



# Rising to the challenge

Annual Review 2008|09

Putting sport first

**sportscotland**  
the national agency for sport

# About **sport**scotland

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

Our aim is to increase participation and improve performance by investing in and joining up the people, places and thinking that make sport happen.

We passionately believe in the benefits of sport and the unique contribution it makes to Scotland's economy, health and identity. We see a Scotland where sport is a daily part of everyone's life and where Scotland consistently wins on the world stage.

We are a non-departmental public body, responsible to Scottish Government ministers. We are also a National Lottery Fund distributor.

We work with partners to build success for Scottish sport. We advise the Scottish Government and support the delivery of its policies; we lead, support and coordinate the key providers of sport; and we invest National Lottery and Scottish Government funding.

In focused areas we also deliver quality services. At the **sport**scotland institute of sport we provide high performance expertise to sport and athletes in Scotland. At our national centres we provide training and facilities for the outdoors, watersports and competitive sport.

In everything we do we aspire to act in the best interests of Scottish sport – putting sport first.



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# Rising to the challenge

Hosting the Commonwealth Games in Glasgow in 2014 will provide a fantastic opportunity to leave a lasting legacy and this was at the heart of the rationale for bidding. We have been working closely with the Scottish Government over the last year as they developed the Scotland-wide games legacy plan *On Your Marks – A Games Legacy Plan for Scotland* and we look forward to playing our part in its implementation.

True to our overall aim, our focus will be on increasing participation and improving performances in Scottish sport and over the next five years **sportscotland** will invest £25.5m on specific elements of the legacy plan. This investment will support athletes, improve facilities, develop coaching and help to create a network of community sports hubs across Scotland.

**sportscotland** will work in partnership with key stakeholders, including the Convention of Scottish Local Authorities, to develop these community sports hubs, which are designed to raise the profile of sport and physical activity in local communities, encouraging more people to get active. This approach recognises that quality, accessible and affordable facilities are a vital part of the participation equation.

Significant progress is also being made to ensure that enhanced performance pathways are in place in the 17 Commonwealth Games sports, which will help to deliver success in Delhi, London, Glasgow and beyond. This area of work was announced in 2008-09 and has already benefitted from an investment of £7.5m over three years from **sportscotland** and the Scottish Government, with a particular focus on coaching. This investment builds on our ongoing work in supporting performance pathways.

The first material assessment of our joint progress will come at the Commonwealth Games in Delhi, less than a year away. There has never been a more important time to harness our collective strength and expertise and clearly demonstrate how we can add value to the performance pathway, resulting in increased Scottish success.

While we have a lot to be positive about, we must also be mindful of the current economic climate. Our funding is secured until 2011, but **sportscotland** must anticipate budget pressures ahead.

We will continue to put sport first, but more than ever we must ensure that our partnerships are strong and that the sporting infrastructure works towards shared outcomes. We must also demonstrate how sport is a creative and cost effective solution which can contribute to the wider government agenda.

In a time of economic uncertainty, we all face difficult decisions when allocating resources. However, at the heart of all that we do is our unwavering belief in the unique contribution that sport makes to life in Scotland.

Sport has the ability to improve quality of life, reduce inequalities and bring communities together. Our vision is a Scotland where sport is a daily part of everyone's life and where Scotland consistently wins on the world stage. Our challenge is to realise this vision. I am confident that by continuing to adapt our ways of working together we can make it happen.

I would like to thank **sportscotland's** staff, our board members and our partners, including the Scottish Government, for their continued work and support during my first year as Chair of **sportscotland**. I look forward to continuing our work together.



**Louise Martin CBE**  
Chair



# Fit for the future

There's little doubt that the last year has been a challenging one for the **sportscotland** team, but as we stand today, I'm confident that we've never been better placed to lead and support our partners to develop sport in Scotland.



**sportscotland** is a re-energised organisation. In the last year we put in place a new management structure which has provided us with fresh ideas and innovative thinking. We embedded our merger with the institute of sport, strengthening the link between participation and performance. We continued to develop plans for a regional infrastructure which will bring partners closer together. And we relocated our head office to Glasgow, on time and under budget.

Against this context of organisational change, I am delighted to report that the last year has seen **sportscotland**, together with its partners, continue to deliver tangible results for sport.

We saw significant progress on delivery of the National and Regional Sports Facilities Strategy, with the opening of Toryglen Regional Football Centre in Glasgow and The Peak in Stirling. We helped over 1,900 coaches attain UKCC qualifications and we supported over 280 sports clubs through our Awards for All and **sportsmatch** funding programmes. We produced guidance for local authorities on the potential contribution of sport within Single Outcome Agreements and we invested £5.8m in Scottish governing bodies of sport. We also played our part in the most successful Olympic TeamGB in living memory.

This progress, together with the rest of the work described throughout this review, is testament to the professionalism of our staff, who ensured it was 'business as usual' while making difficult personal decisions about their own futures.

I'm delighted that many of our staff chose to stay with **sportscotland** and would like

to thank them for their work over the last year. I'm equally excited about the fresh thinking that our new team members will bring to the organisation. I would also like to acknowledge the contribution of the staff who chose to leave within the last year and wish them all the best for the future.

As **sportscotland** changes, so does the context for the provision of sport. Over the last year we have seen the national performance framework and the concordat between the Convention of Scottish Local Authorities and the Scottish Government mark a new era for public service delivery. We are embracing these new ways of working and developing outcome-based planning and reporting, while strengthening our partnerships to maximise our contribution to sport and to Scotland.

With so much change both within **sportscotland** and in the wider environment, we have undertaken a mid-term review of our corporate plan 2007-11. An updated corporate plan for 2009-11, which incorporates the **sportscotland** institute of sport, was published in June and future annual reviews will report against this plan.

This new corporate plan is the last stage in a period of significant change for **sportscotland**. With a re-energised team in place and re-aligned priorities, our organisation is now firmly focused on the future and playing a leading role in the team effort required to maximise the contribution that sport makes to the health and vibrancy of our nation.

**Stewart Harris**  
Chief Executive

# This review in context

In April 2007 we published *Our Plan*, sportscotland's corporate plan for 2007-11. It summarised our contribution to *Reaching Higher*, the national strategy for sport, and set out seven priority areas for our work.

On the following pages we outline our progress in 2008-09 in each of the priority areas outlined in this plan.

Following a mid-term review of *Our Plan*, in June 2009 we launched an updated and refreshed version of our corporate plan for 2009-11. This revised plan builds on the progress that we, together with our partners, have made in the last two years, and takes account of changes in our organisation, in public policy, in sport and in society. It features refreshed principles and priorities that will be reflected in the annual review for 2009-10.





## Our principles

The following principles are central to our policy and programme development and underpin all of our work.

### **1. Developing a strong infrastructure**

Sport is dependent on an infrastructure of people, organisations and facilities – we work to grow and sustain this infrastructure at local, regional and national levels.

### **2. Creating effective sporting pathways**

To make sure that anyone can progress their involvement in sport, we work to ensure that there is a pathway that enables people to participate and develop in sport at any level – and for life.

### **3. Embedding ethics and equity throughout sport**

We are committed to ethical and equitable sport: tackling discrimination, promoting equality of opportunity and ensuring safe and fair participation and performance.

## Our approach

Our approach is to work in partnership. We work with and bring together key organisations in Scottish sport, supporting them to develop and deliver their plans for sport. We invest our resources in shared actions which contribute to the national strategy for sport. In everything we do, we seek to add value and act in the best interests of Scottish sport.

Partnership agreements and annual action plans agreed with all **32 local authorities** as part of the second phase of Active Schools.

**Over 170,000 activity sessions\*** delivered in the first two terms of the 2008-09 school year.

Monitoring and reporting systems refined to ensure a **sharper focus** on national and local performance indicators.

**National identity** launched for the Active Schools Network.

\* Changes were made to the monitoring data gathered for the 2008-09 year in light of refreshed national priorities for the Active Schools Network. The figure quoted differs from previous years in that it does not include any information about activities held within curriculum time and only incorporates activities that are an agreed part of schools' Active Schools plan.





# Active Schools Network

In the last year we focused on establishing the second phase of Active Schools and embedding updated key priorities – recruiting and developing volunteers; improving sustainable pathways; targeting hard-to-reach groups; and ensuring high-quality project management.

2008-09 saw the start of the second funding phase of Active Schools and much of our focus was on ensuring that the new planning process and national priorities, developed by **sportscotland**, were implemented. By August, all 32 local authorities had signed up to Active Schools partnership agreements which set out the national priorities for Active Schools, and annual action plans which detail their local goals and priorities. Our partnership managers played an active role in the development of these local plans, sharing best practice and ensuring consistency of approach.

Ahead of the start of the new 2008-09 school year we worked in partnership with local authorities to achieve the most effective deployment of their staff according to local needs and circumstances. 81% of Active Schools Managers feel that this increased flexibility will improve implementation of the programme.

We also worked to ensure the processes and procedures which underpin our investment in the Network were as efficient as possible. This included streamlining the investment process and timescales to align with local authority financial years. We also refined our monitoring processes to focus more directly on national and local performance indicators.

Professional development continued to be a core part of **sportscotland**'s commitment to the Network. This included ongoing support for recruiting and retaining volunteers and the national rollout of Fit for Girls – a training programme for Active Schools Coordinators and PE teachers designed to help target increased activity of girls through sport. We also invested in upgrades to the Network Community online resource.

In response to feedback from the Network, we created a national identity for Active Schools designed to increase visibility with local and national stakeholders.

## Next steps

**Continue to increase opportunities for children and young people to participate in physical activity and sport.**

**Continue to focus on increasing the impact of the Network on priority areas and in local authorities across the country.**

**Support the Network by making national (and supporting local) links between Active Schools and the wider delivery of sport, to ensure the long term impact of the Network is maximised.**





Supported a further 11 Scottish governing body **workforce development plans.**

More than **1,900 coaches UKCC** qualified through the 4 delivery centres.

More than **4,400 coaches, volunteers and coach educators** trained over the year.

Reviewed the **Tutor Training Programme** and revised the training support pack.

# Coaching

For Scottish athletes to excel on the world stage, we need established, leading-edge communities of coaches. Last year we continued to expand our investment in, and support for, Scotland's coaches.

At a strategic level, we worked with a further 11 governing bodies to audit their coaching workforce and assess future demand for coaches through workforce development plans. We have now supported this process with 19 governing bodies.

We continued to support the four UK Coaching Certificate (UKCC) delivery centres and worked to increase the number of participating sports from 15 to 17. Between them, the four centres awarded over 1,900 certificates throughout the year.

We also continued to support Scotland's volunteer coaches through our coaching workshops. A total of 4,400 coaches – the majority of whom are volunteers – attended one of 342 workshops throughout the year.

Our support for Scotland's coaches also included a review of the **sportscotland** Tutor Training Programme and a revised training support pack – an important tool for supporting and delivering training across the country. We also continued our investment in, and support for, the Women in Coaching mentoring programme by funding 25 full scholarships for participating coaches.

The Coaching Network continued to deliver programmes and support in local authorities and governing bodies throughout the year. We funded 28 Network officers – 19 within Scottish governing bodies and nine within local authority areas.

## Next steps

**Continue to support the recruitment and training of coaches, including developing the work of the Coaching Network.**

**Work with Scottish governing bodies of sport to identify and address coaching needs and develop professional career paths in coaching.**

**Progress development and implementation of the UK Coaching Framework in Scotland, including reviewing, refreshing and raising the profile of Coaching Scotland activity.**





More than **£1.25m invested** in more than 280 sports clubs through **sportsmatch** and Awards for All.

Invested in **28 community regeneration plans** resulting in leadership and coaching qualifications for more than 1,100 young people.

**41 Fit for Girls workshops** delivered training in 210 schools across 25 local authorities.

# Community Sport

In 2008-09 we continued our support for sports clubs and community groups through our partnership work with local authorities and governing bodies, and through our funding programmes. We also continued to deliver a package of tailored, practical advice through the Help For Clubs website.

Our two community sport investment programmes, Awards for All and **sportsmatch**, delivered much needed funding to communities and local sports clubs across the country.

Despite the difficult economic climate **sportsmatch** continued to leverage commercial sponsorship for local sport. Last year we matched more than £250,000 in commercial sponsorship in more than 100 different sports clubs. The Awards for All scheme invested £1m of National Lottery funds into grassroots sport, helping to develop over 180 sports clubs across Scotland.

With support and investment from **sportscotland**, 28 local authorities produced community regeneration plans for sport which meant more than 1,100 young people qualified for leadership and coaching awards. Investment focused on areas that needed it most – 64% of these awards went to young people in areas of deprivation.

Together with the Youth Sport Trust, we began the national rollout of the Fit for Girls training programme, delivering expert advice to target girls and young women who are not engaging in conventional sport and physical education.

Our Help For Clubs website provides expert advice and resources for Scotland's sports clubs. The website continued to have sustained growth, with a 20% increase in page views over the year.

## Next steps

**Contribute to Scottish Government's Scotland-wide games legacy plan, including creation of community sports hubs in conjunction with stakeholders, including the Convention of Scottish local Authorities.**

**Ensure Awards for All and sportsmatch investment continues to support the development of sports clubs.**

**Continue to support Fit for Girls training in every mainstream secondary school in Scotland.**





Funded **80 full-time posts** in coaching and performance management.

Supported **25 Scottish governing bodies** in the development of performance plans.

**460 athletes supported** through the area institutes.

An additional **9 sports supported** through the area institutes, taking the total number of sports supported to 36.

# Performance Development

2008 was an exceptional year for Scottish performance sport, with many inspirational performances. A gold medal winner isn't created overnight – long-term investment and support are what bring results. We played our part in the team effort required to make success a reality.

Our focus in Performance Development is on providing expert planning advice and support for athletes and sport at every level. We take a long-term view in this area and our support is only part of the equation, but results like those in Beijing provide evidence of the impact of our work.

Last year we continued our support for Scottish governing bodies and the development of their performance plans. Our staff directly supported 25 Scottish governing body performance plans throughout the year. We also invested in 80 full-time coaches and performance managers within governing bodies to help us deliver against these performance plans.

The number of sports supported through the area institutes increased significantly from 27 to 36 sports. Importantly, the standard of this support also rose, with more practitioners and improved facilities and equipment.

Glasgow 2014 is clearly an important landmark for high performance sport in Scotland. Planning is well underway, with **sportscotland** working closely with the governing bodies to help develop plans and programmes that will ultimately identify and support athletes who will compete in Glasgow. Detailed preparation and support is now in place for the Vancouver Winter Olympic and Paralympic Games and Delhi Commonwealth Games in 2010.

## Next steps

**Support sports and athletes in final preparation for Vancouver 2010 and Delhi 2010.**

**Review and begin planning for winter sports in preparation for 2014 Winter Olympics and Paralympics.**

**Continue work with Olympic and Commonwealth sports in the lead up to London 2012 and Glasgow 2014.**

**Focus on the development of the regional sporting partnerships.**





Athletes supported by the institute won **5 Gold**, **5 Silver** and **3 Bronze medals** at the Beijing 2008 Olympic and Paralympic Games.

Undertook ground work on **a high performance strategy** for 2009-16.

Launched the first **Gold4Glasgow** talent identification programme.

Recruited **highly trained practitioners** in strength and conditioning, physiotherapy and physiology.

Helped to attract a **British programme** in swimming to Scotland.



# sportscotland institute of sport

The highest point of 2008-09 was, without doubt, the performance of the Scottish athletes on the British teams at the Beijing 2008 Olympics and Paralympics. The institute played an important part in ensuring that a record number of Scots made the team, and that they returned home with more medals than ever before.

After the success of Beijing, we undertook an extensive evaluation and assessment of all our Olympic and Paralympic sports. This review was in response to demand from sports and coaches to provide more specialist services – increasing the quality and intensity of services offered, as well as inputting our expertise. With rising demand on our resources it was important to agree key goals and priorities for the next phase of British sport – arguably one of the most important in our history.

The review identified the current position of all our athletes and sports relative to our aspirations for them in 2016 and beyond. As a result, we were able to make more informed decisions regarding Glasgow 2014 sports and the investments we make in them now and in the future.

## Planning and preparation

Thorough analysis and partner feedback has informed the evolution of the institute, making us more flexible in our engagement with sports. With the next phase of our development in mind, we began work on our *High Performance Strategy 2009-2016*. This strategy, which will be published in the next financial year, will help to ensure that we are able to respond more efficiently, and in a more integrated manner, to the new challenges that will be presented by Glasgow 2014.

Throughout this planning process, a key area of focus was the provision of quality services to all of our athletes across the whole of Scotland, through one fully integrated institute network. This joined-up approach will allow athletes to access services on a local basis, but through a centrally agreed approach.

## Maximising the opportunities

In January 2009 we set up Mission 2014, an initiative which aims to maximise the opportunities that the Commonwealth Games presents to sport and athletes, while minimising potential risks such as lack of facility access or lack of expertise to drive forward performance programmes.

At this stage we are building the solid foundations that will ensure there is a collective responsibility for Glasgow 2014, through working closely with the Scottish governing bodies of sport and the Commonwealth Games Council for Scotland. Our staff have worked proactively to encourage Scottish governing bodies to plan ahead, incorporating Glasgow 2014 within their performance plans. Thirteen of the sports that will be part of the Glasgow 2014 games will also be in London in 2012, so every effort is being made to work closely with UK Sport and British programmes to capitalise on our investment, using our collective resources to maximum benefit.





# Medal success

## Beijing 2008 Olympics

**6** Chris Hoy 3 Gold, cycling; Kath Grainger 1 Silver, rowing; David Florence 1 Silver, canoeing; Ross Edgar\* 1 Silver, cycling

## Beijing Paralympics

**8** Aileen McGlynn 2 Gold, cycling; Libby Clegg 1 Silver, athletics; Sean Fraser 1 Bronze, swimming; Jim Anderson 2 Silver and 2 Bronze, swimming

## 2008 European Championships

**2** Campbell Walsh 1 Gold, canoeing; David Murdoch, Euan Byers, Ewan MacDonald and Graeme Connell 1 Gold, men's curling team

## 2009 European Championships

**3** John and Sinead Kerr 1 Bronze, ice dancing; Daniel Keating 1 Silver and 1 Bronze, gymnastics

## World Championships 2008

**5** Chris Hoy 2 Gold, 1 Silver (team), cycling; David Murdoch, Graeme Connal, Peter Smith and Euan Byers 1 Silver, men's curling team

## World Championships 2009

**1** Eve Muirhead, Sarah McIntyre, Vicki Adams, Kay Adams\*\* and Anna Sloan\*\* 1 Gold, junior curling team

\* Athlete did not receive support from the institute of sport  
\*\* Athlete received support from an area institute of sport

## Future performance

We have high aspirations for future games in Vancouver, London and Glasgow and we finalised preparations for all the athletes who may make Scottish and GB Teams. Where appropriate we also worked with individual coaches, adding the value of our resources and expertise so that athletes are given the support that enables them to perform to their full ability.

## Future impact

In order to realise our long-term aspirations, we have worked to identify key changes that sport, as a whole, needs to make in order to achieve success. We are committed to introducing these changes and targeting areas where we have the most impact. Partnerships with local authorities and the education sector are crucial as we plan the next five years to 2014.

As part of this process we launched Gold4Glasgow, a talent initiative programme designed to identify athletes who will represent Scotland at the Commonwealth Games in 2014. The programme works to fast-track entry and development of more Scottish athletes into existing Scottish and UK programmes, to achieve medal success in 2014 – and where possible, in 2012 at the London Olympics and Paralympics.

Gold4Glasgow has already had an impact on Scottish Cycling, helping to create a new female squad who will work together to raise performance standards. We will also work with other sports in 2009-10 to help them increase their talent pools.

## Investing in people

Additional funds have been set aside by the Scottish Government to be put towards Glasgow 2014 plans. As demand for higher quality services and specialist support for new sports and athletes has grown, we have increased our network by recruiting new specialists. Our ability to add value to coaching and training is at the heart of our impact on Scottish sport and is highly dependent on the quality of our staff – so 2008-09 saw us recruit new, highly-trained practitioners in the fields of strength and conditioning, physiotherapy and physiology.

## World-class resources and facilities

In 2008-09 we helped British Swimming to select Stirling University's Swimming Academy as one of the five new intensive training centres for the UK. We are progressively developing a reputation for providing targeted sports with the right environment for world-class programmes in Scotland.

## Next steps

**Provide targeted support to a group of between 18 and 24 athletes with the potential to make TeamGB for the Vancouver Winter Olympics in 2010.**

**Implement Mission 2014 to help make the Games the most successful in the history of Scotland.**

**Identify new talent for Glasgow 2014 by working closely with all 17 SGBs to respond to their targeted requests.**

**Help sports to be more organised in their planning.**

**Lay the foundations for Scottish success at the Olympics and Paralympics in 2016.**



**£5.5m invested** with 31 different awards through the Sports Facilities Fund.

**The Peak in Stirling** and **Toryglen Regional Football Centre** completed in 2008-09.

Supported the rollout of the **£2m Cashback for Communities** investment into sports facilities.

Continued to provide **strategic planning support** to partners, including the development of the proposed National Curling Academy.



# Quality Facilities

We continued to provide planning expertise, design guidance and targeted investment to the key players in facility development within Scottish sport. Over the last year, our funding programmes have gone from strength to strength and we worked to support and inform our partners in their facility planning and development.

Over the year we reviewed our capital investment programme to ensure that it continues to meet the priority needs for Scottish sport. We invested £5.5m through the updated Sports Facilities Fund. Examples of projects supported include Orkney Golf Club's indoor practice facility, which supports local clubgolf programmes as well as providing a strength and conditioning facility for local institute-supported athletes; and Fort Matilda – a centre for community sport in Greenock, used by local rugby, cricket, tennis and bowling clubs, as well as by the local secondary school.

Two of the facilities in the National and Regional Sports Facilities Strategy – The Peak at Stirling Sports Village and Toryglen Regional Football Centre in Glasgow – opened their doors for the first time. By the end of the year, a further three projects were on site – Ravenscraig Regional Sports Centre, Aberdeen Sports Village and Scotstoun Stadium.

We continued to inform and advise the key players in Scottish sport on their facility planning and development. We supported the Scottish Government and Scottish Football Association on their rollout of the £2m Cashback for Communities programme, developing the application pack, guidance and evaluation criteria. Over the year, the programme funded 27 community-related football projects.

Our team also continued to provide support and guidance across all areas of facility planning. For example, we assisted the Royal Caledonia Curling Club on the development of the proposed National Curling Academy, supporting development of the project brief and evaluation criteria which informed their site selection.

Throughout the year we also played a lead role in the development of Scotland's mountain biking framework,

in partnership with Scottish Cycling and the other government agencies. Our support for outdoor sports also included production of *Out There*, sportsScotland's policy statement on sport in the outdoors.

## Next steps

**Complete Scotstoun Stadium and Aberdeen Sports Village in 2009-10, and commence refurbishment of the Royal Commonwealth Pool.**

**Continue to work with Glasgow City Council on plans for the National Indoor Sports Arena and Velodrome.**

**Work with partners, local authorities and governing bodies, to help develop facilities strategies that ensure our investment is strategic and integrated, and its impact is maximised.**

**Work with partners to develop the community sports hub concept.**



Analysed and assessed **32 local authority Single Outcome Agreements** and produced guidance for the second phase of their development.

**Invested over £5.8m** to support Scottish governing bodies of sport.

Completed **'fit for purpose'** corporate governance audits on 15 Scottish governing bodies of sport.

Demonstrated **continued incremental rises** in clubs and coaches being developed through two pilot sports partnerships.



# Strong Partners

We continued to grow and develop strong relationships with our main partners – Scottish governing bodies of sport and local authorities – to develop the people, places and thinking that make sport happen.

The national performance framework has marked a new era for public service delivery in Scotland. Last year we played a critical role in ensuring that the value of sport is recognised in local authority planning, producing guidance on the contribution of sport – *The Potential of Sport* document – and undertaking assessment of the first phase of Single Outcome Agreements.

We continued to support our partners in Scottish governing bodies of sport, investing over £5.8m in their development. We provided management support for key posts and resources as well as advice in areas including legal, human resource management and information technology. We also developed a database system to assist three governing bodies in the management of robust and reliable membership information.

We supported 15 governing bodies with 'fit for purpose' governance audits over the year. These audits assist governing bodies to take stock of where they are and gather information needed to plan for the future. They also allow us to ensure that governing bodies are transparent, accountable and 'fit for purpose', establishing good management, policies and governance.

The two pilot sports partnerships, in Tayside and Fife and Central, continued to develop sport at local and regional levels. This included progress in club development, where combined club membership continued to grow (from 17,687 to over 18,500) and in coaching, where the total number of qualified coaches grew from 1,520 to 1,621.

Over the year, six sports achieved the foundation level of the Equity Standard and five achieved the preliminary level. By March 2009, 46 governing bodies had detailed child protection action plans in place.

## Next steps

**Support integrated and strategic planning for sport with both local authorities and governing bodies.**

**Continue to work with local authorities to raise the profile of sport within Single Outcome Agreements and Community Planning Partnerships.**

**Roll out the SGB membership system to more Scottish governing bodies of sport.**

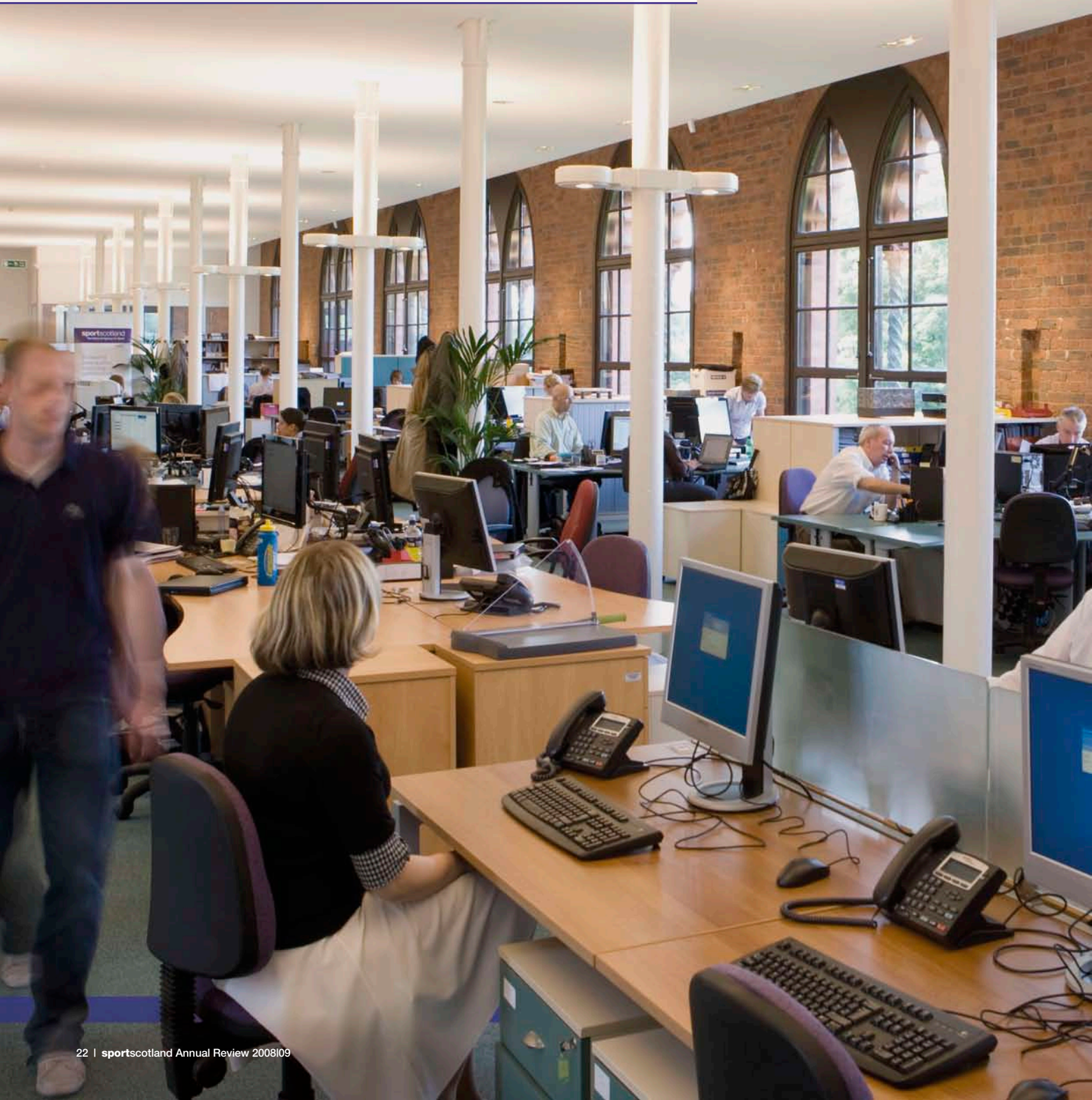
**Lead the formation of six regional sporting partnerships and allocate specific staff to drive their establishment and development.**



Completed **relocation to Glasgow** on time and under budget.

Review of **corporate plan** undertaken in the context of the national performance framework.

Continued the **integration** between **sportscotland** and the institute of sport.





# Strong **sport**scotland

2008-09 was a landmark year for us as we implemented the outcomes of the Scottish Government's review of **sport**scotland, including the successful relocation of our headquarters to Glasgow.

In January 2008, the Scottish Government announced the outcome of its review of **sport**scotland which confirmed the retention of the national agency, a merger with the Scottish Institute of Sport, the relocation of our headquarters to Glasgow, and the decentralisation of the organisation to bring us closer to partners.

Fourteen months later, the substantial planning and logistics required for the organisational move were complete – on time and under budget. On 30 March 2009 Shona Robison officially opened **sport**scotland's new interim head office at Templeton on the Green in Glasgow's east end.

Following the merger between **sport**scotland and the institute of sport in March 2008, we continued to integrate our systems to maximise efficiency, including IT, HR and budget processes, as well as communications planning. More importantly, we continued to embed and improve structures and ways of working. We also progressed

with plans for a decentralised, regional infrastructure for sport, including discussions with Highland and Grampian.

As a re-energised **sport**scotland, and in light of a changing context for sport (in particular the national performance framework), we undertook a mid-term review of our corporate plan. This resulted in refocused priorities for 2009-2011 which were later published in June 2009\*.

We continued to inform the Scottish Government's policy and strategy, including 2014 legacy planning and the *Reaching Higher* implementation group. We also supported Government and Parliament on a range of issues, including the Health and Sport Committee's Pathways into Sport enquiry.

\* For more information see [www.sportscotland.org.uk/ourplan](http://www.sportscotland.org.uk/ourplan)

## Next steps

**Communicate the revised corporate plan 2009-11 which reflects a re-focused and re-energised sportscotland.**

**Continue to develop and begin implementation of plans for the six regional sporting partnerships.**

**Agree sportscotland's contribution towards the Games legacy plan, including creation of community sports hubs in conjunction with stakeholders, including the Convention of Scottish Local Authorities.**



# sportscotland national training centres

The **sportscotland** national training centres each delivered an ambitious programme in 2008-09 with increased course attendance across all three centres.

We invested in the facilities at Cumbrae – continuing to upgrade accommodation and equipment to meet the needs of our customers.

We received an Inverness Architects Association award for Glenmore Lodge's new accommodation building, which continues to receive praise from staff and visitors alike.

At Inverclyde we celebrated the centre's 50th anniversary with a visit from the Queen and Prince Phillip, and the opening of a new fitness suite.



# Cumbræ

**Invested £322,000** in accommodation facilities and watersports equipment.

**8,000 student days delivered** with Active Schools, and 1,500 schoolchildren hosted by the centre.

Ongoing **training of volunteers** for the 2012 Olympics.

The range of new watersports courses developed in 2007-08 showed their strengths with increased uptake in all 14 programmes. We continued to invest in our accommodation facilities which allowed us to attract more school and coaching groups and events. We also invested in high quality yachts and watersports equipment. In 2008-09 our capital investment of £322,000 in accommodation facilities and equipment included investment in a new, teaching-standard cruising yacht.

We increased the number of UK and international sailing training events and competitions at the centre. The integration of the Scottish Sailing Institute with the centre in 2007-08 meant we were able to attract international sailing events to Largs throughout the year. At these events all on-the-water support is provided by Cumbræ.

We continued to work on increasing outreach, especially with the Royal Yachting Association Scotland (RYAS). A contract with the RYAS was agreed for the next three years and means all squad training for the Association will take place at Cumbræ. We also assisted Scottish governing bodies of sport by delivering courses all over Scotland, including senior instructor, racing instructor and mark laying courses.

We reviewed our environmental management systems to meet efficiency targets for controlling waste, reducing energy and water use, and promoting recycling. We also installed solar panels and natural wool insulation to help reduce our energy use and our CO<sub>2</sub> output.

Training of volunteers in preparation for delivery of the 2012 Olympics continued at the centre as did plans to attract Olympic training teams to the centre in the future.

## Next steps

**Develop a year-round activity and training programme to make better use of the centre in the winter months and leading to Cumbræ being considered a year round destination.**

**Continue to invest in facilities, accommodation and watersports equipment.**

**Offer an ongoing programme of professional courses.**

**Work with our partners, the Scottish Sailing Institute and the RYAS, on the World Laser Championships in 2010.**

**Work to attract Olympic training to the centre.**



# Glenmore Lodge

**1,516 students attended courses** which led to qualifications – a 24% increase over the previous year.

Received an **Inverness Architects Association award** for the new accommodation block – with excellent feedback from visitors and staff.

**60% growth** in overnight stays for bespoke courses and use of facilities.

**60th anniversary** of the centre.

Glenmore Lodge delivered its most ambitious programme ever, offering 180 different courses in 2008-09, from sea kayaking and rock climbing to medical and rescue courses. A 60% growth in overnight stays for bespoke courses and use of facilities over the year demonstrated that the centre is responding to the marketplace and to customers' needs and priorities.

In 2008-09 we welcomed visitors to the new, award-winning accommodation block which was completed in 2007-08 with a combination of **sportscotland** and Highlands and Islands Enterprise funding. We also celebrated the centre's 60th anniversary.

We concentrated on our key priority – delivering residential, instructor-level courses over the year, and developing and promoting courses that lead to governing body awards in outdoor recreation and sport. In 2008-09 we delivered close to 300 courses leading to qualifications, a 24% increase from the previous year. Overall course participation increased throughout the year. The Trail Cycle Leader and Mountain Bike Leader qualifications continued to show an increase and the new British Canoe Union UKCC courses were successfully established.

We continued to make our expertise available to governing bodies of sport and others looking to develop outdoor recreation, training and coaching. For example a senior Glenmore instructor spent 28 days over the course of the year supporting the development of UKCC qualifications with paddlesport governing bodies – piloting and evaluating new courses and helping steer these through the UKCC requirements.

With more of our budget focused on marketing the centre we were able to establish a new Events Coordinator post.

## Next steps

**Work towards achieving Green Tourism Gold and hospitality assured accreditations.**

**Review booking and office systems in order to improve our processes, including the introduction of an online booking system.**

**Strengthen our customer focus with new marketing initiatives – including offering our courses more widely across Scotland.**

**Maximise facilities and resources – improving public use of the training centre.**



# Inverclyde

**50th anniversary year** marked with celebrations and the opening of our new fitness suite.

**Invested £685,000** in the centre, including £312,000 capital investment.

**64,000 community users** visited throughout the year.

Investment in **golf facilities** in 2007-08 led to increased use over 2008-09.

We celebrated 50 years of delivering sport with a visit from Her Majesty The Queen and His Royal Highness The Duke of Edinburgh who opened a new fitness suite at the centre. We also became UKCC accredited – a major achievement that will allow the centre to deliver coach education with governing bodies of sport.

We continued to develop the centre and its facilities, improving accommodation and upgrading and expanding our equipment. Part of this investment went towards making the centre more environmentally friendly, with the installation of solar panels which should reduce our CO<sub>2</sub> output by over 32 tonnes over the next 20 years.

UK Coaching Certificate accreditation meant we offered more coaching courses over the year. Improved facilities and our new relationship with the Cumbrae training centre and the Scottish Sailing Institute resulted in an increased use of the centre as a competition venue for sailing. Indeed, in 2008-09 we hosted more competitions at the centre, across more sports, than ever before.

Over the year we worked to strengthen our relationships with governing bodies, working closely with them on elite training, coaching and player improvement. We supported them

in other ways, including team building, staff training and training for officials, umpires and referees. We also worked to broaden the pool of international opponents for Scottish teams to compete against.

Our improved facilities meant that the centre was in greater demand by Active Schools teams – we hosted 2,200 student days of Active Schools activity throughout the year. In addition, our ongoing relationship with James Watt College saw a substantial increase in numbers of students at the centre – 275 in total, up from 200, for a total of 18,000 student days.

## Next steps

**Attract a wider range of sports to the centre for competitions and tournaments by proactively marketing our courses and facilities.**

**Attract training teams and continue to train officials and volunteers for the London 2012 Olympic and Paralympic Games and Glasgow 2014 Commonwealth Games.**

**Continue to improve accommodation and facilities – adding value to what the centre delivers.**





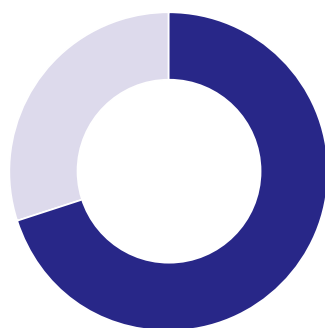


# Financial summary

# Financial summary

The following are details of amounts (£) invested in individual sports for the **sportscotland** financial year ending 31 March 2009.

Sport	Investment direct to SGB	Other investment***	Overall total 2008-09
American Football	-	3,600	3,600
Angling	73,500	1,723	75,223
Archery	57,000	-	57,000
Athletics*	1,061,340	10,290	1,071,630
Badminton	426,685	2,725	429,410
Basketball	315,480	4,000	319,480
Bowling	154,500	29,997	184,497
Boxing	175,000	12,195	187,195
Canoeing*	797,875	4,730	802,605
Cricket	415,320	20,483	435,803
Croquet	2,000	-	2,000
Curling	385,000	10,500	395,500
Cycling	527,960	-	527,960
DanceSport	4,500	1,913	6,413
Diving	-	500	500
Equestrian	146,000	3,790	149,790
Fencing	58,000	2,787	60,787
Fitness League	2,000	-	2,000
Football	1,345,000	72,507	1,417,507
Golf	1,047,160	92,588	1,139,748
Gymnastics	659,150	12,314	671,464
Handball	20,000	2,000	22,000
Hang Gliding / Paragliding	1,000	-	1,000
Highland Games	-	1,328	1,328
Hockey	884,100	27,522	911,622
Ice Hockey	-	11,640	11,640
Judo	414,940	6,312	421,252
Jujitsu	3,000	-	3,000
Karate	45,000	930	45,930
Kayaking	-	9,500	9,500
Lacrosse	16,000	-	16,000
Modern Pentathlon	22,500	400	22,900
Mountaineering / Climbing**	-	2,263	2,263
Netball**	-	445	445



## Sources of funding

- Scottish Government funding
- National Lottery funding

## £million

£41.477  
£17.599

## Total

**£59.076**

The difference between income and expenditure is due to the use of Lottery funding carried forward from previous years.



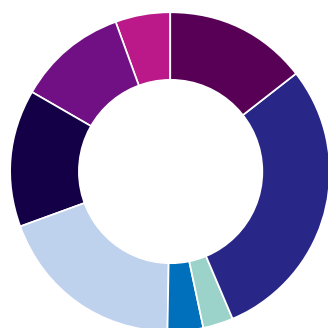
Sport	Investment direct to SGB	Other investment***	Overall total 2008-09
Orienteering	65,050	443	65,493
Rowing	66,500	11,714	78,214
Rugby League	23,105	2,105	25,210
Rugby Union	844,274	133,680	977,954
Sailing**	–	40,434	40,434
Shinty	110,000	3,250	113,250
Shooting	228,500	–	228,500
Snowsport	212,500	22,375	234,875
Speed Skating	–	1,000	1,000
Squash*	595,259	4,774	600,033
Sub Aqua	17,000	–	17,000
Swimming	1,218,500	5,500	1,224,000
Table Tennis	114,255	3,500	117,755
Tennis	334,188	115,781	449,969
Trampoline	–	600	600
Triathlon	235,030	250	235,280
Tug of War	2,500	–	2,500
Volleyball	192,500	9,250	201,750
Waterskiing	47,500	2,225	49,725
Weightlifting	–	930	930
Wrestling	148,000	2,150	150,150
Scottish Sports Association	72,000	2,102	74,102
Scottish Disability Sport*	713,250	–	713,250
Scottish University Sport	35,000	–	35,000
Children First	125,000	668	125,668
Commonwealth Games Council	125,000	–	125,000
Multi Sport****	–	39,071,688	39,071,688
<b>TOTAL</b>	<b>14,584,922</b>		<b>54,368,321</b>

\* More than one year investment

\*\* Investment into SGB for 2008/09 financial year included in **sportscotland** annual review 2007/08

\*\*\* eg. facility awards, athlete support, Awards for All, **sportsmatch**, etc

\*\*\*\* eg. Active Schools Network investment, sports and community sports facilities, pilot sports partnerships and investment in national centres



### Breakdown of expenditure

- Active Schools\*
- Quality Facilities
- Coaching
- Community Sport
- Performance Development
- Strong Partners
- Strong **sportscotland**\*\*
- **sportscotland** National Centres

### £million

- £8.695
- £17.618
- £1.819
- £2.203
- £11.539
- £8.342
- £6.614
- £3.293

### Total

**£60.122**

\* Figure differs from previous years due to change in the timing of investments to align with local authority financial years

\*\* Includes costs associated with relocation of headquarters to Glasgow

# Board members

Louise Martin CBE (Chair)

Ian Beattie

Carolan Dobson

Atholl Duncan

Sir Bill Gammell

Steven Grimmond

Wai-yin Hatton\*

Mike Hay MBE

Professor Grant Jarvie\*\*

Dr Linda Leighton Beck\*

Kim McAully

Graeme Marchbank

David Sole OBE

Frances Thin\*\*

Stephen Wright\*

Mel Young\*\*

\* Term ended October 2008

\*\*Term commenced December 2008



## Head Office

Doges, Templeton on the Green, 62 Templeton Street, Glasgow G40 1DA  
Tel: 0141 534 6500 Fax: 0141 534 6501 Web: [www.sportscotland.org.uk](http://www.sportscotland.org.uk)

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



[www.nationalcentrecumbrae.org.uk](http://www.nationalcentrecumbrae.org.uk)



[www.glenmorelodge.org.uk](http://www.glenmorelodge.org.uk)



[www.nationalcentreinverclyde.org.uk](http://www.nationalcentreinverclyde.org.uk)



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**Tel:** 0141 534 6500

**Fax:** 0141 534 6501

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