

Imperial College
London

BE ACTIVE

Imperial College London
strategy for sport and
physical activity 2017-2021

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Will and Jarlath forward

Our People

This strategy is focused on improving the sport and physical activity opportunities of current students and staff at Imperial College. We appreciate that wider Imperial community is also key to the College's success; due to the size and incredible reach of the college we have decided a focused approach that ensures we are able to make a positive change to those within our sphere of influence, is best. It is our ambition that the changes that we make will also be felt by the wider community such as Imperial alumni and key college partners.



OUR VISION

Promote, support and enable Imperial College London students and staff to enjoy a more active lifestyle

OUR MISSION

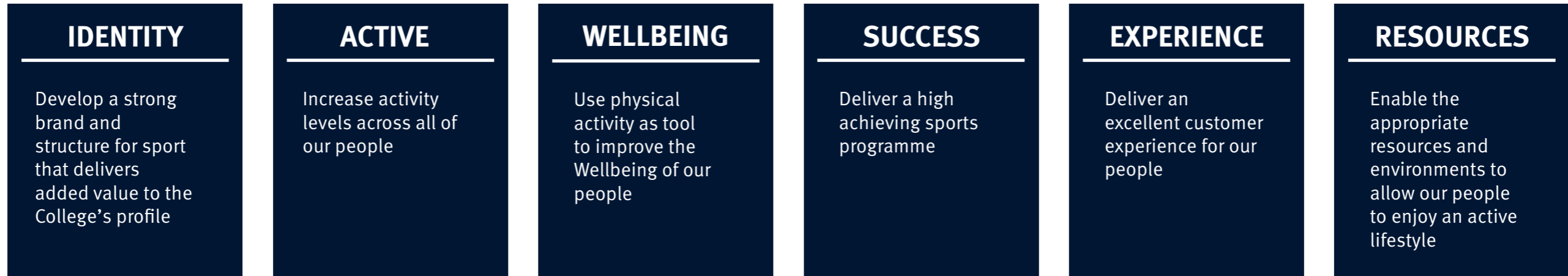
Through our partnership, Sport Imperial and Imperial College Union will provide, affordable, accessible and appropriate physical activity opportunities for “our people”.

We will work across college to passionately advocate the benefits of sport and physical activity; to enable more people to enjoy an active lifestyle.

VALUES



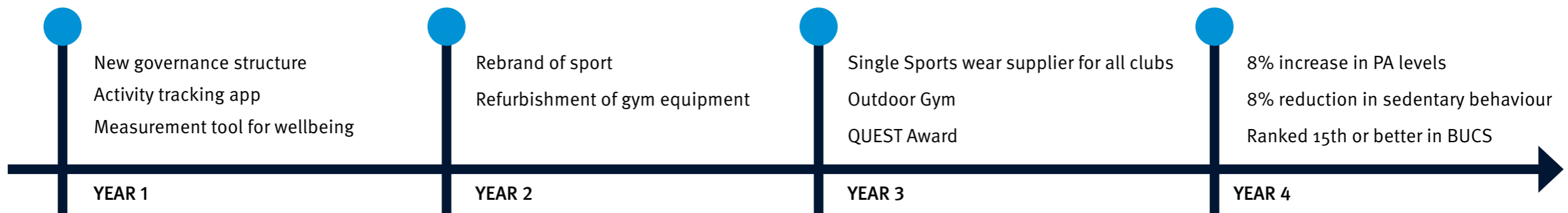
OBJECTIVES



MEASURES



MILESTONES



IDENTITY

DEVELOP A STRONG BRAND AND STRUCTURE FOR SPORT THAT DELIVERS ADDED VALUE TO THE COLLEGE'S PROFILE

AIM

Design and implement a structure that will celebrate and advocate the added value sport and physical activity brings to College; through insight and evidence. The role of sport will be promoted internally within the College; at the same time we will seek national recognition for our achievements to support the growth of the wider Imperial College London brand.

ACTIONS

- ▶ Implementation of a single Sports Committee that engages appropriate departments across the college and a fair representation of the student body.
- ▶ To ensure that sport and physical activity is well governed with an effective structure.
- ▶ Create "One Stop Shop" for Sports Clubs that can resolve all matters be they sporting, financial or governance related.
- ▶ Create opportunities to support college objectives through cross departmental working
- ▶ Celebrate success of teams and programmes internally
- ▶ Proactively seek partnerships with organisations that will add value to College
- ▶ Develop a joint communications plan between College and Imperial College Union to raise the profile of sport and physical activity across the College community.
- ▶ Conduct a Cost –Benefit analysis of sport investment across the college

“ Student sport is the best!

– Will Hollyer, Head of Sport Imperial

WHAT SUCCESS LOOKS LIKE

ENABLERS

- Annual report for sport at the College
- Establish a new team wear programme and process by October 2019
- Promote our successes across College and Union media channels
- Termly "Town Hall" sessions with stakeholders

FOUNDATIONS

- Creation of Sport Partnership structure with clear governance and joint roles/ responsibilities between Sport Imperial ICU – by October 2019
- Review of 'Sport' brand at Imperial
- New Sports Committee structure in place and functioning by March 2018

PEOPLE

- Create new joint branding based upon consultation with our people.
- Scholarship athletes to produce termly m news articles
- Annual cost benefit analysis for performance teams/athletes
- Annual representation at International sports competitions

PARTNERSHIPS

- Nominate projects for 3 awards annually
- Work with performance clubs to run school recruitment tournaments annually
- Monthly promotion through central College comms – deeper reach of campaigns measured through engagement
- 10% growth in social media footprint
- Deliver at least 1 bespoke physical activity intervention per year

ACTIVE

INCREASE ACTIVITY LEVELS ACROSS ALL OF OUR PEOPLE

AIM

To increase amount of at least moderate intensity physical activity levels of all of our people. Physical activity covers those that play sport regularly to those that actively commute – we want to make it easier for people to enjoy being active at whatever is the appropriate level for them.

ACTIONS

- ▶ Set up a single Sports Committee that engages multiple departments across the college to provide a strategic approach to programmes and initiatives that involve physical activity
- ▶ Develop a structured offer that is easy, accessible and affordable for students and staff to access
- ▶ Establish a practicable method, across College, for measuring activity levels
- ▶ Develop a long term financial plan that continuously reviews the balance of service against cost
- ▶ Work with internal and external stakeholders to develop the options and opportunities around active travel across the College

“I wasn’t active. Now I am!”

– Student, *Saying Something*

WHAT SUCCESS LOOKS LIKE

ENABLERS

To run minimum of 2x Active Imperial Sessions at each campus per week

Weekly Active Challenges to be widespread amongst the College community

Run 2 fitness sessions in non-traditional space per week

FOUNDATIONS

Establish the use of an activity tracking app to provide reliable activity data

To increase number of College community meeting CMO guideline by 2% annually

Annual review of Active Imperial to ensure demands of the community are met

Increase intra mural programme by 1 sport annually

PEOPLE

Train and develop 5 student sport activators annually to deliver the programmes

Establish IT system to ‘check in’ and monitor numbers by October 2018

Run up to 4 campaigns annually that educate and promote physical activity

PARTNERSHIPS

Creation of Sports Committee structure with strong cross college engagement

Deliver the common intervention for ACE

Source external funding from external partners to support physical activity

WELLBEING

USE PHYSICAL ACTIVITY AS TOOL TO IMPROVE THE WELLBEING OF OUR PEOPLE

AIM

To improve health and wellbeing of our people by reducing inactivity levels. The programmes we support and deliver will use physical activity to contribute to improving physical, social and emotional wellbeing.

ACTIONS

- ▶ Play a significant role in supporting the college wide implementation of 5 ways to Wellbeing
- ▶ Work with experts within college to develop a measurement tool that allows us to objectively measure wellbeing in a practical manner
- ▶ Work through the Wellbeing Representative Network to produce materials and promote wellbeing across the student population
- ▶ Develop a suite of programmes and materials that promote positive health messages and support an active lifestyle.

“Everyone should feel healthy!”

–Claire O’Brien, Head of Occupational Health

WHAT SUCCESS LOOKS LIKE

ENABLERS

Weekly ‘Active Challenges’ delivered focussing on Wellbeing

Produce the student nutrition guide

Run 2 x Taking Shape programmes per year

Monthly workout posted to social media

Deliver a health MOT service for staff

FOUNDATIONS

Track the sedentary behaviour of staff and students – reduce 2% annually

Measures of activity and wellbeing to be included in staff survey 2019

Create Wellbeing Wednesdays initiative by January 2018

PEOPLE

All staff trained in Mental Health first aid in first 6 months of being in post

Train and develop 10 Mental Health first aid ambassadors each year

Support the reduction % decrease in staff and student sick days

2 members per Club first aid trained each year

Conduct focus groups and consultation with high risk individuals to modify current offer

PARTNERSHIPS

Deliver Monthly Health hubs in partnership with occupational health rotating locations

Using data from ACE as baseline – X% increase annually

Support 1 new external partnership around a Wellbeing intervention annually

ICU Wellbeing Rep network ???

SUCCESS

DELIVER A HIGH ACHIEVING SPORTS PROGRAMME

AIM

To create, support and deliver a performance culture that enables students to succeed at whatever is the appropriate competitive environment for them; this may be medalling at the Olympics or winning an intra-mural league.

ACTIONS

- ▶ Work with all sports clubs to create a long term development plan that considers: funding, membership, performance targets, recreational competition, facility requirements, and equipment.
- ▶ Refine competition programme to ensure students receive best experience; work with external stakeholders to improve alternative competitive pathways
- ▶ Develop a code of conduct that encourages responsible and positive behaviour for all clubs and all members
- ▶ Improve the training and materials offered to students in volunteer roles – create a skills matrix to support wider development of club members.
- ▶ Simplify the process for clubs to apply for funding; provide transparency around funding of programmes
- ▶ Support for College athletes representation at elite level sport competitions such as FISU /EUSA

“Performance sport is the best!

–Mel Wilson, Olympian and Alumni

WHAT SUCCESS LOOKS LIKE

ENABLERS

Evidence based approach to allocation of club funding

Termly performance management of scholarship athletes.

“Small Grant” application process for clubs that consolidates all available funds into 1 form

FOUNDATIONS

All clubs to create development plan by October 2019

Ranked Top 15 in BUCS

Annual funding report published to clubs and societies

Annual review of representation in BUCS competitions

Annual review of performance teams by October 2018

5 sports ranked Top 5 Nationally in BUCS

PEOPLE

Annual representation in International University competitions

X2 volunteers per club (officiating)

Creation of skills matrix for club committee members; development of “softer skills” case studies

Increase in positive news stories around sports clubs

Improvement in Volunteer Exit survey around training and committee roles

PARTNERSHIPS

Representation on BUCS Advisory committees

Recruit 2 athletes per year through TeamGLEAS

Track academic performance of athletes and benchmark against College averages

Review TASS relationship and potential funding support for College Athletes

EXPERIENCE

DELIVER AN EXCELLENT CUSTOMER EXPERIENCE FOR OUR PEOPLE

AIM

Engage and communicate better with our people to improve the service, experience and satisfaction of sport and physical activity; at our facilities or on our programmes .

ACTIONS

- ▶ Work with our stakeholders to create a Customer Service Charter that outlines the expectations for sport and physical activity across the College.
- ▶ Deliver an improvement in communication and information sharing with customers through the implementation of the ASK Sport Imperial relationship management programme.
- ▶ Create structured opportunities for customers to provide feedback and suggestions around improvements –benchmark our performance across the sector.
- ▶ Cultivate a culture that is adaptable and open to change and that is continuously striving for improvements.
- ▶ Proactive communication around decision making and service changes

“Sport Imperial were really helpful!

–Mickie Turner-Goble, Campus Services Administrator

WHAT SUCCESS LOOKS LIKE

ENABLERS

Create a baseline for customer satisfaction measured through NPS

Termly customer feedback programmes to include survey, focus groups and comments boxes. Publish “You said, we did” news article

FOUNDATIONS

48 hour response rate for ASK queries

Conduct a full review of Sport Imperial website and improve customer “journey” by Oct 2018.

Create customer charter issued by October 2018

PEOPLE

2% annual improvement in customer satisfaction

All staff to have completed Customer Service training within their 1st year of employment

PARTNERSHIPS

Creation and implementation of ASK

Annual review of ICT systems

Benchmark performance against other sports facilities for NPS and user experience

RESOURCES

ENABLE THE APPROPRIATE RESOURCES AND ENVIRONMENTS TO ALLOW OUR PEOPLE TO ENJOY AN ACTIVE LIFESTYLE

AIM

We will explore opportunities that improve efficiency, offer alternative activity opportunities and provide a long term strategic benefit to the College. We will Operate a varied facilities portfolio that supports the Be Active strategy. These will be balanced against current user experience and ability to positively influence a more active lifestyle.

ACTIONS

- ▶ We will resolve and work to continuously improve the transport issues faced by students accessing College sports facilities.
- ▶ Maintain high class facilities for people to be active across all campuses and Sport Imperial facilities.
- ▶ We will proactively seek new opportunities to maximise resources to deliver the best experience to our people.
- ▶ Conduct a full price review for all facilities that will work closely with stakeholders to ensure that the balance between service and costs is fully considered.
- ▶ Develop a long term strategic vision for Imperial College Sports facilities
- ▶ Utilise non-traditional facility spaces to provide people opportunity to be physically active.
- ▶ Establish a baseline for current sports club equipment; work with clubs to create long term equipment asset plans.

“We have the best equipment!”

–Muir Sanderson, Chief Financial Officer

WHAT SUCCESS LOOKS LIKE

ENABLERS

- Annual price comparison with competitors
- % of facility use for Core during term time
- % of facility use for core during vacation periods
- Achieve an excellent QUEST rating

FOUNDATIONS

- Deliver a refurbishment of all gym equipment by October 2018
- Create an outdoor fitness space on campus by 2019
- For all students and staff to have access to a wellbeing and fitness space on all campuses
- 5-10 year Equipment Asset plans for all clubs

PEOPLE

- X% reduction in customer complaints about facility related issues
- Annual survey of user experience at each site measured through NPS
- Annual report for facilities

PARTNERSHIPS

- Annual review of LTM with IC Estates
- To receive £x in capital investment from working with NGB's
- Proactively seek new opportunities for facility developments that will improve the experience

