

Developing and supporting a world class sporting system

Summary of progress 2013 | 14





Who we are

sportscotland is the national agency for sport. We are the lead agency for the development of sport in Scotland.

We passionately believe in the power of sport and the contribution it makes to life in Scotland. We invest our expertise, our time and public funding in developing a world class sporting system at all levels.

We work with partners to develop this sporting system, investing in and joining up the people, places, partnerships and planning that make sport happen:

- Advising the Scottish Government and supporting delivery of its policies
- Leading, supporting and coordinating key organisations involved in sport
- Investing National Lottery and Scottish Government funding
- Delivering quality products and services in targeted areas
- Promoting the power of sport and the contribution it makes to life in Scotland
- Collaborating with UK and international sporting systems to ensure Scottish sport is well represented and integrated
- Adding value to major sporting events and additional investment

The Glasgow 2014 Commonwealth Games have provided the opportunity to accelerate our plans towards a world class sporting system.

In addition to our direct contribution to the Games themselves, we are working to ensure that Glasgow 2014 has lasting impact across Scotland. We are also supporting a range of related programmes that encourage people to get involved in sport.

Ultimately, we see a Scotland where sport is a way of life. In everything we do we act in the best interests of Scottish sport - putting sport first.

Foreword



It has been a truly memorable year for Scottish sport and everyone, across the sporting spectrum, certainly rose to the occasion to play their part.

The medal-winning performances of our men's, women's and wheelchair curling teams in Sochi provided a great start to the year, before the record-breaking efforts of Team Scotland at Glasgow 2014 brought the country to a standstill.

With the Ryder Cup at Gleneagles shining the global spotlight on Scotland once again, we really have proved that this is a world class destination for sport.

In the last 12 months, **sportscotland** has continued to improve the sporting facility infrastructure across the country, ensuring it is the best it has ever been. And as we move into the final phase of our current four-year Corporate Plan, we will continue to invest in quality facilities to ensure that there are even more opportunities for people to get involved in sport and physical activity.

Having made a financial commitment to the Active Schools Network for another four years, we are confident that the school sport structure will continue to go from strength to strength. In addition, the community sport hub programme is already helping to increase the number of people taking part in sport locally, clearly illustrating that the sporting legacy from this landmark year is already being delivered.

We continue to work closely with the Scottish Government, Scotland's 32 local authorities and the Scottish governing bodies of sport, and I thank them, **sportscotland's** board, and all of our partners for their dedication and support over the past 12 months.

A handwritten signature in black ink that reads "Louise Martin". The signature is written in a cursive, flowing style.

Louise Martin, CBE,
Chair, **sportscotland**

Overview



During the third of our four-year Corporate Plan we have made considerable progress with our objectives, in what has been an amazing year for Scottish sport.

We capitalised on all the opportunities arising from Scotland's hosting of the 2014 Commonwealth Games and, working with our partners, have taken enormous strides in implementing a world class sporting system at every level.

The pathways for school, club, and performance sport are the most comprehensive and sophisticated they have ever been, and it is a collaborative approach that has helped deliver this success.

Benefitting from Scottish Government and National Lottery investment, we have been able to provide more and better opportunities for people across Scotland to take part in sport and physical activity. And working with our partners in local government, our Active Schools Network is delivering record-breaking results across all measurements with significant increases in the number of visits pupils made to activity sessions, as well as the amount of volunteers now involved.

Community sport hubs continue to go from strength to strength, ensuring strong connections between school and club sport, and we are well on track to delivering at least 150 hubs across Scotland by 2016, helping to bring communities across the country together.

The collaborative performance system in Scotland, between athletes, coaches, governing bodies of sport, and **sport**scotland experts and practitioners, is working extremely well, resulting in some outstanding performances on the world stage. With world class facilities now in place right across the nation, we are helping to shape Scottish sport at both community and performance level.

I thank **sport**scotland's staff for their dedication, without which we would not have been able to make the considerable progress we have over the past 12 months.

A handwritten signature in black ink, appearing to read 'Stewart Harris'. The signature is fluid and cursive, written over a light grey rectangular background.

Stewart Harris
Chief Executive, **sport**scotland

Developing and supporting a world class sporting system

Our programmes

Our work is managed under six key programmes – linked and interdependent – which together support our focus on developing and supporting a world class sporting system.

These six programmes are:

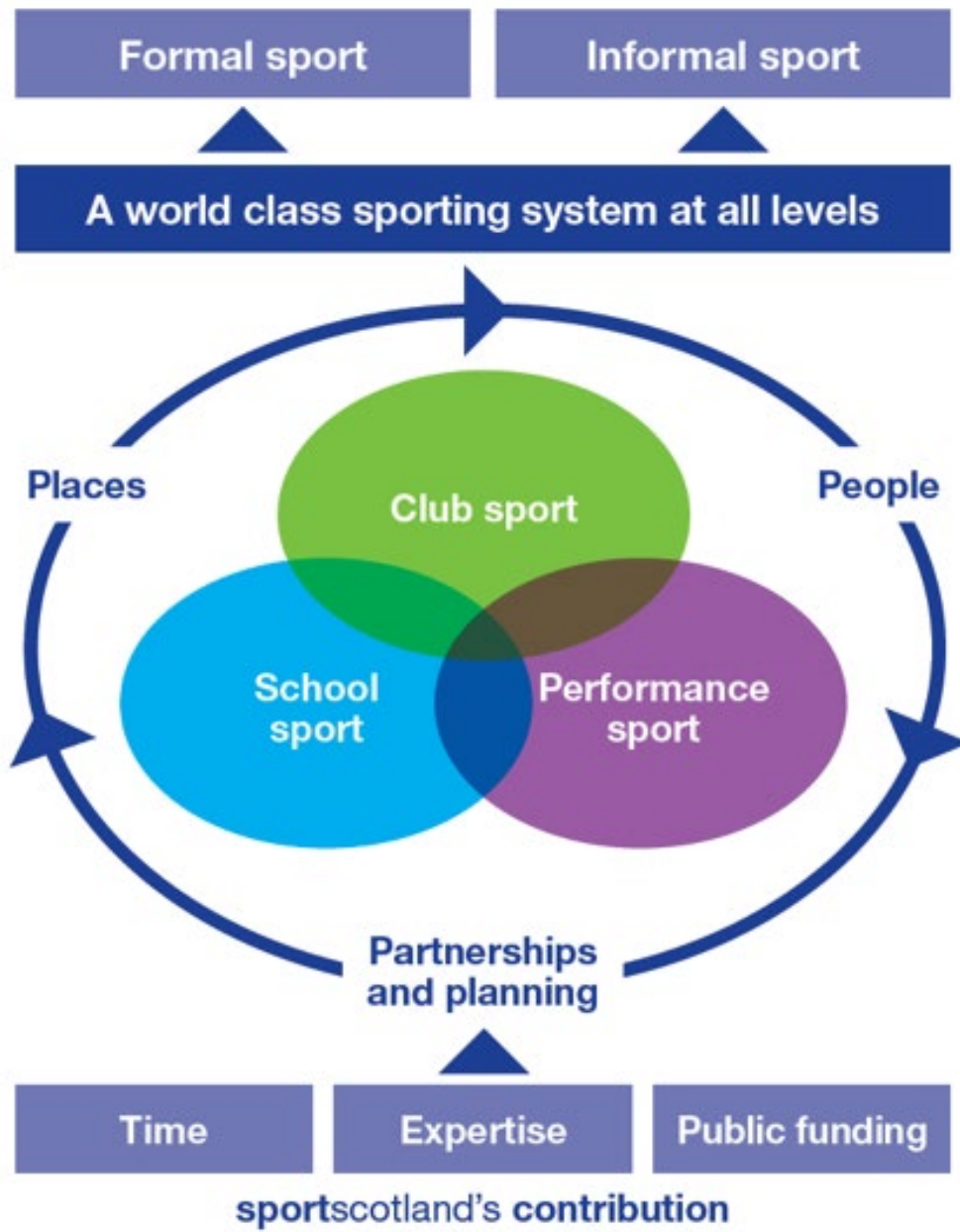
- School sport
- Club sport
- Performance sport
- People
- Places
- Partnerships and planning

Our outcomes

Our focus on developing and supporting a world class sporting system is driven by a person and athlete centred view of sport for Scotland. Our corporate plan outlines five changes that people who participate in sport – or want to participate in sport – will see as a result of our work. They will:

- Be supported by a range of people, competent at the level they need, working on the right kind of activities and in the right places
- Have a more accessible network of places where they can take part in sport and those places will better meet their needs and expectations
- Find that getting into sport, progressing and achieving in sport, and moving between sports, will be easier
- Discover that making sport a part of life, throughout life, will feel more possible and more of their friends, family and colleagues will be involved in it
- See, hear and read more about sport in their communities and about Scottish athletes on the world stage

This summary document outlines the developments within each of the changes from 1 April 2013 to 31 March 2014, detailing progress against the changes.





People

People will be supported by a range of people, competent at the level they need, working on the right kinds of activities and in the right places.

sportscotland responds to this change by providing a range of high quality education and development opportunities for people working in school, club and performance sport. We recognise that it is critical to the delivery of sport, and the achievement of success, to retain and develop our best coaches, volunteers and officials. In 2013-14, over 3,000 formal coaching qualifications were awarded and over 5,000 people benefited from continuous professional development (CPD) opportunities, either at a local, regional or national level, delivered through partnerships with colleges and universities, as well as through our tutor and national trainer network across Scotland.

Through our work with young people we are improving access to training, development and leadership roles in school and club sport, and increasing opportunities for young people to engage in decision-making at national and local level. We also provide a wide range of networking and training opportunities for the sporting workforce, ensuring professionals working in sport can share good practice and learn from each other, as well as receive targeted training.

Retaining and developing coaches, volunteers and officials

Multi skills in sport

The multi skills in sport project improves the sporting workforce by providing workshops and resources to teachers and coaches involved in delivering sport in schools. The workshops aim to embed the underpinning principles of movement for people working with children and will result in coaches and teachers who are better trained and more knowledgeable about this aspect of sport. We ran pilot courses in two local authorities in 2013-14 with 33 participants attending and further roll-out has commenced in the Highland region with discussions ongoing for additional roll-outs in Dumfries & Galloway and Central areas, with more workshops planned for 2014-15.

sports coach UK courses

At an introductory level we supported the delivery of a record 259 sports coach UK workshops to over 3,500 participants nationally. This was mostly delivered through our work with Children 1st, the leading children's charity in Scotland,

on the Safeguarding and Protecting Children courses, which ensure minimum standards are achieved and up to date practice across the coaching workforce is adopted. These courses are targeted at coaches and volunteers delivering through school and club sport, ensuring an increase in overall excellence at this level.

Club level coaches

Throughout 2013-14 we worked closely with sports coach UK, UK Sport and the home countries to develop a framework for mentoring. A key priority was to provide training and support for the people responsible for supporting club level coaches. This was achieved through the development of resources, a tutor workforce and the roll-out of a new supporting coaches workshop, which focuses on recruiting, developing and retaining club level coaches. Roll-out commenced in November 2013 via community sport hub officers and SGBs, with priority focus on club coach coordinators within hubs and clubs. To date, 29 workshops have been delivered reaching 324 attendees across 19 local authorities, 38 hubs and five SGBs. 94% of attendees rated the overall workshop either excellent (53%) or very good (41%).

Our regional CPD programme, Coach Connect, targeting club level coaches, is providing needs-based development opportunities for coaches with a focus on generic coach development. In 2013-14 a total of 109 workshops were delivered through Coach Connect, with 1,460 attendances.

Coach Connect covers topics such as strength and conditioning, nutrition and talent development. Some regions have evolved to include a sport-specific approach, bringing SGB regional development managers and **sport**scotland area institutes closer with smaller coach groups, including one-to-one sessions, peer learning and practical support days. In February 2014 we launched a pilot of our Understanding Talent 2 coaches workshop. This was delivered in Glasgow to 16 pathway coaches with an aim of measuring coaching impact through a monthly impact log completed by each coach.

We have also been working on the identification of a Scottish based mentor group to support coaches involved in Coach Connect and our high performance coaching projects. We currently have mentors operating within Coaching Matters and the Aspire programme. In addition, three Scottish based mentors have been involved in a UK Sport home countries mentor training programme, and a further three mentors have achieved endorsement through UK Sport's newly developed quality assurance process for high performance sport mentors.

Club leaders

The club leaders programme provides education opportunities for club committee members such as the chair, secretary and treasurer to develop within their role. We have worked to identify the key functional competencies for each role and also recognised the associated learning outcomes for each competency. This now provides the foundations upon which learning opportunities such as e-learning, workshops and guidance can be developed, ensuring clubs are managed professionally and to the best of the club committee members' abilities.

SGB coaching programmes

During 2013-14 we invested £859k into 23 SGB coaching posts and £367k into 35 SGB coaching programmes that deliver against the Coaching Scotland framework objectives. These include developing and enhancing coaching strategies and pathways to benefit the whole coaching workforce, as well as ensuring there are more coaches with the right qualifications working with participants in their respective sports. In 2013-14 three new Coaching Network posts were established in sailing, triathlon and equestrian. And last year, 35 sports used coaching investment to provide sport-specific CPD to their coaches.

In January 2014 we launched the coaching scorecard which 17 SGBs have registered for and three have completed. The scorecard is an online self-assessment tool that enables sports to assess progress against their coaching system development, highlighting strengths and areas for further development. It should help to ensure that participants have quality, trained coaches who meet their needs, regardless of where they are in the pathway.

UK Coaching Certificate (UKCC)

Our investment provides subsidised, quality-assured coach education, which positively contributes to the number of skilled and competent people working in sport and ensures quality trained coaches are being deployed to support school, community and club sport. This helps break down financial barriers and provides people with the opportunity to become involved in sport and develop coaching skills. During 2013-14, 3,652 candidates completed UKCC qualifications across 26 sports, bringing the total number of qualifications to over 20,000 since 2007, including one candidate completing the UKCC Level 4 certificate.

Class of 2014

Early in 2013 we launched the Class of 2014 project. With Glasgow 2014 on the horizon, we wanted to help our partners prepare for the potential 'bounce' of the Games, and develop plans to increase the capacity and develop the quality of club-based coaches, while helping to raise the profile of coaching. In November, we delivered a workshop about the project to 26 delegates from 15 Commonwealth sport Scottish governing bodies. As a result, 12 submitted firm proposals and we have since agreed sport-specific plans with 11 SGBs to be delivered during 2014. We have also been working with Volunteer Scotland to plan an approach to capturing the enthusiasm of Glasgow 2014 and providing opportunities post Games to keep volunteers engaged in sport.

Coaching Matters

Our performance coaching programme, Coaching Matters, continues to combine formal and informal learning environments to meet the needs of coaches and sports through generic and sport-specific CPD opportunities. During 2013-14, 36 sports were represented in Coaching Matters, with 50 workshops held and a total of 715 participants attending.

Coaching Futures

A new programme for 2013-14, Coaching Futures is supporting the transition of elite performing athletes into high performance coaching through the establishment of full-time posts in eight SGBs. The structured programme helps to increase the number of homegrown performance coaches delivering in Scotland, retain vital knowledge and expertise within sport, and provide a stream of future national coaches. Eight apprentices are now in place and are delivering against their year one outcomes. We've supported the whole group with continual professional development and individual opportunities during 2013-14 with additional activity planned for 2014-15.

Change on the ground

As part of Coaching Futures, former Olympian, Kris Gilchrist, has become an integral part of Scottish Swimming's coaching team. Kris said: "When I decided to call an end to my competitive career, I knew I wanted to remain in the sport in a coaching role. The Coaching Futures programme is allowing me to gain valuable coaching experience, from grassroots to elite level, while being mentored by the top coaches in the country. The transition has been extremely smooth and the CPD that has been made available is fantastic." Being coached by a former Olympian like Kris, who has performed at the highest level on the world stage, will ensure that valuable knowledge and experience can be passed on to the next generation of athletes who could represent Scotland at major sporting events in the future.

Coach Inspire and Coach Aspire

sportscotland, working in partnership with UK Sport, sports coach UK and the home country sports councils, supported the development and delivery of the Coach Inspire and Coach Aspire programmes. This provided needs-based tailored support and development to Scottish-based performance coaches. Both programmes provide high-level targeted CPD for national and international coaches and support the recruitment process for Scottish coaches onto UK programmes. The first round of the Aspire programme, including five Scottish candidates, concluded in December 2013 with the coaches graduating at the sports coach UK Coaching Awards. The sports involved were shooting, hockey, swimming, mountain biking and athletics. A new group of coaches has been recruited for the second round of Aspire, beginning in January 2014.

With the Inspire programme, five Scottish coaches from badminton, hockey, swimming, wrestling and canoeing, took part in the first round and this is due to conclude in autumn 2014.

UK anti-doping

Significant progress was made during 2013-14 in relation to the Glasgow 2014 Clean Games initiative. This initiative aimed to increase the awareness and understanding of all Glasgow and Sochi bound athletes and sports in relation to UK anti-doping (UKAD) rules and regulation procedures as well as educating athletes in relation to key areas such as the prohibitive list and dangers of supplementation.

We are continuing to concentrate on delivering the educational programme through two core workshop stages. Clean Sport one focused on athlete education and Clean Sport two focused on sports and personnel education. During 2013-14, 48 Clean Sport one workshops were completed with 430 athletes attending UKAD sessions.

Clean Sport two workshops are now planned for all 17 sports and para-sports in 2014-15. Dates are also confirmed for the coaching and management staff of Team Scotland, around 135 personnel, to complete the UKAD Coach Clean online programme.

Sport tutoring

Our focus on the sport educator workforce provides training and CPD opportunities for an established network of sport educators, which in turn supports the development of coaches working in schools and clubs. The professional development award (PDA) for sport tutoring further upskills this workforce. This year's key development was the creation of a sport educator workforce framework, including a tutor and national trainer audit and training needs analysis, that resulted in an increased focus on professional development for both groups. During 2013-14, 28 candidates were qualified as competent through the PDA.

Officiating

This was our fourth year supporting the Reffin' Brilliant programme, in partnership with Scottish Student Sport and Scottish governing bodies of sport, which aims to provide a fun, affordable and easy chance to gain officiating qualifications in several sports. During 2013-14, 113 people attended Reffin' Brilliant courses and the number of sports involved has increased from five to eight. This officiating education and CPD programme is leading to more homegrown technical officials at national level.

Leadership, training and development for young people

Young people's sport panel

The success of the Young people's sport panel is evident and the sixteen members of the inaugural panel have influenced policy and vision at a national and local level. This panel is playing an important role in representing the voice of young people across Scotland through their ideas, views and recommendations. Their two key roles are to influence and shape the future of sport in Scotland and to raise the profile of sport among young people.

Panel members undertake projects across all aspects of Scotland's sporting landscape, ensuring that sport's profile and impact continues to be high – and some of this year's highlights included:

- Being tasked by the Minister for Commonwealth Games and Sport to influence and shape the direction of the youth sport strategy which involved being present at, and referenced throughout, the parliamentary debate
- Making a significant contribution to the creation of the young hub leader role in community sport hubs, helping to shape the discussion at hub forums and provide the young people's voice

- Shaping the development of the school sport awards
- Three members of the panel attending the Doha Goals event for world leaders in sport in Qatar
- A number of panel members contributing to the **sportscotland** Scottish Sporting Workforce event in November
- Panel members taking it in turns to attend each **sportscotland** board meeting

Recruitment for the new panel was launched in January 2014 with the first stage of interviews conducted in February 2014. An outstanding 213 applications were received from young people aged between 14 and 24, 131 interviews were conducted and 47 young people were selected to progress to final second stage interviews. The addition of the first stage interview process worked well as it provided an opportunity for significantly more young people to be involved in the process.

Young Ambassadors

All 32 local authorities are now involved in the Young Ambassadors (YA) programme with 91% of secondary schools in Scotland cumulatively selecting over 600 YAs for 2013-14. This year, as part of a focus on YA training and development, we worked in partnership with The Youth Sport Trust to deliver regional YA conferences across Scotland focusing on:

- The role and purpose of a YA in general terms
- The key themes and areas they need to focus on in the context of their role and purpose
- The tools and ideas that might help them in their role
- The skills and abilities required to perform their role, their personal qualities, the consideration of their own personal strengths, and areas where they may need support
- Sporting networks, such as Active Schools, and how they might relate to supporting their role

We then followed with post conference CPD for pupils, providing them with the additional tools required to carry out their role.

In order to get young people involved in informing and influencing the future development of the YA programme, 12 YAs have been selected to be part of the Scottish YA steering group. The group have had their first meeting and were consulted on the format of the upcoming regional conferences for September 2014.

Active Girls

During 2013-14, YDance Active carried out activities in 21 local authorities, up from 15 in the previous year. One-day dance workshops were delivered to 3,440 young people with awards in dance leadership courses achieved by 598 young people. Girls on the Move, the Active Girls project delivered by Youth Scotland, made awards to 117 young women in dance leadership courses, 32 in sport leadership and 73 in youth achievement.

Networking and training for the sport workforce

Integrated networking

Throughout 2013-14, we held over 10 networking events, attended by over 250 people working in Scottish sport, including Active Schools managers and coordinators, sports development managers, community sport hub officers, Positive Coaching Scotland (PCS) officers and SGB staff. The events enabled the workforce to come together and share information and practice, improve the delivery of sport, and discuss the learning needs and priorities of their local workforce and communities.

Our annual integrated networking event attracted over 200 sports professionals from local authorities, leisure trusts, SGBs and a variety of other local and national partners who have responsibility for the growth and development of sport. The main focus of the day was club sport, and attendees saw examples from local clubs and community sport hubs. This allowed members of the sporting workforce to reach an improved, shared understanding of the different roles and responsibilities they have within the sport sector.

SGB training and development

We continued to develop our portfolio of learning and development support for SGB staff, with a focus on identifying and filling skills gaps, as well as supporting the professional development of over 20 SGB regional development managers through an intensive education week. We developed this in partnership with the Club Managers Association of Europe and tailored it to meet our needs - 100% of delegates said they would attend future learning opportunities and 95% felt their learning objectives had been met or fully met. A number of SGBs have now requested further courses to allow new and existing staff to attend, and further programmes are planned for May and September 2014.

We also created leadership and development training for the current CEOs, chairs and future leaders who are responsible for the delivery of the strategic plans of SGBs. Throughout 2013-14, nine CEOs, nine chairs and ten future leaders

benefitted from the programme that is designed to equip participants with the leadership competencies they need to improve effectiveness, allowing a personalised learning approach to best suit each individual. The programme aims to increase confidence and competence in a range of leadership behaviours, develop commitment to self-sustained learning and foster networking between leaders in sport and business in Scotland.

At a UK level, we supported the Leading Edge programme, a partnership between UK Sport and the home country sports councils. The programme is designed to support and develop team managers and CEOs who manage governing bodies with significant resource. Competent and confident leadership is essential so that their learning and experience can be cascaded to the workforce.

Community sport hubs

One of the consistent activities across all community sport hubs is the development of the people that make sport happen and we are seeing growing evidence of workforces thinking and working together better. During 2013-14 we delivered three development days to 55 community sport hub officers, to provide tools, inspiration and information as well as cultivate a culture of understanding, learning and development. There are now 8,949 deliverers or coaches leading, or assisting to lead, a sport activity session run by a sport club that is part of a hub.

Change on the ground

Tron Community Sport Hub brings together 16 local sport clubs with the common vision of building a unified sporting community that inspires a culture of sport for all. This is delivered through increased training and development opportunities for the people that make sport happen in and around Tron. To develop staff and improve the quality of coaching, the hub encourages shared training across all clubs. Earlier this year, 20 club leaders attended Safeguarding and Protecting Children in Sport training delivered through Children 1st. PCS training was also delivered to a number of coaches and volunteers from each of the 16 clubs and feedback and discussion on training is then shared through the hub's forum, fostering improved learning and helping to develop the quality of the people involved in sport.

Positive Coaching Scotland (PCS)

PCS continues to provide education opportunities to the coach and volunteer workforce in schools and clubs with the aim of creating a positive environment for youth sport. During 2013-14, over 8,300 key influencers (coaches, club leaders, parents and teachers) attended over 700 PCS workshops, which were facilitated through £137,165 of local investment. PCS lead officers represent all 32 local authorities and six SGBS in Scotland, and are the workforce that drive, support and deliver the programme. We held a national PCS leads event in February 2014, bringing together the network to share and discuss programme developments.

We continued to support the PCS tutors who work locally to train and educate key influencers, with 199 attending CPD events, which further developed their facilitation skills and confidence, and shared new resources. Training was tailored to ensure competency at the level needed for participants and we developed workshops, materials and resources during 2013-14 that included new videos, a new club leaders workshop, e-newsletters, improved toolkits, tutor observation tools, feedback tools and case studies. Evaluation of the programme led to the redevelopment of our workshop evaluations, follow-ups and an overall improved evaluation process.

Physical education

Responding to feedback from local PE action plans, during 2013-14 over 35 PE lead officers (PELOs), up from 27 in 2012-13, provided practical learning and development opportunities to upskill and support teachers. This has given them greater confidence and skills to deliver quality PE experiences to children and young people in line with Curriculum for Excellence. Feedback from the workforce has been very positive.

Active Girls

During 2013-14, Fit for Girls engaged with 110 schools and, as a result, 41 schools now have approved action plans, which will lead to training opportunities for teachers and Active Schools coordinators. YDance Active provided CPD training in dance to 436 teachers, Active Schools coordinators and members of the wider volunteer workforce.



Places

People will have a more accessible network of places where they can take part in sport, with those places better meeting their needs and expectations.

sportscotland responds to this change by supporting the development of sports facilities through facilities investment programmes, including the Sports Facilities Fund and Small Projects Fund. We also support investment programmes managed on behalf of Scottish Government, including CashBack for Sports Facilities and the Active Places 2014 Legacy Fund.

We also deliver a range of additional services around facilities development including facilities design advice and guidance, support for facilities planning and support for local authorities to develop a better understanding of their school estate.

Supporting the development of sports facilities

Facilities investment

Our investment in sports facility projects continues to be strategically led, driven by need and using business intelligence (internal and external) to inform investment. The emphasis continues to be on identifying projects that both grow and maintain participation levels, as well as support high performance sport at a local, regional and national level.

During 2013-14 we invested a total of £5m in 47 sports facility projects from the Sports Facilities Fund. This includes a total of £666,000 invested into 21 projects funded from the Small Projects Fund. This represents a higher number of smaller community and club led projects than in recent years, ensuring a larger more accessible network of facilities is being created. We also led on the management of the Active Places Legacy Fund for the Scottish Government. A total of £4.5m was invested in 87 projects in the second and third rounds of funding. Projects funded include community 3G pitches, golf courses and tennis courts.

Other **sportscotland** funded projects completed in 2013-14 included:

- Regional Gymnastics Centre, Dundee
- Regional 50m training and competition pool, Dundee
- Regional 50m training and competition pool, Aberdeen
- National 50m pool, Glasgow (Warm-up pool for 2014 Games)
- National Hockey Centre, Glasgow (2014 Games venue)

Through capital investment in our national centres, we supported the development of a fullsize covered 3G pitch at the **sportscotland** national sports training centre Inverclyde. We led on the development of the National Performance Centre for Sport, including the management and coordination of the evaluation process, up to and including the appointment of Heriot-Watt University (Edinburgh) as the successful bidder in September 2013. The bidding process highlighted a number of key facilities gaps across Scotland, which led to the **sportscotland** board approving a new national and regional fund, with funding of up to £20m set aside to enhance the existing network of national and regional sports facilities in Scotland.

We continued to work with Scottish Government, the Scottish FA and Scottish Rugby on the implementation of CashBack (2011) funded projects, and developed and managed the new £3m CashBack for Pitches Fund for the Scottish Government.

Change on the ground

Following medal success for both the men's and women's all-Scottish Team GB Olympians, **sportscotland** and Stirling Council announced a multi-million pound partnership investment into Stirling Sports Village which will significantly enhance curling facilities for both performance athletes and community use. Plans have been agreed for an initial £2.25m investment for a National Curling Centre at The PEAK to capitalise on the upsurge in interest due to curling's high profile. In addition to increasing ice capacity, the sport's governing body, the Royal Caledonian Curling Club, is also in discussions with Stirling Council to relocate its and British Curling's head offices as well as the National Curling Museum to The PEAK.

Facility design

We continued to develop our work around our design and development function, publishing technical guidance, such as pitch and court markings, for a range of sports facilities. We have started a piece of work with partners on a sustainable design toolkit for facilities and for track design. We also produced a number of case studies on funded projects, including Kilmallie Shinty Club in Fort William, where we invested in changing facilities, replacing an existing Portakabin changing unit with a purpose-built two-team changing pavilion.

Influencing facilities planning

Significant work was undertaken with colleagues in Scottish Government to ensure the interests of sport are represented in the development of the new Scottish Planning Policy. We also provided strategic planning support to local authorities and SGBs in the following areas:

- Working with four local authorities on updating or creating new pitch and/or facility strategies
- Rolling out summaries of national Facility Planning Modelling (FPM) to local authorities and working with three local authorities on local FPM runs
- Working with three SGBs to develop a strategic approach to the facility needs of their sports
- Engaging with 17 local authorities reviewing their local or strategic development plans to ensure the interests of sport are protected and promoted in their space planning

Understanding access to the school estate

Following the publication of the results of the school estate audit, we used the findings to assess and evaluate the quality, capacity and accessibility of the school estate, and developed our relationship with Scottish Futures Trust to start to influence the design of sports facilities within new-build schools.

Initial meetings have taken place with four local authorities to consider how we can utilise their school estate data more effectively for planning and programming local sport, with a view to providing more and better opportunities for local clubs and communities. Partners believe the data will help them have greater internal discussion on the use of the school estate and assist them in improved planning and programming of local schools and facilities.

Partners have also agreed this could influence the approach to community sport hubs, particularly the school model.



Opportunities

People will find that getting into sport, progressing and achieving in sport, and moving between sports, will be easier.

sportscotland responds to this change through our work in Active Schools, which is focused on ensuring there are more and higher quality opportunities to participate in sport within schools.

Our club sport projects, including community sport hubs and direct club investment, focus on providing a range of opportunities across sports clubs and ensuring that talented individuals are given the support to progress in their sport. In performance sport, teams of expert coaches and practitioners work together to manage and deliver individually tailored and cutting edge programmes for sports and athletes. We provide a wide range of services and, where appropriate, we directly manage performance programmes to ensure athletes receive the support they need to achieve on the world stage.

More and higher quality opportunities to participate

Active Schools

Active Schools continues to provide a wide range of opportunities for children and young people across Scotland to get involved in extra-curricular sport, with a focus on improving links from school sport to club sport. In 2013-14, over 100 activities were available through Active Schools with over 18,000 links made from schools to clubs.

Change on the ground

In March 2014, the City of Edinburgh Active Schools team, in partnership with local partners and sports development officers, ran the Paralympic experience for the third year running. In total, 44 children attended from seven local authorities and, in conjunction with the event, 22 Active Schools coordinators from Edinburgh completed CPD for Disability in Sport. On the back of the success of the Paralympic experience, the local judo club from Forrester St Augustine's Community Sport Hub (CSH) and the local tennis club from Royal High CSH are now running an additional support needs section. Active Schools recorded 3,688 participant sessions in Additional Support Needs schools in the City of Edinburgh during 2013-14*.

*Participant Sessions are the "visits" pupils have made to activities. These figures do not represent the number of pupils who actually take part, and should only be considered as indicative of participation in extra-curricular activities supported by Active Schools.

School sport competition

We are working with eight local authorities to pilot a new school sport competition project that aims to enhance the current provision and cohesion of competitive school sport opportunities for children and young people across Scotland. The Tayside & Fife regional partnership is focusing on how we create and strengthen competitive opportunities within and across schools and local authorities.

Community sport hubs

Community sport hubs (CSH) offer a range of opportunities across sport clubs and ensure that talent is supported to progress. As of March 2014, 848 distinct sport clubs are now involved in 131 hubs – up from 551 distinct sport clubs in 105 hubs at the end of March 2013.

Change on the ground

The Club Night initiative gives P4 and P5 children from across Perth the opportunity to try a number of different sporting activities delivered by clubs. The event took place in November 2013 at Bell's Sports Centre and was supported by 22 local sports clubs who volunteered their time and expertise to run taster sessions. Every child had the chance to try three different sports ranging from golf and basketball to fencing and street dance.

The event helped raise awareness of the sports and activities that are available to children within the wider community. Children and their parents were able to speak to club representatives after each session to find out more about accessing the club within the community. It proved to be a very popular event - full to capacity with 275 children attending – and evidence showed that around 10% of participants have subsequently joined a sports club.

Progressing and achieving in sport

Performance sport programmes

During 2013-14, we ensured our athlete preparations for Sochi 2014 and Glasgow 2014 were at the heart of our work, with the success of Scottish athletes in Sochi at the Winter Olympic and Paralympic Games a major highlight. 18 Scots were selected onto Team GB and six Scots were selected onto Paralympics GB for Sochi. Over 20 **sportscotland** institute of sport staff featured in both GB teams from a performance management, coaching and practitioner perspective.

All our curling teams, managed in-house within the institute, performed exceptionally well with our men's team winning Olympic silver, our women's team winning Olympic bronze and our wheelchair curlers winning Paralympic bronze. Scotland contributed 78% of the overall medallists to both teams in what was the best ever result for Scotland, TeamGB and ParalympicGB.

Change on the ground

Over the past four years, Scottish Rowing has shown a commitment to partnership working, including developing unique partnerships with universities in Edinburgh, Glasgow and Aberdeen.

At university, students have an opportunity to experience the full sporting pathway from trying out a sport for the first time to progressing onto a performance programme. Scottish Rowing's work with universities provides an opportunity to develop future world class athletes.

An innovative funding arrangement has seen additional investment from sportscotland leverage support from the universities, enabling full-time performance development coaches to be deployed. These posts help to create a performance pathway, linking local clubs and university rowing programmes, to provide an environment where Scotland's best young talent can develop and transfer on to GB programmes without the need for relocation outwith Scotland.

Athlete personal awards

2013-14 was the third and final year of **sportscotland** athlete personal awards (SAPAs). Over £400k was invested, bringing the total number of recipients of individual awards to 77 athletes, with a further 30 athletes supported through team awards. In 2013-14 we received an additional £200k from the Scottish Government to provide SAPAs to the Scottish women's national football team. All identified athletes are now in receipt of agreed payments and since the start of the awards in December 2013, we are delighted that the women's national team has been experiencing success and has progressed to its highest ever FIFA world ranking of 19.

Over the three-year period between 2011-2014, a total of 20 sports benefited from SAPAs - 14 Commonwealth, four Winter Olympic and two Summer Olympic - and over £930k was invested to help athletes cover training, competition and living costs. This financial support can be invaluable for athletes looking to make steps towards medal success at major events.

Operational support and expertise

During 2013-14, the **sportscotland** institute of sport delivered performance expertise and specialist services support to 670 athletes in over 40 sports. Many Scottish athletes' achievements and performances on the world stage were supported by institute staff, working in close collaboration with both Scottish and British governing bodies of sport. In 2013, athlete preparations for Sochi 2014 and Glasgow 2014 continued to be at the heart of our work and we believe our athletes and sports are on track to achieve the best ever results for Scotland in 2014.

Talent

We continued to support SGBs with talent development and Scottish Rugby has now committed to integrating the five key concepts from our Understanding Talent framework more widely within their performance development programme. These concepts are used to assess potential to develop more effective talent systems and we are also engaging with Scottish Swimming, Scottish Cycling, **scottishathletics** and Scottish Golf at a development level. Our work in this area is now impacting on athlete development within clubs through ongoing assessment and support to direct club investment (DCI) applications.

During 2013-14 we launched the *Understanding Talent* video via social media as a tool to help young athletes (and adults influential to their development such as parents, teachers and coaches) to think differently about talent and how to get good at sport. The video has received significant positive feedback both from within Scotland and internationally. Within six months it had nearly 48,000 views on YouTube and has been nominated for a Marketing Society Star Award.

To maximise the potential of Scottish athletes gaining selection onto GB programmes we worked in conjunction with the UK Sport talent team to deliver a Girls4Gold testing event in Stirling for their project in female sprint canoeing. In total, 30 girls were tested with six progressing to phase two testing with GB Canoeing.



Participation

People will discover that making sport a part of life, throughout life, will feel more possible with more of their friends, family and colleagues involved in it.

sportscotland responds to this change by motivating and inspiring children and young people to participate in sport through Active Schools, and by increasing opportunities for young people to motivate and inspire their peers through Active Girls, Lead 2014 and Young Ambassadors. Active Girls also provides more opportunities for girls and young women to participate in PE, physical activity and sport.

Our work in club sport means that we give more people the opportunity to take part in sport within their community - regardless of their age, experience and background – creating a culture where sport becomes part of their daily life.

Motivating and inspiring children and young people to participate in sport

Active Schools

Across Scotland, Active Schools is supporting local initiatives that aim to inspire and motivate young people to participate in sport. During 2012-13 the programme facilitated the provision of over five million participant sessions including taster sessions and school-to-club links, representing a 12.5% increase from 2011-12.

Lead 2014

During 2013-14, 31 local authorities were involved in Lead 2014 with a record high of 143 schools participating, training over 900 pupils to develop the leadership and event management skills necessary to organise and deliver a local Commonwealth Games themed festival. As a result, 163 local Lead 2014 festivals were run by 117 pupils.

Active Girls

A single brand has been established for Active Girls, in agreement with all partners, bringing Youth Scotland, YDance and Youth Sport Trust together to improve opportunities for girls and young women to engage in PE, physical activity and sport. Project plans for each of the Active Girls projects were successfully implemented in schools and communities across Scotland.

Encouraging participation through club sport

Community sport hubs

During 2013-14, we continued to see considerable progress with community sport hubs, as a result of a total annual investment of £1,466,415 against a £1,500,000 target. All 32 local authorities have approved plans in place, ensuring local sport clubs are being supported across Scotland. To date we have 131 sites being developed and have begun to see some joint working between hubs. Currently 61% of planned hubs will operate within the school estate against the government's target of 50% of hubs in schools by 2015. At the end of March 2013, over 86,000 active sport club members were part of clubs within hubs.

Direct club investment

One year after its launch, direct club investment has been very successful with positive club commitment and buy in. The programme provides leadership, investment and support for club development, working with partners to provide means to grow their membership, increase participant capacity and improve the quality of sporting experiences for members.

Change on the ground

South Lanarkshire held a successful PCS and CSH joint promotion night for clubs across the local authority to develop effective partnerships and build relationships with the local community. Clubs were targeted via various links including community sports councils, CSHs, Club South Lanarkshire, Active Schools and various governing bodies from all levels.

The feedback from the participating clubs on the information provided was very positive and the presentations from Irvine Rugby Club, Cartha Queens Park RFC and Blantyre Soccer Academy were noted as especially helpful as they discussed some of the main challenges clubs face and how these can be overcome.

Driving participation through Scottish governing bodies

SGB membership

As part of the investment into the Glasgow 2014 Commonwealth Games SGBs, one area of focus is membership growth. This has required SGBs to think about how they attract, retain and interact with members. Across the Glasgow 2014 Commonwealth Games sports, the total increase in membership has been 5,694, which represents 3% growth in one year. Gymnastics, cycling and netball have all had significant membership increases.

Change on the ground

Netball Scotland is an excellent example of an SGB that has committed to organisational improvement resulting in a significant growth in their membership. **sportscotland** has played an important role in this SGB's evolution through the facilitation of a review of their strategic plan in 2011 and by supporting the current development of their 2015-2019 strategic plan. Strong governance and organisational development, coupled with achievements in membership growth, has resulted in **sportscotland** increasing its investment from £334k in 2011 to £486k in 2014. The staffing structure now includes a CEO and a National Development Manager as well as a growing regional network and performance department. There has been a 92% growth in membership between 2011 (2,056) and 2014 (3,958).

Equality Standard for Sport

The delivery of the Equality Standard for Sport has ensured that the SGBs in which we invest are aware of the importance of providing an environment where everyone is welcome. By working towards the appropriate standard, SGBs are providing evidence of their work in this area. 38 SGBs have now achieved the foundation level with 23 of them going on to achieve the preliminary level and six taking the further step to reach the intermediate level.

Through their work on the Equality Standard for Sport, SGBs are increasing access to their sport and ensuring a diverse workforce across all equality groups. This was reinforced by the equality seminar we delivered in May 2013, which was attended by partner organisations and over 30 SGBs, mostly represented by their CEOs demonstrating the importance of this work.

Helping people participate through corporate communications

Throughout 2013-14, we developed our **sportscotland** website as a portal for anyone wishing to get involved in sport with the aim that it should be used as a 'first port of call'. This approach was adopted to underpin the anticipated increase in participating in sport as a result of the Commonwealth Games. On a like-for-like basis, from March 2013 to March 2014, there was a 22% increase in page views, a 32% increase in individual sessions and a 36% rise in individual users.



Profile

People will see, hear and read more about sport in their communities and about Scottish athletes on the world stage.

sportscotland responds to this change through our work in media and communications. We work closely with Active Schools teams across Scotland to support them to raise the profile of Active Schools, and the role and contribution of Active Schools coordinators. We also seek greater recognition of young people's contribution to influencing and leading sport in Scotland.

Projects across our people programme aim to raise the profile of the contribution of coaches, volunteers and officials throughout Scotland. Through our work we aim to raise the profile of club sport and its successes and we continue to promote the success of Scottish athletes through local, regional and national media channels.

Profiling sport in communities

Active Schools

Throughout the year there has been an increase in local media opportunities resulting in a higher profile of Active Schools locally. Active Schools across Scotland have focused on an increased use of web-based and social media to create a fun, social environment that engages members of the school community and inspires and motivates young people to participate in sport. Outlets such as Facebook, Twitter and web pages have been used to help increase the profile of Active Schools clusters both locally and regionally.

Change on the ground

The Dundee Active Schools cluster team has embraced the power of social media with a particular focus on Twitter, posting the latest competition and Lead 2014 festival results as they happen, as well as pictures and on-going dialogue. This links with an operational website on Dundee's local authority page where the latest Active Schools news and cluster specific information is presented. In addition, this website highlights the Commonwealth Games and the Ryder Cup, keeping the region informed about key sporting events taking place in Scotland.

School sport awards

Throughout the year there has been progress and growth in the school sport awards, an initiative which has been successfully piloted in three local authorities, with more looking to roll out later in 2014. Since being piloted, the school sport awards are raising the profile of sport within the three local authorities involved in the pilot project - West Lothian, North Lanarkshire and, in particular, Argyll & Bute. Local authorities have been successful in attracting media coverage in regional and local newspapers, and also radio coverage that raises the profile of this work.

Coaching, Officiating and Volunteering Awards

The **sportscotland** Coaching, Officiating and Volunteering (COV) Awards saw its most successful year to date in 2013, with a record 475 nominations received. As a result 132 individual awards were made at local, regional and national level, across 40 sports and 27 local authorities. The number of female nominations totalled 190, making up 40% of all nominations, our highest received to date.

There were nine national presentations delivered in front of audiences of 800 people with award winners sharing over £16,000 of development grants, which can be used to further support coaches, officials and volunteers within their chosen sport.

The 475 nominations made up an impressive 25% of the total received for the UK Coaching Awards and three Scottish winners made the UK Award finals list, the best success to date. Looking forward, the 2014 UK Coaching Awards will be held in Glasgow on November 2014 to round off an outstanding year for Scottish sport.

The awards received significant national, regional and local media coverage including 25 media hits for COV Awards across a variety of outlets. This was helped through our COV Awards YouTube promotional video which received 214 hits. Social media and web coverage on SGBs' and other partners' websites increased the coverage further.

Change on the ground

The Sports Council of Glasgow, in partnership with **sportscotland**, presented all nine COV awards made locally in 2013. They received a total of 34 nominations, 17 female and 17 male, across 14 sports. To continue the recognition and gauge the impact of the awards, the 2013 award winners have been interviewed and will be featured throughout 2014 in the Sports Council of Glasgow's monthly e-newsletter.

Profiling athletes on the world stage

In the run up to, during, and after the Winter Olympics and Paralympics in Sochi, we facilitated media access to Scottish athletes representing TeamGB. There was a particular focus on the curling teams with dozens of hits through local, regional and national media leading up to the Games, including *Sky Sports News*, *BBC Sport*, *The Scotsman*, *The Herald*, *The Daily Telegraph* and the *Independent on Sunday*. In February 2014, Eve Muirhead and Andrew Musgrave were featured on the BBC One programme *Inspire: The Olympic Journey*.

The coverage on athletes showed the three curling teams' final preparation camps, as well as homecoming events on their return to Scotland as Olympic medallists. The four events attracted a large turn-out with coverage in both newspapers and television. At the ParalympicsGB curling event on 28 February, we announced £2.25 million investment for a National Curling Centre at The PEAK in Stirling, which will significantly enhance curling facilities for both performance athletes and community use - this announcement was picked up by several newspapers and online media, including BBC and STV.

Profiling sport through corporate communications

During 2013-14 we worked on three issues of *Sport First* magazine. The spring 2013 issue focused on women in sport, while winter 2013 profiled a dual theme of club sport and Sochi 2014, ahead of the Winter Olympics. Our third issue introduced the first of three Glasgow 2014 themed editions and focused on the build-up and preparation ahead of the Commonwealth Games.

We distribute around 2,200 editions of *Sport First* per edition across SGBs, local authorities, other public and third sector partners, government officials, athletes, MSPs and commercial organisations. And we also embarked on the development of a *Sport First* app to expand the readership across a digital platform.

Closing remarks



It has been an incredible year for sport in Scotland. From the unforgettable, best-ever, Commonwealth Games to the Ryder Cup at Gleneagles, we have proven ourselves more than able to deliver world class sporting events, something we all can be very proud of.

The contribution of **sport**scotland has been absolutely crucial in helping to deliver so much of what we have achieved this year, and it continues to play a huge part in helping to provide a legacy across Scotland, from the Games and beyond.

In the third year of its four-year corporate plan, **sport**scotland has made strong progress, by prioritising strengthening links between school, club and high performance sport.

By investing their time, expertise, and public funding in this way, the staff at **sport**scotland have effected changes which are providing more and better opportunities for the people of Scotland to become involved in sport and physical activity.

Working with the Scottish Government, **sport**scotland is committed to helping local authorities deliver a minimum of two hours or two periods of PE for every school pupil in Scotland, and we have made excellent progress here in recent years. As we strive to improve the standards of PE in our schools and create strong connections with clubs and the wider community, PE champions have been appointed throughout Scotland.

In addition, community sport hubs, the Active Schools Network, and the ever-growing sporting infrastructure across Scotland are already helping to motivate more organisations and individuals to become involved in sport.

The legacy from the Commonwealth Games and Ryder Cup is already being delivered and as we build on the success of the past 12 months it will ensure that Scotland has a bright sporting future.

A handwritten signature in black ink that reads "Shona Robison". The signature is written in a cursive, flowing style.

Shona Robison,
Cabinet Secretary for Commonwealth Games and Sport





Financial information

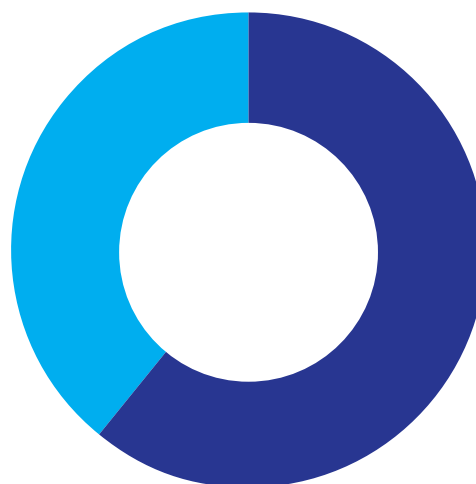
Sources of Funding

Actual figures
2013 | 14

£m

- Scottish Government Funding
- National Lottery Funding

43.150
27.540
<u>70.690</u>



Breakdown of expenditure

Actual figures
2013 | 14

£m

- Places
- People
- Partnerships
- School sport
- Club sport
- Performance sport
- Effective organisation

14.451
3.389
5.457
15.087
8.326
14.296
11.386
<u>72.392</u>



AWARD INFORMATION

The following are details of amounts (£) invested in individual sports for the sportscotland financial year ending 31 March 2014.

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT**	OVERALL TOTALS 2013-14
Angling*	147,388	18,199	165,587
Archery	0	15,061	15,061
Athletics	1,018,300	192,515	1,210,815
Badminton*	586,647	59,663	646,310
Basketball*	330,215	87,025	417,240
Bowling*	633,626	137,633	771,259
Boxing	515,483	62,960	578,443
Canoeing	452,320	82,842	535,162
Cricket*	547,813	163,994	711,807
Croquet*	3,000	0	3,000
Curling	452,600	470,597	923,197
Cycling	822,687	79,575	902,262
DanceSport*	6,750	0	6,750
Equestrian*	290,700	49,911	340,611
Fencing*	64,167	6,600	70,767
Football*	1,656,250	262,871	1,919,121
Golf*	1,577,404	68,251	1,645,655
Gymnastics*	615,375	120,639	736,014
Handball*	57,500	5,100	62,600
Hang-gliding / paragliding*	1,500	0	1,500
Hockey*	1,301,638	100,589	1,402,227
Judo*	608,984	149,496	758,480
Jujitsu*	4,500	0	4,500
Karate	35,000	12,534	47,534
Lacrosse*	8,750	3,000	11,750
Modern Pentathlon*	65,542	0	65,542
Motor Sports	40,000	0	40,000
Mountaineering	215,300	1,201	216,501
Netball	452,297	30,890	483,187

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT**	OVERALL TOTALS 2013-14
Orienteering*	98,826	3,500	102,326
Ramblers	50,000	0	50,000
Rowing	300,432	44,492	344,924
Rugby league*	35,000	14,600	49,600
Rugby union*	989,893	114,529	1,104,422
Sailing*	585,000	53,846	638,846
Shinty*	194,875	22,560	217,435
Shooting*	150,700	456,949	607,649
Snowsport*	243,750	197,721	441,471
Squash*	329,745	15,028	344,773
Sub aqua*	18,750	5,000	23,750
Swimming*	2,075,208	187,558	2,262,766
Table tennis	71,300	130,753	202,053
Tennis*	262,470	60,993	323,463
Triathlon	485,021	15,100	500,121
Tug of war*	3,750	0	3,750
Volleyball	246,485	6,362	252,847
Waterskiing*	46,000	0	46,000
Weightlifting / Powerlifting	15,000	58,601	73,601
Wrestling	0	208,795	208,795
Commonwealth Games Council*	203,750	0	203,750
Scottish Association of Local Sports Councils*	59,500	0	59,500
Scottish Disability Sport	661,600	38,000	699,600
Scottish Sports Association	72,000	420	72,420
Scottish Student Sport*	56,250	0	56,250
Multi Sport	0	110,158	110,158
Total Investment 2013-14	19,767,041	3,926,112	23,693,153

*2013/14 figures adjusted for the sportscotland investment realignment and do not represent a 12 month investment period

** Investment through sportmatch, UKCC level 1 and coaching futures

*** Investment through sportmatch, Awards for All, support services to SGBs, Direct Club Investment, Athlete Personal Awards and performance programmes managed in-house

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