

CORPORATE REVIEW 2011-15

sportscotland review of progress



Who we are and what we do

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

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

sportscotland has three directorates: sports development, high performance and corporate services. We deliver from bases across Scotland, and in addition to this, the **sportscotland** Trust Company operates three national training centres — Glenmore Lodge, Inverclyde, and Cumbrae. The centres provide quality, affordable and appropriate residential and sporting facilities for people to participate and progress in sport. They develop the skills of instructors, coaches, leaders and national squads, and also offer a range of courses for individuals, clubs and schools.

There are a range of organisations involved in delivering sport in Scotland, including local authorities and their leisure trusts, Scottish governing bodies of sport (SGBs), other representative bodies, sports clubs, higher and further education institutions and third sector organisations.

Overall, **sportscotland** is responsible for around 10% of public funding for sport in Scotland, so it is critical that we work in partnership with, and provide leadership to, the key players involved, both strategically and operationally.

We have a range of functions and services, including:

- **PROVIDING** a range of sports expertise to Scottish Government to support policy development and delivery through our key activities and partnerships
- **LEADING**, supporting and coordinating the key deliverers of sport, while also strengthening and extending the relationships and interactions across the sporting system
- **INVESTING** National Lottery and Scottish Government funding
- **ADDING VALUE** to Scottish sport on the back of major events and our partners' investments
- **DELIVERING** high-quality performance programmes and providing expert support services to Scottish athletes on the world stage through the sportscotland institute of sport
- **OFFERING** high-quality courses and training opportunities for a wide range of sports participants and people working in sport
- **COLLABORATING** with UK and international sporting systems to ensure Scotland's ambitions for sport are well represented and well integrated at UK and international levels
- **UNDERSTANDING** and promoting the contribution of sport to wider social and economic outcomes.

This review in context

This review outlines progress against the 10 success measures set out in our 2011-15 corporate plan and is an analysis of our performance for this period.

In accordance with our planning and accountability framework 2011-15, we have asked ourselves: did we achieve what we set out to achieve?

Our vision, mission and values

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

In our 2011-15 corporate plan we outlined our vision of a Scotland where sport is a way of life and our mission to develop and support a world class sporting system at all levels.

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

Success measure one: Major progress is made in all key areas required for the development of a world class sporting system

Our 2011-15 corporate plan outlined one clear focus, to develop and support a world class sporting system at all levels. We said this focus would lead to people participating, or wanting to participate in sport in Scotland, seeing five changes occur. We believe these five changes are the key areas required for the development of a world class sporting system.

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

A world class sporting system should be developed within the wider context of public policy development. Through our work with the Scottish Parliamentary system, including providing information and briefings to MSPs, committees, cross party groups and the Scottish Parliament Information Centre, we have connected sport and the system for sport to a range of policy and legislative developments.

We have also developed strategic relationships with key stakeholders and investors in sport, including: The Convention of Scottish Local Authorities (COSLA); The Association for Culture and Leisure Managers in Scotland (VOCAL); Scotland's Funders Forum; BIG Lottery Fund; Social Investment Scotland, the Scottish Sports Association; and, the Lottery Distributors Forum. Throughout these relationships we aim to work collaboratively and have been consistent in our message and mission to develop and support a world class sporting system.

Success measure two: 2011-15 is the most successful four-year cycle for Scotland in terms of performance outcomes (London, Sochi and Glasgow)

Scottish athletes have been supported to achieve the best ever representation, in terms of team selection, for Team GB, ParalympicsGB and Team Scotland, and also to achieve the best ever medal success at the Olympic, Paralympic and Commonwealth Games. During the four-year cycle **sportscotland** invested £58m into performance sport, including £23m directly into Scottish governing bodies of sport (SGBs) to support performance staffing and performance programmes.

We worked closely with SGBs for the 17 Glasgow 2014 Commonwealth Games sports to deliver Mission 2014, which supported sports to develop and monitor progress against robust performance plans. Where appropriate, we managed performance programmes in-house through the **sportscotland** institute of sport (SIS), including the British and Scottish Curling Programme, the Scottish Judo programme and the Scottish Shooting programme. Looking back on this important cycle, Scotland's achievements on the world stage were driven and led by the SIS. Both Scottish and British athletes supported by the institute won over 110 medals and titles on the world stage at European, World and Olympic/Paralympic level during this cycle. Further evidence supporting success measure two is outlined in table one in the appendix.

Key numbers

- Increase in the number of medals won by Scottish athletes at the Summer Olympics from six in 2008 to **13 in 2012**
- Total of **81 Scots** on Team GB and ParalympicsGB at the 2012 Summer Olympics and Paralympics, an increase from 47 in 2008
- **53 medals** won by Team Scotland at Glasgow 2014, the most ever at a Commonwealth Games
- **Four medals** won by Scottish athletes at the 2014 Winter Olympics and Paralympics

Success measure three: All our supported performance athletes are the best ever prepared for all targeted events through the provision of quality services

Through the SIS we have provided high performance expertise to sport and athletes in Scotland. During the four-year cycle, on an annual basis, the institute supported over 600 athletes across 40 sports. Teams of expert coaches and practitioners have worked together to manage and deliver individually tailored and cutting edge programmes to sports and nominated athletes on SGB performance programmes, enabling them to optimise their performance at identified milestone events.

Our key services included: high performance management, coaching, programme planning, sports medicine, physiotherapy, sports science, strength and conditioning, and performance lifestyle guidance. Throughout the cycle we continued to attract, contract, employ, retain and develop world class staff who played an important role in delivering expert services to sports and athletes that competed and achieved in the Sochi Winter Olympics and Paralympics and the Glasgow 2014 Commonwealth Games.

During the latter half of the cycle, we implemented the High Road Programme, which ensured all institute staff involved in the delivery of performance expertise and services were fully focused on targeted major events. At the Sochi 2014 Winter Olympics and Paralympics we had over 18 institute staff involved as part of Team GB. The institute also supported the Commonwealth Games Scotland (CGS) Team Scotland Camp, bringing together all 17 Commonwealth sports and athletes at the University of Stirling for a preparation weekend. Over 65 sportscotland staff were selected, recruited and appointed to work as part of Team Scotland and or individual sports teams, working closely with SGBs and CGS.

New initiatives were introduced as part of an overall performance education exercise to upskill athletes and performance staff alongside ensuring we managed any potential risk that could prevent us achieving our headline goals and deliver success in London, Sochi and Glasgow. Over 100 workshops were targeted in the following areas: selection and appeals; anti-doping education; and, anti-corruption.

As part of our anti-doping campaign, 100% of Team Scotland athletes received a qualified education programme, and 95% of all athletes and support staff attended 49 workshops, 21 Skype sessions and 11 webinars over the last two-year period.

A partnership between the University of Stirling and the institute delivered a transitions project, which focused on cutting edge knowledge and bespoke support for sports psychology and performance lifestyle practitioners who worked with Sochi and Glasgow 2014 athletes encountering transition challenges. The institute also developed Tensiomyography (TMG), a portable system that measures muscle fatigue and adaptation status. This analysis was applied continuously by targeted athletes and coaches in Scottish Swimming to inform their taper and recovery decisions within the last six week training period leading into Glasgow 2014. Further evidence supporting success measure three is in table two appendix.

Key numbers

- **1,312 attendances** at Coaching Matters workshops
- A culmination of **92 athletes and 19 sports** supported by sportscotland athlete personal awards over the four years
- **20 Scottish coaches** engaged in sports coach UK's performance coach development programmes

Success measure four: An increasing number of Scottish governing bodies are fit for purpose and fit for performance

During the four-year cycle **sportscotland** has invested £13.8m into SGBs, supporting them to be stronger organisations with effective governance so they can deliver performance and development outcomes. The key areas of focus include: financial management, organisational stability, leadership, viability, and the effectiveness of planning and policy implementation.

SGBs are expected to have an up-to-date policy framework and action plans covering equality, anti-doping and sports betting. Board and management functionality is measured through a robust audit process. Recommendations from development audits and the SGB governance framework are used to identify and agree specific targets.

We have also invested £1.9m in the SGB generic support programme, which has provided training, development and support opportunities giving professional staff within the governing bodies the skills to improve their knowledge and ability. These programmes have had the added benefit of fostering networks that allow good practice to be shared and knowledge transfer within the sporting system. Further evidence supporting success measure four is in table three appendix.

Key numbers

- **42 development audits** undertaken by SGBs
- Total of **50 SGBs** supported through training and development programme
- **1,271 recorded attendances** on SGB training and development programme

Success measure five: Major progress in growing sustainable levels of competent and skilled coaches, officials, administrators and specialists (paid and voluntary) within Scotland

During the four-year cycle **sportscotland** provided guidance and expertise to support partners to establish strategic priorities in coaching and plan for the recruitment, retention and development of coaches. We invested £4m into coaching posts and programmes within SGBs, with the aim of increasing the number of coaches qualified and deployed at UKCC Level 2 (or equivalent) and above; and, developing and delivering qualifications and sport-specific continuous professional development (CPD) opportunities. We also developed a Coaching Scorecard, which is an online self assessment tool that 20 sports have used to measure their progress and establish their coaching priorities.

To support coach education we invested £2.2m to SGBs and individual coaches seeking coaching qualifications, where possible ensuring links to deployment in school, club and community sport. To support the development of a skilled and competent coaching workforce we led on the education and development of tutors and national trainers in Scotland and supported a pathway for their engagement and development through sport. This involved developing a credit rated national tutor education qualification on the Scottish Credits and Qualifications Framework, which is awarded to successful candidates by the Scottish Qualifications Authority. We also significantly developed CPD opportunities for coaches at all stages of the coaching pathway.

Throughout the period we have also provided leadership, guidance and support across our networks in Active Schools, sports development, coaching and volunteering and sport-specific development.

A series of networking events were delivered annually targeting specific networks as well as an annual integrated networking event, which attracted over 200 people each year across the networks. The key aims of networking have been to: develop the understanding of the system for sport; share practice and learning; and, enhance the skills and knowledge of the specific networks to contribute to local and national priorities for sport. The focus of the networking events is based on the needs and aspirations of our partners and the outcomes and feedback from evaluations, which take place after each event. Further evidence supporting success measure five is in table four.

Key numbers

- Increase in the number of distinct voluntary deliverers providing Active Schools supported activity from 13,197 in 2011-12 to **16,135 in 2013-14**
- **8,881 deliverers** supporting community sport hubs
- **24,441 UKCC qualifications** achieved
- **31,791 attendances** at coach CPD programmes

Success measure six: A greater and more integrated role for outdoor and adventure sport, maximising Scotland's unique attributes and heritage

The **sportscotland** national training centres at Glenmore Lodge and Cumbrae have played a key role in the development of outdoor and adventure sport in Scotland by providing access to unique facilities and services, providing people with opportunities to participate and progress, as well as contributing to and at times leading sector innovation. The staff and facilities at the national centres and the access they provide to the outdoor landscape are an important national resource and asset in Scotland's sporting system.

Support for outdoor and adventure sport is integrated across our main programmes. During the four-year cycle we invested £8.7m into SGBs, which develop outdoor and adventure sport, including: Scottish Cycling; Royal Yachting Association Scotland (RYAS); Scottish Rowing; Snowsport Scotland; Ramblers Scotland; Scottish Orienteering; Mountaineering Council of Scotland (MCoS); and, the Scottish Canoe Association (SCA). This investment supports the whole sporting pathway from development through to performance, including coaching and organisational support.

In school sport, there are a range of outdoor and adventure sports delivered through Active Schools, including mountain biking, hillwalking, orienteering, surfing, canoeing, snowboarding and skiing. Although the numbers are low in comparison with the overall number of Active Schools participant sessions, in line with the general trend of increased Active Schools participant sessions, from 2011-12 to 2013-14, many of these sports have seen increases in participant sessions.

Through direct club investment we have invested £183k to support club membership and performance outcomes within five outdoor and adventure sport clubs. We have also seen a number of outdoor-focused community sport hubs develop across Scotland. Of the £8.7m total investment to SGBs, £1.6m has supported development posts and programmes, which aim to increase club membership and support talent development. These posts have been integrated into regional sports partnerships with sport-specific development officers and **sportscotland** regional managers

working closely with local partners to raise the profile of opportunities offered by outdoor and adventure sport clubs.

In performance sport, through the SIS we have worked with the outdoor sector to develop a strength and conditioning course for outdoor sport participants. Through the performance sport coaching programme Inspire / Aspire, we have supported five outdoor and adventure sport coaches, across canoeing, sailing, snowsports and mountain biking, out of a total of 22 coaches on the programme. We have also supported 87 athletes through the SIS, across mountain biking, sailing, rowing, snowsports and canoeing. The Scottish cross country skiing programme is managed in-house by the SIS and currently supports eight athletes. This decision was taken after recognising the opportunity for Scottish athletes to gain selection for Team GB, one of our key goals, and has been successful with four athletes representing Team GB at the Sochi 2014 Winter Olympics.

During the four-year cycle, through Active Places and the Sport Facilities Fund we have invested £6.3m into more than 100 outdoor and adventure sport facility development projects, leveraging a total investment of £21.6m. This investment supported a wide range of projects for the following sports and activities: rowing; snowsports; sailing; canoeing; cycling/mountain biking; orienteering; climbing/bouldering; parkour; paths; skateparks; water access; and, outdoor and adventure centres. Furthermore, to gain a better understanding of people within outdoor and adventure sport we changed our SGB investment reporting system to ensure information is captured around leaders and instructors within the outdoor and adventure sport workforce. This shows that 8,647 qualifications have been achieved over the past five years, across mountain biking, snowsports and mountaineering.

Success measure six *(contd.)*

As the national centre for Scotland in watersports and in its role supporting regional work, Cumbrae sat on the RYAS steering group to develop a facilities strategy for sailing, which covers the next three Olympic Games cycles. The main focus is the pathway into the sport and to the higher levels of performance in Scotland which lead into British structures and systems. The wider recreational and tourism aspects of sailing are also recognised. Cumbrae plays a key role in the delivery of the strategy. As one of two regional training hubs in Scotland, it provides training courses in higher level RYA qualifications and hosts national squads. Cumbrae engaged with the consultation process for the Scottish Government's Marine Tourism strategy, which is an integral part of the RYAS strategy.

We have invested in the Mountaineering Council of Scotland (MCofS) to employ a Mountain Safety Advisor to provide an education and training programme to meet increasing demand from people accessing Scotland's hills and mountains and ensure they are better prepared to do this safely. In 2014-15, 1,417 participants attended either skills training, education sessions or lectures and 700 people attended a mountain safety day. We have also invested in MCofS to contract the Mountain Weather Information Service (MWIS) to deliver a mountain specific weather forecast 365 days per year in five mountain regions in Scotland. This service aims to provide high quality information and supports people accessing the mountains in making informed decisions about route choice. The MWIS website receives approximately 72,000 unique website hits per month.

To help inform a risk aware culture with quality information we continue to fully fund, coordinate and develop the Scottish Avalanche Information Service. In 2014-15 we also supported the Snow and Avalanche Foundation of Scotland (SAFOS) to produce the 'be avalanche aware' leaflet, which is designed to outline the decision making process in avalanche evaluation and has become a key narrative for avalanche education throughout the UK. The SAFOS worked collaboratively across a wide range of sector partners in the UK to develop the leaflet, including Glenmore Lodge and Plas y Brenin; organisations representing mountain guides and instructors; mountaineering governing bodies; police authorities; and, mountain rescue bodies.

Internally we have improved integration between teams, directorates and national centres to ensure outdoor and adventure sport is considered throughout the planning and development of our work. Staff from Glenmore Lodge have become more integrated into sports development team planning, while collaboration between sports development and corporate services has led to improved representation of outdoor and adventure sport in corporate communications, such as Sport First.

Externally, we have recognised the important role played by the commercial sector in sports such as mountain biking, snowsports, mountaineering, sailing and kayaking, and have developed means for engaging and working together through the Scottish Adventurous Activities Forum (SAAF). The SAAF provides a forum for the exchange and sharing of information and views relating to the outdoor and adventure activity sector in Scotland. Glenmore Lodge provides the secretariat for SAAF meetings.

We have also supported the Scottish Sailing Institute (SSI), based at Largs Sailing Club, by seconding a development manager to complement the support from Cumbrae in major events. The seconded role focuses on attracting events to Scotland, provides expertise for race management and coordinates the major events in Largs. The SSI is the only venue in Scotland capable of staging International Sailing Federation events. It was created to maximise the potential of the Clyde to attract national and international events and has been successful in achieving that vision.

Success measure seven: Stronger club networks with greater community involvement

We have led on the development of a strong network of community sport hubs (CSHs), in the right places and supported with the right people, to achieve maximum impact. This has been supported with investment of £4.9m into local authorities. We have also provided leadership, investment and support for club development, working with partners to grow membership, talent and capacity, and improve the quality of sporting experiences for people in clubs and community organisations.

We have also invested £14.4m into sport-specific development posts within SGBs. Historically these posts have aimed to increase SGB membership and support clubs to achieve accreditation and minimum standards. Newer posts are now working towards outcomes around membership and talent development. Through the Sport Facilities Fund and the Legacy 2014 Active Places Fund we have made 230 awards to support sports club facilities projects, investing £22.6m and leveraging £125m in total project costs.

In 2014-15 we commissioned an external evaluation of CSHs, which found that new partnerships and joint working between clubs has been a major success of the programme. Hub officers and wider stakeholders agreed that there had been an improvement in terms of sport clubs working together locally, an increased awareness of sport clubs in the community, increased participation in sport and that the value of sport clubs in the community had been recognised. The evaluation also showed evidence of stronger links between clubs and schools, those responsible for facilities management and other strategic stakeholders. The majority of hub officers and wider stakeholders felt that CSHs had significantly improved the range of sport on offer in their community and see them as a positive addition to their local community.

The evaluation suggests that awareness of hubs is highest amongst sport clubs and that some hubs have also had success raising awareness through schools. However, the nature and level of activity to engage the wider community varied between hubs and there was little evidence that the views of local people (beyond existing sport clubs) had

been gathered in developing hubs. It was noted that community engagement can be challenging, particularly reaching those not already involved in sport. While schools and clubs have been the primary target for engagement to date, stakeholders have suggested that the wider community will be the next step in their engagement strategies.

Local sports forums, public meetings, surveys with the community and schools and consultation with clubs were all methods employed by some CSHs to engage with clubs and the community. CSHs and clubs have undertaken a range of activities in an effort to increase participation, such as social events, taster sessions, summer programmes and creating links between clubs. Those involved felt the programme has particularly supported the development of young sport leaders and expanded the skills of existing club leaders. Individual volunteers felt that their involvement had allowed them to, amongst other things, influence local developments and contribute to their local sport. Further evidence supporting success measure seven is in table five appendix.

Key numbers

- **137 community sport hubs** started by 31 March 2015
- **833 sports clubs** involved in community sport hubs with **85,672** active sport club members involved
- **86 clubs** supported through Direct Club Investment

Success measure eight: Increased sports opportunities for children and young people through schools and improved access to the school estate

We have invested £46m in Active Schools, which supports all 32 local authority partners to increase the number and quality of opportunities to participate in sport in schools. We also worked with national and local partners to facilitate the delivery of the national target of two hours or two periods of physical education (PE) per week, investing £4.9m into a network of PE lead officers who have worked locally to drive forward the target as well as increase the quality of PE.

During 2014-15 we commissioned an external evaluation of Active Schools, which showed that the programme achieved its core aim of providing more and higher quality opportunities to participate in sport within schools. This is supported by clear statistical evidence about the number of additional opportunities and activities, and qualitative evidence from teachers, pupils and wider stakeholders about the range of opportunities available. There is strong agreement that the quality of Active Schools supported activities is high and pupils enjoy the activities and like the coaches and delivery style.

During 2013, we commissioned an audit of the sports facilities within Scotland's school estate and the access to those facilities for local communities. This information helped establish accurate, up-to-date data on the availability and current use of sports facilities within the school estate, and the issues and barriers around future use. Data was collected from all 32 local authority partners and showed that:

- The overall school estate comprises a wide range of sports facilities, including approximately 3,500 hall spaces, 2,000 outdoor pitches, 621 multi-use outdoor games areas, and a host of fitness suites, dance studios, swimming pools, outdoor running tracks, outdoor basketball courts, and outdoor tennis courts.
- The average availability of the school estate ranges from four hours per day during the week to eight hours per day at the weekend, and up to 12.5 hours per day during school holidays.

- In secondary schools, 61% of available indoor space is being used during term time. 79% of primary schools which responded to the audit (N=1751) and 98% of secondary schools which responded (N=329) are available for community use all year round.

Since the research was published we have worked with a number of local authorities to use the data to support and improve local decision making around the planning and programming of school facility use. Further evidence supporting success measure eight is in table six appendix.

Key numbers

- Increase in annual number of Active Schools participant sessions from 4,498,837 in 2011-12 to **5,846,872 in 2013-14**
- Increase in annual number of Active Schools activity sessions from 238,514 in 2011-12 to **312,043 in 2013-14**
- Total of **2,528 schools** participating in Active Schools

Success measure nine: Organisation development strengthens the impact of our work and we are driven by continuous quality improvement

In 2012 we introduced a new performance and development review policy and process, which aims to embed continuous improvement both at individual and organisational levels. Its primary focus is to measure the performance of employees and help support the development of employees through learning and development.

The performance and development review also helps **sportscotland** employees understand expectations in relation to their individual contribution to the corporate and business plans, how this contribution can be made and how **sportscotland** can help them develop their skills and knowledge.

Improving learning and development has been a key focus at **sportscotland** during the last four years. The performance and development review process is the primary vehicle for establishing learning and development needs and we have created an in-house learning and development team, which has focused on providing opportunities for every **sportscotland** employee to develop skills, knowledge and capabilities for their current roles as well as to prepare themselves for future roles. In 2011, after a rigorous and objective assessment process, **sportscotland** was accredited with the Investors in People Silver Award.

During 2014-15, 74 training courses were offered to **sportscotland** employees. These included a wide range of topics such as system training, personal skill development and organisation skill development. Total attendances across all courses over the two-year period was 432. Furthermore, more than 50 e-learning courses have been developed, which have had over 1,100 completions to date.

During 2013 and 2014 we developed and agreed a leadership development model, which fits with the values and culture of **sportscotland** and supports the development of the desired leadership competences.

This programme will form the focus for development work with the senior management team and other managers in leadership roles over the coming years. It will use methods such as 360 degree appraisal, management team development, executive coaching and other interventions to support and improve leadership skills across **sportscotland**.

The staff engagement forum was established in July 2014 and is a consultative body which provides opportunity for dialogue, discussion and exchange of views between members of staff from across the organisation on matters of mutual interest with the aim of working together on issues of importance to all. The remit of the forum is to examine, discuss and make recommendations on:

- Areas for improvement and increased efficiency across the organisation
- Quality improvement of the **sportscotland** workplace
- Matters that are important to staff

The forum has a number of key roles:

- **Consultation:** The forum exists to undertake a consultative role where ideas, issues, initiatives, drafts of new policies, organisational changes and other matters can be discussed in an open, safe and confidential environment.
- **Communication:** The forum has an important communication role in the two-way sharing of information and ideas up, down and across the organisation and to ensure staff matters can be raised and addressed in a supportive manner. This may be in the form of meetings but could also involve undertaking dialogue in other varied and creative ways.
- **Partnership:** The forum should act as a partner promoting good staff relations across the organisation by championing key staff initiatives, such as equality and diversity and Investors in People, and empowering staff to find solutions to things that matter to people.

Success measure nine *(contd.)*

As part of our 2015-19 corporate plan development we undertook significant internal and external consultation reaching over 240 people and resulting in over 100 responses to online surveys. Externally the consultation reached 22 SGBs, 28 local authority areas, five higher and further education institutions, Scottish Government and 15 other organisations. All feedback obtained was analysed and used to inform the development of the 2015-19 corporate plan.

sportscotland is committed to developing a culture of continuous improvement, both internally and more widely within the sport sector. A key aim of our research strategy is to support learning and continuous improvement and our short-term evaluation approach has been designed to encourage reflection and continuous improvement, and to describe how our projects are having an impact.

In particular, **sportscotland** invests significantly into posts within SGBs and local authorities and we are in the process of introducing an approach to evaluating these posts, which encourages reflection and continuous improvement by asking supported posts to describe the interventions they are introducing, the impacts they aim to achieve with these interventions, and then reflect on their progress.

Within CSHs, a continuous improvement model is used as a basis for training days where CSH officers are encouraged to reflect on their current practice and data, learn from other CSH officers and try out different approaches.

The continuous improvement model moves them through a structured process and includes identifying leaders for the CSH, developing community engagement and sharing best practice. In 2013 we commissioned Social Value Lab to prepare a toolkit of 10 participatory tools that could be used by CSH officers when working with CSH management committees, club leaders or members. These are now available on the Help for Clubs website for any club to access and use.

Success measure ten: sportscotland is seen as one of the leading public bodies in Scotland in terms of delivery, effectiveness and efficiency

We have focused on developing and embedding processes and procedures to maximise resources, reduce inefficiencies and drive better, more informed decision making.

Carbon management

sportscotland fully delivered against its Carbon Management Plan for 2010 to 2015, having met its 20% carbon reduction target in 2013-14, by continuing to invest in and receive the benefits of renewable technologies such as Solar PV (receiving over £10k per annum in income from this source), low energy lighting, presence and light detection systems, waste reduction policies, low energy gas boilers and water reduction measures. This ongoing investment has led to a reduction of core operating costs, for example, the 2014-15 expenditure on water and waste water across our sites was over 30% cheaper than in 2011-12.

sportscotland also continued to benefit from the investment in biomass technology at its national centre Glenmore Lodge, which in addition to providing annual savings in fuel costs also gives an annual income through the Renewable Heat Incentive of circa £25k.

Compliance

Since 2011-12, we have received approximately 155 FOI requests and have had a 100% success rate in responding to requests within the timescales set out in the legislation. During 2012-13, a practice assessment was carried out by the Scottish Information Commissioner's office. It was noted that: "the culture in sportscotland is a positive one, with evidence of efficient and effective operation of FOISAs/EIRs. Key staff are well trained, resulting in good advice being delivered consistently to staff via the "hub and spoke" arrangements. There is also clear evidence of senior management commitment to the FOISA/EIRs process".

Estates management

The House of Sport at Caledonia House, one of sportscotland's key assets, continues to have 100% of rental space utilised, up from 60% in 2012-13, and generates an annual rental income of £200k. It accommodates the headquarters of 19 SGBs and an additional four sports organisations. Access by not-for-profit sporting organisations to free meeting room and video conferencing facilities is a key feature of all six of sportscotland's regional offices and in 2014-15 the value of this at Caledonia House alone was estimated at over £400k.

Information technology

Since the reorganisation of sportscotland in 2008-09 and following a comprehensive business system review, investment has been made to replace all the ICT legacy systems which had been inherited. A primary aim has been to ensure much better integration and sustainability of the new systems based on a common platform. This investment in new ICT infrastructure has improved data handling, investment decision making and payment processing. We continue to regularly review priorities to ensure business needs are met.

Success measure ten (contd.)

Procurement

sportscotland aims to deliver on-going value for money through its procurement processes and increase collaboration with others wherever practicable. Effective procurement policies and processes ensure that we maximise the use of Government procurement frameworks, with cost savings and enhanced productivity being achieved on an on-going basis.

For example, the re-contracting process for mobile telephony has achieved a 45% saving over previous arrangements, and the use of the Scottish Government's framework agreements has achieved a 13% saving, equating to just under £100k over the year. The retendering of the organisation's network ICT infrastructure has achieved a ten-fold increase in bandwidth, greater stability and enhanced resilience for the same cost.

Over the past four years we have seen the external rating of our procurement processes and policies gradually increase. In 2011-12 the Scottish Government's Procurement Capability Assessment rating increased from 23% to 46% and in 2012-13 from 46% to 50%. More recently, in 2013-14, it increased from 50% to 59% out of a possible score of 75%. As part of this assessment we monitored the percentage of suppliers over £15k which have a tendered contract, a contract for services or a single source justification. This increased from 50% in 2012-13 to 75% in 2013-14, highlighting the increasing use of measures to ensure best value.

sportscotland continues to develop its contractor/supplier database and contract management procedures have been implemented with standard document templates now in place. The internal Procurement Working Group, comprising members from across sportscotland, continues to work collaboratively to ensure compliance with policies and procedures. Uptake of The Introduction to Procurement eLearning course continues to increase and is monitored and promoted by the Procurement Working Group. sportscotland is an active member of the Scottish Procurement Cluster Group led by Skills Development Scotland.

Research

Our research strategy explores how far we are achieving our goals, and gathers data to help people plan and deliver effectively, while placing the minimum burden on our staff and partners. Over the last four years, we identified information we needed to gather to evaluate our programmes using a 'belief model'. This starts with the belief that the changes in the 2011-15 corporate plan would lead to a world class sporting system, and our business plan actions would achieve these changes.

Using this, we rationalised our data collection. We developed a set of consistent tools and approaches which we could reuse, making our data collection simpler, more consistent, and more useful for analysis. This is what we call our 'standardised research approach'. Key examples are a consistent monitoring form for all club projects; Kirkpatrick model evaluation for all training projects; and a standard continuous improvement form for all supported posts. While this approach has had an impact in 2011-15, it will take time to embed and should have even more impact across the next four years.

Our research strategy is complemented by our business intelligence approach, helping people to use the data we gather. This ranges from easy to use reports which give an overview of how a programme is performing, to detailed analysis tools. As part of the business intelligence approach we ran workshops to ask people across sport what information they had, what information they need, and how they wanted to access this information. This consultation identified a number of tools to help people use data. We are currently developing these tools:

- **Pathway:** A map analysis tool designed to support operational planning, presenting information on a school, club and facility level.
- **Drilldown:** An interactive tool designed to support strategic planning, summarising a range of information sources for a specific sport, or region.

The strategic planning team was nominated in the Analysis and Use of Evidence category of the 2014 Scottish Public Service Awards, recognising excellence in the way knowledge is managed.

Success measure ten (contd.)

Risk management and performance reporting

Since 2011-12, we have incrementally improved our approach to performance reporting, and developed and embedded Covalent as our corporate performance management system. Covalent is actively used by more than 90 employees and averages over 360 log-ins on a monthly basis. Using Covalent we deliver a series of regular and high-quality performance reports that support strategic and operational planning and review.

Strategically, the **sportscotland** Board receives quarterly and annual reports against our planned activities and outcomes. The senior management team receives monthly reports on progress against the business plan, with a focus on priority programmes, budget performance and other key areas of interest, such as equality impact assessments and planned communications activity. We also provide Scottish Government with a quarterly report on progress against the Ministerial priorities set out in our grant-in-aid letter as well as agreed legacy indicators. Operationally we have designed bespoke reports to meet the needs of programme boards, using Covalent's scorecard and risk management modules.

During 2013, we developed and implemented a new risk management framework and process, guided by internal audit recommendations and HM Treasury best practice. The framework and process were developed in consultation with staff representing all areas of the business. We then developed and rolled out a risk management workshop, which provided background and training on risk management while supporting each business plan programme to develop a risk register, a key component of the new framework and process. This was supported by the development of an in-house e-learning module for risk management, which has been completed by 83 employees.

Strategic partnerships

In 2014 we assumed full responsibility for the provision of a policy enquiries and briefing service to support Scottish Government Ministers. This involved working with officials and Ministers during the busy period around the Glasgow 2014 Commonwealth Games, including providing staff to work in the Scottish Government Co-ordination Centre, and the restructuring of the Active Scotland Division, which resulted in a closer working relationship with Ministerial private offices.

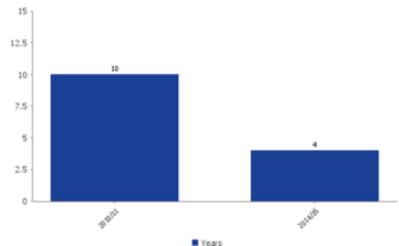
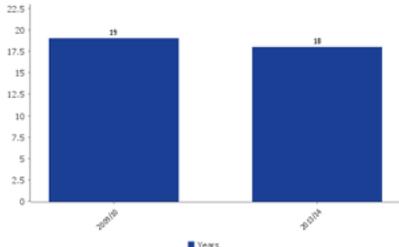
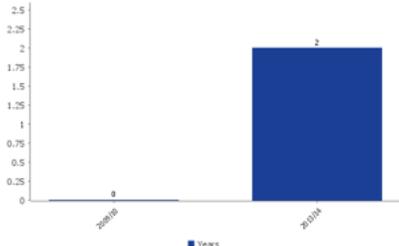
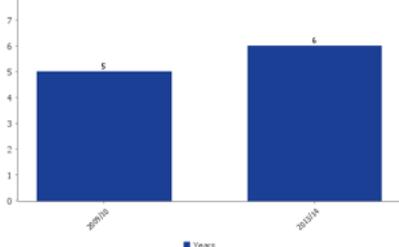
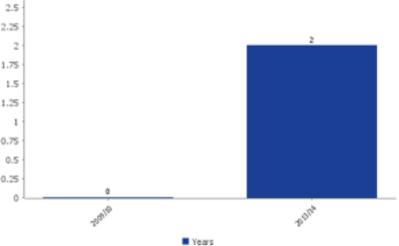
This new relationship, which includes fielding 'experts' to support Ministers at engagements, has effectively seen **sportscotland** become the direct policy adviser on sport to Scottish Government Ministers. This closer relationship is reflected in the number of enquiries, requests for briefing and requests for advice from the Minister's office. In March 2014 we dealt with 49 policy enquires, six Ministerial briefings and 26 Ministerial correspondence requests. March 2015 saw a sharp rise in this activity to 108 policy enquiries, 14 Ministerial briefings and 77 Ministerial correspondence requests.

In 2013-14 we engaged more directly through the formal structures of some Community Planning Partnerships to explore the possible benefits to local partners of having **sportscotland** staff represented at this level. We continued to support this in 2014-15 to inform our engagement with the Community Empowerment (Scotland) Bill, which is making its passage through the Scottish Parliament. In September 2014, **sportscotland** made a written submission to the Scottish Parliament's Local Government and Regeneration Committee in response to the draft Bill.

Appendix: Table one

Evidence for **success measure two**: 2011-15 is the most successful four-year cycle for Scotland in terms of performance outcomes (London, Sochi and Glasgow)

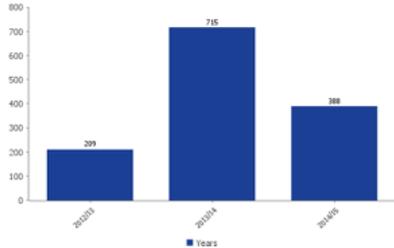
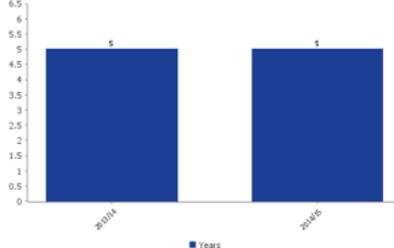
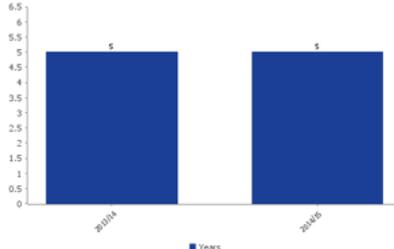
Indicator	Last update	Value	Trend Chart						
Number of Scots on Team GB at Summer Olympics	2012-13	55	<table border="1"> <thead> <tr> <th>Years</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>31</td> </tr> <tr> <td>2012/13</td> <td>55</td> </tr> </tbody> </table>	Years	Value	2008/09	31	2012/13	55
Years	Value								
2008/09	31								
2012/13	55								
Number of medals won by Scottish athletes at Summer Olympics	2012-13	13	<table border="1"> <thead> <tr> <th>Years</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>6</td> </tr> <tr> <td>2012/13</td> <td>13</td> </tr> </tbody> </table>	Years	Value	2008/09	6	2012/13	13
Years	Value								
2008/09	6								
2012/13	13								
Number of Scots on ParalympicsGB at Summer Paralympics	2012-13	26	<table border="1"> <thead> <tr> <th>Years</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>16</td> </tr> <tr> <td>2012/13</td> <td>26</td> </tr> </tbody> </table>	Years	Value	2008/09	16	2012/13	26
Years	Value								
2008/09	16								
2012/13	26								
Number of medals won by Scottish athletes at Summer Paralympics	2012/13	11	<table border="1"> <thead> <tr> <th>Years</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>9</td> </tr> <tr> <td>2012/13</td> <td>11</td> </tr> </tbody> </table>	Years	Value	2008/09	9	2012/13	11
Years	Value								
2008/09	9								
2012/13	11								
Number of medals won by Scottish athletes at Glasgow 2014 Commonwealth Games	2014-15	53	<table border="1"> <thead> <tr> <th>Years</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>26</td> </tr> <tr> <td>2014/15</td> <td>53</td> </tr> </tbody> </table>	Years	Value	2010/11	26	2014/15	53
Years	Value								
2010/11	26								
2014/15	53								

Indicator	Last update	Value	Trend Chart						
Final position of Team Scotland on medal table at Glasgow 2014 Commonwealth Games	2014-15	4	 <table border="1"> <thead> <tr> <th>Year</th> <th>Position</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>10</td> </tr> <tr> <td>2014/15</td> <td>4</td> </tr> </tbody> </table>	Year	Position	2010/11	10	2014/15	4
Year	Position								
2010/11	10								
2014/15	4								
Number of Scots on Team GB at Winter Olympics	2013-14	18	 <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Scots</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>19</td> </tr> <tr> <td>2014/15</td> <td>18</td> </tr> </tbody> </table>	Year	Number of Scots	2010/11	19	2014/15	18
Year	Number of Scots								
2010/11	19								
2014/15	18								
Number of medals won by Scottish athletes at Winter Olympics	2013-14	2	 <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Medals</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>0</td> </tr> <tr> <td>2014/15</td> <td>2</td> </tr> </tbody> </table>	Year	Number of Medals	2010/11	0	2014/15	2
Year	Number of Medals								
2010/11	0								
2014/15	2								
Number of Scots on ParalympicsGB at Winter Paralympics	2013-14	6	 <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Scots</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>5</td> </tr> <tr> <td>2014/15</td> <td>6</td> </tr> </tbody> </table>	Year	Number of Scots	2010/11	5	2014/15	6
Year	Number of Scots								
2010/11	5								
2014/15	6								
Number of medals won by Scottish athletes at Winter Paralympics	2013-14	2	 <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Medals</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>0</td> </tr> <tr> <td>2014/15</td> <td>2</td> </tr> </tbody> </table>	Year	Number of Medals	2010/11	0	2014/15	2
Year	Number of Medals								
2010/11	0								
2014/15	2								

Appendix: Table two

Evidence for **success measure three**: All our supported performance athletes are the best ever prepared for all targeted events through the provision of quality services

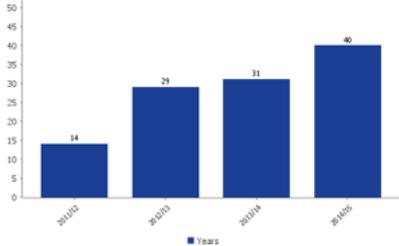
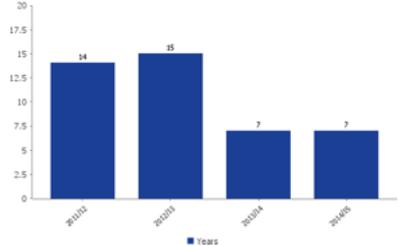
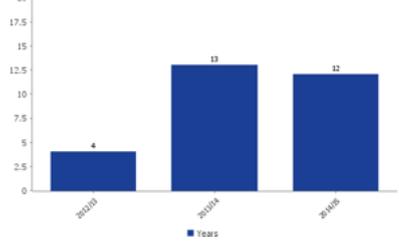
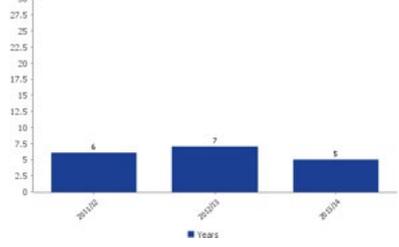
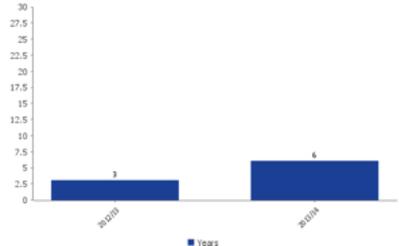
Indicator	Last update	Value	Trend Chart										
Number of athletes holding sportscotland athlete personal awards annually	2014-15	92	<table border="1"> <caption>Number of athletes holding sportscotland athlete personal awards annually</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>46</td> </tr> <tr> <td>2012/13</td> <td>61</td> </tr> <tr> <td>2013/14</td> <td>77</td> </tr> <tr> <td>2014/15</td> <td>92</td> </tr> </tbody> </table>	Year	Value	2011/12	46	2012/13	61	2013/14	77	2014/15	92
Year	Value												
2011/12	46												
2012/13	61												
2013/14	77												
2014/15	92												
Total annual sportscotland investment in athlete personal awards	2014-15	£202,130	<table border="1"> <caption>Total annual sportscotland investment in athlete personal awards</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£204,000</td> </tr> <tr> <td>2012/13</td> <td>£229,917</td> </tr> <tr> <td>2013/14</td> <td>£600,582</td> </tr> <tr> <td>2014/15</td> <td>£202,130</td> </tr> </tbody> </table>	Year	Value	2011/12	£204,000	2012/13	£229,917	2013/14	£600,582	2014/15	£202,130
Year	Value												
2011/12	£204,000												
2012/13	£229,917												
2013/14	£600,582												
2014/15	£202,130												
Number of sports supported by sportscotland athlete personal awards annually	2014-15	19	<table border="1"> <caption>Number of sports supported by sportscotland athlete personal awards annually</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13</td> </tr> <tr> <td>2012/13</td> <td>14</td> </tr> <tr> <td>2013/14</td> <td>18</td> </tr> <tr> <td>2014/15</td> <td>19</td> </tr> </tbody> </table>	Year	Value	2011/12	13	2012/13	14	2013/14	18	2014/15	19
Year	Value												
2011/12	13												
2012/13	14												
2013/14	18												
2014/15	19												
Number of athletes supported by the sportscotland institute of sport	2014-15	557	<table border="1"> <caption>Number of athletes supported by the sportscotland institute of sport</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>664</td> </tr> <tr> <td>2014/15</td> <td>557</td> </tr> </tbody> </table>	Year	Value	2011/12	664	2014/15	557				
Year	Value												
2011/12	664												
2014/15	557												
Number of Coaching Matters workshops delivered	2014-15	18	<table border="1"> <caption>Number of Coaching Matters workshops delivered</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>37</td> </tr> <tr> <td>2012/13</td> <td>53</td> </tr> <tr> <td>2014/15</td> <td>18</td> </tr> </tbody> </table>	Year	Value	2011/12	37	2012/13	53	2014/15	18		
Year	Value												
2011/12	37												
2012/13	53												
2014/15	18												

Indicator	Last update	Value	Trend Chart								
Number of attendances at Coaching Matters workshops	2014-15	388	 <table border="1"> <caption>Number of attendances at Coaching Matters workshops</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>209</td> </tr> <tr> <td>2013/14</td> <td>715</td> </tr> <tr> <td>2014/15</td> <td>388</td> </tr> </tbody> </table>	Year	Value	2011/12	209	2013/14	715	2014/15	388
Year	Value										
2011/12	209										
2013/14	715										
2014/15	388										
No of Scottish Coaches engaged in sports coach UK's Aspire Programme	2014-15	5	 <table border="1"> <caption>No of Scottish Coaches engaged in sports coach UK's Aspire Programme</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>5</td> </tr> <tr> <td>2015/16</td> <td>5</td> </tr> </tbody> </table>	Year	Value	2014/15	5	2015/16	5		
Year	Value										
2014/15	5										
2015/16	5										
No of Scottish coaches engaged in sports coach UK's Inspire programme	2014-15	5	 <table border="1"> <caption>No of Scottish coaches engaged in sports coach UK's Inspire programme</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>5</td> </tr> <tr> <td>2015/16</td> <td>5</td> </tr> </tbody> </table>	Year	Value	2014/15	5	2015/16	5		
Year	Value										
2014/15	5										
2015/16	5										

Appendix: Table three

Evidence for **success measure four**: An increasing number of Scottish governing bodies are fit for purpose and fit for performance

Indicator	Last update	Value	Trend Chart										
Cumulative number of SGBs who are at Foundation Level of Equality Standard	2014-15	41	<table border="1"> <caption>Trend Chart Data: Foundation Level</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>30</td> </tr> <tr> <td>2012/13</td> <td>34</td> </tr> <tr> <td>2013/14</td> <td>39</td> </tr> <tr> <td>2014/15</td> <td>41</td> </tr> </tbody> </table>	Year	Value	2011/12	30	2012/13	34	2013/14	39	2014/15	41
Year	Value												
2011/12	30												
2012/13	34												
2013/14	39												
2014/15	41												
Cumulative number of SGB who are at preliminary level of the Equality Standard	2014-15	23	<table border="1"> <caption>Trend Chart Data: Preliminary Level</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13</td> </tr> <tr> <td>2012/13</td> <td>13</td> </tr> <tr> <td>2013/14</td> <td>21</td> </tr> <tr> <td>2014/15</td> <td>23</td> </tr> </tbody> </table>	Year	Value	2011/12	13	2012/13	13	2013/14	21	2014/15	23
Year	Value												
2011/12	13												
2012/13	13												
2013/14	21												
2014/15	23												
Cumulative number of SGBs who are at intermediate level of the Equality Standard	2014-15	8	<table border="1"> <caption>Trend Chart Data: Intermediate Level</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13</td> </tr> <tr> <td>2012/13</td> <td>13</td> </tr> <tr> <td>2013/14</td> <td>21</td> </tr> <tr> <td>2014/15</td> <td>23</td> </tr> </tbody> </table>	Year	Value	2011/12	13	2012/13	13	2013/14	21	2014/15	23
Year	Value												
2011/12	13												
2012/13	13												
2013/14	21												
2014/15	23												
Cumulative number of SGB who are at advanced level of the Equality Standard	2014-15	0	N/A										
Number of SGBs that have received support through the sportscotland facilitated strategic planning	2014-15	8	<table border="1"> <caption>Trend Chart Data: Strategic Planning Support</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2</td> </tr> <tr> <td>2013/14</td> <td>3</td> </tr> <tr> <td>2014/15</td> <td>8</td> </tr> </tbody> </table>	Year	Value	2011/12	2	2013/14	3	2014/15	8		
Year	Value												
2011/12	2												
2013/14	3												
2014/15	8												

Indicator	Last update	Value	Trend Chart										
Number of SGBs that have completed the minimum requirements for safeguarding and protecting children in sport	2014-15	40	 <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>14</td> </tr> <tr> <td>2013/14</td> <td>29</td> </tr> <tr> <td>2014/15</td> <td>31</td> </tr> <tr> <td>2015/16</td> <td>40</td> </tr> </tbody> </table>	Year	Value	2012/13	14	2013/14	29	2014/15	31	2015/16	40
Year	Value												
2012/13	14												
2013/14	29												
2014/15	31												
2015/16	40												
Number of SGBs that have undertaken a development audit	2014-15	7	 <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>14</td> </tr> <tr> <td>2013/14</td> <td>15</td> </tr> <tr> <td>2014/15</td> <td>7</td> </tr> <tr> <td>2015/16</td> <td>7</td> </tr> </tbody> </table>	Year	Value	2012/13	14	2013/14	15	2014/15	7	2015/16	7
Year	Value												
2012/13	14												
2013/14	15												
2014/15	7												
2015/16	7												
Number of SGBs that have undertaken a self-assessment audit	2014-15	12	 <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>4</td> </tr> <tr> <td>2013/14</td> <td>13</td> </tr> <tr> <td>2014/15</td> <td>12</td> </tr> </tbody> </table>	Year	Value	2012/13	4	2013/14	13	2014/15	12		
Year	Value												
2012/13	4												
2013/14	13												
2014/15	12												
Number of SGBs that have received support for HR case escalation* (HR case escalation is specific support on HR matters that requires input and/or management support from HR experts.)	2013-14	5	 <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>6</td> </tr> <tr> <td>2013/14</td> <td>7</td> </tr> <tr> <td>2014/15</td> <td>5</td> </tr> </tbody> </table>	Year	Value	2012/13	6	2013/14	7	2014/15	5		
Year	Value												
2012/13	6												
2013/14	7												
2014/15	5												
Number of SGBs that have accessed financial case management	2013-14	6	 <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>3</td> </tr> <tr> <td>2013/14</td> <td>6</td> </tr> </tbody> </table>	Year	Value	2012/13	3	2013/14	6				
Year	Value												
2012/13	3												
2013/14	6												

Indicator	Last update	Value	Trend Chart								
Number of SGBs that have accessed legal case management	2013-14	22	<table border="1"> <caption>Number of SGBs that have accessed legal case management</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>15</td> </tr> <tr> <td>2014/15</td> <td>22</td> </tr> </tbody> </table>	Year	Value	2013/14	15	2014/15	22		
Year	Value										
2013/14	15										
2014/15	22										
Number of training interventions offered through SGB training and development programme	2014-15	65	<table border="1"> <caption>Number of training interventions offered through SGB training and development programme</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>30</td> </tr> <tr> <td>2014/15</td> <td>34</td> </tr> <tr> <td>2014/16</td> <td>65</td> </tr> </tbody> </table>	Year	Value	2013/14	30	2014/15	34	2014/16	65
Year	Value										
2013/14	30										
2014/15	34										
2014/16	65										
Number of SGBs supported through SGB training and development programme	2014-15	50	<table border="1"> <caption>Number of SGBs supported through SGB training and development programme</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>44</td> </tr> <tr> <td>2014/15</td> <td>47</td> </tr> <tr> <td>2014/16</td> <td>50</td> </tr> </tbody> </table>	Year	Value	2013/14	44	2014/15	47	2014/16	50
Year	Value										
2013/14	44										
2014/15	47										
2014/16	50										
Number of recorded attendances on SGB training and development programme	2014-15	514	<table border="1"> <caption>Number of recorded attendances on SGB training and development programme</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>400</td> </tr> <tr> <td>2014/15</td> <td>367</td> </tr> <tr> <td>2014/16</td> <td>514</td> </tr> </tbody> </table>	Year	Value	2013/14	400	2014/15	367	2014/16	514
Year	Value										
2013/14	400										
2014/15	367										
2014/16	514										

Appendix: Table four

Evidence for **success measure five**: Major progress in growing sustainable levels of competent and skilled coaches, officials, administrators and specialists (paid and voluntary) within Scotland

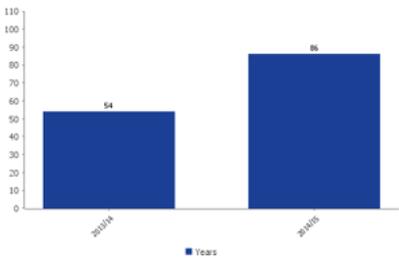
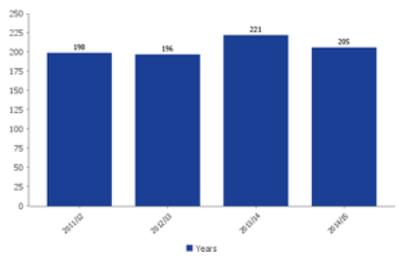
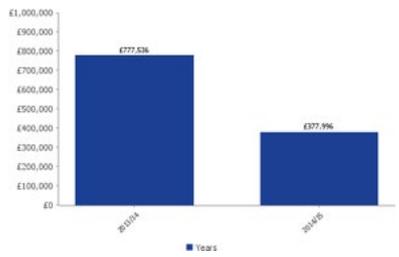
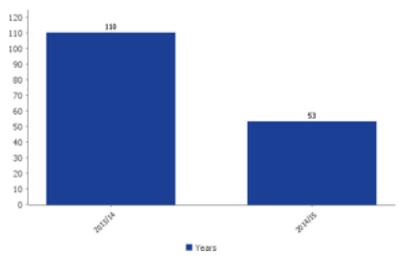
Indicator	Last update	Value	Trend Chart										
Annual number of distinct voluntary deliverers providing Active Schools supported activity	2013-14	16,135	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13,197</td> </tr> <tr> <td>2012/13</td> <td>16,349</td> </tr> <tr> <td>2013/14</td> <td>16,135</td> </tr> </tbody> </table>	Year	Value	2011/12	13,197	2012/13	16,349	2013/14	16,135		
Year	Value												
2011/12	13,197												
2012/13	16,349												
2013/14	16,135												
Annual number of distinct paid deliverers providing Active Schools supported activity	2013-14	3,097	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2,594</td> </tr> <tr> <td>2012/13</td> <td>2,972</td> </tr> <tr> <td>2013/14</td> <td>3,097</td> </tr> </tbody> </table>	Year	Value	2011/12	2,594	2012/13	2,972	2013/14	3,097		
Year	Value												
2011/12	2,594												
2012/13	2,972												
2013/14	3,097												
Cumulative number of UKCC qualifications achieved across Levels 1-4	2014-15	24,441	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13,270</td> </tr> <tr> <td>2012/13</td> <td>17,862</td> </tr> <tr> <td>2013/14</td> <td>20,529</td> </tr> <tr> <td>2014/15</td> <td>24,441</td> </tr> </tbody> </table>	Year	Value	2011/12	13,270	2012/13	17,862	2013/14	20,529	2014/15	24,441
Year	Value												
2011/12	13,270												
2012/13	17,862												
2013/14	20,529												
2014/15	24,441												
Number of nominations in sportscotland Coaching, Officiating and Volunteering Awards	2014-15	293	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>133</td> </tr> <tr> <td>2012/13</td> <td>189</td> </tr> <tr> <td>2013/14</td> <td>132</td> </tr> <tr> <td>2014/15</td> <td>293</td> </tr> </tbody> </table>	Year	Value	2011/12	133	2012/13	189	2013/14	132	2014/15	293
Year	Value												
2011/12	133												
2012/13	189												
2013/14	132												
2014/15	293												
Number of deliverers in community sport hubs that have started up to the end of the current financial year	2013-14	8,881	N/A										

Indicator	Last update	Value	Trend Chart										
Number of student deliverers trained for Lead 2014 annually	2014-15	87	<table border="1"> <caption>Number of student deliverers trained for Lead 2014 annually</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>80</td> </tr> <tr> <td>2012/13</td> <td>80</td> </tr> <tr> <td>2013/14</td> <td>117</td> </tr> <tr> <td>2014/15</td> <td>87</td> </tr> </tbody> </table>	Year	Value	2011/12	80	2012/13	80	2013/14	117	2014/15	87
Year	Value												
2011/12	80												
2012/13	80												
2013/14	117												
2014/15	87												
Number of pupils Lead 2014 student deliverers have trained in schools annually	2014-15	823	<table border="1"> <caption>Number of pupils Lead 2014 student deliverers have trained in schools annually</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>796</td> </tr> <tr> <td>2012/13</td> <td>861</td> </tr> <tr> <td>2013/14</td> <td>902</td> </tr> <tr> <td>2014/15</td> <td>823</td> </tr> </tbody> </table>	Year	Value	2011/12	796	2012/13	861	2013/14	902	2014/15	823
Year	Value												
2011/12	796												
2012/13	861												
2013/14	902												
2014/15	823												
Number of attendances at 'Reffin Brilliant' courses	2014-15	174	<table border="1"> <caption>Number of attendances at 'Reffin Brilliant' courses</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>162</td> </tr> <tr> <td>2013/14</td> <td>113</td> </tr> <tr> <td>2014/15</td> <td>174</td> </tr> </tbody> </table>	Year	Value	2012/13	162	2013/14	113	2014/15	174		
Year	Value												
2012/13	162												
2013/14	113												
2014/15	174												
Collective number of workshops delivered through coach CPD programmes	2014-15	849	<table border="1"> <caption>Collective number of workshops delivered through coach CPD programmes</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>446</td> </tr> <tr> <td>2012/13</td> <td>599</td> </tr> <tr> <td>2013/14</td> <td>776</td> </tr> <tr> <td>2014/15</td> <td>849</td> </tr> </tbody> </table>	Year	Value	2011/12	446	2012/13	599	2013/14	776	2014/15	849
Year	Value												
2011/12	446												
2012/13	599												
2013/14	776												
2014/15	849												
Collective number of attendances at coach CPD programmes	2014-15	11241	<table border="1"> <caption>Collective number of attendances at coach CPD programmes</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2821</td> </tr> <tr> <td>2012/13</td> <td>6923</td> </tr> <tr> <td>2013/14</td> <td>10933</td> </tr> <tr> <td>2014/15</td> <td>11241</td> </tr> </tbody> </table>	Year	Value	2011/12	2821	2012/13	6923	2013/14	10933	2014/15	11241
Year	Value												
2011/12	2821												
2012/13	6923												
2013/14	10933												
2014/15	11241												
Number of tutors who have attained Tutor PDA	2014-15	47	<table border="1"> <caption>Number of tutors who have attained Tutor PDA</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>28</td> </tr> <tr> <td>2014/15</td> <td>47</td> </tr> </tbody> </table>	Year	Value	2013/14	28	2014/15	47				
Year	Value												
2013/14	28												
2014/15	47												

Appendix: Table five

Evidence for **success measure seven**: stronger club networks with greater community involvement

Indicator	Last update	Value	Trend Chart										
Percentage of planned community sport hubs based in schools	Q4 2014-15	57%	<table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>56%</td> </tr> <tr> <td>2012/13</td> <td>60%</td> </tr> <tr> <td>2013/14</td> <td>61%</td> </tr> <tr> <td>2014/15</td> <td>57%</td> </tr> </tbody> </table>	Year	Percentage	2011/12	56%	2012/13	60%	2013/14	61%	2014/15	57%
Year	Percentage												
2011/12	56%												
2012/13	60%												
2013/14	61%												
2014/15	57%												
Number of community sport hubs that have started	Q4 2014-15	137	<table border="1"> <thead> <tr> <th>Year</th> <th>Number of Hubs</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>57</td> </tr> <tr> <td>2012/13</td> <td>105</td> </tr> <tr> <td>2013/14</td> <td>131</td> </tr> <tr> <td>2014/15</td> <td>137</td> </tr> </tbody> </table>	Year	Number of Hubs	2011/12	57	2012/13	105	2013/14	131	2014/15	137
Year	Number of Hubs												
2011/12	57												
2012/13	105												
2013/14	131												
2014/15	137												
Number of sport clubs involved in community sport hubs that have started up to the end of the current financial year	2013-14	833	<table border="1"> <thead> <tr> <th>Year</th> <th>Number of Clubs</th> </tr> </thead> <tbody> <tr> <td>2013/13</td> <td>611</td> </tr> <tr> <td>2013/14</td> <td>833</td> </tr> </tbody> </table>	Year	Number of Clubs	2013/13	611	2013/14	833				
Year	Number of Clubs												
2013/13	611												
2013/14	833												
Number of active sport club members involved in hubs that have started up to the end of the current financial year	2013-14	85,672	<table border="1"> <thead> <tr> <th>Year</th> <th>Number of Members</th> </tr> </thead> <tbody> <tr> <td>2013/13</td> <td>54,840</td> </tr> <tr> <td>2013/14</td> <td>85,672</td> </tr> </tbody> </table>	Year	Number of Members	2013/13	54,840	2013/14	85,672				
Year	Number of Members												
2013/13	54,840												
2013/14	85,672												
Cumulative amount invested in Direct Club Investment	2014-15	£1,988,695	<table border="1"> <thead> <tr> <th>Year</th> <th>Cumulative Amount Invested (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>£1,127,624</td> </tr> <tr> <td>2014/15</td> <td>£1,988,695</td> </tr> </tbody> </table>	Year	Cumulative Amount Invested (£)	2013/14	£1,127,624	2014/15	£1,988,695				
Year	Cumulative Amount Invested (£)												
2013/14	£1,127,624												
2014/15	£1,988,695												

Indicator	Last update	Value	Trend Chart										
Cumulative number of clubs supported through Direct Club Investment	2014-15	86	 <table border="1"> <caption>Cumulative number of clubs supported through Direct Club Investment</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/14</td> <td>54</td> </tr> <tr> <td>2014/15</td> <td>86</td> </tr> </tbody> </table>	Year	Value	2011/14	54	2014/15	86				
Year	Value												
2011/14	54												
2014/15	86												
Annual investment in Awards for All	2014-15	£1,200,300	 <table border="1"> <caption>Annual investment in Awards for All</caption> <thead> <tr> <th>Year</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>998,177</td> </tr> <tr> <td>2012/13</td> <td>933,300</td> </tr> <tr> <td>2013/14</td> <td>1,316,440</td> </tr> <tr> <td>2014/15</td> <td>1,200,300</td> </tr> </tbody> </table>	Year	Value (£)	2011/12	998,177	2012/13	933,300	2013/14	1,316,440	2014/15	1,200,300
Year	Value (£)												
2011/12	998,177												
2012/13	933,300												
2013/14	1,316,440												
2014/15	1,200,300												
Number of awards made to clubs and community organisations through Awards for All	2014-15	205	 <table border="1"> <caption>Number of awards made to clubs and community organisations through Awards for All</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>198</td> </tr> <tr> <td>2012/13</td> <td>196</td> </tr> <tr> <td>2013/14</td> <td>221</td> </tr> <tr> <td>2014/15</td> <td>205</td> </tr> </tbody> </table>	Year	Value	2011/12	198	2012/13	196	2013/14	221	2014/15	205
Year	Value												
2011/12	198												
2012/13	196												
2013/14	221												
2014/15	205												
Annual investment in Celebrate 2014	2014-15	£377,996	 <table border="1"> <caption>Annual investment in Celebrate 2014</caption> <thead> <tr> <th>Year</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>777,636</td> </tr> <tr> <td>2014/15</td> <td>377,996</td> </tr> </tbody> </table>	Year	Value (£)	2013/14	777,636	2014/15	377,996				
Year	Value (£)												
2013/14	777,636												
2014/15	377,996												
Number of awards made to clubs and community organisations through Celebrate 2014	2014-15	53	 <table border="1"> <caption>Number of awards made to clubs and community organisations through Celebrate 2014</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>110</td> </tr> <tr> <td>2014/15</td> <td>53</td> </tr> </tbody> </table>	Year	Value	2013/14	110	2014/15	53				
Year	Value												
2013/14	110												
2014/15	53												

Indicator	Last update	Value	Trend Chart										
Annual investment into sportsmatch	2014-15	£244,663	<table border="1"> <caption>Annual investment into sportsmatch</caption> <thead> <tr> <th>Year</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>147,000</td> </tr> <tr> <td>2011/12</td> <td>228,914</td> </tr> <tr> <td>2012/13</td> <td>249,461</td> </tr> <tr> <td>2014/15</td> <td>244,663</td> </tr> </tbody> </table>	Year	Value (£)	2010/11	147,000	2011/12	228,914	2012/13	249,461	2014/15	244,663
Year	Value (£)												
2010/11	147,000												
2011/12	228,914												
2012/13	249,461												
2014/15	244,663												
Number of awards made to clubs and community organisations through sportsmatch	2014-15	75	<table border="1"> <caption>Number of awards made to clubs and community organisations through sportsmatch</caption> <thead> <tr> <th>Year</th> <th>Number of awards</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>48</td> </tr> <tr> <td>2011/12</td> <td>63</td> </tr> <tr> <td>2012/13</td> <td>84</td> </tr> <tr> <td>2014/15</td> <td>75</td> </tr> </tbody> </table>	Year	Number of awards	2010/11	48	2011/12	63	2012/13	84	2014/15	75
Year	Number of awards												
2010/11	48												
2011/12	63												
2012/13	84												
2014/15	75												

Appendix: Table 6

Evidence for **success measure eight**: increased sports opportunities for children and young people through schools and improved access to the school estate

Indicator	Last update	Value	Trend Chart								
Annual number of Active Schools participant sessions	2013-14	5,846,872	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>4,498,837</td> </tr> <tr> <td>2012/13</td> <td>5,062,805</td> </tr> <tr> <td>2013/14</td> <td>5,846,872</td> </tr> </tbody> </table>	Year	Value	2011/12	4,498,837	2012/13	5,062,805	2013/14	5,846,872
Year	Value										
2011/12	4,498,837										
2012/13	5,062,805										
2013/14	5,846,872										
Number of Active Schools activity sessions	2013-14	312,043	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>238,514</td> </tr> <tr> <td>2012/13</td> <td>273,405</td> </tr> <tr> <td>2013/14</td> <td>312,043</td> </tr> </tbody> </table>	Year	Value	2011/12	238,514	2012/13	273,405	2013/14	312,043
Year	Value										
2011/12	238,514										
2012/13	273,405										
2013/14	312,043										
Number of schools participating in Active Schools annually	2013-14	2,528	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2,540</td> </tr> <tr> <td>2012/13</td> <td>2,521</td> </tr> <tr> <td>2013/14</td> <td>2,528</td> </tr> </tbody> </table>	Year	Value	2011/12	2,540	2012/13	2,521	2013/14	2,528
Year	Value										
2011/12	2,540										
2012/13	2,521										
2013/14	2,528										
Number of Lead 2014 festivals delivered annually	2013-14	163	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>54</td> </tr> <tr> <td>2012/13</td> <td>92</td> </tr> <tr> <td>2013/14</td> <td>163</td> </tr> </tbody> </table>	Year	Value	2011/12	54	2012/13	92	2013/14	163
Year	Value										
2011/12	54										
2012/13	92										
2013/14	163										

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