



# MOVE FORWARD

Sport Brighton Playbook 2021-26



University of Brighton

sportbrighton



UNIVERSITY OF BRIGHTON  
PANTHERS

**PARKLIFE**

# Introduction

We are all proud to present our divisional plan, '**Move Forward**', for sport and physical activity at the University of Brighton. Here we set out our new mission: **to enable active communities, healthy lives and sporting journeys.**

**Move Forward** will ensure that sport and physical activity remains high on the agenda at the university and a central part of the student experience which for many forms part of their identity whilst here.

**Move Forward** builds on existing insight into the needs and demands of students and staff, maintains excellence in core delivery and identifies fundamental step improvements that has the potential to make a sustainable and positive impact on the lifestyles, experience and wellbeing of our communities for the better.

Whilst we will maintain our focus on supporting the journeys of our students, we will enhance the provision for all our members including those from the local community who engage with us on a daily basis.

After such a difficult 12 months we are all eager to recover, reset and Move Forward collaboratively in 'providing sport and physical activity opportunities that meets the needs of different people' (Sport England, 2021).



Barry Squires  
Head of Sport  
Sport Brighton, University of Brighton

# Our Vision

We will use sport and physical activity as a catalyst to raise the university's profile, become more influential and extend our reach within the communities we serve whilst having a strong focus on quality and improvement in helping the university to achieve its strategic aims.

# Our Mission

Sport Brighton exists to enable active communities, healthy lives and sporting journeys.



# Our Values

## Engagement

Being actively engaged in what we do and creating healthy futures is central to our philosophy. We will always be mindful in understanding our audience, engaging with wider colleagues and proactive in developing others whatever their journey.

## Inclusivity

We're committed to developing and nurturing a diverse community, that supports not only inclusion in the university but through the impact of our activities in local, national and international communities.

## Partnership

Partnership is at the core of who we are. Through partnership we create distinctive sport and physical activity programmes, we share and disseminate our knowledge and experience to assist others and create mutual benefit to our city, our region and globally.

## Sustainability

We recognise and value the critical importance sustainability has for the future of our students, staff, partners and community. Sustainability will be highly valued, underpinning decisions we make and the activities we do, now and in the future.

## Creativity

Nurturing creativity is key to ensuring we continue to grow and develop our activities. We're committed to creating new and exciting physical activity opportunities for our students, staff and community.

# Our Priorities: Vision In To Reality

1. Contribute towards enabling the university to become the university of choice
2. Building communities and foster belonging
3. Enhance employability opportunities helping to shape the professionals of the future
4. Empower people to find their place and achieve their full potential within their sporting journey
5. Ensure financial and environmental sustainability



# Where We Are Now

## Overall Sport Brighton Engagement

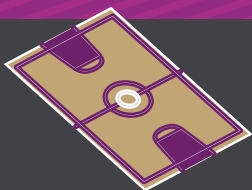


3778

Peak of total gym members in any given month.

42,173

Number of Sport Brighton class attendances.



11,763

Hours of facility operation per year across three sites.

Number of Twitter, Facebook & Instagram follows:



8,685

June 2020

50.4k

Unique visitors to the Sport Brighton website

## Sport Brighton Student Engagement

6048

Number of students engaging with Sport Brighton.



32

Number of sports offered through student clubs.

1569

Number of student club members



18

Number of funded scholar athletes supported by the Sport Brighton Scholar Programme.

4354

Number of students participating in the Parklife programme.



## Sport Brighton Wider Development

A key employer & developer of people:



- 61 Student Casual Staff
- 44 Class Instructors
- 32 Student Club Coaches
- 31 Student Volunteers
- 2 Paid Internships



## Sport Brighton Community Use

107

Number of community groups & organisations that Sport Brighton regularly hosts



June 2020

Data from 2018/19 academic year unless stated.

# Our Enablers & Drivers





# How We Will Deliver This Plan

At the very core of **Move Forward** is the belief that inclusion and participation in sport and physical activity is a positive thing. It not only directly benefits an individual's wellbeing but develops wider social networks.

Sport Brighton has developed six priority areas which will enable us to achieve our overall objectives whilst supporting the university strategy. All objectives are underpinned by milestones and metrics for success aligned to departmental and staff delivery plans.

We will create an environment for our students, staff and local communities to **'Move Forward'** on their sporting journey.



# Priority One

Contribute towards enabling the university to become the university of choice.

We are all very aware of the context of greater competition for students with the majority of institutional income being driven by central levels of student recruitment so we recognise we have a role to play in this. To aid our future security and continual investment into sport and recreation we will all ensure we understand and continually embed recruitment, retention, progression and employability across all our delivery pathways.

- A. Opportunities for all
- B. Enhancing the experience
- C. Recruitment
- D. Cross institutional engagement
- E. Remaining relevant



# Priority Two

## Building communities and foster belonging

Create, promote and deliver an active culture that enables people to belong and succeed at whatever is the appropriate environment for them. With the benefits of greater health both physical and mental.

- F. Creating Communities
- G. Identity
- H. Inclusive and Accessible
- I. Health & Wellbeing



# Priority Three

## Enhance employability opportunities helping to shape the professionals of the future

Sport has a fundamental role to play in the progression and employability of students by providing career enhancing opportunities through taking part in sport, through sport volunteering or by offering the potential to gain additional vocational qualifications and direct work experience. Additional competencies including the development of values, positive behaviours and attitudes to complement the academic experience. As an employer Sport Brighton looks to continually develop and value its workforce. As a leisure provider we also facilitate sport related courses to benefit the wider community.

- J. Opportunities
- K. Outreach
- L. Future ready
- M. Training & Development



# Priority Four

Empower people to find their place and achieve their full potential

We want to make it easier for people to enjoy being active at whatever is the appropriate level for them; be it regular competitive sport or social drop-in wellbeing activity classes.

- N. Reward and recognition
- O. Scholarships
- P. Student Clubs
- Q. Health & Wellbeing



# Priority Five

## Ensure financial and environmental sustainability

Financial sustainability is critical for the university in the current environment of uncertainty over student fees, cost savings and wider economic factors. Whilst Sport Brighton does generate a healthy income there is more that could be done to ensure we can realise our ambitions and maintain sustainability of our services whilst reducing our reliance on central university funding. Sport Brighton will review all its services to ensure it actively contributes to the university's desire to meet its ambitious environmental targets.

- R. Financial sustainability
- S. Demonstrating value and raising profile
- T. Business Growth
- U. Environment & Sustainability





# How Will We Move Forward?

The day to day implementation of the divisional plan will be led by the Head of Sport supported by the Sport Brighton senior management team. The management team will liaise with key partners across the university such as Brighton Students' Union, Student Operations and Support Services, Academic Schools, University Executive Board and external organisations and agencies such as Active Sussex, sport & physical activity strategic groups, local authorities, schools and colleges.

An Annual Action Plan (AAP) will be compiled by the Sport Brighton senior management team in consultation with key partners, focussed on achieving the priorities identified within the Divisional Plan on a step improvement basis. This will be underpinned by staff accountabilities and links to individual Staff Development Reviews.

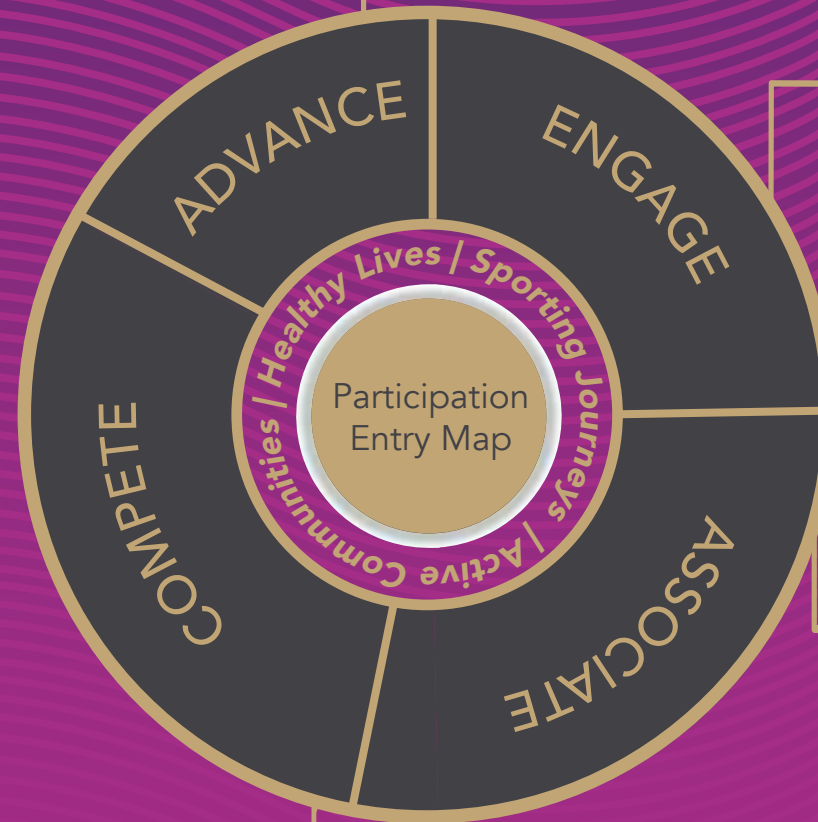
## Participation Entry Map

Sport Brighton programmes fall under four access points for participation:

- Associate
- Engage
- Compete
- Advance

All are underpinned by our mission:

*Sport Brighton exists to enable active communities, healthy lives and sporting journeys.*



Talented Athlete Scholarship Scheme  
Career Professional Development Courses  
Scholarships  
Talented Sports Performers

One Off Events  
Outreach  
Wellbeing Sessions  
Parklife Events

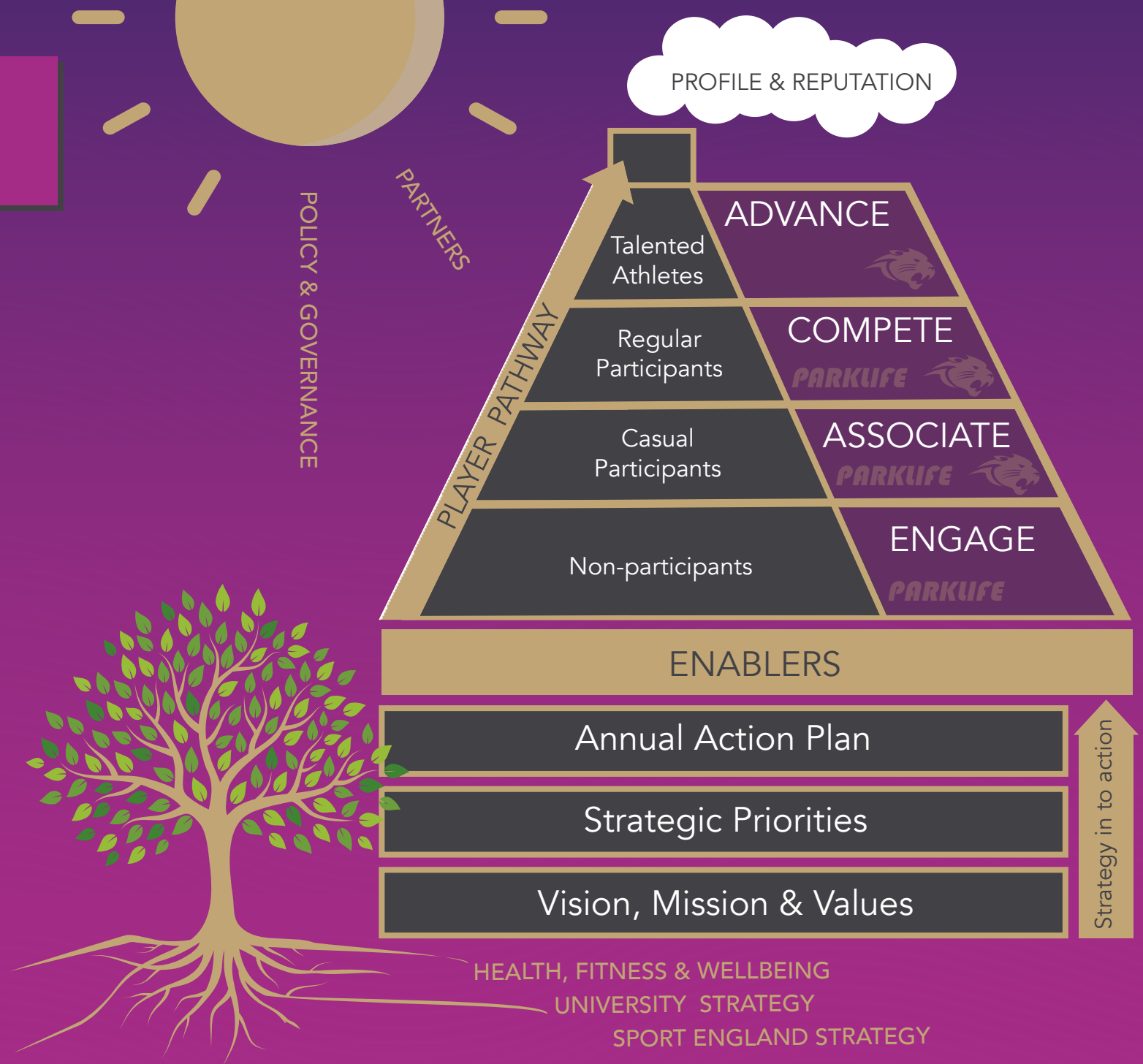
Parklife Regular Sessions  
Sports Events  
Social Clubs

Intra Mural Leagues  
High Performance Sport  
Performance Sport

## Move Forward: Turning strategy into action

This chart shows how this divisional plan will be turned into action.

The roots of Move Forward can be found in the university strategy 'Practical Wisdom', Sport England's new strategy 'Uniting The Movement: 2021-2031, through governance and working with our partners.





# Move Forward With Us On Our Journey

You can find out more information about us, further detail of this plan and our progress to date by visiting our website: [sport.brighton.ac.uk/MoveForward](https://sport.brighton.ac.uk/MoveForward)

Keep up to date with what we are up to by following us on social media:



# Priority 1: Contribute towards enabling the university to become the university of choice

## A. Opportunities for all

1. Continue to offer value for money ensuring inclusive and accessible opportunities for all
2. Ensure there are opportunities for under-represented groups to participate in sport and physical activity whilst being mindful of cultures and barriers to participation.
3. Proactively target student populations that are statistically less likely to progress, retain, continue or achieve within their academic study, contributing to their positive student experience and wellbeing.

## B. Enhancing the experience

4. To continually invest in and enhance Sport Brighton's facilities as part of wider institutional projects. (Big Build 2021)
5. To have in place feedback mechanisms and insight channels from multiple user groups/organisations to ensure our services are relevant and responsive.
6. Strengthen student engagement in their own learning and in shaping the wider student experience.
7. Deliver an exceptional customer experience across all touch points with our users through a new customer charter to include;
  - Service expectations; service with a smile, customer care, proactive mindset, response times (faced to face, email, telephone).
  - Operational excellence: staff development, H&S, Safeguarding, Facility Management, policies and procedures.
  - Our offer: continual quality improvement through all products and services.
8. Embrace technological opportunities and invest in digital solutions to improve the customer experience.

## C. Recruitment

9. Targeted and focused action to support sustainable student athlete recruitment working in collaboration with school staff.
10. Focus student, staff and coach resource on attending selected national and regional sporting events to profile the university and its offer.
11. Develop a greater profile for sport that adds value to the university's profile both locally and nationally.

## D. Cross institutional engagement

12. Be proactive in staff engaging wider than SOaS to support development and delivery of university initiatives and academic provision.
13. Implement a new Memorandum of Understanding with Brighton Students' Union to ensure sports clubs are well governed with effective structures a clear model of support and student representation.

14. Demonstrate impact on employability by continuing to offer casual work opportunities, internships, and placement positions for students.
15. Support on academic course delivery and applied learning opportunities utilising staff expertise based off school requirements

**E. Remaining relevant**

16. Continually track our impact and engagement annually across all delivery programmes using data from various sources to understand how we can better support positive behaviour change and enhance the experience of those who engage with us.
17. Continue knowledge exchange with other institutions (industry relevant organisations) and physical activity organisations to ensure we keep up to date on best practice and wider initiatives that may enhance our own service delivery
18. Annually produce a collaborative infographic to show our impact and engagement across all delivery programmes that acts as a platform for our annual review and informs future Annual Action Plans.

# Priority 2: Building communities and foster belonging

## **F. Creating Communities**

19. Providing accessible activity programmes for all through our programmes
20. Align all engagement platforms to better support positive behaviour change; Active Communities, Healthy Lives and Sporting Journeys.
21. Proactively seek opportunities to work with local external communities, schools and residential groups in order to support initiatives around wellbeing, self-esteem and positive campus experiences.
22. Celebrate our success in sport through proactive connection with our Alumni to foster lifelong connections with sport and the university.
23. Where possible collaborate with local educational partners for effective use of resources and sport development delivery.

## **G. Identity**

24. Refreshed brand identities to align with key internal and external audiences and inclusive marketing approach:
  - Parklife – play your way
  - Brighton Panthers – student led clubs
  - Sport Brighton – A facility and service provider for the university and wider community
25. Increase the sense of belonging and pride to the university for students and staff via sporting events and wider campus activations.
26. Continue to host key regional and local sports agencies thus ensuring connectivity and local working reflects and links to national sporting agenda.
27. Develop a strong team ethos and identity across the department through wider departmental meetings, communication and engagement.

## **H. Inclusive and Accessible**

28. Focus on providing the most inclusive and accessible opportunities for physical activity and wellbeing for all including those who are least active.
29. Work with the wider university partners to support those who find it difficult to access sport and physical activity due to financial, cultural or social constraints.
30. Build role as enablers by working with academic schools and BSU to influence and embed sport and physical activity as part of everyday campus life:
  - Academic societies
  - School events
  - BSU club and societies

## I. Health & Wellbeing

31. Use sport and physical activity as catalyst to improve wellbeing of students (reactivate, buddy scheme).
32. Offer accessible community use of our facilities around academic and student use to foster positive communities of sport and activity in the area.
33. Continue to target and develop programmes and activities for both local children across all campuses and a specific focus for older community users at our Eastbourne site.
34. Engage with our neighbours and local public partners to improve the health and wellbeing of local residents (GP referrals) aligning to key objectives outlined within Sport England , Uniting The Movement Strategy.
35. Be a healthy, inclusive multi campus workplace where all university staff are engaged and well at work.

# Priority 3: Enhance employability opportunities helping to shape the professionals of the future

## **J. Opportunities**

36. Continue to develop Activator roles across our programmes to ensure we strengthen student engagement in their own learning and in shaping the wider student experience.
37. Support personal development of student club volunteers through a structured leadership and training programme.
38. Position sport and physical activity as a key mechanism to empower our students in terms of their employability and the confidence and capacity to make a difference (Brighton Works) through placements, internships and work experience opportunities.
39. Support all Sport Brighton staff to continue their professional development and enhance their skill set.

## **K. Outreach**

40. Build on existing partnerships and Active Student programmes to create wider community outreach opportunities with students being encouraged to develop life skills through volunteering
41. Develop outreach resources in collaboration with Widening Participation Team/Academic School outreach leads to support wider education and community engagement.

## **L. Future ready**

42. Use sport and physical activity to embed a positive attitude towards developing lifelong healthy habits.
43. Work with the Alumni and Philanthropy Office to engage and track our student athlete alumni
44. Continue to underpin our permanent staffing resource with student casual employees giving them direct workplace experience and employability skills and training.

## **M. Training & Development**

45. Develop and implement sports coaching and physical education training courses to enhance student development opportunities whilst generating additional income streams from wider community clients.
46. Continue to invest in staff development and online learning to ensure our staff have the tools and expertise necessary to deliver an outstanding student experience.
47. Support our staff to engage in wider leadership roles outside the university to develop their expertise and place us as a valued employer.
48. Develop and value our staff in terms of learning and teaching excellence and innovation.

# Priority 4: Empower people to find their place and achieve their full potential

## **N. Reward and recognition**

- 49. Continue to celebrate ongoing achievements and deliver an exceptional Sports Awards event to recognise and reward the talent and dedication of our individual athletes, teams, coaches and volunteers.
- 50. Invest in our ability to communicate and promote what we do well across all our web, social media and print channels.
- 51. Enable all our students to succeed and achieve their goals through all sport and physical activity programmes. (Brighton Achieves)
- 52. Highlight excellence in our students and staff delivery through external platforms for greater recognition.

## **O. Scholarships**

- 53. Utilise Sport Brighton sport scholarship programme to increase student athlete recruitment and attainment.
- 54. Incorporate wider scholarship opportunities with schools to enhance our offering.
- 55. Develop our sports scholars to become ambassadors for the university at key online and campus engagement events.
- 56. Develop a range of coaching scholarships to assist in delivery of competitive sport whilst developing the scholars personal and professional ambitions
- 57. Evolve Elite Talented Sports Performer programme targeting identified local schools and colleges alongside central outreach team that supports the needs of local high performing athletes.

## **P. Student Clubs**

- 58. Review current student club structure and position selected sports into a newly created performance sport category with enhanced levels of support, recruitment and resources.
- 59. Work with sports clubs to develop longer term development plans that consider funding, performance targets, facility provision, recreational activity and community outreach.

## **Q. Health & Wellbeing**

- 60. Continue to develop our membership offer across physical campuses and online to engage everyone in regular physical activity.
- 61. Champion regular exercise and wellbeing initiatives across our communities at relevant accessible times to suit our users requirements.

# Priority 5: Ensure financial and environmental sustainability

## **R. Financial**

62. Continually review and evolve our business model for sport and physical activity across our campuses to consistently balance value for money, financial efficiency, relevance and reinvestment.
63. Continue to champion the need for investment in sport to deliver a well-maintained facility portfolio to meet the future academic need and customer demand.

## **S. Demonstrating value and raising profile**

64. Ensure we consistently build our evidence base to proactively demonstrate and celebrate the value of sport and physical activity within our communities and stakeholders.
65. Develop internal patron scheme for sports teams from university senior staff to increase and advocate the voice for sport.
66. Nurture a closer relationship with local press and marketing and communications colleagues for wider dissemination of sport and physical activity messaging.
67. Actively manage and engage users across social media platforms and support student clubs with content for wider student engagement.
68. Actively seek aligned sponsors that can add value to the sport and physical activity offer and profile of the university externally.

## **T. Business Growth**

69. Identify where we can enhance our operations and limit duplication – increasing the level and diversification of income from newly identified sources:
  - a. Community Sports Programmes and club links
  - b. Outreach initiatives
  - c. UK, EU and International Recruitment
  - d. Community and business facility use
  - e. Collaborative activities, events and sharing of central resources with the University of Sussex through joint programmes and funding bids.
  - f. High Performance Programmes with external partners
  - g. Training and education courses



**U. Environment & Sustainability**

70. Improve how we can reduce the environmental impact of our activities and facilities across our campuses:
- a. Transport
  - b. Facility operations
  - c. Procurement
  - d. Carbon output
  - e. Effective use of digital resources