Strategy for Sport 2017-2022
“I love doing sport because it’s really good for you.”
– Charlotte, age 4

“I enjoy the camaraderie that comes from being in a team and the sense of achievement that accompanies mastering a new skill or winning a match.”
– Student College Sport Team Member

“Sport at Cambridge is an integral part of my university experience. Having the opportunity to excel simultaneously in sport and academia is rare, and Cambridge University offers a great place for me to pursue this.”
– Lance Tredell, 2016 Boat Race winner – CUBC President 2016/2017

“I can have a positive influence on people’s lifelong involvement in sport.”
– James Powley, age 44, Coach

“I love sport for three reasons: the fitter I am, the healthier I am, even more valuable for a disabled person; the competition, however poor, is great fun, and with imagination most sports can be adapted to make them competitive regardless of abilities; and I love the camaraderie and friendship that playing with like-minded people generates.”
– John, community member, age 55 (participates in community, club and national level sports)

“It’s mentally and physically challenging, and makes me feel happy.”
– Kate, Squash Player

“For the moment when you’ve been practising the same thing over and over, and then you finally get it.”
– Student from DanceSport

Playing badminton focuses my mind, removing any stress or thoughts I might have been dwelling on, allowing me to thoroughly enjoy the moment.”
– Alasdair, Badminton Captain
The contribution of sport to University life cannot be underestimated. Sport – whether for major titles or for simple enjoyment - provides a unifying activity for students and staff from all academic disciplines. Aside from the obvious benefits to health, it has the ability to bring people together from across collegiate Cambridge in a shared endeavour. These experiences forge lifelong memories and friendships.

Externally, sport demonstrates the energy and teamwork that underpins the contribution to society we make through our education, learning and research – the heart of our University’s mission.

Professor Sir Leszek Borysiewicz, Vice-Chancellor
The Context

Sport is a key part of the University’s cultural heritage and its global identity. Our historic rivalry with Oxford continues to be a highlight of the sporting calendar, with over 60 sports now involved in Varsity contests. In addition, student teams and individuals are competing in ever greater numbers in regional and national student competitions, community leagues and, for some, on the international stage.

The inter-collegiate programme provides significant competitive and social sporting opportunities for students with, for example, around 1600 people competing in the May Bumps alone. Many more participate in casual sport, fitness and wellbeing activities.

The role that physical fitness plays in ensuring the general health and wellbeing of our students and their ability to cope with the academic rigours of Cambridge is vitally important. As too is the need to provide healthy workplaces for our staff. Sport and physical activity therefore have an important role in supporting the strategic aims of the University’s Learning and Teaching Strategy, as well as underpinning Cambridge’s mission and core values.

We are not alone in putting a high value on sport. The University sector more broadly has increasingly recognised and promoted the value of sport. Research provides evidence that the values of teamwork, leadership and organisation experienced and demonstrated through sport have a positive impact as graduates seek employment, as well as how they subsequently progress in that employment.*

This first Strategy for Sport for the Collegiate University aims to cover the breadth of activity from high-level performance sport to social, participative physical activity. It seeks to provide a cohesive framework for our own governance and management, as well as setting priorities for partnership work, resource allocation, support services and capital investment.

Our strategy also recognises that the University is part of a vibrant and growing City, where sport and physical fitness is greatly valued. As such, while its primary focus will be students and staff of the University, it aims to complement, collaborate with and add value to the strategic ambitions for community sport across Cambridge and the wider county.

At a time of change in the Higher Education sector, now is the ideal time to ensure that sport at the University of Cambridge has the right foundation to deliver its mental, physical and social benefits – and to continue to generate those moments to remember.

*Sport Industry Research Centre (SIRC) “Impact of Sport on Graduate Employability” study. Oct 2013
A Unified Strategy for Sport – Summary

**Mission**

Through its wide ranging benefits, sport will help the collegiate University to achieve and sustain excellence in teaching and research. The University will therefore support students, staff and the wider community in pursuit of their health and wellbeing, competitive and elite sporting ambitions and encourage a positive, lifelong association with Cambridge University Sport.

**Governance**

Establish a clear, integrated and robust governance structure.

**Infrastructure**

Improve the student sporting experience and increase support to clubs, talented athletes, volunteers and stakeholders.

**Revenue and Investment**

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

**Profile**

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

**Insight**

Capture and evaluate data to improve our insight and interaction with our participants, volunteers and supporters.

**Performance Sport**
Supporting talented and high level sports people

**Competitive Sport**
Supporting the University sports clubs and Colleges in delivering high-quality competitive sports opportunities.

**Physical Activity**
Providing for the health and wellbeing of the University and wider Cambridge Community by encouraging widespread involvement in physical activity.

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**Pillars**

**1880**

Alfred Lyttelton becomes the first man to play both football and cricket for England; he had represented Cambridge in five different sports.

**1912**

The Blues Committee is established.
Enablers – 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.
- A forum for student engagement and representation in governance matters.
- A fit-for-purpose registration process that fosters good practice and delivers sustainable growth at club level.
- A clear and transparent resource allocation model.
- A system which works in collaboration to deliver a University wide, integrated student welfare system.

Max Woosnam wins the Wimbledon Gentlemen’s Doubles, having already played for the England football team, won an Olympic gold medal and scored a century at Lord’s.

Cambridge University Rugby Fives Club is established.

1920 | 1925
Enablers – Infrastructure

Team Transport

Facility Development

Athletes Support Programme

Coach and Volunteer Development

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.
• Provide high-quality, accessible and holistic support services for talented sportspeople.
• Invest strategically in our workforce (staff, officers, volunteers, coaches and officials).
• Deliver a high-quality, cost-effective and responsive operations model for University sports facilities.
• Build an information hub and strong online community for sport, health and wellbeing.

“People come together from very different worlds, and they’re all part of the same team, and you learn to work together. We talk a lot now about diversity in the workplace – in sport, that’s just something that happens very naturally. You have that common thing that you’re trying to achieve, with very different people.”

Andy Rubin, University of Cambridge Alumnus, Chairman of Pentland Brands and former member of the University Water Polo team.

Lord Burghley becomes the first man to complete the Trinity College Great Court Run, later immortalised in the film Chariots of Fire.

The First Women’s Boat Race is held, between an Oxford crew and a crew from Newnham College.
Enablers – Revenue & Investment

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

- Expand Sports Service income streams to reinvest in facilities and services.
- Ensure that Capital Investment Priorities for sport are included in the University Fundraising Campaign.
- Establish a Sports Fund (Endowment) to support successful clubs and talented sports people on a structured programme.
- Work in partnership with internal providers (e.g. University sports clubs and colleges) and external partners (e.g. community clubs, local authorities and other organisations) to deliver new projects.
- 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.

The Women’s Boat Club is established. 1940

The Women’s Blues Committee is established. 1946
Enablers – Profile

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

- Establish a clear brand strategy for sport with consistent corporate identity and message.
- Foster a positive sporting culture that is synonymous with the core values and expectations of the University.
- Develop a network of Brand Advocates for Cambridge Sport (internal and external) to help raise the profile of the Sports Service within the University and the wider community.
- Ensure that sport is represented at key University Committees and working groups.
- Use technology to engage a global audience with our sporting heritage, performances, research and innovation.

Fenner’s Gym on Gresham Road opens.

Alumnus Mike Gibson begins his long Rugby career for Ireland. He goes on to get 69 caps for his country.

1951

1964
Enablers – 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).
- Undertake an annual sports census exercise to record sporting, academic and career achievements.
- Develop a central database for sporting alumni, Varsity team details and Blues (Abrahams Project).
- Establish a volunteer and coaching database.
- Audit funding sources for University sport (grant, college, trust, etc.)

Insight

- 336 Cambridge student and alumni Olympians have won 135 medals
- 150 Minutes – the NHS recommended weekly amount of moderate intensity aerobic activity for adults
- In 2008 39% of men and 29% of women reached the physical activity recommendations (BHF 2012 Study)

Insight will help us to connect with our stakeholders more effectively.

- 18,875 FTE Students
- 18,845 FTE Staff
- 142 Varsity Matches accross 53 Sports Clubs
- 53 University Sports Clubs
- 32 ‘Sporting’ Societies
- 35 Dance/Fitness Societies
- 1149 follow us on Twitter @Camunisport

In 2011, 47% of adults in Cambridge cycled at least once a week (Office of National Statistics)

- In 2011, 47% of adults in Cambridge cycled at least once a week (Office of National Statistics)
- Approximately 1620 students take part in the May Bumps
- 18,875 FTE Students
- 18,845 FTE Staff
- 336 Cambridge student and alumni Olympians have won 135 medals
- An average of 200 students travel to BUCS Fixtures each week
- Graduates who were Physically Active at university get paid on average 18% more than those who weren’t (BUCS Research July 2013)
- In 2011, 47% of adults in Cambridge cycled at least once a week (Office of National Statistics)
- Approximately 1620 students take part in the May Bumps

1970 | 1985
Alumnus Michael Atherton makes his Test debut for England, in a series also featuring Cambridge alumnus Derek Pringle.

**1988 - 1989**

Cambridge University Women’s Rugby Union Football Club is established.
Measuring Success – Pillars

The first task is to develop suitable qualitative and quantitative information to form the baseline data. From such a baseline, an annual work programme with priorities, resources and key performance indicators can be agreed, reported upon and reviewed.

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Measured by</th>
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<tbody>
<tr>
<td><strong>Performance</strong></td>
<td>• Number of athletes, teams and clubs achieving at regional and national level.</td>
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<tr>
<td><em>Success will be achieved when</em> the University attracts students with both academic and sporting talent and is able to provide them with the support necessary to achieve at national and international level.</td>
<td>• Number of students achieving international honours.</td>
</tr>
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<td></td>
<td>• Feedback in relation to student support services.</td>
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<td></td>
<td>• Quality of coaching staff and volunteers.</td>
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<td></td>
<td>• Extent of support services and bursaries available to students.</td>
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<tr>
<td><strong>Competition</strong></td>
<td>• Number of high-quality competitions for students and staff.</td>
</tr>
<tr>
<td><em>Success will be achieved when</em> there is a clear, integrated and well publicised competition pathway for students and staff supported by strong partnerships with community clubs and National Governing Bodies.</td>
<td>• Number of students and staff playing competitive sport regularly.</td>
</tr>
<tr>
<td></td>
<td>• Extent of centralised information for competitive sporting opportunities.</td>
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<td></td>
<td>• Feedback from participants.</td>
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<tr>
<td><strong>Participation</strong></td>
<td>• Quality of facilities when benchmarked against other Russell Group and International Universities.</td>
</tr>
<tr>
<td><em>Success will be achieved when</em> the programmes, activities and facilities available across the Collegiate University are attractive, relevant, convenient and accessible with the infrastructure necessary to respond to the continually evolving characteristics and requirements of the University Community.</td>
<td>• Participation levels across collegiate Cambridge.</td>
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<tr>
<td></td>
<td>• Student, staff and community feedback on facilities, activities and services.</td>
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<td></td>
<td>• Number of participants from identified low-participation groups.</td>
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<td></td>
<td>• Number of activities promoted through central information hub.</td>
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<td>• Usage of facilities by local clubs.</td>
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**Alumna Yaping Deng wins the 3rd and 4th Gold Olympic medals of her career in Atlanta in the Table Tennis singles and doubles.**

**Alumna Stephanie Cook wins the gold medal in the Sydney 2000 Olympics in the women’s modern pentathlon.**

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1996 | 2000
Measuring Success – Enablers

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Measured by</th>
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<tbody>
<tr>
<td>Governance</td>
<td>Success will be achieved when sport is governed and managed according to industry best practice and when business and strategic targets are regularly achieved.</td>
</tr>
<tr>
<td></td>
<td>• Sports Committee effectiveness surveys and assessment against strategic priorities.</td>
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<td></td>
<td>• Number of sports clubs fully registered with the Sports Service.</td>
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<td></td>
<td>• Level of student engagement in governance processes.</td>
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<tr>
<td>Infrastructure</td>
<td>Success will be achieved when individuals, teams and clubs can access high-quality sport and physical activity programmes supported by professional and knowledgeable staff.</td>
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<tr>
<td></td>
<td>• Number of activities promoted through the central information hub.</td>
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<td></td>
<td>• Level of user satisfaction / customer feedback.</td>
</tr>
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<td></td>
<td>• QUEST assessment.</td>
</tr>
<tr>
<td>Revenue and Investment</td>
<td>Success will be achieved when support for capital development is secured and operational performance has increased financial sustainability.</td>
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<tr>
<td></td>
<td>• Level of funding to support student involvement in sport and physical activity.</td>
</tr>
<tr>
<td></td>
<td>• Level of funding for capital developments and the establishment and maintenance of the Sports Fund.</td>
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<tr>
<td></td>
<td>• Number of external partnerships and value of relationships.</td>
</tr>
<tr>
<td>Profile</td>
<td>Success will be achieved when the benefits of physical activity, the quality of facilities and services and the performance of our athletes feature prominently in University promotional materials on a range of platforms.</td>
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<tr>
<td></td>
<td>• Level of media coverage and engagement with Sports Service website and social media.</td>
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<td></td>
<td>• Level of alumni involvement in events.</td>
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<td></td>
<td>• The extent to which sport is featured in University publications and promotional material.</td>
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<tr>
<td>Insight</td>
<td>Success will be achieved when data is captured and utilised to inform future strategic priorities and improve our interaction with members.</td>
</tr>
<tr>
<td></td>
<td>• Amount and quality of participation and competition data available across the collegiate University.</td>
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<tr>
<td></td>
<td>• The extent and quality of the Blues database and the number of sporting alumni engaging with the University.</td>
</tr>
<tr>
<td></td>
<td>• The extent and quality of facility usage and customer satisfaction information gathered.</td>
</tr>
</tbody>
</table>

2012

Alumnus Andy Baddeley sets the Parkrun world record (13:48) at the Bushy Parkrun.

Alumna Anna Watkins wins Gold at the London 2012 Olympics with rowing partner Katherine Grainger in the Double Sculls.

The new University of Cambridge Sports Centre opens.

2013
Fundraising Priorities

Sports facilities and services consistent with the expectations of a world class University.

The University of Cambridge achieves global success by attracting exceptionally qualified staff and students, and then providing the academic programmes, facilities, environments and support structures that are synonymous with the highest levels of academic excellence.

The original plans for the University sports facilities at West Cambridge always envisaged further phases of development to include a swimming pool and indoor tennis facilities. From consultation and research, it is evident that a pool is the priority to meet the needs of competitive student clubs, the expectations of students and staff, and to provide for the wider community.

Opportunities for development or improvement of other facilities will also be explored in collaboration with University clubs, colleges and other partners.

In the shorter term, consultation with student clubs has identified that their priorities include a more effective approach to team transport, greater help with club administration and a strong, consistent brand identity for representative sport.

In order to remain competitive on the field, court, pitch or in the water, there is also a desire for a more structured programme to support talented and high performing athletes. To help our student athletes train and compete more effectively, they would like greater access to specialist services and expertise. This could involve working in collaboration with University and city companies with world-renowned expertise in sports medicine and technology. At the same time, we need to keep the costs of training and participating down so that students are not prevented from doing sport during their time at the University.

A “joined-up” and “fundraising” strategic approach to fund-raising to support these needs, which could benefit both clubs and individuals, is essential.

Dear World...

Fundraising Priorities

• Swimming Pool £12m
• Sports Fund £4m

Development Projects

• 3G/4G Pitch
• Hockey Pitches
• Additional Indoor Sports Space (West Cambridge)
“I love spending time with my friends.”
– Rebecca, community member, age 16 (participates in fitness/gym and casual sport)

“I love the need for speed of thought.”
– Mark, alumnus and staff member, age 50 (participates in casual sports)

“The friendships I make are much more valuable to me than a medal or race time.”
– Laura, University of Cambridge Undergraduate and Rowing Coach

“I like that sport is physically challenging and enjoyable, and I get to do something I enjoy with the people I like.”
– Emma, Women’s Football Captain

“Cambridge sport is much more than just an opportunity to represent our University. Being part of an athletic team is an experience that teaches discipline, teamwork and dedication in a way that nothing else ever could. This experience is enhanced many times over at Cambridge, because the history of the University and each team demands a level of respect and commitment that only Cambridge students can truly appreciate”
– Ben Ruble, 2016 Boat Race winner

“I get to train with like-minded positive people.”
– Matt, age 46

“Sport is great because it gets you in the mood for working in teams.”
– Abigail, age 8

“Cambridge sport is much more than just an opportunity to represent our University. Being part of an athletic team is an experience that teaches discipline, teamwork and dedication in a way that nothing else ever could. This experience is enhanced many times over at Cambridge, because the history of the University and each team demands a level of respect and commitment that only Cambridge students can truly appreciate”