



Active, Competitive, Innovative Strategy 2009 - 2014

1. 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 211,000 students. 22,161 of these are members of 510 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 24 Colleges and as this continues to grow it will offer 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.

2. Vision

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

3. Aims and Objectives

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

- 3.1.1. Evaluate the status of the organisation to ensure that it is appropriately structured to deliver this strategy.
- 3.1.2. Cultivate an appropriate human resource capacity to deliver the strategy and respond to growth.
- 3.1.3. Develop a long-term financial planning approach which is underpinned by the business operational needs.
- 3.1.4. Administer a risk management policy for the business of SUS.
- 3.1.5. Make certain that all SUS business is absolutely committed to promoting and achieving equity and that unfair discrimination is eliminated.

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

- 3.2.1. 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.
- 3.2.2. 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).
- 3.2.3. Support access to and affordability of the sector's high quality facilities.

- 3.2.4. Progress a clearly defined long-term partnership with BUCS.
- 3.2.5. Develop beneficial partnerships and sponsorship opportunities on behalf of the sector with commercial organisations.
- 3.2.6. Support major events including London 2012 and Glasgow 2014 and contribute to the development of legacy from these events.
- 3.2.7. Aim to be the lead organisation for Colleges in Scotland to help them build a foundation for the delivery of increased physical activity, high quality sports programmes and national level competitions.
- 3.2.8. Strengthen partnerships with colleagues from the academic community.

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

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

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

- 3.4.1. Further remodelling and modernisation of the SUS competitions programme to provide sustained, progressive opportunities for increasing numbers of participants.
- 3.4.2. Work closely with a range of National Governing Bodies to foster improved links and develop student sport.
- 3.4.3. Support education and deployment of match officials through appropriate education and support programmes
- 3.4.4. Consult members regularly on key topics leading to improved event administration and streamlined communications.
- 3.4.5. Assist athletes with potential to compete at a performance level to access the support required to maximise their development.
- 3.4.6. Develop a range of integrated and parallel competition programmes for college student population.
- 3.4.7. Design and implement a coaching plan for the student sector, in partnership with selected governing bodies.

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

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

4. Organisational Values / Principles

- 4.1. Equality and diversity of participation and representation are the building blocks for our work.
- 4.2. The organisation must add value to the work of members within their own institutions through the provision of “member” services.
- 4.3. Being innovative, flexible and dynamic in our working arrangements and the communication and sharing of best practice is essential.
- 4.4. Partnerships with key organisations must be mutually beneficial enhancing the delivery to members and increasing the awareness of SUS and its activities.
- 4.5. SUS will engage in the highest levels of professionalism, leadership, people and business management.
- 4.6. Ensure that SUS resources are being utilised efficiently and effectively ensuring all work is environmentally sustainable where at all possible.

5. Partners

To include:

- Individuals: Students, Staff, 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 & Institute of Sport Network, BUCS, SSA, SALSC, NHS Health Scotland, Scottish Funding Council, Commonwealth Games Council for Scotland, SUCSES, Scotland’s Colleges, Winning Students, PAHA, Skills Active
Others: Schools and the Private Sector

6. 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. Each committee will be responsible for the creation and delivery of an annual action plan for their area of the strategy.

7. 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.