

# RAISING THE BAR

Corporate Plan 2015-2019



Putting sport first

**sportscotland**  
the national agency for sport

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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**.



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

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“Whichever way your sporting life unfolds, we want to ensure you have positive experiences throughout.”



# A MESSAGE TO PEOPLE IN SCOTLAND

We see a Scotland where sport is a way of life, where sport is at the heart of Scottish society and has a positive impact on you and your community.

## YOUR SPORTING LIFE

### PEOPLE

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

### PLACES

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

### PROFILE

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

### PARTICIPATION

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

### PROGRESSION

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

Figure 1: Your sporting life

We want you to be supported to participate and progress throughout your sporting life. You might stay involved in sport all the time, or dip in and out of sport and sports. You might participate recreationally or competitively, volunteer or spectate. Whichever way your sporting life unfolds, we want to ensure

you have positive experiences throughout. Our strategy is about how we will work together with a wide range of organisations to build a world class sporting system that ensures you have the support you need to find the right path in your sporting life.

# OUR STRATEGIC CONTEXT

**sportscotland** is the national agency for sport in Scotland. We believe passionately that sport makes a positive and valuable contribution to personal, community and national wellbeing in Scotland. The power of sport means it contributes to the five strategic objectives outlined in Scotland Performs, which unite all public organisations in Scotland:

wealthier and fairer, smarter, healthier, safer and stronger, and greener.

Within this context sport contributes directly to the Scottish Government's vision of a Scotland where more people are more active more often, and the Active Scotland Outcomes Framework, as shown

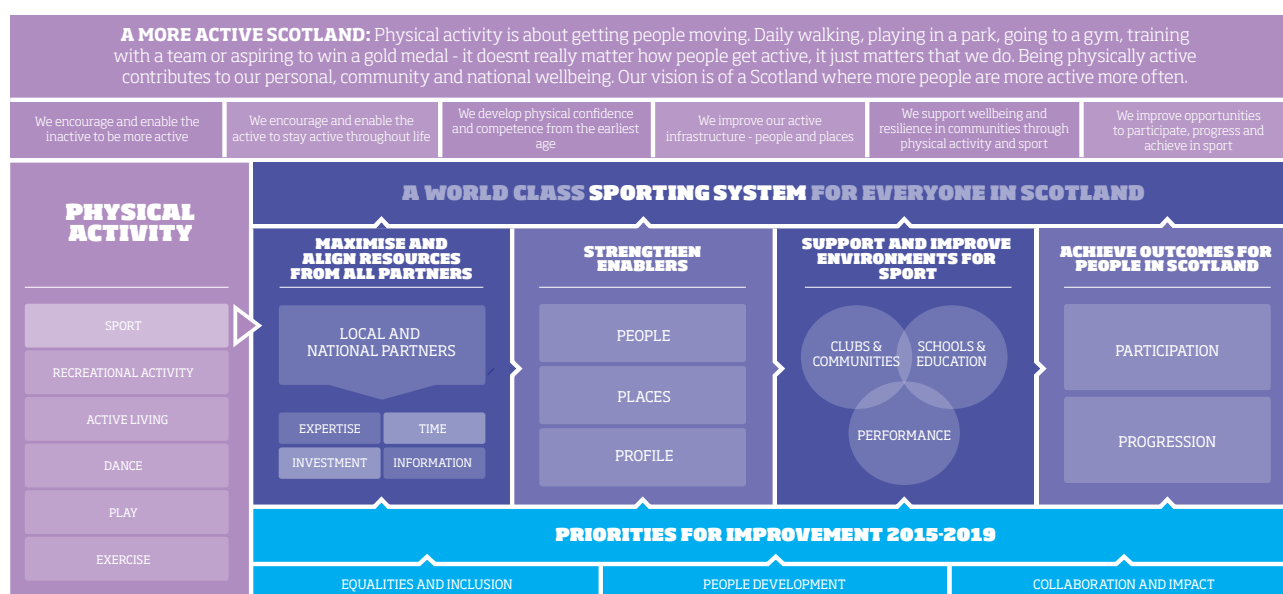


Figure 2: Sport's contribution to Active Scotland Outcomes Framework

in Figure 2. As a non-departmental public body, **sportscotland** is responsible through Scottish Ministers to the Scottish Parliament. As such, we are guided strategically by the Scottish Government's Programme for Government as well as by the principles of Public Service Reform. More information about how we are responding to the current Programme for Government can be found in our business plan. In addition to this policy environment for sport, we remain aware of the ongoing negotiations around further devolution of powers to the Scottish Parliament. It is important we recognise the potential impact these major constitutional changes could have on sport.

The last four years have been landmark years for Scottish sport. The 2012 Summer Olympics and Paralympics, the 2014 Winter Olympics and Paralympics, and the 2014 Commonwealth Games

have impacted positively on the public's perception about the role and relevance of sport for them and their communities. The level of engagement and awareness raised through the Olympic Torch Relay and Queen's Baton Relay has been spectacular. Medal winning performances by record numbers of athletes, particularly para and female athletes, have challenged perceptions about sport and provide us with a strong platform for development and focus.

Our built and natural places for sport in Scotland are second to none, we have seen thousands of volunteers mobilised and there have been significant increases in participation in Active Schools as well as in membership for Scottish governing bodies of sport. This plan is therefore about sustaining and improving the strong foundation we have for a sporting system and maintaining our ambition for that system to be world class for everyone in Scotland.

# WHO WE ARE AND WHAT WE DO

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, Stirling and Inverness.

The **sportscotland** Trust Company operates three national centres; Glenmore Lodge, Cumbrae and Inverclyde. The national centres provide unique facilities and services, providing people with opportunities to participate and progress, as well as contributing to and at times leading sector innovation. The staff and facilities at the national centres, and the access they provide to the outdoor landscape, are an important national resource and asset in Scotland's sporting system.

There are a range of organisations involved in delivering sport in Scotland, including local authorities and their leisure trusts, Scottish governing bodies of sport (SGBs), other representative bodies, sports clubs, higher and further education institutions and third sector organisations. Overall, **sportscotland** is responsible for around 10% of public funding for sport in Scotland<sup>1</sup> so it is critical that we work in partnership with and provide leadership to the key players involved, both strategically and operationally.

To do this, we have a range of functions and services, including:

- 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 deliverers of sport whilst also strengthening and extending the relationships and interactions across the sporting system
- investing National Lottery and Scottish Government funding
- adding value to Scottish sport on the back of major events and our partners' investments
- delivering high-quality performance programmes and providing expert support services to Scottish athletes on the world stage through the **sportscotland** institute of sport
- offering high-quality courses and training opportunities for a wide range of sports participants and people working in sport
- collaborating with UK and international sporting systems to ensure Scotland's ambitions for sport are well represented and well integrated at UK and international levels
- understanding and promoting the contribution of sport to wider social and economic outcomes.

1. A performance overview of sport in Scotland (Audit Scotland, 2008):  
[http://www.audit-scotland.gov.uk/docs/central/2008/nr\\_080429\\_sport\\_overview.pdf](http://www.audit-scotland.gov.uk/docs/central/2008/nr_080429_sport_overview.pdf)



# OUR JOURNEY 2011-2015

We have just come through one of the most exciting periods in the history of Scottish sport. Scottish athletes have inspired us with outstanding performances on the world stage, and the legacy of Glasgow 2014 is being felt at the heart of communities across Scotland.

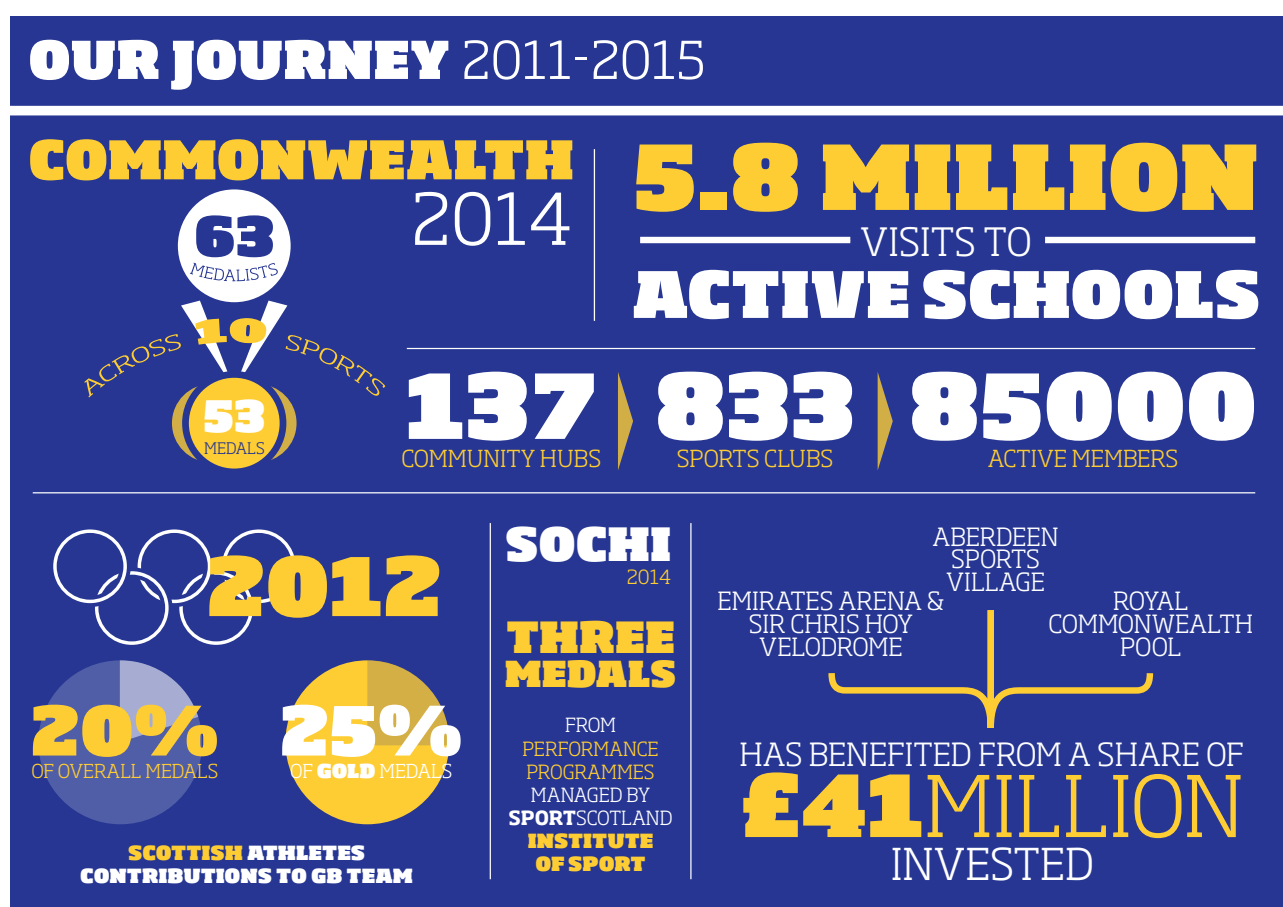


Figure 3: Our Journey 2011-2015 Infographic

As we look back over the last four years, there is much to be celebrated:

### School sport

Active Schools has continued to go from strength to strength. During the 2013/14 academic year, school pupils across Scotland made 5.8 million visits to Active Schools sport and activity sessions, a 30% increase since we started measuring this with greater accuracy in 2011/12. The number of individuals, mainly volunteers, involved in delivering Active Schools also increased by 21% during the same period.

### Club sport

We have delivered on our commitment to increase our focus and investment in club sport. There are now over 137 community sport hubs up and running in Scotland, with 833 sports clubs involved and over 85,000 active members<sup>2</sup>. We developed a new direct club investment programme, which has invested in 86 clubs to grow their membership and develop performance environments for Scottish athletes. We also expanded the regional development manager network in Scottish governing bodies of sport with nearly 40 additional posts across 18 sports in place as of the end of March 2015. Each has a specific focus on supporting club development. These important developments in club sport have been supported by a £10 million package of National Lottery funding.

### Performance sport

In performance sport, we achieved a series of best ever outcomes, including helping deliver the best ever performance by Team Scotland at the 2014 Commonwealth Games in Glasgow, with 53 medals from 63 medallists across 10 sports and a fourth place finish in the medal table. We also made a significant contribution to the UK sporting system. Sochi 2014 was the most successful Winter Olympics and Paralympics by Team GB and ParalympicsGB since 1924, with three medals coming from performance programmes managed by the sportscotland institute of sport, in partnership with British Curling and UK Sport. At the London 2012 Olympics and Paralympics, we helped prepare athletes in a record number of sports and Scottish athletes contributed 20% of the overall medals and 25% of the gold medals.



These core programmes have been underpinned by support and investment in people, places and partnerships.

### People

To support the training and development of the workforce for sport we invested in the delivery of more than 2,600 coach development workshops, with over 31,000 attendances. We have worked in partnership to develop and deliver a range of programmes, which have supported thousands of young people to develop as leaders in sport. These include Young Ambassadors and the Young people's sport panel.

### Places

To develop places for sport we made over 450 awards and invested more than £41 million through our facilities investment programmes. This has supported the development of facilities for school, club and performance sport, including the Emirates Arena and Sir Chris Hoy Velodrome, the Royal Commonwealth Pool and the Aberdeen Sports Village. These are facilities which offer high quality sporting opportunities in keeping with our ambitions to have world class sport for everyone in Scotland. Our research on the school estate has been a catalyst for better conversations about the capacity and programming of the local estate for sport.

### Partnerships

We continued to work closely with a wide range of organisations in sport, including Scottish local authorities, leisure trusts and Scottish governing bodies of sport, to support them to improve the

<sup>2</sup> Number of active members based on 2013-14 monitoring returns from 808 sport clubs in 113 hubs.



use of data and evidence in their planning for sport, as well as to improve sustainability, equality and governance.

## National Centres

Our three national centres have supported the sporting system by providing training, leadership, expertise and support to their targeted sporting communities to facilitate the development of people and opportunities in sport. This has included the provision of exemplar participation opportunities across over 700 training courses; introducing school children to a wide range of sport through immersive residential experiences; influencing and leading the development of a range of professional qualifications; providing resilience to qualification pathways; and producing future leaders in outdoor sport who can go on to support local economies. We continued to invest in the facilities at the national centres, ensuring high-quality and safe places for sport, both indoors and in the natural environment. In particular, we secured additional investment to re-develop the **sportscotland** national centre Inverclyde as a fully inclusive residential sports facility for Scotland and continued to invest in and deliver the **sportscotland** Avalanche Information Service, which has ensured quality information and a risk aware culture for outdoor and adventure sport.

Overall, we see tangible progress across the sporting system. Increasingly, and critically, we see different parts of the system working together to improve services for communities and athletes: schools working more closely with clubs; clubs working together to rationalise their facility use; and young people and schools more integrated in leadership and volunteering in sport. This has been supported by better understanding and engagement with data, and more sophisticated planning and management within organisations involved in sport. This provides a strong foundation from which we can deliver improved outcomes for people in Scotland.



# OUR VISION, MISSION AND VALUES

Our vision is a Scotland where sport is a way of life, where sport is at the heart of Scottish society and has a positive impact on people and communities.

In our 2011-15 plan we set out our mission to develop and support a world class sporting system at all levels. This was the beginning of a journey and we remain committed to developing a systemic approach to sport in Scotland. With this plan we want to continue to enhance and improve the sporting system in Scotland, and ensure it is fit-

for-purpose to deliver the outcomes we all strive for. People in the sports sector in Scotland support the concept of a system for sport and agree that it should apply to the entire sports sector in Scotland and not just **sportscotland**. With this commitment, we look forward to working with partners towards helping realise this ambition.

Our mission is to build a world class sporting system for everyone in Scotland.

We have always thought of world class as an ambition and now wish to be even clearer. For us 'world class' is an expression of ambition and aspiration to be the best we can be at all levels in

sport. We will drive this ambition by focusing on continuous improvement and measuring progress as we develop and support the system.

Our values are: honesty, respect, integrity, openness, inclusion, ambition.

While our vision provides our ultimate direction and our mission expresses how we will achieve our vision, our values guide our behaviour and define how we do things at **sportscotland**.

# A WORLD CLASS SPORTING SYSTEM FOR PEOPLE IN SCOTLAND

We recognise sport as an element of physical activity, which sits alongside other elements including active living, recreational activity, dance, play and exercise. These elements are not mutually exclusive and taken together they help people lead a more active life, whether they think of it as sport, recreation or activity. Indeed, how people define sport is often down to their personal motivations and interpretations.

People and communities in Scotland are at the heart of our thinking. By this we mean people of all ages, from all backgrounds and all walks of life, whether participants or non-participants in sport; athletes; the workforce for sport, including coaches, volunteers, officials and administrators; individuals; parents and families.

While our focus is on the development of sport, we work alongside those who have a greater focus on other types of physical activity to ensure people in Scotland find it easy to lead an active life. In particular we recognise that people have sporting lives, throughout which they may stay involved in or dip in and out of sport and sports, whether they participate recreationally or competitively, volunteer or spectate. We want to ensure everyone in Scotland has positive experiences at all stages of their sporting lives, whether they are being introduced to sport for the first time, developing, progressing, or achieving success.

Figure 4 outlines the system that we believe, based on consultation, the sports sector as a whole wants to develop and support over the next four years.

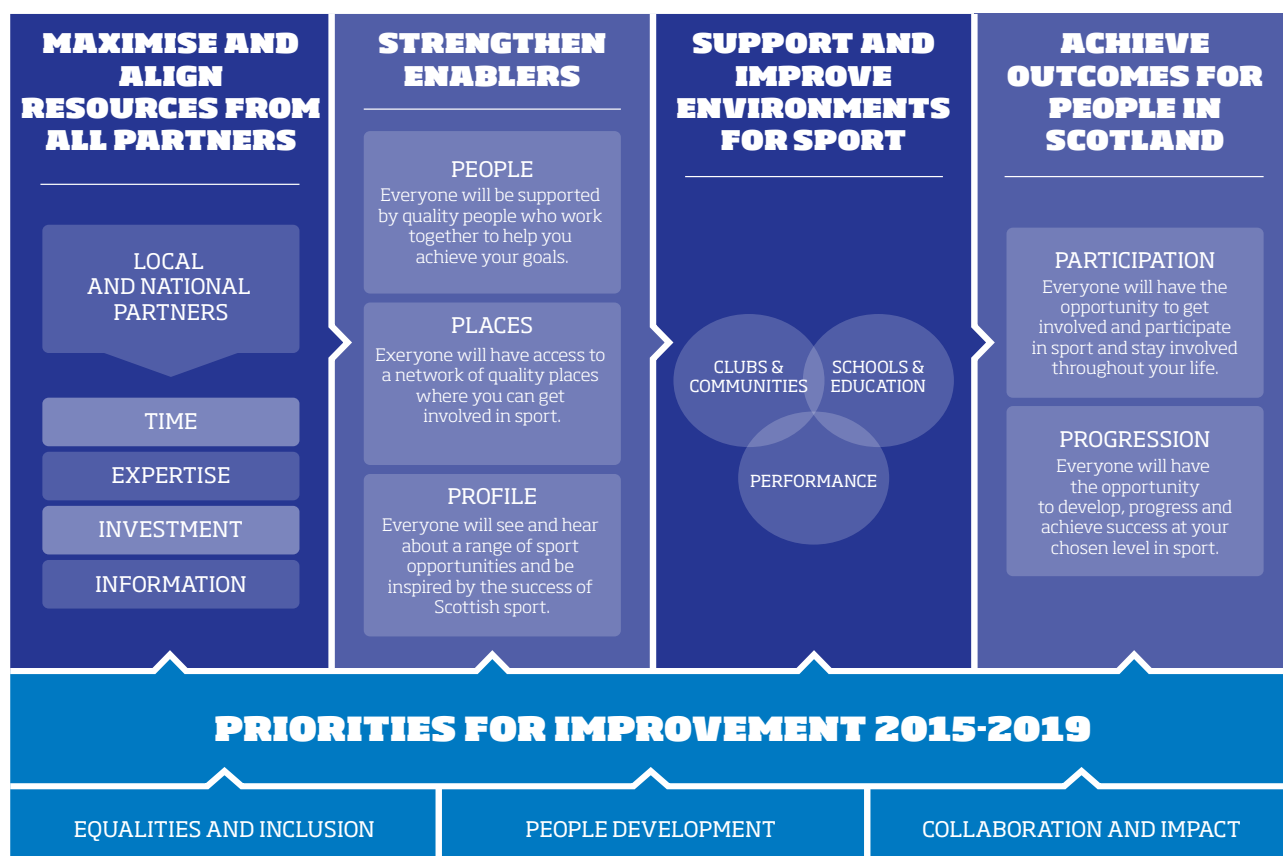


Figure 4: Scotland's World Class Sporting System



# Priorities for improvement 2015-2019

The priorities underpinning the sporting system are for the sports sector as a whole to drive improvement in the system over the next four years.

## Equalities and inclusion

This is about ensuring sport is accessible to people, recognising that both inequality and discrimination exist in sport, and that widening access means understanding the needs of people who share the protected characteristics as well as the complexities associated with socio-economic disadvantage, and the exclusion that can be experienced in some rural parts of Scotland. As a sector we must recognise and understand this if we are to effectively address issues that may be preventing or constraining people from getting involved and progressing in any aspect of sport.

## People development

This is about developing capability and leadership within sport by providing high-quality learning and development opportunities that meet the needs of the workforce for sport as well as the needs of participants and athletes. This includes developing the skills, knowledge and behaviours of people leading and delivering in sport, as well as nurturing leaders who can think innovatively and creatively, and lead the sector into the future. As a sector we should focus on developing young people as leaders in sport because they are key to the future sustainability of the sporting system. Through this activity the sector can support people's progress in the wider economy.

## Collaboration and impact

This is about working in partnership to continue improving how we use the collective resources available to best meet identified, prioritised and agreed needs. It means strengthening collaboration, linkages and connections within the system and measuring the impact of sport through the use of data sharing, self-assessment and reflection, continuous improvement, planning and performance management and shared communication.



# DESCRIBING THE WORLD CLASS SPORTING SYSTEM

This section describes the sporting system that we will work with partners to develop and support. The system provides a framework that supports participants to find their pathway into and through sport, whatever their level of aspiration.

During the first year of our plan, through our well-developed and on-going partnerships and relationships, we will develop this description to improve the system. It is our view that the system

is not static and we can work together to support and develop it as we better understand how the elements of the system influence and connect with each other. In particular, this means focusing on the transitions between school and education, club and community, and performance. In these spaces we will be able to work together to get the best out of our resources.

## Supporting and improving environments for sport

### Schools and education

Sporting experiences in schools, colleges and universities play a key role in the development of children and young people in their early sporting lives, and are a vital part of building their competence and confidence in sport.

Alongside opportunities for physical activity and high-quality physical education (PE), sport helps inspire and challenge children and young people to have positive experiences, building strong foundations for lifelong participation. Student sport provides a fresh opportunity for young people to further develop their interest and participation in sport, or to try new activities for the first time. Improving understanding and support for young people's journeys through sport will help develop a system that promotes lifelong involvement.

Strong connections among people working in schools, colleges and universities, local clubs, and governing bodies of sport are a key aspect of the system. These connections strengthen the links between school and community-based sport and support performance sport by providing young people with the support they need to progress. Within schools and education environments all partners have a role in developing approaches to recruit, develop, recognise and retain skilled and

knowledgeable people to lead, support and deliver sport for children and young people.

The connection between schools, education and places for sport is also important. The role of the school, college and university estate in providing places for sport must continue to be a priority for all partners in order to ensure facilities support opportunities for young people and communities to take part in sport.

### Clubs and communities

Sports clubs are an essential part of the sporting system and are part of the fabric of their local communities. They play a key role in delivering sporting opportunities within communities as well as being the place where aspiring young athletes are supported to progress and achieve in sport. As a sector we must continue to improve the accessibility, quality and quantity of opportunities in clubs, as well as support the connections between clubs, schools and education, and performance environments to strengthen pathways for young people in sport.

In addition to clubs, community environments include a wide range of sporting opportunities. These tend to be less competitive, more recreational and can be centred around a geographical area, a physical or virtual place, or a community of interest. For growing numbers of individuals, taking

part casually, whether attending fitness classes and gyms, running, cycling, hillwalking or doing other sports is an attractive and flexible option. In some cases this can be a springboard to more competitive and organised participation. In all cases it is important that people experience world class environments and support, in whatever way they participate.

Sport can also be a way of reaching people and engaging them in activities that support them to achieve outcomes beyond sport. There are a wide range of partners who use sport in this way: to reduce crime, improve health, and promote employability. While sport in schools and clubs can contribute to these agendas, 'sport for development' is a growing area and it is important that the 'sporting' experience is of a significant enough quality to ensure that the participants enjoy and benefit from also being part of the sporting system.

## Performance

Over the last four years, outstanding performances from Scottish athletes on the world stage, across a range of sports, have demonstrated that Scotland's approach to performance sport is delivering against agreed outcomes. Our collective challenge will be to build on this success over the coming years as the spotlight of major events shifts away from Scotland and the UK to Rio de Janeiro, PyeongChang and the Gold Coast. Scottish governing bodies of sport and the **sportscotland** institute of sport have a key role to play in supporting the sector to learn from the past, and pass that learning back down the pathway so we continue to develop and support Scottish athletes to achieve best ever performances away from home.

Scottish governing bodies of sport play a vital role in developing the high performance system that provides the pathway and develops the coaches, which ensures we have athletes continuously coming through the system who are capable of winning on the world stage. Ensuring athletes are working with the right coaches in the right environments is a systematic approach, which will ensure continued success.

In performance sport there is a clear role for cutting-edge science and innovation to enhance high performance sport knowledge and practitioner expertise, with the ultimate aim of winning medals on the world stage. Operationally, this expertise must be tailored so athletes have the right specialist services and support in the right environments. Partners must work together to develop the facility infrastructure to ensure that it meets the training requirements that athletes need. To support future sporting success there should be a continued focus on growing and developing the approach to understanding talent in Scotland.





# Strengthening enablers

## People

To achieve outcomes for people in Scotland it is critical that the sports sector recruits, supports and recognises quality people in sport, both leaders and deliverers, whether they are paid or voluntary; coaches, officials, administrators, and professional staff.

As a sector we must ensure the entire workforce for sport has the skills, knowledge and behaviours to deliver high-quality sporting experiences that meet and encourage demand for sport by inspiring people of all ages to get involved, develop and achieve in sport.

A key part of developing the workforce will be to improve our shared understanding of how it is changing, including people's needs, challenges and barriers. This will help identify effective actions to reduce inequality in the workforce for sport, and develop better, more targeted opportunities for workforce development.

Leadership in sport has emerged as a key issue in recent years and it is important to consider how the sector improves capacity for leadership by supporting and developing leaders in sport. Young people make a valuable contribution as leaders in sport, including the ability to encourage and influence their peers and other young people to participate in sport. Strong and positive leadership will strengthen the sector, help to develop career paths and encourage growth.

## Places

People and communities in Scotland need access to the right quality of sports facilities infrastructure with the capacity to meet their needs and provide a positive atmosphere and culture that makes them feel welcome. This includes the outdoors, built facilities and the hardware and culture within them.

All partners need to work collaboratively to ensure that a strategic and integrated approach is taken towards planning, improving, maintaining and protecting this infrastructure. A key focus should be to improve our shared understanding of the needs of sport, to ensure we make the best use of our collective time, investment and expertise in the planning, design and management of sports facilities.

## Profile

A key component of Scotland's sporting system is ensuring that people and communities have opportunities to see, hear and read information and content about sport. Part of this is raising the general awareness of the successes in Scottish sport, which has the potential to inspire and encourage people to become involved. At the same time, people also need to have the opportunity to access communications that show the range of ways in which they can become involved in sport.

The raised awareness and emotional engagement with sport, which has been enhanced by having the Olympics, Commonwealth Games and Ryder Cup on home soil, presents the sector with an opportunity to capitalise on the public's perception of the power of sport and the relevance it has to themselves and their own communities.



# Maximising and aligning resources from all partners

There are a wide range of partners contributing time, expertise, investment and information into Scotland's sporting system and partnerships are critical to effectively joining up different parts of the system. Across the sports sector we need to develop strong partnerships and collaboration that focuses on aligning our shared resources so we maximise the potential to deliver outcomes for people in Scotland.

Local authorities have a wide range of outcomes they are required to meet, in line with single outcome agreements and local community planning. While sport makes a contribution to local needs and priorities, the current financial climate is challenging and resources are tight. Governing bodies of sport are often small organisations with tight resources too. Third sector organisations and Scotland's colleges and universities also play a vital role in the development and delivery of opportunities in sport, while there are a range of national organisations at Scottish and UK level that have responsibility for representing and coordinating specific activity to support the system. The more we work in partnership, identifying opportunities to join up our thinking and delivery, the more likely we are to make our existing resources in sport go further.

The Scottish Government's new legislation on community empowerment will also have an impact on how we work in sport. The sports sector must focus on partnership working that supports community-led sports development, which ensures people's voices are heard in decision making that affects them and their communities.

The sports sector should also work together to create, develop and improve the underpinning infrastructure on which sport relies. This includes focusing time and expertise on effective governance as well as on developing well-articulated, integrated and outcome-focused plans for sport. This means a clear focus on continuous improvement and aspiring to develop approaches to better use information and evidence to support planning. This will help ensure that the sporting opportunities offered to people in Scotland are consistently well-designed and are informed by shared information and evidence about people's needs and the quality and success of the services offered.



# sportscotland's CONTRIBUTION TO THE WORLD CLASS SPORTING SYSTEM

This section outlines **sportscotland's** contribution to the sporting system, including impact measures against the outcomes and the enablers. These impact measures are not exhaustive of everything we will do over the next four years, but they indicate the depth and focus of our work and where we want to make a visible difference. They also reflect the priorities for improvement for the sporting system, but are not exclusive to these.

During the first year of our plan we will develop a performance measurement framework against these impact measures so that after four years we will be able to evidence the difference we have made.

## Outcomes

Table 1 outlines the key outcomes that people in Scotland will notice as we work together to improve sport for them and their communities and the difference **sportscotland** will make to these outcomes by 2019.

Outcomes	The difference sportscotland will make by 2019
<b>Participation</b>  You will have the opportunity to get involved and participate in sport, and stay involved throughout your life.	We will have increased the number and diversity of people playing sport in schools and sports clubs.  We will have used the <b>sportscotland</b> School Sport Awards to strengthen the quality of sport within schools, driving strategic quality improvement and impact.  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.
<b>Progression</b>  You will have the opportunity to develop, progress and achieve success at your chosen level in sport.	We will have supported 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.  We will have supported more coaches to become better at coaching, in order to support athletes to improve, at all stages of the pathway.  We will have supported Team Scotland to win more than 30 medals at the 2018 Commonwealth Games in the Gold Coast.  We will have supported Scottish athletes to be selected for UK Sport World Class Programmes and to compete for Team GB in the Olympic and Paralympic Games (Winter and Summer).

Table 1 - Outcomes



# Environments

**sportscotland** will deliver its contribution to the outcomes by supporting and improving environments for sport. Our business plan includes more detail on programmes of work for the first two years of our plan. This section summarises our priority programmes within each environment.

Within **schools and education** we will provide investment and leadership for Active Schools, working closely with local authorities and leisure trusts to deliver more and higher quality opportunities to participate in sport within schools. Our focus will be to improve the connections between schools and clubs, and in particular among professional staff working in these environments.

Within **clubs and communities** we will provide investment and leadership for club development, investing into Scottish governing bodies of sport

and sports clubs to increase membership, improve the depth and quality of opportunities, and support clubs to create environments that develop athletes to performance levels. We will continue to support community sport hubs to focus on sustainable, community-led approaches that get clubs working together to develop welcoming, safe and fun environments for sport.

Within **performance** we will work closely with Scottish governing bodies of sport to support performance sport planning and continue to improve the quality of performance programmes in Scotland. We will deliver world class services in performance management, sports science, sports medicine, and technology and innovation.



# Enablers

Table 2 outlines the enablers of the sporting system, which are fundamental to supporting and improving the environments for sport, and achieving the outcomes for people in Scotland. It also outlines the difference **sportscotland** will make to these enablers by 2019.

Across all environments for sport we will focus on supporting, strengthening and growing the relationships and networks of people working in sport, ensuring they have the confidence, skills, knowledge and behaviours to meet the needs of athletes and participants. We will also align our investment in places for sport to ensure it has the greatest impact on the environments.

Enablers	The difference <b>sportscotland</b> will make by 2019
<b>People</b> <p>You will be supported by quality people who work together to help you achieve your goals.</p>	<p>We will have used the Coaching Scorecard to drive quality improvement in the development of coaching strategies, ensuring there are more coaches with the right qualifications working in sport and improving opportunities for those currently under-represented in coaching.</p> <p>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.</p> <p>We will have provided a range of leadership opportunities to young people so they are encouraged and supported to reach their potential in leadership roles.</p>
<b>Places</b> <p>You will have access to a network of quality places where you can get involved in sport.</p>	<p>We will have established <b>sportscotland</b> national centre Inverclyde as a fully-inclusive, residential sports facility.</p> <p>We will have contributed to the successful completion of the National Performance Centre for Sport and integrated it within our high performance network.</p> <p>We will have made places for sport a more integral part of planning for sport, both locally and nationally.</p> <p>We will have targeted our resources around the development of places for sport where they can have the greatest impact on participation and progression in sport.</p>
<b>Profile</b> <p>You will see and hear about a range of sporting opportunities and be inspired by the success of Scottish sport.</p>	<p>We will have celebrated Scottish sport, profiling a wide range of sports and the opportunities for all to get involved, progress and achieve.</p> <p>We will have partners reporting positively that <b>sportscotland</b> has helped them understand the sporting system and work together to enhance it.</p>

Table 2 - Enablers

# Resources

Across all aspects of the system we will embrace and support innovation and creativity. We will do this based on a strong foundation of knowledge and awareness about what we need to build a sporting system that is world class. We will use these developments and ideas and this knowledge to be influential in the service of sport in Scotland and in the way we develop, manage and deploy our own staff, systems and services. This will help us ensure our work is targeted effectively and that we make better decisions about how to maximise and align our time, expertise and investment.

As a priority we will develop a better understanding about what people in Scotland want from their sporting experiences, so we can work with our partners to improve what is currently being offered.

We will continue to strive for efficiency across our business and estate to ensure we are sustainable and well-planned while remaining agile enough to respond to business needs. As a non-departmental public body we will strive to go above and beyond requirements around governance and legislation. We will develop our responsiveness, openness and transparency and ensure we are an organisation that is trusted by our staff, investors, partners and the public.

# FURTHER INFORMATION

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

Our business plan provides more information on our portfolios and programmes of work as well as our annual budget allocation and our planning and accountability framework. Our investment principles outline how we approach our investment decisions.



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