



Photography courtesy of Central Scotland RDA

REPRESENTING  
AND SUPPORTING  
SCOTTISH GOVERNING  
BODIES OF SPORT

Badminton Scotland  
Basketball Scotland  
Bowls Scotland  
Boxing Scotland  
Camanachd Association  
Cricket Scotland  
Horse Scotland  
Judo Scotland  
Lacrosse Scotland  
Mountaineering Council of Scotland  
Netball Scotland  
Rambblers (Scotland)  
Royal Caledonian Curling Club  
Royal Yachting Association (Scotland)  
Scotland Rugby League  
Scottish Aeromodellers Association  
Scottish Anglers National Association  
Scottish Archery Association  
Scottish Athletics  
Scottish Auto Cycle Union  
Scottish Canoe Association  
Scottish Croquet Association  
Scottish Cycling Union  
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 Ladies' Golfing Association  
Scottish Modern Pentathlon Association  
Scottish Official Board of Highland Dancing  
Scottish Orienteering Association  
Scottish Pool Association  
Scottish Rowing  
Scottish Rugby Union  
Scottish Sub Aqua 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  
Association of British Riding Schools (Scotland)  
British Horse Society  
British Universities and Colleges Sport  
Commonwealth Games Scotland  
Fields in Trust (Scotland)  
Ladies Golf Union  
Parkour UK  
RSAC Motorsport  
Safeguarding in Sport  
Scottish Association of Local Sports Councils  
Scottish Federation of Baton Twirling  
Scottish Police Recreation Association  
Scottish Schoolsport Federation  
Scottish Student Sport  
Scottish Touch Association  
Scottish Youth Football Association

## Notes from the Chairman Lee Cousins

Following the compilation of our Strategic Framework in the previous year we have started the journey of providing the enhanced service to members which they asked of us. You will see from this Review that this has led to the introduction of the concept of shared services amongst and between our members. The Shared Administration Service and SSA Collaborative Pension Scheme noted below are two excellent examples of this concept. The SSA Board and staff will be consulting with members on how this concept can be expanded for their benefit.



This growth, however, was not at the expense of continuing to provide our members with collective and bespoke support and a strong co-ordinated voice through consultation, representation and advocacy. Meetings, discussions and seeking solutions with such diverse bodies as Forestry Commission Scotland, Police Scotland, Highland Council, Scottish Association for Mental Health, the BBC and Safeguarding in Sport are illustrations of this work; alongside the always on-going interaction with Scottish Government Ministers, their departmental civil servants and Parliamentary Committees and MSPs. The areas of sport and society, that our members expect us to engage with on their behalf, is ever widening and to this end we enlarged our Board adding expertise in Health and Well-Being.

We remained committed to maintaining our close connection with our members through groups, forums and consultations; with this connection being carefully monitored through our Membership Satisfaction Survey. The Board was delighted to note that overall satisfaction rose compared to the rating for last year; but it spent considerable time analysing and reacting to the comments, both critical and complimentary.

The strength and direction of our Framework comes from the efforts of our members and partners as does its delivery and, on behalf of the Board, I would like to thank all of these for their support and energy in helping Scottish Governing Bodies deliver on their ambitions and contribution to the world class system for Scottish sport. Our partnership with **sportscotland** towards this aim was further developed and appreciated by the Board. Personally, and behalf of all of our members, I record our appreciation to the members of the Board for their wisdom and energy; and to the staff for their unflagging efforts and sheer professionalism.

We eagerly look forward to the coming years as we expand the Shared Administration Service, seek to further provide other shared services, and broaden the Learning and Development Programme alongside the other services which meet our member's needs. In a time when resources to Scottish sport might well be constrained, we aim to play our unique, and potentially ever more important part in allowing our members to thrive, by driving towards becoming a natural centre for our members to seek empowerment and support.

A handwritten signature in black ink that reads "Lee Cousins". Below the signature is a long, horizontal, slightly wavy line.



# Our members

## Full members:

Badminton Scotland  
Basketball Scotland  
Bowls Scotland  
Boxing 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)  
Scotland Rugby League  
Scottish Aeromodellers Association  
Scottish Anglers National Association  
Scottish Archery Association  
Scottish Athletics  
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Scottish Volleyball Association  
Scottish Wrestling Association  
Snowsport Scotland  
Table Tennis Scotland  
Tennis Scotland  
Triathlon Scotland  
Waterski and Wakeboard Scotland  
Weightlifting Scotland

## Associate Members:

Association of British Riding Schools (Scotland)  
British Horse Society  
British Universities and Colleges Sport  
Commonwealth Games Scotland  
Fields in Trust (Scotland)  
Ladies Golf Union  
Parkour UK  
RSAC Motorsport  
Safeguarding in Sport  
Scottish Association of Local Sports Councils  
Scottish Federation of Baton Twirling  
Scottish Police Recreation Association  
Scottish Schoolsport Federation  
Scottish Student Sport  
Scottish Touch Association  
Scottish Youth Football Association

## Supporting

Member Services are a core function of the SSA. Our aim is to provide tailored, relevant and valued services - which support the diversity of our membership - to meet the current and future needs of our members. In 2014/15 we:

Launched a new range of benefits called 'Shared Services'. We launched our Shared Administration Service to help SGBs to develop their governance and to become more efficient and effective through the provision of quality and appropriate administrative support. Initially the Service provided support to 3 SGBs and the SSA, with the scope to support further SGBs as the Service evolves (further details on 'in focus').

The second Shared Service was the SSA's Collaborative Pension Scheme to provide support to our members prior to the regulation changes initiated by Auto-Enrolment. 36 of our members signed up to this Scheme, providing significant financial savings and minimising hassle for our members (further details on 'the differences we made').

Further enhanced the SGB Learning and Development Programme (run in partnership with **sportscotland**) based on annual member feedback and ongoing members' needs analysis; facilitating 424 attendees - supporting 47 SGBs on 55 organised workshops. More than 90% of our members accessed the Programme with the range of courses including pensions auto-enrolment, equality training, project management, data protection, Twitter masterclass and stress management, to name a few.

## Representing

We are entrusted to represent our Members' views at various forums, aiming to ensure that the interests of Governing Bodies are always championed. In 2014/15 we:

Represented the interests of our members on over 22 national groups or forums.

Responded to 8 national-level consultations, including: Department for Culture Media and Sport's (DCMS) Call for Evidence on The National Lottery and their Triennial Review of UK Sport and Sport England, The Smith Commission consultation on the devolution of further powers to the Scottish Parliament, Scottish Government consultations on Community Empowerment and Land Reform and a range of outdoor pursuits-related consultations.

## Influencing

The SSA works, with others, to place sport on the political agenda. Beyond the landmark year of 2014, maintaining this profile for sport is vital. In 2014/15 we:

Compiled the Manifesto for Scottish Sport (in partnership with our Scottish Sports Alliance partners). The Manifesto outlines our members' priorities and ambitions for sport in Scotland: Partnerships, P.E., Places, People and Performance. It also makes the case for sport, highlighting the significant benefits of sport/being active to individuals and to society. The document also emphasises the importance of sports clubs and the additional benefits they bring to our society and is supported by a suite of resources demonstrating the wide-reaching impact of sport; our #whysportmatters resources which are available on our website.

Gave both written and verbal evidence to the Scottish Parliament's Health and Sport Committee in relation to their consideration of Community Sport/Commonwealth Games Legacy.

Continued to support the Cross Party Group (CPG) on Sport in the Parliament as the joint-Secretariat in partnership with the offices of its Co-Convenors: Alison Johnstone MSP and Liz Smith MSP. Amongst other guests, the Group welcomed Fiona Hyslop MSP, Cabinet Secretary for Culture, Europe and External Affairs to a popular meeting focussing on 'Sport and the Media'.

## The differences we made

Our Supporting, Representing and Influencing work is motivated by two central aims: to support SGBs and to help sport make a difference. Here are a few achievements from 2014/15:

### Shared Services: SSA Collaborative Pension Scheme

To support the regulatory requirements for our members from Auto-Enrolment, we launched the SSA Collaborative Pension Scheme. 36 of our members opted into this Scheme which provided a number of benefits for those members:

- Economies of scale in terms of set-up costs and annual/ongoing charges
- Greater scale of offer to attract a quality and reputable broker and provider
- A larger package of pensions to entice a more attractive overall benefits package
- Expert support to minimise hassle for SGBs
- Confirmed access to the Scheme regardless of staging date.

The financial savings for our members have been significant:

- Set-up cost savings of up to: £105,000
- Annual savings of up to: £13,000.

### Public Entertainment Licensing

Concerns were raised by a number of our Outdoor Pursuits Group members following a consultation from Highland Council regarding a review of their Public Entertainment Licencing. The Council launched a consultation to look into the potential additional licencing of certain activities. Our members raised significant concerns regarding the consultation, including the potential financial and bureaucratic impact on SGB's member clubs and activities.

The SSA raised awareness of these concerns with a wide range of partners and sought support from MSPs local to the area to seek clarification and engagement with our members. The SSA provided a number of updates to representatives from the Council, highlighting the concerns of our members and outlining existing licencing in this field. Following this our Outdoor Pursuits Group held a very productive meeting with colleagues from Highland Council who confirmed:

- If activities are already sufficiently regulated then they won't have to be licenced again
- The Council has no desire for duplication
- There is no intention to licence voluntary clubs as this goes against the Council's aims in a number of other areas.

To date we understand that, following this work, licencing in this field will remain within existing Adventure Activities Licencing arrangements only; ie without further financial or bureaucratic burden for SGBs or their member clubs.

## The future

Members' needs and aims will continue to be at the core of what we do.

Looking towards 2015-16 presents a range of new opportunities. We are looking to further expand opportunities for Shared Services amongst our members, both building on the success of the Collaborative Pension Scheme as well as expanding the scope of the Shared Administration Service to support more of our members.

We look forward to representing our members on the new National Strategic Group, chaired by the Cabinet Secretary for Health, Wellbeing and Sport, Shona Robison MSP. Further consultations are also anticipated and, as ever, we will work hard to represent the views of our members in a constructive, consensual and progressive way.

The value of the SSA comes from our members driving what we do and who we are. As such, we will continue to strive to provide ever-further support to our members.



## In focus...Shared Administration Service

In consultation with our members, they confirmed that the potential for the sharing of services was a desired future direction of travel for the SSA to provide further benefits to members. In working with members, the first opportunity was identified as the Shared Administration Service (SAS), with the following vision:

*The vision for the Shared Administration Service is around releasing the time and capacity of staff members/Board members/volunteers, as well as supporting the development of the SGB, through the provision of quality and appropriate administrative support – i.e. this is about helping SGBs to develop their governance and to become more efficient and effective.*

We launched the SAS in June 2014 with the appointment of the Executive Administrator. Through phase 1 the SAS provided quality administration support to 3 SGBs (and the SSA itself), with positive feedback from all SGBs.

*"The provision of the admin service from SSA has been invaluable to Snowsport Scotland. This service has become an integral part of our staff team, and we are fully committed to it."*

*"Being a small SGB we find the SSA shared admin resource a huge boost to our capabilities. It allows us to fill in gaps and really increase our delivery with a high quality person."*

We are working towards phase 2 with the inclusion of at least 1 further SGB and the recruitment of an Administrative Assistant. The success of this first venture into shared services provided a proof of concept to endorse the development of the second shared services opportunity: the SSA Collaborative Pension Scheme (see above).

## In focus...Manifesto for Scottish Sport

As part of the Scottish Sports Alliance (Scottish Student Sport and the Scottish Association of Local Sports Councils) we consulted with our members about the forthcoming Scottish elections. Following this we compiled the Alliance's 'Manifesto for Scottish Sport' – outlining our members' priorities and ambitions for sport in Scotland; what they would ask the next Scottish Government and Scottish Parliament to do to make a difference to Scottish sport, as we work together towards a world class sporting system for Scotland.

Our members raised 5 entitlements:

- Partnerships: for everyone to realise the benefits of sport/being active
- PE and School Sport: for every child to be equipped with the skills to be active for life
- Places: for everyone to easily access local, inclusive and quality sporting places
- People: for everyone to be supported as a volunteer
- Performance: for all talented individuals to achieve their sporting potential through the sporting system.

The Manifesto is supported by a set of resources as to the benefits of participation in sport/being active, called #whysportmatters. Both the Manifesto and the #whysportmatters resources are available on our website.

## In focus...Membership Satisfaction

As a membership-based organisation, membership satisfaction is one of the SSA's Strategic Key Performance Indicators, as outlined in our Strategic Framework 2014-2020, informed by our members. Following our initial survey, completed as part of our member consultation to inform the SSA's Strategic Framework, annual surveys will be undertaken. The surveys provide quantitative figures to support ongoing annual monitoring, as well as providing invaluable qualitative feedback from our members as to the services we offer, the support they receive and ideas as to how things could be improved and what other support they would like to receive from the SSA.

Between 2013/14 and 2014/15 overall membership satisfaction (measured out of 5) increased from 4.0 to 4.2.

- "Constantly impressed by the level of thought, understanding and enthusiasm of the individuals who deal with our sport"
- "Invaluable; we could not do without them"
- "A really supportive service provided by high calibre staff".

## SSA governance

### Money

In the year ended 31 March 2015 we received £124,969 and we spent £121,832.

We received £72,000 investment funding from sportscotland and £52,917 from membership subscriptions, income from shared services, patronages from Traveleads and Perkins Slade, and other sources.

We are extremely grateful to our members and partners for all their support.

For full copies of our accounts please visit our website: [www.thessa.org.uk](http://www.thessa.org.uk).

### Board members

Kim Atkinson, Lee Cousins (Chairperson), Sharon Drysdale, Scott Hastings, Ken Hughes (Vice Chairperson), Mark Kernaghan, Andy Murray, Stuart Younie and Hayley Wotherspoon.

We are grateful to all our Board Members for giving so much time to the SSA and sharing their expertise with staff and members. Their support to the work of the full-time staff is invaluable.

### Staff members

Kim Atkinson  
Catherine Ronald  
Marcin Zdrojewski

Chief Executive Officer  
Policy and Communications Officer  
Executive Administrator (from June 2014)

### Notes of thanks

The SSA is very grateful to those SGBs and their staff who give their time and expertise to represent the SSA and our members on a wide range of groups, forums and subjects. Particular thanks this year is again due to Jane Campbell Morrison of Snowsport Scotland for her support on the ongoing Adventure Activities Licensing work and to Euan Lowe and colleagues at Scottish Gymnastics for their support and expertise in supporting the development of the SSA Collaborative Pension Scheme. We value our partnership with **sportscotland** and thank their various staff for their ongoing support, including our former Partnership Manager, Jacqui Stone, who has recently moved on to a different role.

The SSA also offers thanks to those organisations of which the SSA is in membership for their ongoing support and added value – SCVO (Scottish Council for Voluntary Organisations) and ACOSVO (Association of Chief Officers of Scottish Voluntary Organisations), and to our Scottish Sports Alliance partners: Scottish Student Sport and SALSC (Scottish Association of Local Sports Councils).

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.

## GET IN TOUCH...

Scottish Sports Association

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

**sportscotland**  
the national agency for sport

**Traveleads**  
professional travel management

**perkinslade**  
Intelligent Insurance

