



**MAKING
AN IMPACT**
Annual Review
06/07

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WE ARE THE NATIONAL AGENCY FOR SPORT IN SCOTLAND

We passionately believe in the benefits of sport, from the enjoyment and sense of achievement that participation brings, to the shared pride that national success generates.

Our mission is to encourage everyone in Scotland to discover and develop their own sporting experience, helping to increase participation and improve performances in Scottish sport.

We aim to achieve our mission by leading and supporting our partners, investing National Lottery and Scottish Government funding where it counts and advising on policy and strategy for the future.

In all that we do, we strive to add value and act in the best interests of Scottish sport.



BEHIND SCOTTISH SPORT ALL THE WAY

Julia Bracewell

JULIA BRACEWELL, OBE
Chair



Sport can have a profound effect on people's lives. Whether it's our future athletes being inspired by world class performances or school children becoming more active through our Active Schools Network, we know it has a massive impact and plays a crucial role in improving the nation's health, education and confidence.

We're proud of our continuing efforts to increase participation and improve performances. Our role as an organisation is to work with our partners to support individuals along every step of the pathway from taking part in sport, to developing talent, to winning medals. It takes from eight to 12 years to excel at a sport and along that sporting journey many people get involved. Coaching, lifestyle support, medical services and conditioning training all contribute. But perhaps most importantly, it's joining all these services together in a seamless 'performance pathway' that really counts. And that's where we come in. We know what points of the journey are most challenging and we know which partners are best placed to offer support.

Our aim is simple – we want to help anyone who wants to take part in sport, or excel at it, to do so. And this is true not just for athletes, but for those who support them too. I was particularly pleased by our Board's decision this year to allocate £5 million in funding to support our coaches in gaining the UK Coaching Certificate and to employ more performance coaches. We need to make this a viable career option and to help athletes make the transition from talented competitor to skilled coach. Rhona Martin and Graeme Randall, two of our finest athletes, are great examples of this.

We've worked very hard to continue to integrate Lottery and Exchequer funding and it's now paying dividends. This streamlined approach means that key partners in sport, such as local authorities and Scottish Governing Bodies only need apply to us once for funding, using one set of criteria, enabling us to work with partners across their strategy. This lessening of bureaucracy has been welcomed, and it's a drive we continue to make year on year.

World class performances are important to Scotland and this year has seen Scots perform exceptionally well on the world stage. I'm sure that we have all been proud of our country's recent performances in both football and rugby and delighted in the success of athletes such as Chris Hoy MBE, Katherine Grainger MBE and, more recently, Jamie Murray. It's also great to know the next generation of athletes are on their way. For example, Libby Clegg, at just seventeen, is already a double athletics Paralympic World Cup medal winner and is an inspiration to so many athletes, able bodied or disabled. I'm sure her

achievements at the highest level will encourage others to get involved in sport. Another rising star who impressed this year is Charlotte Dobson, an Olympic yachting medal prospect already making waves in the GBR Olympic Development Squad in the Laser Radial class. She's been identified to benefit from the athlete support programme and I hope we can help her along the way to medal success for Scotland. And watching Jamie Murray competing at Wimbledon was a real pleasure – his genuine love of the sport and the hard work and effort he's put into training were more than evident, and we should all be proud of his success.

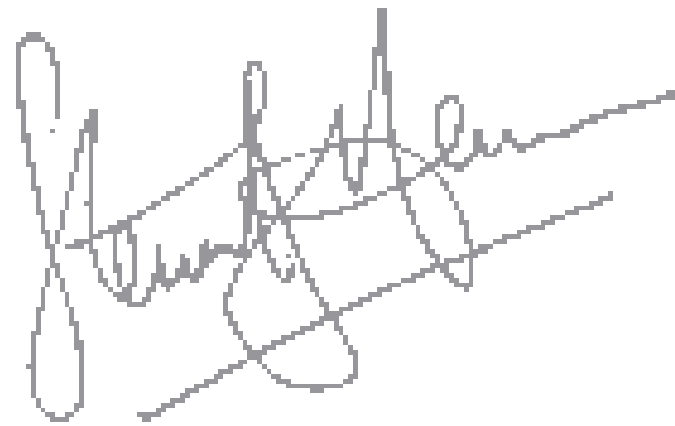
As an organisation, we are behind people like Libby, Charlotte and Jamie all the way, supporting them through their Scottish Governing Body and the Institute Network, who provide high performance expertise. We should all take pride in these athletes and what they've achieved, knowing we've all been a part of their success. And we must remember that behind every individual, alongside their talent and commitment, is a dedicated team of people who've helped them along the way. Everyone from the person who opens up the hall for practice sessions, to their coach and their governing body, has had a part to play – one we recognise and appreciate.

As Stewart mentions in his introduction, we find ourselves at a significant point for Scottish sport. With opportunities such as the 2012 Olympic and Paralympic Games in London and the prospect of a home Commonwealth Games there to be grasped, properly resourced and supported sport is more important than ever. With that in mind, I am pleased to hear that any reviews conducted by the Scottish Government will be driven by the needs of sport.

So many people work hard to make things happen in Scottish sport – coaches, volunteers, officials, teachers, athletes, participants – and I'd like to thank them all for their continued enthusiasm and dedication. Increasing participation and improving performance is always going to be a team effort. On that note, I'd like to make special mention of the Commonwealth Games 2014 team, especially Steven Purcell, Louise Martin CBE and Derek Casey, for the superb work they've done and the strong technical bid that's put Scotland in the best place to win the Commonwealth Games. Like athletes, this takes a huge amount of preparation, commitment and sheer hard work. We're behind them all the way.

OUR AIM IS SIMPLE – WE WANT TO HELP ANYONE WHO WANTS TO TAKE PART IN SPORT, OR EXCEL AT IT, TO DO SO.
...properly resourced sport is more important than ever.

THE IMPACT WE'RE ALL MAKING



STEWART HARRIS
Chief Executive



This Annual Review marks the end of a four year corporate plan. Whilst it heralds the close of a chapter, the story is not yet over. We're confident that the progress made over the past four years has laid a solid foundation for our work with partners during this exciting time for sport.

The past four years have seen some real success stories. The Active Schools Network grew from a pilot project to an established and effective work force impacting on school children throughout Scotland. We invested over £50 million to improve Scotland's sports facilities as part of our drive to build a better sporting infrastructure. We also invested in Scottish Governing Bodies to help them become ever more professional and, as a result, they have been able to deepen their involvement in the development of sport. And the Scottish Institute of Sport (SIS) and the six Area Institutes of Sport have established their role in delivering high performance expertise to our athletes as they strive to perform on the world stage.

There has also been another significant development for us as an organisation. I am determined to build the role of **sportscotland** to be much more than an investor, into an organisation that adds value to the work of key partners. Local authorities and governing bodies are increasingly recognising that in addition to investment, we can offer expert guidance, advice and support to help them in their development and delivery of sport – and we're dedicated to continuing and evolving this aspect of our organisation. Our new corporate plan continues to recognise that partnership working will deliver the best results for Scottish sport and is the best way to achieve our shared goals of increasing participation and improving performances.

In order to improve our own performance, we've focused on aligning our aims and efforts, so that **sportscotland**, our national centres and

the SIS work as one team. I believe the best organisations are those that are willing to learn and grow, and we'll continue to do so; looking at what works and what doesn't and responding accordingly. Our development will always be in response to that of our partners' needs: we'll tailor our services according to what will help them most.

We strongly believe that everyone should have the chance to take part in sport if they choose, and we have worked hard to develop our equity strategy this year. We've also seen the first results of our environmental management strategy, with big reductions in energy usage in several key areas.

The launch of this Annual Review comes at an interesting time for Scottish sport. We have a new national strategy for sport, *Reaching Higher*, and a clearly defined role for **sportscotland**, and for our key partners in Scottish sport. As the key government agency in the Scottish sporting landscape, we continue to be committed to what is best for Scottish sport and we look forward to continually improving our contribution to the new strategy in the exciting years ahead.

I'd like to thank Scottish local authorities, Scottish Governing Bodies of sport and our other key partners in sport for their continued passion and commitment. And I'd also like to thank the **sportscotland** staff, staff at the national centres and at the SIS for their continued hard work and professionalism over the past year. We have exciting times ahead of us, which I look forward to sharing with you all.

**I am determined to build the role of
THE PAST FOUR YEARS HAVE SEEN SOME REAL SUCCESS STORIES.
sportscotland to be much more than an investor...**

ACTIVE SCHOOLS

The fundamental aim of the Active Schools Network is to offer children and young people the opportunities and motivation to adopt active, healthy lifestyles, now and into adulthood. Our Active Schools Managers and Coordinators recruit, support and sustain a network of volunteers, coaches, leaders and teachers who in turn deliver physical activity and sport before, during and after school and in the wider community.

Active Schools up and running in all 32 local authorities with full commitment until March 2008.

A network of over 680 professionals across Scotland being managed and sustained.

Over 2,400 schools are now involved in Active Schools.

By March 2007, over 24,000 people were helping deliver activities, an average increase of 18% per school on last year.

Over 55% of people delivering activities are now volunteers.

Over 260,000 activity sessions were delivered in the first two terms of 2006/07.

58 different types of activity were recorded in one term alone last year – and that's just in secondary schools.



CLUB DEVELOPMENT

Scotland's sports clubs and community organisations play a vital role in providing a full and diverse range of sporting opportunities for all.

Our work in Club Development supports the Scottish club network and other community organisations to deliver quality sporting opportunities in our communities.

221 Awards for All, totalling **£1 million** of lottery funding, benefited grassroots sport throughout Scotland.

84 SPORTSMATCH applications were successful, meaning a total of **£275,750** went to **33 sports**, matched by another **£275,750** in commercial sponsorship.

219,235 page views recorded on our Helpforclubs website in 2006/07 supporting club development throughout Scotland, up from 144,000 the previous year.

We awarded **£1,162,033** of lottery funding to 15 club development facilities projects across Scotland with a total project value of **£4,696,179**.



COACHING

Inspirational and well-trained coaches can make all the difference to a person's sporting experience. We have been working to increase the number and quality of coaches and coach educators through investment in training.

13 sports now have UK Coaching Certificate (UKCC) endorsed qualifications.

We increased the number of Scottish Governing Body (SGB) Coaching Network posts from **14 to 18**, and **nine local authority/regional posts** were supported.

We held a total of **321 Coach Workshops** throughout Scotland in partnership with local authorities and SGBs. **30 of the 321 workshops** were for child protection officers within SGBs, developed and delivered through our partnership with Children 1st. Through our workshops and the Coaching Network, **7,562 coaches** gained further qualifications.

We delivered and supported the training of **98 Coach Educators**. **Ten workforce development plans**, guiding the recruitment and training of coaches, in progress, and two complete.

In the past four years, we've established two Approved Delivery Centres with swimming and gymnastics to manage and administer the UKCC endorsed qualifications. **20 SGBs** have received support to qualify **1,337 coaches** at UKCC Level 1 and 3.44 at Level 2. We've delivered 97 coach education workshops, resulting in **1,143 coaches** being trained.

VOLUNTEERING

Volunteers are key to Scottish sport. We are committed to supporting their recruitment and to retaining them, ensuring that everyone has the chance to participate, be it as a coach, member of the board, financial officer or kit-washer. All play an equally important role in making sport happen.



Over **1,000** people have received training and support via Runningsports workshops, helping people learn how to fund clubs, recruit and retain volunteers, and bringing them up to date with equity issues.

Over half of the Active Schools Network teams in Scotland given hands-on training and support from the Regional Development Officers on how to attract and retain volunteers.

12 new tutors trained to deliver Runningsports workshops.

Support and advice provided to **12 governing bodies** to help them make the management of volunteering a part of their strategy.

Good practice in volunteering guide produced for Scottish Disability Sport.

Opportunities to volunteer in sport appearing on the National Volunteer Database **increased by 5%**.

Successful pilot for training development officers to advise clubs on volunteer strategy saw **eight new trainers** brought into the system.

Every volunteer centre in Scotland now has sports volunteering opportunities available.



PLAYER IMPROVEMENT

Improving at sport needs many things - talent, commitment, funding, support - and most of all, time. We want to help increase the standard of athletes and players through investment in the development of clear pathways.

12 Scottish Governing Body (SGB) long-term player development frameworks completed or out for consultation.

Sports Partnership pilots in Tayside & Fife and Central gathering pace, involving seven local authorities and ten sports.

Academy programmes designed for nine sports and fully operational in three (swimming, golf and rugby).

Over 400 swimmers took part in the district-regional Academy programme.

18,700 players now experiencing golf through the ClubGolf programme.

The Scottish Rugby Union ran 16 pathway squad programmes (each with 28 players) at both U15 & U16 levels.

ClubGolf grows stronger: 178 Club centres; 20 Affiliate clubs; 33 new centres and 57 at the development stage.



ORGANISATIONAL DEVELOPMENT

Scottish Governing Bodies (SGBs) play a key role in delivering and driving sport in Scotland. We invest money and provide support and resources to SGBs, helping them to be effective and efficient organisations. By supporting one of our key partners in sport, we aim to play a part in increasing participation and improving performances in sport.

This year we invested over £10 million in 54 SGBs. We invested and supported the development of a professional workforce. In the SGBs with Senior Executive posts, membership increased by 11.4% (compared to last year). 45 SGBs continued to engage with our Modern Sport Programme, which supports them in becoming modern and professional organisations. 38 SGBs received our expert support in HR, finance, ICT and legal issues. Five SGBs received support for strategic planning. 35 SGBs took part in board development and training as part of our Modern Sport Programme. 14 SGBs went through a fit for purpose management audit to help them govern and manage their organisation. Ten SGBs achieved the Foundation Equity Standard. 58 SGB staff attended IT Training. We held three marketing workshops involving 31 delegates from 20 SGBs. 12 staff from eight SGBs took part in a management development programme.

A male swimmer in blue briefs is captured mid-dive into a pool lane. The pool is divided by red and yellow lane lines. The background shows a large indoor swimming pool facility with a curved, ribbed ceiling and colorful pennants hanging from the side.

40 medals won by Scottish athletes and teams in 2006/07.

Sports specific high performance groups established, made up of representatives of key agencies giving clarity on roles and responsibility in high performance sport.

Running total of 237 medals and 103 medallists over the past four years.

Around **1,000 athletes** benefited from sportscotland investment across **40 Scottish Governing Bodies (SGBs)** to run competition and training programmes for senior and junior athletes.

9.8% of athletes on UK sport's World Class Programme are Scottish.

30 performance staff employed in SGBs, up from 26 last year and 20 the year before. All funded by sportscotland.

200 SIS and **350 AIS** athletes with medal potential supported by the Institute network.

MEDAL SUCCESS

We want people in Scotland to have the chance to reach the top of their chosen sport, and to put more Scottish athletes on the podium.

To do this we invest in SGB performance plans, invest in the Scottish Institute of Sport and the six Area Institutes of Sport to provide high performance expertise to identified athletes and ensure co-ordination and integration of all our partners' work.

FACILITIES

The right facilities that service the needs of community and elite athletes alike are key to increasing participation and improving performances.

We provide advice and guidance on planning, designing and managing sports facilities and invest in projects through our Building for Sport Programme and the National and Regional Sports Facilities Strategy.

School Playing Fields – Planning and Design Guide published and widely accepted by local authorities and others.

Our statutory planning role has allowed us to continue to improve and protect playing fields.

We worked with ten local authorities to develop their pitch strategies (four completed) and five on facilities strategies (one completed).

We worked with the Scottish Football Association to develop its facilities strategy.

Active Schools: contributed £3,495,583 in 13 projects with a total project value of £19,460,262.

Club Development: contributed £1,162,033 in 15 projects with a total project value of £4,696,179.

Player Improvement: invested £1,150,000 from the Building for Sport Programme in two projects with a total project value of £17,204,775.

Medal Success: invested £254,681 in strength and conditioning facilities at University of Dundee for use by Tayside & Fife Institute of Sport with a total project value of £3,225,881.

National Regional Sports Facilities Strategy (NRSFS): the first NRSFS project, Regional Football Training Centre, at Toryglen, Glasgow started on site.

NRSFS: two further projects have received Stage Two approval, with approved investment of £9,500,000 in two regional centres (Grampian Regional Sports Facility, Aberdeen, and Stirling Sports Village, Stirling), with a total project value of £50,000,000.

NRSFS: work continued on the seven remaining projects with the aim of developing them for Stage Two approval.





NATIONAL CENTRES

sportscotland's national centres inspire adventure, support sporting development, drive athletes to perform at the top of their game and welcome performance athletes and community participants alike.

Glenmore Lodge
Glenmore inspires adventure by teaching beginners, coaching intermediate and advanced participants, and delivering training and assessment courses for leaders and instructors.
 First centre in the country to deliver UKCC qualifications in paddlesport.
 Dramatic increase in first aid, flood and swift water training provided to the rescue services.
 Now classed as one of the major providers of mountain bike qualifications in Scotland.
 Mountain Bike Festival attracted over 500 people of all ages and abilities, and saw many first time competitors take part.
 Bookings for third summer youth adventure skills programme have nearly doubled.
 25% increase in weekend programme of skills and safety courses offering greater access to high quality outdoor training for the public, complementing the traditional five-day week courses.

Inverclyde
With facilities developed for elite sportspeople, Inverclyde offers the best multi-sports environment available, not only to top athletes but also to community sport.
 Use of facilities has increased by 8% in 2006/07.
 Capital developments of £345,000 to improve the Centre for all users, especially the accommodation.
 Hockey teams from Belgium, Canada, and Trinidad and Tobago came to the Centre to train.
 Coaching education delivered increased by almost 50% year on year.
 Community use has tripled over the past year, with over 97,000 visitors in 2006/07.
 James Watt College of Further and Higher Education run their 'school of sport' at the Centre, training over 200 students every year.
 23 Scottish Governing Bodies used the Centre in 2006/07.

Cumrae
Scotland's premiere watersports centre and instructor training facility, Cumrae is surrounded by some of the most exhilarating yet safe sailing waters in Britain and offers exceptional facilities for watersports enthusiasts and instructors of all levels.
 Students attending and number of courses run have again increased year on year.
 An investment of £195,000 went into new work boats, mark-laying equipment, rescue and coaching craft and upgrade of shower, changing areas and equipment stores.
 Improvements in facilities and equipment have meant an increase in use of the Centre by RYA Scotland and the Scottish Sailing Institute. Five different sailing squads now use Cumrae for training on a regular basis.

EQUALITY RESPONSIBILITY DIVERSITY

Last year we made clear our commitment to fairness, integrity, respect, diversity and equity in sport. We've continued and developed this commitment over the year and remain passionate about sport being fun, fair and accessible for all. Here's the progress we've made on our three key areas of equity, anti-doping and child protection:

EQUITY

Along with ten SGBs, we achieved Foundation level of the Equity Standard: A Framework for Sport. We are now all working towards Preliminary level, with another ten SGBs working towards Foundation level.

We published our Single Equity Scheme, which details our approach to fulfilling our public sector duties to promote disability, race and gender equality.

In partnership with Scottish Disability Sport and the Youth Sport Trust, we developed a disability inclusion training course for Active Schools.

We continued to work in partnership with UK Sport on the implementation of the UK-wide anti-doping framework in Scotland.

We continued to invest in, and partner, the Child Protection in Sport service with Children 1st.

A total of 191 child protection awareness workshops took place throughout Scotland, with 2,496 attendees. 30 workshops for child protection officers within sports clubs took place, with 308 attendees.

ANTI-DOPING

CHILD PROTECTION

REUSE REDUCE RECYCLE

Last year we put in place an environmental management system to help us improve the way we use resources and manage the impact that we, as individuals and as an organisation, have on the environment. This is our progress so far:

ENERGY

Our aim is to reduce energy consumption by an average of 2% per annum: this year we've gone even further, with energy consumption for the sportscotland group falling by 11%.

Glenmore Lodge have also introduced an environmental levy, with £1 added to each course fee going towards an environmental project. For more information please visit www.glenmorelodge.co.uk.

TRAVEL

We've produced and are implementing a green travel plan.

We committed to increase the use of public transport for business travel from 7.4% to 10% by 2010. Based on performance at our headquarters, we've already achieved an increase of 1.6% to 9%.

We are on track to meet our target of a reduction of CO2 emissions by an average of 2% per annum, having decreased emissions from the group (those from private cars) by over 2% this year.

PROCUREMENT AND WASTE

We are committed to reducing our A4 paper usage by an average of 2% per annum until 2010 and we have made a good start in doing so. All paper purchased by the sportscotland group now derives from recycled material.

We undertook a habitat survey of sportscotland National Centre Inverclyde in 2006/07 as planned and will be working through the recommendations made in the resulting report during 2007/08.

BIODIVERSITY

We've installed HIPPOS (water saving devices) in the toilet systems at headquarters to reduce water usage by approximately three litres every time a toilet is flushed.

WATER

POLLUTION

As planned, we undertook an inventory of all hazardous and polluting materials used by sportscotland in 2006/07. Recommendations made as a result of this inventory will be discussed and implemented by the National Centres over the next year.

FINANCIAL SUMMARY

sportscotland group income 2006/07



sportscotland distribution of resources and awards made 2006/07

	£ million
Active Schools	16.334
Club Development	1.461
Coaching	1.565
Volunteers	0.360
Player Improvement	4.860
Medal Success	10.187
Organisational Development	4.129
Corporate and Support Services	3.320
SIP/Community Regeneration	1.265
sportscotland National Centres	2.104
Total investment	45.585

The summary information above may not contain sufficient information to allow a full understanding of the results and state of affairs of the sportscotland Group. A copy of the audited accounts containing the detailed information required by law and under best practice guidelines can be obtained from www.sportscotland.org.uk/accounts.

The following are details of amounts (£) invested in individual sports for sportscotland's financial year ending 31 March 2007.

Sport	Investment direct to the Scottish Governing Body 2006/07	Other investment to the sport 2006/07*	Total 2006/07
American Football	0	9,995	9,995
Angling	31,500	500	32,000
Archery	7,000	7,916	14,916
Athletics	584,545	73,247	657,792
Badminton	364,500	29,585	394,085
Basketball	274,825	25,369	300,194
Bowling	61,500	50,704	112,204
Boxing***	365,000	0	365,000
Canoeing	194,752	1,200	195,952
Cricket***	408,272	23,447	431,719
Croquet	2,000	0	2,000
Curling	351,356	0	351,356
Cycling	318,512	342,390	660,902
Dance & Fitness	9,000	0	9,000
Equestrian	86,820	6,550	93,370
Fencing	26,000	3,621	29,621
Football	1,310,121	827,372	2,137,493
Gaelic Football	0	5,467	5,467
Golf	520,000	367,623	887,623
Gymnastics	351,287	8,811	360,098
Handball	10,000	0	10,000
Hang/Paragliding	1,000	0	1,000
Hockey	646,441	28,561	675,002
Judo***	292,500	113,204	405,704
Ju-Jitsu***	6,000	0	6,000
Karate***	85,483	0	85,483
Lacrosse	11,000	0	11,000
Modern Pentathlon	4,500	0	4,500
Mountaineering/Climbing	96,000	0	96,000
Netball	93,923	1,000	94,923
Orienteering	56,000	906	56,906
Rowing	61,182	12,562	73,744
Rugby League	30,000	804	30,804
Rugby Union	795,000	221,631	1,016,631
Sailing	332,280	71,500	403,780
Shinty	105,000	3,075	108,075
Shooting	96,175	0	96,175
Ice Sport/Skating	0	10,000	10,000
Snowsport	210,000	20,400	230,400
Squash	207,500	14,585	222,085
Sub Aqua	18,175	3,000	21,175
Swimming	889,750	1,262,395	2,152,145
Table Tennis	58,000	1,434	59,434
Tennis	306,094	84,070	390,164
Triathlon	154,500	11,500	166,000
Tug of War	3,529	0	3,529
Volleyball***	345,000	3,500	348,500
Waterskiing	44,500	0	44,500
Windsurfing	0	4,150	4,150
Wrestling***	38,000	1,500	39,500
Scottish Disability Sports	215,250	17,000	232,250
Scottish Sports Association***	103,500	0	103,500
Multisport**	0	18,009,198	18,009,198
	10,583,272	21,679,772	32,263,044

* e.g. facility awards, athlete support, coaching awards, Awards for All, SPORTSMATCH etc.

** e.g. Active Schools Network investment, sports and community facilities, investment in sportscotland National Centres.

*** More than one year investment.

WELCOME TO THE BOARD

sportscotland's board offer strategic direction and advice across all areas of our organisation.



sportscotland board members 2006/07 (photographed from left to right)

Julia Bracewell, OBE
Chair of sportscotland,
Legal Consultant.

Julia was a corporate lawyer in the City of London for 15 years and a partner in the American law firm Brobeck Hale and Dorr, and Morrison and Foerster. She was a member of the Sports Council of Great Britain and its successor body, Sport England (1993-2001).

Julia represented Scotland in fencing at international level, winning bronze medals in the 1986 and 1990 Commonwealth Championships. She also represented Great Britain at the Barcelona Olympics (1992), World Championships (1990) and European Championships (1991).

Ian Beattie
Chartered Accountant and Finance
Director, Brodies LLP.

Ian's career spans the worlds of finance and athletics, with stints as Finance Director of the Royal Bank Private Equity Group, Head of Finance at Murray Johnstone, and as Non-Executive Director for Scottish Athletics for four years.

He is an experienced long-distance runner, having completed more than 50 marathons, and is treasurer of Central Athletic Club.

Carolyn Dobson
Competition Commissioner
and Independent Investment
Advisor to the London Borough
of Enfield and the Environment
Agency's Pension Scheme,
and Non-Executive Director,
Shires Smaller Companies plc,
an investment trust.

Carolyn brings an astute financial eye to the Board, with past achievements including time as Head of Abbey Asset Managers' Investment Floor in Glasgow with funds under management of £30 billion. She has also worked for British Waterways as Non-Executive Director where she worked closely with local authorities and helped establish private public partnerships.

John Fraser
Neighbourhood Manager,
Children & Families Department,
City of Edinburgh Council
(commenced 22/01/07).

John was appointed Neighbourhood Manager in 2005. His responsibilities cover education (all sectors) and social work. Previously, he was Head teacher of Craigmount High School in Edinburgh and Mearns Academy in Laurencekirk, Aberdeenshire.

He is currently involved in a number of developments in sport which include exploring the potential benefits of the

2012 Olympic and Paralympic Games for Scottish schools; the establishment of a Sports Academy for Edinburgh Schools, and in the development of the use of sports facilities for community groups. He is a former international shinty player. He now plays golf with a scratch handicap and was recently selected to represent Scotland in the Seniors Home Internationals.

Wai-yin Hatton
Chief Executive,
NHS Ayrshire & Arran.

Wai-yin was appointed Chief Executive of Ayrshire & Arran Health Board in 1995 and became the Chief Executive of the unified NHS Ayrshire & Arran in 2004. She joined the NHS in 1974, and has worked in a variety of challenging posts in different sectors in the healthcare field in Wales, London, Essex, Suffolk and Birmingham.

She is a former World and European gold and silver medallist in karate. She is also an internationally qualified referee in karate.

Kim McAully
Accountant, Angus Council's
Education Department.

With 25 years experience in finance, Kim brings a wealth of knowledge to the Board. A member of the Chartered Institute of Management Accountants

(CIMA), she is also Secretary for the Dundee branch of CIMA. Kim is currently studying for an MBA in Public Service Management at Stirling University. She has been heavily involved in local community groups and enjoys walking in the Angus glens in her spare time.

David Sole, OBE
Management consultant,
Whitehead Mann
(commenced 22/01/07).

David's current role sees him advise senior executives across a diverse range of industries. He has also worked for Diageo in a number of strategic roles.

David will be remembered as captain of Scotland's 1990 Grand Slam-winning rugby side. David appeared 44 times for his country, including a record 25 as captain. In 1989, he toured Australia with the British Lions and, at the last World Cup, brought his articulate views to the rugby-watching world, co-commentating on television.

Stephen Wright
Director, Fair Play Ltd.

Stephen has 15 years experience in economic development, mostly in senior management posts and was previously Chief Executive of

Paisley Partnership. He is an honours graduate in social sciences, with an MBA from the University of Strathclyde and an MSc (with distinction) in Local Economic Development. He is a Member of the Chartered Institute of Marketing and a Member of the Institution of Economic Development. Stephen is Director of Fair Play Ltd, an economic development, social inclusion and arts consultancy; and has a number of business interests in educational software and property.

Board members not photographed

Atholl Duncan
Executive Editor,
BBC News Scotland.

Atholl was Director of Corporate Affairs at Scottish Water before returning to continue a long career at the BBC where he was previously Managing Editor of News and Current Affairs. He was responsible for running a department which produced news on television, radio and online.

He was a schoolboy rowing international and is a keen rugby player. He is also an enthusiastic fun runner and competes in 10km, half marathons, duathlons and long-distance running events.

Steven Grimmond
Head of Community Services,
Fife Council.

Steven's current responsibilities span sports and leisure provision, museums and heritage, arts and cultural development, and community learning and development. He previously held posts at Aberdeenshire Council, before becoming Director of Arts and Heritage and then Director of Leisure and Arts at Dundee City Council.

He is a Fellow of the RSA; a COSLA Adviser on Sport and the Arts; a Council member of The Scottish Arts Council; Executive Member and previous Chair of VOCAL (Voice of Chief Officers for Cultural, Community and Leisure Services in Scotland); as well as having served as a board member on a wide range of cultural and sports bodies.

He is a practising artist.

Dr Linda Leighton-Beck
Social Inclusion Manager,
NHS Grampian.

Linda is also an Honorary Senior Lecturer in the Department of General Practice and Primary Care at Aberdeen University. Previously, she has held posts at Aberdeen University, Scottish Council for Postgraduate Medical &

Dental Education, Scottish Council for Research in Education, is a former Assistant Director of Leisure Services with East Lothian District Council and has lectured at Dunfermline College of Physical Education (now University of Edinburgh).

Linda enjoys regular badminton, running and walking.

Graeme Marchbank
Head of Corporate Sponsorship
and Events, Diageo, Global
Corporate Relations
(commenced 22/01/07).

Following a career in golf administration, including a spell as Director of Tour Operations with the Ladies European Tour and ultimately Director of Golf at the famous Gleneagles Hotel (venue for the 2014 Ryder Cup), Graeme was appointed to his current role with Diageo.

Globally responsible for Diageo's corporate sponsorship strategy, Graeme's remit also includes the direction of major sponsorships in the name of Diageo and the focus on brand sponsorships in terms of social responsibility, in particular responsible drinking. When not travelling, his interests include, tennis, golf and particularly road cycling.

Fraser Wishart
Chief Executive, Professional
Footballers' Association of Scotland.

Formerly a professional footballer, Fraser first joined Motherwell FC in 1984. After five years, he moved to St Mirren, then on to Falkirk, Rangers, Heart of Midlothian and, in 1996, returned to Motherwell for one more season. In 1997, he joined Clydebank FC, where he was player/coach until this year, when he moved to Airdrie United. He is now committed full-time to the PFAS.

He also enjoys running and plays cricket and golf.

Ritchie Campbell
Chartered Accountant
(term ended 13/12/06).

Ian Mason OBE
Director of World Class Operations,
British Swimming
(term ended 13/12/06).

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