

## 5 Year Strategy

The SUS Executive Officer has been working over the past few weeks to produce an outline framework for a five year strategy for SUS. This work has been completed with consultation and support from Neil Park.

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

The strategy outline framework is attached below for Exec's comment. Each target area will contain an action plan with specific deliverables and timescales for implementation.

### SUS Executive is asked to:

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

# A Strategic Plan for SUS for 2009 - 2014

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

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

## Mission

SUS aims to:

- be an effective lobbying and consultation body that represents the views and needs of our members.
- add value to the work of our members and strengthen their position within the wider sporting and physical activity community.
- use the expertise and experience of our members to encourage increased recognition and investment in the sector and influence policy at National and local level.
- pursue excellence in the provision, management and development of a programme of high quality sporting, physical activity and development opportunities in Scotland's higher and further education sector within Scotland.

## Vision

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

## Strategic Goals

- Be active and pro-active in promoting sport and physical activity and its benefits.
- Provide competitive sports on a range of levels for Scotland's young people in our Universities and Colleges.
- Be innovative, flexible and dynamic in our working arrangements.
- Embrace partnership working with national / local and statutory / voluntary organisations UK wide.

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

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

The following section will outline separate aims and objectives for each of the strategic goals; all within the overarching vision for SUS (“active, competitive, innovative”).

### Aims and Objectives

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

- Develop a sustainable structure for participation in sport and physical activity
- Adopt a national approach to non-competitive sport and fitness activities
- Raise the profile of the health and physical activity agenda through lobbying, research, education and promotion
- Collaborate with member institutions to provide appropriate, imaginative and diverse Physical Activity opportunities
- Seek additional funding for the sector to be able to extend the Active Schools project into tertiary education.
- Produce informative and attractive resources to promote and celebrate health and well-being

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

- Further remodelling and modernisation of the SUS competitions programme
- Develop more and better student aged sports volunteers
- Improve event administration and streamline communications with members
- Work closely with a range of NGBS to foster improved links.
- Support coaches, officials and other volunteers with innovative and stimulating programmes including providing suitable training and education
- Regular consultation of members on key topics
- Assisting athletes with potential to compete at world level to access the support required to maximise their development

*Be innovative, flexible and dynamic in our working arrangements.*

- Gathering of data about the impact of the sector through annual audit of activity
- Complete a marketing and communications review
- Deliver several professionally managed professional development events to a broad cross-section of the membership
- Reach out to participants beyond the formal infrastructure, through the individual institutions and the regional network being developed in Scotland
- Promote and support a myriad of ‘internal’ network groups to promote professional exchanges and higher standards of service
- Excellent communication throughout the Sector utilising new media and technology
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*Embrace partnership working with national / local and statutory / voluntary organisations UK wide.*

- Advocate the role of the sector to external groups and organisations
- Build upon productive links with external groups and encourage partnership working
- Support improved access to and affordability of the sectors facility resource(s)
- Further definition of SUS’ relationship with BUCS
- Strive to develop beneficial partnerships with commercial organisations
- Support London 2012 and Glasgow 2014 and contribute to the development of

- legacy from these events
- Continue to share information and inform developments within the FE Sector
- Pursue wholeheartedly relationships with colleagues from the academic community

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

- Equality and diversity of participation and representation are the building blocks for our work
- The organisation must add value to the work of members within their own institutions
- The communication and sharing of best practice is essential
- Continuous improvement in all areas should be a key driver
- Partnerships with key organisations must be mutually beneficial and will enhance the delivery to members and players
- SUS will engage in the highest levels of professionalism, leadership, people and business management
- Ensure that SUS resources are being utilised efficiently and effectively

### Partners

Individuals: Staff, Students, Coaches, Officials and Volunteers  
Structures: Institutions, Sports and Athletic Unions, Clubs, Regional Groups, Local Sports Councils and Local Authorities  
Agencies: Scottish Government, sportscotland, SSA, SALSC, SIS and AIS network  
Others: Schools and the Private Sector

### Delivery of the Plan & Key Performance Indicators

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

### Monitoring and Evaluation

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

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

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

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