

# Strong foundations

Annual Review 2010 | 11



Putting sport first

**sportscotland**  
the national agency for sport



Promoting the  
power of sport



# Who we are

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

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

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

- advising the Scottish Government and supporting delivery of its policies
- leading, supporting and coordinating key organisations involved in sport

- investing National Lottery and Scottish Government funding
- delivering quality products and services in targeted areas
- promoting the power of sport and the contribution it makes to life in Scotland
- collaborating with UK and international sporting systems to ensure Scottish sport is well represented and integrated
- adding value to major sporting events and additional investment

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



Delivering quality products and services in targeted areas





Investing National Lottery  
and Scottish Government  
funding





Leading, supporting and coordinating key organisations in sport



Advising and supporting the Scottish Government



# Our review in context

## Our plan

In June 2009 sportscotland published *Our plan 2009-2011*.\* This plan summarised the principles, priorities and outcomes for sportscotland during 2009-11, detailing our contribution to *Reaching Higher, the national strategy for sport*, and the objectives set by the Scottish Government. This review, *Strong foundations*, outlines our progress in the final year of *Our plan 2009-2011*.

Our new corporate plan for 2011-2015 can be downloaded from our website at [www.sportscotland.org.uk/worldclass](http://www.sportscotland.org.uk/worldclass)

## Our principles

The following principles were central to our policy and programme development and underpinned everything we did in 2010/11.

### Creating effective sporting pathways

Sporting pathways are all about creating opportunities for people to participate in sport and physical activity at any level and at any stage in life.

### Developing a strong infrastructure

The development of Scottish sport is dependent on an infrastructure of people, organisations and facilities. This infrastructure has to be maintained, grown and sustained in the long-term.

### Embedding ethics and equality throughout sport

We are committed to ethical and equal sport and physical activity, tackling discrimination, promoting equality of opportunity, and ensuring safe and fair participation and performance.

### Achieving performance and success

From the individual benefits that people experience when performing at their best, to the collective pride of Scotland achieving success on the world stage, we are committed to the principle of achievement in sport.

### Working in partnership

We will work with our partners to maximise our shared contribution to sport and physical activity and to Scotland as a nation.

\* *Our plan 2009-2011* can be downloaded at [www.sportscotland.org.uk/ourplan](http://www.sportscotland.org.uk/ourplan)

# Overview from our Chair



This annual review marks the end of another chapter for **sportscotland** as we reach the close of our 2007-11 plan and set our sights firmly on 2011-2015. With the prospect of what is to come over the next four years, there has never been a more exciting time for Scottish sport.

With so much on the horizon to look forward to, it would be easy to forget to take stock of what has been delivered over the last four years. Here in Scotland we are not always good at taking time to recognise success, however I believe we can all look back over the last four years and feel proud of our work together.

Since 2007 the Active Schools Network has consolidated its position as a fundamental part of school and community life. This investment in extra-curricular sport and physical activity – funded by **sportscotland** and all 32 local authorities – has delivered increases in participation and volunteering levels, while positively impacting on other agendas across communities.

Community sport hubs represent the beginning of a new era for the development of sport in clubs and communities across Scotland. Based in local communities, the hubs are already starting to demonstrate the power of sport, bringing people together and breaking down barriers. We are really pleased with how this project is progressing.

There have been significant strides in coach education and development. With the UK Coaching Certificate endorsement, governing bodies, supported by **sportscotland**,



have raised the bar in the training of coaches, with more than 10,000 having successfully completed a qualification. More recently we have seen the launch of the Coaching Scotland framework – providing a roadmap for the further development of coaches in Scotland.

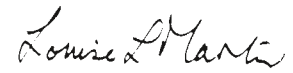
Scotland's sports facility portfolio has substantially improved since 2007. Our £44 million investment through the National and Regional Sports Facilities Strategy has helped create the backbone of an excellent regional sports facility network. Over the period of our last plan, **sportscotland** invested £33 million into an additional 147 projects, leveraging funding of nearly £270 million from other partners.

And finally, in performance sport, 2007-11 has arguably been one of the most successful periods in recent memory. We had superb results in Beijing and Delhi, with a broad mix of established names and new talent contributing to the medal tallies. Led by increasingly professional governing bodies, and supported by our high performance team, Scotland's athletes have never had a better chance of reaching their potential.

All of the work outlined above, and throughout this review, is delivered in partnership. As the national agency for sport, **sportscotland** has a vital role to play and contribution to make, but we are only one part of the sporting system.

Our local and national partners, including local authorities and governing bodies, are fundamental to any success and on behalf of everyone here at **sportscotland** I would like to thank you all for your passion, dedication and support.

Finally, I would also like to recognise the support of the Scottish Government over the last four years. The elections earlier this year saw the Scottish people strongly endorse the work of the new government during its first term in office. Going forward, and to achieve our ambitions of a world class sporting system, we need government that is committed to sport and recognises its power for good in Scottish society. I believe we have that and look forward to continuing our work together over the next four years.



**Louise Martin CBE**, Chair

# Overview from our Chief Executive



The last year has seen the team at **sportscotland** continue to deliver against our ambitions, while at the same time we have been developing plans for the next four years. Following consultation with a wide range of partners and stakeholders, a new plan has emerged that defines a simple, clear focus for **sportscotland**: a world class sporting system at all levels.

The phrase 'world class' has historically been associated with elite sport – Scotland's best athletes performing on the international stage. However, a world class sporting system should encompass all parts of the structure, from the youngest participant to the most experienced coach. It is ambitious yet challenging, and encourages us to work together to be the very best we can be.

A world class sporting system means top quality school experiences delivered by outstanding teachers and coaches. It includes accessible club sport underpinned by local leaders. It also includes an exceptional high performance system supported by a network of excellent sports facilities.

Thankfully, we're not starting from scratch. As Louise has already mentioned, the sporting system has made significant progress over recent times and contributions from **sportscotland** such as Active Schools, coach development, facilities and performance sport have helped accelerate progress. This work gives us a platform to build and develop from. In other areas we have more to do – top priority here will be capacity building in local sports clubs, alongside easier access to the school estate. Community sport hubs can

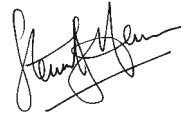
help enormously in this respect. There are many superb sports facilities in our schools that can be underused – let's change that!

A world class sporting system for Scotland is an unashamedly ambitious aspiration. However, what's clear from the outset is that, with the financial challenges facing the public and private sector, we can't rely on spending our way to a successful sporting system. We'll get there by being targeted, innovative and more effective in working together to achieve outcomes.

Going forward, that means open and honest conversations across partnerships about what is working and what isn't. We need the courage to avoid distractions and really concentrate on the priorities that will make the biggest contribution to the sporting system. In short, we need focus.

The great Scottish innovator, Alexander Graham Bell, is credited with a piece of advice which sums up this approach. He said: "Concentrate all your thoughts upon the work at hand – the sun's rays do not burn until brought to a focus." If we are focused and coordinated in our approach, the sporting system really can shine brightly.

It is a challenge that we at **sportscotland** are rising to and I know that many of our partners and stakeholders are too. This commitment to working together, to punching above our weight, is the blueprint for making Scotland a truly world class sporting nation, with a system that future generations can be proud of.

A handwritten signature in black ink, appearing to read 'Stewart Harris', written in a cursive style.

**Stewart Harris**, Chief Executive

# School and Community Sport

- Made an early commitment to the next funding phase of the **Active Schools Network** enabling local partners to plan for the future with confidence
- Active Schools recorded over **4.7 million participant sessions**, an estimated 2% increase on last year\* with 72% of sessions delivered by volunteers
- **91% of secondary schools** have engaged with the Fit For Girls programme
- Over **76%** of Scotland's P5 pupils introduced to golf through clubgolf\*\*
- Supported the delivery of **National School Sport Week** in 2010 – 735 schools participated
- **Invested £1.2m** directly into **226 sports clubs and community groups** through Awards for All and sportsmatch
- Plans put in place for **40 community sport hubs** in nine local authority areas

\* Total participant sessions figure based on term 3 of 2009/10 school year and terms 1 and 2 of 2010/11 school year. Estimated increase based on term 1 2009/10 compared with term 1 2010/11.

\*\* Figure based on school year 2010/11.

“Our Active Schools programme has had a massive impact. It adds to the whole idea of us being a community who work together and support each other.”

**Maureen O’Conner**  
Head Teacher  
St Michael’s Primary, Glasgow



Aberdeen's Active Schools team work in partnership with Adventure Aberdeen to run courses in sea kayaking.



All 191 athletes in Team Scotland competing at Delhi 2010, including Jen McIntosh, were supported by **sportscotland** at some point on their pathway.

# High Performance

- sportsScotland institute of sport network provided high performance expertise to more than **550 athletes** in over **40 sports**
- 40 World and European medal-winning performances by institute supported athletes, including **26 medals** at the 2010 Commonwealth Games
- **11 institute staff** seconded to Commonwealth Games Scotland during the Delhi Games
- **Mission 2014** continued to support and challenge all 17 Glasgow 2014 sports
- Carried out extensive **planning and gap analysis** of performance delivery areas across different sports for 2014 and beyond
- Continued to develop new ways of working for a **fully integrated institute network**, where services are agreed centrally and delivered locally

“I’ve worked with a lot of people from the institute and they’ve all helped me to become the athlete I am today. I owe the most to my physio, Alison Fantom. Without her I wouldn’t have had anywhere near the same success in Delhi.”

**Jen McIntosh**  
institute supported shooting athlete  
and Delhi double gold medalist

- Established an innovation and special project management group to encourage **targeted innovation**
- **Provided specialist services** to athletes identified for Sochi Winter Olympic and Paralympic Games and supported a new Nordic ski programme
- **Supported Scotland's interests** on key UK groups such as Paralympics UK Forum, UK Sport Innovation Group and UK Sport Talent Group
- **Invested in new projects** including a three-year swimming asymmetry project with Scottish Swimming and a new biomechanical assessment initiative
- Began delivery of a **new high performance data management system** developed with key partners including UK Sport and McLaren
- Implemented **Gold4Glasgow Track Cycling and Triathlon** initiatives and assisted delivery of UK Sport's 'Tall and Talented' programme
- Provided **funding and programme leadership** to Commonwealth Games Scotland's **Achieve 2014**, enhancing the opportunities of Scottish athletes and coaches on the world stage



“The Achieve 2014 programme enabled up-and-coming athletes to enhance their preparation for Glasgow 2014. It was fantastic to have the support of **sportscotland** as the ‘team behind the team’, not only in terms of funding but in expertise too.”

**Jon Doig**  
Chief Executive  
Commonwealth Games Scotland





Peter Kirkbride's performance inspired a group of young Scottish athletes who travelled to Delhi as part of the Achieve 2014 programme.

# Quality Facilities

- **£14 million** invested into facility projects through the SFF, leveraging over **£90 million** of funding
- Provided a **specialist technical advisory service** covering the planning and design of sports facilities across Scotland
- Flagship regional sports facility at **Ravenscraig** completed and opened. Work continued on the National Indoor Sports Arena and Velodrome, Glasgow and the Royal Commonwealth Pool, Edinburgh
- Completed the delivery of **26** CashBack for Communities funded football projects
- Supported the Scottish Government, SFA and SRU in the development of a new **£6.25 million** facilities investment programme funded by CashBack for Communities
- Responded to **65 planning applications** for sports facilities
- Increased playing capacity by **24,600 hours** through our investment in **11 synthetic grass pitches**

“With **sportscotland’s** support we made significant upgrades to our renowned facility. And we secured an agreement to host the World Cup for a further two years.”

**Marian Austin**  
Managing Director, The Nevis Range



sportscotland investment of £65,000 in the Nevis Range helped the UCI Mountain Bike World Cup event bring £7 million into the local economy.

# Coaching and Volunteering

- Launched the **Coaching Scotland 2011-2015** framework – a reference point for partners to help recruit, develop and retain coaches
- Engaged more than **900 young people** in leadership and volunteering development programmes
- **4,216 coaches** registered for 37 individual UK Coaching Certificate (UKCC) qualifications in 22 sports
- Established nine regional coaching and volunteering manager posts to work with partners to develop regional priorities and resources
- **109 coaches** attended Coaching Matters training sessions and over **4,000 coaches** participated in sports coach UK workshops
- **35 new tutors** completed the Professional Development Award created in partnership with the Scottish Qualifications Authority
- Identified key priorities and actions for the **Volunteering in sport 2011-2015** framework with support from Volunteer Development Scotland and through consultation with partners

“The Coaching Scotland framework is so important because it helps support and recruit the coaches that are needed throughout the country.”

**Eilidh Child**

institute supported 400m hurdler and Delhi silver medalist



UKCC tutor Dr Anna Myatt coaching members of the Edinburgh 'Winning Wheels' Wheelchair Tennis Club at Craiglockhart, Edinburgh.

# Stronger Partners

- **Invested £15.6m** across all 32 local authority sports development plans, including Active Schools, to increase participation
- Provided **dedicated support, advice and guidance** to all local authorities and associated local partners
- **Invested over £14.5m** into Scottish governing bodies of sport (SGBs) and other sporting partners
- Supported 36 partners with **expert resources** in areas including finance, legal and human resources
- Completed 'fit for purpose' **corporate governance audits** on 12 SGBs
- Provided 13 SGBs and five other sporting organisations with cost effective office facilities at the **House of Sport**
- Supported eight sports as they implemented a **data management system** and completed a review of future planning

“From a **scottishathletics** point of view, the **sportscotland** investment process is robust and much of the credit for that must go to the strong and positive relationship we have with our **sportscotland** partnership manager.”

**Nigel Holl**  
Chief Executive, **scottishathletics**



Athletics is one of the 52 governing bodies supported by **sportscotland** in 2010/11.

# Regional sporting partnerships

sportscotland has now established six regional sporting partnerships across the country. This regional approach is designed to create stronger connections between national programmes and local delivery by coordinating partners and resources.

Through these partnerships, groups of local authorities and other local partners come together, providing a platform to join plans and integrate with relevant governing bodies of sport and other national organisations.

For more details visit [www.sportscotland.org.uk/rsp](http://www.sportscotland.org.uk/rsp)

## Highlands and Islands

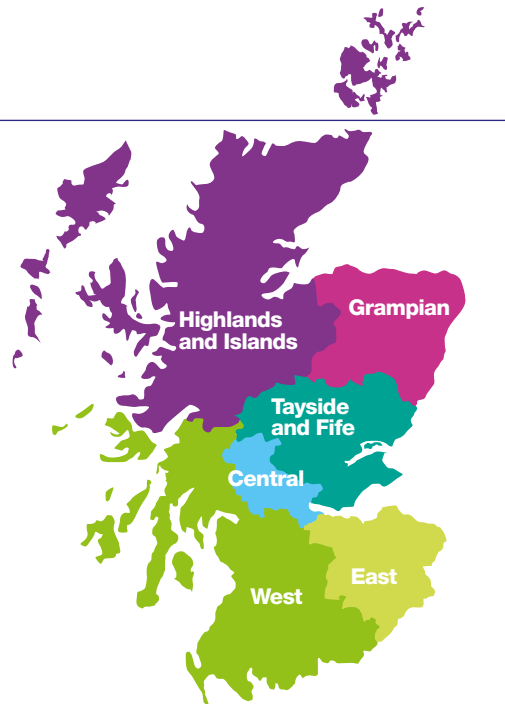
Comhairle nan Eilean Siar  
Highlands  
Orkney  
Shetland

## Central

Clackmannanshire  
Falkirk  
Stirling

## West

Argyll & Bute  
Dumfries & Galloway  
East Ayrshire  
East Dunbartonshire  
East Renfrewshire  
Glasgow City  
Inverclyde  
North Ayrshire  
North Lanarkshire  
Renfrewshire  
South Ayrshire  
South Lanarkshire  
West Dunbartonshire



## Grampian

Aberdeen City  
Aberdeenshire  
Moray

## Tayside and Fife

Angus  
City of Dundee  
Fife  
Perth & Kinross

## East

City of Edinburgh  
East Lothian  
Midlothian  
Scottish Borders  
West Lothian





“The regional sporting partnerships structure enables us to share good practice and enhance delivery by working together and sharing knowledge.”

**Willie MacKay**  
clubgolf Regional Manager  
Highlands & Islands



The regional approach helps national and local partners work better together.

# Stronger sportscotland

- Reviewed and updated four-year corporate plan, outlining one clear focus: **a world class sporting system at all levels** in Scotland
- Achieved a financial efficiency **saving of 7%** across a range of corporate services
- Ensured sportscotland's investment in and around Glasgow is effectively facilitated and coordinated in order to leave a **positive and lasting legacy** after 2014
- Developed a **Carbon Management Plan** for 2011-16, in conjunction with the Carbon Trust, to ensure sportscotland contributes to the Climate Change Scotland Act
- Invested in the national training centres to ensure compliance with the **Equality Act 2010**
- Reviewed the Business Continuity Plan and data disaster recovery arrangements to ensure full compliance with the Scottish Government's **Security Policy Framework**
- Completed research that demonstrates the **economic impact of sport\***

“sportscotland’s clear focus on developing and supporting a world class sporting system will help deliver the lasting legacy that will allow our people and our athletes to continue to grow and develop in sport beyond 2015.”

**Shona Robison MSP**  
Minister for Commonwealth Games and Sport



sportscotland's new 2011-2015 corporate plan was developed based on extensive consultation.

# Cumbrae

- Coaches spent a total of **1,233 days** on Cumbrae's coach education programmes\*, while total number of coaches trained by staff increased by 7%
- Worked with Royal Yachting Association and Royal Yachting Association Scotland (RYAS) to deliver **four new coaching awards** and outreach work throughout Scotland
- School children spent a total of **1,174 days** on school visits, while squad and performance groups spent **1,285 days** on training programmes\*
- **711** days spent at the centre by individuals attending watersports courses\*
- Invested over **£300,000** in additional boats, yachts, solar panels and building works to enhance the centre
- Worked with RYAS and Scottish Sailing Institute to deliver the **Laser World Championships** in Largs
- Recognised as **official learning provider** with the Scottish Government scheme – Individual Learning Account Scotland

“Cumbrae offers the unique blend of top class, on and off water facilities to support our performance sailing programme.”

**James Stuart**

Chief Operating Officer  
Royal Yachting Association Scotland (RYAS)



# Inverclyde

- Over **72,500 visits** from members of the community, with 2,300 days spent on residential camps\*
- Delivered **4,638 training sessions** to athletes from ten SGBs\*
- **23 sports** used the centre for coach education, squads, residential camps and competitions
- School children spent a total of **3,643 days** on school visits\*
- Increased golf membership at the Bob Torrance School of Golf by **30%**
- Coaches spent a total of **2,657 days** on coach education programmes at Inverclyde\*
- Received **Gold Tourism Award** for environmental activities

“Inverclyde is ideal for our courses with great facilities, great services and great people.”

**Jim Fleeting**

Director of Football Development  
Scottish Football Association



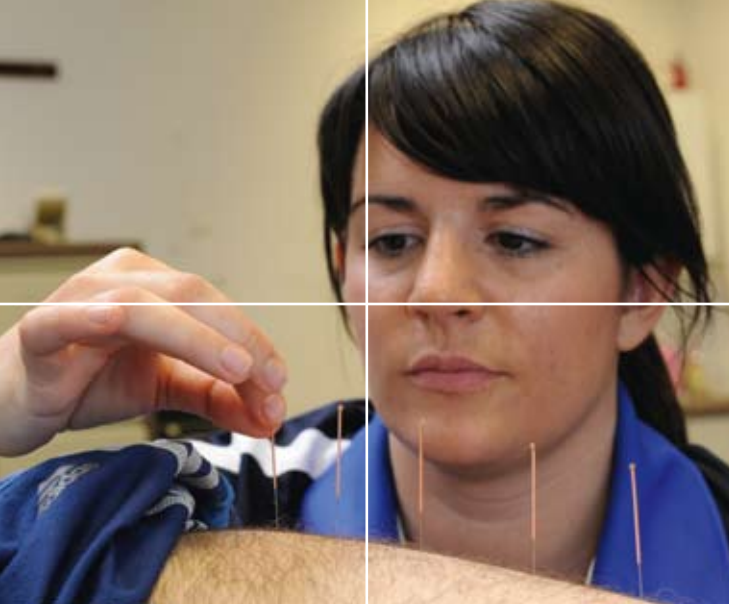
# Glenmore Lodge

- **1,249 coaches and instructors** attended training courses
- Increased tailor-made activities by 30% with **5,928 people** using the facilities or training
- Increased overnight occupancy to **58%**
- **Created** world's first artificial avalanche transceiver training park
- Enhanced **Green Tourism Business Scheme Gold Standard** with installation of food waste composter
- Achieved hospitality assured accreditation for **service and business excellence**
- Recognised as **official learning provider** with the Scottish Government scheme – Individual Learning Account Scotland

“The course exceeded our expectations. As a group we were challenged but our individual confidence was nurtured by the trust, respect and genuine admiration we gained for our instructor.”

**Paul Burton**  
Course attendee at Glenmore Lodge





Collaborating with UK  
and international sporting  
systems





Adding value to major sporting events



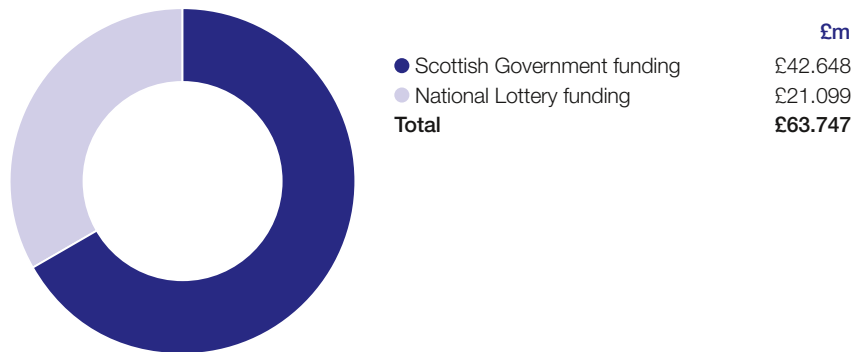




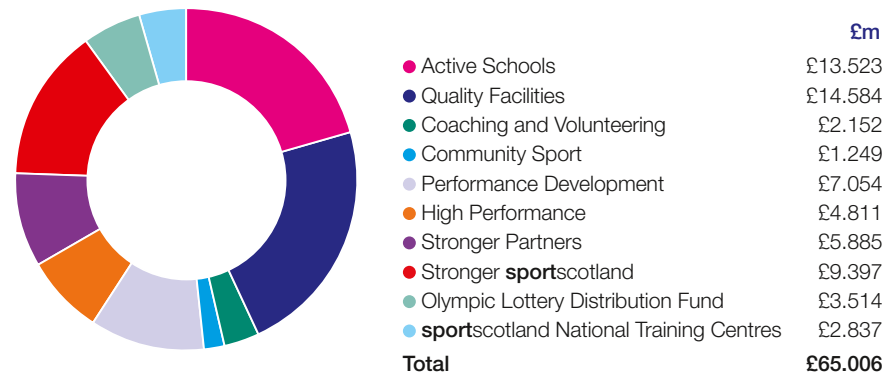


# Financial summary

## Sources of funding



## Breakdown of expenditure



# Financial summary

The following are details of amounts (£) invested in individual sports for the **sportscotland** financial year ending 31 March 2011

Sport	Investment direct to SGB £	Additional investment** £	Overall totals 2010/11 £
Angling	91,125	0	91,125
Archery	9,000	0	9,000
Athletics	895,000	5,787	900,787
Badminton	758,650	0	758,650
Basketball	400,325	8,523	408,848
Bowling	301,500	0	301,500
Boxing	370,000	0	370,000
Canoeing	404,000	5,000	409,000
Cricket	431,737	21,265	453,002
Croquet	2,000	0	2,000
Curling	461,249	600	461,849
Cycling	635,500	8,135	643,635
Dancesport	4,500	0	4,500
Equestrian	152,000	5,145	157,145

Sport	Investment direct to SGB £	Additional investment** £	Overall totals 2010/11 £
Fencing	85,000	1,500	86,500
Football*	0	52,466	52,466
Golf	1,068,720	0	1,068,720
Gymnastics	862,500	2,000	864,500
Handball	29,000	0	29,000
Hang-gliding/paragliding	2,000	0	2,000
Hockey	861,600	12,404	874,004
Judo	401,168	2,325	403,493
Jujitsu	3,000	0	3,000
Karate	30,000	0	30,000
Lacrosse	15,000	17,500	32,500
Modern pentathlon	27,500	0	27,500
Motorcycling	20,000	0	20,000
Mountaineering/climbing	155,300	2,325	157,625

Sport	Investment direct to SGB £	Additional investment** £	Overall totals 2010/11 £
Netball	339,125	6,460	345,585
Orienteering	62,500	0	62,500
Rowing	112,750	20,000	132,750
Rugby league	36,350	0	36,350
Rugby union	896,925	46,577	943,502
Sailing	344,166	2,325	346,491
Shinty	140,000	8,717	148,717
Shooting	10,000	0	10,000
Snowsport	219,500	2,325	221,825
Squash	303,453	2,325	305,778
Sub aqua	17,000	1,000	18,000
Swimming	1,255,000	10,373	1,265,373
Table tennis	174,255	2,325	176,580
Tae kwon do	26,565	0	26,565

Sport	Investment direct to SGB £	Additional investment** £	Overall totals 2010/11 £
Tennis	381,070	2,000	383,070
Triathlon	248,830	0	248,830
Tug of war	2,500	0	2,500
Volleyball***	407,915	531	408,446
Waterskiing	46,500	0	46,500
Wrestling	223,000	9,091	232,091
Commonwealth Games Council	125,700	0	125,700
Scottish Disability Sport	541,000	12,325	553,325
Scottish Sports Association	72,000	0	72,000
Scottish University Sport	48,000	7,025	55,025
Multi sport	3,000	39,762,149	39,765,149
<b>TOTAL</b>	<b>14,514,478</b>	<b>40,040,523</b>	<b>54,555,001</b>

\* The timing of **sports**scotland's annual investment was re-aligned in conjunction with the Scottish Football Association's new strategic plan. Subsequent investment of £1.295 million. \*\* Investment into School and Community Sport (Active Schools Network, including £800,000 of swimming top-up fund, community sport hubs, **sports**match, awards for all) sports facilities and Cash Back for Communities. \*\*\* More than one year's investment.

# Board members

Louise Martin CBE (Chair)

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David Gass\*

Mike Hay MBE

Professor Grant Jarvie

Graeme Marchbank

Kim McAully\*\*\*

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Mel Young

\* Term began March 2011

\*\* Term ended December 2010

\*\*\* Term ended February 2011



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The **sportscotland** group is made up of **sportscotland** and the **sportscotland** Trust Company (national training 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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