

PLAYING OUR PART

Summary of progress 2018-19



#PlayingOurPart2019

sportscotland
the national agency for sport



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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 for the last four years has been 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, as shown in 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 The National Lottery distribution rules.

About this report

Playing Our Part: summary of progress 2018-19 is **sportscotland**’s annual report. It covers the fourth and final year of the 2015-19 corporate plan: Raising The Bar. It allows us to determine what progress we have made towards achieving our impact measures.

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 storytelling we aim to bring the system to life through personal experiences.

Figure 1: Raising The Bar: the world class sporting system and sport’s contribution to Active Scotland Outcomes Framework 2015-2019



Structure

System highlights

This section aims to summarise our work in 2018-19 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)

Our progress

In this section we ask ourselves:

- What progress have we made towards achieving our impact measures during the period 1 April 2018 to 31 March 2019?
- Have we delivered on our impact measures over the last four years?

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

I am delighted to be providing the foreword for the annual report of the fourth and final year of **sportscotland's** 2015-2019 corporate plan: Raising The Bar. This provides an important opportunity to reflect on the considerable achievements **sportscotland** have accomplished both this year and across the four years of the plan.

In 2018 I launched the Active Scotland Delivery Plan, setting out how the Scottish Government and our partners will work together to encourage and support people in Scotland to be more active, more often. I am impressed by the way **sportscotland** lead the sporting system to contribute to the Active Scotland outcomes, as well as the support and expertise they provide to improve opportunities and access to sport.

This year has provided yet another increase in Active Schools participation and the report highlights the many volunteers who play a vital part in its success. This programme continues to have an important role in getting young people active.

Once again, the report demonstrates the importance of partnership working to achieve outcomes across the sporting system. In places like Fairfield in Dundee and Whitacres in Glasgow, I've seen first-hand the great work that is carried out by staff and volunteers at community sport hubs to provide more and better opportunities for people to participate in sport and physical activity. The continued support **sportscotland** have provided to local clubs and key partners has enabled the further growth of community sport hubs this year.



In addition, I have been impressed with **sportscotland's** leadership in the Changing Lives through Sport and Physical Activity agenda and the development of partnerships outside the sporting sector. A visit to a physical activity project in Stirling that supports people affected by alcohol and substance use was particularly powerful in demonstrating the potential of sport and physical activity to intentionally contribute to wider social outcomes.

I was delighted that **sportscotland** took a leading role in the Year of Young People 2018. I was energised by the young people I met at **sportscotland's** Lead the Way event in November and their commitment to influencing and leading sport in their communities. The Young Ambassadors programme and the Young People's Sport Panel continue to grow and develop, with a fourth cohort recruited to the panel this year.

sportscotland's commitment and support to partners has made a real difference to the availability and accessibility of sports facilities. I'm pleased that when awarding facilities funding, **sportscotland** are now prioritising projects that provide opportunities for people who are under-represented in sport and that serve our most deprived communities.

Best-ever performances at the Gold Coast 2018 Commonwealth Games and the successful Glasgow 2018 European Championships meant that it was a very enjoyable year to support Scottish athletes and teams! These results are only possible because of the dedication of the athletes, their coaches and the **sportscotland** institute of sport experts who support them.

I am encouraged that **sportscotland** are continuing to improve the data that they and partners gather. This will evidence the importance of **sportscotland's** work and will continue to help us consider how we might do things differently to better target the inactive and deliver on the commitment to inclusion underpinning everything we do.

Lastly, **sportscotland** undertook a wide consultation on the review and development of their new corporate strategy, Sport For Life. I am pleased with the result and the clear alignment of this strategy to the Active Scotland Outcomes Framework. I look forward to working with them to help deliver an active Scotland where everyone benefits from sport.

Joe FitzPatrick

CHIEF EXECUTIVE'S REVIEW



Stewart Harris
Chief executive
sportscotland

In 2015, we launched our four-year corporate plan, Raising The Bar, which set out our mission to build a world class sporting system in Scotland. The progress we have made is a source of great pride and this annual report gives us an opportunity to reflect not only on our achievements in the past 12 months but across the past four years.

Throughout 2018 and 2019, we continued to work on a new corporate strategy that is built around our vision of an active Scotland where everyone benefits from sport. The success of the strategy relies on 'making an impact together', and the importance of effective partnerships is a theme that runs right through this year's summary of progress.

In school sport, our collaboration with all 32 local authorities and leisure trusts resulted in another record-breaking year for Active Schools. The number of activity sessions increased by 6% on the previous academic year, with 88% of these opportunities delivered by volunteers. We are also proud that 542 schools received the School Sports Award in 2017-18. This means that 54% of all schools in Scotland, including more than 80% of secondary schools and nearly a quarter of additional support needs schools, have seen that sport is vital in giving young people the best possible start in life.

Thanks to The National Lottery players, £30 million is invested in good causes across the UK each week, and we distribute National Lottery funding to projects that strengthen our communities and the lives of those who live in them.



This includes support to our club network. There are now 197 community sport hubs and our aim is to reach 200 by 2020. We also launched the £1 million Changing Lives through Sport and Physical Activity fund with the Robertson Trust, Spirit of 2012 and the Scottish Government.

Each of these programmes is already changing lives in neighbourhoods across the country – all thanks to effective partnerships and to our continued commitment to people. Coaches and volunteers are a vital asset to the system across all of our environments, and we are always looking for new collaborations that support the thousands of talented people who make sport happen.

The time, expertise, investment and information we provide each year to the Scottish Governing Bodies of sport (SGBs) results in tangible benefits right across the system. One of the highlights of the year was Team Scotland's exceptional performance at the Gold Coast 2018 Commonwealth Games. Our athletes brought home 44 medals – a record for an away Games. This followed investment in 26 sports and specialist support provided to more than 650 athletes by the **sportscotland** institute of sport.

In Scotland we have an exceptional natural environment, a ready-made outdoor playground for sport. This is complemented by a stunning range of world class facilities. We provided Dundee City Council with £6.5 million towards the city's ambitious new Regional Performance Centre and £5 million to the City of Edinburgh Council towards the new Meadowbank Sports Centre.

Our commitment to inclusion underpins everything we do. We developed our partnership with the Scottish Association for Mental Health (SAMH) and other organisations in the third sector that are helping us to change, enrich and improve lives through sport. We extended our Active Schools monitoring to collect more equalities data, the result of years of collaborative working with our local partners.

In 2018, the Scottish Government's Year of Young People, we recruited a new cohort of the Young People's Sport Panel, while 641 secondary school pupils took up leadership opportunities through the Young Ambassadors programme. These are the sporting leaders of the future.

I firmly believe that Scotland's world class sporting system is stronger than the sum of its parts. I believe in the past four years, and indeed the past year, we have strengthened the foundations of the world class sporting system and it is now time to build on that success.

We will remain focused on making an impact together as we develop and strengthen our partnerships in the coming years.



SYSTEM HIGHLIGHTS



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

- Places
- Profile
- Partnerships
- Our Organisation

SUPPORTING AND IMPROVING ENVIRONMENTS FOR SPORT

SCHOOLS & EDUCATION

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

We worked with partners to increase the number, range and quality of opportunities for school pupils to take part in sport through Active Schools. Activity sessions increased by 6%, from 368,074 in the 2016-17 academic year to 389,244 in the 2017-18 academic year. Pupils made more than 7.3 million visits to these sessions, up by over 6% from 6.8 million last year. Out of almost 23,000 people delivering activities, 88% were volunteers. The success of Active Schools is a result of strong local partnerships between Active Schools teams, school staff, sports development teams, SGB regional managers and local sports clubs.

Throughout the year, we have made good progress supporting Active Schools managers to develop approaches to gather equalities monitoring data for participants. As of May 2018, this now includes sex, year group, disability, areas of deprivation¹, free school meals and looked-after children and young people. We continue to support the Active Schools network to share best practice, use data to better understand the participant profile and enhance the activities on offer.

We continue to support local partners on a needs basis as they develop their thinking and plans around girls-specific delivery. This year we have supported Edinburgh, North Lanarkshire, East Ayrshire and North Ayrshire to deliver Fit for Girls Solutions workshops. The workshops were co-designed by the Young People's Sport Panel (YPSP).

To mark Scottish Women and Girls in Sport Week, Scottish Government announced an additional £300,000 funding to support projects that help women and girls take part in sport and physical activity. We are managing this fund and have made 15 awards between £10,000 and £30,000 to local and national partners.

In the 2017-18 academic year, 153 schools received the Gold School Sport Award. This is a 17% increase on 2016-17. Since the launch of the awards, 54% of all schools in Scotland have completed registration. This equates to 51% of primary schools, 81% of secondary schools and 23% of additional support needs schools.

¹ Scottish index of multiple deprivation 2016: <https://simd.scot/2016>





CLUBS & COMMUNITIES

Through our clubs and communities portfolio we provide leadership for clubs and community sport organisations, so they can support local people to participate and progress to their chosen level in sport. We also connect local and national partners to create effective pathways.

The Clubs and Communities Framework ² continues to provide a common reference point to clubs and community organisations to help build their capability and capacity and improve the sporting system. We continue to update our Help for Clubs web page to be a toolkit to support club development at all levels.

Working with partners we have delivered 197 active community sport hubs against a target of 200 by 2020. More than half (54%) of active hubs are based in schools. Hubs continue to bring together sports clubs and local partners to develop and grow sport and physical activity in communities across Scotland. They focus on sustainable, community-led approaches. They engage with the local sporting and non-sporting infrastructures to meet the needs of local communities.

We provided over 60 community sport hub officers with networking and learning & development opportunities. This has helped them enhance activities on offer, develop local capability and leadership, and improve consultation with local people. Our hub working group is made up of internal and external partners and continues to drive the programme.

Through GO LIVE! Get Active, we provided 92 hubs with awards of up to £5k to establish new sport or physical activity sessions. We prioritised projects that engaged people from our most disadvantaged communities. These projects continue to deliver sessions to engage the inactive in local communities.

We continue to work closely with clubs across Scotland to support direct club investment (DCI) business cases. Our investment prioritises projects that provide more and better opportunities for under-represented groups. This is focused on girls and young women, people with disabilities and people living in our most disadvantaged communities. We invested over £500,000 in 18 clubs, across 12 sports. This investment has leveraged an additional £456,000 from the clubs and £389,000 from other local partners.

We have taken a leadership role in the Changing Lives through Sport and Physical Activity agenda. Working strategically with Robertson Trust, Spirit of 2012 and Scottish Government, we have made good progress delivering an agreed action plan. The advisory group continues to provide support and feedback to the direction and progress of the work.

We launched the Changing Lives fund to provide grants to support the sporting and community sector to better address wider individual and community needs through sport and physical activity. We received almost 100 applications and made awards to 17 partner applications totalling £1 million. We have commissioned external evaluation to deliver a learning and evaluation programme for the fund partners.

We also continued to grow and develop partnerships outside the sporting sector. This included organisations such as Scottish Association for Mental Health (SAMH), NHS Health Scotland and Senscot.

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

PERFORMANCE SPORT

Our performance sport portfolio focuses on improving the quality of performance programmes in Scotland. We also target the best opportunities for success on the world stage.

This year our priority was to deliver a best-ever away performance at the 2018 Gold Coast Commonwealth Games. More than 35 **sports**scotland institute of sport staff provided support to all Scottish athletes across all 18 sports, making a significant contribution to a record medal haul.

Including Gold Coast, we achieved a series of best-ever performances on the world stage. Highlights include:

- The best-ever away Games for Team Scotland with 44 medals from 50 medallists. This surpassed the 29 medals achieved in 2006 in Melbourne
- Team Scotland have won 194 medals at the Commonwealth Games since 1998 and 97 of these were won at the last two Games (Glasgow and Gold Coast)
- Record number of Scots selected to UK Sport World Class Programmes
- Forty-eight Scots were selected to Team GB at the European Championships. This represented 15% of the athletes selected. Team GB finished second on the medal table with 74 medals. Twenty-six medals (35%) were won by Scottish athletes, through 23 medallists
- The Scotland women's national football team qualified for the FIFA Women's World Cup for the first time.

The continued success of Scottish athletes demonstrates the strength of the system we are building through world class supporting infrastructure, specialist services and expertise. We believe our performance leadership and management interventions, including Mission 2018 and Project Gold Coast, had a major impact in achieving these successful outcomes.

We developed a Para Initiative action plan to address four strategic priorities in para sport: increase the quantity and quality of para athletes, develop a world class workforce, optimise resources and collaborate with partners to provide environments that attract and support the development of para athletes. We invited SGBs and Scottish Disability Sport to the project group to support delivery of the plan.

We finalised the Para Education programme plan. This programme aims to increase the number of practitioners working with home-based para athletes. It also aims to improve the skills and confidence of the institute workforce when supporting para athletes and coaches. We implemented a learning and system development programme for para sport. We also developed the approach and system for information gathering and sharing for para athletes.

We consulted both internally and externally on how our system could be enhanced. This included where new interventions might be required for continued success for the next performance cycle.





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Young Ambassadors

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Young Ambassadors

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STRENGTHENING ENABLERS

PEOPLE

People development is a key priority underpinning the sporting system. We focus on educating and developing coaches, developing young people as leaders and providing leadership development opportunities for professional staff.

We reviewed our approach to coach education and accelerated our work to respond to the findings. We will work with the coaching network to redesign coaching qualifications. We will align these to the coach education framework.

In partnership with Children 1st, we developed our own training resource 'Child Wellbeing and Protection in Sport' (CWPS). This enhances current provision and reflects relevant changes in society. We also mapped our content against the National Framework for Child Protection Learning and Development in Scotland.

We partnered Open University to develop bespoke learning for coaches. We continued to develop our digital approach to learning and development with a suite of new online modules for coaches. We also engaged with 18 SGBs and mapped CPD content onto our Effective Coaching Map. This allows us to better understand strengths and weaknesses in content and delivery methods.

In June 2018, we hosted over 300 delegates at the inaugural UK Coaching Conference at Oriam. In December 2018, we delivered the Coaching Officiating and Volunteering Awards at Glasgow City Chambers. Over 150 people attended to celebrate the 13 category winners.

The year 2018 was the Scottish Government's Year of Young People. As part of our contribution we recruited a sports development intern. We provided a range of opportunities to further their own skills and knowledge. Highlights included planning and organising Lead the Way, our flagship leadership event for young people. They also represented **sportscotland** at the final Ministerial meeting about Year of Young People.

We recruited 19 individuals for our fourth Young People's Sport Panel. The panel have identified four key priority work areas: mental health, disability, girls and young women, and access to sport.

Our Young Ambassadors programme continues to attract 98% of all secondary schools in Scotland. Through this we provided leadership opportunities for 641 young people. The Young Ambassadors conference delivery team is made up of 18 young people and 18 Active Schools coordinators. Together they helped deliver six Young Ambassadors conferences across Scotland.

The SGB learning and development programme continues to deliver sessions to staff. This is based on needs identified through the SGB development audit, requests from SGBs and topical content. We also hosted several consultation events in partnership with Disclosure Scotland on changes to legislation for PVG and duty of care in respect to age.

PLACES

We are committed to ensuring that sports facilities are well planned, affordable, accessible and inclusive to people who want to get involved and stay involved in sport and physical activity. To help achieve this we offer our time, investment and expertise in the planning, design and operation of sports facilities.

We supported an increase in annual pitch capacity of over 21,000 playing hours. We did this through our response to 53 planning applications, 40 of which related to pitches and were decided this year. We also engaged with 14 plans or programmes from local authorities, influencing spatial policy to ensure we protect and promote the needs of sport. We continued to support local authorities and leisure trusts on their strategic approach to facilities. This ensures a more integrated approach to planning for sport.

We strive to enhance our facilities expertise to ensure we add value to Scottish sport. We published several guidance notes and a range of case studies⁹ to help clubs and community groups develop places for sport. We continued to engage with key organisations in the sports construction industry and sport generally to ensure we remain close to new developments and any emerging themes or issues.

We managed the implementation of club and community facility projects funded from our updated Sport Facilities Fund (SFF), which we launched in April 2018. We invested £1,829,099 into 29 projects through the SFF, with a total investment by others of £7,887,372.

We approved an award of up to £6.5 million to Dundee City Council towards the new Regional Performance Centre in Dundee. This is currently under construction and due for completion in 2019. We also approved in-principle an award of up to £5 million to the City of Edinburgh Council towards the new Meadowbank Sports Centre. Construction on this will start in 2019.

We continue to work closely with Tennis Scotland and the Lawn Tennis Association (LTA) on the implementation of the Transforming Scottish Indoor Tennis Fund. We approved a capital investment of up to £7.5 million into the delivery of a network of indoor tennis centres across the country. LTA has matched this investment. Applicants submitted five expressions of interest this year, bringing the total to 27. We submitted ten of these to Stage 1, of which five have progressed to Stage 2.

We started a wider evaluation of the impact our support and investment in places has on sport and physical activity. This will focus on our investment through SFF and the Active Places Fund. It is due to be complete by July 2019.

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



WORLD CLASS
SPORTING
SYSTEM FOR
EVERYONE



PROFILE

Our communications approach is to demonstrate 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 storytelling, 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 take part in sport. Our primary audience is those within the sporting system. This includes our local authority and SGB partners and the media.

We continued to use monthly communications themes to focus our proactive work. These ensure we profile key elements of the sporting system. Each month we launch our theme with a #SportHour discussion with the sporting network on Twitter. We identify appropriate co-hosts. This year, co-hosts and themes included:

- The Chief Medical Officer, Catherine Calderwood – Sport for health
- Broadcaster Rhona McLeod – Parental engagement
- Former Scotland football Captain Gemma Fay – Role models
- Scottish Student Sport – Education
- Volunteer Scotland – Volunteering
- SAMH – Mental health.

We use the themes as a framework to create content for our social channels and digital platforms such as Sport First and traditional media. We also work closely with our partners, with the aim of aligning wider communications activity. This collaborative approach provides a more impactful and cohesive message of the value of sport and the sporting system.

In October our monthly communications theme was women and girls' participation. This coincided with Scottish Women and Girls in Sport Week and Active Girls Day. We shared role models from across the sporting system each day using #shecanshewill. Feedback showed increased engagement compared to 2017.

We worked with colleagues from the **sportscotland** institute of sport to highlight their expertise to our networks via Cutting Edge, a multi-discipline high performance blog, and supported the 2018 High Performance Conference, hosted by Hazel Irvine (left).

We continued to use the Sport First digital hub as one of our main channels to communicate proactively. Through this we publish between five and 10 new articles each month.

We continued to focus our traditional media activity in local and regional press. We have achieved excellent coverage at grassroots level for School Sport Awards, Young Ambassadors and theme-related articles amongst many others.

We were the headline sponsor for the first Via Sponsorship conference in Scotland. This conference brought together sponsors, SGBs and athletes to explore the potential benefits of sponsorship.

We continued to benefit from our partnership with the BBC, which includes at least two media training sessions per year for the communications team and communications colleagues in SGBs.

MAXIMISING AND ALIGNING RESOURCES FROM ALL PARTNERS

PARTNERSHIPS

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

We work with national partners, SGBs and local authorities, and aim to:

- influence, develop and deliver their strategies
- contribute to agreed outcomes
- develop effective leadership and robust policies and processes.

We carried out a series of strategic and operational meetings with all 32 local authorities and their associated leisure trusts. These meetings focused on the strength of the relationships. We explored how we can add value to local sport and physical activity and how we can contribute to wider local outcomes to meet local needs. We then reviewed our partnership agreements, agreed shared outcomes and priorities, and aligned investment for the next four years.

We held reviews with 41 SGBs to assess progress against their existing strategies. We also discussed their new strategies to agree outcomes, targets and support service requests linked to performance athletes.

We continued to provide support to SGBs to enhance their work on child protection and inclusion. All SGBs reviewed the refreshed Standards for Child Wellbeing and Protection. Our aim is for all SGBs to be fully compliant with the new standards by April 2020.

SGBs continue to progress through the levels of the Equality Standard for Sport. Two SGBs achieved Advanced Level and five are working towards it. We have provided support through LEAP Sport Scotland to 11 SGBs around transgender inclusion. This supports sports to develop their approach to transgender inclusion through policy, competition and events.

Our relationship and partnership with Commonwealth Games Scotland and SGBs contributed to the most successful away Games for Scotland at the Gold Coast. The partnerships in place ensured that the final preparations, travel and support to the athletes was as effective and consistent as possible.

Through our regional staffing infrastructure, we continued to connect national and local planning and delivery. Where possible we used data, evaluations and other evidence of impact to influence these activities. We used a series of regional network meetings to bring SGBs and local partners together to share ideas and enhance their knowledge of specific topics. These included barriers to women and girls' participation and the way community sport hubs and clubs connect to areas of deprivation.

We worked alongside the Scottish Government to deliver a programme of Ministerial engagements. These showcased our grassroots work, the scale of our impact and provided effective media opportunities. We have played a key role in the new Active Scotland Development and Delivery Groups. We are also well represented in the Active Scotland Delivery Plan, highlighting the contribution that sport makes to the Active Scotland Outcomes Framework.





OUR ORGANISATION

This portfolio drives core services that are critical to our operational delivery. It ensures we practise good governance and operate within legal frameworks applicable to public bodies. We encourage improvement through the use of intelligence and by investing in new systems and processes. Our aim is to be more efficient, smarter, and to remain trusted.

A major focus this year has been the review of our corporate strategy. We used the findings of our in-depth evaluations and environmental scanning to inform the strategy review process. We carried out extensive consultation across the sporting system. More than 1,500 people took part. We used the findings to inform the strategy. Our Board and the Minister for Public Health and Sport approved our new corporate strategy, Sport For Life (sportforlife.org.uk), in the early part of 2019.

The new strategy provides a longer-term vision for the sporting system, which we hope other partners recognise and support. The main changes are:

- A closer connection to the Active Scotland outcomes
- Recognising the role other parts of the public sector play in promoting and supporting physical activity
- Recognising the contribution sport makes to wider outcomes.

We progressed a review of our health and safety policies, and clarified roles and responsibilities. We also made progress with the new HR system and submitted the first Annual Procurement Report under the Procurement Reform (Scotland) Act 2014.

We embedded processes to comply with the General Data Protection Regulation (GDPR) after its introduction in May 2018. We provided an extensive staff training programme and are ensuring any breaches are dealt with appropriately. We secured the Cyber Essentials Plus accreditation for our ICT systems management and security for a second year. We continued to review all our cyber security arrangements throughout the year and reinforced these as required.

We created the Speaking The Same Language toolkit for staff and others to help when writing across a variety of **sportscotland** channels. The toolkit covers language, tone and writing style and also offers a glossary, ethics terminology, hashtags and handles, useful links and contacts and an acronym guide. The toolkit has received positive feedback from SGBs, the National Lottery family forum, other sports agencies and the Plain English Campaign.

We delivered a comprehensive Board member recruitment process to fill three vacancies on our Board. This included:

- identifying the areas where the Board required additional skills and knowledge
- preparing person specifications and developing a recruitment strategy
- activating an extensive publicity campaign alongside the Scottish Government's Public Appointments Unit.

We received a record number of applications. We encouraged unsuccessful applicants to consider other non-executive opportunities in the sporting system. This process will continue into next year as a way of enhancing the diversity and skills and knowledge available to the sporting system through non-executive Board appointments.

PLAYING THEIR PART

VIEW FROM THE CHAIR

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STRATHMORE

-

DUNCAN SCOTT

-

REBECCA MACLEAN





VIEW FROM THE CHAIR



Mel Young
Chair
sportscotland

The best thing about being chair of **sportscotland** is you get to meet so many heroes. And these are no ordinary heroes.

An integrated, world class sporting system enables people in all environments to perform deeds that may in isolation seem ordinary, but when laced together are extraordinary. Playing Our Part gives us the chance each year to introduce them to you.

We showcase the people who are everyday heroes and role models in their own communities, their own schools and the many other places where sport happens. We also profile people like Duncan Scott, Commonwealth and European swimming champion, who have progressed through the system to excel on the world stage. Sport has the power to change lives and all these stories have the power to inspire other people to consider what they could achieve.

This year I'd like to introduce you to Rebecca Maclean, an Active Schools coordinator and judo coach. She lives in Fort William but drives down the A9 every week to deliver judo sessions with groups of girls in deprived areas of Glasgow.

Sports clubs are the lifeblood of many communities across the country. At Strathmore Rugby Club in Angus, they reach out beyond local boundaries to give disadvantaged people the chance to participate in sport, by providing autism-friendly schools rugby sessions. These are wonderful opportunities and it's not only young people who benefit. Armchair athletics is changing the outlook of care-home residents in Uist in the Western Isles. Our commitment to inclusion underpins everything we do.

Sport and physical activity can contribute to improvements in society in so many ways. Our new corporate strategy is built around the vision for an active Scotland where everyone benefits from sport. The case studies covered in the 2018-19 annual review reveal the breadth and diversity of the system that supports our vision. Whether you encounter #PlayingOurPart2019 through social media, in print or via PDF, you will discover a rich tapestry of stories that illustrate the vital role played by people in every community in the country. You will also see that their experiences inter-connect, telling a wider story of an integrated system with shared values.

There is a theory that you should never meet your heroes because the experience will leave you disappointed. That was certainly not the case for the **sportscotland** Board members who enjoyed a recent presentation by the Young People's Sport Panel. It was truly refreshing to hear such insightful, mature and uplifting views from committed young people. Coming from the leaders of tomorrow, you couldn't fail to be optimistic that the future of sport in Scotland is in good hands.

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



STRATHMORE

Josh Gabriel-Clarke was inspired to set up Scotland's first autism-friendly rugby sessions by his own son – and is now helping to bring a community together. The community project coordinator developed the free weekly sessions through the Strathmore Rugby Club Community Trust. This was funded by direct club investment (DCI), **sportscotland's** National Lottery club development fund.

Josh says: "I was previously working in mainstream rugby development, but this is massively more rewarding than anything else."

Josh, who has been with the Trust since July 2018, says the unique scheme was inspired by his eldest son Archie, 6, who has an autism diagnosis.



"I WAS PREVIOUSLY WORKING IN MAINSTREAM RUGBY DEVELOPMENT, BUT THIS IS MASSIVELY MORE REWARDING THAN ANYTHING ELSE."



He says: "I looked at it as a parent and thought, 'There's an opportunity to do something really positive for children like Archie'. We wanted to further and really help these children flourish. So, we've created social stories and picture exchange cards to help with communication and have sensory tents if the children need time away."

"We also partnered with autism organisations to specifically design the sessions and offer training courses for those involved, so all the coaches are trained in Makaton [language programme]."

Held at Strathmore Rugby Club in Forfar, Angus, Josh says the response has been "absolutely outstanding", with sessions booked out weeks in advance.



He says: "When you see how the kids are coming on, it's brilliant. Some kids couldn't integrate at all to start with, yet now they're talking to the coaches and making eye contact. It's not whether they can catch and pass a ball, it's about social integration – and rugby has been the vehicle for that. It also means parents can get a bit of respite time, share stories and help each other out."

The autism-friendly sessions form part of a wide range of projects being run out of the club, including an academy that has recruited 55 pupils from local secondary schools and Strathmore Clan, a unified side where non-disabled adults play alongside those with disabilities.

DCI funding has been provided directly to clubs since 2013 as part of a large-scale distribution of funding from The National Lottery, which celebrates its 25th birthday in 2019.





DUNCAN SCOTT

Commonwealth and European champion Duncan Scott enjoyed an outstanding year in the pool in 2018 – but says none of it would be possible without the ‘team behind the team’.

The 22-year-old has been supported by the **sportscotland** institute of sport since he was a teenager and says it continues to play an important role in his development. Duncan says: “Sitting in my first review meeting aged 15 was quite an eye-opener. It was the first time I’d looked properly at things like performance nutrition and strength and conditioning – it opened up so many pathways and opportunities for me to get better.”

As a part-time student at the University of Stirling, Duncan is still within touching distance of the institute. And he says: “There have been so many occasions where I’ve been lucky to have the **sportscotland** institute of sport – the support has been tremendous.

“I now get strength and conditioning three times a week, see performance nutritionists and psychologists and the physio can be called upon at any moment. My Performance Lifestyle coach was even able to arrange a study programme that took the pressure off my shoulders.”

Duncan says this ongoing guidance helps contribute to the 1% margins that enable high-performance athletes to maximise their potential, admitting: “At the top of any sport, it’s the small margins that make the difference, especially in swimming, where half a second can separate the whole field.

“Swimming is very much an individual sport, but at the same time it’s not. To better yourself, you need to go that little bit further, but you also need people who look at things in a different way and I’m lucky enough to have that at the **sportscotland** institute of sport.



"It allows athletes to look a lot deeper for small percentages through different pathways and small inclines in ways they might not have thought possible."

This support played a key role in a spectacularly successful 2018 for Duncan, as he won gold, silver and four bronzes at the Commonwealth Games in Gold Coast, Australia. This was followed by three golds and a silver in the European Championships in Glasgow.

Duncan – who was also named Athlete of the Year at the UK-wide National Lottery Awards and Sports Personality of the Year at the Sunday Mail **sportscotland** Scottish Sports Awards – said: "When we went to Australia, numerous members of the institute were there. Without them, a lot of what we achieved wouldn't have been possible."



A collaborative approach to performance sport programmes forms part of **sportscotland's** investment in SGBs of sport, such as Scottish Swimming, and Duncan's success at Gold Coast 2018 was part of a record Team Scotland haul of 44 medals.

After the "amazing" rise of Scotland's swimmers in recent years, Duncan says they are now looking to the next challenge – and on a personal level, his main aim is to graduate, then focus on the 2020 Olympics in Tokyo.

He says: "The Olympics is the pinnacle, but with British and Scottish swimming currently being so strong, the first thing is to actually get on the team. It's good that our teams are getting better but from a personal point of view, it becomes increasingly difficult to qualify."





REBECCA MACLEAN

In her days as a judoka, Rebecca Maclean didn't believe in standing still – and she's still on the move today, inspiring more and more young people to get involved in sport.

Rebecca launched her career in sport as a youth development officer with High Life Highland and she is now a part-time Active Schools coordinator based at Kinlochleven High School. As an Active Schools coordinator Rebecca develops a range of programmes to help increase the number and quality of opportunities available for young people to get involved in sport.

In the 2017-18 academic year, pupils in Scotland made 7.3 million visits to Active Schools sessions, an increase of more than 6% on the previous year with almost 23,000 volunteers delivering activities.

Rebecca, 27, lives and works in Lochaber but regularly travels to Glasgow in her spare time to support the successful Judo Girls Rock project, delivered by Judo Scotland, Scottish Sports Futures and Youth Scotland.

Rebecca says her ever-growing sphere of experience is enabling her to pass on her skills to the next generation.

She says: "I started as an Active Schools coordinator in October 2018 and absolutely love it. Together with Judo Girls Rock, it's what I'm all about – trying to get people more active."

The original Judo Girls Rock helped girls in socially deprived* areas of Glasgow and Rebecca has now opened a new class in Fort William.

She adds: "My week is pretty busy but I'm doing what I love. It's amazing to watch young girls doing the sport that made such a difference to my life – and now I'm starting to see it making a difference to theirs."



“IT’S AMAZING TO WATCH YOUNG GIRLS DOING THE SPORT THAT MADE SUCH A DIFFERENCE TO MY LIFE”

“It’s making a big difference in the deprived areas and getting a lot of girls into judo who might not otherwise have had the opportunity to do so. But it’s also about more than judo, it’s about introducing girls to sport in general and showing them a healthier life.

“I’m in a good position to pass on my experience and help other young leaders on their journey because I’ve done exactly what they’re going through.”



Rebecca says she’s committed to building on her success by introducing even more girls to sport across her cluster. Her dedication as a judo coach was recognised with the Young Coach of the Year award at the **sportscotland** Year of Young People Awards 2018 – an honour she says left her “absolutely shocked”.

She says: “I just want to develop Judo Girls Rock further and get even more young girls and clubs involved. I’m also looking forward to getting as many people as possible active – I believe sport can change your life.”

* Based on Scottish Index of Multiple Deprivation (SIMD)

OUR PROGRESS

Participation and progression are the outcomes people in Scotland will notice as we work together to improve sport in 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 performance indicators is provided provided in the appendix.

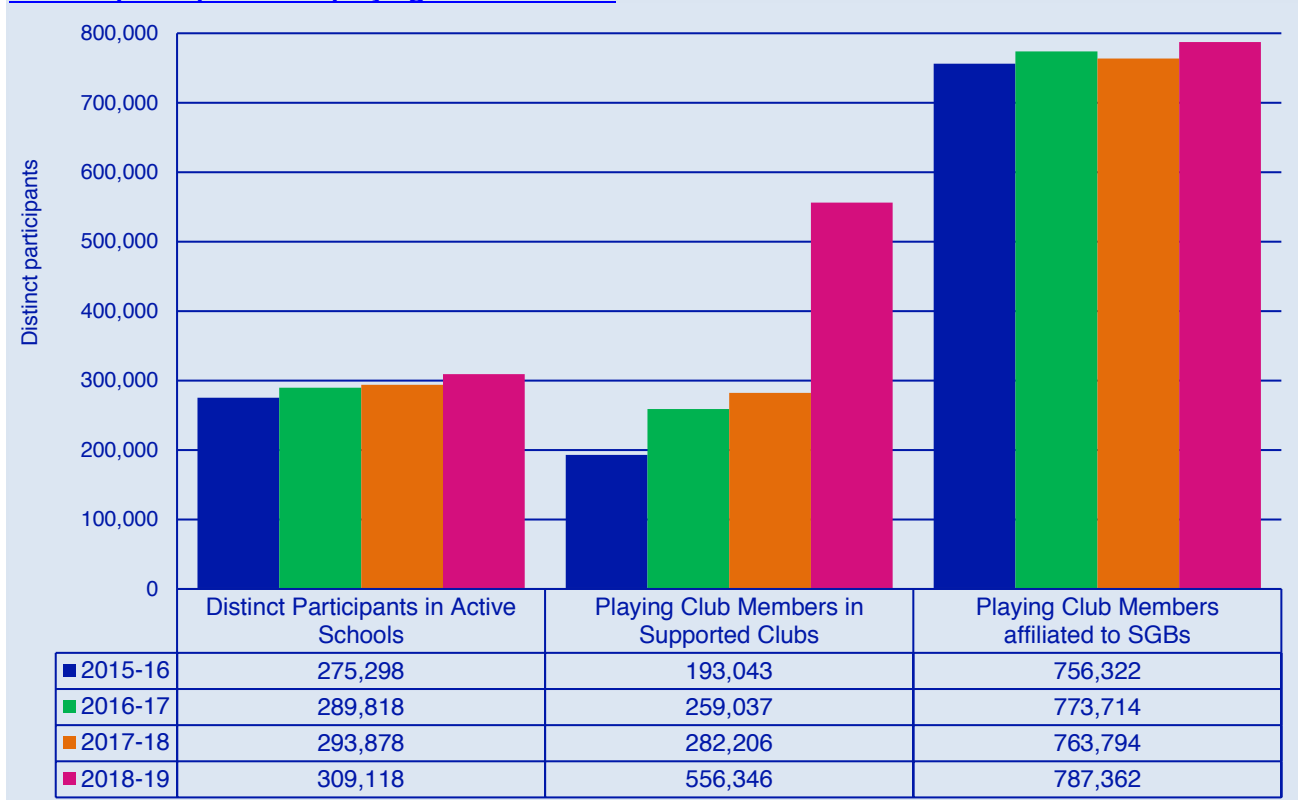
OUTCOMES

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



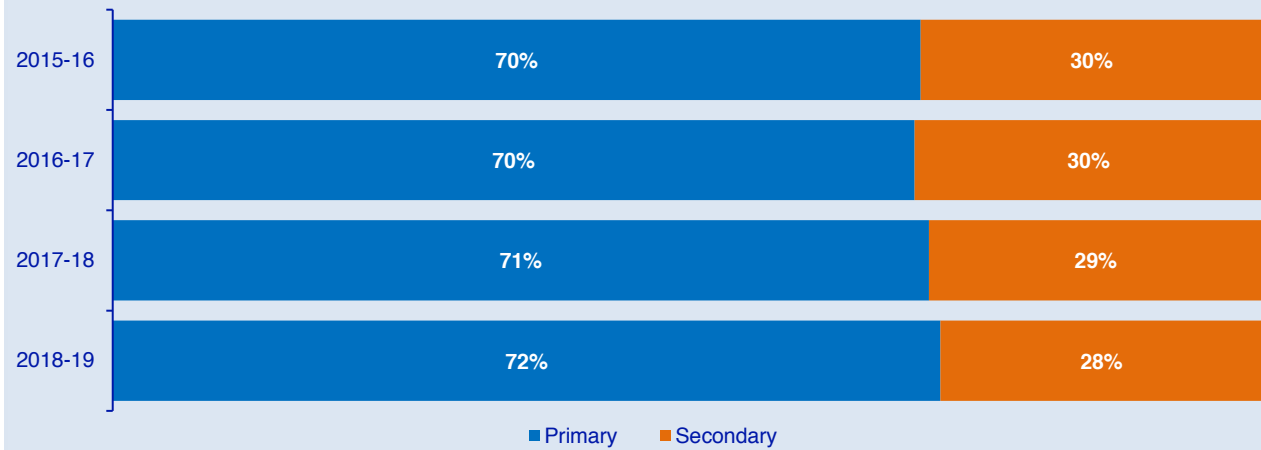
	Comparable change since 2015-16 ¹
Distinct participants in Active Schools	+12%
Playing club members in supported clubs ²	+10%
Playing club members affiliated to SGBs	+11%

¹ Comparable change: We analyse only those SGBs or clubs who returned membership data each year since 2015-16

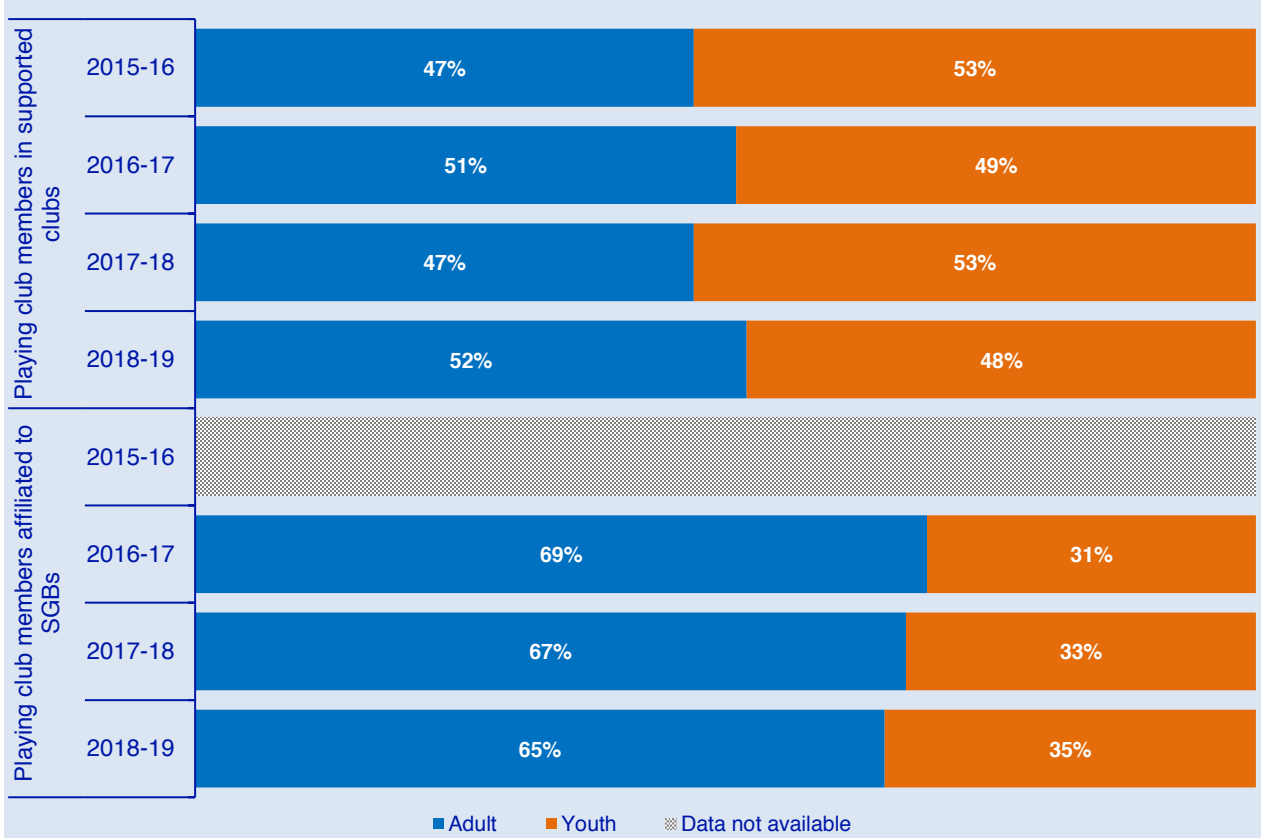
² Supported clubs definition: clubs supported by sportscotland through its community sport hubs (CSH), SGB regional posts and direct club investment (DCI) programmes

Age breakdown of distinct participants and playing club members

Active Schools distinct participants

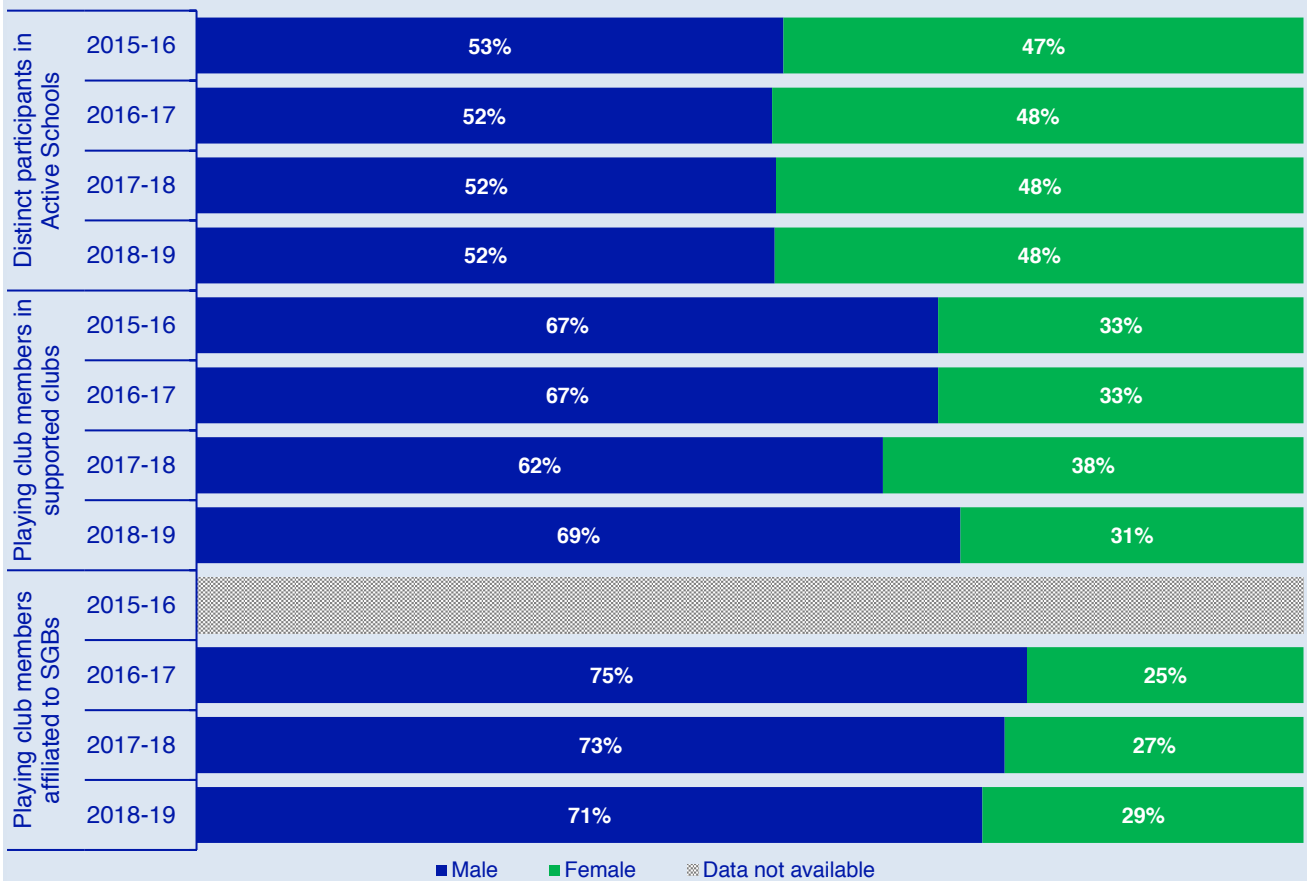


Playing club members in supported clubs and affiliated to SGBs



The increase in the number of adult club members in supported clubs is primarily due to the first-time addition of data from 582 golf clubs, which we supported through investment in regional posts. This added an additional 145,673 adult club members.

Gender breakdown of distinct participants and playing club members



The increase in the number of male club members in supported clubs is primarily due to the first-time addition of data from golf and football clubs, which we supported through regional posts. This added an additional 190,785 male club members.

2015-19 corporate review

Since the start of our corporate plan, we have seen³:

- **12% more** pupils participating in Active Schools
- **10% more** playing members in supported clubs
- **11% more** playing members in SGB affiliated clubs

We increased the number of children and young people playing sport in the school environment through Active Schools. Active Schools has also contributed to the number of children and young people playing sport in the club environment by building and developing effective links with sport and community organisations.

We supported clubs through community sport hubs, direct club investment (DCI) and SGB regional posts to increase the number of people taking part in club sport. We were able to include data from golf and football clubs supported through regional posts for the first time in 2018-19. These clubs tend to have greater numbers of male participants. This makes it difficult to determine real change in gender balance. When we analyse only those supported clubs who returned membership data each year, female youth participation is the strongest growing category in community sport hubs and SGB regional posts. It is the second strongest for DCI.

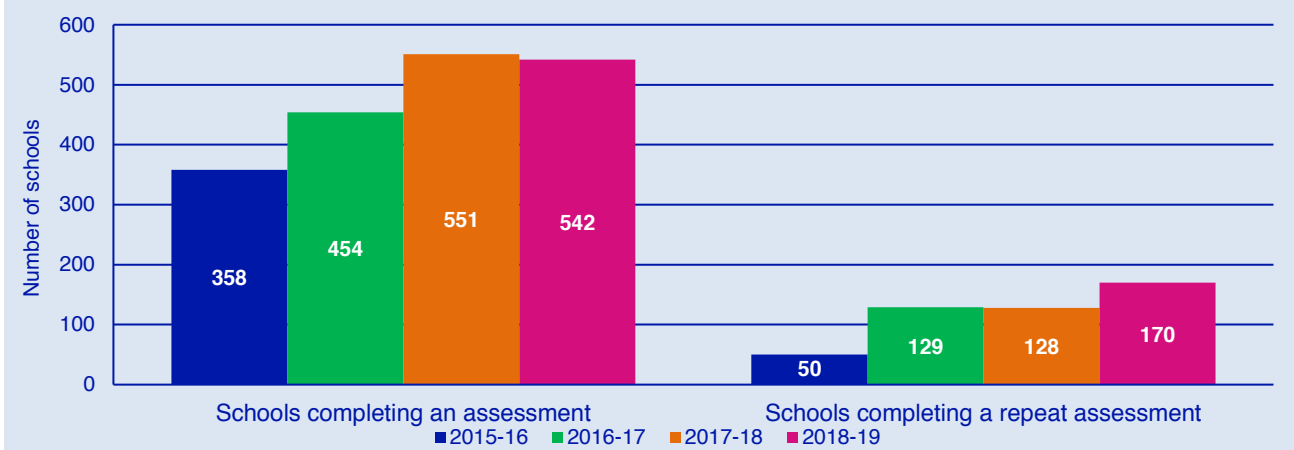
³ Comparable change: We analyse only those SGBs or clubs who returned membership data each year since 2015-16

We have seen membership in SGB clubs grow in total and across most sports individually. This demonstrates that the sports club is still an important and thriving part of the sporting system. There are continuing challenges with some individual sports. These SGBs are working hard to attract new participants and develop alternative game formats. Over the last four years, we have seen the introduction of walking sports, small sided games and adjusted rule formats contribute towards making sport more inclusive, accessible and appealing to a broader range of participants. There is also recognition that the traditional club model is changing. SGBs are working hard to better engage with virtual clubs and groups that do not operate in the traditional sense.

We delivered a series of regional networking events to support collaboration and information sharing between local partners and SGB staff working with schools and clubs. This has helped strengthen the relationships and connections across environments. It has also improved the successful implementation of programmes and interventions. We implemented quarterly meetings with all supported posts in each region. These improved the connections between national and local planning and delivery and ensured better support to clubs.

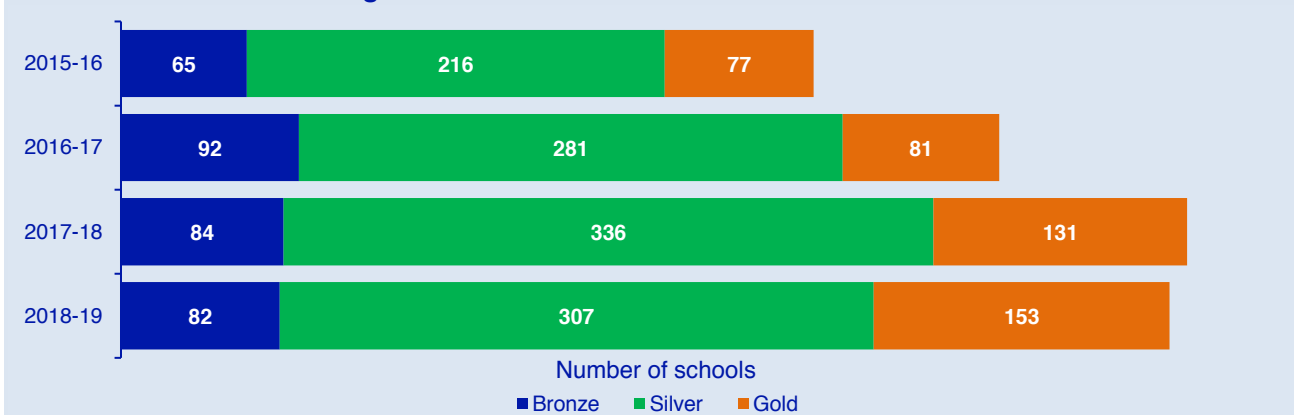
Impact measure 2 – We will have used the sportscotland School Sport Awards to strengthen the quality of sport within schools, driving strategic quality improvement and impact.

Number of schools completing assessments and repeat assessments



	Change since 2015-16
Schools completing an assessment	+51%
Schools completing a repeat assessment	+240%

Number of schools achieving awards at each level



	Change since 2015-16
Schools achieving a Bronze award	+26%
Schools achieving a Silver award	+42%
Schools achieving a Gold award	+99%

2015-19 corporate review

We delivered a **99%** increase in the number of schools achieving a Gold award, the highest level of award, since the start of our corporate plan.

We used the **sportscotland** School Sport Awards to strengthen the quality of sport within schools. In 2018, we commissioned independent research⁴ on the impact of our supported activity in the schools and education environment. This found the awards had positively impacted the quality of sport in schools and helped build a culture of sport and activity. The continuous improvement tool was found to encourage a greater focus on sport, connections with clubs and pathways. 90% of strategic stakeholders felt the awards were effective in strengthening the quality of opportunities to participate, develop and progress in sport.

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.

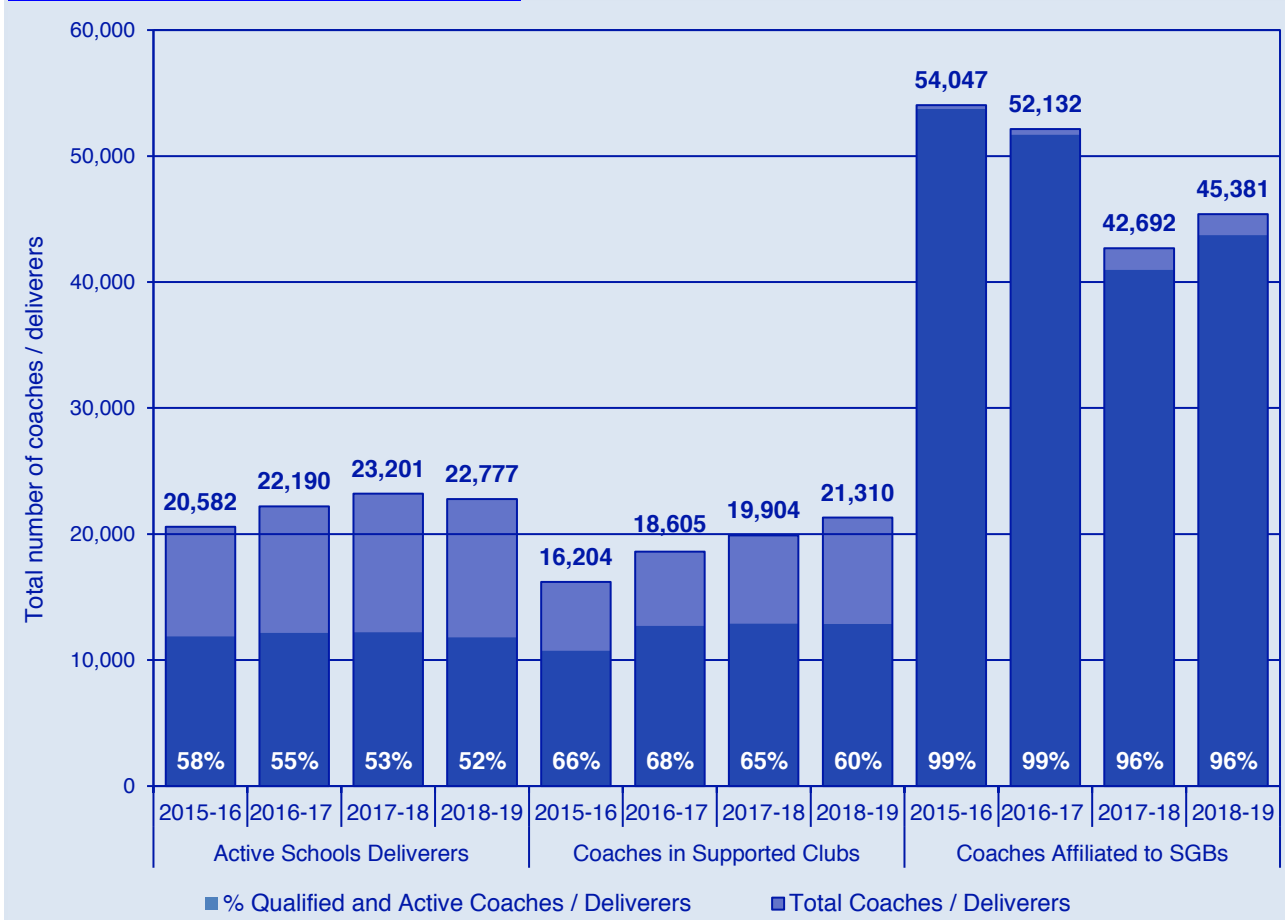
We continue to use Coaching Scotland as the strategic framework for the development of coaches and coaching in Scotland. It guides our priorities and informs the strategic and development discussions we have with partners.

We also use the Effective Coaching Map (ECM), which is aligned to Coaching Scotland, to help partners and coaches identify and develop the skills coaches need to be effective. We have aligned development opportunities available through the **sportscotland** app and partner led CPD to the ECM. This has increased the number of quality learning and development opportunities for coaches.

We continue to engage with the Coaching Network and partners to inform our priorities and approach for coaching moving forward.

⁴ <https://sportscotland.org.uk/about-us/our-publications/archive/evaluation-of-sportscotland-s-work-in-schools-and-education-environment/>

Qualified and active coaches / deliverers

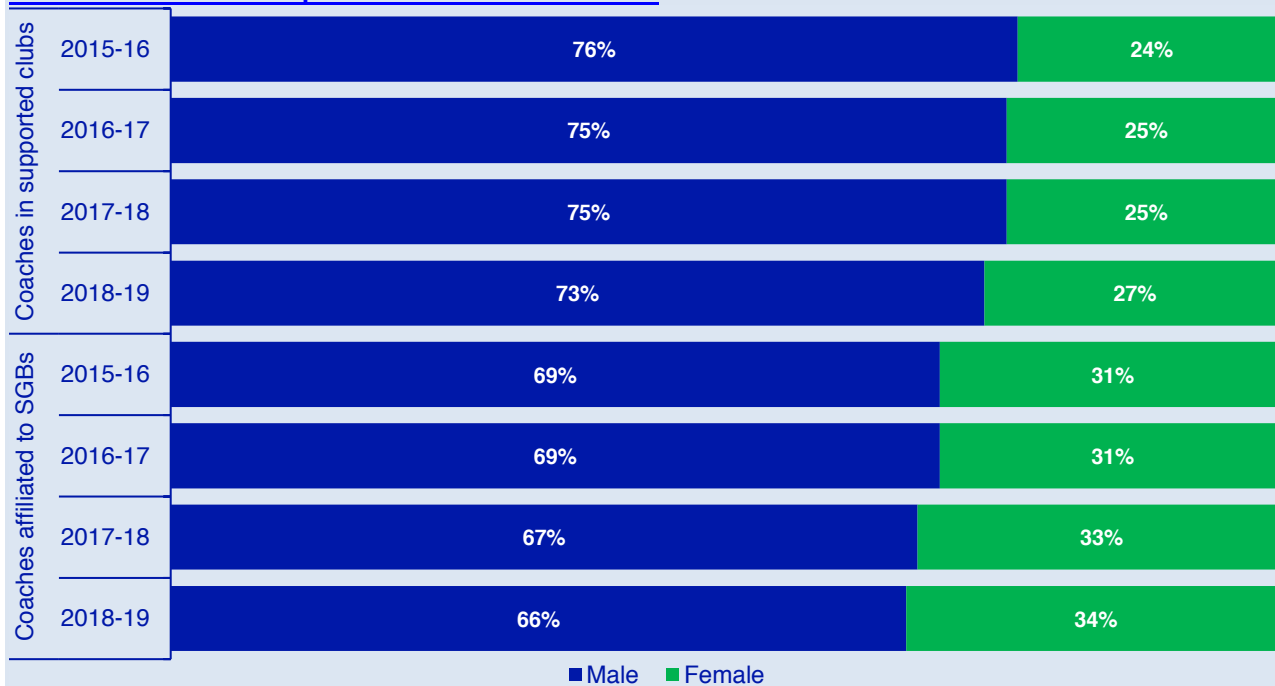


	<u>Comparable change since 2015-16</u>
Active Schools deliverers	+11%
Qualified and active, Active Schools deliverers	+0%
Coaches in supported clubs ⁵	+11%
Qualified and active coaches in supported clubs	+9%
Coaches affiliated to SGBs ⁶	+3%
Qualified and active coaches affiliated to SGBs	+3%

⁵ Comparable change: Analysis of 680 supported clubs who returned coach data each year since 2015-16, 43% of 2018-19 total supported clubs. Please see appendix 1 for more detail.

⁶ Comparable change: Analysis of 40 SGBs who have returned data each year since 2015-16. Please see appendix 1 for more detail.

Gender breakdown of qualified and active coaches



2015-19 corporate review

Since the start of our corporate plan, we have seen⁷:

- **11% more** deliverers in Active Schools
- **11% more** coaches in supported clubs
- **3% more** coaches in SGB affiliated clubs

We launched Coaching Scotland, a refreshed 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 developed and communicated the Effective Coaching Map. This supports partners to identify learning and development opportunities, and to use resources and plan more effectively. We also carried out an independent review of UKCC qualifications and subsidy in Scotland. We are using the findings of this to inform our planned approach.

In 2018, we commissioned independent research⁸ on our support for coaches and coaching. This found our leadership role in shaping policy and providing strategic direction to be both highly valued and critical to ensuring the success of the sporting system in Scotland. We will continue to develop more collaborative working relationships to shape policy and strategic direction, and support partners to achieve jointly agreed objectives and outcomes.

⁷ Comparable change: We analyse only those SGBs or clubs who returned coaching data each year since 2015-16.

⁸ <https://sportscotland.org.uk/about-us/our-publications/archive/evaluation-of-sportscotland-s-support-for-coaches-and-coaching/>

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.

7 SGBs supported to understand and describe their sport specific pathway effectively, up from **3** SGBs in 2017-18⁹

We developed a tool to support SGB partners through the process of understanding and describing their sport-specific pathway. We worked with seven sports to pilot the tool and a further two sports¹⁰ to analyse their talent pathway. This reflective process required sports to consider participant needs and use this understanding to determine the change required for an effective sporting pathway.

We divided the pilot process into three phases:

- **Phase 1** – We provide an audit questionnaire which allows each sport to understand and self-assess their current pathway resulting in priority areas for development.
- **Phase 2** – We facilitate a series of targeted sessions aimed at addressing each sport's priority development areas.
- **Phase 3** – We support each sport to implement the identified change required to develop their pathway.

We delivered 32 facilitated sessions which covered a range of topics, including:

- pathway diagram design and communication plan
- revised coaching systems and development of bespoke coach PDP programs
- competition review
- increased partnership working
- prioritisation of data collection processes.

We have also developed a pathway tool delivery pack and provided initial training so sportscotland staff can support SGBs to better describe their pathway.

2015-19 corporate review

We progressed the SGB pathway development tool as a pilot with **seven** sports, and talent pathway analysis with **two** sports, since the start of our corporate plan.

The pilot has supported key staff in each of the sports to better understand and explain their pathways. They have identified strengths and weaknesses in their current pathway and prioritised areas for further development. We received positive feedback from each of the SGBs involved. They have recognised the need for a participant and athlete-focussed approach and more targeted long-term outcomes. Each sport is now working to implement their identified pathway improvements.

⁹ 2018-19 figure includes: canoeing, rowing, snowsport, netball, golf, mountaineering and modern pentathlon. 2017-18 figure includes: rowing, canoeing and snowsport.

¹⁰ 2018-19 figure includes: Judo and badminton

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 support coach education and development 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 for coaches. We also support SGBs to improve the reach, breadth and accessibility of their coach education and development opportunities.

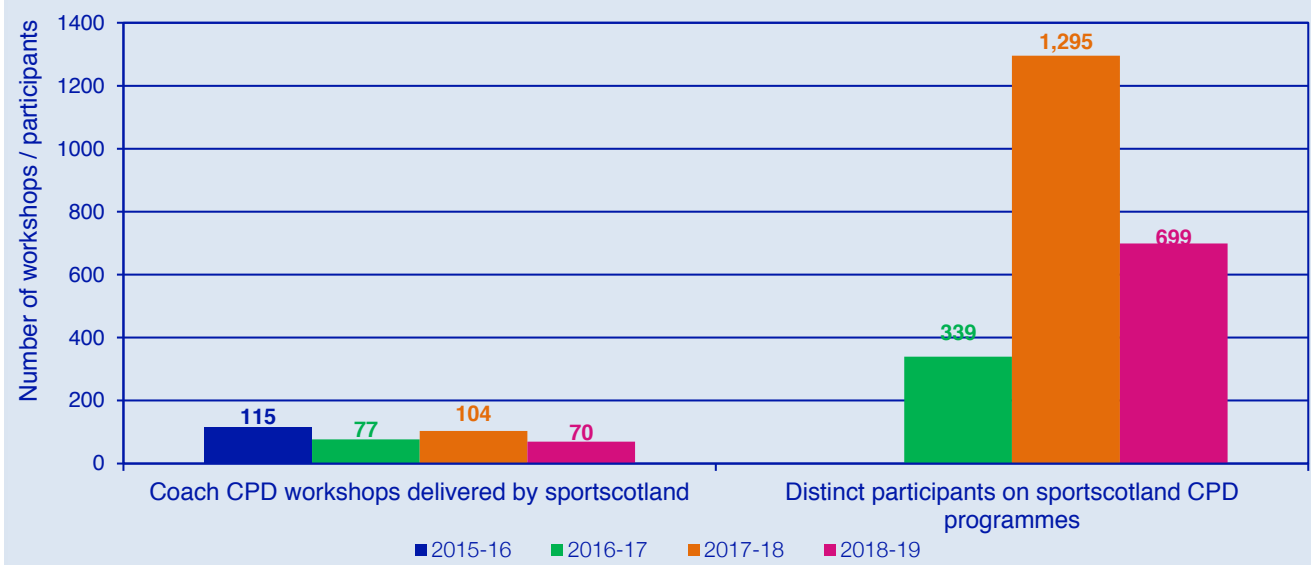
We continued to enhance our online and blended learning support for coaches. This included:

- creating online modules
- increasing virtual classroom delivery
- developing resources such as podcasts and videos, to support coaches in their personal learning.

We will continue to scope out opportunities to support coaches to enhance their learning through technology.

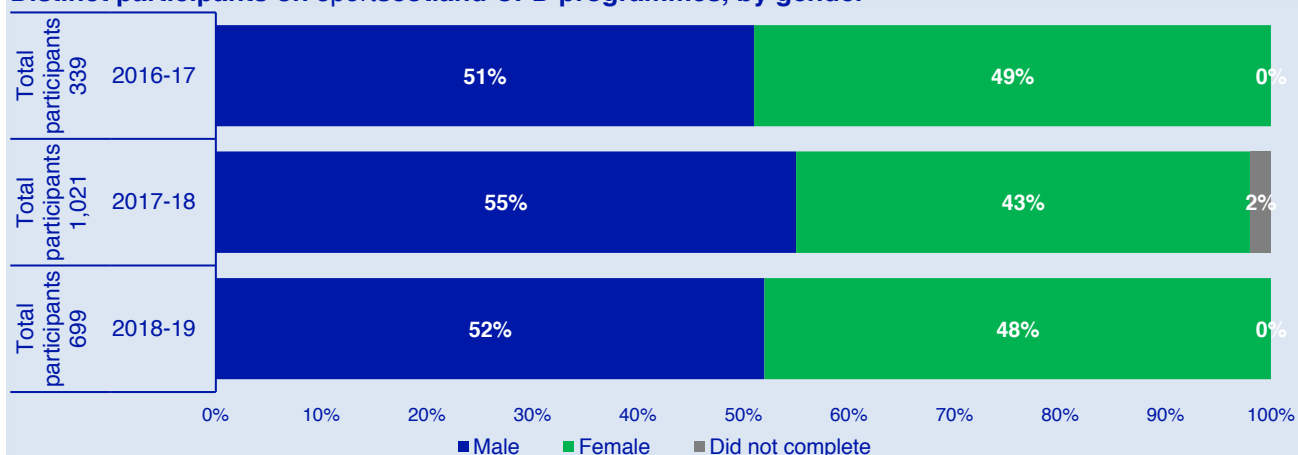
In January 2019 we started a new high-performance coach development practitioner programme. This will build a network of verified, qualified coach developers to support performance coaches to optimise their learning and performance in context.

sportscotland coach CPD support

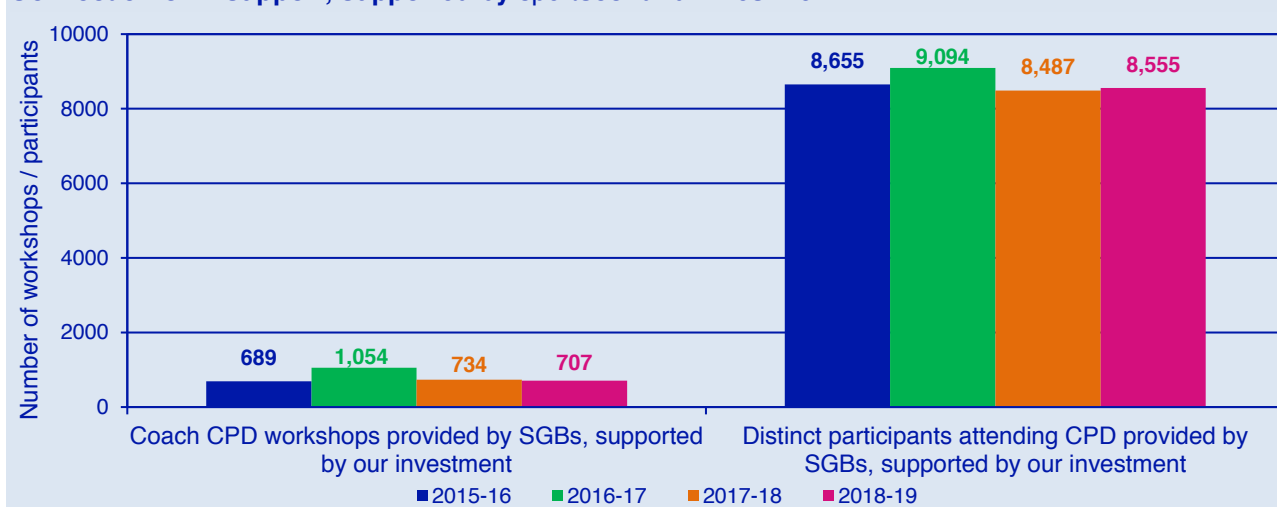


We paused delivery of Positive Coaching Scotland (PCS) for coaches workshops as we discussed a new agreement with the Winning Scotland Foundation. The group of performance athletes from our athlete to coach transition programme, Coaching Futures, completed their journey, with six being appointed into new roles within SGBs. As a result, the number of CPD workshops delivered and number of distinct participants attending CPD decreased.

Distinct participants on sportscotland CPD programmes, by gender¹¹



SGB coach CPD support, supported by sportscotland investment



2015-19 corporate review

We provided direct CPD support to **over 2,330** coaches since the start of our corporate plan.

We evolved our approach to CPD delivery over the last four years. We developed positive relationships with higher education and further education partners to create and deliver new opportunities for coaches. We increasingly adopted a blended learning approach to increase the reach and flexibility of our coach education and development learning. We also informed CPD designed and delivered by SGBs, maximising the reach of our expertise through pre-existing delivery mechanisms.

The coaching evaluation¹² highlighted that the key ways we impact coaches are through our CPD opportunities, UKCC subsidy, and our funding to Coaching Network officers. Our direct CPD support was shown to be comprehensive and has enabled coaches to achieve several learning outcomes. However, our support offer can be challenging for coaches to navigate. In future, we will aim to make our direct support clearer and easier to access. We will aim to streamline the options and take a more coach-centred approach.

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

¹¹ 2018-19 figure does not include PCS for coaches as we paused delivery of workshops. 2017-18 figure does not include 274 PCS participants as gender breakdown not available due to change in delivery.

¹² <https://sportscotland.org.uk/about-us/our-publications/archive/evaluation-of-sportscotland-s-work-in-schools-and-education-environment/>

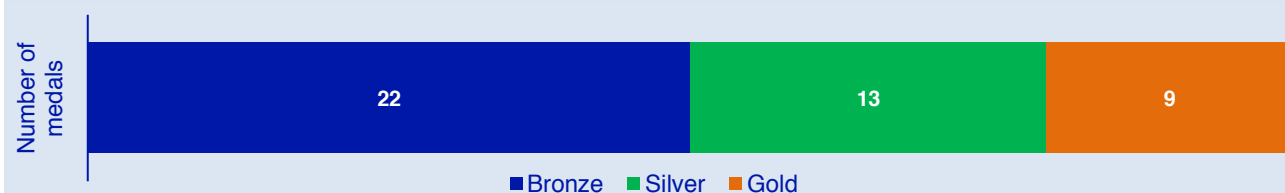
Impact measure 6 – We will have supported Team Scotland to win more than 30 medals at the 2018 Commonwealth Games in the Gold Coast.

We provided a range of support to athletes, sports and partners to prepare for the 2018 Commonwealth Games in the Gold Coast. This included:

- Investing in SGBs to deliver high performance programmes
- Investing in Commonwealth Games Scotland, which helped fund a preparation camp
- Providing support services to SGBs and athletes through the **sportscotland** institute of sport
- Supporting SGBs to ensure 350 long-listed athletes received Clean Games educational support and training
- Providing **sportscotland** Athlete Personal Awards (SAPA) to 53 athletes, across 11 sports
- Providing the team behind the team: Over 35 full-time and contracted **sportscotland** institute of sport staff were in Australia providing support to all Scottish athletes across all 18 sports.

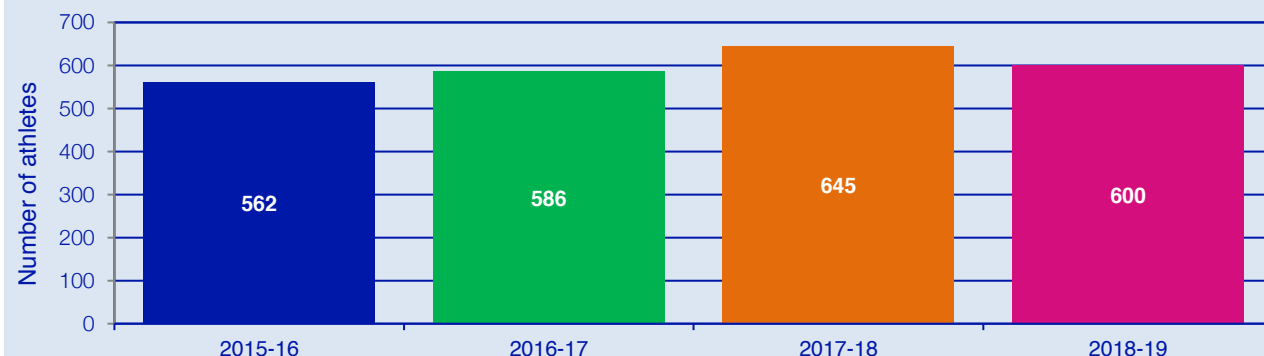
Medal performance

44 medals won by Team Scotland at 2018 Commonwealth Games

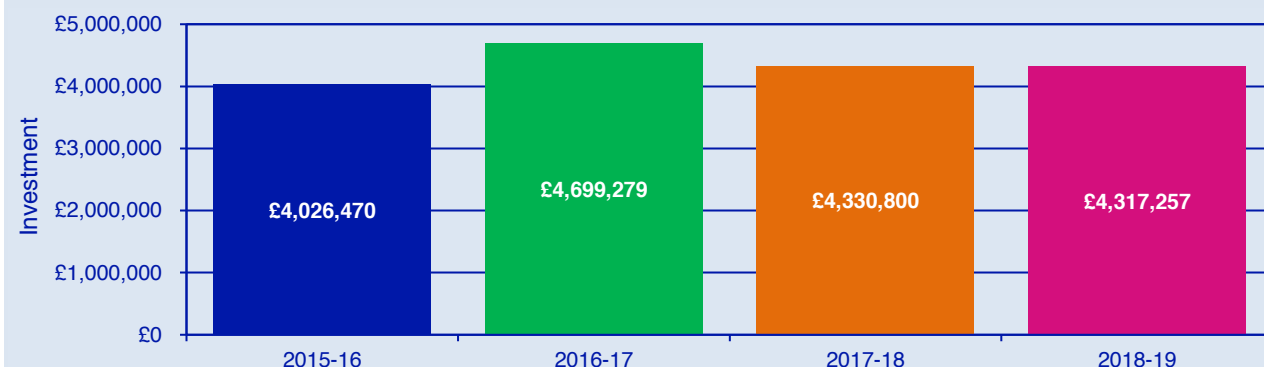


Performance sport services to athletes

Athletes supported by the sportscotland institute of sport

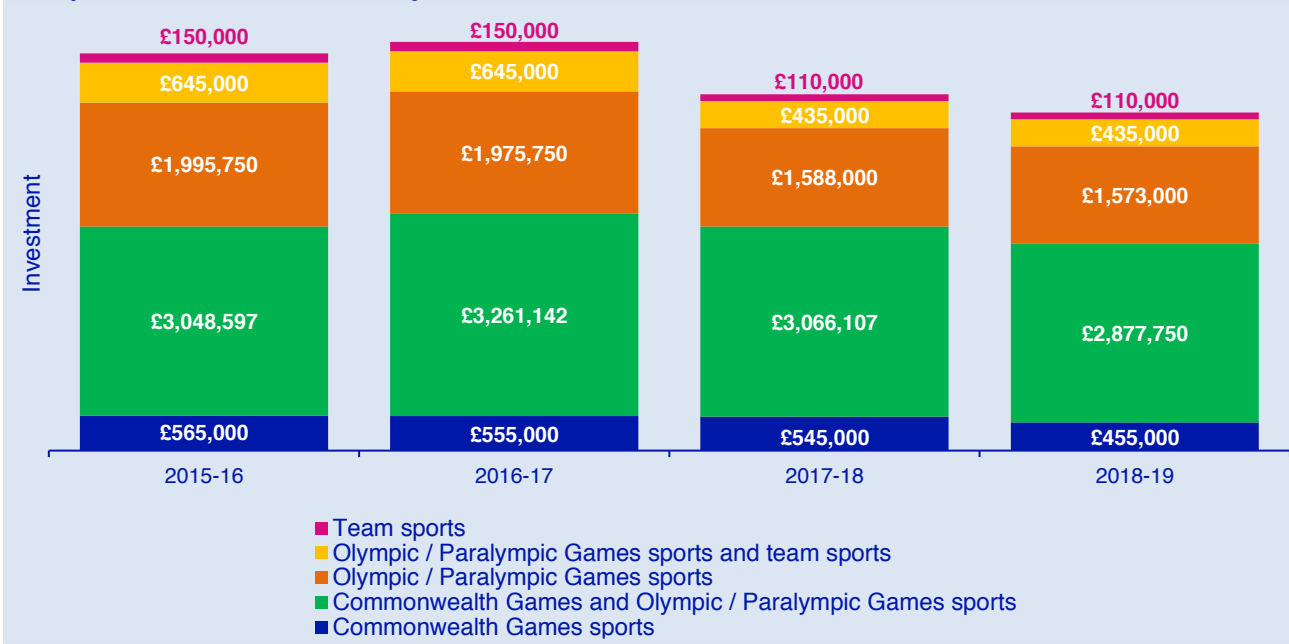


Financial equivalent of performance sport services provided

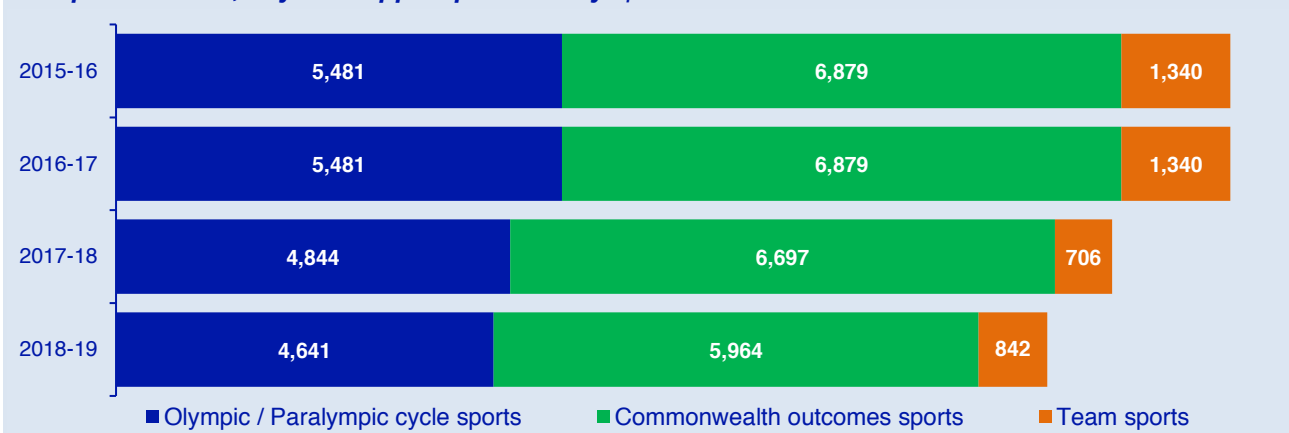


Performance investment into SGBs

SGB performance investment, by event



SGB performance, days of support provided by sportscotland institute



Institute support levels and SGB performance investment were subject to a mid-point review. An overall reduction was mutually agreed with SGBs due to resource being reprioritised.

2015-19 corporate review

We supported Team Scotland to win a **record 44 medals** at the 2018 Commonwealth Games in the Gold Coast.

We achieved the target of a 'best-ever' away games, surpassing the previous best of 29 medals achieved in 2006 in Melbourne. It was also Scotland's second largest medal haul overall after the Glasgow 2014 home games. 224 athletes were selected for Team Scotland, including 156 institute-supported athletes. There was also the biggest Scottish female (93) and para-athlete (18) contingent at an away Games.

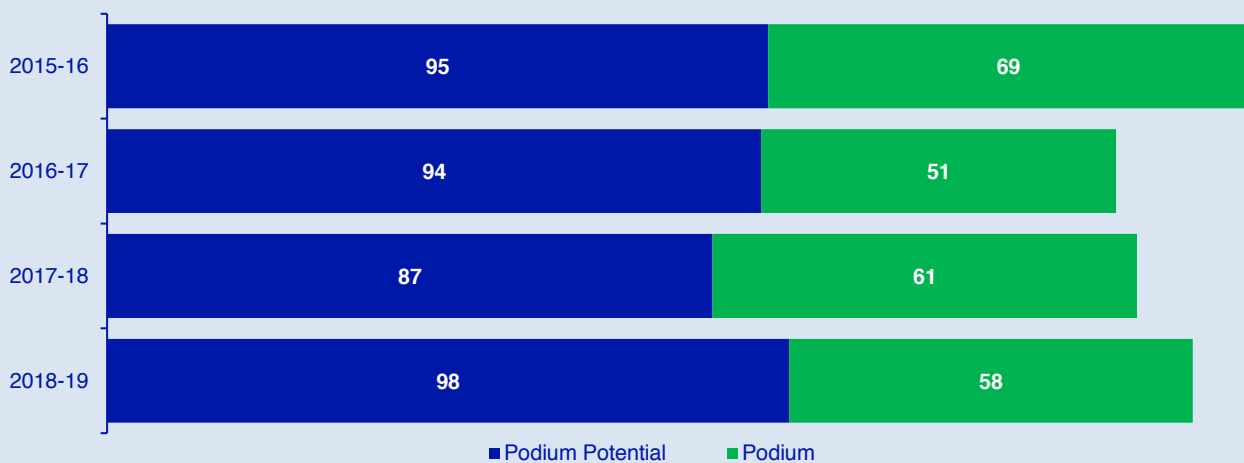
Impact measure 7 – We will have supported Scottish athletes to be selected for UK Sport World Class Programmes and to compete for Team GB in the Olympic and Paralympic Games (Winter and Summer)

During 2018-19 we prioritised the delivery of institute support services to athletes and sports preparing for the 2020 Tokyo Olympics and Paralympics. We provided direct athlete investment to support living costs and increased training and competition opportunities for Scottish athletes with aspirations of being selected onto Team GB and ParalympicsGB.

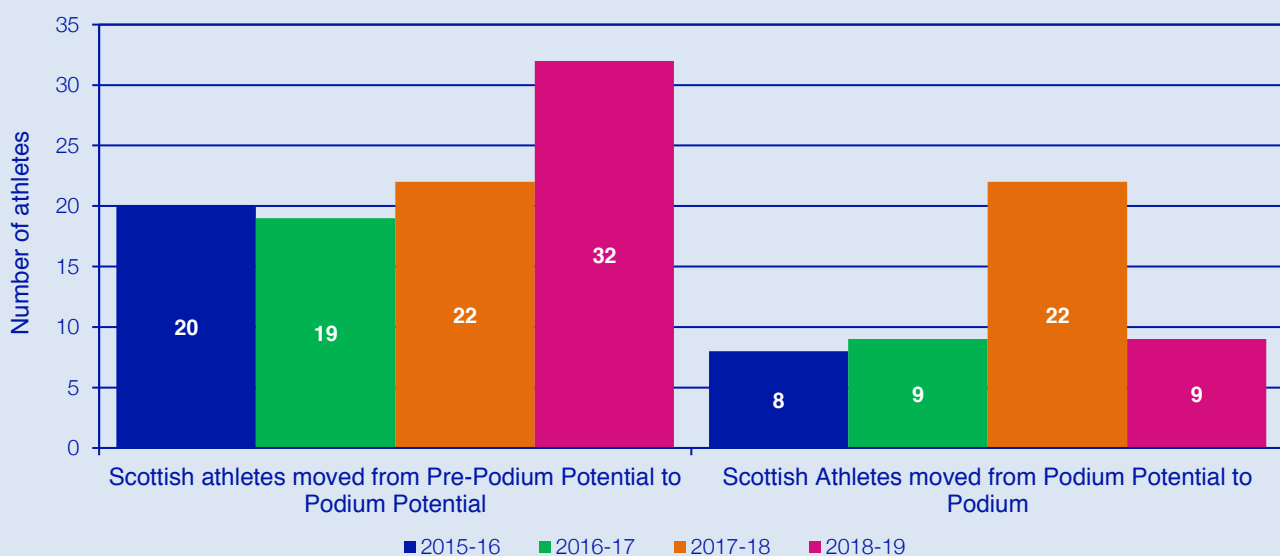
We continued to support Scottish athletes to meet the requirements of our Clean Sport and Anti-Doping policy. This included further roll-out of the food first programme to educate athletes and coaches about performance nutrition and address the use of supplements in performance sport.

99 UK Sport Podium and Podium Potential athletes are based in Scotland receiving specialist expertise and support services as at 31 March 2019. This increased from **88** athletes as at 31 March 2018.

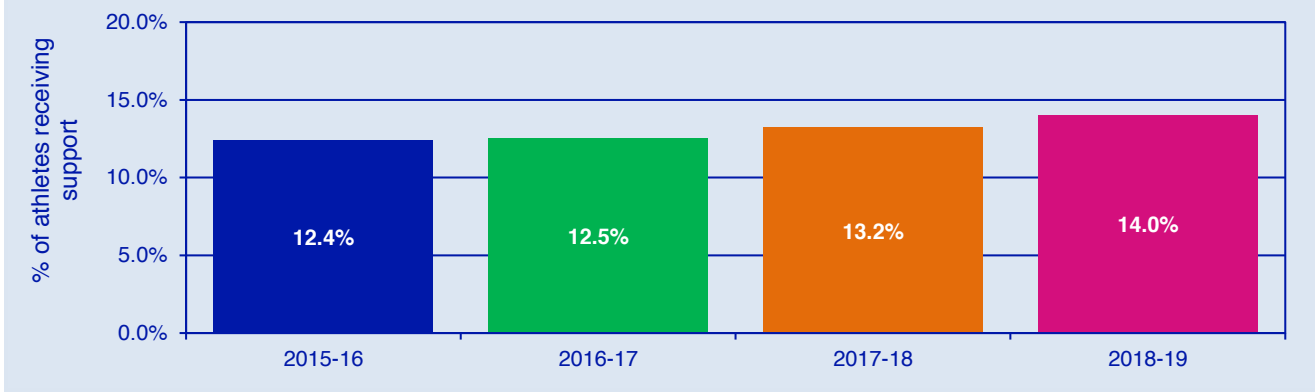
Scottish athletes supported by UK Sport Podium and Podium Potential programmes



Scottish athletes progressing through UK Sport Podium and Podium Potential programmes



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.

2015-19 corporate review

Scottish athletes won a total of **33 medals** at the Summer and Winter Olympic and Paralympic Games since the start of our corporate plan.

Scotland and the **sportscotland** institute of sport made a significant contribution to the success of Team GB and ParalympicsGB. 81 Scottish athletes were selected for Team GB and ParalympicsGB in Rio. This surpassed the previous best for an away Games of 48 in Sydney in 2000. There were 27 Scottish medallists, three more than the previous best of 24 in Sydney in 2000. Scottish athletes won 30 medals in total. 25 Scottish athletes were selected to compete for Team GB and ParalympicsGB in PyeongChang. This surpassed the previous best of 24 in Sochi in 2014. Scottish athletes won three medals.

From this, we achieved a series of best-ever results, including:

- Record number of Scots on Team GB and ParalympicsGB at an away Summer Olympics and Paralympics
- Record number of Scottish medallists at an away Summer Olympics and Paralympics
- Record number of Scottish athletes selected for Team GB and ParalympicsGB at an away Winter Olympics and Paralympics

There was also continued high numbers of Scottish athletes at World Class Podium Potential level, indicating successful transitions from Scottish performance programmes into Olympic and Paralympic programmes.

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.

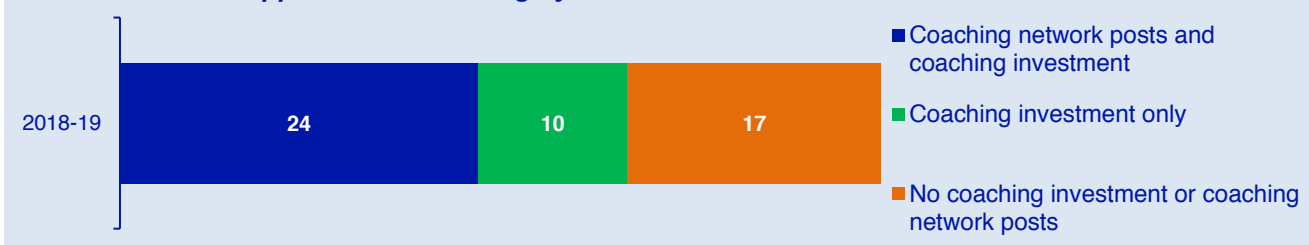
The coaching scorecard helps SGBs to plan, develop and deliver their coach education and development programmes. It also supports SGBs to reflect on and record their progress in delivering against the priorities and actions in Coaching Scotland. We have introduced a peer mentoring scorecard review in collaboration with SGBs. This provides a platform for sports to support each other in key areas for development and helps identify areas of good practice.

We continue to encourage SGBs to look strategically at long-term workforce development and ensure coaches are progressing through qualification levels. Our focus is to provide more emphasis on the quality and diversity 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.

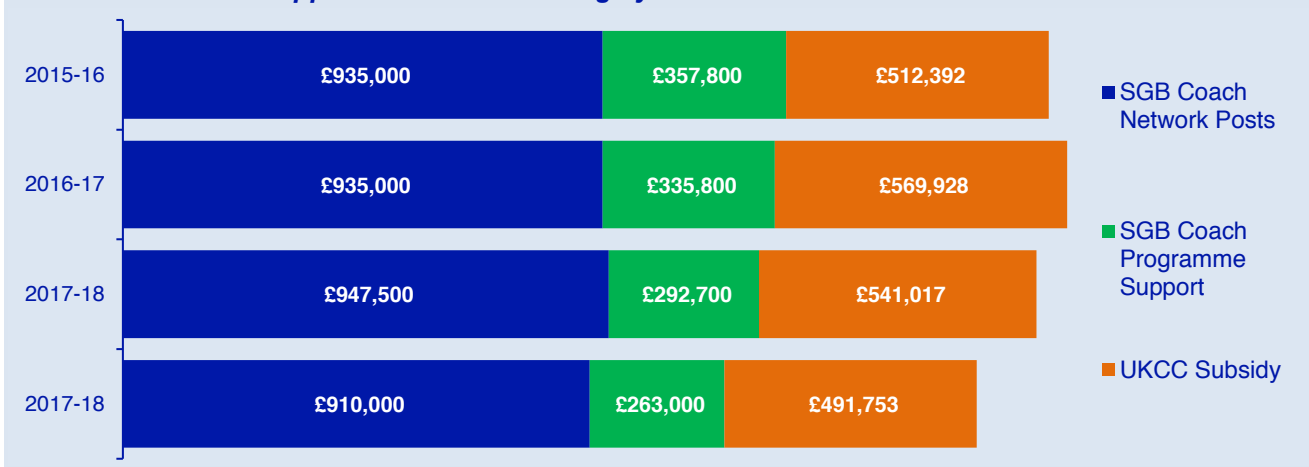
We reviewed the UKCC endorsement process. We are working with the Scottish Qualifications Authority (SQA) and the Chartered Institute for the Management of Sport and Physical Activity (CIMPSA) to develop and implement a refreshed approach to coach education in Scotland from 2020-21. We have engaged SGBs, higher and further education establishments, schools and employers to create a cohesive approach to future qualification development and delivery.

SGB coaching support

Number of SGBs supported for coaching by strand¹³

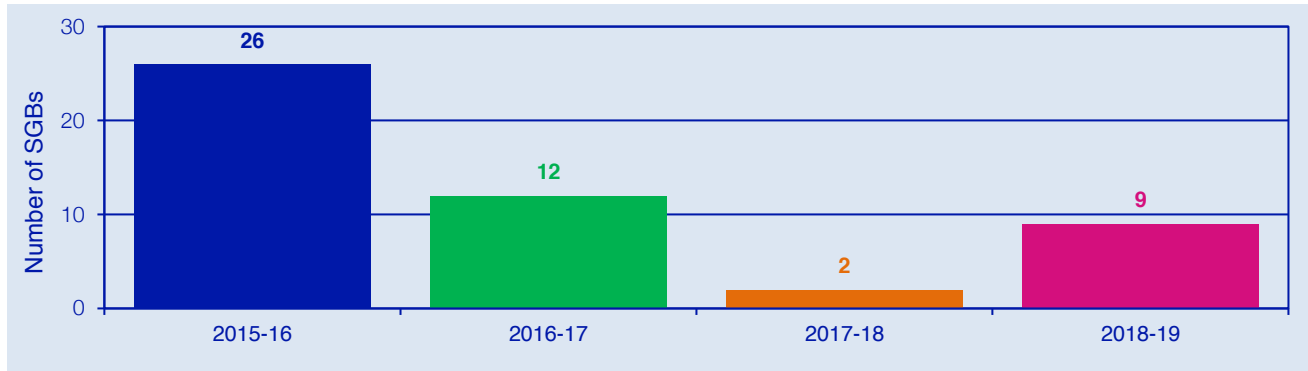


Total investment to support SGBs for coaching by strand



¹³ N=51 for all years. Number consistent since 2015-16 with exception of 2016-17: Coaching Network posts and coaching investment = 24, Coaching investment only = 12. No coaching investment or Coaching Network posts = 10

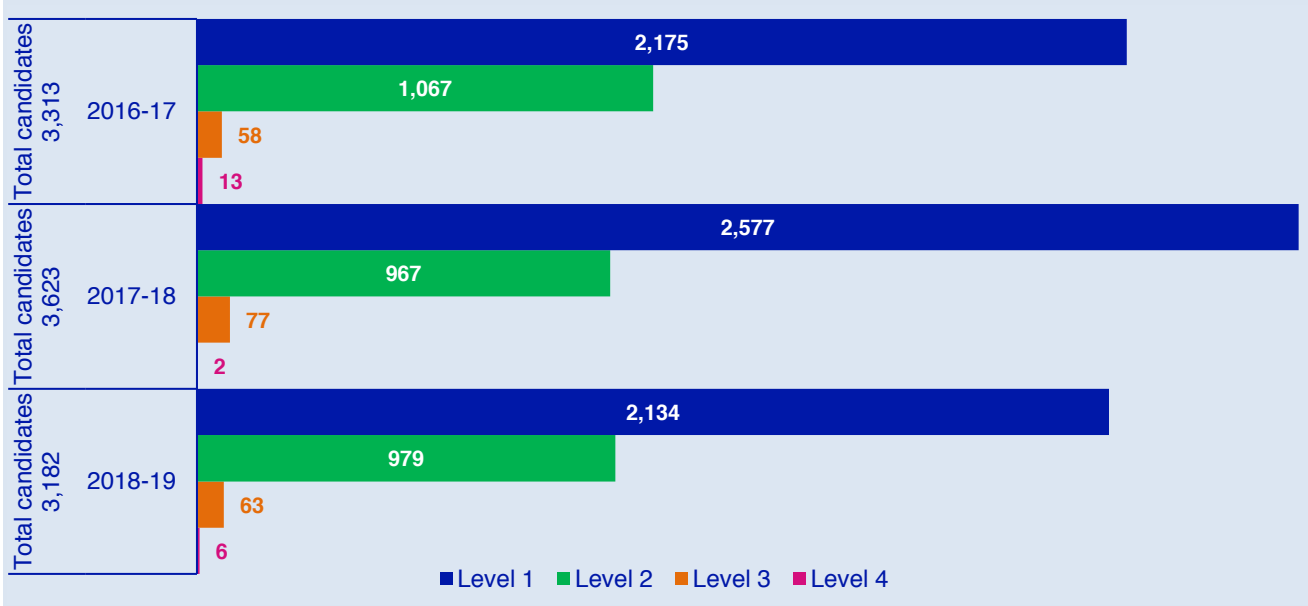
Coaching scorecard completions



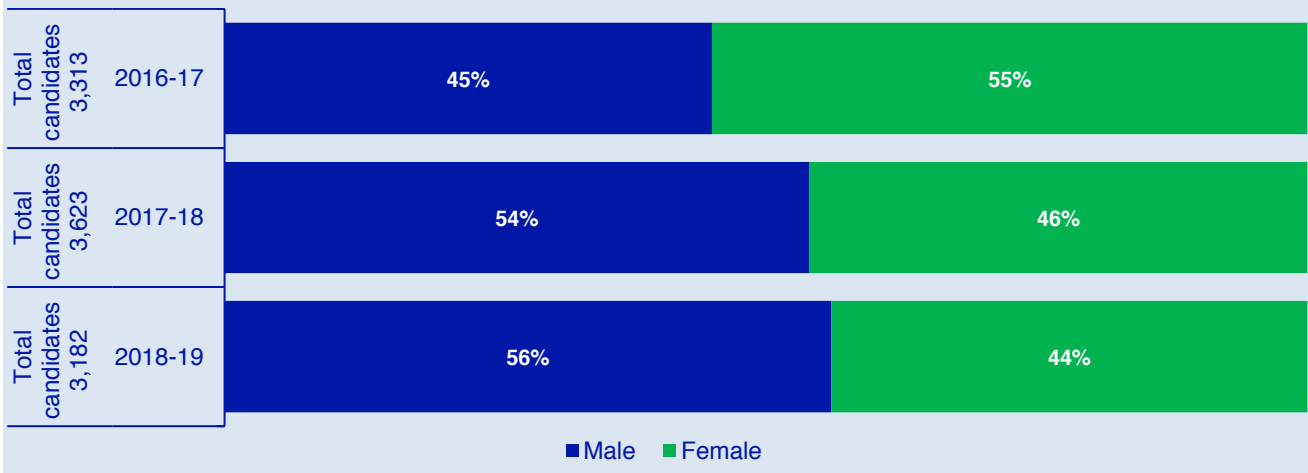
In 2017-18, we refreshed the coaching scorecard in line with the updated Coaching Scotland framework. As a result, the scorecard was not available for SGBs to use for most of this time. Any SGBs who were in the process of completing the scorecard during this time were guided to see it through.

UKCC subsidy

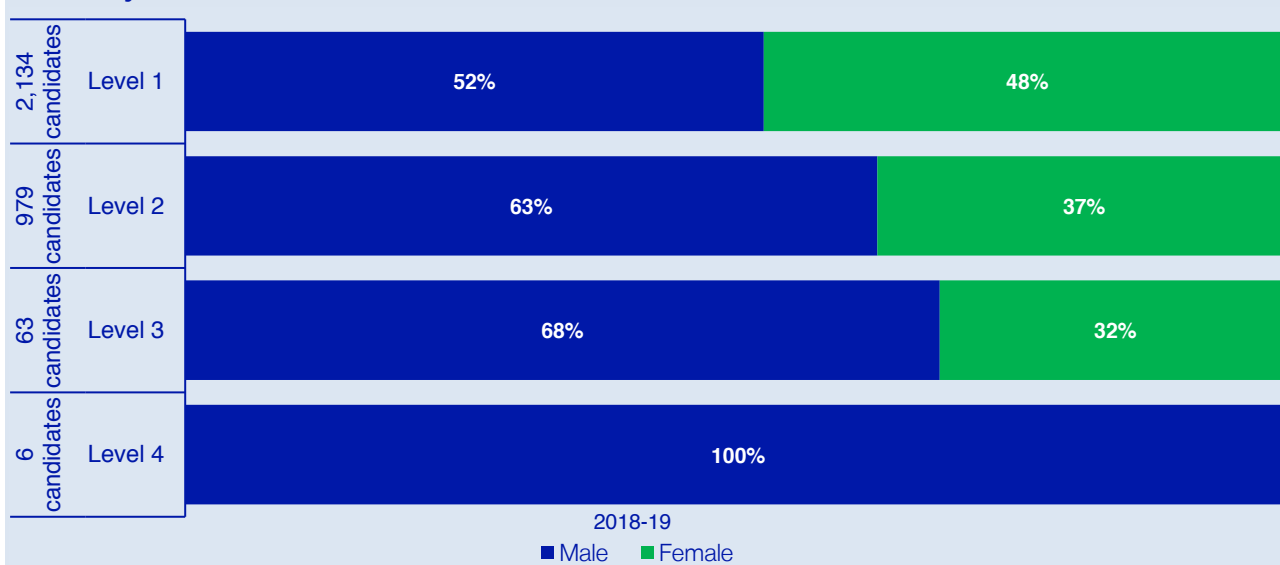
UKCC candidates subsidised by sportscotland



Gender of subsidised UKCC candidates



Gender by award level of subsidised UKCC candidates¹⁴



Evidence from the coaching evaluation indicates female coaches are given fewer opportunities in paid coaching positions as they progress up the pathway. This is reflected in the gender breakdown of subsidised UKCC candidates, particularly in Level 3 and Level 4. We are aware of the under-representation of female coaches at this level and are aiming to address this through targeted approaches.

2015-19 corporate review

We gave **10,118 people** UKCC subsidy to help them access coach education since the start of our corporate plan.

We refreshed the coaching scorecard in line with the updated Coaching Scotland framework. This provided a focus for SGBs to consider, plan, prioritise and deliver their coach education and development programmes. We have seen an increase in the number and range of sports clarifying their strategic direction for coaching and driving up the quality of delivery through their sport. We have also seen consistent delivery of coach qualifications.

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 barriers. We are currently developing a new model for coach education in Scotland, in partnership with CIMSPA and the SQA. Through this, we aim to enhance the accessibility and affordability of coach qualifications from 2020-21.

The evaluation also showed that certain groups are under-represented in the coaching workforce. Our partners believe we are committed to improving this but recognise it will take time to see significant change. We recognise more work is required to target, attract and retain a more diverse coaching workforce, and we will continue to provide leadership and support to partners to achieve this.

¹⁴ Data only available for 2018-19

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.

Scottish Sporting Leaders

In September 2018, we launched the Scottish Sporting Leaders (SSL) programme. It aims to support mixed cohorts of leaders from national and local partners to enhance the skills, knowledge and behaviours they need to successfully operate at management levels beyond their current role. This should improve the leadership capability across the sporting system.

This is the first time we have provided specific cross-organisational development opportunities for partners. The benefits of this approach have started to emerge such as shared best practice, enhanced relationships and wider networking opportunities. The first cohort continues to progress well through their planned programme. This includes a balance of theory and practical leadership examples, interspersed with personal coaching sessions. Feedback from attendees has been very positive:

‘Really enjoying it. First time in 3 years I feel empowered to make meaningful change, because I now have some tools and the confidence to do so.’

‘Right balance of theory and practice. Feeling better prepared to deal with and utilise tools in specific situations. It has helped build my confidence and validate where I’m at as a leader.’

In addition to SSL, we supported five women from SGB partners and **sportscotland** with programme costs to attend the Women’s Sport Leadership Academy. This residential programme aims to increase the confidence and competence of women working in sport in a range of leadership behaviours.

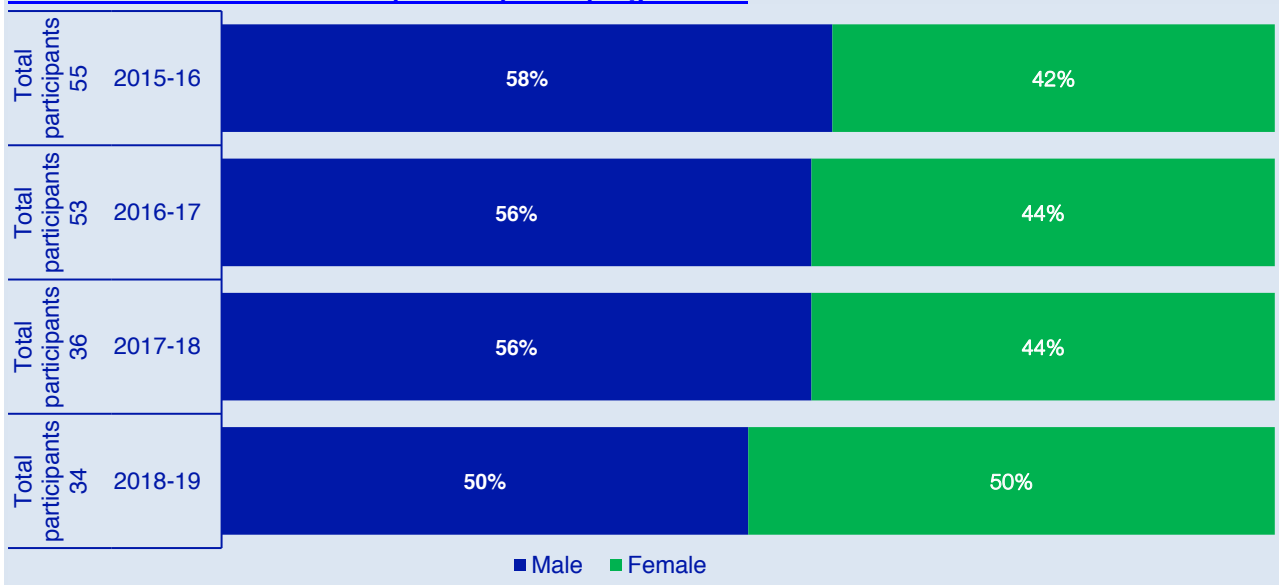
Performance through Leadership

Our internal leadership programme, Performance through Leadership (PtL), was designed to support participants to continuously improve critical performance and leadership behaviours. The final cohort completed the programme in summer 2018 and feedback has been positive:

“The programme has helped to develop and confirm common approaches and goals”,

“We have become much more result focused in everything we do – ownership and accountability is continually encouraged”.

External and internal leadership development programmes



2015-19 corporate review

We supported **178** professional staff members with leadership development since the start of our corporate plan.

We implemented a clear, strategic approach to leadership development for professional staff working in Scotland's sporting system. Through the Scottish Sporting Leaders programme, alongside the Women's Sport Leadership Academy, we provided external leaders with opportunities to develop a wide range of skills and behaviours that will support them in their leadership journey. We plan to evaluate the SSL programme to inform and improve future delivery.

In March 2016, an external evaluation of our internal leadership programme, Performance through Leadership (PtL), found the content, delivery and learning outcomes for participants to be successful. Having established this position, 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**.

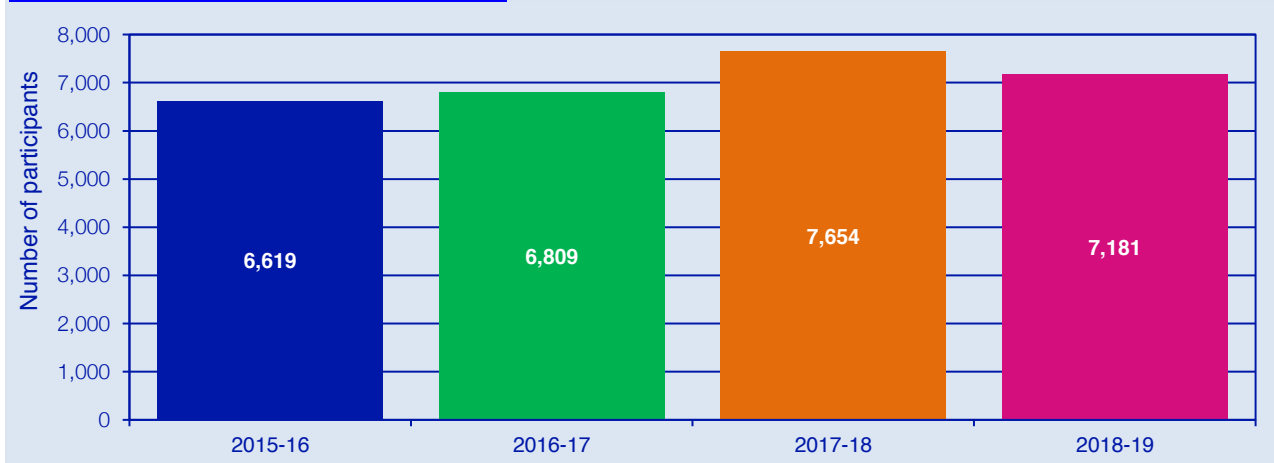
Impact measure 10 – We will have provided a range of leadership opportunities to young people, so they are encouraged and supported to reach their potential in leadership roles.

We continue to develop and enhance the range of opportunities for young people to develop as leaders in sport. This includes providing national training, support, resources and networking to young people to gain the skills, knowledge and understanding to undertake these leadership roles.

In November 2018, we delivered a national managers networking event. We worked with local and national partners to reflect on current practice and how we can work together to increase the number and diversity of young people accessing leadership roles. Members of our Young People's Sport Panel and the Young Ambassadors conference delivery team contributed to discussions. This helped to inform and influence partners future engagement with young people.

We delivered the Lead the Way event to 90 young club leaders from across Scotland. This was part of our overall contribution to the Year of Young People 2018. The event was co-designed by young people and aimed to develop their leadership skills while providing an opportunity to network with other like-minded young leaders. Feedback was very positive, with attendees reporting the event helped to enhance and develop their leadership skills.

Participants at leadership opportunities



	<u>Comparable change since 2015-16</u>
Participants at leadership opportunities	+8%

2015-19 corporate review

We increased the number of young people accessing leadership opportunities by **8%** since the start of our corporate plan.

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
- Internship
- Competition Organiser Training
- Young People's Sport Panel (YPSP)

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

Feedback from the YPSP indicated they had developed new skills as panel members, including improved communication, improved self-awareness, public speaking and knowledge of the sporting system. Over 80% of the girls involved in Fit for Girls Solutions workshops reported they had increased their knowledge of approaches to get more girls and young women engaged in physical education, physical activity and sport in their schools and local communities.

The schools and education evaluation highlighted the range of opportunities available to senior pupils. Young Ambassadors and secondary pupils indicated that they learned many new skills including confident leadership, organisation, communication, teamwork 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. 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.

During 2018-19, we welcomed 16 SGBs and clubs from across 12 sports. We provided a residential experience for 62 mainstream and ASN schools from across Scotland, delivering 6,845 participant days to 2,481 distinct pupils. We also engaged the third sector and worked with a range of charities to provide a venue for residential activity, including Who Cares? Scotland and The Aberlour Children's Charity. Our community engagement team continued to work with a wide range of customers, from toddler gymnastics classes through to Walking Football and Opportunities in Retirement (OIR).

We have introduced a new business development manager and a new customer services manager into the centre management team. Through these roles, we aim to explore new partnerships, build on the strong relationships we have with centre users and make progressive changes to cater to all levels of sport in an inclusive manner. Improvements this year have included:

- Creating a bespoke physiotherapy suite, connecting the physical preparation area with team changing facilities
- Developing hillwalking routes and recreation space across the estate
- Commencing work on a new outdoor synthetic world rugby surface which will enable rugby and football to be played under floodlights

Inverclyde investment

£15,000,000 total cumulative investment to date

£100,000 of total project budget remaining

2015-19 corporate review

We successfully completed and opened the **sportscotland** national sports training centre Inverclyde in April 2017, on time and on budget.

Since then, the Centre has provided a unique, inclusive, residential sports experience to a range of customers. These include: the local community; schools; sports clubs; SGBs; third sector organisations; and sports competitions and related events.

We used internal staff resources to lead the project. We provided dedicated specialist support across procurement, design and construction, performance space, legal, communications, HR and ICT. A key component of the successful project was the strong partnership developed between **sportscotland**, North Ayrshire Council and the new Largs Community Campus.

In the last two years, we have seen many previous customers return to the Centre 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 USA Olympic development squad, Scottish Rugby Union and the RYA. This is testament to Inverclyde's ability to cater to all levels of sport in an inclusive manner.

In addition to the main Centre, we improved the accessibility of the facilities around the estate including the outdoor tennis courts and the Weir indoor 3G pitch. We have also continued to develop general access to the 86-acre estate through safe walking routes, orienteering courses and bike trails.

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.

Oriam continues to provide athletes and practitioners with a high-quality performance environment in which to train and work. Scottish Rugby, the Scottish FA and Edinburgh Rugby are now well established within the centre and are fully committed to using Oriam. The working relationship between all the stakeholders is positive and collaborative, which is critical to the success of Oriam as a high-performance environment for athletes.

We continue to strengthen the relationship between the **sportscotland** institute of sport and Oriam. We are committed to exploring how both organisations can continue to work together to grow and develop performance at the centre by adding further sports or by enhancing the range of facilities available.

Oriam investment

£26,460,000 final cumulative investment

£6,450,000 final external investment leveraged from partners

2015-19 corporate review

We supported the successful completion and opening of Oriam, Scotland's Sports Performance Centre, on time and on budget.

Since Oriam opened its doors in August 2016, it has continued to deliver a world class environment to the benefit of athletes, clubs, the community, SGBs and others. We developed a strong partnership with Heriot-Watt University which was a critical success factor in the completion of the project. Throughout the project, we provided substantial specialist support in design and construction, management, legal, planning and performance service delivery.

The **sportscotland** institute of sport (SIS) began delivering services to athletes and sports in September 2016. Shared usage with Oriam, Scottish Rugby and the Scottish FA has worked well and is beneficial to athletes and staff across all four organisations.

Oriam is now one of the key service delivery centres for the high-performance network across Scotland. We will continue to work with partners to ensure that the facility and the environment which it supports maintains Oriam's position as a leader in the provision of high-performance sport in Scotland.

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 continue to lead the development of strategies and strategic planning frameworks with local authority and leisure trust partners. We support the establishment of local cross-partner leadership groups. These comprise partners from across the Community Planning Partnership. Their role is to preside over planning, resourcing and accountability for the delivery of sport and physical activity priorities and outcomes. These priorities include the design and delivery of places where sport and physical activity take place, from capital projects to open and greenspaces.

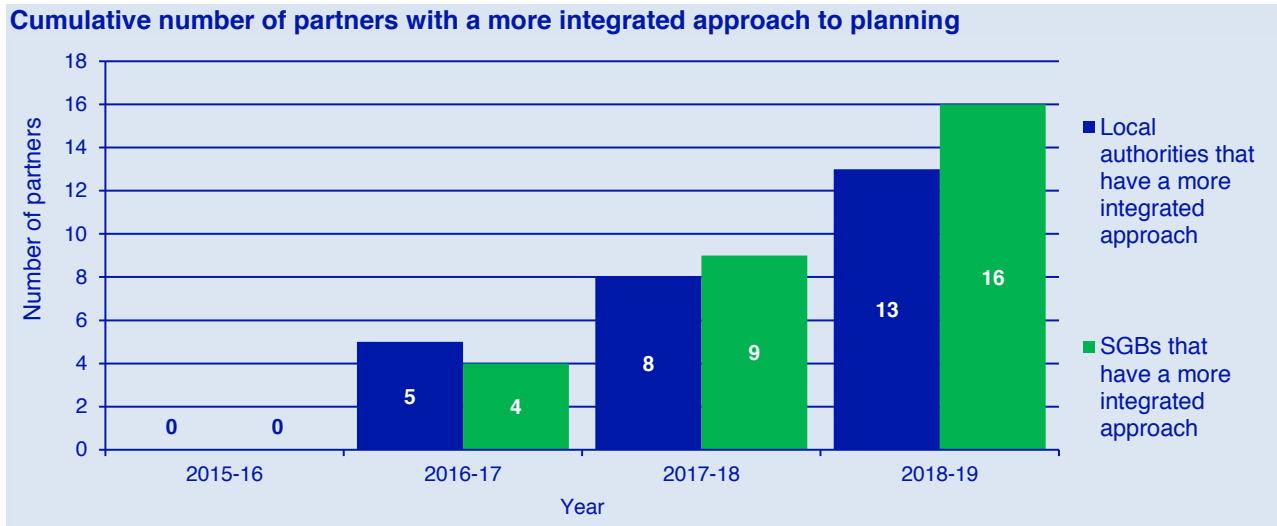
We carried out a series of strategic meetings to establish partnership agreements with each local authority. Facilities and places for sport were a key component of these meetings. All 32 local authority partners now have places for sport embedded within their partnership agreements, with 11 identifying this area as a high-level priority.

National partners

We continue to support SGBs through a 'pod' system. 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 36 SGBs to a review process in autumn 2018. Of these, 13 have integrated planning for facilities and sports development. A further 10 partners indicated they planned to develop a facilities strategy within the coming year.

We amended our SGB review papers to include a section for comment on facilities and places for sport by the SGB 'pod'. This supports discussion at future review meetings. We continued to include questions about facilities and places for sport within the SGB application form. This provides us with more detailed information and encourages partners to consider facility requirements in their strategic and operational planning.



2015-19 corporate review

We have supported **29 partners** to integrate places for sport within their planning for sport since the start of our corporate plan.

We continued to lead the development of strategies and strategic planning frameworks with local authority and leisure trust partners. We also established revised partnership agreements with all 32 local authority partners. We developed a 'pod' system where the SGB partnership manager, together with **sportscotland** staff from facilities, coaching and volunteering and high-performance, work to support SGB partners. We started capturing information about places for sport planning through SGB application forms and discussion at review panels.

Through these developments, we have seen increased evidence of local and national partners connecting and integrating planning for places for sport within their local area plans and sport specific plans.

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.

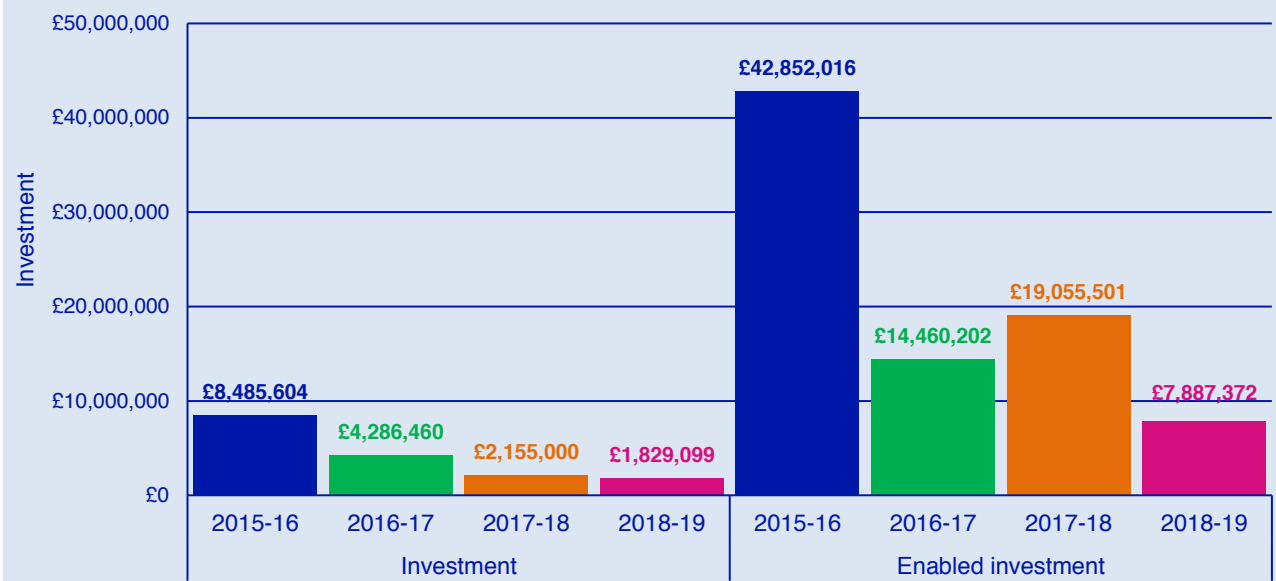
We only invest in projects where applicants have clearly demonstrated how their projects will impact on participation and progression outcomes, and our priorities for improvement. Our updated Sport Facilities Fund (SFF), which was launched in April 2018, now better reflects our commitment to only invest in projects that deliver against these objectives as well as strengthening our focus on equalities and inclusion.

We will only invest in projects:

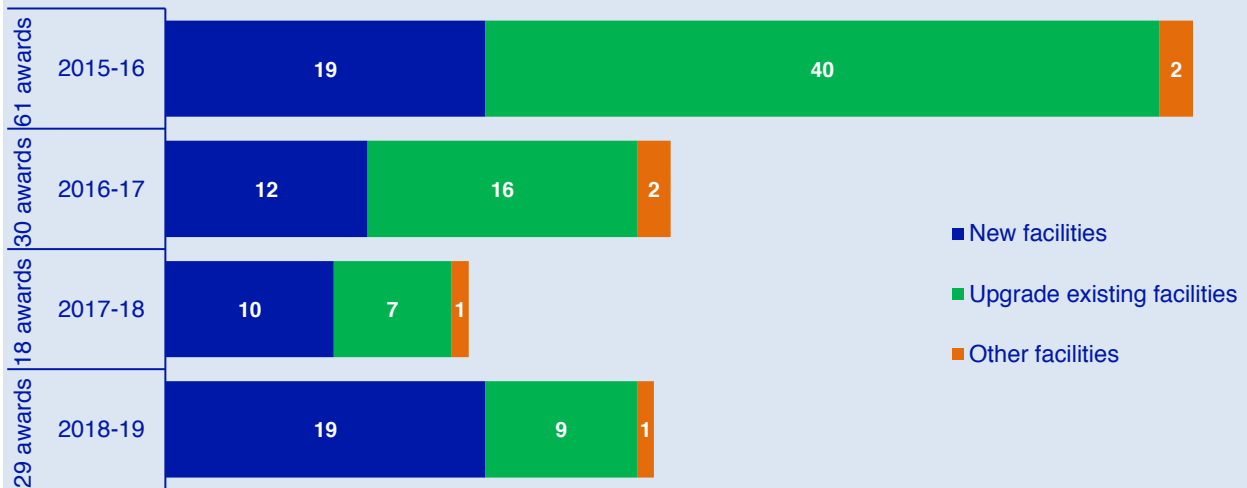
- In a schools and education environment when there is a clear link to clubs and use by the community
- In clubs and community projects where the impact and outcomes are clear, and the need is greatest
- In performance and national or regional projects when there is a strategic fit with an SGB.

We have now moved to two investment rounds per annum and have adopted a more collaborative approach, which draws on internal and external expertise. This approach has enhanced and strengthened how we consider applications and ensures we are able to prioritise and target our available resources more effectively.

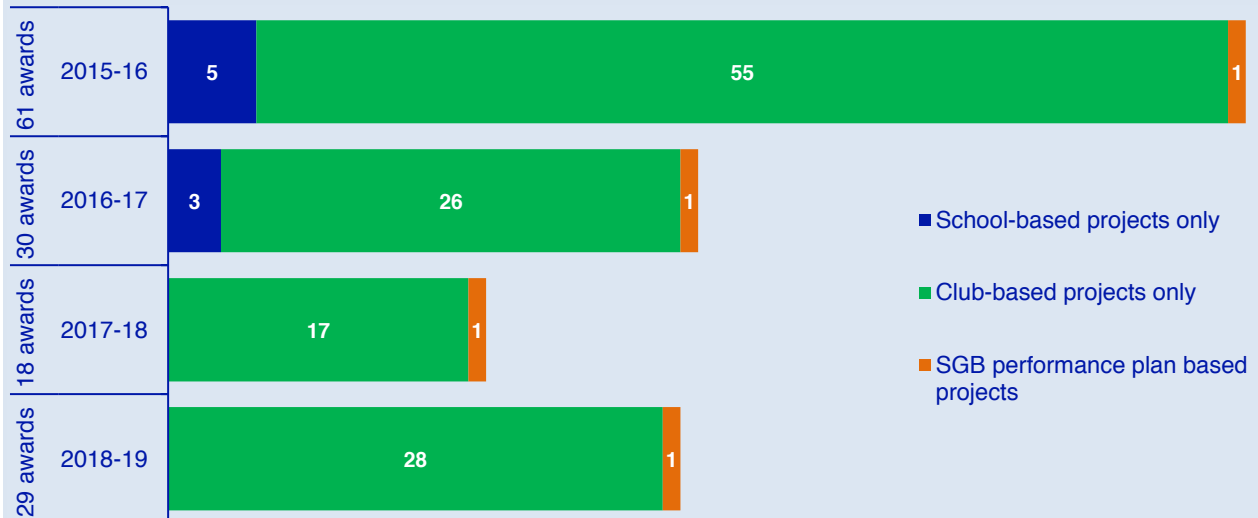
Investment in facilities



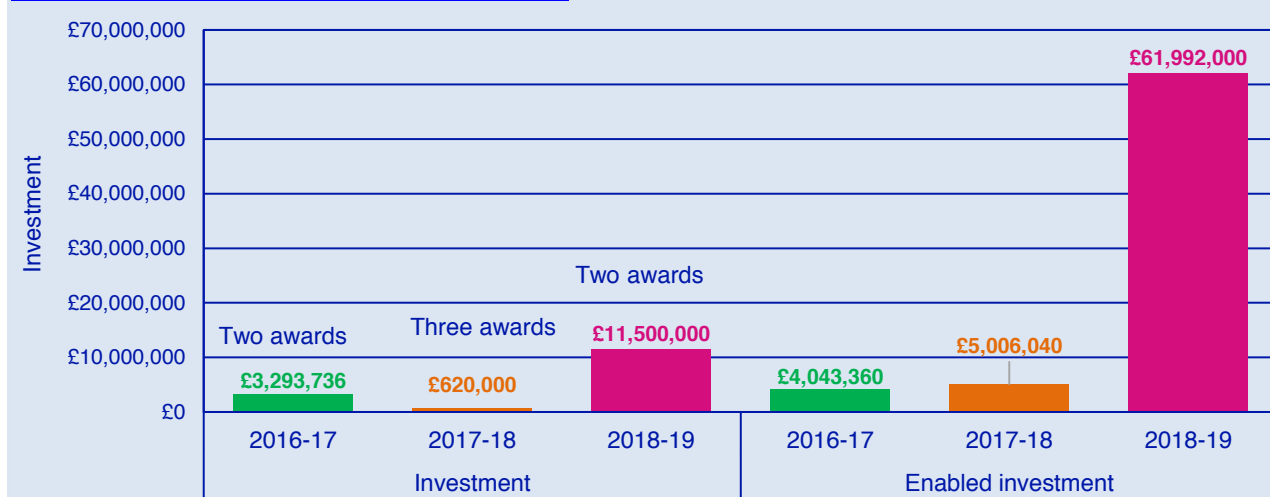
Investment in facilities by type



Investment in facilities by environment



Investment in national and regional facilities



7 awards made to assist national and regional projects, all of which supported an identified need within SGB performance plans¹⁵

2015-19 corporate review

We have awarded **over £32,000,000**, through **145 projects**, since the start of our corporate plan. This enabled investment of **over £155,000,000**.

In 2018, we launched our refreshed Sport Facilities Fund (SFF) to strengthen our focus on equalities and inclusion and better reflect our commitment to only invest in projects that impact on participation and progression in sport. All applicants are now also required to demonstrate that they have engaged the local community in their proposals and show how their proposals meet community need.

Our investment in projects through SFF 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 deprivation¹⁶

While we created a new maximum award level of £100,000 for all project types, we recognised the financial challenges that many clubs and community organisations face. We increased our contribution to projects which are located in, or serve, areas of deprivation, from 70% to 75% of the project cost. We also removed the need for all applicants, except local authorities, to contribute to the cost of their project. This was previously 10% for projects in deprived areas and 25% for projects in non-deprived areas, which we recognised was difficult for many organisations to raise.

The overall reduction in the number of projects being approved reinforces our commitment to only invest in projects that meet the above requirements. We will continue to target our support and investment in the club and community environment in areas of greatest need.

¹⁵ 2018-19 – Two awards, 2017-18 – Two awards, 2016-17 – Three awards

¹⁶ Based on 20% most deprived communities, from the SIMD 2016

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.

We promoted a variety of events and campaigns across social media channels. Highlights include:

- Changing Lives Through Sport and Physical Activity fund
- **sportscotland** and Sunday Mail Scottish Sports Awards
- Scottish Sports Futures Awards
- 2018 European Championships in Glasgow
- BBC Unsung Hero awards
- **sportscotland** Coaching, Officiating and Volunteering Awards

39 sports profiled through SportFirst, #sporthour, the **sportscotland** website and social media during 2018-19, up from **28** in 2017-18¹⁷

Gold Coast 2018 Commonwealth Games

We used the sporting medal success at the Gold Coast Commonwealth Games to connect back to the grassroots elements of Scotland's world-class sporting system. We ensured partners were kept informed of results and received all Team Scotland 'medal moment' information at the same time as it appeared on **sportscotland** digital channels or was issued to the media. This approach led to high levels of engagement both internally and externally. We were rated second, after the Commonwealth Games Federation, in a list of 15 organisations and sponsors which had the most visibility during the Games.

Active Girls Day

We led the fifth Active Girls Day on 5 October 2018. This celebrated the work going into girls' sport, the progress around girls' participation, and the role models making it happen. In the lead up, we promoted Active Girls Day through emails, our website and social media. We boosted posts on Facebook and Instagram to target relevant audiences.

On the day, we supported Ministerial visits to schools, clubs and hubs to share the work of our local and national partners to engage girls and women in sport and physical activity. Double the number of Ministers engaged compared to 2017. We also shared posts on social media about partner events. Members of the YPSP took over our Instagram for the day to highlight and promote activities running in their schools.

Sport First digital hub

We continued to build engagement with Sport First to tell the stories behind the world class sporting system to new and existing audiences. We publish content continuously and promote this via social media and digital marketing. This year we published 60 articles and have seen a 24% increase in new users (27,000) and a 48% increase in unique page views (74,000).

¹⁷ 21 in 2016-17

Collaboration with The National Lottery

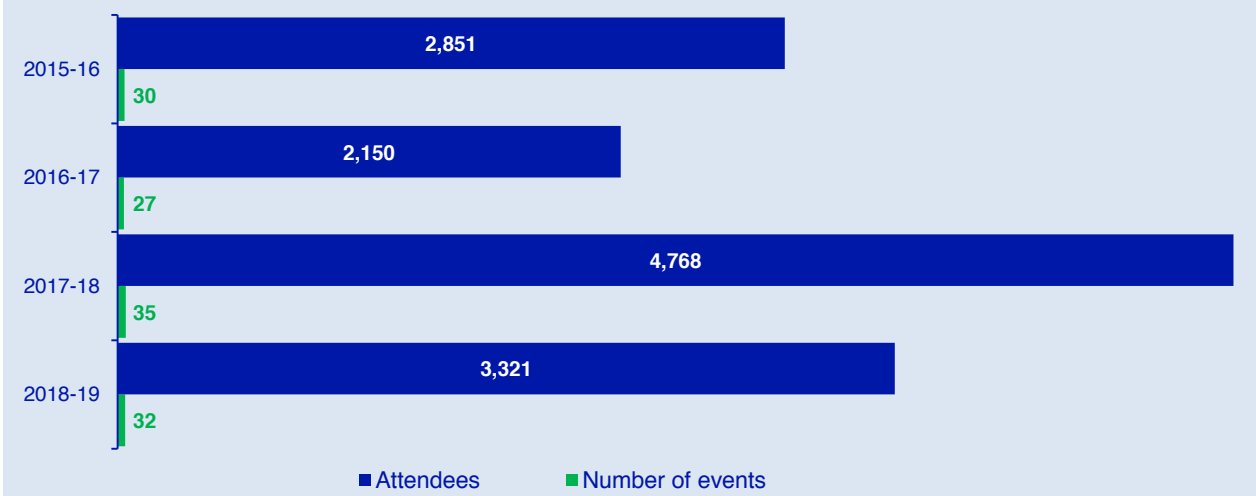
We worked closely with the National Lottery promotions unit in Scotland to create and promote stories about sport in Scotland. We supported the first athlete of the year category in the National Lottery annual awards and worked on both their #ThanksToYou and #ThanksTayYou digital and social media campaigns. #ThanksTayYou is a specific campaign localised in Dundee and we provided additional support through case studies and filming in the area.

SGB digital communications training feedback¹⁸

We delivered three bespoke digital training sessions to SGB communications teams to increase their reach:

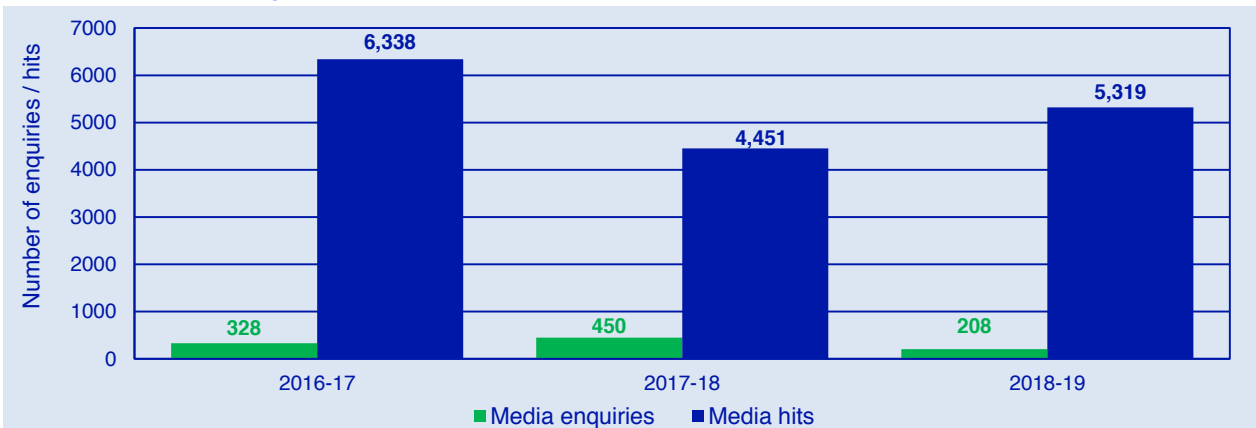
- **56** attendees from **30** SGBs
- **70%** of respondents felt the training significantly increased their awareness of opportunities to raise the profile of their sport or SGB
- **83%** of respondents felt that the training represented a useful networking opportunity

Corporate events: Number and attendees



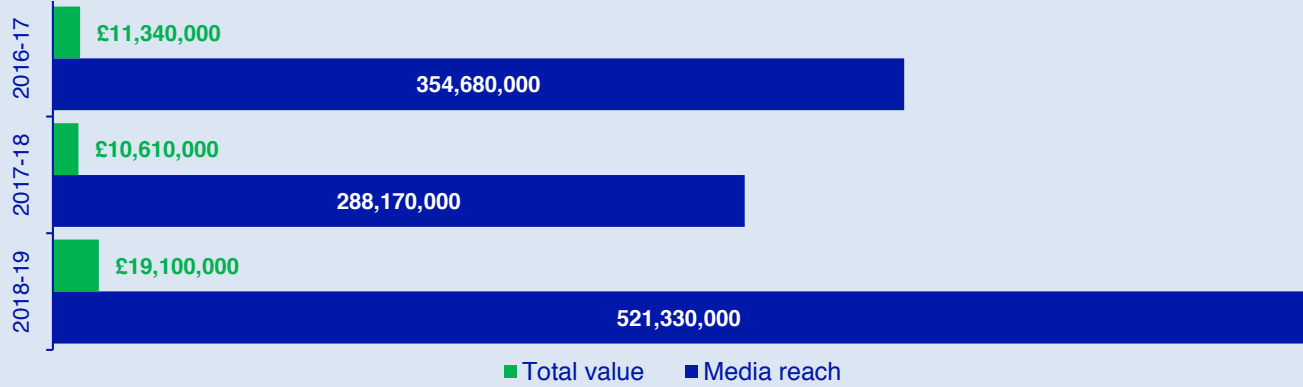
The decreased number of attendees at corporate events is a result of delaying seven regional network conferences from November 2018 until May 2019 to launch our new corporate strategy. We also supported a further 11 events through sponsorship.

Media: Number of enquiries and hits



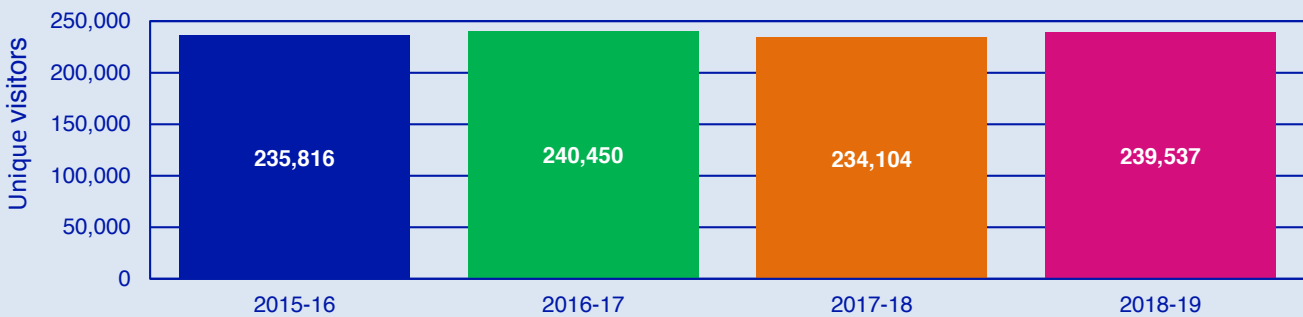
¹⁸ N= 28 survey responses

Media: Reach and total value





We implemented a revised media strategy with a key objective of increasing proactive media output and undertaking all media relations activity in-house. We have seen an increase in the reach and value of our media activity and a significant decrease in the number of reactive enquiries dealt with.



Visitors to sportscotland website



Social media

 Twitter				
2015-16	2016-17	2017-18	2018-19	
1,468	1,847	1,912	1,790	
Tweets				
7,123	10,324	15,221	17,968	
Mentions				
-	-	206,282	127,301	
Twitter total engagements				

 Facebook				
2015-16	2016-17	2017-18	2018-19	
-	25,164	31,142	33,473	
Engagements				
-	-	457	461	
Posts sent				

 Instagram		 LinkedIn	
2017-18	2018-19	2017-18	2018-19
116	410	30	86
Posts sent			
5,007	9,757	2,288	6,889
Engagements			

2015-19 corporate review

We have delivered **124 corporate events, to over 13,000 attendees**, since the start of our corporate plan.

We shifted the emphasis of our communications strategy to take a digital first approach to profile and celebrate Scottish sport to a wider audience. We redeveloped Sport First from a printed publication to a digital sport hub and launched to coincide with the 2016 Rio Olympics and Paralympics. This move has massively increased the reach of our communications activity, with almost 68,000 distinct users visiting the hub since 2016. We developed a Focus on Sports series to profile the range of sports in the sporting system. So far, we have shared in-depth profiles of more than 40 sports.

We introduced monthly communication themes to celebrate Scottish sport and demonstrate the breadth of activity across the world class sporting system. This has led to partners adopting the same monthly themes including SGBs, Scottish Sporting Future and the Scottish Government. We also launched #sporthour, a monthly Twitter conversation for the network about sport in Scotland. Each month we involved a member of the YPSP and an external co-host to debate the topic of the communications theme for that month.

We established a strategic relationship with the BBC through events like BBC Sportsound, the BBC Sports Personality of the Year awards and digital communications training for partners. We have taken the Sportsound programme to 12 locations across Scotland, coaching approximately 500 pupils and welcoming over 600 people to participate as part of the programme audience. We have continued to work closely with the National Lottery promotions unit in Scotland to create and promote stories about sport in Scotland.

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 partnership managers who work with local authorities, leisure trusts and SGBs to lead, direct and support the development of the sporting system.

We met with 41 SGBs to review the progress made over the previous two-year or four-year period and discuss their future strategies. We provided support from across the organisation to help sports to develop their outputs, outcomes and targets for future years, and ensure these are connected to the development and outcomes of the sporting system.

We delivered two sessions with SGB CEOs and senior staff to collectively reflect and feedback on the outputs they deliver that contribute towards the outcomes of the sporting system. These sessions involved looking at the differences within each sport in terms how they engage and connect with participants and how participation is maintained and developed over time.

We published several key research reports to help people understand the sporting system, including:

- An analysis of our contribution to the Active Scotland Outcomes Framework.
- The Economic Importance of Sport 1998-2016
- 2018-19 Facilities Charges Survey

We have continued to play a strong role in the National Strategic Group for Physical Activity and Sport. This group brings together key partners who have a role in physical activity. We have helped this group understand the contribution the sport sector makes, and we have pushed for more collaboration across different areas of physical activity.

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 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 system. It also promotes evidence-based decision making.

We trained 96 people to help them use our data and provided video resources which were used over 360 times. We established a Scottish Sport Communications Facebook group to share messaging and best practice. This has 88 members from communications teams across SGBs, local authorities and partner organisations.

2015-19 corporate review

We delivered a series of regional networking events to **1,368 people**, to help them develop a greater understanding of the sporting system and how they can work together to enhance it.

These regional events brought together Active School coordinators and managers, sports development officers, community sport hub officers, SGB regional managers and PE lead officers from across Scotland, as well as **sportscotland** staff. In 2017-18, 80% of attendees reported the event helped them understand the sporting system, up from 69% in 2015-16. In 2017-18, 71% of attendees reported the event encouraged them to collaborate more in their role, up from 62% in 2015-16¹⁹.

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**

We published research to help people understand the sporting system, and work together. This covered subjects from equalities in sport or the economic importance of sport, to in depth evaluations of our programmes. We supported people to use this through promotion, events and training.

We introduced a new continuous improvement approach called impacts and interventions. This helps the network of staff we invest in tell us about what they are doing, and what's working. Partners reported they value this. They have used it for learning and for sharing examples of good practice.

We developed data analysis tools and ran workshops to help people use our data. The first round of workshops in 2016 reached 596 of our supported posts. We have reached about 100 participants each year since then. We have moved to using videos to deliver this content. These have been used over 360 times in the last year.

¹⁹ Please see appendix one for more detail

APPENDIX: PERFORMANCE ANALYSIS NOTES

Impact measure 1

Active Schools distinct participants

Active Schools data for 2015-16, 2016-17, 2017-18 and 2018-19 refers to 2014-15, 2015-16, 2016-17 and 2017-18 academic year respectively.

Playing clubs members in supported clubs

The 2018-19 total membership figure is based on returns from 2,374 clubs. This includes clubs supported by regional posts for football and golf. This is the first year to include data from golf, which accounts for 28% of the total membership figure. This is also the first year to include data from football's Quality Mark clubs which accounts for 10% of the total figure. The significant increase in playing clubs members in 2018-19 can be attributed to this. Total membership figure also includes Scottish Student Sport (SSS), gymnastics and rugby who provided membership data but no coaching data.

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.

Playing club members affiliated to SGBs

The 2018-19 playing club members affiliated to SGBs figure excludes data from lacrosse as investment panel has been delayed until July 2019. The 2017-18 playing club members affiliated to SGBs figure excludes data from wrestling 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. Data is included in each year from Scottish Student Sport (SSS).

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

Overall change since 2015-16	Notes
+12% Distinct participants in Active Schools	N/A
+188% 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 as well as the addition of two large SGBs providing data (football and golf). We analysed only those supported clubs who returned membership data each year. This suggests supported club membership has grown by 10% since 2015-16 ²⁰ .
+4% 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 11% . Overall, 29 SGBs we support showed an increase

²⁰ This comes from 859 supported clubs who returned membership data each year, 45% of 2018-19 total clubs.

	in membership since 2015-16. This is 64% of the SGBs who returned data each year ²¹ .
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Gender breakdown of distinct participants and playing club members

Active Schools data for 2015-16, 2016-17, 2017-18 and 2018-19 refers to 2014-15, 2015-16, 2016-17 and 2017-18 academic year respectively.

Gender and age breakdown data for playing club members affiliated to SGBs was not available for 2015-16. The 2018-19 gender breakdown of playing club members affiliated to SGBs is based on a revised total figure of 778,074. 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.

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. 2018-19 data is collected from SGB Application Form (section 5.3) 2019-20.

Age breakdown of Active Schools distinct participants

Active Schools data for 2015-16, 2016-17, 2017-18 and 2018-19 refers to 2014-15, 2015-16, 2016-17 and 2017-18 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
- 290,955 for 2017-18
- 306,060 for 2018-19

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, 2017-18 and 2018-19 refers to 2014-15, 2015-16, 2016-17 and 2017-18 academic year respectively. Repeat assessments suggest more active use of the awards by schools.

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.

The 2018-19 coaches in supported clubs figure is based on returns from 1,564 clubs. This does not include data from SSS, or clubs supported by SGB regional posts for football, golf, gymnastics and rugby. 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.

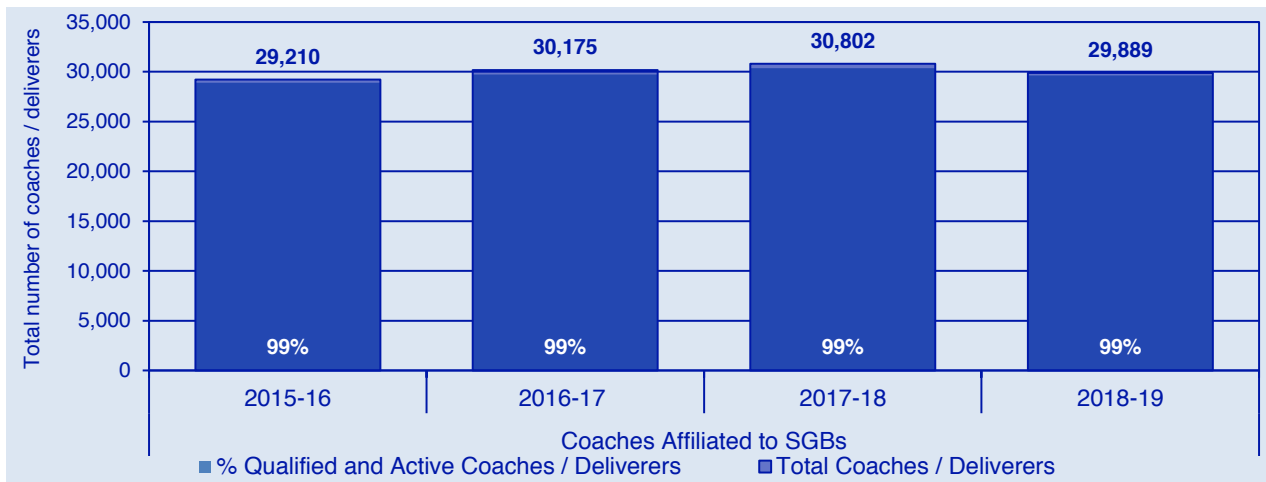
The 2018-19 coaches affiliated to SGBs figure excludes data from dance sport, hand gliding and paragliding, and tug of war, as no data is available.

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.

Revised qualified and active coaches affiliated to SGBs

	Change in total since 2015-16	Change in number of qualified / active since 2015-16	Notes
Active Schools deliverers	+11%	+0%	The proportion of qualified and active deliverers has fell slightly which is due to an increase in the number of voluntary deliverers.
Coaches in supported clubs	+32%	+20%	<p>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, as well as the addition of two large SGBs providing data (football and golf).</p> <p>We analysed only those supported clubs who returned coach data each year (680 clubs, 43% of 2018-19 total clubs). 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 9%, since 2015-16.</p>
Coaches affiliated to SGBs	-16%	-19%	<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 in 2016-17 and 2017-18. 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 four years of data, to analyse comparable performance over time (40 SGBs). This suggests the total number of coaches has grown by 3% and the number of qualified and active coaches has also increased by 3%, since 2015-16²². Please see the revised qualified and active coaches affiliated to SGBs chart below.</p>

²² The following SGBs have been excluded: badminton, football, netball, tennis, dance sport, hand gliding and paragliding, tug of war, motorsports, rambblers and surfing.



Gender breakdown of qualified and active deliverers

We do not currently collect gender data 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; 30,175; 30,802 and 29,889 for 2015-16, 2016-17, 2017-18 and 2018-19 respectively. 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

2018-19 figure includes the following SGBs: canoeing, snowsport, rowing, netball, modern pentathlon, golf, mountaineering. In addition, judo and badminton have been engaged in talent pathway development work. 2017-18 figure includes: canoeing, snowsport, rowing.

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 (PCS) for coaches, multiskills and introduction to multiskills. For 2018-19 CPD support does not include PCS for coaches or coaching talent.

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 distinct participants but not number of workshops due to method of delivery for 2015-16 and 2016-17. For 2017-18 we capture 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, performance 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 9

We identified an error in the number and gender of participants in performance through leadership were reported. Consequently, we have revised the reported figures for 2015-16, 2016-17 and 2017-18 as follows:

- 2015-16 – Number of male participants decreases by one. Number of female participants increases by one. This has no impact on total number of participants.
- 2016-17 – Number of male participants decreases by one. Number of female participants increases by two. This increases the previously reported total number of participants from 52 to 53.
- 2017-18 – Number of male participants increases by one. Number of female participants increases by one. This increases the previously reported total number of participants from 34 to 36.

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.

Over the past two years we have worked with partners to change our delivery model for Active Girls. In partnership with the Youth Sport Trust, we developed Fit for Girls Solutions workshops. Solutions workshops provide training and tools to

local practitioners to help them better understand the needs of girls and young women, with the aim of increasing their engagement in physical activity, physical education and sport (PEPAS).

- **Fit for Girls solutions workshops:** We promote the workshops as leadership opportunities for girls from local secondary schools to be involved in discussions about physical activity, physical education and sport within their local area, and support their work back in their schools, clubs and communities.

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.

Comparable change in leadership opportunities

Decrease is primarily due to change in delivery of Active Girls workshops.

Impact measure 11

Final cumulative investment

As at 31 March 2019. 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 2019. 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 13

Local partners with a more integrated approach include: Dundee; Clackmannanshire; Renfrewshire; East Renfrewshire; North Lanarkshire; Argyll and Bute; Highlands; Shetland; Stirling; Aberdeenshire; East Ayrshire; Glasgow City; and East Dunbartonshire.

SGB partners with a more integrated approach include: basketball; cricket; curling; cycling; gymnastics; mountaineering; sailing; snowsport; table tennis; tennis; triathlon; volleyball; and water skiing and wakeboarding.

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. Awards to SGB performance plan-based projects refer to those where we have supported an identified need.

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 2018-19 we made two awards to assist national and regional projects. Both awards supported an identified need within SGB performance plans. Our £11.5m investment includes up to £5 million in principle award to New Meadowbank Sports Centre and up to £6.5 million to Dundee Regional Sports Centre. 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). The media data from 2015-16 (796 media hits with a reach of 96,149,354 and a total value of £2,178,277) cannot be compared to current data as we moved from a labour intensive, individual collation of only high-quality media activity data onto a new, automated media monitoring platform which collates all media activity.

Social media

In 2017, we recognised impressions and reach are not the most effective measurements. We have therefore moved away from reporting this towards capturing more relevant engagement indicators. It is also worth noting that we are no longer simply focused on Twitter and Facebook. We have increased our content significantly around Instagram and LinkedIn as these are key channels for us due to the audience (Instagram – athlete/youth, LinkedIn – sporting workforce/wider). Increased engagement in 2017-18 was due to a number of high profile First Minister visits and award wins for Celtic FC.

Glossary	
Tweets sent	The number of messages sent from the @ sportscotland Twitter account
Twitter mentions	Number of times @ sportscotland was mentioned during the report period.
Facebook engagements	Total number of reactions, comments, and shares on your posts. This does not include clicks on links or photos.
Number of sports profiled	The total number of unique sports profiled or talked about or referenced by sportscotland on social media.
Twitter total engagements	Total number of times a user interacted with a Tweet. The interactions include clicks anywhere on the Tweet, retweets, replies, follows, likes, links, cards, hashtags, embedded media, username or profile photo.
Facebook posts sent	The total number of messages sent by sportscotland on Facebook during the reporting period.
Instagram engagements	Total number of times users interacted with this media. This is a sum of Likes and Comments.
Instagram posts/stories sent	The total number of Instagram posts and stories published in the reporting period to the channel.
LinkedIn engagements	Total number of Likes, Comments, Shares, and Clicks on sportscotland Organisation Page content.
LinkedIn posts sent	The number of posts published by sportscotland during the reporting period.

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

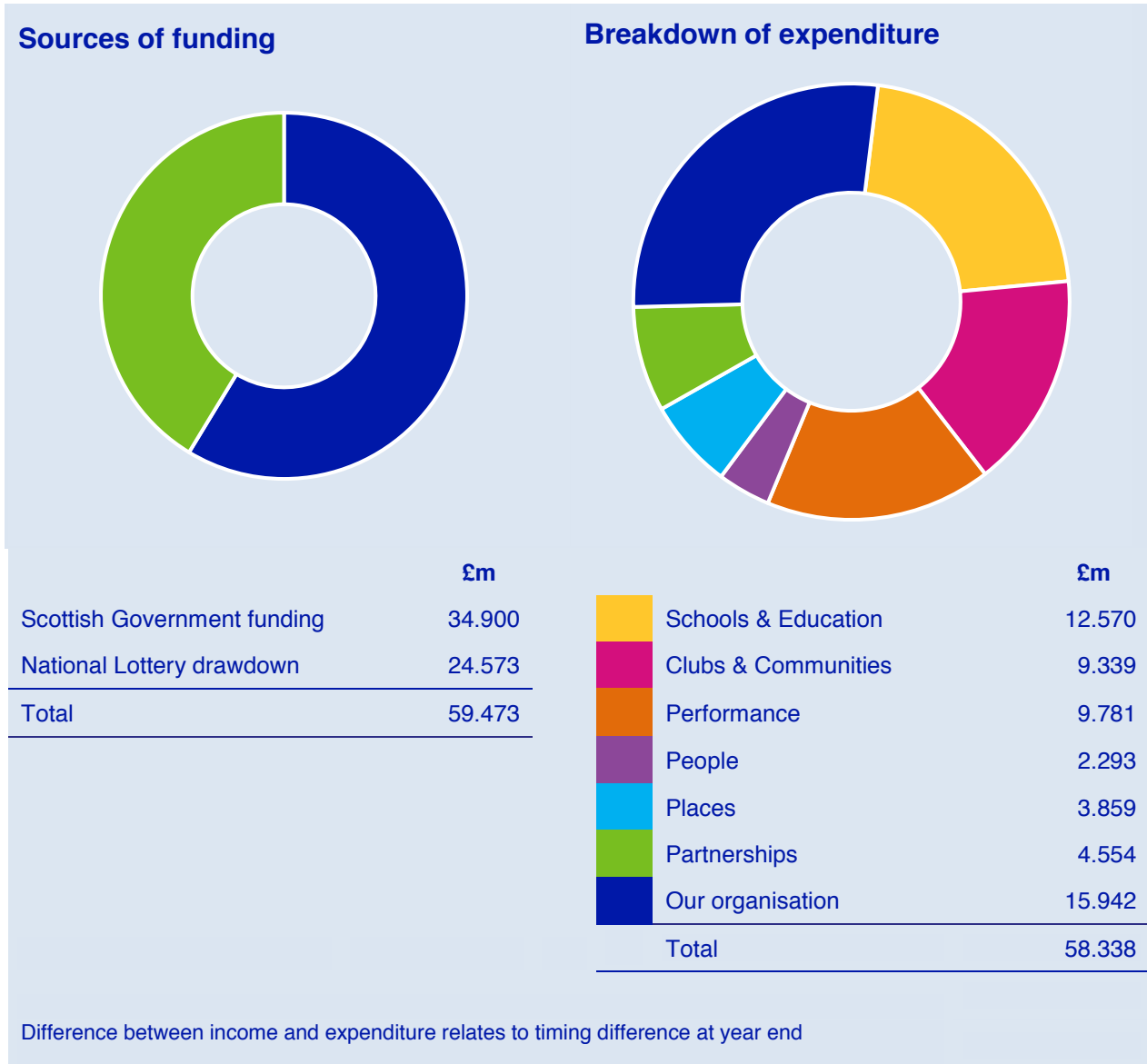
2017-18 responses

- 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 that 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.

FINANCIALS



FINANCIAL SUMMARY



The following link details amounts (£) invested in individual sports, national partners and local authorities for the **sportscotland** financial year ending 31 March 2019: <https://sportscotland.org.uk/about-us/investment-reporting/>.

Find out more at sportscotland.org.uk

#PlayingOurPart2019

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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