

Business Plan 2008-09

As SUS has now entered its fourth year of operation the funding agreement with sportscotland has come to an end. The Chair, Executive Officer and Sports Programme Manager have been asked to develop a longer-term strategy for the organisation going forward which will be submitted to sportscotland for review in the coming months. However as an interim measure the attached business plan has been submitted for the forthcoming year.

Sportscotland are pleased with this submission and are in agreement to support SUS financially over the coming year with £35,000 whilst the longer term strategy is being finalised. SUS would like to offer their thanks for this support.

SUS Executive is asked to:

Item
➤ Note submitted business plan



October 2008

Dear Lawrie,

Please find enclosed an annual update which I commend to you on behalf of Scottish Universities Sport (SUS).

The document outlines the developments within SUS during the third year of activity, accounts for the expenditure of grant monies from **sportscotland** during this period and sets out some of the main priority areas for SUS over an interim year whilst a five-year strategy for the organisation is being developed. The associated financial information is appended at the back of the document, and you will see that this requests **sportscotland** for an interim financial contribution of £35,000 towards essential running costs.

It is hoped that this document will allow **sportscotland** to release the next instalment of investment funds as we enter the new operating year within the organisation to allow time for the longer-term strategy to be produced.

Superb progress continues to be made across the board, and this is enormous credit to the vision, determination and professionalism of all those who serve on our Executive, Competitions, Physical Activity and Professional Development Committees. Countless others, both organisationally and individually, dedicate their time, energy and expertise to the delivery of our national and institutional programmes. We must celebrate that the scope and quality of our sport/physical activity offer has never been better, and our currency with national agencies never higher. This is clearly testament to the progress SUS is making, and underlines the impact our united voice and collective effort can bring.

SUS is hugely thankful for the human and financial support offered by **sportscotland** and it is hoped that this document meets with your approval and underlines the huge progress that has been made across the sector and the contribution that has been made to the value of Scottish Sport. All involved in the SUS network are working positively to be even more productive in the progressive years ahead.

I look forward to the outcome of your consideration of this document and hope that **sportscotland** will be in a position to release funds to the agreed level with the minimum of delay.

Regards

Filippo Antoniazzi
Chair, Scottish Universities Sport



SUS BUSINESS PLAN

October 2008

1. ACTIVITIES DURING 2007-08 (year three of initial business plan)

This section seeks to capture and celebrate the major advances SUS has made over the course of the last operating year (1 Aug'07-31 July'08).

1.1 The Executive Council

The Executive is dedicated to the policy, planning, resource and advocacy aspects of SUS. Full and active involvement from elected members and committee reps has promoted balanced, open and searching discussion on a range of key topics. The new approach to Executive meetings has been continued where briefing papers are pre-circulated to allow more informed and focused discussion.

Five Executive meetings were held during the operating period, which also included a useful exchange with Mike Whittingham (Scottish Institute of Sport). Thanks are due too to Lawrie Randak for his strong contributions to the discussions. Notes of the Executive meetings, and its engine room committees, have been circulated within the requisite 10-day reporting period and posted on the SUS website to uphold the commitments to transparency and openness.

Financials

Budget planning, monitoring and review are key Exec functions and it is pleasing to report that SUS is on a sound financial footing. SUS enjoys 100% affiliation from its member institutions. Through a combination of prudent financial management and additional funding assistance from our external partners, we have sustained activities, and Exec is determined that our commitment to value for money will remain key, especially as the UK landscape changes with the emergence of British Universities & Colleges Sport (BUCS). We are enormously grateful for the corporate funding support we received last year from **sportscotland**, BUSA and BUNAC, and to the many other companies who underpinned our annual events calendar with financial and/or in-kind assistance.

Annual accounts/transactions continue to be scrutinised by the elected Internal Auditor, David Beattie and the draft SUS accounts for 07-08 are presented below (Section 4) along with the budget for the forthcoming year. The summary shows that we have ended the year with a larger surplus than initially expected (£17,586), however this can be explained due to increased income which was not budgeted for: (Bank interest of £3250; SUPEA income of around £1000; and approximately £5500 ring-fenced for sports budgets where several SUS sports have now brought their finances in-house) and an underspend on certain budget headings: (a saving of £3000 on the SUS conference; over £3000 of special projects programme budget; and £1000 for website development work that has not been completed). It is recommended that partnership contributions for the year ahead be retained at 2006-07 levels. However, this is contingent on the emerging business relationship with BUCS proceeding as expected.



Planning and Policy

This year Exec has produced and/or commented on a number of significant policy papers, including:

- playing a key advisory role in the on-going deliberations between BUSA and UCS around the formation of a new and united organisation BUCS;
- adopting a range of new policy commitments to 'Equity', 'Anti-doping' and 'Child protection';
- following up the consultation response to 'Reaching Higher' with a specific costed proposal to Scottish Government entitled 'Active Students' to improve physical activity levels amongst the student population;
- being invited to join Scottish Government's review group on 'Reaching Higher'; submitting a detailed response to the Scottish Government's consultation to secure a lasting Legacy to the 2014 Commonwealth Games in Glasgow;
- and engaging with the Scottish Funding Council, **sportscotland**, Scottish Government and Scottish Institute of Sport around the concept of a Scottish University of Sporting Excellence.

SUS has also commissioned Neil Park from Edgewood Consulting to evaluate the worth of charitable status and incorporation for the organisation and has instigated the SUS HR Oversight Group to uphold the needs and interests of SUS staff.

SUS was deemed 'fit for purpose' through an audit undertaken by AHL Ltd over 18/19 Feb'08 and involved an exhaustive examination of our HR, financial, legal and constitutional procedures. The consultant's assessment was most complimentary though did make a number of valid recommendations to improve financial handling (corroborating payments against invoices/staff expenses), risk management (underpinning contractual relations with the University of Edinburgh; IT back-up and disaster recovery) and succession planning (job remits and induction training of Committee officials). SUS will now address these matters over the year ahead.

Advocacy

The Exec and the three 'engine room' committees continue to work tirelessly on behalf of the Scottish HE sector in promoting and/or lobbying around our sector's worth in promoting more and better sport/physical activity within the Scottish population. This advocacy role is beginning to pay dividends, and at a range of levels including:

- meeting with the new Head of Sport Policy at the Scottish Government, Kate Vincent, to brief her on SUS and how Scottish HE might contribute to the vision set out in 'Reaching Higher';
- maintaining a productive and mutually beneficial dialogue with our academic colleagues within SUSRAG;
- contributing to Auditor Scotland's thorough review of sport in Scotland (7 Nov'08);
- continuing to engage with a variety of governing bodies/national associations on matters of policy, practice, representation and partnership;
- participating fully as a member of the Scottish Sports Alliance (3 meetings attended this year (involving Scottish Sports Association; Scottish Disability Sport; Scottish Association of Local Sports Councils; School Sport Federation; Scottish Commonwealth Games Council for Scotland) and co-producing the discussion paper on School Sport, which has been submitted to Scottish Government;



- and handling a range of issues and events as they arise, including attendance at consultation and/or promotional events, such as the strategic review underpinning the new University for the Highlands and Islands, the Scottish Government's Forum for Sport and the 2014 Glasgow Commonwealth Games reception.

A special tribute should be paid to SUS Chair, Jim Aitken who has provided outstanding leadership, enthusiasm, energy and wise counsel across all areas of SUS activity over the last three years.

1.2 Competitions Committee

The Competitions Committee has a broad strategic remit over the wide range of SUS sport programmes and in line with the new Competitions Operational Plan a number of key objectives have been completed during this time.

For the purpose of this report, the main aspects of the year's activity will fall out of the priority areas identified by the committee in the operational plan at the start of the session.

Ongoing NGB Liaison

The SUS Competitions Committee Members have led open dialogue with National Governing Body (NGB) representatives. The main aspect of this dialogue was to be creative with our thinking in how both parties can help reach each others goals. An example of this is the engagement of the Competitions Committee with Tennis Scotland - exploring the possibilities of structured and competitive programmes for all abilities of player in the 16-24 age group.

Student Consultation

SUS conducted a web-based survey in late 2007 in order to receive views about a range of University sport issues, including season structures, representative sport and National Governing Body relationships. 307 responses were received from across 14 institutions. There was a very even split between male and female respondents (48% male & 52% female) and an even distribution between sports. The SUS Competitions Group received and analysed the responses which helped shape the structure of the new BUCS/ SUS competition structure.

New League Structure

With consultation from the student membership and many healthy debates among the Competition Committee it was decided to move towards 5 team leagues in the majority of team-based sports for the 08-09 season.

British University Games 2008 (BUGs)

A huge effort from across the SUS network helped deliver the British University Games. BUGs is a multi sport event which sees the Home Nations compete under the Universities banner. The event was co-hosted by Heriot-Watt University & University of Edinburgh and was a major success. Thanks go to both Universities and to the volunteers, coaches, officials and players who all contributed greatly.



Policies

A significant amount of policy work has been completed this year in areas including Representative team nominations, event discipline, captains' meeting guidelines, new sport criteria and more. These policies have been essential to make sure the SUS Competitions Season has structured guidelines and a clear governance framework.

Ongoing Support to SUS Volunteer Network

A vital cog to the amount of work completed by the Competitions Committee is its partnership with the SUS Sport Development Coordinators (SDCs) and other volunteers. SUS is continuing to look at ways to enhance support to the network of volunteers enabling it to become more robust and sustainable.

1.3 Physical Activity Committee

SUS Physical Activity: more students, more active, more often. The group drives initiatives to educate and train the sector, including stakeholders like Sports Union Presidents, in the importance and roles of recreational health and fitness alongside more traditional competitive sports.

Active Age Festival

The annual event was held on 30th August 2008 at St Andrews University this year. The day provided a range of activities and taster sessions for all members of our older adult communities. It saw an excellent turnout once again from across Scotland and great assistance from student volunteers.

Workshops

SUSPAC have organised two successful workshops this year: following an initial meeting at our October meeting, an intra-mural workshop was held in Aberdeen at our December meeting. At the January meeting, Kristi Long from Sport Scotland joined SUSPAC to outline the context of equity and diversity before looking specifically at some of the challenges institutions face in terms of sport and activity. SUS will be looking to create an equity strategy in the near future and will be in contact with SUS membership for some ideas as to what issues need to be tackled and what the priority areas should be.

Easter Roadshow

Our Easter Roadshow was held on the 3rd April 2008 at Abertay University. Key members from across the network joined to discuss the topic: "Careers - how can we cater for our students through what they learn and experience at university, and how can we prepare them for their future?" The session highlighted a number of areas for future investigation including generating a database of course tutors in Scotland; signposting of students to what they need (resources & info); gathering data for where students on sports courses end up; and forging further links between academic departments and industry.



Information

Flyers and good practice guides are available for download from website and new topics include: strength training, heart-rate monitoring and injury prevention. The SUSPAC quarterly newsletter, now into its fifth edition, is also available for download from website and printed annually for conference.

External Links

The Chair of SUSPAC has continued to forge links with certain external groups to ensure quality provision and a range of high-quality and well-delivered physical activity options are available in all Scottish HE institutions and to contribute to a fitter and healthier Scotland. This includes the Physical Activity and Health Alliance (PAHA) Reference Group which continues to meet and various members of PAC have attended sessions.

1.4 Professional Development Committee

The SUS Professional Development Committee (PDC) is charged with ensuring that the sector works together, sharing experiences, good practice and training workshops wherever possible and practical, and to ensure that the SUS offer is co-ordinated and delivered professionally, efficiently and reliably.

Audit & Research

SUS committed to carrying out an annual shortened version of the Audit, therefore during the Autumn semester the committee spent some time re-visiting and adapting last year's questionnaire. A 100% response rate was achieved and a summary of the results was prepared and published in the early part of 2008 and is available to download from the SUS website.

Through a placement student SUS also benefited this year from a dedicated sports coaching study within the University sector.

Website

The website has continued to develop and grow throughout the year. It is hoped that a monthly e-newsletter will soon be available to members which will be a very valuable addition and should further increase the usage of the site.

Christmas Seminar

The Christmas Seminar was hosted by the University of the West of Scotland through in Hamilton on the 13th of December 2007. This presented a great opportunity to visit one of our newest member institutions. Feedback from the event was very positive, with a varied programme providing interest for all. (Glasgow 2014 Update; Breakout Groups discussing legacy from major events; Lucozade Sport Project Update; and a session on business planning).



Annual Conference

In June, SUS hosted its third annual Conference in Dundee with an audience of over 150 delegates. The event was a triumph, encompassing a hugely imaginative, inclusive, challenging and topical programme, with an eclectic group of contributors including Shirley Webb (Olympic Athlete), Gregor Townsend (Winning Scotland Foundation), Jonathon Rowson (Three Times British Chess Champion) and a question-time session including the SFC and **sportscotland**. For the first time this event included an opportunity for colleagues working within two specific areas to meet and network – elite sport support and operations staff and all delegates to choose from a range of break-out sessions.

Student Handbook

The first stage of the Student Handbook was launched on the website at the beginning of the Autumn semester, providing a very useful resource for presidents, SU/AU executive members and student club officials. Since then a sub-committee have been working to make further developments. The target was to make this information available for the incoming presidents and student club officials in summer 2008.

2. LOOKING AHEAD ~ 2008-09

This section takes a brief look forward to the major areas for development SUS in the year ahead, an interim year whilst a 5 year strategy is being produced.

SUS and its member institutions shall continue to contribute strongly and positively to the agreed SUS plan, as well as advancing the six key drivers set out in 'Reaching Higher'. The sections that follow provide a brief snapshot of some of the key areas of development.

2.1 Developing strong organisations

SUS is democratic, transparent and has a lean governance system, and underpinned by effective business planning and operating procedures. SUS is able to deliver its constitutional mandate efficiently, economically and effectively. SUS is now in the process of developing a five year strategy which will underpin all its work.

SUS is continuing its formative steps by adopting underpinning policies and strategies around equality and diversity, HR management, marketing, volunteering, environmental awareness and the like which will support the overall five-year strategy.

Work will continue to address the inequality of provision and opportunity across the SUS network through consultative support, lobbying, sharing of information and targeted work with partner groups.

Development of the SUS offer has necessitated an extra member of staff. Following the assignment of a placement student through to December a full-time Administration Assistant is being recruited and will hopefully take up post during November.

SUS is amidst a communications and marketing review which will help us communicate more regularly with governing bodies, local authorities, health professionals and other key partner groups in order to promote and encourage partnership working with (and within) the sector. There are plans to enhance the SUS website this year, particularly around improving event administration and streamlining communications with members and partner organisations.

2.2 Well Trained People

Universities are offering an increasingly wide array of study programmes, including sports related degrees and vocational courses (encompassing the likes of physical education, recreation management, sports sciences, sports studies, and coaching). Such professional training is key to sustaining and furthering Scotland's sport and leisure industry, and SUS stands ready to work with Skills Active and other agencies to ensure higher education courses remain applicable to the ever changing needs of sport/leisure world, and its employers.

As well as career centred training, Universities also fulfil a unique role in generating volunteers in sport. The SUS audit (2007: see appendix one) conservatively estimates that over 4600 students undertake voluntary coaching, officiating, administrative or event management roles every year. The Scottish HE sector has a proven ability to provide a plentiful supply of eager, energetic, bright and able young people to undertake volunteering roles. SUS is determined to harness this potential by developing a national strategy to assure the recruitment, training and deployment of



more student volunteers into key areas of sport. This will generate thousands of new, up-skilled and young volunteers every year, who will be able to sustain HE and community sport programmes alike.

SUS will deliver several professionally managed events to a broad cross-section of the membership including the annual Christmas Seminar and Summer Conference, an Active Age Festival for older adults and SUSPAC Roadshow. In addition, SUS will continue to promote and support a myriad of 'internal' network groups to promote professional exchanges and higher standards of service. This will include dedicated sessions for sports administrators, those involved in operations and individuals supporting elite performers.

2.3 Increasing Participation

Over half of the school leavers in Scotland now progress to University and the sector now includes over 200,000 people, nearly 60% of which are female. And the vast majority are in this critical 17-24 year old age group. Recently collected audit figures from across the Universities in Scotland (SUS Audit 2007: see appendix one) point towards a very vibrant and active sport and physical activity scene. All of this activity is promising and represents a number of existing contributions to the participation agenda within Scottish sport. However, delivery of activity is not uniform across the country and SUS believes that there are significant gains that could be made, particularly with targeted investment at those institutions that currently have less well-developed programmes.

Extension of the Active Schools network into tertiary education could provide a physical resource, an extra level of continuity and planning and an invaluable bridge between the sector and local authorities. SUS will be actively lobbying in current months to try and secure resources to support this initiative.

SUS will also commit to a range of practical measures to maintain positive action on the health and physical activity agenda, particularly in raising the profile within student sports unions and adopting a national approach to non-competitive sport and fitness activities. SUSPAC will also continue to produce informative and attractive resources to promote and celebrate health and well-being.

2.4 Providing a Pathway

The various levels of competition and other activity within the sector help to provide a fertile environment for young athletes and enthusiasts to follow their sport to any desired level. The clubs and competition structures within the sector are flexible and inclusive enough to cater for participants at every level and there is generally a very good balance between encouraging participation and fostering elite performance.

This year will encompass yet further remodelling and modernisation of the SUS competitions programme which will include: further partnership working with NGBs; work to support and reward SDCs; inclusion of FE students in some SUS competitions; efforts to professionalise event administration; designing a solid policy framework; engaging other external partners (e.g. BUCS, Sportscotland SIS etc); seeking sponsorship for SUS competitions; retaining a student focus through consultation of members; and contributing to developing the public profile of SUS.



2.5 Improving Performance

The University sector has long and proud tradition of supporting elite athletes. For many, many years a number of Scottish Institutions have delivered bursaries to athletes across a wide range of sports. These bursaries and athlete support services have been provided in addition to existing support from governing bodies and the Institute network and last year catered for nearly 400 athletes (SUS Audit, 2007: see appendix one).

In addition to providing a range of services to university athletes (physiotherapy, sports science, sports medicine, sports psychology, strength and conditioning, nutritional advice etc. etc.) a number of Scottish institutions also undertake to provide these services to athletes on Institute or governing body programmes from their local area. These staff will continue to be supported through a dedicated SUS Sub-group this year.

With a more co-ordinated approach to athlete support and an injection of new resources across a number of HE institutions, the number of athletes receiving support could be greatly increased and the quality and scope of this support could be guaranteed. SUS will be looking into potential resources for this over the coming period.

2.6 Supporting the National Picture

University sport in Scotland has never been in a stronger position. Activity levels are growing, facilities are improving, personnel are receiving better training and support and the creation of SUS has brought a new coherence, energy and profile to the sector. More than ever, Higher Education institutions in this country can and should be considered as prime investment and delivery points, capable of making key contributions across the six priority areas identified in the reviewed national strategies for sport and physical activity.

The commitment to partnership working will continue as a core guiding principle for SUS in the year ahead. This will seek to build upon productive links with the Scottish Executive, **sportscotland**, SSA, selected governing bodies of sport, as well as maintaining involvements with health professionals, physical activity agencies, charities and others. Other key areas of partnership work will include further definition of SUS' relationship with British Universities & Colleges Sport (BUCS).

SUS will continue to work with key agencies delivering major events most notably the Glasgow 2014 Commonwealth Games team as they progress legacy plans in the run up to the event. SUS will also stand ready to respond to and become involved in any initiatives that derive from the 2012 Olympic Games in London.

2.7 Research & Consultancy

SUS will continue an annual update audit of activity. This will seek to match the 100% response rate of previous years. 2008 will see another smaller scale survey with a full questionnaire being completed in 2009. Comparative data will still be gathered to illustrate areas of growth and/or decline, as well showing the impact the HE sector is having on Scottish sport. This year will also see SUS advancing a dedicated participation study within the University sector, as well as supporting the delivery of a



UK-wide National Activity Student Survey, which will be the largest audit of student aged participation ever undertaken (Nov'08).

SUS will continue to pursue wholeheartedly relationships with colleagues from the academic community. There has been progress in the development of a forum for academic 'Heads' involved in the academic provision of sports study to be used as a way to assist discussion on shared issues, problems etc. This forum will consider the breadth of associated work undertaken within academic departments, particularly in relation to the pursuit of best practise and cutting edge sport/health related research and SUS will be invited to attend meetings of the group.

FE continues to be represented on the SUS Executive Council and 2008 has seen an associate membership package developed for this sector. It is recognised that the FE sector too can play a crucial role in helping the Executive meet the challenges and opportunities ahead. Scottish Universities have a long and successful tradition in promoting/developing sports participation and performance, and we believe we hold a unique position in being able to advance some of the key themes/targets in Reaching Higher. Over the forthcoming year SUS will seek further engagement with this sector with the help of Scottish Colleges Sport.

3. SUMMARY OF ACTION PLAN

The table below offers an extract of SUS' main actions in the year ahead.

Aim	Category	Action	Year 3	Year 4	
Developing strong organisations	<i>Recruitment</i>	Consider 3 rd Member of staff	Started	1	
		HR Oversight Group meeting	Completed	1	
	<i>Marketing</i>	Further branding			1,2 & 3
		Website Phase Two			1
		Corporate kit deal signed	Completed		
		Marketing strategy developed	Completed		
	<i>Strategy</i>	Development of 5 year SUS Strategy			1
Well trained people	<i>Volunteering</i>	Strategy and policies updated		2	
		Volunteering sub-group initiated		2	
	<i>Events</i>	Christmas Seminar	Completed		2
		Annual Conference	Completed		3
		Other Forum Events	Completed		2
Increasing participation	<i>Events</i>	Active Age Festival	Completed	3	
		SUSPAC Fitness Festival		2	
	<i>Intra-Mural sport</i>	Forming of Sub-Group and meeting	Completed		2
	<i>Physical Activity</i>	Lobby for 'Active Student' resources			1,2 & 3
		Contribute to Physical Activity Strategy Review			1
Providing a pathway	<i>Competitions</i>	Develop public profile of sport & seek sponsorship	Completed	1,2 & 3	
		Action plan update	Completed	1	
		Professionalise event administration			1,2 & 3
		Inclusion of FE in some SUS competitions			1,2 & 3
Improving Performance	<i>Elite Sport</i>	Develop sub-group for those supporting elite performers	Completed	2	
		Secure and deploy new resources			3
Supporting the National Picture	<i>Reaching Higher</i>	Contribute actively to delivery of strategy		1,2 & 3	
	<i>BUCS</i>	Contribute to ongoing developments		1,2 & 3	
	<i>Scottish Sport</i>	Contribute to strategy and policy developments where appropriate		1,2 & 3	
	<i>Glasgow 2014</i>	Support preparations where appropriate		1,2 & 3	
Other	<i>Advocacy</i>	Attendance at sportscotland events	Completed	1,2 & 3	
		Open Dialogue with Scottish Executive	Completed	1,2 & 3	
		Continue to build partnerships with a range of external organisations			1,2 & 3
	<i>Research</i>	Yearly Audit Sent out and results published	Completed		1,2
		Coaching Project	Completed		
		Participation Research			1
		Continue to develop relationship with Academics			1,2 & 3
	<i>Consultancy</i>	Support development at newer HEI's			1,2 & 3
Further engagement with FE sector				1,2 & 3	

Key - 1=Aug-Nov; 2=Dec-March; 3=April-July

4. FINANCIALS

4.1 Provisional accounts for 2007-08.

The spreadsheet below illustrates the provisional SUS accounts for the period 1 Aug'07 to 31 July'08. In accordance with constitutional requirements, the financial figures are reconciled daily by the SUS Executive Officer, scrutinised by the Executive Committee monthly and reported on at the SUS AGM in June (progress to period 10). The SUS accounting year closes on 31 July, and the figures presented for internal audit during August/September. The finalised accounts, together with the internal auditor's recommendations, are vetted by the SUS Executive meeting in November, before being presented for final approval/adoption at the SUS EGM in December. This represents a very robust audit trail, to which Lawrie Randak is fully involved at each key stage. The final approved accounts are then submitted to **sportscotland** after the EGM.

	2007-2008						
	YTD	YTD	YTD	YTD	YTD	What remains	Annual
	Income	Expend	Balance	Budget	Variance	of Budget	Budget
Income*	203348.76*						
Admin		74700.75		78000.00	3299.25	3299.25	78000.00
Staff Travel		5395.73		5000.00	-395.73	-395.73	5000.00
Staff CPD		664.76		1500.00	835.24	835.24	1500.00
Programme		46115.33		16000.00	-30115.33	-30115.33	16000.00
Fees		3287.75		3500.00	212.25	212.25	3500.00
Rep Costs		9900.51		1500.00	-8400.51	-8400.51	1500.00
Marketing		17758.85		10000.00	-7758.85	-7758.85	10000.00
Merchandise		27752.67		1500.00	-26252.67	-26252.67	1500.00
Sundries		186.00		3000.00	2814.00	2814.00	3000.00
TOTALS	203348.76	185762.35	17586.41	120000.00	-65762.35	-65762.35	120000.00

* This includes £3941.20 committed income against outstanding invoices; £68,965 from Membership subscriptions; £35,000 from **sportscotland**; £5,000 from BUNAC; £10,000 from BUSA; £71,532.66 of income from events and sports-related projects; and £4655.40 of other income from bank interest and SUPEA money.

- SUS has £ 33,602.97 operating reserve in the bank which is a sanctioned amount in place to cover three months of operating costs.
- Admin includes salaries, rent and office running costs; Staff Travel incorporates any expenses for the SUS office bearers and other committee members; Staff CPD covers and course or conference attendances of the SUS office bearers; Programme includes budgeted amounts for each of the SUS sports as well as an agreed amount for staff projects; Fees is the heading for insurance, parking and other affiliations; Rep Costs covers players and coaches attending any representative events (including BUGS '08); Marketing incorporates spending on any branding and promotion as well as SUS events; Merchandise includes spending on kit and branded items; and Sundries covers any contingency spending.

4.2 Provisional budget for 2008-09

The budget below represents proposed income and expenditure for the year ahead. This has been approved by the SUS Executive. Key commentary notes include: Income: £151,000; Spend: £151,000 leaving a zero balance.

Projected Expenditure		Year 3	Notes
Salaries *			
	Sport Manager	£42,200	starts UE 07pt 35-£32795 plus 22% on-costs plus 5.5% increase in October
	Exec Officer	£40,000	starts UE 07pt 33-£30912 plus 22% on-costs plus 5.5% increase in October
	Admin Assistant	£16,100	starts UE 04pt 12-£16684 plus 22% on-costs plus 5.5% increase in October starting f/t employment in November
Programme Budgets			
	SDCs budgets	£21,500	For SUS Sports (includes budgets held on behalf of sports in region of £5500)
	SM/EO budgets	£4,000	to support special projects
Office Costs			
	Office Costs	£3,000	Post, Phone, Copier, Stationery, Water Cooler etc
	IT	£700	yr 1 outlay only, depreciated over 4 yr lifecycle
Staff Travel		£5,500	Includes Committee Meeting Travel Expenses
Staff CPD		£1,500	Attending conferences, courses etc
Fees		£3,500	Insurance; parking; affiliations
Rep Team Costs		£1,500	Players and coaches at representative events
Marketing & Promotion		£4,000	Website development; handbook; branding; etc
	Network Events	£4,000	Conference/Seminar
Merchandising		£1,000	To support stock of kit and merchandise items
Sundries		£2,500	Contingencies
		£151,000	
Projected Income			
Sportscotland	£35,000.00		
BUCS	£25,000.00		
Carry Forward 07/08**	£17,500.00		** includes £5500 which is held by SUS on behalf of sports
Interest	£3,500.00		
Member affiliations***	£70,000.00	£151,000	*** Retained at 2007/08 levels
BALANCE		£0	

* The salaries post pay and reward show significant increases

APPENDIX 1: AUDIT SUMMARY SHEET 2007



Athletic / Sports Union

Sports Department

Summary Sheet – This sheet presents the summary findings of the Audit of Sports Provision in the Higher Education Sector in Scotland: 2007. Some comparisons with audit findings of 2006 are presented.

Club membership
The clubs with the highest number of members (same order as last year):

- 2,259 - Snowsports
- 1,179 - Hockey
- 1,130 - Football
- 1,117 - Rugby
- 693 - Badminton

Top male sports: snowsports, rugby, football, hockey
Top female sports: snowsports, hockey, netball, equestrian
(These are slightly different to last year)

Audit Response
16 HE institutions were included in the audit:

- There was a 100% response rate to the questionnaires
- Excludes ECA, GSA, RSAMD, OU due to a nil response last year.

Student Population
• c.207,000 attend the 16 institutions included in the audit – (no new data has been generated in this area)

Athletic Union Sports Programmes
56% of institutions organise competitive leagues/intra-mural sports programmes. The most popular sport being football followed by hockey and rugby.

Membership of Sport and Exercise Facilities
It is estimated there were around 59,800 members of institution sports facilities – of which c.40,000 were students. These figures demonstrate an increase of 1,800 non-student members since 2006.

Activities
72 sports/activities are covered by affiliated clubs (3 more overall than 2006, however some activities no longer have clubs this year and new activities are being covered). Football is the most widely available sport (in 15 out of 16 institutions).

Athletic Union – Clubs and Members
500 – Total number of affiliated clubs
23,402 – Total number of Athletic Union members
Both seeing an increase over the last year.



Sport and Exercise Facility Throughput
It is estimated that around 2.2m visits were made to institution sports facilities in 2006/07. (remained constant)
c.300,000 visits were to organised exercise and physical activity classes (up by 50,000 compared to last year) – the most popular classes being circuit training (81,745 visits), aerobics (52,806) and body conditioning (34,351).

Athletic Union – Budgets
The total funding for the 16 Sports/Athletic Unions in 2005/06 was c.£1.57m (slightly down on last year). Some budgets have had a small increase whereas others have seen a sizeable cut this year. The average budget is £97,853 (range £0:£345,340).

Volunteers
Institutions benefit from the services of over 4,600 volunteers, which sees a rise of 600 since last year's audit. 56% of these are club officials.

Sport Department Budgets
• Total revenue budgets for 16 institutions was £13.3m. This budget was obtained from:
• 55% income generated (est. £7.3m)
• 43% internal funding (est. £5.7m)
• 2% External sources (est. £0.3m)
This shows a total increase of c.£1.5m over the last year. Increased funding from internal sources is also noted.

Sports Scholarship/Bursary Students
69% of institutions provide students with sports scholarships/ bursaries. In total, 397 students were in receipt of a sports scholarship/ bursary – up from 381 in 2006. Spending on support services to elite athletes in 2006-07 was just under £400,000.

Coaches
Institutions benefit from the services of 559 coaches, which sees a rise of 212 since last year's audit. (However this may be due to more accurate recording of coach numbers).

Academic and Vocational Courses
Only two institutions did not provide numbers for students on sport/exercise/ physical activity related courses at undergraduate level. In 2006/07, there were 2,331 students enrolled in sports related undergraduate degree courses. With 122 students on sports related postgraduate degree courses. (Showing a slight decrease compared to last year's data). 418 students obtained coach education awards in 2006/07 and 420 obtained vocational qualifications.