

Imperial College London strategy for sport and physical activity 2018-2021

FOREWORD BY JARLATH O'HARA, MANAGING DIRECTOR, IMPERIAL COLLEGE UNION

Being active is one of the single most important ingredients for a high achieving individual and community.

This strategy stands to have a big impact on the Union's strategic objectives in tackling the challenges facing the student experience, in particular wellbeing, support and development. These issues are equally as relevant to all staff members and no other aspect of Imperial's environment has the potential to make as large a contribution as getting it active will.

I am excited by the partnership with Sport Imperial to provide the most joined up approach ever taken to the sports and active lifestyle offer. Through working together to achieve everything in this strategy, we can have a transformative effect on the health, happiness and success of our community.

FOREWORD BY WILL HOLLYER, HEAD OF SPORT, IMPERIAL COLLEGE LONDON

Imperial's proud history of sporting success was one of the reasons I was excited to come and work here. This strategy will ensure that sport remains high on the agenda at the College. It is a fundamental part of the student experience and for many students, forming an integral part of their identity whilst at university. We want future generations of students to look to Imperial not only for what it offers them academically but also because it offers the chance to achieve their sporting aspirations.

When it comes to physical activity, we all know the overwhelming number of benefits that being active can bring to our physical and mental wellbeing. We want to support all staff and students to achieve an active lifestyle to help them improve the resilience needed to thrive at a world-leading institution like Imperial.

This strategy, and the fundamental changes it brings to sport and physical activity at the College, has the potential to make a sustainable and positive impact on the lifestyles, experience and wellbeing of our people for the better. Through this collaborative approach with Imperial College Union and the new governance framework for sport, we are determined to help ensure Imperial remains a place that our people feel proud to be part of.

OUR PEOPLE

This strategy is focused on improving the sport and physical activity opportunities for current students and staff at Imperial. By keeping our efforts focused on this core audience, we hope to firmly put in place 'be active' foundations which will continue to inspire and impact all Imperial students and staff beyond the scope of this strategy.

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 students and staff.

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

ENJOYMENT

COLLABORATION

INTEGRITY

OBJECTIVES

IDENTITY

Develop a strong brand and structure for sport that delivers added value to the College's profile

ACTIVE

Increase activity levels across all our people

WELLBEING

Use physical activity as a tool to improve the wellbeing of our people

SUCCESS

Deliver a high achieving sports programme

EXPERIENCE

Deliver an excellent customer experience for our people

RESOURCES

Enable the appropriate resources and environments to allow people to enjoy an active lifestyle

MEASURES

ENABLERS

Innovative activity programmes and related communications that we will deliver through the strategy

FOUNDATIONS

Structure and governance that will create the environment for success

PEOPLE

Supporting and investing in our people to deliver excellence

PARTNERSHIPS

Collaborations that will enable more holistic and effective outcomes

MILESTONES

- New governance structure
- Activity tracking app
- Measurement tool for wellbeing
- Gym tender
- Price review

- Rebrand of sport
- Develop Sport Partnership office space
- Post to deliver additional services
- Transport restructure
- Coaches for all performance clubs
- Publish Sport Imperial annual report

- Single sportswear supplier
- Activity options on all campuses
- Remove facility hire for performance clubs

- 8% increase in PA levels
- 5% reduction in sedentary behaviour
- Ranked 15th best in BUCS League
- 10% improvement in Net Promoter Score
- Adapt facilities for specific sports

YEAR 1

YEAR 2

YEAR 3

YEAR 4

2

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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 celebrates and advocates 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 a 'One Stop Shop' for sports clubs that can resolve all matters whether 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 the College
- ▶ Develop a joint communications plan between the College and Imperial College Union to raise the profile of sport and physical activity across the Imperial community
- ▶ Conduct a cost-benefit analysis of sport investment across the College

"Through this partnership we will cultivate an inclusive sporting community focused on the enjoyment of sport and the development of our members"

– Tom Bacarese-Hamilton, Deputy President (Clubs & Societies)



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

Strong student representation and input into the new governance structure

FOUNDATIONS

Creation of Sport Partnership structure with clear governance and joint roles/responsibilities between Sport Imperial and the Union – by October 2019

Review of 'Sport' brand at Imperial

New Sports Committee structure in place and functioning by October 2018

Reward and recognition of sports clubs through Union programmes

Conduct a cost benefit analysis of sport provision within Imperial College Union

PEOPLE

Create new joint branding based upon consultation with our people

Scholarship athletes to produce termly news articles

Annual cost benefit analysis for performance teams/athletes

Annual representation at international sports competitions

PARTNERSHIPS

Nominate projects for three awards annually

Work with performance clubs to run school recruitment tournaments annually

Monthly promotion through central College communications – deeper reach of campaigns measured through engagement

10% growth in social media footprint

Deliver at least one bespoke physical activity intervention per year

Monthly promotion of sport through Imperial College Union communications

ACTIVE

INCREASE ACTIVITY LEVELS ACROSS ALL OF OUR PEOPLE

AIM

To increase the amount of moderate-intensity physical activity levels of all our people, as a minimum. 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



"As an Active Imperial Activator I'm surrounded by a community of people unleashing the power of sport on a daily basis. Keeping active is a great way to stay strong, physically AND mentally!"

– Alex Levoguer, MSc Business Student Activator

WHAT SUCCESS LOOKS LIKE

ENABLES

A minimum of two Active Imperial sessions to be offered at each core campus per week

Active Challenges to be widespread amongst the College community

At least two fitness sessions to be offered per week in non-traditional spaces

Established pathway from Active Imperial into sports club sessions

FOUNDATIONS

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

Increase the number of the College community who meet activity recommendations by 25% annually (see page 9)

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

Increase in multi-pronged activity by one sport annually

PEOPLE

Train and develop student sport activists annually to deliver the programmes

Train and develop sports club ambassadors to drive participation

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

Run up to four joint initiatives annually that educate and promote physical activity

PARTNERSHIPS

Creation of Sports Committee structure with strong cross-College engagement

Deliver the common intervention for Active Campus Europe

Score funding from external partners to support physical activity

WELLBEING

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



AIM

To improve the 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 across Imperial to develop a measurement tool that allows us to objectively measure wellbeing in a practical way
- ▶ Work through the Wellbeing Representation 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
- ▶ Deliver events targeting inactive people across the College, including Healthy Living Week

"This strategy will raise awareness amongst our community of the benefits of all types of physical activity in enhancing physical, mental and social wellbeing. It will complement the existing support and help us to achieve an optimum work life balance.

– Claire O'Brien, Director of Occupational Health

WHAT SUCCESS LOOKS LIKE

ENABLERS

- ‘Active Challenges’ focussing on wellbeing
- Create and offer a student nutrition guide
- Offer two Taking Shape programmes annually
- Monthly workout posted to social media
- Deliver a health check service for staff and students
- Provide improved signposting within sports clubs to student support services

FOUNDATIONS

- Track the sedentary behaviour of staff and students and reduce by 5%
- Measures of activity and wellbeing to be included in the College Staff Survey 2020
- Development of activity pathways and communication plans for clubs integrated into the wellbeing agenda
- Create Wellbeing Wednesdays initiative by October 2018

PEOPLE

- All sports-related staff trained in Mental Health First Aid in first six months of being in post
- Train and develop ten Mental Health First Aid staff ambassadors each year
- Support the reduction in staff and student sick days
- Two members per sports club to be first aid trained each year
- Conduct focus groups and consultation with under-represented groups to modify current offer

PARTNERSHIPS

- Deliver monthly Health Hubs in partnership with Occupational Health in rotating locations
- Using data from Active Campus Europe as baseline, grow our inactivity programme by 5%
- Support one new external partnership around a wellbeing intervention annually

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 the best experience; work with external stakeholders to improve alternative competitive pathways
- Develop a code of conduct that encourages responsible and positive behaviour for all sports clubs and all members
- Improve the training and materials offered to students in volunteer roles – create a skills matrix to support wider development of sports club members
- Simplify the process for sports clubs to apply for funding; provide transparency around funding of programmes
- Support for College athlete representation at elite level sport competitions such as FISU /EUSA (see glossary on page 10)
- Deliver an internal VarsityFest whilst exploring the options for an additional external varsity with another institution

“Sport Imperial have provided me with vital support for my athletic development, I would not be as successful as I am today without them. Don’t wait for success, create it!

– Liem Bui-Le PhD Student, British U23 Weightlifting Champion

WHAT SUCCESS LOOKS LIKE

ENABLERS

- Evidence-based approach to location of sports club funding
- Team performance management of scholarship athletes
- ‘Smart Grant’ application process for sports clubs that consolidates all available funds in one form
- Link sporting achievements and other skills learned to tuition programmes

FOUNDATIONS

- All sports clubs to create development plans by October 2019
- Ranked Top 15 nationally in BUCS
- Annual funding report published to sports clubs and societies
- Annual review of representation in BUCS competitions
- Compete in review of performance teams and communicate changes by October 2018
- Five sports ranked top 5 nationally in BUCS

PEOPLE

- Annual representation in international university competitions
- Two volunteers per sports club with officiating qualifications
- Creation of skills matrix for sports club committee members; development of ‘soft skills’ case studies and mentoring programme
- Increase in positive news stories around sports clubs
- Improvement in Volunteer Exit survey around training and committee roles

PARTNERSHIPS

- Representation on BUCS advisory committees
- Two student athletes to join Imperial pre year through international recruitment organisation
- Track academic performance of athletes and benchmark against College averages
- Review TASSE 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 to improve
- ▶ Proactive communication around decision-making and service changes



"I used to hate PE and didn't have an active lifestyle. Thanks to the support and encouragement of the Active Lifestyles Team I have joined the gym and now enjoy a pretty active lifestyle. I have definitely made a change for life!"

– Julia Easton, Staff Member, Mechanical Engineering

WHAT SUCCESS LOOKS LIKE

ENABLERS

Create a baseline for customer satisfaction measured using the Net Promoter Score

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 all queries

Conduct a full review of Sport Imperial website and improve the online customer journey by October 2018

Create customer charter by October 2018

A joint communications plan that ensures effective dissemination of information across all our people

Annual report of performance against strategy to be published each September

PEOPLE

2% annual improvement in customer satisfaction

All sports-related staff to have completed customer service training within their first year of employment

Design an effective mechanism for students and staff to feedback to Sport Imperial and the new governance framework

PARTNERSHIPS

Creation and implementation of ASK

Annual review of ICT systems

Benchmark performance against other sports facilities for Net Promoter Score 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
- ▶ 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 working closely with stakeholders to ensure that the balance between service and costs is fully considered
- ▶ Develop a long-term strategic vision for College sports facilities
- ▶ Utilise non-traditional facility spaces to provide people with opportunities to be physically active
- ▶ Establish a baseline for current sports club equipment; work with sports clubs to create long term equipment asset plans



"Imperial is proud of our diverse population, this strategy will ensure we are making sport and physical activity accessible for everyone."

– Muir Sanderson, Chief Financial Officer

WHAT SUCCESS LOOKS LIKE

ENABLERS

Annual price comparison with competitors

Achieve an excellent QUEST Quality rating

Maintain or increase the current hours of facility use for our people across College sports facilities

A full review of transport issues to be undertaken with sports clubs and implementation of a plan by October 2019

Deliver a funding model for sports clubs that is simple and captures the 'One Stop Shop' philosophy

FOUNDATIONS

Deliver refurbishment of gym equipment by October 2018

Create an outdoor fitness space on South Kensington and White City campuses by 2020

Access to a well-being and fitness space on all campuses for our people

5-10 year equipment asset plans for all sports clubs

PEOPLE

Annual reduction in customer complaints about facility-related issues

Annual survey of user experience at each site measured using Net Promoter Score

Review of space and resource allocation for sports clubs – consultation around a new 'best practice' model

PARTNERSHIPS

Review of ongoing investment in facilities

Appropriate capital investment from working with National Governing Bodies

Proactively seek new opportunities for facility development that will improve experience

Single sportswear provider to deliver value for money to sports clubs and College

PHYSICAL ACTIVITY

Maintaining an active lifestyle improves cardiorespiratory and muscular fitness as well as bone health. It can also reduce the risk of depression and non-communicable diseases.

The World Health Organisation recommends adults aged 18-64 achieve these levels of physical activity each week.

PHYSICAL ACTIVITY

For adults, physical activity includes:

LEISURE TIME PHYSICAL ACTIVITY
eg. walking, dancing, gardening, hiking, swimming

TRANSPORTATION
eg. walking, cycling

OCCUPATIONAL
eg. physically demanding jobs

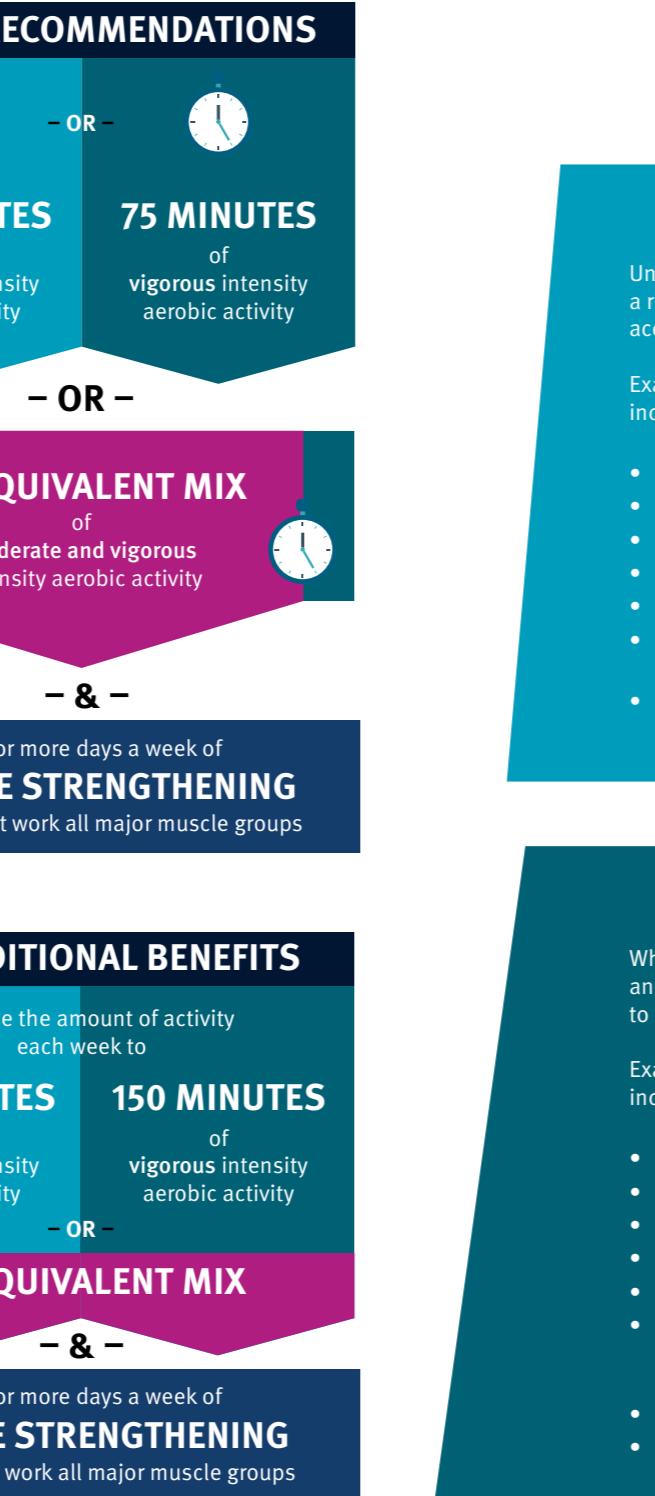
DAILY, FAMILY AND COMMUNITY ACTIVITIES
eg. household chores, play, games, sports or planned exercise

MUSCLE STRENGTHENING

A strength exercise is any activity that makes your muscles work harder than usual. This increases your muscles' strength, size, power and endurance.

Examples of muscle strengthening exercises:

- Lifting weights
- Push ups, sit ups and squats
- Climbing stairs
- Heavy gardening



MODERATE INTENSITY

Undertaking moderate physical activity requires a reasonable amount of effort and noticeably accelerates the heart rate.

Examples of moderate intensity physical activity include:

- Brisk walking
- Dancing
- Gardening
- Housework and domestic chores
- Walking pets
- General building tasks (eg. roofing, painting)
- Carrying /moving heavy loads (less than 20kg)

VIGOROUS INTENSITY

When exercising vigorously you are breathing hard and fast, have an increased heart rate and struggle to speak without pausing to catch your breath.

Examples of vigorous intensity physical activity include:

- Running
- Walking / climbing briskly up a hill
- Fast cycling
- Aerobics
- Fast swimming
- Competitive sports and games (eg. traditional games, football, volleyball, hockey, basketball)
- Heavy shovelling or digging ditches
- Carrying /moving heavy loads (more than 20kg)

GLOSSARY OF TERMS

ACTIVE IMPERIAL

The recreational physical activity programme for staff and students that includes five key areas: Active Play, Active Leagues, Active Social, Active You and Active Fit. This is a chance for students and staff to get involved with a new sport, fitness class, try new everyday local activities and play in semi-competitive internal leagues whilst having fun and enhancing their experience of sport and physical activity. www.imperial.ac.uk/sport/be-active/active-imperial

ACTIVE CAMPUS EUROPE

ACE is designed as a sustainable collaboration with the aim of promoting health-enhancing physical activities within the University setting in Europe through sharing best practice models and delivering a common intervention with the aim of increasing physical activity levels across the student community to meet and sustain the recommended guidelines. activecampuseurope.eu

5 WAYS TO WELLBEING

The New Economics Foundation (NEF) sets out five actions to improve personal wellbeing:

1. Connect – feeling close to, and valued by, other people is a fundamental human need and one that contributes to functioning well
2. Be Active – Regular physical activity is associated with lower rates of depression and anxiety across all age groups. Exercise is essential for slowing age-related cognitive decline and for promoting wellbeing.
3. Take Notice – Reminding yourself to 'take notice' can strengthen and broaden awareness. Heightened awareness also enhances your self-understanding and allows you to make positive choices based on your own values and motivations.
4. Learn – continued learning through life enhances self-esteem and encourages social interaction and a more active life. The practice of setting goals, which is related to adult learning in particular, has been strongly associated with higher levels of wellbeing.
5. Give – Individuals who report a greater interest in helping others are more likely to rate themselves as happy. www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-yourself/five-ways-to-wellbeing

FISU (Fédération Internationale du Sport Universitaire)

Responsible for the organisation and governance of worldwide sports competitions for student athletes between the ages of 17 and 28. The International University Sports Federation supervises both the Summer and Winter Universiades, as well as the World University Championships. www.fisu.net

EUSA (European University Sports Association)

Non-governmental non-profit organisation, working in the field of university sport in Europe. It links national university sport federations, universities, teams, individual competitors, volunteers and other partners in over 40 countries throughout Europe. EUSA is the licence holder and coordinator of European Universities Championships, European Universities Games and EUSA Cups. www.eusa.eu

BUCS (British Universities and Colleges Sport)

The national governing body for Higher Education sport in the UK, a membership organisation, and a company limited by guarantee with charitable status, the vision is to create the best university sport experience in the world. BUCS deliver more than 50 sports to almost 170 member institutions, with a busy league programme of over 5,800 teams and over 120 championship events every year. www.bucs.org.uk

TASS (Talented Athlete Scholarship Scheme)

Sport England funded partnership between talented athletes, education institutions and national governing bodies of sport. The scheme helps athletes in education to get the very best from their sporting and academic careers without having to choose between the two. www.tass.gov.uk

Net Promoter Score (NPS)

A management tool that can be used to gauge the loyalty of a firm's customer relationships. It serves as an alternative to traditional customer satisfaction research and claims to be correlated with revenue growth.

ASK

ASK is a service management tool. You can use it to search for information, request something or report an issue. imperial.service-now.com/sport

QUEST Quality Rating

A tool for continuous improvement, designed primarily for the management of leisure facilities and sports development. It defines industry standards and good practice and encourages ongoing development and delivery within a customer-focussed management framework. It continues to provide the sector with an effective operational quality mark in a cost-effective manner.



BE ACTIVE