



UNIVERSITY OF LEEDS

DO WHAT MOVES YOU
THE STRATEGIC PLAN
FOR SPORT AND PHYSICAL ACTIVITY
SEPTEMBER 2019
- JUNE 2022



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INTRODUCTION

We are proud to present our Strategic Plan for sport and physical activity for the University of Leeds.

Do What Moves You builds from the success of our previous strategy *Climbing Higher (2014-18)*, and sets a new, ambitious mission:

Through our facilities, services and partnerships we will create an inspiring environment where being active is easy, accessible and rewarding for students, staff, alumni and local communities.

The new strategy applies to the whole University, including those who are inactive and wish to build physical activity into everyday life, through to those with aspirations of competing at the highest level in sport. It also applies to our role off campus across Leeds, including how we can support citywide aspirations to address social and health inequalities and the role we play in helping to position Leeds on a global stage.

We have consulted widely in developing this strategy, as well as reviewing existing insight into the needs and demands of students and staff, helping to ensure it reflects a diverse range of views. This has identified real opportunities to stretch what we have done before to further increase the impact that sport and physical activity has on life at Leeds.

Suzanne Glavin
Head of Sport & Physical Activity
University of Leeds



Our **Get Out, Get Active** programme (GOGA) provides opportunities for all staff and students at the University to try new activities in a safe and friendly environment while exploring the beautiful Yorkshire Countryside. Ever popular with international students, Get Out, Get Active is a great option for people looking to make friends and explore their new surroundings.

Antonia Panayotova, an international student from Bulgaria became a keen participant in the programme, taking part in a number of climbs, walks and trips throughout her first year at the University.

A real asset to GOGA, Antonia eventually became a regular volunteer and then employed as a Student Activator within the programme – a role she stayed in throughout her second and third year.

“With GOGA's help I made many friends and had many adventures that will stay with me forever” explains Antonia. “I got the dream university and international experience, where you learn a lot about other cultures and people, as well as getting to travel constantly. I would recommend to everyone to get involved!”

Case study – Get Out, Get Active

WHERE WE ARE NOW

We are starting this strategy from a position of strength, proud of the progress that has been made as a result of our previous strategy, *Climbing Higher*. There has been significant investment into sport and physical activity by the University over recent years, delivering meaningful results for students, staff and local communities.

This is ultimately evidenced by the feedback of our primary group of beneficiaries – our students – with the University awarded 5th position in the Sport Provision section of the Times Higher Educational Student Experience Survey 2018.

We have come from a position – pre-2014 – where sport and physical activity was often perceived as a 'service', and where teams working on different elements were separate and not collaborating in shared delivery. Today, we have a strong partnership between the University Sport & Physical Activity department (SPA) and Leeds University Union (LUU). This is known as Leeds Sport, and is recognisable across the University as our sporting brand – especially through the Leeds Gryphons, the students who represent the University in one of our many sports clubs.

OUR PROGRESS TO DATE

	Where we have come from (2014)	Where we are now (2018)
Our vision To be the Number One Provider of University-based Sport and Physical Activity Experience in the UK	A period of significant investment into sporting facilities, helping to cater for student demand and increase participation. The University was ranked 8th for sports facilities in the 2014 Student Experience Survey	▲ Ranked 5th for sport provision in the Times Higher Educational Student Experience Survey
Sport and Physical Activity levels	Data not available	▲ Higher than the UK and Russell Group institutions average (HESPSS data 16/17)
	Data not available	▲ 45,000+ people playing and spectating at sporting competitions
Facility visits per annum	740,000	▲ 800,000
Customer satisfaction rating	79%	◀▶ 79.6%
Fitness facility memberships	15,506	▼ 14,211
Total income	£3.7m	▲ £4.5m
Sports club memberships	5813 (2015)	▲ 6,691
BUCS position	15th	◀▶ 16th (although points total has increased)
Provide scholarship support for our most talented athletes	Scholarship programme in place	▲ Refreshed scholarship programme, supporting 62 athletes across 21 sports
A commitment to put the student and their athlete welfare at the heart of our service support, to help them realise their potential	Support through trained mentors	▲ 'Dual Career' approach developed
Support city wide collaborations for enhancing performance pathways	Lots of partnerships – more informal in nature	▲ A number of formal partnerships in hockey, cricket, rugby, rowing and swimming. Plus our relationship with Leeds Triathlon Centre has cemented the world class reputation for Triathlon in Leeds.
Contribute to our student's employability skills and provide support in personal development	No community volunteering programme	▲ 300+ students developed as community sport volunteers
Grow the leadership and volunteering offer through key partnerships, so more students can benefit	537 hours of volunteering by Leeds Sport student volunteers (2015/16)	▲ 1,787 hours of volunteering through structured programmes (2017/18)
Better understand the wellbeing of students and staff, to be able to offer appropriate preventative and supportive measures for mental as well as physical health	25 student referrals from Student Support Services (2010)	▲ 120+ Students benefitting from Student Support Service Referral Scheme 35+ staff benefitting from Occupational Health referral programme.
Provide an inclusive approach to all students and staff being active more regularly	531 session attendances at the inaugural Staff Healthy Week in 2016/17, 200 Healthy Week Heroes	▲ Staff Healthy Week (2017/18) doubled level of activity and engagement
	Individual relationships being forged with other parts of the University	▲ A working group established to drive this agenda, with University wide representation
	Small number of targeted sessions to increase physical activity levels	▲ Get Out, Get Active programme exceeding targets, with 80% participation from international students and a more inclusive programming approach
Use latest insight and research to help shape our own service	Externally commissioned customer surveys. Limited perspective of the needs on non-participants	▲ <i>Balancing Life</i> survey undertaken with 1,764 responses from 719 members of staff and 1,045 students



Our **Coaching Scholarship** is perfect for students interested in developing their coaching skills while they learn.

As well as receiving a mentor and funding support throughout the programme, scholars also spend time coaching their preferred sports clubs.

Harry Brown, a History student at the University, currently coaches two of the University's male football teams as well as the women's second team. He also works with a junior academy to pass on his knowledge to children and teenagers.

Supported by the University's Head of Football, Steve Grimes, Harry is full of praise for the programme. "Coaching has given my confidence a massive boost, and having someone like Steve as a mentor has been a big part of this. It's not just about getting a good degree – you get a much more rounded education at Leeds."

Case study – Coaching Scholar

INFORMING THE STRATEGY

Balancing Life – what students, staff and customers are telling us

Over the life of our previous strategy, and in addition to our annual customer satisfaction surveys, we dramatically improved our insight and understanding of the whole student and staff population through our *Balancing Life* Survey.

In 2018, we received 1465 responses to the survey, from 542 members of staff and 923 students. Below are the key takeaways from our research:

Of the people that responded, 74% were active, while 26% were insufficiently active or inactive. When asked directly about their relationship to sport and physical activity, 39% 'do it regularly and are sticking with it', 7% are 'not considering it' and 54% are 'thinking about it' or 'have looked into options and getting involved'. This indicates that there are a large number of students and staff who are in the contemplation or early action stages of behaviour change.

We will seek to support this behaviour change through further developing our insight and challenging ourselves to test, learn and embed new and innovative ideas, based on the evidence of what works to change physical activity behaviours.

With regards to questions on wellbeing, the University population scored lower on all four questions than the general population. Those who were regularly physically active showed greater personal and mental wellbeing scores than those who were insufficiently active. This highlights the important role that physical activity can have in empowering positive wellbeing.

As part of this strategy we will further improve our insight into the habits, needs and barriers for the University population, with a specific focus of translating insight into action.

What students want

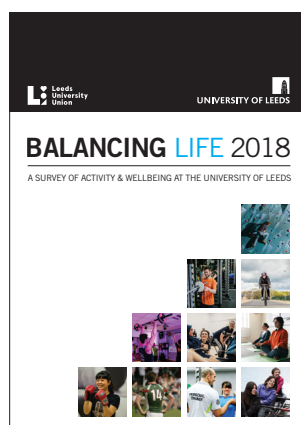
Express Yourself 2018 reflects LUU's latest exercise to bring together various data, given directly by members, about how it can improve their experience as students at the University of Leeds. The findings show how the needs of students have changed over the last few years.

The results show that the awareness, importance and performance of student-led activities (through sports and societies) is consistently the highest ranked element of LUU's role across different student cohorts.

Support for mental health is a key feature that comes from this research and is of real relevance to this strategy.

67% of students believe that LUU preparing them for their future is important. Separate research relating to employability highlights the key role that taking part in sport can play in this regard. It outlines how employability is not just about demonstrating what you have done; it is also about how demonstrating what you have done shows you have potential. The transferable soft skills that playing sport provides are highly valued as an indicator of potential by employers/recruiters in a fast-changing economy, ie, the ability to adapt and grow into increasing complex roles and environments.¹

¹ 'If student-athletes are able to demonstrate the skills they have learned, developed, applied, maintained and adapted through sport and how these skills transfer to the workplace, they are likely to be perceived as highly employable.' Winning Students are Employable Students (Coffee and Lavalley, 2014)



Sustainability

We know that sustainability is important to the University, our staff and our students and therefore we want to make sure it's an important part of our strategy too. We will ensure we are operating in a manner that is balancing environmental, social, economic and cultural opportunities in line with the University Sustainability Strategy.

We also recognise our role in society to unite and transform lives both at the local and global scale. That's why we have also aligned our strategy to the UN Sustainable Development Goals, which are a set of 17 global goals that unite the world to tackle global challenges such as poverty, providing good health and wellbeing, quality education, as well as reducing inequalities, tackling climate change, using resources responsibly and preserving our landscapes, biodiversity and oceans.

Throughout this report, we have highlighted where Sport and Physical Activity can drive forwards the agenda of the global Sustainable Development Goals.

SUSTAINABLE DEVELOPMENT GOALS





Coinciding with the launch of the annual **University Staff Healthy Week**, a number of staff members volunteered to encourage people within their office to make their usual workday healthier, thus becoming Healthy Week Heroes.

One such hero was **Ben Oldham** from the Alumni and Development team. Not only did Ben share his enthusiasm of sport and wellbeing with his coworkers, he also succeeded in getting 100% of his department engaged with at least one Staff Healthy Week activity.

As well as winning the Wellbeing Award in the Vice-Chancellor's Wellbeing, Safety and Health Awards, senior management also gave Ben and his coworkers an extra hour off to partake in a departmental netball match, campus walk and a healthy team picnic.

Case study – Staff Healthy Week

POST 2020 CONTEXT

The University is in the process of developing its post 2020 strategy and, as a result, aims to position sport and physical activity as a key determinant in delivering its ambitions, which means:

- **Wellbeing for both students and staff** is a consistent message. The scientific links between physical activity and mental wellbeing are overwhelming, signalling a clear opportunity to embed sport and physical activity at the heart of the University's approach to wellbeing.
- Ensuring that the sport and physical activity offering is agile and responds to the **needs of a changing student demographic**. This includes exploring its value in supporting student recruitment from different markets.
- The University's sense of wider **community and civic responsibility** within Leeds is important. There are real opportunities to build on the existing partnerships established as a result of the *Climbing Higher* strategy, with students being encouraged to develop their life skills through volunteering.
- Ensuring that sport and physical activity is central to the continued emphasis on **the University having a positive impact upon society**, as outlined through the Sustainability Strategy. This relates to areas such as active design and active travel, procurement and facility operations, inclusive marketing approaches, and our positive role within communities in Leeds.
- **Financial Sustainability** is critical for the University in an environment of uncertainty over student fees, pension costs, and the wider economic landscape. Whilst the SPA service is considered to be ahead of the curve in this regard, there is more that needs to be done to ensure we can realise our ambitions and maintain the sustainability of our services.



- Reducing the **environmental impact** of our activities and facilities will become even more important post 2020. The University is moving towards net zero carbon targets in line with government commitments, and therefore we want to ensure we are actively seeking solutions to support this target through our operations.
- There are opportunities to enhance the role of sport and physical activity in **helping people be more employable and ready for their future beyond the University** – not just in terms of the soft skills that taking part in sport provides and that makes people more employable,² but also in terms of helping people to embed a healthy lifestyle for life after Leeds.³
- The recognition of the contribution towards a quality **student experience** is strong and shouldn't be lost. An increasing focus on providing the most inclusive and accessible opportunities for the least active on campus means we can have greater impact on this contribution, compared with an offer targeted only at those who are likely to find it anyway.

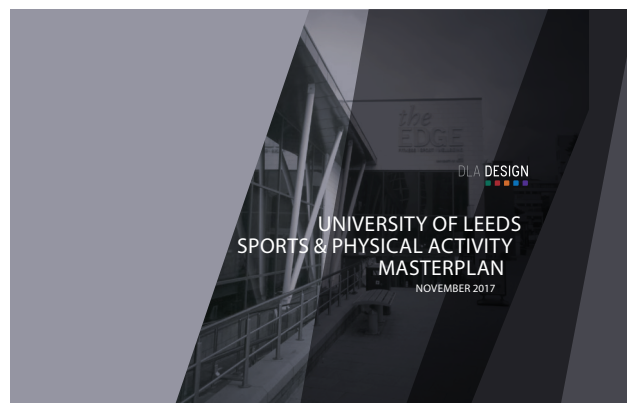
Sport and physical activity has a key role in helping to ensure that students love their time at Leeds – the level of student engagement in opportunities on campus is a clear indicator of this.

Looking ahead, it is clear that a mix of evolution and more radical thinking will be needed to help achieve our ambitions. We need to 'future-proof' our service offer, aligned to the needs of students, staff and communities, and accounting for the changing demographics over coming years, in particular the projected increase of international students. We also need to continue building our role as enablers of activity, either through influencing individual behaviour change directly, or through working with other departments, teams and faculties to help embed sport and physical activity as part of everyday campus life.



In addition, more radical thinking is required in our approach to utilising space on and off campus, and in the business model that self-finances the majority of sport and physical activity at the University. Juggling the high-level demand for our sports facilities between different user groups is a constant balancing act, with facilities at capacity for much of the year.

Furthermore, the requirement to balance our environmental impact with the creation of social value will be considered within our aspirations for capital investment – through our sports facilities masterplan. We will aim to grow the portfolio of our facilities, in a sustainable way, in order to meet existing demands and to think creatively about how we can help build physical activity into everyday lives.



² Research shows that graduates who engaged with sport at university earned more than those who did not, and more than half (51%) of graduates said sporting involvement has helped them develop team work skills and leadership qualities in the workplace. Employers also recognised the benefits of sport in developing career-enhancing qualities, with 94% of those questioned identifying a clear link between university sport participation and valuable skills and strengths in potential employees. The Impact of Engagement in Sport on Graduate Employability, BUCS and SIRC, 2013.

³ 25.7 million work days are lost each year due to work related ill health, costing UK businesses £32 billion per annum.

<https://www.gov.uk/guidance/fitness-at-work>

DO WHAT MOVES YOU





As the majority of campus facilities close down during the December holidays, many of the international students that opt to stay in Leeds during this time can risk loneliness by choosing to remain in their accommodation.

To help combat this, we partnered with Les Mills, Fitness on Demand and the International Office to provide a series of free exercise classes at The Edge. Open to the public and students alike, many of the classes were delivered in Mandarin, tailored specifically to the needs of some of the University's international population.

The classes included the ever popular Les Mills Body Pump and Body Combat, with over 155 bookings being made over the two week Christmas period.

Huiming, an international student at the University, spoke highly of the initiative: "I attended two virtual classes and they were very good, especially as the instructions were [delivered] in Mandarin. I enjoyed them and realised that I really need more exercise. I'd like to book again if similar classes will be available in the future."

Case study – Christmas in Leeds programme

THE STRATEGY

The overarching strategy is split into three main sections:

Our Vision

Leeds – The best University to be active, where sport and physical activity is at the heart of...

- **A quality and inclusive experience for everyone**
- **Health and Wellbeing for everyone**
- **Creating a positive impact on the city of Leeds and beyond**
- **Building the University's reputation for excellence**

We have refreshed our vision to create a stronger sense of unity and purpose for what sport and physical activity means at the University of Leeds. The vision is inclusive of a diverse set of aspirations and needs from students, staff and local communities.

Our vision also demonstrates our broader commitment to being successful partners within the city of Leeds, aligning to the city's emerging strategy to be the best city in the UK to be Active.

What will success look like?

- Sport and physical activity will be a visible and vibrant part of life at the University, playing a central role in positive wellbeing that engages students and staff.
- We will be able to evidence the increasing activity levels of people on campus, particularly engaging those who are the least active.
- We will have helped to prepare people for life beyond Leeds, whether that is creating or maintaining strong physical activity habits, or enhancing life skills and employability through sports related volunteering and leadership.
- We are seen as market leaders in the Higher Education sector for our partnership approach to embedding sport and physical activity as part of University life.
- We are valued partners within Leeds, helping to positively contribute towards city-wide aspirations, whether they be related to sporting excellence, tackling inequalities in physical inactivity or contributing towards inclusive economic growth.

-
- We positively contribute towards our society by offering opportunities for inclusive and accessible community use of our facilities and engaging with our neighbours and city partners to improve the health and wellbeing of local residents.
 - All aspects of sustainability will sit at the heart of decision making, ensuring that we balance environmental, social, economic and cultural impacts with the benefits of our operations and activities.

Our Mission

Through our facilities, services and partnerships we will create an inspiring environment where being active is easy, accessible, sustainable and rewarding for students, staff, alumni and local communities.

Our mission statement details what we will do in order to successfully deliver the University's wider vision. It also reflects that being active and playing sport is a choice – and our role is to make that choice easier, more accessible and rewarding.

What will success look like?

Success will be different for everyone. For some it will be about sporting excellence on the field of play, for others it will be about meeting new friends and benefitting socially or the enjoyment of giving something back through volunteering in the local community.

Impact Goals

- **Improved wellbeing for staff and students**
- **Students ready for their future**
- **Enriching the student experience**
- **Creating a positive impact on the city**
- **Demonstrable commitment to sustainability**

These impact goals, which align with the indicators of success in our vision and mission, are what we will continually monitor in influencing the wider strategy. Our service delivery plans will establish baseline measures and track short-term indicators and outcome measures that will help to demonstrate the difference that we make.



Working with **Leeds Refugee Forum**, our community project has students delivering football coaching and English language skills at One Community Centre, Harehills. The programme is designed to engage with Leeds' refugee community while encouraging students to develop their confidence and communication skills.

"I found this volunteering project so enjoyable" explained **Callum Bailey**, one of the students recently involved in the project. "I would definitely consider doing it again in the future and would recommend others to do it as well. It helped me improve on skills such as leadership, teamwork and confidence. Everything I've learnt will also help my employability in the future."

Ali Mahgoub, Director of Leeds Refugee Forum has also voiced his support: "Integration through sport and other activities is an important part of what we do at the Leeds Refugee Forum. The support of the students at the University of Leeds has exposed our young refugees to different cultures and allowed them to practice their English conversation."

Case study – Leeds Refugee Forum

OUR AIMS

DEVELOP YOUR SKILLS AND BROADEN YOUR HORIZONS

We will enhance students' personal development and employability skills to help prepare them for life after Leeds, through a coherent and inclusive academic, leadership and volunteering offer in sport and physical activity

Our commitments – we will:

Continue to evolve the sports volunteering offer in line with our ambitions, through supporting on-campus, community and international programmes, as well as education and training provision.

Provide a quality student education via our LEED academic modules.

Support the personal development of student club volunteers.

Support the future development of our focus sports by creating opportunities that enhance and expand their workforce.

Position sport and physical activity as a key mechanism to support personal development and employability via 'Leeds for Life' and Student Careers.

Develop research partnerships on campus and across Leeds using the Living Lab programme approach, aligning strategic aspirations for sport and physical activity alongside research expertise and applied academic learning for students.

By 2022, success will look like...

- 10% of our student population will engage in the academic, leadership and volunteering offer provided through the Sport & Physical Activity service
- We will make a tangible impact on the students and communities with which we work



IMPROVE YOUR HEALTH AND WELLBEING

We will facilitate and deliver an inclusive offer to support students, staff and local communities to be more active on a regular basis

Our commitments – we will:

Continue to drive the membership offer in supporting students and staff to engage in regular physical activity.

Help position sport and physical activity as central to a whole University approach to wellbeing.

Develop an active and accessible campus utilising the principles of active and inclusive design.

Further develop partnerships with more departments to broaden the inclusive approach to engage more students and staff in being active, according to their needs and motivations. This includes Faculties, Halls, the International Office, Disability Services, Sustainability, Estates, and HR.

Ensure we are continually reviewing our approach to future proof our offer for the changing student demographic.

Proactively support the city-wide ambition to be the best city in the UK to be active by promoting our facilities to our local communities.

By 2022, success will look like...

- 75% of the campus population will be physically active
- The overall wellbeing score (using short Warwick-Edinburgh score) of the campus population will be greater than 23.5
- Our health and wellbeing offer will be fully inclusive, and our participants will be representative of our university demographic

INSPIRE, ENHANCE, SUPPORT AND PERFORM THROUGH SPORT

We will support students to reach their potential through and beyond sport

Our commitments – we will:

Continue to support the development of our focus sports (Cricket, Football, Hockey, Netball, Rowing, Rugby Union, Swimming and Triathlon). Seek to allow evidence-based growth of emerging sports.

Support the competition and performance sport aspirations of our students (primarily through BUCS), giving them the pride of being a Leeds Gryphon and representing the University.

Promote to more students the sense of belonging to the University of Leeds via existing high profile sports events such as Varsity. Create an environment that enables and inspires our students to want to support our Gryphons.

Continue to embed a student-athlete centred approach across all our sport specific provision, from social sport to high performance.

Evolve further our Sport Scholarship programme that supports all the needs of our high performing student athletes.

Support city-wide and internal collaborations to share resources and improve performance pathways for students.

Celebrate the history of sport and physical activity at Leeds. We will proactively connect with alumni and create lifelong associations with sport and the impact it had on them as students.

By 2022, success will look like...

- One in five of our student population will choose to join our sports clubs and societies.
- Evolving an enhanced club environment that enables students to access quality sport coaching, facilities and support services.
- The University will provide the support and flexibility to attract and enable high performing student athletes to reach their potential through sport.



We are committed to putting the customer at the heart of everything we do. The quotes below show just a few of the positive comments we regularly receive...

"I tried climbing for the first time and it was an absolutely fabulous experience. Instructor Helen was very supportive and her passionate attitude towards climbing inspired me to do it again! Thank you!"

"Having never done spin before, I was very apprehensive. Patrick was very welcoming, helpful, motivating and encouraging throughout. I will definitely attend again, thanks to a fantastic first experience."

"Myself and my children all love swimming at The Edge – always clean, efficiently run and with friendly staff. My children also love that their teachers happily get in the water with them to demonstrate techniques!"

"The facilities are superb, and the great team helped to make the event successful. From the first communication with you, the quality of service was exceptional. Every single athlete, coach and spectator has given us 100% positive feedback on The Brownlee Centre."

Customer focused... Customer satisfaction

OUR ENABLERS

CUSTOMER FOCUSED

We will put the customer at the heart of all decision making

Our commitments – we will:

Continually develop and inform our decision making, based on customer insight, building on the strengths of our existing work.

Continue our cohesive marketing and communications approach including:

- Ensuring we understand the needs and motivations of different groups, to enable us to communicate with them effectively.
- Continually improving our integrated customer journey and pathways, eg via website communications.
- Where appropriate, increasing our alignment of sport and physical activity to student recruitment.

Embrace technology in providing an improved customer experience.

Ensure our facilities programming and commitment to explore opportunities outside of designated sport facilities constantly evolves to align to customer needs.

Ensure that our commitment to a quality customer-focused experience is underpinned by operational excellence in health and safety and safeguarding practices.

Achieve and maintain independently verified standards for customer service excellence.

FINANCIAL SUSTAINABILITY

We will ensure that sport and physical activity provision is delivered in a cost effective and financially sustainable way

Our commitments – we will:

Review and evolve the business model for sport and physical activity to consistently balance value of money, financial efficiency, and commerciality.

Continue to ensure that the ‘benefit of sport’ value for money subsidy helps to drive improved outcomes for sport and physical activity aligned to the ambitions of the strategy.

Continue to invest in a well-maintained facility offer, including the prioritisation of new capital investment to help meet customer demands, as identified through the sport facilities masterplan.

ONE TEAM

We will develop a ‘one team’ ethos for sport and physical activity, capturing the passion of people to make a difference – irrespective of team, department, or faculty

Our commitments – we will:

Create a strong culture, underpinned by shared values and behaviours that drives our ‘one team’ ethos.

Continue to invest in developing a motivated, skilled, and diverse sport and physical activity workforce (paid and voluntary) that will enable us to deliver our ambitions.

Ensure that our management and advocacy working for this plan aides collaboration across a wide ranging scope of internal and external stakeholders, including for example, student counselling, sustainability, alumni, LUU and city-wide partners.

DEMONSTRATING VALUE

We will demonstrate the value of sport and physical activity to the delivery of University, LUU and City priorities

Our commitments – we will:

Ensure that we are consistently building the evidence base to demonstrate the value of sport and physical activity.

Be proactive in our engagement to develop and grow a network of sport and physical activity champions and advocates.

Deliver best practice with regards our broader sustainability practices for procurement and facility operations, in line with the University’s sustainability strategy.

ENVIRONMENTAL SUSTAINABILITY

Our commitments – we will:

Support University activities towards net zero carbon targets, through facility operations and capital development.

Use our facilities to maximise environmental and social benefits for the University and beyond.

Use the Blueprint programme to initiate action and measure performance against sustainability priorities.



The University of Leeds awards around 70 students with a Sports Scholarship each year, enabling them to balance their academic studies and sporting aspirations.

This flexibility was key to **Kim Daybell** – who chose the University to complete his medical degree – in preparing for and competing in two Paralympics and a Commonwealth Games, where he won the Silver Medal in Men's TT-6-10 Table Tennis singles, gaining a career-high ranking of fifth in the world!

Kim's unique sport scholarship package included a tailored strength and conditioning programme, delivered on behalf of the English Institute of Sport, as well as physiotherapy support and nutrition advice, and a bursary from Alumni donor, Stuart Ledge.

"The University has been fantastic through my time with them" Kim explains. "I think as a team, we showed how a student athlete should be managed and what can be achieved with the right framework, personnel and attitudes."

Case study – Dual Career Scholar

MAKING IT HAPPEN

This strategy sets the direction for sport and physical activity at the University, underpinned by service delivery plans that outline our approaches, roles and responsibilities, milestones and metrics of success.

We are committed to embedding a culture of collaborative working, where we will seek out, nurture and maintain working arrangements that maximise the impact of this strategy. We will focus on putting the customers voice – be that student, staff, alumni or public – at the heart of our decision making.

We will also review and update our management and advocacy arrangements as appropriate, to ensure we make the best decisions in moving forwards our shared ambitions in the strategy. We will create the conditions for students, staff and local communities to 'Do What Moves You'.



Student volunteers working with the Leeds Refugee Forum



UNIVERSITY OF LEEDS

Sport & Physical Activity Office
Leeds LS2 9JT
Telephone 0113 343 9151
Email S.J.Glavin@leeds.ac.uk

leeds.ac.uk/sport