

New Horizons

Summary of progress 2015-2016



Putting sport first

sportscotland
the national agency for sport

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ABOUT US

sportscotland is the national agency for sport. We are the lead agency for the development of sport in Scotland and we believe passionately that sport makes a positive and valuable contribution to personal, community and national wellbeing in Scotland.

We are a non-departmental public body, responsible through Scottish Ministers to the Scottish Parliament. We are also a National Lottery Fund distributor and we are governed by The National Lottery distribution rules.

ABOUT THIS REPORT

New Horizons: summary of progress 2015-2016 is **sportscotland's** annual report covering year one of the 2015-19 corporate plan: Raising The Bar. We now report on our annual performance using an outcomes-focused approach, analysing our contribution to the outcomes, enablers and resources set out in our corporate plan.

In New Horizons we have asked ourselves: what progress have we made towards achieving our impact measures during the period April 1 2015 to March 31 2016?

Structure

The 2015-19 corporate plan: Raising The Bar outlines seven portfolios, each of which is covered in Portfolio Highlights, which forms the first section of this report. The seven portfolios are:

- Partnerships
- Schools and Education
- Clubs and Communities
- Performance Sport
- People
- Places
- Our Organisation

The second section of this report is entitled Our Progress, in which we measure our progress in 2015-16 against our outcomes:

- Participation
- Progression

and our enablers:

- People
- Places
- Profile



MINISTER'S FOREWORD

Since taking up the role of Minister for Public Health and Sport in May I have been greatly encouraged that **sportscotland's** 2015-19 corporate plan: Raising The Bar looks to put people and communities at the very heart of **sportscotland's** approach. Moving forward I would expect equalities and inclusion, people development and collaboration and impact to be areas for additional focus.

In the first year of the plan we have seen the achievement of the target to create 150 community sport hubs with a new target of 200 hubs to be in place by 2020. This will further deepen **sportscotland's** engagement in communities and in particular provide an opportunity to engage more people in sport and physical activity who might not otherwise do so.

The opportunities provided for school pupils also continue to expand with more than 332,000 Active Schools activity sessions provided during the 2014-15 academic year and over 100 different sports and activities on offer. This engagement of young people, whether participating, coaching or volunteering, continues to be a focus for **sportscotland** and their partners and I was delighted to meet the new members of the Young people's sport panel this summer as they started out in their role of further influencing the direction of sport in Scotland and raising its profile.

We have seen our athletes excelling on the world stage with a record number of Scots selected for Team GB for the Olympic and Paralympic Games in Rio and bringing back 13 Olympic and 17 Paralympic medals. **sportscotland** should rightly be proud of the role they play in enabling our Scottish athletes to fulfil their ambitions at the highest level. It is vital that we build on the achievements of our top sports men and women and use their experiences to inspire people to take part in sport and physical activity in all its forms. This is essential in continuing to develop our sporting heritage, and also acting as a catalyst to improve the health and wellbeing of the people of Scotland.

sportscotland also play an important role in their work with partners to improve sporting facilities from grassroots to performance level. Later this year and in Spring 2017, we will see the opening of Oriam: Scotland's Sports Performance Centre at Heriot-Watt University and the re-development of the **sportscotland** National Sports Training Centre Inverclyde in Largs, which will be the first residential facility of its kind in Scotland, designed for inclusivity. Both these venues will offer world class facilities for all ages and abilities to help people reach their sporting potential.

I look forward to working with **sportscotland** as they progress and develop the ambitions set out in their corporate plan and our shared vision of an Active Scotland where more people are more active, more often.



Aileen Campbell
Minister for Public Health and Sport



CHIEF EXECUTIVE'S REVIEW

sportscotland has taken a number of strides forward during the first year of our 2015-19 corporate plan: Raising The Bar, as we continue to build a world class sporting system for everyone in Scotland.

The collaborations that have been forged are as strong as ever and together we are building on the legacy of Glasgow 2014 by capitalising on the unique opportunity that was presented to us by hosting the Commonwealth Games.

Our vision is to have a Scotland where sport and physical activity are woven into the fabric of our society, positively impacting on our people and communities the length and breadth of the country. The partnerships we enjoy with local authorities, clubs and sports, underpinned by the financial investment of the Scottish Government and The National Lottery, have strengthened the links between schools, clubs and performance sport. We are making progress towards widening and deepening access to the system.

I am delighted to report that the Active Schools Network delivered a record year across a multitude of key measurements, with school pupils making 6.1 million visits to activity sessions in the extra-curricular programme during the 2014-15 academic year – a 5% increase on the previous year.

The number of activity sessions has risen to over 332,000, with more than 100 sports and activities being delivered by more than 20,000 people.

It is terrific that in 2015-16, working with our partners, we exceeded the target of establishing 150 community sport hubs with at least one hub in each of Scotland's 32 local authorities.

Many of these hubs are linked to schools and are bringing people and sports together to provide more and better opportunities for people to participate and progress in their sport and physical activity. This network is to be further consolidated because we are now working to help deliver 200 sustainable community sport hubs by 2020.

There are already over 1,000 clubs associated with the hubs network offering more than 115,000 individual members access to 50 sports and activities. We and our partners recognise the opportunity hubs provide to empower local communities and aim for hubs to be driven by the local community for the local community. I am delighted that this year we started to undertake targeted work with hubs in the lowest 5% Scottish Index of Multiple Deprivation (SIMD) areas to empower local people to support the development of hubs in their area.

We have also continued to invest in helping aspirational clubs grow their memberships and talent through Direct Club Investment, while supporting Scottish Governing Bodies of sport (SGBs) to increase their capacity by investing in regional development officers.

The unprecedented success of Team Scotland in Glasgow 2014 and the Scots on Team GB and Paralympics GB in successive major Games is testament to the strength of Scotland's performance system.

Our commitment to cutting-edge technology and innovation – coupled with the partnership between experts and practitioners at the **sportscotland** institute of sport and sports, coaches, and athletes – has delivered success on the global stage at the highest level, and our challenge is now to maintain that success in future Games.

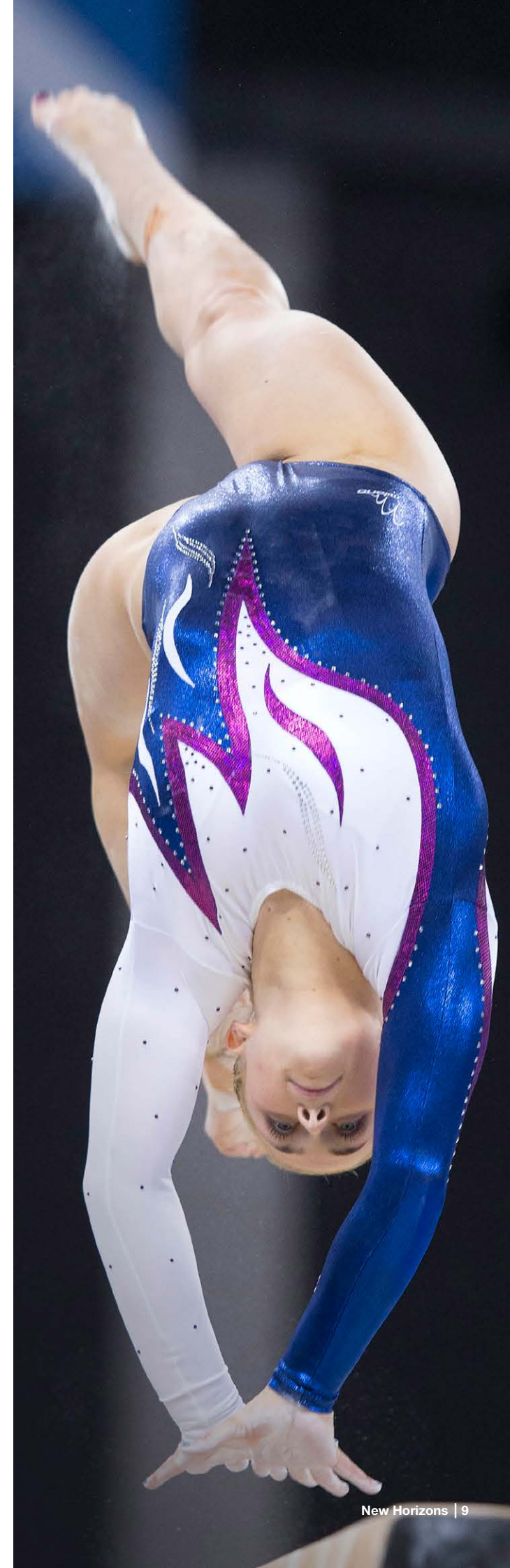
Significant progress has been made in attaining our outcomes for this four-year period, and I'm confident that our partnership approach will continue to pay dividends as we further develop and enhance an already sophisticated sporting system.

None of this could have been achieved without all the hard work and commitment from **sportscotland** staff and our colleagues in local government, the SGBs of sport, clubs, and the Scottish Government.

I thank you all for your dedication, expertise and shared passion to make Scottish sport the very best it can be and look forward to continuing the journey with you.



Stewart Harris
Chief Executive,
sportscotland





PORTFOLIO HIGHLIGHTS



PORTFOLIO HIGHLIGHTS

PARTNERSHIPS

A wide range of partners contribute their time, expertise, investment and information to Scotland's sporting system. Partnerships are critical to joining up the system, and we need to work with, and provide leadership to, the key players across sport.

Working across regions

We are focused on aligning our shared resources to deliver the best outcomes for people in Scotland. We use our regional infrastructure to develop strong partnerships which connect national and local planning and delivery.

During 2015-16, to improve consistency, we reviewed facility access in the east and central regions. Staff also provided expertise to ensure major developments matched national and regional priorities.

Leadership, policy and process development

We help our partners, across all Scottish Governing Bodies of sport (SGBs) and local authorities, to develop effective leadership, policies and processes. Over the last year, we worked with four local authority partners to develop local strategies for sport and physical activity. We also helped charity Children 1st provide specialist support in safeguarding children and vulnerable adults to 36 SGBs.

In a 2015-16 customer feedback survey, 88% of 32 respondents who received **sportscotland's** support in this area felt it was of a high or very high standard.

Local and national engagement

We continued to engage with local and national political organisations to increase their awareness and understanding of sport. In a 2015 survey of MSPs, 71% said they were familiar with and favourable towards **sportscotland**. This is one of the highest ratings given to a Scottish public body.

We also provided high quality support to Scottish Government ministers through our policy enquiries service and ministerial briefings, responding to 160% more enquiries than last year. In addition, we provided more staff expertise at ministerial engagements.

MSPs FAMILIAR WITH/FAVOURABLE TO SPORTSCOTLAND: 71%

88%
OF SGB RESPONDENTS SAY SPORTSCOTLAND SUPPORT IS OF A HIGH OR VERY HIGH STANDARD

SCHOOLS AND EDUCATION

Through our investment in Active Schools, we have continued to increase the number, range and quality of opportunities to encourage participation in sport.

Progress towards targets

The number of activity sessions increased 7%, from 312,000 in the 2013-14 academic year, to 333,000 in 2014-15 academic year. Over the same period, the number of people delivering opportunities increased by 7%, from 19,232 to 20,582. 86% of those people were volunteers.

More Active Schools

In the 2014-15 academic year, over 100 different sports or activities were provided, with pupils making more than 6.1 million visits to these sessions. This success is a result of strong local partnerships between Active Schools coordinators, school staff, physical education lead officers, sports development teams and sports clubs.

Meeting our targets

We continued to work with Education Scotland, helping local authorities to deliver the target of two hours / two periods of physical education (PE) per week. The Healthy Living Survey showed 98% of schools were meeting the target level of PE provision in 2015, up from 96% in the previous year.

Our investment in the PE lead officers' network has meant more people have the skills to deliver quality PE. This network is also instrumental in raising the understanding and impact of PE.

Over the course of this year we invested in 18 local authorities, to build a sustainable infrastructure for school sport competition. This investment has supported local staff in delivering opportunities for children and young people to participate in competitive school sport.

Engaging girls in sport

Active Girls continues to provide a platform to engage with girls and young women in school and the community. In 2015-16, more than 600 girls were trained in dance leadership, resulting in more opportunities for girls to take part in peer-led dance sessions.

This year has seen the consolidation of our learning on how to engage and work with girls and young women in sport and physical activity. To help both school and community professionals enhance their ways of working, this learning will be developed and shared nationally.

Awards lead to self-improvement

The number of schools using the School Sport Awards (SSA) to self-reflect and continuously improve continues to increase.

To recognise and celebrate successful PE and school sport models, we produced six case study snapshots highlighting the impact and change schools are seeing after going through the self-assessment process. School engagement with the snapshots has been excellent, with an average of 70-100 tweets / posts received per week.

.....
20,582
PEOPLE DELIVERING
OPPORTUNITIES
.....

.....
17,722
VOLUNTEERS
.....



.....
333,000
ACTIVITY SESSIONS
IN 2014-15
.....



PORTFOLIO HIGHLIGHTS

CLUBS AND COMMUNITIES

Working with partners, we continued to develop a strong network of community sport hubs (CSHs) across Scotland. There are now 155 active CSHs, which exceeds the target of 150 hubs by 2016. We have agreed a new target of 200 CSHs by 2020.

Strategic partnerships

Working in partnership with five local authorities, we provided additional support to identified hubs within the lowest 5% of Scottish Index of Multiple Deprivation (SIMD) areas. We plan to work with eight local authorities next year.

Helping clubs grow

We are working to support clubs who have aspirations to grow club membership and/or talent over a two- to four-year period. This year we worked with another 32 clubs through direct club investment (DCI), and continued to invest in SGBs to deploy regional managers to support clubs.

Investing in people

We furthered the professional development of CSH officers by delivering two national training days, to ensure we are working towards sustainable hubs. We also continued to develop our future club leaders by supporting young decision makers within CSHs.

Working together

We continue to work towards a regional infrastructure by bringing together local and national partners to further develop the shared club sport agenda. This allows partners to target local clubs that want to collaborate and improve the quality of club sport.

We also delivered two sessions to SGB heads of development, to share information and encourage learning and networking opportunities. A total of 29 SGBs were represented across both sessions.

155
COMMUNITY
SPORTS HUBS

DIRECT CLUB INVESTMENT TO
32 CLUBS

2 DEVELOPMENT SESSIONS
DELIVERED WITH
29 SGBs
ATTENDING



PORTFOLIO HIGHLIGHTS

PERFORMANCE SPORT

We aim to build a world class system that delivers consistent success on the world stage. During 2015-16, we supported more than 560 athletes through the **sportscotland institute of sport**.

Meeting our goals

We continued to deliver headline goals for the 2016 Rio Olympics and Paralympics, 2018 PyeongChang Winter Olympics and Paralympics and the 2018 Gold Coast Commonwealth Games. We also deployed resources to develop athletes and sports in order to meet future performance goals for the 2020 Olympic and Paralympic Games and the 2022 Commonwealth Games.

Supporting Scottish success

Scottish athletes continue to prove Scotland is a major contributor to British sporting success, with six medals at the IPC World Athletics Championships in October 2015, and three at the UCI Para Cycling Championships in March 2016.

There was also gold medal success at the European Powerlifting Open Championships, and for the first time, a medal-winning performance by a British/Scottish athlete in Nordic Skiing at a World Cup. The performance programmes for Nordic Skiing and Powerlifting are managed in-house by the **sportscotland institute**.

Strategy and structure

Following consultation with athletes and staff from the sports and performance arenas, we are developing a new high performance strategy and structure. This will continue to take shape next year.

We launched our High Performance Environments initiative and will use Oriam: Scotland's Sports Performance Centre as a catalyst for the development of world class facilities, equipment and services at targeted venues throughout Scotland.

We used the High Performance Conference in March 2016 to learn from other disciplines across the world and benchmark our services. That will help us attract, retain and grow world class performance specialists to support our athletes and sports.

.....
MORE THAN
560
ATHLETES SUPPORTED
BY SPORTSCOTLAND
INSTITUTE OF SPORT
.....

PORTFOLIO HIGHLIGHTS

PEOPLE

We held the Scottish Coaching, Officiating and Volunteering Awards in November 2015 to raise awareness of and recognise successes in coaching and volunteering.

National recognition

There were 891 nominations from across Scotland, demonstrating the quality of work being done across the country. Some of our entrants and winners went on to competition finals at UK level, and two of them came home with awards.

Professional development

Working across the organisation, we developed coaching workshops covering our core themes. We also launched a coach development app, which provides a range of resources for coaches of any level and in any sport, and was accessed by more than 300 coaches.

80 sport educators were engaged in a learning and development event in Glasgow in March 2016, the first of its kind. We also delivered our first live stream coaching and webinar events.

For young people

We continued to grow and develop our work with young people, engaging their views about the sporting system and how it can be improved. Members of the Young people's sport panel led and influenced work on the School Sport Awards, as well as young decision makers in community sport hubs. We successfully recruited two interns, who supported the development of these key projects.

During the year, a total of 248 young people were involved for the first time in competition organiser training, which was delivered by students. Nearly 650 Young Ambassadors in schools across Scotland helped inspire and motivate their peers to participate and engage in sport, and 98 young decision makers helped influence the needs of their local community sport hub.

248

**YOUNG PEOPLE INVOLVED IN
COMPETITION ORGANISER
TRAINING FOR THE FIRST TIME**

891

**NOMINATIONS FOR 2015
SCOTTISH COACHING, OFFICIATING
AND VOLUNTEERING AWARDS**



PLACES

We are committed to providing a network of quality places where people can take part in sport, covering school and education, club and community, or performance sport environments.

Focus on facilities

We provided expert advice, guidance and support in the planning and design of and investment in sports facilities. Throughout the year, we continued to develop a more integrated and targeted 'single plan' approach to sports facilities investment with a small number of SGBs. The aim is to increase this number during 2016-17 and beyond.

Unprecedented investment

Investment in facilities reached an unprecedented level during 2015-16. We managed the implementation of projects with financial support from the Sport Facilities Fund, the Legacy 2014 Active Places Fund and the CashBack for Sport Facilities Fund.

We also played a key role in managing the design and delivery of major capital projects, including Oriam: Scotland's Sports Performance Centre and **sportscotland** National Sports Training Centre Inverclyde.

Under development

We developed a bid document and managed the bidding process for the proposed National Shooting Centre in Scotland. A preferred bidder was identified, and we are now working with them to develop an affordable, viable project that meets the needs of the shooting disciplines identified.

We helped our partners plan for places for sport. We have rolled out our national facility planning model to all local authorities. We are also working with a combination of local authorities and SGBs to deliver a strategic approach to their facilities requirements, which aligns with their development plans.

Protecting places

In our role as a statutory consultee in the planning process, we also helped protect, maintain and/or enhance the capacity of pitches and playing fields affected by planning applications. Of 73 planning applications that affected pitches or playing fields, no capacity was lost in 98% of cases.

Sharing expertise

We continued to share our knowledge and expertise in the design, construction and management of sports facilities with designers, owners and operators. This is primarily through the development of guidance, project case studies and technical information. We also continue to undertake research to help enhance our knowledge, for example, examining the impact of asset transfer for clubs and communities.

20 AWARDS
SUPPORTING THE
DEVELOPMENT OF
NEW FACILITIES

39 AWARDS
SUPPORTING EXISTING
FACILITIES





PORTFOLIO HIGHLIGHTS

OUR ORGANISATION

We are committed to building a strong foundation from knowledge, awareness and understanding of world class sporting systems.

Sound foundations, solid progress

We aim to use that foundation as a platform to develop, manage and deploy staff, systems and services efficiently and effectively. This will ensure our resources are all aligned and targeted to maximise impact.

Developing the right tools

We progressed the development of My Sport and Pathway business intelligence tools. My Sport is an online portal, which collates and stores consistent data across all sportscotland programmes and funding streams. Pathway is an interactive map designed to support operational planning, which presents information at a school, club and facility level.

Once fully developed, these tools will provide the core data for monitoring and evaluating the impact of our work across Scotland’s sporting system.

A focus on equality

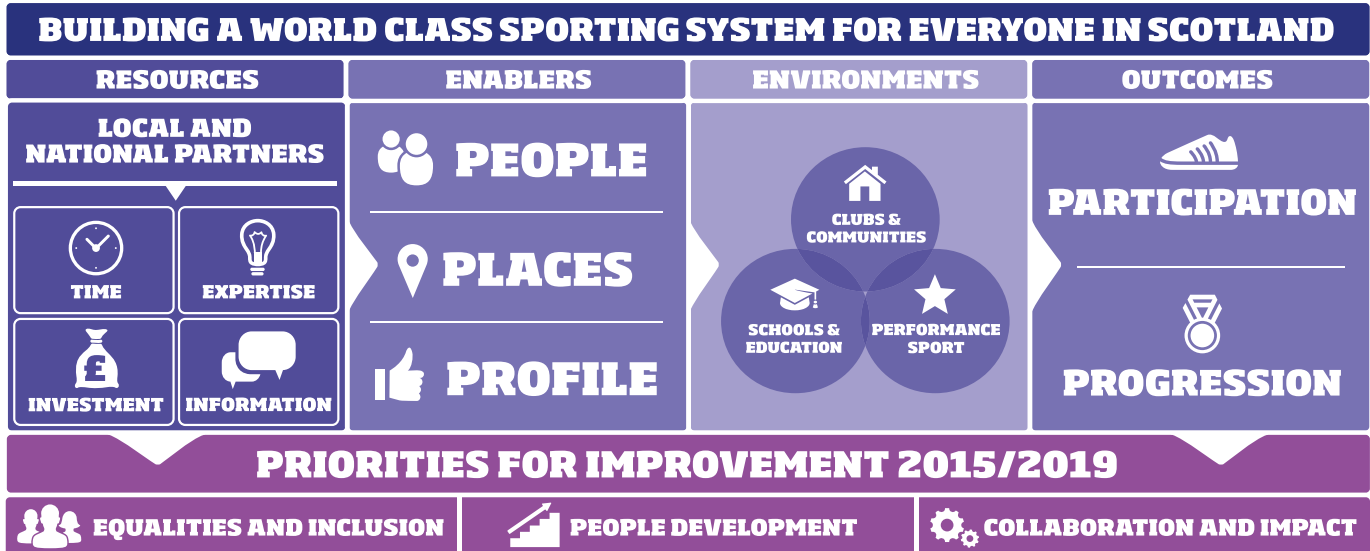
We managed a major research project, funded by the Equality and Human Rights Commission (EHRC), which focused on equalities in Scottish sport. The project’s findings are being used to inform our actions, and those of our partners and other organisations, helping to ensure the system is inclusive.

Internal inspections

Our corporate governance and investment processes were internally audited. These were shown to be robust in their design and operational effectiveness. Major internal reviews were also undertaken to improve our HR and ICT support, and we completed the groundwork for the introduction of new procurement regulations, which come into force in April 2016.

Collaborative working

Considerable cross-organisational resources have been allocated to the redevelopment of sportscotland National Sports Training Centre Inverclyde. That support is ensuring the project will be delivered on time, on budget and in line with stakeholders’ expectations. The redeveloped centre will offer a unique set of inclusive sports facilities and on-site accommodation, as well as opportunities for a range of sports, schools, clubs and the community.



Extract from 2015-19 corporate plan: Raising The Bar



OUR PROGRESS

The 2015-19 corporate plan: Raising The Bar outlines our mission to develop a world class sporting system for everyone in Scotland, and describes the impact measures by which we will monitor our progress. These measures are aligned against the outcomes and enablers described in the plan.

OUTCOME

PARTICIPATION

You will have the opportunity to get involved and participate in sport, and stay involved throughout your life.

IMPACT MEASURE

We will have increased the number and diversity of people playing sport in schools and sport clubs.

*As reported. We do not currently collect gender data for Active Schools deliverers therefore this is not available.

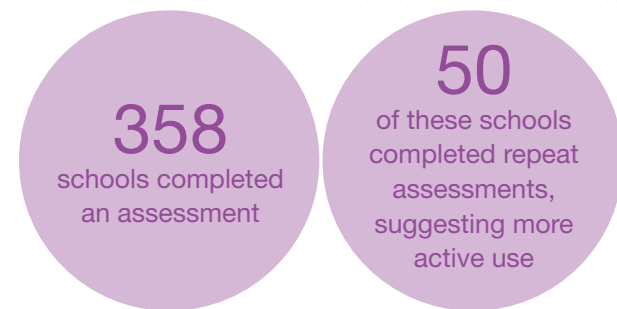
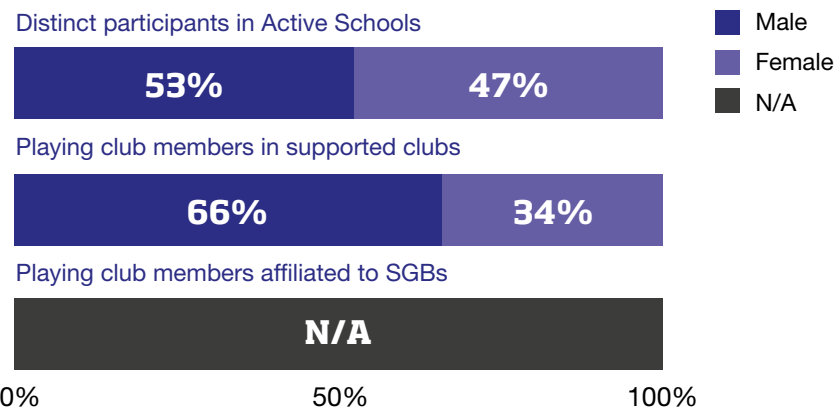
**We have identified potential anomalies with 12% of clubs around the definition of membership and a further 10 clubs have not returned data. We are working to resolve this, we will issue a revised figure later in the year. The total membership figure is expected to be slightly higher. This does not include clubs supported by the regional posts for football, golf, swimming, rugby and SDS.

We will have used the sportscotland School Sport Awards to strengthen the quality of sport within schools, driving strategic quality improvement and impact.

PERFORMANCE INDICATORS



Gender Balance



School Sport Awards



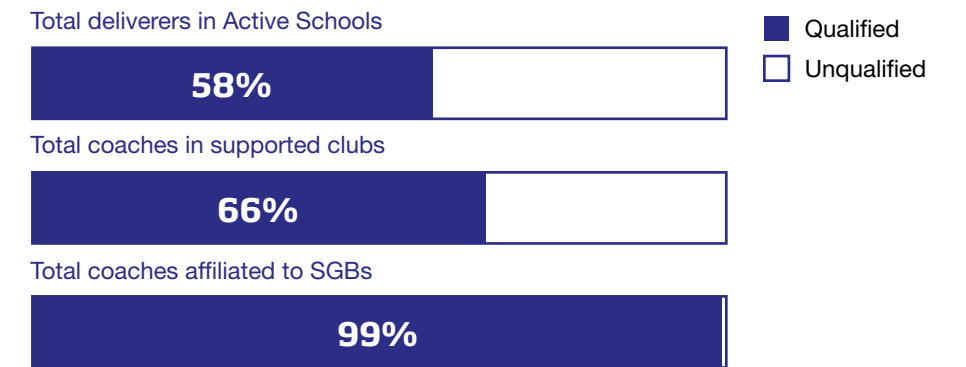
IMPACT MEASURE

We will have taken a planned approach to increasing the number, quality and diversity of coaches working in schools and education, and clubs and communities. This measure is about our strategic approach to coaching, and how our work affects all coaches in Scotland.

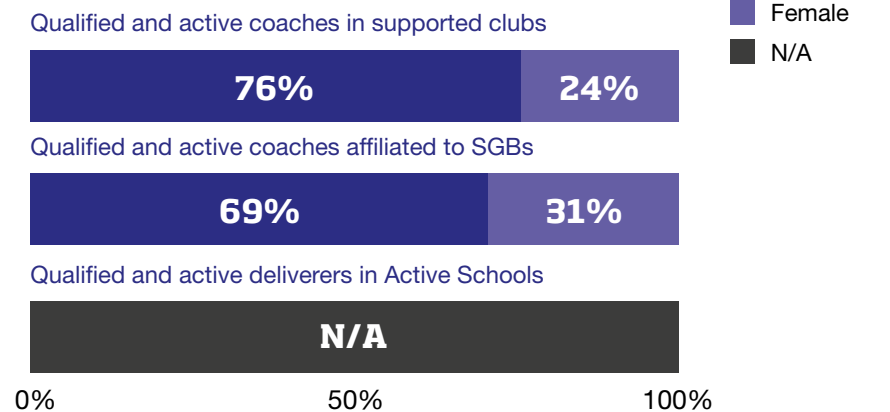
PERFORMANCE INDICATORS



Proportion which are qualified***



Gender Balance



*We have identified potential anomalies with 12% of clubs around the definition of membership and a further 10 clubs have not returned data. We are working to resolve this, and we will issue a revised figure later in the year. The total membership figure is expected to be slightly higher. This does not include clubs supported by the regional posts for football, golf, swimming, rugby and SDS. This also includes SSS who provided membership data but no coaching data.

**As reported. Excludes data from SGBs: surfing (no data available) and weightlifting (de-recognised by the sportscotland Board in December 2015 following a recognition review process therefore data was not requested).

***As reported. For Active Schools deliverers "qualified" primarily includes UKCC awards as well as physical education and leadership. For coaches affiliated to SGBS and in supported clubs "qualified" includes UKCC awards level 1-4.

PARTICIPATION

INSIGHT: A STRATEGY FOR THE FUTURE

Through our integrated investment process for SGBs, we manage and support the delivery of activities to develop coaching and coaches within Scotland. This includes support to coaching network posts and delivery of effective coach CPD programmes.

We have been working with sports coach UK, the home nations and SGBs to review the status of coaching and future priorities for the Scottish sporting system.

A renewed strategic plan for coaching in Scotland is now under development, which builds on the existing UK coaching strategy and the environments in which the sporting system is evolving. As a result of this work, four clear priorities have been identified:

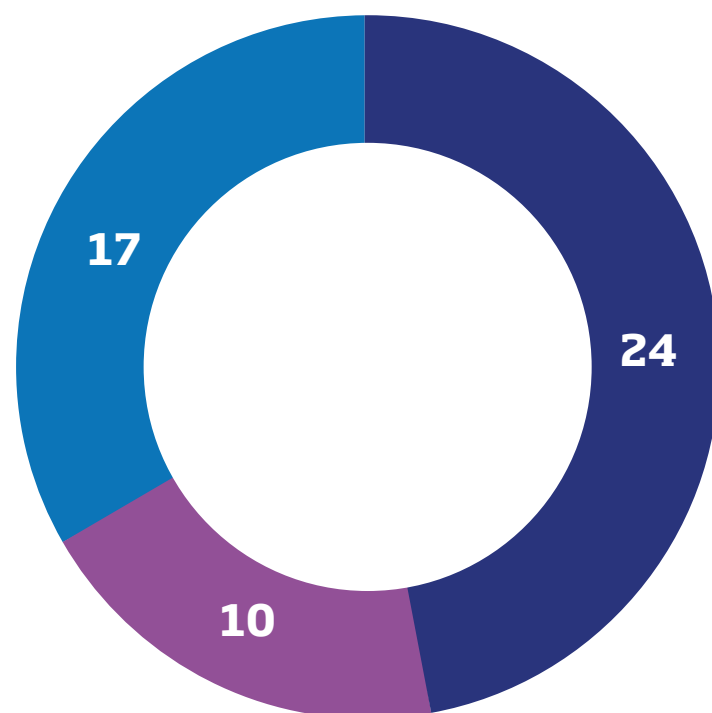
- A more customer-focused approach to coach education, enabling coaches to adapt to the varying needs of participants in their sessions
- Embrace and use new technologies to augment coaching processes
- Recruit women, older adults and disabled coaches to provide a greater and more equitable workforce
- Raise the profile of the benefits of coaching to society and the value we place on it

To achieve these priorities, we have identified these key approaches:

- Enhance information systems to develop better communication, understanding and relationships with coaches
- Use research and coaching insights to enhance the quality of educational content
- Provide a greater reach and variety of learning opportunities to meet the wide range of learning behaviours across 100,000 coaches in Scotland
- Provide leadership and advocacy of the value of coaching from both a monetary and personal perspective

How SGBs are supported for coaching:

- Coaching investment and coaching network post
- Coaching investment
- No coaching investment or coaching network posts



OUTCOME

PROGRESSION

You will have the opportunity to develop, progress and achieve success at your chosen level in sport.

IMPACT MEASURE

We will have helped up to 10 Scottish governing body partners to understand and describe sport-specific pathways, with each sport providing evidence of the difference these pathways have made in terms of athlete quantity and quality.

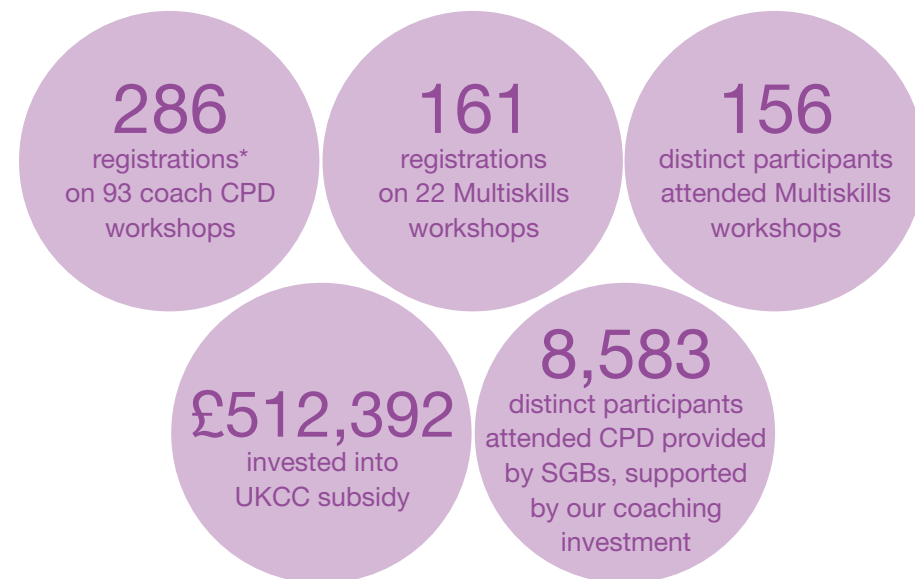
PERFORMANCE INDICATORS

This area of work is still being developed, and we are not yet working with any SGBs. The aim of this project is to work with up to ten SGB partners by March 2019, developing a tool that will support them through the process of understanding and describing the pathway for their sport.

An internal working group is in the process of agreeing selection criteria for the SGBs that will be involved in the early stages of the development and application of this tool.

During 2016-17, a number of SGBs will be identified to be part of the development of a sporting pathway assessment tool, with the intention to support them through an initial assessment by the end of March 2017.

We will have worked to help more supported coaches become better at coaching, so they can help athletes to improve at all stages of the pathway.

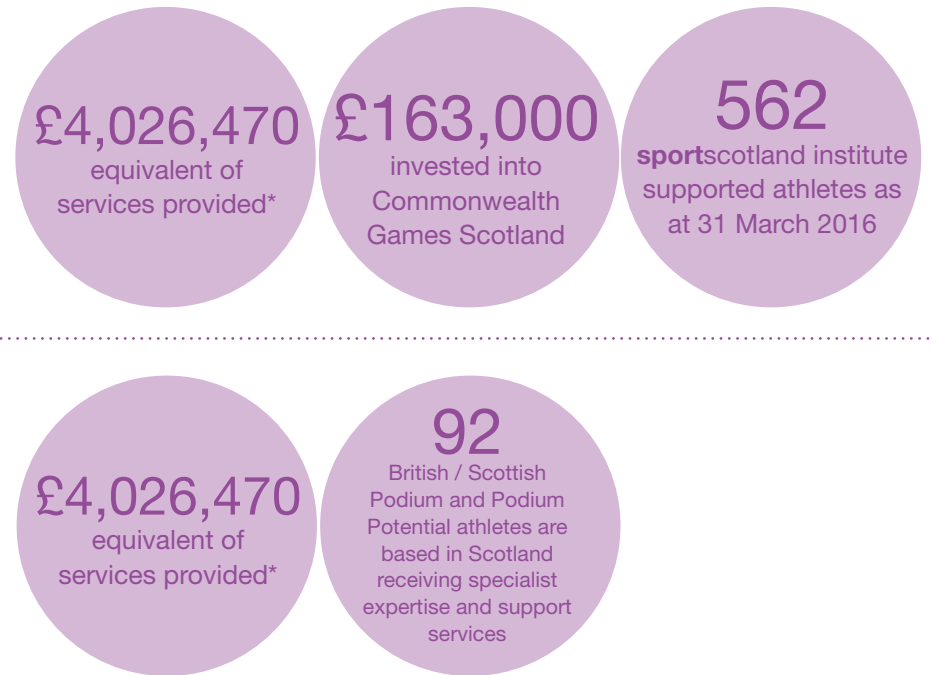


*We are not yet able to report on the distinct participants on CPD. We will report this in future. We have reported registrations on CPD workshops (coaching talent, coach connect and PCS delivered to coaches through sportsScotland) to provide a sense of scale of our work. For coach connect and coaching talent, coaches only need to register once to attend multiple workshops.

IMPACT MEASURE

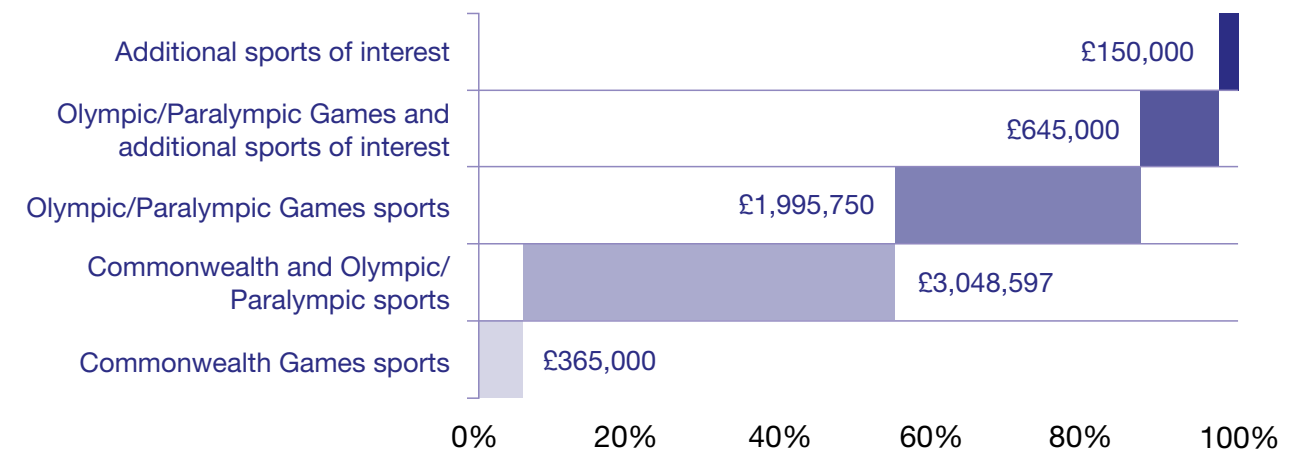
We will have helped Team Scotland win more than 30 medals at the 2018 Gold Coast Commonwealth Games.

PERFORMANCE INDICATORS



*This is the total equivalent of services provided across Commonwealth sports, Olympic / Paralympic sports and additional sports of interest.

SGB performance investment, by event*



*Some SGBs are both Commonwealth and Olympic Games sports or are Olympic Games sports as well as being additional sports of interest.

PROGRESSION

INSIGHT: INVESTING IN PERFORMANCE SPORT

We invest directly in SGB performance programmes and deliver world class services in the areas of performance management, sports science, sports medicine, and special projects innovation.

International events

We invest in Commonwealth Games Scotland, financially and through the deployment of staff to support Team Scotland preparation and performance.

We deliver world class services in the areas of performance management, sports science, sports medicine, and special projects innovation to SGB performance programmes. That investment is confirmed across our agreed investment principles and categories, as approved by our Board:

- Commonwealth sports
- Olympics / Paralympics – Summer
- Olympics / Paralympics – Winter
- Team sports of significance to Scotland (additional sports of interest)

Commonwealth Games

Our Mission Control processes support the long-term development of SGB performance systems by analysing the key components of performance programmes, identifying actions for improvement and tracking progress against these actions. The main focus for improvement actions is medal success at major Games and the delivery of our shared performance outcomes.

All SGBs engaged in Mission Gold Coast 2018, as part of Mission Control, have identified the area of athlete support services as being on track. They are also delivering the specialist support services required to support optimal athlete performance at the Gold Coast Commonwealth Games in 2018.

Olympic and Paralympic Games

Data gathered by our performance team is predicting excellent results in Rio where we aspire to have a record number of Scots at an away Games and home grown Scottish athletes in the medal zone.

All SGBs engaged in Mission PyeongChang 2018, as part of Mission Control, indicated athlete support services are on track and the specialist services identified are in place to support optimal performance at the PyeongChang Winter Olympic and Paralympic Games.

Our current Winter Para athlete forecasts for 2018 have not significantly changed since reviews in 2015. As a consequence we have established a new Para Initiative, and are working closely with UK Sport to address these challenges.

During 2015-16 we successfully won the contract to deliver services to the British Para Ski Association. We are building a strong partnership that we aim to use to create new opportunities for our athletes.

Athletes

We support SGBs by providing financial investment and in-kind specialist services for athletes. We work closely with UK-wide partners to produce better quality athletes, with a higher success rate in gaining selection for funding from Podium Potential; and who have the ability ultimately to win medals as a Podium-supported Podium athlete.

We also provide direct financial support to athletes with the potential to win medals at identified milestone events. That enables them to optimise training and competition opportunities.



PEOPLE

You will be supported by quality people who work together to help you achieve your goals.

IMPACT MEASURE

We will have worked with SGBs to improve coaching strategies. We will have used a range of tools, including the Coaching Scorecard, CVPM roles, investment into SGB programme support and coach network posts and UKCC subsidy to drive quality improvement in the development of those strategies. We will make sure there are more coaches with the right qualifications working in sport, and improving opportunities for those currently under-represented in coaching.

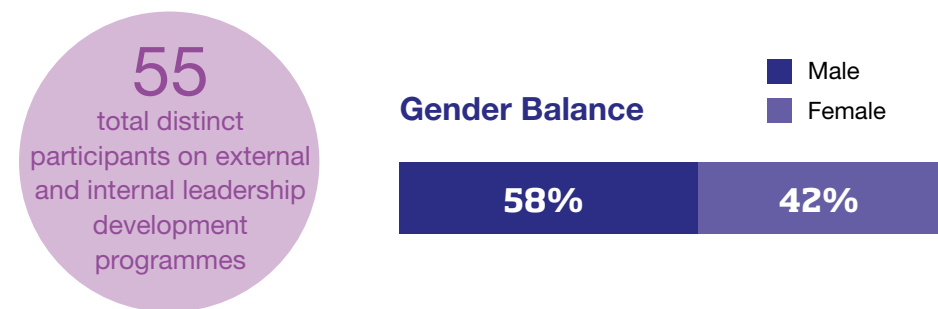
We will have developed and implemented a clear, strategic approach to leadership development for professional staff working in Scotland's sporting system, proactively encouraging diversity in the workforce for sport.

We will provide a range of leadership opportunities to young people, so they are encouraged and supported as they reach their potential in leadership roles.

PERFORMANCE INDICATORS



*We are not yet able to report on the distinct participants for UKCC subsidy by award level. We will report this in future. We have reported completions of UKCC awards to provide a sense of scale of our work. Coaches can complete an award without receiving a subsidy from sportscotland therefore completions are not a true reflective measure of our coaches with the right qualifications.



*There may be multiple counting between opportunities

INSIGHT: OUR WORK IN PEOPLE DEVELOPMENT

Through our integrated investment process to SGBs, we manage and support the planning and delivery of activities to develop coaching and coaches in Scotland.

Continuous professional development

We invest in the progression and delivery of continuous professional development (CPD) learning opportunities for coaches, officials and volunteers. We also work to improve other support mechanisms designed to benefit Scottish sport.

Our investment and strategic support to SGBs has helped in the delivery of sport-specific CPD. We deliver Multiskills, an SQA accredited course, which focuses on the fundamental movement skills of children and is aimed at coaches working with children at primary school age. We support the development and delivery of core coach education awards in Scotland, and coaches with UKCC subsidies.

The right support, the right tools

We provide specific support to Coaching Network posts, and more generally support and expertise through coaching and volunteering partnership managers.

We've implemented tools like the Coaching Scorecard, a web-based self-assessment tool linked to the priorities of the Coaching Scotland framework, to help SGBs plan, develop and deliver coach education and development programmes.

A strategic approach

We are becoming more strategic in how we encourage SGBs to look at long term workforce development and ensure coaches are progressing through qualification levels. We continue to subsidise access to all UKCC qualifications, however we revised our funding model in 2015-16 to increase the number of coaches achieving qualifications at UKCC Level 2 or above.

Our approach now is to work with SGBs, supporting the successful transition of coaches on the UKCC pathway where appropriate. We are also working in partnership with sports coach UK, and have engaged

a coaching advisor for Scotland with a specific focus on gender and disability.

The two over-arching objectives for this post are:

- addressing inequalities
- to provide support for internal staff and SGBs when addressing equalities in their coaching workforce
- to increase the quality and quantity of female and disabled coaches

Developing leadership

It's our ambition to have strong, positive leaders in Scottish sport. We believe good leaders will inspire their sporting communities, and drive productivity in an ethical, sustainable and systematic way.

We are providing opportunities for leadership development to partner organisations and to **sportscotland** staff. Our external leadership opportunities include:

- Leading Edge: a high level leadership programme for SGBs senior CEOs in partnership with the UK home countries sports councils and UK Sport
- Future Leaders: a mid-level leadership programme for a variety of SGB staff delivered by Plan4Sport
- Women's Sport Leadership Academy: a residential programme for women from partner organisations and **sportscotland**, which aims to increase leadership behaviour, confidence and competence of women working in sport

Our internal leadership programme, Performance Through Leadership, has been designed to help participants continuously improve their crucial leadership behaviours.

Creating a framework

We're developing a leadership framework to ensure we continually improve leadership in our world class sporting system. It will provide a single orientation point for leadership, a sporting context, a consistency of language and a set of leadership behaviours that can be used to activate numerous learning programmes and tools across our sporting system.

PEOPLE

INSIGHT: OUR WORK IN PEOPLE DEVELOPMENT

Encouraging young people

Through our work with young people as leaders in sport, the sports sector and young people themselves, we will have an improved understanding of the range of key roles young people can undertake within the sporting system. We will also improve access to opportunities for young people to gain the skills they need to take on these roles.

sportscotland has identified five key roles as being integral to building a world class sporting system and where they are likely to have the most significant impact. They are:

- Young people as deliverers/coaches
- Young people as technical officials
- Young people as event/competition organisers
- Young people as decision makers
- Young people as ambassadors

Providing opportunities

We have created a range of opportunities aligned to these roles:

Young Ambassadors: national training for young people to support and encourage them in their role as Young Ambassadors, which is to promote sport, to motivate and inspire other young people to participate in sport, and to influence key aspects of school sport, as aligned to the School Sport Awards.

Young decision makers: motivate and engage hub officers to facilitate the involvement of young people as decision makers within hub steering groups and committees.

Internship: recruit and deploy an internship opportunity within **sportscotland's** sports development team.

Competition organisers training: provision of national training for young people to help them gain the necessary skills, knowledge and understanding to undertake the competition organiser role.

Young people's sports panel: recruit and manage a panel of young people to take on a leadership role in the sporting system. Consult and facilitate engagement with young people on the sporting system and a range of **sportscotland** business activity.



PLACES

You will have access to a network of quality places where you can get involved in sport.

IMPACT MEASURE

We will have established **sportscotland** National Sports Training Centre Inverclyde as a fully-inclusive, residential sports facility.

We will have contributed to the successful completion of Oriam: Scotland's Sports Performance Centre, and integrated it within our high performance network.

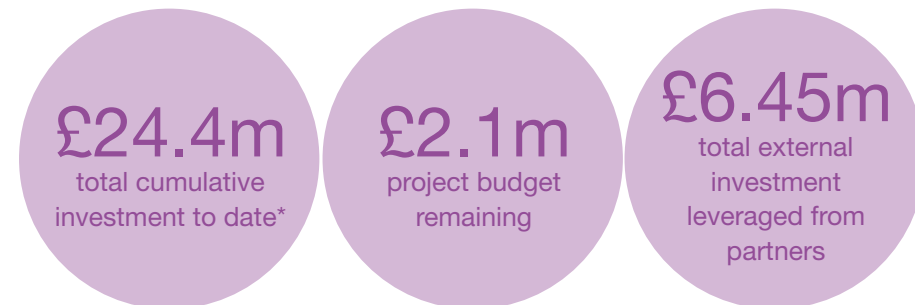
We will have made 'places for sport' a more integral part of planning, both locally and nationally.

We will have targeted our resources around the development of places for sport, where they can have the greatest impact on participation and progression.

PERFORMANCE INDICATORS



*This includes £59,609 of equivalent investment in kind of **sportscotland** support.
**This figure includes external funds received from North Ayrshire Council.



*This does not include external investment leveraged from partners at Heriot-Watt University (HWU) and City of Edinburgh Council (CEC).

We are currently working on how to support local authorities and SGBs as they make places for sport a more integral part of future planning for sports provision. We will look for an integrated solution internally, and present a united approach with all local authorities and SGBs.



INSIGHT: RESOURCE IN THE RIGHT PLACES

sportscotland National Sports Training Centre Inverclyde

Inverclyde is a key priority project for **sportscotland**. It has received substantial support from staff across the business, including dedicated specialist input from procurement, design and construction, legal, communications, HR, ICT, project management and administration.

Additional help has come through the **sportscotland** institute, for example in the development and fit out of the physical preparation area.

In addition to our investment, funds were secured from North Ayrshire Council to cover transfer of land, the golf facility upgrade and 10 years of access to the sports pitches.

The project is on track financially, on time for completion on 31 March 2017, and delivering against the brief. It has received substantial assurance through internal audit.

Oriam: Scotland's Sports Performance Centre

Oriam is another priority project. It has received substantial specialist support, primarily in design, construction and management, to ensure delivery on time, on budget and to the highest quality.

There has also been extensive assistance in legal and planning matters, and the **sportscotland** institute provided specialist input to the design of the high performance areas.

The project is on track financially, on time for completion on 31 August 2016, and delivering against the brief. It also received significant assurance in audit.

Targeting resources

Outwith these projects, we have been working to make sure our resources are targeted to have the most impact on the development of places for sport. We have a robust application process for **sportscotland** funds, and we consult with experts and partners on every application.

Any award we make must deliver a clear impact on participation and progression. In addition, to ensure our investment supports the sporting system, we only invest in schools when there is a clear link to clubs and use by the community. Similarly, we only invest in performance environments where there is a strategic fit with an SGB.

We are currently in the process of moving all sports to a single application process, to make better use of resources and ensure more informed decision making.



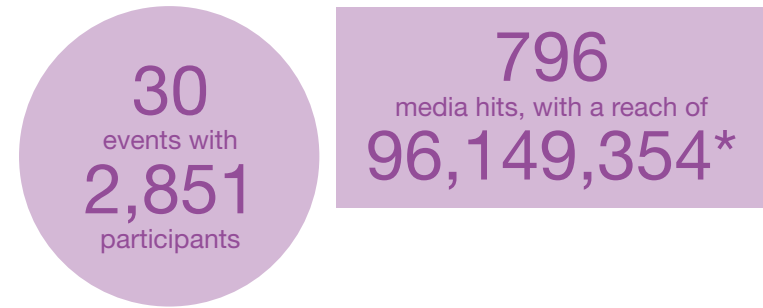
PROFILE

You will see and hear about a range of sporting opportunities and be inspired by the success of Scottish sport.

IMPACT MEASURE

We will have celebrated Scottish sport, profiling a wide range of sports and the opportunities for all to get involved, progress and achieve.

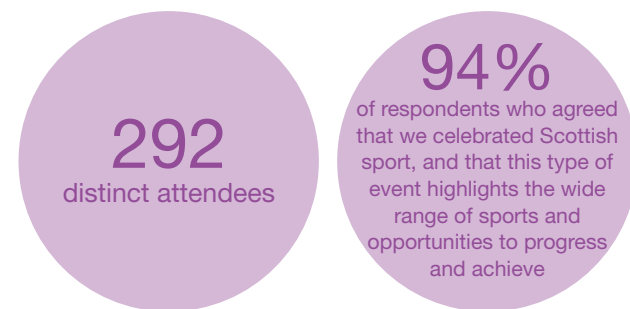
PERFORMANCE INDICATORS



*Reach represents the number of opportunities to watch, listen, or read about a sportscotland initiative/programme or point of view.

	1,468 TWEETS	92,355 VISITS TO TWITTER PAGE	7,123 TWITTER MENTIONS	4,365,000 TWITTER IMPRESSIONS
	1,127 LIKES	1,591,687 IMPRESSIONS		
	235,816 UNIQUE USERS			

We have used the Scottish Sports Hall of Fame as an example of the evidence we aspire to gather. Led by sportscotland, the Scottish Sports Hall of Fame celebrates Scotland's iconic sports men and women and aims to inspire future generations.

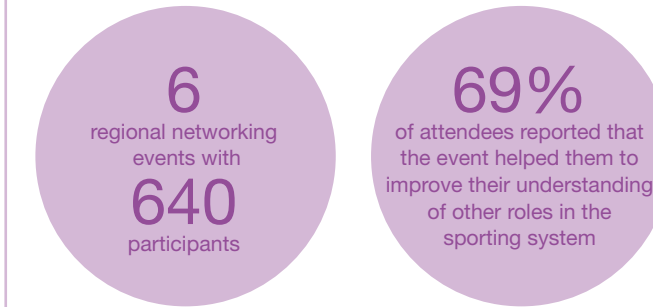


PROFILE

IMPACT MEASURE

We will have partners reporting positively that sportscotland has helped them understand the sporting system and work together to enhance it.

PERFORMANCE INDICATORS



All our events should help partners understand the sporting system and work together to enhance it. Regional networking events supply evidence to show this taking place. In future, we'll aim to show this kind of evidence for all events.

For regional networking, we brought together Active School coordinators and managers, sports development officers, community sport hub officers, SGB regional managers and PE lead officers, as well as sportscotland staff. By getting to know each other, they can begin to develop a greater awareness and understanding of how they can work better together.



PROFILE

INSIGHT: PROMOTING SCOTTISH SPORT

Effective communications

The **sportscotland** communications team plays a key role in our drive to celebrate Scottish sport. They aim to ensure people see and hear about sporting opportunities, and are inspired by success, through strategic relationship management with external and internal stakeholders.

The team disseminates our corporate messages through media, PR, marketing, digital communications, events, branding, printed materials, publications, website and programme support.

They coordinate #SportHour, a monthly themed Twitter chat about the work we and our partners undertake. #SportHour offers a regular opportunity to discuss sport in Scotland and provides a platform for partners to promote their own successes. It brings opportunities to get involved to a broad and engaged audience.

The team also manages our website. They have run qualitative public usability tests, and used feedback received to inform incremental improvements.

Feedback forms are now included on the majority of web pages, however no significant feedback has been received.

The communications team are now embarking on a project to redevelop the website, to improve the experience for people accessing it on mobile devices. This will also ensure that it meets AA accessibility standards.

Partnership working

sportscotland has a dedicated team of managers who work with local authorities and SGBs. These managers help our partners understand their contribution to the sporting system by helping them to review and develop their strategic plans for sport within this context.

To support operational delivery, we help partners develop outcomes that connect to the sporting system for specific programmes, such as performance sport programmes, SGB development, Active Schools, physical education and community sport hubs.

#SPORThOUR





VIEW FROM THE CHAIR

LOOKING BACK

Outgoing Chair Louise Martin CBE shares her thoughts on the past eight years and the future for **sportscotland**.

This is a time of personal reflection as I look back over my eight years as Chair of **sportscotland**. It has been an incredibly exciting time in the evolution of our organisation. We have been through a reorganisation and a relocation to Glasgow, we have celebrated the highs of two home Games with the Olympics and Paralympics in London in 2012 and of course the Commonwealth Games in Glasgow two years later. During this period, we have seen many of our grassroots programmes flourish as we built a legacy from those Games.

The 2015-19 corporate plan: Raising The Bar was designed to consolidate the work delivered in the four years which encompassed those momentous events. Our mission was to harness the interest in the Games and build a world class sporting system at every level. Thanks to detailed planning, honest evaluation and real collaboration with our partners, I leave an organisation which is more focused than ever before on delivering long-term sustainable programmes that make a significant contribution to sports, schools, clubs and communities.

I am extremely proud that a number of those programmes, including community sport hubs and Active Schools, are being held up as examples of good practice around the world, with other sporting nations keen to learn how they can be replicated in their own countries. Our performance system too, is delivering impressive results with an increasing number of home-grown athletes and programmes delivering on the world stage.

The system we now have in place is a huge step forward. We have worked hard to define a clear pathway for people to become involved in sport and to develop, progress and achieve success at their chosen level. To complement that, we have worked closely with our partners to develop a workforce to support that pathway, while Scottish Government and The National Lottery investment has allowed us to deliver a network of quality facilities that are the best that Scotland has ever seen, which are being extensively used at community and performance level.

This can all be traced back to the meticulous planning and preparation in advance of those flagship events in London and Glasgow. We were determined that there would be a lasting legacy for sport in Scotland and I firmly believe that we are well on the way to delivering on that commitment. I don't underestimate the challenges that lie ahead, but I do know that by working in collaboration, Scottish sport has a very bright future.

During my time at **sportscotland** I have had the privilege of working with some incredibly passionate and knowledgeable people who are truly putting sport first. I would like to thank the staff across the whole **sportscotland** network, our partners in governing bodies and local authorities, as well as the Scottish Government and The National Lottery for their support over the years. I have relished the challenges, welcomed the opportunities that this role has brought, and I look forward to continuing to work with you all for the good of sport.

I have thoroughly enjoyed working with Mel and the whole board during my tenure as Chair, and I know that the organisation is in safe hands. I wish Mel every success in his new role and look forward to seeing **sportscotland's** progress over the months and years ahead.

Louise Martin

Louise Martin CBE
Chair, **sportscotland**
(2008-2016)



LOOKING FORWARD

Mel Young, incoming Chair, outlines his vision for **sportscotland**.

There are varied and extremely exciting opportunities ahead for **sportscotland** over the remaining three years of the 2015-19 Corporate Plan: Raising The Bar. We have a clear vision and our plans are designed to achieve that vision by the end of 2019.

As Vice-Chair of **sportscotland** since 2012 and a Board member since 2008, I have been privileged to witness and make a contribution towards the evolution of Scotland's sporting landscape. Journeys like this are never fully complete and that is why so many great opportunities exist.

In 2017 we will see the completion of the **sportscotland** National Sports Training Centre Inverclyde. A world class residential venue for sport in Scotland, this will be another jewel in the crown of our exceptional facilities portfolio, as detailed in this report.

In the second year of Raising The Bar, we will continue to develop our investment in people, through our coaching development programmes, recognition for officials and volunteers, training young people to get involved in sport and the Young people's sports panel and Young Ambassadors programmes.

Through our Active Schools programme we reach all schools in Scotland and we are aiming to provide opportunities that respond to local needs and priorities, while supporting inclusion in activity for children and young people who may have barriers to participation. Our community sport hubs network will also continue to develop, increasing its reach into communities and involving local people in the development of their hubs.

In performance sport we will be looking to build on the great success achieved in Rio by Team GB and ParalympicsGB. With the Gold Coast, Pyeongchang and Tokyo next on the horizon, we have an amazing opportunity to continue to raise the profile of our work. I would like to thank Louise Martin and congratulate her on an exceptional, era-defining tenure as Chair. We will all strive to inject our work with the energy, vigour and leadership shown by Louise during her eight years at the helm of **sportscotland**.

Although it is evident that a great deal of work has been done so far, the road ahead remains full of exciting possibilities. Technology changes, people change, even the environment changes – and there will always be infinite capacity for innovation in the way we help people to improve their lives as we strive to build a world class sporting system for everyone in Scotland.

The journey continues.



Mel Young
Chair,
sportscotland





FINANCIAL INFORMATION

FINANCIAL SUMMARY

The following are details of amounts (£) invested in individual sports for the sportscotland financial year ending 31 March 2016.

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT**	OVERALL TOTALS 2015-16
Angling	116,000	750	116,750
Aquatics	1,320,282	98,237	1,418,519
Archery	64,481	4,817	69,298
Athletics	1,037,960	36,572	1,074,532
Badminton	813,500	23,303	836,803
Basketball	541,873	126,686	668,559
Bowling	475,000	101,420	576,420
Boxing	716,097	24,611	740,708
Canoeing	435,990	134,630	570,620
Cricket	433,750	231,927	665,677
Croquet	2,000	10,000	12,000
Curling	538,922	202,403	741,325
Cycling	874,464	76,928	951,392
DanceSport	4,500	0	4,500
Equestrian	237,302	26,675	263,977
Fencing	142,100	30,000	172,100
Football	1,325,000	255,112	1,580,112
Golf	1,320,653	77,313	1,397,966
Gymnastics	850,660	105,771	956,431
Handball	109,116	13,196	122,312
Hang-gliding/paragliding	1,000	0	1,000
Hockey	869,913	181,241	1,051,154
Judo	505,979	255,328	761,307
Jujitsu	3,000	0	3,000
Karate	35,000	8,280	43,280
Lacrosse	15,960	9,947	25,907
Modern Pentathlon	71,500	8,400	79,900
Motor Sports	40,000	0	40,000
Mountaineering	285,300	1,933	287,233

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT**	OVERALL TOTALS 2015-16
Netball	648,103	80,697	728,800
Orienteering	61,267	2,100	63,367
Ramblers*	0	0	0
Rowing	388,921	59,600	448,521
Rugby League*	0	0	0
Rugby Union	1,206,061	77,826	1,283,887
Sailing	476,000	51,951	527,951
Shinty	182,840	49,318	232,158
Shooting	75,000	216,368	291,368
Snowsport	356,200	152,063	508,263
Squash	366,273	31,261	397,534
Sub Aqua	15,000	24,974	39,974
Surfing	6,000	7,500	13,500
Table Tennis	97,977	31,889	129,866
Tennis	456,394	47,090	503,484
Triathlon	473,750	31,459	505,209
Tug of War	2,500	0	2,500
Volleyball	287,129	65,000	352,129
Waterski and Wakeboard	41,323	0	41,323
Weightlifting/Powerlifting*	9,200	43,745	52,945
Wrestling	81,000	4,200	85,200
Commonwealth Games Council	163,000	1,560	164,560
Scottish Disability Sport	691,312	56,877	748,189
Scottish Sports Association	72,000	3,374	75,374
Scottish Student Sport	130,000	1,220	131,220
Scottish Association of Local Sports Councils	42,000	0	42,000
Multi Sport/Other	0	242,254	242,254
Total Investment 2015-16	19,516,552	3,327,806	22,844,358

* Ramblers and Rugby League did not receive investment during 2015-2016.

** First year that UKCC subsidy for all levels (1 - 4) are awarded through an open application process.

*** Additional investment includes: internally managed performance programmes, athlete personal award, DCI, support services and Awards for All.

FINANCIAL SUMMARY

Actual figures
2015-16

Sources of funding **£m**

● Scottish Government funding	58,092
● The National Lottery funding	26,379
Total	84,471



Actual figures
2015-16

Breakdown of expenditure **£m**

● Partnerships	4,598
● Schools and Education	13,639
● Clubs and Communities	11,688
● Performance Sport	11,785
● People	3,229
● Places	25,199
● Our Organisation	14,333
Total	84,471



APPENDIX ONE: ANNUAL PROGRESS ON PORTFOLIOS AND BUDGETS

Portfolio progress overview.

The following explains the traffic lights used to report on progress and budgets.

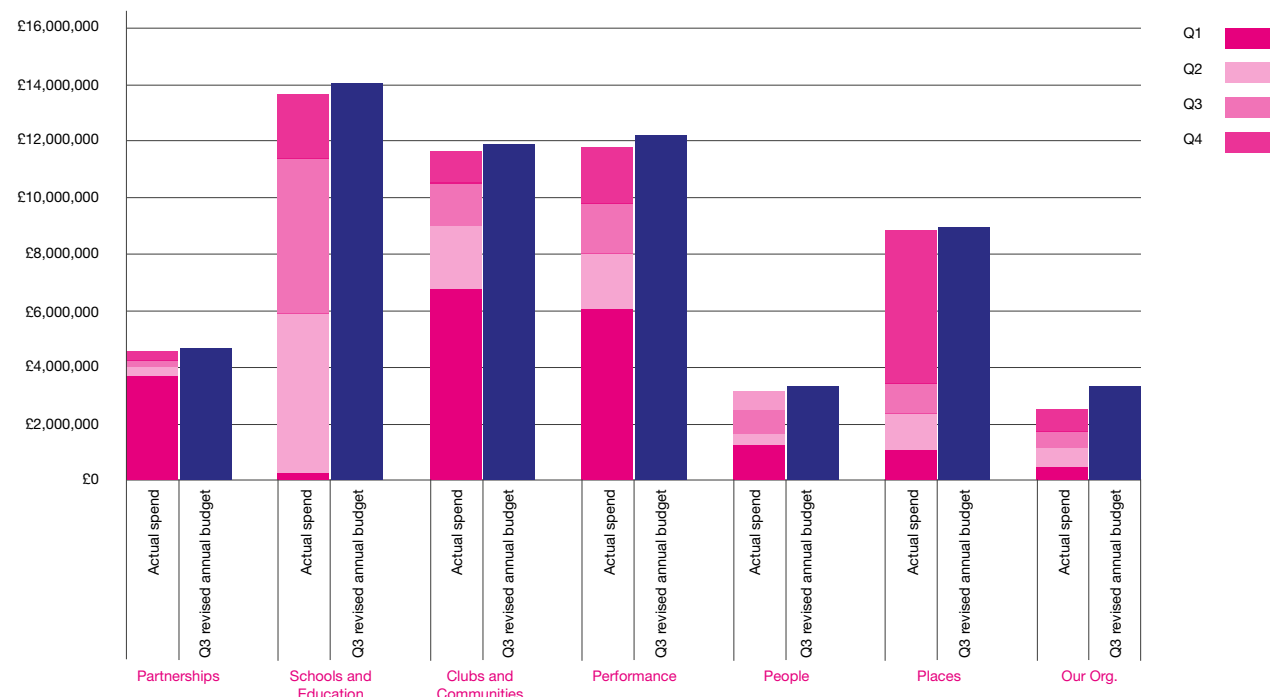
Traffic light icon	Portfolio progress	Budget performance
	95% of the programmes contributing to this portfolio are on track.	Within 5% of phased budget.
	More than 5% of the programmes contributing to this portfolio include actions that are behind schedule or not started.	Between 5% and 15% variance from phased budget.
	More than 15% of the programmes contributing to this portfolio include overdue actions.	More than 15% variance from phased budget.

Portfolio budget analysis

Year-to-date spend against programmes at Q4 was £84.47m against a phased budget of £87.18m, £2.71m less than anticipated. We invested £1.39m less than budgeted in the places portfolio due to a timing delay in payments against **sportscotland** National Sports Training Centre Inverclyde. There were also minor variations to projected spend in other portfolios, but these were all less than plus or minus 5% of the total portfolio budget.

Figure 1 presents actual spend by programme for the full year, broken down by quarter, against the revised annual budget at Q3.

Figure 1: Portfolio budget analysis Q4 2015-16



Portfolio exception report

Table 1 outlines the exceptions to where we wanted to be by the end of 2015-16, both in terms of progress on activities and spend against budgets.

Table 1: Portfolio exception report

Programme area	Q	Progress	Quarterly budget status	Exception report
1. Partnerships	1			No exceptions
	2			
	3			
	4			
2. Schools and Education	1			No exceptions
	2			
	3			
	4			
3. Clubs and Communities	1			No exceptions
	2			
	3			
	4			
4. Performance	1			No exceptions
	2			
	3			
	4			
5. People	1			No exceptions
	2			
	3			
	4			
6. Places	1			The spend for places portfolio was £1.387m less than anticipated due to a timing delay in payments against the National Sports Training Centre Inverclyde
	2			
	3			
	4			
7. Our Organisation	1			No exceptions
	2			
	3			
	4			

APPENDIX TWO: ASPIRATIONAL REPORTING

We are developing a performance measurement framework which describes our impact against the corporate plan. This report has drawn out the indicators against the impact measures. There are additional indicators we will include in the future, particularly for qualitative information, and evidence of impact. This section describes what we are aiming to report, and explains why these indicators are not included in this report.

Some indicators will take longer to gather. For example, our wider evaluations will start towards the end of the corporate plan period, so we can look more in depth at the impact across 2015-19. In a few examples, we need to wait until a project is operational before we collect indicators.

Timing is also an issue. For example, we need to wait until all the year's sports events are completed, before we can report on our medal count.

Finally, we are still in the process of developing our indicators and making them more consistent across the business. Some indicators were affected mid year, so we cannot report a consistent figure across this year.

Long term indicators:

- Wider evaluation – in-depth analysis of the impact of our work. We will be exploring our contribution to a broad area, rather than a single project: e.g. how has the blend of support we offer affected clubs?
- Commonwealth and Olympic / Paralympic athlete numbers / medals won – this will be collected during the events
- Oriam: Scotland's Sports Performance Centre – we will explore its impact post-opening in August 2016 and how it adds value to our high performance network
- Kirkpatrick evaluation – **sportscotland** has embedded the Kirkpatrick Model to evaluate our training programmes. We collect information on how people reacted to their training, and whether they feel they gained the knowledge, skills and behaviours they need from it. We will also gather detailed evaluation data which explores impact for a small number of priority projects, focusing on behaviour change and the development of a world class sporting system
- Indicators for developing projects – we are still developing the work under impact measures 4 and 13. We will report indicators once these projects have progressed further

Indicators where we have gathered information, but not enough to include in this report:

- Impacts and interventions – we ask the posts we fund to describe the interventions they have introduced, the impacts they aim to achieve with these interventions, and then to reflect on their progress. This gathers short term evaluation information, and it encourages reflection and continuous improvement. This is being gradually introduced, and we expect to report on the first round of data across 2016-17
- Customer feedback / event evaluation surveys – we are introducing a consistent approach to customer feedback and event evaluations. This is already in place for many projects, and we have extracted some highlights against the impact measures
- Distinct participants in training, education and CPD - we are standardising the data collection so that every project reports on the number of workshops, distinct participants, and visits, as well as gathering evaluation information
- In-kind performance investment – we are updating our systems to collect the number of days / value of services, provided to Commonwealth and Olympic / Paralympic sports

Table 2 below details more specific indicators.

Table 2: Impact measure indicators not linked to consistent themes

Indicator – what we said we'd report on	Current reporting aspiration
IM3 Coaches working in schools and education and clubs and communities (Number of SGBs with a planned approach to develop the number, quality and diversity of coaches in their clubs)	Number of SGBs have stated coaching development as a priority but not supported through investment or funded post Number of SGBs have not stated coaching development as a priority <i>We are reviewing this data collection across Q1-Q2.</i>
IM8 Use of Coaching Scorecard	Summary of priority areas in published SGB coaching strategies Review of the impact of SGBs using the scorecard to develop coaching strategies (i.e. draw out two themes) <i>As more SGBs use the coaching scorecard, we will draw out the key areas, and themes to inform our strategy.</i>
IM8 Improving opportunities for groups who are under-represented as coaches	Coach Panel Survey (additional research project) <i>We are working with sports coach UK on the Coach Panel Survey to gather more insight into the coaching workforce.</i>
IM14 Participation and progression and Capacity of pitch provision maintained or enhanced through our statutory planning role	Capacity of sports provision enhanced through our investment in projects Change in capacity as a result of our role in the statutory planning process (e.g. pitch hours) <i>We already collect data on capacity for individual projects. We are reviewing this so we can describe what this looks like across our business.</i>
IM15 Celebrated Scottish sport	<i>We already collect data on social media and the website, and this has been reported against the impact measures.</i> <i>We are exploring how we can enhance this, looking more at how people engage with us through these channels.</i>
IM15 Profiling a wide range of sports and opportunities for all	Number of sports profiled through all channels Number of environments in system represented through all channels <i>We already collect this information for most of our communication channels, and we are extending it consistently across our publications, photography, web, media, and social media.</i>

The **sport**scotland group is made up of **sport**scotland and the **sport**scotland Trust Company (National Training Centres). **sport**scotland incorporates the **sport**scotland institute of sport, the high performance arm of **sport**scotland.

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