



**A running  
commentary  
2003|04**



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# Introduction

Our goal is simple. We want more people participating in sport in Scotland.

It's the reason behind everything we do. The more people we can encourage into sport, the more people who will enjoy its many benefits. It's what we believe in, what we're 100% focused on, what we're determined to achieve.

It's also no small task; one that requires careful co-ordination at every level. Between **sportscotland** and its many partners. Between Scottish Executive and Lottery income. Between the areas we invest in to achieve the complementary targets of the **sportscotland** Corporate Plan and Sport 21, the national strategy for sport.

Over the following pages, representatives from each of these areas will give their own running commentary of the impact made in 2003/04. 'Running' in that much of the work **sportscotland** is involved in doesn't fit neatly into one financial year. Quite the opposite.

A lot of the gains made in 2003/04 have their origins in work done in previous financial years. Likewise, many of the advances we'll make in future years will stem directly from the results featured within this document.

The combined impact? We continually drive towards 'more people, more active, more often'.





**More people, more active,  
more often.**

**Some might call it an ideal,  
we call it an imperative.**



# Chairman's Overview

by **Alastair Dempster**, Chairman, **sportscotland**

The last 12 months have seen **sportscotland** contribute to a number of significant developments in Scottish sport. There are four key areas in particular that stand out.



Firstly, 2003/04 saw the re-launch of Sport 21, the national strategy for sport – the culmination of a long period of consultation. It's important to stress that Sport 21 is not our strategy; rather it belongs to Scottish sport as a whole. But in our role as facilitator, we have worked hard to identify who's going to be delivering which objectives, the resources required to do so and when it would be realistic to achieve them.

Secondly, enormous strides have been taken with regards to the National and Regional Sports Facilities Strategy. A list of planned facilities has now been announced, representing a combined spend of Scottish Executive and Lottery funding of some £50 million – and a total investment with our partners in the region of £230 million. Something that, when I first joined, would have been hard to imagine ever achieving.

Thirdly, our work in partnership with local authorities in Active Schools has continued to progress and remains a hugely exciting prospect. With successful pilot projects behind us, we're delighted to now have the resources – given to us by the Scottish Executive – to enable the programme to be rolled out across all primary and secondary schools in Scotland. It was also extremely encouraging to hear the Scottish Executive's recent commitment to two hours of quality P.E. per week in Scottish schools by 2007. This will undoubtedly assist in increasing participation in sport by our young people.

Fourthly, and staying on the theme of youth participation, the new £30 million youth football programme is going to be vitally important to the future development of Scottish football as a whole. There are no quick fixes and this programme will enable football to plan for the long-term, establishing an end goal and putting in place milestones along the way to ensure it is on course.

### Evolution

In addition to these four key areas of progress, 2003/04 saw a number of other important developments.

We are nearing completion on implementing the recommendations of our organisational review, including a review of the National Centres; a massive exercise but one that has made for a much more integrated and efficient way of working – putting us in a better position to deliver to our customers.

The Scottish Institute of Sport meanwhile, has continued to make great progress; progress perhaps best demonstrated by the fact that more and more sports are acknowledging the contribution that the Institute is making to the development of athletes. It is also worth noting that all four Scots in Team GB who medalled at the Olympics in Athens have been supported at some stage by the Institute or Lottery funding. Thanks go to Alistair Gray as Chair, Anne Marie Harrison as Executive Director and all their team for the great work done.

Similarly, our Area Institutes are increasingly providing good local service to emerging high quality athletes and I'd like to thank the different Chairs and staff for their contribution.

**“During the past few years we have seen many changes and undoubtedly the pace of change has accelerated quite significantly.”**

On a broader level, significant inroads have been made into emphasising the contribution sport can make to key policy areas such as Health and Education. Undoubtedly sport has moved up the political agenda over recent years, and we are now in a position of being able to contribute to a number of initiatives that are going on within the Scottish Executive.

### Lasting legacy

No overview of 2003/04 would be complete without acknowledging and thanking Ian Robson for his efforts as Chief Executive over the last four years. Ian has been instrumental in driving many of the changes that have taken place. Not least, creating a whole new culture within **sportscotland**; a culture that is even more focused on outcomes and best use of resources.

I would also like to thank Nanette Mutrie, who stepped down from the Board this year, for her valued contribution to **sportscotland**'s progress.

### Looking ahead

I'm conscious that, as I will be retiring in June 2005, this will be my last Chairman's Overview. It has been a great privilege to be Chairman of **sportscotland** during the last five years. I will always be indebted to the members of the Board and the staff for their support and encouragement.

During the past few years we have seen many changes and undoubtedly the pace of change has accelerated quite significantly. I do believe that this is unlikely to alter in the years ahead and I am confident that the organisation and the staff will continue to meet this challenge with enthusiasm.



Alastair Dempster, Chairman

**Prising kids away from the TV and into active lifestyles relies on one thing more heavily than any other. Opportunity.**



# Active Schools

by **Stewart Harris**, Widening Opportunities

2003/04 has been a key transition period for Active Schools. This has developed from a pilot project into a fully implemented programme.

What began in 1996 as a pilot in two secondary schools has developed in recent years and is now being rolled out across Scotland.

The fundamental aim? To give young people – in particular, primary school-aged children – the tools, motivation and opportunities to be more active throughout school years and beyond.

For three to eight year olds that could mean basic physical development and movement, dance, playground activities, and even walking to and from school. All of which will better prepare them to engage in a range of activities later on in life.

Our work also recognises that there are some young people who will never be interested in traditional sport, but who can be motivated into adopting an active, healthy lifestyle by other means. Take, for example, teenage girls – a group amongst whom participation tends to fall away, yet whose level of participation increased within the pilot project when offered more recreational pursuits such as movement, dance and cheerleading classes.

So we're creating the opportunities that will enable all groups amongst our young population to establish and enjoy active, healthy lifestyles.

## Active Schools co-ordinators

Instrumental in creating these opportunities will be the network of Active Schools co-ordinators responsible for putting in place and driving a range of planned activities – 'planned' being the key word.

In the past the provision of extra-curricular activities has often been of an adhoc nature, relying heavily on the good grace of proactive volunteers and, particularly, teachers.

By putting in place co-ordinators, we're working to remove that adhoc element. Each co-ordinator will have their own cluster of schools, but their goal will be the same – identify the people and places capable of delivering new opportunities for activity. It's about engaging teachers, community groups, parents and importantly senior pupils to help deliver our aspirations.

### Building the network

During the course of 2003/04, positions were created for 330 part-time secondary school co-ordinators and 53 full-time primary co-ordinators.

Not only that, where previously these full-time primary co-ordinators' posts were filled by teachers we've since widened it out to include sports and health professionals. We're looking for candidates who can bring the right mix of leadership, planning and communication skills, whatever their sector.

The challenge that we face now is to get people to realise that the co-ordinators' role is not about getting up and doing the coaching themselves, but about finding the right people to do it. After all, if co-ordinators have a cluster of schools – not to mention the community at large – to produce plans and source volunteers for, that will require considerable time and focus.

### Active Schools managers

In partnership with the local authorities, we've also put in place a jointly-funded Active Schools manager's position in each area. This is a completely new role;

**“Active Schools is as much about what's happening within and around the local community as it is about the schools.”**

the main responsibilities of which are to focus on the Active Schools project in their network and its implementation.

One of the barriers to progress in the pilot phase was the lack of a dedicated management resource to ensure the co-ordinators' network was fully focused on its core task of recruiting, supporting and deploying coaches and volunteers to deliver the cluster activity programme.

sportscotland will work very closely with all 32 Active Schools managers to develop the network, support education and training and share best practice.

### Partnership working

This practice of working with local authorities is crucial at every level of our work – expanding and widening club capacity being another example.

Active Schools is as much about what's happening within and around the local community as it is about the schools. For one thing, schools can be hugely under-utilised from a community point of view; an imbalance we aim to redress by working more closely with local authorities. For another, if we succeed in getting young people interested in activities, it's vital that the opportunities to participate continue into community time. So all the time we're looking to increase the capacity of each community to offer activity programmes, particularly in clubs, sport centres and sports clubs.

Perhaps nowhere is partnership more evident than at the planning stage. Until recently, we were seen very much as a funding agency; people sent in an application and a decision was taken to either give funding or not. There was no real engagement with local authorities.

Now we have a partnership management approach whereby we're involved upfront in planning with each local authority, giving all partners a much better understanding of where the money is going to go and enabling better decisions.



### Going forward


We've built ourselves a really solid platform with which to go forward. We've put in place a framework for planning, we've developed strong partnerships at local and national level and that's been reflected in the additional resources granted through the Health Improvement budget.

Everyone involved at **sportscotland**, the Scottish Executive and the local authorities is very excited at the progress being made. The job now is to get other partners enthused about it, so that they can actually see the benefits of an increasingly active young population. It won't happen immediately – but it will happen.

Our 2007 target: to deliver a national infrastructure for sport and physical activity in the school club setting, by establishing 270 Active School clusters.



**“The challenge that we face now is to get people to realise that the co-ordinators’ role is not about getting up and doing the coaching themselves, but about finding the right people to do it.”**



With facilities,  
the ‘where’ is  
as crucial as  
the ‘what’.

# Facilities & Club Development

by **Ian McKenzie**, Facilities Development

In a context of our reduced Lottery income, the challenge throughout 2003/04 was to make sure what money we did have was invested in the areas that would have greatest impact on the Sport 21 targets.

We needed to be clear about the priority areas and concentrate our investment on them – the right facilities in the right places.

This approach was reflected in two main developments. Firstly, the launch of the National and Regional Sports Facilities Strategy. And secondly, the Building for Sport Programme – developed following the publication of our Lottery strategy ‘Raising Our Game’ to replace the Sports Facilities Programme as of 1st April 2004.

## National and regional network

Through consultation, the National and Regional Sports Facilities Strategy was developed. This identified the facility requirements of some key sports. Namely, a network of full-size indoor football pitches and indoor athletics training facilities, two municipal stadia primarily for use by athletics and rugby, and a new national indoor sports arena.

Supporting the strategy was £28.8 million of Scottish Executive funds and just over £21 million of **sportscotland** funds.

Add to this the fact that in any one project we provide only a share of the money, and partners – mainly local authorities – meet the rest of the cost, and we’re talking about combined investment in the region of £230 million.

## Local partners, national strategy

Stage one was to develop and distribute a briefing pack inviting bids. The intention being to get all of the applications on the table at one time so we could assess needs right across the country, identify which projects would deliver the aims of the strategy and allocate the money accordingly.



With the briefing packs out, we then held a series of roadshows and meetings enabling us to go through the process with potential applicants, provide them with planning and financial advice and in doing so, help put together well-considered applications in tune with what we were trying to achieve.

The benefit of that initial work was felt at the announcement of successful bids in July this year and a listing of the facilities planned is contained on page 36.

#### School and community projects

That's not to suggest that the strategy was the only highlight of 2003/04. Complementing the work being done in Active Schools, there are a number of examples of our ongoing investment into school and club-based projects; the commitment to natural grass pitches for one.

Cowan Park Barrhead High School in East Renfrewshire saw its blaes pitches converted to natural grass, an altogether better quality playing surface for the school and community alike.

Funding was also made available for similar projects by West Dunbartonshire Council for the conversion of nine blaes pitches to grass and by West Lothian to provide Linlithgow Academy with a synthetic grass pitch and changing accommodation.

**“We needed to be clear about the priority areas and concentrate our investment on them – the right facilities in the right places.”**

Hand-in-hand with the upgrade of pitches has been the need for better quality changing pavilions. Cumnock Junior Boys Club, Irvine Boys Club, Lochgelly United Amateur Football Club and Fernside Boys Club all received funding for new changing facilities.

In North Lanarkshire meanwhile, we agreed to part-fund the upgrade of two existing school sports halls and one new-build – an award set to benefit school pupils and community users alike.

2003/04 also saw the completion of our audits of our golf courses, indoor sports centres, pitches and their associated changing accommodation, and countryside sports. The aim being to assess the condition of our existing facilities and what it would cost to bring them up to an acceptable standard. The results will be announced soon.

#### Seeing the results

The approach we adopted in 2003/04 was very much a strategic one and in many cases, will take time to bring tangible results. Our key focus will be delivering in our priority investment areas: sports halls, natural grass pitches, changing accommodation and upgrading swimming pools.

Three or four years down the line, we're hoping to see many of the priority areas met as that's where the majority of our investment is being channelled. It doesn't mean that no other area will receive funding, though. I think there's a lot more good work to follow.

Our 2007 target: to contribute to a facilities infrastructure by investing in a minimum of 30 projects.



**Increasing participation is one thing. Holding on to it, quite another.**

# Player Improvement

by **Colin Pearson**, Developing Potential

If there's one word that is central to our approach to player improvement in 2003/04 it's 'potential'.

Because if you view sport as a pathway that goes from a to z – with young children starting out at 'a' and elite athletes achieving success at 'z' – then our work is about helping everyone in that middle area get the most there is to be had out of sport.

Whether this results in life-time involvement or moving up the competitive ladder, we're aiming to create good strong links between the different points of the pathway.

Longer-term planning, strategic rather than reactive development, and stronger sports partnerships are what we see as essential features for the future of Scottish sport. Scotland has been successful in certain areas, but not across the board, so we've been working closely lately with some of the key governing bodies to generate new ideas, structures and strategies to address the issues facing us.

## Early learning

One concept that is important to player improvement is physical literacy. Basic skills like running, jumping, hopping, throwing, catching and kicking that are practised at an early age and that can transfer across to a whole range of sports at later stages of development.

I'll give you an example. If your aim is to get the best football players then there are different approaches you could take. One of the more traditional approaches you can come across for example, is to give the kids football, football and football from as early an age as possible.

Alternatively you could break the sport down into component skills – speed, strength, agility, jumping, catching and so on. Then work on these by applying elements from other sports better placed to deliver these skills – only introducing the more football-specific concepts into your games when the children are older and mature enough to understand them.



By introducing children to a range of skills at a very early age, you're effectively equipping them to go on and realise their full potential later in life.

### Inclusive, not exclusive

But there's more to long-term player development than simply encouraging those fundamental skills. We're also looking at building a more inclusive, encompassing structure. A structure that will deliver opportunities to participate and enjoy the many health benefits that can come from sport – and produce top athletes.

Until now the structures within most sports have focused primarily on performance. You select the best performers for your sport – but in doing so, risk excluding the rest.

Just because someone doesn't excel in one area doesn't mean that their skills and ability couldn't be channelled – with the right input and support – to another sport. Which is why we're examining the concept of different sports working together to share knowledge and practice, enabling us to redirect children and adults. That way, we retain them in sport – and they get the fun, enjoyment and health benefits.

### Sports academy

One idea that we've been discussing in relation to this is a sports academy. It's only a working title at present, but essentially it would guarantee anyone entering the programme exposure to a range of skills that cross all sports.

**“not everyone's going to go on and be a champion, but the larger the pool of people taking part, the greater the potential for people to improve”**

So whilst someone's primary goal on entering the academy might be to improve their footballing skills, they would work with coaches in other sports to get the associated skills: for example, hand-to-eye co-ordination from a basketball coach, speed from an athletics coach, strength from a rugby coach and so on.

Now obviously not everyone's going to go on and be a champion, but the larger the pool of people taking part, the greater the potential for people to improve and progress.

We're talking about a much more holistic, longer-term approach to how you develop sport; an approach where people are working together towards a single, properly resourced plan.

Clubgolf, the Scottish Junior Golf Strategy, is very much a forerunner of this. For the first time there's a ten year funding commitment which allowed us to get everyone around the table, gain a clear sense of direction and put in place a ten year plan with measurable targets.

### Putting ideas into practice

These are just some of the concepts that feature in a consultation paper we have produced. 2004/05 will see us develop the ideas further and put in place some pilot projects. From these we'll get a clear idea of what will and won't work.

The likelihood is that we'll do more work around 'regional sports partnerships' looking at how this approach can benefit the overall structure of Scottish sport. The idea here is to break the planning and delivery of shared outcomes down into much more manageable pieces, making it easier for the right people to work together at the right level, to play their part in the delivery of a national plan.

Our 2007 target: to have a sports academy programme set up for key sports within a Regional Sports Partnership structure.

A close-up, macro photograph of a mechanical watch movement. The image shows intricate brass gears, a central rotor with a decorative pattern, and various fine-tuning screws and jewels. The lighting is warm, highlighting the metallic textures and the precision of the engineering. The background is softly blurred, focusing attention on the central mechanism.

**We're helping governing  
bodies achieve great  
things – by focusing  
on the finer details.**



# Organisational Development

by **Roddy Smith**, Developing Potential

The better the management in Scottish governing bodies – the greater their ability to deliver sport and the greater the return for our investment.

With this in mind, the biggest single achievement of 2003/04 has undoubtedly been the implementation of the Modern Sport programme.

It has been designed to assist Scottish governing bodies in developing the infrastructure necessary for them to deliver against their targets through sound strategic planning, HR practices, education and training.

In short, it assesses them as small businesses and facilitates any necessary change by way of professional assistance.

The first stage in the process? A comprehensive audit to determine whether an organisation is fit to receive public funds and to highlight any issues that the particular governing body needs to address.

It's at this stage that the Modern Sport programme really comes into its own, implementing those recommendations. This may include putting in place long-term strategic plans, one year business plans, staff restructuring, HR policies, child protection policies and registers of members' interests.

## The move to modernise sport

In 2003/04, 27 of the 54 governing bodies funded by **sports**scotland were subject to a full audit. All bar three were deemed eligible for investment and 11 have since embarked on the Modern Sport programme.

Two of these – basketball and swimming – have also begun the process of integrated funding; something only made possible by the fact that they'd been through the Modern Sport process with us.

The intention over the next two or three years is to roll-out the Modern Sport programme across all remaining governing bodies.

**“the biggest single achievement of 2003/04 has undoubtedly been the implementation of the Modern Sport programme.”**

We'll then go back and re-audit them all on a three or four year basis depending on their planning cycle, checking the changes that the governing bodies have made have got them to the appropriate level.

No small task when considered in its entirety – and one that we could not have embarked on to the level that we have without the significant partnership support of UK Sport. What we have created, essentially, is a model of good practice that is now being used in England, Wales and Northern Ireland.

**“We want to keep volunteers hugely involved in putting together strategy and policy. But we want professionals implementing that policy on a daily basis, and in 2003/04 invested in placing six new senior posts into governing bodies.”**

#### **Governing bodies, professionally run**

Mention should also be made of the significant inroads made to professionalise the management of governing bodies.

Historically, governing bodies have been very much volunteer-led with few professional staff. In order to support the vast army of volunteers that deliver sport throughout Scotland we've been trying to redress that imbalance so that there are Chief Executives – a senior and ultimately accountable person – in each of these governing bodies.

We want to keep volunteers hugely involved in putting together strategy and policy. But we want professionals implementing that policy on a daily basis, and in 2003/04 invested in placing six new senior posts into governing bodies.

#### **Expert advice on tap**

Linked to this is the Expert Resource Programme which saw us put in place two professionals – one in human resources and one in finance – who are managed by **sportscotland** but who will work directly with governing bodies.

We also operate an education and training programme – Training Matters – to assist governing bodies in training their staff and volunteers. In 2003/04, 241 days of training were undertaken, including a Management Development Programme for junior to middle managers.

#### **One-stop planning**

Then there's our work in one-stop planning; something we've been working on with our colleagues across the UK. Basically it involves having one UK plan for each sport. This plan can then be delivered in each of the different home countries in a complementary way.

Ten sports are currently going through the one-stop planning process. We are working with the Scottish governing bodies of those sports to put in place robust plans that meet Scottish priorities and are run autonomously from Scotland. These plans will then dovetail in to the overall UK plan.

Undoubtedly, organisational development is an ongoing process. It's not something that's going to happen overnight. The Modern Sport process alone will take about a year to go through and it might take another year to start seeing some results.

But the feedback so far in terms of what governing bodies are delivering clearly shows that it's making a difference.

Our 2007 target: all Scottish governing bodies with a Chief/Senior Executive Officer to have increased their memberships by 8% or more.



**“Undoubtedly, organisational development is an ongoing process. It's not something that's going to happen overnight. The Modern Sport process alone will take about a year to go through and it might take another year to start seeing some results.”**





**We're raising  
coaching to  
a new level.**

# Coaching

by **Billy Bell**, Developing Potential

As one of the first points of contact in sport, a coach has the power to determine whether you have a good experience or bad, stay motivated or lose interest, realise your potential or leave it untapped.

A coach can not only help a participant improve their ability, but can also help the enjoyment derived from the sport. As such, it's crucial that the coaching on offer is of as high a standard as possible.

The situation we have at present however, is that each sport has its own qualification structure. There's no consistency across the board.

Which is where the UK coaching certificate comes in. Still in its initial stages, this initiative led by Sportscoach UK, will effectively replace all other qualifications with a new five-level qualification that applies to every sport.

For the certificate to be truly national however, it will require the input of governing bodies from each of the home countries. Much of our work over the course of 2003/04 has been to ensure that the opportunities exist for Scottish governing bodies to agree key standards and technical definitions for their sport.

The goal is to have 22 sports with the systems in place to begin implementation of the UK certificate from 2007. We have to be realistic. Many governing bodies simply don't have the resource to dedicate one person to reviewing existing coaching resource. By making an additional investment of £5,000 for each of the 22 governing bodies, we're helping them to find this resource and at the very minimum, get round the table with their counterparts.

## **One qualification, affordable to all**

We've also been addressing how best to ensure that the certificate will be accessible to all. By accessible we also mean affordable.

One avenue we're exploring to offset the cost is subsidies; something we're discussing with the Scottish Qualifications Agency, SkillsActive UK, the Scottish Executive and UK government.

We're preparing to present the case for subsidies at a UK level, with specific emphasis on the potential impact in a Scottish context. Initial feedback has been very positive.

But whilst the UK coaching certificate has undoubtedly been the single biggest piece of work our team has been involved in during 2003/04, there have been a number of other significant gains.

#### **Integrated coaching plans**

The number of dedicated personnel within governing bodies and local authorities has increased – and as a direct result, so has the potential for integrated coaching plans.

A lot of effort and energy has gone into ensuring that these governing bodies and local authorities are aware of each other and collaborating. The benefits being twofold. Firstly, we can ensure that the plans for coaching at local level complement those at national level. Secondly, by sharing knowledge organisations are able to think beyond simply increasing the number of coaches and instead pinpoint exactly what coaches they need, with which skills and, ultimately, how those

coaches are going to be deployed. It's very much needs-based coaching education and development.

#### **Building on existing knowledge**

2003/04 also saw a significant rise in the take-up of training courses. We have a Scotland-wide workshop programme – Coach Scotland – whereby local authorities host a number of educational and development opportunities in their area and we source the tutors and trainers to lead those events. Some 300 courses were attended by over 4,000 coaches in 2003/04 alone.

Mention should also be made of the groundwork that's been done to build and strengthen the relationships that will ultimately enable us to put in place regional sports partnerships – the means by which we will allow local delivery of national programmes throughout a region.

2003/04 hasn't been without its challenges. Recruitment for example, remains a key issue as the competition for quality personnel increases. But overall we've made good progress towards delivering a better planned, better resourced, higher quality coaching experience.

Our 2007 target: to have 9,200 qualified coaches and 240 coach educators trained within Scottish governing bodies.

**“For the certificate to be truly national however, it will require the input of governing bodies from each of the home countries.”**



If we don't support the volunteers, who'll support the participants?

# Volunteering

by **Christine Mullen**, Developing Potential

Without volunteers, sports participation in Scotland just wouldn't be possible on the same scale.

Because what volunteers do, essentially, is enable other people to participate – whether by getting involved in the way Scottish governing bodies and clubs are run, officiating out on the field, chauffeuring children to and from events, or even doing the laundry.

Even at elite athlete level you'll find that the majority of coaches are voluntary. In athletics – a huge participation sport in Scotland – there are only a handful of paid coaches nationally. The rest are volunteers.

Despite the scale of volunteering in sport, it has received very little in the way of support or planning – until now, that is.

2003/04 saw the unprecedented move by **sportscotland** and partner organisations from sport and the voluntary sector to work together to produce a national strategy for volunteering in sport.

That group, as part of its contribution to Sport 21 2003-2007, is now working together to help deliver the strategy.

The strategy identified seven key areas for action; one of which included the appointment of a partnership manager whose main remit is volunteering in sport – my post – and later in 2004, six regional posts.

## Raising the profile

Another priority area was to raise the profile of sports volunteering. Sports volunteers account for approximately one quarter of all volunteering in Scotland, yet more often than not when people think of volunteering they think of carers or someone working in the environment.



We want to get sports volunteering into the public psyche, communicating at both a local and a national level about how to volunteer, what you can gain from it, the kind of support you can expect and highlighting the huge contribution volunteers make to sport.

This we've been doing by prioritising media stories about current volunteers and staging an event in Volunteers' Week to provide a forum for the various organisations concerned with sports volunteering.

#### Policy-making

Linked to our efforts in getting sports volunteering into the public consciousness is getting it recognised at policy level – whether Scottish Executive, local authority or governing body.

The 2004 Scottish Executive's Volunteering Strategy makes clear mention of sports volunteering – the first time sport has been considered and included in this type of context, and a significant step forward.

#### Knowledge is power

Another key area of activity has been to collate research – both existing and new data – on the different reasons people volunteer, what they hope to get from it and what kinds of things they volunteer for.

We know for example, that young people are often looking for something different from volunteering than older groups. Young people want flexibility, fun, ongoing development, whereas volunteers from older age groups

**“Despite the scale of volunteering in sport, it has received very little in the way of support or planning – until now, that is.”**

may be seeking to give something back, make good use of free time or build new social contacts.

The more accurate the information we have on why people volunteer, the better placed we are to attract new volunteers and maintain existing ones – a key priority when you consider that for every two people volunteering in sport, there's one lapsed volunteer.

#### Building on our strengths

Married to our efforts in research is our work in recruiting and training volunteers. 2004 saw the commissioning of a map of all the education and training available to volunteers in sport. The aim? To get a picture of what exists – and what could make it more productive. For example, are there any gaps in content – and are there ways to make training more accessible and less formal?

2004/05 will build on this work, looking at ways that we can work with others to deliver training that's more productive.

There have also been important advances made in the area of funding, where a number of bids have been submitted, with the aim of attracting additional resources to support volunteering in sport.

The common thread throughout all of these areas has been the commitment of partners. It's been fantastic – enabling us, as a collective, to achieve a lot of behind the scenes work that can be built on in the year ahead. Work that will not only make it easier for people to come into volunteering in sport, but also want to stay in volunteering.

Our 2007 target: to have 950 new people trained to work with volunteers.

**No one ever reached  
world level through  
average preparation.**



**1**

# Medal Success

by **Steve Paulding**, Achieving Excellence

Medal success may sound like the glamorous end of sports investment, but in truth it requires a lot of hard decisions about who and what to invest in – and how we're going to measure the impact of that investment.

As distributors of Lottery funding we're highly accountable for the money we give out.

So perhaps one of our biggest wins in 2003/04 was the support we received from the Scottish Executive and the Department of Culture, Media and Sport which has given us greater flexibility in the way we invest Lottery funds.

Previously applications came in and we had little input into them. Now we're doing things differently. We're working more closely with the organisations that we fund to advise prior to application stage how the money could be most usefully spent. The upshot? A much more strategic and effective allocation of money which can now be made upfront when most needed.

## A strategic approach

This new, strategic approach is mirrored at every level of our work. We've put a lot of effort into developing a strategy that clearly establishes which sports we're going to invest in, across which areas and how we plan to do so.

It's a crucial piece of work, based on significant quantifiable and qualitative research. Updated annually, it will allow us – and our partners – to see our total investment, to plan for greatest impact and to make everyone more accountable.

## Athlete Support

Another key area of progress was the replacement of the Talented Athlete Programme with a completely new funding programme for athletes, 'Athlete Support'.

The fundamental difference between the two lies in the way funds are allocated. For example, where once we gave money to the individual athletes, governing bodies can now apply for a share of this centralised Lottery funding directly.

**“discussions with athletes and governing bodies told us that quick diagnosis and treatment of injuries was a crucial issue”**



The governing body writes the performance plan, costs it out and identifies the athletes who'd most benefit from the investment, and we will give them the money to manage on athletes' behalf. This plan in effect becomes the application and means that money still has a direct impact on the athletes, but in a much more manageable, more easily monitored way for all concerned.

The move to centralised funding is a massive change and one that models the approach of UK Sport and Sport England – an important step in itself as we've made a notional agreement that wherever possible we will align our programmes, awards levels and qualification standards to the UK and World Class Performance Programme. The upshot is that the relationship and partnership working between **sportscotland** and the UK and England continues to improve.

#### Medical support

Included within the move to more centralised funding is the roll-out of a new medical scheme whereby all of the athletes that we fund will be eligible for medical support.

Previously, the level of medical support athletes were eligible for varied according to which sport they were in and what they had access to. Yet discussions with athletes and governing bodies told us that quick

**“The move to centralised funding is a massive change and one that models the approach of UK Sport and Sport England”**

diagnosis and treatment of injuries was a crucial issue across the board, leading us to pilot a project in which every athlete was covered by a very similar level of cover.

So it's very much an initiative that's been tried, tested and agreed as the right thing to do. Now we're going to roll it out to every athlete.

#### The Institute network

Another area to benefit from closer partnership working is the Scottish Institute of Sport, into which we continue to invest in the region of £4 million annually, and the six Area Institutes which together make up the Institute network.

Our team is continuing to work proactively with the core sports and their specific performance plans and programmes – the benefit being that by becoming involved at the planning stage, we can help ensure there are no gaps or overlaps and that targets for the athletes and the sports are co-ordinated and complementary.

#### A strong position

Without question, we're at an exciting stage. We should soon start to see the impact of the Institute network, while over the next year the integrated approach to funding should really start to have an impact.

We know there are going to be some teething problems, and we're prepared for ongoing revision and improvement, but we're confident that we're headed in the right direction.

We're putting in place systems and structures that are consistent and integrated, reducing the chance element in creating world class athletes.

Our 2007 target: 148 Scottish medallists from our key sports and targeted sports.

### Scottish Institute of Sport

By **Anne Marie Harrison**, Executive Director

2003/04 saw the Institute move from a period of building organisational structures and programmes, to a new phase of implementing those programmes – and expecting results.

The year marked the start of our second four-year cycle of funding, prompting us to review work done to date and apply those learnings to our new plan. Our approach to sports science and sports medicine for example, moved from being very generic to discipline and sport-specific, enabling a deeper insight into the particular requirements of our athletes and the creation of more relevant programmes.

In every area of our work, the focus has been on what's happening at an international level as we look to other countries for areas that could benefit us and move us forward faster than our competitors. Similarly there's been a lot of international interest in what we're doing, particularly in our science and technology programmes.

Perhaps most significant however, are the achievements of the Institute athletes. Our whole reason for being is for Scottish athletes to win medals. So operationally we can be brilliant but if Scottish athletes don't win, it's meaningless.

2003/04 successes included: Katherine Grainger, World Rowing Champion in the Coxless Pair; Chris Hoy, 1km Cycling Track World Champion; Angela Mudge and the Scottish team, Mountain Running World Trophy; the Men's Curling Team Murdoch, European Champions; Kathy Butler as a member of the Great Britain team, European Cross Country Champions; and four gold medals won by Stephen Payton (2), Karen Lewis and Pauline Latto at the European Paralympics Track & Field Championships.

More recently, we were thrilled with the medal success of Institute athletes Chris Hoy, Campbell Walsh and Katherine Grainger, together with Board member Shirley Robertson at the Olympics in Athens. Some truly great achievements that we're working to build on in future years.



Chris Hoy

**“In every area of our work, the focus has been on what's happening at an international level as we look to other countries for areas that could benefit us”**

# National Centres



**Some people  
came for the great  
outdoors. Others  
came to be great.**

## Glenmore Lodge

By **Tim Walker**, Centre Principal

2003/04 was another very busy, very successful year for Glenmore Lodge.

Student numbers were up overall, with in excess of 10,000 attending general skills and personal development programmes. For example, February, always a busy month, exceeded all previous years – something we didn't think was possible!

Of those attending, 536 embarked on assessment and training courses for outdoor leadership qualifications – meaning there's now another 536 leaders, instructors and coaches back in communities helping more Scots to get active. Something we're very proud of.

On a similar theme, we've been involved in helping the government initiative 'Paths to Health' to develop courses that will encourage even more people to take up Scotland's most popular activity – walking.

In terms of supporting our governing bodies, the centre played host to a number of key events: the Scottish Canoe Association Coach Conference, the Mountaineering Council of Scotland's AGM, the Mountaineering Festival for Alpine and Telemark Skiers, the Open Boat Symposium, an Avalanche Seminar, not forgetting the first ever all-female winter climbing session, 'Chicks Unleashed'.

Further afield, we initiated new partnerships with the Neru Institute of Mountaineering in India and worked in partnership with the World Exchange to develop the Likhubula Mountain Centre, Mount Mulange in Malawi.

One final highlight that couldn't go unmentioned was the Rescue Landrover gifted to us by the Order of St. John, enabling our rescue and recovery team to improve its response times to remote areas.



### Inverclyde

By **John Kent**, Centre Principal

As more and more groups benefit from Lottery funding, we've seen a much wider mix of users at Inverclyde.

Daily visitors numbers increased from 34,000 in 2002/03 to 40,000 in 2003/04 – a rise largely attributable to the increasing numbers of children and community groups.

Over 9,000 student days were achieved by children attending our national activity weeks and weekends, while our partnership with James Watt College enabled over 18,000 student days for Leisure students to learn and benefit from access to the centre's facilities.

National teams, overseas squads, clubs, the Scottish Association of Local Sports Councils, local authorities and 23 governing bodies also enjoyed the centre throughout the year. Not only did we play host to a three-day conference attended by the British Olympic Association's winter team, but we also hosted international competitions in hockey, archery and badminton, and the UK Strength and Conditioning Conference. Off-site we worked with the Scottish Sailing Institute in Largs to help organise a number of major events.

As for reinvesting in the centre, £700,000 was invested in improved changing rooms, playing facilities, pitches, and conference and dining facilities. Awards from the Land Refill Tax and Scottish Energy Efficiency Unit were used to improve playing facilities and introduce wind turbines to help generate electricity for the centre.

Reinforcing the good work being done, the centre was ranked by users as Good, Very Good or Excellent in 90% of the 33 categories of the Centre Operator Charter Mark scheme.

### Cumbrae

By **Bob Smith**, Centre Principal

As you'd expect of a watersport centre, our work tends to be seasonal. The winter months are populated largely by national squads and coaches; the summer months by schools and the general public.

The key difference in 2003/04 was the increased demand for our courses. For the first time ever, junior courses were booked solid from Easter through to summer. Cruising courses proved similarly popular and sailing numbers were maintained. No small achievement when you consider the increasing competition posed by cheap flights to watersport centres abroad.

On the training side, the over-representation of Scots at elite level on the UK Sailing Team was a huge achievement – due in no small part to the high-level training and specialised equipment they had access to at the centre.

Meanwhile our work with the Scottish Sailing Institute in Largs saw us help organise a number of high-profile events including championships for the Skiff 18's, the National Laser Championships and the Fife Regatta – a truly spectacular event in which these classic boats are raced by professional crews.

As for the quality and quantity of our facilities, work was completed on a new gymnasium and sauna, and a new cruising boat worth £100,000 was purchased ensuring the standard of facilities on offer at the centre remains second to none.

The challenge now is to communicate that to the public – the more aware people are, the more people we can get into the centre and onto the water.

# Financial Information

# sportscotland

Group income and expenditure account for the year ended 31 March 2004

	2004	Restated
	£000	2003 £000
<b>Income</b>		
Grant In Aid	13,108	16,375
National Lottery Fund	3,807	3,498
Income from activities	2,200	2,330
Other operating income	1,486	378
	<b>20,601</b>	<b>22,581</b>
<b>Expenditure</b>		
Sports development and capital grants	9,879	12,586
Staff costs	5,379	4,775
Other operating costs	5,640	5,839
Loss on revaluation of assets	64	1,762
	<b>20,962</b>	<b>24,962</b>
Operating surplus/(deficit)	<b>(361)</b>	<b>(2,381)</b>
Interest receivable	92	68
Other finance income/(costs)	(56)	96
Corporation tax	7	(8)
Notional costs added back	160	358
Surplus/(deficit) for the year transferred to general fund	<b>(158)</b>	<b>(1,867)</b>

All the results of the Council relate to continuing operations

The accounts on this page are a summary of the **sportscotland** Group Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the **sportscotland** Group. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH12 9DQ.

The **sportscotland** Group Accounts were approved by Council and signed on its behalf on 28 July 2004. **sportscotland's** Appointed Auditor, KPMG LLP, has given an unqualified audit report on these accounts. The Group Accounts were laid before the Scottish Parliament under reference SE-2004-230.



# sportscotland

Balance sheets at 31 March 2004

	Group		sportscotland	
	2004	Restated 2003	2004	Restated 2003
	£000	£000	£000	£000
<b>Fixed assets</b>				
Tangible assets	13,297	13,182	6,758	6,868
<b>Current assets</b>				
Stocks	31	22	–	–
Debtors	711	490	366	141
Bank and cash-in-hand	1,243	1,340	437	731
	1,985	1,852	803	872
<b>Creditors: amounts falling due within one year</b>	(2,817)	(2,810)	(2,258)	(1,867)
Net current (liabilities)	(832)	(958)	(1,455)	(996)
<b>Total assets less current liabilities</b>	12,465	12,224	5,303	5,873
Provisions for liabilities and charges	(26)	(27)	(26)	(27)
Deferred grant	(8,043)	(7,772)	(927)	(1,024)
Net assets excluding pension liability	4,396	4,425	4,350	4,822
Pension liability	(3,157)	(3,670)	(3,157)	(3,670)
Net assets including pension liability	1,239	755	1,193	1,152
<b>Financed by</b>				
Revaluation reserves	4,068	4,068	4,038	4,038
General fund excluding pension reserve	328	357	312	784
Pension reserve	(3,157)	(3,670)	(3,157)	(3,670)
General fund including pension reserve	(2,829)	(3,313)	(2,845)	(2,886)
	1,239	755	1,193	1,152

The accounts on this page are a summary of the sportscotland Group Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the sportscotland Group. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH12 9DQ.

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## Financial Summary

The following are details of amounts spent directly on individual sports for sportscotland's financial year ending 31 March 2004.

Sport	Grant in Aid to the Scottish governing body 2003/04	Other investment to the sport through sportscotland programmes 2003/04	Total 2003/04	Total 2002/03
Angling	22,550	0	22,550	50,430
Archery	6,000	8,626	14,626	29,022
Athletics	287,640	340,329	627,969	600,272
Badminton	179,630	173,476	353,106	2,025,951
Basketball	133,918	87,378	221,296	167,623
Billiards/Snooker	0	2,215	2,215	3,757
Bobsleigh	0	4,000	4,000	8,470
Bowling	16,700	389,959	406,659	258,511
Boxing	25,000	130,364	155,364	142,095
Canoeing	100,561	110,850	211,411	192,061
Cricket	238,175	128,462	366,637	326,067
Croquet	1,500	21,840	23,340	31,504
Curling	71,846	102,538	174,384	131,946
Cycling	89,037	98,291	187,328	390,370
Dance & Movement	34,333	0	34,333	47,500
Equestrian	37,730	85,825	123,555	182,370
Fencing	20,000	24,017	44,017	68,768
Woman's Football	25,100	59,653	84,753	0
Football	255,113	1,475,342	1,730,455	1,489,975
Golf	480,967	436,241	917,208	918,428
Gymnastics	126,763	52,280	179,043	195,830
Hang/Paragliding	1,000	0	1,000	1,000
Hockey	299,253	302,064	601,317	539,656
Ju-Jitsu	2,000	0	2,000	2,000
Judo	140,000	152,426	292,426	247,786
Karate	11,500	15,321	26,821	38,259
Lacrosse	8,500	0	8,500	19,500
Motorsport	0	19,310	19,310	128,739
Mountaineering/Climbing	52,000	862	52,862	166,220

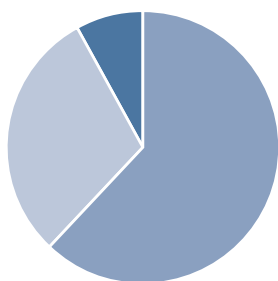
<b>Sport</b>	<b>Grant in Aid to the Scottish governing body 2003/04</b>	<b>Other investment to the sport through sportscotland programmes 2003/04</b>	<b>Total 2003/04</b>	<b>Total 2002/03</b>
Netball	59,513	46,054	<b>105,567</b>	34,244
Orienteering	38,820	24,583	<b>63,403</b>	98,489
Parachuting	0	0	<b>0</b>	0
Pentathlon	3,512	6,136	<b>9,648</b>	6,267
Rowing	17,000	85,799	<b>102,799</b>	159,879
Women's Rugby	0	0	<b>0</b>	53,029
Rugby Union	582,666	95,134	<b>677,800</b>	707,748
Rugby League	6,000	0	<b>6,000</b>	9,000
Sailing	220,210	187,402	<b>407,612</b>	345,121
Shinty	82,330	29,241	<b>111,571</b>	73,000
Shooting	42,500	29,228	<b>71,728</b>	105,191
Ice Sport/Skating	1,356	89,539	<b>90,895</b>	22,168
Snowsport	68,238	89,177	<b>157,415</b>	161,522
Squash	84,295	148,143	<b>232,438</b>	224,211
Sub Aqua	15,750	33,936	<b>49,686</b>	15,275
Swimming	288,852	1,290,687	<b>1,579,539</b>	1,187,599
Tabletennis	38,500	21,975	<b>60,475</b>	100,662
Tennis	82,088	224,201	<b>306,289</b>	601,310
Triathlon	8,000	102,466	<b>110,466</b>	163,014
Tug of War	2,000	0	<b>2,000</b>	2,340
Volleyball	174,435	136,606	<b>311,041</b>	293,253
Waterskiing	23,365	17,500	<b>40,865</b>	36,826
Weightlifting	4,406	8,438	<b>12,844</b>	44,212
Windsurfing	0	0	<b>0</b>	26,974
Wrestling	4,000	10,098	<b>14,098</b>	32,659
Scottish Disability Sports	73,900	15,489	<b>89,389</b>	98,061
Scottish Sports Association	33,256	0	<b>33,256</b>	36,500
Multisport activities (e.g. sports and community facilities)	2,439,495	23,683,991	<b>26,123,486</b>	14,130,157
	<b>7,061,301</b>	<b>30,597,492</b>	<b>37,658,793</b>	<b>27,172,821</b>



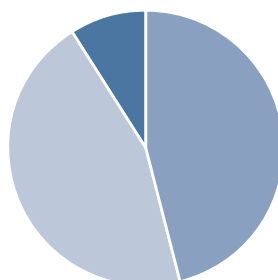
## Financial Summary

Grant In Aid, Scottish Institute of Sport and **sportscotland** Lottery Fund support

The figures identified below represent funding directed to Scottish sport by the **sportscotland** Group during the year.

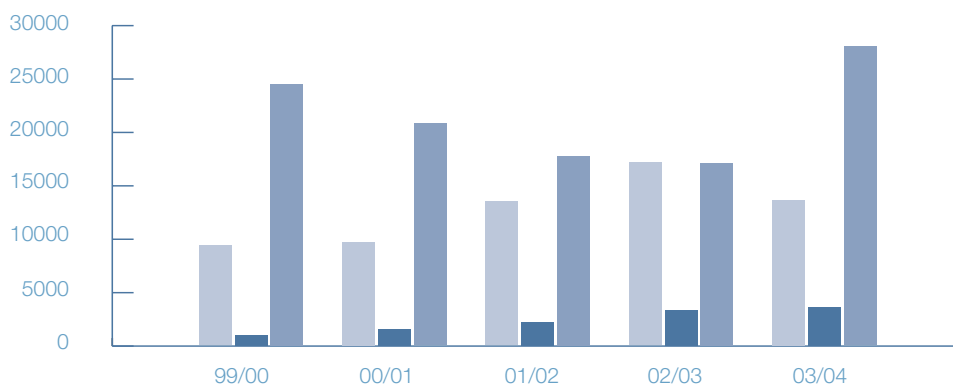


2003/04	
Grant In Aid	13,702.0
Scottish Institute	3,627.0
Lottery Fund	28,057.0
<b>Total</b>	<b>45,386.0</b>



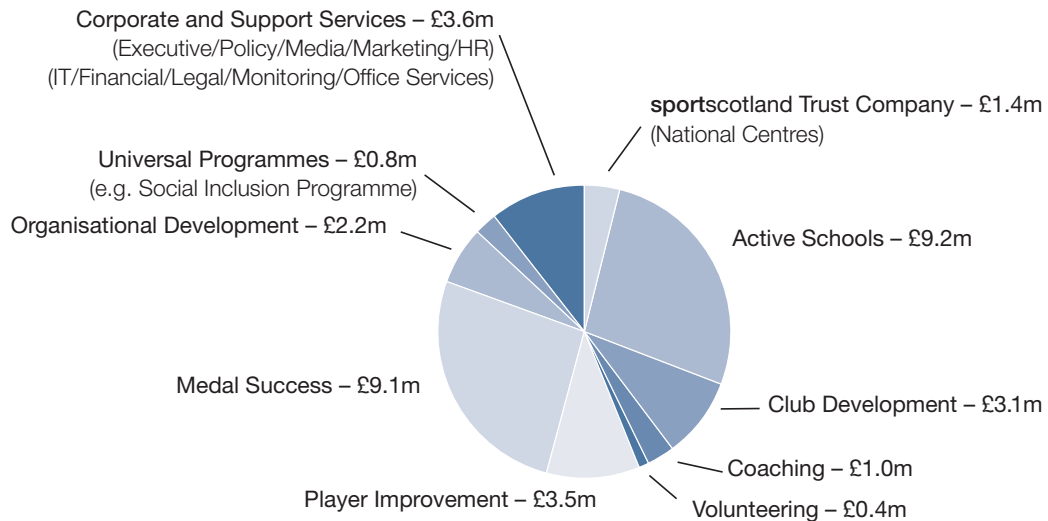
2002/03	
Grant In Aid	17,180.0
Scottish Institute	3,353.0
Lottery Fund	17,145.0
<b>Total</b>	<b>37,678.0</b>

2000 – 2004 Sporting Fund (£000)

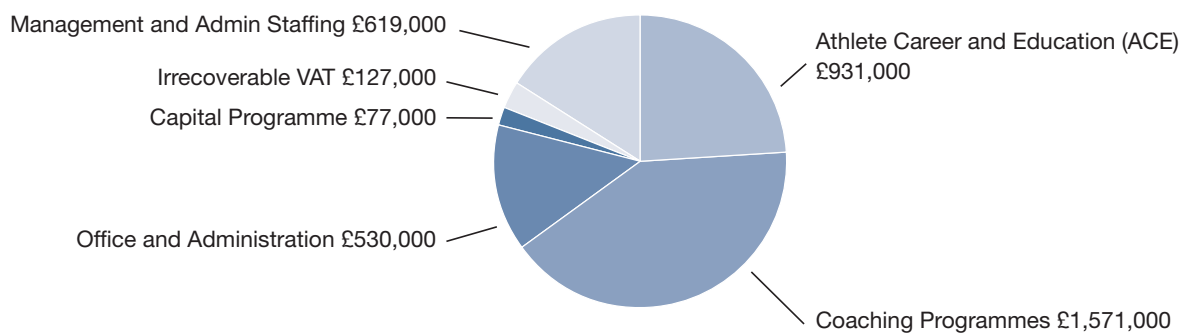


	1999/00	2000/01	2001/02	2002/03	2003/04
Grant In Aid	9,354.8	9,759.6	13,534.3	17,180.0	13,702.0
Scottish Institute	1,061.3	1,631.7	2,268.5	3,353.0	3,627.0
Lottery Fund	24,447.4	20,832.7	17,750.0	17,145.0	28,057.0
<b>Total</b>	<b>34,863.5</b>	<b>32,224.0</b>	<b>33,552.8</b>	<b>37,678.0</b>	<b>45,386.0</b>

sportscotland distribution of resources and awards made 2003/04



Distribution of Scottish Institute of Sport resources 2003/04



## sportscotland Board members 2003/04

**Alastair Dempster** Chairman  
**Ian Mason**  
**Louise Martin**  
**Ritchie Campbell**  
**Wai-yin Hatton**  
**Dr. Linda Leighton-Beck**  
**Prof. Nanette Mutrie** (until October 2003)  
**Alan Jones**  
**Atholl Duncan**  
**Fraser Wishart**  
**Kim Atkinson**  
**Steve Grimmond**  
**Stephen Wright** (from November 2003)

## Scottish Executive Assessor

**John Gilmour**

## sportscotland Directors and Centre Principals 2003/04

**Ian Robson** Chief Executive (until July 2004)  
**Iain Robertson** Director of Finance and Support Services  
**Stewart Harris** Director of Widening Opportunities  
**Colin Pearson** Director of Developing Potential  
**Ashley Howard** Director of Achieving Excellence (until April 2004)  
**John Kent** Principal of sportscotland National Centre Inverclyde  
**Bob Smith** Principal of sportscotland National Centre Cumbrae  
**Tim Walker** Principal of sportscotland National Centre Glenmore Lodge

## Scottish Institute of Sport

**Alistair Gray** Chairman  
**Anne Marie Harrison** Executive Director

## Commercial supporters

We wish to acknowledge and thank BP for their support during the last year.

## National and Regional Sports Facilities Strategy: planned facilities

Indoor sports arena with 200m track athletics training facility and sports hall, Glasgow, East End  
 6000-seat municipal stadium and indoor athletics training area, Glasgow, Scotstoun  
 Indoor football facility, Glasgow, Toryglen  
 Indoor athletics training facility, indoor football facility and sports hall, North Lanarkshire, Ravenscraig  
 6000-seat municipal stadium with indoor athletics training facility, sports hall and training facility for gymnastics, Edinburgh, Sighthill  
 Indoor football facility and indoor velodrome, Edinburgh, Hunters Hall  
 Upgrade to Royal Commonwealth Pool, Edinburgh  
 Regional indoor football facility, Falkirk, Falkirk Stadium  
 Curling Academy, sports hall, swimming pool and hockey pitch, Stirling, Forthbank  
 Indoor athletics training facility, indoor football and sports hall, Aberdeen, Linksfield

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