



LEAP Sports Scotland

Strategic Plan 2017-2022

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Executive Summary

About Us

LEAP Sports Scotland (LSS) is Scotland's LGBTI sports charity. LSS works for greater inclusion for lesbian, gay, bisexual, transgender and intersex (LGBTI) people in sport, and against discrimination based on sexual orientation or gender identity, in a sports context. It works to influence the policy and practice of sports agencies and bodies, and mainstream sports clubs. It delivers events, activities and projects to encourage more LGBTI people to try or get involved in sport. It works closely with new and existing LGBTI sports clubs and initiatives to help them develop, through training, advice and resources.

Our Vision

Sport and all the benefits it brings should be for everyone and we are dedicated to making Scotland a proud leader in the ongoing campaign to recognise and celebrate diversity in sport.

Our Mission

LEAP Sports Scotland (Leadership, Equality and Active Participation in Sports for LGBTI people in Scotland) works for greater inclusion for LGBTI people in sport and against homophobia, biphobia and transphobia in a sports context. We are committed to breaking down the structural, social and personal barriers which prevent lesbian, gay, bisexual, transgender and intersex (LGBTI) people across the country from accessing, participating and excelling in Scottish sports.

Our Organisational Objectives

1. Develop LGBTI sports organisations and their leaders across Scotland.
2. Promote equality and diversity through the inclusion of LGBTI people in mainstream sports.
3. Promote equality and diversity through influencing mainstream sports organisations
4. Improve the quality of life for LGBTI people in relation to sport
5. Advance LGBTI participation in sport

Our Goals 2017-2022

- More stakeholders doing more for LGBTI sports inclusion
- More and better opportunities for LGBTI sports engagement in Scotland
- An efficient and effective organisation of appropriate scale
- Financial viability for now and for the future
- Positioned as the 'go-to' organisation for LGBTI equality in sports in Scotland

All underpinned by partnerships that extend our reach, range and impact

Introduction

1.1 Background

LEAP Sports Scotland is an organisation committed to equal access and opportunity for lesbian gay bisexual transgender and intersex (LGBTI) people in sports and physical activity across Scotland.

We work with sports partners and mainstream sports organisations and groups to develop their policies and practices around sexual orientation and gender identity. We encourage and enable LGBTI people to overcome the barriers which block their access to sport, work towards the visibility and inclusion of LGBTI people in mainstream sports and to challenge discrimination on the grounds of sexual orientation and gender identity within sport. We act as a voice for LGBTI sports groups and are committed to both community and sports development. We also support groups and projects which use sport, activity and exercise to improve health outcomes for LGBTI people,

Our activities include delivering equalities training to sports governing bodies and sports groups, working with leisure trusts and providers to deliver their equality outcomes and develop their inclusion and equality strategies, and organising events and activities such as our National History Month Bowling Tournament, Festival Fortnight (2 week sports festival), Pride House Glasgow, and the Scottish Equality Run. One of our key strengths as an organisation is having a strong connection to our membership and therefore our community consultation.

We are also involved in multi-nation collaborative projects such as Pride House International and Pride Youth Games, contributing towards ensuring Scotland is a fairer country, and developing Scotland's growing position as a leader in International Equality.

1.1 Context

LEAP Sports is largely dependent on grant funding, which can create uncertainty for the organisation and its activities in the medium-to-long term, and limit its opportunities for growth. Consequently, it was felt necessary to develop a formal business strategy that considers its current position, and its goals and strategies for the next 5 years, particularly in relation to increasing its ratio of trading to grant income.

1.3 Methodology

LSS was supported by CEIS, via its Service Level Agreement with Glasgow City Council, to develop this strategic business plan. An element of this support included strategy development sessions with a working group of Board members, staff, volunteers and external stakeholders, with the purpose of:

- Establishing its current position in terms of internal and external operating environment
- Reviewing the vision and mission for the organisation
- Agreeing strategic goals for the next 5 years that contribute to this vision and mission
- Developing strategies and objectives for achieving these goals that recognise the organisation's current position

This document reports on the outputs from LSS strategy development work in terms of:

- a situation analysis of LSS key internal strengths and weaknesses, and the external opportunities and threats it faces (reported separately)
- the strategic direction for the organisation in terms of vision, mission and organisational objectives
- strategic goals for the next 5 years towards fulfilling this vision, mission and objectives
- organisational strategies for achieving these goals
- its approach to managing and implementing this strategic plan

1. Vision, Mission and Objectives

1.1 Vision

Sport and all the benefits it brings should be for everyone and we are dedicated to making Scotland a proud leader in the ongoing campaign to recognise and celebrate diversity in sport.

1.2 Mission

LEAP Sports Scotland (Leadership, Equality and Active Participation in Sports for LGBTI people in Scotland) works for greater inclusion for LGBTI people in sport and against homophobia, biphobia and transphobia in a sports context. We are committed to breaking down the structural, social and personal barriers which prevent lesbian, gay, bisexual, transgender and intersex (LGBTI) people across the country from accessing, participating and excelling in Scottish sports.

LEAP Sports Scotland has a packed programme of events, activities and projects to encourage more LGBTI people to try or get involved in sport. We also aim to work closely with new and existing LGBTI sports clubs to help them develop through training, advice and resources.

1.3 Objectives

We work with the sports sector, community groups and other stakeholders from all across Scotland to pursue our five key objectives:

1. To advance community development through supporting the development of LGBTI sports organisations and their leaders across Scotland.
2. To promote equality and diversity through challenging discrimination on the grounds of sexual orientation and gender identity within sport, and to work towards the visibility and inclusion of LGBTI people in mainstream sports.
3. To promote equality and diversity through influencing national agencies, governing bodies and leaders within mainstream sports, and to support them to implement policies of equality and inclusion.
4. To organise recreational activities which improve the quality of life for LGBTI people encouraging and enabling them to overcome the barriers which block their access to sport.
5. To further the advancement of public participation in sport by using the opportunities and legacy of sports events as an opportunity for LGBTI sports development and growth.

2. Strategic Goals and Strategies 2017-2022

In order to fulfil its vision, mission and objectives LEAP Sports Scotland has set 6 strategic goals to achieve in the next 5 years and identified various strategies for achieving these goals.

Capacity-building Services

Goal 1: To strengthen the capacity of organisations with a sports interest for enabling LGBTI sports inclusion.

LGBT sports inclusion requires a change in knowledge, skills and attitudes of non-LGBTI organisations with a sports interest, and LSS has a key role to play in effecting this change by using its expertise and experience to develop the capacity of these organisations.

Strategies

1.1 New product/ service development

- Involve typical target organisations in service research, design and development
- New product/ service areas: legal/ guidance/ practice matters; linked to SG priorities for LGBTI and sport; sports equality offering (tackling equality in sport across a number of minority groups)
- Influencing, policy, research, training, knowledge exchange

1.2 Product/ service marcom campaign (materials, events, business development activities) to LSS networks and prospect lists

These strategies will be supported by the following methodology and activity:

- a) Regularly undertake and maintain sector research
 - Monitor equality/ diversity policy, strategy, initiatives and impact at local, national and international level
 - Research and report regularly on issues and barriers by sport geography; collate geographic feedback
- b) Regularly undertake and maintain target market research
 - Develop a target market profile of organisations with a sports interest and research a prospect list (national/ local public sector bodies - departmental remit, HR departments, inhouse sports clubs; Leisure Trusts; commercial organisations with a sports interest in Scotland - gyms, sports facilities, sports good suppliers)

Community Development

Goal 2: To expand the number and quality of opportunities for LGBTI sports engagement across communities throughout Scotland.

LSS is unique in bringing about inclusion in sport with a community development approach. The barriers and issues for LGBTI sports participation are shared in cities, towns and rural areas across Scotland and so it is important to LSS that opportunities are not only created in Scotland's major cities.

Strategies:

2.1 Regularly undertake and maintain sector research

- Research, profile and promote LGBTI sports issues/ barriers by individual sport/ geography
- Profile LGBTI sports activity by sport and geography
- Identify 'cold-spot' geography and sports for LGBTI sports engagement
- Identify prospective keystone organisations with a sports interest in relation to individual sports and geography

2.2 Develop the LSS networks of LGBTI and non-LGBTI sports clubs across the country

2.3 Implement a marcom strategy for raising awareness of LGBTI sports issues/ barriers and promoting sports engagement opportunities

2.4 Continue to deliver a programme of annual events, national events and local events delivered nationally, and develop a presence at mainstream and outreach events e.g. Highland Games circuit

These strategies will be supported by the following methodology and activity:

- a) Work with sportscotland to target and engage Community Sports Hubs
- b) Develop a network of affiliated voluntary or community groups across the country
- c) Develop smaller engagement and participation activities and campaigns by geographic area or individual sport

Organisational Development

Goal 3: To recruit, develop and retain a workforce (staff, trainees, volunteers) of the necessary size and skills, supported by appropriate systems, processes and resources, to govern, manage and administer the organisation and deliver its services and programmes.

LSS has 'punched above its weight' for a number of years, delivering significant social and economic value for its funders while stretching the capacity of its workforce and infrastructure. This is not sustainable in the long-run, particularly if it wants to do 'more and better' but requires additional, budgeted resources and new ways of working.

Strategies

3.1 Reduce proportion of labour input to management and operations

- Increase the number of off-the shelf products/ services
- Deliver activities, events and services using regional forums
- Identify and acquire appropriate business systems and software
- Produce project plans and service specifications and manage project/ service delivery against these

3.2 Develop and grow the workforce

- Conduct a skills audit and training needs analysis, and produce a training plan
- Prioritise, fund and recruit to key support roles/ hours: policy/ practice research and dissemination; finance, marketing, research, administration
- Access training and voluntary programme to add resource at entry job level
- Target specific expertise/ experience in new Board recruits (e.g. sports SME, fundraising, corporate/ sports sponsorship)

These strategies will be supported by the following methodology and activity:

- a) Outsource non-core business functions: generic HR adviser to support change management for customer organisations
- b) Improve office space and consider co-location options
- c) Investigate how to protect LSS intellectual assets and property rights

Funding and Finance

Goal 4: To grow the value and proportion of unrestricted income to reinvest in developing organisational capacity and building adequate financial reserves.

The majority of LSS income is grant-funding focused on the direct delivery costs of its programme and services. Going forward it is important that these make a fair contribution to overhead costs and that other restricted income is generated to support organisational growth and development.

Strategies

- 4.1 Develop an income generation strategy comprising a balanced mix grant-funding, service contracts, commercial sponsorship, sales income and public/ corporate fundraising to meet operating costs and investment objectives.
- 4.2 Implement a commercial service development strategy
 - Focus on developing new services, activities and events that specifically generate unrestricted income
 - Clarify and market LSS' services and knowledge base for organisations to buy and use independently
- 4.3 Secure a fair contribution for LSS work
 - Implement a Full Cost Recovery methodology to costing and pricing funded projects, events and commercial services
 - Seek managing partner costs within partnership project budgets
 - Include a target profit margin in commercial products/ services

These strategies will be supported by the following methodology and activity:

- a) Organise paid-for public sports events
- b) Considering a paid-for membership model
- c) Develop and market a commercial sponsorship offering for organisations with a sports interest
 - Research and promote the LGBTI £ to the commercial sports market
 - Target commercial sports services/ goods organisations
 - Sell LSS positioning/ relationship/ networks to organisations with a sports interest
- d) Explore commercial social enterprise such as a sports facility, products or venue

Positioning

Goal 5: To be the leading advocate and service partner for LGBTI equality in sport in Scotland, and a significant contributor to LGBTI equality in the world.

LSS has a strong profile in the LGBTI community and with organisations with a sports interest in a niche LGBTI market. In order to achieve its goals it must maintain and use this profile and ensure this is reinforced by marketing communications and stakeholder experiences of the organisation.

Strategies

5.1 Champion and campaign for LGBTI inclusion in sport with stakeholder organisations

5.2 Implement a research-based brand positioning strategy

- Conduct research with LSS target audiences (LGBTI and non-LGBTI community, organisations with a sports interest, stakeholder organisations, workforce) into awareness, knowledge, perceptions and experiences of LSS and other sector providers
- Address any gaps between how LSS regards itself and how it is regarded by the LGBTI community, stakeholder organisations and by its workforce.
- Develop key messages (e.g. LGBTI sport expertise and experience as a specialist requirement; LSS exclusive focus on LGBTI sport; LSS track record in LGBTI sport; range and depth of LSS network and relationships)
- Undertake brand development marcom activities (PR, sponsorship, events)

5.3 Undertake Content Marketing: research, create and distribute valuable, relevant, and consistent content to attract and retain a clearly-defined audience (e.g. research papers, case studies, good practice guidance, law/ policy comment)

5.4 Measure, report and promote to the community and stakeholder organisation LSS's social impact

These strategies will be supported by the following methodology and activity:

- a) Promote LSS as Scotland's LGBTI Community Sports Hub
- b) Develop LGBTI Team Scotland as an LSS brand
- c) Plan and deliver large-scale sporting events at a national level

Partnership Working Principle

To contribute to and to enhance national and international networks of partner organisations and partnership projects focused on achieving LGBTI equality in sport.

LGBTI equality in sport is a shared goal. This is an issue that cuts across the interests of non-sports LGBTI organisations and non-LGBTI sports organisations alike that share a common goal of LGBTI and equality in sports. LSS recognises that working in partnership to share expertise, experience, resources and risk to achieving properly defined outcomes allows ‘the whole to be more than the sum of the parts’.

Partnership working flows through all 5 goals, and this will be supported by the following key activities across the lifetime of the plan:

- a) Define stakeholder and partnership list and a relationship map based upon
 - Local, national and international partners
 - LGBTI and non-LGBTI partners
 - Large scale and smaller scale partners
 - Sports delivery partners

- b) Regularly undertake and maintain sector research
 - Profile and gap analysis of potential partner organisations
 - Identify successful LSS partnerships and profile the characteristics of the partner organisation and the project
 - Identify and participate in non-sports LGBTI and non-LGBTI sports networks
 - Maintain LSS corporate CV

- c) Introduce formal mechanisms for managing partners and partnership projects
 - Assess partner contributions to partnership projects
 - Seek managing partner role from funders/ partners where appropriate
 - Develop and use templates for partnership agreements and partner project specifications
 - Identify and address partnership development needs
 - Undertake regular review and management reports/ meetings for partnership projects

Management and Implementation

3.1 Management

LSS will consider appropriate Key Performance Indicators (KPI) for its strategic goals and annual targets for these KPI in order to keep the Board informed of how LSS is performing and how it has performed over the period of this plan. Initial suggestions of relevant KPI are provided below. In finalising KPI it will consider the cost and practicalities of measuring performance against these indicators. LSS will consider incorporating its KPI and related performance matters into its agenda for its monthly Board meeting, for measurement and reporting by the Executive Director. This Strategic Plan will be reviewed annually and updated in 5 years.

<p>Community Development</p> <ul style="list-style-type: none"> • No. of LSS Network Clubs (LGBTI and non-LGBTI) • No. of LSS sports activities/ events • No. of LSS sports activities/ events participants • Participant Satisfaction • Awareness/ knowledge of issues, opportunities, activities/ events (sports clubs, LGBTI community, non-LGBTI community) 	<p>Organisational Development</p> <ul style="list-style-type: none"> • Workforce Satisfaction • Workforce capacity • Organisational Skills Gaps • Return on Labour • No. of products/ services in development
<p>Capacity-building Services</p> <ul style="list-style-type: none"> • £ sales LSS products/ services • Distance travelled by LSS-supported organisations • Customer Satisfaction • LGBTI sports impact of LSS-supported organisations • No. of LGBT Sports Charter accredited organisations 	<p>Funding and Finance</p> <ul style="list-style-type: none"> • £ unrestricted income • £ sports sponsorship income • % grant income • % product/ service profitability • £ unrestricted reserves
<p>Partnership Working</p> <ul style="list-style-type: none"> • No. LSS Network Partner Organisations • No. of partnership projects (developing/ delivering) • Partnership value to LSS (economic/ social) • Partner organisation satisfaction 	<p>Positioning</p> <ul style="list-style-type: none"> • LSS brand exposure • LSS product/ service awareness • LSS brand positioning (perceptions/ attitudes/ feelings re LSS amongst key stakeholders) • LSS Social Impact

3.2 Implementation

Guided by the Board's prioritisation of strategic goals and strategies for 2017-2022, the Executive Director and others will produce action plans for those strategies being pursued in the next 12 months; these plans to detail actions to be taken towards implementing the strategy, key milestones, information and resources required, costs, lead responsibility, and timescale for completion. Along with the day-to-day requirements for LSS management and operation, these action plans will inform workplans for its workforce and suppliers, to be managed through its Management and Supervision and Supplier Management processes. Implementation of the strategy will be financed from LSS reserves, grant funding and trading income. The annual budget available for this strategy will be a factor in prioritisation, timescales and target-setting.