

5 Year Strategy

Work is getting closer to finalising the SUS 5 year strategy and operational plan.

Further consultations and meetings have led to revised documents as outlined below. There is still some detail missing where KPIs and targets need to be filled in but it is hoped that the strategy is now more succinct and the plan contains some specific outcomes for the period.

Following discussion with Sportscotland it is expected that the submission will be made to the June panel for decision.

The time-line for the June panel would mean that;

- Plans would need to be with Lorna for 21 May 09
- Pre-panel meeting on 2 June 09 (with a view to getting the investment amount agreed and the Customised Application Form (CAF) sent out)
- Panel on 17 June 09 (confirming investment and offer to be sent out)

The strategy and operational plan are attached below for Exec's comment.

SUS Executive is asked to:

Item
➤ Offer comment on the SUS 5 Year Strategy & Operational Plan

Active, Competitive, Innovative

SUS Strategy 2009 - 2014

1. Background

Scottish Universities Sport (SUS) was established in 2005 from an amalgamation of the former Scottish Universities Physical Education Association (SUPEA) and Scottish Universities Sports Federation (SUSF).

2. Introduction

Scottish Universities Sport (SUS) is an independent, dynamic network of students, staff and volunteers who work in partnership to provide high quality sport and physical activity opportunities within Scotland's Higher and Further Education sector.

Sixteen higher education institutions are in membership 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. In addition to this we have associate membership with Colleges with the potential to deliver to over 450,000 students.

SUS delivers first-rate events in over 35 sports, champions and encourages physical activity, develops skills of volunteers and staff, promotes professional excellence and advocates the role of the sector within Scotland.

3. Vision

SUS is the lead organisation for the delivery and development of 'active, competitive, innovative' sport and physical activity for the tertiary education sector.

4. Aims and Objectives

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

- 4.1.1. Support the development of a sustainable national approach for participation in recreational sport and physical activity.
- 4.1.2. Raise the profile of the health and physical activity agenda within the sector through lobbying, research, education and promotion.
- 4.1.3. Collaborate with members to provide appropriate, imaginative and diverse physical activity.
- 4.1.4. Produce informative and attractive resources to promote and celebrate health and well-being and share good practice.
- 4.1.5. Ensure that all our programmes are inclusive.

4.2 Provide competitive sports at a range of levels for members in our Universities and Colleges.

- 4.2.1. Further remodelling and modernisation of the SUS competitions programme providing sustained, progressive opportunities for increasing numbers of participants.
- 4.2.2. Work closely with a range of S/NGBS to foster improved links and develop student sport.
- 4.2.3. Support the development of coaches, officials and other volunteers with innovative and stimulating programmes, training and education.
- 4.2.4. Regular consultation of members on key topics leading to improved event administration and streamlined communications.

- 4.2.5. Assisting athletes with potential to compete at performance level to access the support required to maximise their development.

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

- 4.3.1. Gathering and dissemination of data about the impact of the sector through annual research and auditing.
- 4.3.2. Oversee marketing activities including utilising new media and technology to encourage excellent communication for the sector.
- 4.3.3. Facilitate several professionally managed development events to a broad cross-section of the membership.
- 4.3.4. Enable and support special interest networking groups to promote professional exchanges and develop higher standards of service.
- 4.3.5. Develop models of best practice to assist the training of professional staff and volunteers.

4.4 Embrace partnership working to develop advocacy and support local and national delivery and development of sport and physical activity.

- 4.4.1. 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.
- 4.4.2. Develop the sector's contribution to national policies and strategies that enhance the work of the membership.
- 4.4.3. Support improved access to and affordability of the sector's high quality facilities.
- 4.4.4. Develop a clearly defined long-term partnership with BUCS.
- 4.4.5. Strive to develop beneficial partnerships and sponsorship opportunities on behalf of the sector with commercial organisations.
- 4.4.6. Support major events including London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- 4.4.7. Continue to help build capacity, share information and inform developments with Scotland's Colleges.
- 4.4.8. Strengthen partnerships with colleagues from the academic community.

4.5 Ensure solid business development planning and operational structures to allow SUS business to be effectively carried out.

- 4.5.1. Evaluate the status of the association to ensure it's positioned correctly to allow the delivery of this strategy.
- 4.5.2. Develop an appropriate human resource capacity to deliver the strategy and respond to growth.
- 4.5.3. Develop long-term financial planning approach which is underpinned by the business operational needs.
- 4.5.4. Develop risk management policy for the business of SUS.

5. Organisational Values / Principles

- 5.1. Equality and diversity of participation and representation are the building blocks for our work.
- 5.2. The organisation must add value to the work of members within their own institutions through the provision of "member" services.
- 5.3. Being innovative, flexible and dynamic in our working arrangements and the communication and sharing of best practice is essential.
- 5.4. Partnerships with key organisations must be mutually beneficial enhancing the delivery to members and players and increasing the awareness of SUS and its activities.
- 5.5. SUS will engage in the highest levels of professionalism, leadership, people and business management.

- 5.6. Ensure that SUS resources are being utilised efficiently and effectively including support of the 'green agenda' where at all possible.
- 5.7. Continuous development of a strong regional network within the sector.

6. Partners

To include:

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 & the Institute of Sport, BUCS, SSA, SALSC, NHS Health Scotland, Scottish Funding Council, Commonwealth Games Council for Scotland
Others: Schools and the Private Sector

7. Delivery of the Plan & Key Performance Indicators

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

8. 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.

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

- 4.1.1. Sustainable national approach for participation in recreational sport and physical activity.
 4.1.2. Raised profile of health / physical activity agenda through lobbying, research, education and promotion.
 4.1.3. Appropriate, imaginative and diverse physical activity opportunities for staff, students and the wider community.
 4.1.4. Informative and attractive resources to promote and celebrate health and well-being and share good practice.
 4.1.5. Minority groups embraced within our programmes.

<i>Actions:</i>	<i>Direct Product of Action:</i>	<i>Short-Term Goal:</i> Within 2 years	<i>Long Term Goal:</i> Completion of year 5	<i>KPI's and Monitoring:</i>
Pursue Active Students concept	Ability to increase participation rates across the sector	Project implemented for sector	Proven success of programme leading to long-term investment	Increase in participation levels by ?%
Agree priority issues for sector physical activity/health	Improved focus for SUSPAC on relevant issues	Clear agenda on which to work	Unified voice for sector on future for physical activity and health in Scotland	Recognised role for SUS in contributing to achievement of national targets
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 and raised awareness of SUS and sector activities	Maintained level of events delivered but to greater audience	Significant progress made towards national participation targets	?% increase of attendees at Annual events
Produce resources <ul style="list-style-type: none"> • Newsletter • Flyers • Good Practice Guides 	Inform and improve education of partners and members	Regular resources published across a variety of subject areas	Resources valued and utilised out with the sector	?% Increase in download rates for resources
Develop Equity Strategy	Action Plan for sector to address key equity issues	Establish clear equity priorities for SUS / achievement of the Equity Standard Foundation Level	SUS identified as equitable lead for the sector / achievement of the Equity Standard Intermediate Level	Attainment of Equity Standard achievements
Develop Partnerships with external groups	Regular dialogue across physical activity and health sector on key issues	Partnership Working becomes more effective with increased number of organisations	SUS is 1st choice partner / point of contact for sector Physical Activity and Health consultations	SUS consulted in Physical Activity and Health strategy developments and invited to relevant events

Human Resources: Executive Officer; SUSPAC Chair; SUS Administrator; Committee Members; AU Presidents; Department Staff

4.2. 'Provide competitive sports at a range of levels for members in our Universities and Colleges'

- 4.2.1. Programme remodelling/modernisation providing sustained, progressive competitive opportunities for increasing participants.
 4.2.2. Work closely with a range of S/NGBs to foster improved links and develop student sport.
 4.2.3. Support development of coaches/officials/volunteers with innovative / stimulating programmes and suitable training.
 4.2.4. Member consultation on key topics leading to improved event administration and streamlined communications.
 4.2.5. Assisting elite athletes to access support required to maximise their development

<i>Actions:</i>	<i>Direct Product of Action:</i>	<i>Short-Term Goal:</i> Within 2 years	<i>Long Term Goal:</i> Completion of year 5	<i>KPI's and Monitoring:</i>
Work in partnership with S/NGBs / others	Optimal use of limited resources, improved working relationships	Respond to S/NGB plans; Development groups for certain sports (how many?)	University sport included in S/NGB plans (how many?); development groups in all sports	Resource commitments from S/NGBs / inclusion in plans ?% increase P.A.
Professionalise and centralise SUS Event administration	Simpler systems for members, & more manageable for SUS	Production of a 3 yr calendar of events Online entry and event stats capture	Increase in quality of events / quantity of participants (by how much?)	?% increase in number of competitors in SUS events
Provide appropriate education/support to volunteers at all levels	Development of suitable resources and systems for volunteer support	Development of a volunteering strategy for the sector	Development of a volunteer accreditation / reward scheme	?% increase in number of active volunteers from sector
Develop SUS Coaching Plan	Integrated approach to support coaches in sector	Coaching Goal ?	Delivery of annual SUS coaching Festival	?% increase in number of active coaches from sector
Design and implement solid policy framework for SUS competitions	Improved arrangements for insurance / health & safety	Clear policy guidelines in ? how many areas	Competitions remain well managed despite growth in number and diversity	Gaps in provision identified and filled
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 annual data through student satisfaction questionnaire

Facilitate best practice in the support of Elite athletes	Convene performance sport forum, contribute to Winning Students programme	Elite short term goal ?	Increased investment in sector performance sport (by how much?)	?% increase in investment in Elite sport, & ?% increase in numbers of supported athletes
Strengthen SUS Rep sport programme and host national events	Allow students to shine on national stage / raise profile for the sector	Rep sport programmes being delivered in ? more sports / Successful BUGS hosted	Rep Sport Long term goal?	?% increase in number of rep sport fixtures. SUS recognised as host for national events
Human Resources: Sports Programme Manager; Chair of Comps; SUS Administrator; Committee Members; AU Presidents; Department Staff; SDCs; S/NGBs				

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

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

<i>Actions:</i>	<i>Direct Product of Actions:</i>	<i>Short-Term Goal:</i> Within 2 years	<i>Long Term Goal:</i> Completion of year 5	<i>KPI's and Monitoring:</i>
Gather relevant information and research	Improved informed position and greater knowledge of issues and developments	Clearer understanding of issues and growth within the sector	SUS approached to facilitate relevant research	Annual Audit Specific research on one aspect per annum.
Oversee delivery of marketing strategy	Action plan to promote SUS and the sector	Greater awareness of SUS and activities in every member institution and externally	Raised profile and improved credibility for SUS and the sector / Dedicated press officer	Quarterly meetings of marketing sub-group. Delivery of marketing strategy actions. Annual review of Marketing Strategy.
Encourage improved communication utilising new media & build database of contacts	Consultations reach correct people and increased awareness and profile of SUS and activity	Improved dialogue between SUS, members and partners	SUS recognised as hub for communication for sector and holds full database of relevant contacts	Produce Annual Review Document to promote work of SUS to members and external agencies. 10% annual increase in subscription to SUS newsletter. 10% annual increase of hits on SUS website Improved Communication demonstrated through volume of correspondence through office
Facilitate relevant events for the sector including: <ul style="list-style-type: none"> • Conference • Seminar 	Quality events delivered to the sector	Further growth and development of SUS events to wider audience	Partner agencies use SUS as deliverer for programmes and events	10% increase of attendees at Annual events

Oversee special interest network groups	Training/network opportunities for membership groups	Number of network groups maintained and areas of work developed	Higher standards of service delivered and SUS recognised as provider of CPD for staff	Biennial member satisfaction survey to measure performance from internal perspective. 4 workshop/courses per year
Develop resources / opportunities to share best practice	Inform and improve education of partners and members	Members offered the ability to share good practice through resources	Full link up of sector and resources developed that are recognised nationally in some areas / SUS apprenticeship scheme	Quarterly newsletter to carry best practice example. Recognition of role of SUS in uniting the sector and training next generation of sector workers
Human Resources: Executive Officer; Chair of PDC; SUS Administrator; Committee Members; AU Presidents; Department Staff				

4.4. 'Embrace partnership working to develop advocacy and support local and national delivery and development of sport and physical activity'

- 4.4.1. 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.
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- 4.4.6. Support major events including London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- 4.4.7. Continue to help build capacity, share information and inform developments with Scotland's Colleges.
- 4.4.8. Strengthen partnerships with colleagues from the academic community.

<i>Actions:</i>	<i>Direct Product of Actions:</i>	<i>Short-Term Goal:</i> Within 2 years	<i>Long Term Goal:</i> Completion of year 5	<i>KPI's and Monitoring:</i>
Work closely with sportscotland to explore ways of promoting SUS / sector activity	Informing sportscotland of sector issues and development requirements	Co-ordinated working in development of plans	SUS a key partner of sportscotland across all areas of work	? How monitor
Develop an advocacy plan for the organisation	Action plan to promote SUS and sector activ	Clear agenda on which to lobby meaning advocacy becomes more effect	Unified voice for sector on future of sport and physical activity in Scotland portraying clear simple messages	Meetings of Exec to report on success
Lobby to promote SUS and sector to: <ul style="list-style-type: none"> • Government • Other External Agencies • Voluntary Sector • Business • Media 	Regular dialogue between SUS and external groups & Impart knowledge to all agencies listed of sector activity	Raised awareness of SUS and sector activity with a wider audience	SUS is first choice partner and point of contact for sector consultations	Target number of meetings with agencies listed: <ul style="list-style-type: none"> • 6 monthly with Scottish Government • 6 monthly with sportscotland • Annually with external agencies • As appropriate with business and media
Represent sector in consultations and national developments	Ensure sector-wide approach and reinforce merit of sector	Consideration of sector during national developments	SUS is consulted informally on other issues – due to recognised expertise	SUS is consulted during national development & recognition of role of SUS/sector in contributing to achievement of national targets

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 ? %
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
Definition of relationship with BUCS	Clarity over regional delivery	?SUS exerts more control over regional delivery	? Long-term BUCS Goal	? How monitor
Pursue sponsorship opportunities	Increase awareness/ profile of SUS	Headline SUS sponsor secured	Sponsors seek to work with SUS due to recognising potential of sector	Amount of sponsorship increased by ? %
Support high profile events & contribute to legacy developments	Raise profile of sector & contribute to national targets	SUS recognised in Government legacy plan	SUS delivering on legacy targets / involved with ? of high profile events	?% increase in number of high-profile events SUS linked with and legacy target assessment
Further develop relationships with Colleges	Ensure sector-wide approach and reinforce merit of sector	Partnership working becomes more effective	SUS College Coordinator post established to drive work in this area	Number of Colleges working with SUS increased by ?%
Strengthen partnerships with academics	Development of SUS offer into new areas	Get academics thinking about how they can maximise their involvement with SUS	SUS acting on behalf of all sports related tertiary education / Relationship with ENAS	Recognition of role of SUS in contributing to academic progress
Human Resources: SUS Chair; Executive Officer; Sports Programme Manager; SUS Administrator; Exec Members; Directors; Presidents; Partners				

4.5. 'Ensure solid business development planning and operational structures to allow SUS business to be effectively carried out'

- 4.5.1. Evaluate the status of the association to ensure it's positioned correctly to allow the delivery of this strategy.
 4.5.2. Develop an appropriate human resource capacity to deliver the strategy and respond to growth.
 4.5.3. Develop long-term financial planning approach which is underpinned by the business operational needs.
 4.5.4. Develop risk management policy for the business of SUS.

<i>Actions:</i>	<i>Direct Product of Actions:</i>	<i>Short-Term Goal: Within 2 years</i>	<i>Long Term Goal: Completion of year 5</i>	<i>KPI's and Monitoring:</i>
Evaluate the status of the association	Check appropriate structure to deliver objectives of strategy	Move to incorporated status	? Long term goal	? How to monitor
Assess the human resource base for SUS	Establish appropriate staffing mix to deliver SUS Business	Review of committee make-up to ensure there are the right people to carry out work	Creation of new posts to address fresh opportunities that arise	? How to monitor
Plan funding to cover SUS business	Gauge income and spend profiles and budgetary challenges	Maintain financial contributions at current levels	Secure greater degree of public subsidy / project money	? How to monitor
Develop long term funding plans and opportunities	Improved knowledge of funding sources available and increased resource entering sector	Improved funding opportunities for the sector including the Scottish Physical Recreation Fund	Greater resource / longer-term arrangements available for SUS and sector from a range of sources	?% increase in level of funding entering sector
Consider location of SUS HQ	Ensuring SUS is appropriately housed to support business operations	Reviewing of current arrangement with Edinburgh University	Growth will mean alternative arrangements need to be secured	? How to monitor
Develop risk management policy	Identify areas of potential weakness and provide action plan for to address issues	? Short term goal	? Long term goal	? How to monitor
Human Resources: SUS Chair; Executive Officer; Sports Programme Manager; SUS Administrator; Exec Members				