



Operational Plan 2012-2013

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.

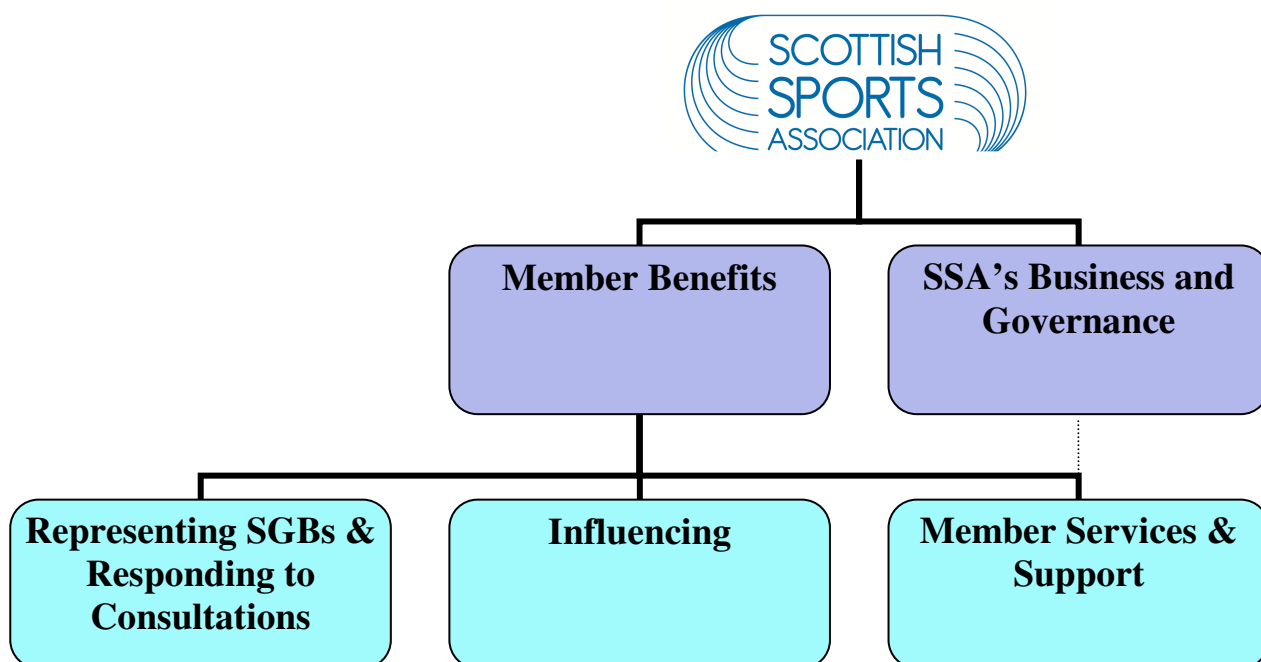
Our mission

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 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 2011-2012

- 1) The SSA will continue to provide a range of benefits to our members.
- 2) We will progress the next step in a review, in partnership with **sportscotland**, of the benefits that we provide and those which are provided by **sportscotland**, and potentially other key sporting partners, to eliminate any duplication of effort. The review will also look at the sharing of best practice, governing body forums and the provision of further benefits for some of our smaller members and non-members.
- 3) In partnership with **sportscotland**, we will compile and facilitate the delivery of a calendar of training opportunities for SGBs.
- 4) We will improve our analysis of which members access which services, along with feedback relating to these services, to allow us to better monitor and improve member services.
- 5) We will consult with our members as to the potential need for the introduction of a further SGB networking group.

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 continue to work with our key partners to better co-ordinate our response to consultations to ensure a consistency, and therefore strength, of message wherever possible and appropriate.

3) We will continue to provide the joint-secretariat to the Cross Party Group on Sport in the Scottish Parliament to provide an opportunity for MSPs, and other strategic partners, to engage with key sporting agendas.

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) With our Scottish Sports Alliance partners we will work to advocate the case for sport in relation to the Local Council Elections in 2012.
- 5) We will explore with our Scottish Sports Alliance partners the potential to work to advocate the case for sport following the Local Council Elections.

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 aim to improve communications with **sportscotland** non-funded SGBs/SSA non-members, including in relation to SSA membership services and benefits and by incorporating an analysis of their needs into the membership benefits and services review.
- 4) We will continue to 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:

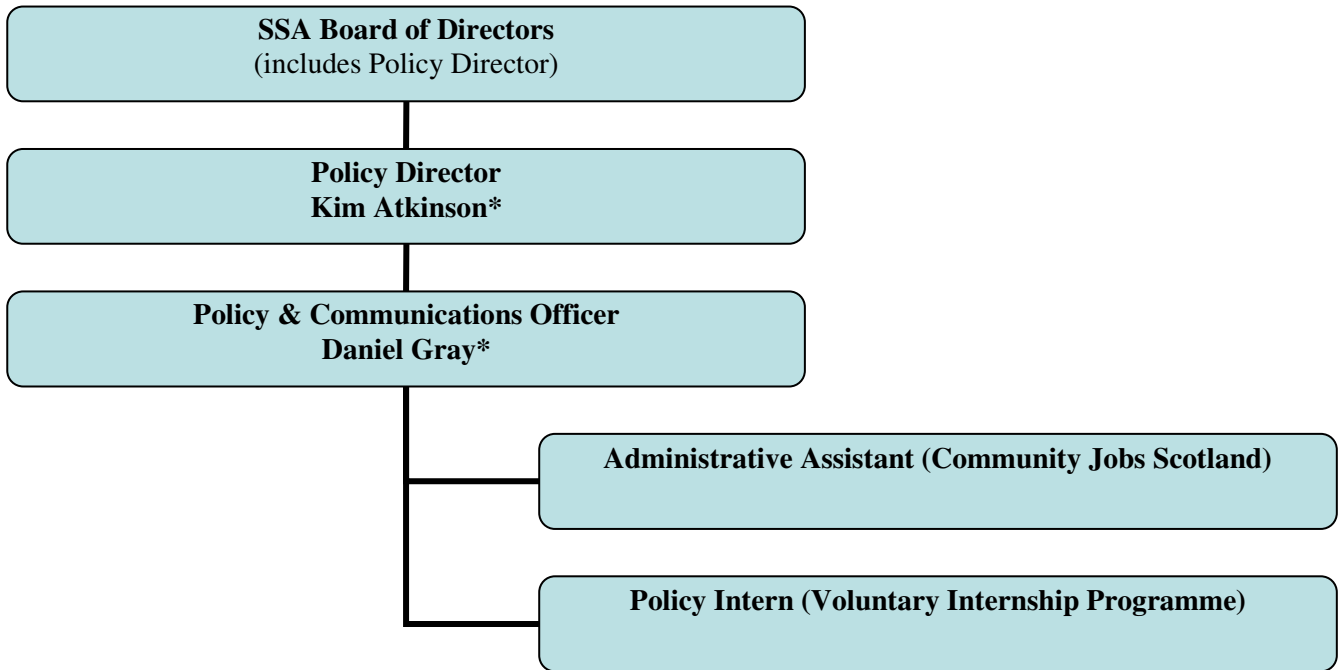
- an (annual) member survey, which permits long-term tracking
- subject specific surveys in relation to services provided or work undertaken by the SSA.

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.

Together, the Strategic Plan 2011-2014 and this Operational Plan, determine the strategic direction, core business and operating priorities of the SSA. This Operational Plans supports the Strategic Plan by outlining key activities, resources and monitoring for 2012-2013. 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 – Organisational Diagram 2012-2013 (* denotes permanent staff)



Appendix 2 - Operational Plan 2012-2013 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 2. Maintain membership of at least 90% of sportscotland funded SGBs	Surveys minimum 6 monthly; membership March 2013
	In partnership with sportscotland , jointly compile a calendar of training opportunities for members and facilitate their delivery	Members accessing valued training to support Board members, staff and volunteers	3. Uptake of and feedback from training opportunities	As required, minimum 6 monthly
	Next step review of services/support provided to SGBs, building on training review/support from 2011/12	Clarity as to services/support provided by SSA	4. Provision of clear & valued SSA services/support	March 2013
	Improved analysis of which members access which benefits/services	Better monitoring and assessment to improve SSA services	5. Ongoing improvement of SSA services as reflected in specific surveys	March 2013
	Investigate the potential need for a further SGB working group	Provision of further support and networking for SGB specific staff	6. Analysis of feedback as to SGB needs	As required
Representing SGBs & responding to consultations	Continued representation of our members' interests and issues	High quality responses which influence policies to benefit sport	1. Number of national group memberships	6 monthly interval
	Continue to provide joint secretariat to the Cross Party Group on Sport	Members engaged with key agendas as well as MSPs and other strategic sporting partners	2. Positive feedback received from meetings 3. Gather meeting attendance figures	As required, minimum annually
	Ongoing responses to consultations	High quality responses which influence policies to benefit sport	4. Number of consultations completed	6 monthly interval
	Compile a database/library of consultation responses	Improved structure to better inform future work	5. Creation and utilisation of a system	Ongoing, as detailed in operational plans
Influencing	Continue engagement with the Scottish Government	Ensure Government and relevant civil servants are aware of the key issues in sport for SGBs	1. Qualitative feedback through discussion	Ongoing

	Continue engagement with the Scottish Parliament	Ensure Parliament, relevant Committees and researchers are aware of the key issues in sport for SGBs	2. Qualitative feedback through discussion	Ongoing
	Continue to review and identify the key generic issues for member SGBs	To inform external agencies of key issues for sport for SGBs	3. Qualitative feedback through discussion	6 monthly intervals
	Continue to make and strengthen the 'case for sport', through a co-ordinated approach with key partners where appropriate	A stronger, more consistent voice as to the importance of the sport/voluntary sector	4. Regular meetings to review and co-ordinate plans and messages	6 monthly intervals
	With our Scottish Sports Alliance partners, we will work to advocate the case for sport in relation to the Local Council Elections in 2012	An agreed approach to advocating the case for sport in relation to the Local Council Elections in 2012	5. Recognition as to the value of sport through discussion and/or campaigns	May 2012
	We will explore with our Scottish Sports Alliance partners the potential to work to advocate the case for sport following the Local Council Elections	An agreed approach (if required) to advocating the case for sport following the Local Council Elections	6. Agreement and support mechanisms agreed	March 2013, as required
SSA business & governance	Continue to monitor performance and increase our efficiency and effectiveness	Delivery against operational plans and member satisfaction	1. Member surveys/other measures 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
	Communicate our membership and member services to non- sport scotland-funded SGBs	Long term aim for the SSA's membership to represent all recognised SGBs	4. Gather feedback on SSA's communications	March 2013
	Further develop the SSA's website and communications	Enhanced communications and more up to date website	5. Qualitative feedback through discussion	March 2013

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).