

VISION



A STRATEGY FOR WARWICK SPORT

'By 2015 Warwick Sport will have helped create the most active University community in the UK.'

2
0
1
5

'The Warwick Strategy for Sport demonstrates the University's ambition to establish the very best sports' facilities and programmes, which will both attract elite national and international athletes to Warwick and ensure our 'sport for all' ethos is at the heart of the health and wellbeing of the University community.'

Nigel Thrift
VICE CHANCELLOR

VISION 2015

<u>INTRODUCTION</u>	4
<u>BE ACTIVE</u>	6
<u>TAKING PART IN SPORTS CLUBS</u>	7
<u>REACH POTENTIAL</u>	8
<u>SUPPORT OUR ATHLETES</u>	9
<u>WARWICK SPORT TODAY</u>	10

'By 2015 Warwick Sport will have helped create the most active University community in the UK.'

FROM TERRY MONNINGTON • DIRECTOR OF PHYSICAL EDUCATION AND SPORT

Four decades of involvement in sport at Warwick has been a pleasure and a challenge. I have seen the institution grow from 2,000 students and a small community of exceptional academics and administrators. Led by individuals with vision, with ambitious plans to make Warwick something special; forty years on, we are certainly something special and we believe sport has contributed to the success so far.

The story of Warwick now enters a new chapter, aspiring to be in the top 50 Universities in the world by our 50th Anniversary. This challenge is immense, but the founding spirit continues. The provision of opportunity and facilities to be physically active and play sport at Warwick should conform to the highest standards possible, thus supporting our search for academic excellence.

The unique partnership between the University and the Students' Union to create Warwick Sport provides an administrative infrastructure that reflects the ambitious, entrepreneurial and original thinking so evident within our institution. It is now time to look to the future with vision and an open mind, and this strategy document contains the ideas of many and provides an insight into some of the opportunities that lie ahead.



Terry Monnington
DIRECTOR OF PHYSICAL EDUCATION AND SPORT

FROM ALEX TWISS • SPORTS OFFICER 09/10

When I look back on my three years at the University of Warwick, the parts I remember with most fondness and identify with most clearly were those involving Warwick Sport.

I am confident that this is a feeling shared by my fellow sportsmen and women for whom Warwick Sport provided much more than just premier sports facilities and infrastructure. It provided long lasting friendships, vital life skills and fantastic memories. My predecessor Terry Marshall, who put an immense amount into the strategy you are about to read, would echo these thoughts.

Key to the success of the institution is its emphasis on innovation, efficiency and its aspirations to not only meet its member's needs but surpass them. At its heart is the drive to provide the best possible service and facilities for the greatest number of people.

This is evidenced in the huge proportion of the student body who are members of Warwick Sport and in the huge number of sports clubs we offer. Its continued success relies on its desire to continue to improve, to be ahead of the curve and the following strategy manifests this.

To quote Terry Marshall:

'The ambition and motivations of the Students' Union, the Department of Physical Education and Sport and most importantly, the members themselves have driven Warwick Sport to the established success that it is today.'

And it will be the same driving forces which ensure Warwick Sport continues to offer an incomparable sporting opportunity for the entire Warwick community.'



Alex Twiss
SPORTS OFFICER 09/10



Terry Marshall
SPORTS OFFICER 08/09

CORE VALUES

The core values that have always underpinned Warwick Sport will continue to inspire its future activities:

- Sport for all - encouraging as many people to take part in sport or physical activity.
- Community - to enhance the lives of the University of Warwick community through sport and physical activity.
- Partnership - to work with all partners, within and outside the University to achieve our aims.
- Ambition and drive - to be the best we can be in all we do.

AMBITIONS

Our overriding ambition is that Warwick Sport will have helped create the most active University community in the UK by the University's 50th Anniversary in 2015.

Warwick Sport as an organisation will have pioneered new initiatives enhancing the Warwick sporting experience for our University community and bringing the 150 nationalities on campus together. It will have made the most of the energy and enthusiasm of its students and staff, and maximised the commitment and contribution of Warwick Sport staff.

It will be more cohesive, cost-effective and user-friendly than ever. It will be fully equipped to meet the demands of its 10,000 members, supporting the sporting and recreational needs of the local community and fostering close connections with alumni. Physical activity will be core to the health of the University and a central part of the Warwick experience.

It is only through passion, participation, pursuit of potential, excellence and creation of a developmental mentality that the University will achieve its vision to be recognised among the top fifty Universities in the world, and for the Students' Union to reach its goal of becoming the most innovative and inclusive Students' Union in the UK.

Warwick Sport is setting its own ambitious vision; to energise a vibrant, active University community by:

- Providing the University community with a sporting experience that is readily adaptable and responsive to new ideas across the entire sports development continuum.
- Ensuring full Student and Staff representation in Warwick Sport's operation, integrating the stability and professionalism of the University sports administration and the inherent dynamic of the student community.
- Supporting the expansion of sports club activities to provide opportunity for all members of the University to compete.
- Managing a Sports Development Programme to actively encourage participation under the policy of 'Sport for All'.

WARWICK SPORT STRATEGY: WHY NOW?

Warwick Sport was established in September 2004 with the aim of creating a unique partnership between the University and the Students' Union to manage sports participation at Warwick. In particular, it aimed to create a new and innovative sports administration that would take responsibility for the activities and responsibilities of the former Sports Federation. Warwick Sport was to benefit from the skills and experience of the Sports Federation and the Department of Physical Education and Sport, as well as the wider services of the Students' Union and the University. Five years on, Warwick Sport is fully operational and growing and developing each year.

Five years offers a key milestone for Warwick Sport; a time for reflection, consolidation and, perhaps, a new direction. This strategy document aims to provide a glimpse of possible futures for all stakeholders, from our staff and members, to the wider Warwick community. It also hopes to strengthen our reputation as a national pioneer amongst other Higher Education institutions, and align with both the University and the Students' Union Strategy documents (released in 2007), to propel the development of the organisation through to 2015.

Physical activity and sport will be at the heart of the promotion of health and well being at the University.

GOALS

- Students and staff to exercise for at least 30 minutes per day, 5 times a week.
- Establishment of a health and wellbeing campaign.
- Appointment of a network of sporting and activity ambassadors within departments and halls of residence.
- Automatic membership of Warwick Sport Alumni after graduation.
- Monitoring of participation and retention levels and to constantly review the effectiveness of our interventions.

STRATEGY

Our aim is to help make the University of Warwick the most active university campus in the UK. As many of our community of 17,500 students and staff as possible will choose to take part in regular physical activity either within or outside our campus. To achieve this we will continue to provide high quality, accessible sports facilities by seeking to develop new facilities and continuing to improve our existing ones. In seeking to increase the number of members of Warwick Sport, we will also promote sports events and activities to non members.

We will introduce at least one health and well-being campaign a year, linked with Occupational Health and other relevant departments. To influence positively the exercise habits of individuals, these campaigns need to be innovative and take into account the challenges that individuals face in their everyday lives.

To achieve our goal we will also need to monitor participation levels and be able to show that individuals are retaining their involvement in physical activity. We will introduce measures to track activity levels and to analyse the success or otherwise of our interventions and how we can change to improve them.

We will introduce and develop a network of sporting and activity ambassadors within departments (both staff and students) and halls of residence (through the hall society scheme). Warwick Sport and its opportunities will be embedded in staff inductions and staff networking events. Families of staff and students will be encouraged to use the University's sports facilities and join our Family Membership Scheme. In addition, we will continue to encourage the controlled use of our facilities by members of our wider sub-regional community.

We will work with local sports delivery agencies to improve community access to the University's facilities to ensure we engage fully with the wider sporting provision within Coventry and Warwickshire. This will also include encouraging students and staff to take part in local and sub regional events beyond the campus, like the Lady Godiva Half Marathon.

To ensure that the University maintains strong sporting links with its former students we will offer automatic membership to Warwick Sport Alumni after graduating. We will create a strong sense of belonging to the University through students' sporting experiences and connection to Warwick Sport and will explore how we can strengthen this relationship online.



We intend to provide an effective facility and administrative framework for people to take part in sports club activities.

GOALS

- Facilities Investment Development Plan for the next 10 years.
- Marketing Strategy to make information on clubs more accessible.
- Clubs to be more open to staff participation.
- Expansion of the Sports Development programme.
- Increased quality and extent of coaching support.

STRATEGY

We will market Warwick Sport to a wider audience, simplifying and increasing accessibility to information on joining clubs and the availability and use of facilities, activities and events. To achieve this we will develop a marketing strategy that seeks to attract new members, particularly those who may currently feel that sport or exercise 'is not for them'. There are barriers to participation and we will do all we can to remove those that we can influence.

Together with the Department of Physical Education and Sport we will develop a Facilities Investment Plan for the next 10 years, working with all our internal partners at the University and external agencies to make this happen. We will assist clubs with

their expansion plans and ensure their objectives are sensible and achievable and that they promote the aim of encouraging, wherever possible, more staff to join in with club activities. In addition to this we will encourage the development of staff clubs in conjunction with student clubs.

As well as enhancing the visitor experience to the University's sports facilities we will also try to improve accessibility through the development of a long-term campus wide transport policy that meets student and staff demands to support their sports participation. We will expand opportunities (with appropriate investment) for staff and students to pursue physical activities outside of sports clubs and will ensure we cater for the specific

needs and aspirations of postgraduate, Medics and HRI students. We will do this through more flexible working and by improved communications and co-operation with existing agencies on campus.

Our Sports Development Programme will be expanded and there will be a particular emphasis on the provision of high quality coaches to support the performance aspirations of clubs and their members. In addition we will also encourage leaders, from the staff and student population, who will promote sport, activity and membership of clubs.



We will support any individual of any ability to realise their own personal sporting aspirations.

GOALS

- Pilot the 'academy' concept to provide an environment to support excellence.
- Provide access to high quality coaching and support for highly motivated individuals.
- Facilitate opportunities for testing and sports science support.
- Offer fitness and nutrition guidance.
- Publicise successes widely.

STRATEGY

The University of Warwick has an absolute commitment to excellence. Warwick Sport will contribute to maintaining this by helping create a culture within sport at the University that encourages its students and staff to have high levels of personal ambition and a commitment to be the best they can be in the sports they choose. We believe that aspiring to achieve the highest levels of academic, professional and sporting excellence are complementary objectives and that ambition and drive is at the heart of the success of our University.

We will pilot the 'academy' concept in selected sports to work with local partners to offer our students and staff the opportunity to excel in sport. In addition, the academies will also work with the wider community of Coventry and Warwickshire to help individuals, clubs and schools to raise the standards of their performers and coaches.

Ambition and partnership work are at the heart of this goal, and we will ensure that the necessary sports science and medical support is available alongside physiological and sports-specific testing and high quality nutritional guidance.

Not everyone can become an Olympic or Paralympic athlete, but with the Games coming to London in 2012 this is an appropriate time to encourage individuals and teams within and outside our campus to aspire to achieve their personal 'Olympic moment'. Whatever their age or sport, we want to support our community to embrace sport as an opportunity to achieve personal fulfilment and satisfaction.

We will celebrate individual and team success, within and outside the University and publicise their achievements on our website and through other local media outlets.



We will develop structures and support mechanisms to attract elite national and international athletes to Warwick and support those already here that have attained such levels of performance.

GOALS

- Increase numbers of scholarships and bursaries.
- Provide support structures for high level athletes.
- Establishment of the Tennis Centre as a regional centre of excellence.
- Offer support for the University of Warwick Endurance Academy.
- Establishment of a Regional Centre for English Swimming following the development of a 50m pool on campus.
- Attract international teams and individual athletes to the University for elite, training camps and competition preparation.

STRATEGY

Warwick Sport will support the ambitions of those sports men and women who have the talent and desire to aim for international representation. Elite athletes require exceptional talent, high levels of motivation and commitment, and access to high quality training and support services. Many outstanding athletes are able to balance both the highest levels of academic achievement and sporting excellence. In parallel with the University's continued quest to be recognised as one of the most outstanding universities in the world, we will support our students who share that ambition to be world leaders in their chosen sport.

We will increase the number of sports scholarships and bursaries we offer, at the same time ensuring that the recipients use this investment wisely, focussing on their specific performance needs. We will also offer a wider support network using the facilities and experiences available on and around campus, and wherever possible will assist the athlete to access external support of the highest possible level.

The 'Academy' concept will have a particular focus on ensuring cutting edge support for our most talented performers in those sports where our facilities and expertise is most developed. The indoor tennis centre, which opened in October 2008, has established a High Performance squad, under the direction of our Chief Coach that already has nationally ranked juniors as members. We have excellent facilities for able bodied and Paralympic track and field athletes. Finally the University of Warwick Endurance Academy, established in 2008, is already developing outstanding runners and tri-athletes. Within the University's ambitious facilities development plan we aim to provide an Olympic-sized 50m pool on campus which would become a regional centre for English swimming.

There is a common thread across all elite sport, whether individual or team: outstanding talent

needs to be supported by excellent coaching. We will work with local clubs and regional and national governing bodies of sport and their coaches to ensure our athletes can access high quality coaching support.

For many athletes their most successful years may well be in their mid to late 20s, and thus their years at Warwick may well be their 'international apprentice' years. We will aim to create a sense of belonging to Warwick Sport wherever the athlete lives after graduation, whether they retain a direct relationship with the University or simply receive regular communication through membership to Warwick Sport Alumni.

Whenever our elite athletes are successful we will celebrate their achievements and acknowledge those groups and individuals at Warwick who have supported their career. The University has already become a successful base for high performance training for many major governing bodies of sport, including the Football Association, the England and Wales Cricket Board and the Rugby Football Union, as well as individual sports clubs. The University is also recognised by the London Organising Committee for the Olympic Games 2012 as a suitable Pre-Games Olympic Training venue. Our ambition is to expand this aspect of our activities.



We will support any individual of any ability to realise their own personal sporting aspirations.



DISTINCTION

Warwick Sport is a devolved department of the University and the Students' Union, responsible for all sports club activity, student/staff sports events, development of all staff and student members and involvement with British Universities and Colleges Sport.

The Department of Physical Education and Sport is a University department for all sports facilities owned by the University and is responsible for a variety of commercial activities. In addition, it is a significant supporter of sub-regional, regional and national sporting agendas.

STRUCTURE OF WARWICK SPORT

WARWICK SPORT BOARD (STRATEGIC)

Chair, Pro-VC of the University, Registrar, Director and Deputy Director of PE and Sport, WS Manager, Sports Officer, SU President, Student Sport Committee Chair, Senior SU Manager, SU Management rep, non Sports Committee Student rep ('4th WS Board member'), Academic Staff rep, Clerical/Manual/Technical Staff rep.

Meets once a term. Has very good oversight of Warwick Sport.



MANAGEMENT GROUP (OPERATIONAL)

Director (chair) and Deputy Director of PE and Sport, WS Manager, Sports Officer, SU President, SU Management representative, Chair of Student Sport Committee (non voting).

Meets every fortnight. Responsible for day to day operation of WS.

STUDENT SPORT COMMITTEE

10 members including the chair and Sports Officer.

Meets approx once a week. Sits within the SU structures.



WARWICK SPORT MANAGER

SPORTS OFFICER



MEMBERS

THE WARWICK SPORT ADVANTAGE

- Partnership: The Warwick Way - Bringing together the University and Students' Union, staff and students through sport and physical activity for the benefit of all.
- Participation: Sport for All - Opening up the opportunity to take part in any sport at any level. Encouraging individuals to be physically active, with the objective of supporting a healthy life style, and providing opportunities for individuals 'to be the best they can be.'
- Community: Involvement as a two-way process - A community within wider communities, with its membership drawn from the diverse University community of staff and students which in turn is part of a local, regional and national community.
- Pioneer in the sector: Cutting edge - Leading the way in developing a sporting environment unique in the UK higher education sector.

STRENGTHS

Providing Opportunities

A wide range of sports facilities, the envy of many UK universities, with a strong supporting staff structure that provides sporting opportunities for members.

Student Input and Initiative

Individual members of Warwick Sport have a significant degree of autonomy in managing their own club affairs, assisted by the expertise of Warwick Sport staff, student officers and staff from both partner organisations. Students' innovative flair and leadership is instrumental in shaping the future of sport on campus.

University Staff Involvement

Seeking to enhance University staff members' total experience whilst a member of the Warwick community. Warwick Sport draws on the knowledge and experience of University staff to support sport on campus. Staff members contribute significantly to the activities of many clubs that draw their membership primarily from the student

Commitment from University, Students' Union, Students & Staff

Initiated as a result of an enthusiastic partnership, Warwick Sport continues to earn commitment campus-wide.

Membership is strong, evidenced by increasing member numbers and, importantly, retention levels.

Warwick Sport Consultation

In the year 2007- 2008, Warwick Sport had more than 10,000 members for the first time ever. This included over 800 staff members.

CHALLENGES

Unlimited Demand, Limited Capacity

Warwick Sport membership is constantly growing. The challenge is building capacity in resources so as not to restrict the ambitions of students and staff, nor constrain the growth of clubs - yet still keeping within managed budgets and physical infrastructure constraints. An area of particular focus for the Department of Physical Education and Sport is facilities. For sport at Warwick to continue to support the University's ambitious plans for the future, the relevant facilities have to keep pace with modern needs.

Communications

Warwick Sport activities and successes need to be communicated both externally and internally, with appropriate marketing and promotion to spread the message that sporting excellence exists on campus alongside academic and cultural excellence.

Operational practices and procedures have to be under constant review to avoid client confusion and ensure that students and staff have easy access to information about the multiplicity of opportunities offered. Strategy meetings are a new and innovative approach to communicating with and supporting clubs.

As yet, commitment from club executives on this is inconsistent.

Finances

Financial management of Warwick Sport is key to fulfilling our role on campus. Marriage of two financial systems facilitated by the University Finance Office and the Students' Union has inevitably been complex. Continued refinement of procedures has to be implemented to ensure seamless operation, full transparency and control.

It is imperative that Warwick Sport strikes the balance between encouraging participation and 'sport for all' by keeping membership charges within students' budgets, and being able to financially support clubs and ventures with annually increasing costs. This challenge is one that Warwick Sport faces annually.

Income Generation

There are two key aspects to this very important area of responsibility for both Warwick Sport and the Department of Physical Education and Sport. Warwick Sport has to be mindful of the inevitable escalation of costs to run its very extensive programme of activities. Generating funds from other sources as well as from

membership and club fees is essential. Likewise, the Department of Physical Education and Sport is increasingly and justifiably required to prioritise income generation to support the University in its ambitious plans for the future.

As a consequence more resource is being directed to satisfy this requirement. However, great care must be taken to avoid student and staff sporting activities and aspirations being compromised by income generation programmes.



VISION 2015

