

Developing and supporting a world class sporting system

Summary of progress 2012 | 13



Putting sport first

sportscotland
the national agency for sport

Who we are

sportscotland is the national agency for sport. We are the lead agency for the development of sport in Scotland.

We passionately believe in the power of sport and the contribution it makes to life in Scotland. We invest our expertise, our time and public funding in developing a world class sporting system at all levels.

We work with partners to develop this sporting system, investing in and joining up the people, places, partnerships and planning that make sport happen:

- advising the Scottish Government and supporting delivery of its policies
- leading, supporting and coordinating key organisations involved in sport
- investing National Lottery and Scottish Government funding
- delivering quality products and services in targeted areas
- promoting the power of sport and the contribution it makes to life in Scotland
- collaborating with UK and international sporting systems to ensure Scottish sport is well represented and integrated
- adding value to major sporting events and additional investment

The Glasgow 2014 Commonwealth Games have provided the opportunity to accelerate our plans towards a world class sporting system.

In addition to our direct contribution to the Games themselves, we are working to ensure that Glasgow 2014 has lasting impact across Scotland. We are also supporting a range of related programmes that encourage people to get involved in sport.

Ultimately, we see a Scotland where sport is a way of life. In everything we do we act in the best interests of Scottish sport - putting sport first.

Overview

Having reached the halfway point of our four-year plan, the excitement surrounding Scottish sport is continuing to build.

The record-breaking performances of Scottish athletes at the Olympics and Paralympics were extraordinary to witness, before Andy Murray's triumph at the US Open and historic Wimbledon victory created another sporting icon to inspire our future champions.

And with the Sochi Winter Olympics and Glasgow Commonwealth Games now firmly on the horizon, Scottish sport has a chance to flourish yet again.

Back-to-back home Games have provided **sportscotland** with an unprecedented opportunity to accelerate our plans towards developing and supporting a world class sporting system at all levels in Scotland, and we are making significant progress.

We continue to improve the sporting infrastructure throughout the country, with a number of new facilities not only providing wonderful community access, but also attracting a host of world class international sporting competitions throughout the past year.

As part of our plans to develop club sport, the community sport hub programme is having a significant impact across Scotland, bringing local clubs together to promote community engagement and leadership.

The Active Schools Network is delivering record levels of success by providing more and better opportunities for children and young people to become involved in sport and physical activity, and is underpinned by the indispensable coaches and volunteers who are the lifeblood of sport in this country.

We continue to work closely with the Scottish Government, Scotland's 32 local authorities and Scottish governing bodies of sport, and I thank them, along with all of our partners for their dedication and support over the past twelve months. Finally I would like to thank the **sportscotland** board for their time, expertise and contribution to the work of the national agency.



Louise Martin CBE

Chair of **sportscotland**

Developing and supporting a world class sporting system

Our programmes

Our work is managed under six key programmes – linked and interdependent – which together support our focus on developing and supporting a world class sporting system.

These six programmes are:

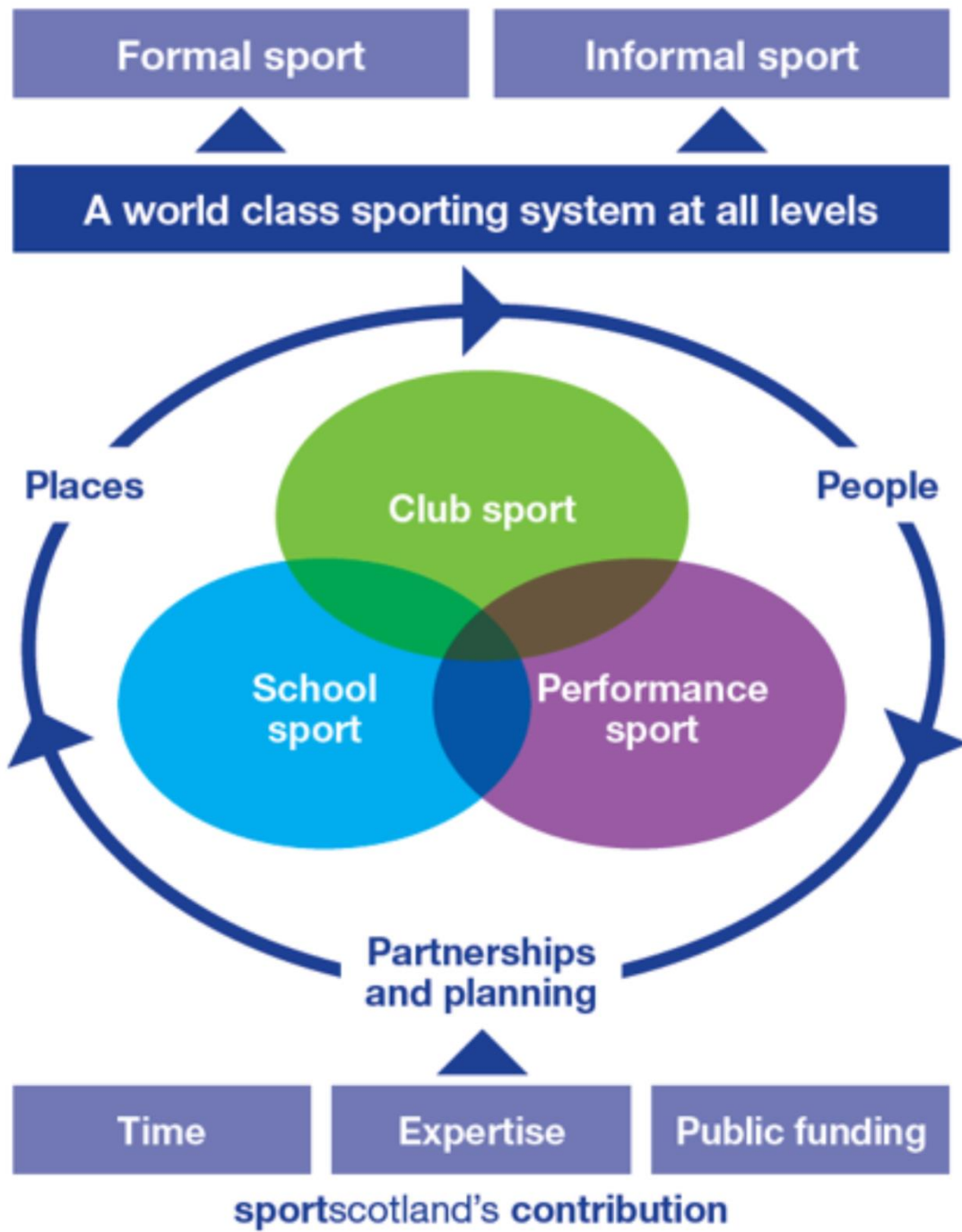
- School sport
- Club sport
- Performance sport
- People
- Places
- Partnerships and planning

Five changes

Our focus on developing and supporting a world class sporting system is driven by a person and athlete centred view of sport for Scotland. Our corporate plan therefore outlines five changes that people who participate in sport – or want to participate in sport – will see as a result of our work. They will:

- be supported by a range of people, competent at the level they need, working on the right kind of activities and in the right places.
- have a more accessible network of places where they can take part in sport and those places will better meet their needs and expectations.
- find that getting in to sport, progressing and achieving in sport and moving between sports will be easier.
- discover that making sport a part of life, throughout life, will feel more possible and more of their friends, family and colleagues will be involved in it.
- see, hear and read more about sport in their communities and about Scottish athletes on the world stage.

This summary document outlines the developments within each of the changes from 1 April 2012 to 31 March 2013, detailing progress against the changes.





People will be supported by a range of people, competent at the level they need, working on the right kinds of activities and in the right places.

sportscotland responds to this change through various programmes, including Active Schools, which aim to build capacity through the recruitment, retention and development of a network of volunteers to deliver sport. Through our work with young people we are improving access to training, development and leadership roles in school and club sport, and increasing opportunities for young people to engage in decision-making at national and local levels.

We recognise it is crucial to the delivery of sport and the achievement of success that we retain and develop our best coaches. sportscotland continues to provide a range of education and development opportunities for coaches at all stages of sport. Our work in club sport is ensuring coaches, officials and volunteers are supported, trained and qualified appropriately to deliver world class club sport. In performance sport we focus on attracting, retaining and developing specialist high performance staff.

Retaining and developing coaches and officials

sports coach UK courses

At an introductory level we supported the delivery of 203 sports coach UK workshops to over 1,000 participants nationally, mostly through work with Children 1st on the Safeguarding and Protecting Children courses. These courses ensure minimum standards and up-to-date practice across the coaching workforce are met. They are targeted at coaches and volunteers actively supporting school and club sport.

We are working with an external expert, supported by sports coach UK, to develop the quality of tutors and mentors to ensure coaches are better supported and training deliverers have the right skills.

UK Coaching Certificate (UKCC)

UKCC Level 1 'Fast Track' courses were developed and piloted across three sports, meaning candidates with qualifications in one sport only need to complete a shortened, reduced cost course to gain a qualification in a second sport. This year 33 coaches completed multiple qualifications in this way.

In total, during 2012-13, 3,763 candidates completed UKCC qualifications across 24 sports, bringing the total to over 17,000 qualifications achieved since 2007. Our investment has supported 21 Governing bodies of sport (SGB) coaching network posts and nine regional staff to improve the quality of coaching across the pathway.

Regional continuous professional development (CPD)

Our regional CPD programme has received extensive national support from SGBs and local partners, resulting in more opportunities for coaches to enhance their skills, linked to other support activities. During 2012-13, 45 CPD workshops were delivered across all six regions with 880 attendees. There was wide-ranging delivery of the Understanding Talent awareness sessions through the regional CPD programme.

Investment in SGB coaching programmes

We invested £290,000 in SGB coaching programmes that deliver against Coaching Scotland, which supports the education and development of the coaching workforce. This includes a wide range of activities that develop coach knowledge and experience, such as the design and development of CPD, up-skilling the tutor workforce and improving the quality of education products including mentoring and online training.

Sport tutoring

A professional development award (PDA) in sport tutoring has been designed to support our sport educator workforce. The successful delivery and impact of the PDA will ensure a high quality workforce to deliver coach, volunteer and professional staff development workshops, CPD and education opportunities across Scotland. During 2012-13, 80 candidates completed the PDA.

Officiating

sportscotland and Glasgow 2014's joint officiating project is providing support to technical officials to enable their development to have as many as possible available for the Games. The project supports officials to attend courses and provides opportunities to gain experience and skills at appropriate events.

We also supported the Reffin' Brilliant programme in partnership with Scottish Student Sport, which aims to provide a fun, affordable and easy chance to gain officiating qualifications in several sports. Participants receive ongoing support and opportunities for their first year of officiating. During 2012-13, 162 people attended Reffin' Brilliant courses.

Networking and training for the wider sport workforce

A series of networking events were delivered to support training and development of the sport workforce. Specific events included:

- An Active Schools manager's business meeting was attended by all 32 Active Schools managers
- An Active Schools and sports development networking day was attended by 59 people
- Three community sport hub lead officer development days, attended by 185 people in total
- The Scottish Sporting Workforce event was attended by over 200 people from local and national partner organisations

In March 2013 we delivered the sixth annual High Performance Conference which was attended by 161 people across **sportscotland**, performance representatives from SGBs and other high performance partners. The theme of the event was 'Winning Teams' and keynote speakers included Olympic gold medallist Katherine Grainger and Baroness Sue Campbell. The event included a wide range of workshops, including topics such as performing on home soil, staying healthy at major events and enhancing resilience in the performance environment. Feedback on the quality of the keynote speakers, the venue and the workshops was positive.

We started a new training and development programme for Scottish governing body staff, board members and other volunteers who work directly with SGBs. The programme, which is managed in partnership with the Scottish Sports Association, has seen training assistance in a range of subjects (including strategic planning; board governance; IT skills; and media and communication skills) delivered across 44 SGBs, with 400 attendees.

Developing the physical education workforce

Local PE action plans have identified the main challenges in delivering against the two hours/two periods of PE target. This has resulted in the appointment of PE lead officers across 27 local authorities who will work locally to drive progress towards the target and improve the quality of PE lessons. Ongoing recruitment is taking place across the remaining authorities.

Another feature of the action plans is further training for the workforce, in particular primary teachers. There will be a focus on developing a menu of CPD opportunities which will be offered to partners to enhance the PE experience and support the senior phase and new level four and five qualifications.

sportscotland and Education Scotland have worked in partnership to deliver a series of 'Raising the Bar' networking events across Scotland which are aimed at supporting primary and secondary teachers to deliver quality PE lessons. An initial two-day induction programme was held at **sportscotland** national sports training centre Inverclyde for the PE lead officers.

Recruiting, retaining and developing volunteers

Active Schools aims to provide more and higher quality opportunities for children to participate in school sport and to increase capacity through the recruitment of volunteers who deliver the activity sessions. During the academic year 2011-12, Active Schools teams worked with over 15,700 delivers, 84% of whom were volunteers.

Working together with organisations and individuals, including PE staff and Sports Development officers, the Active Schools Network also provides a wide range of opportunities connected to school and club sport.

Active Schools co-ordinate opportunities for children and young people to participate in sport before school, during lunchtime, and after school. Active Schools coordinators also build partnerships locally to develop schools to club pathways.

During 2012-13 we piloted and initiated the development of a training resource to support Active Schools coordinators in aspects of volunteer management. This project will be rolled out nationally in 2013-14.

Local example

Active Schools and sport development teams at Clackmannanshire Council have developed a programme that sees leadership training delivered to primary and secondary pupils throughout the year. Pupils then use their new skills to assist in the delivery of holiday camp programmes and after school sport sessions.

Engaging young people in decision-making

The Young people's sport panel is an integral part of **sportscotland's** commitment to help young people influence and lead sport in Scotland. Delivered in partnership with Young Scot, it is designed to give young people a voice in the future of Scottish sport.

A total of 178 young people, aged 14-24, from across Scotland, applied to be part of the panel. A series of interview days saw 37 applicants assessed and, in the end, 16 young people were selected.

The panel worked together to agree their priorities and values as a group and are playing an important role in representing the voice of young people across Scotland through their ideas, views and recommendations. Their two key roles are to influence and shape the future of sport in Scotland and to raise the profile of sport to young people.

The Young people's sport panel undertake projects across all aspects of Scotland's sporting landscape. Highlights from this year include:

- Attending the 2018 Youth Olympics bid
- Interviewing returning Olympics swimmers at Scotstoun as part of the Heroes Tour
- Providing feedback for **sportscotland** on the Children and Young People's Bill
- Meeting Shona Robison MSP and the **sportscotland** board
- Planning and delivering a workshop Scotland's Sporting Workforce event
- Participating in a consultation on the Youth Sport Strategy

Access to training, development and leadership roles

sportscotland finalised plans to work with YDance, Youth Scotland and the Youth Sport Trust on a new project called Active Girls. Active Girls will provide a range of training opportunities for practitioners to engage girls in PE, physical activity and sport, and focus on motivating and inspiring teenage girls to get active.

For most of the year the focus was on developing action plans for each partner and agreeing principles and areas for collaborative working. During this time all partners continued to deliver their existing programmes and transitioned to the new Active Girls programme in the latter half of the year with full roll out planned from 2013-14.

Fit for Girls

The three-year Fit for Girls (FFG) programme came to an end in 2010. A new approach was piloted with 14 schools in 2011-12 to increase girls' participation in two periods of quality PE. Building on the success and findings of the pilot, the FFG legacy programme was developed in 2012 and delivered in five local authorities.

The programme was delivered in partnership, by the Youth Sport Trust and **sportscotland**, as a component of Active Girls. Training for Active Schools coordinators and PE staff focused on providing knowledge, tools and skills which could be used to consult, plan and implement PE and physical activity programmes that would appeal to, and meet the needs of, girls and young women. To support the delivery of the training ongoing development of online training resources has been undertaken.

YDance Active

YDance, Scotland's national youth dance organisation, piloted new training workshops in schools for PE teachers, Active Schools coordinators and S1 to S6 girls. Over 350 girls from 15 local authorities participated in the award in dance leadership, and 106 teachers from four local authorities received CPD training in dance. The response to the training from local authority partners has been extremely positive.

Youth Scotland

Youth Scotland, the network of youth groups across Scotland, has continued to deliver the established Girls on the Move training. Twelve awards in dance leadership courses were delivered, eight at level 1 and four at level 2. Five 'Move it Essentials' training events were delivered.

Developing people through community sport hubs

One of the consistent activities across all community sport hubs is the development of the people that make sport happen. As hubs develop we are seeing local examples of best practice in people development.

Local example

Armadale Academy community sport hub's mission is to create as many opportunities for pupils to achieve success as possible, enhancing pupils' experience and building bridges with the local community. Two young people are involved in the hub's steering group and represent the views of young people in running the hub.

The hub recognises the need to provide pupils with vocational opportunities and works with the clubs involved to provide skills for work courses that see senior pupils becoming qualified coaches in various sports.

Developing people within performance sport

Major events preparation requires the right staff at holding camps to ensure athletes' immediate needs are met so they can perform. For the London Olympics, the British Olympic Association (BOA) recruited sports liaison staff from across the home countries to act as the link in the chain between the sports and the venue.

Altogether 18 **sportscotland** institute of sport (SIS) staff had the opportunity to get directly involved with the Olympics and their experience has allowed them to learn about dealing with the pressure of the days and weeks leading up to a home games.

Since the Olympics, the SIS staff who were involved have reflected on their experiences and have identified improvements within their specialist roles for 2014. Additionally, their experiences are helping the broader planning with SGBs and Commonwealth Games Scotland.

Coaching Matters

The performance coaching programme, Coaching Matters, is a partnership programme involving **sportscotland**, the University of Stirling and SGBs. It combines formal and informal learning environments to meet the needs of coaches and sports. Coaching Matters has evolved into three phases: a generic programme, a sport-specific programme, and one-to-one support and development for selected coaches.

The generic programme covers a range of topics such as coaching expertise, performance planning and coaching practice and has engaged performance coaches by facilitating learning and debate across sports.

The sport-specific programme allows each sport to hold a series of workshops specific to the sport to address their own issues. The sport often identifies an expert in the sport from across the world to facilitate a session. Topics have included talent development and physical preparation. During 2012-13, 37 workshops were held with a total of 209 participants attending.



People will have a more accessible network of places where they can take part in sport with those places better meeting their needs and expectations.

sportscotland responds to this change through its facilities investment programmes, including the Sports Facilities Fund and Small Projects Fund which utilises Scottish Government and National Lottery funding. We also manage investment programmes on behalf of Scottish Government, including CashBack for Sports Facilities and the Active Places 2014 Legacy Fund.

Through our work in school sport we are focused on improving access to the school estate. Through our work in club sport, we are focused on ensuring access to appropriate facilities for clubs to deliver world class club sport. In performance sport, as part of ensuring our athletes are the best ever prepared for major events, we are focused on appropriate access to world class performance facilities.

Understanding access to the school estate

sportscotland identified 'improved access to the school estate' as a key success measure in our 2011-2015 corporate plan. We commissioned a school estate audit to seek answers to the following questions:

- What sports facilities exist within the school estate?
- What sports facilities are available for use within the school estate?
- What is the current use of these facilities for sport?

The information we gathered demonstrates that there is already significant access to the school estate. The evidence suggests that programmed activities around, and management of, access could be stronger to maximise the benefits of school sports facilities. This information is significant and encouraging when considered alongside recent debate about opening schools for community use.

Having discovered that programming and not access is the main barrier to delivery of community sport in schools, we are now using this information to discuss improvements to the programming of activity with local authorities. Following a period of detailed consideration of the research we will announce further information on the findings.

Supporting the development of new sports facilities

We invested a total of £8m into 77 new sports facility projects through the Sports Facilities Fund using Scottish Government and National Lottery funding. This included 30 projects funded from the Small Projects Fund totalling £836k. We spent over £16m on existing Sports Facilities Fund projects, including an additional £7.5m of capital funding received from Scottish Government.

We worked with Scottish Government, the Scottish FA and Scottish Rugby throughout the year on the implementation of CashBack for Sports Facilities projects, with a total spend of £4.1m. We also led the development of the Active Places Legacy Fund for Scottish Government. This involved creating principles for the Fund, and managing the assessment process. A total of £1.3m was awarded to 23 projects in the first round of funding.

Over this period, the final two facilities funded through the National and Regional Sports Facilities Strategy opened their doors.

sportscotland invested £5m into the £37m refurbishment of the Royal Commonwealth Pool (RCP) in Edinburgh. The RCP will host the diving competition for the 2014 Commonwealth Games.

The British Swimming team selected the RCP to host its pre-games training camp for London 2012 after evaluating a number of UK and overseas options. Swimming clubs throughout Scotland were given the opportunity to witness the Olympic squad in action during a specially organised swimming, community and media open day.

sportscotland invested £15m into the Emirates Arena and Sir Chris Hoy Velodrome, the largest single award ever made into one facility. The facility will host track cycling and badminton during the 2014 Commonwealth Games and will be the permanent home to the Glasgow Rocks basketball team. It is also a new centre for community sport in the east of Glasgow.

The opening of major facilities means that Scotland can now attract a host of world class international sporting competitions, including the 2012 UCI Track Cycling World Cup and the 2015 World Artistic Gymnastics Championships, both at the Emirates Arena.

Facility planning

We provided strategic planning support for facilities to local authorities and SGBs in the following areas:

- Created new or updated pitch and/or facility strategies with seven local authorities
- Undertook detailed facility planning modelling for four local authorities
- Worked with three SGBs to develop a strategic approach to the facility needs of their sport
- Engaged with 18 local authorities reviewing their local or strategic development plans

In relation to our role as a statutory consultee, we received and responded to consultations in relation to 57 planning applications affecting pitches or other outdoor sport facilities. We also continued our work with partners in the outdoor and adventure sport area, including national parks, the National Access Forum and national marine planning.

Developing facilities for community sport hubs

Key outcomes for community sport hubs include improved access for local people and sports clubs at affordable prices, through involvement in local facility planning and programming. **sportscotland** is supporting facility development needs identified by community sport hubs

Local example

Craigie community sport hub identified that improving its pavilion would provide a better environment for young people in the clubs, a social space for the community to gather and a multi-purpose space to bring the wider community to the pavilion.

The new pavilion is a much improved site in the heart of the community and has started offering fitness classes to local residents. **sportscotland** recently awarded the hub a £4,800 grant from Awards for All to develop a feasibility study and business plan to develop a 3G pitch on the site.

Supporting elite training environments

Through the facility access review group we continue to negotiate formal agreements to ensure elite athletes can access our world class performance facilities at protected times. This group has provided clarity on associated internal roles and responsibilities and developed a risk-based tracking system to support the management of the agreements.

We now have a number of recognised elite training environments in Scotland which are attracting British and Scottish athletes across a range of sports to live and train in Scotland.

British programmes in Scotland include curling, swimming, judo and Nordic skiing. British athletes are training in Scotland for badminton, target shooting, swimming, taekwondo, hockey, canoeing, triathlon, rowing, cycling, weightlifting and indoor athletics.

Scottish athlete personal awards, Winning Students and other bursary schemes are helping make Scotland a supportive environment for elite athletes.



People will find that getting in to sport, progressing and achieving in sport, and moving between sports will be easier.

sportscotland responds to this change through its work in Active Schools, which is focused on ensuring there are more and higher quality opportunities to participate in sport within schools.

This change is also represented through our work in club sport, supporting clubs to offer a range of opportunities and ensure that talent is supported to progress.

Finally, in performance sport, we support SGBs to develop strong, robust plans that will improve opportunities to perform in their sport, and we provide direct support services to athletes to prepare them for targeted events.

Community sport hubs

Community sport hubs aim to provide more opportunities to participate in sport and physical activity, a home where a range of local sports clubs can work together, and a welcome and safe place to take part in sport and physical activity.

Considerable progress has been made with community sport hubs. All 32 local authorities have plans in place, ensuring that local sport clubs are being supported across Scotland. As at the end of the 12-13 financial year, we had 159 potential sites with 105 currently being developed. Currently 51% of planned hubs will operate within the school estate against the government's target of 50% of hubs in schools by 2015.

Two years after its launch, the community sport hub programme is having an impact on local communities. People involved in the hubs are speaking with their local communities to understand their needs, which is leading to bespoke solutions for each hub. Considerable work has focused on developing the community sport hub monitoring system (HUBSMO) to enable us to monitor and evaluate the impact of local hubs. The data will also help the hubs proactively plan and develop, emulating the way in which the Active Schools data is now being used.

Local example

The community sport hub at Aberdeen Sports Village is the first disability sports hub in Scotland and provides support and advice to people with a physical, sensory or learning disability in the north east. The hub offers people with disabilities, plus their family and friends, the opportunity to participate in a range of activities, tailored to suit all ages and abilities.

This year the hub has extended the range of activities on offer to include a wheelchair basketball team and inclusive athletics and badminton clubs for adults. The wheelchair basketball team was developed in response to requests from participants. The hub approached Grampian Flyers and has worked with them to develop and establish the team. The hub is also in discussion with the Scottish FA's disability development manager to establish a power chair football league within the city and identify football clubs who could accommodate a disability team.

Working with partners

In partnership with Education Scotland, we held strategic meetings with all 32 local authorities to discuss support for the implementation of the target to deliver two hours/two periods per week of physical education (PE) in Scottish primary and secondary schools respectively. Commitment was secured from all 32 local authorities to work towards delivering this target and all have submitted PE action plans. An investment of £5.8m is being used to support local authorities to deliver on their action plans.

We continued to develop our portfolio of additional specialist support for SGBs, which now includes the following services:

- independent development audits
- externally-sourced expert resource services in human resources, legal and finance
- staff and board training programmes
- strategic support and intervention
- Project Fusion, which focuses on membership systems
- equality and safeguarding of vulnerable groups and children

To support SGBs with strategy and planning for sport, we led the development of a strategy for Scottish Rowing and a plan for Scottish Shooting, which led to significant corporate governance restructures.

In December 2012 we launched the revised SGB development audit process, which includes a range of audit options proportional to investment and risk levels. After a tendering exercise, KPMG was appointed to carry out the audits and a self-assessment audit tool was developed to further support SGBs. During 2012-13 10 SGBs went through this new audit process.

Project Fusion has delivered new membership management systems to four SGBs. Altogether 12 SGBs have now received this additional support. These systems improve the

member experience when interacting with the governing body and provide a range of administrative solutions.

We have continued to work closely with all 32 local authority partners and their respective trusts. We have focused on the management and implementation of their strategies or integrated plans shared across our agreed outcomes and priorities.

Getting into sport

Clubgolf

The Clubgolf programme was established in 2003 as part of the Scottish Government pledge to introduce every nine-year-old in Scotland to golf. Since 2003, over 250,000 young people have had the chance to experience golf in school.

Supported by the education sector and Active Schools, this programme helps ensure the transition of young people into club coaching programmes. Ultimately the aim is for young people to continue to progress to clubs, become junior members and enjoy the game for life.

2012 was a record-breaking year for Clubgolf with a total of 40,234 P5 school children getting a taste of the game. This was an increase of 2,000 on the previous year.

Local planning for sport

sportscotland continues to support improvement in planning for sport across local and national partners, helping to ensure the infrastructure is strong and can provide opportunities for people to get involved in sport in whatever way they choose.

At a local level we support local authorities to develop school and club sport plans. The quality of plans is measured against a six-point assessment scale with key improvement areas developed and taken forward. By the end of 2012-13 all 32 local partners had strategic plans in place for Active Schools, community sport hubs and physical education.

Progressing and achieving in sport

Our greatest team

Team GB	Paralympics GB
Over 60 Scots achieving selection criteria	Over 30 Scots achieving selection criteria
55 Scots on team (10% of team)	27 Scots on team, (9% of team)
13 Scottish Olympic medals	11 Scottish Paralympic medals
Medals across 9 sports	Medals across 5 sports
2 bronze medals (11% of GB total)	2 bronze medals (5% of GB total)
4 silver medals (24% of GB total)	6 silver medals (14% of GB total)
7 gold medals (24% of GB total)	3 gold medals (9% of GB total)

Over 85% of medal-winning Scots at London 2012 have been part of the Scottish sport system and we continue to focus on building a world class high performance system for Scotland while contributing to building a world class system in the UK. During 2012-13 the **sportscotland** institute of sport (SIS) supported over 600 athletes across 40 sports.

We continued to see strong results on the world stage at targeted major competitions and we are on track to achieve our best ever cycle of success for Scottish sport, across the London 2012 Olympics and Paralympics, the Sochi 2014 Winter Olympics and the 2014 Commonwealth Games.

We ensured that our athletes were well prepared for Team GB and Paralympics GB in London with 100% of those selected making it to the start line fit and healthy and ready to compete. As a result we were a major contributor to British Olympic Association (BOA), British Paralympic Association (BPA) and UK Sport goals for 2012. This included record numbers of Scots on Team GB and Paralympics GB as well as a record medal-winning tally and performances as outlined in Table 1 above.

Scottish governing body planning and support

In performance sport we continued to deliver the Mission 2014 process, which supports the 17 Glasgow 2014 Commonwealth Games sports to develop robust performance plans as part of the annual investment process.

In addition, 2012-13 we input into the evaluation and review of all 27 of the Olympic and Paralympic sports' plans for the Rio cycle, as well as the 50 performance plans.

We have worked closely with a number of SGBs to support them to understand and develop more effective selection and development strategies for their athlete pathway. Criteria has been adapted and wider education has been rolled out for swimming, judo, curling, triathlon, hockey, gymnastics and cricket.

Over 100 Scottish athletes have been named on UK Sport world class funding programmes, supporting the current and future talent pool. This figure has remained stable over the last two years.

Athlete personal awards

sportscotland athlete personal awards is a three-year initiative which offers an annual financial award of £5,000 or £10,000 to individual athletes who are considered to have the potential to deliver a medal winning performance at the Glasgow 2014 Commonwealth Games and, in exceptional cases, for Sochi 2014.

The awards are intended to help athletes cover training, competition and living costs, recognising that this financial support can be invaluable for athletes looking to make steps towards medal success at major events.

This year 45 athletes across 13 sports received awards totalling £204,000, and in 2012-13 a further £329,917 was invested, bringing the total number of recipients of individual awards to 61 athletes across 14 sports. A further 30 athletes were supported by team awards to cycling, badminton and women's hockey.

Growth mindset and attitudes in parents and athletes

We continue to develop attitudes and growth mindset and, as a consequence, we are beginning to hear a new kind of language with demonstrable behaviours now showing through from athletes, coaches, peer groups and families.

We completed direct delivery and mindset assessment with a limited number of athletes to help better understand how to use key ideas to improve performance. We also provided a practical advice service to athletes and SGBs to maximise the potential of talent transfer opportunities.

This year also saw the creation and delivery of a pilot programme to educate parents to better understand talent and their role in developing young athletes. This was delivered through partnerships with SGBs, internal staff and regional contacts to over 200 parents in four locations.

We continued to work internally to ensure consistency of messages in wider **sportscotland** projects impacting on the talent pathway.



People will discover that making sport a part of life, throughout life, will feel more possible with more of their friends, family and colleagues involved in it.

sportscotland responds to this change by motivating and inspiring young people to participate in sport through Active Schools, and through our work with young people, which increases opportunities for young people to motivate and inspire their peers. Active Girls increases opportunities for girls and young women to participate.

Our work in club sport ensures that more people take part in club sport across their lifespan by bringing communities together and offering opportunities for people at different stages and from different backgrounds.

Motivating and inspiring children and young people to participate in sport

Active Schools

Across Scotland, Active Schools is supporting local initiatives that aim to inspire and motivate young people to participate in sport.

Significant progress has taken place across the key programmes within school sport. Active Schools continues to be the flagship programme with 4,498,837 participant sessions undertaken by children and young people before school, at lunchtime and after school during the 2011-12 academic year.

During 2011-12 academic year, an updated monitoring system (ASMO) was implemented which enabled a more thorough scrutiny of recorded data to be undertaken. The new system has allowed reports to be generated and checked down to specific school and activity level, and has supported the planning and leadership of the workforce, with Active Schools managers using the data to directly influence and shape their programmes.

Local example

Supported by the local Active Schools team, Going for Gold is an accreditation initiative designed by Falkirk Council which aimed to encourage primary school children to lead healthy and active lifestyles by using the London 2012 Olympic and Paralympic Games as an inspiration.

The accreditation was a 20-week process where schools worked towards gold, silver or bronze status through the achievement of 12 outcomes ranging from sport-specific taster sessions and participation in festivals and events to global partnerships with schools in other countries. Active Schools provided each school with its own Olympic flame feature that they updated as they achieved each outcome. All schools who achieved gold, silver or bronze status received a certificate and were eligible to nominate themselves for the 'Going for Gold' trophy which was presented at the Active Schools Awards Ceremony in June 2012.

The project received the London 2012 Inspire Mark and is now being re-branded as 'Going for Glasgow'. It will be rolled out to schools in the 2013-14 academic year.

National School Sport Week and World Sport Day

The 2012 National School Sport Week event saw 1,951 schools register to participate, which equated to 76% of schools in Scotland. Schools got involved in many different ways, from hosting their own opening ceremony to showcasing the sports, cultures and traditions of the Olympics and Paralympic teams from around the world.

London 2012 World Sport Day took place on 25 June 2012 and was a chance for schools and communities across Scotland to celebrate the athletes and cultures of the world and support the teams competing in the coming games.

By supporting students and teachers to bring the seven Olympic and Paralympic values into schools, National School Sport Week and World Sport Day helped build a legacy beyond the London 2012 Games, based on friendship, excellence, respect, inspiration, determination, courage and equality.

Young Ambassadors

The role of a Young Ambassador (YA) is to motivate and inspire other young people to participate in sport. This can be achieved by raising awareness of opportunities to participate in sport in schools, clubs and community sport hubs; promoting active lifestyles; and raising awareness and using the excitement of all major sporting events. YAs have a pivotal role in their school and wider community. They are advocates, role models and leaders of other young people.

In 2012-13 the programme was expanded and every secondary school in Scotland was given the opportunity to identify two young people between the ages of 14 and 17 to

become involved. There are now over 660 YAs in Scotland and the programme currently covers 90% of secondary schools in Scotland.

sportscotland worked in partnership with the Youth Sport Trust to deliver eight regional YA conferences across Scotland, which allow new YAs to come together to hear from experienced YAs and inspiring Olympians, Paralympians and Commonwealth Games heroes.

Lead 2014

Lead 2014 aims to harness the enthusiasm of young people and help create the next generation of young sports leaders. Through a series of training conferences young people are supported to develop the leadership and event management skills necessary to organise and deliver a Commonwealth Games themed festival. Lead 2014 is delivered as a partnership between **sportscotland**, the Youth Sport Trust and the Glasgow 2014 Organising Committee.

Active Girls

As part of YDance Active, day dance workshops have been delivered to 1,943 participants in 82 schools across 13 local authorities. The Girls on the Move project has continued its work in prisons with a focus on Cortonvale Prison, Stirling. Following delivery of two dance leadership courses, the dance leaders supported a mass participation event with prisoners.

Positive Coaching Scotland (PCS)

Positive Coaching Scotland (PCS) is a cultural change programme designed to create a positive and progressive environment in youth sport by encouraging and supporting young people to stay in sport for longer and reach their full potential.

By targeting all key influencers in a young person's sporting life - parents, coaches, club leaders and teachers - PCS has the opportunity to transform youth sport in Scotland. It ensures that a healthy club culture becomes sustainable and there is a constant positive influence, regardless of turnover of volunteers.

PCS is delivered in partnership by **sportscotland** and the Winning Scotland Foundation. The initial three-year roll out of the programme was completed in March 2013 and included a two-year external evaluation. The programme is now being engaged in all 32 local authorities and across four sports: football, rugby, basketball and athletics. A further two sports, golf and swimming, are deciding how it should be rolled out.

During 2012-13, 495 workshops were delivered to 7,766 participants, bringing the total workshops delivered over three years to 894 with 14,218 participants.

Self-reported behaviour change after workshops included:

- After the workshop, 83% of participants said they intended to change their behaviour
- A follow-up survey indicated that 87% had changed their behaviour in the six to eight weeks after the workshop.

Engaging communities and clubs

Community sport hubs aim to be strong organisations that bring together self-sustainable sport clubs/organisations using an integrated approach with local partners. A number of community sport hubs have brought clubs together and provided open days for their local communities to try a variety of different sports in the one location on one day. This approach has been popular in helping clubs grow their membership and providing an opportunity for the hubs to speak to members of the community about what they want to get involved in and when.

Local example

The Milngavie and Bearsden Sports Club is an established multi sport club with its own facility, working to grow membership, its range of activities and income streams. In 2012-13 the hub ran a number of events to advertise the activities available.

The join-in day attracted around 2,500 people to the hub, including a family who have never visited the facility before – following the event, the children attended the activity camp for kids and now the whole family has taken out a membership of the tennis section.

This is just one example of the effect of encouraging people to come and look at the facility and see what activities are available. Facility usage has increased in the past year along with a rise in club membership.

Investing in clubs

Through **sportsmatch** and Awards for All we continue to invest in the needs of sport clubs. These annual awards of up to £10,000 have helped more clubs recruit and train new coaches and volunteers as well as develop the coaches that are already involved in the clubs. During 2012-13 we invested £228,914 in 63 sport clubs through **sportsmatch** and £933,380 in 196 sport clubs through Awards for All.



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People will see, hear and read more about sport in their communities and about Scottish athletes on the world stage.

sportscotland responds to this change through its work in media and communications. We work closely with Active Schools teams across Scotland to support them to raise the profile of Active Schools, and the role and contribution of Active Schools coordinators. We seek greater recognition of young people's contribution to influencing and leading sport in Scotland.

Our people programme aims to raise the profile of coaches, volunteers and officials throughout Scotland. Through our work in club sport we aim to raise the profile of club sport and its successes. We continue to promote the success of Scottish athletes through local, regional and national media channels.

Profiling Scottish athletes on the world stage

During the months before, during and after the London 2012 Olympics and Paralympics, **sportscotland** was successful at raising the profile of Scottish athletes and their successes on the world stage. In total 95 media pieces were recorded in relation to performance sport during July, August and September 2012.

There were 22 media pieces in total during the Games period that were generated by coverage of the Scottish athletes' record breaking achievement at the 2012 Olympics, the success of Scots in London, and success at Games and legacy. This included eight live TV and radio interviews on programmes such as Scotland Tonight, Good Morning Scotland and Sport Nation.

Following London 2012, Scottish athletes continued to be a focus in the media due to the profile generated by the homecoming parade in Glasgow, organised by **sportscotland** and Glasgow Life. An estimated 50,000 people lined the streets of Glasgow to welcome home the Scots on Team GB, with the parade dominating the Scottish media on the day.

Profiling sport in communities

Young people

This year's Lead 2014 events were launched with a press release and photo call that brought coverage in The Herald, the Evening Times and Radio Clyde. Subsequently, seven regionalised releases were issued for each of the conferences, which led to five pieces in local and regional newspapers and radio.

Since being launched, the Young people's sport panel members have been covered by a range of media outlets. The initial media release brought coverage on Real Radio and a further 16 localised media releases for each of the panel members resulted in over 20 media pieces.

Coaching, Officiating and Volunteering Awards

The **sportscotland** Coaching Awards were launched in 2010. In 2012 they were expanded to include two new categories, covering officiating and volunteering, in addition to coaching, and rebranded as the **sportscotland** Coaching, Officiating and Volunteering Awards. The awards recognise the excellent work of coaches, officials and volunteers throughout the country.

2012 was the most successful year to date for the awards in terms of the numbers of nominations and media coverage. There were 189 nominations for the national awards, covering 41 sports and 31 local authorities. This was a 42% increase from 2011-12.

National winners received a certificate, an inscribed memento and a cheque for £300 towards their development. This was presented at local award ceremonies, which were attended by over 850 people. All six Scottish winners were nominated to the UK Coaching Awards and two were finalists at this event, including James Ross, a cricket coach from Kinross who was Scotland's Young Coach of the Year, and Lauren Millar, a gymnastics coach from Edinburgh who was Scotland's Community Coach of the Year.

The awards received significant national, regional, and local media coverage, including nine press releases to cover the national winners, which resulted in over 20 media pieces. Coverage highlights included The Herald, stv online (including a video interview with the winner) and the Evening Times. Social media and web coverage on SGBs and other partner's websites increased the coverage further.

Many local authority and SGB partners also deliver their own awards using similar categories to the **sportscotland** awards. In total there were 390 nominations for national, regional and local awards.

Community sport hubs

Community sport hubs are raising the profile of sport in their communities by providing a social environment that engages members of the community and promoting genuine community engagement and leadership.

In some cases hubs have been successful in attracting media coverage that raises the profile of their work. During 2012-13, 10 key pieces of media were secured around community sport hubs, including regional and local newspapers, and radio coverage. Highlights include a two page spread in the Aberdeen Evening Express and a piece in The Courier.

Local example

The community sport hub at Meggetland Sports Complex in Edinburgh has been bringing local people together to participate in sport, and providing a home for local clubs and sports organisations. In January 2013, Olympic gold medallist Katherine Grainger visited the hub to promote National Lottery funding for sport, which benefits both local initiatives like community sport hubs as well as athletes on the world stage.

Katherine joined junior members of St Andrews Boat Club and pupils from Longstone Primary School to provide inspiration and take part in one of the training sessions the centre offers. The visit received national and regional media coverage, including stv, The Herald, and the Edinburgh Evening News.

Profiling sport through corporate communications and events

The Sunday Mail and **sportscotland** Scottish Sports Awards recognise achievement in sport at all levels, from grassroots participation to elite sport. This year the ceremony was held at the Thistle Glasgow with over 500 attendees. In total there were 130 nominations across 11 award categories. The event was broadcast on national television with 209,000 adult viewers and 229,000 individual views.

sportscotland worked in partnership with National Museums Scotland to deliver the Scottish Sports Hall of Fame event in October 2012. The event saw an additional six of Scotland's greatest sporting heroes inducted into the Hall of Fame, which brings the total inductees to 93 athletes across 28 sports.

During 2012-13 we published two issues of Sport First magazine, which profiled 12 athletes and 10 sports. The summer 2012 issue was an Olympic special focusing on the final countdown to London 2012. The autumn 2012 issue focused on young people as the future of sport in Scotland. Distribution of Sport First was 2,000 on average with coverage across SGBs, local authorities, other public and third sector partners, government officials, MSPs and commercial organisations.

We further evolved the format of our annual review by promoting the majority of the content through our website and producing a shorter, more succinct version of the printed document. We also produced seven short videos highlighting local examples of the

changes in our corporate plan. The videos were posted on **sportscotland's** You Tube channel and have had nearly 3,000 pieces to date.

We continued to develop profile for sport via social media, with a particular focus on Twitter, Facebook and You Tube. From 2011-12 to the end of 2012-13 our followers on Twitter nearly doubled, from 5,000 to around 9,600. We had over 700 likes on the **sportscotland** Facebook page and 60 subscribers to **sportscotland.tv**, with just under 70,000 video views.

Closing remarks

I'm delighted that such significant progress has been made by the team at **sportscotland** in this year of our four year corporate plan. With a clear focus on our six linked and interdependent programmes we have made considerable strides in connecting our work in school sport to our work in clubs and the high performance system, creating a systematic pathway for Scottish sport.

As we strive for a Scotland where sport and physical activity are part of everyone's way of life, it is encouraging to see how many of our structures and programmes are already helping to accelerate that process.

In the past year, an emphasis has been made on systematically gathering data to show the impact our work is making, as well as influencing and shaping our future plans, which is evident in the progress made with the Active Schools and Community Sport Hubs monitoring systems.

Active Schools remains the flagship programme within school sport and it continues to go from strength to strength through our strong partnerships with all 32 local authorities. In 2012, ClubGolf also enjoyed a record-breaking year, with over 40,000 primary five children being introduced to the sport. Connections between schools and clubs have been strengthened through our community sport hub programme, with plans for at least 50 per cent of the 150 hubs to be based in schools.

With a commitment to developing coaches and volunteers, coupled with investing Scottish Government and National Lottery funding into facilities across the country, the link with high performance sport is also being enhanced.

The Commonwealth Games in Glasgow will provide us with another key milestone in our journey towards developing and supporting a world class sporting system at every level throughout Scotland.

We are delivering as we progress through our plan, but none of this would be possible without the expertise and commitment of our staff and partners, and I thank you all wholeheartedly for that and for your commitment and shared passion to make Scottish sport the very best it can be.



Stewart Harris
Chief Executive of **sportscotland**

Financial information

The following are details of amounts (£) invested in individual sports for the **sportscotland** financial year ending 31 March 2013

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT*	OVERALL TOTALS 12/13
Angling	106,426	1,500	107,926
Archery	19,000	384	19,384
Athletics	985,000	20,843	1,005,843
Badminton	677,260	-	677,260
Basketball	384,250	36,110	420,360
Bowling	333,167	21,373	354,540
Boxing	370,000	11,864	381,864
Canoeing	393,750	31,827	425,577
Cricket	434,165	58,121	492,286
Croquet	2,000	-	2,000
Curling	453,450	235,389	688,839
Cycling	188,750	47,402	236,152
DanceSport	4,500	-	4,500
Equestrian	207,300	5,343	212,643
Fencing	53,000	5,062	58,062
Football	1,295,000	114,215	1,409,215
Golf	1,015,000	22,745	1,037,745
Gymnastics	714,900	47,925	762,825
Handball	29,000	1,600	30,600
Hang-gliding/paragliding	1,000	-	1,000
Hockey	903,500	57,756	961,256
Judo	425,400	237,454	662,854
Jujitsu	3,000	-	3,000
Karate	30,000	750	30,750
Lacrosse	15,000	3,000	18,000
Modern Pentathlon	34,500	-	34,500

* Investment through **sportsmatch**, Awards for All, support services to SGBs and performance programmes managed in-house.

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT*	OVERALL TOTALS 12/13
Mountaineering/climbing	155,300	1,117	156,417
Netball	325,000	18,613	343,613
Orienteering	57,750	17,601	75,351
Rowing	134,270	22,814	157,084
Rugby league	26,500	-	26,500
Rugby union	948,770	51,878	1,000,648
Sailing	418,500	9,350	427,850
Shinty	150,500	18,873	169,373
Shooting	30,000	391,994	421,994
Snowsport	222,000	94,934	316,934
Squash	297,025	7,226	304,251
Sub aqua	15,000	5,000	20,000
Swimming	1,368,750	33,710	1,402,460
Table tennis	35,360	88,073	123,433
Tennis	362,100	52,911	415,011
Triathlon	307,000	4,750	311,750
Tug of war	2,500	-	2,500
Volleyball	201,625	2,344	203,969
Waterskiing	36,500	1,000	37,500
Weightlifting	-	32,500	32,500
Wrestling	133,000	99,443	232,443
Commonwealth Games Council	150,000	-	150,000
Scottish Disability Sport	543,600	10,000	553,600
Scottish Sports Association	72,000	-	72,000
Scottish Student Sport	40,000	-	40,000
Multi Sport	-	40,590,985	40,590,985

* Investment through *sportsmatch*, Awards for All, support services to SGBs and performance programmes managed in-house.

Sources of Funding

- Scottish Government Funding
- National Lottery Funding

Actual figures
2012 | 13

£m

49.336

31.008

80.344



Breakdown of expenditure

- Places
- People
- Partnerships and planning
- School sport
- Club sport
- Performance sport
- Effective organisation

Actual figures
2012 | 13

£m

20.656

2.103

8.819

14.017

2.297

13.345

11.138

72.375



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

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