

SPORTFIRST

Winter 2010

the magazine of sportscotland

Featuring

Community sports hubs

A legacy update

Start active, stay active

**Active Schools making an impact
in Perth and Kinross**

Inspiring adventure

Glenmore Lodge has it all!



GOLDZONE

A partnership approach

**Spotlight on
the British Olympic
curling programme**

Hands on

**The role of physiotherapy
in alpine sport**

Cashing in

**Distinctive music choices
for John and Sinead Kerr**



Putting sport first

sportscotland
the national agency for sport

Increasing participation and improving performance

by investing in and joining up the people,
places and thinking that make sport happen.



Front cover: **Noel Baxter**, institute supported athlete
Main image: **Lesley McKenna**, institute supported athlete

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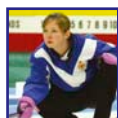
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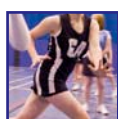
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Chair Louise Martin looks forward to Vancouver

Welcome to a special Vancouver edition of **sportscotland's** new *Sport First* magazine.

The Winter Olympic and Paralympic Games are just around the corner and, at the time of writing, we are hopeful that Scots will make up over 40% of Team GB at the Games. At **sportscotland**, we have a great sense of pride in knowing that we have supported most of these Scottish athletes. Through our high performance arm at the institute of sport our experts have been focused on helping to prepare them to perform on the world stage at Vancouver. In the *Goldzone* section of the magazine, we take a closer look at how some of this high performance expertise has been delivered.

Also in this edition of *Sport First*, we outline **sportscotland's** new corporate structure, focusing on the key role of the Partnership Manager. We also hear from the team involved in the development of regional sporting partnerships, which we hope will be a significant step in joining up the people, places and thinking that make sport happen.

Please enjoy *Sport First*, and on behalf of **sportscotland** I would like to wish all of our athletes the very best of luck in Vancouver.

Louise Martin

Louise Martin CBE
Chair, **sportscotland**

NISA construction up and running



Construction is underway on the new National Indoor Sports Arena (NISA) in Glasgow's east end. The venue, opposite Celtic Park, will be a focal point for the 2014 Commonwealth Games and will be built alongside the new Sir Chris Hoy Velodrome. The multi-sport arena is an important part of our games legacy, and will be capable of hosting many other major sporting events in future years.



The indoor velodrome will be a first for Scotland, offering our high-performance track cyclists a world-class competition and training facility. Currently Scotland's elite athletes make use of the National Cycling Centre at the Manchester Velodrome. Glasgow's new facility will provide visitors to the NISA with a unique opportunity to try track cycling, and its title is a fitting tribute to Scotland's greatest Olympian and Commonwealth Games gold medallist, Sir Chris Hoy.

Once completed the whole site will include a 200m athletics track, 250m velodrome track, 1km outdoor track, 3 community 5-a-side football pitches, 3 indoor basketball courts, a dance hall and a gymnasium. During the 2014 Commonwealth Games, the NISA will also host the badminton competition along with track cycling in the velodrome.

Flower of Scotland chosen as Scottish Commonwealth anthem



Commonwealth Games Scotland (CGS) has announced the anthem which will travel with Team Scotland to the Commonwealth Games in Delhi later this year. *Flower of Scotland* was chosen by prospective members of Team Scotland at a team camp in January 2010. Four potential anthems – *Scotland the Brave*, *Flower of Scotland*, *Highland Cathedral* and *Loch Lomond* – were suggested by CGS before their annual dinner in November. Guests at the dinner voted *Flower of Scotland* and *Scotland the Brave* as their preferred choices, but ultimately it was the athletes who decided which song should be played each time the Saltire is raised.



Run a mile for Sport Relief



Sport Relief returns in 2010 and is challenging people across the country to get sporty, have fun and raise cash over the weekend of 19-21 March. The money raised will help transform the lives of vulnerable people, both here in the UK and in the world's poorest countries.

Fundraising events will take place in the three days building up to Sunday 21 March, when thousands of people will participate in one of the Sainsbury's Sport Relief Mile events taking place across the country. In Scotland, there are 16 flagship miles taking place on Sunday 21 March at various locations including Glasgow, Stirling, Perth and Kilmarnock.

The day is all about fun so whether it's walking, running or wearing fancy dress, you can set your pace with one mile, stretch your legs with three miles, or go the whole hog and take on the six mile challenge – it's the perfect opportunity for everyone to get involved. Whichever mile challenge you choose, you'll have a fantastic, fun filled day while raising money for a great cause.

Since its launch in 2002 over 1.25 million people have taken part in Sport Relief, helping to raise over £75m. Sport Relief has a unique history of dedicated people doing extraordinary things to rise to the challenge, from David Walliams' astonishing swim across the English Channel to Eddie Izzard's truly amazing 'marathon a day' around the UK.

For more details and news about Sport Relief, and to find out how you can get involved, visit www.sportrelief.com

Commonwealth Sports Development Conference

3rd Commonwealth Sports Development Conference
3 - 4 June 2010
 The Mitchell Library Glasgow Scotland
 Achieving Sustainable Development
 Building capacity in Communities, Clubs and NGOs

The third biennial Commonwealth Sports Development Conference is taking place at Glasgow's Mitchell Library on 3-4 June 2010. Sport practitioners, policy makers and fundraisers will come together to explore issues of vital importance in delivering sports programmes worldwide. Building on the

successes of 2006 and 2008, the 2010 conference will take a pragmatic approach to organisational development and sustainability relevant to any organisation involved in the delivery of, or supporting the delivery of, sports programmes.

Commonwealth Games Associations from all over the world will also attend the conference, which will provide an excellent opportunity to discuss international issues and programmes, ahead of the 2010 Commonwealth Games in Delhi. Seminars, plenary and Q&A sessions will provide focus for discussion.

The programme will include speakers from the Norwegian Olympic and Paralympic Committee and Confederation, LGT Venture Philanthropy, Comic Relief, Mathare Youth Sports Association (Kenya), Magic Bus (India) and Homeless World Cup.

For more information on the conference, or to book your place, contact commonwealthconference@firstcityevents.co.uk



Aileen adds OBE to list of honours

sportscotland institute of sport supported athlete Aileen McGlynn has been awarded an OBE for her services to disabled sport. This is another fantastic achievement for the partially sighted cyclist who has already won three gold medals and one silver medal over the 2004 and 2008 Paralympics. Aileen, who was previously awarded an MBE, recorded another impressive year in 2009 after winning the 1km time trial and 3km pursuit at the Paralympic World Cup in Manchester.



Kerrs win seventh consecutive title

Sibling duo, John and Sinead Kerr, have won a seventh consecutive title at the British Ice Skating Championships in Sheffield. Earning a record score of 190.14, the Scots showed their class and equalled the number of titles won by Torvill and Dean. The Kerrs followed up their win with an impressive fourth place finish at the Grand Prix final event in Japan, demonstrating the kind of form that could well put them in medal contention in Vancouver.

For more information on the Kerrs and their Vancouver campaign see our feature on p12.

Diary dates

Winter Olympics		Other events	
12 – 28 February	Winter Olympic Games	9 February	Coaching Matters workshop – Performance Planning, Stirling
13 February	Olympic Alpine Skiing begins	11 February	Coaching Matters workshop – Coaching Expertise, Glasgow
16 February	Olympic Curling begins	25 February	Physical Activity and Health Alliance Conference, Heriot Watt
17 February	Men's Olympic Snowboard Halfpipe	10 March	Coaching Matters workshop – Competition Management, Edinburgh
18 February	Women's Olympic Snowboard Halfpipe	13 – 14 March	SALSC Conference – 'Investing in the Future', Aviemore Highland Hotel
19 February	Olympic Ice Dance begins	19 – 21 March	Sport Relief
12 – 21 March	Winter Paralympic Games	25 March	Coaching Matters workshop – Coaching Practice, Dundee
13 March	Olympic Wheelchair Curling begins	3 – 4 June	Commonwealth Sports Development Conference, Mitchell Library, Glasgow
		7 – 11 June	National School Sport Week

GOLDZONE



Team Murdoch, institute supported athletes

sportscotland
institute of sport
high performance expertise

Preparing Scotland's best athletes to perform on the world stage

Winter wonderland

The institute website www.sisport.com has had a makeover ahead of the Winter Olympics and Paralympics! As well as providing information on schedules, and results of the performances of Scots in Vancouver, we're also showcasing some more of the fantastic work that the experts at the **sportscotland** institute of sport have been doing with some of 2010's Olympic hopes.

Working together with their high performance partners, here are some examples of how our institute team are supporting athletes as they pursue the Olympic dream...



➔ Keeping cool

For the past two years, exercise physiologist Vanessa Zucco has been working as part of the dedicated institute support team around the GB men and women's curling squads, to best prepare them for success at the 2010 Winter Olympic Games in Vancouver. As a sport which is currently being fully delivered by the institute, the curlers benefit from all of the services which **sportscotland's** high performance arm has to offer.

Find out how by heading to www.sisport.com/keepingcool



➔ Over the water

Ice dancing siblings, John and Sinead Kerr, have been supported by the institute for over five years and even called on our expert support team when they relocated to the USA in 2006. As they look ahead to Vancouver, it is clear that the brother and sister duo have reaped the combined benefits of unrivalled facilities and high performance expertise provided to them by the institute's team of experts.

Read on at www.sisport.com/overthewater



➔ Cooking up a storm

Transferring from one sport to another is a bold move for any athlete. Luckily, for former track and field athlete Gillian Cooke, with the support of the institute network and a world bobsleigh championship gold medal under her belt, it has been a successful one. Gillian's sights are now firmly set on qualification for Team GB and the invaluable support from the East of Scotland Area Institute of Sport has helped her on her journey with the hope that she will succeed in getting to Vancouver.

To find out how Gillian has been supported by the ESIS, check out www.sisport.com/cookingupastorm





A partnership approach

The British Olympic curling programme

Once every four years the British public switch on to the sport of curling as teams take to the ice for the Winter Olympic Games and Paralympic Games. This year will be no exception, when the Games start in Vancouver in February and March respectively. However, ahead of the Games, the management and planning of the performance programme has been ongoing for the last four years.



British Curling, the national governing body of the sport, and the institute have been working in partnership, along with the Royal Caledonian Curling Club (RCCC), UK Sport and other stakeholders, to develop a world class performance programme which will ensure the ongoing development of curling at the highest level – and drive the quest for consistent success at European, World and Olympic/Paralympic levels.

Curling is a unique sport for the **sportscotland** institute of sport in that the institute is not only a strategic partner and major investor in the sport, it also delivers the fully-managed performance programme on behalf of British Curling. The programme is Lottery funded through UK Sport, with additional funding and support coming from the institute.

Derek Brown has the key responsibility of delivering British Curling's performance plan, while also having a direct impact on the delivery of the 2010 programme. He holds a dual role as Performance Director for both the British and Scottish curling programmes and is also the Scottish National Coach when the teams compete as Scotland at the European and World championships – the qualification route for Great Britain at the Olympics. Derek is supported by David Hay as men's Olympic coach, Nancy Murdoch as women's Olympic coach and Tom Pendreigh as the Paralympic wheelchair curling coach.

A full-time commitment

So what have been the significant changes in this Olympic/Paralympic preparation cycle that it is hoped will make a difference?

"There are two aspects which I believe have been a major improvement" said Brown, who was also the men's coach in 2006. "Firstly, all ten of the Olympic athletes have become full-time athletes for all or part of this last season. This has meant putting their careers and family plans on hold until after February 2010 to give themselves the best possible chance

of success at the Olympic Games. All five of the wheelchair curlers have been similarly funded to commit to a full-time programme. And equally important is the fact that we have been able to employ full-time coaches for each of the three team programmes (men's, women's and wheelchair), which I believe has helped to raise the bar."

Delivering the programme

While that clearly involves sacrifice and dedication from all the coaches and athletes involved, what happens on and off the ice will be the result of unprecedented, meticulous planning

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 ... what happens on and off the ice will be the result of unprecedented, meticulous planning involving just about every possible aspect of preparation and performance support.

involving just about every possible aspect of preparation and performance support. Led by the coaches, and guided by the institute's high performance experts across some nine disciplines, all three teams have been following sophisticated holistic programmes that cover various aspects including exercise physiology, strength and conditioning, sports medicine, psychology and nutrition, media training and lifestyle management – all geared towards helping the teams produce their best possible performances in Vancouver.

"Outcomes are uncontrollable and there are no guarantees – we have to make things happen," says Mike Whittingham, Director of High Performance for **sportscotland**. "But we can and do control process. The final touches are crucial and will hopefully be the icing on the cake in Vancouver – medal success."


Throughout the preparations, British Curling has worked closely with the institute to ensure that the content of each programme put in place is constantly reviewed and challenged where appropriate, to make certain it is truly world class, athlete centred and coach led.

Working in partnership

Commenting on the partnership Chris Hildrey, Chair of British Curling, said: "British Curling enjoys a proactive relationship with the institute, with the overriding focus being on the athletes and putting in place the best possible performance programme to realise our shared goals. We believe in challenging our colleagues to constantly push the envelope and we are extremely happy with the position we have reached. The heads of service and technical leads at the **sportscotland** institute of sport have truly stepped up to the plate and responded to

our needs and we are confident we have the best possible performance programme in place. We can only wait now with anticipation to see if all the planning and hard work will pay off, come Vancouver."

In another new initiative designed to promote the sport to its full potential, British Curling, RCCC and **sportscotland** have teamed up to deliver a media and PR programme that provides expert support to athletes and staff, as well as delivering a proactive PR programme to showcase the modern face of an exciting Olympic sport. This has generated considerable media coverage for the athletes, the sport and the programme and as we get ever closer to the Games the interest is sure to grow.

All three teams are now poised to face what will be the biggest challenge of the season and, in some cases, their careers. Britain's Olympic and Paralympic curling teams are raring to go. Yet before the first stone is even thrown in Vancouver, planning is already well underway for the next four year cycle up to 2014... such is the nature of performance sport. 



Hano



ds on

As one of the fastest non-motorised activities known to man, alpine skiing is a sport which places massive strain on an athlete's body as they travel downhill at speeds of up to 130mph. As a dedicated snowsport physiotherapist with the institute, it's Rebecca Joyce's job to work with the alpine ski team to minimise risk of injury, as well as treat athletes who are carrying injuries.

Rebecca's physiotherapy role is both proactive and reactive as she travels around the world with the team, pursuing their dream of competing at the Winter Olympics. As she admits, the job presents some unique challenges: "When a skier crashes at 80-90mph, they could pretty much injure anything, which is why strength and proprioception (the ability to sense the position, location, orientation and movement of the body and its parts) have to be optimal."

With an emphasis on prevention and recovery, Rebecca works remotely with the other experts at the institute to help maximise performance at every opportunity and her physiotherapy programme is very closely linked with the strength and conditioning support that the alpine ski team also receives from the institute. By working in this way, Rebecca is able to help build the strength of the athletes, their core stability and their flexibility. She also feeds into their technical coaching sessions, looking at problem areas and providing knowledge which informs and connects with what the skiers do on the slopes.

Communication between the institute and Rebecca is very strong and even over the competition period, while she is away with the squad, she is in constant contact with the expert teams at the institute. During the off season, Rebecca works from the institute, putting the athletes through

their paces with help from her colleagues, devising and monitoring individually tailored programmes to ensure each athlete is progressing towards their goals and receiving the best support possible.

Working day to day with the alpine team as they race at competitions all over the world is exciting, and no two days are the same. The snow-

capped location of the races means that Rebecca has to ski to be on hand at the site, which has provided her with an intimate understanding of the mishaps that can occur while on piste.

"Due to the ski element of my job I have had one calamity after another, from crashing and wiping out the national Swiss coaching team, to breaking a chairlift which ultimately caused an entire slalom race to stop. You could say that my ski life is very unpredictable and dramatic!"


Rebecca predominantly works with the alpine skiers, but is also responsible for helping to keep tabs on the snowboarders, while fellow institute physiotherapist Maggie Bush has been charged with providing support to the cross country skiers. Maggie has recently been to St Ulrich to oversee the

cross country skiers' physiotherapy during competition, but at home, far more unusual methods of training have opened her eyes to the dynamic world of cross country skiing.

While she was observing the squad in Aviemore for the first time, the team used roller-skis to race on the road from Glenmore Lodge to the car park at Cairngorm, a distance of around

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With an emphasis on prevention and recovery, Rebecca works remotely with the other experts at the institute to help to maximise performance at every opportunity...
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five miles. The skis with wheel attachments provided the athletes with the ability to get down to some serious on-road racing – and for Maggie it was a fabulous spectacle to behold: "It just looked amazing seeing all of them racing up the road! I am excited about working more closely with the skiers and supporting them as they get to grips with the qualification process for Vancouver."

Both Rebecca and Maggie have undertaken gruelling schedules as they deliver seamless institute support while the athletes attempt to gain vital qualification points to secure places on the Olympic Team GB in January 2010. The healing hands of the institute physiotherapists may not be able to ensure victory in Vancouver, but they can certainly ensure best preparation and support for the journey as the athletes focus on the task in hand! 



Back to the future

Maintaining a competitive edge over rival teams at the top end of high performance sport is a tricky business. When a team does well, opposing sides follow their lead and each new innovation soon becomes the norm. The institute has been working with Scotland's wheelchair curlers to keep them ahead of the competition.





After the success of the wheelchair curling squad winning silver at the Olympic Games in Turin 2006 and bronze at the World Championships in 2007, the sportscotland institute of sport Head Wheelchair Curling Coach, Tom Pendreigh, identified a need to tackle the increasing challenge of competitive advantage with other international teams who had also formed dedicated teams of experts around them.

Tom identified three key areas to enhance: force output, target accuracy and maintaining the 'robust' athlete. He then began discussions with Senior Sports Psychologist John Marchant, and Head of Sports Science and Innovation, Malcolm Fairweather, on ways in which they could gain an edge over their competitors.

As athlete buy-in was a key factor in determining the success of the project, they agreed with the players that the best way to do this was to closely assess the stone delivery position. In wheelchair curling, athletes traditionally throw from up front at the hog line, closer to the target. Able bodied players push off from the hack, a position that is further away from the target, but allows them to deliver a wider repertoire of deliveries. By moving the wheelchair curlers from the hog line, to the back of the rink near the hack, they would have the freedom to choose to play a shot from the back or the front. In simple terms the plan was to innovate the wheelchair game by increasing player and team stone delivery options and shot solutions.

With two years' practice and game development opportunity ahead, the players and Tom took on the associated challenges and set to

work immediately. The radical decision to play from the back (as well as the front) meant the wheelchair curling team had to learn an entirely different set of skills in order to be able to play stones with the same power and accuracy as before. Physiotherapist Kirsty Sinclair and Strength and Conditioning Coach Paul Coyle were drafted in to profile the athletes' physical condition and to work with them specifically on

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 The advantages of changing position could far outweigh the difficulties the team might face in order to achieve the new playing arrangement.

strength and muscle development and the recruitment of the correct muscle groups without risking injury. Nutrition also provided a significant contribution to the process with Performance Nutritionist Rebecca Dent working very closely with Tom on the project.

The advantages of changing position could far outweigh the difficulties the team might face in order to achieve the new playing arrangement. The new regime gave the players the ability to put more 'curl' on the stones due to the greater delivery distance and ability to measure the speed of the stones. They could then relate this speed to the ability to produce appropriate delivery weights. Monitoring this meant that they could improve the accuracy from their new position.

The challenges associated with the development of new skills included a short term performance dip as the squad adapted to the technical changes in their game. This dip in performance was woven into the periodisation process and once the athletes were technically comfortable with their new position,

their performance began to gradually improve, along with their confidence.

In conjunction with their physical improvement, it was important to also work on the team's psychological adaptation, especially taking into consideration the effect of the performance dip on the athletes' mental attitude to their own performance. Psychologist John Marchant worked with

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 psychometric profiles for each member of the squad to support the changes they faced. This personality type indicator tool helped to pinpoint the strengths and weaknesses that each individual athlete had to contend with. John then collated the information and shared it with the group to aid and improve team cohesion and dynamics on the ice. Although changing the mindset of established athletes wasn't easy, the profiling facilitated a greater understanding of how they could work as a unit to maximise their potential, and ensured that the athletes maintained confidence and belief in their long term goal – Vancouver 2010.

The coaches and experts working with the wheelchair curlers throughout this project have begun to see their hard work paying off, with a team who are more unified, happier and more performance focused than ever before. The goal for the team is that when they head to Vancouver in March, they transfer their innovation mission into new success. If the team are successful, they can prove their theory... sometimes going backwards is the best way forward! 

Cashing in

Scottish figure skating siblings, John and Sinead Kerr, had a great end to 2009 as they picked up their seventh consecutive title at the British Ice Skating Championships, but entering the new decade, the only thing on the Kerrs' minds is success in Vancouver 2010.

A key figure in the Kerrs' training work in the run up to the Games has been institute Strength and Conditioning Coach, Neil Crosbie. Neil has been tasked with getting the pair in tip-top condition ahead of Vancouver, focusing largely on developing leg strength and power in the gym to complement the technical goal of improving power and speed on the ice, as well as upper body strength to perform their spectacular lifts.

As Neil explains, the pair have been benefitting from some innovative techniques to get them ready for Canada: "John and Sinead have been working very hard on their overall strength and conditioning as well as improving their flexibility. We have introduced a new approach taken from Dr William (Bill) Sands of the US Olympic Committee in Colorado Springs, whose research showed a vibration device could be used to help develop flexibility – a similar device was built by Sheffield Hallam University with funding from UK Sport."

Alongside enhancing their strength and perfecting their technical sequences, John and Sinead have also invested significant thought in their distinctive musical selection, which ranges from US rockers, Linkin Park, to Country and Western legend, Johnny Cash.

Perhaps surprisingly, Neil's influence also extends to this area, having introduced the Kerrs to West Coast Swing – a distinctive dance done to country, hip hop, blues and popular music, with a smooth style that focuses on connection with your partner. Neil, himself a competitive West Coast Swing dancer, has shared his experience and techniques on and off the ice, as well as introducing the siblings to renowned choreographer, Robert Royston.

In the spirit of West Coast Swing, the pair will be accompanied by Johnny Cash's *I've Been Everywhere* in their original dance. It's a track that the pair enjoy dancing to, and they're hoping that their performance will be boosted by the reaction of the audience and the judges. As John explains: "Country and Western gets people tapping their feet and can really be uplifting to listen to, so we hope that our fans enjoy the music as much as our performance."

Let's hope that the 'man in black' can help the Kerrs 'walk the line' to medal success in Vancouver! 



Bouncing and jumping to Vancouver




The **sport**scotland institute of sport works collectively with its high performance partners to support tailored training solutions for athletes, identifying where the most appropriate high performance expertise can be applied on an individual basis. For snowboarders Ben Kilner and Lesley McKenna, that means bouncing on trampolines, jumping on spring floors and hurling themselves in the air before landing in a foam pit – all in the name of pipe progression.

Woodward Camp at Copper Mountain, Colorado is the world's first year-round ski and snowboard training facility dedicated to terrain park and pipe progression. The 20,000 square foot facility, known as The Barn, is used by professional extreme sports athletes to improve their techniques and train before competitions using a wealth of facilities including Snowflex jumps, foam pits, fly bed trampolines, a tumble track, two mini ramps and a spring floor.

With the 2010 Winter Olympics in mind, the expert team at the institute has been working hard to support Ben and Lesley's preparation.

Offering them this unique opportunity in Colorado, to get themselves in peak condition as they focus on selection for Vancouver, is just one of the ways in which the institute has been lending support to these talented athletes.

Through the institute Ben and Lesley also have unlimited access to other services to help them to optimise their training and their performance. These services include a full-time physiotherapist, individualised strength and conditioning programmes with sessions twice a week, nutrition advice, medical support, physiology expertise and assistance with performance lifestyle needs.

Speaking about his experiences working with **sport**scotland's high performance arm, Ben said: "The institute has supported my training running up to the Olympics – without them I wouldn't be where I am today. I will spend three weeks in Colorado at Woodward Camp working hard to learn and perfect my run before selections are finalised ahead of the Olympics. I'm really excited about it and I am so grateful that the institute has been able to support me in the hectic time before Vancouver – and has helped me to gain access to these amazing facilities!" 



**sportscotland would like
to wish Team GB the
very best of luck in the
2010 Winter Olympics
and Paralympics**







Community sports hubs

A legacy update

As we saw in the last edition of *Sport First*, a key element of the Scottish Government's Scotland-wide games legacy plan is the development and implementation of a network of community sports hubs. Jacqueline Lynn, Head of School and Community Sport at **sportscotland**, explains more about this project, which aims to increase the number of people of all ages participating in sport and physical activity in local communities across Scotland.



“Although sport will be a cornerstone within the hubs, we also have a tremendous opportunity to bring in other community aspects, such as physical activity, regeneration, social inclusion and education.”

Communities are the heart of hubs

While we are engaging with our partners to develop the hubs, we ultimately want local communities to take ownership of them. They will provide a ‘home’ for local clubs and local sport, so it is vital that communities lead and manage them. Hubs will develop the local sporting infrastructure by integrating the local authority, community planning partnerships, regional sporting partnerships, governing bodies and local clubs activity.

Communities will be at the heart of the hubs, which will always be based around local facilities such as sport centres, community centres, club facilities and schools. The legacy plan makes it clear that we can make better use of facilities that are already in place. Sometimes this will involve minor renovations or improvements, which will open up their use to more clubs and increase participation. This sits within **sportscotland’s** integrated approach to school and community sport, coaching and volunteering, and facilities.

A flexible approach

It’s important for us to manage the expectations of our partners. We are not adopting a ‘one size fits all’ approach to the hubs because we need to ensure that each one is developed on the specific needs and resources of that particular local community. **sportscotland** will make an annual investment of £1.5m in community sports hubs, which will be used to get the right people in place and to change policy, practice, roles and responsibilities to make sure that the hubs work for the local community.

Another thing that we will be looking to make use of is the number of existing networks that are in place, including the Active Schools Network and the Coaching Network. These groups will be invaluable for helping clubs and groups achieve their goals. We are also looking for clubs to be as innovative and creative as possible in how they interact with the hubs. Whether a club makes full use of facilities and support or just uses a small part, it will contribute to the hub concept.

Together with our partners, it is our role to deliver on the sporting aspect of the hubs and we are committed to leading the project and getting sport in at the heart. By asking communities what they want from sport and the hubs, we will be able to engage with the wider community agenda. Although sport will be a cornerstone within the hubs, we also have a tremendous opportunity to bring in other community aspects, such as physical activity, regeneration, social inclusion and education.

We are looking at rolling out six to eight pilots in early 2010 that will provide us with some good experience and lessons to move forward with. We have a commitment to have a minimum of one hub in each of the 32 local authority areas by 2012.

The 2014 Commonwealth Games in Glasgow, together with other forthcoming major events happening on home soil, have presented us with a unique opportunity to improve the health and wellbeing of the nation. The community sports hubs will provide a focus for local communities to engage in a more active and healthy lifestyle, and ultimately leave a lasting legacy for sport and for Scotland.”

“Community sports hubs will come in all shapes and sizes – there’s no ‘one size fits all’ – and their locations and their offerings will vary according to local needs and resources. What they will have in common is a strong set of goals and principles. Hubs will be based in local facilities such as sport and community centres, and schools, and will provide a home and a focal point for local clubs and sports organisations as well as information, support and advice on a wide range of sports and physical activities. They will exist to help local people get involved and engage in more active and healthy lifestyles.

At this stage, the most important thing for us is engagement with our partners. We have been meeting with all of our partners to talk about what community sports hubs mean for them and how we can support them to make the project happen. We are committed to leading the project but we need support from everyone involved to deliver strong and effective community hubs throughout Scotland.



Start active,

The Active Schools Network is a team of approximately 470 people working within schools and the wider community to help make sure children start active and stay active. With each of the 32 Active Schools teams working to that goal, the Network is established as a cornerstone of school life in Scotland. But when it comes to local delivery, each Active Schools team has the flexibility to focus on local priorities. We take a look at how the team in Perth and Kinross have developed their programme to maximise impact within their local authority.

Competitive sport and links to clubs

In Perth and Kinross, the development of school sport is a key objective of the emerging strategic framework for sport and active recreation across the region. For the School Sport Planning Group, led jointly by Active Schools Manager Tammy McKinlay and Physical Education Development Officer Gail Hally, this means a focus on creating more opportunities for participation in competitive secondary school sport.

While there were established competitions and structures for sports such as boys' football, other sports were less well established. Claire Mulqueoney, a dedicated School Sport Development Officer, has been working with the Active Schools team and teachers from schools in the local authority to break down barriers to

school sport (such as transport and funding). It's a collaboration which is starting to pay dividends – last year a schools' hockey league and a girls' football league were launched, with over 300 pupils from S1-S6 now participating. Interschool basketball competitions have also proved very popular with an average of 90 participants at each event.

As Tammy explains, teachers play a critical role in delivering this activity. "The majority of what we do would not be possible without the dedication of our teachers, who play a crucial role by taking time outside their normal jobs to train and prepare teams and organise fixtures. These teachers do this voluntarily because they believe in the benefits of sport for young people and this partnership has been invaluable for the success of school sport in Perth and Kinross."

Strengthening the links with local clubs has also been a priority for Active Schools: "One of the main objectives for the development of school sport is to provide a sporting pathway for our young people by training teachers to hold after school programmes and also getting senior pupils involved to coach younger children. This has meant that positive relationships have been established with many local clubs as young people become interested in joining clubs after having the experience of sport through school. Local clubs in turn contribute to interschool sport by volunteering their time to support events or fixtures. We would like to continue this work by further developing strong school to club links within each sport through our local club accreditation scheme."



stay active

Tailoring programmes

Established to provide a forum through which schools could directly influence the development of sport for young people, Perth and Kinross School Sport Planning Group has also had an impact on school sport in the authority. Tammy explains the ethos behind setting up the group: “The key to success is responding to what the schools want – their support is essential in making it happen.”

In Perth and Kinross there was a growing recognition that traditional team sports didn't appeal to all young people and that participants in less mainstream sports needed to feel that their achievements were also valued. Tammy explains: “Skateboarding is a very popular sport but it suffers from a negative image.

“The key to success is responding to what the schools want – their support is essential in making it happen.”

Pupils and teachers highlighted the popularity of the sport out of school and we wanted to look at how we could include it in the school sports programme.

“We have organised a Skateboard Jam for June 2010 to give skateboarders an opportunity to showcase their talents and to demonstrate that we do recognise and value the skills developed through this and similar sports. It's all about being inclusive.”

Communication is key

The School Sport Planning Group identified that regular communication is vital to the development of school sport and have created a communications plan to publicise the work that is being done under the Active Schools banner. This plan includes a regular newsletter, local media coverage for leagues and events, and even Wiki pages, developed with the help of pupils, for each school to publish their league tables.

Another key element of the communications plan is School Sport Sub Groups. These groups are established in each school with senior pupils encouraged to take on a mini sports development role. Mentored by a teacher, the pupils contribute ideas

for the future development of school sport and are also responsible for producing league draws. Pupils are acknowledged at end of year prize-giving to demonstrate the value placed on their work and to encourage more pupils to become involved. This has been so successful that some schools have been oversubscribed and have had to create additional posts to cater for the demand!

Moving forward

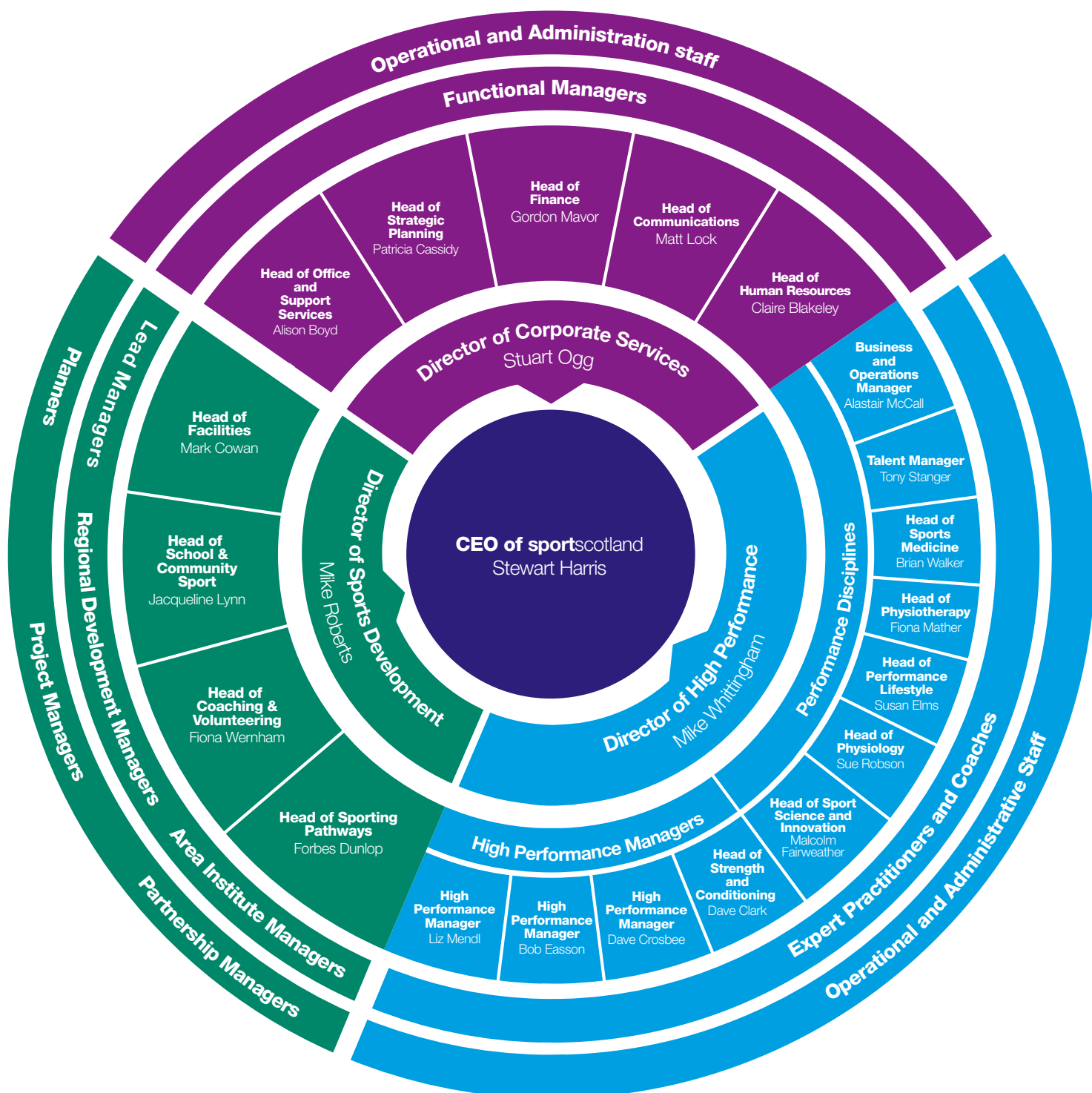
As in Perth and Kinross, Active Schools teams right across Scotland are working in their local authorities to develop opportunities for pupils to get active. The collaborative work of Active Schools not only contributes to increasing activity levels among young people, but also touches upon a range of other agendas including health, education, social inclusion, citizenship and more. Furthermore, it directly contributes to the national outcomes of the Scottish Government's National Performance Framework and also to the Curriculum for Excellence.

Importantly, by working to develop links between school and community sport, the Network will also ensure that more young people have the opportunity to enter a pathway that could lead to further involvement in sport – be it as a regular participant or developing through the ranks of their sport.

For these reasons, as joint funders of the Network – together with all 32 local authorities – **sportscotland** remains absolutely committed to Active Schools, and we are focused on working with our partners to continue to increase its impact, ensuring that more children across Scotland start active and stay active. [SF](#)

Integration

is the name of the game



In the previous edition of *Sport First*, we provided an overview of our refreshed corporate plan for 2009 – 2011. Although our mission remains the same, much has changed – particularly within our corporate structure. We take an in-depth look at how this structure has taken shape over the last few months.

Greater integration

As the national agency for sport, **sportscotland** is uniquely positioned to join up the people, places and thinking that make sport happen, with the aim of increasing participation and improving performance in Scottish sport. Our corporate structure (pictured left) is designed to help deliver this goal. It has combined past successes with new ideas to help us meet the changing needs of Scottish sport and at the same time, create a more integrated way of working.

If there's one word to sum up the new simplified structure – it's integration. One of the first real examples of this has been the establishment of the **sportscotland** institute of sport as the high performance arm of **sportscotland**. By operating as one organisation, we are in a unique position to work with and influence the development of sport, from grassroots level through to high performance sport.

One central point of contact

The Sports Development arm of **sportscotland** has a team of Partnership Managers in place – and as a collective, they combine the experience and expertise of longer serving members with the new ideas and perspectives of those who have joined more recently from across the sporting landscape.

Partnership Managers are spread across the core areas of Sports Development (pictured left). Each governing body, local authority and key agency has a Partnership Manager who is dedicated to working with them to develop sport on an operational and strategic level.

At the same time, Partnership Managers deliver **sportscotland** led projects. These projects can vary from overseeing our Active Schools programme through to developing a new set of coaching materials designed to recognise that sport can teach young people valuable life lessons. It's a wide and varied role!

Put simply, the Partnership Manager acts as a central point of contact with governing bodies of sport and local authorities. They are best placed to integrate our approach, programmes and relationships to benefit Scottish sport.

Tapping into expertise

Working at a strategic level and acting as a central point of contact, the Partnership Manager is able to draw on the expertise available to them from across the organisation, as Lorna Callan, one of our Partnership Managers, explains: "Within the new structure we're operating more closely as an organisation. For instance, when we're working with a sport, the Partnership Manager will facilitate a 'one sport' meeting to discuss holistically how we can support the sport. A Partnership Manager will be thinking about every angle and will tap into all the expertise that's available to us – from High Performance Managers through to experts in coaching and club development."

Forbes Dunlop, Head of Pathways at **sportscotland** and the person who facilitates close working across the two main elements of the **sportscotland** structure, explains further: "When it comes to the performance side of the sport, the **sportscotland** institute of sport's High Performance Manager will work alongside the Partnership Manager to deliver expertise.

"The link between the Partnership Manager and the High Performance Manager really shows our new integrated way of working in action. It also demonstrates that as one **sportscotland**, we're really in a unique position to support the sporting pathway from grassroots to high performance sport.

"Our new simplified structure reflects the needs of our partners; and from our partners' perspectives this should make us a simpler and more streamlined organisation to work with. That's got to be good for Scottish sport."

A stronger network

The integration is even further reaching when you consider the developing regional structure – which is building on the area institute network's ten years of experience.

Following the restructure, the area institutes are now very much part of **sportscotland**. They're a crucial link between performance and development as well as being a component of the integrated institute network – which connects us to our partners and athletes at a local level.

Being a central part of the regional structure, area institutes are now influencing wider decisions on sport and they're working with colleagues from across the organisation to support our partners and athletes in the regions – helping to forge even closer links across all parts of the organisation and strengthening the relationships they've developed over the years with partners.

The future

The new corporate structure has been developed with the future in mind. It's built to ensure that our integrated way of working acts as a platform to continuously strengthen the way we work.

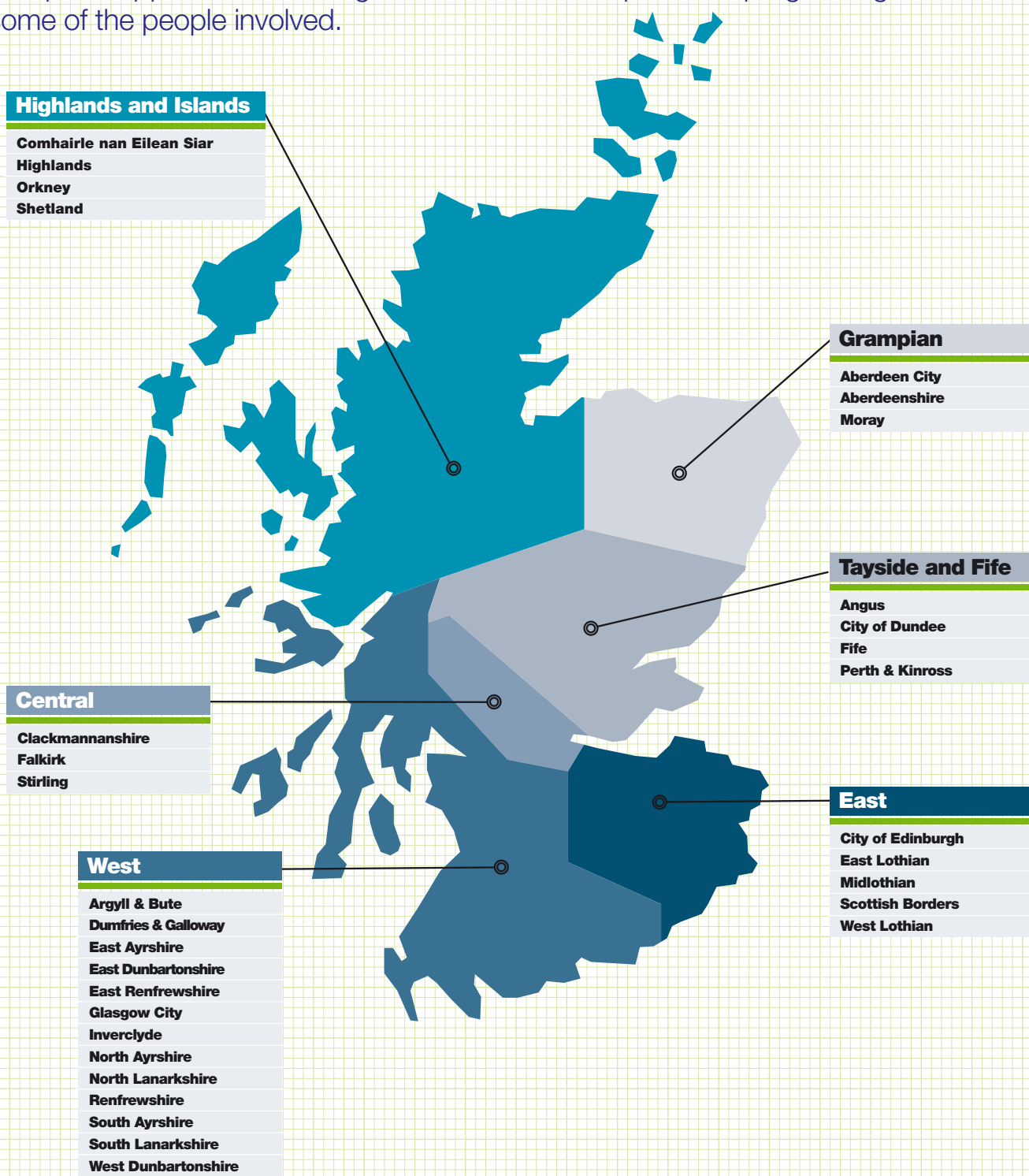
At **sportscotland**, we are mindful of the economic downturn and the pressures this is having on budgets across the sporting landscape – so it's key that we work more efficiently and effectively with our partners. As you'll see in the next article, bringing our partners around one table through the development of six regional sporting partnerships will help us achieve this by coordinating everyone's efforts for Scottish sport. So, we are quite literally joining up the people, places and thinking that make sport happen.

You can find out more about the role of a Partnership Manager in our Off the Wall interview on page 28. 

A regional approach



sportscotland is currently working with partners to establish six regional sporting partnerships. Designed to strengthen the links between national objectives and local delivery, these partnerships will help to join up the people, places and thinking that make sport happen within the region. We look at how plans are progressing and talk to some of the people involved.



People, places and thinking

Through both *Reaching Higher*, the national strategy for sport, and the outcomes of its review of **sportscotland**, the Scottish Government has identified a clear role for the national agency for sport in the development of a 'regional infrastructure' for Scottish sport.

Against this backdrop, **sportscotland** has a key role to play in joining up people, places and thinking at a regional level to ensure that local and national resources for sport deliver maximum impact. As a direct result, since April 2009 **sportscotland**, together with partners, has been scoping the concept of developing six regional sporting partnerships.

Partners in success

Put simply, a regional sporting partnership is a commitment from key organisations to work together to improve their delivery of sport. As Forbes Dunlop, **sportscotland**'s Head of Pathways, explains: "First and foremost, regional sporting partnerships are about developing relationships between local, regional and national partners. They are about people and organisations working together to coordinate their tasks to have maximum impact on people in Scotland.

"They are also about rationalising and simplifying the sporting landscape for everyone. Putting these six partnerships in place will mean that rather than key partners like governing bodies and other national organisations dealing with 32 local authorities – they will have six forums to engage with local partners in a much more streamlined and manageable way."

Having been involved with the pilot sports partnership in Central, Scottish Disability Sport's CEO Gavin MacLeod agrees on the benefits of a more coordinated and

inclusive approach: "For SDS, the pilot work in Central has made it clear that a regional post with a disability focus, working inclusively with other governing body regional staff and officers from all local partners, is an approach that can work well. To date, the pilot programme has been a big success for us and we're now working to replicate this approach across the country."

Flexible approach, local needs

Working to a set of agreed principles, each partnership will focus on the four national priorities of *Reaching Higher*: providing the pathway, well trained people, strong organisations and quality facilities. Based on local need and capacity each partnership will create a strategic direction that will increase participation and improve performance.

Each partnership will include local authorities within the region, together with representatives from governing bodies and partners such as leisure trusts, further and higher education and other agencies that can impact on increasing participation and improving performance.

As Forbes explains: "We recognise that one size won't fit all – a flexible approach is required to meet the needs of the area. The partnerships will work to their own priorities and take their own approach to delivery, based on local need and capacity. We are keen to ensure that regional resources are focused on the aspects of the pathway that meet the needs of partners and maximise impact within the region."


A proven formula

sportscotland has been investing in a regional infrastructure for sport for some time, both through the area institute network and the two pilot

sports partnerships. The pilot projects have already demonstrated how, at an operational level, a regional partnership can help to provide a more joined up approach to sports provision. Audrey White from Dundee City Council has experience of working within a sports partnership: "Across Tayside and Fife we have a long history of working together, but the pilot sports partnership project has helped to close the gaps in terms of delivery and communications.

"The partnership has given us a direct link to governing bodies of sport and provided a context for sharing resources and expertise. It has also allowed us to raise the profile of sport with senior management and elected members. Importantly, we've been able to demonstrate increases in key performance indicators like club membership and qualified coaches during the lifetime of the partnership."

Looking to the future

Initially the partnerships are being based on the existing geography of the area institute of sport network with partnerships being established in six regions: Highlands and Islands, Grampian, Tayside and Fife, Central, East, and West. Forbes and his team are currently building on the existing area institutes and pilot sports partnerships to bring the partners involved in developing sport together. Initial discussions have taken place with partners in all six regions, with momentum building towards the establishment of all six partnerships by the end of 2010. 

.....
For more information on regional sporting partnerships contact either Forbes Dunlop or Stuart Ferrier on 0141 534 6500.
.....



A platform for best practice

Coaching Matters is a development programme which offers professional coaches a platform to discuss best practice and new opportunities – bringing together the people and thinking that make coaching happen.

Although the programme, run by **sportscotland** and the University of Stirling, was only formally launched in Autumn 2009, it is progressing well and offering coaches an opportunity to keep up-to-date with coaching issues. We caught up with Darren Richie (international coach and six time Scottish long jump champion) to get his views on the programme and the benefits it offers to coaches in Scotland: “Coaching Matters is helping to develop the current and future generation of Scottish coaches and although in its infancy (and there are many challenges ahead) it is a great opportunity to learn new things and communicate with other coaches.”

The aim of Coaching Matters is to develop a programme on a multi-sport and sport-specific basis and incorporate development workshops for performance coaches and directors. Golf coach Ian Rae, who is currently training South African Open winner Richard Ramsey, came along to the team sport video

analysis session; he commented: “These sessions are really worthwhile, there is always a chance to pick up great ideas and put them into practice. I try and get along to as many of them as possible.”

By bringing together expert coaches and drawing on their skills and experiences, Coaching Matters creates an interactive learning environment assisting coaches to reach their full potential and make best use of the resources available to them. Volleyball coach Thomas Dowens said: “I have found the sessions to be of immense value so far – they have been like a ‘time-out’ from the constant round of practising, competing, evaluating and planning. They have been a chance to question whether I am using time and resources to maximum effect, but also a chance to cross reference ideas and solutions with colleagues from other sports. So all in all they have been good, and I am looking forward to the next one.” **SF**



Further information

The courses, aimed at performance coaches and directors, will be continuing in 2010 and will cover subjects including performance planning, coaching practice, performance analysis, coaching expertise and competition management. For more information please contact sheena.carroll@sportscotland.org.uk

SCOTTISH SPORTS Awards 09



At a packed awards ceremony in early December, representatives from across the length and breadth of Scottish sport gathered to celebrate the 2009 Sunday Mail Scottish Sports Awards. **sportsScotland** was proud to continue its support for the Awards, which highlight the outstanding achievements of Scotland's athletes, coaches, clubs and volunteers from grassroots through to those winning on the world stage.

Exceptional performances, outstanding achievements

It was a great night for golf with Colin Montgomerie being awarded the Lifetime Achievement Award, Scottish youngster David Law winning Amateur Performance of the Year, and the Open at Turnberry winning the judges' vote as the Event of the Year. But golf's brightest star on the night was Catriona Matthew who walked away with the coveted Sports Personality of the Year Award after becoming the first Scottish woman ever to win a major championship, capturing the British Open at Royal Lytham.

There was also success on the night for Scotland's curlers, which bodes well with Vancouver just around the corner. Eve Muirhead won Young Sportsperson of the Year after winning her third successive world junior championships, while Team Murdoch picked up Team of the Year following their wins in the Scottish, European and World Championships in 2009. Another winter sport winner was Gillian Cooke who picked up

Inspirational Performance of the Year after becoming a world bobsleigh champion just months after taking up the sport.

The inaugural winners of the brand new Local Club Award were Oban Saints Amateur Football Club. The club have been an invaluable part of their local community for many years, and are a fantastic example of what can be done when people get together to create something that everyone can get involved in. By working together to develop good training and playing facilities they have created pathways for many young people into the world of football and sport in general.

sportsScotland's Chair Louise Martin said on the night: "There have been some truly exceptional performances this year and for those of us involved in the day-to-day running of sport, performances like those we've seen from this year's winners and nominees really drive home the importance and value of sport."

Winners

Sports Personality

Catriona Matthew (above right)

Lifetime Achievement

Colin Montgomerie (above left)

Coach of the Year

Owen Coyle

Team of the Year

Team Murdoch

Inspirational Performance

Gillian Cooke

Event of the Year

The Open at Turnberry

Amateur Performance

David Law

Disability Award

Allan Stuart

Local Hero Award

Reg Adams

Local Club Award

Oban Saints Amateur FC (above centre)

Young Sportsperson

Eve Muirhead

Inspiring adventure

Glenmore Lodge

Continuing our winter sport theme in this edition of *Sport First*, we take a look at how **sportscotland** national training centre Glenmore Lodge is focused on inspiring adventure and supporting excellence right along the pathway – from absolute beginners to those with their sights on Olympic glory.

With the Olympics just around the corner, all eyes will soon be on Vancouver as we get behind Team GB in what we hope will be a fantastic Winter Olympics for Britain and for Scotland. And just outside Aviemore, Scotland has its own centre of excellence for outdoor sports, with more than a little sprinkling of Olympic history!

Glenmore Lodge is **sportscotland's** national outdoor training centre, and as well as playing host to a number of current and historic Olympians including Lesley McKenna, and Noel and Alain Baxter, the centre has Olympic accreditation for biathlon training and is on the list of training camps for the London 2012 Olympics.

Located in the heart of the Cairngorms National Park, and surrounded by some of the most challenging and spectacularly beautiful scenery in Europe, Glenmore Lodge is the ideal playground for those with a passion for outdoor sports.

The centre exists to inspire adventure right along the sporting pathway: teaching beginners, coaching intermediate and advanced participants in a wide range of disciplines, and delivering training and assessment courses for leaders and instructors. Visitors to the centre can enjoy developing their skills in a range of disciplines including mountain sports, paddle sports, and medical and rescue.



Taking to the slopes around a wintry Glenmore Lodge

Delivering positive experiences

The team at the lodge develop and deliver residential courses across a range of sports and activities that lead to Scottish governing body and national governing body awards in outdoor recreation and sports. The centre also offers a range of experience courses that are designed to either increase participation or improve performance in outdoor sports. As Bob Kinnaird, Centre Principal at the lodge, explains:

“Our introductory courses are an important part of our programme. Once they have tried an adventure sport in a positive environment, very few people will walk away without feeling the difference and being inspired to do more. It keeps growing alongside people’s skill levels.


“Trainee instructors who are trained and assessed here leave with the same ethos; to inspire adventure in all their students. We believe that if we teach them well, they will in turn pass it on to others and more and more people will start to enjoy the wonders of adventure sport in Scotland.”

If the single most important part of any learning experience is the instructor, then it’s no surprise that the staff are a key element of the Glenmore experience – the centre boasts some of the finest and most highly qualified coaches and instructors in the country, with over 60 years’ experience in delivering top of the range courses. Head of Mountain Sport George McEwan explains: “I’ve been walking and climbing the local hills for years, but no two experiences are the same – some groups are enthusiastic beginners, some are experienced climbers. The most important thing for us is that people take away an appreciation of the landscape, increased self confidence and the will to discover more for themselves.”

Supporting the outdoor industry

As well as providing courses, Glenmore also acts as a resource for the outdoor industry, offering advice and support to a range of groups including freelance instructors, outdoor centres, governing bodies and other groups. In a recent example of this ‘added value’, a senior Glenmore Lodge instructor spent 28 days over the course of the last year supporting development of UKCC qualifications with paddlesport governing bodies. This time was spent piloting and evaluating new courses and helping to steer them through the UKCC requirements.

This role of supporting the wider industry is one that Centre Principal Bob Kinnaird is keen to develop and expand: “We’re proud to have some of the most talented instructors in our industry and we are keen to maximise the experience and expertise of our people to develop outdoor recreation, training and coaching. As a national centre we aspire to be a visionary organisation that’s prepared to provide for the future of adventure sports at a recreational, professional and competitive level.”

With the country’s top instructors and coaches, and the facilities and equipment to support a full and positive experience, Glenmore Lodge inspires adventure at every level, from absolute beginner to elite athlete. 

For more information on Glenmore Lodge:

Tel: 01479 861 256

Web: www.glenmorelodge.org.uk

Email: enquiries@glenmorelodge.org.uk

Inspiring excellence

sportscotland’s three national training centres provide an ideal training ground for professional athletes and sport enthusiasts alike. While their primary role is to develop the skills of instructors, coaches, leaders and national squads, each of the centres also offers a range of courses for individuals, clubs and schools.



Inverclyde

One of the best-equipped multi-sport residential sports centres in the United Kingdom, Inverclyde is a centre of excellence for high performance training, coach education, team-building and player improvement; it features a range of facilities developed for elite sportspeople but available to everyone.

Tel: 01475 674 666

Web: www.nationalcentreinverclyde.org.uk

Email: in.enquiries@sportscotland.org.uk



Cumbræ

Cumbræ is Scotland’s premier watersports centre and instructor training facility. The centre offers exceptional facilities for watersports enthusiasts at all levels, supported by a team of highly qualified instructors with a huge breadth and depth of personal and instructing experience.

Tel: 01475 530 757

Web: www.nationalcentrecumbræ.org.uk

Email: cumbræcentre@sportscotland.org.uk



OFF THE WALL

To help manage our relationships with our key partners, every governing body and local authority is assigned a central point of contact within **sportscotland** – a Partnership Manager. The role is a critical one which supports our key partners in developing sport at both an operational and strategic level.

Sport First talks to one of **sportscotland**'s Partnership Managers, **Megan Griffiths**, about her role at **sportscotland** and her background in sport.

➔ How did you get involved in sport?

There was a wide range of factors; I found that I was a good runner at school and my enthusiasm built from there with major influence and support from my parents.

➔ What sports do you enjoy?

Mainly outdoor sports and adrenaline sports. If I had to choose I would say my three favourites at the moment are skiing, mountain biking and running, although I have been involved in athletics and rugby at a national level in the past.

➔ How did you progress to your role at sportscotland?

Coming to **sportscotland** felt like a natural progression from the work that I had done in the past. I studied for a Sports Science degree at university and worked as a teacher for nine years. I became involved in the pilot of Active Schools in Edinburgh and then became an Active Schools Manager before working in Sports Development management at City of Edinburgh Council. From there, it felt like a natural progression to **sportscotland** where I could make a contribution to sports development at a national level.

➔ What is the role of a Partnership Manager?

The Partnership Manager is the central point of contact between **sportscotland** and the key partners that we work with. We work with our partners at both a strategic and an operational level to help develop sport. We do this in many different ways, but for me, a key aspect of the role is liaising with individual governing bodies and local authorities to support them in the creation and delivery of their strategies, helping to join up the expertise and good practice that we have within **sportscotland**.

I am currently involved with Snowsport Scotland who have been developing their new strategic plan from 2010 to 2014 and, working with colleagues at the Institute of Sport, we've helped to ensure that the athletes get the support they need in the run up to the 2010 Winter Games which are fast approaching.

➔ How do you see the role of Partnership Manager evolving in the future?

I think the regional sporting partnerships are an exciting prospect and, from a Partnership Manager's perspective, I look forward to partnerships coordinating and facilitating the links between local authorities and governing bodies – helping us bring greater benefits to sport. For example, smaller governing bodies can access all local authority partners through six forums and will be able to share and focus resources; save time and effort; have fewer meetings and, in short, make more of a positive impact on their sport.

➔ What are the best parts of your role?

It really is brilliant to share a common enthusiasm for sport with colleagues, governing bodies and local authorities. I get to share my passion for sport and help develop future sporting plans through **sportscotland** and this is invaluable for individual sports right through to local communities.

➔ What are the biggest challenges in your role?

When you are involved in many different sports as a Partnership Manager, it is a challenge to adapt to different situations and people. There are many different approaches to sport and so it is my job to join these up and ensure that we all get a good outcome.


➔ Which four sports people would you have to a dinner party?

Kelly Holmes, childhood hero Nadia Comaneci, John McEnroe and Michael Johnson for their enthusiasm for their sport and their sense of humour!

➔ Favourite sporting moment?

It has to be Kelly Holmes in the Athens Olympics – an amazing achievement based on years of hard work and highs and lows.

➔ What was the sporting performance of 2009 for you?

It's a difficult one! There are really three that spring to mind: firstly Mark Cavendish winning six stages of the Tour de France; Usain Bolt and his record breaking season; and last but not least Jessica Ennis' performance at the World Championships and winning gold in the Heptathlon were inspirational. 

Increasing participation and improving performance

by investing in and joining up the people, places and thinking that make sport happen.



Main image: **Nancy Murdoch** and **Dave Hay** with institute supported athlete **David Murdoch**

Back cover: **Elise Christie**, institute supported athlete

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The **sportscotland** group is made up of **sportscotland** and the **sportscotland** Trust Company (national centres). **sportscotland** incorporates the **sportscotland** institute of sport, the high performance arm of **sportscotland**.



www.nationalcentrecumbrae.org.uk



www.glenmorelodge.org.uk



www.nationalcentreinverclyde.org.uk



www.sisport.com

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