



# **Strategic Plan**

**2006 - 2010**

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## Foreword

This plan sets out the strategic direction for sport in Tayside and Fife. It illustrates the **SportTayside & Fife Partnership's** ambitions and how it will achieve these by 2010.

The Plan has been developed from:

- Research on existing plans, policies and strategies and the Interim Strategic Framework developed in 2006.
- Discussions with the staff of **SportTayside & Fife**
- Discussions with **sportscotland**, the Executive Committee and Management Team to give high level direction
- Consultation with new and existing partners.

The Partnership's Executive Committee and Management Team monitor progress and performance, through a regular meeting schedule and regular reports are submitted to **sportscotland** in line with the requirements of its investment agreement.

The key challenge going forward is to implement the national plans of the Partnership's eight governing bodies regionally in Tayside and Fife. This can only be achieved by working in close partnership with the four Local Authorities' clubs, participants, coaches and volunteers.

## Introduction

Tayside Sports Development Group, a partnership which was comprised of the Local Authorities and Local Sports Councils in the Tayside region was established in 1994. It focussed on a regional performance programme, titled IMPACT – ‘Improving Performance and Coaching in Tayside’, for eight sports. The partnership was renamed **SportTayside** in 2002 and evolved considerably by increasing its professional staff, prioritising sports, and producing and implementing sport specific and coaching development plans.

**sportscotland**’s recommendations in its report on Long Term Player Improvement proposed the development of six sports partnerships which would be located in the same regions as the Area Institutes of Sport. The sports partnerships would be tasked to enhance the capacity of Scottish Governing Bodies so that they could deliver their programmes more effectively at a local level. It was envisaged the new sports partnerships would achieve this by working jointly with groups of Local Authorities to strengthen the local sporting infrastructure of clubs, coaches, volunteers and facilities. The report considered that this strengthened infrastructure would create sustainable increases in participation and establish performance sport pathways for developing athletes that would link to the Area Institute of Sports’ programmes.

This led to two sports partnerships being established by **sportscotland** as pilot projects through to 2010. **SportTayside** was invited to establish **SportTayside & Fife** – a new partnership that included Fife Council; and **SportCentral** was created in conjunction with Stirling, Falkirk and Clackmannanshire Councils. Both new Sports Partnerships received significant funding and support from **sportscotland** to ensure that the appropriate resources were put in place regionally, to plan, co-ordinate, deliver and monitor national governing body and coaching programmes.

**SportTayside & Fife** consists of **sportscotland**, Angus, Dundee, Fife and Perth & Kinross Councils, their respective Local Sports Councils and Perth & Kinross Leisure.

The Partnership works directly with eight Scottish Governing Bodies of Sport:

Scottish Athletics	<b>basketballscotland</b>
Scottish Football Association (Girl’s & Women’s Football)	<b>clubgolf</b>
Scottish Gymnastics	Scottish Hockey
Scottish Rugby	Scottish Swimming

Additionally, it works closely with the Tayside and Fife Institute of Sport, and the colleges and universities located throughout the region.

The Partnership is staffed by twelve sports development professionals comprising of management and regional development managers. The Partnership’s operating model is illustrated on page 15.

## National Context

With two million Scottish adults taking part in one or more sports at least once a week, sport has a unique role to play within society. It significantly improves our health, supports employment and adds to our economy. For those participating, it provides a variety of challenges and hours of fun and enjoyment. Ultimately, sport furnishes us with a tremendous sense of national pride through the performances of our elite sportsmen and women.

This Plan takes its lead from Sport 21 and 'Reaching Higher', the Scottish Executive's new strategy for sport in Scotland. It also reflects the strategies produced by each of the Partnership's eight governing bodies of sport and four Local Authorities.

'Sport 21 2003-2007: Shaping Scotland's Future' was produced by **sportscotland**; it identifies three visions to shape future sport strategy and policy:

- i. A country where sport is more widely available for all
- ii. A country where sporting talent is recognised and nurtured
- iii. A country achieving and sustaining world class performances in sport

The strategy states that realising these visions will depend on agencies and organisations working together in genuine partnership. The Sports Partnerships' role is perceived to be an important element in helping to bridge the gap between the ambitions and plans of the Scottish Governing Bodies and the plans and programmes being delivered by Local Authorities.

The Scottish Executive's new strategy 'Reaching Higher' sets out the long term aims and objectives for sport until 2020 and was published following the Scottish Ministers scheduled review of Sport 21. It states that to achieve Sport 21's three visions, the challenge for the sporting system in Scotland will be to deliver two key outcomes - increasing participation and improving performance. It identifies four new national priorities for building a sustainable sporting infrastructure:

- Well trained people
- Strong Organisations
- Quality Facilities
- Providing the Player Pathways

Reaching Higher identifies the important role that Sports Partnerships play in bringing Governing Bodies and Local Authorities together to deliver these four priorities and in particular to provide the player pathways. In addition, a strong emphasis is placed on partnership working and regional planning – key roles for the two pilot Sports Partnerships.

The challenge then for **SportTayside & Fife** is to interpret the eight Governing Bodies' national strategies and implement these at a regional and local level with the four Local Authority partners to create sustainable and effective player pathways.

## Vision

SportTayside & Fife will:

*“Increase participation and improve performance by implementing the national strategies of its governing bodies through strong partnership working with its Local Authorities and other key partners”.*

## Values

**SportTayside & Fife** will endeavour to operate as a team in an effective and enjoyable manner by being:

- **Accountable**

Be measured on the effectiveness of the delivery of the strategy and have full responsibility for finding solutions to challenges that may arise.

- **Dynamic**

Endeavour to react and respond quickly to provide services and programmes that will help deliver our vision for sport in Tayside, Fife and Scotland.

- **Equitable**

All statutory and voluntary partner organisations, and the individuals within these organisations, will be respected, have equal opportunities and have their rights protected.

- **Honest**

Carry out its activities with transparency and integrity, and respect the strengths, values and opinions of its partners.

- **Innovative**

Utilise the strengths of the partners to share and exchange knowledge and experience to provide the most creative and innovative solutions.

# Goals

**SportTayside & Fife** aims to:

## **1 Provide a pathway for continuing participation in sport, leading to life long involvement**

- *Develop and deliver sport specific plans for partner Governing Bodies in line with their strategies and LTPD frameworks*
- *Develop and support the delivery of Local Authority sport specific plans that are integrated with the Governing Body plans*
- *Develop and implement a coaching plan that delivers Coaching Scotland's objectives and outcomes for Tayside and Fife*
- *Develop and support a network of effective clubs to achieve stability and growth for each sport*
- *Develop an exceptional coach, official and volunteer workforce*

## **2 Develop the potential of those athletes with the ability and desire to reach national standards or Area Institute of Sport level**

- *Develop and deliver the academy technical and generic support programmes in partnership with each governing body*
- *Develop a strategic approach with all partners to develop and build new sports facilities*
- *In partnership with Tayside and Fife Area Institute of Sport develop a facilities access strategy for each sport*

## **3 Develop effective partnership governance and management working practices**

- *Provide evidence of the Partnership's measurable impact and improvement across sport and that it is providing added value to each of the partners*
- *Implement effective management systems to improve performance*
- *Provide a clear understanding of the roles and responsibilities of all partners and promote the successes of the partnership*

## Monitoring and Evaluation

**sportscotland** has developed a monitoring and evaluation framework for Sports Partnerships. The framework contains key performance indicators (KPI's) and required outcomes that will consistently monitor the delivery of the goals, which are the same for both sports partnerships.

The monitoring and evaluation system will work as follows:

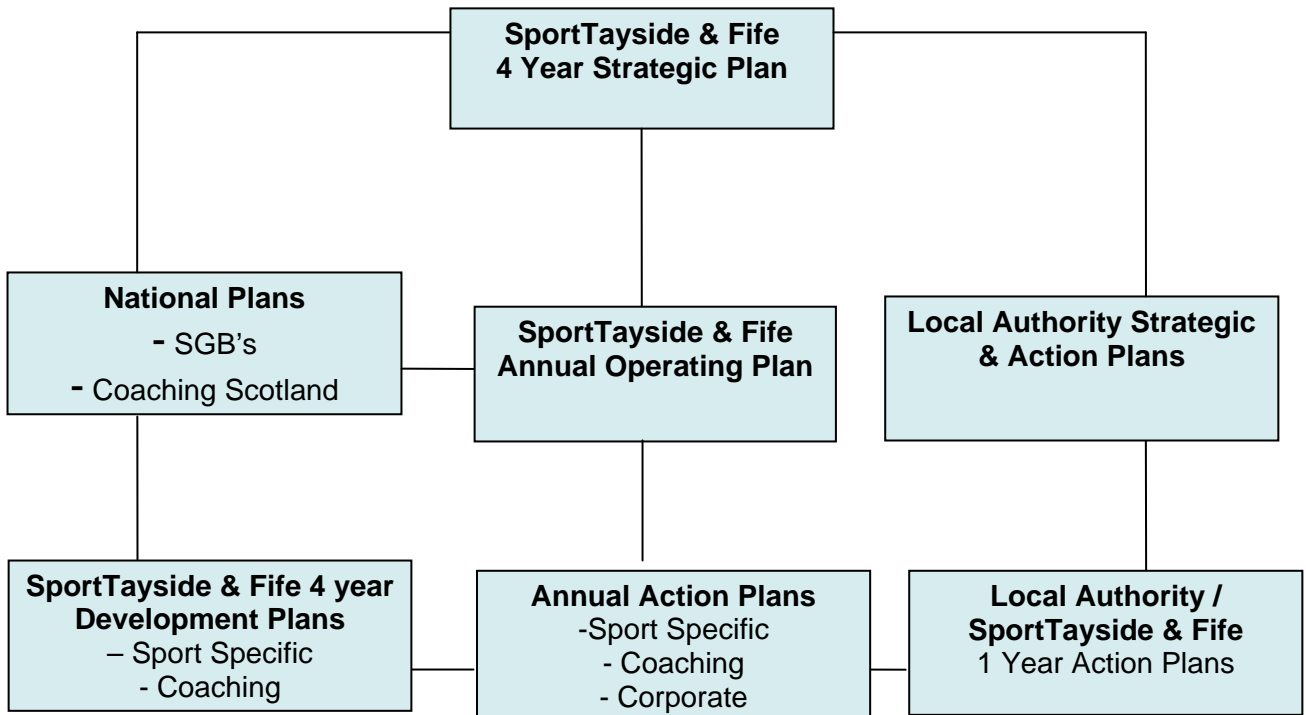
- **sportscotland** will agree priority KPI's and outcomes with both Partnership Managers and their Executive Committees and Management Teams on an annual basis.
- These will be integrated into the both Partnerships' annual operating plans.
- These will be monitored by the Executive Committees and Management Teams throughout the operating year.
- The Partnerships will report progress to **sportscotland** on a 6 monthly basis
- The progress made against these agreed KPI's and outcomes will be a critical element of the annual investment agreement with **sportscotland**.
- The whole monitoring and evaluation framework will be completed by 2010 to detail the progress against all measures by each Partnership over the four year period of their Strategic Plans.

Examples of the KPI's and outcomes are:

- *The % of clubs in the area that are accredited by Governing Body and/or Local Authority schemes*
- *The number of active qualified coaches within the Partnership*
- *Ensure the effective delivery of the governing body Academy sport specific and generic support programmes*
- *Secure access and develop facilities through the implementation of a facilities access strategy for Sports Partnership activities*
- *Develop and implement Regional sport specific plans that integrate local and national priorities in line with governing body long term player development pathway frameworks for consistent and additional sports*
- *Ensure effective governance of the partnership and establish strategic and operational performance management systems that leads to continuous improvement*
- *Raise the profile of the Partnership and sport in general and ensure effective communications*

## Planning Framework

**SportTayside & Fife's** planning framework and the way it is linked to the plans of its key partners can be shown as follows:



## Strategic Areas

**SportTayside & Fife's** goals will be delivered by developing programmes and plans in four strategic areas:

- Managing Sport
- Developing Sport
- Managing Partnerships
- Corporate Development

## Strategic Areas: Programmes and Plans

The following programmes and plans will be established in each Strategic Area to deliver the Partnership's four year goals:

<i>Managing Sport</i>	<i>Developing Sport</i>	<i>Managing Partnerships</i>	<i>Corporate Development</i>
SportTayside & Fife Strategic Plan 2006-10  Development Planning 2006-10 <ul style="list-style-type: none"> <li>• <i>Eight Sport Specific Plans</i></li> <li>• <i>Coaching Plan</i></li> </ul> Developing Regional Approaches <ul style="list-style-type: none"> <li>• <i>Club Development</i></li> <li>• <i>Volunteers in Sport</i></li> <li>• <i>Regional Facilities</i></li> <li>• <i>Academies Programme</i></li> </ul> Local Authorities Support Planning Programme <ul style="list-style-type: none"> <li>• <i>Long term Planning for Sports Development</i></li> <li>• <i>Long term planning for Active Schools</i></li> </ul>	Eight Sport Specific Programmes <ul style="list-style-type: none"> <li>• <i>Athletes/Players</i></li> <li>• <i>Coaches, Officials and Volunteers</i></li> <li>• <i>Clubs</i></li> <li>• <i>Facilities</i></li> </ul> Coaching Programme  Club Development Programme  Volunteer Development Programme  Regional Facilities Programme  Academy Programmes  Annual Local Authority Action Plans	Governing Bodies  Local Authorities  <b>sportscotland</b>  Central Sports Partnership  Local Development Groups  Tayside and Fife Institute of Sport  Tertiary Education  Local Sports Councils	Governance Programme  Annual Operating Plan  Finance Programme  Policy Programme  HR Programme  Communications Programme  Admin & IT Programme

# Managing Sport

## Overview

The primary focus in this Area is on managing the processes to establish strategic and long term development plans for all aspects of the Partnership's work. The processes include:

- Consulting stakeholders and pulling together appropriate groups to advise and support the Partnership's long term strategic and development planning.
- Developing draft strategic and development plans.
- Finalising and communicating the plans to stakeholders and the sporting infrastructure
- Monitoring, evaluating and reporting progress against the key indicators and outcomes.

However, it is not possible for the Partnership to develop long term plans for all areas of its work because the prime responsibility lies with other partner organisations – for example building new or upgrading existing sports facilities. Over the four years of the strategic plan, the Partnership has an important co-ordinating role to play that will foster regional approaches to generating sports development solutions in a number of areas. It will utilise Partnership or **sportscotland** working groups to address the specific issues of Club Development, Volunteers in Sport, Regional Facilities and the Academy programmes.

Its other key strategic management role is to input to the strategic and development planning of its key governing body, Local Authority partners and to other key stakeholder organisations such as **sportscotland** and the Institute of Sport network.

## Outputs

The outputs produced will be:

- The Partnership's four year strategic plan
- The four year development plans for each sport and for coaching.
- A regional approach to developing and building capacity in clubs
- A regional approach to recruiting and developing volunteers in sport
- A regional approach to developing and accessing regional facilities
- The planning and delivery of the new Academy sport specific and generic support programmes
- **SportTayside & Fife's** contribution to the longer term strategies of its Local Authority and Governing Body partners and to its other key stakeholders.

## **Developing Sport**

### **Overview**

The key priority in this section is to deliver the core sports development programmes that lead to increasing participation and improving performance. The approach is very much a 'Plan, Do, Review' cycle that operates on an annual timeframe and is closely linked to each Local Authority's priorities and programmes.

There are two broad approaches – the first where the programmes have very specific plans based on the four year development plans for each of the eight sports and coaching and are the prime responsibility of each of the Regional Development Managers.

The second approach is to develop programmes once the Partnership's approach and input has been agreed by the working groups for Club Development, Volunteers in Sport, Regional Facilities and the Academy programmes. The Academy programmes will have two strands – a technical programme for governing body squads and a generic support programme offering strength and conditioning and other key performance development disciplines on a multi-sport basis.

There is a further role that the Partnership's Development Managers play in delivering specific actions that have been agreed as a part of each of the Local Authority's annual plans. Although these actions are included in each of the individual Managers' work programmes, two-way communication is essential to monitor progress. The programme review process is led by the Local Authorities and both sets of work programmes adjusted accordingly.

### **Outputs**

The outputs produced will be:

- Eight sport specific programmes
- A Coaching Programme
- A regional Club Development Programme
- A regional Volunteers in Sport Programme
- A regional Facilities Programme
- Sport Specific Academy technical programmes operated in Partnership with each Governing Body.
- Academy generic support programmes for multi-sport squads
- Clear responsibilities and targets identified and delivered by the Development Managers within each local authority's annual plans.

## Managing Partnerships

### Overview

The Partnership's work in this area is vital because it plays a key role in linking the managers or groups of managers who are responsible for the policies and budgets of all the programmes it is involved in throughout the Tayside and Fife region.

The role is essentially about communication and relationship building. It is those two important organisational behaviours that ensure the integrated management of all policies and programmes.

This is achieved through regular management meetings and briefings – some of which are led by the Partnership, others by **sportscotland** or its Governing Body and Local Authority partners. The Partnership has to work in the same way with SportCentral and the Tayside and Fife Institute of Sport. It is uniquely placed to be able to undertake this important role because each of the individual stakeholder organisations would find the volume of meetings and briefings very demanding.

In addition the Partnership has to build management relationships with Local Sports Specific Development Groups and Associations, the tertiary education sector and the four Local Sports Councils.

### Outputs

The outputs produced will be:

- Regular meetings held to manage, develop, deliver and co-ordinate staff resources and budgets with **sportscotland** and Coaching Scotland, the Governing Bodies, each Local Authority, SportCentral and the Tayside and Fife Institute of Sport.
- Regular meetings held to build management relationships with Local Sports Specific Development Groups and Associations, the tertiary education sector and the six Local Sports Councils.

## Corporate Development

### Overview

This is a crucial area in that the corporate services and programmes in this Strategic Area are the bedrock of all aspects of the Partnership's external sports development work.

These services and programmes have to be streamlined, flexible, able to adapt to change and be as user friendly for staff and partner organisations as possible.

The challenge is to improve the systems that are operating well in a way that delivers them to the highest public sector standards. **SportTayside & Fife** wants to create efficient effective compliant systems that continuously improve.

The increase in the staffing compliment and the budget demands a front end effort to ensure that the first phase of activity both continues the good practices that exist and establishes the new policies and procedures required for the Partnership's new structure.

### Outputs

The outputs produced will be:

- A new governance system based on recommendations from a review of the existing arrangements
- An annual operating plan that is monitored at least 3 times annually and is the basis of reporting progress against the annual targets and KPIs set with **sportscotland**.
- Comprehensive financial policies and systems that meet public sector compliance and accountability standards.
- A policy manual covering all aspects of the Partnership's work supported by an appropriate staff training programme
- Professional HR procedures and policies that cover all aspects of recruitment, induction, training and staff performance development ( developed in conjunction with Angus Council)
- A communications strategy that details how the Partnership will present and communicate its work and achievements to its key stakeholder audiences.
- Comprehensive administrative systems and procedures that are streamlined by effective use of IT.

# SportTayside & Fife Operating Model

