



Strategic Plan 2011-2014

Who we are

The SSA is the representative body for Scottish Governing Bodies (SGBs) of sport and as such is the independent voice of sports in Scotland.

The SSA was formed in 1982, following a requirement imposed on **sportscotland** in the 1972 Royal Charter, and represents our membership of 54 SGBs and 18 Associate Members.

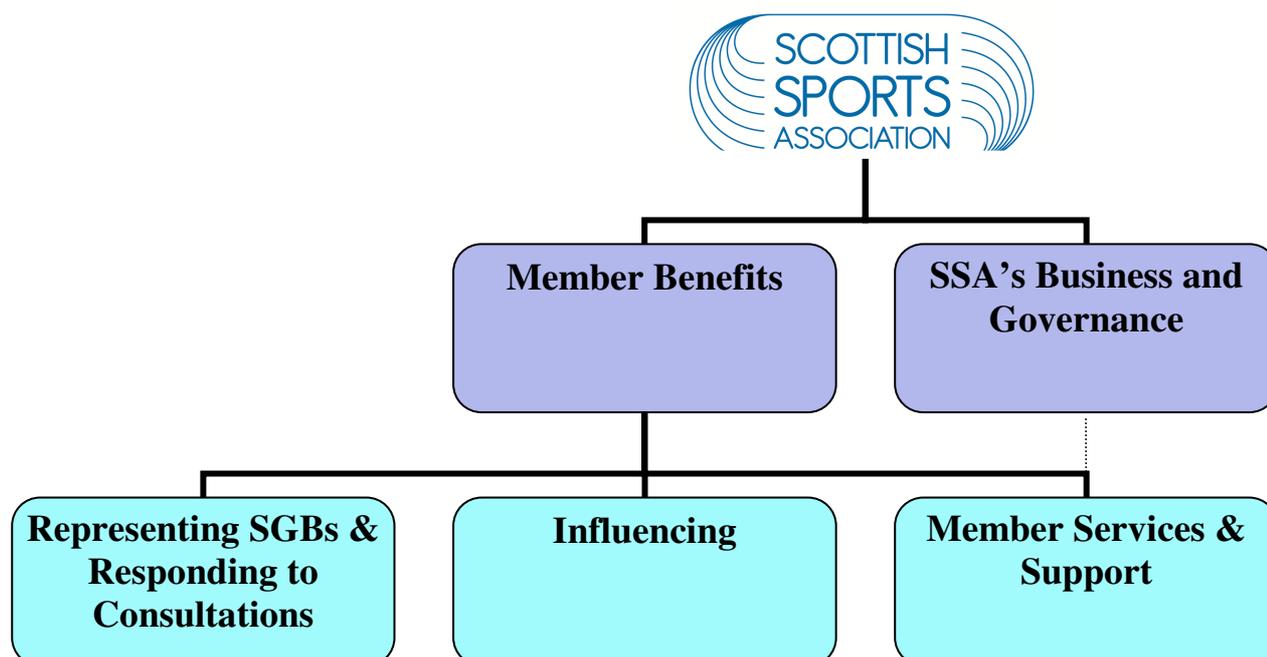
Our mission

To assist and contribute to the development of sport in Scotland through our support of Scottish Governing Bodies and by promoting and advocating the value of sport to and for all.

The SSA undertakes this through supporting and representing SGBs, acting as an independent consultative body to **sportscotland**, the Scottish Government, the Scottish Parliament and other agencies as appropriate and by promoting, developing and safeguarding the interests of SGBs and sport in Scotland.

What we do

Aside from the requirement which is shared by all organisations to manage their own business and governance, the SSA's sole function is the provision of benefits and services to our members. These member benefits fall into three key areas: the provision of member services and support, representing SGBs and responding to consultations and influencing.



Member services and support

Strategic aim: The SSA aims to provide a range of high quality and valued services which meet the needs of our members and which are integrated with, and complement the services and benefits provided by, a range of partners.

The SSA is utilised by our members in a wide variety of ways and in relation to a wide range of queries and requests. This range of member services and support can be broadly categorised into the following headings:

- Knowledge library for enquiries and support
- Sharing of best practice
- Networking, including the COO Group and Outdoor Pursuits Group
- Key updates/monthly bulletin.

In addition to these, the SSA will continue to look at new opportunities to provide support and further benefit our members.

Member services and support – key actions

- 1) The SSA will continue to provide a range of benefits to our members.
- 2) We will conduct a review of the benefits that we provide and the benefits and services which are provided by a range of other partners to eliminate any duplication of effort. The review will also look at the potential for the provision/co-ordination of shared services, governing body forums and the provision of further benefits for some of our smaller members.
- 3) We will compile a mechanism for recording and monitoring which members access which services to allow us to better monitor and improve member services.

Representing SGBs and responding to consultations

Strategic aim: The SSA aims to be, and through the SSA that our member SGBs are, the first independent point of call for consultation and/or representation for groups/actions which influence, shape and recommend on issues, political or legal, which optimise the opportunities for the development of sports in Scotland.

This continues to be a significant element of the SSA's work, both in importance and resource investment terms. As the work of SGBs and the SSA, and the role and value of sport, are further recognised by a range of key decision makers, and the important role SGBs and their member clubs play in developing and delivering sport in Scotland continue to be understood, the SSA is increasingly asked to attend further meetings to ensure that the voice of SGBs is heard and consulted.

Representing SGBs and responding to consultations – key actions

- 1) The SSA will continue to respond to consultations and to represent our members to promote and safeguard their interests.
- 2) We will compile a database/library of our consultation responses to help to inform future work.
- 3) We will compile a process to better co-ordinate our response to consultations with that of key partners to ensure a consistency, and therefore strength, of message wherever possible and appropriate.

Influencing

Strategic aim: We aim that the SSA, and through the SSA that our member SGBs, is in a position to influence the landscapes within which we operate to maximise the opportunities for the development of sports in Scotland.

This has been a long-standing feature of the SSA's work for a number of years, as requested by our members. Through the input of our members, the SSA works to exert influence in four key areas:

- National Government
- Local Government (including through eg COSLA)
- Political
- Media.

While it is anticipated that the emphasis of influence will change each year, and potentially within each year, as determined in operational plans by the needs of our members and the political landscape, it is recognised that each area is not discreet and that there is a pattern or pathway of inter-related influence between the four areas.

Influence – key actions

- 1) The SSA will continue to make and strengthen the 'case for sport'.
- 2) We will work with partners to better co-ordinate the consistency, and therefore, strength of the 'case for sport' message.
- 3) We will work to maximise the opportunities presented to Scottish sport (including eg through the Commonwealth Games)
- 4) We will explore with our Scottish Sports Alliance partners the potential need for and benefits from working to advocate the case for sport in relation to the Local Council Elections in 2012.

SSA's business and governance

Strategic aim: The SSA aims to operate as efficiently and effectively as possible, ensuring always that it is fit for purpose 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.

SSA's business and governance – key actions

- 1) The SSA will continue to strive to increase our efficiency and effectiveness as well as continuing to ensure our financial efficiency and income streams.
- 2) We will continue to be a proactive member of the Scottish Sports Alliance.
- 3) We will aim to increase our membership, particularly of smaller, non-funded SGBs by further meeting their needs.
- 4) We will further develop the SSA's website and communications.

Monitoring

As the representative, independent voice for SGBs we work to represent, shape and influence the landscape to maximise the opportunities and development of sports in

Scotland. In doing so, our work serves the interests primarily of our members, as outlined above, but also of **sportscotland**, the Scottish Parliament, the Scottish Government and a range of other agencies in a number of ways. These include:

- By acting as the collective voice for our members we reduce the time these partners would spend on seeking the views from all sports
- When managing information and responding to consultations and discussions we carry out important work on behalf of all members. This eliminates the need for each individual sport to do such work
- Through our wider networks we identify potential opportunities for sports. This may be resource, training, information, access to external funding, etc
- We will invest further time in assessing the potential for economies of scale, smarter working and collaboration with members and partners and reducing any duplication of effort
- We will continue to explore the development of strategic alliances between organisations to improve policy and further develop collaborative working.

The work of the SSA contributes to *Reaching Higher*, the National Strategy for Sport, through supporting and representing SGBs. While our work is principally qualitative, and often its effectiveness will only show in the longer term, monitoring continues to be important to the SSA in three key areas:

- a benchmark for the operation of the SSA
- a measure of member satisfaction
- an opportunity to improve services.

Although the retention and ideally growth of the SSA's membership will be an ongoing measure, while also recognising that a number of our male and female SGB mergers continue, the SSA will also monitor and analyse our plans and performance through:

- an (annual) member survey, which permits long-term tracking
- subject specific surveys in relation to services provided or work undertaken by the SSA.

Summary

First and foremost, the SSA must continue to meet the needs of our members and act as their representative body. However, we must do so in a changing and challenging environment which requires us to both adapt and develop to meet the needs of, and opportunities for, Scottish sport. This is increasingly important in relation to the opportunities facing Scottish sport over the next four years, but also the economic challenges facing us all.

This Strategic Plan 2011-2014 determines both the strategic direction and core business of the SSA. Annual operational plans will support the Strategic Plan, outlining key activities, resource and monitoring for each period. We will continue to strive to meet the needs of our members and to shape and influence the landscape to maximise opportunities for our members and for Scottish sport.

Appendix 1: Strategic Plan Outcomes

| Area | Action | Outcome | Assessment | Monitoring Timescale |
|--|---|---|---|---|
| Member Services and Support | Ongoing provision of member services and support | SSA services and support being valued by our members | 1. Service specific surveys | As required, minimum 6 monthly |
| | Undertake a review of services/support provided to SGBs | Clarity as to services/support provided by SSA | 2. Provision of clear & valued SSA services/support | Ongoing, as detailed in operational plans |
| | Compile a member services monitoring system | To record who accesses which services to better monitor & improve SSA services | 3. Creation and utilisation of a system | Ongoing, as detailed in operational plans |
| Representing SGBs & responding to consultations | Ongoing responses to consultations and continued representation of our members interests and issues | High quality responses which influence policies to benefit sport | 1. Number of consultations completed 2. Number of national group memberships | 6 monthly interval |
| | Compile a database/library of consultation responses | Improved structure to better inform future work | 3. Creation and utilisation of a system | Ongoing, as detailed in operational plans |
| | Develop a process to co-ordinate our consultation responses with key partners | A stronger, more consistent response to consultations from the sport/voluntary sector | 4. Development and implementation of process | Ongoing, as detailed in operational plans |
| Influencing | Engage with political parties, MSPs and PPCs | Influence parties and MSP/PPC support | 1. Recognition as to the value of sport through discussion and/or campaigns | Ongoing to May 2011 |
| | Engage with new Scottish Government | Ensure Government and relevant civil servants are aware of the key issues in sport | 2. Qualitative feedback through discussion | Ongoing from May 2011 |
| | Engage with new Scottish Parliament | Ensure Parliament, relevant Committees and researchers are | 3. Qualitative feedback through discussion | Ongoing from May 2011 |

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| | | aware of the key issues in sport | | |
| | Continue to review and identify the key generic issues for member SGBs | To inform external agencies of key issues for sport | 4. Qualitative feedback through discussion | 6 monthly intervals |
| | Continue to make and strengthen the 'case for sport' and through a co-ordinated approach with key partners | A stronger, more consistent voice as to the importance of the sport/voluntary sector | 5. Regular meetings to review and co-ordinate plans and messages | 6 monthly intervals |
| | We will explore with our Scottish Sports Alliance partners the potential need for and benefits from working to advocate the case for sport in relation to the Local Council Elections in 2012 | An agreed approach (if required) to advocating the case for sport in relation to the 2012 Local Council Elections in 2012 | 6. Agreement and support mechanisms agreed | 2011-2012 |
| SSA business & governance | Continue to increase efficiency and effectiveness | Delivery against operational plans and member satisfaction | 1. Member surveys 2. Board self-assessment | As required |
| | Continue as a pro-active member of the Scottish Sports Alliance | A stronger, more consistent voice of sport from our collective members | 3. Regular meetings and partnership work | Ongoing |
| | Increase our membership, especially targeting non-funded SGBs | Aim for the SSA's membership to represent all recognised SGBs | 4. Number of SGB members (taking into account male/female SGB mergers) | Annually |
| | Further develop SSA's website and communications | Enhanced communications and more up to date website | 5. Qualitative feedback through discussion | 6 monthly intervals |

Notes:

1. Strategic Plan outcomes will be both quantitative and qualitative.
2. There is a presumption that if quantitative measures that are statistical in nature are met then there is a *likelihood* that progress will be made towards outcomes.
3. Surveys will be utilised to assess member services and support.
4. Our aim is to increase our representation of member SGBs, not necessarily the number of SGBs (as part of this it is important to recognise that a number of male and female SGB mergers are being undertaken, hence the number of SGBs should not be used as a measure in itself as this may decrease due to these mergers without actually any change in the breadth of the SSA's representation).



Operational Plan 2011-2012 Update – March 2012

| Area | Action | Outcome | Assessment | Monitoring Timescale | Update |
|--|---|---|---|--------------------------------|---|
| Member Services and Support | Ongoing provision of member services and support | SSA services and support being valued by our members | 4. Service specific surveys | As required, minimum 6 monthly | Completed 5 specific surveys |
| | Undertake a review of services/support provided to SGBs by the SSA and sportscotland | Clarity as to services/support provided by SSA | 5. Provision of clear, defined & valued SSA services/support | March 2012 | Completed Training work prioritised, delivery plan approved |
| | Improved recording of which members access which benefits/services | To start to record who accesses which services to better monitor & improve SSA services | 6. Better recording as to access and utilisation of SSA services | March 2012 | Completed System operational |
| Representing SGBs & responding to consultations | Ongoing responses to consultations and continued representation of our members interests and issues | High quality responses which influence policies to benefit sport | 5. Number of consultations completed 6. Number of national group memberships | 6 monthly interval | Completed Over 4 consultations, over 20 national groups |
| | Develop a process to co-ordinate our consultation responses with key partners | A stronger, more consistent response to consultations from the sport/voluntary sector | 7. Development and implementation of process | March 2012 | Completed Process operational, guidelines approved |
| Influencing | Engage with political parties, MSPs and PPCs | Influence parties and MSP/PPC support | 7. Recognition as to the value of sport | Ongoing to May 2011 | Completed VoteForSport: 100% |

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| | | | through discussion and/or campaigns | | MSP sign up, 437 candidates |
| | Engage with new Scottish Government | Ensure Government and relevant civil servants are aware of the key issues in sport | 8. Qualitative feedback through discussion | Ongoing from May 2011 | Completed COO meetings with Minister re-established |
| | Engage with new Scottish Parliament | Ensure Parliament, relevant Committees and researchers are aware of the key issues in sport | 9. Qualitative feedback through discussion | Ongoing from May 2011 | Completed Elected joint-secretariat to the Cross Party Group on Sport |
| | Continue to review and identify the key generic issues for member SGBs | To inform external agencies of key issues for sport | 10. Qualitative feedback through discussion | 6 monthly intervals | Completed Member focus groups held |
| | We will explore with our Scottish Sports Alliance partners the potential need for and benefits from working to advocate the case for sport in relation to the Local Council Elections in 2012 | An agreed approach (if required) to advocating the case for sport in relation to the 2012 Local Council Elections in 2012 | 11. Agreement and support mechanisms agreed | May 2012 | Completed Councillor leaflets compiled and distributed |
| SSA business & governance | Continue to increase efficiency and effectiveness | Delivery against operational plans and member satisfaction | 6. Member surveys 7. Board self-assessment | As required | Completed Member surveys undertaken |
| | Continue as a pro-active member of the Scottish Sports Alliance | A stronger, more consistent voice of sport from our collective members | 8. Regular meetings and partnership work | Ongoing | Completed Regular meetings and dialogue |
| | Propose new membership category to our AGM | Increase our membership, especially targeting non-funded SGBs | 9. Greater than 54 SGBs (taking into account male/female SGB mergers) | AGM in September 2011, then annually | Completed New category approved and introduced |