CLIMBING HIGHER

A refresh of the joint Strategic Plan for Sport & Physical Activity (2014-2018)
This document sets out our refreshed approach to jointly implementing our strategic plan for sport and physical activity. We are delighted with the progress already made, but are ambitious to reach higher and wider, increasing our reach of service provision to help more students and staff be active more regularly and reach their potential through sport, physical activity and volunteering.

Through the commitment and actions of the UoL and LUU teams we hope to achieve a better balance in the services that we provide. This will make a significant contribution to an excellent student experience and making the University of Leeds a great place to work. This approach will also set the path for us in developing a future joint strategic plan, going into the next full four-year cycle, 2018-2022.

We would like to thank all our key partners for their support to date, and look forward to working together in bringing this plan to fruition.
OUR VISION
To be the Number One Provider of University-based Sport and Physical Activity Experience in the UK

OUR MISSION
Through our facilities, activity programmes and dedicated team, we aim to inspire all students, staff and local communities to be active more regularly
OUR AIMS

DEVELOP YOUR SKILLS AND BROADEN YOUR HORIZONS

IMPROVE YOUR HEALTH AND WELLBEING

REACH YOUR POTENTIAL
OUR STORY SO FAR
2014-2017

We have reviewed our impact to date – set against our original plan, and through our unique partnership with Leeds University Union are proud of what we have jointly accomplished. Here are just some of the highlights...

17,000
Members of The Edge

Leeds Sport partnership and the Gryphons brand established. 6,000 students actively engaged.

Continuous programme of pitch improvements and resurfacing at Sports Park Weetwood and Bodington Playing Fields
60+ clubs subsidised through the University of Leeds, administered by LUU, resulting in 30% growth in club memberships.

80% Customer Satisfaction Rate

54,000+ people playing and spectating at sports events.

200+ Team delivering sport and physical activity on campus.

600+ Students studied LEED modules.

Sports Park Weetwood hosts national and international team training camps.

Extended opening hours of facilities and Women’s Only gym sessions introduced.

1m visits to The Edge.

3,000+ Participants in the Get Out, Get Active programme.
300 Personal Training sessions delivered every month

£5m Brownlee Centre and cycle circuit

25+ Social Sport Leagues up and running

The Gryphons Abroad social action project established with the Bambisanani Partnership in South Africa

TOP 15 Ranking in British Universities College Sport (BUCS)

500% Increase in social media engagement

20 Gryphons Focus Sports perform strongly at BUCS, with Triathlon, Cricket, Hockey and Rowing recognised as leaders in Performance Sport

Actively contributed to the Leeds city-wide strategy through the Sport Leeds collaboration
These successes have contributed towards the University of Leeds being awarded University of the Year 2017 and in gaining 5th position in the Sport Provision section of the Times Higher Educational Student Experience Survey.
WHAT NEXT
2017-2018

We believe in the power of sport and being physically active. As advocates, we know it changes lives for the better. We know from our own Faculty of Biological Sciences academic research that our health and wellbeing is improved through being regularly active and moving more. We know from surveys of our students who play sport regularly that their confidence, social skills and leadership qualities are all enhanced and improved. Through our student experience research, we know that being active adds to students’ enjoyment and success, helping them to cope with the pressures while at University. Through community sport volunteering, we also know that our students can help transform local communities.
Our facilities plan prioritises the need for expansion and adaptation/enhancement of our existing space to meet the evolving customer demand.

We are committed to continuing to seek and attract external and internal investments.

We want MORE STUDENTS AND STAFF to realise the benefits of being more active, playing sport, and volunteering through sport.

Through this refocused approach we will achieve a BETTER BALANCE.

Within our service provision to reach more of our students and staff to enable them to be more regularly active whatever their starting point.

We are an ambitious self-financed, £5m turnover business.

We will also maintain a continuously improving service for our loyal and engaged users.

£5m
WHAT NEXT
2017-2018

Our core principles remain:
We will ensure that we deliver our services in a **cost effective way**. We will ensure that we **listen and learn** from all our customers – current or prospective – so as to **continuously improve our service provision** to meet their needs.

We will stay in touch with the **latest research and insight** into being active, the latest student voice, Performance Sport thinking and technological advancements. We will carefully and thoughtfully **manage our resources** to find a balance in service provision so as to **cater for our diverse population**.

However, the world around us is constantly changing...
THE GROWTH OF THE FITNESS INDUSTRY AND THE FOCUS NATIONALLY ON BEING MORE REGULARLY ACTIVE

Rapid technological advances enable us all to access services more quickly and easily, allowing us to reach more people and offer a truly inclusive service.

OUR INCREASING STUDENT NUMBERS and diverse student base, with an INTERNATIONAL STUDENT FOCUS

Increasing student expectations of VALUE FOR MONEY and HIGH QUALITY SERVICE PROVISION

SPACE CONSTRAINTS both indoor and outdoor due to increased demand
OUR PRIORITIES 2017-2018

We have set out our key commitments and actions against our three aims, which will ensure that we achieve the mission of our strategic plan. We will produce implementation plans for each of the key three themes that will include KPIs against which the plans will be monitored and evaluated. Progress reports against this framework will be produced and presented to the Sport and Physical Activity Board that will meet once a term.
We know that to be successful we need to consider and improve:

**Technology**
The efficiency and effectiveness of our existing booking systems for facilities and classes. Links to the University’s new digital strategy and options to capitalise upon this.

**Staff appointments, training development recognition and empowerment**
Continue to make high quality appointments and ensure we retain staff through improved communications, leadership development opportunities, staff suggestion process, cross-service working, and awaydays to celebrate success. As well as Spotlight Awards, recognising staff’s commitments when they go that extra mile.

**Facilities development and continuous improvements**
Publishing a clear plan that sets out our prioritisation of the demand and need for new and improved facility provision for sport and being active more regularly.

**Customer service**
Ensuring we provide a welcoming reception to all our sport and physical activity facilities and programmes, where we provide clean and safe facilities and maintain our very high standard of customer care.

**Marketing and membership**
Maintaining a strong Leeds Sport brand and Edge brand, but increasing the focus on being active more regularly, utilising a targeted campaign approach. Due to the demand on accessing space, a review will be undertaken of key policies and membership time bands to better understand if we have the balance right in meeting all customers’ requirements, alongside our value-for-money principles.

**Working collaboratively**
Maintaining and developing new internal and external relationships, focused on our refreshed priorities and sharing our skills, knowledge and values. We are committed to linking to and embedding our high-level outcomes to wider University agendas, and will continue to support the implementation of the Universities and Unions’ key strategic plans for international students, alumni, student health and wellbeing, employability and sustainability.

**Measuring success**
Each area will have detailed KPIs and implementation plans that underpin these high level outputs.

**Governance**
Ensuring we have a governance structure which has improved student voice, and more faculty representation, especially from the ‘active’ agenda.

**Managing within a budget**
Maintaining zero central budget support for Commercial Sport and Physical Activity Service, whilst seeking opportunities for internal and external investments into programmes and major facility developments and enhancements.
**Our commitment is to:**

- Provide leadership development opportunities for our students through sport
- Contribute to our students employability skills
- Provide support in personal development of all students
- Grow the leadership and volunteering offer through key partnerships for more students to benefit
- Contribute towards our graduates destination outcomes

**We will by July 2018:**

- Increase staffing and academic leadership of LEED modules to improve academic quality
- Review existing LEED modules and work with and academic faculties to develop contemporary modules
- Apply for external funding to expand student volunteer offers for sport social action projects
- Maintain Gryphons Abroad programme to implement overseas sport social action
- Maintain and continue to improve our two outdoor centres for residential visits and market these more effectively
- Offer a range of coach education, officiating and first aid courses for all those interested
- Scale up and increase the number of people engaging with our leadership and volunteering activity
- Provide enhanced training for our club committee members and leaders
Our commitment is to:

- Strive to provide an inclusive approach to all students and staff being active more regularly
- Inspire and encourage more staff and students to think more about and improve their workplace wellbeing
- Seek out ‘champions’ in staff and students to lead and inspire their colleagues and friends to be more active
- Use latest insight and research to help shape our own service
- Improve the provision of space for people to be active in
- Through collaborative working, explore new academic research opportunities into evidencing the case for the effectiveness of a ‘faculty-approach’ to increasing activity levels of students and staff
- Improve the experience for existing users of our health and fitness offer, maintaining customer satisfaction on or above 80%
- Better understand the wellbeing of students and staff to be able to offer appropriate preventative and supportive measures for mental health, as well as physical

We will by July 2018:

- Implement a wellbeing survey to better understand staff and students in relation to physical activity and wellbeing
- Implement a campaign style approach to encourage all campus users to be more regularly active
- Reach out to Faculty and School Heads and other leaders to ‘buy-in’ to an active campus approach
- Use live examples of colleagues and students across the University and Students’ Union engaged in wellbeing and physical activity to inspire others
- Re-focus efforts and Get Out, Get Active teams’ responsibilities to seek out campus development opportunities to get people more regularly active
- Work with colleagues in Sustainability, Residencies, Estates, HR and others to encourage and make it easy for students and staff to be more regularly active
- Investigate and seek out opportunities through University’s campus redevelopment plan to influence the design of new buildings to cater for active staff and students
- Prioritise the need to develop larger, purpose-built fitness facilities and group exercise space
- Review our offer on a termly basis ensuring that we respond to customer demands and new innovations in the fitness industry
- Focus efforts and resources to provide regular opportunities to engage our growing international and postgraduate student population
- Continue to develop and grow our products and services to increase the breadth of offer for existing and perspective Edge members
- Establish a physical activity and wellbeing working group with representatives from key Sport and Physical Activity staff as well as cross both University and Students’ Union eg student counselling services
Our commitment is to:

- Continue to proactively explore the recruitment of student athletes to the University
- Put the student and their athlete welfare at the heart of our service support to help them realise their potential
- Provide high quality coaches, strength and conditioning and physiotherapy support to our athlete scholars and Gryphons teams
- Support city wide collaborations for enhancing performance pathways
- Promote sporting success as beneficial to the University’s and Union’s reputation
- Retain our BUCS ranking as a top 15 University for sport in the UK
- Maintain the Benefit of Sport Investment to keep a value-for-money offer for those students who want to train for and play competitive sport
- Offer social and halls of residencies sport and activities to broaden the involvement so all students can join in
- Continue to provide scholarship support for our most gifted and talented athletes
- Continue to organise, promote and run high profile activities for our sport students including Varsity, Christie Cup and Colours Awards evening to celebrate student achievement in sport
- Provide enhanced training for staff who play a mentoring role for our elite athletes, ensuring that we adhere to the new duty of care standards recently published
- Provide a safe and enjoyable experience for all our competitive students by promoting and implementing our social guidelines and ensure that swift action is taken if these are ignored or compromised

We will by July 2018:

- Through auditing our 20 focus sports using a published criteria we will implement a tiered system to determine resource allocation split for focus sports and BUCS performance sports
- Maintain cricket, hockey and triathlon as elite sport with significant performance pathways to world-class level
- Develop further our approach to dual career student athletes
- Run workshops for staff working in student support to share best practice
- Work with TASS to explore potential for a Dual Career Policy and explore training opportunities and staffing resource for performance lifestyle