

CONSULTATION PAPER

IMPROVING THE MANAGEMENT AND DELIVERY OF SPORT AT QUT

QUT Sport¹ - Background

The QUT Student Guild presented a proposal to the University in May 2012 seeking to improve the delivery of social and recreational sport. The Guild proposal recognised that in the past the management of sport at QUT, including representative, social, club and recreational sport, had been inconsistent and subject to changing political priorities within the Guild:

“Previous sport programs, including social sport, club and recreational sport, as well as University representation on QUT campuses have been sparse and subject to politicisation, which has caused an inconsistency in service from year to year”.²

As part of this paper the Guild proposed an ‘independent’ not-for-profit joint venture for sport at QUT which would be governed by a committee with representatives of the University and the QUT Student Guild. The new entity would be a “joint governance model between QUT and the QUT Student Guild to create a sustainable and viable sporting program for all QUT students. The Student Guild recognises the need for a dedicated and focused organisation to coordinate and administrate all QUT sporting and recreational programs”.³

The above proposal was seen as an important recognition of the need for a greater acknowledgement of the role sport and recreational activities play in the life of QUT students and for improvements in the way sport is managed at QUT. However, the proposed separate legal organisation – independent of the University and the Guild - to run sport raised serious questions regarding funding, risk management (including insurance coverage), and duplication of administrative infrastructure that would be required to run an independent entity.

As a result of these considerations the Registrar commissioned a consultant, Dr Evelyne Meier, to assess the Guild’s proposal in the context of the delivery of sport at other universities; the intersection of sport and QUT’s Blueprint³ priorities; and to recommend a governance and service delivery model for QUT.

Dr Meier reviewed the context of sport at QUT and the different governance models in operation within the sector, and the currently available governance and management resources available at QUT. The significant underperformance of QUT in the recent past in delivering sport was also noted by the consultant using data supplied by *Australian University Sport* and other data. As a result of the consultant’s work and other issues identified by QUT (Attachment 1), a model has been proposed to assist the University to deliver sport more effectively. Feedback and comments are now sought from students on this proposal.

The proposal also builds on the success of an interim model (operating since July 2012), to distribute sports funding by the Student Support Services Department via the Student Clubs and Projects Grants Scheme in 2013 to sports clubs and projects.

Proposal

1. The proposed model would see the Student Support Services Department take responsibility for the delivery of sporting and recreational activities at QUT (e.g. competitive sport, recreational sport, University Games, social sport, scholarships, sports clubs and Elite Athlete program).

¹ “Sport” will be used to summarise the range of sport and recreation activities that usually involve various forms of physical activity (e.g. from team and competition sports such as soccer, to recreational activities such as dance and rock-climbing which may have more of a social and leisure focus).

² Student Guild Sport Proposal p1

³ Student Guild Sport Proposal p1

2. SSAF funding for sporting and recreation clubs and groups would continue to be delivered through the SCAP Grants Scheme via a SCAP Sports Grants Committee and governance framework similar to, but separate from, the one developed for non-sporting activities.
3. A QUT Sport Advisory Committee will oversee and provide advice to the Registrar on QUT Sport administration and activities, including providing an Annual Report of QUT Sport operations and achievements.
4. Student participation in the management and governance of the delivery of sport will be a key feature of this model with Guild and student representation, and student athlete expertise incorporated into the grant approving committee, as well as the QUT Sport Advisory Committee.

Benefits Realisation

The proposed model is seen as a way of achieving a viable collaboration between the Guild, students more broadly, and the University. This approach is seen as a way of ensuring:

1. a sustainable model for the promotion and operation of sport at QUT that is strategic, professionally managed, accountable and effective, and not subject to the political cycles of frequent changes in QUT Guild student executives;
2. student representative players contribute to the delivery of social sport, and that there is recognition and nurturing of leadership in sport;
3. strong partnerships between sports activities and University departments (especially the School of Exercise and Nutrition Science (Health) and the Student Support Services Department) or outsourced sports/recreational operators and community sports organisations;
4. increased capacity to run large-scale sports and wellness activities that have multiple benefits (wellness; improvements in campus life/student engagement; fund-raising etc as per QUT Classic and QUT Dragon Boat Regatta); and
5. that Student Services and Amenities Fee (SSAF) funds are spent in a strategic and accountable way, but with strong collaboration with the QUT Guild and student users of sports services;
6. a strong foundation for justifying the continued funding of QUT Sport in the event that SSAF funds cease to be available in the future.

Budget

The proposed budget requires the approval by the Vice Chancellor of an additional annual allocation of \$250,000 from SSAF funds (on top of the \$422K already approved). The budget will cover grants to sport and recreation clubs/ groups; coaching and convenor expenses; partnerships with community sporting organisations to provide facilities and access to competitions; social sporting expenses including referees, equipment and venue hire; QUT representative sport (e.g. Australian, Northern and World University Games; Indigenous University Games etc); awards presentations; sport conferences and forums and the appointment of a Student Sports, Health and Well-Being Co-ordinator.

Consultation

Comment and feedback is invited on the above proposal. Feedback should be provided via email to ssafeedback@qut.edu.au by Friday 9 August, 2013.

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Director, Student Support Services

July 2013

Attachment 1: Issues related to the management of sport at QUT

The following issues have been identified as challenges in the past and will need to be addressed by the approach adopted:

1. Compared to Australian and international best practice, sport at QUT has lacked a strategic framework which links with University strategy (e.g. links to recruitment and retention planning; student engagement objectives; large-scale sporting events; health and wellness; international student support, indigenous student support etc).
2. Because of the gaps between Guild sports operations and university operations, QUT has not taken advantage of the synergies possible between sports activities and university departments (especially the School of Exercise and Nutrition Science (Health) and the Student Support Services Department) or outsourced sports/recreational activities whose contracts are managed by QUT (e.g. *Healthstream* gyms and pools).
3. Similarly, there has not been sufficient effort nor targeted resources carefully invested in partnerships with community sports clubs/entities which have the expertise and facilities to help QUT involve its students in sports activities, and create useful links with QUT Alumni and staff and the community.
4. Promoting and delivering sport in a strategic, integrated and 'scaled-up' way requires professional management, and adequate staffing, and a sound policy framework and administrative infrastructure.
5. Accountability and risk – clear lines should be drawn between governance oversighting and day-to-day management of sport. The Guild, and students more broadly, are critical partners and stakeholders who can provide ongoing input and feedback on sports planning, promotion and delivery, in both the oversighting and operations spheres.
6. Advice and feedback should also come from a range of other stakeholders – e.g. student sportspeople involved in various kinds of sport at social, representative and elite levels; *Australian University Sport*, Alumni and staff supporters of QUT sport.
7. Support of sport at QUT has tended to be piecemeal and subject to a bias e.g. towards supporting social sport rather than competitive, representational sport that has tended to require substantial funding and staff resources to manage.

Attachment 2: Committee Memberships

The QUT Sport Advisory Committee membership to consist of:

One QUT Alumni or QUT staff member ⁴ (Chair)	Nominated by Registrar on an annual basis.
Director, Student Support Services	Ex-Officio Member
Two QUT Guild nominees	To be elected from a ballot of all QUT Guild Sport and Recreation Club Presidents on an annual basis
Two student nominees from the Elite Athlete Program / VC Elite Athlete Scholarship Program	To be elected from a ballot of participants in these Programs on an annual basis
One student from School of Exercise & Nutrition (Health)	Nominated by the Head of School on an annual basis
One QUT Faculty staff member	Nominated by the DVC (Academic)
Undergraduate Student	Nominated by an Executive Dean on an annual basis
Postgraduate Student	Nominated by an Executive Dean on an annual basis
Manager, Student Engagement Team	Ex-Officio Member
Representative of Australian University Sport or other sport advocacy/advisory body	Nominated by Registrar on an annual basis
Committee Secretary (non-voting)	Nominated by Director, Student Support Services

The Student Clubs and Projects (Sport and Recreation) Grants Committee membership is to parallel that for the SCAP Non-Sports Grants Committee, and will consist of:

Director, Student Support Services (Chair)	Ex-Officio member
Two QUT Guild nominees	To be elected from a ballot of all QUT Guild Sport and Recreation Club Presidents on an annual basis
One student representative from the Elite Athlete Program / VC Elite Athlete Scholarship Program	To be elected from a ballot of participants in these Programs on an annual basis
Undergraduate Student	Nominated by an Executive Dean on an annual basis
Postgraduate Student	Nominated by an Executive Dean on an annual basis
Manager, Student Engagement Team	Ex-Officio Member
Two Alumni or QUT staff members	Nominated by Registrar on an annual basis
Committee Secretary (non-voting)	Nominated by Director, Student Support Services

⁴ To be selected on the basis of the staff member's interest /expertise in sports delivery and/or governance e.g. Alumni with sports administration experience or senior academic staff member from the School of Exercise and Nutrition Science.