

SCOTTISH STUDENT SPORT

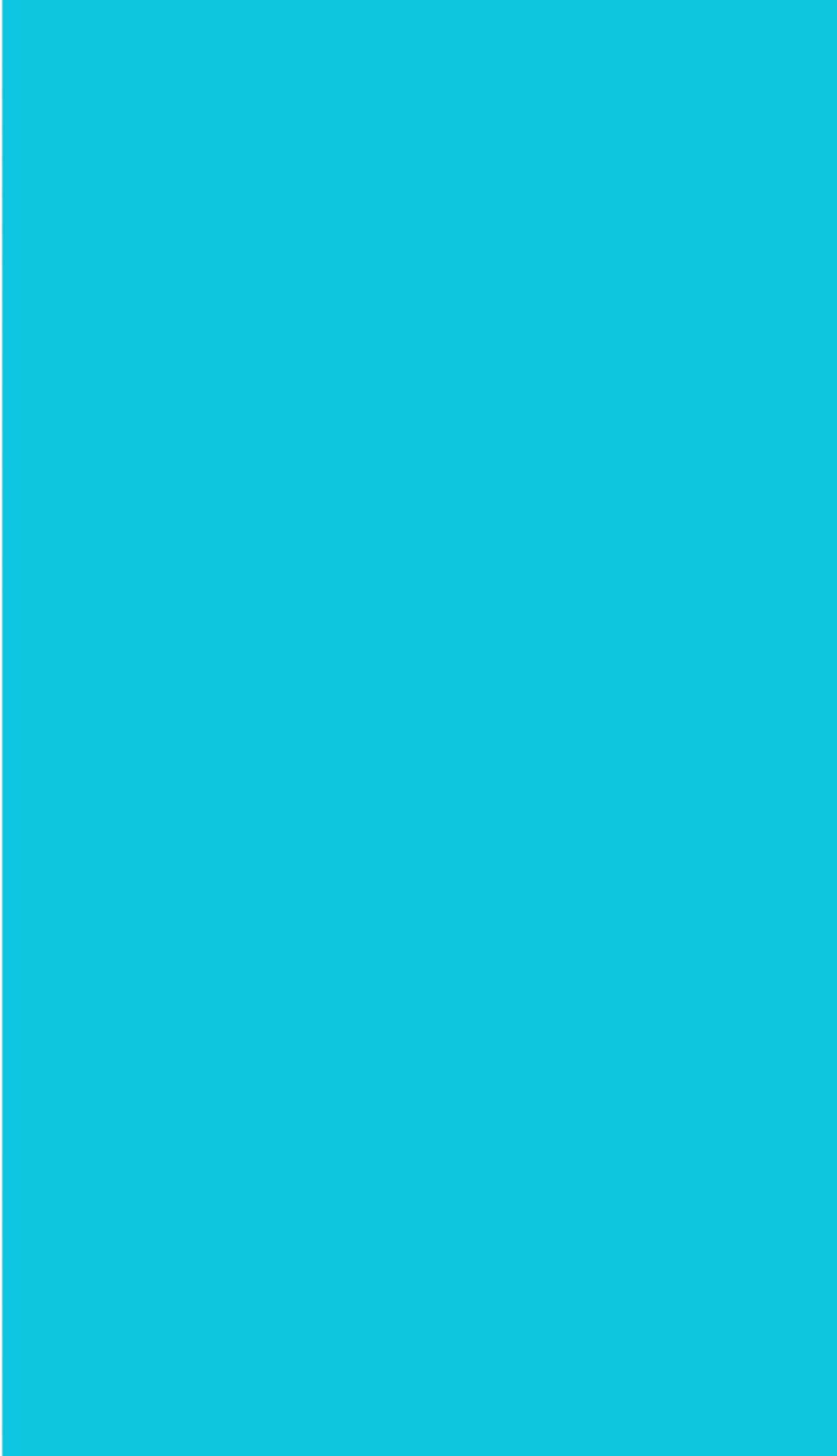


ACTIVE • COMPETITIVE • INNOVATIVE

Strategy 2017 - 2021



National vision, regional focus, local impact



Foreword

On behalf of Scottish Student Sport (SSS) it is a pleasure to present our ambitious strategic plan for the future of the organisation (2017-18) **'National Vision, Regional Focus, Local Impact'**.

This bold plan builds on strong progress to date and aims to consolidate our position as a key national partner, contributing positively to national outcomes across sport and education.

The key projects within the plan are designed to help colleges, universities and their communities achieve a clear and integrated vision for an exciting future of physical activity and student sport.

By influencing commitments to the right structures, resources and values we can help to unlock the huge potential of tertiary education to sport. In so doing SSS can add significant value to the work of members and partners and enhance the modern student experience for many thousands of participants.

As we look forward to 2021 it is with genuine purpose and a sense of great excitement at what will be achieved. Student sport has never been better placed to make a positive impact.

We look forward to working in partnership with you, towards our vision for a world class system for physical activity and student sport.



Pete Burgon
Chair



Stew Fowlie
C.O.O



Scottish Student Sport Vision for 2021



At the heart of a world class system for physical activity and student sport

This vision places SSS at the centre of developments in the vibrant tertiary education sector - operating with an outward view and concentrating on adding value to the work of members and partners.

A sense of purpose and ambition is underlined by our stated intention to be world class. The vision is anchored around clear member priorities, while the synergy with national policy is seen as critical.

The vision will become reality by ensuring that the work of SSS and its members is based on three fundamental principles:

Robust

Focus on driving forward stronger structures across student sport.

Integrated

Create effective internal and external partnerships, to maximise the potential of student sport

Valued

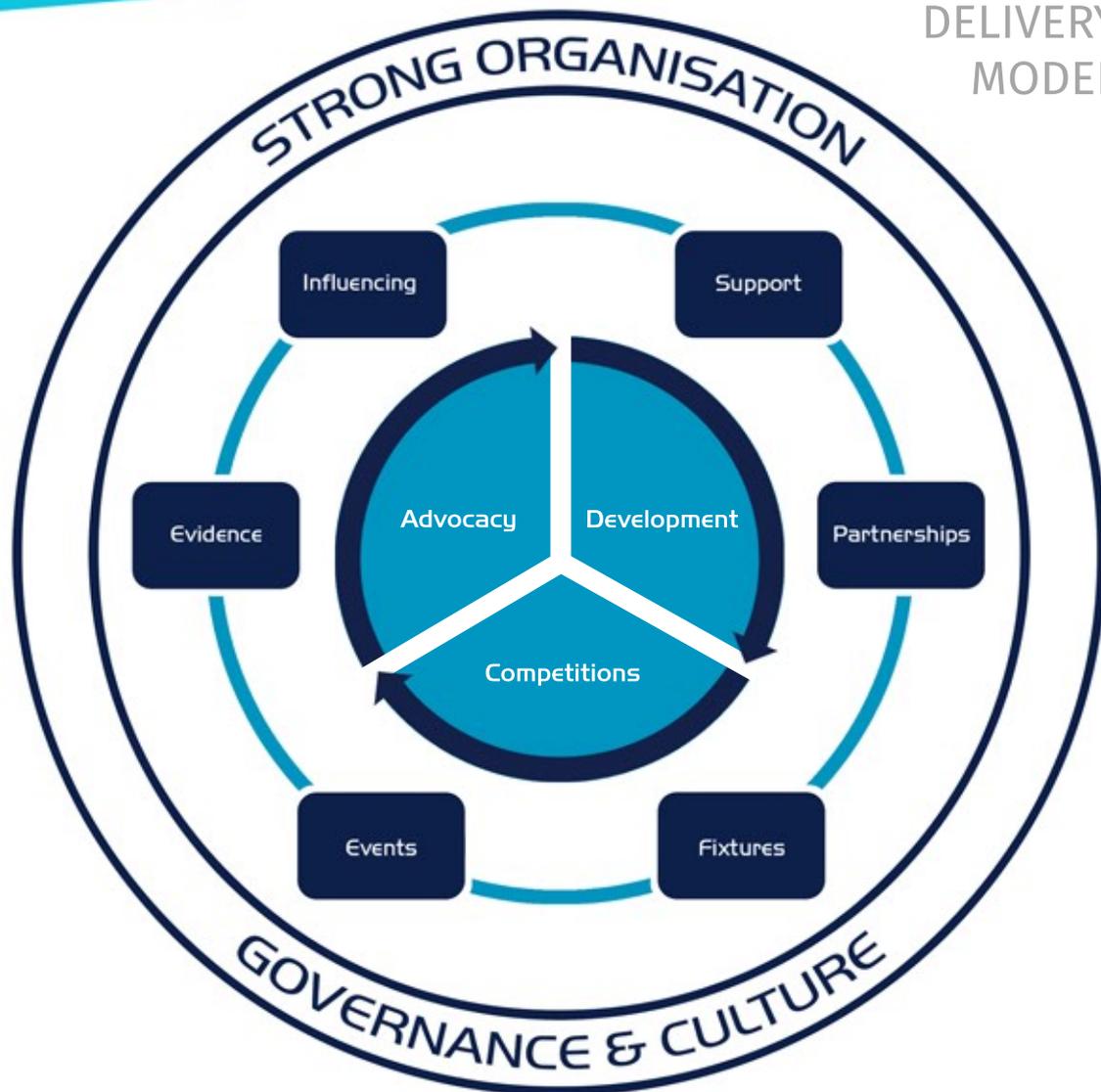
Show the benefits and impact of physical activity and student sport

OUTCOMES:

- A network which is sustainable and fit for purpose
- A network which is joined-up, providing maximum opportunity
- A network which can demonstrate its impact to internal and external partners



DELIVERY MODEL



SSS' work will be focussed around three central priorities and delivered across six interconnected areas of the business.

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

SSS staff and volunteers will understand clearly how different areas of our business are linked, thus ensuring that we achieve the desired outcomes for our members and partners.

All of our activities will be held firmly in place by a commitment to strong organisation, characterised by modern business systems, lean and dynamic governance and a positive culture.

OUR VALUES

The staff and membership of SSS will at all times aim to be
RESPONSIVE / COLLABORATIVE / SUSTAINABLE
AMBITIOUS / INCLUSIVE / INNOVATIVE

Development



SSS sits at the centre of a skilled, dedicated and ambitious network of students and staff that share the organisation's commitment to progress.

The varied member institutions of SSS face very different challenges but are bound together by a common purpose and a desire to move forward as one.



SSS will provide colleges and universities with responsive and high quality support, aimed at adding value to their work and strengthening local, regional and national delivery.

SSS will harness the expertise of members and partners to inform development and fuel progress, whilst maintaining excellent value for money and fostering positive collaboration.

SSS will give greater emphasis to the value of volunteering and to promoting individual opportunities for personal development and leadership - positively shaping the future of the sports industry.





Key Projects

Support

- Embed SSS development toolkit across Colleges and Universities
- Achieve greater member engagement via network events, forums and workshops
- Provide career enhancing volunteer opportunities in youth leadership, event delivery & project management
- Drive peer to peer engagement through member buddying and regional groups

Partnerships

- Extend and develop SGB partnerships
- Increase interaction with BUCS around CPD and research
- Define work with NUS, Universities/Colleges Scotland & other key bodies
- Identify positive commercial partnerships in key areas of work



Targets

Full institutional membership across tertiary education

Sustained year on year growth of Club Membership

SGB Partnership Agreements in every SSS Sport

Competitions



SSS coordinates and delivers a wide array of fixtures and events 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 now intends to follow an ambitious plan to strengthen this programme and continually improve delivery.



At the very heart of the business, SSS will provide Scotland's student population with high-quality competitive sports opportunities that meet their ability and ambition, and which represent excellent value for money.

This multi-sport and multi-level sports offer will reach greater and greater numbers and will provide an arena in which sporting and educational aims are achieved in tandem.

The energies and expertise of members and partners will be harnessed to support a vibrant programme, which gives students the opportunity to compete regionally, nationally and internationally.





Key Projects

Fixtures

- Oversee professional delivery of BUCS leagues, giving the best experience in the UK
- Provide clear guidance and advice to clubs and administration staff across sector
- Advance National Squad programmes in sports which meet criteria criteria.

Events

- Deliver high quality, high value events across 30+ sports
- Increase levels of staff support and student engagement in delivering SSS events
- Create facility access agreements for SSS activity with members and partners
- Successfully deliver Scotland's largest annual multi-sport event (Scottish Student Games)



Targets

Scottish Student Games recognised by members and partners as a priority event

National squads and events recognised within SGB performance pathways

Access agreements in place with all members and selected local partners

Advocacy



Despite its short life SSS has succeeded in positioning itself as a visible and respected key national partner within sport and education.

It is now well placed to accelerate the internal and external influencing work that will deliver the next level of development across student sport.



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.

SSS will influence members and partners alike to maximise their commitments, in order that the full potential of the student sector may be achieved.





Key Projects

Evidence

- Establish of a SSS Research and Insight group, with associated plan
- Publish annual evidence supporting SSS strategy outcomes and member needs
- Actively celebrate and share the successes of member institutions
- Ensure that student sport data is generated, shared, and complementary to partner needs

Influencing

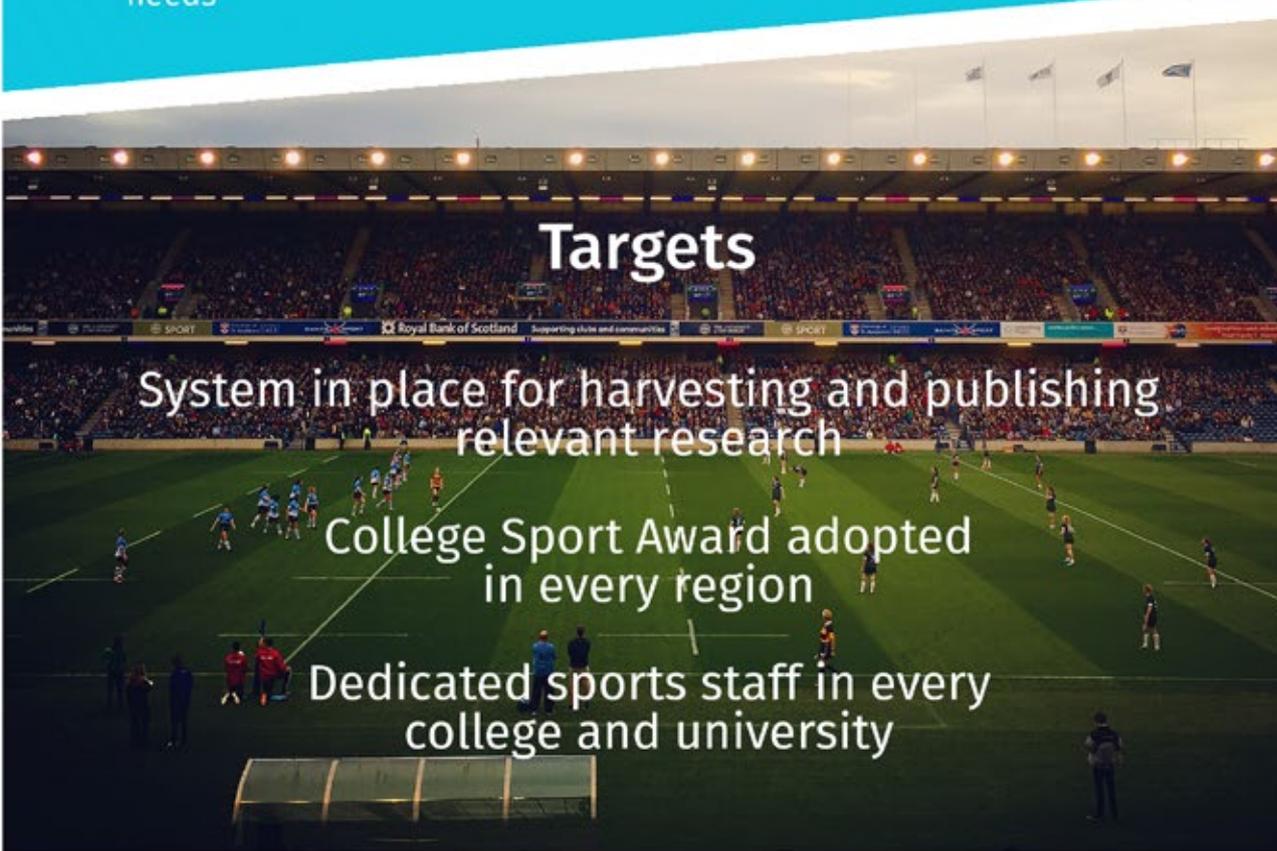
- Help to drive investment into student sport via member institutions and key partners
- Deliver campaign projects on key themes e.g. equality, inclusion, transition, leadership
- Develop an integrated influencing plan in conjunction with funding partners
- Develop and deliver the College Sport Award

Targets

System in place for harvesting and publishing relevant research

College Sport Award adopted in every region

Dedicated sports staff in every college and university



Strong Organisation



SSS recognises the challenges that come with growth and change, particularly in the context of being a member's organisation.

In order to achieve the ambitious goals of this strategy the way we work must therefore be informed by the very best decision making and operating structures, coupled with a culture that matches the positivity of the people we serve.



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

With an emphasis on lean, modern 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.





Key Projects

Governance

- Commit to industry leading financial management, equality, representation & planning
- Continually review committees, forums, staffing structures to ensure best fit
- Achieve top level fit for purpose approval via external assessment
- Explore new funding models and sources to increase sustainability

Culture

- Earn external recognition as an excellent place to work
- Ensure that SSS values are embedded in everything we do
- Strive to use the most up-to-date systems and practices across SSS
- Be open and accountable to members and partners, reporting regularly and clearly

Targets

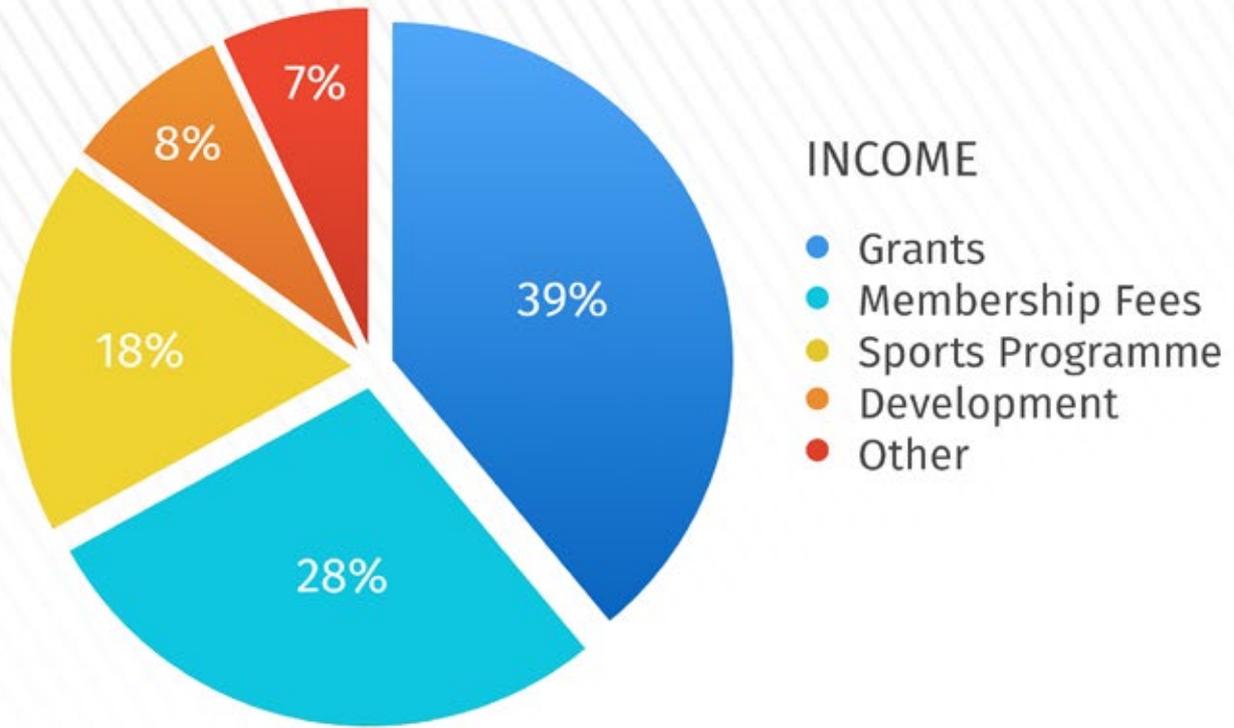
SSS Staff in every region (n=5)

Female club membership at >50% of total
Achieve Intermediate Equality Standard for Sport

Consistently high member satisfaction
& partner approval

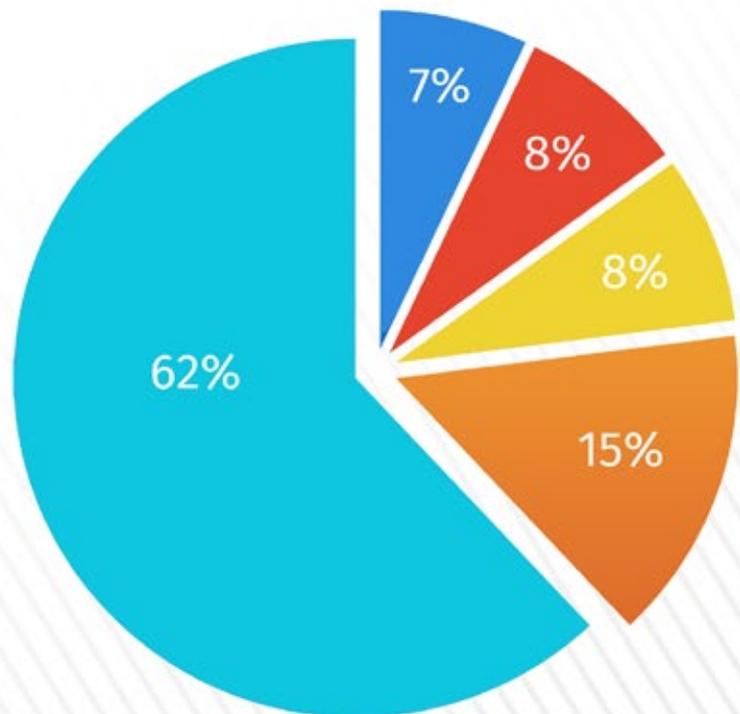


Finance Overview



EXPENDITURE

- Staff
- Sports Programme
- Development
- Member Services
- Other



n.b. Turnover of approximately £650k per annum

Plan At A Glance

Priority	Theme	Key Projects	Targets
DEV	SUPPORT	Embed use of SSS development toolkit	Full membership across tertiary education
		Member engagement via network events	
		Provide career enhancing CPD opportunities	Sustained year on year growth of club membership
		Drive peer to peer engagement	
	PARTNERSHIPS	Extend and develop SGB partnerships	Positive SGB agreements in every SSS sport
		Work with BUCS to provide a quality, integrated service	
Clearly define work with key partner organisations			
COMPS	EVENTS	High quality, high value events across 30+ sports	Scottish Student Games recognised as a priority event
		Increase staff and supported student delivery of SSS events	
		Create and manage facility access agreements	Access agreements in place with all members & selected partners
		Deliver Scotland's largest annual multi-sport event	
	FIXTURES	Oversee professional delivery of BUCS leagues in Scotland	Deliver quality assured National Squad Programmes in all sports that meet revised criteria
		Provide clear guidance and advice to maximise activity	
		Advance National Squad programmes against new criteria	
ADVOCACY	EVIDENCE	Establish network wide approach to research & insight	Contribute actively to UK and European efforts around research and insight
		Publish evidence supporting SSS and member needs	
		Celebrate and share success of member institutions	
		Ensure that student sport data are generated and shared	Dedicated sports staff in every college and university
	INFLUENCING	Help to drive investment into student sport	
		Deliver annual campaigns and projects on key themes	
		Develop an integrated influencing plan with partners	
Drive involvement in the College Sport Award framework			
STRONG ORG.	GOVERNANCE	Industry leading planning, representation and equality	SSS staff in every region (n=5)
		Continually review structures to ensure best fit	
		Achieve top level fit for purpose approval	Female club membership at >50% of total
		Explore new funding models to increase sustainability	
	CULTURE	External recognition as an excellent place to work	Achieve Intermediate Equality Standard for Sport
		Ensure SSS values are embedded in everything we do	
		Ensure up-to-date systems and practices	Consistently high member and partner approval
		Be open and accountable, reporting regularly and clearly	

What is needed to achieve our targets?

From our members:

- Medium to long term commitment to SSS membership
- In-kind support to SSS activities
- Continued investment into local activity
- Active engagement in decision making within, and influencing beyond, SSS
- Continued willingness to share and celebrate best practice across SSS

From our partners:

- Medium to long term funding support
- A recognition of the value of sport to education & education to sport
- A willingness to explore new approaches and policies
- Continued engagement in meaningful and regular dialogue with SSS



Get in touch!

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