

SPORTFIRST

Winter 2010/2011

the magazine of **sportscotland**

Featuring

Challenging times, creative solutions

Opportunities for innovation

Hands up for volunteering

Developing and supporting our sporting volunteer workforce

A new generation of sports facilities

The backbone of Scotland's regional facility network

Setting new standards

Glenmore Lodge's role at the heart of the outdoor industry

GOLDZONE

From India to Caledonia

Picking up the baton for Glasgow 2014

Delhi's shining stars

Catching up with Eilidh Child and Jen McIntosh

Getting set to take Sochi by storm

Winter sports are on target for Russia



Putting sport first

sportscotland
the national agency for sport

POWER

Sport makes a unique contribution to Scotland's health, identity, economy and communities. It's powerful stuff. Visit our website to find out more www.sportscotland.org.uk

Awarding funds from
The National Lottery®

The institute network has supported Robbie on his journey to success on the world stage.

Athletes like Robbie provide Scotland with role models that inspire us and motivate us to take life on and achieve our goals.

Sport helps people realise their potential and provides a platform to recognise and celebrate Scottish success.



FIRSTWORD



Chair Louise Martin CBE recognises the unique contribution that sport makes to life in Scotland

Welcome to the Winter 2010/2011 edition of our regular *Sport First* magazine.

It is an exciting time for everyone at sportscotland. After months of preparation and consultation with

our staff, partners and other stakeholders, we are now developing our new corporate plan. This four-year plan covers a unique period in the history of Scottish sport where we have unparalleled opportunities coupled with very real challenges. The core of what we do across sports development and high performance sport will continue, however we do recognise that the sporting landscape is changing and we are working to adapt our plans to ensure we make the most of the opportunities that lie ahead.

In particular we recognise that sportscotland is in a unique position to communicate the power of sport – to profile the huge contribution that sport makes to life in Scotland and demonstrate how it can do more. As you will see, this is a theme which runs throughout this edition of *Sport First* and it will continue to be high on our agenda for the next four years.

Within this issue you will also find an update on our work in volunteering

as we profile various activities which are targeted at developing more and better volunteers. You will also read about the importance of an integrated approach to the planning and delivery of sport nationally, regionally and locally, and an update on the Positive Coaching Scotland programme.

This being our first edition of *Sport First* since the 2010 Commonwealth Games in Delhi, you will hear from the team at the institute on how their work helped Team Scotland to its second best gold medal tally ever. Within performance sport there is no time to rest on laurels, so you will also read how the institute is now firmly focused on the major events that lie ahead over the next four years and beyond.

I hope you enjoy the magazine.

Louise Martin

Louise Martin CBE
 Chair, sportscotland

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Active Schools – summit seekers' success

In early October 2010, six Active Schools team members from Aberdeen completed a six day trek to the top of Mount Kilimanjaro, the highest mountain in Africa, at a staggering 19,341ft.

Susan Mackintosh, Roddy Hall, Stuart Glennie, Kerry Massie, Derek Atkinson and Abigail Hay decided to take on the challenge to raise funds for the Friends of ANCHOR charity after their friend and colleague Paul Robinson was diagnosed with advanced non-small cell lung cancer (adenocarcinoma) in November 2009.

For more information on their fundraising activities, visit the summit seekers page at www.balmoral-group.com/foa

Sports Facilities Fund

The Sports Facilities Fund is our main funding stream for sports facilities, offering applicants from across the sporting landscape the chance to access **sportscotland** investment.

The fund covers the entire spectrum of facilities from schools and communities, right through to performance sport and is open to applications from clubs, community sport hubs, governing bodies, local authorities and trusts.



Projects of less than £100,000 now access a one stage application process – a move which is designed to make the process easier and quicker for applicants to apply for funding. The fund also offers community based groups the opportunity to apply for 100% funding for their projects – up to a maximum of £50,000 – in exceptional circumstances.

For more information on the Sports Facilities Fund, or to download our application forms, visit www.sportscotland.org.uk/sff

Look out for our new corporate plan

Following a period of consultation with a wide range of stakeholders, **sportscotland** will shortly be launching its new 2011-2015 corporate plan.



This plan covers a unique period for Scottish sport where, despite a challenging economic backdrop, we have unparalleled opportunities to accelerate the development of sport in Scotland. Our plan will describe the key role that **sportscotland** has to play in the team effort required to make the most of the opportunities that lie before us.

Keep an eye on www.sportscotland.org.uk for more information.



New website for Inverclyde

The brand new Inverclyde website contains all you need to know about one of Scotland's best loved sports facilities, including a fully searchable list of sports and activities. You can take a video tour of the centre and check out an interactive map of the grounds, while the site also contains specific information for schools and other groups to help them make the most of their visit.

Check out www.nationalcentreinverclyde.org.uk today and let us know what you think!



Follow us on twitter for the latest news updates: twitter.com/sportscotland

Sport-specific Coaching Matters programmes

Coaching Matters is a coach education programme run in partnership between **sportscotland** and the University of Stirling. The programme lets performance coaches develop their expertise and keep up to date with the latest issues by attending a series of workshops.

Following a successful first year, the programme is going from strength to strength and now the generic Coaching Matters workshops are set to be supplemented by a range of sport-specific programmes. These will see the Coaching Matters project team work with governing bodies to shape a programme aligned to the needs of their sport's performance coaches. So far eight sports – rugby, athletics, gymnastics, swimming, disability sport, judo, football and golf – have signed up to take part. The first of these – targeted at disability sports coaches – kicked off in December last year, with the rest following closely behind.



For more information on the Coaching Matters programme, visit www.sportscotland.org.uk/coachingmatters



Gold4Glasgow

Gold4Glasgow is the institute of sport's talent identification programme designed to help identify athletes with the potential to represent Scotland in Glasgow 2014.

The latest two Gold4Glasgow programmes have focused on triathlon and track cycling. Working with **triathlonscotland** and Scottish Cycling respectively, both events had a fantastic response.

In triathlon there were a total of 110 applicants, 55 of whom went on to complete a home test. Of those, 15 were selected to attend an intense testing session in Stirling in November – the institute talent team and **triathlonscotland** are now working with six athletes to develop them even further.

Response to the track cycling programme was also excellent, with a total of 120 applications received. These will be taken forward shortly with more testing dates in the pipeline.

For more information on the Gold4Glasgow programme, visit www.gold4glasgow.com

Active Scotland Household Targeting Tool – now live!

The Active Scotland Household Targeting Tool, previewed in our last edition of *Sport First*, is now live on the **sportscotland** website. The tool, which was developed in partnership between Scottish Government, Scottish Natural Heritage, NHS Health Scotland and **sportscotland**, is designed to support planning around sport, physical activity and outdoor recreation.

For more information, visit www.sportscotland.org.uk/targetingtool

Pledge your support for Scottish sport: VoteForSport.com

Whether it's watching a local club, or supporting our national teams, most of us use our voices to lend our support to sport in Scotland. Now there's another way to make yourself heard to help Scottish sport – by signing up to the VoteForSport Pledge.

The Scottish Sports Alliance is asking MSPs and prospective parliamentary candidates to sign up to the Pledge to recognise the unique role, value and potential of sport in Scottish society and, if elected, to act as a Scottish Sporting Champion in parliament.

The Alliance is also looking for members of the public to show their support for sport by signing up to the Pledge at www.VoteForSport.com and to ask friends, family, colleagues and sports club members to sign up too. Sport is Scotland's greatest social movement and, in what is the most exciting time our country has ever seen, Scottish sport needs your help.

High profile names such as Rhona Martin MBE, Margo MacDonald MSP and rugby legend Scott Hastings have already signed up to the Pledge, with more people showing their support every day.



Visit www.VoteForSport.com for more information and to show your support.



Working together better

A key role for **sportscotland** is to join up the people, places and thinking that make sport happen. So back in November, **sportscotland** held the first Scotland's Sporting Workforce event. The event brought together over 150 leaders and managers across a number of networks, including Active Schools, sports development, coaching and Scottish governing bodies of sport, under the theme of 'working together better'.

Much of the day was focused around the unifying subject of coaches and coaching, with attendees getting the chance to discuss challenges and develop solutions based around their shared experiences and priorities. Through a mixture of workshops and sharing sessions, attendees were able to really focus on this critical area of work – concentrating on the four important areas of recruitment, retention, development and recognition of coaches across Scotland.

Continuing the coaching theme, the event also saw the official launch of *Coaching Scotland 2011-2015 – A framework for sports coaching in Scotland* by Shona Robison the Minister for Public Health and Sport, and our own Louise Martin CBE, Chair of **sportscotland**. This framework is designed to help **sportscotland** and our local and national partners create more and better coaches in Scotland. It was also fitting that Kristina Medovcikova, one of the winners of the **sportscotland** Coaching Awards, was present to accept her award from the Minister.

With overwhelmingly positive feedback, this looks set to be the first in a series of these events, and planning is already underway for the next one.

EVENT ROUNDUP

sportscotland Partners Forums

Throughout February and March 2011, **sportscotland** is holding a series of six Partners Forums across Scotland designed to update our partners and other local stakeholders on progress at the national agency for sport.

With the forthcoming launch of **sportscotland**'s new corporate plan, these events are a chance to hear from our senior team on progress made over the last 18 months, and our emerging plans for the future. We will share the feedback that we have received from a wide range of stakeholders on our future direction and explain how that feedback has helped shape these plans.

For more information on dates and locations for these events, see the diary dates on page 5. Places are limited, however if you are interested in attending please contact Louise Mulholland, Event and Brand Manager, on 0141 534 6500 or email events@sportscotland.org.uk

National School Sport Week

sportscotland is once again working with the Bank of Scotland to help deliver the 2011 National School Sport Week, taking place on 6-10 June. The event will use the power and inspiration of the London 2012 Olympic and Paralympic Games to help get young people taking part in, and understanding the value of sport. The 2010 event saw 175,000 young people across 735 schools take part – and in 2011, the week promises to be even bigger and better!

For more information, and to register your interest, visit www.schoolsportweekscotland.org

Scottish Sports Development Conference

The 2011 Scottish Sports Development Conference, entitled Working Together – Driving our Legacy, will take place in Aviemore on 9-10 May. The conference programme is packed with keynote speakers, panel debates, discussion groups, update sessions and strategy lead workshops. Speakers include Michael Cavanagh, Chairman, Commonwealth Games Scotland; Eamonn O'Rourke, Manchester City Council; and Geoff Holt, the first quadriplegic to sail across the Atlantic.

For more information, or to download a booking form, visit www.sportscotland.org.uk/ssdc2011

High Performance Conference

Plans for the next **sportscotland** institute of sport High Performance Conference are well underway and the itinerary is currently shaping up to be better than ever. Building on the last conference's success in Peebles, we are holding this year's exciting event on 30-31 March in the stunning Dunblane Doubletree Hilton, just outside Stirling. The High Performance Conference aims to inspire, educate and inform its delegates and this year we are lining up some exceptional speakers to do just that. Full details of the event will be distributed once all speakers have been confirmed.

For more information, contact Fiona Simpson, Communications Projects Coordinator, on 01786 460 100 or email events@sportscotland.org.uk

Diary dates

2 February	sportscotland Partners Forum: Central – The Peak, Stirling
16 February	sportscotland Partners Forum: Tayside and Fife – Loch Leven Community Campus, Kinross
2 March	sportscotland Partners Forum: East – Broughton High School, Edinburgh
9 March	sportscotland Partners Forum: West – Hampden Park, Glasgow
22 March	sportscotland Partners Forum: Grampian – Woodhill House, Aberdeen
23 March	sportscotland Partners Forum: Highlands and Islands – Council Chamber, Inverness
26-27 March	SALSC Seminar – Ramada Jarvis Hotel, Perth
30-31 March	sportscotland institute of sport High Performance Conference – Dunblane Doubletree Hilton Hotel
9-10 May	Scottish Sports Development Conference – Aviemore Highland Resort
6-10 June	National School Sport Week
7-8 June	UK Coaching Summit – Belfast
2-4 August	International Children's Games: Health and Wellbeing Conference – Lanarkshire
3-8 August	2011 International Children's Games – Lanarkshire
7-13 September	2011 Commonwealth Youth Games – Isle of Man

Join the London 2012 Inspire Programme



For the first time in the history of the Olympic and Paralympic Games, non-commercial projects are being given the chance to link their events and projects to the London 2012 Games in an official capacity.

This includes a dedicated page on the London 2012 website, and also a chance to participate in the raft of media activity which is set to take place in the lead up to the Olympics. The programme also incorporates many networking opportunities. With over 900 projects UK wide, this provides the chance to link up with other excellent sport projects on a national and regional level.

The Inspire Programme is looking for great projects and events that have been inspired by London 2012 and the values of the Olympic movement. Not only does the programme let successful applicants carry the London 2012 branding – a tool which can help endorse your work and set it apart – but it also opens up a wide range of opportunities to promote your project.

To find out more about the Inspire Programme in Scotland, how to apply and current projects, visit the legacy section of the Scottish Government website. And to find out more about the Inspire Programme, visit the London 2012 website www.london2012.com/inspire

Challenging times, creative solutions



Stewart Harris, sportscotland's Chief Executive, shares his thoughts on opportunities for innovation in sport delivery.



“It's been a couple of months since the Scottish Government announced its budget for 2011-2012. Since then, we've had time to digest the content and to understand the immediate implications for the delivery of sport in Scotland while considering the long-term picture.

While we recognise that these are challenging times for us all, I firmly believe that it is also a time of unprecedented opportunity. This is the right time to take stock of what we do and to get creative about how we deliver sport.

Sport, like almost every other sector, is taking its share of responsibility with pressure on sportscotland's revenue and capital budgets. However, with careful planning and prioritisation, we will still be able to deliver on our key commitments.

We have been in close consultation with our strategic partners in all 32 local authorities to share our ambitions and we are greatly encouraged by their support and continued commitment to clear partnership working. Despite the huge financial strain they are facing, there has been a tremendous response to our offer to extend Active Schools over the next four years. By working in partnership we can ensure that sport remains a priority for young people.

You will no doubt have been following the ongoing debate in the media and at Westminster on the UK government's plans to restructure school sport in England. We will continue to adopt a different approach in Scotland – one which has served us well in recent years.

While we recognise the value of competitive sport in schools, one of our priorities is also to encourage more young people to make sport part of their lives. That is why we have made the commitment to the Active Schools Network until 2015, to ensure that there are more and better opportunities for young people to develop a lifelong habit of being active. We want our children to start active and stay active.

Difficult times always present opportunities. They give us the motivation to think creatively about how we deliver sport both nationally and locally to look for more sustainable solutions which will ease the burden on local authorities. Take community sport hubs, for example. Where there is demand from the local community, our 2014 legacy commitment to establish community sport hubs across Scotland can provide the tools required to allow communities to become more involved in how sport is delivered locally.

“Difficult times always present opportunities. They give us the motivation to think creatively about how we deliver sport both nationally and at a local level and to look for more sustainable solutions which will ease the burden on local authorities.”

We understand that one size doesn't fit all. It's about creating a model to meet the demands of a particular community so our aim is to ensure that we provide support – financial and expert resources – to enable local people to take responsibility for their own sports clubs. Establishing clubs 'run by the community for the community' can help to reduce the reliance on local authorities to fund sport and physical activity.

We are in advanced discussions with all 32 local authorities and their communities, and have already identified 24 sites across seven of those local authorities where there is a desire to deliver sport through community leadership.

Local authorities and their leisure trusts have a part to play in providing the facilities to house some of these hubs. With our capital budget under pressure we will be unable, in the foreseeable future, to provide investment for facilities on the same scale as we have done in the past. We will need to find new ways of investing in facility provision that continues to deliver results for

clubs and communities. Similarly, local authorities will be curtailed in their capital spend. But sometimes facilities already exist in the heart of the community and are simply not being used to their full capacity. I am, of course, talking about the school estate.

Some of the best sports facilities we have in Scotland are within schools, but they are not always available outwith school hours. By finding a way to unlock the school estate where there is a demand, I'm convinced that providing accessible and affordable sport locally would be much more achievable. We will continue our dialogue with local authorities to highlight the benefits of unlocking that potential.

We have great partners in the public and sport sectors, but we need to consider how we can work more closely with the private sector too. It's true that the private sector is also feeling the pinch but there is a real appetite to engage with sport – where once the emphasis was on high profile elite sport

sponsorship, there is now a focus on making a difference to customers in local communities. We are working with Winning Scotland Foundation to engage with the private sector, including Deloitte's Work Out For Sport corporate volunteering programme, and are keen to explore more commercial partnerships to support our ambitions for sport as part of our strategic review.

Following widespread consultation, we are now finalising our corporate plan for 2011-2015 to provide the framework to deliver a sustainable legacy for sport after 2014. Our plans are unashamedly ambitious, using the Commonwealth Games as a catalyst to raise the profile of sport and to motivate more organisations and people to get involved.

By working smarter and making better use of the resources at our disposal, sport in Scotland will be in pretty good shape, despite the economic climate. ” SF

Working together better

The word 'integration' often crops up in conversations between **sportscotland** and our partners across Scottish sport. *Sport First* recently spent time with Stuart Younie, Service Manager, Sport and Recreation, Perth and Kinross Council and Jacqueline Lynn, Head of School and Community Sport, **sportscotland** to find out what integration means in practice for the national agency and our local partners.

Q So why is integrated working and investment so important to Scottish sport?

Jacqueline Lynn: "sportscotland recently gathered representatives from Scotland's sporting workforce together under the theme of 'working together better'. It was refreshing for everyone to be reminded that regardless of their role – in coaching or Active Schools or as a national or local partner – we all make a unique and individual contribution to providing quality opportunities for people to take part in sport. That's why an integrated approach to the planning and delivery of sport by everyone involved – either nationally, regionally or locally – is so important. If we're all pulling in the same direction, we can be sure of maximising the effect of everyone's individual contribution."

Stuart Younie: "There is already a lot of excellent joint planning and integrated work going on at a local level across Scotland. It's going to be important to build on this approach to tackle the shared financial challenges ahead and ensure partners are still able to deliver on national policy and local outcomes. In Perth and Kinross, sport is part of integrated education and children's services which covers schools, culture,

community learning and development, children and family services as well as sport and active recreation.

"To encourage all these areas to work from a shared agenda, we've been developing a strategic framework which details the aims of the council and our partners in delivering sport and recreation. This approach provides us with a context for developing integrated work, and a clear focus and direction for Active Schools, sport development teams and our community partners. It identifies fundamental priorities including school sport, club development, community engagement, coach education and volunteering as well as facilities development and use of the natural environment.

"The driver behind this was the 'best value' review which we conducted in March 2008. Its outcomes and recommendations encouraged us to take on the role of the 'enabler' as well as the 'deliverer' of services."

JL "This is exactly what we mean by joined up working and investment. It's something that can be applied nationally – between **sportscotland** and the local partner and also between local teams within the area including Active Schools, PE and sport development. It's a simple but powerful approach."

Q What opportunities is this kind of strategy delivering on the ground?

JL "Across Scotland we are seeing examples of how this strategy is increasing the number of opportunities to take part in sport in both schools and local communities. And that's what we are all about – ensuring that sporting opportunities are available via the right programmes, in the right places, delivered by the right people – and that each experience is a quality experience."

SY "Here in Perth and Kinross, it is very much a case of continuously evolving our ideas. For instance, we built on the support and funding received from **sportscotland** to deliver Active Schools and implemented a school sport development post. We're now building on the groundwork it delivered by continuing to grow the level of competitive sport in schools and improving the infrastructure which enables teachers and volunteers to support it.

"Another key area for us is developing young people as leaders. During 2009-10, 130 young people in the area achieved their Community Sports Leader award."


"Our local response to National School Sport Week in June 2010 built on this further and focused on the delivery of our Sports Coaching Project – where secondary pupils were offered the opportunity to undertake a variety of sports-related qualifications. The project itself was delivered via a partnership between Active Schools and sports development – with support from regional managers and secondary head teachers who released the pupils from school to take part in the training.

"And from there, around 38 young people who have been identified by clubs or through schools have been invited to take part in a more targeted pilot project which we are developing with **sportscotland**. It's designed to help further develop the leadership skills of these young people and encourage them to take up volunteering roles in sport."

"So, integrated working across school and community sport here is delivering more and more sustainable opportunities for young people to participate, while also giving people the skills and motivation to stay involved in sport."

Q How is the external support you are receiving helping you to deliver sport locally?

SY "Our relationship with **sportscotland** is coming together and has led to some very positive opportunities. The community sport hub initiative will allow us to accelerate and enhance our ongoing plans around community engagement. For example, at Perth High School, we will now be able to link our lottery application to improve the facilities at the school with work to build links between school and local community sports clubs. The outcome will be an improvement in the provision of sport in the school and, at the same time, the community will get access to a base for local clubs and the expertise to grow sport in their area."

JL "**sportscotland** is committed to developing school and community sport. We recently made an early commitment to fund Active Schools over the next four years and this, along with our commitment to developing community sport hubs in every local area, has been welcomed by all 32 local partners. From our point of view, this kind of financial support, combined with our expertise and ability to identify and support good practice amongst our local partners, will ensure we help local partners work together even better on their own turf." 



Positive Coaching Scotland

WINNING SCOTLAND FOUNDATION



Transforming Scottish youth sport so sport can transform Scottish youth

sportscotland is leading the national implementation of the Positive Coaching Scotland (PCS) programme – a cultural change initiative designed to create a positive environment for young people in sport. We take a look at how PCS is using sport to support children's learning and the development of life skills.

Taking the lead

Initially led by Winning Scotland Foundation, Positive Coaching Scotland (PCS) completed a successful two year pilot phase in March 2010. In April 2010, **sportscotland** took over the lead role, working with local and national partners to deliver a phased national roll out of the PCS programme. Working in partnership with Winning Scotland Foundation and supported by the Wood Family Trust, this national roll out will build on the programme's early success.

Coaches and volunteers are the people who make sport happen across Scotland. Positive Coaching Scotland is one of a suite of support and development programmes that **sportscotland** is leading on to help develop our coaches and volunteers. Beth Macleod, Lead Manager, **sportscotland** says: "What makes PCS unique, however, is that it involves everyone in the community – sport leaders, coaches, parents and teachers – and sets new standards for their involvement with young people."

Ultimately, the programme is designed to improve the quality of coaching through systematic training and development. By taking part in Positive Coaching Scotland, partners in local authorities and governing bodies can ensure that their coaches and volunteers are supported to be the best they can be through the cultural change programme, and that young people are encouraged to choose sport – and to stay in sport.

Origins of the programme

PCS is based on a highly successful US model (Positive Coaching Alliance) which was developed at Stanford University, California in 1998 to combat escalating health and social problems in the States. Since then it has been used by over 1,100 sports organisations, has influenced over four million young people, and is helping to create a positive sporting culture in the United States of America.

Rolling out the programme

In Scotland, the pilot programme has already been rolled out across several local authority areas and Scottish governing bodies of sport. The Scottish Football Association (SFA) has piloted PCS throughout Fife and has now developed plans to roll out PCS to all their clubs and young players through their coaches. Jim Fleeting, Director of Football Development at the SFA, said of PCS: "The three words positive, coaching and Scotland get you excited immediately. I coach in all aspects of my life, as a football coach, as a parent and as a grandparent and if we could all do this the PCS way then this country would benefit hugely."

The founder and creator of the Positive Coaching Alliance – Jim Thompson – recently visited Scotland to see the progress being made here. Summing up his trip Jim said: "PCA is changing culture organisation by organisation and there's no reason why that can't happen in Scotland, indeed it's already happening."

So, what can a sport leader, coach, parent, teacher or child expect to find out when they take part in the programme?



Double Goal Coach

The cornerstone of Positive Coaching Scotland is the Double Goal Coach ethos. The ethos is based around two goals:

1. The first goal is winning – learning to compete effectively and wanting to win – not at all costs but through concerted effort
2. The second and more important goal is teaching young people vital, character building life skills



Three key principles

There are three key principles at the heart of Positive Coaching Scotland. These are critical factors in becoming an effective Double Goal Coach and ensuring that young people gain life skills which they can use in and out of sport:

1. Honour our sport (ROOTS)

It is crucial to teach young people how to honour their sport and teach respect for **rules, opponents, officials, team mates** and **self**.

2. Redefine 'winner' (ELM)

PCS encourages young people to see beyond the scoreboard when taking part in their sport. True winning comes from giving your best possible **effort**, continually improving by **learning** every time you play, and maximising your potential by not being afraid to make **mistakes** and getting better by learning from them.

3. Fill the emotional tank (E-TANK)

Young people need to feel appreciated no matter what their ability within their chosen sport. As a Double Goal Coach it is crucial to fill the E-Tanks of young people by ensuring we **encourage, teach, appreciate**, provide **non-verbal support** and **know how to praise**.

By working in partnership with sport leaders, coaches, parents and teachers, PCS can help enhance the skill and learning of all members to create clubs committed to excellence and to championing the PCS culture.

Next steps for PCS

sportscotland, in partnership with Winning Scotland Foundation, is creating a series of bespoke workshops and materials to support coaches and other key influencers to adopt the PCS method of coaching for the benefit of young sports participants.

These materials will be used throughout local authorities that are signing up to the PCS programme and running workshops in their areas. There will also be support for Scottish governing bodies in the development of materials to ensure that they can utilise PCS in the most effective way for their sport. 🇪🇺

Get involved now!

PCS can help educate young people about winning, and success through effort and cooperation, while at the same time encouraging them to learn and develop life skills which can equip them for the future. You can help us to achieve this by finding out more about PCS and applying the philosophy and principles to your own involvement – as sport leader, coach, parent or teacher – with young people in sport.

For further information, please contact your **sportscotland** partnership manager or email Beth Macleod on beth.macleod@sportscotland.org.uk or visit www.sportscotland.org/pcs

Hands up for our volunteers

Volunteers make an invaluable contribution to every part of our society – last year over 40% of us in the UK took part in some form of volunteering activity. Volunteering in sport is one of the most diverse, accessible and rewarding opportunities around – whether it's washing the school team kit, officiating at a national event or helping your local club with their accounts.

Volunteering in Sport

sportscotland, along with key partner Volunteering Development Scotland (VDS), has a vital role to play in driving the strategic agenda around volunteering. Both organisations are working together to develop a framework for the development and growth of volunteering in Scotland. This framework, entitled *Volunteering in Sport*, will be launched later in 2011 and is being developed in consultation with key local and national partners across the sporting landscape.

Speaking about the framework, Eliane Reid from VDS commented: "We are absolutely delighted to be working with **sportscotland** and other partners to support the development of volunteering in sport through the *Volunteering in Sport* document. For the first time we will be able to realise and recognise the full potential of sport volunteering across all of Scotland – hand in hand with the hundreds of thousands of volunteers who give their time to make sport a success."

The *Volunteering in Sport* framework will be accompanied by a good practice guide designed to support our partners in the development of volunteering and volunteers. This will be a practical document which will support the deliverers of sport to grow volunteering in their own areas. For instance, the guide will underpin work in Active Schools and the emerging community sport hubs. In terms of continuous development, the key priorities for volunteering in sport identified in the framework will be tried and tested within one of our six regional sporting partnerships.

Volunteers play a crucial role in encouraging and supporting participants from grassroots and club level right through to performance sport. That's why the recruitment, development and retention of the volunteering workforce continues to be a key priority for **sportscotland**. We take a look at how the national agency and our key partners are working to develop and support volunteers in Scottish sport.

Work Out for Sport

In partnership with Winning Scotland Foundation and Deloitte, **sportscotland** is piloting a corporate volunteering programme called Work Out For Sport. The idea behind the initiative is to recruit members of the business sector into sports volunteering. Supported by their employer, volunteers participating in the programme will be given time during the working week to assist in a variety of roles in sports clubs and organisations.

sportscotland is working with local partners and SGBs to match up the volunteering requirements within Scottish sport with available skills and resources. www.workoutforsport.com



Volunteers in action through club golf

Scotland's national junior golf programme, clubgolf, is delivered by over 300 clubs and facilities across Scotland. Seventeen year old Isabel Hinds is one of Liberton Golf Club's five qualified volunteer coaches and part of a growing band of teenage clubgolf coaches throughout the country. "When some of the women at the club told me they were volunteer coaches I saw this as a good opportunity to give something back to the game," said Isabel, a club member for six years.

The first rung of the clubgolf coaching ladder is the two day Level 1 course, run by the PGA at 20 venues across Scotland throughout the year. After qualifying on this course last summer Isabel has been coaching children every week – an experience she finds fulfilling and one which will add to her skill set to help earn her a university place next year. "I'd certainly recommend volunteering to other people my age," she said. "The kids are great fun to coach, it's rewarding to have something to teach them and you feel like you are making a difference when you see them improving." SF

For more information on any of the initiatives above, please contact Hilary Templeton at **sportscotland** on **0141 534 6500**.



Lead 2014

sportscotland and Youth Sport Trust, in association with Glasgow 2014, are implementing a programme aimed at developing the leadership skills and harnessing the enthusiasm of young Scots. Lead 2014 invites every secondary school in Scotland to send a selection of young people to take part in one of six free conferences in universities across the country. Targeted at young people aged 14+ and taking place from 8 March to 28 April, the day-long conferences will provide participants with the training to become volunteers and leaders in sport. University students will lead workshops on event management to inspire the younger students to subsequently organise and deliver Commonwealth Games themed sports festivals within their own school community.



Recognising Scottish sporting success

There's no doubt that 2010 was a superb year for Scottish sport, a year when a great many of our athletes rose to the challenge and exceeded expectations. As the year came to a close it was time to look back and reflect on the achievements of Scottish sportsmen and women, and the people and organisations that support them.

The Sunday Mail and **sportscotland** Scottish Sports Awards are arguably the nation's most prestigious sports awards, representing a celebration of the best in Scottish sport.

Complementing the Scottish Sports Awards in 2010 were the inaugural **sportscotland** Coaching Awards. This new awards programme, which specifically recognises the achievements of Scotland's coaching workforce, was set up to raise the profile of the tremendous role that coaches play in the delivery of sport.

Louise Martin CBE, Chair of **sportscotland**, said: "At **sportscotland** we believe it is vital that we take time to recognise and celebrate the achievements of our sportspeople and the people that support them. We are delighted to support both of these awards programmes, which do just that."



Winners

Sports Personality

Ricky Burns (boxing)

Lifetime Achievement

Kenny Dalglish (football)

Coach of the Year

Colin Montgomerie (golf)

Team of the Year

Team Scotland
(2010 Commonwealth Games)

Inspirational Performance

Robbie Renwick (swimming)

Event of the Year

UCI Mountain Bike World Cup

Amateur Performance

Ronald Ross (shinty)

Disability Award

Jane Egan (triathlon)

Local Hero Award

Paul Goodman (cricket)

Local Club Award

Kilwinning Community Sports Club

Young Sportsperson

Grace Reid (diving)

School Sport Award

Arbroath High School

sportscotland Coaching Awards

Winners

Young Persons' Coach

Jess Reid (volleyball)

Participation Coach

Janice Hendrie (athletics)

Development Coach

Kristina Medovcikova (canoeing)

Performance Coach

Eileen Adams (swimming)
posthumous

Young Coach

Alistair Vannet (basketball)

Disability Coach

Jim Thomson (boccia)

Kilwinning Community Sports Club – Local Club winner



Since it was established in 2000, Kilwinning Community Sports Club has made a huge contribution to the local community and surrounding areas of North Ayrshire. The club now has a total of 2,743 members – around 20 per cent of the population of Kilwinning.

Jim Hodge, secretary of the club, had the original vision of bringing all of the town's football clubs together in order to secure funding and develop an existing facility to accommodate everyone. With the help of funding from a range of partners, including **sportscotland**, today this is a reality with the vast majority of Kilwinning's youth, adult and women's football teams making use of the 15 pitches on the Pennyburn site.

Football might have been the catalyst for developing the club, but it now supports a wide range of activities, including a golf driving range which attracts an average monthly usage of over 1,000 members, and a fully equipped gymnasium which is used by almost 2,000 people every month.

In addition, Kilwinning Community Sports Club has links to the local area through initiatives such as a GP referral scheme, delivery of a sports development programme for local primary schools, and links with the North Ayrshire extended outreach programme to provide a range of activities and educational opportunities for young people.

With ambitious plans for new clubhouse facilities taking shape, Kilwinning Community Sports Club looks set to go from strength to strength.

Arbroath High School – School Sport winner



Sport is at the heart of Arbroath High School's ethos, with 25 different sports available through both curricular and extra-curricular activities. Access to this variety is made possible through links with the local community and a dedicated team of deliverers, including 15 senior pupils who have earned coaching qualifications.

The school takes a pathways approach that has resulted in many pupils achieving national representation across a range of sports. Current student, Jonny O'Mara, is the reigning British U16 tennis champion and teachers work with Tennis Scotland to arrange a flexible timetable to accommodate his needs.

Basketball has been pioneered in Angus by Arbroath High School and this has spurred the development of the sport across the region. This year both the U15 boys and girls won their respective National Basketball Cup Finals – a landmark double at the same age group.

A number of pupils have attained places at American high schools for their final year of education and Arbroath High

alumnus, Gareth Murray, now plays pro basketball for Glasgow Rocks.

The school also recognises the key role it has to play in the local area and encourages community involvement in its sporting success through volunteering opportunities and providing a warm welcome to spectators. Reinforcing the pathways approach, the school's efforts have also resulted in more of its pupils playing in sport outwith the school gates, with local club membership on the up.

Janice Hendrie – Participation Coach winner



Janice Hendrie has been teaching since 1977 and working as an athletics coach since 1986. She now voluntarily dedicates up to 15 hours of her week, outside school hours, to coaching and last year alone she coached more than 300 young people from Greenock and surrounding areas.

Many athletes in Inverclyde have realised their potential as a result of Janice's coaching, with a number progressing to national finals and to Regional Countdown Camps organised by **scottishathletics**. Indeed, so valued is her contribution to athletics that Janice has been recognised by the national governing body, UK Athletics, who have appointed her to deliver coach education in Scotland.

Janice also works with Inverclyde Council and Active Schools to coordinate and deliver a wide range of regional development camps.

Winning the Participation Coach award rounds off a fantastic year for Janice, who has already received a special award from **scottishathletics** in recognition of the high percentage of Inverclyde athletics clubs attending the 2010 national championships. [sw](#)

A new generation of sports facilities

In 2004, **sportscotland** and the Scottish Government launched the National and Regional Sports Facilities Strategy which recognised that significant investment was required in Scotland's sports facilities. Six years on, **sportscotland** has invested more than £44m of Scottish Government and National Lottery funding into seven projects through the strategy, with the long-term benefits becoming clear.

Creating the backbone of a national and regional network of competition and training facilities is a significant undertaking and there are no quick wins when it comes to designing world-class sports venues. The reality is that a lot has changed in the last six years to make the challenge even greater. In particular, the financial pressure facing local authorities has required their unwavering commitment to bring the projects to fruition.

However, after years of detailed planning and project management, Scotland has a fresh crop of five new or redeveloped major sports facilities across the country, with another two set to follow over the next two years. Not only are these facilities contributing to the physical regeneration of many areas, but also to community and social regeneration.

Following the Scottish Government's Budget 2011/12 announcement, the role for existing facilities will become all the more prominent and as Stewart Harris outlines in **Challenging times, creative solutions** (page 6/7) we need to make better use of facilities already in existence. Quality, accessible facilities are a vital part of every community if participation in sport is to be encouraged and sustained, talent identified and nurtured, and if the stars of tomorrow are to emerge onto the world sporting stage.



The outdoor track at Aberdeen Sports Village ahead of another busy day

Toryglen



In August 2009, Scotland's first regional football centre opened at Toryglen in Glasgow. The £15.7m (£3m from **sportscotland**) facility is home to Scotland's first full-size FIFA 2-star indoor synthetic grass pitch, three outdoor synthetic pitches, one grass pitch and 17 outdoor seven-a-side pitches. The centre welcomed 261,000 visitors in its first year, and has been particularly popular with youngsters, who are able to take advantage of the facility for free when it isn't booked out.

Aberdeen Sports Village

Also opening in 2009, Aberdeen's £28m (£7m from **sportscotland**) Sports Village is a fantastic success story. In its first year, 500,000 people walked through the doors to make use of facilities including Scotland's second FIFA 2-star indoor synthetic grass pitch, indoor and outdoor athletics tracks, gym and fitness suite. This joint project between Aberdeen City Council, Aberdeen University and **sportscotland** has been carefully designed for use by all, be it university students, professional and community football clubs, community groups, elite athletes, or people with disabilities. Since opening, the facility has also hosted a number of national and international level events.

Royal Commonwealth Pool

The Royal Commonwealth Pool in Edinburgh will be an important venue for the 2014 Commonwealth Games, hosting diving events for the Games for a record third time. The massive £37m refurbishment (£5m from **sportscotland**) will see moving floors in all pools to adjust depth, an extended main 50m swimming pool and an overhauled diving area with four platforms up to 10m high. Work on the site is at an advanced stage, with the pool expected to reopen its doors later this year.

The Peak



The Peak is Stirling's largest single phase sport and leisure development for more than 30 years, with the £27m (£2.5m from **sportscotland**) facility creating 90 new jobs in the community. Active Stirling, who operate the facility, are expecting to attract in excess of 500,000 visitors annually and The Peak is playing a major role in sport and leisure provision in the Stirling area by offering health and fitness facilities and a 25m swimming pool. The Peak has improved local community provision, and is used by Scotland's high performance athletes, including the British Olympic Curling squad.

Scotstoun Stadium



Reopened in January 2010, Glasgow's Scotstoun Stadium has benefited from an £18m investment (£4m from **sportscotland**). As well as a refurbished track and field, there is a 135m indoor track, strength and conditioning suite, and extended spectator accommodation. In addition, a new partnership with the Scottish Rugby Union has seen Scotstoun selected as the new training base for the Glasgow Warriors. The stadium will bid for world-class athletics events ahead of the 2014 Commonwealth Games, when the venue will host the table tennis and squash competitions.

Ravenscraig



Previewed in the last edition of *Sport First*, the £31m (£7.3m from **sportscotland**) Ravenscraig Regional Sports Facility is the latest addition to the network, offering access to a full-size FIFA 2-star indoor synthetic grass pitch, athletics track, sports hall and state of the art gym. Opened in October 2010, the complex is already becoming a landmark in the local community. Ravenscraig will act as the focal point for sport in the region and will be used for the 2011 International Children's Games. **sportscotland** has played a key role from inception right through to the facility's completion with a key focus on ensuring that the facility is available to a wide range of users.

National Indoor Sports Arena and Sir Chris Hoy Velodrome



The National Indoor Sports Arena and Sir Chris Hoy Velodrome are currently under construction and will be showcase venues for the 2014 Commonwealth Games in Glasgow. Work is well underway at the site in Glasgow's East End, with the outer skeleton of the facility already in place. This landmark development will contribute to the Games' significant regeneration of the area and the £110m project (£15m from **sportscotland**) is on track for completion by early 2012. 

For more information on the National and Regional Sports Facilities Strategy, visit www.sportscotland.org.uk

GOLDZONE



From India to Caledonia

Celebrating the challenge ahead



Callum Johnson, institute supported athlete, competing in Delhi

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

We look at sportscotland's aspirations for performance sport and discover why the celebrations in Delhi were just a momentary pause as we drive a number of performance targets.

As iconic symbols of Scotland were broadcast to millions of Commonwealth television viewers across the globe, Scotland's high performance network paused for a double celebration. There was pride that Team Scotland had again produced results above expectation, coupled with a sense of realism, excitement and expectation as the Games were handed over to Glasgow.

One of Scotland's largest ever Commonwealth teams represented Scotland in India – and returned with the second highest haul of golds by a Scottish Games team. The medal tally amassed included nine gold, ten silver and seven bronze medals, giving a total of 26 medals from seven different sports. Health and monitoring proved particularly successful thanks to a team of specialist practitioners from the institute of sport. Our institute staff worked collaboratively with Commonwealth Games Scotland to ensure virtually all selected athletes made the start line in good health and kept the 'Delhi Bely' issues to less than 10% of the team. Performances by 'new talent' and Glasgow 2014 identified athletes in cycling, shooting, athletics, boxing and aquatics are arguably ahead of schedule.

Raising standards

The minute margins that gold medals are won by are well documented and this is what propels the relentless search for performance improvement. With the mantle now firmly placed on Scotland's shoulders, it is clear that sportscotland is driving forward its planned timetable and working to ensure Team Scotland competes with distinction in 2014 and has its most successful Games ever. As part of the Scottish Government's plans for legacy, sportscotland is working with partners to ensure improved high performance sport structures are funded and embedded within the governing bodies of Commonwealth Games sports to raise standards for the long-term. Both of these objectives are crucial elements of Mission 2014.

High performance managers, such as Phil Reid at the institute of sport, are central to this work. Phil said: "We have been working to a January deadline to complete Delhi athlete and sport reviews. The 17 Commonwealth Games sports' 2014 plans have been completed and, together with the sports, we have reviewed and analysed medal and performance potential which will then help our Board approve the appropriate level of funding support. Following on from these decisions we will be able to scope and agree the level of institute network services required to deliver our goals."

This is a thorough and robust process, and analysis involves the following key drivers:

- Identifying athletes who have a realistic chance of selection for 2014
- Medal prospects
- The selection process to be followed
- Athlete tracking of performance areas and results
- Athlete performance gaps to be addressed
- Environment and culture considerations including squad, performance staff and facilities for training
- The performance ethos of the sport
- Proposed preparation and competition programme
- Existing and required expert support services

As Director of High Performance at the institute of sport, Mike Whittingham explains: "This all relies on a sport's desire, ability and readiness to develop and deliver for Scotland in 2014. Every one of the Glasgow sports was given a real opportunity two years ago to demonstrate their commitment. Inevitably our investment will be targeted at various levels in line with potential and probable medal success but it is also about using

the next four years as a catalyst for accelerated growth and the further development of a world-class system for Scotland that delivers longer term success, beyond 2014."

The sportscotland institute of sport is well positioned to provide high performance expertise to sports and athletes in Scotland. As well as supporting the 17 Commonwealth Games sports, we are working with the sports involved in the London Olympics and Paralympics and the Sochi Winter Olympics and Paralympics. We also support other major sports important to Scotland, including rugby, tennis and golf.

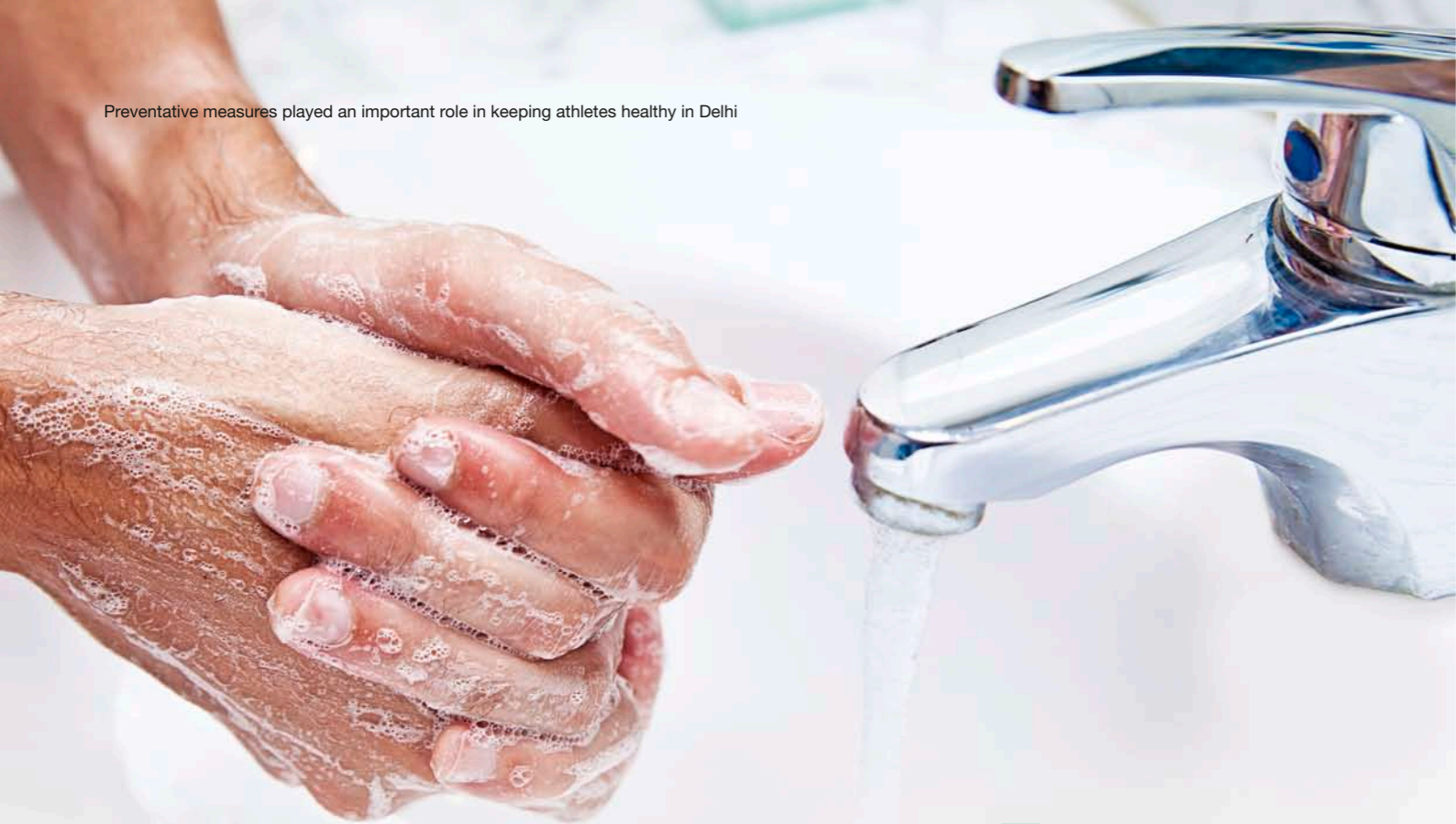
The institute network has evolved over the past two years in preparation for the task ahead, and has established four management options to deploy its high performance expertise:

- programmes fully managed by the sport
- programmes jointly managed with the institute
- programmes providing targeted support to athletes
- programmes outsourced to GB programmes where there is established and recognised success

World-class programmes

sportscotland publicly promotes two big performance goals. Firstly achieving consistent and ongoing medal success for Scotland on the world stage, and secondly developing a world-class system for Scotland and the UK. When asked about this in relation to Mission 2014, High Performance Manager Phil Reid offered the following perspective: "In 2015 and beyond, sportscotland wants to have helped more sports in Scotland to be running world-class performance programmes. Not only will Glasgow have been our most successful Games ever, but Scotland will be feeding more athletes onto UK programmes, while more GB programmes will be run in Scotland. Ultimately Scotland will be enjoying more international medal success and sport will be stronger." 02





Prevention is the cure

Following British Cycling's incredible form at the Beijing Olympics in 2008, where Britain scooped 12 out of 13 possible medals, there was reference to a specific strategy based on the philosophy that, rather than trying to make big changes in a couple of areas, it's more productive and realistic to make tiny changes to a large number of areas. Rather like an extension of 'if you look after the pennies, the pounds take care of themselves' – or, put succinctly, **'success is the accumulation of marginal gains'**.



After a keynote speech from cycling coach, Dan Hunt, at the institute's High Performance Conference in 2009, institute of sport Head of Sports Medicine, Dr Brian Walker, took that quote very much to heart. In fact, it is pinned above his desk on a faded yellow post-it.

"Injury and illness treatment is both self evident and important" he says, "but if we look at the minutiae and tackle them – make an athlete sleep better, improve iron levels, practice cold management and avoid chronic fatigue for example – we can really start to get some momentum and gain a crucial competitive edge."

Now wash your hands...

Brian and his team worked seamlessly with Commonwealth Games Scotland to prepare the athletes for the Games, and preventative measures undertaken by them meant that the incidence of gastro-illness was only around 10% for the team. This was a great deal lower than expected and significantly more officials than athletes were struck by illness!

A key factor in the health of the team was the diligence of Deputy Head of Sports Medicine and official doctor with Team Scotland, Dr Niall Elliott, who campaigned for alcohol gels to be provided in the dining room at the athlete village to encourage good hand hygiene. This was coupled with athlete education in hand washing methods using a technique called 'wash and glow', where special cream is applied to the hands and rinsed off using the athlete's regular washing technique. Hands are then placed under UV light and traces of the cream show the areas which haven't been washed properly, mimicking the bacteria on hands when under-washed.

"Preventative medicine is completely 'unsexy'," says Brian, "yet, preventing illness using blood monitoring, sleep watches and saliva testing, as well as working closely with the other disciplines at the institute on the details, can affect positive change in an athlete's performance. We can really make that 1% difference between winning and losing."

Mind over matter

While many of us look up to our sporting heroes and dream about emulating their achievements, the reality is that world-class athletes face huge amounts of pressure in their daily lives. Not only is there pressure to win, to maintain success, to represent their country and to continually improve, they also need to eat well, hydrate, stay healthy, sleep properly, train regularly and say the right things to media, even when a performance has not met their expectations.

All of these elements can overwhelm and distract athletes from achieving their optimum performance. Enter Misha Botting, one of the sports psychologists at the **sportscotland** institute of sport and an expert in helping athletes to keep their head in the game.


Former professional ballet dancer Misha has been working at the institute for over three years and his priority sports are swimming and curling. In the run up to the Commonwealth Games in October, he worked very closely with gold medallist Hannah Miley and the other Scottish swimmers as they prepared for Delhi.

"There are two main ways we give athletes support. Firstly, in group sessions designed to create interaction, debate and ideas, and where athletes are actively involved in the session. They share coping strategies and I help them to really explore and learn from one another," explained Misha.

"The other support is in one-to-one sessions. I work closely with the coach to find out skill levels, recent results, weaknesses, strengths, aspirations and then I go to the athlete and do the same. I try to help them understand that I will never know them as well as they know themselves. The challenge for them is the opportunity to critically assess themselves and make positive changes in what they think and how they feel. Ultimately, before a big competition, we want the athlete to stand alone with all the support already in place and with their psychological tools and strategies working on an intuitive level."

After working with Hannah through a recent challenge in Delhi, she said of his support: "He's been great at turning my head around, and at getting me back on top of my thoughts and emotions. He gives me the tools to get the control back and to stop thoughts spiralling out of control."

Cultivating confidence

Although athlete confidentiality is paramount to the process, Misha manages to give the coach an awareness of what is happening when required. Athletes can talk freely about what is bothering them and coaches feel reassured that Misha is ably managing whatever issues there are. Hannah again puts this into perspective: "The best thing about it is that he's not my coach and he's not a team mate, so we don't necessarily even talk about swimming. It's all about mental exercises and techniques that allow you to focus on what you need to focus on, giving yourself the best chance of performing as well as you can." 

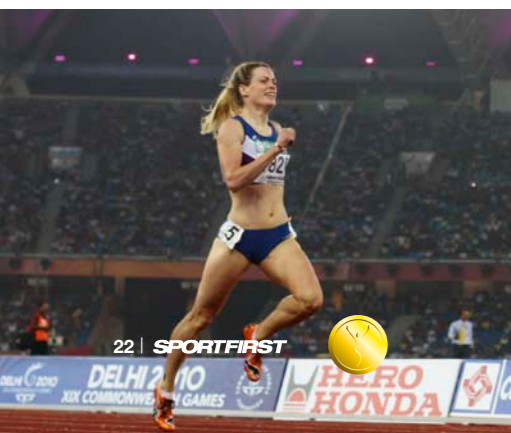


Delhi's shining stars

With 192 Scottish athletes selected and a medal tally of 26 – including nine gold – Delhi 2010 was Scotland's second best Commonwealth Games. We caught up with two stars of Team Scotland – hurdler **Eilidh Child** and shooter **Jen McIntosh** – to find out how support from the institute of sport network helped them reach the medal podium.



Jen McIntosh, institute supported athlete



Winning the silver medal in the 400m hurdles at the Delhi Commonwealth Games was a near perfect finish to what Eilidh Child describes as an 'up and down' season. One in which she broke her personal best twice but finished in a lower than hoped for eighth place at the European Championships. However, in the Delhi final the 23 year old from Kinross finished strongly to come second in 55.62 seconds, behind Nigeria's Muizat Odumosu who took the gold in 55.28 seconds.

"The Commonwealth Games was the highlight of my whole career, a great experience and a great way to end the season," said Eilidh.

Coordinated support

Stuart Hogg and Aileen McGillivray have coached Eilidh for the past two seasons, with support from a number of institute staff. These include Dr Niall Elliott who has been monitoring her blood every six weeks, searching for stress markers; Declan Fields who provides nutritional support – a key area for Eilidh whose iron levels have been low in the past; as well as regular physiotherapy sessions from Maggie Hendry which all work together to help make Eilidh an efficient running machine.

"The support is mainly about injury and illness prevention and it's reassuring to know that everybody is on top of everything," said Eilidh who, as a school teacher, faces classroom bugs on a daily basis.

"Niall noticed that I tend to be more prone to illness and tiredness after a major championships. I also get quite

tight in my back and hip flexors and Maggie has been doing a lot of work on that, making sure I am getting stronger around those core areas so I can be more effective."

Looking to the future, Eilidh believes she can run faster and sees the improvements coming from further developing her hurdling technique: "Because I'm getting that bit faster and stronger my stride length is changing," she said. "To make sure I get the best out of myself during the race I need a little bit of fine tuning and by getting my stride pattern right I will definitely go faster."

Shooter Jen McIntosh was the most successful female Scot in Delhi, joining a select band of medal-winning Scots in claiming two golds and a bronze.

In winning gold in the 50m prone individual, an event won by her mother Shirley McIntosh at the 1994 Victoria Games, Jen produced a world record equalling performance and a Commonwealth Games record of 597-42x.

The delighted 19 year old, who, with Banff's Kay Copland had already struck gold in the 50m prone pairs and won bronze in the 50m 3P pairs, surprised herself with how far she has progressed in just one season. "To get three medals – two of them gold – is just fantastic," she said. "I've made a lot of improvements very, very fast which I must admit has been a bit unexpected."

Becoming a full-time athlete a year ago has made a big difference. So

has moving away from her home in Falkirk to Aberdeen, where Jen is close to the quality training facilities of Denwood Target Shooting Centre and near to a strong group of international shooters. "I find it really helpful being able to train and bounce ideas off other people based here, like Neil Stirton," said Jen who also meets her coach Sinclair Bruce every weekend as well as keeping in regular phone contact throughout the week.

The institute network is integral to Jen's programme. She has made full use of strength and conditioning support, which she feels has helped her develop both mentally and physically, while Performance Lifestyle Coordinator, Colin Gallacher, has helped her deal with post Delhi media demands.

Sports psychologist Kristine Dun has been invaluable in helping Jen 'keep my head' with routines, tactics and techniques: "In Delhi I struggled a bit at the start but I was able to talk to Kristine who was with the archery team," said Jen. "She helped me with my strategies and that helped me get back on track. She was fantastic."

Focus on the future

With London 2012 now firmly in her sights, Jen plans to maintain her full time shooting status for another season. **sportscotland** funding will help her with training and competition costs while her parents fund living expenses. "I certainly feel I'm capable of improving," said Jen. "Next year I'll be looking to make Olympic qualifiers, make finals and hopefully win a quota place for London." 



Some of the students benefiting from Winning Students scholarships



Winning all the way

Like many students, Chris Waddell finds studying for exams and competing in performance sport a tough balancing act – but he has found a winning combination thanks to support from Winning Students, Scotland’s national sports scholarship programme for student athletes.

Chris is one of over 100 athletes in 26 member colleges and universities across Scotland selected for the Winning Students programme this year. The programme also includes five medallists from the 2010 Commonwealth Games in Delhi. Working in partnership with the **sportscotland** institute of sport, the selected students put their scholarships towards areas which add value to their current support, such as competition fees or academic-related expenses.

“I train five days a week, morning and night, so there just isn’t the time to take on a part-time job,” says Chris, the current Scottish U20 judo champion. “The Winning Students scholarship will really help me to focus on both my sport and my studies.” A first year student at Edinburgh’s Telford College, Chris is training to reach the Junior World Championships, which means competing in as many events as possible to achieve the highest possible ranking.

In the programme’s nine core sports – badminton, golf, hockey, judo, orienteering, squash, swimming, triathlon and women’s football – athletes are nominated by their governing body. The institute’s performance lifestyle team help to identify students in other sports who may be entitled to an individual scholarship and Mike Whittingham, Director of High Performance, is on the Winning Students advisory board and part of the sub-group which selects the recipients of an individual scholarship. Recipients such as Sarah Kelly,

Sarah, who is studying History and International Relations at the University of Dundee, finished seventh in the 800m final at the 2010 World Junior Championships. Coached by legendary Scottish distance runner Liz McColgan, the Fife teenager is making the most of her mentor’s experience. She said: “The Winning Students scholarship will be a massive help, enabling me to compete in more high quality events where I can hopefully be at the front fighting for the medals.”

Winning Students is managed by the University of Stirling – Scotland’s University for Sporting Excellence. Programme Co-ordinator, Jason Atkins, said: “I am delighted that the programme, through working closely with the governing bodies of sport, colleges, universities and **sportscotland** institute of sport, can support such bright sporting talent.”



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Athletes already studying or planning to study in Scotland next year can find out more by speaking to a member of the institute’s performance lifestyle team or visiting www.winningstudents-scotland.ac.uk for full selection details. **22**
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The future looks bright for the GB curling performance programme



Getting set to take Sochi by storm

With 2010 behind us, we are looking ahead to a new Commonwealth Games cycle and inevitably an enormous amount of attention is being given to Glasgow 2014. But before the summer of 2014 arrives, our winter athletes will be taking on the rest of the world at the Sochi 2014 Winter Olympics and Paralympics, scheduled to take place from 7-23 February in Russia.

As another sporting cycle (2011-2014) is launched, performance sport moves on yet again. Awarding major Games in new parts of the world, such as Sochi, not only creates more opportunities for new countries and athletes but also increases the level of competition.

Meanwhile in the UK, much has gone on behind the scenes since Vancouver and there is now unanimous support for a new stronger collaborative approach to winter sports across the UK which the BOA is driving. It is encouraging to see a long-term vision being applied to winter sports alongside plans of a much closer UK collaboration.

At **sportscotland**, we have also had a close look at our own collaboration

and integration. In curling we have restructured and formed a much closer partnership between the Royal Caledonian Curling Club (RCCC), UK Sport and British Curling. Dave Crosbee is the newly appointed Performance Director of British Curling and his strong performance background and understanding means that he is well prepared for the challenge he faces.

Dave said: “It is a great privilege for me to head up this important programme, but we must get it right in Sochi. For curling, 2010-11 is a transitional year. Following Vancouver there has been a review of the curling programme resulting in a significant restructure, formally combining the GB and Scottish performance programmes. I am delighted to say we managed to attract and appoint three new world-class head

coaches. My job is to build on the successes seen during the Vancouver cycle and work towards delivering success at the Olympics and Paralympics in Sochi 2014 – I am really excited at this new challenge.”

“In Vancouver, Scottish athletes formed 38% of Team GB in alpine, nordic, ice dance, bobsleigh and snowboarding as well as curling. We aspire to have at least the same presence in Sochi.”

Director of High Performance, Mike Whittingham, is also very positive about Sochi 2014. “None of us should fear the Russian environment. It is our responsibility to ensure our athletes arrive in excellent condition and perfectly prepared. Then it is up to the athletes to demonstrate the right mindset and realise they have the opportunity to steal the show.” **23**

Glenmore Lodge

Setting new standards

Glenmore Lodge might be Scotland's national outdoor training centre, but look beyond just the delivery of 'brochure' courses and it becomes clear that the centre plays a more important role in the outdoor industry. Bob Kinnaird, Principal at Glenmore Lodge, explains how it is increasingly delivering resource back to the active outdoor community.

“The core business of the Lodge is the delivery of outdoor instructional courses, with the priority being the delivery of national governing body qualifications. Over 2,500 people complete courses every year with half of these being qualification based. Last year over 120 people completed their Summer Mountain Leader Training, positive news for the future of the outdoor sports sector, particularly since a large number of these are completing the course in order to volunteer or support charitable organisations, rather than for personal gain.

The day job

We also frequently find ourselves as the benchmark for pricing across the industry – our pricing strategy is therefore important both in terms of ensuring prices enable independent providers to run activity profitably but also helping to keep training affordable which is positive for the development of many aspects of society.

As a result of a consistent strategy by **sportscotland** to invest in the centre, we have also had the capacity to support the wider development of outdoor sport in Scotland. This is mainly through enabling

staff and instructors to spend time supporting other agencies, committees and governing bodies – it's an important contribution that we are uniquely placed to make.

Governing body support

As sports have developed, their governing bodies have responded. The need for qualifications has increased as has the need for these to be as focused around 'soft' coaching skills as they are on 'hard' technical skills. A recent example of this is the introduction of the UK Coaching Certificate system into paddle sports. Our team supported the roll out by trialling courses, providing the expertise of our paddle instructors and pulling in other highly experienced paddlers to input into the process. Similar work is now likely in both the mountain biking and mountaineering worlds.

As well as 'road testing' courses and qualifications, working with Glenmore Lodge has helped to give awards greater credibility, because of our unique position as Scotland's national outdoor training centre. Ten years ago when mountain biking qualifications were being

developed, the Scottish Cycling Union worked with the Lodge to develop the pilot course and the Lodge's help in running courses in the early years was key to kick starting the scheme and gaining the critical mass needed before a sport fully adopts a new award scheme.

Courses for all

We are committed to supporting an inclusive approach to outdoor sport. One of the practical ways that we demonstrate this is through support of specialist groups and agencies that are the experts in delivering this type of opportunity. This could be through providing special rates on bespoke course programmes at the Lodge, such as those enjoyed by Equal Adventure (a charity that works to ensure that adventure is accessible to people with disabilities). Or it could involve supporting those volunteering in the outdoors to gain the qualification they need via the ever expanding Grangers volunteer programme, which provides a training bursary. Or simply as an expert resource to provide support, information and contacts to other more specialist groups and agencies.

The same slice of a bigger pie

We as an organisation are in an interesting position of actually creating and training our own competition! Since 1983 our nightwatch apprentice scheme alone has trained 95 young people many of whom are now full time professionals or have set up their own businesses, not to mention the hundreds of top level instructors that have qualified here.

The outdoor industry is growing and the adventure activity area plays an ever increasing role in Scotland's tourism income – particularly relevant during this year of Active Scotland. We see our role as working with other providers to develop and grow the size of the industry as a whole, not to squabble over market share.

Engaging youth

Right now we are seeing a number of programmes and initiatives aiming to get young people more engaged in society and education. Outdoor activities can play an important role in these objectives, including, for example, the experiential learning outputs of the *Curriculum for Excellence*.

Teachers, Active Schools Coordinators and other leaders can all rely on good quality training at an affordable cost because of the important role that Glenmore plays in benchmarking prices for the industry. And of course we also play a 'hands on' role – our work with teacher training colleges and universities

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means teachers and leaders of the future understand not only the benefits of outdoor activity but also the ease with which activity can be delivered, as well as information about legislation, liability and litigation. An example of this work is investigating the best way to support the Go Mountain Biking and Weldtech cycle mechanics schemes, potentially through training more teachers or support workers to be able to deliver courses in schools and parks locally, exponentially increasing both the scheme and the Lodge's impact.

The lodge of the future

So where does Glenmore Lodge go from here? Well, we will continue to deliver first-class instruction and instructor qualifications. It is likely that there will be even more support to ensure these are available for all members of society interested in the outdoors.

We will continue to support and enhance freelance instructors and outdoor business owners, potentially offering courses that reflect some of the 'softer' or even business skills they need.

We will also continue to play a central supporting role in the industry as a whole: as a resource, as an information source, as a catalyst for change where needed and most importantly as a bastion for quality and affordable outdoor activity, available to the widest possible audience, irrelevant of experience or background.”

In addition to Glenmore Lodge **sportscotland** has two further national centres providing an ideal training ground for professional athletes and sports enthusiasts alike:

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

Cumbrae

Cumbrae 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.nationalcentrecumbrae.org.uk

Email: cumbraecentre@sportscotland.org.uk

Mountain biking is just one of the activities on offer at Glenmore Lodge



OFF THE WALL

Supporting partners to integrate coaching and volunteering into schools, communities and sporting pathways is a fundamental part of **sportscotland's** work and underpins the new Coaching Scotland framework 2011-2015.

sportscotland's regional coaching and volunteering managers (RCVMs) have been tasked with supporting partners in delivering integrated coaching and volunteering priorities, providing a mechanism for partners to plan effectively and implement a consistent model for the development of coaching and volunteering in their area.

We caught up with **Katie Oman**, one of the new regional coaching and volunteering managers, to find out how she is settling in to life at **sportscotland**.

➔ How did you get involved in sport?

I have been involved in sport for as long as I can remember, and really have my parents to thank for encouraging me to try a variety of sports and supporting me when I began training and competing more seriously in equestrian sport.

➔ What sports are you involved in?

My main sport is horse riding, but I enjoy playing and watching a range of sports. My goal for 2011 is to achieve a UKCC qualification in equestrian sport as I hope to get more involved with Riding for the Disabled.

➔ What attracted you to your role with sportscotland?

I saw this as a great opportunity to combine my previous experience working within regional sporting partnerships and Scottish governing bodies in a coaching and volunteering role.

➔ Can you describe the role of a regional coaching and volunteering manager?

We work regionally, to support partners in the recruitment, retention, development and recognition of volunteers and coaches.

➔ Could you outline three key things the regional coaching and volunteering role covers?

It provides a consistent model for the development of coaching and volunteering and the delivery of Coaching Scotland 2011-2015 on a regional basis. We will support partners to integrate coaching and volunteering priorities within school and community sport and sporting pathways. And finally, the role provides a mechanism for partners to plan jointly and effectively, to meet volunteering and coaching workforce demands in the region.

➔ Could you give an example of how the infrastructure will work in practice?

The infrastructure essentially allows us to connect national programmes and developments with local needs and vice versa. The role of the RCVM is to engage with partners, support them to plan jointly and engage with others to assist them in the delivery of programmes such as Positive Coaching Scotland, Women into Coaching and Coaching Matters on a regional basis.


The RCVMs, along with local partners will also be responsible for developing and implementing new programmes such as regional coach education and mentoring, young people into volunteering, tutor recruitment, professional development opportunities, rewards and recognition, and will provide guidance for employers and deployers of coaches and volunteers. This regional way of working will encourage an improved allocation of resource, greater opportunities for sharing best practice, and ultimately ensure more coaches and volunteers will benefit from targeted investment of resources across the country.

The RCVM team is key to bringing local authorities, governing bodies, and other partners together. Already, we are finding that there is an increased awareness among partners of each other's strengths, challenges and priorities in terms of coaching and volunteering. Our role is to facilitate this and help partners to identify shared priorities going forward.

➔ What are your biggest challenges?

My biggest challenge is to ensure my role adds value to all partners and facilitates the delivery of quality sport across Scotland.

➔ What are the best bits of your role?

Being around inspirational people who are positive about sport and making a difference to people's lives. Sport contributes so much to the health, well being and economy of the nation and it's really important for me to be part of something so positive for Scotland. 

POWER

Sport makes a unique contribution to Scotland's health, identity, economy and communities. It's powerful stuff. Visit our website to find out more www.sportscotland.org.uk

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He might not know it, but playing sport is teaching Ben important lessons about teamwork and working hard to achieve his goals.

Fiona is a regular at this school basketball club. She knows that sport can help her stay fit and healthy, but most of all it's fun.

Other teachers at Arbroath High School love Laura. Not just because sport helps keep the kids fit and healthy, it can also help raise educational attainment.

Putting sport first

sportscotland
the national agency for sport

A competitor at the UCI Mountain Bike World Cup, which is held annually at Fort William and attracted over 50,000 visitors to the area in 2010

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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**.



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