

## 5 Year Strategy

Please find below the final proposed SUS 5 year strategy and operational plan.

Further consultations (including full membership) and meetings have led to revised documents as outlined below. It is hoped that the strategy is now more succinct and the plan contains specific outcomes for the period.

As a reminder it is expected that the submission will be made to the June panel at Sportscotland 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 approval.

Attached is also a copy of the one-page summary document which is in draft format. Comments would be appreciated as to the format and content as this will also need to be completed for submission next week.

### SUS Executive is asked to:

Item
<ul style="list-style-type: none"><li>➤ Offer comment on the SUS 5 Year Strategy &amp; Operational Plan</li><li>➤ Offer comment on the one-page summary document</li><li>➤ Approve documents for submission to Sportscotland</li></ul>

# Active, Competitive, Innovative 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 Universities and Colleges.

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 400,000 more 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 Embrace partnership working to develop advocacy and support local and national delivery and development of sport and physical activity.*

- 4.1.1. 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.
- 4.1.2. Develop the sector's contribution to national policies and strategies that enhance the work of the membership (including Reaching Higher and Let's Make Scotland More Active).
- 4.1.3. Support access to and affordability of the sector's high quality facilities.
- 4.1.4. Progress a clearly defined long-term partnership with BUCS.
- 4.1.5. Develop beneficial partnerships and sponsorship opportunities on behalf of the sector with commercial organisations.
- 4.1.6. Support major events including London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- 4.1.7. Continue to help build capacity, share information and inform developments with Scotland's Colleges.
- 4.1.8. Strengthen partnerships with colleagues from the academic community.

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

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

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

- 4.3.1. Further remodelling and modernisation of the SUS competitions programme to provide sustained, progressive opportunities for increasing numbers of participants.
- 4.3.2. Work closely with a range of National Governing Bodies to foster improved links and develop student sport.
- 4.3.3. Support the development of coaches, officials and other volunteers with innovative and stimulating programmes, training and education.
- 4.3.4. Consult members regularly on key topics leading to improved event administration and streamlined communications.
- 4.3.5. Assist athletes with potential to compete at a performance level to access the support required to maximise their development.
- 4.3.6. Develop integrated and/or parallel competition programmes for college student population.

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

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

*4.5 Ensure solid business development planning and operational structures in order that SUS business is effectively delivered.*

- 4.5.1. Evaluate the status of the organisation to ensure that it is appropriately structured to deliver this strategy.
- 4.5.2. Cultivate an appropriate human resource capacity to deliver the strategy and respond to growth.
- 4.5.3. Develop a long-term financial planning approach which is underpinned by the business operational needs.
- 4.5.4. Produce a 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 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 Departments, 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, SUSRAG, Scotland’s Colleges
- Others: Schools and the Private Sector

## 7. Delivery of the Plan & Key Performance Indicators

Delivery of the Strategy 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 Strategy and Operational 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. 'Embrace partnership working to develop advocacy and support local and national delivery and development of sport and physical activity'

- 4.1.1. 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.
- 4.1.2. Develop the sector's contribution to national policies and strategies that enhance the work of the membership (including Reaching Higher and Let's Make Scotland More Active).
- 4.1.3. Support access to and affordability of the sector's high quality facilities.
- 4.1.4. Progress a clearly defined long-term partnership with BUCS.
- 4.1.5. Develop beneficial partnerships and sponsorship opportunities on behalf of the sector with commercial organisations.
- 4.1.6. Support major events including London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- 4.1.7. Continue to help build capacity, share information and inform developments with Scotland's Colleges.
- 4.1.8. Strengthen partnerships with colleagues from the academic community.

<b>Actions:</b>	<b>Direct Product of Actions:</b>	<b>Short-Term Goal:</b> Within 2 years	<b>Long Term Goal:</b> Completion of year 5	<b>KPI's / Monitoring:</b>
Work closely with <b>sportscotland</b> to explore ways of promoting SUS / sector activity	Informing <b>sportscotland</b> of sector issues and development requirements	Co-ordinated working in development of plans (to include active students; coaching & volunteering)  Support of emerging local and regional structures	SUS recognised as a key partner of <b>sportscotland</b> across all areas of work	Through specific targets as outlined above (active students; coaching & volunteering)
Develop an advocacy plan for the organisation	Action plan to promote SUS and sector activity	Clear agenda on which to lobby meaning advocacy becomes more effective	Unified voice for sector on future of sport and physical activity in Scotland portraying clear simple messages	Meetings of Exec to report on success
Build relationships with & lobby to promote SUS and sector to: <ul style="list-style-type: none"> <li>• Government</li> <li>• Scottish Funding Council</li> <li>• Other External Agencies</li> <li>• Voluntary Sector</li> <li>• Business</li> <li>• Media</li> </ul>	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	Meetings with agencies listed to aid the delivery of targets outlined within the strategy

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	Recognition of role of SUS/sector in contributing to achievement of national developments and targets (including Reaching Higher & Let's Make Scotland More Active)
Support 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
Develop a clearly defined long-term partnership with BUCS	Clarity over regional delivery	More flexible regional delivery & secured funding	Sustained value for money for SUS members on a UK level	Signed long-term agreement and confirmed level of funding
Pursue sponsorship opportunities	Increase awareness/ profile of SUS	Headline SUS sponsor secured	Sponsors seek to work with SUS due to recognising potential of sector	Baseline: £5000 non-event sponsorship secured. Annual sponsorship increased by 20%
Support high profile events & contribute to legacy developments	Raise profile of sector & contribute to national targets	SUS recognised in Government legacy plan & support of community sports hubs  Accurate data gathered regarding number of high-profile events with sector involvement	SUS delivering on legacy targets  Sector recognised and utilised as host of high-profile events	Establish baseline through gathering data.  Legacy target assessment
Further develop relationships with Colleges	Ensure sector-wide approach and reinforce merit of sector	Partnership working with Scotland's Colleges becomes more effective / Establish College sport network under SUS banner	SUS College Coordinator post established to drive work in this area	Baseline: 6 colleges. Number of Colleges working with SUS increased by 33% P.A.
Strengthen partnerships with academic community including SUSRAG	Development of SUS offer into new areas	Work with SUSRAG to maximise role of sector	SUS acting on behalf of all sports related tertiary education / Relationship developed with ENAS	Recognition of role of SUS in contributing to academic progress
<b>Human Resources:</b> SUS Chair; Executive Officer; Sports Programme Manager; SUS Administrator; Exec Members; Directors; Presidents; Partners				

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

- 4.2.1. Sustainable national approach for participation in recreational sport and physical activity.  
 4.2.2. Raised profile of health / physical activity agenda through lobbying, research, education and promotion.  
 4.2.3. Appropriate, imaginative and diverse physical activity opportunities for staff, students and the wider community.  
 4.2.4. Informative and attractive resources to promote and celebrate health and well-being and share good practice.  
 4.2.5. Ensure that all our programmes are inclusive.

<b>Actions:</b>	<b>Direct Product of Action:</b>	<b>Short-Term Goal:</b> Within 2 years	<b>Long Term Goal:</b> Completion of year 5	<b>KPI's / Monitoring:</b>
Pursue Active Students concept	Ability to increase participation rates across the sector	Project plan in place; roll-out strategy developed and funding agreed	Proven success of programme leading to long-term investment	Establish baseline through gathering data. Increase in participation levels by 5% annually until attainment of national targets
Gather data & agree priority issues for sector physical activity/health	Improved focus for SUSPAC on relevant issues	Clear agenda agreed on which to work / Accurate data gathered regarding participation levels	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"> <li>• Active Age (1 P.A.)</li> <li>• Dance Festival (1P.A.)</li> <li>• Workshops (3 P.A.)</li> </ul>	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	Baseline: Active Age c. 100; Dance Festival c. 90; Workshops c. 15 attendees. 10% increase of attendees at Annual events
Produce resources <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Flyers</li> <li>• Good Practice Guides</li> </ul>	Inform and improve education of partners and members	Increased usage of regular resources published across a variety of subject areas	Resources valued and utilised out with the sector	Baseline: c. 100 hits per month. 10% Increase in download rates for resources per month
Develop Equity Strategy	Action Plan for sector to address key equity issues	Establish clear equity priorities / 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

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

- 4.3.1. Continually develop programmes to provide sustained, progressive competitive opportunities for increasing numbers of participants  
 4.3.2. Work closely with a range of governing bodies and other partners to build relationships and develop student sport  
 4.3.3. Support education and deployment of coaches/officials/volunteers through appropriate training and support programmes  
 4.3.4. Communicate effectively with the membership on key topics leading to improved event delivery  
 4.3.5. Assist performance athletes to access support required to maximise their development  
 4.3.6. Develop integrated and/or parallel competition programmes for college student population

<b>Actions:</b>	<b>Direct Product of Action:</b>	<b>Short-Term Goal:</b> Within 2 years	<b>Long Term Goal:</b> Completion of year 5	<b>KPI's / Monitoring:</b>
Work in partnership with NGBs / others to develop student sport	Optimal use of resources, improved working relationships	Establish effective working relationships with selected NGB's  Establish effective development groups x 12	Sustain existing NGB relationships & University sport included in NGB plans (x12)  Establish effective development groups x 20	Formalised partnership agreements with NGBs: 6 in year one, further 2 in subsequent years leading to further direct NGB investment into SUS sports
Professionalise and centralise SUS Event administration	Simpler systems for members, & more manageable for SUS	Production of a 3 yr calendar of events Establish baseline data via event stats capture and feedback system	Increase in number of participants with no negative effect on participant satisfaction	Establish baseline through new measurement system  Achieve 10% increase in event participation P/A
Provide appropriate education/support to club officials and other volunteers	Development of suitable resources and systems for volunteer support	Assessment of the current volunteering picture for the sector  Development of a volunteering strategy for the sector	Development of a volunteer accreditation / reward scheme	Establish baseline through gathering data  New resources identified to support work in this area  Strategy implemented effectively
Develop SUS Coaching Plan, in line with national coaching strategy	Integrated approach to support coaches in sector	Create database of active coaches within sector  Establish SUS coaching network  Link developed with UK Coaching Framework	Links developed between university and community coaching structures  Delivery of annual SUS Coaching Festival & CPD Programme for sector coaches	Baseline: c. 500 recorded active coaches. Look to drive a 10% increase in number of active sector coaches P/A

Design and implement solid policy framework for SUS events	Improved arrangements for insurance / health & safety & event administration	Clear policy guidelines published and circulated	Events remain well managed despite growth in number and diversity	Gaps in provision identified and filled on a rolling basis
Maintain student focus to SUS events and programmes	Provision of most desirable programmes	Student reps on each development group; annual consultation to members completed; Feedback gathered from every event	Provide a range of quality opportunities to students of all standards, ensuring good value for money	Gather data through student feedback; incorporate feedback into annual event planning
Facilitate best practice in the support of performance level athletes	Improve quality of athlete support through the sector through partnership working and sharing of good practice  Complement performance provision from AIS/ SIS and NGBs	Convene performance sport forum  Contribute to Winning Students programme  Accurate data gathered regarding performance level athletes	Closer working relationships between sector and AIS/ SIS & NGB performance staff  Information on performance sport in HE widely available to athletes	Establish baseline through gathering data  Greater number of student athletes succeeding at international level
Strengthen SUS Rep sport programme and host national events	Provide opportunities for students to compete on national stage  Raise profile of University sport through effective marketing of Rep sport	Deliver quality Rep sport programmes (10 sports)  Continue to deliver BUGS on biennial basis	Ensure that SUS Rep teams are integral/ complementary to NGB performance pathways  Increase number of Rep sport programmes to 15  Explore ties to Universities sides from other countries	Baseline: c. 10 sports with a rep sport programme. 50% increase in number of rep sport programmes by end of year 5.  SUS recognised as preferred host for representative level events
Develop competitive sport opportunities for college student population	More students involved in regular activity	Accurate data gathered about activity in colleges  Include college students in existing events, where appropriate  Work with college sector to design new events for college students	Be the lead provider for competitive sport programmes to colleges  Hosting of Scottish Student Games	Establish baseline figure. Achieve 10% increase in number of college student participants P.A.  Gather data through student feedback  Identify new resources to support delivery to colleges
<b>Human Resources:</b> Sports Programme Manager; Chair of Comps; SUS Administrator; Committee Members; AU Presidents; Department Staff; SDCs; S/NGBs				

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

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

<b>Actions:</b>	<b>Direct Product of Actions:</b>	<b>Short-Term Goal:</b> Within 2 years	<b>Long Term Goal:</b> Completion of year 5	<b>KPI's / Monitoring:</b>
Gather relevant information and research	Improved informed position and greater knowledge of issues and developments	Clearer understanding of issues and growth within the sector; baseline figures gathered across all headings	SUS approached to facilitate relevant research	Annual Audit of activity  Specific research on at least one further specific 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 for SUS	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.  Social network presence developed for SUS.  Produce Annual Review Document to promote work of SUS to members and external agencies.  Database of SUS contacts developed and maintained.	SUS recognised as hub for communication for sector and holds full database of relevant contacts	Baseline: c. 150 signed up. 30% annual increase in subscription to SUS newsletter.  Baseline: c. 235,000 hits per month. 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"> <li>• Conference (1P.A.)</li> <li>• Seminar (1P.A.)</li> </ul>	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	Baseline: Conference c. 150; Seminar c. 60 delegates. 10% increase of attendees at Annual SUS events Feedback forms used to measure quality

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 developed and available for download through the website	Full link up of sector and resources developed that are recognised nationally in some areas  SUS apprenticeship scheme	Baseline: c. 100 hits per month. 10% Increase in download rates for online resources per month  Recognition of role of SUS in uniting the sector and training next generation of sector workers
<b>Human Resources:</b> Executive Officer; Chair of PDC; SUS Administrator; Committee Members; AU Presidents; Department Staff				

#### 4.5. 'Ensure solid business development planning and operational structures in order that SUS business is effectively delivered'

- 4.5.1. Evaluate the status of the organisation to ensure that it is appropriately structured to deliver this strategy.  
 4.5.2. Cultivate 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. Produce risk management policy for the business of SUS.

<b>Actions:</b>	<b>Direct Product of Actions:</b>	<b>Short-Term Goal:</b> Within 2 years	<b>Long Term Goal:</b> Completion of year 5	<b>KPI's / Monitoring:</b>
Evaluate the status of the association	Minimise risk for individuals concerned and limit liability	Come to decision regarding incorporated status / take out insurance to manage risk	Good governance structures in place	Successfully achieve 'fit for purpose' status through re-audit
Assess the human resource base for SUS	Establish appropriate staffing mix to deliver SUS Business	Staffing/volunteer review to ensure appropriate people to carry out work	Reorganisation to address fresh opportunities that arise through implementation of review recommendations	Targets within the strategy are being delivered
Plan funding to cover SUS business	Gauge income and spend profiles and budgetary challenges	Maintain financial contributions at current levels / Implement SAGE	Secure greater degree of public subsidy / project money	Baseline: c. £210,000 total income. Increase total income by 3% per annum
Develop long term funding plans and opportunities	Improved knowledge of funding sources available and increased resource entering sector	Create 3-year budget / Identify 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	Baseline: c. £65,000 income from external sources. 5% 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	Evaluated by SUS Executive
Develop risk management policy	Identify areas for improvement and provide action plan to address issues	Development and implementation of a SUS risk register	Strategy in place to mitigate risks; operational plans in place; emergency planning completed	Risk register monitored regularly at Exec meetings
<b>Human Resources:</b> SUS Chair; Executive Officer; Sports Programme Manager; SUS Administrator; Exec Members				

# Active, Competitive, Innovative ~ SUS Strategy 2009-2014

## Executive Summary

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

Accordingly 5 aims and objectives with associated annual targets have been established. The initial priorities and long-term goals under each area are summarised below:

<p><i>Embrace partnership working to develop advocacy and support local and national delivery and development of sport and physical activity.</i></p> <ul style="list-style-type: none"> <li>• Clearly defined long-term partnership with BUCS</li> <li>• 20% increase in annual sponsorship</li> <li>• Raise profile of the sector and contribute to national targets &amp; legacy developments</li> </ul>	<p><i>Be pro-active in promoting sport and physical activity and its benefits.</i></p> <ul style="list-style-type: none"> <li>• Active Students project plan in place &amp; funding agreed ~ 5% annual increase in participation levels</li> <li>• Achievement of Equity Standard Foundation Level</li> <li>• Events delivered to a greater audience and increased usage of resources</li> </ul>	<p><i>Provide competitive sports at a range of levels for members in our Universities and Colleges.</i></p> <ul style="list-style-type: none"> <li>• Formalised partnership agreements with NGBS</li> <li>• Centralised event administration and finance</li> <li>• Provision of competitive opportunities for Colleges and data gathered about participation</li> </ul>	<p><i>Act as the hub for professional development of people, projects and networks within the sector.</i></p> <ul style="list-style-type: none"> <li>• Accurate data gathered about activity within the sector</li> <li>• Improved brand profile through Marketing / Communication</li> <li>• Developed network groups into new areas and improved training opportunities</li> </ul>	<p><i>Ensure solid business development planning and operational structures in order that SUS business is effectively delivered.</i></p> <ul style="list-style-type: none"> <li>• Appropriate governance structure in place</li> <li>• Risk management policy developed</li> <li>• 5% increase in level of funding entering the sector</li> </ul>
<p>~~~~~</p> <ul style="list-style-type: none"> <li>• SUS first choice partner for sector consultations</li> <li>• Sustained value for money at UK level for members</li> <li>• Delivering of legacy targets</li> <li>• College Coordinator in place</li> </ul>	<p>~~~~~</p> <ul style="list-style-type: none"> <li>• Proven success of Active Students Programme</li> <li>• SUS identified as equitable lead for sector</li> <li>• Unified voice for sector on physical activity and health related matters</li> <li>• Resources valued</li> </ul>	<p>~~~~~</p> <ul style="list-style-type: none"> <li>• 10% increase in event participation</li> <li>• Volunteering accreditation scheme</li> <li>• 10% increase in college participants</li> <li>• 10% increase in number of active coaches</li> </ul>	<p>~~~~~</p> <ul style="list-style-type: none"> <li>• Raised profile for SUS and sector</li> <li>• Higher standards of service delivered</li> <li>• Increased attendance at events &amp; use of resources</li> <li>• SUS facilitates relevant research</li> </ul>	<p>~~~~~</p> <ul style="list-style-type: none"> <li>• Successfully achieve 'fit for purpose' status</li> <li>• Strategy targets being delivered</li> <li>• Greater degree of public subsidy</li> <li>• Appropriate staffing mix</li> </ul>

**Implementing the Strategy:** SUS and our partners will work together in driving forward sport and physical activity development starting with this five year strategy. Each year we will work to identify key actions and targets for the forthcoming year. Through these action plans, SUS will gradually move towards the achievement of our five year aims, and our vision for sport and physical activity.

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