



Operational Plan Outcomes 2015-2016; 18 months

PROVIDING A VOICE FOR OUR MEMBERS				
Providing 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	Priority Core/ Project	Purpose	Action/Task	Progress
Responding to consultations on behalf of our members, either as a collective or on behalf of a discrete group of relevant members	Core	To influence relevant policies, procedures and legislation under consultation for the benefit of our members	Support responses to relevant consultations responding on time and effectively	
Representing the interests of our members to a range of stakeholders and through a range of identified groups and forums	Core	To represent the interests of our members across a range of networks	Attending a range of meetings/forums, pressing our members' case, providing feedback and seeking opportunities for our members	
Advocacy on behalf of our members, as a recognised strategic partner within sport, to proactively influence on behalf of our members	Core	To proactively shape the current and future environments within which our members operate	Representing the interests of our members at every opportunity	
	Core	Continue to make and strengthen the case for sport, through a co-ordinated approach with key partners where appropriate	Advocacy and relationship building with a range of relevant partners, including support for the Scottish Sports Alliance	
	Project	<i>Raising awareness as to the current and future priorities, opportunities and</i>	<i>Support the secretariat to the Cross Party Group on Sport in the Scottish</i>	

		<i>challenges facing the environments within which our members, and their members, operate</i>	<i>Parliament</i>	
	Project	<i>Provide a co-ordinated and strong message as to the priorities for sport and the case for sport for parties prior to the 2016 Scottish elections</i>	<i>Promote 'manifesto', work with political parties and devise and implement a strategy for the 2016 Scottish elections in partnership with the Alliance</i>	
	Project - Y2		<i>Devise a strategy for the 2017 local council elections in partnership with the Alliance</i>	

PROVIDING VALUED SUPPORT TO OUR MEMBERS

Providing tailored, relevant and valued services, which support the diversity of our membership to meet the specific current and future needs of our members

Objective	Priority	Purpose	Action/Task	Progress
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	Core	Ensure our members are up to date with relevant developments	Provision of relevant updates and bulletins to SGBs in relation to legislation, governance and sharing of best practice	
	Project	<i>Provide opportunities for training and continuing professional development of our members and their staff, board members and key volunteers</i>	<i>Supporting the delivery of the SGB Learning and Development Programme in partnership with sportscotland</i>	
	Project - Y2		<i>Expediting the Learning and Development Programme</i>	
	Project	<i>Add value and insight to the SGB Leadership Programme, in partnership with sportscotland</i>	<i>Support the SGB Leadership Programme</i>	
	H Project	<i>Support the governance and development of smaller SGBs</i>	<i>Provision and development of the Shared Administration Service</i>	
	H Project	<i>Support SGBs in delivering requirements for pensions auto-enrolment</i>	<i>Provision and development of a collective SGB pensions scheme</i>	
	L Project	<i>Supporting SGBs engagement with a multi-sport web channel</i>	<i>Test for proof of concept</i>	

	Project - Y2	<i>Provide the potential for increased efficiencies within SGBs through collective opportunities</i>	<i>Provision of increased shared services/economies of scale/shared procurement for SGBs</i>	
Bespoke Support We will continue to provide specific support to individual members	Core	Providing support to our members through the collective knowledge of our wider membership	1. Provision of a member request service allowing SGBs to ask questions of our other members, or to identified members or Groups/Forums 2. To review scope of service with sportscotland and consider areas of duplication	
	Core	To provide support to our members in relation to the opportunities and challenges facing them	Support SGB questions/queries or support requests	
	Project	<i>Utilising the expertise of our members to support specific member requirements for independent support</i>	<i>Provision of support to identify independent experienced individuals from throughout our membership where an SGB requires such support for a meeting, panel or committee</i>	
	Project	<i>Support and develop SGB discipline processes</i>	<i>Map a desirable pathway of procedures and resources throughout SGB systems</i>	
	Project	<i>Supporting our members to advertise Board vacancies to an identified network of skill-based and independent individuals</i>	<i>Support for SGB Board/Committee member recruitment through On Board for Sport</i>	

<p>Services Which Learn From or Combine Members' Strengths</p> <p>We will work with our members to provide a range of specific networking forums/groups to support SGBs and their teams</p>	<p>Core</p>	<p>Leaders within our membership are connected allowing them to have a broader view of the interests of their peers, share learning amongst their peers and to excel in individual roles</p>	<p>Working with our members to provide a range of specific networking forums/groups to support SGBs and their teams; COO Group, Chairs'/Presidents' Forum, Outdoor Pursuits Group and Operational Managers Group</p> <p>Investigate with our members the desire for more networking forums to further connect and support our members</p> <p>Working with our members to support project/topic specific working groups as required</p>	
--	--------------------	--	--	--

SSA BUSINESS AND GOVERNANCE

Being an organisation which optimises efficiency and effectiveness, while being fit for purpose, to ensure the optimal expenditure of our resources on supporting our members

Aim	Priority	Heading	Action/Task	Progress
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	Core	Strategy, leadership and accountability	Regular Board monitoring of performance and priorities	
	Core		Regular Board monitoring of financial performance and accountability	
	Core		Regular Board monitoring of risk through Risk Register	
	Core	Staffing and resourcing	Regular Board monitoring priorities, efficiency and effectiveness	
	Core	Fitness for purpose	SSA continues to be declared fit-for-purpose by external governance audit, internal review mechanisms and self-assessment	
	Core	Communications	Development of the SSA's communication mechanisms, including via the website and social media	
	Project		<i>Implementation of a Communications Strategy</i>	
	Core	Monitoring and evaluation	Regular Board monitoring of outcomes, operational indicators and KPIs	
	Core		Presentation of progress at AGM	

KPI and OPERATIONAL INDICATOR/TARGET ASSESSMENT FRAMEWORK

Area of Work	KPI Assessment	Timeframe of Reporting	Progress
Membership Retention	Maintain membership of at least 90% of sportscotland funded SGBs	By March 2016	
Member Satisfaction Survey	Maintain membership satisfaction level within 10% of the established baseline figure	By March 2016	
Shared Services for SGBs	Further development of Shared Services for SGBs	By March 2016	
	Number of SGBs in membership of the Collaborative Pension	By October 2015	

Area of Work	Operational Indicator/Target Assessment	Timeframe of Reporting	Progress
Number of consultation responses provided	Number of submissions made	March 2016	
Number of meetings/forums where the views of the SSA's members is represented	Number of distinct meetings/forums	March 2016	
Implementation of elections strategy for the 2016 elections	Development of a manifesto on behalf of our members	October 2015	
Supporting the delivery of the SGB Learning and Development Programme in partnership with sportscotland	Number of individuals attending and number of courses	March 2016	
Number of member requests responded to	Number of requests	March 2016	
Number of SGBs supported through the provision of shared services	Number of SGBs	March 2016	
Number of SGBs in membership of the Collaborative Pension Scheme	Number of SGBs and estimated savings/added value	March 2016	
Number of networking forums supported	Number of forums	March 2016	

Notes:

1. Operational 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).
5. The priority column designates a target to be either a core function or a project and within a timeline of this plan – eg Y2 = year 2 of the plan and any priority placed upon projects by the SSA Board (H = high, M = medium, L =low).
6. KPIs identified in bold above are those against which **sportscotland's** investment will be measured.