



'Representing and Supporting Scottish Governing Bodies of Sport'

Strategic Framework 2014-2020

Section 1: Introduction

The Scottish Sports Association (SSA) brings Scottish Governing Bodies of sport together with a wide range of partners aiming to ensure that sports policies, and those that impact on sport, work in harmony so as to be most effective in practice. We work together with national and local government, Scottish Parliament, **sportscotland**, business, the voluntary sector and other key organisations to shape, strengthen and promote sport in Scotland. This Strategic Framework has been developed in consultation with our members and key partners and sets out the organisation's commitments to supporting Scottish Governing Bodies of sport, including the delivery of a long term legacy for Scottish sport beyond 2014.

A Vision for Our Future

Supporting Scottish Governing Bodies in playing their vital and recognised role to the full in the success of Scottish sport

Our Mission

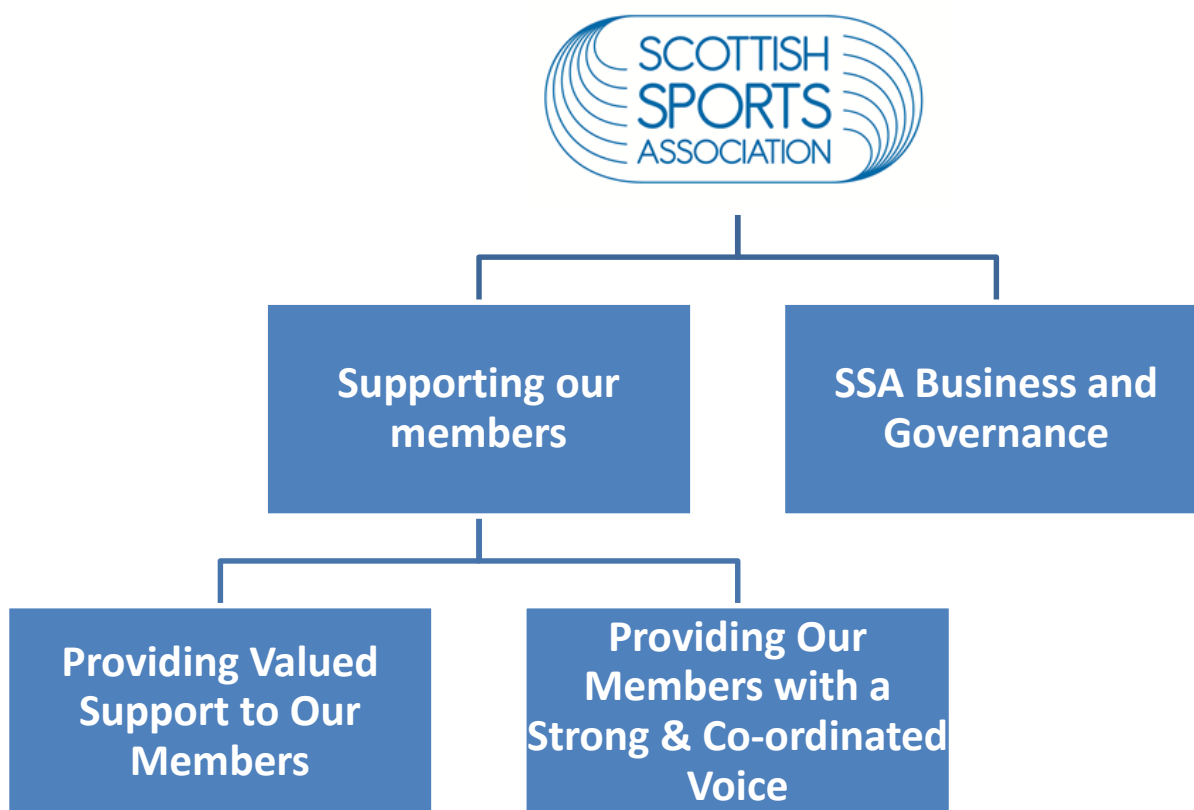
Enabling and empowering our members to achieve their ambitions towards a world class sporting system

Our Aims

The strategic aims of the SSA are in providing services to our members under two core themes, as identified through consultation with our membership and key stakeholders (further information on which is available in Appendix 2). These are:

- Providing our members with a strong and co-ordinated voice
- Providing valued support to our members.

The aspirations of our members as to the role of the SSA can be summarised in the diagram below.



Section 2: Our Aims and Objectives

Aim 1: Providing Our Members with a Strong and Co-ordinated Voice

Our aim is to provide an effective mechanism for the collective voice and views of our members in working with partners to help to shape the current and future environments within which sport operates.

Objective 1: Providing a Strong and Co-ordinated Voice for our Members

As ambassadors for the role and contribution of Scottish Governing Bodies, the SSA will provide our members with a voice through three mechanisms within Objectives 1 and 2, all of which are driven by the collective voice of our members.

- Responding to consultations on behalf of our members, either as a collective or on behalf of a discrete group of relevant members
- Representing the interests of our members to a range of stakeholders and through a range of identified groups and forums.

What We Will Do: Aim to be increasingly proactive in providing a voice for our members on the policies, consultations and topics which present significant opportunities and/or challenges for our members.

Outcome: The interests of our members are independently represented allowing them to flourish within the context of relevant policies, procedures and legislation.

Objective 2: Proactively Advocating on Behalf of Our Members

- Advocacy on behalf of our members, as a recognised strategic partner within sport, to proactively influence on behalf of our members.

What We Will Do: Advocate for the opportunities and challenges facing our members and provide leadership for our members in shaping strategic policy, including a communications strategy for elections.

Outcome: Our members have a strategic and valued voice in shaping the wider environment within which they, and their members, operate.

Aim 2: Providing Valued Support to Our Members

Our aim is to provide tailored, relevant and valued services - which support the diversity of our membership - to meet the specific current and future needs of our members. The SSA provides three distinct strands of services to our members, all of which are specifically tailored to the needs of SGBs:

- Collective Support
- Bespoke Support
- Services Which Learn From or Combine Members' Strengths.

Objective 3: Collective Support

We will work with our members to provide a range of services which support our entire membership, and/or specific or discrete groups of members. Examples of these services include:

- **SGB Training and Continuing Professional Development (CPD)**
 - o Leadership and delivery of the SGB Learning and Development Programme in providing support for SGB staff, Board members and key volunteers, in partnership with **sportscotland**.

What We Will Do: Provide increasing leadership in the training of our members and discuss with **sportscotland** the management of the programme.

- **Shared Services**
 - o Establish and grow a Shared Administration Service for SGBs
 - o Monitor and evaluate the operation of shared service support, identify lessons learned and opportunities to provide other shared services such as procurement for SGBs to achieve economies of scale.

What We Will Do: Pursue with our members and **sportscotland** the options for existing and further shared services, offering options for economies of scale and shared procurement.

- **SGB Update Service**
 - o Provision of relevant updates and bulletins to SGBs in relation to topics such as legislation, governance, and sharing of best practice.

What We Will Do: Provide increasing leadership in the Expert Resource service and discuss with **sportscotland** the management of the programme.

Outcome: Working in partnership with **sportscotland**, we will have contributed to the effective and efficient governance and operational management of SGBs, enabling their sports to be world class.

Objective 4: Bespoke Support

We will continue to provide specific support to individual members. Examples of these support services include:

- **SGB to SGB support**
 - o Provision of a member request service allowing SGBs to ask questions of our other members, or to identified members or Groups/Forums
 - o Provision of support to identify independent and experienced individuals from throughout our membership where an SGB requires such support for a meeting, panel or committee.

What We Will Do: Establish structures to provide a more proactive service and to ensure optimal efficiency of this support to our members.

- **Specific SGB Support**
 - o Support for SGB questions/queries or support requests
 - o Support for SGB Board/Committee member recruitment.

What We Will Do: Provide a tailored and dedicated service to support the recruitment of skills-based and/or independent directors for SGB Boards/Committees.

Outcome: Complementing Objective 3, SGBs will be supported as demand dictates in relation to their governance and operational management, leading to the best use of their often scarce resources.

Objective 5: Services Which Learn From or Combine Members' Strengths

We will work with our members to provide a range of specific networking forums/groups to support SGBs and their teams. Examples of these services include:

- Chief Operating Officers' Group
- Chairs'/Presidents' Forum
- Outdoor Pursuits Group
- Operational Mangers' Group.

What We Will Do: Investigate with our members the desire for more networking forums to further connect and support our members.

Outcome: Leaders within our membership are connected allowing them to have a broader view of the interests of their peers, sharing learning amongst their peers and to excel in their individual roles.

Section 3: Monitoring and Evaluation - “What Will Success Look Like”?

Progress in delivering the objectives of the Strategic and Operational Plans will be monitored through an evaluation framework detailed in Appendix 4. The evaluation framework contains a number of performance indicators derived from our outcomes and their progress will be reviewed on a regular basis by the Board of the SSA.

In addition to the evaluation framework a critical aspect of our success as a membership organisation will be evaluated through:

- Membership surveys
- Member consultation
- Our Annual General Meeting
- Partner consultation.

Our intention is to foster a culture of continuous improvement informed by clear targets and measurements as well as regular engagement with our members to highlight our strengths but also to identify where we have the potential to improve what we do.

Section 4: SSA Business and Governance

Our aim is to be an organisation which optimises efficiency and effectiveness, while being fit for purpose, to ensure the optimal expenditure of our resources on supporting our members. The SSA’s business and governance will focus on these key areas:

- Strategy, Leadership and Accountability
- Staffing and Resourcing
- Fitness for Purpose
- Communications
- Monitoring and Evaluation.

This Strategic Framework sets out the SSA’s objectives, priorities and the actions and indicators that will contribute to these over the 2014-2020 period. This provides a framework for our 18 month Operational Plans, which are developed annually and detail the actions and indicators for the relevant period. The SSA’s performance will be monitored at bi-monthly SSA Board meetings.

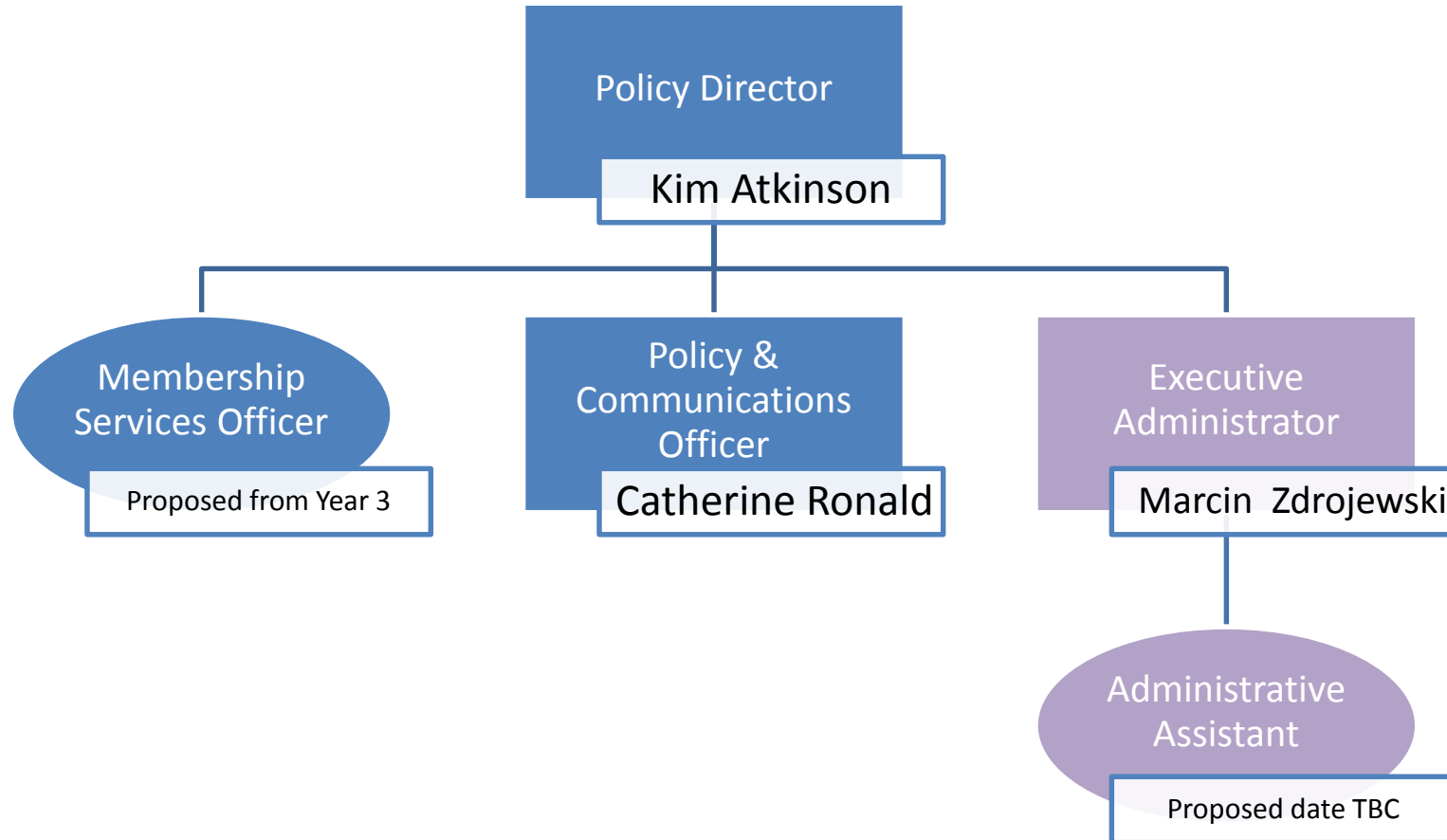
Strategy, Leadership and Accountability

The role of the SSA’s Board is in providing leadership and strategic direction to the organisation, as informed by our members. The Board is accountable to our members in relation to strategy, governance and fiscal sustainability.

The SSA’s Board is comprised of a Chairman, Vice Chairman, six Directors, up to two co-opted individuals and the Policy Director.

SSA Staffing Structure 2014-20

Key: Roles in square shapes are existing roles; roles in oval shapes are future roles throughout the life of the Framework; roles in purple are part of the Shared Administration Service.



Fitness for Purpose

The SSA aims to operate as efficiently and effectively as possible, ensuring always that it is fit for purpose (including through the **sportscotland** audit process) and continually seeks opportunities to share best practice and efficiencies with our members.

Like every SGB and organisation, the SSA must also invest an element of time and resource in managing our core business functions to ensure that the organisation is efficient and effective. The SSA will continue to strive to increase our efficiency and effectiveness as well as continuing to ensure our financial efficiency and income streams.

Communications

The SSA will update our Communications Strategy with a focus on proactive and valued two-way communications with:

- Our members
- Our networking Groups/Forums
- Our stakeholders and partners.

We will work to further target appropriate communications to help to inform members of areas of interest to them and as to the work of the SSA; this will include further development of the SSA's website and newsletter.

APPENDIX 1: Background to the Framework

Who We Are?

The SSA is the independent and unified voice for Scottish Governing Bodies (SGBs) of sport. We represent their interests and currently have 52 full members and 18 associate members. The governing bodies of sport are responsible for the governance, development and delivery of their individual sports and provide a formal structure for the 900,000 sports men and women who are members of one of Scotland's 13,000 sports clubs. Many of these organisations are run on a not-for-profit basis and are managed by volunteers. They provide coaching, competition and participation development opportunities within their local communities and most of the 195,000 people who volunteer in sport do so within the club structure.

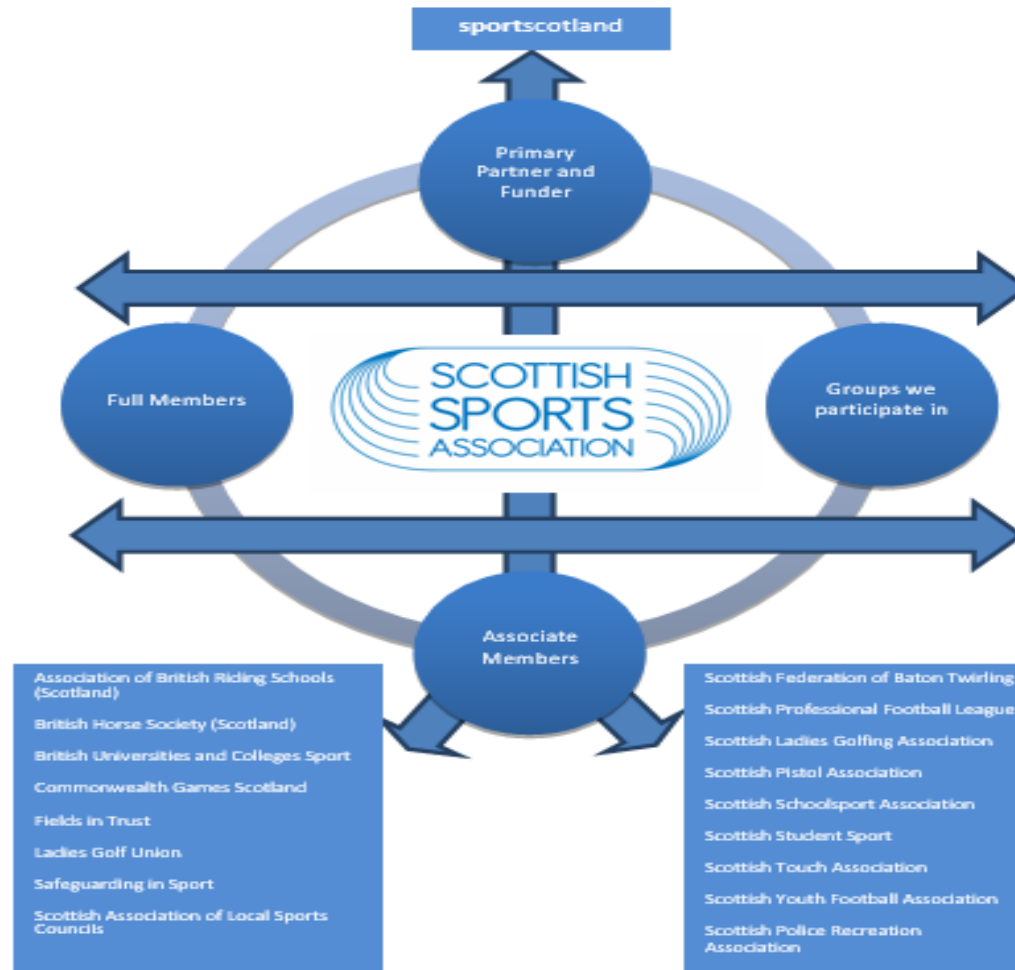
The Role of the SSA

The SSA was formed in 1982, following a requirement imposed on **sportscotland** in the 1972 Royal Charter. The 1972 Royal Charter imposed upon the Scottish Sports Council (now **sportscotland**) the requirement to invite national organisations of sport and physical recreation to form a body that represents those members and acts as a consultative body.

Thus the SSA is uniquely placed to provide the independent and collective voice of sports – ie the Scottish Governing Bodies of sport - as a conduit for SGBs to key stakeholders. It offers its members the support of a strong voice which is respected by politicians and policymakers in Scotland and beyond.

The SSA provides a wide range of services and support to our members, as driven by the needs of our members, often based on the unparalleled knowledge of the work, priorities, needs and challenges of our members. Frequently we provide support to our members that has been informed or supported by our wider membership.

- Boxing Scotland
- Badminton Scotland
- Basketball Scotland
- Bowls Scotland
- Camanachd Association
- Cricket Scotland
- Horse Scotland
- Judo Scotland
- Lacrosse Scotland
- Mountaineering Council of Scotland
- Netball Scotland
- Ramblers Scotland
- Royal Caledonian Curling Club
- Royal Yachting Association (Scotland)
- Scottish Aeromodellers Association
- Scottish Anglers National Association
- Scottish Archery Association
- Scottish Athletics
- Scottish Auto Cycle Union
- Scottish Canoe Association
- Scottish Croquet Association
- Scottish Cycling
- Scottish Darts Association
- Scottish Disability Sport
- Scottish Fencing
- Scottish Field Archery Association
- Scottish Football Association
- Scottish Golf Union
- Scottish Gymnastics
- Scottish Handball Association
- Scottish Highland Games Association
- Scottish Hockey Union
- Scottish Indoor Bowling Association
- Scottish Karate Board
- Scottish Modern Pentathlon Association
- Scottish Official Board of Highland Dancing
- Scottish Orienteering Association
- Scottish Rowing
- Scottish Pool Association
- Scottish Rugby League
- Scottish Rugby Union and Women's Rugby
- Scottish Sub Aque Club
- Scottish Swimming
- Scottish Target Shooting Federation
- Scottish Volleyball Association
- Scottish Wrestling Association
- Snowsport Scotland
- Table Tennis Scotland
- Tennis Scotland
- Triathlon Scotland
- Waterski and Wakeboard Scotland
- Weightlifting Scotland



- Scottish Government Adventurous Activities Working Group
- Scottish Government Community Empowerment and Renewal Bill
- Scottish Government National Walking Strategy Working Group
- Scottish Government Youth Sport Strategy Working Group
- Working Group on Scottish Sport Safeguarding in Sport Steering Group
- Cross Party Group on Sport
- Cross Party Group on Volunteering and the Voluntary Sector
- Cross Party Group on Children and Young People
- Active Scotland Workforce Development Group
- Confederation of British Sport (CBS)
- Home Country Sports Associations
- Scottish Disability Sport Coaching Group
- SCVO Policy Committee
- SCVO Intermediaries Group
- SCVO Policy Officers Network
- SCVO Community Planning Reference Group
- Sport and Recreation Alliance groups
- National Access Forum
- Scottish Sports Development Conference Organising Committee
- Expert Resource Steering Group
- Scottish Adventurous Activities Forum
- Glasgow 2014 Volunteer Advisory Group
- Glasgow 2014 Strategic Volunteering Forum
- National LGBT Sports Co-ordinating Group
- Scottish Tourism Alliance Council
- Scottish Tourism Alliance Skills Group
- Physical Activity Implementation Plan - Active Recreation, Sport and Health Group

The Strategic Context for Scottish Governing Bodies of Sport

The Scottish Government launched the National Strategy for Sport “*Reaching Higher*” in March 2007. The Strategy highlights the desired culture “where sport is valued for the pleasure and quality it brings to people’s lives and for the pride and recognition it brings to our nation.” In striving for all partners to work towards a common goal the Strategy reinvigorates a vision of “a Scotland where:

- sport is more widely enjoyed and available
- sporting talent is recognised and nurtured
- world class performance is achieved and sustained.”

Complementary to this is **sportscotland**’s Corporate Plan, which is guided by both *Reaching Higher* and *Let’s Make Scotland More Active* (the National Physical Activity Strategy), which outlines their vision; “Our vision is a Scotland where sport is a way of life” and shares the vision within *Let’s Make Scotland More Active*: “by 2020 people in Scotland will be enjoying the benefits of an active life”. **sportscotland** is clear that their Corporate Plan is about the difference they will make to sport in Scotland.

sportscotland’s investment of time, expertise and funding is focussed on developing and supporting a world class sporting system at all levels, through a person and athlete centred view of sport for Scotland. In focussing on the following changes people participating, or wanting to participate in sport, will:

- be supported by a range of people, competent at the level they need, working on the right kind of activities and in the right places
- have a more accessible network of places where they can take part in sport and those places will better meet their needs and expectations
- find that getting in to sport, progressing and achieving in sport and moving between sports will be easier
- discover that making sport a part of life, throughout life, will feel more possible and more of their friends, family and colleagues will be involved in it
- see, hear and read more about sport in their communities and about Scottish athletes on the world stage.

APPENDIX 2: Framework Consultation Process

Member Input and Feedback

Consultation with our members as to their vision and aspiration for, and requirements from, the SSA was the starting point for the development of this Strategic Framework along with consultation with our stakeholders and partners.

The feedback from our members provided significant clarity in relation to their priorities for the SSA's future work:

- Co-ordinating a collective response to consultations
- Proactive influencing on behalf of SGBs
- Representing SGBs on various forums
- Seeking to understand where the SSA can add further value to our members.

The rationale for these priorities was clear in our member's feedback as to the role of the SSA:

- *'The glue bringing Governing Bodies together – collectively we can achieve a lot more'*
- *'The voice for Scottish Sports – independent in a way no other organisation can be'*
- *'Doing a number of things it's hard for us to do'*
- *'The SSA is uniquely placed to take a strategic role in sport, and this must be its core role'.*

Member feedback also indicated high levels of member satisfaction as to the work of the SSA on behalf of our members.

Our members clearly outlined their priorities for the SSA's future work as:

- Continuing the valued consultation and representation work
- Increased proactive advocacy work
- Continued support and networking for members
- New networking and proactive services for members.

APPENDIX 3: Summary of Aims and Objectives

Aim 1

Aim 1: Providing our Members with a Strong and Co-ordinated Voice			
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			Responding to consultations on behalf of our members, either as a collective or on behalf of a discrete group of relevant members
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		What We Will Do: Aim to be increasingly proactive in providing a voice for our members on the policies, consultations and topics which present the greatest opportunities and/or challenges for our members	
		Outcome: The interests of our members are independently represented allowing them to flourish within the context of relevant policies, procedures and legislation	
Objective 2: Proactively Advocating on Behalf of Our Members			
			Advocacy on behalf of our members, as a recognised strategic partner within sport, to proactively influence on behalf of our members
		What we Will Do: Advocate for the opportunities and challenges facing our members and provide leadership for our members in shaping strategic policy, including a communications strategy for elections	
		Outcome: Our members have a strategic and valued voice in shaping the wider environment within which they, and their members, operate	

Aim 2

Aim 2: Providing Valued Support to Our Members			
Objective 3: Collective Support			
SGB Training and Continuing Professional Development (CPD)			
			What We Will Do: Provide increasing leadership in the training of our members and discuss with sportscotland the management of the programme
Shared Services			
			What We Will Do: Pursue with our members and sportscotland the options for existing and further shared services, offering options for economies of scale and shared procurement
SGB Update Service			
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Outcome: Working in partnership with sportscotland , we will have contributed to the effective and efficient governance and operational management of SGBs, enabling their sports to be world class			
Objective 4: Bespoke Support			
SGB to SGB Support			
			What We Will Do: Establish structures to provide a more proactive service and to ensure optimal efficiency of this support to our members
Specific SGB Support			
			What We Will Do: Provide a tailored and dedicated service to support the recruitment of skills-based and/or independent directors for SGB Boards/Committees
Outcome: Complementing Objective 3, SGBs will be supported as demand dictates in relation to their governance and operational management, leading to the best use of their often scarce resources			
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		We will work with our members to provide a range of specific networking forums/groups to support SGBs and their teams	
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Outcome: Leaders within our membership are connected allowing them to have a broader view of the interests of their peers, sharing learning amongst their peers and to excel in their individual roles			

APPENDIX 4: Evaluation Framework

Outcomes

The interests of our members are independently represented allowing them to flourish within the context of relevant policies, procedures and legislation

Our members have a strategic and valued voice in shaping the wider environment within which they, and their members, operate

Working in partnership with **sportscotland**, we will have contributed to the effective and efficient governance and operational management of SGBs, enabling their sports to be world class

SGBs will be supported as demand dictates in relation to their governance and operational management, leading to the best use of their often scarce resources

Leaders within our membership are connected allowing them to have a broader view of the interests of their peers and to excel in their individual roles

Operational Indicators/Targets

Number of consultation responses provided

Number of meetings/forums where the views of our members are represented

Revise "Scotland's Sporting Chance" and develop a strategy for the 2016 elections

Support the delivery of a programme of training for SGBs

Uptake of training opportunities provided

Number of member requests responded to

Number of SGBs supported through the provision of shared services

Number of networking forums supported

Strategic Key Performance Indicators

Maintain a level of member satisfaction

Maintaining our membership

Delivering shared services to our members

Strategic Aims

Providing a Strong and Co-ordinated Voice for our Members

Providing Valued Support to Our Members

Scottish Sports Association

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REPRESENTING AND SUPPORTING SCOTTISH GOVERNING BODIES OF SPORT

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The Scottish Sports Association is proud to work in partnership with:

