



# ANU SPORT STRATEGIC PLAN 2026-2030

Prepared for ANU Sport

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Planning | Governance | Advisory

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# 1. Introduction

ANU Sport plays an important role in campus life at the Australian National University. It provides high-quality sport, recreation and wellbeing opportunities to a wide range of people including students, staff, alumni and the wider community. For many, ANU Sport is one of the most important places to connect, to find balance and to be part of a team.

This strategic plan sets out a clear direction for ANU Sport over the next four years. It has been shaped through a collaborative process involving workshops, conversations and feedback from the people who use and lead ANU Sport's programs and clubs.

The environment around ANU Sport is changing. Student needs are evolving, expectations are growing and space is limited. But there is also strong momentum and opportunity. This plan responds to both the challenges and the possibilities, with a focus on making the best use of resources, supporting club sport, encouraging participation and ensuring that everyone who interacts with ANU Sport has a positive experience.

ANU Sport is well placed to build on its strengths and continue to make a meaningful contribution to campus life. This plan is a practical guide to help make that happen, designed to support a thriving, inclusive and active university community.

## 2. Organisation Profile

### Organisation Details

|                                   |                                                                                                                                                                   |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Full Legal name</b>            | ANU Sport and Recreation Association Inc.                                                                                                                         |
| <b>Australian Business Number</b> | 97 944 298 310                                                                                                                                                    |
| <b>Address</b>                    | Building 19, 19 North Road, Acton ACT 2601                                                                                                                        |
| <b>Phone</b>                      | <b>T:</b> 02 6125 2273<br><b>F:</b> 02 6247 2572                                                                                                                  |
| <b>Email</b>                      | info@anu-sport.com.au                                                                                                                                             |
| <b>Website</b>                    | <a href="http://anu-sport.com.au">anu-sport.com.au</a>                                                                                                            |
| <b>Social media</b>               | Facebook: <a href="https://facebook.com/anu.sport">facebook.com/anu.sport</a><br>Instagram: <a href="https://instagram.com/anu.sport">instagram.com/anu.sport</a> |

#### Mission:

We provide opportunities for the ANU community to engage in sport, fitness and recreation experiences that promote well-being and balanced lifestyles

#### Vision:

To deliver the best University sport and recreation experience in Australia, enabling all our students and the ANU community to reach their full potential

#### Values:



Integrity



Community



Passionate



Innovative

### 3. Customer Analysis

#### Students

Students are the primary customers of ANU Sport, representing the majority of members, particularly in the gym. They include domestic and international undergraduates and postgraduates. Students use ANU Sport for health and wellbeing benefits, stress relief, fun and social connection. International students in particular view sport as a way to build friendships and integrate into campus life. Many postgraduates and HDR candidates rely on sport for balance and mental wellbeing. Leadership and volunteering opportunities within clubs are highly valued, particularly for employability. Despite its centrality, awareness of ANU Sport services among students can be inconsistent.

| CUSTOMER PROFILE - STUDENTS             |                                    |                                                                            |
|-----------------------------------------|------------------------------------|----------------------------------------------------------------------------|
| Common motivations                      | Key needs                          | Strategic insights                                                         |
| Health, fun, social connection          | Affordable, varied programs        | Students are the bulk of membership-central to mission                     |
| Stress relief, especially for postgrads | Flexible scheduling around classes | Volunteering and leadership boost employability                            |
| Integration into campus life            | Awareness early in semester        | Visibility is a challenge; plan for quiet periods and semester transitions |

#### University Staff

ANU staff, including academic, professional and casual tutors, form another key customer group for ANU Sport. They typically engage through lunchtime classes, after-work leagues or gym sessions, often motivated by wellbeing, stress relief and workplace socialisation. Some staff operate in hybrid roles (e.g. tutors or HDRs with dual identities as students and staff), which influences access and communication needs. ANU Sport's staff wellbeing initiatives and convenience factor (being on campus) are highly valued, but time is a major constraint for engagement.

| CUSTOMER PROFILE - UNIVERSITY STAFF |                                                 |                                                      |
|-------------------------------------|-------------------------------------------------|------------------------------------------------------|
| Common motivations                  | Key needs                                       | Strategic insights                                   |
| Health and stress reduction         | Convenient, time-efficient programs             | Enhancing staff wellbeing aligns with ANU-wide goals |
| Team-building and social cohesion   | Flexible scheduling (lunch, after hours)        | Hybrid student/staff roles need tailored messaging   |
| Workplace wellness                  | Inclusive offerings for all ages/fitness levels | Staff are willing to pay, but time-poor              |

## Alumni and External Community

This diverse group includes alumni, family members and Canberra locals who use ANU Sport facilities or participate in clubs. Alumni maintain sentimental ties to ANU, while the broader public values affordability and quality access in the inner north. They are full-fee paying users and support off-peak utilisation. While not on campus daily, this group contributes revenue and community profile and is a growth opportunity for expanded outreach and partnerships.

| CUSTOMER PROFILE - ALUMNI AND EXTERNAL COMMUNITY |                                  |                                                        |
|--------------------------------------------------|----------------------------------|--------------------------------------------------------|
| Common motivations                               | Key needs                        | Strategic insights                                     |
| Fitness, social connection, staying active       | Clear public membership options  | Revenue-positive group; helps fill off-peak times      |
| Alumni loyalty and campus attachment             | Club pathways and access clarity | Opportunities to engage through legacy or fundraising  |
| Community inclusion and affordability            | High-quality, welcoming spaces   | Partnerships with local sports bodies can extend reach |

## Sports Clubs and Volunteers

Sports club members span students, staff and community members. These are passionate participants who engage deeply, train regularly and represent ANU competitively. Volunteer club leaders (e.g. presidents, treasurers) are a core customer segment and their success directly impacts the experience of hundreds of members. It is important for ANU Sport to continue supporting, recognising and sustaining this leadership pipeline as clubs are a rich part of ANU Sport's tradition and identity.

| CUSTOMER PROFILE - SPORTS CLUBS AND VOLUNTEERS |                                            |                                                            |
|------------------------------------------------|--------------------------------------------|------------------------------------------------------------|
| Common motivations                             | Key needs                                  | Strategic insights                                         |
| Passion for a specific sport or community      | Reliable facilities and logistical support | Clubs drive university spirit and retention                |
| Competition and skill development              | Storage, funding, promotion support        | Support club leaders to improve whole-member experience    |
| Leadership experience and social impact        | Volunteer training and recognition         | Pipeline from casual member to club leader needs nurturing |

## Engagement Spectrum

Within each customer group described above, there exists a wide spectrum of engagement. Some individuals are highly active "power users" who engage daily across multiple programs or roles, for example, a student who goes to the gym each morning, plays social sport weekly and leads a club committee. Others are more casual participants, engaging only occasionally or seasonally.

A key strategic challenge for ANU Sport is to retain and support the highly engaged, while also activating the less-engaged majority. Workshop feedback noted that highly engaged users often dominate feedback channels ("the loudest voices"), yet it is important to systematically capture the needs and experiences of the broader, quieter customer base. Approaches like gamification, targeted messaging and progressive entry pathways can help shift more people along the engagement curve.



# ANU SPORT

## Strategic Plan 2026-2030



### Pillar 1 – People and Engagement

ANU Sport is the university's most vibrant community hub, attracting and retaining diverse participants, volunteers, staff and partners through evidence-based engagement and a distinct, inspiring brand.

- 1.1. Evidence-based engagement framework in place
- 1.2. Distinct, inspiring ANU Sport brand embedded
- 1.3. ANU Sport recognised as an employer of choice
- 1.4. Seamless pathway from high school to university sport
- 1.5. Club leadership pipeline secure
- 1.6. Community pride and excitement maintained
- 1.7. High-impact external partnerships and public profile attained
- 1.8. Student volunteer and employability opportunities expanded



### Pillar 2 – Governance

A transparent, forward-looking governance framework provides clear strategic leadership, balanced risk oversight and full alignment with ANU statutes and best practice.

- 2.1. Board and executive provide proactive, strategic leadership
- 2.2. Clear vision, purpose and motto throughout the organisation
- 2.3. Organisational structure aligned with purpose and vision
- 2.4. Org chart linked directly to strategic plan
- 2.5. Balanced, transparent risk appetite documented



### Pillar 3 – Financial Sustainability

A resilient financial model, built on value-based pricing and diversified income streams, funds growth, rewards people and delivers a clear net benefit to the ANU community.

- 3.1. Value-based pricing ("charge what we're worth") implemented
- 3.2. Strategic investment portfolio aligned to objectives
- 3.3. Guaranteed income streams secured beyond SSAF
- 3.4. Revenue mix diversified – no single source > 35% of total income
- 3.5. Demonstrated net financial benefit to ANU
- 3.6. Board–management alignment on reserve strategy achieved



### Pillar 4 – Facilities

Modern, functional, fit for purpose, accessible and financially sound facilities are maintained through asset planning and sustainable operations, meeting the evolving needs of the sports offered through ANU Sport.

- 4.1. Data-driven maintenance and asset lifecycle plan active
- 4.2. Fit-for-purpose, universally accessible spaces delivered
- 4.3. Off-peak utilisation optimised (+25%)
- 4.4. Commercial viability of each facility clearly classified
- 4.5. Facility investments aligned with ANU sustainability policies
- 4.6. External facility access for unmet sports club requirements supported



### Pillar 5 – Programs, Operations and Deliverables

Integrated digital systems and best-practice programs deliver wide-ranging, high-quality sport and wellbeing experiences for students, staff and the wider community.

- 5.1. Global best-practice recognition (e.g. FISU Healthy Campus Gold) achieved
- 5.2. Flagship presence at ANU Open Day converts ≥ 10% of prospects
- 5.3. University-wide staff wellbeing program launched
- 5.4. Robust digital foundations (IT roadmap and AI productivity) established
- 5.5. Business continuity and disaster-recovery plans documented
- 5.6. Service quality and process efficiency enhanced

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