



# University of Cambridge Sport

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## Annual Report 2015/16

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## Foreword from Professor Graham Virgo, Pro-Vice-Chancellor for Education

2015/16 has seen a significant change in the governance of sport at Cambridge. The Sports Committee has been created, which I chair, and a significant amount of work has been undertaken to prepare the ground for the registration of all sports clubs. This has required careful consideration of the definition of a sports club; engagement with the Societies Syndicate, under which various sports societies are regulated; and registration pilots. A great deal of work and consultation has taken place as well to prepare a new Strategy for Sport.

I am particularly pleased that sport has been brought within the portfolio of the Pro-Vice-Chancellor for Education. For it is clear to me that sport has a vital function to play in ensuring that the educational provision at Cambridge is the best it can possibly be. Participation in sport at all levels encourages good health and wellbeing and many of the skills developed through participation in sport are relevant to academic study and are required by employers.



I am well aware that there is a significant amount of work to do under the auspices of the Sports Committee, including engagement of the development campaign with sport. But what has been achieved already is reflected in this report, including the sporting successes of our students. I commend them, and their coaches and supporters, as well as those who work within the Sports Service, for their hard work and achievements.

## Foreword from Nick Brooking, Director of Sport

Looking back over the last year, the first thing that I think I should note is a great sense of positivity; not just my own, but also from many colleagues around me. Coming into a new job, one inevitably expects to encounter a certain wariness from staff who will be working with you. What I actually experienced was a warm welcome from everyone, and that sense of positivity stems not only from the very enthusiastic Sports Service staff, but also from students, colleagues in other departments, colleges, and the many people from the local sporting community that I have met.



In terms of the work programme for 2015/16, it was evident that the Review of Sport and the change of governance arrangements had identified key tasks and given us a new framework within which to operate. The Planning Round submission had also set out the way in which the Service felt it could tackle the challenges presented, and the resources we would require to do so.

At the same time it was understood that there was a need to develop an overall Strategy for Sport, to try and find common ground and a sense of direction for the broad range of organisations with diverse interests or roles in University of Cambridge sport. Equally, we have set out to become more focused on building a sustainable business operation, and to do so by building greater awareness and effectiveness of our service delivery, while retaining the priority of providing facilities and services at an affordable rate for our student clubs and individuals.

2015/16 has been a year of change for the Sports Service and this will continue, as sport is a business that never stands still politically, economically or technologically. The political and economic context in which we operate also continues to provide a series of challenges for our institution – but with such willing and expert staff, the Sports Service is well-equipped to meet them.

# GOVERNANCE AND MANAGEMENT ARRANGEMENTS FOR SPORT

In November 2014, the Report on the Review of Governance and Management Arrangements for Sport was approved by the University. The recommendations outlined in the report, and the retirement of the Director of Physical Education, meant that the 2015-2016 Academic Year was a period of significant change for sport. The pro-active and positive approach adopted by the UAS and Sports Service Senior Leadership Team and staff, along with the support of the new Sports Committee, has resulted in good progress being made in all areas. A summary of actions in relation to the fifteen recommendations of the review is detailed in Appendix 1. However, the developments in the following governance matters have been particularly encouraging:

## Sports Committee

The Sports Committee was established under the chairmanship of Professor Graham Virgo. The Committee met in April and July 2015 before moving to a termly meeting schedule in 2015/16 Academic Year. The Committee for 2015/2016 is detailed in Appendix 2. A new Sports Club Registration and Compliance Sub-Committee also met in 2016 and will move to termly meetings with the implementation of the new Registration Process from 2017.

## UAS

The Sports Service moved into the Unified Administrative Service in 2015 and submitted its first Planning Round bid as part of the UAS in PR15. The Director of Sport reported to the Registry and attended UAS Senior Management Team Meetings during the 2015/2016 Academic Year. The Director and Assistant Director of Sport met regularly with the Registry, the Pro-Vice Chancellor for Education and the Academic Secretary throughout the Year to ensure that the aims and objectives of both the Sports Service and Sports Committee were addressed in a coordinated manner.

## Sports Club Registration

A Registration and Management of University Sports Clubs Concept paper was considered by the University Sports Committee on the 23rd July 2015. The Committee supported the proposals and agreed that the additional resources required for the implementation and management of the new scheme should be included as part of the Planning Round Submission for 2015.

Partial funding for the new registration scheme was agreed in Easter Term 2016. A revised timetable for the registration of Sports Clubs was therefore agreed by the Sports Committee in May 2016. This timetable aims to ensure that all Clubs are registered and fully compliant with all relevant processes by Michaelmas Term 2019. A rolling programme of registration, with high risk sports taking priority, will commence in Michaelmas Term 2017, with preparation for this taking place during the academic year 2016/17. The programme will not accommodate any Societies at this time, but these could be added at any stage, subject to the availability of appropriate funding.

## Strategy for Sport

A consultation process and initial drafting of the Strategy for Sport was undertaken during the Academic Year. A particular highlight was the Strategy for Sport event on the 26<sup>th</sup> of January 2016, when University Sports Clubs and key stakeholders attended a consultation event at Wilberforce Road. Representatives from the Sports Service, Sports Committee, CUDAR and Communications Office were also present. The

event included positive discussion on the future direction of sport, with clear priorities evident by the end of the evening.

The Sports Committee will receive a final draft Strategy for Sport on 12 October 2016. It will then be considered by the General Board and the Council.

### Blues Committees

A Committee, chaired by Professor Young, has been established to discuss arrangements for the awarding of Blues. Initial meetings with the Men's and Women's Blues Committees took place in Lent Term 2016 with further discussion planned for 2016/2017.

### University Committees

The Sports Service Senior Management Team continues to support the University through work on various committees outside of the sporting arena, in areas such as Health and Wellbeing, West Cambridge Management and the University Volunteering Network. The Sports Service also continues to work in collaboration with other University departments on welcome events, open days, continued professional development, health and wellbeing events and the Science Festival.



**The Sports Centre**



# BUILDING PROJECTS

2015/2016 saw further development of the University Sporting Estate:

## University Sports Facilities

### Sports Centre

The final unfitted area of Phase 1 of the Sports Centre, the Team Training Room, was completed in September 2015. The requirements associated with the Sport England grant were completed and the £500,000 award drawn down.

The facility is used by 17 University Sports Clubs, 5 college clubs and 3 Community Clubs. It has become the home for Trumpington Boxing Club, which has resulted in a very positive partnership between the local club and the University, in relation to athlete development and coaching resources.



**The Team Training Room**

Phase 2 and 3 of the Sports Centre remain in the Blue Zone pending the outcome of the Strategy for Sport discussions. The consultation process identified the swimming pool as the priority for stakeholders, and as such it is likely to be the fundraising priority for Phase 2, with other indoor spaces as Phase 3.

### Wilberforce Road Sports Ground

The Sports Service registered a £2m Minor Works Project to develop two further hockey surfaces at the Wilberforce Road site. A collaboration project between the University Sports Service and Cambridge City Hockey Club, it will provide a great opportunity to improve the facilities to benefit existing and new user groups, including the University Hockey Clubs, college teams, local schools, the City Hockey Club and other hockey teams/players. The proposals have the support of England Hockey and are consistent with the recommendations set out in the Cambridge City Council and South Cambridgeshire District Council Playing Pitch Strategy.



**Wilberforce Road Sports Ground**

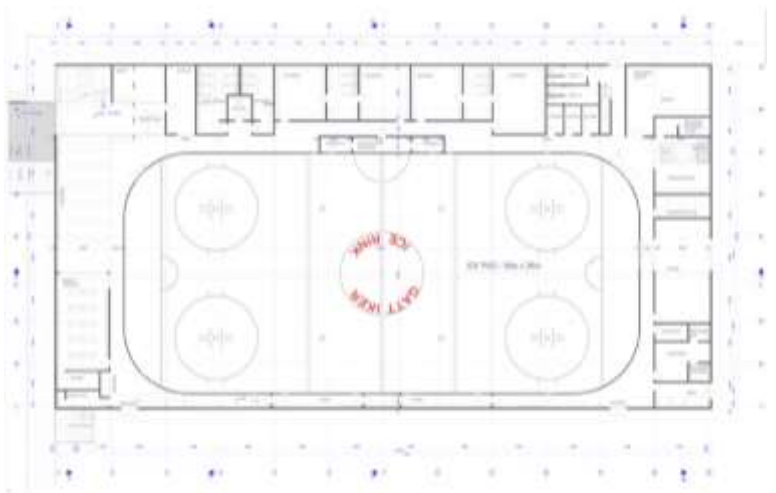
### Fenner's

Work to build toilets and changing rooms at the Cricket School, to replace those lost as part of the sale of Fenner's, was completed in 2016. The cost for this work was met by Hughes Hall, as part of the agreement in relation to access to the ground and tree work.

## CLUB FACILITIES

### Ice Rink

The Cambridge Leisure & Ice Centre (CLIC) Trust was granted full planning permission for a permanent, state-of-the-art ice arena in the city. The arena is to be privately funded by Cambridge Leisure and Ice Centre, a charity started largely from funds given by alumni of the Cambridge University Ice Hockey Club to the University for this purpose. It will be run by an experienced, independent operator. The building will sit on land leased from the Marshall Group and share the Newmarket Road Park&Ride facilities on the eastern fringe of the city. Building is due to commence on the new Ice Arena in 2017.



**Cambridge Ice Centre design**

### Boathouse at Ely

On 3 June 2015, the University Finance Committee authorised a £0.5m Chest Loan to the University Boat Clubs, to part-finance the construction of a new boathouse at Ely. The remainder of the funding was drawn from donors secured by the Boat Clubs.

The new boathouse at Ely, located on the south bank of the River Ouse, will provide world-class training facilities for three Cambridge University boat clubs: CUBC, CUWBC and CULRC.



**Ely Boathouse design**

Morgan Sindall Group PLC was appointed as the main contractor for construction of the facility, with work starting on 9 November 2015. The contract is for 48 weeks with completion due in October 2016. Building work commenced in the summer of 2016, with the new facilities due to open in the Michaelmas Term 2016.

## STAFF

In September 2015, Anthony Lemons MBE retired from his post of Director of Physical Education after 33 years of dedicated service to sport at Cambridge. With the new incumbent commencing in January 2016, the Assistant Director, Karen Pearce, stepped in to lead the Sports Service from September to December. During this period the Sports Service submitted their Planning Round bid, including the business case for the new Sports Club Registration Process, commenced work on the Strategy for Sport and associated consultation process, developed a new scheme for increasing hockey provision at Wilberforce Road and supported the Sports Committee with its initial governance work. The Head of Operations, Simon Cornish, and Sports Service staff worked tirelessly throughout this interim period to ensure that the Sports Facilities continued to offer a safe, effective and high quality service to students, staff and the community. The new Director of Sport, Nick Brooking, commenced in January 2016 after a very successful 17 year period as Director of Sport at University of Hertfordshire.

In December 2015, the Sports Service Grounds Team (Fenner's and Wilberforce Road) were recognised at the UAS Employee Recognition Scheme Awards in the category of 'We deliver an effective and high-quality service'. This was followed, in 2016, by a further Groundsman of the Year Award for Fenner's, the sixth for Head Groundskeeper John Moden. The ground also welcomed a new Deputy Groundskeeper in 2016, who has continued to demonstrate a level of excellence synonymous with the grounds history and ethos.

The Sports Service Fitness Team was also recognised at the UAS awards, in the category of 'We respect others and value diversity'. Since moving to the Sports Centre, this team has worked incredibly hard to empower staff, students and the community to start, progress and excel in fitness and sport, regardless of any perceived or actual barriers that they might face. They have worked positively with staff and students to support them with identified stress and anxiety issues and helped with eating disorders, using fitness to promote a greater sense of wellbeing. They have designed and implemented bespoke training sessions for many University, college and community teams, that have not only reduced significant injuries but helped improve sporting performance. The Fitness team is respectful of individual needs and their attitude and approach is built on valuing diversity. This reflects the collaborative and supportive nature of the Sports Service staff as a whole, providing a high level of service to members and stakeholders.

As the Sports Service moves into 2016/2017, a number of new staff have been appointed, in connection with the Registration Project and the Sport Service's ongoing business development.

## FINANCES

The Sports Service's financial year saw:

- A 7% increase in income generated over the previous year.
- Annual interest on the £10 million capital Sport Centre loan met, as per previous financial years.
- A £55,000 trading surplus invested into:
  - a feasibility study for swimming pool development.
  - a contribution to the MCCU funding shortfall.
  - the purchase of carpet tiles to cover the sports hall floor – this enables more flexibility for events and therefore the potential to generate more income.

## OPERATIONS

- 2015/16 was the Sports Centre's third year of operation, and the new Team Training Room opened in October 2015, providing a high quality functional training space for many University Sports Clubs, community Clubs and a permanent boxing facility for CU Amateur Boxing Club.
- Membership of the Fitness facilities peaked at just under 1600, with around 50% being University students, 25% University and college staff, with the remainder coming from alumni and the local Community.
- Membership of the Squash facilities was around 150 across the full year, boosted by the community Squash Club taking residence at the facility. A new membership and booking agreement was adopted with the CU Squash Rackets Club, to ensure that appropriate levels of student access were maintained.
- Fenner's Cricket and Tennis Ground once again hosted three First Class fixtures against major county sides, and the groundstaff were awarded with an IOG Award, shared with Leeds Bradford, for obtaining the highest average pitch assessments.
- Wilberforce Road continued to successfully host a full range of local and regional athletics events and hockey fixtures throughout the year.



# EVENTS

2015-2016 proved to be a busy and successful year of event hosting on all three sites, including many inaugural events:

## Sports Centre

- The Centre hosted three Varsity matches: archery, powerlifting and trampoline, with Cambridge being the victors in the latter two sports.
- The first Cambridge Open Squash Championships in over a decade were held between April and May. This proved to be a success, and the event will now take place annually.
- 11 September saw the Centre play host to the first ever Greater Cambridge 10k, organised with Living Sport – the Cambridgeshire and Peterborough County Sports Partnership. Just under 500 runners participated and a lot of positive feedback was received.
- The Inclusive Badminton Festival was held on 24th September, in conjunction with Power to Inspire. This event is now to be held annually at the Sports Centre.
- The Centre also hosted numerous other events for National Governing Bodies, such as events for British Kendo and Goalball UK.



**Inclusive Badminton 2015**

## Wilberforce Road

In total, Wilberforce Road played host to over 20 athletic events during the summer. These included:

- Continued hosting of the East of England Athletics Championships.
- A new Varsity Multi Events Championships, organised by alumni of the University Athletic Club. Competitors from across Europe were in attendance.
- Hosting the Cancer Research 24-Hour Race for Life Relay for the fourth consecutive year, with confirmation the event is to take place again at the same ground in 2017.
- On a more unusual note, for one day Wilberforce Road became the location for a Volvo Car advert, which can be seen on Sky Atlantic. A few of our staff were also stars in the advert!

## Fenner's

- For the second time in three years, the cricket ground hosted the England v Sri Lanka Under 19s Test Match, on behalf of England Cricket Board.
- Continued hosting of a division of the LTA National County Tennis Championships.
- The tennis courts also hosted their first residential grass court tennis camps, managed by Jonathan Markson Tennis Camps. Course attendees from across Europe and the USA were present.



**A summer scene at Fenner's, as taken by groundsman Lee de Grammont**

# SPORTING SUCCESS AT CAMBRIDGE

Cambridge remains a University with global, national and local sporting profiles. 2015-2016 was a year of growth and success for sportspeople across the University.

## Performance Sport – Global/National

- The University continued to support elite athletes through the Talented Athletes Scholarship Scheme, part-funded by Sport England. Seven athletes received personal coaching and development from the University, and results included a bronze medal in the European Junior Championships (**Shona Whitwell**) and appearances for the Great Britain Women's Blind Goalball team (**Sarah Leiter**).
- Powerlifting Club captain **Salman Khan** became Commonwealth Junior Champion in the 74kg category.
- Recent alumni **George Nash** and **Tom Ransley** won Gold medals at the 2016 Rio Olympics, while alumna **Hayley Simmonds** broke the British 10-mile and 50-mile time trial records (cycling).



**Salman Khan**

## Competitive Sport

University Clubs are the backbone of University Sport and should be congratulated for another successful year. The senior members, officers, volunteers and players deserve recognition for their passion and dedication to their sport.

- The 2015-16 BUCS season saw points being earned across a wide range of sports, with some exceptional team and individual performances. Cambridge came 16<sup>th</sup> in the country and 5<sup>th</sup> in the Midlands, a good result in a division of 24 institutions.
- The **Powerlifting Club** came 2<sup>nd</sup> in the world at the first University Powerlifting World Cup.
- The **Fencing Club** were national BUCS Champions.
- The **Women's Lacrosse 1sts** won the Premier South division, their 10<sup>th</sup> consecutive title.
- The **Dancesport** team were national champions for the fifth year in a row – they have not lost a single match since 2012.
- The **Cruising Club** won the BUSA Team Racing Finals for the third year running.



**Alice Middleton, CURUFC  
Women's Captain**



- The **Men's** and **Women's Volleyball**, **Women's Rugby** and **Women's Water Polo** squads competed in the top division of their sports.
- The **Hockey Women's 1sts** won the Premier B South division.
- The **Men's Basketball 1sts**, the **Men's Lacrosse 1sts**, the **Women's Fencing 2nds** and both **Hockey 2nds teams** also won their respective divisions.
- Over 120 Varsity matches were played, with a high-profile win for the **Men's Boat** club. There were also notable wins for the **Men's Hockey** (their fourth in a row) and **Women's Basketball** (their fourth in a row).
- The **Women's Varsity Rugby Match** moved to Twickenham on the same day as the men in 2015, finishing an historic day with a 52-0 win over Oxford.
- **2422 people** trained and competed as members of University sports clubs – many more will have trained at a collegiate or informal level.
- **Over 1500 people** competed in the annual May Bumps rowing competition.
- The Sports Centre in West Cambridge continued to be a popular site for sport in Cambridge, with **1907 members** (at time of writing), including **914 students** and **423 University staff**.
- There continued to be a wide range of activity across the University's 53 sport clubs and 32 sporting societies, catering to a broader range of sports than most UK universities.



**After success on the Tideway**

## FUTURE PLANNING (2016-17)

2015-2016 was a year of significant successes, including the approval of the Sports Clubs Registration Project, the appointment of a new Director, and the completion of the Team Training Room, which released £500,000 of Sport England funding for the completion of University Sports Centre Phase 1.

The Sports Service is seeking to build on that work, and priorities for 2016-17 are:

- a) To invest in people, activities and places that will, in time, grow income.
- b) To permanently resolve the challenges associated with Sports Club Grants Funding.
- c) To continue with the implementation of the new Sports Club Registration process.
- d) To begin implementation of the 2017-2022 Strategy for Sport.

### a) Income Growth

There is a clear opportunity to increase fitness membership during peak periods (to both students and the community) and to maximise the potential occupancy of vacation time space. The Sports Service has therefore requested 'seed capital' to grow its activities during vacation periods and deliver a comprehensive marketing campaign over the next three years, aimed at delivering sustainable income streams in the medium to long term. The focus would be on marketing fitness facilities, the creation of new summer activities and pre-season training packages, and the expansion of children's parties, business activities and large event bookings.

### b) Grants Funding

Grants funding for University sports clubs continues to be a challenge. Grants funding of £57,000 was received from Administered Fund 1.360: Sports Syndicate as a contribution towards the 2016/2017 grants budget. The shortfall of £80,000 has been allocated from Sport Service reserves as an interim measure. However, it is proposed that income generated as a result of the marketing campaign would meet this shortfall in the long term and eventually remove the need for the University to contribute to this area.

### c) Club Registration

Initial work on the Sports Club Registration process has identified the need for investment in club training, particularly in relation to Health and Safety, Student Welfare and Cultural Issues (including harassment and sexual consent).

The Sports Service is working toward the following targets for the 2016-2017 academic year:

- a) To complete an HR and Safety Audit of University Sports Clubs.
- b) To work with the Phase 1 Sports Clubs (24) to ensure that they meet the basic registration criteria for October 2017
- c) To build the Moodle Information Hub and develop the Sports Service website to support Sports Club Registration.



- d) Phase 1 Sports Clubs to register formally with the Sports Service in October 2017.
- e) To agree process and funding to move 32 Sports Societies from the Proctors' Office to the Sports Service.

#### d) Strategy for Sport

The need to develop a Strategy for Sport had been identified as a priority for the new Sports Committee and Sports Service. Strategy consultations have identified priorities to be:

- a) Facility development: a swimming pool has been demanded not only by student swimming and water polo clubs, but also by individual students and staff, and has also been identified as a priority community need by the joint City Council and South Cambs Facility Strategy, with the West Cambridge site being the preferred location. There is an associated formal requirement expressed in the planning conditions for the North West Cambridge development.
- b) Transport: A co-ordinated approach to transport for clubs would reduce risk and take some burden of administration from students.
- c) Exploration of the benefits of a centralised deal for playing kit.
- d) Clarity and guidance on fundraising.
- e) A desire for recognition that playing sport is a positive attribute for individuals and makes a positive contribution to University – i.e. that it is “not something to be made to feel guilty about”.
- f) Greater insight about College sport and other social sport. These are significant areas of activity, but greater knowledge is needed as to actual and potential participation levels and, in some cases, how these activities are delivered.
- g) Agreement as to how the social and health benefits of physical activity can be quantified and promoted effectively as part of the University's health and wellbeing strategy. Insight work to be undertaken to fully understand the impact of sport on Cambridge graduates' future development, based upon reliable data.

Plans for 2016-17 include ongoing scoping and development work to cover the key areas detailed above.

# APPENDIX 1

## Review of Sport – List of Recommendations

Item	Recommendation	Action
1	The Sports Syndicate should be reformed into a committee and renamed the University Sports Committee.	<i>The Sports Committee was established in April 2014.</i>
2	The University Sports Committee should devise a vision and strategy for sport in the University of Cambridge and then hold the University of Cambridge Sports Service to account for delivering it.	<i>Consultation with a range of stakeholders was undertaken during the Academic Year, with the final Strategy for Sport due to be submitted to the Sports Committee in Michaelmas Term 2016.</i>
3	The Sports Committee should establish sub-committees responsible for overseeing and the registration and management of clubs and health and safety issues relating to sport, plus any other sub-committees it sees fit to create.	<i>A sub-committee for Sports Club Registration and Compliance was set up in 2016. The Committee had an initial meeting on 28 April 2016 and will start to meet regularly in the Lent Term 2016 as initial registration work commences.</i>
4	The Director of Health and Safety should work with the Sports Service to establish a regime of audits to ensure that sports clubs comply with health and safety requirements and codes of practice from the national governing body of any sport. These audits should start with those clubs whose members engage in activities that pose the highest risk to themselves or to the reputation of the University in terms of compliance with regulatory requirements. This work is to be overseen by the Health and Safety sub-committee of the Sports Committee.	<i>The Health and Safety Division have provided a question set to be included in a questionnaire that will be sent to all Sports Clubs in Michaelmas Term 2016.</i>  <i>As the transfer of Clubs to the Sports Service progresses, the Health and Safety Division will undertake session visits with the Head of Operations to audit implementation of safety procedures.</i>
5	The Ordinances relevant to the management and governance of sport, the Department of Physical Education and the Sports Syndicate should be revised to remove references to defunct bodies and to incorporate those recommendations from this report that are approved by the Council.	The following changes were made following approval by ballot of Grace 1 of 25 June 2014 <a href="http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6367/section9.shtml#heading2-28">http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6367/section9.shtml#heading2-28</a>  Statutes and Ordinances 2015 Edition  Sports Syndicate <a href="http://www.admin.cam.ac.uk/univ/so/2015/chapter01-section9.html#heading2-29">http://www.admin.cam.ac.uk/univ/so/2015/chapter01-section9.html#heading2-29</a>  Sports Committee <a href="http://www.admin.cam.ac.uk/univ/so/2015/chapter01-section9.html#heading2-43">http://www.admin.cam.ac.uk/univ/so/2015/chapter01-section9.html#heading2-43</a> .
6	The Sports Service should conduct an urgent review of the terms, conditions, line management and health and safety arrangements for all staff employed by University sports clubs.	<i>The Sports Service has worked with the HR Division to develop an initial HR Audit questionnaire, to be sent to Clubs in Michaelmas Term 2016.</i>
7	The Sports Service should proactively offer specialist advice and support to Senior Members and Senior Treasurers of sports clubs.	<i>The Sports Service has scheduled a meeting with Senior Treasurers for the start of the Michaelmas Term.</i>  <i>A Moodle site has been set up to provide information for Sports Club Officers, including Senior Treasurers.</i>

8	Any club wishing to become registered as a University sports club should be recognised by, or very closely associated with, the list of registered Sport England Clubs. In exceptional cases where this is not possible there should be a right of appeal to the Sports Committee.	<i>The Sports Committee has agreed to work towards a registration criteria based on Sport England and FISU recognised sports. Initial work will commence in relation to the 52 existing sports clubs in Michaelmas 2017. The transfer of sporting societies will depend on funding being agreed with the Societies Syndicate.</i>
9	The Junior Proctor no longer needs to be involved in the registration of sports clubs and therefore they will not be required to be a member of the Sports Committee. Ordinances should be updated to reflect these changes.	<i>The Sports Committee will consider changes to the Ordinances to reflect the new registration arrangements for Sports Clubs. The Proctors will continue to be involved with student discipline in relation to Sports Clubs, and will attend the Registration and Compliance Committee Meetings.</i>
10	The Sports Service should become part of the Unified Administrative Service (UAS) and the Director of the Sports Service report to a senior officer in the UAS, to be determined after further consultation, who in the first instance shall be the Registry.	<i>The Sports Service is now integrated into the UAS, reporting to the Registry.</i>
11	The Director of the Sports Service should liaise with College Bursars, managers of other University-related facilities and partner organisations, to identify and facilitate a mutually beneficial use of all sports facilities and services for all students and staff of the Collegiate University and the wider community.	<i>The Director of Sport has consulted with a range of stakeholders in the development of the Strategy for Sport, including Bursars, Clubs, Senior Tutors, Hawks and Ospreys and other relevant organisations.</i>
12	The Sports Service should develop a transport service similar to that run by Oxford University Sports Department, thereby delivering good value for those wishing to take part in sport, avoiding duplication of costs and protecting the University by ensuring transport is only hired from reputable sources and driven by approved and registered drivers.	<i>The need to develop a transport system has been included in the Strategy for Sport.</i>
13	The Sports Committee should determine what funding is needed to deliver its strategy for sport across the whole of the University and should bid to the University through the planning round, and to Colleges, to raise those funds.	<i>The funding required for the Registration of University Sports Clubs was included in PR15. Once the Strategy for Sport has been approved the associated business case will be developed and included in subsequent Planning Rounds.</i>
14	The Sports Committee should take overall responsibility for making the case for funding for sport and for the appropriate prioritisation of fundraising for sport by Cambridge University Development Office.	<i>The Strategy for Sport includes the key fundraising targets and priorities for Sport. Once this has been approved then a fundraising strategy will be developed in collaboration with CUDAR.</i>
15	The Sports Committee should review the revised licensing agreement covering the use of the University's brand, once completed, to ensure it complements and contributes to the strategy for sport.	<i>The Sports Service is working with the University Communications Office on licensing of the University brand, including use of the brand by Sports Clubs, so that it complements the Strategy for Sport.</i>

## APPENDIX 2

### Sports Committee Membership 2015-2016

The Pro-Vice-Chancellor (Education) (**Chair**)

[**C**] Dr Robert Keith Harle, *DOW*

Dr Alice Jill Hutchings, 2018

[Human Resources Committee] Ms Hazel Elizabeth Turton, 2018

[**GB**] Dr Diana Frances Wood, *ED*

Prof. Christopher John Young, *PEM*, 2018

[Bursars' Committee] Ms Deborah Griffin, *HO*, 2018

[Senior Tutors' Committee] Dr William Nolan, *R*, 2018

[Education Committee] Ms Jemma Stewart, *HO*, 30 Sep 2016

[Clubs Sub-committee] vacancy

[**X**] Dr Samantha Jane Lucy, *N*,

Mr Roger Mosey, *SE*, 2017

**Acting Secretary:** Dr Kate Maxwell, *W*.

(Membership as of Lent 2016, accessible via <http://www.admin.cam.ac.uk/reporter/2015-16/special/07/section2.shtml#heading2-10>)