Featuring
Challenging times, creative solutions
Opportunities for innovation

Hands up for volunteering
Developing and supporting our sporting volunteer workforce

A new generation of sports facilities
The backbone of Scotland’s regional facility network

Setting new standards
Glenmore Lodge’s role at the heart of the outdoor industry

GOLDZONE
From India to Caledonia
Picking up the baton for Glasgow 2014

Delhi’s shining stars
Catching up with Eilidh Child and Jen McIntosh

Getting set to take Sochi by storm
Winter sports are on target for Russia

Putting sport first
Chair Louise Martin CBE recognises the unique contribution that sport makes to life in Scotland


It is an exciting time for everyone at sportscotland. After months of preparation and consultation with our staff, partners and other stakeholders, we are now developing our new corporate plan. This four-year plan covers a unique period in the history of Scottish sport where we have unparalleled opportunities coupled with very real challenges. The core of what we do across sports development and high performance sport will continue, however we do recognise that the sporting landscape is changing and we are working to adapt our plans to ensure we make the most of the opportunities that lie ahead.

In particular we recognise that sportscotland is in a unique position to communicate the power of sport – to profile the huge contribution that sport makes to life in Scotland and demonstrate how it can do more. As you will see, this is a theme which runs throughout this edition of Sport First and it will continue to be high on our agenda for the next four years. Within this issue you will also find an update on our work in volunteering as we profile various activities which are targeted at developing more and better volunteers. You will also read about the importance of an integrated approach to the planning and delivery of sport nationally, regionally and locally, and an update on the Positive Coaching Scotland programme.

This being our first edition of Sport First since the 2010 Commonwealth Games in Delhi, you will hear from the team at the institute on how their work helped Team Scotland to its second best gold medal tally ever. Within performance sport there is no time to rest on laurels, so you will also read how the institute is now firmly focused on the major events that lie ahead over the next four years and beyond.

I hope you enjoy the magazine.

Louise Martin CBE
Chair, sportscotland

CONTENTS
News roundup 2
Challenging times, creative solutions 6
Working together better 8
Positive Coaching Scotland 10
Hands up for our volunteers 12
Recognising Scottish sporting success 14
A new generation of sports facilities 16
GOLDZONE 18
From India to Caledonia
Prevention is the cure 20
Delhi’s shining stars 22
Scottish students are winning all the way 24
Getting set to take Sochi by storm 25
Setting new standards: Glenmore Lodge 26
Off the wall: an interview with Katie Oman 28

Front Cover: Children enjoying a multi sport session organised by Stirling’s Active Schools team
Active Schools – summit seekers’ success

In early October 2010, six Active Schools team members from Aberdeen completed a six day trek to the top of Mount Kilimanjaro, the highest mountain in Africa, at a staggering 19,341 ft.

Susan Macintosh, Roddy Hall, Stuart Glenrie, Kenny Massie, Derek Atkinson and Abigail Hay decided to take on the challenge to raise funds for the Friends of ANCHOR charity after their friend and colleague Paul Robinson was diagnosed with advanced non-small cell lung cancer (adenocarcinoma) in November 2009.

For more information on their fundraising activities, visit the summit seekers page at www.balmoral-group.com/foa

Sports Facilities Fund

The Sports Facilities Fund is our main funding stream for sports facilities, offering applicants from across the sporting landscape the chance to access sportscotland investment.

The fund covers the entire spectrum of facilities from schools and communities, right through to performance sport and is open to applications from clubs, community sport hubs, governing bodies, local authorities and trusts.

Projects of less than £100,000 now access a one stage application process – a move which is designed to make the process easier and quicker for applicants to apply for funding. The fund also offers community based groups the opportunity to apply for 100% funding for their projects – up to a maximum of £50,000 – in exceptional circumstances.

For more information on the Sports Facilities Fund, or to download our application forms, visit www.sportscotland.org.uk/sff

Look out for our new corporate plan

Following a period of consultation with a wide range of stakeholders, sportscotland will shortly be launching its new 2011-2015 corporate plan.

This plan covers a unique period for Scottish sport where, despite a challenging economic backdrop, we have unparalleled opportunities to accelerate the development of sport in Scotland. Our plan will describe the key role that sportscotland has to play in the team effort required to make the most of the opportunities that lie before us.

Keep an eye on www.sportscotland.org.uk for more information.

New website for Inverclyde

The brand new Inverclyde website contains all you need to know about one of Scotland’s best loved sports facilities, including a fully searchable list of sports and activities. You can take a video tour of the centre and check out an interactive map of the grounds, while the site also contains specific information for schools and other groups to help them make the most of their visit.

Check out www.nationalcentreinverclyde.org.uk today and let us know what you think!

Follow us on twitter for the latest news updates: twitter.com/sportscotland

Sport-specific Coaching Matters programmes

Coaching Matters is a coach education programme run in partnership between sportscotland and the University of Stirling. The programme lets professionalism develop their expertise and keep up to date with the latest issues by attending a series of workshops.

Following a successful first year, the programme is going from strength to strength and now the generic Coaching Matters workshops are set to be supplemented by a range of sport-specific programmes. These will see the Coaching Matters project team work with governing bodies to shape a programme aligned to the needs of their sport’s performance coaches. So far eight sports – rugby, athletics, gymnastics, swimming, disability sport, judo, football and golf – have signed up to take part. The first of these – targeted at disability sports coaches – kicked off in December last year, with the rest following closely behind.

For more information on the Coaching Matters programme, visit www.sportscotland.org.uk/coachingmatters

Gold4Glasgow

Gold4Glasgow is the institute of sport’s talent identification programme designed to help identify athletes with the potential to represent Scotland in Glasgow 2014.

The latest two Gold4Glasgow programmes have focused on triathlon and track cycling. Working with triathlonscotland and Scottish Cycling respectively, both events had a fantastic response.

In triathlon there were a total of 110 applicants, 55 of whom went on to complete a home test. Of those, 15 were selected to attend an intense testing session in Stirling in November – the institute talent team and triathlonscotland are now working with six athletes to develop them even further.

Response to the track cycling programme was also excellent, with a total of 120 applications received. These will be taken forward shortly with more testing dates in the pipeline.

For more information on the Gold4Glasgow programme, visit www.gold4glasgow.com

Active Scotland Household Targeting Tool – now live!

The Active Scotland Household Targeting Tool, previewed in our last edition of Sport Fast, is now live on the sportscotland website. The tool, which was developed in partnership between Scottish Government, Scottish Natural Heritage, NHS Health Scotland and sportscotland, is designed to support planning around sport, physical activity and outdoor recreation.

For more information, visit www.sportscotland.org.uk/targetingtool

Pledge your support for Scottish sport: VoteForSport.com

Whether its watching a local club, or supporting our national teams, most of us use our voices to lend our support to sport in Scotland. Now there’s another way to make yourself heard to help Scottish sport – by signing up to the VoteForSport Pledge.

The Scottish Sports Alliance is asking MSPs and prospective parliamentary candidates to sign up to the Pledge to recognise the unique role, value and potential of sport in Scottish society and, if elected, to act as a Scottish Sporting Champion in parliament.

The Alliance is also looking for members of the public to show their support for sport by signing up to the Pledge at www.VoteForSport.com and to ask friends, family, colleagues and sports club members to sign up too. Sport is Scotland’s greatest social movement and, in what is the most exciting time our country has ever seen, Scottish sport needs your help.

High profile names such as Rhona Martin MBE, Margo MacDonald MSP and rugby legend Scott Hastings have already signed up to the Pledge, with more people showing their support every day.

Visit www.VoteForSport.com for more information and to show your support.

VoteforSport.com – Scottish sport: making it happen
Working together better

A key role for sportscotland is to join up the people, places and thinking that make sport happen. So back in November, sportscotland held the first Scotland’s Sporting Workforce event. The event brought together over 150 leaders and managers across a number of networks, including Active Schools, sports development, coaching and Scottish governing bodies of sport, under the theme of ‘working together better’.

Much of the day was focused around the unifying subject of coaches and coaching, with attendees getting the chance to discuss challenges and develop solutions based around their shared experiences and priorities. Through a mixture of workshops and sharing sessions, attendees were able to really focus on this critical area of work – concentrating on the four important areas of recruitment, retention, development and recognition of coaches across Scotland.

Continuing the coaching theme, the event also saw the official launch of Coaching Scotland 2011-2015 – A framework for sports coaching in Scotland by Shona Robison the Minister for Public Health and Sport, and our own Louise Martin CBE, Chair of sportscotland. This framework is designed to help sportscotland and our local and national partners create more and better coaches in Scotland. It was also revealed that Kristina Medovcikova, one of the winners of the sportscotland Coaching Awards, was present to accept her award from the Minister.

With overwhelmingly positive feedback, this looks set to be the first in a series of these events, and planning is already underway for the next one.

EVENT ROUNDUP

sports Scotland Partners Forums

Throughout February and March 2011, sportscotland is holding a series of six Partners Forums across Scotland designed to update our partners and other local stakeholders on progress at the national agency for sport.

With the forthcoming launch of sportscotland’s new corporate plan, these events are a chance to hear from our senior team on progress made over the last 18 months, and our emerging plans for the future. We will share the feedback that we have received from a wide range of stakeholders on our future direction and explain how that feedback has helped shape these plans.

For more information on dates and locations for these events, see the diary dates on page 5. Places are limited, however if you are interested in attending please contact Louise Muholand, Event and Brand Manager, on 0141 534 6500 or email events@sportscotland.org.uk

National School Sport Week

sportscotland is once again working with the Bank of Scotland to help deliver the 2011 National School Sport Week, taking place on 6-10 June. The event will use the power and inspiration of the London 2012 Olympic and Paralympic Games to help get young people taking part in, and understanding the value of sport. The 2010 event saw 175,000 young people across 735 schools take part – and in 2011, the week promises to be even bigger and better!

For more information, and to register your interest, visit www.schoollssportweekeScotland.org

Scottish Sports Development Conference

The 2011 Scottish Sports Development Conference, entitled Working Together – Driving our Legacy, will take place in Aviemore on 9-10 May. The conference programme is packed with keynote speakers, panel debates, discussion groups, update sessions and strategy lead workshops. Speakers include Michael Cavanagh, Chairman, Commonwealth Games Scotland; Eamonn O’Rourke, Manchester City Council; and Geoff Holt, the first quadriplegic to sail across the Atlantic.

For more information, or to download a booking form, visit www.sportscotland.org.uk/ssdc2011

High Performance Conference

Plans for the next sportscotland institute of sport High Performance Conference are well underway and the itinerary is currently shaping up to be better than ever. Building on the last conference’s success in Peebles, we are holding this year’s exciting event on 30-31 March in the stunning Dunblane Doubletree Hilton, just outside Stirling. The High Performance Conference aims to inspire, educate and inform its delegates and this year we are lining up some exceptional speakers to do just that. Full details of the event will be distributed once all speakers have been confirmed.

For more information, contact Fiona Simpson, Communications Projects Coordinator, on 01786 460 100 or email events@sportscotland.org.uk
Challenging times, creative solutions

Stewart Harris, sportscotland's Chief Executive, shares his thoughts on opportunities for innovation in sport delivery.

It’s been a couple of months since the Scottish Government announced its budget for 2011/12. Since then, we’ve had time to digest the content and to understand the immediate implications for the delivery of sport in Scotland while considering the long-term picture. While we recognise that these are challenging times for us all, I firmly believe that it is also a time of unprecedented opportunity. This is the right time to take stock of what we do and to get creative about how we deliver sport.

Sport, like almost every other sector, is taking its share of responsibility with pressure on sportscotland’s revenue and capital budgets. However, with careful planning and prioritisation, we will still be able to deliver on our key commitments.

We have been in close consultation with our strategic partners in all 32 local authorities to share our ambitions and we are greatly encouraged by their support and continued commitment to clear partnership working. Despite the huge financial strain they are facing, there has been a tremendous response to our offer to extend Active Schools over the next four years. By working in partnership we can ensure that sport remains a priority for young people.

You will no doubt have been following the ongoing debate in the media and at Westminster on the UK government’s plans to restructure school sport in England. We will continue to adopt a different approach in Scotland – one which has served us well in recent years.

While we recognise the value of competitive sport in schools, one of our priorities is also to encourage more young people to make sport part of their lives. That is why we have made the commitment to the Active Schools Network until 2015, to ensure that there are more and better opportunities for young people to develop a lifelong habit of being active. We want our children to start active and stay active.

Difficult times always present opportunities. They give us the motivation to think creatively about how we deliver sport both nationally and at a local level and to look for more sustainable solutions which will ease the burden on local authorities.

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We understand that one size doesn’t fit all. It’s about creating a model to meet the demands of a particular community so our aim is to ensure that we provide support – financial and expert resources – to enable local people to take responsibility for their own sports clubs. Establishing clubs “run by the community for the community” can help to reduce the reliance on local authorities to fund sport and physical activity.

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We are in advanced discussions with all 32 local authorities and their communities, and have already identified 24 sites across seven of those local authorities where there is a desire to deliver sport through community leadership.

Local authorities and their leisure trusts have a part to play in providing the facilities to house some of these hubs. With our capital budget under pressure we will be unable, in the foreseeable future, to provide investment for facilities on the same scale as we have done in the past. We will need to find new ways of investing in facility provision that continues to deliver results for clubs and communities. Similarly, local authorities will be curtailed in their capital spend. But sometimes facilities already exist in the heart of the community and are simply not being used to their full capacity. I am, of course, talking about the school estate.

Some of the best sports facilities we have in Scotland are within schools, but they are not always available outwith school hours. By finding a way to unlock the school estate where there is a demand, I’m convinced that providing accessible and affordable sport locally would be much more achievable. We will continue our dialogue with local authorities to highlight the benefits of unlocking that potential.

We have great partners in the public and sport sectors, but we need to consider how we can work more closely with the private sector too. It’s true that the private sector is also feeling the pinch but there is a real appetite to engage with sport – where once the emphasis was on high profile elite sport sponsorship, there is now a focus on making a difference to communities in local communities. We are working with Winning Scotland Foundation to engage with the private sector, including Deloitte’s Work Out For Sport corporate volunteering programme, and are keen to explore more commercial partnerships to support our ambitions for sport as part of our strategic review.

Following widespread consultation, we are now finalising our corporate plan for 2011-2015 to provide the framework to deliver a sustainable legacy for sport after 2014. Our plans are unashamedly ambitious, using the Commonwealth Games as a catalyst to raise the profile of sport and to motivate more organisations and people to get involved.

By working smarter and making better use of the resources at our disposal, sport in Scotland will be in pretty good shape, despite the economic climate.
The word ‘integration’ often crops up in conversations between sportscotland and our partners across Scottish sport. Sport First recently spent time with Stuart Yountie, Service Manager, Sport and Recreation, Perth and Kinross Council and Jacqueline Lynn, Head of School and Community Sport, sportscotland to find out what integration means in practice for the national agency and our local partners.

Q: So why is integrated working and investment so important to Scottish sport? 

Jacqueline Lynn: “sportscotland recently gathered representatives from Scotland’s sporting workforce together under the theme of ‘working together better’. It was refreshing for everyone to be reminded that regardless of their role – in coaching or Active Schools or as a national or local partner – we all make a unique and individual contribution to providing quality opportunities for people to take part in sport. This is why an integrated approach to the planning and delivery of sport by everyone involved – either nationally, regionally or locally – is so important. If we’re all pulling in the same direction, we can be sure of maximising the effect of everyone’s individual contribution.”

Stuart Yountie: “There is already a lot of excellent joint planning and integrated working going on at a local level across Scotland. It’s going to be important to build on this approach to tackle the shared financial challenges ahead and ensure partners are still able to deliver on national policy and local outcomes. In Perth and Kinross, sport is part of integrated education and children’s services which covers schools, culture, community learning and development, children and family services as well as sport and active recreation.

“Our local response to National School Sport Week in June 2010 built on this further and focused on the delivery of our Sports Coaching Project – where secondary pupils were offered the opportunity to undertake a variety of sports-related qualifications. The project itself was delivered via a partnership between Active Schools and sports development – with support from regional managers and secondary head teachers who released the pupils from school to take part in the training.

“And from there, around 38 young people who have been identified by clubs or through schools have been invited to take part in a more targeted pilot project which we are developing with sportscotland. It’s designed to help further develop the leadership skills of these young people and encourage them to take up volunteering roles in sport.

“Across Scotland we are seeing excellent examples of how this strategy is increasing the number of opportunities to take part in sport in both schools and local communities. And that’s what we are all about – ensuring that sporting opportunities are available via the right programmes. In the right places, delivered by the right people – and that each experience is a quality experience.”

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“In March 2008, its outcomes and recommendations encouraged us to take on the role of the ‘enabler’ as well as the ‘deliverer’ of services.”

“To encourage all these areas to work from a shared agenda, we’ve been developing a strategy framework which details the aims of the council and our partners in delivering sport and recreation. This approach provides us with a context for developing integrated work, and a clear focus and direction for Active Schools, sport development teams and our community partners. It identifies fundamental priorities including school sport, club development, community engagement, coach education and volunteering as well as facilities development and use of the natural environment.

“The driver behind this was the ‘best value’ review which was conducted in March 2008. Its outcomes and recommendations encouraged us to take on the role of the ‘enabler’ as well as the ‘deliverer’ of services.”

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“Q: What opportunities is this kind of strategy delivering on the ground? 

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“Q: How is the external support you are receiving helping you to deliver sport locally? 

SY: “sportscotland is committed to developing school and community sport. We recently made an early commitment to fund Active Schools over the next four years and this, along with our commitment to developing community sport hubs in every local area, has been welcomed by all 32 local partners. From our point of view, this kind of financial support, combined with our expertise and ability to identify and support good practice amongst our local partners, will ensure we help local partners work together even better on their own turf.”
Positive Coaching Scotland
Transforming Scottish youth sport so sport can transform Scottish youth

sportscotland is leading the national implementation of the Positive Coaching Scotland (PCS) programme – a cultural change initiative designed to create a positive environment for young people in sport. We take a look at how PCS is using sport to support children’s learning and the development of life skills.

Taking the lead
Initially led by Winning Scotland Foundation, Positive Coaching Scotland (PCS) completed a successful two year pilot phase in March 2010. In April 2010, sportscotland took on the lead role, working with local and national partners to deliver a phased national roll out of the PCS programme. Working in partnership with Winning Scotland Foundation and supported by the Wood Family Trust, this national roll out will build on the programme’s early success.

Coaches and volunteers are the people who make sport happen across Scotland. Positive Coaching Scotland is one of a suite of support and development programmes that sportscotland is leading on to help develop our coaches and volunteers. Beth MacEod, Lead Manager, sportscotland says: “What makes PCS unique, however, is that it involves everyone in the community – sport leaders, coaches, parents and teachers – and sets new standards for their involvement with young people.”

Ultimately, the programme is designed to improve the quality of coaching through systematic training and development. By taking part in Positive Coaching Scotland, partners in local authorities and governing bodies can ensure that their coaches and volunteers are supported to be the best they can be through the cultural change programme, and that young people are encouraged to choose sport – and to stay in sport.

Origins of the programme
PCS is based on a highly successful US model (Positive Coaching Alliance) which was developed at Stanford University, California in 1998 to combat escalating health and social problems in the States. Since then it has been used by over 1,100 sports organisations, has influenced over four million young people, and is helping to create a positive sporting culture in the United States of America.

Rolling out the programme
In Scotland, the pilot programme has already been rolled out across several local authority areas and Scottish governing bodies of sport. The Scottish Football Association (SFA) has piloted PCS throughout Fife and has now developed plans to roll out PCS to all their clubs and young players through their coaches. Jim Fleeting, Director of Football Development at the SFA, said of PCS: “The three words positive, coaching and Scotland get you excited immediately. I coach in all aspects of my life, as a football coach, as a parent and as a grandparent and if we could all do this the PCS way then this country would benefit hugely.”

The founder and creator of the Positive Coaching Alliance – Jim Thompson – recently visited Scotland to see the progress being made here. Summing up his trip Jim said: “PCS is changing culture organisation by organisation and there’s no reason why that can’t happen in Scotland, indeed it’s already happening.”

So, what can a sport leader, coach, parent, teacher or child expect to find out when they take part in the programme?

Three key principles
There are three key principles at the heart of Positive Coaching Scotland. These are critical factors in becoming an effective Double Goal Coach and ensuring that young people gain life skills which they can use in and out of sport:

1. Honour our sport (ROOTS)
   It is crucial to teach young people how to honour their sport and teach respect for rules, opponents, officials, team mates and self.

2. Redefine ‘winner’ (ELM)
   PCS encourages young people to see beyond the scoreboard when taking part in their sport. True winning comes from giving your best possible effort, continually improving by learning every time you play, and maximising your potential by not being afraid to make mistakes and getting better by learning from them.

3. Fill the emotional tank (E-TANK)
   Young people need to feel appreciated no matter what their ability within their chosen sport. As a Double Goal Coach it is crucial to fill the E-Tanks of young people by ensuring we encourage, teach, appreciate, provide non-verbal support and know how to praise.

By working in partnership with sport leaders, coaches, parents and teachers, PCS can help enhance the skill and learning of all members to create clubs committed to excellence and to championing the PCS culture.

Next steps for PCS
sportscotland, in partnership with Winning Scotland Foundation, is creating a series of bespoke workshops and materials to support coaches and other key influencers to adopt the PCS method of coaching for the benefit of young sports participants.

These materials will be used throughout local authorities that are signing up to the PCS programme and running workshops in their areas. There will also be support for Scottish governing bodies in the development of materials to ensure that they can utilise PCS in the most effective way for their sport.

Get involved now!
PCS can help educate young people about winning, and success through effort and cooperation, while at the same time encouraging them to learn and develop life skills which can equip them for the future. You can help us to achieve this by finding out more about PCS and applying the philosophy and principles to your own involvement – as sport leader, coach, parent or teacher – with young people in sport.

For further information, please contact your sportscotland partnership manager or email Beth MacEod on beth.macleod@sportscotland.org.uk or visit www.sportscotland.org/pcs.
Hands up for our volunteers

Volunteers make an invaluable contribution to every part of our society – last year over 40% of us in the UK took part in some form of volunteering activity. Volunteering in sport is one of the most diverse, accessible and rewarding opportunities around – whether it’s washing the school team kit, officiating at a national event or helping your local club with their accounts.

Volunteers play a crucial role in encouraging and supporting participants from grassroots and club level right through to performance sport. That’s why the recruitment, development and retention of the volunteering workforce continues to be a key priority for sportscotland. We take a look at how the national agency and our key partners are working to develop and support volunteers in Scottish sport.

Volunteering in sport

sportscotland, along with key partner Volunteering Development Scotland (VDS), has a vital role to play in driving the strategic agenda around volunteering. Both organisations are working together to develop a framework for the development and growth of volunteering in Scotland. This framework, entitled Volunteering in Sport, will be launched later in 2011 and is being developed in consultation with key local and national partners across the sporting landscape.

Speaking about the framework, Elaine Reid from VDS commented: “We are absolutely delighted to be working with sportscotland and other partners to support the development of volunteering in sport through the Volunteering in Sport document. For the first time we will be able to realise and recognise the full potential of sport volunteering across all of Scotland – hand in hand with the hundreds of thousands of volunteers who give their time to make sport a success.”

The volunteering in Sport framework will be accompanied by a good practice guide designed to support our partners in the development of volunteering and volunteers. This will be a practical document which will support the delivery of sport volunteering within all areas of sport – hand in hand with the hundreds of thousands of volunteers who give their time to make sport a success.

Work Out for Sport

In partnership with Winning Scotland Foundation and Deloitte, sportscotland is piloting a corporate volunteering programme called Work Out For Sport. The idea behind the initiative is to recruit members of the business sector into sports volunteering. Supported by their employer, volunteers participating in the programme will be given time during the working week to assist in a variety of roles in sports clubs and organisations.

sportscotland is working with local partners and SGBs to match up the volunteering requirements within Scottish sport with available skills and resources. www.workoutforsport.com

Volunteers in action through clubgolf

Scotland’s national junior golf programme, clubgolf, is delivered by over 500 clubs and facilities across Scotland. Seventeen year old Isabel Hinds is one of Liberton Golf Club’s five qualified volunteer coaches and part of a growing band of teenage clubgolf coaches throughout the country. “When some of the women at the club told me they were volunteer coaches I saw this as a good opportunity to give something back to the game,” said Isabel, a club member for six years.

The first rung of the clubgolf coaching ladder is the two day Level 1 course, run by the PGA at 20 venues across Scotland throughout the year. After qualifying on this course last summer Isabel has been coaching children every week – an experience she finds fulfilling and one which will add to her skill set to help earn her a university place next year. “I’d certainly recommend volunteering to other people my age,” she said. “The kids are great fun to coach, it’s rewarding to have something to teach them and you feel like you are making a difference when you see them improving.”

For more information on any of the initiatives above, please contact Hilary Templeton at sportscotland on 0141 534 6500.

Lead 2014

sportscotland and Youth Sport Trust, in association with Glasgow 2014, are implementing a programme aimed at developing the leadership skills and harnessing the enthusiasm of young Scots. Lead 2014 invites every secondary school in Scotland to send a selection of young people to take part in one of six free conferences in universities across the country. Targeted at young people aged 14+ and taking place from 8 March to 28 April, the day-long conferences will provide participants with the training to become volunteers and leaders in sport. University students will lead workshops on event management to inspire the younger students to subsequently organise and deliver Commonwealth Games themed sports festivals within their own school community.
Recognising Scottish sporting success

There’s no doubt that 2010 was a superb year for Scottish sport, a year when a great many of our athletes rose to the challenge and exceeded expectations. As the year came to a close it was time to look back and reflect on the achievements of Scottish sportsmen and women, and the people and organisations that support them.

The Sunday Mail and sportscotland Scottish Sports Awards are arguably the nation’s most prestigious sports awards, representing a celebration of the best in Scottish sport.

Complementing the Scottish Sports Awards in 2010 were the inaugural sportscotland Coaching Awards. This new awards programme, which specifically recognises the achievements of Scotland’s coaching workforce, was set up to raise the profile of the tremendous role that coaches play in the delivery of sport.

Louise Martin CBE, Chair of sportscotland, said: “At sportscotland we believe it is vital that we take time to recognise and celebrate the achievements of our sportspeople and the people that support them. We are delighted to support both of these awards programmes, which do just that.”

Janice Hendrie – Participation Coach winner

Janice Hendrie has been teaching since 1977 and working as an athletics coach since 1986. She now voluntarily dedicates up to 15 hours of her week, outside school hours, to coaching and last year alone she coached more than 300 young people from Greenock and surrounding areas.

Many athletes in Inverclyde have realised their potential as a result of Janice’s coaching, with a number progressing to national finals and to Regional Counterspace Camps organised by scottishathletics. Indeed, so valued is her contribution to athletics that Janice has been recognised by the national governing body, UK Athletics, who have appointed her to deliver coach education in Scotland.

Jim Hodge, secretary of the club, had the original vision of bringing all of the town’s football clubs together in order to secure funding and develop an existing facility to accommodate everyone. With the help of funding from a range of partners, including sportscotland, today this is a reality with the vast majority of Kilwinning’s youth, adult and women’s football teams making use of the 15 pitches on the Pennyburn site.

Football might have been the catalyst for developing the club, but it now supports a wide range of activities, including a golf driving range which attracts an average monthly usage of over 1,000 members, and a fully equipped gymnasium which is used by almost 2,000 people every month.

In addition, Kilwinning Community Sports Club has links to the local area through initiatives such as a GP referral scheme, delivery of a sports development programme for local primary schools, and links with the North Ayrshire extended outreach programme to provide a range of activities and educational opportunities for young people.

With ambitious plans for new clubhouse facilities taking shape, Kilwinning Community Sports Club looks set to go from strength to strength.

Arbroath High School – School Sport winner

Sport is at the heart of Arbroath High School’s ethos, with 25 different sports available through both curricular and extra-curricular activities. Access to this variety is made possible through links with the local community and a dedicated team of deliverers, including 15 senior pupils who have earned coaching qualifications.

The school takes a pathways approach to sport which has resulted in many pupils achieving national representation across a range of sports. Current student, Jonny O’Mara, national representation across a range of sports.

The school also recognises the key role that it has to play in the local area and encourages community involvement in its sporting success through volunteering opportunities and providing a warm welcome to spectators. Reinforcing the pathways approach, the school’s efforts have also resulted in more of its pupils playing in sport outside the school gates, with local club membership on the up.

Kilwinning Community Sports Club – Local Club winner

The school takes a pathways approach that has resulted in many pupils achieving national representation across a range of sports. Current student, Jonny O’Mara, is the reigning British U16 tennis champion and teachers work with Tennis Scotland to arrange a flexible timetable to accommodate his needs.

Basketball has been pioneered in Angus by Arbroath High School and this has spurred the development of the sport across the region. This year both the U15 boys and girls won their respective National Basketball Cup Finals – a landmark double at the same age group.

A number of pupils have attained places at American high schools for their first year of education and Arbroath High School’s ethos, with 25 different sports available through both curricular and extra-curricular activities. Access to this variety is made possible through links with the local community and a dedicated team of deliverers, including 15 senior pupils who have earned coaching qualifications.

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Janice also works with Inverclyde Council and Active Schools to coordinate and deliver a wide range of regional development camps.

Winning the Participation Coach award rounds off a fantastic year for Janice, who has already received a special award from scottishathletics in recognition of the high percentage of Inverclyde athletics clubs attending the 2010 national championships.
A new generation of sports facilities

In 2004, sportsScotland and the Scottish Government launched the National and Regional Sports Facilities Strategy which recognised that significant investment was required in Scotland’s sports facilities. Six years on, sportsScotland has invested more than £44m of Scottish Government and National Lottery funding into seven projects through the strategy, with the long-term benefits becoming clear.

Creating the backbone of a national and regional network of competitive and training facilities is a significant undertaking and there are no quick wins when it comes to designing world-class sports venues. The reality is that a lot has changed in the last six years to make this challenge even greater. In particular, the financial pressure facing local authorities has required their unwavering commitment to bring the projects to fruition.

However, after years of detailed planning and project management, Scotland has a fresh crop of five new or redeveloped major sports facilities across the country, with another two set to follow over the next two years. Not only are these facilities contributing to the physical regeneration of many areas, but also to community and social regeneration.

Toryglen

In August 2009, Scotland’s first regional football centre opened at Toryglen in Glasgow. The £15.7m (€3m from sportsScotland) facility is home to Scotland’s first full-size FIFA 2-star indoor synthetic grass pitch, three outdoor synthetic pitches, one grass pitch and 17 outdoor seven-a-side pitches. The centre welcomed 261,000 visitors in its first year, and has been particularly popular with youngsters, who are able to take advantage of the facility for free when it isn’t booked out.

Aberdeen Sports Village

Also opening in 2009, Aberdeen’s £31m (€7m from sportsScotland) Sports Village is a fantastic success story. In its first year, 500,000 people walked through the doors to make use of facilities including Scotland’s second FIFA 2-star indoor synthetic grass pitch, indoor and outdoor athletics tracks, gym and fitness suite. This joint project between Aberdeen City Council, Aberdeen University and sportsScotland has been carefully designed for use by all, be it university students, professional and community football clubs, community groups, elite athletes, or people with disabilities.

Since opening, the facility has also hosted a number of national and international level events.

Royal Commonwealth Pool

The Royal Commonwealth Pool in Edinburgh will be an important venue for the 2014 Commonwealth Games, hosting diving events for the Games for a record third time. The massive £37m refurbishment (£5m from sportsScotland) will see moving floors in all pools to adjust depth, an extended main 50m swimming pool and an overhaul of diving area with four platforms up to 10m high. Work on the site is at an advanced stage, with the pool expected to reopen its doors later this year.

The Peak

In Scotland’s largest single phase sport and leisure development for more than 30 years, with the £27m (£2m from sportsScotland) facility creating 90 new jobs in the community. Active Stirling, who operate the facility, are expecting to attract in excess of 500,000 visitors annually and The Peak is playing a major role in sport and leisure provision in the Stirling area.

Scotstoun Stadium

Reopened in January 2010, Glasgow’s Scotstoun Stadium has benefited from an £18m investment (£4m from sportScotland). As well as a refurbished track and field, there is a 135m indoor track, strength and conditioning suite, and extended spectator accommodation. In addition, a new partnership with the Scottish Rugby Union has seen Scotstoun selected as the new training base for the Glasgow Warriors.

This landmark development will contribute to the Games’ significant regeneration of the area and the £110m project (£15m from sportScotland) is on track for completion by early 2012.

For more information on the National and Regional Sports Facilities Strategy, visit www.sportscotland.org.uk

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As iconic symbols of Scotland were broadcast to millions of Commonwealth Games television viewers across the globe, Scotland’s high performance network paused for a double celebration. There was pride that Team Scotland had again produced results above expectation, coupled with a sense of realism, excitement and expectation as the Games were handed over to Glasgow.

One of Scotland’s largest ever Commonwealth teams represented Scotland in India – and returned with the second highest haul of golds by a Scottish Games team. The medal tally amazed included nine gold, ten silver and seven bronze medals, giving a total of 26 medals from seven different sports. Health and monitoring proved particularly successful, thanks to a team of specialist practitioners from the institute of sport. Our institute staff worked collaboratively with Commonwealth Games Scotland to ensure virtually all selected athletes made the start line in good health and kept the ‘Delhi Belly’ issues to less than 10% of the team. Performances by ‘new talent’ and Glasgow 2014 identified athletes in cycling, shooting, athletics, boxing and aquatics are arguably ahead of schedule.

Raising standards

The minute margins that gold medals are won by are well documented and this is what propels the relentless search for performance improvement. With the mantle now firmly placed on Scotland’s shoulders, it is clear that sportscotland is driving forward its legacy, performance programmes and the UK. When asked about this in relation to Mission 2014, High Performance Manager Phil Reid offered the following perspective: “In 2015 and beyond, sportscotland wants to have helped more sports in Scotland to be running world-class performance programmes. Not only will Glasgow have been our most successful Games ever, but Scotland will be feeding more athletes onto UK programmes, while more GPS programmes will be run in Scotland. Ultimately Scotland will be enjoying more international medal success and sport will be stronger.”

High performance managers, such as Phil Reid at the institute of sport, are central to the work. Phil said: “We have been working to a January deadline to complete Delhi athlete and sport reviews. The 17 Commonwealth Games sports’ 2014 plans have been completed and, together with the sports, we have reviewed and analysed medal and performance potential which will then help our Board approve the appropriate level of funding support. Following on from these decisions we will be able to scope and agree the level of institute network services required to deliver our goals.”

This is a thorough and robust process, and analysis involves the following key drivers:

- Identifying athletes who have a realistic chance of selection for 2014
- Medal prospects
- The selection process to be followed
- Athlete tracking of performance areas and results
- Athlete performance gaps to be addressed
- Environment and culture considerations including squad, performance staff and facilities for training
- The performance ethos of the sport
- Proposed preparation and competition programme
- Existing and required expert support services
- Programmes fully managed by the sport
- Programmes jointly managed with the Institute
- Programmes providing targeted support to athletes
- Programmes outsourced to GPS programmes where there is an established and recognised success

We look at sportscotland’s aspirations for performance sport and discover why the celebrations in Delhi were just a momentary pause as we drive a number of performance targets.

World-class programmes

Sportscotland publicly promotes two big performance goals. Firstly achieving consistent and ongoing medal success for Scotland on the world stage, and secondly developing a world-class system for Scotland and the UK. When asked about this in relation to Mission 2014, High Performance Manager Phil Reid explained: “This all relies on a sport’s desire, ability and readiness to develop and deliver for Scotland in 2014. Every one of the Glasgow sports was given a real opportunity two years ago to demonstrate their commitment. Inevitably our investment will be targeted at various levels in line with potential and probable medal success but it is also about using the next four years as a catalyst for accelerated growth and the further development of a world-class system for Scotland that delivers longer term success, beyond 2014.”

The sportscotland institute of sport is well positioned to provide high performance expertise to sports and athletes in Scotland. As well as supporting the 17 Commonwealth Games sports, we are working with the sports involved in the London Olympics and Paralympics and the Sochi Winter Olympics and Paralympics. We also support other major sports important to Scotland, including rugby, tennis and golf.

The institute network has evolved over the past two years in preparation for this track ahead, and has established four management options to deploy its high performance expertise:

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Preventative measures played an important role in keeping athletes healthy in Delhi.
With 192 Scottish athletes selected and a medal tally of 26 – including nine gold – Delhi 2010 was Scotland’s second best Commonwealth Games. We caught up with two stars of Team Scotland – hurdler Eilidh Child and shooter Jen McIntosh – to find out how support from the institute of sport network helped them reach the medal podium.

Winning the silver medal in the 400m hurdles at the Delhi Commonwealth Games was a near perfect finish to what Eilidh Child describes as an ‘up and down’ season. One in which she broke her personal best twice but finished in a lower than hoped for eighth place at the European Championships. However, in the Delhi final the 23 year old from Kinross finished strongly to come second in 55.62 seconds, behind Nigeria’s Muizat Odunmosun who took the gold in 55.28 seconds.

“The Commonwealth Games was the highlight of my whole career, a great experience and a great way to end the season,” said Eilidh.

Coordinated support
Stuart Hogg and Aileen McGillivary have coached Eilidh for the past two seasons, with support from a number of institute staff. These include Dr Niall Elliott who has been monitoring her blood every six weeks, searching for stress markers; Declan Fields who provides nutritional support – a key area for Eilidh whose iron levels have been low in the past, as well as regular physiotherapy sessions from Maggie Hendry which all work together to help make Eilidh an efficient running machine.

“The support is mainly about injury and illness prevention and it’s reassuring to know that everybody is on top of everything,” said Eilidh who, as a school teacher, faces classroom bugs on a daily basis.

“Niall noticed that I tend to be more prone to illness and tiredness after a major championships. I also get quite tight in my back and hip flexors and Maggie has been doing a lot of work on that, making sure I am getting stronger around those core areas so I can be more effective.”

Looking to the future, Eilidh believes she can run faster and sees the improvements coming from further developing her hurdling technique: “Because I’m getting that bit faster and stronger my stride length is changing,” she said. “To make sure I get the best out of myself during the race I need a little bit of fine tuning and by getting my stride pattern right I will definitely go faster.”

Shooter Jen McIntosh was the most successful female Scot in Delhi, joining a select band of medal-winning Scots in claiming two golds and a bronze.

In winning gold in the 50m prone individual, an event won by her mother Shirley McIntosh at the 1994 Victoria Games, Jen produced a world record equalling performance and a Commonwealth Games record of 5.57.4x.

The delighted 19 year old, who, with Sturff’s Kay Copland had already struck gold in the 50m prone pairs and won bronze in the 50m SP pairs, surprised herself with how far she has progressed in just one season. “To get three medals – two of them gold – is just fantastic,” she said. “I’ve made a lot of improvements very, very fast which I must admit has been a bit unexpected.”

Becoming a full-time athlete a year ago has made a big difference. So has moving away from her home in Faifley to Aberdeen, where Jen is close to the quality training facilities of Denwood Target Shooting Centre and near to a strong group of international shooters. “It’s really helpful being able to train and bounce ideas off other people based here, like Neil Stirton,” said Jen who also meets her coach Sinclair Bruce every weekend as well as keeping in regular phone contact throughout the week.

The institute network is integral to Jen’s programme. She has made full use of strength and conditioning support, which she feels has helped her develop both mentally and physically, while Performance Lifestyle Coordinator, Colin Galacher, has helped her with training and competition expenses. “I certainly feel I’m capable of improving,” said Jen. “Next year I’ll be looking to make Olympic qualifiers, make finals and hopefully win a quota place for London.”

Focus on the future
With London 2012 now firmly in her sights, Jen plans to maintain her full time shooting status for another season. sportscotland funding will help her with training and competition costs while her parents fund living expenses. “I certainly feel I’m capable of improving,” said Jen. “Next year I’ll be looking to make Olympic qualifiers, make finals and hopefully win a quota place for London.”
Winning all the way

Like many students, Chris Waddell finds studying for exams and competing in performance sport a tough balancing act – but he has found a winning combination thanks to support from Winning Students, Scotland’s national sports scholarship programme for student athletes.

Chris is one of over 100 athletes in 26 member colleges and universities across Scotland selected for the Winning Students programme this year. The programme also includes five medalists from the 2010 Commonwealth Games in Delhi. Working in partnership with the sportscotland institute of sport, the selected students put their scholarships towards areas which add value to their current support, such as competition fees or academic-related expenses.

“I train five days a week, morning and night, so there just isn’t the time to take on a part-time job,” says Chris, the current Scottish U20 judo champion. “The Winning Students scholarship will really help me to focus on my sport and my studies.” A first year student at Edinburgh’s Stirling – Scotland’s University for Sporting Excellence. Winning Students is managed by the University of Edinburgh – Scotland’s University for Sporting Excellence. Program Co-ordinator, Jason Atkins, said: “I am delighted that the programme, through working closely with the governing bodies of sport, colleges, universities and sportscotland institute of sport, can support such bright sporting talent.”

Sarah, who is studying History and International Relations at the University of Dundee, finished seventh in the 800m final at the 2010 World Junior Championships. Coached by legendary Scottish distance runner Liz McColgan, the Fife teenager is making the most of her mentor’s experience. She said: “The Winning Students scholarship will be a massive help, enabling me to compete in more high quality events where I can hopefully be at the front fighting for the medals.”

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Getting set to take Sochi by storm

With 2010 behind us, we are looking ahead to a new Commonwealth Games cycle and inevitably an enormous amount of attention is being given to Glasgow 2014. But before the summer of 2014 arrives, our winter athletes will be taking on the rest of the world at the Sochi 2014 Winter Olympics and Paralympics, scheduled to take place from 7-23 February in Russia.

As another sporting cycle (2011-2014) is launched, performance sport moves on yet again. Awarding major Games in new parts of the world, such as Sochi, not only creates more opportunities for new countries and athletes but also increases the level of competition. Meanwhile in the UK, much has gone on behind the scenes since Vancouver and there is now unanimous support for a new stronger collaborative approach to winter sports across the UK which the BOA is driving. It is encouraging to see a long-term vision being applied to winter sports alongside plans of a much closer UK collaboration.

At sportscotland, we have also had a close look at our own collaboration and integration. In curling we have restructured and formed a much closer partnership between the Royal Caledonian Curling Club (RCCC), UK Sport and British Curling. Dave Croxford is the newly appointed Performance Director of British Curling and his strong performance background and understanding means that he is well prepared for the challenge he faces.

Dave said: “It is a great privilege for me to head up this important programme, but we must get it right in Sochi. For curling 2010-11 is a transitional year. Following Vancouver there has been a review of the curling programme resulting in a significant restructure, formally combining the GB and Scottish performance programmes. I am delighted to say we managed to attract and appoint three new world-class head coaches. My job is to build on the successes seen during the Vancouver cycle and work towards delivering success at the Olympics and Paralympics in Sochi 2014 – I am really excited at this new challenge.”

“In Vancouver, Scottish athletes formed 58% of Team GB in alpine, snowboarding as well as curling. We aspire to have at least the same presence in Sochi.”

Director of High Performance, Mike Whittingham, is also very positive about Sochi 2014. “None of us should fear the Russian environment. It is our responsibility to ensure our athletes arrive in excellent condition and perfectly prepared. Then it is up to the athletes to demonstrate the right mindset and realise they have the opportunity to steal the show.”

Athletes already studying or planning to study in Scotland next year can find out more by speaking to a member of the institute’s performance lifestyle team or visiting www.winningstudents-scotland.ac.uk for full selection details. ©

The future looks bright for the GB curling performance programme
The经营管理业务的核心是户外培训课程的交付，而这些课程往往被政府部门和管理机构所支持，以确保培训课程的质量和可行性。每年有超过2,500人参加课程，其中一半以上是国家管理机构资格认证。

### Governing body support

体育运动的发展，其管理机构和监督机构的回应至关重要。这些机构不仅需要满足课程的高质量标准，还需要涵盖“软”技能在内，如课程的内容和课程的实施方式。

### Courses for all

我们致力于支持一种包容性的方式来推广户外运动。一个实际的例子是苏格兰自行车联盟与格伦摩尔山地中心合作，开发了新的课程，这些课程在过去的几年里，特别是在山地自行车行业，已经成为一个重要的支持平台。这些课程的实施需要足够的专业人员，尤其是那些在格伦摩尔山地中心接受过专业培训的人员。

### Engaging youth

我们正在努力吸引更多的年轻人参与到体育运动中来。作为国家管理机构，我们有责任确保这些课程的实施方式能够满足这些年轻人的需求。我们通过与教育部门合作，确保课程的内容能够反映一些“软”技能，这些技能对于他们来说是必要的，同时也是对他们未来工作的一种支持。

### The day job

我们也经常发现，我们所从事的工作，无论是教师、主动学校协调员还是其他领导者，都需要确保这些课程能够满足他们的需求。通过与教育部门的合作，我们可以确保课程的内容能够反映一些“软”技能，这些技能对于他们来说是必要的，同时也是对他们未来工作的一种支持。

### The lodge of the future

那么，格伦摩尔山地中心的未来在哪里？我们将会继续支持和改进这些课程，以确保这些课程能够为所有成员提供足够的支持。我们将会继续支持和改进这些课程，以确保这些课程能够为所有成员提供足够的支持。我们将会继续支持和改进这些课程，以确保这些课程能够为所有成员提供足够的支持。我们将会继续支持和改进这些课程，以确保这些课程能够为所有成员提供足够的支持。
Supporting partners to integrate coaching and volunteering into schools, communities and sporting pathways is a fundamental part of sportscotland’s work and underpins the new Coaching Scotland framework 2011-2015.

Sportscotland’s regional coaching and volunteering managers (RCVMs) have been tasked with supporting partners in delivering integrated coaching and volunteering priorities, providing a mechanism for partners to plan effectively and implement a consistent model for the development of coaching and volunteering in their area.

We caught up with Katie Oman, one of the new regional coaching and volunteering managers, to find out how she is settling in to life at sportscotland.

How did you get involved in sport? I have been involved in sport for as long as I can remember, and really have my parents to thank for encouraging me to try a variety of sports and supporting me when I began training and competing more seriously in equestrian sport.

What sports are you involved in? My main sport is horse riding, but I enjoy playing and watching a range of sports. My goal for 2011 is to achieve a UKCC qualification in equestrian sport as I hope to get more involved with Riding for the Disabled.

What attracted you to your role with sportscotland? I saw this as a great opportunity to combine my previous experience working within regional sporting partnerships and Scottish governing bodies in a coaching and volunteering role.

Can you describe the role of a regional coaching and volunteering manager? We work regionally, to support partners in the recruitment, retention, development and recognition of volunteers and coaches.

Could you outline three key things the regional coaching and volunteering role covers? It provides a consistent model for the development of coaching and volunteering and the delivery of Coaching Scotland 2011-2015 on a regional basis. We will support partners to integrate coaching and volunteering priorities within school and community sport and sporting pathways. And finally, the role provides a mechanism for partners to plan jointly and effectively, to meet volunteering and coaching workforce demands in the region.

Could you give an example of how the infrastructure will work in practice? The infrastructure essentially allows us to connect national programmes and developments with local needs and vice versa. The role of the RCVM is to engage with partners, support them to plan jointly and engage with others to assist them in the delivery of programmes such as Positive Coaching Scotland, Women into Coaching and Coaching Matters on a regional basis.

The RCVMs, along with local partners will also be responsible for developing and implementing new programmes such as regional coach education and mentoring, young people into volunteering, tutor recruitment, professional development opportunities, rewards and recognition, and will provide guidance for employers and deployers of coaches and volunteers. This regional way of working will encourage an improved allocation of resource, greater opportunities for sharing best practice, and ultimately ensure more coaches and volunteers will benefit from targeted investment of resources across the country.

The RCVM team is key to bringing local authorities, governing bodies, and other partners together. Already, we are finding that there is an increased awareness among partners of each other’s strengths, challenges and priorities in terms of coaching and volunteering. Our role is to facilitate this and help partners to identify shared priorities going forward.

What are your biggest challenges? My biggest challenge is to ensure my role adds value to all partners and facilitates the delivery of quality sport across Scotland.

What are the best bits of your role? Being around inspirational people who are positive about sport and making a difference to people’s lives. Sport contributes so much to the health, well being and economy of the nation and it’s really important for me to be part of something so positive for Scotland.

Putting sport first
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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