

## Implementing recommendations of the Clubs Governance Review

### Chancellery Executive

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#### Recommendation

**Note** progress towards implementing the recommendations of the Clubs Governance Review, that the additional resources required to implement the recommendations have been secured and that MU Sport will complete the remaining actions by 2019.

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### 1 Key Information

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#### 1.1 Summary

In April 2016 the Clubs Governance Review ('the review') was established to consider arrangements for the University's sporting clubs from a governance, risk management and legal perspective. It was initiated following an accident in July 2015 in which a student tragically became a paraplegic on a Melbourne University Mountaineering Club caving trip.

An Advisory Panel chaired by Adrian Collette, Vice-Principal (Engagement), considered the best practice for the oversight of sporting club activities and the management of potential risks. In late 2016 the review concluded, making 47 recommendations addressing more robust club affiliation agreements, safety management plans for each club and clarification of the respective roles of MU Sport and the Melbourne University Sports Association (MUSA).

A working group (WG) was established to oversee the implementation of the review recommendations, as well as those from a Review of Rope Activities and responses to concerns raised about the safety of female participants. The working group developed an action plan to guide the implementation of these recommendations (Attachment A). Several important milestones are now complete, notably:

- the resumption of rope-based activities following the completion of the Rope Activities Review and the implementation of the risk management protocols
- clarified the responsibility for the governance and management of clubs with the MU Sport Charter
- identified the tasks that MU Sport would need to undertake including:
  - ensuring that all sporting activities were conducted according to an agreed Safety Management Plan;
  - ensuring that all activities were inclusive and respectful, and the behaviour of participants was in line with community standards;
  - developing an integrated University-wide trip tracking system to enable a more timely and appropriate response to a serious accident or incident; and
  - confirming the terms of comprehensive club affiliation and club member agreements requiring adherence to University policies and procedures.

These milestones mark the conclusion of the working group, with remaining tasks to be completed by MU Sport, overseen by the MU Sport Board and Vice-Principal (Engagement).

#### 1.2 Financial impacts

Funding of \$647,000 from the Student Services and Amenity Fee (SSAF) to MU Sport will meet the costs of implementing the review recommendations.

### **1.3 Risks (including mitigation) and benefits**

Legal and Risk and other relevant University departments are providing ongoing advice and support. The Risk Management Office has confirmed that insurance coverage will be provided for all sporting activities approved or provided by MU Sport.

### **1.4 Consultation**

This briefing note has been developed in consultation with:

- Professor Jim Angus, Chair, MU Sport Board
- Ms Louise Goh, Lawyer, Legal and Risk.

### **1.5 Attachments**

Attachment A: Clubs Governance Review

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### **Approval**

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Written by Tim Lee, Director of Sport

Authorised by Adrian Collette, Vice-Principal (Engagement)

13 August 2018

## **Attachment A**

### **Clubs Governance Review**

#### **A.1 Context for the review**

Melbourne University Sport (MU Sport) is a department of the University of Melbourne, reporting to the Vice Principal (Engagement) and the MU Sport Board. MU Sport provides high-level policy, business and financial advice to the University on the development and management of sport and recreation opportunities at the University. MU Sport works closely with all stakeholders in delivering sport and physical recreation opportunities for the University community.

In 2017 there were over 18,000 students accessing University sport programs and facilities with total visitor numbers increasing to over 900,000 student visits. The 2017 Student Wellbeing Survey found that over 80 percent of students felt that it was important or very important that the University provide sport, fitness and recreation programs and facilities. The Wellbeing Survey and the participation data clearly indicated that it is the expectation of students, both local and international, that sport, recreation and fitness facilities and programs are an essential part of the campus experience.

There are currently 43 sports clubs affiliated to the University. They operate in different regulatory environments, vary greatly in size from approximately 25 members to more than 700 members (approx. 8,000 members in total) and broadly fall into three categories based on the type of activity; instructional, competitive and recreational. Clubs are overseen by volunteer committees with some of the larger clubs receiving financial support from MU Sport to directly employ coaches and club administrators. MU Sport supports clubs directly to resolve issues such as member disputes, association issues or facility concerns as they arise.

Representative (Intervarsity) Sport consists of as many as 700 students competing annually in regional, national and international University sporting competitions. Team sizes vary from single competitors up to as many as 500 student athletes and officials who attend the Australian University Games (Uni Nationals). Most competitions involve travel and overnight stays for up to 10 nights in duration. Due to the frequency of the competitions some trips have not been staffed, or the staff spread thin, and the responsibility for the team rests with the team manager and/or coach who are generally student or alumni volunteers.

Historically club and representative sport activity has been provided safely and without major incident due to the diligence, skill and dedication of the volunteers, coaches and club administrators. Professional staff have replaced volunteers to some degree as the complexity and scale of the activities has increased however a significant proportion of the support provided to teams and clubs has continued to be delivered by student and alumni volunteers. There are over 1000 volunteers who lead, manage and coach over 260 competitive sporting teams on a weekly basis and provide a diverse range of recreational trips and instructional activities.

The responsibility of the University is to ensure that the appropriate duty of care is being met in providing these opportunities that in future will require increased oversight including determining how high-risk activities are undertaken, coaching and instructor training, management of equipment and increased volunteer support and training. These changes need to be adopted carefully to ensure the continued involvement of the

volunteers as they remain an essential element of the delivery of many club activities and sporting programs.

The Panel were clear that the intent of the review was to make recommendations that strengthen the nexus between the University and its sporting clubs and programs whilst continuing to recognise the important contribution sport and recreation has made in enhancing the student experience and the University brand.

## A.2 Clubs Governance Review panel

A panel was convened to oversee the review, comprising:

- Mr Adrian Collette, Vice-Principal (Engagement)
- Ms Kim Brennan, Alumni, Boat Club member, Olympic Rower and Media Commentator
- Mr Brendan Lynch, Sport Industry Consultant
- Ms Hana Dalton, student representative and MU Sport Board Member
- Project Consultant, Ms Kate Roffey, with support from MU Sport staff.

## A.3 Action Plan

The working group (WG) summarised the CGR recommendations and related significant matters into the following Action Plan.

Recommendation	Task Implementation	Status
1. That the governance arrangements between MU Sport and Clubs are confirmed by the University.	Develop and confirm MU Sport Charter.	<b>Completed; The responsibility for the affiliation of sporting clubs confirmed in the MU Sport Charter.</b>
2. That all clubs adhere to an Affiliation Agreement that outlines the benefits and responsibilities of affiliation and compliance with UoM and MU Sport Policies and Procedures.	Update the Club Affiliation Agreement and ensure all clubs have current agreements.	In progress; Updated club agreements in place by November 2018
3. Ensure that the relevant Policies, Acts and Regulations are readily available to all clubs.	Review and policy and procedure and ensure that they are readily available online.	In progress
4. That all club members agree to a Member Agreement that outlines compliance with UoM and MU Sport Policies and Procedures.	Update Member Agreement and ensure that all club members are required to confirm.	In progress; New member form to be in use for 2019
5. Clarify the role of the Melbourne University Sports Association (MUSA) in relation to the affiliation and management of sporting clubs.	Present to Chancellery Executive and recommend change to University Regulations in response to the ambiguity for the responsibility for the governance and management of clubs.	<b>Completed; University Council removed the Melbourne University Sports Association (MUSA) from Regulation 19 – Schedule 4 (student organisations)</b>
6. Ensure that incorporated clubs meet the legal and financial compliance obligations in the Act.	Audit club compliance with the requirements of incorporating and implement procedure for ongoing compliance.	In progress; Full compliance by 2019.
7. Complete Ropes Based Activities Review.	Present to MU Sport Board and Chancellery Executive and	<b>Completed; Rope Activities Review to Chancellery Executive</b>

Recommendation	Task Implementation	Status
	implement report recommendations.	<b>recommending the resumption of rope-based activities</b>
8. Conduct audit of high risk activities.	Conduct audit of the high-risk activities and appoint industry experts to develop Safety Management Plans as required.	In progress; Audit conducted in late 2017 and it was considered that the existing risk management strategies were appropriate but that safety management plans would be required in future.
9. Ensure that all club activities are provided in accordance with an agreed Safety Management Plan.	Determine safety management plans for all clubs in line with state and national sporting organisations or activity bodies.	In progress; Safety Management Plans to be in place for all sporting activities by 2019
10. Ensure ongoing insurance coverage of current activities and develop procedure for any new activity.	Conduct review of club insurance coverage and develop procedure to approve new activities.	<b>Completed; Insurance Audit undertaken, and all current club activities are covered. New procedure in progress.</b>
11. Provide support to clubs to manage human resources, finance, IT, marketing and equipment.	Identify the additional tasks required and liaise with clubs to implement.	In progress; Service Plan to be completed November 2018 for implementation in 2019.
12. Establish a club complaint and grievance procedure.	Develop club and club member grievance procedure and incident reporting protocols.	In progress; Procedure in place by 2019.
13. Ensure that all activities are inclusive and respectful, and the behavior of participants is in line with community standards and University policy and procedure.	Provide tailored training and education programs for the sport and club coaches and managers and governance training for the club committee members.	In progress; Pilot Program to be implemented in 2019. Action Plan to be presented to Respect Task Force in August 2018.
14. Ensure the protocols and procedures for the conduct of overnight trips and activities and update crisis management response procedure.	In collaboration with University Services and UMSU develop an integrated University wide trip tracking system to enable a more timely and appropriate response to a serious accident or incident.	In progress.
15. Working Group to consider and action the recommendations of the Clubs Governance Review.	Develop action plan to implement recommendations of CGR and related activities and secure funding.	<b>Completed; Action plan developed, and funding secured from SSAF.</b>
16. Complete the Clubs Governance Review.	Present to Chancellery outcomes of Clubs Governance Review.	<b>Completed; Briefing note prepared to be presented to Chancellery Executive.</b>
17. Complete recommendations of review and other related matters.	Report to Adrian Collette and MU Sport Board progress on completion of the remaining recommendations and related tasks.	In progress; Standing Item on MU Sport Board meeting agenda until completed.