

5 Year Strategy

The SUS Executive Officer has been working over the months to produce a five year strategy for SUS. This work has been completed with consultation and support from Neil Park.

The strategy is to be set against the context of sport and physical activity at a national level. SUS will work to advocate the role of the HE Sector in contributing to the National Strategies and work to integrate the Sector and the sporting / physical activity offer within institutions with the NGB plans and other external agencies.

Following consultation at the Christmas Seminar and in the past few weeks operational plans have now been developed to support the outline framework strategy document.

The strategy outline framework and operational plan is attached below for Exec's comment.

SUS Executive is asked to:

Item
➤ Offer comment on the direction of the SUS 5 Year Strategy

A Strategic Plan for SUS for 2009 - 2014

Scottish Universities Sport (SUS) is an independent, dynamic network of elected students, University staff and volunteers who work in partnership to provide high quality sport and physical activity opportunities within Scotland's Higher and Further Education sector. SUS aims to deliver first-rate events in over 35 sports, to champion and encourage physical activity, to develop skills of volunteers and staff, to promote professional excellence and to advocate the role of the sector within Scotland.

Sixteen higher education institutions are in membership of SUS encompassing over 207,000 students. 23,402 of these are members of 500 clubs and over 40,000 students are members of sport and exercise facilities in Scottish HE institutions. SUS has recently developed an associate membership package to further education institutions and it is hoped that many of the 43 colleges in Scotland will soon become members of the organisation.

Vision

SUS is committed to being the lead organisation for the HE/FE sport and physical activity sector. The strapline 'active, competitive, innovative' functions as a contemporary motto for the organisation and encapsulates the vision for SUS.

Mission

SUS aims to:

- pursue excellence in the provision, management and development of a programme of high quality sporting, physical activity and development opportunities in Scotland's higher and further education sector.
- add value to the work of our members through developing models of best practice for professional staff and volunteers.
- show effective leadership through lobbying and consultation, representing and promoting the views and needs of our members thereby strengthening their position within the wider sporting and physical activity community and encouraging increased recognition of and investment in the sector.
- progress partnerships to support the delivery and development of sport and physical activity at national and local levels and contribute to national policies and strategies including legacy planning.

Strategic Goals

- Be active and pro-active in promoting sport and physical activity and its benefits.
- Provide competitive sports on a range of levels for Scotland's young people in our Universities and Colleges.
- Act as the hub for professional development of people, projects and networks within the sector.
- Embrace partnership working with the sector to develop advocacy and support for local and national delivery and development of sport and physical activity.

The achievement of the vision, mission and goals requires a structured plan that provides for:

- Continuous development of a strong regional network within the sector.
- The provision of “member” services to institution departments, sports/athletic unions and individuals.
- The promotion and development of awareness of SUS and the delivery of high-quality sport and physical activity across the sector.
- Increased advocacy on behalf of the sector and strong partnership working.

Aims and Objectives

The following section outlines separate aims and objectives for each of the strategic goals.

Be active and pro-active in promoting sport and physical activity and its benefits.

- Support the development of a sustainable structure and national approach for participation in non-competitive sport and physical activity.
- Raise the profile of the health and physical activity agenda within the sector through lobbying, research, education and promotion.
- Collaborate with member institutions to provide appropriate, imaginative and diverse Physical Activity opportunities for staff, students and the wider community.
- Produce informative and attractive resources to promote and celebrate health and well-being and share good practice.
- Ensure that groups which are sometimes undervalued, such as people with a disability and minority ethnic groups, are embraced within our programmes.

Provide competitive sports on a range of levels for Scotland’s young people in our Universities and Colleges.

- Further remodelling and modernisation of the SUS competitions programme providing sustained, progressive competitive opportunities for increasing numbers of students to participate in.
- Work closely with a range of NGBS to foster improved links.
- Support the development of coaches, officials and other volunteers with innovative and stimulating programmes including providing suitable training and education.
- Regular consultation of members on key topics leading to improved event administration and streamlined communications.
- Assisting athletes with potential to compete at world level to access the support required to maximise their development.

Act as the hub for professional development of people, projects and networks within the sector

- Gathering and dissemination of data about the impact of the sector through annual audit of activity.
- Oversee marketing activities of SUS to include fostering excellent communication throughout the sector utilising new media and technology.
- Facilitate several professionally managed development events to a broad cross-section of the membership.
- Enable and support special interest networking groups to promote professional exchanges and develop higher standards of service.
- Develop models of best practice to assist the training of professional staff and volunteers.

Embrace partnership working with the sector to develop advocacy and support for local and national delivery and development of sport and physical activity.

- Advocate the role of the sector to external groups and organisations and build upon productive links, encouraging partnership working to increase recognition of and investment in the sector.
- Develop the HE sector's contribution to broad educational and social objectives and contribute to national policies and strategies.
- Support improved access to and affordability of the sector's high quality facility resource(s).
- Further definition and development of SUS' relationship with BUCS.
- Influence discussions around the 'Winning Students' network.
- Strive to develop beneficial partnerships on behalf of the sector with commercial organisations.
- Support London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- Continue to help build capacity, share information and inform developments within the FE Sector.
- Pursue wholeheartedly relationships with colleagues from the academic community.

This plan must be founded on the identified Organisational Values/Principles:

- Equality and diversity of participation and representation are the building blocks for our work.
- The organisation must add value to the work of members within their own institutions.
- Being innovative, flexible and dynamic in our working arrangements and the communication and sharing of best practice is essential.
- Partnerships with key organisations must be mutually beneficial and will enhance the delivery to members and players.
- SUS will engage in the highest levels of professionalism, leadership, people and business management.
- Ensure that SUS resources are being utilised efficiently and effectively including support of the 'green agenda' where at all possible.

Partners

Individuals: Staff, Students, Coaches, Officials and Volunteers

Structures: Institutions, Sports and Athletic Unions, Clubs, Regional Groups, National Governing Bodies, Local Sports Councils and Local Authorities

Agencies: Scottish Government, sportscotland, BUCS, SSA, SALSC, Scottish Funding Council, SIS and AIS network

Others: Schools and the Private Sector

Delivery of the Plan & Key Performance Indicators

Delivery of the Plan will be manifested through a concise set of Action Plans for each objective, reviewable annually and based on specific key performance indicators (KPI's) relevant to the direction of development that the organisation has agreed to pursue.

Monitoring and Evaluation

Monitoring of this Annual Plan will be carried out by staff through recording the progress and presenting this information to Executive twice a year.

The annual assessment will be carried out by the Executive and this information contained within the Annual Report and presented to the AGM.

This assessment will assist in the production of the next set of annual performance indicators allowing adjustments to be made and resources allocated appropriately.

Scottish Universities Sport will make this monitoring data available to sportscotland and to members to allow progress towards the key targets to be assessed and evaluated.

SUS – Operational Plan for ‘Active’

Aims and Objectives

- Sustainable structure / national approach for participation in non-competitive sport and physical activity.
- Raised profile of health / physical activity agenda through lobbying, research, education and promotion.
- Appropriate, imaginative and diverse Physical Activity opportunities for staff, students and the wider community.
- Informative and attractive resources to promote and celebrate health and well-being and share good practice.
- All groups embraced within our programmes.

Inputs ⇨ **Activities** ⇨ **Outputs** ⇨ **Initial Outcomes** ⇨ **Long-Term Outcomes** ⇨ **Monitoring**

Investment and Resources:	Actions:	Direct Product of Input:	Short-Term Effect: Within 2 years	Long Term Effect: Completion of year 5	KPI's and Progress:
Executive Officer	Revisit the concept of Active Students	Ability to increase participation rates across the sector	Co-ordinated working in development of participation	Greater resource available for sector to facilitate participation opportunities	Increase in participation levels by ?%
SUSPAC Chair	Agree priority issues for HE physical activity	Improved focus for SUSPAC on relevant issues	Clear agenda on which to work	Unified voice for HE Sector on future for physical activity and health in Scotland	Recognition of role of SUS in contributing to achievement of national participation targets
SUS Administrator	Deliver quality events for the sector <ul style="list-style-type: none"> • Active Age • Dance Festival • Workshops 	Offer of diverse opportunities for key membership groups	Raise awareness of SUS and Uni activities	Significant progress made towards national participation targets	Annual events upheld and developed
Committee Members	Produce resources <ul style="list-style-type: none"> • Newsletter • Flyers • Good Practice Guides 	Inform and improve education of partners and members	Get Unis thinking about how they can develop in this area	SUS identified as equitable lead for the sector	Working towards the Equity Standard: A Framework for Sport
AU Presidents		Action Plan for sector to address key equity issues	Establish clear priorities for SUS in this area	SUS is first choice partner and point of contact for HE Physical Activity and Health consultations	SUS consulted in Physical Activity and Health strategy development and invited to events
Department Staff	Develop Equity Strategy	Regular dialogue across physical activity and health sector on key issues	Partnership Working becomes more effective		
	Develop Partnerships with external groups				

SUS - Operational Plan for ‘Competitive’

Aims and Objectives

- Remodelling / modernisation of programme providing sustained, progressive competitive opportunities for increasing numbers of participants.
- Work closely with a range of NGBs to foster improved links.
- Support development of coaches/officials/volunteers with innovative / stimulating programmes and suitable training.
- Member consultation on key topics leading to improved event administration and streamlined communications.
- Assisting elite athletes to access the support required to maximise their development.

Inputs ⇨ Activities ⇨ Outputs ⇨ Initial Outcomes ⇨ Long-Term Outcomes Monitoring

<i>Investment and Resources:</i>	<i>Actions:</i>	<i>Direct Product of Input:</i>	<i>Short-Term Effect:</i> Within 2 years	<i>Long Term Effect:</i> Completion of year 5	<i>KPI's and Progress:</i>
Sports Programme Manager	Work in partnership with NGBs and others to develop student sport	Optimal use of limited resources, improved working relationships	Respond to NGB plans; Development groups for certain sports	University sport included in NGB plans; development groups in all sports	Resource commitments from NGBs/ inclusion in plans
Chair of Comps	Professionalise and centralise SUS Event administration	Simpler systems for members, more manageable for SUS	Production of a 3 yr calendar of events On line entry and event stats capture	Increase in quality of events / quantity of participants	Number of competitors in SUS events
SUS Administrator	Provide appropriate education and support to volunteers at all levels	Development of suitable resources and systems for volunteer support	Strengthening of local and national programmes	Greater continuity; more strategic approach to sports planning	Number of active volunteers, creation of recognised reward scheme
Committee Members	Design and implement solid policy framework for SUS competitions	Improved arrangements for insurance / health & safety	Clear policy guidelines in each area	Competitions remain well managed despite growth in number and diversity	Gaps in provision identified and filled
AU Presidents	Maintain student focus to SUS competitions	Provision of most desirable programmes	Student reps on each development group; annual consultation to members completed	Provide a range of quality opportunities to students of all standards, ensuring good value for money	Gather data on student satisfaction
Department Staff	Facilitate best practice in the support of Elite athletes	Convene performance sport forum, contribute to Winning Students programme	Improve quality of athlete support in Universities	Actively encourage Universities to invest in performance sport	Investment in Elite sport, numbers of supported athletes, numbers of staff delivering Institute level services
SDCs					
NGBs					

SUS - Operational Plan for ‘Professional Development’

Aims and Objectives

- Gathering and dissemination of data about the impact of the sector through annual audit of activity.
- Oversee marketing activities including fostering excellent communication utilising new media and technology.
- Facilitate several professionally managed development events to a broad cross-section of the membership.
- Support special interest networking groups to promote professional exchanges & develop higher standards of service.
- Develop models of best practice to assist the training of professional staff and volunteers.

Inputs ⇨ **Activities** ⇨ **Outputs** ⇨ **Initial Outcomes** ⇨ **Long-Term Outcomes** ⇨ **Monitoring**

<i>Investment and Resources:</i>	<i>Actions:</i>	<i>Direct Product of Input:</i>	<i>Short-Term Effect:</i> Within 2 years	<i>Long Term Effect:</i> Completion of year 5	<i>KPI's and Progress:</i>
Executive Officer	Gather relevant information and research	Improved informed position and greater knowledge of issues and developments	Clearer understanding of issues and growth within the sector	Statistics available to show growth of sector	Annual Audit and further research carried out
Chair of PDC	Oversee delivery of marketing strategy	Action plan for SUS to promote SUS and the sector	Raise awareness of SUS and activities	Raised profile and improved credibility for SUS and the sector	Meetings of marketing sub-group reporting on progress against targets
SUS Administrator	Encourage improved communication utilising new media	Increase awareness and profile of SUS and activity	Improved dialogue between SUS, members and partners	Partner agencies use SUS as deliverer for programmes and events	Annual events upheld and developed
Committee Members	Facilitate relevant events for the sector	Quality events delivered to the sector	Further growth and development of SUS events	Network Groups being offered in a number of new areas	Increase in number of areas that SUS facilitates network groups by ? P.A.
AU Presidents	<ul style="list-style-type: none"> • Conference • Seminar • Special Interest Groups 	Development and network opportunities for membership groups	Network Groups maintained and developed	Full link up of sector and national approach in some areas	Recognition of role of SUS in uniting the sector and disseminating information
Department Staff	Respond to requests for the initiation of new network groups	Inform and improve education of partners and members	Members offered the ability to share good practice through resources		
	Develop resources to share best practice				

SUS - Operational Plan for ‘Advocacy’

Aims and Objectives

- Advocate the role of the sector to external groups and organisations and build upon productive links, encouraging partnership working to increase recognition of and investment in the sector.
- Develop the HE sector’s contribution to broad educational and social objectives and contribute to national policies and strategies.

Inputs ⇨ **Activities** ⇨ **Outputs** ⇨ **Initial Outcomes** ⇨ **Long-Term Outcomes** ⇨ **Monitoring**

<i>Investment and Resources:</i>	<i>Actions:</i>	<i>Direct Product of Input:</i>	<i>Short-Term Effect:</i> Within 2 years	<i>Long Term Effect:</i> Completion of year 5	<i>Progress:</i>
SUS Chair Executive Officer Sports Programme Manager SUS Administrator Exec Members Directors Presidents	<p>Work closely with sportscotland to explore ways of promoting SUS and HE activity</p> <p>Develop an advocacy plan for the organisation</p> <p>Lobby to promote SUS and HE sector to:</p> <ul style="list-style-type: none"> • Government • BUCS • Other External Agencies • Voluntary Sector • Business • Media <p>Discuss long term funding plans and opportunities with sportscotland</p>	<p>Informing sportscotland of HE sector issues and development requirements</p> <p>Action plan to promote SUS and HE activity</p> <p>Regular dialogue between SUS and external groups</p> <p>Impart knowledge to all agencies listed of HE sector activity</p> <p>Improved knowledge of funding sources available</p>	<p>Establish clear priorities for SUS</p> <p>Co-ordinated working in development of plans</p> <p>Clear agenda on which to lobby</p> <p>Raise awareness of SUS and HE sector activity</p> <p>Advocacy becomes more effective</p> <p>Improved funding opportunities for the sector including the Scottish Physical Recreation Fund</p>	<p>Unified voice for HE sector on future of sport and physical activity in Scotland</p> <p>Clear simple messages that SUS and HE sector wants to portray</p> <p>SUS is first choice partner and point of contact for HE sector consultations</p> <p>SUS is consulted informally on other issues – due to recognised expertise</p> <p>Greater resource available for SUS and HE sector from a range of sources</p>	<p>Recognition of role of SUS in contributing to achievement of national targets</p> <p>Target number of meetings with agencies listed:</p> <ul style="list-style-type: none"> • 6 monthly with Scottish Government • 6 monthly with sportscotland • Annually with external agencies • ? with business and media <p>SUS is consulted during national development relevant to sector</p> <p>Level of funding entering sector</p>

SUS - Operational Plan for 'Partnership Working'

Aims and Objectives

- Encourage partnership working to increase recognition of and investment in the sector.
- Support improved access to and affordability of the sector's high quality facility resource(s).
- Further definition and development of SUS' relationship with BUCS.
- Influence discussions around the 'Winning Students' network.
- Strive to develop beneficial partnerships on behalf of the sector with commercial organisations.
- Support London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- Continue to help build capacity, share information and inform developments within the FE Sector.
- Pursue wholeheartedly relationships with colleagues from the academic community.

Inputs ⇨ **Activities** ⇨ **Outputs** ⇨ **Initial Outcomes** ⇨ **Long-Term Outcomes** ⇨ **Monitoring**

Investment and Resources:	Actions:	Direct Product of Input:	Short-Term Effect: Within 2 years	Long Term Effect: Completion of year 5	Progress:
SUS Chair	Build partnerships with relevant agencies (local and national)	Improved working relationships with partners	Raise profile of SUS and sector with existing and new partners	SUS is first choice partner for sector consultations	Number of partnerships increased by ? %
Executive Officer	Facilitate access to sector facilities	Greater facility access for community	Raise awareness of sector facilities	SUS recognised as facilitator of national facility targets	Assessment of whether facility access had impact on issues
Sports Programme Manager	Represent sector in consultations and national developments	Ensure sector-wide approach and reinforce merit of sector	Consideration of HE sector during national developments	National developments include direct input from HE sector through SUS	Recognition of role of SUS in contributing to national progress
SUS Administrator	Meet with commercial organisations	Increase awareness and profile of sponsorship opportunities to commercial partners	Improved sponsorship opportunities	Greater resources available from commercial arena	Amount of sponsorship increased by ? %
Exec Members	Further develop relationships with FE and academics	Development of SUS offer into new areas	Get FE / academics thinking about how they can maximise their involvement with SUS	SUS acting on behalf of all sports related tertiary education	Increase in associate membership
Partners	Check database / contacts	Consultations reach correct people	Partnership working becomes more effective	SUS holds full database of relevant contacts	Volume of correspondence through office