Developing and supporting a world class sporting system

sportscotland corporate plan 2011-2015

Putting sport first
Ministerial foreword

Never before has Scotland been faced with so many opportunities for sport to impact in such far-reaching ways. Our economy, our culture and our international reputation are all set to benefit from the world class sporting events that will be held here on home soil. Events such as the 2014 Commonwealth Games and the Ryder Cup give us a higher profile and accelerate our ambitions for sport. However, it is the work that goes on every day in communities across Scotland to get people active, keep people active and developing and supporting sport and athletes, that makes such events a true national celebration. I am delighted that sportscotland’s new Corporate Plan brings clarity and simplicity to the challenge of developing a world class sporting system for Scotland.

sportscotland, as our national agency for sport, is key to the success of making the improvement we all want. However, world class at every level needs national and local partnerships who accept that Scotland’s sporting success will be a balance between their autonomy and their willingness to account for their performance to each other. It is this team approach that will make the most of this unique and exciting time for Scottish sport.

As Minister for the Commonwealth Games and Sport, I look forward to hearing about progress and seeing the results as opportunities grow across Scotland and as our performance on the world stage goes from strength to strength.

Shona Robison, MSP
Minister for Commonwealth Games and Sport
Our strategic context

sportscotland is the national agency for sport in Scotland. We are driven by a passion for sport and our belief that sport has the power to enrich and enhance Scotland, its people and communities. sportscotland has undergone significant modernisation since the period of our last corporate plan (2009-11). We are a fresher organisation with clearer ambitions and more integrated approaches to our operations and to the delivery we share with others.

Our vision is a Scotland where sport is a way of life and we share in the vision that “by 2020 people in Scotland will be enjoying the benefits of an active life”¹ [Let’s Make Scotland More Active]. Intrinsic to this is the common purpose “to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”² [Scotland Performs]. The power of sport means it contributes to the five strategic objectives uniting all public organisations in Scotland: wealthier and fairer, smarter, healthier, safer and stronger and greener.

The Scottish Government has two specific policies that guide our work: Let’s Make Scotland More Active – a strategy for physical activity and Reaching Higher: Building on the success of sport 21, the national strategy for sport. Our role is to put sport first: we will work alongside those who have a greater focus on other types of physical activity such as dance, active living and active play to ensure people in Scotland find it easy to lead an active life. Our programmes will have a sport and athlete focus but we recognise the crossover between playing, exercising, doing organised and informal sports and the foundation stones of people, places and joined up planning that make all of this happen.

¹ Let’s Make Scotland More Active – A strategy for physical activity, Scottish Government 2003
² Scotland Performs – The national performance framework, Scottish Government 2007
Scotland performs (wealthier & fairer, smarter, healthier, safer & stronger, greener)

Let’s make Scotland more active

Reaching higher

Formal sport

Informal sport

A world class sporting system at all levels

Physical activity
- Exercise
- Active living
- Play
- Dance

Economy

Health

Communities

Skills for life

Places

Club sport

People

School sport

Performance sport

Partnerships and planning

Time

Expertise

Public funding

sportscotland’s contribution
This time will be a challenging economic period and funding is unlikely to grow. sportscotland’s funding accounts for around 10% of public sector investment in sport [Audit Scotland] and we know that it will require robust partnerships and bold decisions to achieve our vision for sport and a legacy from the opportunities we have during this period. However, as the national agency for sport in Scotland we are also in a unique position to see and influence all elements of the sport system in Scotland and its connections to the UK and beyond. During the period of this plan, it is ever more critical that we use our system-wide view to galvanise partners towards a shared legacy.

The four years of this plan (2011-15) offer a unique opportunity to realise the power of sport. Never before has there been a period with so many major events on home soil and such a range of opportunities to capture people’s imagination and enthusiasm for the role that sport can play in a more active way of life.

Our corporate plan

Partners have told us through our consultation that they welcomed the way in which we have worked in 2009-11. We will therefore continue with some of our activities. However, it was essential for us to review and refresh our thinking and in particular to focus more directly on the delivery that we know will make the difference we seek. A key difference for 2011-15 will be how we approach our work.

This corporate plan (2011-15) is about the difference we will make to sport in Scotland by 2015 and the changes people will see as we work towards that. This plan also describes the approaches we will take to make these changes a reality. Our key programmes and our high level indicators are also described in this plan.
One clear focus

Our research, experience and consultation has led us to conclude that we should invest our time, expertise and public funding in developing and supporting a world class sporting system at all levels. We believe that this focus will deliver the lasting legacy that will allow our people and our athletes to continue to grow and develop in sport beyond 2015. We will use the major events on Scottish soil and the 2014 Games to accelerate our plans, increase the profile of sport and motivate more organisations and individuals to get involved.

We are clear that our focus is driven by our person and athlete centred view of sport for Scotland. If we focus in this way, people participating or wanting to participate in sport in Scotland will see the following changes. 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 in to 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.

Our approach will help us to maintain our focus on the changes we need in Scotland to provide people and athletes with the conditions they need to participate, perform and succeed.
Making it happen

A fresh approach

We will build on our confidence and optimism for the future by holding ourselves to account for our activities and asking for greater accountability in our partnerships with others. Together we will share the risks and the leadership required. As the national agency for sport in Scotland we will set the tone for sport in Scotland and the following key principles reflect this:

- **Impact**
  Working with sports and with partners who can make the biggest difference to delivering the changes we seek for the greatest number of people. We will use evidence of past and ongoing performance to analyse the impact we are having in our work together. Our high performance investment will be driven by performance impact towards agreed outcomes.

- **Sustainability**
  Giving high priority to activity that can be shown to have medium to long term sustainability (to 2015 and beyond). This means we will look to invest where a long term approach is planned for. Our investment will be delivered where sustained access and opportunities can be supported and are a viable part of sport system with a national and local impact. We will also share risks and innovate where some evidence of a likely sustainable outcome can be demonstrated.

- **Holistic approach**
  Prioritising activity that develops a holistic approach to sport in Scotland. This means we will work with those who want to be part of a bigger vision and who are willing to share in the risks and the challenges of delivering that through a focused and shared set of outcomes.

- **High standards**
  Delivering our duties and our aspirations in relation to good governance, sustainability and equality. We will only work with partners who seek to do likewise. Where we or our partners fall short of standards our first approach will be a supportive one but we will act quickly when standards fail to improve.
• **Additionality**
  As a distributor of National Lottery resources, continuing to invest in line with national guidance, in particular ensuring additionality. This means lottery investment adds to, and does not replace, other funding sources, achieving additional impact to what otherwise would have been achieved.

  Taken together we believe that the application of these key principles will help us to work as a single system with national and local partners, for the long term with shared leadership, risk taking and accountability for outcomes.

**Core functions**

In addition to setting the tone for sport, sportscotland has a range of core functions and services:

- providing a range of sports expertise to Scottish Government to support policy development and policy delivery through our key activities and partnerships
- leading, supporting and coordinating the key providers of sport
- investing National Lottery and Scottish Government funding to deliver priorities
- adding value to Scottish sport on the back of major events and our partners’ investments
- delivering quality programmes and services, including those provided by the sportscotland institute of sport and our three national training centres
- collaborating with UK and international sporting systems to ensure Scotland’s ambitions for sport are well represented and well integrated at a UK and international level
- promoting the contribution and power of sport.

These functions and our principles will guide the programmes described below. In combination, all of these will help achieve the changes required.
Our programmes

Our programmes are structured and named in ways that make sense to the key partners with whom we work. These also reflect the focus of our investment. Our accountability framework ensures these tie back to the changes we seek and the difference we will make.

School sport

Our flagship programme is to lead and manage the ‘Active Schools’ Network of Active School Managers and Coordinators. Our goal is to ensure that there are more and higher quality opportunities to participate in sport within schools and that these opportunities are well connected to and supported by other local, regional and national partners. We also engage with the physical education (PE) profession to maximise the synergy between PE and school sport and to support and influence the development of more physically literate children and young people. While our focus is sport, our activities will connect to the wider landscapes of play, dance, exercise and active living – we know that it will take a joint effort to deliver the health and performance related fitness our children and young people deserve.

Club sport

Our flagship programme is to establish and lead the development of community sport hubs (CSH) across Scotland. We will work with partners to support community-led approaches to develop welcoming, safe and fun environments for sport and active recreation – places that communities can call a ‘home’ for their sports and associated social and community activity. In addition, we will work in and beyond this CSH programme to provide leadership for club development that increases the capacity and capability of more clubs and community sports associations.

As with schools, we recognise that the daily interplay and choices people make between informal activities, daily exercise and more organised sport is the recipe for a more active Scotland. We intend that our programme will provide support for these choices, whilst also allowing for the development of increasingly specialist performance pathways for those who wish to progress in sport.
Performance sport

Our key activity is to develop performance programmes that deliver specialist services in flexible ways to meet the needs of sports and athletes. This includes the provision of high performance specialists in a range of disciplines, including strength and conditioning, sports science, sport medicine, performance lifestyle, performance analysis, programme planning and talent development. We also work with partners to ensure performance pathways are clear and that we are well integrated with our UK partners. In particular we seek to attract more British programmes to Scottish soil.

People

Our work in this area ensures that the number and quality of coaches, officials and leaders (voluntary and paid) meets and encourages the demand for sport. We focus on enhancing the education, skills and knowledge of the workforce for sport to deliver and develop high quality sporting experiences, and inspire people of all ages to get involved and develop through sport. For those on the world stage we invest in successful performance coaches and specialist practitioners and seek to improve the support systems and career structure that will retain them in Scotland.

Places

Our work in this area will focus on developing an accessible network of places with the right quality and capacity to meet the needs of sport. We will continue to work with partners to plan strategically and invest in facilities at all levels from school and community sport through to club and performance sport, where the need and impact is greatest and the outcomes are clear. We will use our statutory planning function to protect and improve places where sport happens.

Partnerships and planning

We work with and invest in local and national partners to develop integrated plans which will improve the quality and delivery of sport at all levels. We coordinate our investment and activities through geographic and sport-specific partnership management structures. A key component of this work is to support improved governance and accountability for outcomes. This is the area where we will see the greatest application of our fresh approach and principles.
Our success measures

Our focus is a sustainable world class sporting system for Scotland that meets the needs of people and athletes. Our programmes and how we join up through people, places and partnerships are the pivotal components of this system. The success measures listed below add the dimension of quality and ambition that we wish to apply.

- Major progress is made in all key areas required for the development of a world class sporting system.

- 2011-2015 is the most successful 4 year cycle for Scotland in terms of performance outcomes (London 2012, Sochi 2014 and Glasgow 2014).

- All our supported performance athletes are the best ever prepared for all targeted events through the provision of quality services.

- An increasing number of Scottish Governing Bodies are fit for purpose and fit for performance.

- Major progress in growing sustainable levels of competent and skilled coaches, officials, administrators, specialists (paid and voluntary) within Scotland.

- A greater and more integrated role for outdoor and adventure sport, maximising Scotland’s unique attributes and heritage.

- Stronger club networks with greater community involvement.

- Increased sports opportunities for children and young people through schools and improved access to the school estate.

- Organisation development strengthens the impact of our work and we are driven by continuous quality improvement.

- sportscotland is seen as one of the leading public bodies in Scotland in terms of delivery, effectiveness and efficiency.

Implementation of this Corporate Plan will be through our annual Business Plans. These plans include activities for team and project level activity. Our plans are held in an accountability management system from which we will publish annual out-turn reports.

A full accountability framework for this plan will be published by the summer of 2011.
This plan

This plan has been informed by views of a range of individuals and organisations collected through a public consultation exercise. A summary of all consultation responses is available on request.

If you would like more information on our activities and specific priorities for the coming year, our annual Business Plan is more detailed.

Our organisation

This plan applies to the operations of the sportscotland group, which is sportscotland and the sportscotland Trust Company.

sportscotland has three directorates: sports development, high performance and corporate services. We deliver from bases across Scotland, including our headquarters in Glasgow, the sportscotland institute of sport in Stirling and our regional bases in Aberdeen, Dundee, Edinburgh, Falkirk and Inverness.

The sportscotland Trust Company operates three national training centres, Glenmore Lodge, Inverclyde, and Cumbrae. These centres provide quality, affordable and appropriate residential and sporting facilities for people to develop in sport.
The sportscotland group is made up of sportscotland and the sportscotland Trust Company (national centres). sportscotland incorporates the sportscotland institute of sport, the high performance arm of sportscotland.

sportscotland documents are available in a range of formats and languages. Please contact our communications team for more information.

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