

OPERATING PLAN 2024

*Delivering
for our Members*



NFU Scotland



INTRODUCTION

I am delighted to present NFU Scotland's Operating Plan for 2024. This plan sets out how the organisation will deliver our overarching Business Strategy and specifically the strategies and actions that we will pursue over the next 12 months to deliver against our strategic priorities.

The Operating Plan will ensure the organisation is focused on the priorities we need to deliver in order to provide the greatest support to members and to maximise our influence on policy and market issues. However, it should be noted that the Plan is not an exhaustive list of everything the organisation is involved with or delivering, nor will it prevent us from responding to unexpected issues or grasping new opportunities. It does provide us with an important framework to plan and deliver against our objectives and organise our resources accordingly.

The organisation is regarded as one of the most prominent and successful lobbying organisations in Scotland and we take great pride in putting our members at the heart of everything we do. We will remain unwavering in our efforts to represent our members' interests. Our new Business Strategy and this Operating Plan will enable us to build on our successes and maximise our impact even further. The team and I look forward to delivering the plan over the next 12 months in pursuit of our vision to secure a profitable and sustainable future for the industry.

John Davidson,
Chief Executive Officer

BUSINESS STRATEGY

Our new three-year Business Strategy provides an overarching strategic framework for the organisation. It sets a clear direction of travel to guide our efforts, with a laser focus on our vision of securing a profitable future for our members

and wider industry. The Strategy has identified our key priorities over the next three years through the commitment to six key, strategic objectives. It also sets out how we will function as an organisation, the overarching delivery model, and how we will measure our effectiveness.



Our Business Strategy will be regularly reviewed by the Board of Directors to ensure it remains relevant in an increasingly fast-paced and changing environment. But like any business strategy, key to its success will be in its practical delivery and the following sections outline how this will be done.



We have identified a number of operational strategies and actions that we will pursue over the next 12 months to deliver against our strategic objectives. Our Plan will ensure the organisation is focused on the priorities we need to deliver in order to provide the greatest support to members and to maximise our influence on policy and market issues. This will also enable every member of staff to connect their own objectives with the organisation's vision, purpose and strategic objectives, giving them a genuine sense of purpose.

In summary, the delivery model has five main components:

- Strategic Objectives (the 'what')
- Strategies (the Big 'how')
- Tactics and actions (the Small 'how')
- Key Performance Indicators
- Success measures through outcomes

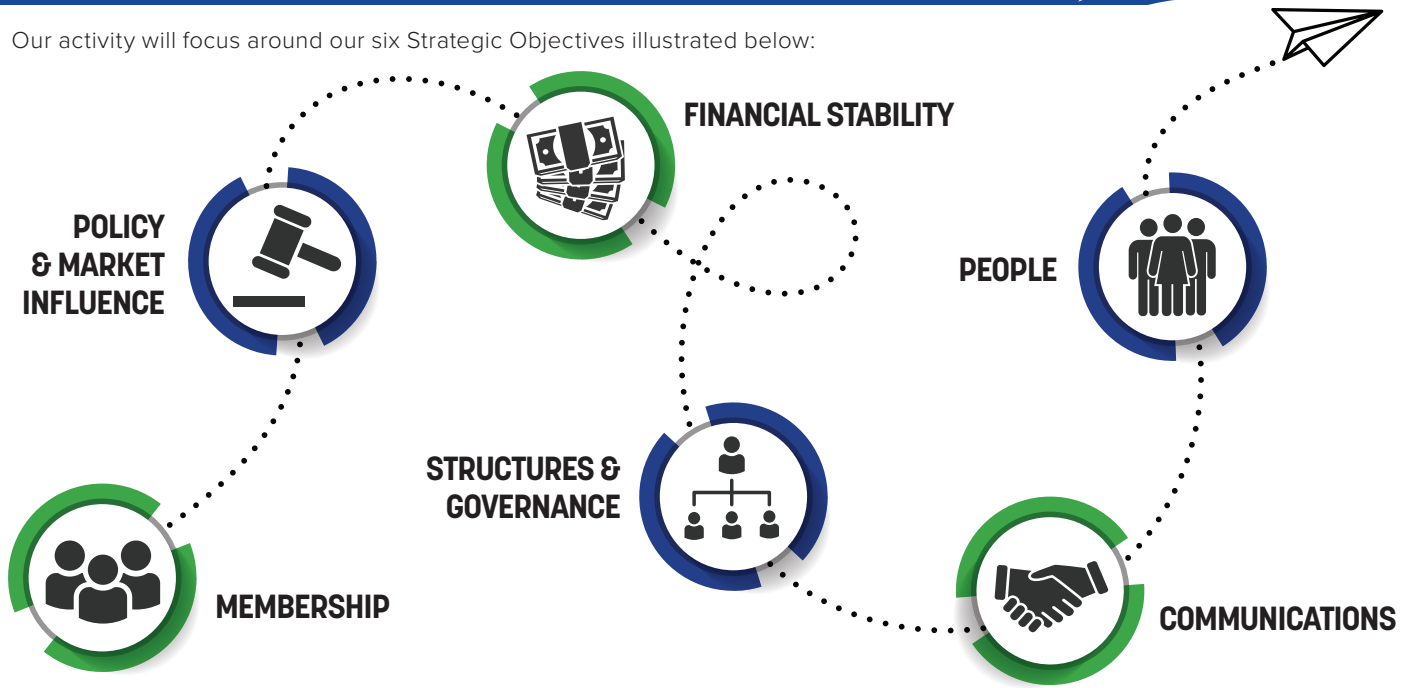
This Operating Plan sets out the strategies (the big 'how') that the organisation will take forward in pursuit of our objectives. These strategies will help us prioritise accordingly, focus on the things that will have the biggest impact for members, and aid decision-making in relation to the deployment of resources. The raft of tactics and actions that will be taken forward in the delivery of these strategies will be developed and progressed by the team throughout the year and managed by the leadership team within the organisation.

The following diagram provides an illustration of our delivery model:



STRATEGIC OBJECTIVES

Our activity will focus around our six Strategic Objectives illustrated below:



In respect of each, our ambition is to achieve the following objective:

MEMBERSHIP: To retain and grow our membership through effective engagement and exceptional support.

POLICY & MARKET INFLUENCE: To maximise our impact through effective policy and market influence.

PEOPLE DEVELOPMENT: To develop, nurture and support our people to help them achieve their potential.

FINANCIAL STABILITY: To increase our income so that the organisation continues to be financially resilient and is able to increase investment in our people and services.

STRUCTURES AND GOVERNANCE: To have the right structures and appropriate corporate governance arrangements embedded across the organisation in order for it to function effectively and lawfully.

Critical to the success of these objectives is exceptional communication - communication with members, to stakeholders and internally across and within our teams. We already do this well but will continue to evolve and enhance our approach as required with a particular focus on strategic communications. As such, we have set out a strategic objective to guide our thinking:

COMMUNICATIONS: To increase our profile, enhance our reputation, and inform our members.

Strategic Objective: Membership

WHAT ARE WE SEEKING TO ACHIEVE?

“To retain and grow our membership through effective engagement and exceptional support.”

Our members are and always will be the most important part of our organisation. Everything the organisation does will have our members’ best interests at heart and that ethos won’t change. We will keep striving to provide exceptional support and advice to all our members. This will inevitably differ depending on circumstances but our commitment to each member won’t waiver. In the years ahead we will seek to find even more ways to ensure we are listening to members, provide them with even better support, and broaden our reach to attract new members which will help further strengthen our influence and resilience as a business.



WHAT DOES SUCCESS LOOK LIKE?

- increased levels of confidence and trust
- bigger influence
- more members willing to stand for key positions

HOW WILL WE MEASURE OUR SUCCESS?

- member numbers
- retention rates
- customer satisfaction

Strategic Objective: Policy and Market Influence

WHAT ARE WE SEEKING TO ACHIEVE?

"To maximise our impact through effective policy and market influence."

The organisation continues to be one of the most respected in Scotland for the work that we do to influence public policy within Scotland and beyond. There is no doubt that our task is going to become even more challenging in the years ahead given the significant volume of policy and regulatory proposals emerging from both the Scottish and UK Governments that have implications for the industry. Equally, the market challenges are becoming more acute with farmers' and growers' margins continuing to be squeezed. As such, we will need to keep investing in our capacity to ensure our members' views continue to be adequately represented and we are able to maximise our influence so that the policy and market environment works for, rather than against, our members.



WHAT DOES SUCCESS LOOK LIKE?

- better outcomes for farmers and crofters
- more equity in the supply chain
- more resilient businesses

HOW WILL WE MEASURE OUR SUCCESS?

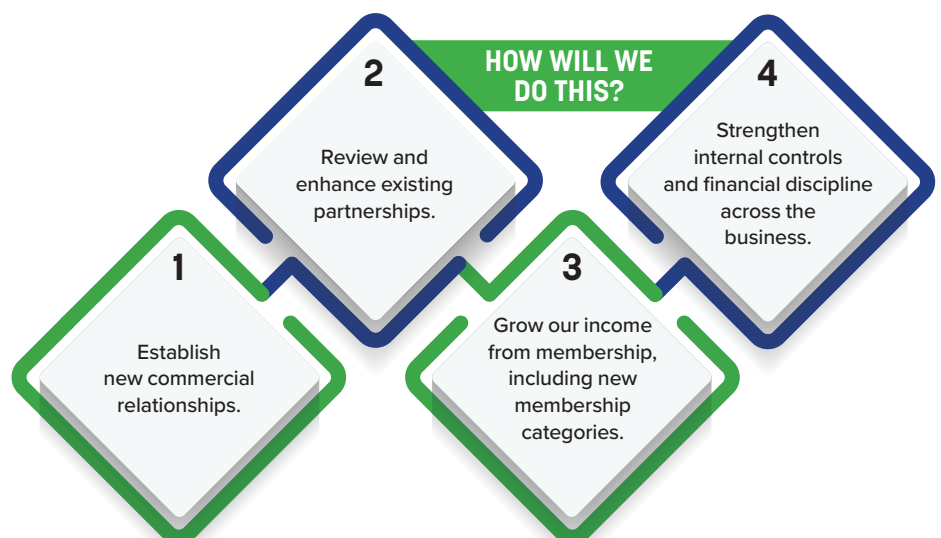
- policy wins
- intention survey
- lobbying register
- ministerial meetings

Strategic Objective: Financial Stability

WHAT ARE WE SEEKING TO ACHIEVE?

"To increase our income so that the organisation continues to be financially resilient and is able to increase investment in our people and services."

The organisation is fortunate to be on a stable financial footing after a number of years of prudent financial management. Like every organisation however our costs are increasing through inflation and other factors and as a business we need to face into these challenges. We are now developing a new commercial strategy which will identify the opportunities for increasing our revenues both through and beyond member subscriptions. Put simply, the more revenue we bring in the more we can invest in our people and services and the better support we can provide for our members.



WHAT DOES SUCCESS LOOK LIKE?

- financially stable organisation
- more money to invest in our people
- more support to members

HOW WILL WE MEASURE OUR SUCCESS?

- membership income
- affinity deals
- clean audits

Strategic Objective: People

WHAT ARE WE SEEKING TO ACHIEVE?

"To develop, nurture and support our people to help them achieve their potential."

Our staff team is the lifeblood of the organisation. We are fortunate to have a dedicated, professional and talented team of individuals working tirelessly to help our members and represent their interests. It is vital that we continue to invest in our people so that we can nurture their talent and retain them for as long as possible. That means becoming a first-class employer. This can be achieved in a variety of ways, but at its core it means we put our people first through our culture, behaviours, policies, processes and systems – all of which will enable us to develop exceptional talent and people which, in turn, will increase our effectiveness as an organisation.



WHAT DOES SUCCESS LOOK LIKE?

- happier staff
- high performing organisation
- effective Board members

HOW WILL WE MEASURE OUR SUCCESS?

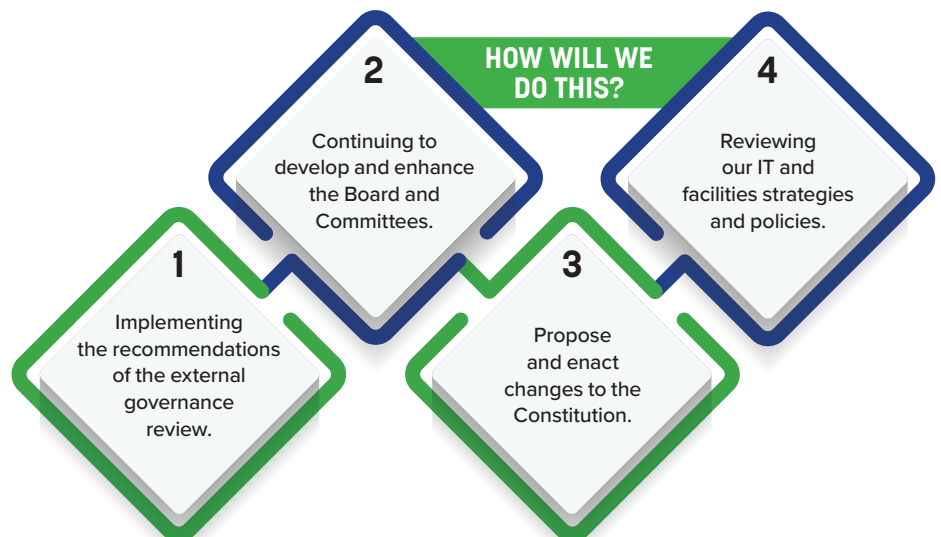
- staff satisfaction
- staff retention
- absence levels
- culture assessment

Strategic Objective: Structures and Governance

WHAT ARE WE SEEKING TO ACHIEVE?

"To have the right structures and appropriate corporate governance arrangements embedded across the organisation in order for it to function effectively and lawfully."

Despite our small size we are a fairly complex organisation to govern due to our diverse nature, committee and branch structures, constitution, business interests, partnerships, and some historical practices in relation to local areas. As such, it is critical that we have appropriate but robust governance arrangements in place to enable us to function effectively and in accordance with the law. Last year, the organisation commissioned an external governance review and we are now in the process of implementing its recommendations. Over the next 12 months we will accelerate this work and seek to further strengthen our internal processes and structures to give members the assurance and confidence the organisation is functioning effectively.



WHAT DOES SUCCESS LOOK LIKE?

- compliant with legal obligations
- better decision making
- greater transparency

HOW WILL WE MEASURE OUR SUCCESS?

- support for constitutional changes
- clean audit
- Board satisfaction

Strategic Objective: Communications

WHAT ARE WE SEEKING TO ACHIEVE?

"To increase our profile, enhance our reputation, and inform our members."

We currently use a variety of communication tools to speak to a diverse range of audiences and by-in-large we do this effectively. We are committed however to continuing to evolve and improve our approach and will therefore develop a new communications strategy over the next six months to support the work of the organisation and ensure we continue to communicate effectively. Within this, we will have a specific focus on how we balance important reactive communications with our ability to set the news agenda through strategic communication opportunities. We will also look at how we utilise our digital assets more effectively to support members.

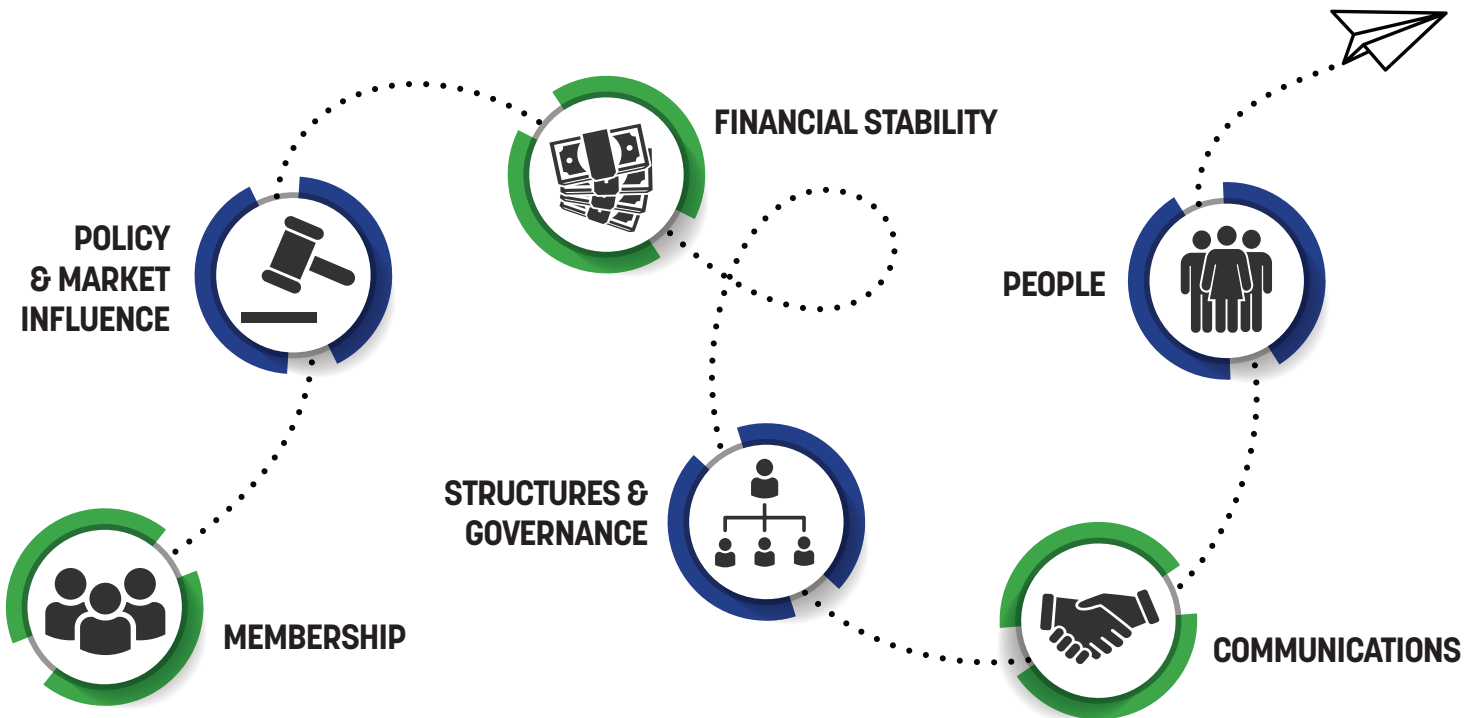


WHAT DOES SUCCESS LOOK LIKE?

- greater awareness of NFU Scotland
- bigger reach across different audiences
- maximising our impact

HOW WILL WE MEASURE OUR SUCCESS?

- social media followers
- media reach
- member survey
- public awareness





BUSINESS STRATEGY 2024

VISION:

A sustainable and profitable future for Scottish agriculture.

PURPOSE:

To support our members and positively influence the operating environment for Scotland's farmers and crofters.

VALUES AND CULTURE

Respectful

Helpful

Honest

Ambitious

Team Player

STRATEGIC OBJECTIVES (The 'What')

Membership

Policy & Market Influence

People

Financial Stability

Structure & Governance

Comms

STRATEGIES (The Big 'How')

- New members
- Retain members
- Professional members
- Diversity strategy
- Customer service

- Government policy
- Policy asks
- Political engagement
- Committees

- Structural changes
- Performance management
- T&D programme
- Diversity review

- Commercial relationships
- Enhance existing partners
- Grow income members
- Internal finance controls

- External governance review
- Enhance board
- Changes to constitution
- Review IT & facilities

- Comms strategy
- Digital strategy
- Scottish Farming Leader
- Events strategy
- Stakeholder plan

TACTICS AND ACTIONS (The Small 'How') - Action plans to support the strategies

ACTION ACTION

KPIs

OUTCOMES