

<b>BRITISH UNIVERSITIES &amp; COLLEGES SPORT</b>
--------------------------------------------------

Over the last few weeks SUS has had the opportunity to shape the direction of BUCS, and particularly its remit/role in Scotland.

- o Influencing Structure ~ Jim Aitken was invited to join the structure review panel on 24 April (London) ~ this is a mix of UCS/BUSA staff who are charged with the responsibility of looking at the Committee Structures and local delivery of BUCS. Please find attached the BUCS Structure Briefing Paper: Appendix One.
- o Meeting with Ed Smith (Chair, BUCS) ~ Jim and Stew met with Ed during the BUSA rowing regatta on the 4<sup>th</sup> May at Strathclyde Park. This allowed the opportunity to discuss the formation of BUCS and the relationship between the new organisation and SUS. Following the meeting SUS have been asked to develop a paper to submit to Ed which would outline a proposed partnership agreement between the two organisations. A copy of the draft response is appended below (Appendix Two).
- o Meeting with Karen Rothery (CEO, BUCS) ~ Stew led an induction programme for Karen on the 12<sup>th</sup> and 13<sup>th</sup> May. This afforded us a valuable chance to brief her on SUS' outstanding work to date. It was clear that Karen enjoyed her two days in Edinburgh and that she learnt a great deal during her time with us. There were many items of note and interest for Karen and she commented positively about the itinerary, which had allowed her to see University sport from a number of useful perspectives. Thanks were offered to all those involved in the visit.
- o Please also find attached a letter from Jenni Anderson, Head of Communications, Commercial & Marketing announcing the new BUCS logo (Appendix Three).
- o UCS/BUSA AGM on 13 June ~ this is a must for Directors/AU Presidents ~ and gives us the chance to become involved in, or to comment on, the BUCS structure. Full attendance is imperative.

**SUS Executive is asked to:**

Item
o Comment on the draft response for Ed Smith

## APPENDIX ONE

### BUCS ~ STRUCTURE BRIEFING PAPER

*This paper seeks to extend the thinking related to the organisational structure of BUCS and make specific recommendations for approval by the joint board of UCS/BUSA.*

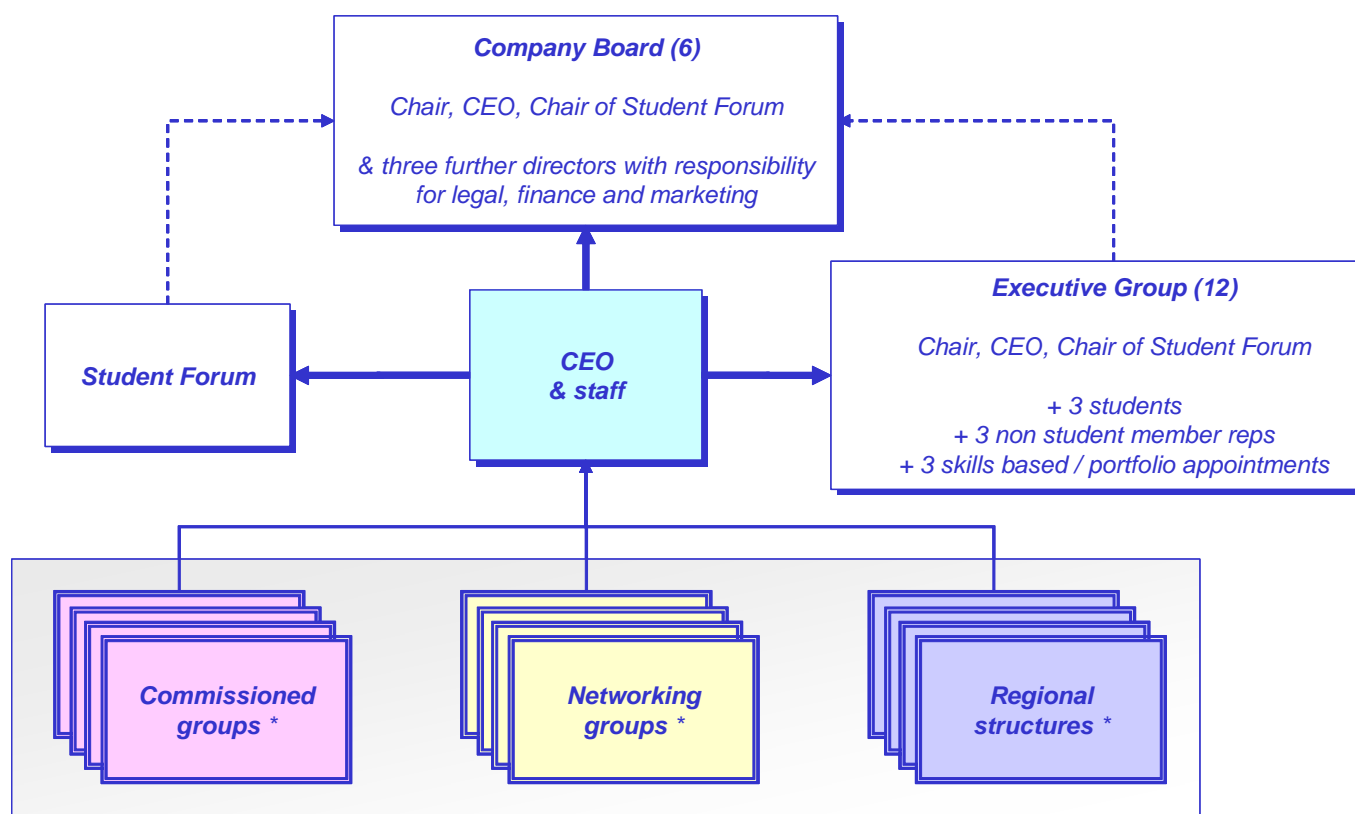
#### 1. Introduction

This briefing paper has been produced by a structure sub group, established by the Joint Board held in March 2008 and instructed to develop recommendations on the structure of the new organisation. The sub group, comprised of representatives of UCS and BUSA executives and the BUSA CEO, have been mindful of the work previously undertaken through the structure working group in December 2007. It has sought to base current thinking on its recommendations, previously endorsed by the Joint Board in January 2008. This paper is attached as appendix one for information and as a result we have not restated the context or items relating to the Board or Executive here.

#### 2. Scope of work :

The Joint Board asked that this sub group consider what structure there will be below Executive Committee level, as represented diagrammatically in the highlighted box in Figure One.

**Figure One : BUCS Structure (Source: Structure Working Group 2007)**



*\* Working groups / advisory groups / networking groups – referred to in the articles as 'Interest Groups'*

The sub group has avoided passing comment on staffing structures as this will be very much the domain of the new CEO and her management team

#### 3. Core Principles

The sub group identified some key principles against which it would seek to base its thinking. These were that the new structure should:

- Reflect the professional and business focus of the new organisation seeking to minimise bureaucracy.
- To maintain a structure which engages members, provides basis for good communication and responds to the regional distinctiveness of the organisation.
- Seeks to achieve an integrated structure which, while reflecting the needs of student and non student members does so in the context of a new company rather than the bolting together of two old organisations.
- Ensure the scope, reach and impact of BUCS's activities are greater than the sum of the individual contributions of UCS and BUSA.

#### **4. Regions and Nations Structure**

UCS and BUSA have a flourishing devolved structure involving 9 English Regions, Wales, Scotland and Northern Ireland which have enabled improved advocacy, strategic planning and linkages with key partner agencies, both locally and nationally; in addition to management/development of the competition programmes and sharing of best practice. We are also seeing increasing numbers of regional staff supporting regional agendas and expect this to continue over the coming two to three years. This devolved structure should be maintained and further enhanced through the establishment of BUCS.

The Group recognises the different political, funding and sporting landscapes that exist across the Home Nations, and believes this can be embraced through a process of tailored devolution. The success of Scottish Universities Sport offers a prime example of how innovative programming, strong local identity and clear governance structure can reap rewards in a particular geographical area, but nested within a wider UK framework and partnership. SUNEE is a further example of value added impact by investing locally. The Group believes that the National and Regional initiatives pioneered successfully by SUS and SUNEE are compelling examples for BUCS to adopt and replicate elsewhere. The new CEO should consider these projects in more depth, and to evaluate the resource implications of sustaining this type of local deliver

At present the Regions (described as Divisions in BUSA) are geographically aligned to the UK Government structure. Whilst we understand that in some regions, effective working has been challenging for reasons of scale, we would suggest that for pragmatic reasons these boundaries are maintained. In accordance with the principle of integration it is recommended however that the separation of student and non student regional groups be removed and single regional/national groups be established. Exposure to the shared agenda for competition and non competition issues for all parties is important as we want members to have a broader understanding and contribution to BUCS business. There will of course be times when the students or non student groups wish to meet separately and this is perfectly reasonable. Similarly, for geographic or pragmatic reasons, institutions from one region may wish to attend the meetings of adjacent or other regions.

Each regional group should have a student chair and non student chair and our expectation is the regional group will meet approximately once a term. We would suggest that roles and responsibilities for the 'Chairs' be made explicit and there be clarity regarding what is expected of them. Each regional student and non student chair will be chosen by members at a regional meeting at conference. No prescriptive committee structure is being suggested but we would encourage each region to establish small executives to support their activity.

The Regions will continue to operate on a largely self funding basis albeit initially. BUCS will however continue to provide occasional financial support to the regions through use of sponsorship funds. BUCS will look to support this local activity in the short term with any available sponsorship monies, and over time, make strategic investments to assure sustained and quality controlled activities'. The new CEO should give early consideration to the possibility of partnership funding to kick-start and/or uphold the commitment to local and/or devolved delivery'

It will be our aspiration to have a staff representative at regional meetings to support and provide a link between regional activity and the CEO. This would be a demonstrable added value to members. Where regional posts are in place this will be deliverable immediately but we understand that this may not be possible in the immediate term for others. A central point of contact for the regions within the office would be particularly useful, although this is a matter for the CEO. This should include specific inputs to the English regions and the Home Nations. An early exchange with SUNEE and SUS is recommended

### **Recommendations**

- Regions and Nations structure is carried into the new organisation.
- Revised format including both student and non student members with a chair representing each constituent group.
- Staff support is provided to the regions/nations and we recommend that this should be a early matter for the new CEO to consider as she contemplates the optimal deployment of staff and resources.

### **Chair's Forum**

The purpose of the Chair's forum is to provide an opportunity to communicate easily to members and consult on issues. At present there is provision within the articles for a Student chair's forum but it is recognised that there is also currently a UCS regional chairs forum which has proved to be an invaluable means of sharing best practice across regions and improving communication. In accordance with the principle of integration and streamlining our business it is proposed that these two forums are brought together to meet at the same place and same time so that they can meet together and cover shared agenda items and separately when this is appropriate as well.

This Chair's forum should be held three times per annum.

The political representation by the Chair of the student chair's forum will of course be maintained as approved in the articles. Expenses will be paid if required to members attending the forums as is currently the case.

### **Recommendations**

- A Chair's Forum is held involving students and non students three times a year.

### **Network / Interest groups**

The scope of work outlined in the objectives for BUCS is very broad and there will remain a reliance on additional resources and volunteers for input as noted in the articles

*81. The Board shall constitute such Interest Groups as they consider appropriate and shall provide them with appropriate terms of reference within which to operate.*

There are many organisational groups within the UCS structure which have been established in order to share best practice and develop ideas as envisaged by the articles. These groups are predominantly self funding and autonomous and have the scope to be of significant value to the new organisation.

We would wish to take this opportunity to consolidate the current network structure into three core areas of activity. This reduction in number is aimed at achieving an improvement in the coordination and delivery and builds on the recent developments achieved by UCS network chairs in 2008. It is not however a reduction in scope, we expect the subject areas covered by the groups to be broad enough to capture the themes currently addressed by UCS activity and indeed allow further expansion which the more tightly defined themes do not allow. The proposed group themes are:

- Facilities and operation management ~ core activity areas would for instance be swimming pools, indoor and outdoor facilities, management information systems; health and safety; utilities control; equipment procurement.
- Sport and physical activity development ~ core activity areas would for instance performance / physical activity interventions and programmes / intra mural equality and diversity; club development; exercise adherence; etc
- Marketing and business development ~ core activity areas would for instance marketing strategies and plans for HEIs, benchmarking and KPI's, capital planning, HR; income generation; sponsorship; capacity building etc etc...

Training and development is to play an important part of the delivery of these groups particularly as CPD value to student officers and staff.

To enable a step change in the delivery of these groups it is suggested that the CEO provide central office support to these groups through a member of staff with a network portfolio. This role would include effective communication of events and programmes and administration / coordination support. We expect this to further professionalise delivery and provide additional membership value. We will also expect the CEO to link to the groups and be cognisant of issues arising from them.

Each Network will have a Convenor who will lead the development and delivery of the programme with the staff member. These posts should be an executive appointment to provide accountability, transparency and attract appropriate level of status. It is proposed the Board would go out to the membership for nominations to these posts.

### **Recommendations**

- That BUCS established 3 Network with appointed Convenors.
- That consideration be given to the allocation of the active support and management of these groups to a staff member.

### **Commissioned groups**

We would note that the proposal, as outlined by the structure working group's previous paper, to allow the organisation to establish from time to time project based 'commissioned groups' remains valid. The sub group feel this can be managed on an ad hoc basis and without the need to formalise them in any way other than to recognise their occasional need.

### **SMGs**

The role and function of Sports Management Groups is currently being reviewed by a separate group under the auspices of BUSA. Until such time as this review is complete the sub group did not feel it could pass comment on SMGs.

### **Executive Group**

The structure and organisation of the Executive Group is already set out and it is not proposed to revisit this in any way. However the sub group did recognise that there was a need to address the proposed portfolios assigned to the three designated non student officer functions. The group felt that designation of core portfolios would be helpful as would a description of skills required of candidates so that the membership can make an informed decision when electing the candidates at the AGM. To this end it was agreed to establish three portfolios as follows:

### **Competitions:**

Candidates should have an in depth understanding of competitions within and between Universities and their relationship with sport outside of the sector. The post holder will play a lead role in overseeing the contribution of Sports Management Groups to the competitive programme, in the development of events, and in ensuring that the competitive programme continues to meet the needs and ambitions of member institutions.

## **Nations and Regions:**

Candidates will take a lead in communicating with the various regional and home nation structures, and representing the views and concerns of these structures at a strategic level. Disseminating good practice from one region to another will be an important part of the role, encouraging regional and national capacity building where possible. The post holder will also develop the structure for professional development and training initiatives at a regional and national level and will work closely with the Executive Group officer responsible for Professional Advisory Groups.

## **Professional Advisory Groups:**

It is envisaged that the Professional Advisory Groups will initially be grouped in three areas – Facilities and Management, Marketing and Business Development, and Sports Development and Healthy Activity. The post holder will oversee the delivery of these network groups, bringing any areas of concern or opportunities for development to the Board, and will work closely with the Nations and Regions Executive Group Officer.

## **Recommendation**

- That BUCS selects its non-student officers for the Executive Group against specific portfolios;
- For the elections in June 2008, the three portfolios would cover the areas of Competition, nations and regions, and Professional Advisory Groups.

## **Co-option of members to the Executive Group**

The working group discussed the use of co-opts to the Executive Group and supported the recommendations previously made. The group felt that co-opting additional members to the group in areas such as International, Volunteering, and Disability might be helpful, but this matter would be best left until after the election, when the skill sets of those in the group have been ascertained.

## **Conclusion**

In bringing BUSA and UCS together to form BUCS, the group acknowledged that there were areas where operational practices had been very different. Retaining the ability to make quick decisions, using the professional staff to maximum effect, and bringing members together as much as possible were held up by all members of the group as critical to the future success of BUCS and it is hoped that these principles are reflected in the recommendations.

## **APPENDIX TWO**

Dear Ed,

### **Introduction**

This paper has been written following recent discussions and aims to kick-start the process of designing an official partnership agreement between SUS and BUCS.

This seeks to progress the commitment to adopt a flexible Regions and Nations policy within the new organisation.

It seems natural that the distinct aspects of this agreement should cover the principal operational areas which SUS and BUCS have in common, namely Advocacy, Competitions, and Professional Networks. The remainder of the document briefly outlines our thinking in these areas, followed by a suggested financial arrangement in line with the proposed operations.

In effect, it is envisaged that SUS would be empowered to develop and deliver, within the agreed scope and quality assurances, these aspects of the BUCS programme in Scotland. Such an arrangement would uphold the UK aspect of BUCS and allay concerns over duplication of effort and double funding by institutions in Scotland.

Further discussion of these proposals is warmly welcomed by SUS.

### **Advocacy**

The visibility of HE sport in the UK and the development of sound working arrangements and relationships with other sports related agencies is a particularly important area for the future. Collectively we need to find the best solution to the problem of interacting with Government, Sports Councils, Sports Governing Bodies and other organisations within their own jurisdictional boundaries.

#### ***Terms***

- SUS to act on behalf of the HE sector with Government, sports governing bodies and other relevant organisations with Scottish remits
- BUCS to act on behalf of the HE sector with Government, sports governing bodies and other relevant organisations with UK-wide remits

#### ***The perceived benefits***

Sport is a devolved governmental function and therefore the advocacy work undertaken on behalf of the HE sector needs to be specific to Scotland. In terms of the various BUCS regions, Scotland should be viewed as a special case – a super region – by dint of its status as a division, playing conference and Home Nation.

SUS benefits from enjoying existing relationships that have already been formed with key partners in Scotland. There is a high level of recognition of SUS as the agency for HE sport in Scotland and SUS is increasingly involved in national discussions and consultations.

Such a profile is something that the UK wide organisations do not maintain at this time and resource commitments are yet to be made in this area under the BUCs model. There is also a shortage of 'local knowledge' amongst BUCS staff and officers in this area.

### **Competitions**

#### ***Terms***

- BUCS to design, provide and control top tier domestic team competitions
- BUCS to design, provide and control access to International competitions

- BUCS to design, provide and control individual UK-wide competitions
- BUCS/ SUS to design, provide and control domestic representative competitions
- SUS to design, provide and control lower level domestic team competition
- SUS to design, provide and control individual 'Scotland only' competitions

All of the above to happen within agreed parameters (finance, quality control, available overall points etc)

### ***The perceived benefits***

SUS member institutions will always value UK opportunities, at appropriate levels and the new arrangements should underline and protect this involvement. Many events and opportunities can only be delivered by BUCS and Scottish involvement in these is right and should be encouraged.

On a regional level, thanks to the close knit nature of the network, SUS is better able to respond to local circumstances and priorities. As an organisation we are able to consult quickly and effectively and can therefore be more flexible and responsive to members.

SUS is democratic, joined-up and has well-developed plans and structures and is currently at a stage in its development where it is mature enough to absorb greater responsibility for competition programmes that take place exclusively in Scotland.

The new proposals provide a clear distinction between UK and Scottish regional programmes, thus helping to resolve questions over value for money.

This demarcation is consistent with early thinking on delivery of these services under BUCS and may provide a useful test case or model for other parts of the UK. There are also additional opportunities for SUS to run UK wide events on behalf of BUCS, such as the British University Games.

### **Professional Networks**

#### ***Terms***

- SUS to provide regional workshops
- SUS to provide support and education to staff and volunteers
- SUS to provide additional member services as required
- SUS to provide conference and seminar events
- BUCS to provide UK-wide network access for major events

### ***The perceived benefits***

SUS is already delivering in this area to great satisfaction of members and it is felt that the vast majority of professional development opportunities and staff support mechanisms can be provided within the SUS network.

In keeping with the other aspects detailed above, SUS is closer to the market and therefore better able to respond to local interests through initiatives such as short-life project groups or workshops. Once again, the delivery of these services should be recognised as consistent with early thinking on regional delivery and support under BUCS.

### **Financials**

#### ***Terms***

- SUS institutions to pay fees to BUCS in line with other institutions across UK
- BUCS to provide a rebate in respect of the items delivered by SUS to cover admin and delivery of quality assured programmes, encompassing
  - o All team entries below tier 1
  - o Regional level cups and other competitions
  - o Regional level political advocacy work, involving BUCS as required
  - o Regional staff support networks

In terms of current financial contributions this would translate in the following way;

- BUSA and UCS subscriptions from SUS institutions to carry on as normal
- All BUSA charges in respect of student populations, tier one team entries and individual event entries to be kept by BUSA
- BUSA team entries below tier 1 to be rebated to SUS
- An element of current UCS subscriptions to be rebated to SUS

In real terms, the above would signify something in the region of a £25 - £30k rebate per annum.

### **Concluding Remarks**

It is felt that the time is right to review and formalise the operational agreements between SUS and BUCS. SUS is unequivocal about promoting UK involvement and membership, providing the split of responsibilities is appropriate and manageable. SUS should be empowered to deliver and modernise activities in Scotland within an appropriate, fair and accountable financial settlement for the benefit of both memberships. In so doing this may also serve to provide a useful working template for adoption by other UK regions

SUS is mature enough in its organisational development to take on these extra responsibilities at this time and this would also serve to substantially reduce the burden on BUCS head office.

We look forward to your thoughts on this matter and to moving forwards positively and to the benefit of both SUS and BUCS.

With kind regards and best wishes,

Jim Aitken  
Chair

## **APPENDIX THREE**

Date: 20 May 2008  
To: BUCS member institutions

### **BUCS LOGO ANNOUNCED**



**BRITISH UNIVERSITIES  
& COLLEGES SPORT**

#### **BUCS: A fresh start for university sport**

On **Monday 16 June 2008**, a new company will open to represent the interests of those managing, competing and participating in university sport across the higher education sector.

**British Universities & Colleges Sport (BUCS)** will incorporate two related sports organisations – British Universities Sports Association (the governing body for competitive sport in the HE sector) and University and College Sport (the representative body for professional sporting staff working in the HE sector).

The BUCS vision is to establish a world-class higher education sporting organisation. We will achieve this by:

- Supporting members to provide first-class facilities, programmes and services to enable participation;
- Excellence in high quality performance sport infrastructure;
- Delivery of world-class HE-based competition structures; and
- Leading innovative sports development.

The BUCS logo (pictured) incorporates the new name of the organisation and will be available for member institutions for use from Monday 16 June, when the new organisation comes into effect.

We are producing a brand and style guide which will give clear guidance for using the new logo and will also include the approved logotypes available for member use. This will be available in approx. two weeks time. If you need the BUCS logo urgently please contact me on 020 7633 5080 or [jenni@busa.org.uk](mailto:jenni@busa.org.uk).

#### **Jenni Anderson**

Head of Communications, Commercial & Marketing  
[jenni@busa.co.uk](mailto:jenni@busa.co.uk)