



The Future of the ASSC

Strategic Plan 2023 - 2026

THE FUTURE OF THE ASSC

The ASSC stands at a crossroads in its development. The demands of change have had a major impact on our operation over the last three years and it is now time to re-evaluate and re-establish our vision, purpose and focus. To do so it is necessary to reaffirm some key principles and align them to the priorities of the people and communities we exist to serve.

The ASSC's activity will be guided by these principles which can be expressed as:

1. We are accountable. We hold our strategies up to the scrutiny of our members and stakeholders.
2. We are member services and benefit centred. We put member and stakeholder priorities first.
3. We are collaborative. We bring our diverse range of stakeholders together to help shape our strategies.
4. We are decisive. We make difficult choices and keep moving forward.
5. We are responsive and ever evolving. We seek ongoing input from our communities and continually hone our approach according to their feedback.
6. We are fair in our approach and actions to ensure member opportunities are inclusive with an equal spread across Scotland.
7. We are committed to the promotion of self-catering accommodation having a key role in sustainable tourism.

LEADERSHIP AND MANAGEMENT

The ASSC aims to create a work place with highly skilled staff, built on trust and respect which are pivotal in helping the organisation maintain its ability to be a productive, happy and healthy working environment.

The ASSC will ensure a working environment that offers fair and equal opportunities to allemployees and will continually strive as an organisation to do more to be equitable, diverse and inclusive.

The ASSC is recognised for its ability to lead by example and empower the self-catering community in Scotland. It is essential that the Leadership and Management team maintain the following skills to continue to develop, grow and support the team and members to their best ability and align with the ASSC strategic objectives:

- Ability to adapt and innovate
- Empathy
- Resilience
- Communication
- Collaboration
- Business Development
- Quick and decisive decision making
- Strategic thinking
- Ability to inspire and motivate a staff and membership community
- Delegation across networks

COMMITMENT TO MEMBER AND STAKEHOLDER ENGAGEMENT

The ASSC has an essential role within the Scottish Tourism Economy to not only represent the sector and its members but to commit and work alongside key stakeholders and the Scottish Government to ensure the self-catering sector in Scotland is understood as a sustainable, inclusive and responsible form of tourism accommodation that contributes £867 million per annum to the Scottish economy across rural, urban and island communities.

The organisation is the leader in its field and will always deliver to the highest standard through clear, robust communications showing integrity, with empathy and a deep knowledge and understanding of the sector it represents.

Evidence will be gathered and shared across all networks to influence government to inform policy and regulation and enable effective lobbying and representation of the membership.

Relationships with members and stakeholders will continually be maintained through ongoing commitment to represent and lead. Whilst it will also be essential to continually build new relationships across the UK and internationally to increase the effectiveness of the organisation and brand.

THE OVERARCHING STRATEGIC PLAN

The overarching Strategic Plan sets the ASSC's framework for progress and positive action.



THE ACTION PLAN

The ASSC Leadership is committed to using our members funding and resources wisely. This extends to ensuring that real and lasting benefits for members and other stakeholders are brought about to demonstrate the value of their investment and engagement with the ASSC.

The rolling annual Action Plan provides a framework for delivery-focused work, aligned with our strategic objectives, key workstreams (below) and related success measures.

All projects and activities in the annual Action Plan seek to deliver positive outcomes within the remit of the Strategic Plan. The focus on outcomes assists in ensuring that activity is on track and success can be measured in terms of benefits to members and wider stakeholders.

The Action Plan has a dedicated workstream for leadership, governance and management improvement that acknowledges the need for continuous development across all levels of the Association. This incorporates the constant requirement for progress to be made in order to make a real difference for our members.

WORKSTREAMS

The workstreams are a matrix of interlinked activity, including:

1. Member and stakeholder engagement.
2. Member Services development
3. Marketing and communications.
4. Financial management and control.
5. Income generation.
6. Data gathering and analysis
7. Advocacy, lobbying, influencing and representation nationally, locally and internationally.
8. Community engagement and partnership participation.
9. Development and promotion of inclusivity and environmental protection policy and action.
10. Leadership, governance and management development.
11. Quality assurance, monitoring and evaluation.

IMPLEMENTATION

- Review and determine ASSC resource including staff, budget and digital capacity that is required to implement the strategy.
- Develop an Action Plan with clear direction relating to the strategy core objectives including a timeline with milestones and deadlines to ensure progress is tracked and resource managed effectively.
- Monitoring and evaluation. Develop a process for monitoring progress against the activity plan, timeline and milestones to ensure the success and meet the objectives of the strategy.
- Develop and implement a marketing plan that targets the target audience and effectively develops and promotes EmbraceScotland, the ASSC to meet its key marketing objectives.
- Develop and implement a communication plan to keep members, partners and stakeholders informed of progress, challenges and successes of the organisation.
- Risk Management; Identify and mitigate potential risks associated with implementing the strategy, including a contingency plan for addressing unforeseen circumstances.
- Continuous improvement, continually monitor and evaluate the implementation process of the strategy, adjusting accordingly and to optimise performance of the organisation to be responsive and ever evolving.

MONITORING AND EVALUATION

The ASSC will continually monitor and evaluate all activity in relation to the strategic objectives and outputs and in relation to the Action Plan.

The Action plan will set key goals that can be adapted according to the evidence gathered through ongoing surveys and ever-changing tourism climate.

Success will be monitored and clearly evidenced and recorded on a regular basis.

Regular reporting will be a part of the process.

HOW WILL WE MEASURE SUCCESS?

Budget: Monitoring of budget to reflect successful outcomes.

Communications: surveys, newsletters, email campaigns, social media and feedback forms. Measuring on quality and relevance of materials.

Data: ensure robust data across all activity is collated and recorded to use as evidence and to measure success.

Engagement: Expanding and measuring engagement with members, stakeholders and partners ensuring representation and effective engagement across rural, urban and islands.

Events: track attendance at events to determine the most popular and successful events. Feedback surveys to evaluate each event to see how we can improve.

Membership Growth Tracker: Monitor all levels of membership over time to determine effectiveness of communications and marketing.

Marketing: monitor all marketing activity to ensure effectiveness and that activity meets ASSC strategic objectives.

Staff Appraisals: Monitor staff skills and wellbeing to meet resource objectives and to provide resource and training as and when required.

