

UNIVERSITY OF CAMBRIDGE



SPORT

Annual Report

2017-2018



FOREWARD

This has been an important year for sport at Cambridge, where a great deal of thinking has been taking place about what should be the role of sport in a world-class research-intensive higher education institution. There is widespread recognition of the vital importance of sport to students' educational experience. With a growing focus on student mental health and wellbeing nationally and within the collegiate University, it is increasingly being acknowledged that participation in sport, at whatever level, and other extra-curricular activities have an important role in ensuring that students' educational experiences at Cambridge are as good as they can be. This is why the collegiate University's Student Support Initiative, which seeks to raise at least half a billion pounds for the support of students at Cambridge, has identified participation in sport as a key component of the campaign.



It is therefore important that the collegiate University celebrates success in sporting achievement at all levels. It is clear that there is a great deal to celebrate, whether it is success in sporting fixtures which receive national and international coverage; victory in fixtures against other universities; success in intercollegiate competitions; or simply the large number of students (and staff) who are participating in sport. This is why the collegiate University wishes to ensure that our sporting facilities are the best they can be, whether through refurbishment or plans to build new facilities, and why we want to ensure that no student is prevented from participating in sport at whatever level for financial reasons. We also want to ensure that our sports facilities are available for use for the local community as well, to assist in bridging the divide between 'gown and town'.

Occasionally the view is expressed that sporting achievement is incompatible with academic excellence. Having talked to a number of our successful sporting students it is clear that there is no incompatibility – academic and sporting excellence can, and usually do, go together. Consequently, the collegiate University should have no hesitation in celebrating our students' sporting success – which I am delighted to do.

Professor Graham Virgo QC (Hon)
Senior Pro-Vice-Chancellor (Education)

INTRODUCTION

It has been a busy and positive year for sport at Cambridge.

Winning both the Women's and Men's Rugby Varsity Matches in December at Twickenham and then all six crews being victorious in the Boat Races, thus achieving a clean sweep, confirmed the strength of the two highest profile sports at the University.

The largest ever single donation to sport enabled the construction of two new hockey pitches at Wilberforce Road Sports Ground during the summer of 2018. With twelve senior teams and over 400 junior members in the City Club and the University fielding six teams at weekends as well as four every Wednesday in BUCS leagues, the enhanced ground will become a vibrant hub for sporting activity.



The issue of student wellbeing and mental health has received high profile coverage at a national level. There is compelling evidence that regular physical activity can have a positive impact upon an individual's mental, as well as physical, wellbeing. Through our representation on the University's Health and Wellbeing Working Groups (for both students and staff) we have sought to emphasise this relationship for inclusion in future policy development at collegiate Cambridge.

In 2017-18 we also undertook to establish the correlation between students who committed to regularly playing sport at a high level and their academic outcomes. There have always been individual anecdotes quoted to illustrate both positive and negative opinions but, by carrying out a viable study, we sought to produce evidence to determine the debate. The outcomes from this research, which meant gathering and matching data from over 4000 records, will be revealed in the next academic year.

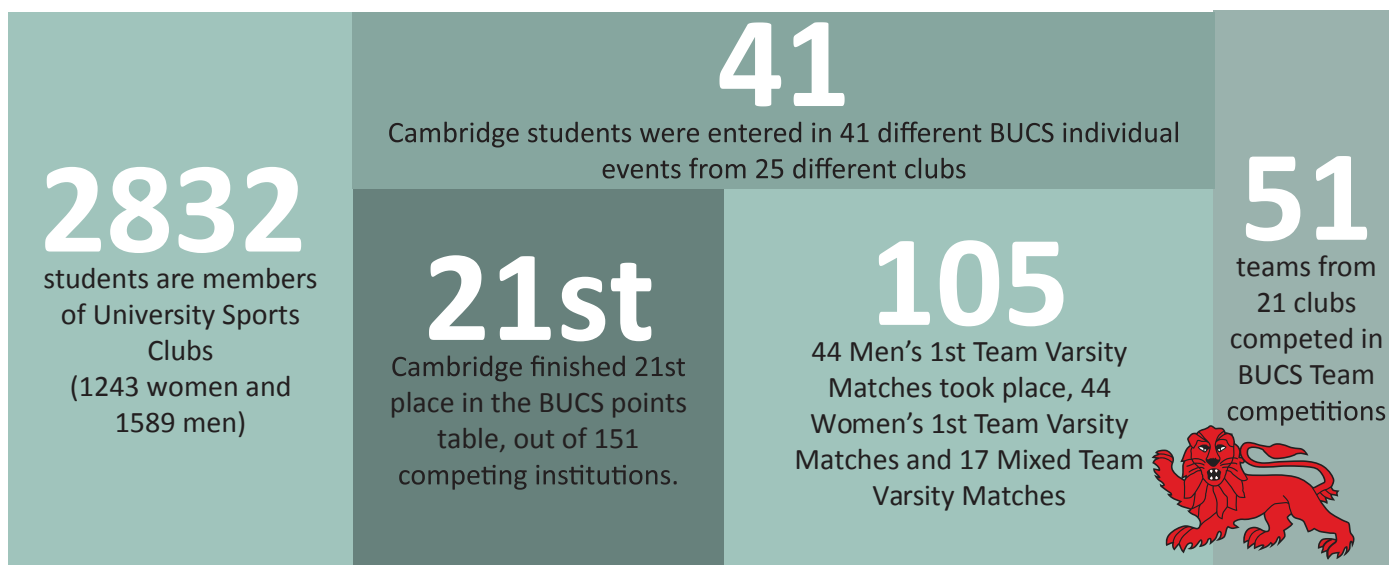
Beyond these obvious highlights there has also been a huge amount of other activity with the aim of improving people's experience of, and opportunities for, sport and physical activity at all levels across the collegiate University. This report looks back on 2017-18 and endeavours to reflect the scope of our work.

Nick Brooking
Director of Sport

STRATEGY FOR SPORT

The Strategy for Sport was approved by the Sports Committee in the Michaelmas Term 2016, and by the General Board and the Council in Lent Term 2017. The Sport Annual Report for 2017-2018 aims to provide an overview of progress in relation to the key enablers identified in the Strategy.

COMPETITION AND PERFORMANCE



Varsity Matches

There were a number of highlights in the Varsity Matches including:-

- Victory in the Varsity Rugby Matches at Twickenham (Men: 20-10, Women: 24-0).
- A clean sweep for Cambridge in the Boat Races.
- Significant victories for the Men's, Women's and Mixed Varsity Karate Teams.

A full list of Varsity Match Results is available in Appendix 1.

BUCS Team Competitions

Six Cambridge teams competed in the highest tier of their sport for Universities – Men's and Women's Fencing, Women's Hockey, Women's Lacrosse, Women's Volleyball, and Women's Water Polo. They all competed in the Premier South division of their respective sports, against institutions including Cardiff, Bristol, Exeter, Oxford, Imperial and Surrey. The Equestrian and Swimming first teams also competed in the highest possible tier, but for these sports the format is different – regionalised for Equestrian, nationalised for Swimming.

BUCS Individual Competitions

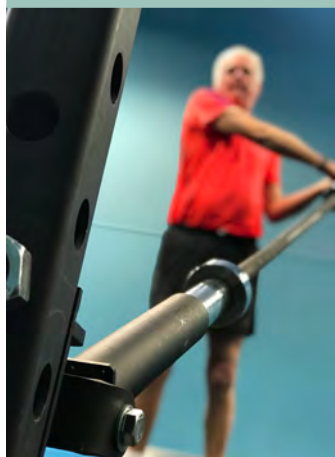
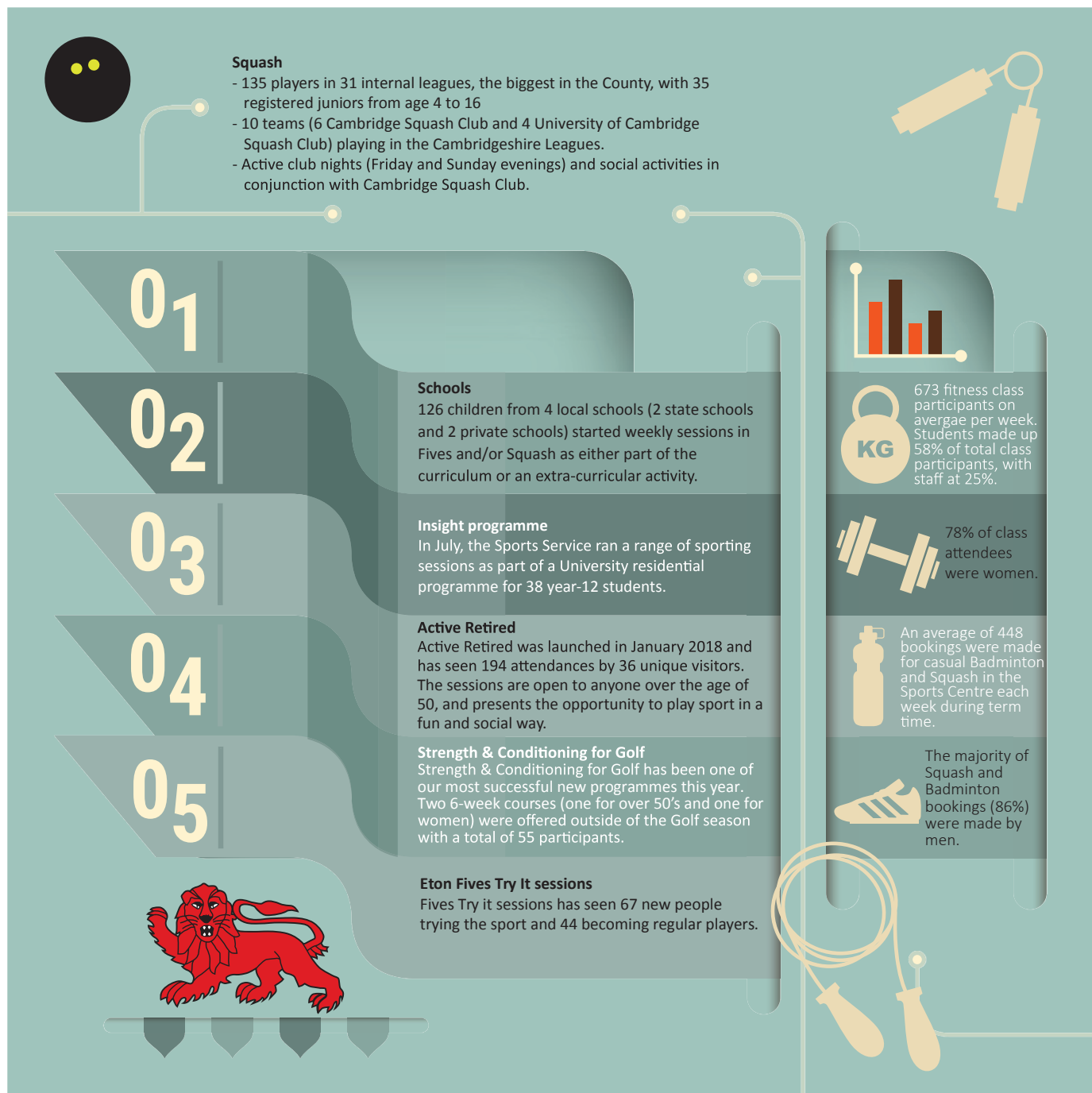
Cycling were the most successful Cambridge club in BUCS individual events, finishing at the top of the BUCS Cycling Points table for the first time in their history, far ahead of nearest challengers Derby and Birmingham. Fencing, Orienteering, Cross Country, Modern Pentathlon, Rifle and Sailing (Cruising and Yachting) also experienced success at BUCS individual events.

TASS

The University of Cambridge continued to be a Talented Athlete Scholarship Scheme (TASS) delivery site for the 2017-2018 academic year. TASS is a Sport England funded partnership between talented athletes, educational institutions and the National Governing Bodies of Sport. The scheme helps athletes in education to achieve the very best from their sporting and academic careers without having to choose between the two. Services such as Lifestyle support, Strength and Conditioning, Physiotherapy, Sports Nutrition and Sports Psychology were provided to athletes by highly experienced and qualified practitioners to take their development to the next level. In total, there were 10 athletes that worked with the Sports Service across the course of the year with a range of sports represented: Judo, Wheelchair Basketball, Lacrosse, Para Football, Rugby, Boccia, Sailing and Boxing.

PARTICIPATION

The focus of the Sports Service Participation Programmes in 2017-18 was to use daytime capacity in the Fives and Squash areas, Sports Hall and Team Training Room to engage with more young people and retired adults. The following provides an overview of some of the most successful new initiatives:-



GOVERNANCE

Establish a clear, integrated and robust governance structure for Sport at Cambridge

An integrated governance structure for sport with clear strategic aims, strong leadership and accountability.

- The Sports Committee was established in 2015, chaired by the Pro-Vice-Chancellor for Education. This represented a significant step forward in recognising the wider educational value of sport, and the important role it plays in the student experience.
- The Committee membership continues to be drawn from a range of key University and College staff groups and University Sports Clubs, thus providing a diverse and highly informed resource base.
- The Strategy for Sport was approved in 2017 and annual updates on progress continue to be reviewed by the Sports Committee.

A forum for student engagement and representation in governance matters.

The Cambridge University Student Sport Advisory Group (CUSSAG) was established in Michaelmas 2017, incorporating 15 student members from 15 Sports Clubs and Societies.

CUSSAG has had vital involvement setting the new criteria for the awarding of grants and resources for 2018-19 academic year.

The group were also consulted regarding fundamental elements of the centralised kit agreement and establishing how individual club needs could be achieved in conjunction with the wider contract.

A fit for purpose registration process that fosters good practice and delivers sustainable growth at club level.

The Sports Club Registration process commenced in 2016 in a phased manner with a focus initially on sports that were deemed 'high risk' by Sport England. In 2017-18, 25 University Sports Clubs submitted documents in support of their Registration with the Sports Service. Of those, 13 achieved Full Registration and 12 Provisional Registration status. The Clubs with Provisional status have been provided with an action plan and targets to help them achieve Full status in 2018-19.

Building on the initial development of Moodle and first wave of guidance documents, the Sports Service developed the following additional resources in 2017-18:-

- Welfare@Sport Guidance
- Constitution Template and Guidance
- Data@Sport Guidance

A clear and transparent resource allocation model.

Applications for grants and resources available to clubs through the Sports Service for the 2017-18 academic year were submitted online via the University of Cambridge Sport Virtual Learning Environment (VLE) course for the first time.

Requesting budget based information for the academic year ahead and greater scrutiny led to grant funds being allocated more efficiently in 2017-18. Historical awards were taken into consideration, with recommendations given to clubs to ensure basic activities were included in the membership subscriptions moving forward to allow for a needs-based assessment to be completed.

The Sports Service received applications exceeding £180,000, well in excess of the available grants budget. A total of £104,577 was initially awarded to clubs covering a range of requests including facility hire, equipment, transport, and coaching. A portion of the budget was held back to ensure funds were available to support clubs throughout the season. Extra funds were given to clubs making greater than expected progress in competitions.

For clubs who use the Sports Service facilities, the grant award for facility hire was held in lieu of their booking allocation in order to reduce the administrative burden for Junior and Senior Treasurers, as well as the Sports Service.

During 2017-18, the Sports Service worked with the Student Sports Advisory Group (CUSSAG) to review and revise the resource allocation model for University Sports Clubs for 2018-19. The new resource allocation model focuses on funding being made available for essential training and competition-related expenditure. This included provision for:

- Facility hire
- Coaching
- Transport
- Officials
- Equipment that is essential for training/competition
- Competition entry

A system that works in collaboration to deliver a University wide, integrated student welfare system.

New training opportunities were offered to Club Welfare Officers. A three-hour 'Essential Skills for Supporting Students' workshop was delivered by the Students' Unions' Advice Service. The workshop aims to provide Officers with the tools necessary to confidently carry out their role, with detailed information on where they can signpost students to within the Cambridge System. The training reinforces the Welfare@Sport guidance and Club Welfare Policy Template, which aims to support Sports Clubs to run safe and supportive clubs with a well-structured and effective welfare system.

23 Club Welfare Officers attended the training in the Easter Term 2018 with two further sessions booked for Michaelmas 2018.

Furthermore, 10 University staff and 8 club coaches and volunteers attended the 2 day Mental Health First Aid training organised by the Sports Service.

INFRASTRUCTURE

Improve the student sporting experience and increase the support we provide to our clubs, talented athletes, volunteers and stakeholders

Provide administrative support, services and advice to Registered University Clubs.

The Sports Club Registration process has allowed the Sports Service to engage more effectively with clubs, and to help them identify areas where they needed further guidance and support. The Sports Service also provided administrative support to Clubs who competed in BUCS on a weekly basis, as well as those that attended individual competitions. In 2017-18, the focus was on developing additional support services in two key areas; Transport and Centralised Kit.

Transport

During the 2017/18 academic year, the Sports Service piloted the coordination of team transport for University Sports Clubs. Sports Clubs were able to take advantage of two different options; self-drive cars and vans available from Enterprise Rent-A-Car, as part of a wider University corporate partnership, or driven transport in the form of coaches and minibuses. Where possible, the Sports Service arranged shared transport for clubs travelling to the same destination. This reduced concerns over the safety of students travelling long distances for matches, reduced costs and allowed greater interaction amongst clubs.

Over the academic year, 21 Sports Clubs were supported by the coordinated transport pilot. At the end of the year, the total cost of transport administered by the Sports Service was £39,716, broken down by term as:

Michaelmas: £13,334	Self-Drive: £5,471
Lent: £20,084	Driven: £34,245
Easter: £6,284	

Centralised Kit deal

During 2017-18, the centralised kit supplier was selected following a robust procurement process. Consultation with CUSSAG took place during Michaelmas 2017 and Lent 2018 to identify the needs of Clubs with regards to match kit, training and leisurewear. It was recognised that not all sports could be covered by the kit deal due to sport specific items such as triathlon suits, gymnastics leotards, etc. It was agreed that specialist items could be sourced elsewhere and that those clubs would still have the opportunity to access training and leisurewear.

As a priority, the Sports Service moved forward with match kit for Clubs for the 2018-19 season. However, achieving the “Cambridge Blue” colour proved more difficult than anticipated and this has impacted delivery dates. Interim arrangements have therefore been put in place for the Michaelmas Term 2018.

Provide high quality, accessible and holistic support services for talented sports people.

Talented Athlete Scholarship Scheme

Services such as Lifestyle support, Strength and Conditioning, Physiotherapy, Sports Nutrition and Sports Psychology were provided to TASS athletes by highly qualified and experienced practitioners.

Strength and Conditioning

The number of sports clubs and societies using the Team Training Room (TTR) at the Sports Centre in 2017-18 reached 30. All the training sessions were designed by experienced and highly qualified strength and conditioning coaches geared to the sport specific needs of the clubs and players.

Invest strategically in our workforce.

The Sports Service has focused on Safety Management and Mental Health as part of its Professional Training programme in 2017-18. A collaborative approach to training was adopted, with University and Club staff undertaking Mental Health First Aid and IOSH training together. Any spare capacity was offered to other University Staff to ensure that courses were viable. A number of staff also:-

- Renewed their First Aid Training Qualifications, Fire Safety Training and Defibrillator training.
- Attended UKSCA workshops in preparation for taking their UKSCA assessment to further increase the number of qualified staff the Sports Service has access to, and to enhance the service delivery to clubs even further.
- Attended or presented at various University Administrator Development, Strategic Development and PPD Programmes aimed at University Staff.

Deliver a high quality, cost effective and responsive operations model for University sports facilities.

The operational focus for 2017-18 was the improvement and enhancement of the policies and procedures that underpin the Sports Service Quality Management System. A Service Improvement Plan was developed during the year from staff input and member feedback, to deliver a consistent and effective service to members and users, principally the University Sports Clubs. Work was focused initially on the University Sports Centre, then extended to the Wilberforce Road Sports Ground and the Indoor Cricket School. At all sites, emergency action plans and contingency plans were also reviewed and updated in line with University policy. Detailed department and individual site level procedures were also developed to ensure that staff at all levels understood their role in managing any issues that may arise. In 2017, the first Groundskeepers Forum was established and hosted by the team from the University Cricket and Tennis Ground at Fenner's. This provided the opportunity for Groundstaff from the University Sports Service and Colleges to network, share good practice and engage in group discussions on industry standards and practices.

Build an information hub and strong online community for sport, health and wellbeing.

The Sports Service has continued to increase its digital presence via the website and social media channels. Highlights over the past year include the 'This BUCS Girl Can' campaign where three videos promoting women's sport at University were developed. The three videos saw a combined Facebook reach of 80,000, 4,600 post clicks and 880 Comments, Likes or Shares. The Sports Service also started to live stream some of the Sports Clubs' fixtures, which saw a very engaged response from viewers.

The Sports Service website has seen 71,600 Users across 112,800 sessions in the past year, with the average number of pages viewed 3.38 times, and a session duration of 2 minutes 30 seconds.

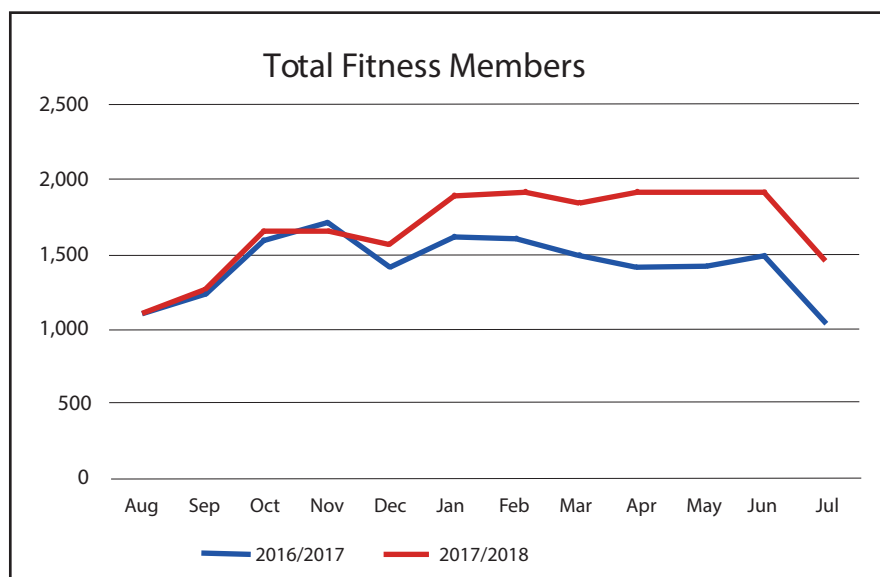
REVENUE AND INVESTMENT

Diversify and optimise the resource base and revenue streams for sport.

Expand Sports Service income streams in order to reinvest in sports facilities and services.

The University agreed, as part of PR16, to support the Sports Service with Marketing Seed Capital over a three-year period from Michaelmas Term 2017 to increase its membership base and generate greater income. Any surplus income would then be used to support University Sports Clubs and reduce reliance on grant funding from the University Chest in the medium term.

September 2017 saw the introduction of a new Cambridge Sport Membership. The new membership structure, accompanied by a targeted marketing and promotions plan, resulted in membership numbers rising across the year, peaking at 1,993 in Lent Term.



Membership revenue has increased by 21% (£101,759) since the introduction of the new Cambridge Sport Membership. The average Direct Debit yield increased from £27.32 (Jul 17) to £31.76 (Jul 18), as people bought into the new membership product which carried a slightly higher value. The table below shows a snapshot of the different price levels from April, and includes the percentage change in memberships to the equivalent period in 2017.

Membership by Price Level	April 2017	April 2018	Percentage Change
Alumni	93	113	21.5%
Associated University	2	6	200%
Community	159	256	61%
Community Concession	4	3	-25%
Corporate	18	17	-5.6%
Family	61	74	21.3%
Non Cambridge Student	46	61	32.6%
Staff	406	601	48%
Student	707	862	21.9%
Total	1496	1993	33.2%

Total Sports Centre revenue increased by 16% (£165,325) year-on-year. Other key contributing factors included revenue increases in the Sports Hall, TTR Room, Squash Courts and Personal Training.

The Marketing Seed Capital provided by the University has also been invested in systems aimed at increasing membership sales, and to aid retention of existing members. These included:-

- The introduction of Technogym's 'Mywellness' platform, which created a new mechanism for engaging with members and to identify and take appropriate action with members at risk of disengaging.
- The introduction of new modules within the membership database and bookings software, enhancing its ability to implement business processes aimed at engaging members.
- The establishment of an effective set of key performance indicators and targets, which were reviewed fortnightly by key staff with a monthly review for the Senior Management Team.

Further details on Sports Service income and expenditure can be found in Appendix 2.

Ensure that Capital Investment Priorities for sport are included in the University Fundraising Campaign.

A Fundraising Strategy paper was endorsed by the Sports Committee in June 2018. This included prioritisation of the following University and Club Capital Projects as part of the University Fundraising Campaign:-

University Sport – Capital Projects

Ambition: To complete key Capital Projects, as referenced in the agreed Strategy for Sport.

The key University Capital Projects are:

- A University swimming pool available for students, staff and the community.
- Additional indoor sports space at the West Cambridge site (possibly including indoor Tennis, Boxing, Martial Arts facilities).
- Additional Hockey pitches at Wilberforce Road.

University Sports Clubs – Capital Projects

Ambition: To support Clubs in realising their capital and endowment needs.

- The refurbishment and development of Grange Road (bringing a multitude of sports to the venue including Rugby, Rugby League, Football, Lacrosse and American Football for both the University and wider community).
- The Rugby and Rowing Clubs will seek endowments to support their long term programmes.

University Hockey Pitches

2017-18 saw the first of the University Capital Projects near completion. The biggest ever single gift to sport (£2.5 million) from a private donor enabled the development of two new Hockey pitches at Wilberforce Road. This collaborative project will create a new home for Cambridge City Hockey Club and will provide enhanced facilities for the University Hockey Club. The new facilities are scheduled for completion in September 2018.

Further contributions to improve the changing facilities and other aspects of the pavilion are confirmed from the City Council and Alumni.

Establish an Endowment Fund to support successful clubs and talented sports people on a structured programme.

The Fundraising Strategy paper presented to the Sports Committee also referred to the need for an Endowment Fund to support successful clubs and talented sportspeople. The Sports Service is in discussion with CUDAR and a number of prospective donors in the development of a University of Cambridge version of the Talented Athlete Scholarship Scheme (TASS). This would provide a menu of support services, such as Physiotherapy, Strength and Conditioning, and Sports Psychology to individual athletes.

Sport has also been included in proposals for a new University fundraising campaign that will target funding for student support. Further information on the sport element of this campaign will develop further during the 2018-19 academic year.

Work in partnership with internal and external providers to share resources and deliver new projects.

2017-18 saw the Sports Service:-

- Work closely with Cambridge United Futsal team, with the Sports Centre becoming the home ground for the club, now in the Super League (highest division).
- Further develop its relationship with Living Sport through the delivery of a second Greater Cambridge 10K, achieving record participation numbers.
- Increase the number of Kings Camps bookings in the Sports Hall during the vacation periods.
- Deliver a talk for the NVS group, detailing the benefits of health and exercise in an engaging way.

Develop a centralised, clear and integrated system for sport, health and wellbeing organisations to engage with the donor pipeline, prospective sponsors and grant funding bodies.

A number of important steps have been taken to integrate sport more broadly into the University Fundraising System in 2017-18, so as to achieve a more coordinated system:-

- A Senior Associate Director for Fundraising for Sport Clubs and Societies was appointed by CUDAR in 2017, with a view to working closely with the Director of Sport and Sports Clubs to engage Alumni and other potential funders for capital and revenue sports projects at the University level.
- An agreement was reached with colleges that fundraising for sport can be carried out by the University with Alumni who self-identify as being interested in sporting activity.
- Significant work has been done with clubs on issues around GDPR and creating opportunities for regular online giving through the CUDAR infrastructure.



PROFILE

Develop an integrated and consistent brand that reflects the values of the University and unifies the sporting community.

Establish a clear brand strategy for sport with consistent corporate identity and message.

During 2017-18, dialogue with the newly created Student Sport Advisory Group (CUSSAG) explored how best to bring sport at Cambridge together under one consistent heading, while still retaining the identity and sovereignty of clubs. It was acknowledged that the vast majority of clubs used the Red Lion, albeit in various guises, as their main emblem. While there are numerous claims around who used this first, the Rugby Club had trademarked the design. However, this had not been well protected.

The University reached an agreement with the club to formally acquire the Red Lion, use it as the emblem of Cambridge Sport, and thereafter manage its usage. This intention was initially driven by the pursuit of a coordinated teamwear deal for clubs but will also have a wider purpose.

Foster a positive sporting culture that is synonymous with the core values and expectations of the University.

Sports Club Registration

The Registration process for University Sports Clubs was designed to encourage best practice in terms of governance, operations and conduct. All registered Sports Clubs were required to have a members' code of conduct that was fit for purpose and specific to their sport. The code should reflect the values of the club and the expectations of the University in relation to conduct. The Sports Service created a template Code of Conduct to assist clubs in fulfilling this requirement.

Breaking the Silence

In Autumn 2017, the University of Cambridge, with financial support from the Higher Education Funding Council England (HEFCE), rolled out a series of initiatives, known collectively under the banner of 'Breaking the Silence'. As part of this initiative, the Sports Service worked with Cambridge Hub and the Good Lad Initiative (GLI) to train facilitators to run workshops aimed at creating a dialogue about issues relating to gender, and present a new framework within which to think about actions and consequences. In 2017-18, GLI Cambridge exceeded its HEFCE targets by delivering:-

- 16 Workshops, 14 to Sports Clubs
- C. 224 individuals in total took part in workshops
- 25 Facilitators attended training
- An Advisory Group was established and has met twice, with a final meeting scheduled in June for this academic year.

Ensure that sport is represented at key University Committees and working groups.


The Sports Service is represented at the following Committees and Working Groups:-

- UAS Senior Officers
- Staff Health and Wellbeing Committee
- Student Committee on Health and Wellbeing
- Disordered Eating Working Group
- HEFCE Catalyst Funding Steering Group
- Breaking the Silence Steering Group
- Harassment Avoidance Working Group

1848

The Laws of the University Foot Ball Club

1. This club shall be called the University Foot Ball Club.
2. At the commencement of the play, the ball shall be kicked off from the middle of the ground: after every goal there shall be a kick-off in the same way.
3. After a goal, the losing side shall kick off; the sides changing goals, unless a previous arrangement be made to the contrary.
4. The ball is out when it has passed the line of the flag-posts on either side of the ground, in which case it shall be thrown in straight.
5. The ball is behind when it has passed the goal on either side of it.
6. When the ball is behind it shall be brought forward at the place where it left the ground, not more than ten paces, and kicked off.
7. Goal is when the ball is kicked through the flag-posts and under the string.
8. When a player catches the ball directly from the foot, he may kick it as he can without running with it: In no other case may the ball be touched with the hands, except to stop it.

 CAMBRIDGE
UNITED FOOTBALL CLUB

15



INSIGHT

Capture and evaluate data to improve our insight and interaction with our stakeholders

Capture sports facility and participation data from across the University and Colleges (staff and students).

Collecting data remained a challenge for the Sports Service due to the nature of the University and College structure. However, data collection mechanisms were put in place for those using the University Sports Centre.

An initial meeting took place with College representatives to discuss mechanisms for collecting facility and participation data from across collegiate data, particularly in relation to more casual sporting, recreational and fitness based activities.

Undertake an annual sports census exercise to correlate sporting, academic and career achievements.

The Sports Service drew together records from a range of sources to develop a central database of students achieving Blues, Half-Blues and Club Colours for the University Teams. This has been compared with academic performance with the intention that a report on the findings be published in 2018-19.

The implementation of the General Data Protection Regulation (GDPR) and the implications for the storage and use of data meant that repeating this exercise in future years may prove a challenge. However, the Sports Service will continue to work with the University Information Services to discuss mechanisms for continuing this valuable area of research.

Develop a central database for sporting alumni, Varsity team details and Blues.

The Sports Service end-of-year information packs requested Varsity Team and Blues data from clubs and this is now being collated and stored within the Sports Service.

The Sports Service is continuing to work with CUDAR to ensure that information on sporting alumni is logged on Amicus, the central database.

The development of the infrastructure and network necessary to expand data collection across Colleges, Schools and the UAS is due to commence in 2019.

TARGETS FOR 2018-19

GOVERNANCE

- 25 clubs to complete their action plan/re-register in Michaelmas 2018 and a further 12 Clubs are scheduled to commence the Club Registration Process (for formal registration in Michaelmas Term 2019).
- To commence a rolling programme of club safety audits/inspections in collaboration with the University Safety Office.
- To continue working with the Proctors as they establish their Moodle Registration System for Societies.
- To produce guidance for clubs running college sport, and share common best practice which can be adopted across different activities.
- To produce guidance on event management for University Sports Clubs.
- To publish an updated Blues Status list for each sport.

INFRASTRUCTURE

- As centralised transport is now recognised and valued by teams competing in BUCS leagues, it is expected that in 2018-19 more Clubs will take advantage of the scheme. The new Sports Service Transport Policy will also be implemented.
- To contribute to the development of a University-wide Mental Health Strategy by creating a Toolkit for Departments to run physical activities as part of their working day.
- To expand athlete support services into the following areas:-
 - Sports Psychology** - To run a number of psychology lectures open to student athletes, in addition to the 1 to 1 provisions.
 - Physiotherapy** - Launch a physiotherapy and sports injury service at the University Sports Centre.
 - Counselling and GP Referral Schemes** - To review the schemes to ensure that they remain relevant and accessible.
- To improve our existing facilities and systems as follows:-
 - Hockey Pitches** - The 2 new artificial Hockey surfaces will result in a step change in the level of use and demands of the support facilities. The Sports Service will review its operational and staffing arrangements throughout the year to ensure that they are fit for purpose.
 - Indoor Cricket School** - To refurbish the Indoor Cricket School with a view to replacing the aging nets and surface to attract greater usage.
 - Groundskeeping Forum** - To hold regular Groundskeeping Forums at different College Grounds. To discuss the possibility of Colleges providing a fourth Groundskeeper for First Class Cricket Matches at Fenner's as a development opportunity.
 - Online Membership System** - To offer the option to purchase memberships online.
 - Event Booking System and procedures** - The Sports Service will be reviewing its approach to event bookings to ensure that they are clear, efficient and responsive to strategic priorities

REVENUE AND INVESTMENT

- Sport to be included within the 'Dear World' campaign with a presence on the main website, and resources being applied to ensure sport fundraising is done in an effective way e.g. stewardship and claiming of Gift Aid. A campaign for sport with film and document content will be created in 2018-19.
- To improve commercial performance through the introduction and growth of corporate membership and wellbeing products, as well as enhancing our digital and physical customer experience.
- To develop the brand and associated income stream via external sales and merchandising with a teamwear partner.

PROFILE

- Work is currently taking place with the help of the University Brand Protection Officer to develop a clear set of brand guidelines for University Sports Clubs to ensure development of the brand strategy is consistent and compliant within the wider University context.
- To work with CUDAR on the development of a more formal network of Brand Advocates for Cambridge Sport (internal and external).
- To work with the University Library on the opportunity to use technology to engage a global audience with our sporting heritage, performances, research and innovation.
- To work with the University Admissions Office on opportunities for Sport that can contribute to the University Widening Participation Agenda.
- The Sports Service Website to include a section dedicated to College competitions, facilities and wellbeing.

INSIGHT

- To establish a volunteer and coaching database, and develop a coaches forum for sports club coaches.
- To publish a report on sport and academic performance.
- To audit facility and participation data across the Colleges, Schools and UAS Divisions.
- To review the individual grants and bursaries that are available across the University. This will hopefully provide the basis for a more consolidated approach to the distribution of funds to students competing at a high level.

Appendix 1: List of Varsity Match Results

Men's Teams	Winner
Ass. Football	OXFORD
Athletics (Indoor)	OXFORD
Athletics (Outdoor)	OXFORD
Badminton	OXFORD
Basketball	OXFORD
Boat Race	CAMBRIDGE
Boxing	CAMBRIDGE
Canoe Marathon	CAMBRIDGE
Canoe Polo	CAMBRIDGE
Cricket (1 day)	OXFORD
Cricket (4 day)	OXFORD
Cross Country	OXFORD
Cycling (MTB)	CAMBRIDGE
Cycling (Road)	CAMBRIDGE
Duathlon	DRAW
Eton Fives	OXFORD
Fencing	CAMBRIDGE
Golf	CAMBRIDGE
Gymnastics	CAMBRIDGE
Handball	CAMBRIDGE
Hare & Hounds	OXFORD
Hockey	OXFORD
Ice Hockey	OXFORD
Judo	OXFORD
Karate	CAMBRIDGE
Lacrosse	OXFORD
Lawn Tennis	CAMBRIDGE
Lightweight Rowing	CAMBRIDGE
Modern Pentathlon	CAMBRIDGE
Orienteering	OXFORD
Pistol (Small Bore)	OXFORD
Polo (grass)	OXFORD
Real Tennis	OXFORD
Rifle Shooting	CAMBRIDGE
Rugby Fives	OXFORD
Rugby League	OXFORD
Rugby Union	CAMBRIDGE
Ski & Snowboard	CAMBRIDGE
Squash	CAMBRIDGE
Swimming	CAMBRIDGE
Table Tennis	CAMBRIDGE
Triathlon	OXFORD
Ultimate Frisbee (indoor)	OXFORD
Ultimate Frisbee (outdoor)	OXFORD
Volleyball	CAMBRIDGE
Waterpolo	OXFORD (4-2 on penalties)

Women's Teams	Winner
Ass. Football	OXFORD (4-2 on penalties)
Athletics (Indoor)	OXFORD
Athletics (Outdoor)	OXFORD
Badminton	OXFORD
Basketball	OXFORD
Boat Race	CAMBRIDGE
Boxing	CAMBRIDGE
Canoe Marathon	OXFORD
Canoe Polo	CAMBRIDGE
Cricket (1 day)	OXFORD
Cross Country	OXFORD
Cruising: Sailing	CAMBRIDGE
Cycling (MTB)	CAMBRIDGE
Cycling (Road)	OXFORD
Duathlon	DRAW
Eton Fives	OXFORD
Fencing	OXFORD
Golf	CAMBRIDGE
Gymnastics	CAMBRIDGE
Handball	OXFORD
Hare & Hounds	OXFORD
Hockey	OXFORD
Ice Hockey	CAMBRIDGE
Judo	CAMBRIDGE
Karate	OXFORD
Lacrosse	OXFORD
Lawn Tennis	OXFORD
Lightweight Rowing	CAMBRIDGE
Modern Pentathlon	OXFORD
Netball	OXFORD
Orienteering	CAMBRIDGE
Pistol (Small Bore)	OXFORD
Polo (grass)	CAMBRIDGE
Revolver	OXFORD
Real Tennis	OXFORD
Rifle Shooting	CAMBRIDGE
Rugby Fives	CAMBRIDGE
Rugby Union	CAMBRIDGE
Ski & Snowboard	CAMBRIDGE
Squash	CAMBRIDGE
Swimming	OXFORD
Table Tennis	DRAW
Triathlon	OXFORD
Ultimate Frisbee (indoor)	CAMBRIDGE
Ultimate Frisbee (outdoor)	OXFORD
Volleyball	CAMBRIDGE
Waterpolo	OXFORD

Mixed Teams	Winner
American Football	OXFORD
Archery	OXFORD
Cruising: Sailing	CAMBRIDGE
Cruising: Windsurfing	OXFORD
Dancesport	CAMBRIDGE
Gliding	CAMBRIDGE
Karate	CAMBRIDGE
Kendo	OXFORD
Kickboxing	CAMBRIDGE
Korfball	OXFORD
Lacrosse Mixed	CAMBRIDGE
Polo (arena)	CAMBRIDGE
Powerlifting	CAMBRIDGE
Riding (Mixed)	OXFORD
Small Bore	CAMBRIDGE
Trampoline (mixed)	OXFORD
Ultimate Frisbee (indoor)	CAMBRIDGE
Ultimate Frisbee (outdoor)	CAMBRIDGE
Yachting	OXFORD

Annual report Appendix 2: Finance

Finance

The Sports Service has four main sources of income:

- Earnings from trading
- Contribution from Colleges
- Contribution from University
- Specific donations

Trading

The Sports Service has three sites where it is directly responsible for facility operations – the University Sports Centre at West Cambridge, Fenner's (Cricket ground and pavilion, Indoor Cricket School and Tennis Club ground) and Wilberforce Road Sports Ground (Hockey and Athletics). All facilities are open to students, staff and the wider community.

While the main Sports Centre site is able to generate an operational surplus (before any capital repayments), Fenner's and Wilberforce Road will never be able to cover their operational costs. Outdoor athletics facilities and cricket grounds are very expensive to maintain and the market does not support the prices necessary to cover their full running costs. These sites therefore run at a managed deficit supported by Sports Centre earnings, the University and other funding sources. Other facilities of this type are similarly subsidised, either directly, or indirectly by other income streams. At Cambridge this situation is exacerbated by historic charging and income arrangements with the University Sports Clubs that use the facilities. These are currently being addressed but can only be changed on a gradual basis.

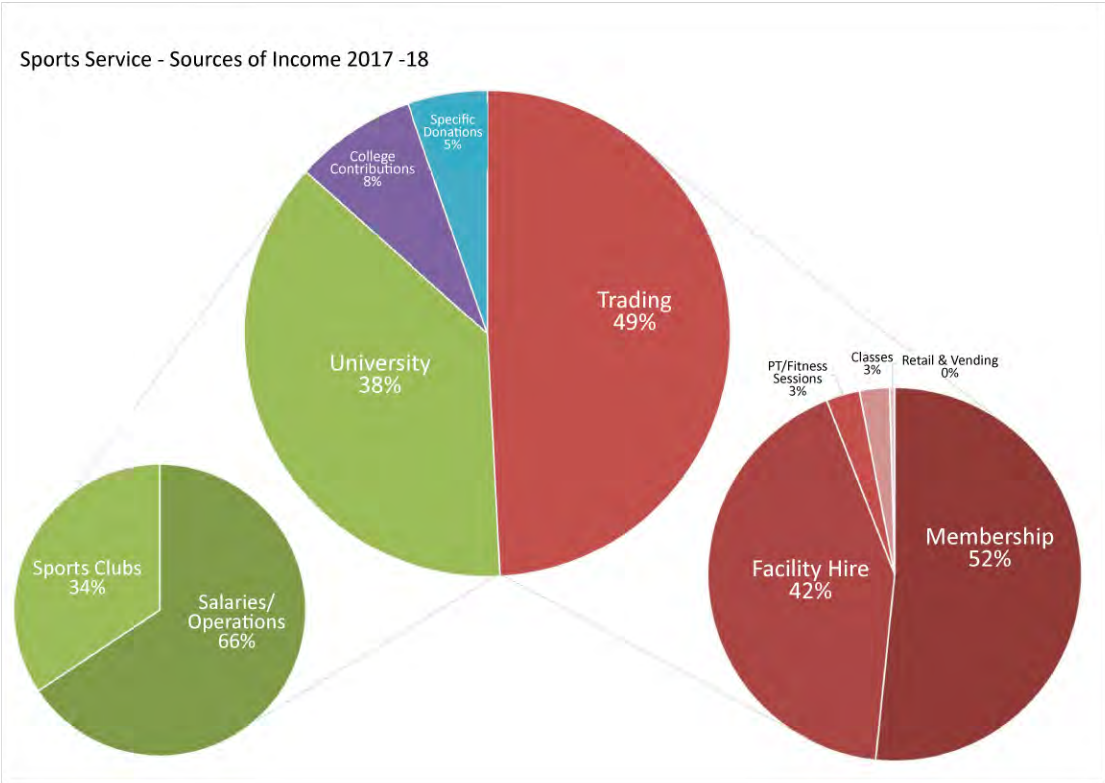
The priority of use for all facilities is given to the students and student clubs who enjoy discounted or, in some cases, free use. This limits the ability of the Sports Service to maximise its income potential, however there is a drive to increase revenue from community use at times not demanded by the students.

The contribution from Colleges is vital as it subsidises student use of the facilities, keeping prices low for teams and individuals hiring space or joining the gym.

The contribution from the University includes some Chest funding which contributes to senior management and other staff costs; some recurrent grant funding, which contributes to part of the total grants given to sports clubs, non-recurrent (or time limited) grants, which contribute to staff and other costs for the Club Registration project and some seed capital for sports marketing (to generate more income longer-term).

Specific donations refer to external funds that have been raised, donated or applied for, and are restricted to specific purposes as indicated by the title of the relevant Fund. These include the MCCU cricket programme, the Fives Fund, the Eric Evans Sports Bursary Fund and the Squash Fund.

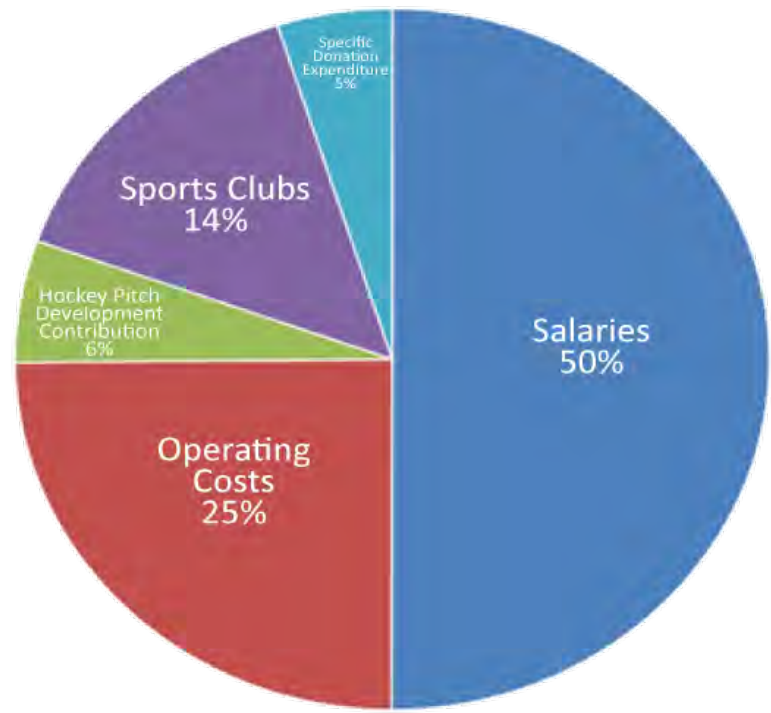
The total income generated across these headings is £2,280,340 and the split is illustrated on the diagram below.



Expenditure

Total expenditure was £2,062,190 and was split as illustrated below. Operating three sites that are open long hours with key areas of specialisation is labour intensive, as a consequence staff costs make up half of our total expenditure.

Sports Service Expenditure Breakdown 2017 - 18



The Sports Service works in a lot of areas that are not trading related. For example, the Sports Review in 2014 produced 15 recommendations, a large number of which led to the Club Registration process to improve the safety and sustainability of the University student sports clubs. This has now turned into a positive process of collaboration between clubs and the Sports Service, as a consequence of which there is growing reassurance about the previously highlighted areas of concern. This work can be viewed as an essential cost to protect the University's reputation, establish safe and more effective ways of working and to provide practical and constructive ways of engaging with sport to fulfil the University's strategic aims. The growing focus on student wellbeing is a natural area of work for us to become more involved in, as is working more closely with the three University sports clubs that own and manage property.

A significant amount of staff time beyond daily operations goes to support student clubs. This work is described in the report, but by supporting needs common to all clubs (e.g. centralised fixture administration, co-ordinated transport booking and kit deals), the Sports Service can add value with intra-club liaison, cost cutting and other efficiency savings. In this way we are helping students with some of the responsibilities and intricacies of running clubs but never seeking to take the appropriate level of responsibility or accountability away from them. The grants to sports clubs have an element of University recurrent grant and also a non-recurrent element that will increasingly be replaced by Sports Service trading income. The University directly supported Sports Clubs through grants and the registration process by circa £280k. This does not include the indirect support to a number of clubs who receive free ground hire and all other clubs who are charged rates at a substantial reduction of 25% - 50% (most typically 30%) from the standard rate.

This year we invested funds in equipment for the Hockey Pitch development, purchasing equipment such as goals and dug outs to top up the donation funds and complete phase 1. Next year we envisage needing to invest some funds in Phase 2, in addition to the resurfacing of the indoor cricket school floor, replacement pole vault bed and new tractor and utility vehicle, amongst other items.

Whilst there are year-on-year fluctuations, overall donations expenditure matches income received.

Re-investment

The overall long-term aim of the Sports Service is to break even. There is a need to generate surplus income in some years to build reserves to re-invest in the major items of expenditure required to maintain the current levels of sporting provision at the University. This includes the upkeep of sporting surfaces e.g. resurfacing of the athletics track and hockey pitches, the periodic replacement of major items of equipment e.g. tractors and gym equipment, as well as general contingencies. Capital expenditure for the next five years is currently estimated to be £1.5 million, this does not include some major items of building refurbishment for which additional funds are being sought from the central University or external donors.