

# SPORT REVIEW

## CYCLES ONE - FOUR

### REVIEW AND RECOMMENDATIONS FOR CYCLE FIVE AND BEYOND

**SEASON 2023-24**



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# FOREWORD I

Since its creation in 2009 out of two organisations (BUSA and UCS), BUCS has grown upward and outward in so many ways, not just fulfilling the vision which its officers and members had foreseen leading up to the merger of two precursor organisations in 2009, but most probably exceeding expectations in terms of improving the quality of the student experience. As a former Chair of both BUSA and UCS, I can acknowledge that we could soon see it would be challenging to manage the scale of what had been unleashed, and so the emergence of the need for the means and mechanisms which could develop focus and response to the range of competitive sporting activity desired and required by the membership over the next 6-7 years was inevitable.

In 2016 I found myself chairing the group which undertook the initial task of developing the competition framework within which there were three guiding principles as detailed in this report. This group was made up of some highly experienced current and past directors of sport drawn from large and small institutions and from across the four home nations, some senior volunteers and external stakeholders, and two student officers – all acknowledged in an appendix to the report. The group first came together in early 2016 and worked through to late 2017. Their review process is described in this 2023 report, along with the detailed analytical work (including the “BUCS Big Survey”) which they undertook both through their own investigative efforts and via an external agent. It was an exciting time given the potential impact the group anticipated the initial review might have on BUCS’ internal membership values and aspirations around competitive sport, helping to define the requirements / expectations of the student sportsperson through defining athlete profiles for the first time, and importantly requirements at each competition level, i.e., areas such as travel, facilities, rules and regulations, support and profile. As importantly to internal competition structure, the impact on BUCS’ relationships with National Governing Bodies (NGBs) of sport was also a winner, initially through bringing many together with the review group, EMG and SAG chairs, and benefits are still emerging as these relationships continue to mature.

In terms of timescale, the group recognised the enormity of what it was tackling, and anticipated the outcomes of its initial work could not, and would not be tested before 2018/19 academic year. Equally important was the initiative to affect a cyclical review process/system which would be needed going forward after this initial 2-year development phase. Today we see the SRIG (Sport Review Implementation Group) as the arbiter of the review process across regular 2-year cycles, maintaining well designed contact across the membership and diligent rigour of review of member advice coming forward.

When I now read the BUCS 2023 Review of Sport below, I recognise what a time-shift was achieved across 18 months of hard work, and just how fortunate we were to have the input of senior staff and of the review group itself in that key period of change. The challenge to those receiving and reading this review is to ensure that full account is taken of the need for synchronisation within the 2023-27 strategy and beyond, recognising the communications/IT/resource allocation infrastructure which is required to support what is now a sophisticated competition structure which is, and must remain one of the most significant measures of the quality of student experience in BUCS.

As a former officer of both EUSA and FISU, I can say that the scale of competitive sport within BUCS is something which is the envy of many other NUSFs (National University Sport Federations). We should be proud of what has been developed in support of quality of student experience, but recognise it requires appropriate resource allocation, quite a challenge in today’s economic climate.



*Alison G Odell CBE*



## FOREWORD II

The work of the Sport Review Implementation Group has continued to develop and evolve during the 2023-2024 academic year with the Sport Review process representing a significant part of the BUCS delivery programme. During Cycle Four, SRIG have continued to focus on maximising the sporting experience for students taking part in inter-university sport and you will see the further work that the process has undertaken within this report. In consultation with member feedback, key highlights include; the support that has been given to our current offers to improve their provision; work in progression with reward and recognition given to institutions; and an open process for new sports who wish to become part of the BUCS inter-university sport offer.

There is still work to be done, however. On a group level we would like to continue broadening our representation from a wider range of institutions and backgrounds, and we would ask colleagues to consider expressing an interest for the group when further positions become available. On a review level, we continue to be limited in the feedback we receive, and we would like to encourage colleagues to take advantage in the next academic year should they wish, to comment on our current inter-university and potential new sport offers.

Finally, we thank the team at BUCS for their diligence and support in keeping the group focused and functioning with further recognition extended to all SRIG group members for the commitment to their work and the resource given to the Sport Review Process. We now look forward to Cycle Five.



***Ed Nicholas***

(Current Independent Chair)



***Andrew Miller***

(Current Vice Chair, University of Manchester)

# INTRODUCTION AND BACKGROUND

As part of the BUCS 2017-21 strategy, the Sport Review process was established to enable BUCS to develop and implement an enhanced inter-university competition programme for all student athletes at all levels and within all tiers of our programmes.

With the first iteration of the Sport Review Implementation Group (SRIG) formed in 2016-18, the original framework was launched in the 2018-19 season, based on three core guiding principles:

- Understanding who BUCS athletes were and how they engage with BUCS competitions and events.
- Guiding National Governing Bodies (NGBs) and BUCS Advisory Groups on how their current sport specific offers were positioned within the sector.
- Providing the opportunity for the appropriate level of competition for our students.

To date, there have been three significant phases of Sport Review's evolution. Phase One focused on the formation of SRIG and outlining the group's purpose, as well as establishing the framework in which to assess existing offers. Phase Two produced Sport Review Cycles One - Three between 2018-2022 and catalysed the addition of 18 new sporting offers and adjustments into the BUCS programme. Most recently, Phase Three has launched the new Sport Review Implementation Group, resulting in a shift surrounding the core guiding principles that formed the original fibre of the concept.

The intention of this document is to give an overview of the Sport Review process since its inception in 2016, the impact of the framework on the membership and wider sporting offers within BUCS, whilst also capturing SRIG's further recommendations as we now enter into the delivery phase of the newly published [BUCS 2023-27 Strategy](#) and Cycle Five (2023-24).

## 1. Phase One: The Building Better Competitions Framework (2016-19).

Prior to the establishment and introduction of SRIG, the BUCS office engaged a number of staff members and volunteers from both within the membership and across the sector to form the Inter Varsity Competitions Working Group. Their primary focus was to define the road map of how we intended to understand and develop our offers whilst engaging and supporting all stakeholders associated to higher education sport. The group was pivotal in instigating, consulting on and implementing **The Building Better Competition Framework**, with each member recognised below.

FIRST NAME	SURNAME	INSTITUTION / ORGANISATION
Alison	Davidson	University of Exeter
Alison	Odell	Independent Chair
Chris	Anthony	University of Birmingham
Dan	Tilley	University of Nottingham
David	De-Beger	De Montfort University
Fiona	Rennie	Independent Member
Jenny	Morris	BUCS
Mark	Brian	BUCS
Matt	Nicholson	Warwick University
Maureen	Cusdin	Independent Member
Megan	Beddoe	London School of Economics
Paul	O'Leary	BUCS
Rich	Beer	England Hockey
Sophie	Warburton	BUCS
Stew	Fowlie	Scottish Student Sport
Stuart	Vanstone	Cardiff University

As the BUCS Strategy neared its finalisation for publication in 2017, there was a recognised need for more robust insight about our student-athlete requirements, who our athletes were and how they interacted with our offers. Commissioned and conducted in spring 2017, the **BUCS Big Survey** identified that BUCS must do more to respond to the varying needs of students within its competition structure.

As a result, the concept of a student-athlete centered framework was developed. **The Building Better Competition Framework** identified five student-athlete profiles to assist BUCS in developing a more universal vocabulary across all sports as we began to acknowledge the different types of student-athletes within each sport. The profiles were the key component of the entire review process, and the starting point for sports to assess their current offers.

The framework was intended to guide NGBs and BUCS Advisory Groups to understand their current provision of sport competition against the student athlete profiles that have been identified. For sports not currently within the BUCS competitions programme, the framework provided an opportunity to demonstrate current demand and engagement outside of BUCS. The definition of each athlete type can be found in [Appendix 1 – Student Athlete Profiles](#).

Once established, sport specific stakeholders were then tasked with moving through the four stages of the framework, inclusive of:

1. **Reviewing current provision:** Using the student-athlete profile definitions provided, this stage included identifying how each level of offer within the existing playing structures would be best categorised in its current format. The categorisation was to be based on what types of student-athlete are currently participating within that offer and then assessed by gender.
2. **Quantifying the types of student athletes:** Once the types of student-athlete at each level of the structure have been identified, the percentage of each type would then be quantified.
3. **Assessing the current offer:** By using relevant knowledge and expertise, qualitative assessment took place as to whether each level was providing the appropriate offer for the types of student-athlete within it.
4. **Opportunities:** If, within Stage 3 of the framework, stakeholders had identified any gaps in provision or opportunities, they then utilised Stage 4 as a summation by answering several questions (as seen below). BUCS then consulted with the membership on the priorities and objectives for developing each sport within the BUCS Competition Programme.
  - Briefly summarise the opportunity you have identified.
  - Who are the key stakeholders that would support developing your proposed opportunity? What kind of support would be provided?
  - What are the perceived benefits to student-athletes?
  - Does this opportunity impact on any external pathway or competitive opportunity outside of BUCS?
  - What would be your proposed timeline for the development of the opportunity?
  - Would this opportunity have a resource implication?

***N.B. The briefing document for Building Better Competitions that details all information surrounding the inception of the Sport Review process is available on request.***

With the framework for assessing our established sports in place, each engaged stakeholder was then invited to attend the **BUCS Sport Review Briefing Day** in May 2019 wrapped around how to submit proposals for change and additions within the BUCS sporting landscape. The briefing day also allowed

those present and NGBs to gain a broader understanding of the breadth and scope of BUCS delivery, which was well received. Those proposals for change were governed by six categories of headline criteria, namely:

1. The **purpose** of the proposal, why the change was needed, and was there a current and clear gap in provision. Moreover, how student-athletes would directly benefit from the proposed change.
2. **Strategic alignment** and how the change interacted with each strand of the BUCS 2017-21 strategy.
3. How much **consultation and support** would take place and which stakeholders would like to see the change implemented (for example, the numbers of institutions and students directly impacted).
4. The **resource implications** for the BUCS office, our members, and their students - including costs, staffing, and facility requirements.
5. A complete **wider impact assessment** that included rules and regulations, workforce, and other departments within BUCS.
6. **Key performance indicators** and how objectives and their success would be measured.

During the briefing day, guidance on how to build a successful proposal alongside an example submission paper and the timelines associated to each Sport Review Cycle were presented to those in attendance. The timelines for each Sport Review Cycle were generally consistent across each year, with the following example taken from Cycle Three and the 2021-22 timeline (although impacted by the Covid-19 Pandemic).



*N.B. The briefing pack for Cycle Three is available upon request.*

To guide BUCS and the Sport Review process through Cycle One, the Sport Review Implementation group was formed (predominantly linked to the Social & Recreation (Competition), Inter-University and Performance (Domestic) Sport strands of the 2017-21 strategy). Those members can be seen in the below table who operated until their exit in April 2022. SRIG implemented and advised on all changes up to and including the closing of Cycle Three, whose outcomes are detailed in the next section of this paper.

FIRST NAME	SURNAME	INSTITUTION / ORGANISATION:
Steve	Garrett	Independent Chair
Alison	Davidson	University of Exeter
Ben	Philip	Scottish Student Sport
Beth	Garner	University of Brighton
Bess	Evans	University of Wolverhampton
Chris	Campbell	Nottingham Trent University
Chris	Anthony	University of Birmingham
David	De-Beger	De Montfort University
Emily	Roxbee Cox	Liverpool John Moores University
Fraser	Kennedy	Newcastle University
Ian	Smyth	Leeds Beckett University
Ian	Read	Loughborough University
James	Dale	University of Wolverhampton
James	Plowright	Sport England
Katie	Sykes	University College London
Owen	Rodgers	Cardiff Metropolitan University
Ross	Simpson	University of Edinburgh

## 2. Phase Two: Cycles One -Three (2018-22)

During Cycles One – Three, the focus was to work in partnership with Sport Advisory Groups (SAGs), Event Management Groups (EMGs), and National Governing Bodies of sports (NGBs), alongside consultation with member institutions, to review and develop, current and new competition offers.

Notwithstanding the COVID-19 Pandemic where the process was paused for 12 months, Cycles One to Three enabled over forty proposals to be submitted to our membership for review, ranging from new sports wanting to enter our events programme to the creation of brand-new national leagues within our current sporting structures. In total, 18 additions were successfully implemented throughout the 2019-2022 seasons, all of which are detailed below:

CYCLE ONE (2018-2019)			
Sport	The proposal	New / Current Sport	BUCS Led Event, Third Party Event, or BUCS League and Knockout
Fencing	To develop regional inter-university competitions in partnership with British Fencing	Current	BUCS Led Event
Golf	To open Golf Tour Championship to individual guest entries from elite non-student golfers	Current	BUCS led event
Handball	To adopt Handball as a new sport in the BUCS competition structure	New	Third Party Event
Hockey	To introduce a National League for the men's and women's programmes	Current	BUCS League and Knockout
Lacrosse	To introduce a second layer within the existing Premier Tier of women's lacrosse	Current	BUCS League and Knockout
Rugby Union Men	To improve the competitive offer in the lower tiers of the men's programme	Current	BUCS League and Knockout
Rugby Union Women	To introduce a National League for the women's programme	Current	BUCS League and Knockout
Taekwondo	To adopt Taekwondo as a new sport in the BUCS competition structure	New	BUCS Led Event
Table Tennis	To introduce a Premier Tier into the women's programme	Current	BUCS League and Knockout
Ultimate	To restructure the women's offer to reflect the growth of the sport	Current	BUCS League and Knockout



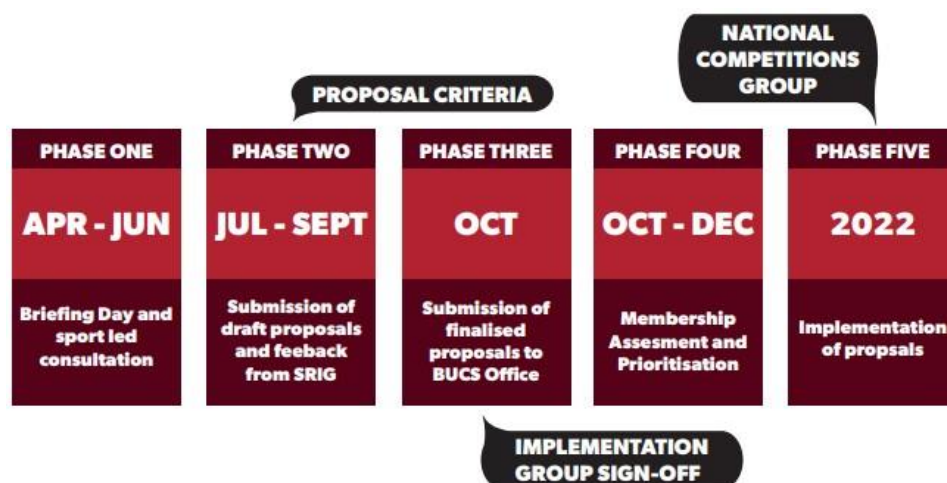
CYCLE TWO (2019-2021 due to the pandemic)			
Sport	The proposal	New / Current Sport	BUCS Led Event, Third Party Event, or BUCS League and Knockout
Baseball and Softball	To adopt Baseball and Softball as new sports within the BUCS competition structure	New	BUCS League and Knockout
Dodgeball	To adopt Dodgeball as a new sport in the BUCS competition structure	New	BUCS League and Knockout
Golf	To introduce a golf Premier League Structure	Current	BUCS League and Knockout
Weightlifting & Parapowerlifting	To adopt Weightlifting and Para-powerlifting as a new sport in the BUCS competition structure	New	Third Party Event
Wheelchair Basketball	To adopt Wheelchair Basketball as a new sport in the BUCS competition structure	New	BUCS League and Knockout

CYCLE THREE (2021-2022)			
Sport	The proposal	New / Current Sport	BUCS Led Event, Third Party Event, or BUCS League and Knockout
Powerlifting	To adopt Powerlifting as a new sport in the BUCS competition structure	New	Third Party Event
Flat Water Sprint Canoe	To introduce Flat Water Sprint Canoe into our events programme	New	Third Party Event
Touch Rugby	To introduce Touch Rugby as a new sport into our events programme	New	Third Party Event

The timeline below (using Sport Review Cycle Three as an example) demonstrates the decision making processes and phases each proposal had to move through in order to be ratified by BUCS National Competitions Group prior to implementation. In the case of Cycle Three, once BUCS National Competitions Group had sanctioned the adoption of Powerlifting, Flat Water Sprint Canoe, and Touch Rugby, the BUCS Executive alongside the proposal authors were primarily responsible for the facilitation, administration, and execution of each programme. Each sport coming with its own unique challenges, outcomes, and impacts.

*N.B. All Sport Review Cycles One – Three proposals are available upon request.*



## 2.1 The impact of Cycles One – Three (2018-22)

Prior to the implementation of those successful proposals ratified during Cycle Three for the 2022-23 season, our member institutions raised the need to assess the collective impact the Sport Review Cycles One – Three were having within the sector and the sustainability of the current proposal and implementation model.

This feedback leant towards points 4, 5, and 6 within the categories of headline criteria each proposal had to successfully explore to be adopted into BUCS. During the December 2021 BUCS AGM and Winter Summit, questions pertaining to below were raised:

- 4. The resource implications for the BUCS office, our members and their students including costs, staffing and facility requirements.
- 5. A complete wider impact assessment that cut across rules and regulations, workforce, and other departments within BUCS.
- 6. Key performance indicators and how objectives and their success would be measured.

The following themes were then discussed and debated during an open forum within the AGM:

- The rising and significant cost to our members due to the 18 additions over the three cycles including entry fees, travel, kit, equipment, and facility hire for a number of members.
- The impact on staffing for both our members and BUCS office workforce, and the increase in delivery capacity to adequately facilitate and administrate new sports and offers.
- How SRIG and the BUCS office were intending to assess the success of each adopted proposal to ensure they are fit for purpose.

During the BUCS AGM, a vote was taken across voting members as to whether BUCS and SRIG should consider one of the following two options:

1. Continue to move forward with the current proposal and implementation model of adopting new sports and programmes into BUCS (of which there had been 18 successful proposals move through Cycles One – Three).
2. As we transition into Cycle Four, consider a review period of temporarily pausing the adoption of new sports and programme additions whilst we understand the wider impact of Sport Review Cycles One – Three. Cycle Four would then allow the BUCS Executive and SRIG to undertake an assessment of our current sports and whether they are fit for purpose. Cycle Four would not however, halt conversations with new sports wishing to engage with BUCS, rather gain a further understanding of their aspirations within the sector and how those aspirations can be guided by BUCS and SRIG.

**Option 1** was voted as the recommendation for BUCS and SRIG, and to continue with the current Sport Review proposal and implementation model.

***N.B. The 2021 BUCS AGM minutes are available upon request.***

## **2.2 Closing Cycle Three and transition to Cycle Four**

Post AGM, BUCS and SRIG confirmed the implementation of the successful sports (Powerlifting, Flat Water Sprint Canoe, and Touch Rugby) that were to be adopted for the 2022-23 season, whilst also allowing further consultation on how Cycle Four would move forward.

Using the themes of the forum within the December 2021 BUCS AGM as a catalyst for discussion, the BUCS office undertook a full resource assessment of the Sport Review process alongside SRIG. During the final Sport Review Implementation Group meeting in April 2022, based on all available data, the questions raised during AGM and internal consultation, it was agreed that although the recommendation was to continue with the current proposal and implementation model, Cycle Four would be closed for new sports and programme additions, and the focus would lie with our current delivery and student-athlete offers. The core focus would be questioning whether existing offers are fit for purpose, what do our excellent offers look like and how do we identify where change and action is required to ensure we deliver an exceptional student sporting experience whilst retaining high-quality member service.

### 3. Phase Three: Appointment of SRIG (2022-23) and Sport Review Cycle Four (2022-23)

The conclusion of Sport Review Cycle Three brought to an end the term of both the member led Sport Review Implementation Group and Independent Chair that had driven the process since 2017. In May 2022, A new Independent Chair was appointed for the second iteration of the SRIG, alongside 10 group member representatives and the BUCS Student Director. As per the terms of reference from previous cycles, the group are supported by a number of BUCS staff including the Director of Delivery and Head of Competitions and Performance. To note, all members are returning for the second year of their term and Cycle Five of Sport Review (2023-24). Each member is detailed in the table below with the group's main responsibilities being as per the terms of reference:

- Advising on the Sport Review process, including making recommendations for improvement.
- Supporting the development of any potential changes/additions to the BUCS competitions programme.
- Implementing the review of the BUCS Reward & Recognition system that has been carried forward from the 2018-22 period.

***N.B. The SRIG terms of reference are available on request.***

FIRST NAME	SURNAME	INSTITUTION / ORGANISATION:
Adrian	Ibbetson	University of Central Lancashire
Ali	Cutler	University of Chester
Andrew	Miller	University of Manchester
Chris	Campbell	Nottingham Trent University
Dan	Tilley	University of Nottingham
Dominic	King	University of Essex
Ed	Nicholas	Independent Chair
Fraser	Kennedy	Newcastle University
George	Christian	University of Birmingham
Joel	Adebanjo	Robert Gordon University
Samantha	Walsh	Loughborough University
Tom	Drewett	University of Birmingham

#### 3.1 Sport Review Cycle Four's guiding principles and SRIG's vision

Once appointed, SRIG established a shift in the group vision and guiding principles for 2022 and beyond. With a focus now on reviewing BUCS current offers and understanding the student experience, the vision and associated aims of Cycle Four were published in October 2022, namely:

**Vision:** To ensure sports that sit within the BUCS League & Knockout and Events programme, are fit for purpose, deliver an outstanding experience, and maximise NGB engagement for our student athletes whilst in a safe and inclusive environment:

##### Core aims:

- Striving to review our current offers and programmes with all key stakeholders by building a robust and transparent assessment framework.
- To have an understanding of what a 'good' offer and programme looks and feels like for our students and members to create an ever-improving level of service and experience.
- Working alongside National Governing Bodies (NGBs) to fully engage them in the delivery of our services.

Prior to beginning the review of our current offers, although the adoption of new sports into BUCS had been paused, SRIG understood the need to continue to engage with those new sports, their NGBs and the exploration of potential for future implementation. The process the group followed is detailed below.

### 3.2 New Sports

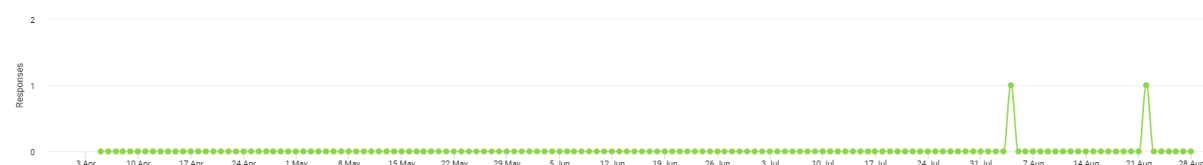
To ensure communication and dialogue with new sports wishing to enter our structures (including new disciplines and programmes) was kept open during the 2022-23 season, SRIG built a [new sport questionnaire](#) to understand ambitions around becoming embedded within the BUCS sporting landscape. The questionnaire ensured we were able to safeguard both the resource given to the process and the integrity of any future proposals. Significantly, we are requesting a supporting statement from each associated NGB prior to discussions beginning. Finance and workforce support were both referenced as critical considerations for sports and their potential involvement and adoption within BUCS.

It must be noted that prior to Cycle Four beginning, there were several Cycle Three legacy pieces that were to be actioned throughout the season. SRIG continued to work with Rounders England and England Men's and Mixed Netball Association (EMMNA), both sports expecting to run test events and provide proof of concept for future applications into BUCS. These events are slated to take place during the 2023-24 season.

In total, from the closing of Cycle Three, 22 sports contacted the BUCS office to open dialogue regarding the potential adoption of their sport, new discipline or programme into BUCS. The initial contact has derived from a variety of sources inclusive of NGB representatives, university staff members, students, and club officials. Each enquiry was redirected to the [new sport questionnaire](#) alongside further consultation with the BUCS office. As of October 2023, of the 22 sports that contacted the office, to date two have filled out the new sport questionnaire online and another responding through documentation.

For many, as per the questionnaire, further internal resource and data collection is needed for the criteria of the questionnaire to be satisfied, with several sports stating they are continuing to move through that process prior to submission of the questionnaire. The graph below details when responses were submitted since the questionnaire went live, each submission receiving further correspondence now Cycle Five has opened. For new sports, disciplines and programmes, we will build a proposal framework retaining a number of the themes from Cycles One – Three alongside requesting as much significant data and insight as possible in order for SRIG to guide and support the proposal framework. This process is slated to be launched by early 2024.

Responses over time ?



***N.B. It is important to note that the NGB of each sport may not have been informed by contacting parties that an expression of interest was submitted and or an initial conversation with the BUCS office has taken place, further bolstering how critical the new sport questionnaire is to the process. All sports below may also not have an officially recognised NGB to support their delivery model. For more information on conversations that have taken place please contact the BUCS office at any time and we will assist where necessary.***



### 3.3 Understanding our current offers

Across the 2022-23 season and Cycle Four, one of the overarching ambitions was for SRIG to understand what a good student experience looked like within a particular sport whilst also discovering which of our current offers were not fit for purpose and or were considered to be delivering a poor student experience.

In October 2022, our [current sport questionnaire](#) was built and the membership were canvassed asking to respond to a number of questions around current delivery offers within the League & Knockout and Events programmes. A report on the findings of that questionnaire was published in November with the following headline findings:

- The survey generated 29 responses from 26 members (16% of our current affiliated membership), capturing 350 individual pieces of information.
- Those responses highlighted several well received and recognised 'good' experiences within our events programme. Due to the significant amount of feedback given around Athletics (indoor) and Swimming, those events and their delivery were used as benchmarks for assessment moving forwards.
- Equestrian and Rugby League 9s were identified to have several associated challenges and hence became the focus of SRIG to understand how the BUCS office, our members, the sport, and their associated NGBs can be supported to improve the quality of delivery.

**N.B. The Sport Review Cycle Three and Four Survey Report (November 2022) is available upon request**

The [current sport questionnaire](#) remained live throughout the 2022-23 season in order for SRIG to gain as much data as possible around our League & Knockout and Event programmes. The survey was published to the membership on four separate occasions in line with our SRIG Cycle Four timeline. In total, across the year, we had 45 members (28%) feedback to us on our offers, whilst also adjusting and simplifying the questionnaire to enable us to receive quick and succinct responses. The volume of response is detailed below displaying peak interest as the survey was launched in October 2022 with little to no uptake during the final publication window of May 2023.



**N.B. Exerts from each Questionnaire can be seen below and are still accessible online until further notice**



#### Sport Review Cycle Five

##### New Sports Questionnaire

Since the inception of Sport Review in the 2018-19 season, BUCS has adopted a number of new sports whilst adapting and adjusting several of our current league and event programmes via the implementation process. The focus of Sport Review Cycle Five is to now assess and review all of our current offers in order to understand how they operate within our membership, how we can support each sport, and moreover, improve the student experience where needed. Although the focus is now on the review and assessment process, we still intend to create dialogue with those new sports wishing to become part of the BUCS landscape to help prepare them in the instance that Sport Review again begins to accept proposals for new activity.

To assist the Sport Review Implementation Group in understanding more about your sport we have built a short survey to capture some overarching data and information around any proposed activity.

To note, as the past four cycles have broadened our understanding of the introduction of new sports into the BUCS landscape, it has become increasingly evident that for the implementation stage to be successful, and for sports to be sustainable, there is a critical need for NGB support. Access to that NGB support should be a major consideration when disclosing what finances, staffing and general resources sports will have at their disposal when looking to be adopted into BUCS.



#### Sport Review Cycle Four

This questionnaire will be used as a primary information gathering tool to assist SRIG in understanding which of our current events are currently fit for purpose and/or need support from the BUCS Executive.

Please note, all league and knockout considerations will be assessed directly via National Competitions Group. Also note that you can fill in this survey for multiple events and the form will be continuously live.

As of November 2023, SRIG are reassessing how we collect data from the membership and understand the quality of our delivery. This may mean each survey will become redundant and or be adjusted to fit the needs of the current trends across our offers and their assessment. It must also be noted, that post events taking place, the BUCS Events Team consistently distribute via email a participant feedback survey direct to students to enable them to feedback on their experience, allowing for the ability to both assess and make recommendations around each specific sport. There remains however a significant challenge in engaging participants whilst requesting feedback, across 125 events in the 2023-23 season less than 150 (0.3% of participants who entered BUCS events) total feedback responses were submitted to BUCS. The next steps in data collection will form part of the recommendations for Cycle Five.

### 3.4 Actioning the findings

Alongside the data received via the feedback cycles and requests for members to utilise our current sport questionnaire, SRIG and the BUCS office were also contacted directly to address challenges in our delivery model across a variety of sports. SRIG was able to then identify and isolate support mechanisms for our offers and how we should operate moving forwards. During the February 2022 Sport Review meeting, it was recognised that:

- Where sports have dedicated NGB resource within the BUCS office, we must look internally to support the challenges we are facing. This was directly linked to the Rugby League 9s discussion and SRIG understanding the significant amount of resource the offer demanded from the BUCS office, institution administrators, and clubs. Having been cancelled annually each year since 2018, the event entry set would open, members would be engaged, facilities and staff would be booked, uptake would not meet minimum entry requirements, ultimately resulting in the cancellation of the event.

Therefore, the BUCS Rugby League Coordinator was tasked with consulting all associated stakeholders to form a roadmap of delivery. Failure in operation may have resulted in the offer being removed from the BUCS event calendar going forward, which was substantial considering a removal of a programme has not occurred since the 2015-16 season. Due to the diligent work undertaken by the Rugby League Coordinator and significant amount of feedback received, a successful 9s event took place in April 2023 with over 20% of the programme being engaged. October 2023 and the launch of a new season saw a stand-alone Rugby League 9s Championship with 75% of the Premier Tier teams in attendance, the 9s Trophy being slated for April 2024.

- Due to BUCS already having an established resource in our [National Competitions Group](#), who continue to drive adjustments relating to and surrounding our League & Knockout programmes, all queries that mirror our current delivery raised with SRIG are now being reallocated to that group. This included a readjustment in the American Football programme, our Rugby League structures and the increase in teams within in our [Women's Rugby Union National League](#). Here, the expectation was to also engage the BUCS office, associated Sport Advisory Groups and respective National Governing Bodies where appropriate, to ensure consultation and data collection took precedence within the process.

***N.B. Both the Competitions Structures – Proposal for Change – New Process 2023, and Competitions Structures – Notice of Change – Women's Rugby Union are available upon request.***

- As a legacy of Sport Review Cycle Three, whereby a discussion took place on League and Knockout data in regards to entry sets, fixture completion rates and blowout percentages associated with each sport, the office will continue to make this data available annually to SRIG, the membership and National Competitions Group in order for consultation and review to continue to be used to assess our league and knockout sports.

***N.B. All season 2021-22 and 2022-23 data has been published to the membership via BUCS Updates but is available upon request.***

- Where expertise and knowledge of a particular event sport sits outside that of SRIG, we must engage and work effectively alongside our NGB partners, event staff and Event Management Groups to understand how to address the feedback from our members. In the case of Equestrian, several SRIG members consulted with the newly formed Equestrian Event Management Group, BUCS staff, British Equestrian and event leads to gain further understanding of the data collected. The result being the further canvassing of all our Equestrian clubs and a review of our processes, rules, and regulations. This process has formed the basis for adjustments in the rules and regulations for the 2023-24 season, alongside education resources for our Equestrian communities.

### 3.5 Shifting our focus to BUCS Events; adjusting the vision

The result of the February meeting and the removal of League & Knockout based adjustments being moved to National Competitions Group also impacted the group vision. The aims remained the same as did the core focus of the group, with the new updated vision being recognised as:

**Vision (February 2023):** To ensure sports that sit within the BUCS ~~League & Knockout and Events Competitions~~ programme, are fit for purpose, deliver an outstanding experience, and maximise NGB engagement for our student athletes whilst in a safe and inclusive environment.

***N.B.i All new sports wishing to be adopted into BUCS who aspire to implement a League & Knockout programme in the first instance will be allocated to SRIG and the new sport questionnaire process prior to their interaction with National Competitions Group.***

***N.B.ii Any adjustments to a League & Knockout that do not mirror current forms of delivery in the first instance will pass through SRIG for assessment prior to being presented to National Competitions Group. For example, multi-tiered national league (National One and National Two).***

With this new focus, SRIG will ensure we have a robust and challenging event evaluation assessment matrix for us to understand more clearly what a 'good' event looks like. Once complete, the matrix will be used as a mechanism to evaluate a sport's suitability, purpose, and position within BUCS going forward for future cycles of Sport Review. We also have the responsibility to our members to recognise when a sport does not fit within our framework and if necessary, will recommend the removal of that sport from our programme.

This shift in focus is also based on questions and feedback from the membership, particularly around how some of the current programmes / offerings would not meet those standards of potential new sports, disciplines and programmes who wish to move through the application process. Therefore, SRIG agreed to place an emphasis on our current offers and events as one of the main focus areas as we move through Cycle Four and beyond.

***N.B. If in the case a League & Knockout competition structure is recognised as being not fit for purpose, due to the National Competitions Chair being a standing member of SRIG, those discussions will take place in the first instance at SRIG level prior to being passed to National Competitions Group for consultation.***

SRIG also recognise for decisions of this magnitude to be made we must communicate and consult effectively with all NGBs and stakeholders, therefore this will be a priority through Cycle Five to ensure those NGB relationships are as transparent as possible.

### 3.6 Closing of Cycle Four

Post BUCS Conference in July 2023, Cycle Four officially closed. Recommendations for the operations within Cycle Five and how our members, NGBs and all associated stakeholders can interact with SRIG and Cycle Five's timeline are detailed later in this document, with all dates and content being provisional and subject to change at this point.

***N.B. The complete timeline for Cycle Four and all associated actions with relevant and associated papers, presentations and minutes are available on request.***

SPORT REVIEW CYCLE FOUR DATES, CONTENTS AND DETAIL	
May 2022: Cycle Three concludes	A new chair was elected, and expressions of interest were opened
June 2022: Cycle Four begins	The new Sport Review Implementation Group were appointed
July 2022: SRIG Membership Update 1 Published	SRIG updates were circulated via BUCS channels
August 2022: Sport Review Cycle Four Meeting 1	Minutes upon request
September 2022: Cycle Three Sports adopted into BUCS	Powerlifting, Touch Rugby and Canoe Sprint were adopted
October 2022: SRIG Survey Round 1 Published	The questionnaire can be found here: <a href="#">HERE</a>
November 2022: Sport Review Cycle Four Meeting 2	Minutes upon request
November 2022: SRIG Membership Update 2 Published	SRIG updates and survey findings published via BUCS channels
December 2022: SRIG presentation at Winter Summit	The membership were updated on Cycle Four progress
January 2023: SRIG Survey Round 2 Published	The questionnaire can be found here: <a href="#">HERE</a>
February 2023: Sport Review Cycle Four Meeting 3	Minutes upon request
February 2023: SRIG Membership Update 3 Published	SRIG updates were circulated via BUCS channels
May 2023 SRIG Survey Round 3 Published	The questionnaire can be found here: <a href="#">HERE</a>
June 2023: Sport Review Cycle Four Meeting 4	Minutes upon request
July 2023: SRIG Presentation at BUCS Conference	SRIG presented on Cycle Four
August 2023: Cycle Four closes	Cycles 1-5 review concludes
September-November 2023: Cycle Five begins	Members updated via BUCS Channels

#### 4. Reward and Recognition

As one part of the terms of reference and purpose for the Inter-Varsity Competition Working Group, there was a commitment to developing a Reward and Recognition (R&R) system associated with our BUCS offers. This theme then flowed through Sport Review Cycles One – Four, with an ongoing research and consultation piece surrounding R&R across our League & Knockout and Event programmes. During the tenure of the first iteration of the Sport Review Implementation Group, a Reward and Recognition Survey was published (in 2019 and 2021 with a total of 400 responses) to understand how members perceived our current systems and how we may improve moving forwards alongside a subgroup of SRIG dedicated to understanding and advising on member and stakeholder feedback.

The subgroup who led on the R&R elements of the Sport Review process played one of, if not the most significant part of Cycles One – Four. This was primarily due to the fact that, although the Covid 19 Pandemic shut down the entirety of the higher education sports sector and BUCS in terms of face to face delivery (circa March 2020 to August 2021), the group continued to research, advise and implement feedback from our members on how we both navigated the pandemic and recognised the themes of the submitted information in relation to Reward and Recognition.

***N.B. Due to the pandemic, although the implementation of those successful new sports and programme additions during Cycle Two were paused for the 2020-21 season, the Reward and Recognition sub-group continued to operate alongside SRIG via engagement and consultation with the membership.***

##### 4.1 The Survey Outcomes

The published surveys addressed a number of discussion points around Reward and Recognition, namely:

- What elements do our institutions recognise as reward and or recognition
- What types of reward and or recognition are used by our members to illustrate achievement
- The value does the BUCS Points system hold for both our members and students
- The issues that may surround the BUCS Points system
- Is the BUCS Points system used as Key Performance Indicator within current strategies



The feedback received and analysis of the data resulted in a number of reports and presentations throughout Cycles One – Three, generating several significant outcomes. The BUCS Competition Offer and Associated BUCS Points assessment then presented various options for how to build Appendix 1 based on member feedback. Digital assets were discussed alongside where value is placed on physical rewards. There was also a recognised need to ensure the Reward and Recognition elements of BUCS delivery is assessed annually, meaning although some themes may be set for the foreseeable future such as Appendix 1, to ensure we advance with current trends and the needs of our membership, SRIG must continue to have a sub-group whose subsidiary purpose sits across R&R within the sector.

In terms of Cycles One – Four, several ongoing actions and outcomes have been taken with the most recent implications detailed below:

#### **4.2 BUCS Competition Offer and Associated BUCS Points - Appendix 1**

SRIG and the BUCS office were tasked at looking at the noted discrepancies within the BUCS Points Table, how points were allocated across League & Knockouts and Events and what possible adjustment options we may have to better align the current points system. The outcomes were thus:

- For Team Championships (League), BUCS were assigned to align the allocations of BUCS Points available for each position in each tier, and in the case of Premier tiers, each level of league, across all Team Championships (Leagues). BUCS were then to remove cases where a position in a structure receives a lower allocation of BUCS Points than a position further down the structure. As 70% of the respondents supported this theme and it was reflective of the previous survey responses, Appendix 1 was realigned with all changes confirmed by National Competitions Group prior to the 2022-23 season. The final BUCS Points table can be seen [here](#).

***N.B. For the Team Championship (League), there are no further scheduled reviews of these allocations. Should there be changes to the types of leagues operated within the Premier Tier moving forward, then new allocations will be considered accordingly.***

- For Team Championships (Events) the BUCS Executive advised National Competitions Group that there was to be no change to the current allocations. The BUCS Executive are working to continue with a thorough review of all these events to establish maximum capacities, ability to separate ties/rank all teams, how 2nd teams (and lower ranked teams) can participate, and can they earn BUCS Points, how teams are 'allocated' for example. Once this review is complete, proposed option(s) are to be tabled for potential implementation.
- To separate how BUCS points are viewed, it was requested that the table be split between Overall, Men's, Women's, Mixed and Open. This evolution was completed by the BUCS digital team along with the addition of separating filters allowing members to search by sport and institution.

***N.B. The BUCS Points Allocations Recommendations Update that was published on 12 October 2022 is available upon request.***

#### **4.3 The BUCS Medal Table**

There was an aspiration to create a BUCS medal table, similar to that of the Olympic medal table system, where those students and teams who achieved a medal in their respective Championships being recognised via gold, silver, and bronze medal allocations. As the table was in its infancy during the 2022-23 season, SRIG was continually able to review, reassess and adjust the presentation features as we moved through the season, with the final table being live and confirmed [here](#).




Cycle Five will encourage feedback on how the table evolves and its value. Below is a visual example of how the table was presented online.

This page was last updated on Thursday 06 July 2023.

As part of the Sport Review Reward & Recognition process, the BUCS executive, in consultation with the Sport Review Implementation Group, introduced the following medal table as a visual indicator of medals won per Institution in our Championship level competitions.

Only medals awarded at Championship level will contribute to the medal table. Medals awarded at Trophy, Shield, Novice, or any other level will not.

In most cases gold, silver and bronze medals will be awarded and, in some cases, multiple of each may be awarded if there is a tie that cannot be separated. All medals are linked to our current Appendix 1 ([click here](#)).

Institution	Gold 	Silver 	Bronze 	Total
Loughborough	144	91	66	301
Nottingham	52	47	47	146
Stirling	33	35	18	86
Durham	28	11	23	62
Birmingham	23	23	23	69

#### 4.4 Physical Rewards

The first draft of the Sport Review Cycle Four Current Sport feedback survey included reference to the physical rewards that our students receive when competing within BUCS. The survey was a direct result of the prior research that had been carried out by SRIG in 2019 and 2021 ascertaining the value placed on physical rewards and their place within our processes. This included seeking feedback on the value of medals, league plaques and perpetual trophies for those participants who engage in our finals as per [Appendix 6](#). The findings of the responses from that survey detailed:

- 100% saw value in medals and wished for their allocation to continue (further details can be found in [Appendix 13](#)).
- 60% saw value in league plaques and their distribution post league season. Comments broadly related to plaques being delivered too late for presentation to teams and students, no space for storage and the cost associated to league plaques being better placed elsewhere.
- 100% saw value in presenting trophies to winners of knockouts and events.

The discussions on league plaques and further physical rewards now need to be taken into Cycle Five for exploration.

#### 4.5 Digital assets and coverage

Several requests have been made for digital assets covering multiple themes across our programmes, resulting in progress being made in this space including but not limited to:

- Due to feedback on Conference Finals, specific branding was purchased for each region to promote a higher level of engagement and profiling.
- The creation and implementation of the BUCS Hall of Fame.
- The introduction of the BUCS team of the week on social media platforms that encourage inclusive representation across all tiers.

- The digital engagement team dedicated resources to Conference Finals, ensuring coverage pre, during and post event to be reflective of our flagship National Championship Finals.
- The digital engagement team released branding packs and guidance for all teams in order to increase their visibility and profile. In August 2023 and in line with the launch of the new BUCS brand, the most recent branding asset packs have been distributed to the membership for use within their clubs and are also hosted online.
- Digital league winner frames were released for the 2022-23 season whereby teams could add in their associated team photo where required.

There were several outstanding themes that will be addressed and revisited by the Reward and Recognition subgroup as we move into Cycle Five, which include but are not limited to:

- Understanding how best to utilise MyBUCS to share best practice in this space.
- Interacting with our social media platforms for digital recognition and rewards.
- Push notifications via BUCS Play across various participant achievements.
- Recognising historic winners on BUCS Website for all league and event winners.
- Acknowledgement emails to be distributed across various participants achievements.
- The creation of a working group for BUCS marketing support and guidance.

## 5. Sport Review Cycle Five (2023-24)

In the 2023-24 season, BUCS will deliver [55 sports](#) within our League & Knockout and Events programme. With the launch of the new [BUCS Strategy 2023-27](#) in July 2023, Sport Review Cycle Five and the Sport Review Implementation Group will now play a significant role in not only aiding the delivery of embedding the company mission, but also cutting through the strategic theme of competition (highlighted in the strategy exerts below). The process, and group, are the vehicle in which we contribute to driving membership engagement and strategic partnerships. With an understanding that our stakeholders can utilise the Sport Review forum to produce co-designed programmes that are fit for purpose and recognised as exceptional experiences.

STRATEGY 2023-2027

OVERVIEW

# OVERVIEW



BUCS

## COMPETITIONS

**Drive participation through high-quality, co-designed and inclusive competitions.**

### We will:

- Proactively evolve and co-design our portfolio of competitions to ensure it meets the demand and expectations of the student population, particularly outside of our traditional sport offering.
- Continually improve the quality and standards of our competitions, ensuring our portfolio can attract and support the best elite athletes as well as the more social participants.
- Facilitate sporting experiences to transform the lives of individuals for whom participation has been historically challenging.
- Ensure all our competitions, events and activities are underpinned by good governance.
- Work with members to co-create a positive culture across university sport that is based on our values.

The breadth and depth of our competitions have given us a world-leading reputation as an organisation delivering opportunities for participants to reach their potential and gain a sense of pride and achievement when competing.

With increasing numbers of Team GB athletes developed through our member institutions, access to international opportunities and stronger links to national governing body (NGB) pathways will be an important dimension of our work, as well as widening opportunities for all students.

However, we need to keep innovating our portfolio of competitions in light of changing student demands and expectations. We will ensure that it remains relevant and future-proofed whilst also ensuring diversification does not come at the expense of quality.

We can, and should, also facilitate the perception of sport as a transformative activity for those competing or participating at any level. An important part of this will be ensuring that those activities have a welcoming culture that champions fairness, respect and inclusivity in line with our equality, diversity, inclusion and accessibility (EDIA) values, as well as meeting the principles underpinning good sport governance.



### BUCS

## 5.1 Recommendations for Cycle Five

The purpose of SRIG and the remit of Cycle Five will remain as per the 2022-23 season, with the vision and associated aims at the core of how the Sport Review Implementation Group operate recognised as:

**Vision:** To ensure sports that sit within the BUCS Competitions programme, are fit for purpose, deliver an exceptional experience, and maximise NGB engagement for our student athletes whilst in a safe and inclusive environment.

### Core aims:

- Striving to review our current offers and programmes with all key stakeholders by building a robust and transparent assessment framework.
- To have an understanding of what a 'good' offer and programme looks and feels like for our students and members to create an ever-improving level of service and experience.
- Working alongside National Governing Bodies to fully engage them in the delivery of our services.

Critically, we must now align our vision and aims to the [BUCS Strategy 2023-27](#). Within the previous BUCS Strategy 2017-2021, SRIG moved across the Social & Recreation (Competition), Inter-University and Performance (Domestic) Sport strands, whereas going forward the newly published Competition strategic theme now threads through our entire delivery model.

**N.B.** The word 'Exceptional' in our vision has now replaced 'Outstanding' to align to the new strategy.

## 5.2 Cycle Five Timeline (\*all dates and timelines are subject to change)

SPORT REVIEW CYCLE FIVE DATES, CONTENTS AND DETAIL	
September 2023	Cycle Five begins and second year of SRIG group term
November 2023	Sport Review Cycles One – Four Review Published
November 2023	SRIG meeting 1
December 2023	Sport Review update presented at Winter Summit (TBC)
February 2024	SRIG meeting 2
May 2024	SRIG meeting 3
July 2024	SRIG meeting 4
July 2024	Sport Review Cycle Five closes
August 2024	Sport Review Cycle Five review published
September 2024	Sport Review Cycle Six begins



## 6. Nota Bene (N.B.) further information

If you require any more information and or resources, the following information will also be made available upon request:

1. All proposals that have been submitted to the BUCS office and ratified for implementation
2. The Building Better Competitions Briefing Document
3. BUCS Big Survey
4. The BUCS Strategy 2017-21
5. The BUCS Strategy 2023-24
6. AGM Minutes 2021
7. Meeting minutes for all SRIG Cycles where available
8. Presentations for all SRIG Cycle where available
9. The Sport Review Cycle One Briefing Pack
10. The Sport Review Cycle Two Briefing Pack
11. The Sport Review Cycle Three Briefing Pack
12. The Sport Review Cycle Four Winter Summit Presentation
13. The Sport Review Cycle Four BUCS Conference Presentation
14. The Sport Review Implementation Group Terms of Reference
15. Competitions Structures – Proposal for Change – New Process 2023
16. Competitions Structures – Notice of Change – Women’s Rugby Union
17. All Sport Review related BUCS Updates
18. Sport Review Cycle Three and Four Survey Report (November 2022)
19. Initial sport proposals: membership feedback | 03 September 2018
20. The BUCS Points Allocations Recommendations Update that was published in on 12 October 2022
21. All League and Knockout entry set and fixture data for the 2021-22 and 2022-23 season

All website information for Sport Review can be found [HERE](#).

# APPENDIX 1 - STUDENT-ATHLETE PROFILES

Student-Athlete Profiles			
Type	Ambition	Commitment	Prioritisation
5	<p>1. Success within Elite Sport.</p> <p>2. Depending on the sport in question, this could mean: International Representation, a Professional Contract, or High-Performance National Competition/NGB Pathway.</p>	<p>1. Highest levels of commitment to both personal and team performance development.</p> <p>2. Strong desire to engage with supplementary training environments, such as: strength and conditioning, performance analysis, physiotherapy and sport rehabilitation treatment.</p> <p>3. No issues with lengthy time and travel commitment.</p> <p>4. Cost unlikely to be a factor for consideration when establishing commitment to participate.</p>	<p>1. Sporting performance is a very high priority, possibly ahead of most other commitments.</p>
4	<p>1. Success within a Highly Competitive/Performance Focused Environment.</p> <p>2. Depending on the sport in question, this could mean: NGB Talent Pathway Entry, Semi Professional Contract, National Leagues, and/or National and Premier Tiers of BUCS.</p>	<p>1. High levels of commitment to performance advancement.</p> <p>2. Desire to engage with supplementary training environments.</p> <p>3. However, focus may sway more towards the outcome of performance (winning) rather than personal development for future performance.</p> <p>4. Minimal issues with committing long periods of time to training or lengthy travel associated with fixtures.</p> <p>5. Cost less likely to be a factor for consideration when establishing commitment to participate.</p>	<p>1. Will generally prioritise sport participation ahead of most other commitments.</p>
3	<p>1. Success within a Competitive Sporting Environment.</p> <p>2. Very likely to consistently engage with regular competitive opportunities.</p> <p>3. May be interested in advancing within a sport to compete at the highest tier possible both within and outside HE sport, however focus may be isolated to simply succeeding within current competition (e.g. winning the league).</p>	<p>1. 'Seasonally based commitment': will readily commit to competing and trying to personally improve within a competitive season.</p> <p>2. Competitive outcome very likely to be a stronger factor compared to personal performance development. Generally little interest in engaging with supplementary training environments.</p> <p>3. Some issues with lengthy travel. Would prefer to strike a balance between competing and other personal commitments.</p> <p>4. Cost could be a factor for consideration when establishing commitment to participate.</p>	<p>1. May prioritise competing ahead of other commitments/interests.</p> <p>2. Likely to balance prioritisation of sport against wider commitments.</p>
2	<p>1. Engagement with recreational sporting environments.</p> <p>2. Motivational factors more likely to be focused around: enjoyment, experience, and socialisation.</p> <p>3. There may still be ambition to experience a competitive environment, however the driver for this is quality of experience rather than performance related.</p>	<p>1. Unlikely to be committed to advancing through competitive environments. Instead, are more likely to seek enjoyable opportunities to compete on a regular to intermittent basis.</p> <p>2. Appropriateness of opportunity very important, as a Type 2 participant would be likely to disengage quickly if the offer is not right.</p> <p>3. Regular issues with lengthy travel, preference would be to remain quite local to engage with competitive opportunities.</p> <p>4. Cost would be a factor for consideration when establishing commitment to participate.</p>	<p>1. Might prioritise ahead of other commitments, but generally unlikely.</p> <p>2. The offer must suit the individual's motivation and can become quickly deprioritised.</p>
1	<p>1. Participation in sport on a flexible basis.</p> <p>2. Motivational factors very likely to be focused around: enjoyment, experience, and socialisation.</p> <p>3. Little ambition to experience a highly competitive environment.</p>	<p>1. Minimal/no level of commitment to advancement. Seeking opportunities that offer ad-hoc or intermittent competition, making it easier to flexibly commit to participation.</p> <p>2. Issues with travel, strong preference for localised opportunities.</p> <p>3. Cost very much a factor for consideration when establishing commitment to participate.</p>	<p>1. Unlikely to prioritise ahead of other commitments.</p>

