STRATEGY FOR AN
ACTIVE COMMUNITY
WE ARE WARWICK SPORT #activecampus

**OUR MISSION**
Warwick Sport exists to inspire and motivate Warwick students, staff and our wider community to engage in an active lifestyle.

**OUR VISION**
By 2020, it’s our ambition to build the most active University campus community in the UK, with everyone active, every day.

**OUR AMBITION**
Enable our students, staff and local community to improve and protect their own personal health.

Be a key driver of the positive student and staff experience at Warwick.

Ensure that our student population has access to a wide range of high quality sports clubs to sustain participation in the various disciplines of sport.

Deliver high quality accessible facilities and a broad range of courses, products and experiences so that everyone across the Warwick campus has the opportunity to participate.

Deliver outstanding customer service and support to all who engage with us.

Establish and maintain a reputation as a market leader, not just within our own University but within the Higher Education sector and the wider leisure industry.

Enhance the pathways for sporting talent and commit to help them fulfil their potential through our Team Warwick Performance programme.
FOREWORD
by Lisa Dodd-Mayne, Director of Sport and Active Communities

Sport is transformative. It engages and excites and inspires us on a personal level, and it can also unify people from all backgrounds. It transcends culture, age and lifestyle. Sport stirs those of us who watch from the side-lines and those of us who play; it gives us all a taste of what we might become if we just tried a little harder and demonstrates the depth of the human spirit. Sport develops character, resilience and aptitude. It creates enduring, lasting friendships and helps us to develop healthy minds as well as healthy bodies. Sport can make a lifelong impact too. According to the British Universities & Colleges Sport (BUCS) Impact of Sport on Graduate Employability study, more than half (51%) of graduates said that involvement in sport helped them to develop team skills and leadership qualities valued in the workplace. In the same study, 112 of the UK’s top blue-chip graduate employers recognised that students who had participated in sport at university brought added benefit to their organisations.

‘Sport’ isn’t necessarily for everyone but, while you may not relate to the word ‘sport’ itself, there are significant physical and mental health benefits to being physically active in whatever way works for you personally; whether that’s climbing the stairs, walking to work or cycling for example. Being active can help to prevent illness, release stress and give you the space to lose your worries. It helps you to think, reflect and just be ‘you’ for a moment in time.

At the University of Warwick, we are very fortunate to have a fantastic campus that offers so many opportunities to participate in sport and physical activity. It doesn’t matter whether you’re an elite athlete, an absolute beginner or you just want to meet people and have fun; from leading sports facilities to hidden, quiet green spaces; from elite performance programmes to beginner taster sessions; from innovative short courses to inspiring independent activities - it’s all there for you.

Our mission at Warwick Sport is to inspire and motivate our students, staff and wider community to engage in active lifestyles and to encourage everyone who lives, works and spends time on campus to be active every day. Our strategy will provide us with a clear direction for the next five years, setting out our vision, mission, strategic themes and key aims. At the very core of our strategy are four key questions:

- How can we support the University of Warwick in achieving its strategic goals?
- How can we encourage more people across our campus and local community to participate in physical activity and understand that there is personal value in doing this?
- How do we use the power of participation to build a sense of collective community?
- Finally, how can we ensure that Warwick Sport is sincerely valued by those who use our services, whilst also delivering a financially sustainable business model?

Our strategy is our way of addressing how we will respond to these questions. In responding, we’re able to take steps towards achieving our ambition of making sure everyone has the chance to be active every day.

I hope you will join us.

LISA DODD-MAYNE

WHY DO WE NEED A NEW STRATEGY?

EXTERNAL FACTORS

Our strategy responds to changes in the environment around us - not just within the campus of Warwick itself but in society more generally.

A UK study\(^2\) of 6,500 children aged seven to eight, found that only 51% achieved the recommended hour of physical activity each day, with girls (38%) proving to be far less active than boys (63%).

At the same time, the world is physically slowing down as technological solutions improve, requiring us to move less. As a result, the number of people who develop long-term conditions is increasing, as are carbon emissions that accompany a sedentary lifestyle.

Physical inactivity is the fourth leading cause of death worldwide and approximately 3.2 million deaths each year are attributable to insufficient physical activity. Moreover, the last estimates from the Labour Force Survey (LFS) stated that the total number of working days in the UK lost to work-related stress, depression or anxiety was 9.9 million days. In 2014/15 stress accounted for 35% of all work related ill health cases and 43% of all working days lost due to ill health. Stress is considered to be more prevalent in public service industries, such as education; health and social care; and public administration and defence.

Statistics such as these warrant attention and action. Warwick is a University with over 25,000 students and nearly 6,000 staff; we have a responsibility to ensure we play our part in encouraging those who live, study and work on our campus to be as active and healthy as they can be and to ensure that we provide the appropriate environment for them to do so - whether they want to practise performance sport or undertake short bursts of daily physical activity.

\(\text{The last estimates from the Labour Force Survey (LFS) stated that the total number of working days in the UK lost to work-related stress, depression or anxiety was 9.9 million days.}\)

We are not alone in wanting to respond to societal changes. With the past year, the Government and Sport England have released a new strategy for sport; both focused on an ‘Active Nation’ outlining how both organisations will support the changing sporting landscape and as well as supporting existing sporting infrastructure and performance pathways will also focus on how to get the inactive active and the associated benefits that come with being physically active.

The Government Strategy is redefining what success in sport looks like by concentrating on five key outcomes; physical wellbeing, mental wellbeing, individual development, social and community development and economic development. To support this Sport England will now be responsible for sport outside school from the age of five to help shape individuals experiences of sport from an early age. Critically there is universal agreement across all Whitehall Departments that all parts of government need to contribute to the strategy and there is a shared commitment to deliver this.

The new Sport England investment strategy seeks to put the customer first, focus on those that are least active and transform how sport is delivered across the country. It looks beyond simple participation to how sport changes lives and becomes a force for social good. The key changes that will be made are:

• Focusing more money and resource on tackling inactivity – this is where the greatest gains are for individuals and society.

• Investing more in children and young people to build positive attitudes to sport and activity as the foundations for an active life.

• Helping those that are active now to continue but at a lower cost to the public.

• Putting the customers at the heart and helping the sporting sector to be more welcoming and inclusive, especially those groups currently underrepresented in sport.

• Helping sport to keep pace with technology and digital advances.

• Encouraging greater stronger local collaboration to deliver a more joined up experience of sport and physical activity.

• Working with the sector and partners to encourage innovation and sharing of best practise particularly through applying principles and practical learning of behavioural change.

Investment will be focused on two areas:

1. More people engaged in sport – with more people from every background regularly and meaningfully engaging in sport and physical activity.

2. Support for the sector – with a more productive, sustainable and responsible sport sector.

Critically this new Government strategy and Sport England strategy sets a new pathway for sport and physically activity for the next decade and beyond with clear outcomes and KPI’s to be delivered. The new Warwick Sport strategy takes number of these key principles and aligns with the core values to allow us to make a life changing and long lasting impression on our university community.
WHY DO WE NEED A NEW STRATEGY?

INTERNAL FACTORS

The University of Warwick is a leading University that consistently tops UK league tables, voted University of the Year 2015 by the The Times and The Sunday Times newspapers. It is also highly regarded by top employers, ranked the third most targeted university nationally by the UK’s top 100 graduate employers in The Graduate Market in 2016 (High Fliers Research).

Our vision is to be a world-class university – one with a dynamic, enterprising approach to solving global challenges; one that enables students to create their place in the world; one that defines the university of tomorrow.

So, what does our future hold? Our current University strategy lays out the following goals:

- Enable our students to succeed
- Deliver world-class research
- Secure our global position
- Engage our communities
- Champion social, cultural and economic growth
- Secure our future sustainability

University values we believe in:

**Pursuit of excellence** - Excellence is a given. We strive to be the best – and to do even better next time – across our core research and teaching, along with everything that supports what we do.

**Ambition and drive** - Our success is driven by the desire of our staff and students to challenge convention, create something new, and play their part in shaping the future.

**Enterprising** - We’re forward-looking, fast-moving, flexible and free-thinking, quick to explore ideas, to exploit fresh opportunities and to take well-considered risks.

**Making a difference** - We try to show the world what a modern university can do: delivering a service, solving problems and providing sustainability for the community and global society

**Community** - Our lively community encourages and challenges ideas, promotes dignity, respect, health and wellbeing, making Warwick welcoming.

**Accessible** - We’ve always believed in widening participation, in being open, friendly, easy to work with as equal partners and as non-hierarchical as possible.

**Global perspective** - Our cosmopolitan outlook and identity enrich our thinking and inform our quest for global relevance and world-class impact.

**Independence** - We are self-sufficient, unafraid to upset the status quo, to redefine academic parameters and satisfy our appetite for exploration, innovation and leadership.

[warwick.ac.uk/about/strategy/values/]
WARWICK SPORT

OUR APPROACH

At the very core of our strategy is a firm belief that participation in sport and physical activity is an extremely positive thing: that not only directly benefits the individuals who participate but their wider social networks and their community at large. For Warwick, having a regularly engaged, interested, sociable and active community is highly beneficial in terms of setting down the foundations to enhance the skills of our students, build lasting positive relationships and enhance our reputation as a university of choice.

Warwick Sport has developed four strategic themes which will enable us to achieve our overall strategic objectives, support University strategy and play our part in addressing some of the health challenges faced by today’s society.
The University of Warwick is committed to delivering a distinctive and high-quality experience for students and staff. Warwick Sport will contribute to this ambition through the delivery of excellent customer service; the training, retention and ongoing development of a skilled, professional team; the execution of relevant and inspiring high quality communications; and the use of modern technology. We’ll build a distinctive environment where everyone can fulfil their personal potential. To do so, we will:

- Provide high quality, accessible and sustainable facilities and opportunities for engagement with activity across the whole of our campus
- Manage and maintain Warwick’s sport facilities to industry standards to ensure they are welcoming and safe for all users
- Deliver exceptional customer service and innovative, distinct experiences across all facilities and programmes in line with the “Warwick Sport Way” and University values
- Develop and maintain a high performing team in which the University invests and develops through continual professional development
- Develop opportunities for individuals to increase and improve their skills and qualifications through engagement and participation in sport
- Use technology to aid innovative programmes
“For me, taking part in sports is central to my physical, mental and social wellbeing. I study Medicine, a stressful and full on course, so having the opportunity to join in so many team and individual sports enables me to have an escape from academia. Most importantly, sports teams have the best socials so I can integrate with individuals from across the entire medical school.”
We will encourage, inspire, engage and build advocacy in sport and physical activity in order to help improve the health and wellbeing of our Warwick communities. To do so, we will:

- Utilise market research, business intelligence data and customer insight to inform and shape the development of our products, programmes, communications and our future facilities

- Develop products and programmes that reach out to and appeal to the whole of our community’s needs, anywhere on the pathway from casual sport through to performance sport

- Develop programmes, activities and communications that inspire and encourage everyone to be regularly active, every day

- Monitor, measure and analyse participation on an annual basis ensuring it is not just the numbers, but the impact of participation that is measured

- Ensure there are opportunities for groups that are under-represented to participate in sport and physical activity

- Develop an integrated health and wellbeing offer with key internal departments that delivers interventions and strategies to improve the physical and mental wellbeing of our community
“Playing Sport at Warwick simply makes your University Career. Whether you are part of Team Warwick on a Wednesday afternoon, or rock up and play your chosen sport, there is no other environment which gives you a better experience at University. Warwick Sport has given me the chance to play high level sport, the inclusive and fun atmosphere to make my best friends at University and above all the opportunity to keep active alongside my degree.”
We will develop quality, meaningful relationships with partners on campus and across our region who share our ambition of building a healthier community through sport and physical activity. To do so, we will:

- Work in partnership with other areas of the University to develop a lifelong Warwick affinity programme, which includes promoting opportunities to engage with sport at point of recruitment, engaging people while they are at Warwick and building engagement and relationships with Warwick alumni

- Work in partnership with the Students’ Union to provide the best sports clubs and competitive sporting opportunities for students

- Work in partnership with key strategic partners, locally and nationally, to develop a collaborative and unified approach to building healthier communities

- Work with national and local organisations to offer opportunities for individuals to volunteer and to gain skills and qualifications that enhance their employability

- Proactively seek opportunities to integrate the local community into the Warwick Sport offer

- Work with communities and networks that value diversity in order to support initiatives around wellbeing, social integration, self-esteem and positive campus experience

- Work with HR to develop a plan to improve the health and wellbeing of our community through sport and physical activity
“My club is basically my life. One big family with lifelong friends. I spend almost every day of the week doing something with the club; training, throwing, socialising and what seems like most weekends, going to tournaments, and I wouldn’t have it any other way. If you want, this sport and this club can and will engulf your life (and that’s a great thing).”
Ensure Warwick Sport operates in a way that is both financially and environmentally sustainable. To do so, we will:

- Ensure Warwick Sport achieves financial stability by developing and delivering against the agreed five year plan
- Ensure the business is run effectively and efficiently through high-quality business systems and processes
- Build sustainable product and membership structures that appeal to the needs of the community, attracting new members and participants
- Develop an internal and external partnership strategy to support in the delivery of the strategic objectives
- Develop a business growth strategy that encompasses brand, marketing, business development and partnerships
- Work with partners within CCSG and other areas of the University to provide appropriate solutions for regional business, schools and other bodies
- Ensure environment policies are implemented and sustainable
- Develop methodologies in order to measure, monitor and evaluate our offer
- Strive to ensure that additional costs in any area are balanced by increased revenues or efficiencies in other areas
“The facilities put forward by Warwick Sport are what make this possible. The high quality pitches and use of their equipment ensure everyone is able to take part, which helps bring people together.”
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