



Strategic Plan 2019-2021

Who are we?

The Civil Service Sports Council (CSSC) was set up in 1921 to 'act as a central organisation for the purpose of encouraging and coordinating the pursuit of all forms of sport and leisure'. We were created with the support of HRH The Duke of York and we have enjoyed patronage and support from the Royal Family ever since. Our current Patron is HRH The Duchess of Gloucester.

CSSC is a not-for-profit organisation, affiliated directly with the Civil Service. Membership is exclusive to current and retired Civil Servants, Armed Forces and parts of the public sector. Over the last 100 years the organisation has changed to reflect the needs of members and the changing times and now has nearly 160,000 members enjoying our diverse member offering.

The core ethos of CSSC is to assist our members in living healthy lives and achieving wellbeing for members and their families through a comprehensive locally driven sport and leisure programme as well as discounted and free leisure activities. We are supported by a large number of volunteers who help deliver our services across the whole of the UK, whilst also developing their own skills in whatever area of our business inspires them.

“

Comradeship and Unity are glorious things. They mean Strength and Fellowship. And Fellowship is Life. The Civil Service Sports Council will provide opportunities for play, social life and enjoyment and we hope to give you the chance to enjoy life, if you will allow us to do so.

”

Extract from the Civil Service Sports Journal 1922

The year is 2029

and this is what everyone is saying...

“

What I value most about my CSSC membership is that I can stay fit while I'm at work. I wouldn't be able to if I didn't have access to the great departmental physical activity programme - it really helps my wellbeing and I now know so many more people in the office

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“

I love my job! Every day is exciting and I'm proud of what we do for our members - I feel like I'm helping to continually improve our offer as well as growing my own skills and I'm able to be really creative

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“

Being able to be part of a local group of likeminded people has really improved my social life! There's always something going on and I've made so many new friends

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“

I really enjoy being able to share my passion with others by volunteering for CSSC - I feel like I'm giving something back whilst enjoying myself... they even helped me get accreditation

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“

I didn't really think I would ever be considered 'sporty' as my long term health condition prevents me from doing a lot of activities - but CSSC has so many accessible activities and they even developed one of my suggestions. The positive impact on my health, both physically and mentally, has been enormous

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“

One of the highlights of the last few years, which we still talk about in the office, was our department winning at the Centenary Games. Sadly we haven't won it since then but each year at the CSSC Annual Games we're determined...this year we will do it again - our Perm Sec is our biggest cheerleader!

”

“

The taster days are brilliant - in the last six months I've been on an alpaca trek, a gin factory tour and tried my hand at sailing! I loved the sailing so much that I decided to join the Civil Service Sailing Association. I would never have tried if I hadn't been a member of CSSC

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“

I'm aiming to compete at the next Commonwealth Games - I'm so grateful for the financial and moral support from CSSC. They promote my achievements through their social media and my mum has framed the article they wrote about me in 'Leisure Scene'

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“

It's a small thing in comparison to all the things CSSC offers, but I was so grateful for the 'MyActive' app when I was away on business for a week, as I could just click on one of the online sessions and do a bit of yoga in my hotel room!

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“

I'm so proud of winning a CSSC award and was invited to attend a reception at Kensington Palace and meet the Royal Patron of CSSC. How many people can say that?

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“

I really love being able to easily find out what leisure activities my family and I can access, wherever we are in the UK. The website is my first point of call when planning my day

”



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Foreword by Simon Lee

Group Chief Executive

“ For nearly 100 years, CSSC has been bringing people together through sport and leisure activity. The heritage of this organisation is built on the efforts of members, staff and volunteers. We are the custodians of this wonderful organisation for just a moment in time and it is our duty to plan and care for its future for the good of our members.

Our core purpose is to act as a central organisation for the purpose of encouraging and co-ordinating the pursuit of all forms of sport and leisure, exclusively throughout the Civil Service and wider public sector. This purpose, along with our ability to deliver across local and national boundaries, is what makes CSSC truly unique.

This plan has been developed to support a long term strategic vision and intent for CSSC to become recognised as leaders in the field of health and wellbeing, with a strong brand identity, growing and sharing our expertise across boundaries.

As we approach our centenary year, I am particularly proud of the ambition within our latest Strategic Plan.

”



Definitions

Purpose

Why do we exist?

Vision

Where are we going?

Mission

What are we here to do?

Strategic Goals

What are the outcomes we want to achieve?

Values

What is our core ethos and our behaviours?

Strategy

What is our approach to achieving our strategic goals?

Strategic Objectives

What are the measurable steps to achieve our strategic goals?

Strategic Plan

2019-2021



1



To be the strategic partner to the Civil Service for the central co-ordination of sport, physical activity and wellbeing

We will have a formal partnership framework, supported by an income stream, against which we deliver key wellbeing projects to the Civil Service in line with their policies and direction. We will support the Departmental Associations through both funding and expertise to enable them to deliver their own bespoke, aligned and inclusive programmes. We will be transferring knowledge from this to further develop our partnerships with the public sector.

2



To provide members with an inclusive, diverse and vibrant offering at a local and national level, supported by a tailored and effective service

We will achieve this by reviewing our total offer to our diverse membership on a regular basis, ensuring that it retains a level of heritage as well as embracing new ideas and trends. Our leisure offer will remain current and vibrant and in synergy with our ethos through the retention of our popular offers and building new partnerships with suppliers. This will be supported by a continually developing digital service and effective utilisation of our data.

3



To inspire and support our people, creating a one team approach across staff and volunteers

We will achieve this by building an environment for our staff that encourages creativity and generates excitement. We will ensure that both our staff and volunteers are trained and developed so they work as one team to deliver our purpose. Our governance approach will be appropriate to the organisational structure, encouraging ambition and diversity.

4



To be self-funding through Group income with an investment strategy that aligns and supports our larger and long-term plans as well as providing longevity and sustainability for CSSC

We will achieve this through a targeted membership growth strategy that balances income against service but that remains ambitious and reduces attrition. We will invest wisely to enable us to provide income for continual improvement and strategic growth for the benefit of our members.

Strategic Goal 1

To be the strategic partner to the Civil Service for the central co-ordination of sport, physical activity and wellbeing



We will have a formal partnership framework, supported by an income stream, against which we deliver key wellbeing projects to the Civil Service in line with their policies and direction. We will support the Departmental Associations through both funding and expertise to enable them to deliver their own bespoke, aligned and inclusive programmes. We will be transferring knowledge from this to further develop our partnerships with the public sector.

Strategic Objectives

2019

- Develop and agree a formal Civil Service partnership framework with the Civil Service, with supporting income stream agreement
- Secure participation on key Civil Service H&W boards to continue to understand the direction of travel for wellbeing policies
- Work in collaboration with departments and Departmental Associations to develop a revised structure for them to develop and deliver their own bespoke and aligned programmes

2020

- Develop volunteer pathways and accreditation for Civil Service Volunteers, aligning with the implementation of the CSSC volunteer strategy

2021

- Develop a funded secondment programme to secure Civil Service knowledge and insight within CSSC and to offer Civil Servants the opportunity to learn new skills within a like-minded private sector environment

Strategic Goal 2

To provide members with an inclusive, diverse and vibrant offering at a local and national level, supported by a tailored and effective service



We will achieve this by reviewing our total offer to our diverse membership on a regular basis, ensuring that it retains a level of heritage as well as embracing new ideas and trends. Our leisure offer will remain current and vibrant and in synergy with our ethos through the retention of our popular offers and building new partnerships with suppliers. This will be supported by a continually developing digital service and effective utilisation of our data.

Strategic Objectives

2019

- Undertake a strategic product review (Programme Pegasus), cementing existing partnerships and identifying new ones, encompassing the following elements:
 - » Insight research into members, markets and competitors
 - » Sports and events
 - » Departmental health and fitness centres / Alpha Gyms
 - » Benefits and discounts
 - » MyActive App
 - » An insight study into members, markets and competitors
 - » Articulation of our value proposition
 - » Inclusivity across our total membership offer
 - » Quick wins
- Undertake a brand review that aligns with our leadership positioning and our membership exclusivity
- Develop a proposition for a cross-CSSC strategic partnerships and relationship management function

2020

- Create a product roadmap using the outputs from the strategic product review, aligning acquisitions and investments with the investment programme
- Deliver an effective cross-CSSC strategic partnerships and relationship management function
- Develop a CSSC activity index that draws on our data and provides value to our membership and our wider leadership positioning

Strategic Goal 3

To inspire and support our people, creating a one team approach across staff and volunteers



We will achieve this by building an environment for our staff that encourages creativity and generates excitement. We will ensure that both our staff and volunteers are trained and developed so they work as one team to deliver our purpose. Our governance approach will be appropriate to the organisational structure, encouraging ambition and diversity.

Strategic Objectives

2019

- Implement the volunteer strategy and embed the volunteering principles into the heart of CSSC and its staff
- Build a pro-active talent development strategy for staff, identifying heroes and pioneers, and successors for key roles
- Set the requirement for the future head office provision, ensuring alignment with growth areas of the business
- Develop a policy for a structured approach to training for staff and volunteers

2020

- Implement the combined staff and volunteer intranet by Dec 2020
- Build a pro-active talent development strategy for volunteers
- Conduct an assessment study for the provision of the future Head Office
- Implement the policy for a structured approach to training for staff and volunteers

2021

- Provide out-sourcing volunteering skills for major UK events
- Build an all-encompassing 'Employer Brand' that is exciting and compelling and aligns with the overarching CSSC brand

Strategic Goal 4

To be self-funding through Group income with an investment strategy that aligns and supports our larger and long-term plans, as well as providing longevity and sustainability for CSSC



We will achieve this through a targeted membership growth strategy that balances income against service, but that remains ambitious and reduces attrition. We will invest wisely to enable us to provide income for continual improvement and strategic growth for the benefit of our members.

Strategic Objectives

2019

- Develop an investment strategy that defines the balance between BAU, reserves and investment to calculate the membership targets and investment returns required to support
- Stabilise the CSSC Properties investments, setting a strategy for the future of 'Play Football' and ROKO
- Revise the estates strategy to reflect opportunities, acquisitions and disposals which meet the direction set from the investment strategy and the needs of our members
- Create and embed a Group governance structure

2020

- Prepare an investment programme to reflect identified large investment decisions

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