

SCOTTISH
STUDENT SPORT



STRATEGY 21+



WELCOME

On behalf of Scottish Student Sport (SSS) it is a pleasure to present our ambitious strategic plan for the future.

This bold plan aims to place active health and sport at the heart of the student experience, contributing positively to national outcomes across sport, health and education.

The plan is designed to help colleges and universities create an exciting future of active health and sport, harnessing the many powers that activity has to enhance lives and enrich communities.

By influencing commitments to the right values, structures and resources we will unlock the huge potential of our network. Working collaboratively, SSS intends to add significant value to the work of members and partners, enhancing the student experience for many thousands of participants and making tertiary education a better place.

As we look forward to the future it is with genuine purpose and a sense of great excitement at what will be achieved. Active health & sport has never been better placed to make a positive impact and we look forward to working in partnership with you to make it happen.



Pete Burgon
Chair



Stew Fowlie
C.O.O.



VISION FOR 21+



Scotland is a country where active health and sport are at the heart of the student experience

This vision aims to elevate the role of active health and sport to being rightly recognised as an essential part of daily campus life for students, staff and the wider community around Scotland's colleges and universities.

The vision will become a reality when the SSS network harnesses the following powers of active health and sport:

POWERS

- The power of good physical, mental & social health
- The power of fun, enjoyment & satisfaction
- The power of belonging, achievement & pride
- The power to enhance learning, development & employability
- The power to actively address inequalities & promote a positive culture

We will know that we've been successful when we see the following outcomes:

OUTCOMES

THRIVING

A network that is sustainable, strong and nimble, as seen in evolving structures and increased investment

CONNECTED

A network that is joined-up, providing maximum opportunity, as seen through strong relationships and vibrant partnerships

VALUED

A network that demonstrates its impact to members and partners, As seen via a wide appreciation of the benefits of active health & sport



VALUES & BEHAVIOUR

SUSTAINABLE

Look after our resources and environment with care

- o Make decisions that make sense in the long term
- o Only buy the things we really need
- o Talk often, meet rarely

INCLUSIVE

Create opportunities where everyone is welcome and able to join

- o Celebrate diversity where we find it, encourage it where we don't
- o Respect individuality and difference
- o Challenge not just our intentions, but our results

COLLABORATIVE

Work together, learn together, develop together

- o Help others to achieve success
- o Find easy ways for members and partners to mix
- o Aim to add value to everything we touch

INNOVATIVE

Make space and time to explore and embrace new ideas

- o Constantly seek better ways of working
- o Gather information from a wide range of sources
- o Be prepared to try, fail and learn

RESPONSIVE

Focus on listening, learning and adapting

- o Flex when we can, explain when we can't
- o Actively seek feedback as a source of improvement
- o Implement good suggestions with speed

AMBITIOUS

Strive to be better than we were yesterday

- o Identify the good things we can't do yet
- o Demand high standards of ourselves and others
- o Encourage criticism of what we do



WORK AREAS



SSS' work is focussed around three core priorities and delivered across nine interconnected areas of the business.

Our organisational structure and operational planning is designed around this same model, helping SSS to deliver a joined-up, targeted service.

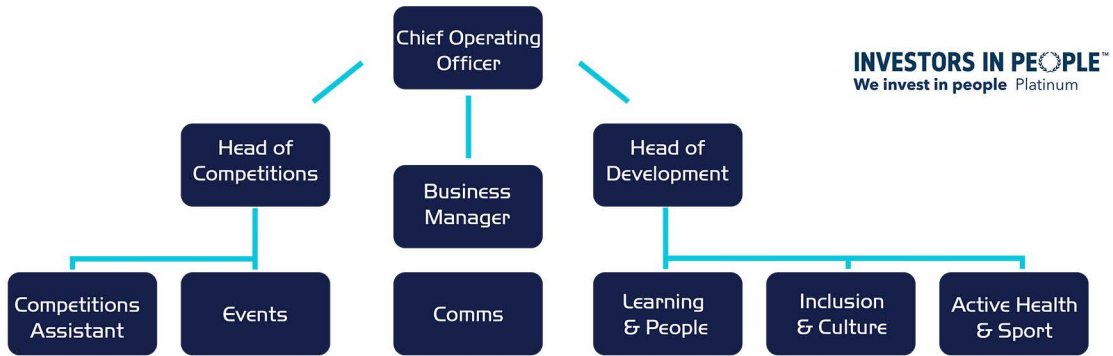
We ensure that SSS staff and volunteers understand clearly how different areas of our business are linked, thus helping us achieve the desired outcomes for our members and partners.

All of our activities are held firmly in place by a commitment to strong organisation, characterised by a positive culture, efficient ways of working and lean, dynamic governance.



OUR TEAM

STAFF



VOLUNTEERS



NETWORKS & COMMITTEES

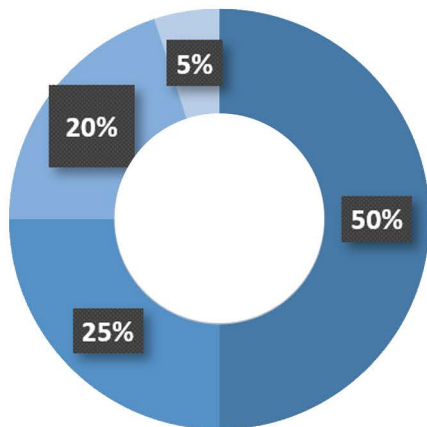
MECHANISM	Purpose
COMMITTEES	Decision making for SSS as a whole, and its main areas of work
BUSINESS SUPPORT GROUPS	Advice and support on areas of focus or specialist expertise
FORUMS & NETWORKS	Connection to and between groupings of our members and partners
SPORTS DEVELOPMENT GROUPS	Guiding SSS' work in each of our recognised sports, with club and SGB input
PROJECT TEAMS	Task and finish in response to emerging themes or needs across SSS

PARTNERS



THE BUSINESS

- SSS is a not-for profit members organisation set up as an unincorporated association
- SSS is embedded on a cost-neutral basis within the University of Edinburgh, which acts as our main office base and employer for our staff
- The annual turnover of the organisation is between £500-£750k per year
- SSS benefits from significant in-kind value through volunteering, preferential facility access from our members, partnership working and sponsorship

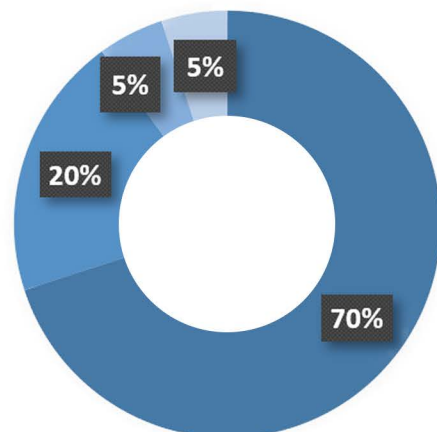


INCOME

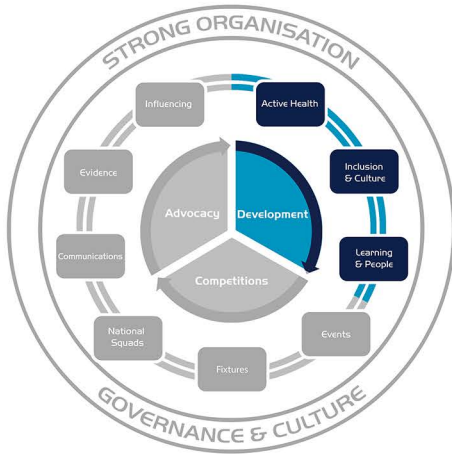
- Grant Funding (50%)
- Member College and Uni Subscriptions (25%)
- Competitions & Development Events (20%)
- Other (5%)

EXPENDITURE

- Staff and Volunteer Support (70%)
- Competitions and Development Events (20%)
- Administration & Fees (5%)
- Other (5%)



DEVELOPMENT



Our development work is about providing the very best information, connections and support for our members so that the maximum amount of activity can take place across Scotland's campuses.

We strive to add value to the great work of our members by making it easy for them to collaborate, share and learn from each other and from our partners across sport and education. From active health right through to performance sport SSS' development work helps create just the right environment for activity to flourish and focus the collective effort on the themes and issues that matter.

Development

Intention	Outputs	Measure	Outcomes
<p>Provide leadership and coordination to key themes of Active Health, Inclusion & Culture, Learning & People</p> <p>Successfully connect communities of interest within SSS network & provide bridge between student sport and other networks</p> <p>Co-design activities with students to enhance learner journeys and the student experience</p>	<p>Lead, support and coordinate >50 online sport and project networks</p> <p>Deliver 200+ supported student volunteering opportunities per year</p> <p>Deliver a coordinated series of webinars, meetings, conferences and other learning/networking opportunities</p> <p>Relationship management and representation of students with 35 Sports Governing Bodies</p>	<p>Increased support, training, & volunteer opportunities for student leaders</p> <p>Reliable equalities data across student sport</p> <p>Increased number and value of agreements with sports governing bodies</p> <p>Sustained growth and greater diversity of activity on Scotland's campuses</p>	<p>The student active health and sport network is a recognised and valued team-mate to organisations across education, health and sport.</p> <p>Increased numbers of students feel the benefit of being active within a safe, supportive, inclusive environment.</p>



COMPETITIONS



SSS coordinates and delivers a wide array of fixtures, events and national squad activity within a Scottish and British system.

With around 200 days of competition in the calendar across 30+ sports the opportunity for students has never been greater. SSS will continue to strengthen this programme and improve delivery, enhancing the student experience for an ever greater number and diversity of participants.

Competitions

Intention	Outputs	Measure	Outcomes
<p>Provide regular, well organised sport opportunities for Scotland's student population.</p> <p>Stage high value, high quality sports events delivered by students, staff and volunteers within a supported environment.</p> <p>Coordinate a unified calendar in conjunction with British, European and World partners</p>	<p>150 days of competition per year, across 35 sports</p> <p>Fixture administration support for every college and university</p> <p>Opportunities to play for Scotland through SSS National Squads in selected sports</p> <p>Delivery of Scotland's largest annual multi-sports events</p>	<p>More diverse and larger cohorts of students taking part in regular competitive sport</p> <p>Uptake of new competition opportunities (formats/ times/ sports) targeting new audiences</p> <p>Formalised agreements with SGBs and facility providers in support of our rolling events calendar</p>	<p>The SSS network is widely recognised within sport and education as one that is great to be a part of and a place where everyone strives together.</p> <p>A greater number of Scotland's students benefit from regular involvements in sport</p>



ADVOCACY



SSS will accelerate the internal and external influencing work necessary to unlock the potential of active health and sport in Scotland’s colleges and universities.

SSS will represent the interests of student sport by engaging partners, managing strategic relationships and providing clear and relevant information.

The organisation will be recognised and trusted as a key partner within both sport and education, bringing collective expertise to bear to ensure that the work of the members is truly valued.

Advocacy

Intention	Outputs	Measure	Outcomes
<p>Provide positive challenge to decision makers across sport and tertiary education to increase student facing investment</p> <p>Generate high quality evidence of sport’s role in tertiary education & tertiary education’s role in sport</p>	<p>Tailored strategic planning input offered to every college and university in Scotland</p> <p>Annual publication of impact evidence across headline themes and projects</p> <p>Delivery of high-quality multi-channel communications including monthly podcast</p>	<p>Increased engagement in all areas of SSS delivery including headline projects such as HBHM</p> <p>Active health and Sport in college and university plans and outcome agreements</p> <p>Increased # of active health and sport staff across the network</p> <p>100% membership uptake across tertiary education</p>	<p>Our colleges and universities are places that recognise, invest in and celebrate the benefits of active health and sport.</p> <p>The wider sporting system understands, fosters and promotes the important contribution that colleges and universities make to active health and sport</p>



STRONG ORGANISATION



SSS' pursuit of its vision will be built upon the solid foundations of excellent governance, progressive use of information technology and an absolute commitment to its staff and volunteers.

With an emphasis on lean structures and a sound policy framework, SSS will ensure that resources are well managed so as to deliver ambitious growth in a sustainable way.

The organisation will itself embody what its members want student sport to be, working at all times to foster a positive culture based on the key principles and values that define our vision.

Strong Organisation

Intention	Outputs	Measure	Outcomes
<p>Work at all times in line with SSS' core values</p> <p>Be recognised as a valued employer</p> <p>Extend external investment into SSS from SFC, sportscotland and other partners</p>	<p>Evolving governance model that is fit for purpose and protects the student voice</p> <p>Staff wellness and mentor programmes</p> <p>Fixed reserves that keep pace with rise in annual core costs</p>	<p>Top level external accreditation</p> <p>Maintain Investors in People Platinum accreditation</p> <p>Achieve Advanced level Equality in Sport Standard</p> <p>Maintain financial security under revised model</p>	<p>SSS' growth is built upon strong structures and a positive culture.</p> <p>SSS is recognised for proactively sharing this culture with its members and partners, to the benefit of the student experience</p>



AT A GLANCE

THEMES	INTENTIONS	OUTPUTS	MEASURES	OUTCOMES
Advocacy	<p>Provide positive challenge to decision makers across sport and tertiary education to increase student facing investment</p> <p>Generate high quality evidence of sport's role in tertiary education & tertiary education's role in sport</p>	<p>Tailored strategic planning input offered to every college and university in Scotland</p> <p>Annual publication of impact evidence across headline themes and projects</p> <p>Delivery of high-quality multi-channel communications including monthly podcast</p>	<p>Increased engagement in all areas of SSS delivery including headline projects such as HBHM</p> <p>Active health and Sport in college and university plans and outcome agreements</p> <p>Increased # of active health and sport staff across the network</p> <p>100% membership uptake across tertiary education</p>	<p>Our colleges and universities are places that recognise, invest in and celebrate the benefits of active health and sport.</p> <p>The wider sporting system understands, fosters and promotes the important contribution that colleges and universities make to active health and sport</p>
Development	<p>Provide leadership and coordination to key themes of Active Health, Inclusion & Culture, Learning & People</p> <p>Successfully connect communities of interest within SSS network & provide bridge between student sport and other networks</p> <p>Co-design activities with students to enhance learner journeys and the student experience</p>	<p>Lead, support and coordinate >50 online sport and project networks</p> <p>Deliver 200+ supported student volunteering opportunities per year</p> <p>Deliver a coordinated series of webinars, meetings, conferences and other learning/ networking opportunities</p> <p>Relationship management and representation of students with 35 Sports Governing Bodies</p>	<p>Increased support, training, & volunteer opportunities for student leaders</p> <p>Reliable equalities data across student sport</p> <p>Increased number and value of agreements with sports governing bodies</p> <p>Sustained growth and greater diversity of activity on Scotland's campuses</p>	<p>The student active health and sport network is a recognised and valued team-mate to organisations across education, health and sport.</p> <p>Increased numbers of students feel the benefit of being active within a safe, supportive, inclusive environment.</p>
Competitions	<p>Provide regular, well organised sport opportunities for Scotland's student population.</p> <p>Stage high value, high quality sports events delivered by students, staff and volunteers within a supported environment.</p> <p>Coordinate a unified calendar in conjunction with British, European and World partners</p>	<p>150 days of competition per year, across 35 sports</p> <p>Fixture administration support for every college and university</p> <p>Opportunities to play for Scotland through SSS National Squads in selected sports</p> <p>Delivery of Scotland's largest annual multi-sports events</p>	<p>More diverse and larger cohorts of students taking part in regular competitive sport</p> <p>Uptake of new competition opportunities (formats/ times/ sports) targeting new audiences</p> <p>Formalised agreements with SGBs and facility providers in support of our rolling events calendar</p>	<p>The SSS network is widely recognised within sport and education as one that is great to be a part of and a place where everyone strives together.</p> <p>A greater number of Scotland's students benefit from regular involvements in sport</p>
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