



BUILDING ACTIVE COMMUNITIES

UNIVERSITY OF WARWICK STRATEGY
FOR SPORT & ACTIVE COMMUNITIES

PUBLISHED MAY 2021


WARWICK
THE UNIVERSITY OF WARWICK

2 INTRODUCTION

For Warwick to become 'one of the world's exceptional universities'¹ our facilities and services must have as high an aspiration to be world leading as our academic departments.

We are proud of the platform we have built but are also committed to continuously improving what we do and to build a single identity for Sport at Warwick, particularly within our student community. Students who engage in sport and physical activity have better physical and mental health, improved employment prospects and ultimately more chance of staying and achieving higher grades at Warwick². Sport has a positive impact on recruitment, retention and reputation and creating a stronger 'Team Warwick' will enhance the experience and impact of engagement in an active life while studying.

In terms of the impact on the wider Warwick Sport community, Sport England's Active Lives Survey^{3,4} consistently shows the positive impact of being active on social and community development, economic development, individual development and physical wellbeing

and these themes have influenced this strategy as we continue to increase our evidence base and seek to measure impact. While the student experience at Warwick remains central to our work, we recognise that we have a significant part to play in exercising our civic responsibility and focusing on ensuring a positive impact beyond our campus through the engagement of this local community.


Inequality still exists⁵ within our own local and regional population and now, more than ever, we are seeing the need to improve access to physical activity for all as we chart our path through the response to the impact of Covid-19.

The direction of travel set out in our previous strategy made a clear commitment to 'building the most active campus in the UK' by 2020 and we have rightly been asked "how will you know if we achieved this vision?" While we continue to measure engagement, success and impact we remain resolute that we won't risk the pace of change by being bound by the challenge of measurement. The aspiration, the focus and

the journey will all lead to the realisation of our mission and we welcome engagement and challenge from others who may have similar ambitions within the University community, regionally, nationally or internationally.

Finally, I would like to thank my team for all their support, focus and commitment to re-shaping our strategy and their passion and professionalism as we set about realising our re-shaped mission.

#activecampus #teamwarwick



**Director of Sport and Active Communities
University of Warwick**



References

¹ 'Excellence with Purpose' - Warwick University Strategy

² BUCS British Active Student Survey

³ Active Lives Adult May 18-19 Report, Sport England

⁴ Active Lives Adult November 18-19 Report, Sport England

⁵ Health Inequalities in Coventry - A Summary. Coventry City Council, April 2018



REFLECTION & INSPIRATION

2020 has provided so many challenges for so many people in so many ways. It has had a profound impact on all our lives but has also seen **inspirational examples of how we can adapt and remain resilient.**

We have learned a great deal and must continue to move rapidly through the **accelerated development of our virtual presence** and on-line products used by our community. Focussing more on continuous improvement has allowed us to be clear about our path towards further success through the improved use of technology.

In 2020 we have seen the **importance of being physically active** given a platform like never before. The importance of community, of the sense of belonging and the positive impact of strong personal relationships are also more prominent. We know that not only sport but also being physically active does have a huge impact on individuals and provides an opportunity to thrive. This is vital for the success of our student population but also the wider staff team at the University and the community around us.

Our success is underpinned by a need to **remain financially viable** and for Warwick Sport this includes the need to continue to balance the expectations of a wide range of groups. Our students remain our biggest user group and to continue to subsidise their activity our income generation must continue to evolve. While our decision making and planning strikes this balance we recognise the need to communicate even more, so that everyone engaging with us is clear on how we continue to embrace this challenge.

We are getting better at measuring and **using data to provide insight** and inform our decisions. As we continue to grow into our world class facilities at the Sports and Wellness Hub and we continue to operate right across campus we will increasingly use data to inform demand, activities and products and also provide an indication of impact.

Throughout all recent challenges we have remained committed to keeping our communities active and are here for **whatever moves you.**

OUR MISSION: BUILDING THE MOST ACTIVE CAMPUS COMMUNITY IN THE UK

VALUES

PROFESSIONAL
PASSIONATE

PROGRESSIVE
INCLUSIVE

BEHAVIOURS

SUPPORTIVE
POSITIVE

KNOWLEDGEABLE
HONEST

GOALS

CUSTOMER EXCELLENCE
INSPIRE MOVEMENT

INVEST IN HEALTH
BUILD COMMUNITIES

OUR MISSION: BUILDING THE MOST ACTIVE CAMPUS COMMUNITY IN THE UK

OUR VALUES

Whilst we will continue to uphold the Universities values, we also have specific values that we identify with as Warwick Sport:

PROFESSIONAL

We always operate in a professional and ethical manner, regardless of any situation we're faced with. We take the initiative, we take responsibility, we build effective relationships based on mutual respect and trust, we deliver to deadlines and we achieve results.

PASSIONATE

We believe strongly in what we do, we care deeply and we always go above and beyond.

PROGRESSIVE

We look to the future and strive to be better than we are today. We do this by looking beyond our limits, by learning, developing and innovating to drive us forward

INCLUSIVE

We welcome and respect people from all backgrounds. We respect all opinions and viewpoints and we work together collaboratively to achieve the best result.



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OUR BEHAVIOURS

✔ SUPPORTIVE

We are supportive and have a customer-centric approach to our work, regardless of our role or responsibility, and work collaboratively to achieve the right outcome for our customers and our business.

✔ KNOWLEDGEABLE

We think smartly, are resourceful, and are endlessly curious about the best of what's happening in our sector. We are continually learning to improve our business and customer experience.

✔ POSITIVE

We are resilient, positive people who can overcome complexity and adversity and deliver outstanding results. We resolve problems and issues quickly and effectively, keeping the business moving forwards.

✔ HONEST

We are open, honest and always act with integrity by treating our colleagues and customers fairly, being approachable and embracing diversity.



OUR MISSION: BUILDING THE MOST ACTIVE CAMPUS COMMUNITY IN THE UK

OUR GOALS

Maintaining growth, innovation and ultimately providing customer excellence are central to our progress. Our values and behaviours will guide our operation and influence the experience for customers as well as providing the bedrock for the achievement of our four goals.

▼ CUSTOMER EXCELLENCE

▼ INVEST IN HEALTH

▼ INSPIRE MOVEMENT

▼ BUILD COMMUNITIES

During 2019/20 an extensive programme of internal consultation and workshop activity with the Warwick Sport team shaped the values and behaviours we are proud to be accountable for and we are committed to recruiting to, individually modelling and celebrating these as a team.

We agreed that our core values and aims did not require fundamental change. We have recognised a shift in our focus from the physical 'building' of sports facilities towards the building of a member offer, of activities, communities and programmes to ensure our world class facilities and wider campus are used to see more people active every day.





CUSTOMER EXCELLENCE

Providing customer excellence for everyone who engages with Warwick Sport requires a culture of continuous learning and improvement and meeting expectations we all have of each other. To achieve this we will

- ▼ Minimise the environmental impact of our facilities and our operation.
- ▼ Embed continuous improvement throughout the business, especially within Health and Safety and this will support the achievement of ISO standards.
- ▼ Ensure we have the right people, with the right skills in the right place to deliver an excellent service.
- ▼ Recognise excellence within our own team, particularly in the display of our values and behaviours that will underpin everything we do.
- ▼ Maintain a positive NPS and Satisfaction score, expanding this measure across as many of our programmes as possible.
- ▼ To resolve the maximum number of enquiries at the first point of contact as possible.

INSPIRE MOVEMENT

Our customers all move in different ways and our passion to support this, to motivate them to be even more active and to make long term positive decisions regarding physical activity we will:

- ❖ Promote the benefits of physical activity at every opportunity when engaging with students, staff and our local community.
- ❖ Use market segmentation to differentiate messages and stimulate engagement with our programmes.
- ❖ Collaborate with our partners to use our respective brands and teams to increase levels of physical activity.
- ❖ Provide demand led, inclusive programmes that inspire our community to make activity part of their daily routine.
- ❖ Continue to support our volunteer Sports Activator community to deliver an accessible programme for all.
- ❖ Maximise the impact and personal benefit of our sports club executives to have an impact on the student sports club offer at Warwick.





INVEST IN HEALTH

Warwick University has made significant investment in the physical and mental health of its staff, student and local communities as part of our Civic responsibility. Financial stability and sustainability is also important to continue with our commitment to enhance the student experience at Warwick. To achieve this we

- ▶ Celebrate the positive impact and investment in the Student Experience at Warwick.
- ▶ Provide an attractive offer to all members of our community that supports continued growth in the number of people benefitting from our facilities.
- ▶ Collaborate with Warwick Conferences to attract more sporting events to Warwick.
- ▶ Continue our journey to being operationally 'cost neutral' by delivering the agreed 5 year plan and enhancing the student experience significantly at no operational cost.
- ▶ Ensure our decision making is data led, is clearly communicated and our performance benchmarked to support and celebrate progress.
- ▶ Remain transparent in our decision making and clearly communicate to our principal partners including our own colleagues and the Students' Union.

BUILD COMMUNITIES

The list of our internal and external partners is extensive and we have a broad range of stakeholders within the campus, locally, regionally and nationally.

For many of our student population, coming to university is one of the most significant transitions they will make and we know that social connections have an enormous impact on their experience and chance of making the most of their time at Warwick. To ensure we deliver all of this we will

- ❖ Work with our strategic partners locally, regionally and nationally to ensure what we do reflects and also informs 'best practice' and industry standards.
- ❖ Continue to improve student employability and chances of gaining highly skilled employment in a competitive jobs market through volunteering that is supported and provides the chance for reflection on learning.
- ❖ Build alignment with other strategies at Warwick, in particular those that focus on staff and student wellbeing or developing the overall student experience.
- ❖ Strengthen the #TeamWarwick brand and increase engagement with Warwick alumni.



STRATEGIC OBJECTIVES

Underpinning the goals are 6 strategic objectives, providing a focus for our tactical activity in delivering the strategy for sport and active communities. Highlighting the importance of our team members in delivering success and an increasing focus on technology and data helps to focus our activity and to build on delivering the goals identified.

OUR TEAM

- ▼ Proactively invest in our team, their wellbeing and our development so we are equipped and motivated to deliver excellence.
- ▼ Promote and celebrate continuous personal development in our people and where desired enhance career opportunities.
- ▼ Remain pro-active in our engagement with the University's Dignity and Respect agenda and respond to feedback from our team.

CUSTOMER EXCELLENCE

- ▼ Use data and insight to inform even more of our planning and decision making.
- ▼ Relentlessly review and respond to customer feedback across all areas of our business.



13 STRATEGIC OBJECTIVES

OPERATIONAL EXCELLENCE

- ❖ Operate safe and secure facilities that are maintained to a high standard, are fit for purpose, and are managed effectively by a professional team.
- ❖ Pro-actively engage in the achievement of ISO45001 to show our commitment to safety and continuous improvement.

INSPIRE MOVEMENT

- ❖ Deliver a range of programmes, services, and initiatives that empower our communities to engage in an active and healthy lifestyle.
- ❖ Continue to challenge ourselves to provide an inclusive, accessible offer that supports people to be active both within but also outside of our facilities.

TECHNOLOGY INFRASTRUCTURE

- ❖ Embed technologies that drive continuous improvement in business-wide performance, customer experiences, and operational processes.
- ❖ Continue to improve the ease with which people can engage with us through the use of technology.

INVEST IN HEALTH

- ❖ Achieve budget targets to ensure Warwick Sport continues to (re)invest in sport, health, and active wellbeing.
- ❖ Highlight the value of sport and physical activity to the University but also the impact on our students and their recruitment, retention and achievement.



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