



## Operational Plan Outcomes 2014-2015; 18 months

<b>PROVIDING A VOICE FOR OUR MEMBERS</b>				
<b>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</b>				
<b>Objective</b>	<b>Priority Core/ Project</b>	<b>Purpose</b>	<b>Action/Task</b>	<b>Progress</b>
Responding to <b>consultations</b> on behalf of our members, either as a collective or on behalf of a discrete group of relevant members	<b>Core</b>	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	
<b>Representing</b> the interests of our members to a range of stakeholders and through a range of identified groups and forums	<b>Core</b>	To represent the interests of our members across a range of networks	Attending a range of meetings/forums, pressing our members' case and providing feedback	
<b>Advocacy</b> on behalf of our members, as a recognised strategic partner within sport, to proactively influence on behalf of our members	<b>Core</b>	To proactively shape the current and future environments within which our members operate	Advocating on behalf of our members at every opportunity	
	<b>Core</b>	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 our support for the Scottish Sports Alliance	
	<b>Project</b>	Raising awareness as to the current and future priorities, opportunities and	Support the secretariat to the Cross Party Group on Sport in the Scottish	

		challenges facing the environments within which our members, and their members, operate	Parliament	
	<b>Project - Y2</b>	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	Revise ' <i>Scotland's Sporting Chance: a manifesto for sport in Scotland</i> ' and compile a strategy for the 2016 Scottish elections	

## 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
<b>Collective Support</b>  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	<b>Core</b>	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	
	<b>Project</b>	Provide opportunities for training and continuing professional development of our members and their staff, board members and key volunteers	Supporting the delivery of the SGB Learning and Development Programme in partnership with <b>sportscotland</b>	
	<b>Project - Y2</b>		Delivering the Learning and Development Programme	
	<b>H Project</b>	Support the governance and development of smaller SGBs	Provision of Shared Administration Service for three SGBs in the first phase	
	<b>Project - Y2</b>	Provide the potential for increased efficiencies within SGBs through collective opportunities	Provision of increased shared services/economies of scale/shared procurement for SGBs	
<b>Bespoke Support</b>  We will continue to provide specific support to individual members	<b>Core</b>	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 <b>sportscotland</b> and consider areas of duplication.	
		To provide support to our members in	Support SGB questions/queries or	

	<b>Core</b>	relation to the opportunities and challenges facing them	support requests	
	<b>Project</b>	Utilising the expertise of our members to support specific member requirements for independent support	Provision of support to identify independent experienced individuals from throughout our membership where an SGB requires such support for a meeting, panel or committee	
	<b>Project</b>	Supporting our members to advertise Board vacancies to an identified network of skill-based and independent individuals	Support for SGB Board/Committee member recruitment through On Board for Sport	
<p><b>Services Which Learn From or Combine Members' Strengths</b></p> <p>We will work with our members to provide a range of specific networking forums/groups to support SGBs and their teams</p>	<b>Core</b>	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>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>	

## 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
<b>SSA Business and Governance</b>  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	<b>Core</b>	Strategy, leadership and accountability	Regular Board monitoring of performance and priorities	
	<b>Core</b>		Regular Board monitoring of financial performance and accountability	
	<b>Core</b>		Regular Board monitoring of risk through Risk Register	
	<b>Project</b>		Compile an engagement plan for working with <b>sportscotland</b>	
	<b>Core</b>	Staffing and resourcing	Regular Board monitoring priorities, efficiency and effectiveness	
	<b>Core</b>	Fitness for purpose	SSA continues to be declared fit-for-purpose by external governance audit and internal review mechanisms	
	<b>Core</b>	Communications	Development of the SSA's communication mechanisms, including via the website and social media	
	<b>Project</b>		Compilation of a Communications Strategy	
	<b>Core</b>	Monitoring and evaluation	Regular Board monitoring of outcomes, operational indicators and KPIs	
<b>Core</b>		Presentation of progress at AGM		

## KPI and OPERATIONAL INDICATOR/TARGET ASSESSMENT FRAMEWORK

Area of Work	KPI Assessment	Timeframe of Reporting	Progress
Membership Retention	<b>Maintain membership of at least 90% of sportscotland funded SGBs</b>	By March 2015	
Member Satisfaction Survey	<b>Maintain membership satisfaction level within 10% of the established baseline figure</b>	By March 2015	
Shared Administration Service for SGBs	<b>Phase two implementation for the development of the Shared Administration Service for</b>	By March 2015	

	<b>SGBs</b>		
<b>Area of Work</b>	<b>Operational Indicator/Target Assessment</b>	<b>Timeframe of Reporting</b>	<b>Progress</b>
Number of consultation responses provided	Number of submissions made	March 2015	
Number of meetings/forums where the views of the SSA's members is represented	Number of distinct meetings/forums	March 2015	
Revise "Scotland's Sporting Chance" and develop a strategy for the 2016 elections	Strategy compiled for the 2016 elections	October 2015	
Support the delivery of a programme of training for SGBs	Delivery of Learning and Development Programme	March 2015	
Update of training opportunities provided	Number of individuals attending and number of courses	March 2015	
Number of member requests responded to	Number of requests	March 2015	
Number of SGBs supported through the provision of shared services	Number of SGBs	March 2015	
Number of networking forums supported	Number of forums	March 2015	

**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.
6. KPIs identified in bold above are those against which **sportscotland's** investment will be measured.