

Playing Our Part

Summary of progress 2017-18





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INTRODUCTION

About us

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

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 (see Figure 1).

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

About this report

Playing Our Part: summary of progress 2017-18 is **sportscotland’s** annual report. It covers year three of the 2015-19 corporate plan: Raising The Bar. It allows us to assess what progress we have made towards achieving the impact measures that define our contribution to the outcomes and enablers in the sporting system.

Measuring impact is both a quantitative and qualitative process. Through contextual data and analysis, we aim to provide a comprehensive picture of the strength of Scotland’s world class sporting system. Through telling stories about personal experiences we aim to bring **sportscotland’s** contribution to the system to life.

Figure 1: The World Class Sporting System and sport’s contribution to Active Scotland Outcomes Framework



Structure

System highlights

This section aims to summarise our work in 2017-18 across the sporting system and highlights how we:

- Supported and improved environments for sport (schools & education; clubs & communities; performance sport)
- Strengthened enablers (people; places; profile)
- Maximised and aligned resources from all partners (partnerships; our organisation)

Playing Their Part

In this section we tell the stories behind the system. Chair Mel Young reflects on his second year at the helm of the organisation alongside three case studies that bring the system to life in the form of individual experience.

#PlayingOurPart2018

Our progress

In this section we ask ourselves: what progress have we made towards achieving our impact measures during the period 1 April 2017 to 31 March 2018? With quantitative and qualitative data, we measure our progress against our outcomes:

- Participation
- Progression

and our enablers:

- People
- Places
- Profile





MINISTER'S FOREWORD



Joe FitzPatrick MSP
Minister for Public Health,
Sport and Wellbeing

As newly appointed Minister for Public Health, Sport and Wellbeing, this report has impressed on me the breadth of work being undertaken by **sportscotland** to build a world class sporting system for everyone in Scotland.

A common theme running through much of this annual report is the importance of partnerships in achieving outcomes.

This includes the strong local partnerships **sportscotland** has developed, to provide physical activity and sporting opportunities through the Active Schools programme. It is encouraging to see an increase both in activity sessions and visits by pupils to these sessions. Providing this opportunity is important to help establish an enjoyment of physical activity at an early age, to increase the likelihood of continued participation throughout life, contributing to a happier and healthier Scotland.

The importance of partnership is also clear in the successful delivery of 192 community sport hubs and demonstrates the benefits that can be gained from working with non-sporting organisations.

And in performance sport, partnership working has been essential for Scotland to succeed on the global sporting stage. The “team behind the team” working together with Scottish athletes led to success with Team GB and ParalympicsGB at the 2018 PyeongChang Winter Olympic and Paralympic Games.

I am also delighted to see evidence throughout the report of work to promote equality and inclusion. This includes **sportscotland**'s efforts to support and encourage girls and women to get active and stay active, both through Active Girls workshops and through support to the Scottish Government's new Women and Girls in Sport Advisory Board. The recent evidence from Active Schools shows the programme is now engaging almost as many girls as boys and delivering opportunities to all SIMD areas. Targeting extra support to community sports hubs in areas of deprivation will help to further increase opportunity in areas where evidence indicates that inactivity is higher and where most can be gained from providing an opportunity for people to become active.

The opening of the **sportscotland** National Sports Training Centre Inverclyde – the first UK residential sports centre designed for inclusivity – is something we should all be proud of.

I know that my predecessor, Aileen Campbell, was an advocate of the importance of evaluating the impact of **sportscotland**'s work. I am delighted therefore to see the results of the evaluation of a number of **sportscotland**'s programmes. This will provide evidence of impact to support further work but also may help us think about how we might do things differently to target those hard-to-reach groups.

Of course, the benefits that an Active Scotland brings mean that there is always more to do. I look forward to working with **sportscotland** in achieving our vision of a Scotland where more people are more active, more often, and to meeting some of the partners and individuals working throughout our communities who are responsible for some of the successes outlined in this report.



CHIEF EXECUTIVE'S REVIEW



Stewart Harris
Chief Executive
sportscotland

This has been a momentous 12 months for **sportscotland** and the wider sporting system across the country. The annual report provides us with the ideal opportunity to reflect on our achievements over the past year and on the progress that has been made as we continue to build a world class sporting system for everyone in Scotland.

I am delighted to say that the system has continued to deliver on a number of fronts over the past year. In communities across the country the transformative power of sport is in evidence on a daily basis. Our network of community sport hubs continues to grow and now stands at 192 as we continue to move towards our fixed target of 200 by 2020. But it is about much more than just meeting a target. Community sport hubs are having a life-changing effect on people of all ages through increased participation and wider opportunities.

In partnership with all 32 local authorities and leisure trusts we are also having a real impact in terms of school sport. Thanks to our investment in Active Schools over 14 years, a record number of young people are participating in organised sport and physical activity sessions. More than 6.8million visits were made to Active Schools sessions – an increase of 4.5% from the previous academic year. A total of 294,000 pupils attended these sessions, which were delivered by 23,200 volunteers – another all-time high. Again, this is about much more than participation, it is about playing our part and helping give young people the best possible start in life.

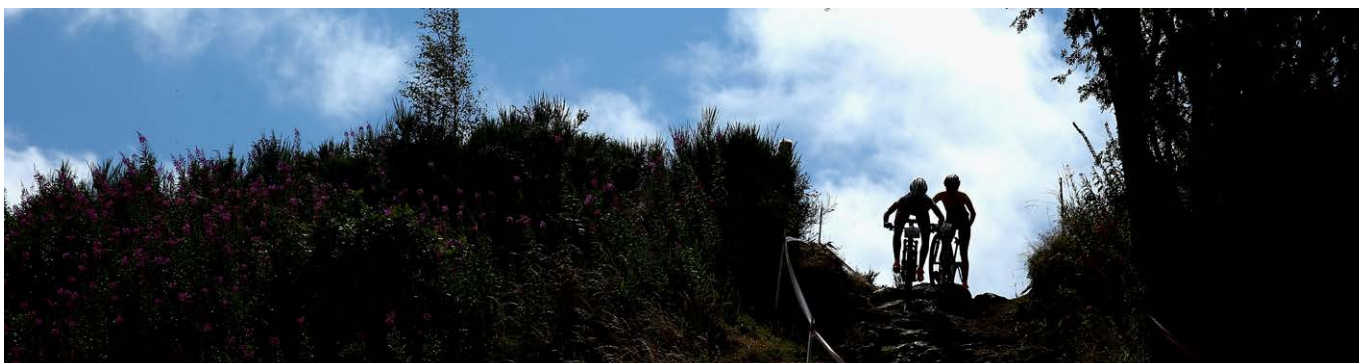


It is not just in school sport where young people are thriving. The Young People's Sport Panel and young people as leaders programmes continue to go from strength to strength, helping create a new generation of influencers and decision makers in the sporting world. That is a vital part of Scotland's world class sporting system. Young people are the leaders of tomorrow and it has been incredible to follow the development of some previous panel members who have gone on to make a mark as Active Schools and community sport hub officers. Their commitment and progress is evidence that the future is very much in safe hands.

In February and March, Scottish athletes were part of Team GB at the 2018 PyeongChang Winter Olympic Games and ParalympicsGB at the Winter Paralympic Games. Scotland's Brett Wild helped Millie Knight secure two silver and one bronze medals in the visually impaired skiing events. As well as the medal success there were a number of personal bests, many of which were only achieved thanks to support from the National Lottery, who continue to support our athletes at the highest level. But it is not just Scottish athletes who delivered on the global stage – our 'team behind the team' from the **sportscotland** institute of sport played a vital supporting role in both events. Their exceptional expertise and attention to detail continues to ensure that Scottish athletes are best prepared to deliver on the world stage.

We are now heading into the final year of our 2015-2019 corporate plan: Raising The Bar. Since the plan was introduced we have made significant progress on a number of levels not least in terms of participation and progression. As we look to the future now is the ideal time to review the plan and we are determined to build on the many successes that we have achieved since 2015.

Of course there will be challenges ahead, there always are. But the strength in our sporting system comes from the fantastic partnerships that underpin the work that we do. I am convinced that with the support of all our partners, including the Scottish Government, the National Lottery, Scottish Governing Bodies of Sport (SGBs) and Scotland's 32 local authorities and leisure trusts, we will continue to build a world class sporting system that everyone in the country can be proud of. That is the challenge and one that we aim to deliver together with our partners.



SYSTEM HIGHLIGHTS



-
- Schools & Education
 - Clubs & Communities
 - Performance Sport
 - People

- Places
- Profile
- Partnerships
- Our Organisation



SCHOOLS & EDUCATION

Our schools and education portfolio is about working with local and national partners to improve physical education (PE), physical activity and sport opportunities for children, young people and communities across Scotland.

We increased the number, range and quality of opportunities for school pupils to take part in sport through Active Schools. The number of activity sessions increased by 5%, from 350,664 in the 2015-16 academic year to 368,074 in the 2016-17 academic year. Pupils made more than 6.8 million visits to these sessions, up by over 4% from 6.5 million last year. Over 23,000, or 87%, of the people delivering activities were volunteers. The success of Active Schools is a result of strong local partnerships between Active School teams, school staff, sports development teams, SGB regional managers and local sports clubs.

We continued to work with partners to encourage girls and young women to get active through PE, physical activity and sport. We supported the establishment of girls and young women's committees in Aberdeen and Edinburgh. We also delivered Active Girls solutions workshops with authorities and leisure trusts partners. These workshops provided training to local practitioners to help them better understand the needs of girls and young women.

We worked with the Scottish Government to support the new Women and Girls in Sport Advisory Board. The Board aims to encourage women and girls to participate in sport and physical activity, with a focus on those most disengaged. Its establishment will also inform how we address our priorities in women and girls' participation.

We commissioned independent research to review the impact of our supported activity in the schools and education environment¹. We also explored the contribution our work makes to the Active Scotland Outcomes Framework (ASOF). This included a large-scale survey which reached almost 15,000 school pupils across Scotland. The evaluation findings provide strong evidence that our programmes are making a difference to people's lives:

- **98% of Active Schools participants feel healthier**
- **94% of Active Schools participants are motivated to be more active in the future**
- **83% of Active Schools participants feel they've learned a new skill**

Active Schools was found to play a critical role by delivering a range of high-quality opportunities for young people to be active. It also links our other school-focused activity.

¹Evaluation of sportscotland's work in 'schools and education' environment





CLUBS & COMMUNITIES

The clubs and communities environment is a critical part of the sporting system, offering opportunities that support local people to participate in sport and progress to their chosen level. We provide leadership for clubs and community sport organisations. We also connect local and national partners to create effective pathways.

We launched a refreshed Clubs and Communities framework². This aims to provide a common reference point to clubs and community organisations to help build their capability and capacity and improve the sporting system. We also refreshed our Help For Clubs web page³ to be a toolkit to support club development at all levels.

Community sport hubs continue to bring together sports clubs and local partners to develop and grow sport and physical activity in communities across Scotland. We focus on sustainable, community-led approaches, ensuring hubs engage with the local sporting and non-sporting infrastructures to meet the needs of local communities. Working with partners we have delivered 192 active hubs against a target of 200 by 2020. We also supported a network of more than 60 hub officers to enhance activities on offer, develop local capability and leadership and enhance consultation with local people.

We continued to work with five local authorities and leisure trusts partners to provide extra support to identified hubs within the lowest 5% of Scottish Index for Multiple Deprivation (SIMD) areas. We worked with these hubs to develop a series of case studies outlining the impact of this work and lessons learned. We will use these to share experiences and learning across partners and the sporting network.

We created two new initiatives to activate hubs as part of the Glasgow 2018 GO LIVE! Legacy brand. Through GO LIVE! Get Active, we provided 92 hubs with awards of up to £5k to establish new sport or physical activity sessions. The focus of these sessions is to engage the inactive in their local community. Through GO LIVE! Go Lead at least 50 volunteer leaders from hubs will receive tailored coaching support.

In collaboration with key partners we developed an action plan in response to the findings from the Sport for Change research⁴. The plan will focus on leadership, messaging, and workforce development. There will also be an online hub site created and a new Changing Lives through Sport and Physical Activity Fund launched. We will lead on developing the sporting workforce in and around club and community organisations.

We commissioned independent research to review the impact of our supported activity in the clubs and communities environment⁵. We also explored the contribution our supported work makes to the Active Scotland Outcomes Framework. This included a large-scale survey which received almost 3,000 responses from members at supported clubs. The evaluation findings provide strong evidence that our programmes are making a difference to people's lives:

- **95% of adult club members feel healthier**
- **76% of adult club members feel more involved in their community**
- **85% of club members met the Chief Medical Officer physical activity guidelines⁶**

Our programmes were found to support club membership growth and increase participation. Our range of support also enhances and complements local provision. The evaluation provided recommendations for areas of development that we are taking forward to enhance and develop sport and physical activity across Scotland.

² <https://sportscotland.org.uk/clubs/clubs-and-communities-framework/>

³ <https://sportscotland.org.uk/clubs/help-for-clubs/>

⁴ https://sportscotland.org.uk/media/2275/sport-for-change_final-report.pdf

⁵ Evaluation of sportscotland's work in 'clubs and communities' environment

⁶ <http://www.gov.scot/About/Performance/scotPerforms/partnerstories/Outcomes-Framework/CMO-Guidelines-CHILD>

PERFORMANCE SPORT

This year our priority was to progress our plans to deliver a series of best-ever away performances at three major Games, on two continents, over three consecutive months.

With 25 Scottish athletes selected to compete for Team GB and ParalympicsGB in PyeongChang, Scotland and the **sportscotland** institute of sport made a significant contribution to a record medal haul. We also achieved a series of best-ever results for an away Winter Olympic and Paralympic Games, including:

- **Record number of Scots selected for Team GB and ParalympicGB**
- **80% of Scots selected onto Team GB and ParalympicsGB achieved a top-8 finish**
- **29 sportscotland institute of sport and SGB staff supported performances**

We managed our Mission Control processes to support the long-term development of SGB performance systems. These processes analyse the key components of performance programmes. We identified actions for improvement and monitored progress against these. The primary focus for improvement actions is medal success at major Games and the delivery of our shared performance outcomes. We continued to develop and enhance our high-performance system, through collaborative special projects and targeted initiatives:

- **Food First project:** A series of workshops that aim to empower athletes to make informed nutritional choices and assess associated risks. We are developing an e-learning module to promote this work to the wider sporting community.
- **Big data initiative:** Collaboration with University of Stirling to apply big data analysis to the GB curling programme. Our aim is to provide tactical insight and competitive advantage to GB curlers.
- **Home country collaboration:** Explore the delivery of a certified, continuous professional development pathway for high performance practitioners in the field of notational analysis. This initiative stems from our leadership developing high performance sport accreditation.
- **Athlete and staff wellbeing and health:** Working within the performance environment is highly demanding. We take the wellbeing and health of the athletes, coaches and staff very seriously and are building and engaging on our existing support service support to enable a culture of integrity, wellbeing and health for all.

We delivered 45 clean sport sessions to ensure all Scottish athletes are compliant with major Games selection policy. In total, we provided clean sport education training to 462 athletes, coaches and support staff, across 21 sports.

We remained on track to meet our headline goals of best-ever results at the Gold Coast 2018 Commonwealth Games. To support this, we progressed part two of our investment decisions for SGBs, which involved allocation of services for all 2018 Commonwealth and 2020 Olympic/Paralympic sports. We also worked closely with Commonwealth Games Scotland to support athletes and sports in their preparations. We received confirmation that 224 would be selected for Team Scotland. This included 93 women and 18 para-athletes, the biggest Scottish female and para-athlete contingent at an away Games.





PEOPLE

People development is a key priority underpinning the sporting system. Our people portfolio drives our work in this area. It includes programmes that focus on the education and development of coaches, as well as young people as leaders and leadership development for professional staff across the sporting sector.

We commissioned an independent evaluation of the support we provide for coaches and coaching⁷. This aimed to understand how our blend of support helps coaches build the skills, knowledge and behaviours required for a world class coaching system in Scotland. Overall, the evaluation findings were very positive. We also commissioned a review of the impact and delivery model of the UK Coaching Certificate (UKCC) in Scotland. We are using recommendations from both reports to enhance our offer of support and to inform our priorities moving forward.

We refreshed Coaching Scotland⁸, a strategic framework outlining the collective priorities, objectives and actions for the development of coaches and coaching in Scotland. Aligned to this, we communicated the Effective Coaching Map to our partners. This aims to steer the future direction of coach development for the sporting system.

We had almost 10,000 attendances by coaches at learning and development opportunities delivered by SGBs and directly by **sportscotland**. We supported coaching network staff by facilitating a two-day residential to share best practice, discuss the coaching evaluation findings and shape coaching policy. We continued to promote the coaching app as a mechanism to support the development of coaches. We now have more than 1,400 registered users accessing podcasts and workshop content. We have begun to scope an emerging set of digital priorities to enhance our reach to coaches.

Our third Young People's Sport Panel continued to ensure the voice of young people is heard. During 2017-18 the panel helped respond to national consultations and supported decision making on national programmes. Their primary focus was on influencing and promoting girls and young women in sport and sport for people with disabilities. As part of this, they collaborated with Scottish Disability Sport's young people's panel to learn about the barriers and challenges faced by young disabled people.

We collaborated with Spirit of 2012 and other National Lottery distributors to launch the Year of Young People National Lottery Fund. This provides an opportunity for sports, heritage and community organisations to receive funding for projects that have a focus on inspiring young people to live healthy, active lives.

We continued to support and develop sporting leaders through our national centres. SGB research indicates a leaders' individual reach is an average of 150 to 249 participants per year. With 1,280 leaders trained through Glenmore Lodge and Cumbrae, we expect them to go on to help develop the skills of up to 192,000 people. In addition, our national centres directly supported more than 6,000 students.

⁷ Evaluation of sportscotland's support for coaches and coaching

⁸ Coaching Scotland framework

PLACES

We are committed to ensuring that sports facilities are well planned and are affordable, accessible and inclusive to people who want to get involved and stay involved in sport and physical activity. To help achieve this aim we offer our time, investment and expertise in the planning, design and operation of sports facilities. Through our role as a statutory planning consultee we supported an increase in annual pitch capacity of more than 20,000 playing hours. We did this through our response to 65 planning applications. We also engaged with 22 plans or programmes from local authorities and leisure trusts, influencing spatial policy to ensure the needs of sport are protected and promoted.

We continuously strive to enhance our expertise to ensure we add value to stakeholders. We published guidance notes and case studies⁹ designed to help clubs and community groups develop places for sport. This included guidance on Community Asset Transfer, accessible design and case studies on different project types. We continued to engage with key organisations in the sports construction industry and sport generally to ensure we remain close to new developments or emerging priorities.

We managed our investment into projects funded from the Sport Facilities Fund (SFF) including national and regional facility projects. Across all funds we invested £2.8million into 20 projects, with a total investment by others of £24.1m. Our investment has moved towards prioritising projects that:

- provide opportunities for people to get involved in sport and physical activity who share protected characteristics that are under-represented in sport
- are located in, or serve, areas of deprivation

We will continue to reiterate this focus through our updated SFF application and guidance¹⁰. This will require applicants to evidence how their projects will contribute towards addressing inequality and exclusion. Applicants will also have to show how they have engaged the local community in their proposals.

We played a key role in investing in and supporting the delivery of several major capital projects. This included the construction of the National Curling Academy in Stirling, which was completed in August 2017. We also supported three projects that will be key venues for the 2018 European Championships in Glasgow: the Finish Tower at Strathclyde Park, Knightswood BMX track and Cathkin Braes mountain bike facility.

The **sportscotland** National Sports Training Centre Inverclyde was officially opened by the First Minister in August 2017. It is the first UK residential sports centre designed for inclusivity. We can now provide world class indoor and outdoor sports facilities to users at all levels of physical and sensory ability. This includes high performance athletes, sports clubs, school and education groups, SGBs and the local community.

⁹ <https://sportscotland.org.uk/facilities/design-guidance/>

¹⁰ <https://sportscotland.org.uk/funding/sport-facilities-fund/>





PROFILE

Our communications approach is to explain the contribution of sport, to celebrate Scottish sport and to highlight the opportunities for all to get involved, progress and achieve across the sporting system. We do this through strategic relationship management and multi-channel message distribution.

We profile every environment of the sporting system. We also profile the people and places that enable the nation to participate and progress in sport. Our primary audience is those within the sporting system. This includes our local authorities and leisure trusts and SGB partners and the media.

We introduced monthly communication themes to focus our pro-active communications work. Each month we launch the theme with a #sporthour discussion with the sporting network on Twitter. Co-hosts this year have included the Minister for Sport and Public Health, BBC Get Inspired, Scottish Sport Futures and Scottish Disability Sport. We further promote the themes via our social and digital channels, Sport First and traditional media. We also work closely with our partners, so they can tie in their communications activity. This collaborative approach provides a more impactful message of the value of sport and the sporting system.

We worked closely with colleagues from the **sportscotland** institute of sport to celebrate the performance of Scottish athletes on the world stage. We also profiled the team behind the team ahead of the three major Games. We promoted the institute's expertise to our networks via Cutting Edge, a multi-discipline high performance blog. We also refreshed and rationalised the institute section of our website to make it more engaging.

We supported young people and SGB and local authorities and leisure trusts partners to enhance their digital and other communication capabilities, through our strategic partnership with the BBC. In conjunction with the BBC Radio Sportsound programme, we organised football and rugby coaching sessions at five schools across the country. In the evening the children returned with their parents or guardians for the Sportsound show broadcast live from their school. The sessions generated 17 pieces of national and regional media coverage with a reach of 3 million and brought **sportscotland** to the attention of the show's 10,000 midweek listeners. Feedback from schools was also very positive:

**“We are still buzzing about the whole thing!
What a wonderful experience for our pupils,
staff and parents!**

**“Thank you for everything yesterday, it was
a great day and I’m sure there will be lots of
inspired young people.”**

PARTNERSHIPS

A wide range of local, regional and national partners contribute their time, expertise, investment and information into Scotland's sporting system. We work with, and provide leadership to, our partners who are a critical component to the system's success. Our focus is to align our shared resources to deliver the best outcomes for people in Scotland.

We support strategic national partners, all SGBs and all 32 : local authorities and leisure trusts. We aim to help our partners develop effective leadership and robust policies and processes. We also contribute to, and influence, their strategies for sport.

We provided additional support to SGBs to enhance their focused work on equality and inclusion. This support helped expand existing activities or accelerate activity identified as part of their progress through the Equality Standard for Sport¹¹. We will continue to work with SGBs to monitor and evaluate the success of their work. We also supported six SGBs as they work towards achieving the advanced level of the Standard – the highest level.

Gender diversity within SGB leadership roles, including board members, chief executives and chairs, also continues to improve. Women now make up 30%¹² of positions. This is continued progress from 28%¹³ in 2016-17. SGB development audits¹⁴ have shown governance continues to improve with 45 sports now achieving satisfactory with comments or better, up from 44 in 2016-17.

We launched the new Standards for Wellbeing and Protection of Children in Sport¹⁵. Over 100 representatives from SGBs attended the launch event in December 2017. We worked in partnership with Children 1st to support SGBs as they transition to the new Standards and enhance their work in this area. We also worked closely with Disclosure Scotland and the Scottish Government on the Protecting Vulnerable Groups (PVG) scheme consultation. Through this we supported specific sessions with SGBs and the wider sport sector to inform the consultation.

We continued to develop strong partnerships through our regional infrastructure, connecting national and local planning and delivery. We worked with partners to further improve the data collected and disseminated through MySport across clubs, hubs and Active Schools. This is resulting in better planning and use of data to support continuous improvement.

We supported the development of the Active Scotland Delivery Plan and worked with partners to improve the content. We also supported the evidence sub-group of the National Strategic Group for Sport and Physical Activity to refresh the national indicators which align to the Active Scotland Outcomes Framework⁶ (ASOF). We also shared data and evidence which highlights our contribution to ASOF.

¹¹ <http://equalityinsport.org/equality-standard-for-sport/>

¹² 2017-18 data is collected from SGB application form (section 3) 2018-19.

¹³ 2016-17 data is collected from SGB application form (section 3) 2017-18.

¹⁴ SGB development audit categories include: unsatisfactory, performance improvement needed, satisfactory (with comments) or satisfactory.

¹⁵ [Standards-for-child-wellbeing-and-protection-in-sport.pdf](http://www.gov.scot/About/Performance/scotPerforms/partnerstories/Outcomes-Framework)

¹⁶ <http://www.gov.scot/About/Performance/scotPerforms/partnerstories/Outcomes-Framework>



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Standards for Child Wellbeing and Protection in Sport

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OUR ORGANISATION

This portfolio drives the core services which underpin delivery across all operational areas. We also encourage improvements through better use of intelligence and investment in new systems and processes. Our aim is to make **sportscotland** more efficient and smarter, and remain trusted.

We strive for efficiency and continuous improvement and have made several achievements over the last year. We continue to utilise Scottish Government procurement frameworks and open tendering to maximise savings. Our procurement approach and focus on supported businesses was recognised at the Scottish Government Supported Business Engagement event.

We improved our budget management and review process. We also continued to roll out a new HR information system, to help managers and facilitate employee self-service. We worked with the Scottish Government's Digital Transformation Service to review how the organisation uses digital technologies and consider the skills and knowledge currently available. We will review the findings to understand how we could apply digital technologies more effectively.

We published our first Gaelic Language Plan¹⁷. Through this we aim to support Bòrd na Gàidhlig to build a sustainable future for Gaelic and meet the duties laid out in the Gaelic Language (Scotland) Act 2005. We will use our Plan to facilitate opportunities for Gaelic development throughout our networks and the wider Scottish sporting community.

We initiated a project to ensure we were well prepared for the introduction of the general data protection regulation (GDPR) in May 2018. Ahead of GDPR coming into effect, we achieved Cyber Essentials Plus accreditation for our ICT systems management and security. We worked to ensure our revised processes and policies were in place by the deadline through comprehensive planning focusing on high risk areas.

We launched the initial phase of our 2015-19 corporate plan review process with our senior management and Board. This focused on environmental horizon scanning and an in-depth evidence review. Next we will review the outcomes from the three major wider evaluations to help understand the impact of our support in these areas. We also implemented additional strategic discussion sessions with the Board which focus on important topics in sport. These sessions are informed by internal research and evidence as well as external expert speakers. They aim to inform Board level discussions and decision making.

¹⁷ Gaelic Language Plan 2017-2022

PLAYING THEIR PART

VIEW FROM THE CHAIR

-

THE McCOWANS

-

EMMA WALDIE

-

ABERDEEN ROWERS





VIEW FROM THE CHAIR



Mel Young
Chair
sportscotland

Sport has the power to change lives. It sounds simple, but it is true. There are thousands of examples around the world where sport has created real and lasting change. Nowhere is that more evident than here in Scotland, where sport has made, and continues to make, a real difference in communities in every corner of the country. That is one of the real privileges of being chair of **sportscotland**; visiting projects across Scotland and meeting the incredible people who play such an important role in our world class sporting system.

Over the last year I have been incredibly impressed and inspired by the work that is being done in communities to make sure the sporting system is fully integrated thanks to strong links between schools, clubs and performance sport. Much of this work is supported by the National Lottery and is having a real impact in terms of increasing participation opportunities and breaking down barriers. And that is crucial to our approach; equality and inclusion is at the heart of everything that we do as we continue to build a world-class system for everyone in Scotland.

In January, I attended the Scottish Sport Futures Year of Young People 2018 Awards, a fantastic celebration that showcased young people and the many ways they are utilising sport to create opportunities and change lives. It was a hugely uplifting event, with a real positive energy, and epitomised what we and our partners across the system are so committed to delivering. It was a great example of the positive power of sport and I left feeling inspired for the future.

It has been a fantastic year for the performances of Scottish athletes as part of Team GB. Sport is more than about winning medals but of course that is important part of why people take part. So, as we look back over the last 12 months it has been great to see Scotland's athletes continuing to perform at the very highest level at events such as the Winter Olympic Games and Winter Paralympic Games. To get to that level takes years of training, hard work and commitment. We should certainly take this opportunity to celebrate the success of those who continue to raise the bar.

But when you look at the athletes competing at the highest level in sport – they have only got to where they are because of the coaches and volunteers who have helped them progress. That is something which often gets forgotten but again is something that we should celebrate. Every story has a beginning and that story is often the hours of work and dedication of those behind the scenes; the real unsung heroes who are playing their part in creating the medal winners we are so proud of.

That is why at **sportscotland** we have a firm commitment to tell the stories of Scottish sport and to really raise the profile of the fantastic work that is taking place in clubs, schools and communities. There are so many positives across the system and it is important that we take the time to celebrate those successes as part of this annual report.

So, there is much to be proud of when we reflect on the past year, and there is much still to look forward to. Along with our partners we are building a sporting system that runs from grassroots all the way through to performance sport. It is creating a genuine pathway for everyone involved in sport and that is something we need to build on in the months and years ahead.

A handwritten signature in black ink, appearing to read 'Mel Y', with a long horizontal line extending to the right.



THE McCOWANS

Scott and Jamie McCowan have been playing boccia at national and international level for more than a decade.

Had the brothers not been offered the opportunity to participate in sport, and given the support and encouragement to progress, they acknowledge that their lives might have been more challenging and less fulfilling.

Scott and Jamie have Duchenne muscular dystrophy and not only do their parents, Gary and Linda, provide round-the-clock care, they also perform the role of ramp assistants in the boccia arena.

The brothers are supported by the **sportscotland** institute of sport, who work with the lead practitioners from Boccia UK to provide integrated physiotherapy, performance nutrition, physical preparation and Performance Lifestyle services.

In 2016, all four members of the McCowan family represented ParalympicsGB in the Paralympic Games in Rio de Janeiro, and the following year, much closer to home, there was another landmark moment to cherish.

Twenty-five miles from the family's home in Dundonald, South Ayrshire, the **sportscotland** National Sports Training Centre Inverclyde re-opened after a £12million refurbishment. The McCowans soon discovered that the new Inverclyde was no ordinary sports centre.

When Scott and Jamie attend residential camps with their Boccia UK team-mates, they benefit from a unique array of accessible facilities. The ceiling hoist in their bedroom saves Linda “half an hour every morning”, giving the athletes more time to train, work out, eat and recover – all essential components of the average day in this high-performance environment.

“When you see Scott and Jamie compared to other boys the same age and with the same condition, they're just so healthy,” says Gary McCowan.

“That’s due to the funding we get and the support we get and it’s also because, mentally, they’ve got something to focus on.”

Linda adds: “The outlook is that the older they get, the condition will make them deteriorate, but by doing this we have saved a lot of that from happening. We know that not everyone has that support and how that impacts on people.”

Jamie, 23, was ranked No.3 in the world in the BC3 classification in early 2018. He and Scott, 26, are likely to be vying with another Scottish player, Patrick Wilson, for two male places in their category at the 2020 Tokyo Paralympics.

Barry Fleeting, Inverclyde head of centre, says: “When Boccia UK come to Inverclyde for a training camp, the players can expect inclusive accommodation which is unique across the UK. The centre provides for all of the needs of the athletes under one roof.

“For them it’s a really unique experience where they can get the very best out of their training and preparation.”

Playing their part in an integrated sporting system is not a new experience for the McCowans.

As a teenager Jamie set up an ‘inclusion squad’ in his school in South Ayrshire to enable all pupils to take part in PE, a concept that has since been rolled out in all schools across the area. The McCowans had an interest in sport from an early age but they were introduced to boccia when they attended a come-and-try event in Ayrshire and met Claire Morrison, now Boccia UK’s national coach.

Claire says: “The first time I met them I was working for Scottish Disability Sport, delivering some boccia sessions at the Ayrshire Special Games, and I said to Scott in particular that he should get involved, that it would be a good sport for him.

“The following year, both Scott and Jamie were there and so I nagged them a little bit and said that we were having an open day with the Scotland squad, and sold them on what the sport is. They came along, started to appreciate the sport a bit more and understand that they could play it, and they’ve not looked back since.”

The future for the brothers is uncertain, because of the nature of their condition, but they have already crammed as many sporting adventures into a decade as many athletes experience in an entire career.

Jamie says: “Our parents provide so much support. Without them, this wouldn’t be possible for us. To do it as a family is really special – not many people can say they get to compete not only with their brother but their mum and dad, and they are very much as competitive as we are.

“Ten years later we are still going strong, and it really is an amazing thing to be part of.”





EMMA WALDIE

When Emma Waldie was five, she started playing 'baby volleyball' as an after-school activity in the sports hall at Echline Primary School in South Queensferry. It was an introduction to sport that would go on to define and shape her life. Emma is now one of the leading volleyball players in Scotland. Alongside Jennifer Lee she became the first Team Scotland representative in beach volleyball at the 2017 Commonwealth Youth Games in the Bahamas, where the duo reached the semi-finals.

From time to time, Emma returns to Echline Primary to deliver baby volleyball classes to pupils in her capacity as an Active Schools volunteer. When she finishes school at Queensferry High School her ambition is to study PE teaching at university.

So how did Emma's participation in sport at such a young age enable her to progress to the point where she can compete on the world stage, inspire other people as a young leader, role model and coach, and even pursue a professional career?

Strong links between community and school sport in her area were a critical factor.

Joining City of Edinburgh Volleyball Club, winner of Local Club of the Year at the 2016 Sunday Mail **sportscotland** Scottish Sports Awards, enabled her to develop her volleyball skills outside of school and gave her a pathway to the national team structure run by Scottish Volleyball.

Active Schools was another major driver. Emma volunteered at Games @ The Hub – a mass participation school sports day in Edinburgh – in 2015, 2016 and 2017, progressing each year to take on more responsibility for the delivery of the volleyball activity.

“Volunteering with Active Schools is a fantastic opportunity to develop your confidence and gain more experience of coaching, and it also helped me to choose my career path,” says Emma.

Heather Brownlee is Active Schools Coordinator for the Queensferry area and the coach who delivered Emma’s first baby volleyball sessions. Alongside fellow coaches at City of Edinburgh VC, she has been one of the key people involved in Emma’s development.

“Emma’s always been very active and involved in sport and she has embraced the opportunities she has had through volleyball, being a player, a coach and an officiator,” says Heather.

“The sport has given her so many experiences that have shaped her life as a young person.”

In her fourth year at Queensferry High, Emma was selected as one of two Young Ambassadors to participate in the National Lottery-funded **sportscotland** programme that contributes to the development of young people as leaders in sport. Meanwhile, she continued to progress in volleyball both as a player and a coach.

“In May 2017 I started training for the Commonwealth Youth Games in the Bahamas, bang in the middle of studying for five Highers. I received great help from the guidance teachers at school and club coaches as well, who understood that I had to miss some sessions,” says Emma.

“I’m hoping to continue playing for the senior national team and I would love to compete at the senior Commonwealth Games for Scotland whenever that opportunity materialises.

“I think it’s so important to give something back to the sport that has given you everything, and I’ve done my UK Coaching Certificate Level 1 and 2 qualification, and I’m about to do it in beach volleyball too so I will be qualified to coach both indoors and outdoors.

“I’ve been coaching for quite a few years now, mainly as a junior being mentored by older coaches but now I’m starting to lead sessions myself and really help to develop young players in the club.”

An integrated, world class sporting system has given Emma every opportunity to build sport into her life, starting in her community and progressing to a national and international level. She has benefited from having the right people in the right places to support her.

Emma’s own dedication has done the rest.





ABERDEEN ROWERS

There are thousands of sports clubs in Scotland run by dedicated, passionate and knowledgeable volunteers.

However, the employment of a full-time coach, even for a finite period, can help to enhance a club's development and Aberdeen Schools Rowing Association (ASRA) have used targeted funding to great effect in recent years.

The club has changed the face of rowing in Aberdeenshire, with a number of rowers coming from state schools as well as the private schools that previously formed the backbone of the rowing community.

Direct Club Investment (DCI) is a large-scale **sportscotland** club development project which distributes National Lottery funds directly to clubs over a period of two to four years, giving them time to embed significant change.

A £40,000 DCI grant awarded to ASRA allowed them to hire a full-time pathways development coach, Jonny Muir, on a four-year contract. He ran taster sessions for S1 and S2 pupils at 12 schools across the region, engaging more than 1,000 young people in rowing, and encouraged pupils to further their interest in the sport at ASRA. The result was a growth in the schools membership of the club from 133 to 451.

"When I first came to the club, we all talked about what school we were from and it was such a mix, a wide range of schools in the countryside and the city," says junior rower Abigail Topp, who attends Kemnay Academy in Inverurie.

Jakub Zbikowski, another junior rower who attends Harlaw Academy in central Aberdeen, said: "I used to play badminton and football, as the rest of the school did, but then Jonny came in with the schools programme and got me into rowing. Jonny's attitude just caught my interest in the whole thing."

Stevie Baxter, Scottish Rowing's workforce development manager, said: "Rowing is a fantastic sport that provides opportunities for anyone, regardless of their background. Having someone like Jonny through DCI funding has enabled ASRA to provide opportunities for kids who might not have had the opportunity to participate in rowing.

"Regardless of whether you're a social rower or an individual who wants to get a podium performance at the Olympics, this is a fantastic opportunity and Scotland's world class sporting system provides that."

Jonny has advanced his UK Coaching Certificate credentials with the support of Scottish Rowing, and ASRA has achieved great success at national level during his time with the club. "One of the achievements we are most proud of is our victory in the British Schools Head," he said. "We picked up gold in the Junior Under-15 Championship eights, racing schools like Westminster, St Paul's, Eton, all the traditional rowing schools that you can think of.

"The growth at ASRA is a direct result of the DCI funding. I've been able to go into schools that maybe haven't had access to rowing previously and give that opportunity to kids within the school.

"Going out to schools in the past three or four years, I've been able to develop a relationship with these guys and I think some people's perceptions about the sport have changed.

"Abigail and Jakub are both examples of young rowers who have become great role models, on and off the water. They came through the state school programme and now people are looking up to them and wanting to follow in their footsteps."

Abigail added: "I wouldn't have got into rowing if it wasn't for Jonny coming into my school. Now I'm training six times a week and travelling to compete at the weekends, so it's a big commitment. Next year I'm hoping to trial for the Great Britain under-18 team."

ASRA has been helping young people to participate and progress in rowing on the banks of the River Dee since 1960, and the club has undergone a major expansion since the turn of the century. The club has a large, state-of-the-art boathouse which was expanded with the help of a £100,000 grant from **sportscotland's** Sport Facilities Fund in 2012.

Club president Bryan Steel, who joined ASRA in 1969, said: "Direct Club Investment enabled us to employ Jonny Muir as pathways development coach. He has been brilliant for us and the four years we have had him have been a wild success."



OUR PROGRESS



Participation and progression are the outcomes people in Scotland will notice as we work together to improve sport for them and their communities. People, places and profile are the enablers, which support and improve the environments for sport.

In this section we use impact measures and performance indicators to demonstrate the difference we are making to the outcomes and enablers. Further information on indicators is provided in appendix one.

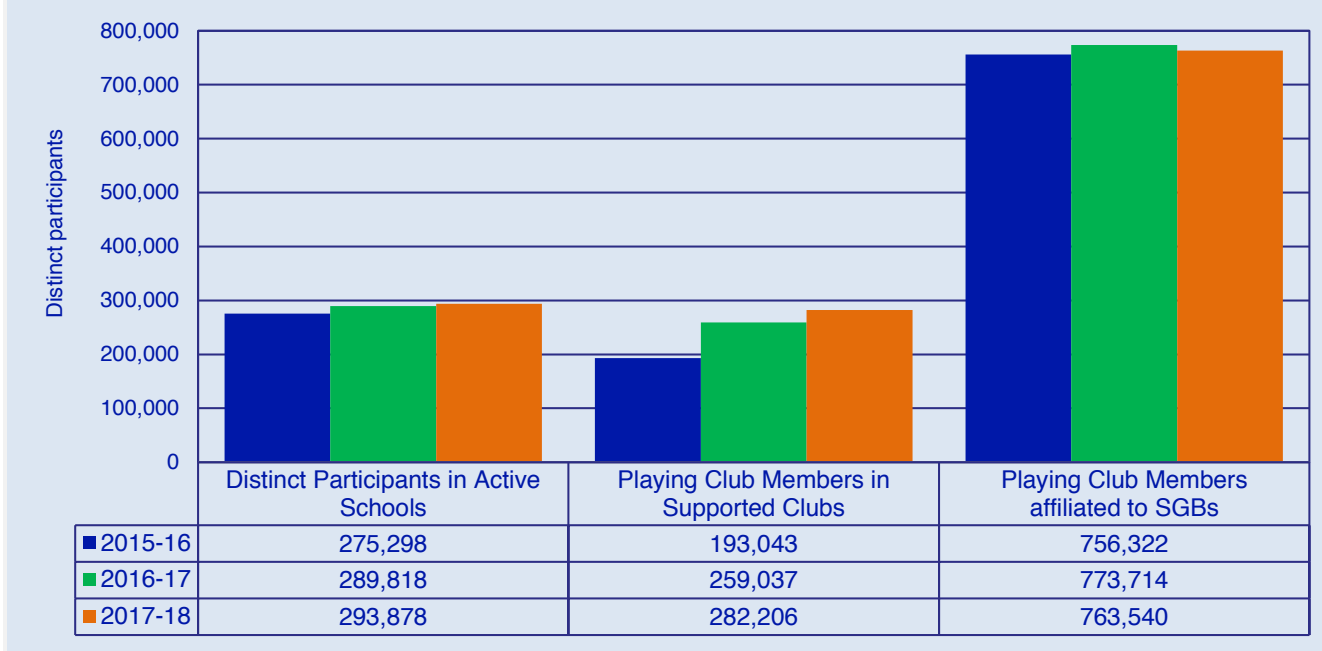
OUTCOMES

PARTICIPATION

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

Impact measure 1 – We will have increased the number and diversity of people playing sport in schools and sports clubs.

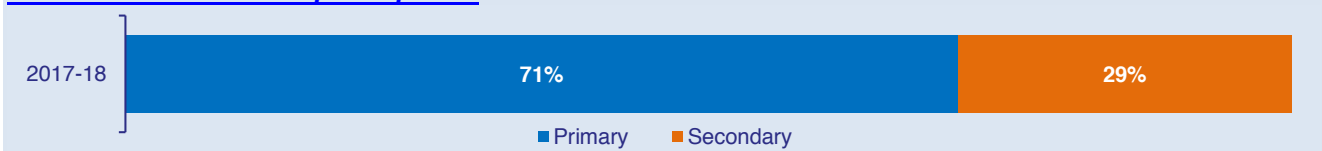
Distinct participants and playing club members



	Comparable change since 2015-16
Distinct participants in Active Schools	+7%
Playing club members in supported clubs ¹	+6%
Playing club members affiliated to SGBs ²	+0%

Age breakdown of distinct participants and playing club members

Active Schools distinct participants³



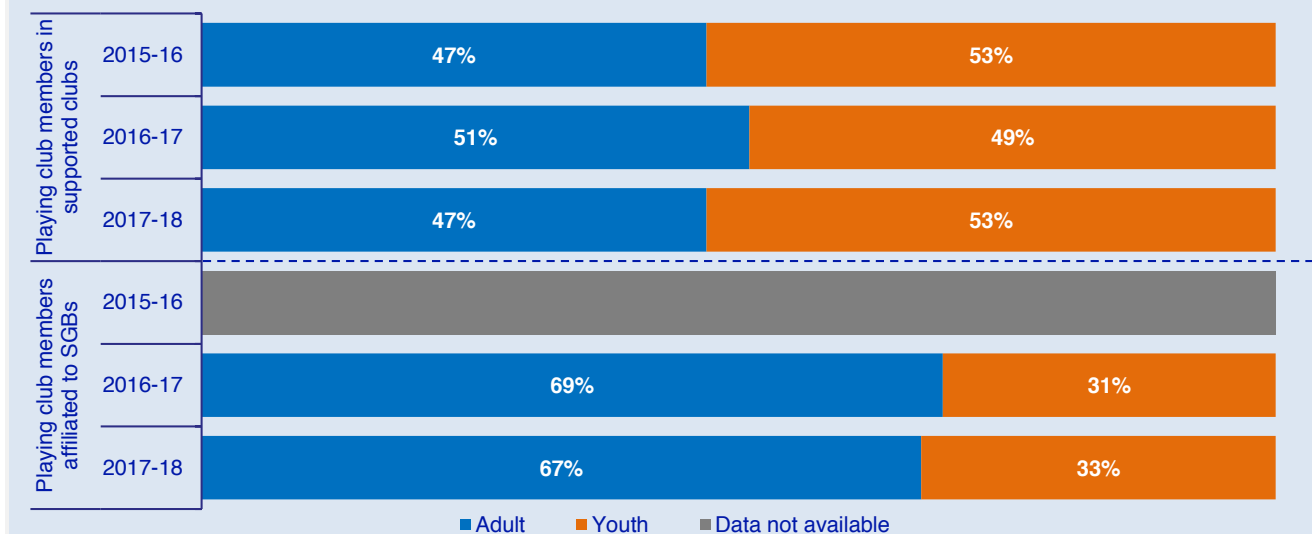
The proportion of primary school and secondary school aged Active Schools participants has remained static at around 70% and 30% respectively since 2015-16.

¹ This comes from 1,022 supported clubs who returned membership data each year, 45% of 2017-18 total clubs. Please see appendix 1 for more detail.

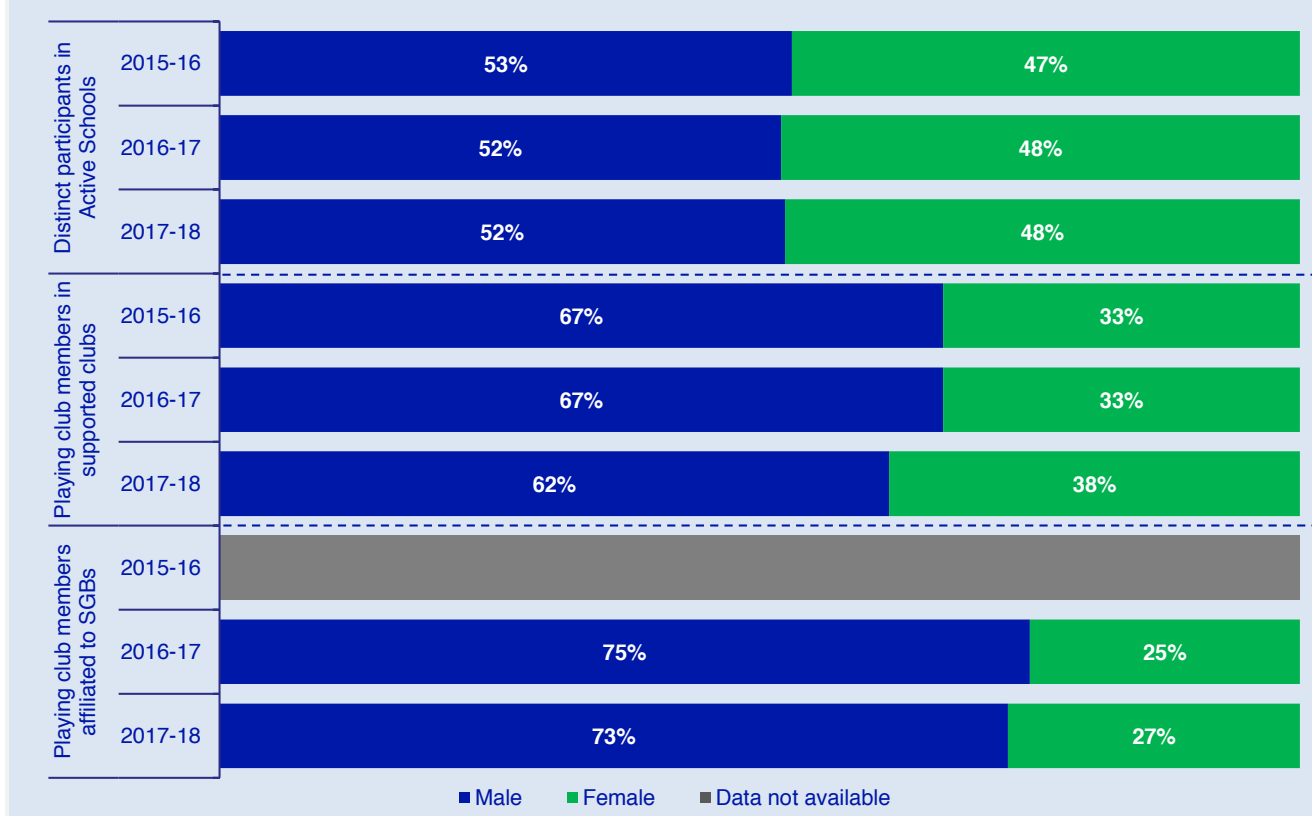
² This comes from 45 SGBs who have returned data each year since 2015-16. Please see appendix 1 for more detail.

³ 2015-16 breakdown: 30% primary / 70% secondary. 2016-17 breakdown: 30% primary / 70% secondary.

Playing clubs members in supported clubs and affiliated to SGBs



Gender breakdown of distinct participants and playing club members



The increase in the number of female club members in supported clubs is primarily due to the first-time addition of data from 82 gymnastics clubs. This added an additional 10,614 female youth club members.

Profile of distinct participants and playing club members

We commissioned large-scale surveys of school pupils and members of supported sports clubs and community groups. This explored the contribution our work makes to the Active Scotland Outcomes Framework (ASOF). It also allows us to better understand the diversity of people taking part in our supported work.

Profile of Active Schools participants

Levels of participation in Active Schools activities were broadly similar across different equalities characteristics. Secondary pupils, disabled pupils and young men spent a marginally higher average time at Active Schools activities. Active Schools

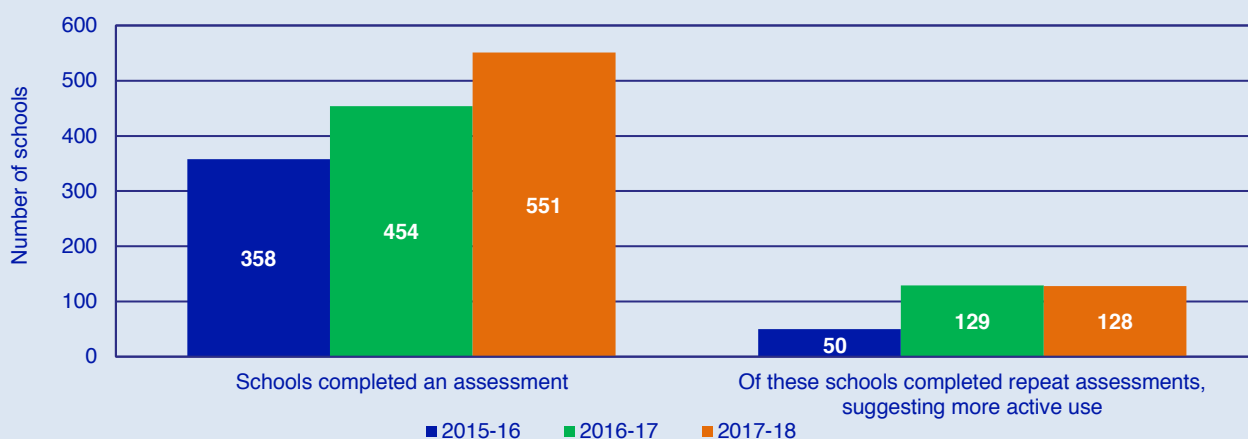
was found to have a positive contribution to the physical activity levels of disabled participants in mainstream schools and people living in the most deprived communities.

Profile of playing club members in supported clubs

Respondents' ages generally reflected our understanding of club membership, with 55% aged under 18 and 45% aged over 18. This was also true by gender as slightly more respondents were male (52%) than female (47%), with a small proportion (1%) indicating that they would prefer not to say. However, this is more equal participation than the overall total supported club population. Most club members were from the least deprived parts of Scotland and 8% stated they were disabled. Due to the nature of the self-reported survey, it is likely that respondents were a more intensively supported subset of the overall total supported club population.

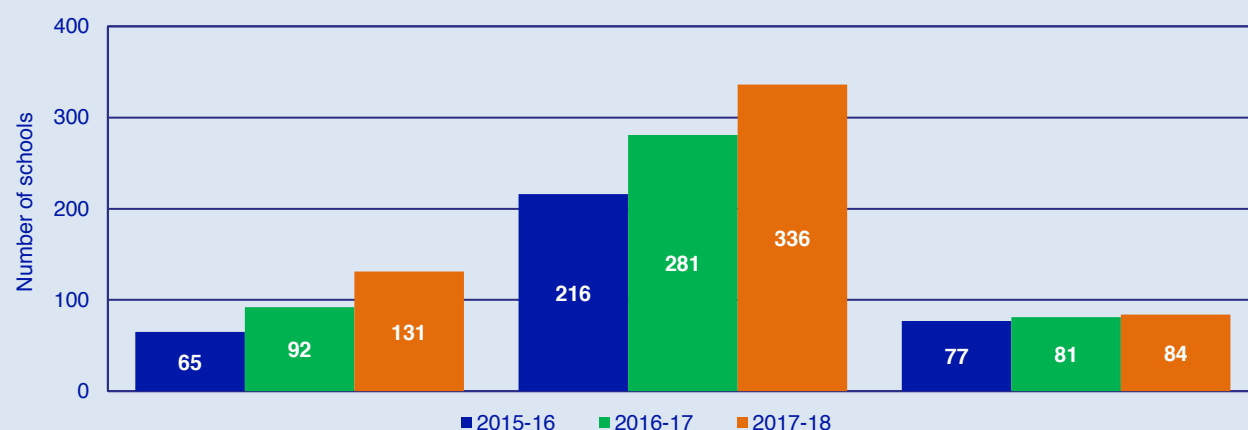
Impact measure 2 - We will have used the sportscotland School Sport Awards to strengthen the quality of sport within schools, driving strategic quality improvement and impact.

Number of schools completing assessments and repeat assessments



	Change since 2015-16
Schools completing an assessment	+54%
Schools completing a repeat assessment	+154%

Number of schools achieving awards at each level



	Change since 2015-16
Schools achieving a Bronze award	+102%
Schools achieving a Silver award	+56%
Schools achieving a Gold award	+9%

Impact of Schools Sport Awards

The school evaluation found School Sport Awards (SSA) positively impact the quality of sport in schools. The continuous improvement tool was found to encourage a greater focus on sport, connections and pathways. Teachers who had used the tool felt it had helped to self-evaluate, identify areas for improvement and inform future plans. They also noted it helped inform activity to increase future participation levels.

Stakeholders were also asked how effective they felt SSA had been in relation to the quality of opportunities to participate, develop and progress in sport:

90% of strategic stakeholders largely felt that the programme had an impact

57% of Active Schools coordinators and school sport competition officers felt it had been quite or very effective

Impact measure 3 - 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.

We launched a refreshed Coaching Scotland, the strategic framework for the development of coaches and coaching in Scotland. This framework aims to support the sport sector to develop a more diverse range of coaches who in turn display the skills, knowledge and behaviours required to deliver high quality sporting experiences for all.

We also developed and communicated the 'Effective Coaching Map' (ECM) to the sector. This is aligned to Coaching Scotland and is designed to help coaches identify and develop the skills, knowledge and behaviours needed to coach effectively and confidently. We will use the ECM to steer the future direction of coach development for ourselves and our partners, ensuring high quality learning and development opportunities are provided which meet the needs of coaches, participants and athletes.

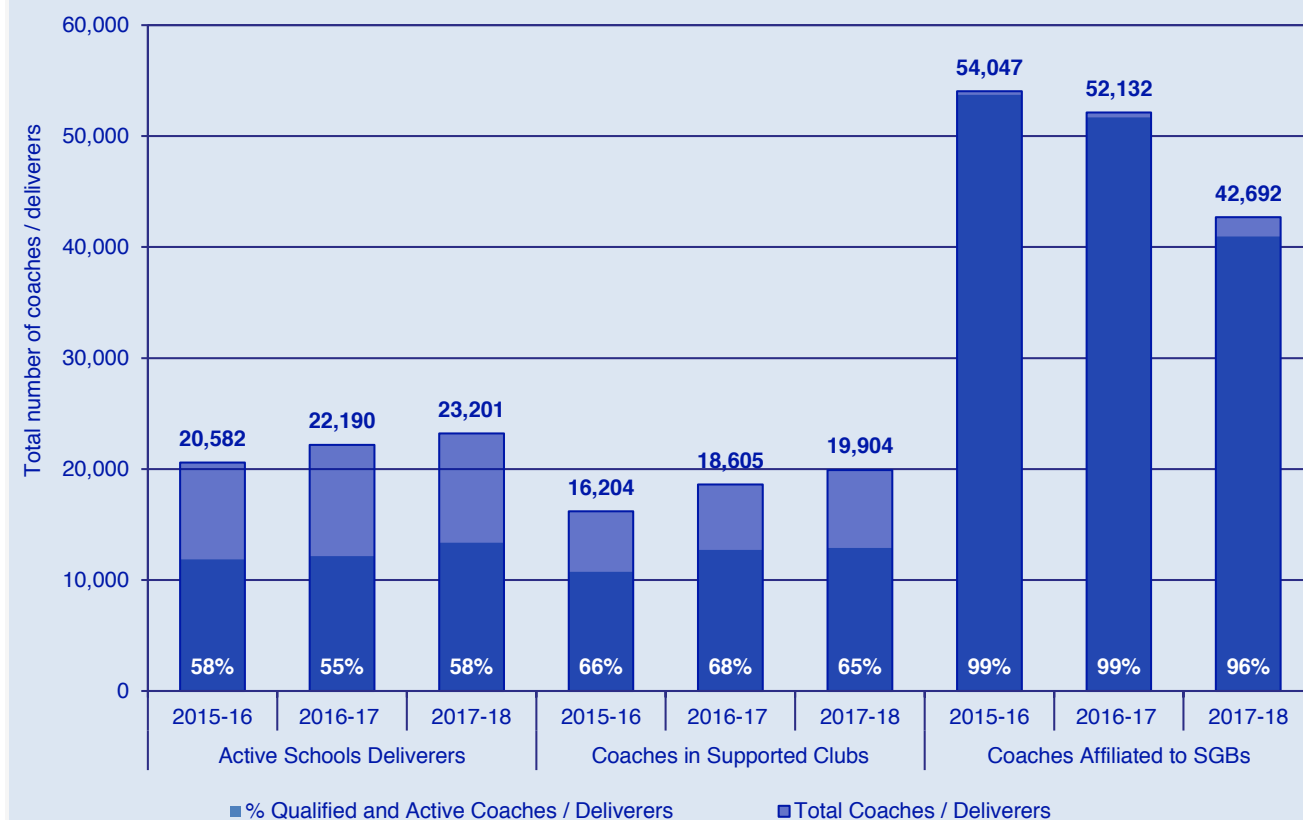
We engaged with the coaching network and partners through the coaching evaluation and the review of UKCC in Scotland. We will continue to work with partners to review recommendations and to inform our priorities and approach moving forward.

Feedback on our planned approach

The coaching evaluation found our leadership role in shaping policy and providing strategic direction is both highly valued and critical to ensuring the success of the sporting system in Scotland. We will continue to shape policy and strategic direction, and support partners to achieve agreed jointly agreed objectives and outcomes.

The evaluation recommended strengthening our approach by continuing to develop more collaborative working relationships. We will use this feedback to build a stronger sense of ownership and ensure better alignment between the over-arching strategic framework (Coaching Scotland) and partners' own strategies/plans.

Qualified and active coaches / deliverers

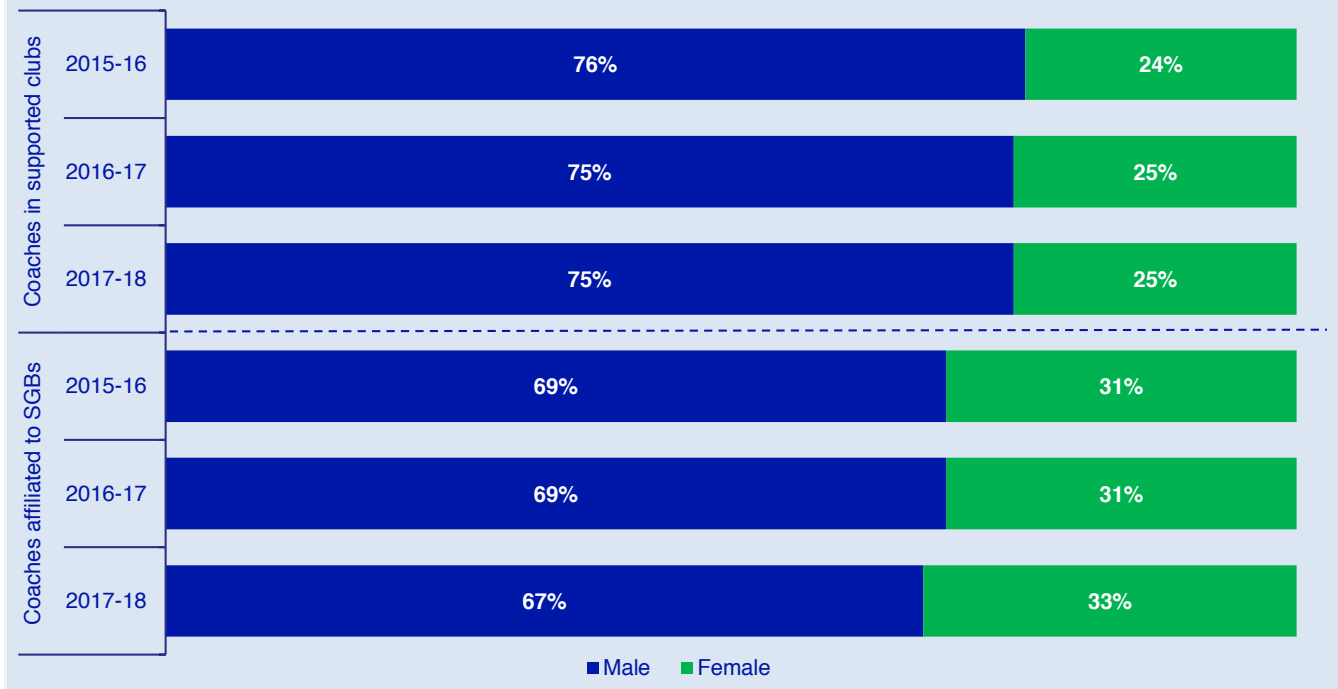


	<u>Comparable change since 2015-16</u>
Active Schools deliverers	+13%
Qualified and active, Active Schools deliverers	+13%
Coaches in supported clubs ⁴	+11%
Qualified and active coaches in supported clubs	+8%
Coaches affiliated to SGBs ⁵	+6%
Qualified and active coaches affiliated to SGBs	+5%

⁴ This comes from 903 supported clubs who returned coach data each year, 40% of 2017-18 total clubs. Please see appendix 1 for more detail.

⁵ This comes from 40 SGBs who have returned data each year since 2015-16. The overall fall in number of coaches is a result of four large membership sports making changes in their database, data collection or definition, rather than any "real-world" change. Please see appendix 1 for more detail.

Gender breakdown of qualified and active coaches



PROGRESSION

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

Impact measure 4 - 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 aim to work with up to ten SGB partners to develop a tool to support them through the process of understanding and describing the athlete pathway for their sport. We identified three partner SGBs to run a pilot programme however due to staff changes only two sports completed the full pilot. We then established a new operational group in July 2017. We used the learning from the pilot to revise and strengthen the content of our resources and facilitated sessions.

We have used an amalgamation of several SGB audit tools from **sportscotland** and UK Sport to develop a revised pathway tool. This was developed with the support of the Scottish Canoe Association. The completed tool will allow **sportscotland** staff to support SGBs to better describe their sports pathway.

We are now supporting an additional three sports to both understand and describe their pathway. We will continue to roll the tool out to more SGBs, depending on their state of readiness, and engage with internal staff to develop their understanding.

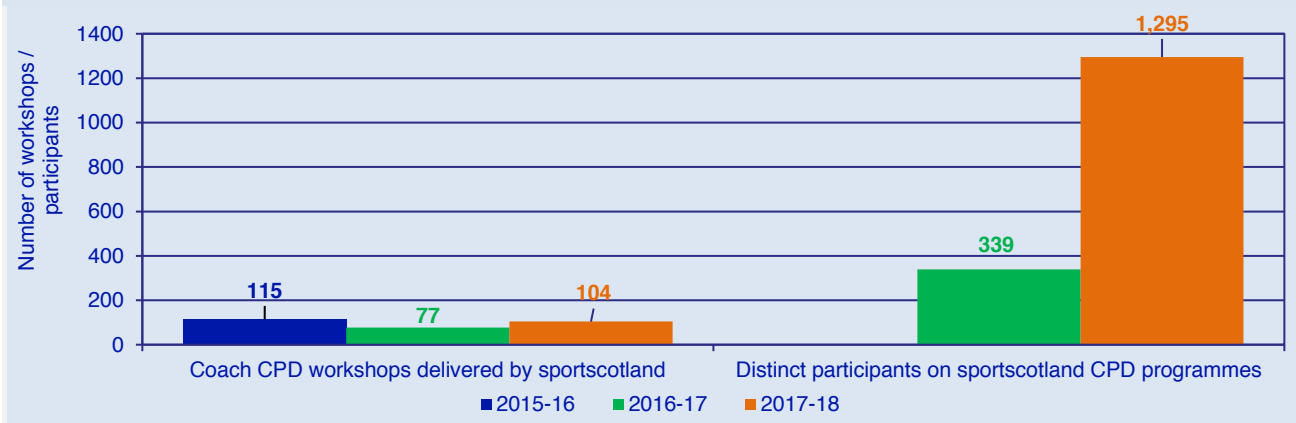
3 SGBs supported to understand and describe their sport specific pathway effectively, up from **2** SGBs in 2016-17⁶

Impact measure 5 - 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 deliver and support the education and development of coaches at each stage of the coach pathway. We invest in the development and delivery of CPD opportunities for coaches. Our investment and strategic support to SGBs supports the delivery of sport-specific CPD. These coaches in turn encourage new participants and retain current players and athletes in their chosen sport.

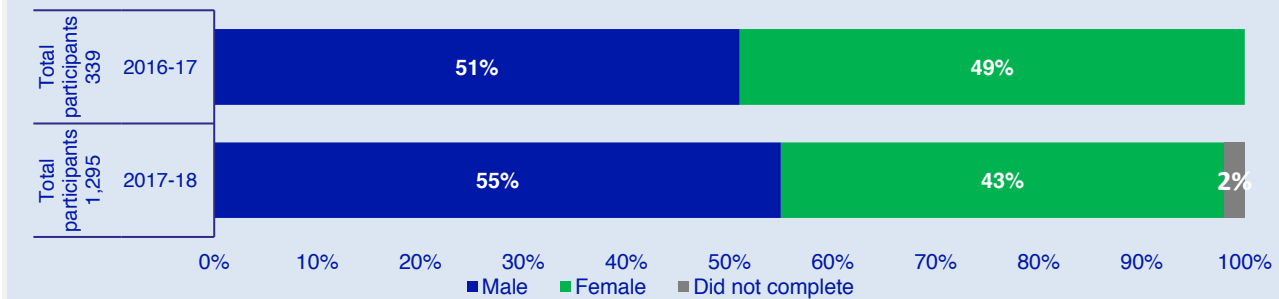
We continued to promote coach CPD opportunities and support coaches in their personal learning by developing the functionality and content of our coaching app. This included creating new video resources, audio podcasts and digital communications to support learning. The app now has over 1,400 active users, with a 78% return rate to the content. We also supported several SGBs with the digital activation of their sport-specific coach education and development offer.

sportscotland coach CPD support

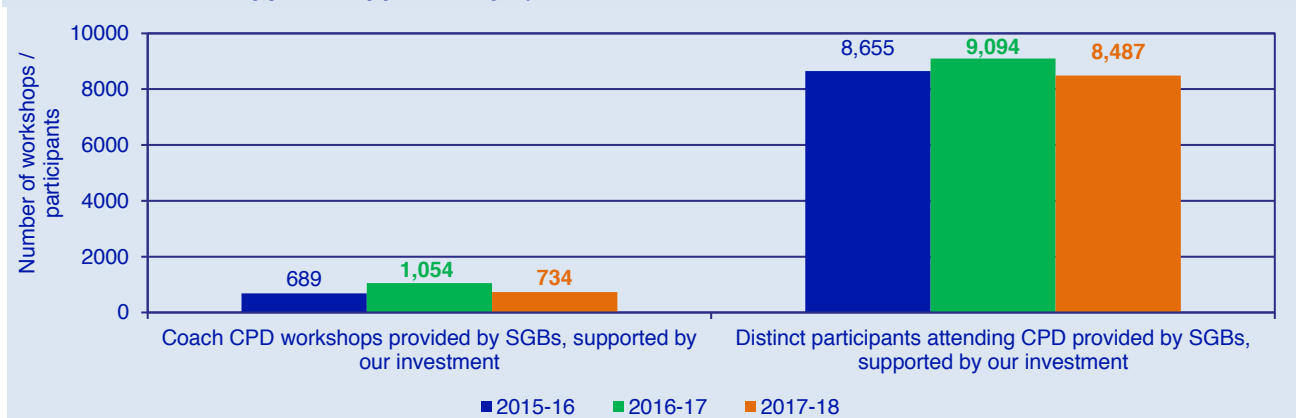


We continued to develop positive relationships with higher education and further education partners to create new opportunities for coaches. We increasingly delivered coach CDP through these partners, moving away from direct CPD workshop delivery. This approach has increased our access to a wider pool of sport specific coaches and improved the efficiency of our delivery. This has significantly increased the number of distinct participants receiving CPD.

Distinct participants on sportscotland CPD programmes, by gender⁷



SGB coach CPD support, supported by sportscotland investment



⁷ 2% of participants on sportscotland CPD programmes chose not to answer the question in 2017-18.

How we support more coaches to be better at coaching

The coaching evaluation highlighted our direct support to coaches, through our CPD opportunities and UKCC subsidy, and our funding to coaching network officers as being the key ways we impact coaches.

Our direct support was shown to be comprehensive and has enabled coaches to achieve several learning outcomes, including improved technical knowledge and ability; increased confidence and capability; and improved coach interaction with sports participants. However, our support offer can be challenging for coaches to navigate. Through a streamlined, coach-centred approach we can provide coaches with greater clarity around our offer and the potential benefits and routes in.

Our role in providing leadership for the Coaching Network was shown to be very important but that greater empowerment would more effectively draw on their knowledge and experience, ensuring greater alignment and delivery of national outcomes.

Overall our coach education and development support was also shown to help improve the skills and understanding of coaches in relation to equality and inclusion, but areas for improvement remain. The findings reinforced our need to embed equalities as the central consideration in the development, delivery and communication of coach education and development support in order to encourage and enable people from under-represented groups to become and progress as coaches.

Impact measure 6 - We will have supported Team Scotland to win more than 30 medals at the 2018 Commonwealth Games in the Gold Coast.

We continue to support athletes, sports and partners to prepare for the 2018 Commonwealth Games in the Gold Coast. All SGBs engaged in our Mission Gold Coast 2018 monitoring process have confirmed that athlete support services are on track. They are also delivering specialist support services required to support optimal athlete performance.

We invest in Commonwealth Games Scotland (CGS) financially. We also deploy support staff to support Team Scotland preparation and performance. This year we provided additional financial investment to help fund the preparation camp. 34 Institute staff have been confirmed in key positions in Team Scotland. Using the same support staff provides athletes with continuity and reassurance as they aspire to perform on the world stage.

We allocated £235,000 to 53 athletes, across 11 sports, through the sportscotland Athlete Personal Awards (SAPA) initiative. This investment contributes towards the delivery of performance outcomes at the Commonwealth Games by supporting athletes with living costs and increased training and competition opportunities. We also continue to foster strategic partnerships with higher education institutions to deliver solutions to support performance outcomes at the Gold Coast.

We supported SGBs to ensure athletes, coaches and athlete support personnel meet the requirements of our Clean Games policy. This is a crucial element of Games preparations, requiring long-listed athletes to receive educational support and training. All 350 long-listed athletes have now received this education.

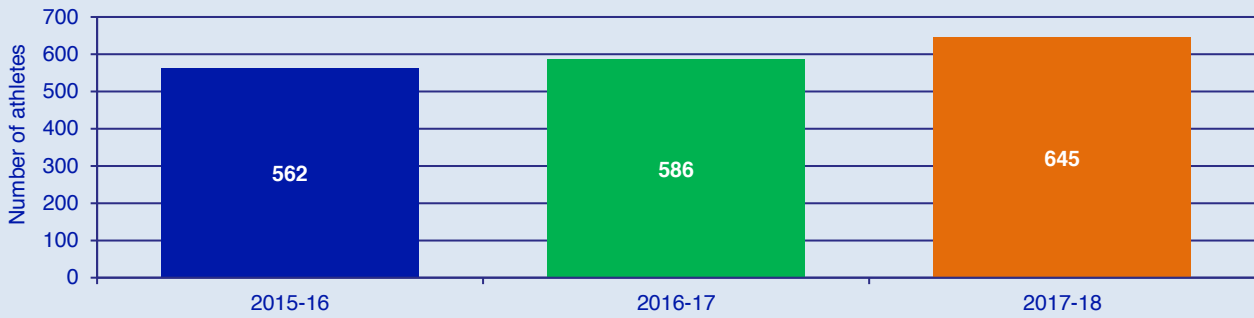
Our monitoring data and processes suggest that we were on track for a best-ever performance at an away Commonwealth Games. We are looking forward to completing this cycle in early 2018-19 by ensuring continued impact and success in the Gold Coast.

156 Institute supported athletes selected for Team Scotland

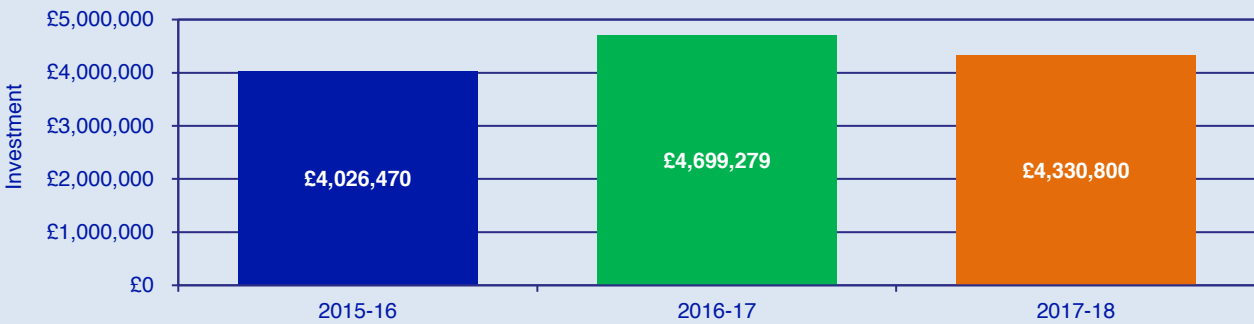
£313,000 invested into Commonwealth Games Scotland, up from **£163,000**⁸

Performance sport services to athletes

Athletes supported by the sportscotland institute of sport

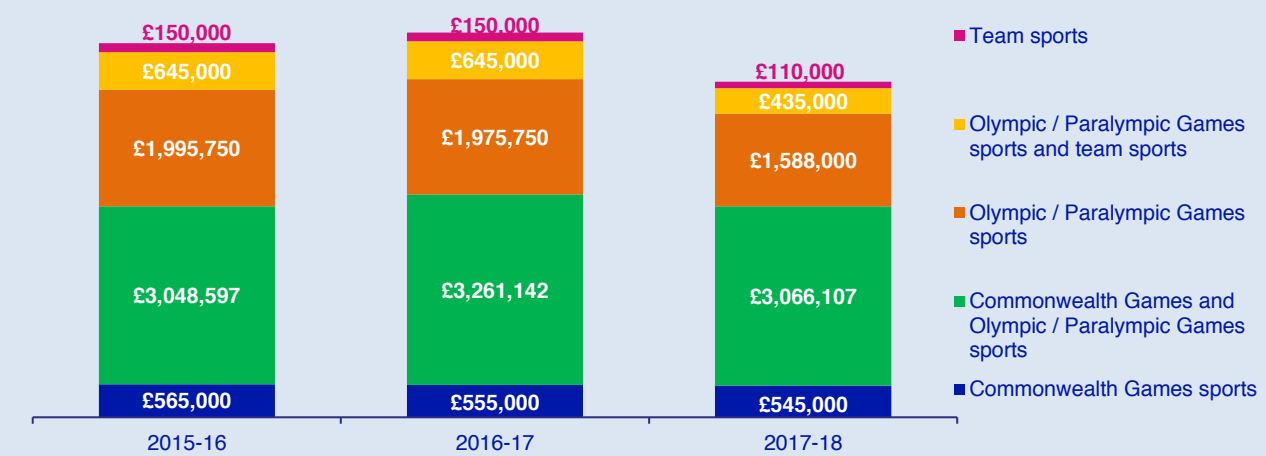


Financial equivalent of performance sport services provided



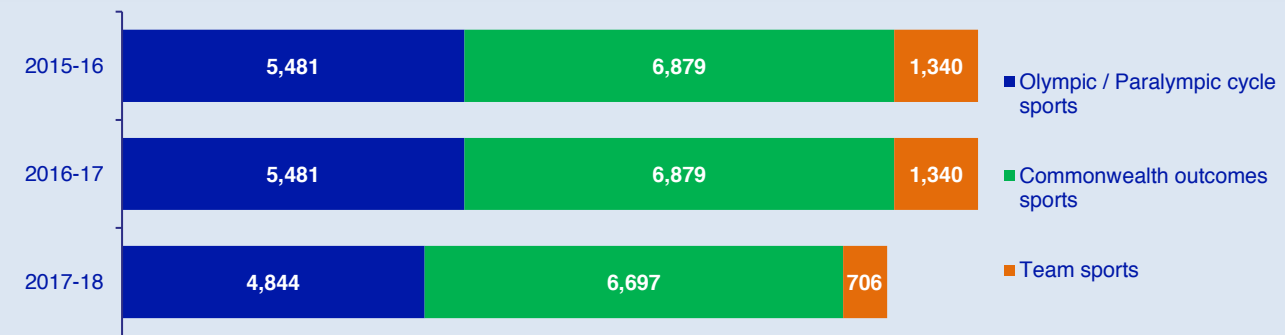
Performance investment into SGBs

SGB performance investment, by event



Overall performance investment was reduced from sportscotland's 'Investment Category' and additional investment was awarded through an additional £2m transitional support fund from Scottish Government.

SGB performance, days of support provided by sportscotland institute



Institute support levels were subject to a mid-point review. An overall reduction was mutually agreed with SGBs due to resource reprioritisation and availability.

Impact measure 7 - 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)

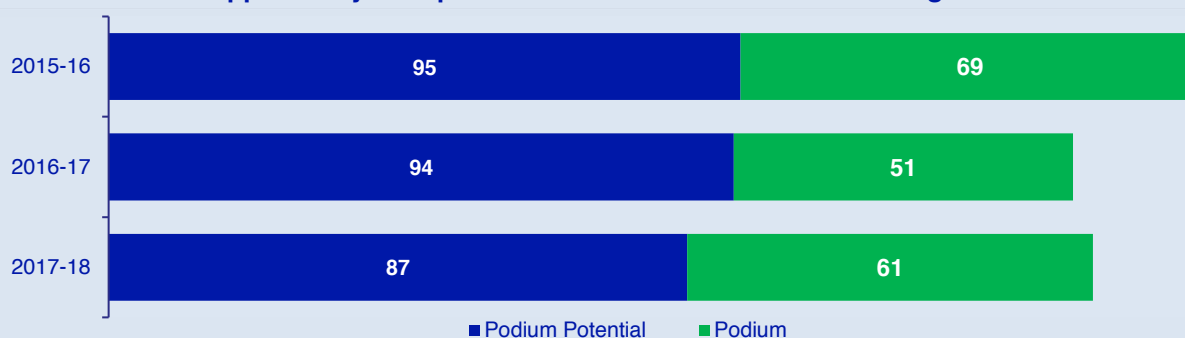
During 2017-18 we prioritised the delivery of our headline goals for the 2018 PyeongChang Winter Olympics and Paralympics whilst continuing preparations for the 2020 Games in Tokyo.

Through our SAPA initiative, we provided direct athlete investment to help support living costs and increased training and competition opportunities. We invested £54,000 to 13 athletes across five Winter Olympic and Paralympic sports, to contribute towards the delivery of performance outcomes.

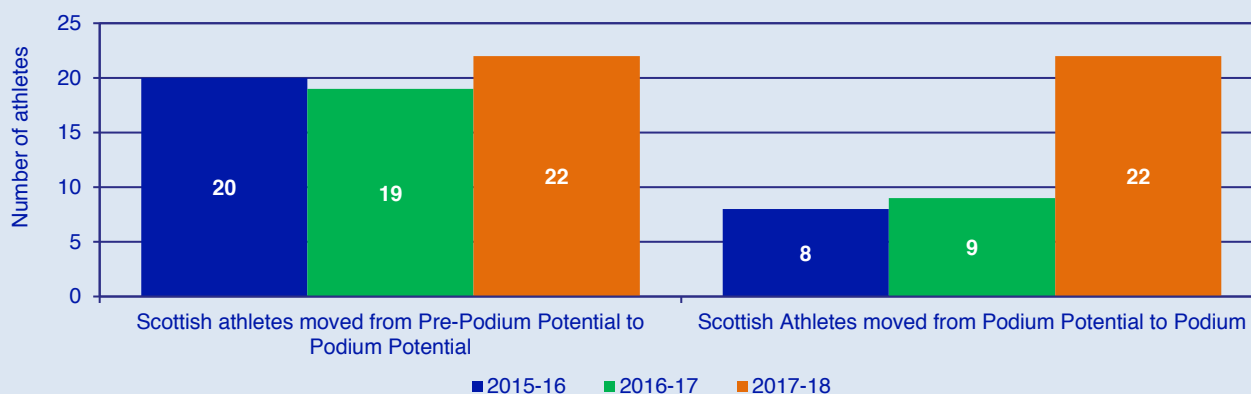
We supported Scottish athletes to meet the requirements of our Clean Games Policy as part of their preparations for the Winter Olympic and Paralympic Games. We also supported the delivery of the UK Anti-Doping Clean Sport Policy to GB athletes based in Scotland with the potential to gain selection for Team GB and Paralympic GB. This ensured all 25 Scottish athletes selected onto Team GB and Paralympic GB received both Clean Sport and Clean Games education.

- 18** Scots on Team GB at Winter Olympics
- 3** medals won by Scottish athletes at Winter Paralympics
- 1** Scottish medallist at Winter Paralympics
- 7** Scots on ParalympicsGB at Winter Paralympics
- 88** UK Sport Podium and Podium Potential athletes are based in Scotland receiving specialist expertise and support services as at 31 March 2017⁹.

Scottish athletes supported by UK Sport Podium and Podium Potential Programmes

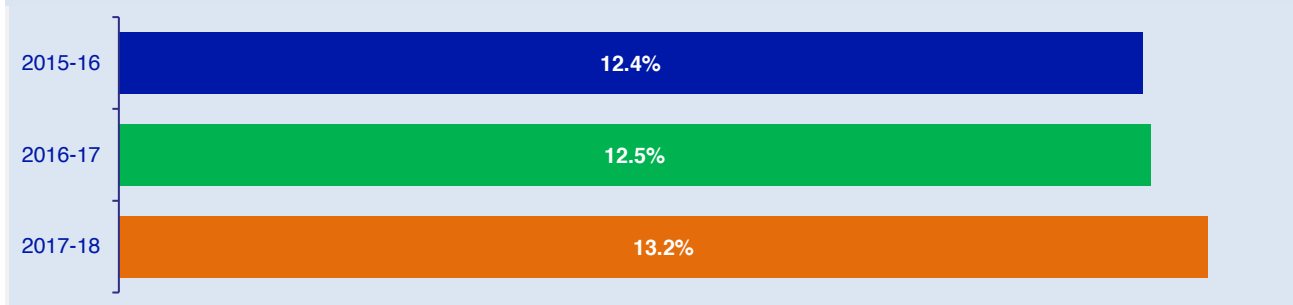


Scottish athletes progressing through UK Sport Podium and Podium Potential Programmes



⁹ This was a reduction of four athletes compared to 31 March 2016.

Percentage of Scottish athletes receiving support from UK Sport Podium and Podium Potential Programmes



This indicator reflects how well Scottish athletes are supported by UK Sport Podium and Podium Potential programmes. UK Sport continue to support fewer athletes in total across these programmes, however Scottish athletes have increased their share of the available support.

ENABLERS

PEOPLE

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

Impact measure 8 - 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.

We manage and support the planning and delivery of activities to develop coaching and coaches within Scotland, through our integrated investment process to SGBs. This includes support to coaching network posts and delivery of coach CPD programmes. We also provide support through our coaching and volunteering partnership managers, regardless of whether SGBs have a supported coaching network post. These activities are aligned to the aims, priorities and outcomes of Coaching Scotland.

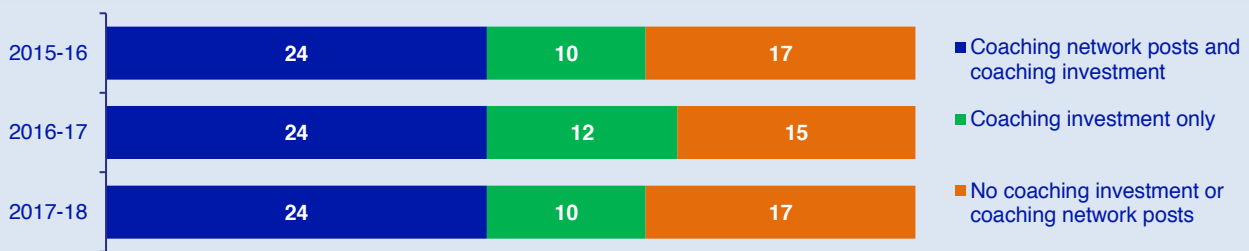
The coaching scorecard helps SGBs to plan, develop and deliver their coach education and development programmes. It also supports SGBs to reflect on and record their progress in delivering against the priorities and actions in Coaching Scotland. The coaching evaluation showed that SGBs find the scorecard a useful tool for planning. There is a shared view with partners that it has the potential to gather more valuable information relating to the quality and impact of what is delivered.

We continue to encourage SGBs to look strategically at long-term workforce development and ensure coaches are progressing through qualification levels. Our main focus is to provide more emphasis on the quality of the workforce and to encourage SGBs to invest in retaining coaches who are committed to deployment and further training opportunities. We continue to support new and developing coaches to achieve qualifications, based on projected plans by sports. We also provide greater flexibility and support to coaches who apply for subsidy at level 2 or above.

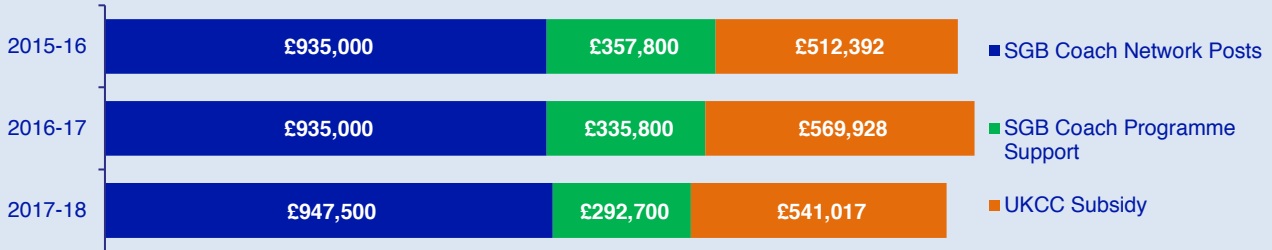
We commissioned an external evaluation of UKCC in Scotland in 2017. We will consider the recommendations with sports. UK Coaching and sportengland are also leading a wider piece of work in relation to the future of coach qualifications across

SGB coaching support

Number of SGBs supported for coaching by strand¹⁰



Total investment to support SGBs for coaching by strand

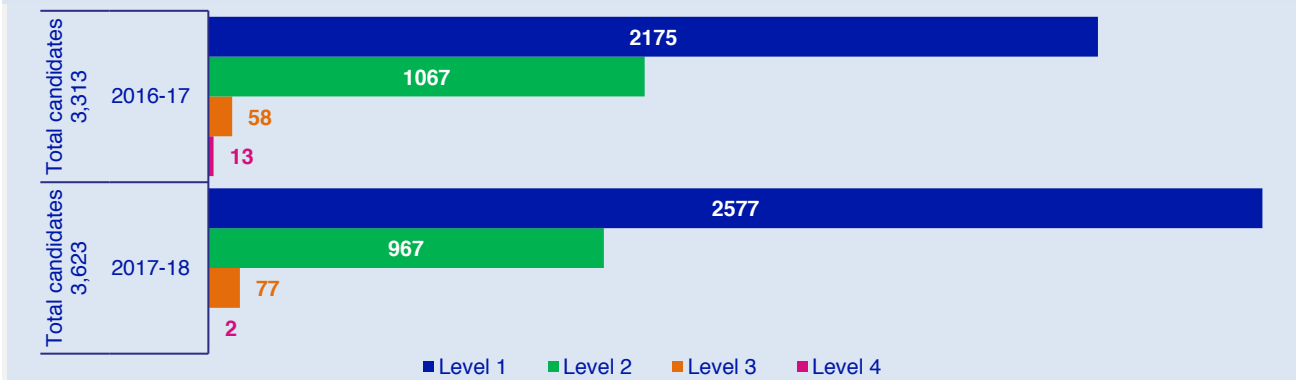


Coaching scorecard completions

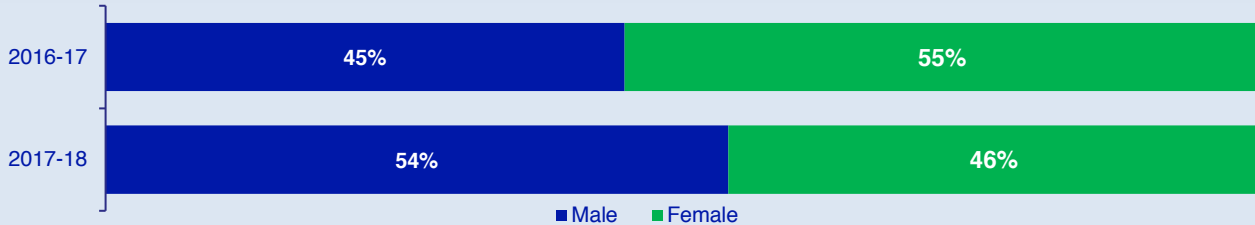
We refreshed the coaching scorecard in line with the updated Coaching Scotland framework. As a result, the scorecard was not available for SGBs to use for the majority of this year. Any SGBs who were in the process of completing the scorecard during this time were guided to see it through. Consequently, the number of scorecard completions dropped from 12 in 2016-17 to two in 2017-18; however, this is expected to return to previous levels in future¹¹.

UKCC subsidy

UKCC candidates subsidised by sportscotland



Gender of subsidised UKCC candidates¹²



Diversity of supported coaches

The coaching evaluation found that people from disadvantaged communities are less likely to apply for the UKCC subsidy. We therefore have a role to identify, understand and address the existing barriers. This will help encourage and support

¹⁰ N=51 for 2015-16, 2016-17 and 2017-18

¹¹ 2015-16: 26 SGBs completed the scorecard

¹² 2016-17 n= 3,313 and 2017-18 n=3,623. Note: we erroneously reported subsidised UKCC candidates as 55% male and 45% female in 2016-17

people in these areas take up the opportunities. We will use the research to inform a more targeted approach to coach education subsidy, whilst ensuring coach education is accessible by all.

The evaluation also showed there is under-representation of certain groups in the coaching workforce. Our partners believe we have demonstrated commitment to making improvements in the diversity of supported coaches. They also recognise that although we are yet to see significant changes on the ground, it will take time to see this change. We recognise more work is required to attract and retain a more diverse coaching workforce. We will continue to provide leadership and support to partners to achieve this.

Impact measure 9 - We will have developed and implemented a clear, strategic approach to leadership development for professional staff working in Scotland's sporting system, proactively encouraging diversity in the workforce for sport.

We have an ambition to have strong, positive leaders in Scottish sport. We continue to provide opportunities for leadership development to partners and to **sportscotland** staff.

Performance through Leadership

Our internal leadership programme, Performance through Leadership (PtL), was designed to support participants to continuously improve critical performance and leadership behaviours. In March 2016, an external evaluation found the content, delivery and learning outcomes for participants to be successful. This also highlighted a need to ensure participant's learning is supported and consolidated to lead to sustained change.

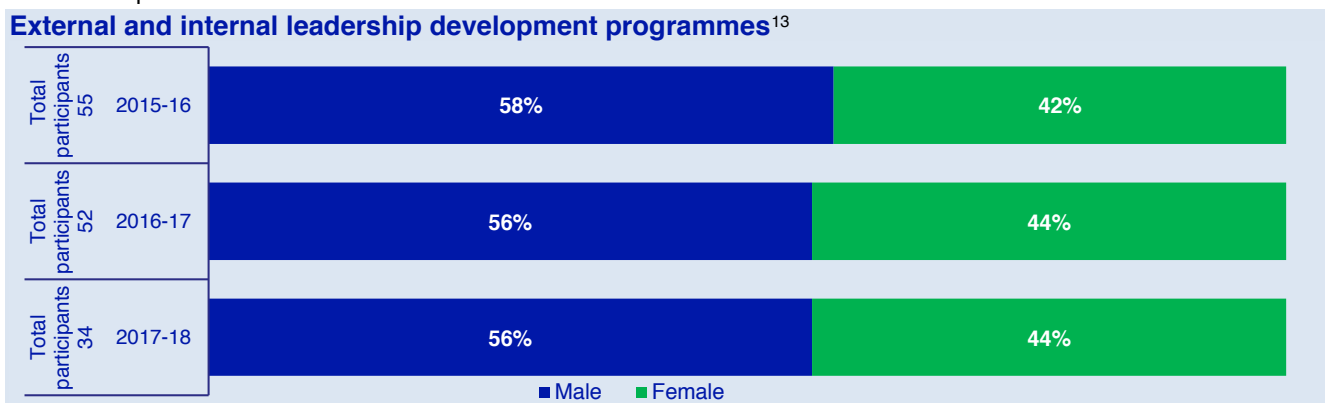
We have continued to embed the principles from PtL in our day to day activity. We have formed several working groups to review and improve operational policies and processes. These groups include representation from all areas of **sportscotland** and have adopted the tools used in PtL such as action learning sets. This approach ensures a diverse range of views is heard and empowers groups to work together to develop agreed solutions.

We will use the learning from PtL to develop an internal management development programme. This will offer a series of learning interventions to further enhance the management skills of all managers, and aspiring managers, across **sportscotland**.

External leadership

We have committed to delivering an integrated, leadership programme for local and national leaders of sport. We aim to support these leaders to enhance their skills, knowledge and behaviours to successfully operate at management levels beyond their current role. We have identified a preferred supplier to develop and deliver this course in 2018. This will include opportunities to hear from leaders from within, and out with, the sporting sector.

We have also continued to support the Women's' Sport Leadership Academy, a residential programme for women from partners and **sportscotland**. This aims to increase the confidence and competence of women working in sport in a range of leadership behaviours.



¹³ Reduction in total participants is due to two previous external leadership opportunities coming to an end. *Leading Edge*: a high-level leadership programme for senior CEOs in partnership with the UK home country sports councils and UK Sport. *Future leaders*: a mid-level leadership programme for a variety of SGB staff delivered by Plan4Sport. These will be replaced by the integrated leadership programme.

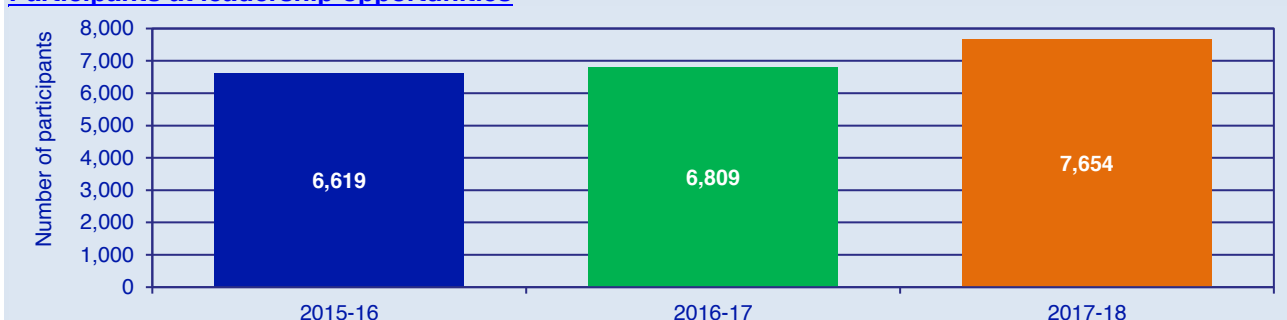
Impact measure 10 – We will have provided a range of leadership opportunities to young people so they are encouraged and supported to reach their potential in leadership roles

We created a range of opportunities for young people, [aligned to five key roles](#) for young people as leaders in sport. These include:

- Young Ambassadors
- Young Decision Makers
- Internships
- Competition Organiser Training
- Young people's sports panel

In addition to the roles above, we provide young people with leadership opportunities as deliverers of Active Schools activity. We have also created opportunities specifically aimed at girls and young women through Active Girls.

Participants at leadership opportunities



	<u>Comparable change since 2015-16</u>
Participants at leadership opportunities	+15%

Impact of our leadership opportunities

The school evaluation highlighted the range of opportunities available to senior pupils. Pupils said that they felt very well supported by their Active Schools coordinator and enjoyed delivering Active Schools activity. Pupils also valued the experience they gained through volunteering to run activities in schools and local clubs. Secondary pupils and Young Ambassadors indicated that they learned many new skills including confident leadership, organisation, communication, team work and public speaking. A number of pupils also gained leadership and coaching qualifications through Active Schools. More than half of Active Schools staff felt Competition Organiser Training had been effective in helping young people to develop their leadership skills.

PLACES

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

Impact measure 11 – We will have established sportscotland national centre Inverclyde as a fully-inclusive, residential sports facility.

We continued to establish the **sportscotland** National Sports Training Centre Inverclyde as an inclusive, residential sports facility, since its opening in April 2017. The Centre provides a unique set of facilities within Scotland and the UK, offering 60 fully accessible rooms with the capacity to accommodate up to 120 athletes of all ages and abilities. It aims to serve sport at all levels, including: the local community; schools; sports clubs from across Scotland; SGBs; and, sports competitions and related events.

Throughout the project we have continued to strengthen our partnership with North Ayrshire Council and the new Largs School and Community Campus. We worked closely with the school's senior management team to agree programming and timetabling. This ensures campus pupils can access and use the facility during the school day. We also introduced a new Centre Management Team to build strong relationships with centre users.

Throughout 2017-18, we have seen a number of SGBs, local authorities and schools return as well as continued use by the local community. We also secured a range of new users including GB Boccia, Help for Heroes, the Amputee Football Association, the Manchester United youth squad, the USA Olympic development squad and the RYA. This is testament to the Inverclyde's ability to cater to all levels of sport in an inclusive manner. During 2017-18, the Centre provided almost 18,400 participant days and over 54,000 sports facilities user hours.

We continue to seek views from centre users in order to better meet their needs. This has included the rebranding the bar area, creating an athlete lounge, and providing inspirational branding throughout the Centre. We also initiated a thorough project review to capture the learning from the redevelopment. We have used this knowledge to inform future **sportscotland** project development and delivery.

Inverclyde investment

£14,700,000 total cumulative investment to date, **£400,000** of total project budget remaining

Impact measure 12 - We will have contributed to the successful completion of the National Performance Centre for Sport and integrated it within our high-performance network.

Oriam, Scotland's Sports Performance Centre, continues to deliver a world class environment to the benefit of athletes, clubs, the community, SGBs and others.

We have continued to rationalise key **sportscotland** Institute of Sport (SIS) service delivery areas into Oriam. The strong relationship between Oriam and SIS has enabled the provision of a consistently high quality of service to supported athletes. Regular joint-operational meetings have provided SIS with a greater opportunity to influence the development of the performance spaces. As a result, SIS staff are taking advantage of the unique performance environment and finding ways to work collaboratively across a range of areas.

We continued to strengthen the relationships between the SIS, Oriam, the Scottish Rugby Union (SRU), the Scottish Football Association (SFA) and Edinburgh Rugby. The working relationships between practitioners, through shared usage of the performance spaces, are very encouraging. SIS supported athletes are now working alongside their male and female counterparts from the Scotland Rugby and Scotland Football squads, highlighting the successful integration of Oriam into our high-performance network.

While not directly linked to Oriam, the opening of the new hotel on campus has added another dimension to the performance environment through the provision of conference and meeting facilities alongside quality accommodation. This has already helped to attract some high-profile events including the UK Coaching Conference held in June 2018.

Oriam investment

£26,460,000 final cumulative investment, **£6,450,000** final external investment leveraged from partners

Impact measure 13 - We will have made places for sport a more integral part of planning for sport, both locally and nationally.

We are committed to supporting partners to better connect planning for sport with planning for places for sport. This ensures facilities are considered and integrated across both local area plans and sport specific plans. **sportscotland** staff also support all partners to develop informed and effective strategic and operational plans.

Local partners

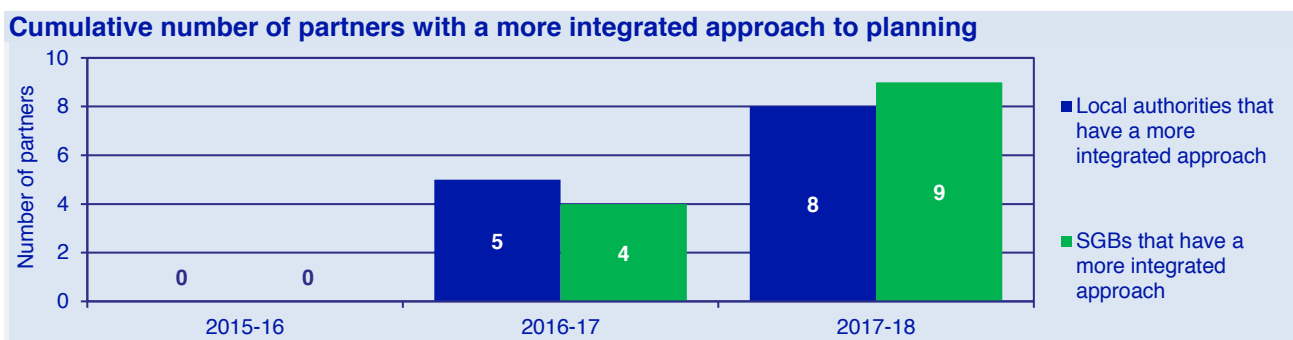
We continued to lead the development of eight strategies and strategic planning frameworks with local authority and leisure trust partners. Local leadership groups, which comprise partners from across the Community Planning Partnership, now include local planners responsible for the design and delivery of places. This delivery includes capital projects as well as open and greenspaces i.e. places where sport and physical activity take place.

Through the planning process, partners identify high level key priorities which are underpinned by more detailed resource and delivery requirements. We support partners' strategy and framework development through local cross-partner leadership groups. These consist of local authority partnership managers, regional lead managers and facilities planning colleagues. Our support to integrate sport and physical activity facilities within partners' strategies has enabled them to be much clearer about their places for sport priorities and has informed their estate plans.

National partners

We continued to strengthen our 'pod' system to support SGBs. This approach sees the SGB partnership manager, coaching and volunteering partnership manager, high performance manager and facilities colleagues, work together to support the sport and ensure places for sport are included within strategic and operational plans. Our facilities lead officers also directly support the SGB where specialist knowledge is required.

We invited nine SGBs to a review process in autumn 2017. Of these, five demonstrated integrated planning that included facilities as well as sport development aspects. We also offered SGBs facilitated support in their strategic planning process. Three SGBs used **sportscotland** staff to facilitate this in 2017-18.

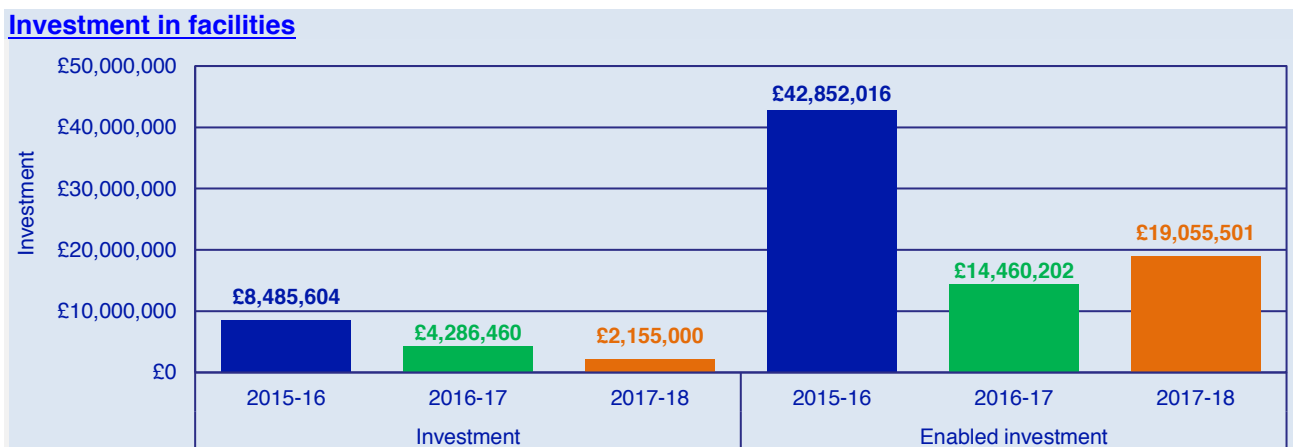


Impact measure 14 - We will have targeted our resources around the development of places for sport where they can have the greatest impact on participation and progression in sport.

We only invest in projects where applicants clearly demonstrate how their projects will impact on participation and progression outcomes, and our priorities for improvement. We continuously review our approach to investment to ensure we can target and prioritise our available resources effectively.

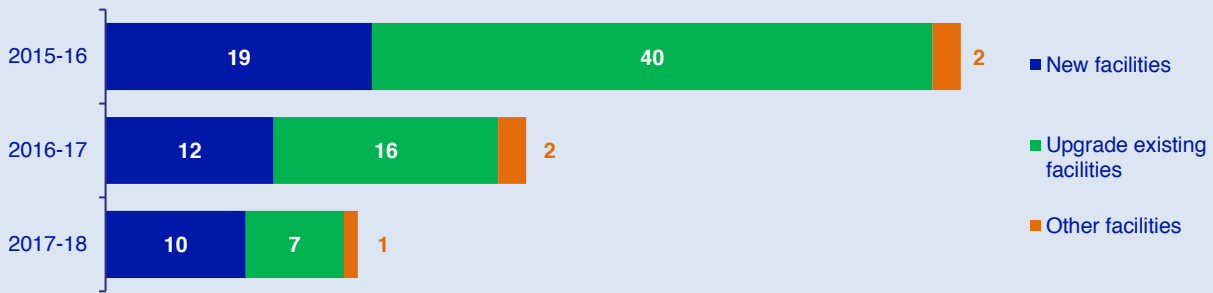
In addition, we only invest in schools when there is a clear link to clubs and use by the community, and there is clear evidence of community engagement. We will only invest in performance and national or regional projects where there is a strategic fit with an SGB. This is how we ensure our investment contributes to the sporting system.

We updated our Sports Facilities Fund (SFF) guidelines during 2017-18. These now better reflect our commitment to only invest in projects that deliver against these objectives as well as strengthening our focus on equalities and inclusion. This is supported by a strong application and assessment process, which draws on internal and external expertise. We have now moved to two investment rounds per annum and have adopted a more collaborative approach with SGBs in the application and assessment process. This ensures we can prioritise and target our available resources more effectively.

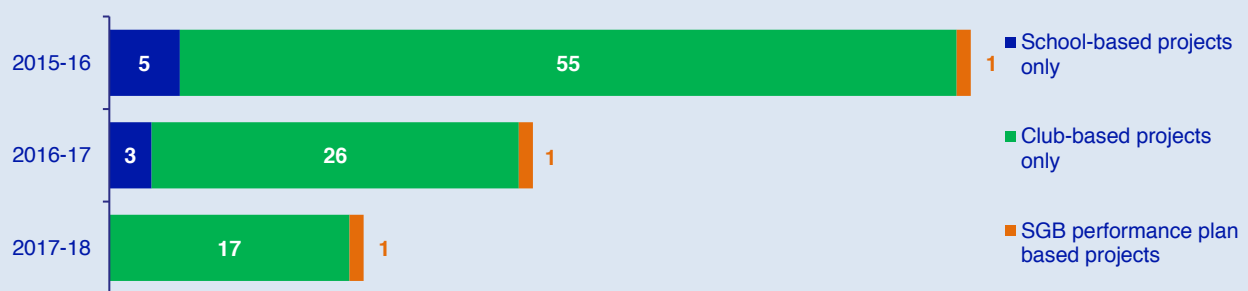


We did not accept any applications to the SFF for new projects while the Fund guidelines were being updated.

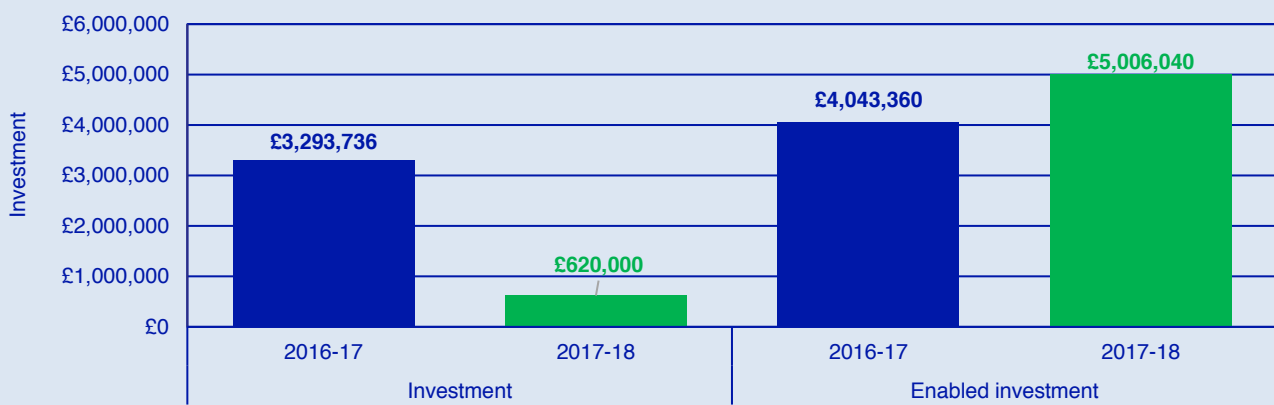
Investment in facilities by type¹⁴



Investment in facilities by environment¹⁵



Investment in national and regional facilities



PROFILE

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

Impact measure 15 – We will have celebrated Scottish sport, profiling a wide range of sports and the opportunities for all to get involved, progress and achieve.

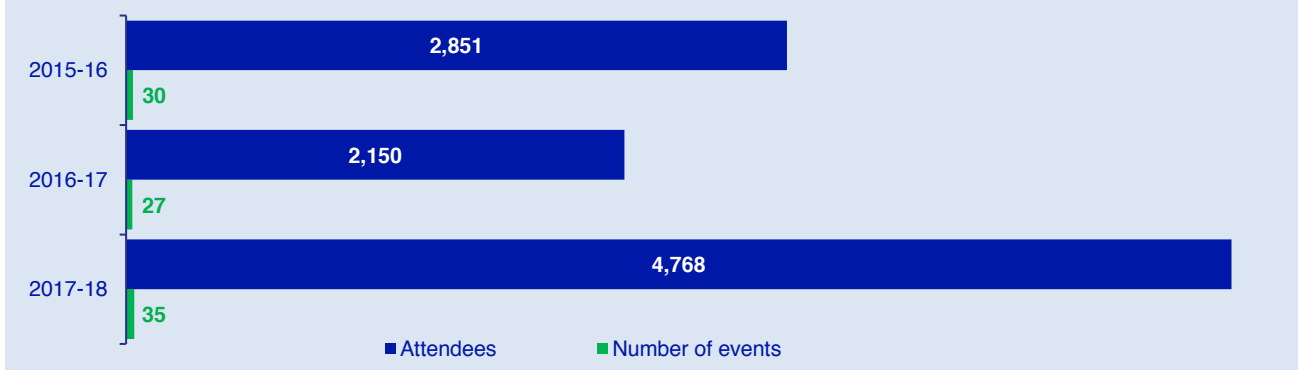
We celebrate Scottish sport and highlight opportunities for all to get involved, progress and achieve across the sporting system. We do this through our communications channels, events and a digital-first approach.

¹⁴ Investment is shown through number of awards made. N= 61 for 2015-16, n = 30 for 2016-17 and n = 18 for 2017-18.

¹⁵ N= 61 for 2015-16, n = 30 for 2016-17 and n = 18 for 2017-18. Awards to SGB performance plan-based projects refer to those where we have supported an identified need.

- Building on the success of #sporthour, a monthly Twitter conversation for the network about sport in Scotland.
- Success of #ThanksToNationalLottery campaign
- Development and re-launch of the **sportscotland** app
- Delivery of a digital day for Active Girls
- Continued support and focus on Active Girls and Women In Sport
- Development of 'Focus on SGB' series to profile the range of sports in the sporting system.

Corporate events: Number and attendees



The increased number of attendees at corporate events is a result of the biennial regional networking events and running a greater number of joint Sportsound sessions with the BBC.

28 sports profiled through Sport First, #sporthour, the **sportscotland** website and social media during 2017-18, up from **21** in 2016-17

Sunday Mail and sportscotland Scottish Sports Awards

The Sunday Mail and **sportscotland** Scottish Sports Awards aim to celebrate the outstanding achievements of our sportsmen and sportswomen at all levels in sport.

540 attendees

100% of respondents agreed that the event *celebrated Scottish sport and highlighted the opportunities to progress and achieve in sport*

93% of respondents felt it *emphasised the wide range of sports and opportunities to progress and achieve*¹⁶

sportscotland Coaching, Officiating and Volunteering Awards

We celebrated and recognised the fantastic work of the sporting workforce from across the country at the annual Coaching, Officiating and Volunteering Awards.

90 attendees

100% of respondents agreed that the event *celebrated Scottish sport and event helped them understand the sporting system and make connections*¹⁷

Collaboration with The National Lottery

We worked closely with the National Lottery Promotions Unit in Scotland to create and promote stories about sport in Scotland. This year, we created a stand-alone digital promotion campaign: #ThanksToNationalLottery. Through this we

¹⁶ Number of respondents to both questions unknown as feedback survey was managed by Sunday Mail. Breakdown of respondents was not provided.

¹⁷ 14 attendees responded to question

encouraged partners as well as athletes, clubs and schools, to share their stories of what they have managed to achieve thanks to The National Lottery. We had a fantastic response with 69 projects from across the country sharing their experiences.

Sport First Digital Hub

We continued to build engagement with Sport First to tell the stories behind the world class sporting system to new, as well as existing, audiences. We publish content continuously and promote this via social media and digital marketing. This year we had 72 new subscribers to our distribution list, almost 22,000 new users and nearly 50,000 unique page views.

Scottish Women in Sport Week / Active Girls Day

We profiled 13 female role models, seven athletes and six grassroots participants, across our social media channels during the inaugural Scottish Women in Sport Week in October. The week culminated in Active Girls Day where we had strong engagement levels across all our digital platforms including 2,500 views of the Active Girls webpage and resources.



Media

450 media enquiries responded to in 2017-18 (328 in 2016-17)

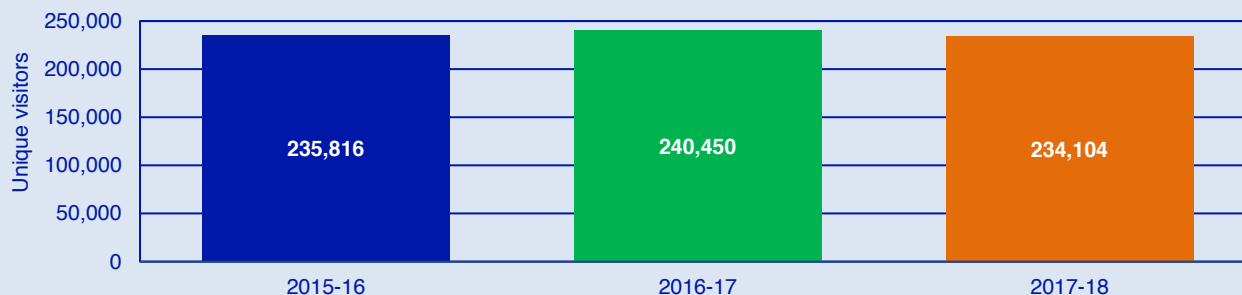
6,338 media hits with a reach of 354,680,000 and a total value of £11,340,000 in 2016-17

4,451 media hits with a reach of 288,170,000 and a total value of £10,610,000 in 2017-18

Social media

 Twitter			 Facebook		
2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
1,468	1,847	1,912	1,127	1,109	1,298
Tweets			Likes		
4,365,000	5,795,026	7,382,831	1,591,687	3,508,593	3,168,716
Impressions			Impressions		
7,123	10,324	15,221	-	25,164	31,142
Mentions			Engagements		
92,355	135,615	145,131	-	1,938,632	1,050,617
Visits to Twitter page			Users reached		

Visitors to sportscotland website



Impact measure 16 – We will have partners reporting positively that sportscotland has helped them understand the sporting system and work together to enhance it

We aim to better equip partners to deliver against agreed outcomes and provide quality services for sport across Scotland. We do this through a dedicated team of managers who work with local authorities, leisure trusts and SGBs to lead, direct and support the development of the sporting system.

We have used our short-term evaluation tool, impacts and interventions, to help our networks reflect on their practice and adopt a continuous improvement approach. Learning from Active Schools interventions helped facilitate an equalities session with Active Schools managers at a network development day. We also supported internal staff to effectively integrate both qualitative data, such as impacts and interventions, and quantitative data, such as number of members and coaches, into their meetings with partners. This mixed approach allows for a richer and more accurate understanding of partners' work and contribution to the wider sporting sector. It also promotes evidence-based decision making.

SGB Customer Feedback Survey

We asked SGB CEOs, Chairs and other lead staff for feedback on the support provided by **sportscotland** partnership managers

88% of SGB respondents agreed or strongly agreed that partnership managers *encouraged and built working relationships between their SGB and sportscotland*

79% of SGB respondents agreed or strongly agreed that partnership managers *supported them through sharing intelligence, guidance and examples of best practice*

82% agreed or strongly agreed that partnership managers *communicate and co-ordinate resources available from sportscotland and other sources*

SGB Equalities Conference

We delivered our biennial equalities conference to over 100 delegates from across the sporting system. We positioned the conference to complement the ongoing equalities work that SGBs are doing through the Equality Standard for Sport. We did this by sharing the findings from the Equality and Sport research¹⁸ and best practice examples from across the sector. Feedback from the event was very positive. We have used this to ensure our learning and development programme meets the needs of SGBs.

In partnership with the Equality Network, we used the conference to launch a survey to review the impact the LGBT Sports Charter¹⁹ has had for SGBs. We will review the survey responses to better understand where additional support may be required in future.

Regional networking events

We delivered seven regional networking events across Scotland. These events brought together Active School coordinators and managers, sports development officers, community sport hub officers, SGB regional managers and PE lead officers, as well as **sportscotland** staff, to develop a greater understanding of the sporting system and how they can work together better to enhance it.

We shared the refreshed Coaching Scotland and clubs and communities frameworks, the Sport for Change report and our standardised research approach. We also shared the findings from the Equality in Sport research to help the network understand the barriers to participation that exist.

Seven regional networking events with **728** attendees, up from **6** events and **640** attendees respectively in 2015-16

	2015-16	2017-18
Attendees reported that the event <i>helped them understand the sporting system</i>	69%	80%
Attendees reported that the event <i>helped them to improve their understanding of other roles in the sporting system</i>	68%	64%
Attendees reported that the event helped them to <i>identify new connections that they planned to follow up / had followed up</i>	54%	61%
Attendees reported that the event had <i>encouraged them to collaborate more in their role</i>	62%	71%

APPENDIX: PERFORMANCE ANALYSIS NOTES

Impact measure 1

Active Schools distinct participants

Active Schools data for 2015-16, 2016-17 and 2017-18 refers to 2014-15, 2015-16 and 2016-17 academic year respectively.

Playing clubs members in supported clubs

The 2017-18 total membership figure is based on returns from 2,271 clubs and does not include clubs only supported by SGB regional posts for football or golf. The figure includes Scottish Student Sport (SSS), gymnastics and rugby who provided membership data but no coaching data. The 2016-17 total playing club members for supported clubs figure is based on returns from 1,918 clubs. This does not include clubs only supported by SGB regional posts for football, gymnastics or golf. The 2015-16 figure is based on returns from 1,526 clubs and does not include clubs only supported by the regional posts for gymnastics, football, golf, Scottish Disability Sport (SDS), swimming and rugby.

Although there have been increases in the number of playing club members within supported clubs that returned data in 2016-17, the majority of the increase in 2017-18 is due to an additional 353 clubs returning data. This includes clubs only supported by the regional posts for gymnastics, as well as new clubs affiliated to community sport hubs.

Playing club members affiliated to SGBs

The 2017-18 playing club members affiliated to SGBs figure excludes data from weightlifting as no application has been received. The 2016-17 figure excludes data from the following SGBs: modern pentathlon, surfing, target shooting and volleyball as no data is available. The 2015-16 figure excludes data from the following SGBs: fencing, modern pentathlon, SDS, surfing, target shooting and volleyball as no data is available. 2017-18, 2016-17 and 2015-16 figures include data from Scottish Student Sport (SSS).

Although there has been an increase in the number of SGBs returning membership data in 2017-18 (modern pentathlon, surfing, target shooting, volleyball), there has been an overall decrease in playing club members affiliated to SGBs since 2016-17. This is primarily due to a continued downward trend in a single, large membership sport.

Distinct participants and playing club members – Overall change since 2015-16

Overall change since 2015-16	Notes
+7% Distinct participants in Active Schools	N/A
+5% Playing club members in supported clubs	This overall increase includes growth of our national programmes i.e. an increase in the number of clubs returning data. We analysed only those supported clubs who returned membership data each year. This suggests supported club membership has grown by 6% since 2015-16 ²⁰ .
+1% Playing club members affiliated to SGBs	This overall increase is offset by a continued downward trend in a single, large membership sport (golf). We analysed only those SGBs who returned membership data each year. This suggests the total membership has grown by 0.3% . Overall, 29 SGBs we support showed an increase in membership since 2015-16. This is 64% of the SGBs who returned data each year ²¹ .

Gender breakdown of distinct participants and playing club members

²⁰ This comes from 1,022 clubs, 45% of 2017-18 total clubs.

²¹ 45 SGBs have returned data each year since 2015-16. The following SGBs have been excluded: fencing, modern pentathlon, surfing, target shooting, weightlifting and volleyball.

Active Schools data for 2015-16, 2016-17 and 2017-18 refers to 2014-15, 2015-16 and 2016-17 academic year respectively.

Gender and age breakdown data for playing club members affiliated to SGBs was not available for 2015-16. 2016-17 data is collected from SGB Application Form (section 5.8) 2017-18. 2017-18 data is collected from SGB Application Form (section 5.3) 2018-19.

The 2017-18 gender breakdown of playing club members affiliated to SGBs is based on a revised total figure of 754,317. This is due to motorsports being able to provide total playing club members but not being able to provide this data broken down by male/female. The 2016-17 gender breakdown of playing club members affiliated to SGBs is based on a revised total figure of 710,107. This is due to motorsports, rugby league and tennis being able to provide total playing club members but not being able to provide this data broken down by male/female.

Age breakdown of Active Schools distinct participants

Active Schools data for 2015-16, 2016-17 and 2017-18 refers to 2014-15, 2015-16 and 2016-17 academic year respectively. The age breakdown of Active Schools distinct participants is based on revised total figures of 272,556 for 2015-16, 287,132 for 2016-17 and 290,955 for 2017-18. This is because we collect distinct participant data at whole school level and there are three school types; Primary, Secondary and Additional Support Needs (ASN). We cannot break ASN distinct participants down to primary/secondary age groups so have removed these from the totals.

Impact measure 2

School Sport Award data for 2015-16, 2016-17 and 2017-18 refers to 2014-15, 2015-16 and 2016-17 academic year respectively

Impact measure 3

Qualified and active coaches / deliverers

For Active Schools deliverers “qualified” primarily includes UKCC awards as well as physical education and leadership. For coaches affiliated to SGBs and in supported clubs “qualified” includes UKCC awards level 1-4 as well as pre-UKCC level 1 awards.

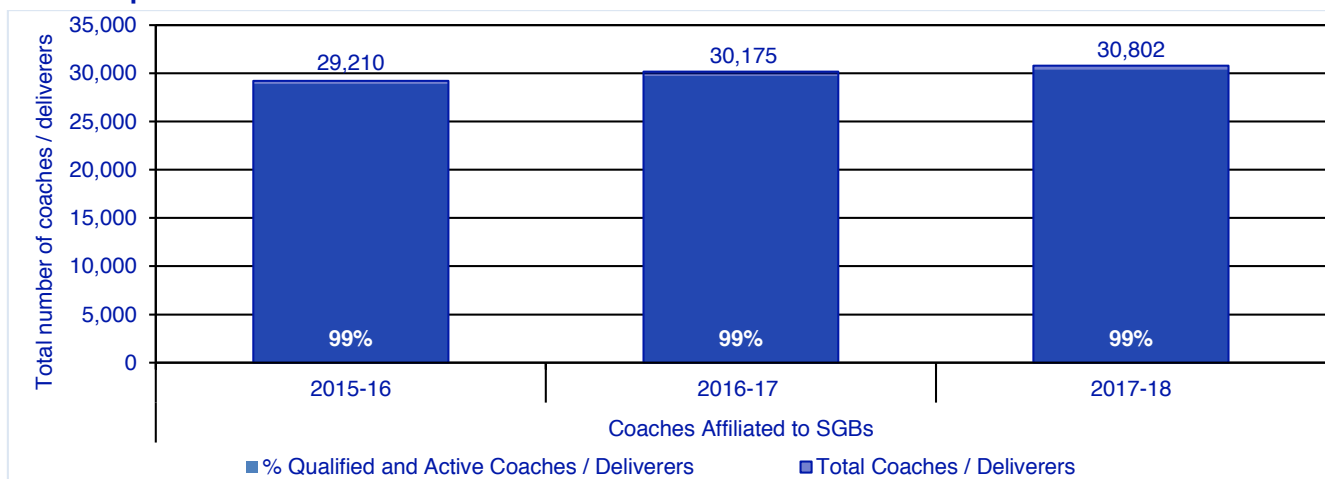
	Change in total since 2015-16	Change in number of qualified / active since 2015-16	Notes
Active Schools deliverers	+13%	+13%	The proportion of qualified and active deliverers has stayed broadly the same.
Coaches in supported clubs	+23%	+20%	Overall the proportion of qualified and active coaches been maintained. Both increases include growth of our national programmes i.e. an increase in the number of clubs returning data. We analysed only those supported clubs who returned coach data each year. This suggests the total number of coaches in supported clubs has grown by 11% and the number of

			qualified and active coaches has increased by 8% , since 2015-16 ²² .
Coaches affiliated to SGBs	-21%	-24%	<p>The decrease in both the total number of coaches affiliated to SGBs, and those qualified and active, is primarily due to four large sports (badminton, football, netball and tennis) showing significant decreases in their qualified and active coaches figures over the last two years. This has been due to changes in their database, data collection or definition, rather than any “real-world” change.</p> <p>We have removed the data provided by these sports, as well as those sports who haven’t provided three years of data, to analyse comparable performance over time. This suggests the total number of coaches has grown by 6% and the number of qualified and active coaches has increased by 5%, since 2015-16²³. Please see the revised qualified and active coaches affiliated to SGBs chart below.</p>

The 2017-18 coaches in supported clubs figure is based on returns from 1,830 clubs. This does not include data from SSS or clubs supported by SGB regional posts for football, golf, gymnastics and rugby. The 2016-17 coaches in supported clubs figure is based on returns from 1,724 clubs. This does not include data from SSS or clubs supported by regional posts for football, golf, gymnastics and rugby. The 2015-16 figure is based on returns from 1,490 clubs and does not include data from SSS or clubs supported by regional posts for football, golf, SDS, swimming and rugby.

The 2015-16, 2016-17 and 2017-18 coaches affiliated to SGBs figure excludes data from dance sport, hand gliding and paragliding, and tug of war, as no data is available. The 2016-17 figure excludes ramblers and the 2015-16 figure excludes motorsports, ramblers and surfing, as there was no data available.

Revised qualified and active coaches affiliated to SGBs



Gender breakdown of qualified and active deliverers

We do not currently collect gender from Active Schools deliverers.

Gender breakdown of qualified and active coaches

The gender breakdown of qualified and active coaches affiliated to SGBs is based on revised totals of 29,210; 30,212; and 30,086 for 2015-16, 2016-17 and 2017-18 respectively.

²² This comes from 903 clubs, 49% of 2017-18 total clubs.

²³ 40 SGBs have returned consistent data each year since 2015-16. The following SGBs have been excluded: badminton, football, netball, tennis, dance sport, hand gliding and paragliding, tug of war, motorsports, ramblers and surfing.

The 2017-18 gender breakdown of qualified and active coaches in supported clubs is based on returns from 1,830 clubs. This does not include data from SSS or clubs supported by SGB regional posts for football, golf, gymnastics and rugby. The 2016-17 gender breakdown of qualified and active coaches in supported clubs figure is based on returns from 1,724 clubs. This does not include data from SSS or clubs supported by regional posts for football, golf, gymnastics and rugby. The 2015-16 gender breakdown of qualified and active coaches in supported clubs figure is based on returns from 1,490 clubs and does not include data from SSS or clubs supported by regional posts for football, golf, SDS, swimming and rugby.

Impact measure 4

The 2016-17 figure has been revised from 3 SGBs to 2 SGBs. This recognises that only two SGBs fully completed the pilot. 2017-18 figure includes the following SGBs: rowing, canoeing and snowsport.

Impact measure 5

sportscotland coach CPD support includes the following projects: coach connect, coaching talent, high performance coach development programme, coaching futures, Positive Coaching Scotland for coaches, multiskills and introduction to multiskills.

Distinct participants data is not available for 2015-16 due to moving to a consistent method of data capture mid-year for all projects. PCS for coaches delivered by sportscotland is included within number of workshops but not included in distinct participants due to method of delivery for 2015-16 and 2016-17. For 2017-18 we have both number of workshops and distinct participants in PCS for coaches as we moved to direct delivery.

Impact measure 6

Performance sport services to athletes

Values for all indicators captured as at 31 March in each year.

Financial equivalent of performance sport services provided

This is the total equivalent of performance sport services provided across Commonwealth sports, Olympic / Paralympic sports and team sports. This includes the following disciplines: medical clinical, medical services, nutrition, performance analysis, performance lifestyle, physiology, psychology, sports science and strength and conditioning. This support is in addition to direct investment into SGBs.

Impact measure 8

UKCC candidates subsidised by sportscotland is the number of applicants who have received an offer letter of support during 2016-17. Note no data was available for 2015-16.

Impact measure 10

Our work developing, and supporting the development of, young people as leaders in sport continues to be a priority. We believe that this work will provide a legacy of confident, knowledgeable and experienced young people who throughout their life in sport will strengthen the sporting system. We also see this as a core part of our commitment to ensuring our young people are successful learners, confident individuals, effective contributors and responsible citizens, supporting the Curriculum for Excellence, Getting it Right for Every Child and the National Outcomes in Scotland Performs.

Through our work with young people as leaders in sport, the sports sector and young people themselves will have an improved understanding of the range of roles young people can undertake within the sporting system. Providing training for, and access to, opportunities for young people to gain the skills, knowledge and understanding to perform these roles will be improved.

We identified five key roles for young people as leaders in sport and have created a range of opportunities aligned to these roles, including:

- **Young Ambassadors:** Provision of national training for young people to support and encourage them in their role as Young Ambassadors which is (i) to promote sport, by motivating and inspiring other young people to participate in sport in schools, local sports clubs and in the local community and (ii) influence six key aspects of school sport as aligned to the School Sport Award.

- **Young Decision Makers:** Motivate and engage community sport hub officers to facilitate the involvement of young people as decision makers within hub steering groups / committees.
- **Internship:** Recruit and deploy an internship opportunity within sportscotland's sports development team.
- **Competition Organiser Training:** Provision of national training to establish a local network of tutors. Tutors then deliver locally based training to young people to help support them to gain the necessary skills, knowledge and understanding to undertake the competition organiser role.
- **Young people's sports panel:** Recruitment and management of a panel of young people to take on a leadership role in the sporting system. This then consists of consultation and facilitated engagement with the sport panel on the sporting system and on a range of sportscotland business activity.

In partnership with local authorities, Youth Scotland, Youth Sport Trust and YDance, we created leadership opportunities specifically aimed at girls and young women:

- **Active Girls Leadership Awards:** Provide opportunities for girls and young women to attend and gain leadership awards in dance and sport which they actively use within their school and community environments delivering to their peers.

In addition to the roles above, young people in secondary school also have leadership opportunities as deliverers of Active Schools activity - **Secondary pupil Active Schools deliverers.**

Participants at leadership opportunities

There may be multiple counting between opportunities. Note data for Active Girls and Active Schools is captured for academic year. We identified potential anomalies within our previously reported data for Active Girls Leadership Awards and competition organiser training. We have also incorporated secondary pupil Active Schools deliverers into the participants at leadership opportunities totals (4,642 in 2015-16; 5,030 in 2016-17; and 5,578 in 2017-18). Consequently, we revised the participants at leadership opportunities figure from 2,186 to 6,619 in 2015-16, and from 1,745 to 6,761 in 2016-17.

Comparable change in leadership opportunities

Increase is primarily due to greater numbers of secondary pupils delivering Active Schools activity.

Impact measure 11

Final cumulative investment

As at 31 March 2018. This figure includes a total of £197,181 of equivalent investment in kind of sportscotland support (2015-16 £59,609, 2016-17 £137,572).

Impact measure 12

Final cumulative investment

As at 31 March 2018. Please note this does not include £40k de-commitment from our total projected investment. It also does not include external investment leveraged from partners at Heriot-Watt University and City of Edinburgh Council.

Final external investment leveraged from partners

This figure does not change year on year.

Impact measure 14

Investment in facilities

Total investment through awards to facilities refers to 'in principle' commitments made that year. Enabled investment: working together with partners, our investment provides a catalyst for further investment to projects with a clear impact on outcomes.

Investment in national and regional facilities

There is no data for 2015-16 as national and regional project investment was approved from 2016-17 onwards. In 2017-18, we made two awards to assist national and regional projects. Both awards supported an identified need within SGB

performance plans: Knightswood BMX Centre and Cathkin Braes Mountain Bike Centre. In 2016-17, we made three awards to assist national and regional projects. All three awards supported an identified need within SGB performance plans: National Curling Centre, Rowing Finishing Tower at Strathclyde Country Park and the National Training Centre for Shooting.

Impact measure 15

Media

Reach represents the number of opportunities to watch, listen, or read about a sportscotland initiative, programme or point of view. Value is calculated through the Advertising Value Equivalent (AVE)..

Social media

A Twitter impression is the number of times a Twitter user is served a sportscotland Tweet in their timeline or through search results. A Facebook impression is the number of times a post from the sportscotland Facebook page is displayed. People may see multiple impressions of the same post e.g. if someone sees a page update in news feed and then sees that same update when a friend shares it. In this instance this would count as two impressions.

In terms of reporting our social media activity, we now recognise impressions are not the most effective measurement. We are therefore moving away from reporting this towards capturing more relevant engagement indicators such as likes, shares, comments. We will also monitor traffic from social media to the sportscotland website / Sport First digital hub, Sport First subscriptions etc. For consistency, we have continued to report the measures included in this report, but future reports will be based on the engagement KPIs.

Impact measure 16

SGB Customer Feedback Survey

Staff from 38 SGBs responded to the survey. Partnership managers include the governing body partnership manager, coaching and volunteering partnership manager, high performance partnership manager and regional development manager.

Regional networking events

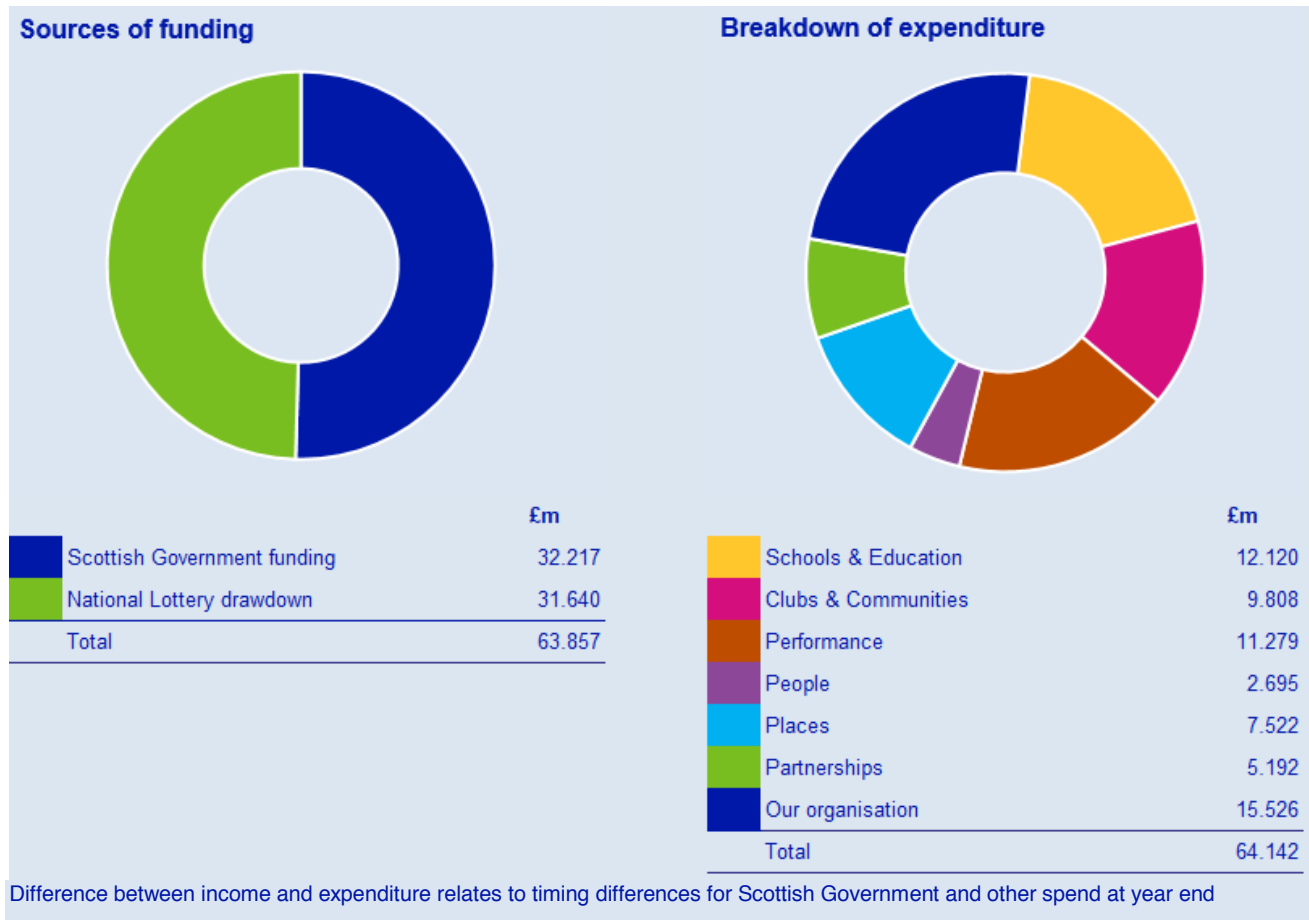
2015-16 survey responses

- N = 289 attendees reported that the event helped them understand the sporting system.
- N = 289 attendees reported that the event helped them to improve their understanding of other roles in the sporting system
- N = 289 attendees reported that the event helped them to identify new connections that they planned to follow up / had followed up
- N = 289 attendees reported that the event had encouraged them to collaborate more in their role

2017-18 responses

- N = 166 attendees reported that the event helped them understand the sporting system. Respondents were asked if we helped them understand the Coaching Scotland and Clubs and Communities frameworks, sport for change and standardised research approach.
- N = 133 attendees reported the event helped them to improve their understanding of other roles in the sporting system
- N = 127 attendees reported that the event helped them to identify new connections that they planned to follow up / had followed up
- N = 146 attendees reported that the event had encouraged them to collaborate more in their role

FINANCIAL SUMMARY



The following link details amounts (£) invested in individual sports, national partners, local authorities and their leisure trusts for the **sportscotland** financial year ending 31 March 2018: <https://sportscotland.org.uk/about-us/investment-reporting/>.

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

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