitions. Review Elite Athlete Entry Scheme and recommend quota system. Align scholarships with current faculty schemes. Develop event schedule for clubs and general including Celebration of Sport (Home Coming) concept. Develop sustainable model for management of Boat Race.

Complete Pavilion Campaign (Pavilion Opening) and improve business performance with further development of new income stream. Confirm Board composition (transition) and Terms of Reference and develop workforce staff plan in line with strategic initiatives.

Continue to build the brand across University with the increase reach for the Sport E- newsletter and visible and striking merchandise. Develop membership model to more accurately identify and communicate with unique users and improve the

Customer Experience with a Customer Feedback system and conduct the Fitness Survey in 2014.

Significant strides were made in 2013 towards achieving the Vision for Sport and the Director thanked the staff, the Board, club committees, coaches and volunteers for their continuing efforts in 2013.

Mr Sutherland suggested that the Board receive a regular update on operational plan priorities so the Board could continue to support staff to achieve our objectives. Professor Abernethy asked if we had budgeted for the initiatives. The Director proposed that further discussion would happen at the strategic meeting in May. Professor Hargreaves asked if the Sports Hall of Fame concept be considered under the History tactic in the Operational Plan.

*Action: The Director to provide regular updates on progress against the operational plan.*

*Motion: The Board endorsed the Strategic priorities for 2014 as outlined.*

### **3.3 Director's Report**

The Director's report was accepted as read. Professor Hargreaves asked about the progress in resolving current duplication with the governance of sport. The Director outlined that the regular changes in reporting lines for MU Sport had slowed progress on resolving the remaining issues from the Sports and Clubs Select Committee (SACS) report.

The Chair outlined that the Director and he had met recently with a delegation from MUSA about the Blues Dinner and concerns about a proposal for the Celebration of Sport Dinner.

The Director highlighted that the current governance arrangements continued to cause confusion amongst the clubs and other departments of the University and was also a drain on MU Sport and club resources with the obligation to attend and prepare for additional meetings and duplication of reporting.

Dr Williams suggested that the Club Forums were providing a direct link between the sporting clubs and the MU Sport Board and that generally the clubs had given her the impression that they were reasonable content with the quality of the relationship and the support that the MU Sport was providing. It might be timely to determine if maintaining a separate organization for sporting clubs is an effective arrangement for sporting clubs at the University.

The Director outlined that any change to the governance structure would require broad support prior to the Provost recommended any change to University Council. Dr Williams encouraged the Chair and the Director to resolve this matter expediently.

## **4. MEETING FINALISATION**

### **4.1 Review action items**



The action items were not reviewed.

**4.2 Meeting closed**

The Chair presented Professor Hargreaves with a thank you gift and noted that the input received from University contributors was fantastic and a huge benefit to the Board.

Professor James alerted the Board to the fact that the University was now a smoke free zone as of the start of February 2013.

The meeting closed at 7.40pm.

**4.3 Next meeting**

The Chair advised that the next meeting would be held on Thursday 8 May.

Signed by the Chair as a true and accurate record:

  
.....  
Mr Geoff Rees

  
.....  
Date