

# Playing Our Part

Summary of progress 2016-17



Putting sport first

**sportscotland**  
the national agency for sport





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# INTRODUCTION

## About us

sportscotland is the national agency for sport. We believe passionately that sport makes a positive and valuable contribution to personal, community and national wellbeing in Scotland. Our vision is a Scotland where sport is a way of life, where sport is at the heart of Scottish society and has a positive impact on people and communities.

The power of sport means it contributes to the five strategic objectives outlined in Scotland Performs, which unite all public organisations in Scotland: wealthier and fairer, smarter, healthier, safer and stronger, and greener. Within this context sport contributes directly to the Scottish Government's vision of a Scotland where more people are more active more often, and the Active Scotland Outcomes Framework (see graphic opposite).

We are a non-departmental public body, responsible through Scottish Ministers to the Scottish Parliament. We are also a National Lottery Fund distributor and we are governed by National Lottery distribution rules.

## About this report

Playing Our Part: summary of progress 2016-2017 is sportscotland's annual report covering year two of the 2015-19 corporate plan: Raising The Bar. It allows us to assess what progress we have made towards achieving our impact measures.

Measuring impact is both a quantitative and qualitative process. Through contextual data and analysis we aim to provide a comprehensive picture of the strength of Scotland's world class sporting system. Through storytelling we aim to bring the system to life through personal experiences.



## Structure

### System highlights

This section aims to summarise our work in 2016-17 across the sporting system (see graphic below) and highlights how we:

- Supported and improved environments for sport (Schools & Education; Clubs & Communities; Performance sport)
- Strengthened enablers (People; Places; Profile)
- Maximised and aligned resources from all partners (Partnerships; Our organisation)

### Playing their part

In this section we tell the stories behind the system. Chair Mel Young documents his first year at the helm of the organisation alongside three case studies which bring the system to life in the form of individual experience.

### Our progress

In this section we ask ourselves: what progress have we made towards achieving our impact measures during the period 1 April 2016 to 31 March 2017? With quantitative and qualitative data we measure our progress against our outcomes:

- Participation
- Progression

and our enablers:

- People
- Places
- Profile





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**COMMUNITIES THROUGHOUT  
SCOTLAND ARE BEING  
EMPOWERED TO ENSURE  
THEY ARE AT THE HEART  
OF DECIDING HOW AND  
WHERE SPORT IS DELIVERED**  
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## MINISTER'S FOREWORD

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**Aileen Campbell**  
Minister for Public  
Health and Sport

At the midway point of **sportscotland's** 2015-2019 corporate plan: Raising The Bar we have the opportunity to reflect on the contribution made by our national agency for sport in advancing the shared vision set out in the Active Scotland Outcomes Framework. During the course of the year I have had the opportunity to travel the length and breadth of the country, witnessing the power of sport and the positive impact it can have on people's lives.

**sportscotland** have played and continue to play an important role in facilitating and setting the strategic context for how sport can enrich our lives, but also in enhancing the system-wide approach that is the envy of many throughout the world and helps Scotland to compete and win on the world stage. I recognise this can't happen without the countless dedicated volunteers, clubs, coaches and athletes, but the strength of our world class sporting system is that there is a clear and coherent approach to delivering an Active Scotland. I am delighted that **sportscotland** have continued to prioritise tackling inequality through their investment and within their leadership role to ensure everyone has the opportunity to enjoy sport. But I am also really pleased that communities across Scotland are being empowered to ensure they are at the heart of decision making as to how and where sport is delivered.

Community sport hubs in particular are providing more and better opportunities for people of all ages and abilities to be active. Crucially, these are designed and delivered by the local communities they serve and are continually evolving to ensure they are not just places of activity but are firmly rooted to the people they serve, providing enormous social good which stretches far beyond sport. This is community empowerment in action and I am pleased we are well on our way to achieve our target of 200 community sport hubs by 2020.

Beyond all the local facility development throughout Scotland, we have also seen the unveiling of two magnificent performance centres – the reopened and fully accessible National Sports Training Centre Inverclyde, which is the first residential sports centre of its kind in the UK, and the brand new Oriam, Scotland's Sports Performance Centre. These facilities aren't just for high-performance athletes but, in line with our approach, they are tangible community assets for the people of Scotland.

I am also delighted that Active Schools continues to grow and is delivering encouraging results with over 6.5 million participant sessions in academic year 2015/16. Active Schools is well embedded within all Local Authority areas and has proven its value by delivering a wide range of sport and physical activity opportunities for children and young people to get involved and stay involved in sport. This provides firm foundations to ensure future generations have the skills, confidence and aptitude to lead active and healthier lives now and in years to come.

It is right we celebrate these achievements, but we also recognise there is more work to be done. It is vital **sportscotland** build on this positive momentum so that, together, we can continue to work towards creating the country we all seek – one that is healthier and more active and which embraces all the potential that sport brings. And the hallmark of our approach in turning this vision into reality, and securing success, will be ensuring there is opportunity for all.



## CHIEF EXECUTIVE'S REVIEW



**Stewart Harris**  
Chief Executive  
sportscotland

The half-time interval gives sports teams the opportunity to pause for thought and review their performance against predetermined goals. This year's **sportscotland** annual report, *Playing Our Part*, allows us to do the same. The national agency for sport is two years into the delivery of its 2015-19 corporate plan: *Raising The Bar*. This halfway point is the perfect time to assess and reflect on our progress and to ensure we continue to deliver a world class sporting system for everyone in Scotland.

So how did we play our part in 2016-17?

In participation terms, I am proud to report that we have a strong network of 179 community sport hubs across Scotland and are well on course to achieve our fixed target of 200 by 2020. We continued to empower local people to support the development of hubs in their community and provide additional support for hubs within the lowest 5% of Scottish Index for Multiple Deprivation (SIMD) areas.

School sport in Scotland goes from strength to strength – thanks, in large part, to our investment in Active Schools where we saw a 5% increase in both the number of activity sessions and the number of distinct participants in the 2015-16 academic year. Pupils made more than 6.5 million visits to Active Schools sessions encompassing over 100 sports and activities, and more than 87% of the people delivering these sessions were volunteers.



Effective partnerships were central to this success. Active School Coordinators continued to work closely with schools staff to develop these opportunities and empower young people as leaders in sport, while partnerships with clubs strengthened the connection between school and community environments.

This year we made considerable advances in our digital communications, enabling us to tell our stories to a wider audience and delivering added value for our funders, the Scottish Government and The National Lottery.

It was wonderful to see the culmination of two very special facilities projects in 2016 and 2017. The rebuilt **sportscotland** Inverclyde National Sports Training Centre and the brand new Oriam, Scotland's Sports Performance Centre, are much more than bricks and mortar – they are places that will inspire people to be involved in sport. Inverclyde, designed for inclusivity, has the distinction of being the first residential sports centre of its kind in the UK. The centre is fully accessible and, like Oriam, will be available to everyone in Scotland – from schools and local communities to sports clubs, sports governing bodies and high-performance athletes.

In the summer of 2016 we witnessed and applauded the extraordinary success of Britain's National Lottery-funded athletes in Team GB and ParalympicsGB, who set a new aggregate record of 214 medals for an away Games. Every medal won by a Scot in Rio was testament to the hundreds of people who apply their professional expertise in our high-performance network and we were delighted to host a homecoming event at Oriam that gave our Olympians and Paralympians an opportunity to meet and mix with school children and community representatives.

Two of the outcomes we identify as a priority in *Raising The Bar* are participation and progression. In 2016-17 **sportscotland** achieved demonstrable success in both and thanks are due to everyone who contributed to this accomplishment, especially our valued partners in the Scottish Governing Bodies of sport (SGBs) and Scotland's 32 local authorities and their Trusts.





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# SYSTEM HIGHLIGHTS

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- Schools & Education
- Clubs & Communities
- Performance sport
- People

- Places
- Profile
- Partnerships
- Our organisation



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## SCHOOLS & EDUCATION

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Our schools and education portfolio is about working closely with local and national partners to improve physical education (PE), physical activity and sport for children and young people across Scotland.

We increased the number, range and quality of opportunities for school pupils across Scotland to participate in sport through our investment in Active Schools. We also increased the number of people delivering opportunities. The number of activity sessions increased by 5% from 332,910 in the 2014-15 academic year to 350,664 in the 2015-16 academic year, with 87% of the people delivering activities being volunteers. Active Schools provided more than 100 sports and activities and pupils made more than 6.5 million visits to these sessions. This success is a result of strong local partnerships between Active Schools coordinators, school staff, physical education lead officers, sports development teams and sports clubs.

We continued to work in partnership with 24 local authorities who agreed to contribute financially on a 50:50 match funding basis to employ a PE lead officer. They provided training and support for teachers and strengthened the connections across PE, physical activity and sport. The 2016 Healthy Living Survey showed 99 per cent of primary schools were meeting the target of providing at least 120 minutes of PE to all pupils. In the secondary sector, 95 per cent of schools met the target of providing at least 100 minutes of PE to all pupils in S1 to S4.

During this year we invested in 23 local authorities to build a sustainable infrastructure for school sport competition and strengthen the connection to Scottish Governing Bodies of sport (SGB) staff and school competition programmes. This investment has supported local staff to improve the collaborative approach to the planning and delivery of competition and to increase the number of secondary pupils participating in competitive school sport.

We continued to invest in Active Girls projects to engage girls and young women to participate in PE, sport and physical activity and have been supporting partners to consider the long-term sustainability of their projects. Partners have now initiated the transition from direct intervention to a sustainable model for the future which will see the projects integrated into the sporting system. This approach ensures the lessons learned during programme delivery are used to improve and enhance ways of working and better inform the work of their partners and networks in the future.

In November 2016, we delivered a workshop with a theme of 'Raising Attainment and Achievement through Sport' at the School Leaders Conference. The workshop was co-delivered by **sportscotland's** Chief Executive with the Head Teacher, Depute Head Teacher and pupils from Holy Cross High School, Hamilton. This conference presented an opportunity to provide an overview of the world class sporting system and the significant contribution sport and physical activity makes to the lives of children and young people.

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**THE NUMBER OF  
ACTIVE SCHOOLS  
ACTIVITY SESSIONS  
INCREASED BY 5%**  
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**WORKING WITH PARTNERS WE HAVE  
DELIVERED 179 ACTIVE HUBS AGAINST  
THE NEW TARGET OF 200 BY 2020**  
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**CLUBS &  
COMMUNITIES**

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The clubs and communities environment is a critical part of the sporting pathway, offering opportunities that support local people to participate in sport and progress to their chosen level. Through this portfolio we provide leadership for clubs and community sport organisations.

Community sport hubs (CSHs) continue to bring together sports clubs and local partners to develop and grow sport in communities across Scotland. The focus on sustainable, community-led approaches is ensuring hubs engage with the local sporting and non-sporting infrastructures to meet the needs of local communities. Working with partners we have delivered 179 active hubs against the new target of 200 by 2020. We continued to work with five local authority partners to provide additional support to identified hubs within the lowest 5% of Scottish Index for Multiple Deprivation (SIMD) areas.

We worked closely with the professional workforce in the club and community sport environment to better connect the work of local clubs, hubs and schools. This included delivering two sets of regional meetings for SGB regional managers and CSH officers, designed to help them to better integrate their work locally and develop close working relationships.

We provided training to officers and managers to access, better understand and more effectively use the range of data available to them. We also maintained our focus on continuous improvement, supporting SGB regional managers and CSH officers to critically reflect on their own work across the year and identify challenges and learning, through our impact and interventions tool. These structured reflections have facilitated effective conversations between people in supported posts, their managers and **sportscotland** staff. This has helped staff to better identify learning and respond to challenges, and enabled sharing across the network.

Through direct club investment (DCI), we supported sports clubs to hire paid professional staff in both coaching and administration posts, and forge stronger connections and better relationships with local schools. During 2016-17 we approved awards totalling £139,954 for seven clubs. This investment has leveraged an additional £239,126 from the clubs and local partners.

The expert instructors and bespoke facilities at our national centres have enabled participation and progression for people involved in a wide range of sports. Our focus on lifelong participation continues to inform how we engage with people, design facilities and create opportunities to get involved and stay involved. During 2016-17 our national centres provided 34,000 participation days facilitated across all sites.



## PERFORMANCE SPORT

This year our major priority was delivering our headline goals for the 2016 Rio Olympics and Paralympics. With 81 Scottish athletes selected for Team GB and ParalympicsGB, and Scottish athletes winning 30 medals, Scotland and the **sportscotland** institute of sport made a significant contribution to Team GB and ParalympicsGB finishing second in both medal tables. We achieved a series of best-ever results for an away Games, including:

- Record numbers of Scottish medallists at an away Summer Olympics and Paralympics
- Record numbers of Scots on Team GB and ParalympicsGB at an away Summer Olympics and Paralympics
- Record numbers of Scots on World Class Programmes
- Specialist staff appointed to key roles for Rio 2016 including the Head of Sports Medicine for Team GB

The success of Scottish athletes at the Rio Olympics and Paralympics demonstrates that the system we are building is leading to good investment decisions, delivering world class supporting infrastructure and specialist services and providing expertise to consistently support and nurture our athletes to be the best they can be on the world stage.

We continued to develop areas that enhance our high performance system, rolling out new ways of working and delivering targeted initiatives, including:

- Para education project: Aims to empower practitioners to deliver integrated practices for para athletes, increase the capability and capacity of practitioners to work with para athletes and enhance the level of understanding of practitioners who are potentially working with para athletes.
- High performance environments: Aims to develop a set of guiding principles which will ensure that SGB performance programmes have sufficient access to world class training and competition facilities and a good working relationship with the operator and other users of the facilities, and that performance staff have suitable working environments for the range of tasks they must perform.

Our Mission Control processes continued to support the long-term development of SGB performance systems by analysing the key components of performance programmes, identifying actions for improvement and tracking progress against these actions. The main focus for improvement actions is medal success at major Games and the delivery of our shared performance outcomes.

We are on track to meet our headline goals of further best-ever results at the PyeongChang 2018 Winter Olympics and Paralympics and the Gold Coast 2018 Commonwealth Games. To support this, we progressed part two of our investment decisions for SGBs, which involved the allocation of services for all 2018 and 2020 sports. We also targeted our performance solutions special projects to add additional value to major Games. In November 2016 we launched the new high performance coaching programme, designed for Scottish coaches.



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**SCOTTISH ATHLETES  
SELECTED FOR TEAM GB  
AND PARALYMPICSGB WON  
30 MEDALS AT RIO 2016**  
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**MORE THAN 3,300 PEOPLE  
RECEIVED OFFERS OF FINANCIAL  
SUPPORT TO COMPLETE UKCC  
QUALIFICATIONS ACROSS  
26 SPORTS**  
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## PEOPLE

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People development is a key priority underpinning the sporting system and our people portfolio drives our work in this area. It includes programmes that focus on the development of coaches and coaching, as well as young people as leaders and leadership development for professional staff across the sporting sector.

Our work with young people continues to grow and develop, engaging their views about the sporting system and how it can be improved. Our third Young people's sport panel is made up of 15 young people who are representative of a wide range of ages, life experiences and geographic locations. We received 185 applications having strengthened the recruitment process to reach a wider spectrum of individuals and organisations. During its first year, the panel was involved in responding to national consultations, supporting decision-making on national programmes and presenting at and supporting regional and national events. The panel has identified three key areas where it aims to lead and influence over the next two years: LGBT, disability and girls and young women.

We continued to invest in 36 SGBs to support coaching network posts and coaching programme delivery. In a busy year of change we supported the recruitment of coaching network staff in eight sports. We also supported coaching network staff by delivering a two-day development seminar in February, which focused on creating a diverse workforce, a digital approach to coach development and how to collectively deliver the most significant coaching impact.

We undertook a review of Coaching Scotland, the strategic framework for the development of coaches and coaching in Scotland, which included consultation with our key partners. A refreshed Coaching Scotland will be established in 2017-18. Working closely with SGBs, we continued to support coach education and development opportunities, with more than 3,300 people receiving offers of financial support to complete UK Coaching Certificate (UKCC) qualifications across 26 sports. This is the largest investment in coach education grants we have made in any year. We had almost 12,000 attendances by coaches accessing a range of learning and development opportunities, delivered by SGBs and directly by **sportscotland**.

Our refreshed delivery model for competition organiser training offers greater reach, flexibility and control for local partners, enabling them to deliver training to their own young people to suit local needs and local leadership opportunities and pathways. So far 27 local authorities have engaged in this revised approach.

The **sportscotland** Trust Company continues to support and develop sporting leaders as a primary focus. SGB research indicates that a leader's individual reach is an average of 150 to 249 participants per year. With 1,315 leaders trained through national centres Glenmore Lodge and Cumbrae, the minimum reach is 200,000 participants. In addition Cumbrae and Glenmore Lodge directly supported 7,218 students.



## PLACES

We are committed to ensuring that sports facilities are well planned and are affordable, accessible and inclusive to people who want to get involved and stay involved in sport and physical activity. We offer our time and our expertise in the planning, design and operation of sports facilities, as well as investment in them, to help achieve this objective.

Through our role as a statutory planning consultee we supported an increase in annual pitch capacity of more than 10,000 playing hours. We did this through our responses to 55 planning applications. We also engaged with 24 plans or programmes from local authorities, influencing spatial policy to ensure the needs of sport are protected and promoted.

Our time and expertise is a valuable resource and we continuously strive to enhance this to ensure we add value to stakeholders. We published guidance notes and case studies designed to help clubs and community groups develop places for sport. This included guidance on Community Asset Transfer, accessible design and case studies on different project types. We continued to engage with key organisations in the sports construction industry and sport generally to ensure we remain close to new developments or emerging priorities

We managed the implementation of projects funded from the Sport Facilities Fund and National and Regional Project Fund, and successfully completed the delivery of projects funded from the Legacy 2014 Active Places Fund and the CashBack for Sports Facilities Fund.

During 2016-17, across all funds, we invested £7.58m into 33 projects, with a total investment by others of £18.5m. This investment has moved progressively towards prioritising projects that will provide opportunities for people to get involved in sport and physical activity who share protected characteristics that are under-represented in sport or are located in or serve areas of deprivation. This focus will continue in 2017-18, driven by a refreshed Sport Facilities Fund that will require applicants to evidence how their projects will contribute towards addressing inequality and exclusion.

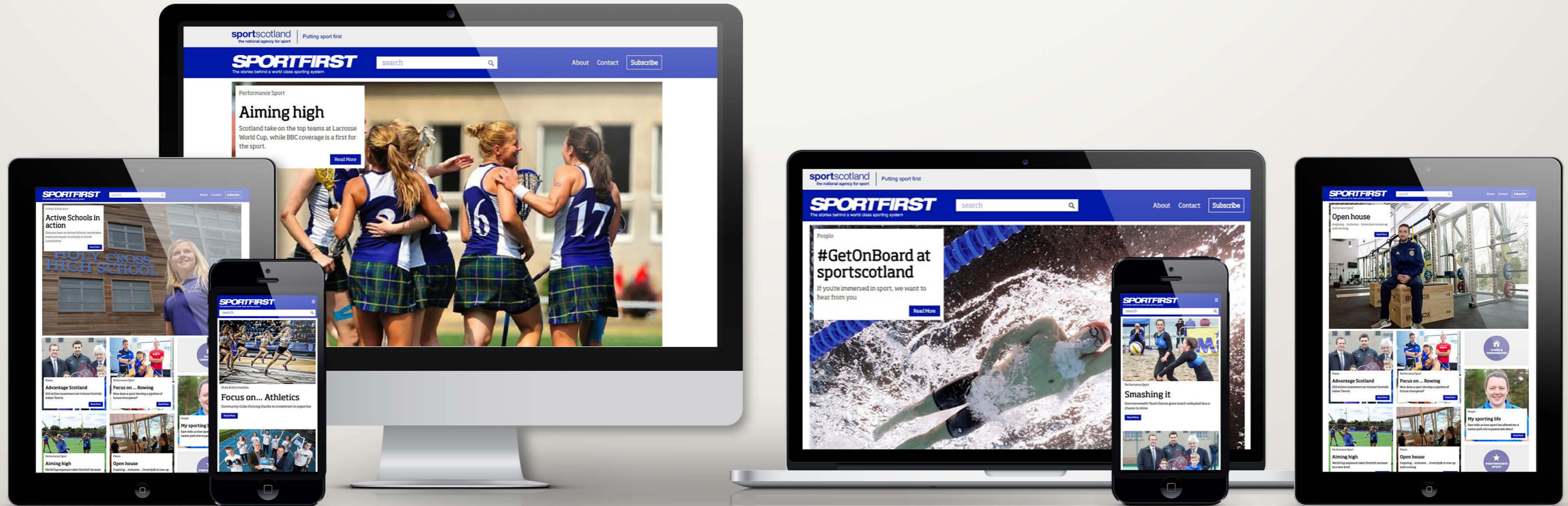
We played a key role in managing the design and delivery of major capital projects, including Oriam: Scotland's Sports Performance Centre, which was completed and opened in September 2016. We also invested £1.5m into the construction of a National Curling Centre at The Peak in Stirling. The project is now well underway and due for completion in August 2017. We continued to work with Scottish Target Shooting on the development of proposals for a National Training Centre for Shooting.

Our capital investment in the redevelopment of **sportscotland** National Sports Training Centre Inverclyde has supported the delivery of an inspirational and inclusive facility. The team at Inverclyde was fully engaged with the project team while successfully managing the operational challenge of being open for business. During the redevelopment project, the centre was able to accommodate more than 5,000 visits to fitness classes and 73,413 hours of facility use. More broadly the **sportscotland** Trust Company's continued support for a broad range of sports, clubs and communities led to more than 55,000 day visits to our national centres.



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**OUR CAPITAL INVESTMENT  
IN THE REDEVELOPMENT  
OF INVERCLYDE HAS  
SUPPORTED THE DELIVERY  
OF AN INSPIRATIONAL  
AND INCLUSIVE FACILITY**  
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## PROFILE

Our communications approach is to explain the contribution of sport, to celebrate Scottish sport and to highlight the opportunities for all to get involved, progress and achieve across the sporting system. We do this through strategic relationship management and multi-channel message dissemination. During 2016-17 we made a significant shift in our communications strategy towards a more digital way of working.

Our primary target audience is those within the sporting system and includes our local authority and SGB partners and the media. We profile all areas of the sporting system from schools and education, clubs and communities and performance sport to the people and places that enable the nation to participate and progress in sport.

Throughout 2016-17 we have made a number of improvements to drive smarter communications, including:

- converting Sport First, our flagship publication, into a digital content hub where we tell the stories behind the world class sporting system to new as well as existing audiences. Sport First stories are published continuously and promoted via social media and email marketing.
- redeveloping the **sportscotland** website to improve the experience for people accessing it on mobile devices. Our website now meets AA accessibility standards. We also refreshed and relaunched the Inverclyde National Sports Training centre website prior to the opening of the redeveloped facility.
- supporting young people and SGB and Local Authority partners to enhance their digital and other communication capabilities, through our strategic partnership with the BBC.
- relaunching our internal digital communications in the form of Inside Track, a new-look monthly newsletter, to keep staff up to date with developments, successes and challenges.

As part of the strategic relationship we have developed with the BBC, we have had an opportunity to create more impact by reaching new audiences. In conjunction with the BBC Radio Sportsound programme we organised football and rugby coaching sessions at four schools across the country attended by around 200 children. In the evening the children returned with their parents for the Sportsound show broadcast live from their school. The sessions generated 14 pieces of national and regional media coverage with a reach of 2.9 million and brought **sportscotland** to the attention of the show's 10,000 midweek listeners.

Face-to-face communications continue to be the cornerstone of our work and we engaged with our network through a series of events, including Active Schools workshops covering all 32 Local Authority areas and a #CelebrateTheGreat homecoming for Scotland's Rio 2016 Olympians and Paralympians, which gave children from schools and community clubs the chance to meet their heroes. Among the highlights of our annual awards programme was the 2016 Coaching, Officiating and Volunteering Awards, which celebrated the work of dedicated people from across the country who give up their time for sport.



## PARTNERSHIPS

A wide range of local, regional and national partners contribute their time, expertise, investment and information to Scotland's sporting system. These partnerships are critical to the success and development of the system. We work with and provide leadership to these partners, focusing on aligning our shared resources to deliver the best outcomes for people in Scotland.

We helped enhance the focus of partner strategies and their delivery against outcomes by improving relationships, taking a more integrated approach to planning and aligning plans to more tailored investment. We supported strategic national partners, all Scottish Governing Bodies of sport (SGBs) and 32 Local Authorities, to develop effective leadership, policies and processes, contributing to and influencing their strategies for sport.

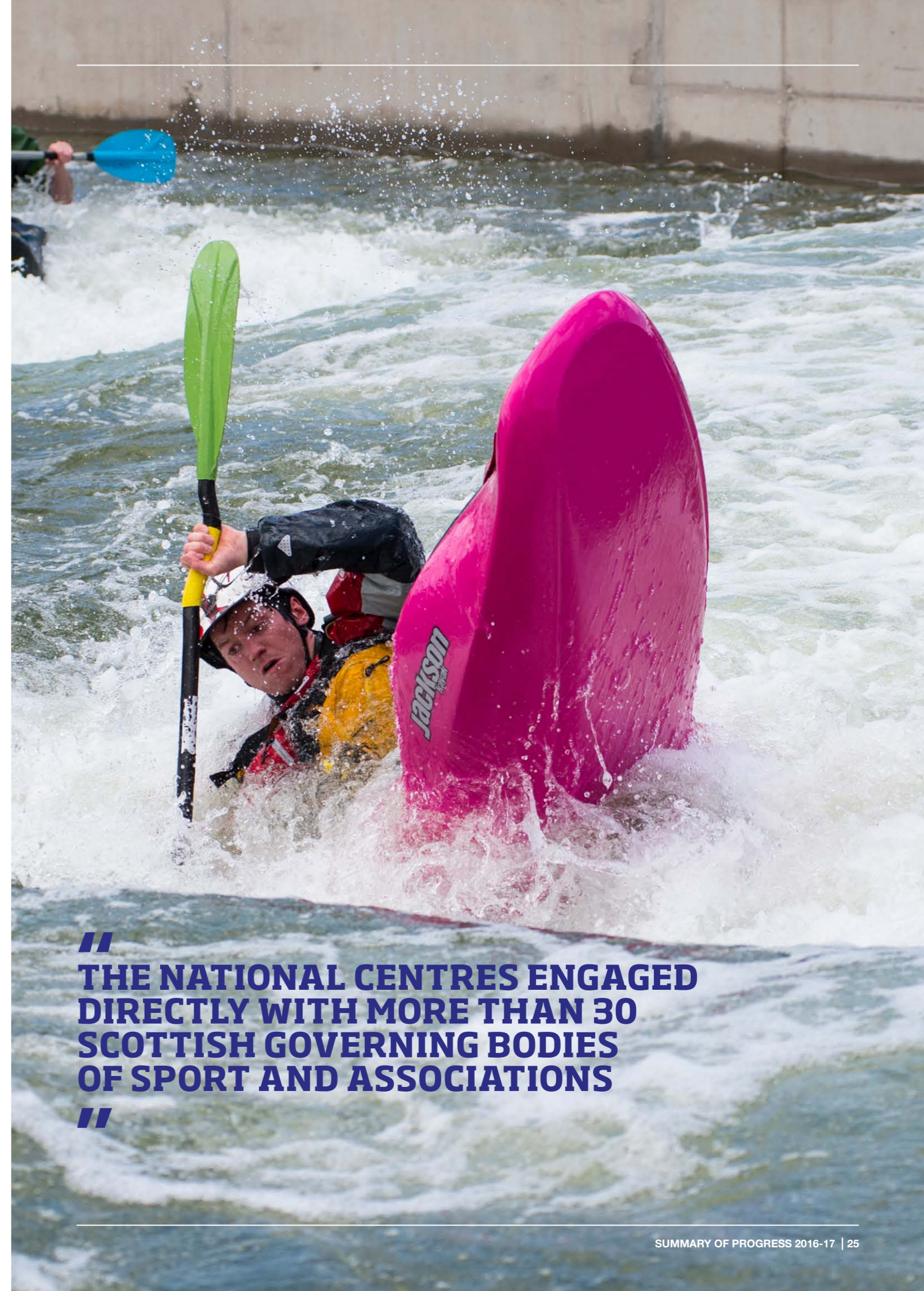
Gender diversity within SGB leadership roles, including board members, chief executives and chairs, continues to improve, with women now making up 27% of positions. This is an increase from 25% in 2015-16. SGB development audits have shown governance is improving, with a 12.8% increase in the number of SGBs achieving satisfactory comments or better, from 39 in 2015-16 to 44 in 2016-17.

We worked with Children 1st to improve and support invested SGBs in safeguarding children and protected adults, with 96% of all SGBs compliant with the current Minimum Operating Requirements in child protection. In addition we strengthened our developing relationship with Disclosure Scotland and Volunteer Scotland. This will result in further improvements to the welfare and safety of children and protected adults in Scotland through additional training, support and the piloting of new standards across the sporting system in future.

Through our regional infrastructure we continued to develop strong partnerships which connect national and local planning and delivery. Further improvement to the data collected through MySport across clubs, community sport hubs and Active Schools is resulting in better use of data for planning and improvement purposes.

We continued to engage with local and national political organisations to increase their awareness and understanding of sport. In a 2016 survey MSPs rated **sportscotland** at 68% for familiarity and 75% for favourability, reflecting minor changes since the previous survey in 2015. This continues to be one of the highest ratings of a public body in Scotland. We also provided high-quality support to Scottish Government Ministers through our Policy Enquiries service and delivered more staff expertise at Ministerial engagements and appearances. The number of Policy Enquiries increased to 1,691 in 2016-17, compared to 660 in 2014-15.

Through the **sportscotland** Trust Company we promoted and strengthened collaboration and development around outdoor and adventure sport. Throughout this year the national centres engaged directly with more than 30 SGBs and associations. Part of this work has at times involved leading the development of SGB qualifications. The centres have managed several sporting events and conferences and accommodated a number of national squad camps. All the centres remain directly accessible to participants, athletes and clubs.



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**THE NATIONAL CENTRES ENGAGED DIRECTLY WITH MORE THAN 30 SCOTTISH GOVERNING BODIES OF SPORT AND ASSOCIATIONS**  
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**WE ACHIEVED A 50/50 GENDER  
BALANCE ON THE BOARD THREE  
YEARS AHEAD OF THE SCOTTISH  
GOVERNMENT'S 2020 TARGET**  
//



## **OUR ORGANISATION**

This portfolio drives the core services underpinning delivery across all operational areas and encourages improvements, through better intelligence from investment in new systems and processes, which help make **sportscotland** more efficient and smarter and remain trusted.

We always strive for efficiency and we implemented several changes in 2016-17. We invested in new servers to provide a better service for staff, reduce energy use and take up less office space. We reduced costs through a new mobile contract and car lease scheme. We rolled out our new financial system, helping to produce more effective management information alongside improved financial planning and budget management. We also invested in and rolled out a new booking system to the Inverclyde and Cumbrae national centre.

We invested in a new HR information system, to be rolled out over two years, to help managers and facilitate self-service. We also completed a full review of our HR policies to help people managers use their staffing resources as effectively as possible.

It is critical that **sportscotland** is trusted by its stakeholders, staff and partners. In effect this means we need to work in an open and transparent manner, operating within the parameters set out in legislation and take account of Scottish Government guidance while managing risks and ensuring opportunities are taken to improve and innovate. Following the publication of the equality in sport research, we developed new equality outcomes for 2017 to 2021.

Our strategic and corporate approach to procurement was recognised externally by achieving a Silver Award through the Scottish Government's Procurement and Commercial Improvement Programme. Connected to this through the Inverclyde Project we were able to contract with two supported businesses, a key aim of the Scottish Government's Procurement strategy.

We submitted our updated Records Management Plan to the Scottish Commissioner, leading to the development of an agreed action plan. We supported the Scottish Government's Public Appointments Unit recruitment process for new Board members, generating 134 applications for the five vacant places, a record number. A proactive digital and social campaign was the key to this achievement, which enabled us to establish a 50/50 gender balance on the Board three years ahead of the Scottish Government's 2020 target.

We continued to improve and strengthen the leadership skills and capabilities of managers through our internal leadership programme. By its conclusion 60 leaders in **sportscotland** will have been through the course, which was independently evaluated this year with very positive outcomes.



# PLAYING THEIR PART

- View from the chair
- Bethan Goodwin
- Martin Perry
- Gavin Byers and Carly Edward

## VIEW FROM THE CHAIR



**Mel Young**  
Chair  
sportscotland

In my first year as Chair of **sportscotland** it has been a privilege to travel the country meeting some of the many people who underpin Scotland's world class sporting system. There is a rich tapestry of dedicated people out there who inspire and motivate others in their community to get involved and stay involved in sport and create an environment that allows them to participate and progress.

At **sportscotland** we are playing our part in the Scottish Government's Active Scotland Outcomes Framework by developing a culture where it is natural to take part in sport, reducing the number of barriers to participation. Equalities and inclusion are a big priority for the organisation and I am proud to say we now have an even split of women and men (of varying age) on the **sportscotland** Board, meeting the Scottish Government's 50/50 by 2020 pledge.

Outstanding work is being done in communities throughout Scotland, much of it funded by The National Lottery, to make sure our system is fully integrated with strong links between schools, clubs and performance sport. I would like to think that everyone involved in the system felt a degree of pride when witnessing the record-breaking heroics of our Olympians and Paralympians in Rio last summer.

In November, I visited Shetland and saw some of the great facilities on the islands before taking part in the Shetland Sports Awards which encapsulated the breadth and depth of sport at all levels. There was a great atmosphere and smiles all round, particularly amongst young people.

In spring, I was guest at the Boxing Scotland 2017 Elite Championship Finals in Ravenscraig and it was fabulous to see the range of talent from across many communities in Scotland. Boxing is a sport that demonstrates how significant impact can be made at a grassroots level at the same time as developing high performance athletes who can win medals.

I love all sport and often enjoy watching from the sidelines. I managed to catch a shinty match involving Kyles Athletic in Tighnabruaich where a tiny crowd of enthusiasts from the village watched an enthralling game which was played in a great spirit and to a high standard by local people. In many ways, for me, it summed up what sport is all about.

It is very important that we continue to tell the stories of Scottish sport and raise the profile of the work being done and I hope you will be informed and inspired by the contents of Playing Our Part. Each of the impact measures analysed in this document tells its own story, as does each of the human experiences featured in our videos.

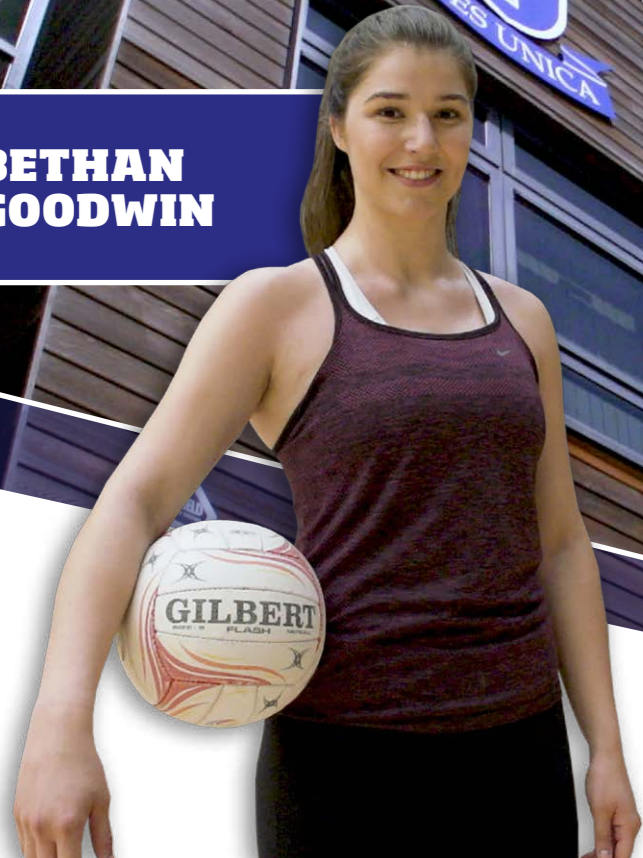
One project completed in early 2017 embodies the work of our agency at a national level. The £12million redevelopment of **sportscotland** Inverclyde National Sports Training Centre has been an exemplary case of project management and partnership working, resulting in a state-of-the-art facility being delivered on time and on budget. Inverclyde is a remarkable and truly inclusive sports centre, offering some of the best facilities for disabled athletes in Europe at the same time as embracing community use.

There are a number of world class places that underpin Scotland's sporting system but they would be nothing without dedicated people. There are thousands of volunteers out there who seek no reward for the hours they give to sport, who believe in the power of sport to change lives and who never forget the most important thing about sport – that it should be fun.

It has been fun meeting them.



**BETHAN GOODWIN**



Bethan Goodwin, 17, is a senior international netball player who attends Holy Cross High School, a two-time recipient of the **sportscotland** Gold School Sport Award.

Bethan has progressed through the South Lanarkshire Leisure & Culture and Netball Scotland pathways, which incorporates school and club activity, national development squads, district squads, Under 17 & 21 squads and the senior international side, the Scottish Thistles.

As a supported athlete who is preparing to represent Team Scotland at the 2018 Commonwealth Games in Gold Coast, Bethan receives services from a number of expert practitioners at the **sportscotland** institute of sport, including Darren Hide (physical preparation), Roisin Murphy (physiotherapy), Brian

Hughes (exercise physiology), Rachel Stentiford (performance nutrition) and Shirley Addison (Performance Lifestyle).

“My Performance Lifestyle advisor has been key in balancing my academics with my training, which has allowed me to continue studying as well as playing at an elite level,” says Bethan. “The support from other experts at the institute ensures that we are at peak fitness heading into competitions and able to withstand the physicality of netball.”

In February 2017 Bethan made her debut for the Sirens, Scotland’s first professional netball team, in the Vitality Netball Superleague.

At Holy Cross HS, which has 1,140 pupils, Bethan is a Sports Captain and a member of the Sports Committee, formed of two members per year group. Holy Cross also promotes Young Leaders, Young Ambassadors and Active Girls Leaders.

Holy Cross is one of six cluster schools supported by Active Schools coordinator Laura Somerville in South Lanarkshire.

Laura (pictured above right) was an Active Schools volunteer for five years before becoming an Active Schools coordinator.



“ WITH OUR ACTIVE SCHOOLS COORDINATOR I GO OUT TO LOCAL PRIMARY SCHOOLS TO MOTIVATE AND INSPIRE OTHER PUPILS ”

She has worked diligently in the area to develop a culture for sport in schools and encourage young people in South Lanarkshire to get involved in sport.

She provides more and higher-quality opportunities for young people to take part in sport and physical activity and develops effective pathways between schools and sports clubs in the local community. Holy Cross has particularly strong links with Cadzow Netball Club, Hamilton Academical Ladies Football Club and Uddingston Hockey Club, which is a recipient of **sportscotland** Direct Club Investment and is part of a community sport hub.

Bethan Goodwin says: “As a national netball player, I have linked with our Active Schools coordinator, Laura, to go

out to the local primary schools to motivate and inspire other pupils.

“Laura really is the driving force behind the Holy Cross sports council, always making sure that the pupils’ voice is heard when it comes to sport in the school.”

In 2016/17 Holy Cross High School co-presented a workshop with **sportscotland** at the School Leaders Scotland Conference and was selected as a School Sport Award case study in the submission process sent out to aspiring schools.

Holy Cross hosted an episode of BBC Sportsound’s “On The Road” in March 2017.





## MARTIN PERRY



“SCOTTISH DISABILITY SPORT TOLD ME THEY COULD FIND ME A PATHWAY TO HAVE A FUTURE IN SPORT”

Martin Perry is a 22-year-old table tennis player who is ranked in the world's top 20 for his class and is progressing towards a debut Paralympic Games in Tokyo in 2020.

He was born prematurely weighing 2lb 2oz and with only one fully formed limb, his right leg. The youngest of four brothers, he grew up playing football in the common areas of a high-rise tenement, on the streets and in the playground at Williamsburgh Primary School in Paisley, where his brothers lifted him over the wall during evenings and weekends.

As a pupil at Gleniffer High School, Martin took advantage of a strong Active Schools structure to participate and compete in teams with able-bodied pupils of the same age. His athletic potential was spotted by Scottish Disability Sport (SDS) through local press coverage of his rugby team's success.

Martin recalls: “Scottish Disability Sport came to the house, along with an Active Schools Coordinator who I knew, and they told me about the fantastic summer camp that they ran every year, and I immediately said no. I didn't like being pigeon-holed as disabled and having to play sport with other disabled people. They told me they could find me a pathway to have a future in sport but I wasn't interested because I thought I was good enough to play able-bodied sport.

“For the next couple of weeks the Active Schools Coordinator kept encouraging me to try it, and my family did the same, and eventually I decided to go. It was on the final day of the summer camp that I was introduced to table tennis, and that was where I met Terry McLernon and some players from the Drumchapel Table Tennis Club.”

The SDS summer camp was held at the **sportscotland** Inverclyde National Sports Training Centre, and it proved to be a real catalyst in the life of Martin Perry as it offered him a pathway towards a career in performance sport.

SDS supported Martin on that pathway, from providing transport to his first sessions at Drumchapel Table Tennis Club to liaising with hospital prosthetists who designed bespoke leg and arm extensions that enabled Martin to develop his game.

Drumchapel Table Tennis Club, one of the best-performing clubs in British table tennis, forms part of the Drumchapel community sport hub and both are chaired by Terry McLernon MBE, who is also President of Table Tennis Scotland.

Having become fully immersed in the British Para Table Tennis Team, Martin was promoted to the Performance Squad in early 2017. Apart from becoming Scottish and British champion his other achievements in 2016-17 included a gold medal at US Open in December 2016 and bronze in the Lignano Masters Italian Open in March 2017.

Martin claimed his first major medal at the 2017 ITTF Para World Championships where he won team bronze. He is now targeting good singles results at the 2017 European Championships and 2018 World Championships and a top-14 ranking to advance his chances of qualifying for Tokyo 2020.







**GAVIN BYERS**

**CARLY EDWARD**



Grove Menzieshill is a recipient of **sportscotland** direct club investment (DCI) funding, which supports the development of world class club sport.

The club has increased its youth membership from 72 to 149 over the past two years and put hockey at the heart of the community through a number of pioneering and innovative initiatives for male and female players of all ages.

Grove Menzieshill Hockey Club was named by the European Hockey Federation as EHF European Club of the Year 2016 for small clubs.

Young people are at the heart of this club. Two young volunteer coaches have been appointed to support DCI-funded coach Gavin Byers, a senior Scotland international player.

Grove Menzieshill also has its own hockey ambassadors initiative led by young people to actively engage the next generation in hockey and grow club membership.

The work the club has done in education and development of officials and umpires has borne great fruit, with former Grove

Academy pupil Carly Edward (19) now an international umpire who was mentored through the club and Scottish Hockey.

“The link between the school and the club was so strong that I just felt like I was playing hockey all the time,” says Carly. “When I was 14 I was approached by the coaches who asked me to umpire a men’s game, and ever since then I have just been doing more and more games.

“I’ve had so much support and development from the club and through Scottish Hockey. As a club, Grove Menzieshill are always there for you. It’s such a family club.”

Grove Menzieshill has links with seven Primary Schools and three High Schools in the Dundee area. **sportscotland** invests in a Regional School Sports Competition Officer in Tayside & Fife and the club supports this work with direct coaching support to Under-13 and Under-16 teams from Grove Academy.

Grove Menzieshill delivers lunchtime and after-school clubs in conjunction with Active Schools and supports the participation of pupils from two schools, Braeview High and Fintry Primary, which are situated in a deprived area of Dundee.

Gavin Byers says: “Grove Menzieshill Hockey Club is a club that prides itself on having close ties to the local community. The club regularly deals with local schools and businesses as well as enjoying involvement with community activities.”

The club, which forms part of the Forthill community sport hub, also works closely with the Local Authority sports development team on the provision of hockey activity in Dundee.

One of the facilities used by Grove Menzieshill is the pitch at DISC, which received a £194,539 **sportscotland** grant during the 2010/11 investment year.





# OUR PROGRESS

Participation and progression are the outcomes people in Scotland will notice as we work together to improve sport for them and their communities. People, places and profile are the enablers, which support and improve the environments for sport. In this section we use impact measures and performance indicators to demonstrate the difference we are making to the outcomes and enablers.



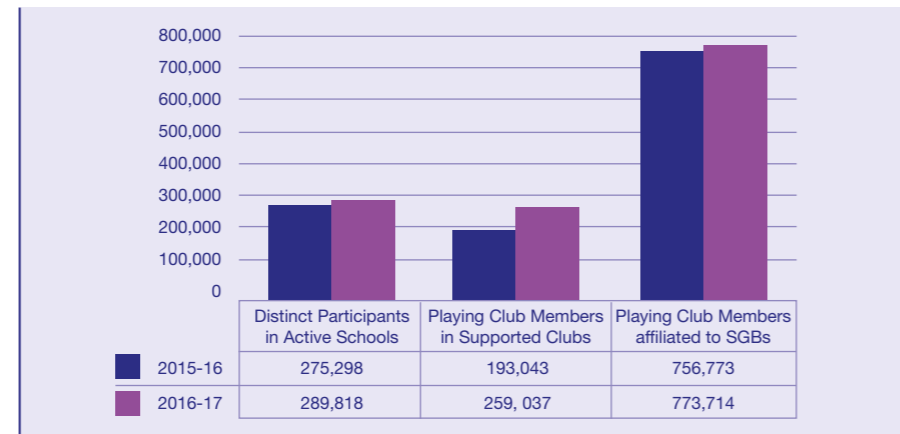
## OUTCOMES

### PARTICIPATION

You will have the opportunity to get involved and participate in sport, and stay involved throughout your life.

**Impact measure 1** - We will have increased the number and diversity of people playing sport in schools and sports clubs.

#### Distinct participants and playing club members\*



\* Active Schools data for 2015-16 refers to the 2014-15 academic year and 2016-17 data refers to the 2015-16 academic year.

In 2015-16 we identified potential anomalies with 12% of clubs around the definition of playing club membership and a further ten clubs that had not returned data. Consequently we revised the total playing club members figure from 213,445 to 193,043.

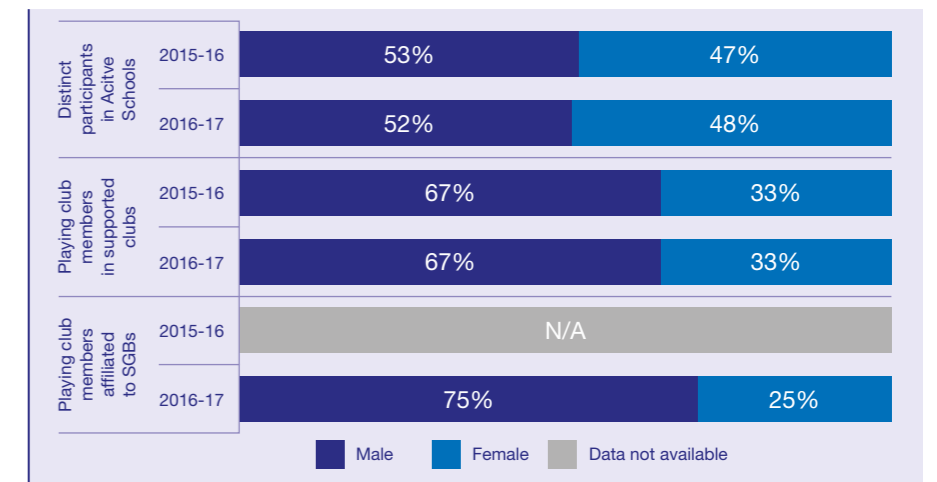
The 2016-17 total playing club members for supported clubs figure is based on returns from 1,918 clubs. This does not include clubs only supported by regional posts for football, gymnastics or golf. The 2015-16 figure is based on returns from 1,526 clubs and does not include clubs only supported by the regional posts for gymnastics, football, golf, Scottish Disability Sport (SDS), swimming and rugby. Although there have been increases in the number of playing club members within supported clubs that returned data in 2015-16, the majority of the 65,994 increase in 2016-17 is due to an additional 392 clubs returning data, including clubs only supported by the regional posts for rugby, swimming and SDS, as well as new clubs affiliated to community sport hubs.

The 2016-17 playing club members affiliated to SGBs figure excludes data from the following SGBs: modern pentathlon, surfing, target shooting and volleyball as no data is available. The 2015-16 figure excludes data from the following SGBs: fencing, modern pentathlon, SDS, surfing, target shooting and volleyball as no data is available. Both 2016-17 and 2015-16 figures include data from Scottish Student Sport (SSS).

### Gender and age breakdown

#### Gender breakdown of distinct participants and playing clubs members\*\*

\*\* Active Schools data for 2015-16 refers to the 2014-15 academic year and 2016-17 data refers to the 2015-16 academic year. Gender and age breakdown data for playing club members affiliated to SGBs was not available for 2015-16. 2016-17 data is collected from SGB Application Form (section 5.2) 2017-18.



As a result of anomalies with 12% of clubs around the definition of playing club membership, and a further ten clubs that had not returned data in 2015-16, the gender breakdown reported in 2015-16 has been amended from 66% male / 34% female to 67% male / 33% female.

The gender breakdown of playing club members affiliated to SGBs is based on a revised total figure of 710,107. This is due to the following three SGBs being able to provide total playing club members but not being able to provide this data broken down by male/female: motorsports, rugby league and tennis.

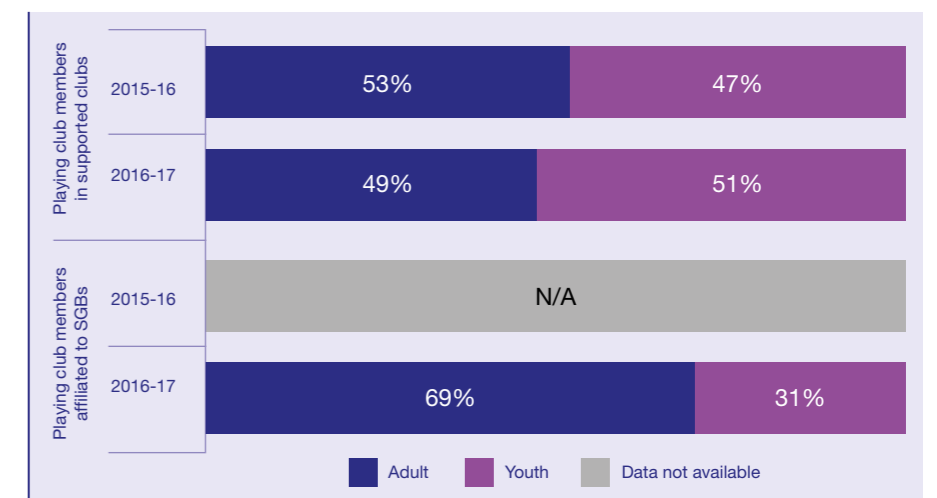
#### Active Schools distinct participants

Active Schools data for 2016-17, which relates to the 2015-16 academic year, reports a breakdown of 70% of distinct participants within primary school and 30% within secondary school. These values have not changed since 2015-16, when figures related to the 2014-15 academic year.

We collect distinct participant data at whole school level and there are three school types; Primary, Secondary and Additional Support Needs (ASN). We cannot break down ASN distinct participants to primary/secondary age groups so have removed these from the totals for the age analysis. Therefore the age breakdown of Active Schools distinct participants is based on total figures of 272,556 for 2015-16 and 287,132 for 2016-17.

#### Playing clubs members in supported clubs and affiliated to SGBs\*\*\*

\*\*\* Gender and age breakdown data was not available for 2015-16. 2016-17 data is collected from SGB Application Form (section 5.2) 2017-18.

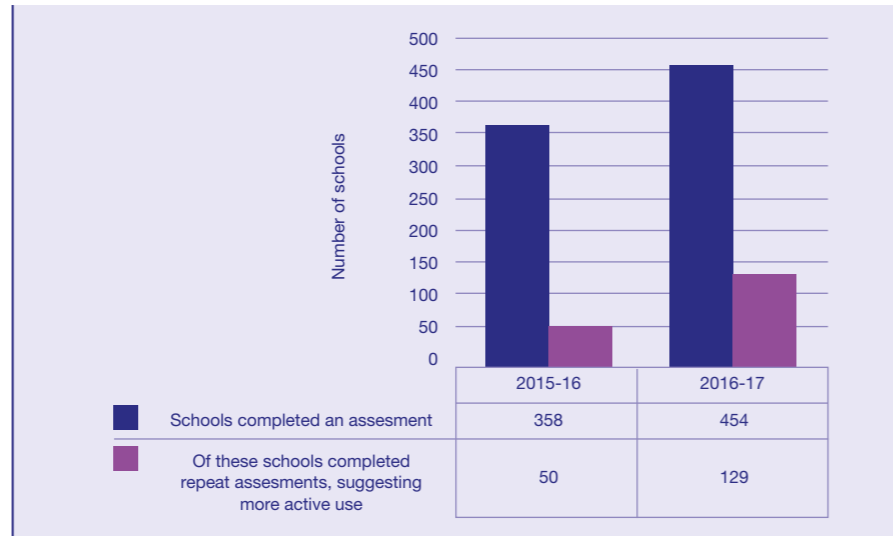




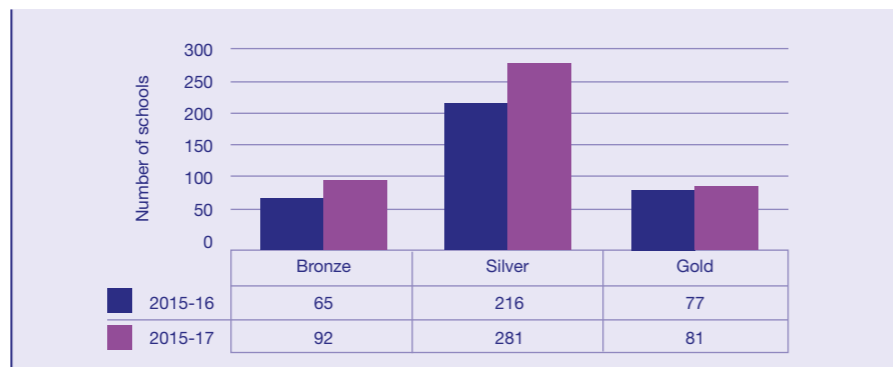
## OUTCOMES

**Impact measure 2** - We will have used the **sportscotland** School Sport Awards to strengthen the quality of sport within schools, driving strategic quality improvement and impact.

**Number of schools completing assessments and repeat assessments**



**Number of schools achieving awards at each level**



\* Please note School Sport Award data for 2015-16 refers to the 2014-15 academic year and 2016-17 data refers to the 2015-16 academic year.

**Impact measure 3** - We will have taken a planned approach to increasing the number, quality and diversity of coaches working in schools and education, and clubs and communities.

*(This measure is about our strategic approach to coaching, and how our work affects the total coaches in Scotland.)*

People development is one of the priorities for improvement underpinning the sporting system. Coaching Scotland, the strategic framework for the development of coaches and coaching in Scotland, supports the sport sector to plan and deliver key elements of this. This includes providing high quality learning and development opportunities that meet the needs of coaches as well as the needs of all participants and athletes.

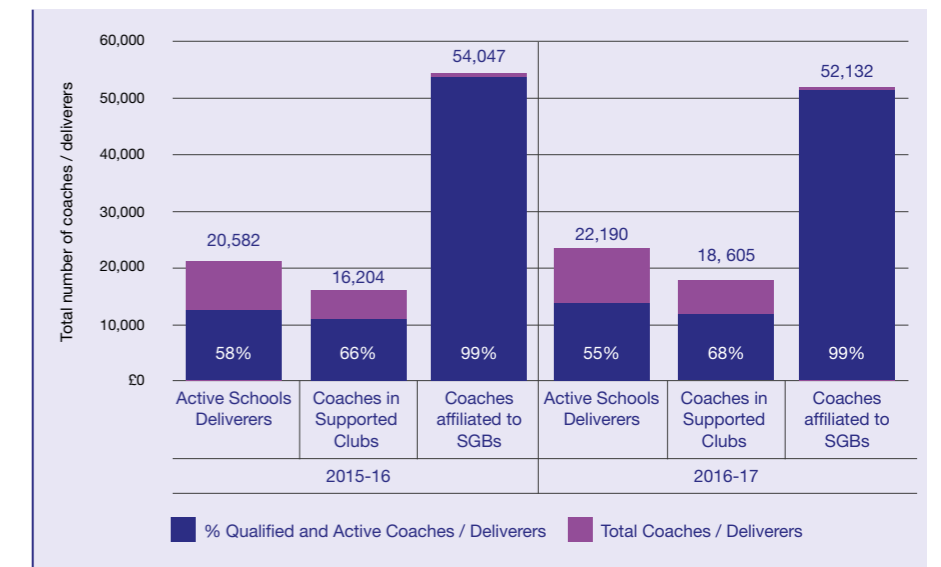
**Qualified and active coaches and deliverers\***

\* For Active Schools deliverers "qualified" primarily includes UKCC awards as well as physical education and leadership. For coaches in supported clubs and coaches affiliated to SGBs "qualified" includes UKCC awards level 1-4 as well as pre-UKCC level 1 awards.

This year we worked with the SGB coaching network to review Coaching Scotland. We then held an open consultation so sports development staff from SGBs and local authorities, and **sportscotland** staff could feedback on the framework. Based on consultation, the new framework has three shared priorities:

- **Coaching infrastructure:** Build systems and processes for coach education and development, for coaches to coach, to learn from their experiences and contribute to a world class sporting system
- **Coach education:** Support, develop and deliver accessible coaching qualifications which lead to a knowledgeable, skilled and highly effective coaching workforce throughout Scotland
- **Coach development:** Support, develop and deliver opportunities for continuous improvement – inspiring and supporting coaches to work towards world class coaching

The priorities are broken down into 16 shared actions, which we will aim to deliver with our key partners. In delivering these actions we are committed to helping a more diverse range of coaches display the skills, knowledge, attitudes and behaviours required to deliver high quality sporting experiences for all across the sporting system. The new Coaching Scotland will be launched in 2017-18.



The 2016-17 coaches in supported clubs figure is based on returns from 1,724 clubs. This does not include data from SSS or clubs supported by regional posts for football, golf, gymnastics and rugby. The 2015-16 figure is based on returns from 1,490 clubs and does not include data from SSS or clubs supported by regional posts for football, golf, SDS, swimming and rugby. Due to identified anomalies in 2015-16 (see impact measure 1) we revised the total coaches in supported clubs figure from 16,624 to 16,204. This had no impact on the proportion of coaches who are qualified and active.

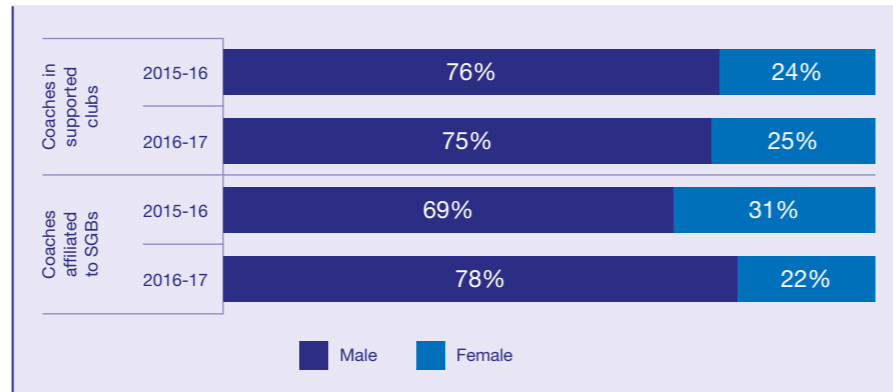
The 2016-17 coaches affiliated to SGBs figure excludes data from the following SGBs: dance sport, hang gliding and paragliding, and tug of war. The 2015-16 figure excludes data from the following SGBs: dance sport, hang gliding and paragliding, motorsports, surfing and tug of war. The decrease in the number of qualified and active coaches affiliated to SGBs is due to a number of sports establishing more robust and accurate data collection methods. This has resulted in a number of inactive coaches being cleansed from sports' databases.



## OUTCOMES

### Gender breakdown of coaches in supported clubs and affiliated to SGBs\*\*

\*\* 2015-16 data is collected from SGB Application Form (section 5.8) 2016-17 and 2016-17 data is collected from SGB Application form (section 5.8) 2017-2018.



In cleansing inactive coaches from their databases, two sports in particular reduced the number of affiliated qualified and active female coaches significantly, netball by 2,340 coaches and football, by 2,737 coaches. The 2016-17 figure now provides a more accurate picture of the number of female qualified and active coaches affiliated to SGBs.

## PROGRESSION

You will have the opportunity to develop, progress and achieve success at your chosen level in sport.

**Impact measure 4** - We will have supported up to 10 Scottish governing body partners to understand and describe sport specific pathways, with each sport providing evidence of the difference these pathways have made in terms of athlete quantity and quality.

The aim of this project is to work with up to ten SGB partners by March 2019 to develop a tool to support SGBs through the process of understanding and describing the athlete pathway for their sport. An internal working group agreed an initial approach to this work in February 2017 with three partner SGBs identified to run a pilot programme. The pilot is expected to run during the first six months of 2017-18, with a decision to be made on the next phase of the programme by 31 December 2017. This will include an assessment of resources required to deliver an appropriate SGB pathway tool.

**Impact measure 5** - We will have supported more coaches to become better at coaching, in order to support athletes to improve, at all stages of the pathway.

*(This impact measure is about our support to coaches and therefore it is concerned with supported coaches rather than all coaches in Scotland.)*

We deliver and support the education and development of coaches at each stage of the coach pathway who in turn encourage new participants and retain current players and athletes in their chosen sport.

We invest in the development and delivery of CPD opportunities for coaches, officials and volunteers. Our investment and strategic support to SGBs supports the delivery of sport-specific CPD.

During 2016-17 we continued to promote coach CPD opportunities and support coaches in their personal learning by developing the functionality and content of our coaching app. This included creating new video resources, audio podcasts, and digital communications to support learning for coaches. Last year 1,013 users completed over 5,000 sessions on the app, accessing a range of learning materials. We also ensured greater geographical coverage and accessibility of our learning opportunities through a new web ex system for remote learning. We established new and successful relationships with Abertay University and the Open University to create learning content and opportunities for coaches. These range from free online learning, to short courses and degree opportunities.

### Coach satisfaction with support received

Each year UK Coaching conducts a Coaching Panel Survey. We send the survey to all the coaches we support in Scotland. Understanding who coaches are, what coaches are doing and how they feel about coaching is essential to making sure the coaching system is working for coaches. The information within the Coaching Panel Survey helps UK Coaching, **sportscotland** and SGBs make decisions about how to support coaches now and in the future.

In 2016-17, a total of 540 coaches responded to the survey. We asked how satisfied our coaches were with the support received from a range of organisations. Levels of satisfaction and expectations of support seem to be higher for organisations the coach engages with on a more regular basis. Coaches were most satisfied with the support they receive from clubs and employers (73% and 70% respectively). 63% felt supported by their governing body and training providers while 51% felt supported by **sportscotland**. This survey should be seen as a survey of the core coaching workforce in Scotland rather than all coaches.

### sportscotland coach CPD support\*

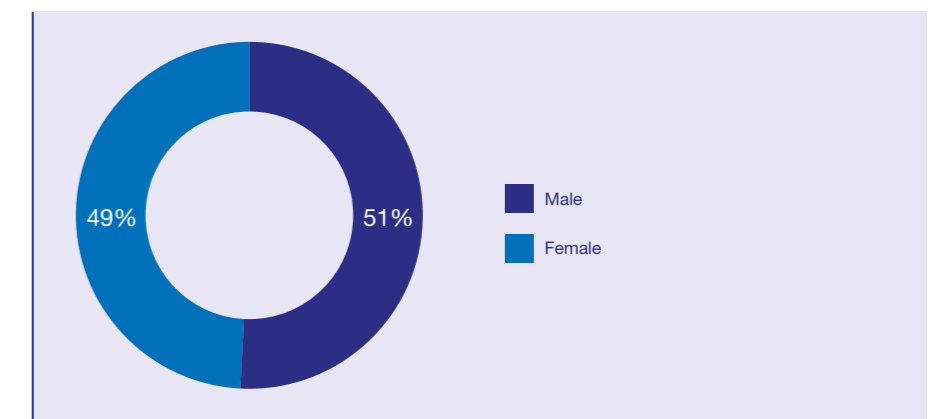
\* Distinct participants data is not available for 2015-16 due to moving to a consistent method of data capture mid year for all projects. PCS for coaches delivered by **sportscotland** is included within distinct participants but not included in number workshops due to method of delivery. Data for multiskills and intro to multiskills was shown separately in 2015-16. This has been incorporated into the overall CPD indicator in both years.

### Distinct participants on sportscotland CPD programmes

n= 339

**sportscotland** coach CPD support includes the following projects: coach connect, coaching talent, high performance coach development programme, coaching futures, multiskills and introduction to multiskills.

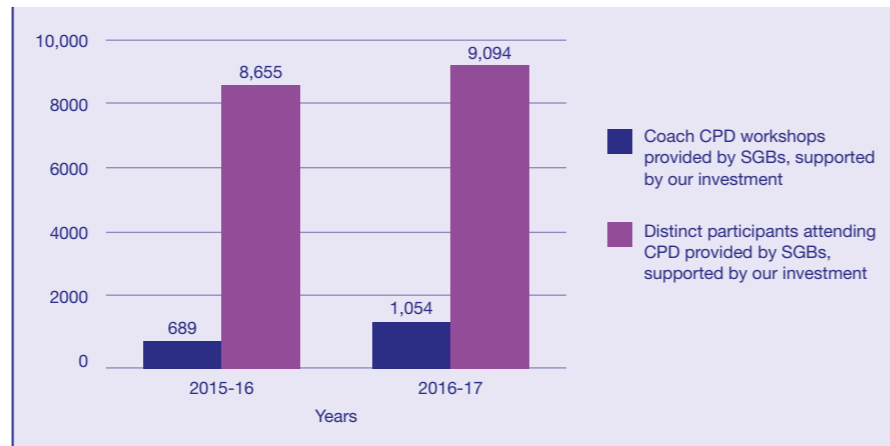
- 115** Coach CPD workshops delivered by **sportscotland** in 2015-16
- 77** Coach CPD workshops delivered by **sportscotland** in 2016-17
- 339** Distinct participants on **sportscotland** CPD programmes in 2016-17





## OUTCOMES

### SGB coach CPD support, supported by sportscotland investment\*



\* The 2015-16 distinct participant reported figure increased from 8583 to 8655, due to late submission of distinct participants from swimming.

### Impact measure 6 - We will have supported Team Scotland to win more than 30 medals at the 2018 Commonwealth Games in the Gold Coast.

We continued to support athletes, sports and partners preparing for the 2018 Commonwealth Games in the Gold Coast. Our Mission Gold Coast 2018 process manages and monitors progress, and data gathered by our performance team is used to assess return on investment and progress. All SGBs engaged in Mission Gold Coast 2018 have confirmed that athlete support services are on track. They are also delivering the specialist support services required to support optimal athlete performance at the 2018 Commonwealth Games. We also invest in Commonwealth Games Scotland financially and through the deployment of support staff to support Team Scotland preparation and performance.

In April 2016 we established and launched a two-year Scottish Athlete Personal Awards (SAPA) initiative, which has made awards of up to £6,000 to 34 athletes across eight Commonwealth Games sports. These awards support athletes with living costs and increased training and competition opportunities.

We continue to foster strategic partnerships with higher education institutions to deliver solutions to support performance outcomes at Gold Coast, including:

- **Sheffield Hallam University:** Developing new software and upgrades for 'SuperBowl', including: quantitative monitoring; understanding of individual and team player performance; and, statistical understanding of competition performance.
- **University of Stirling:** Developing understanding of effective routines and skills in shooting, as well as data capture and knowledge of muscle function, muscle asymmetries and muscle fibre status to inform coaching and training and competition conditions for swimming and hockey.

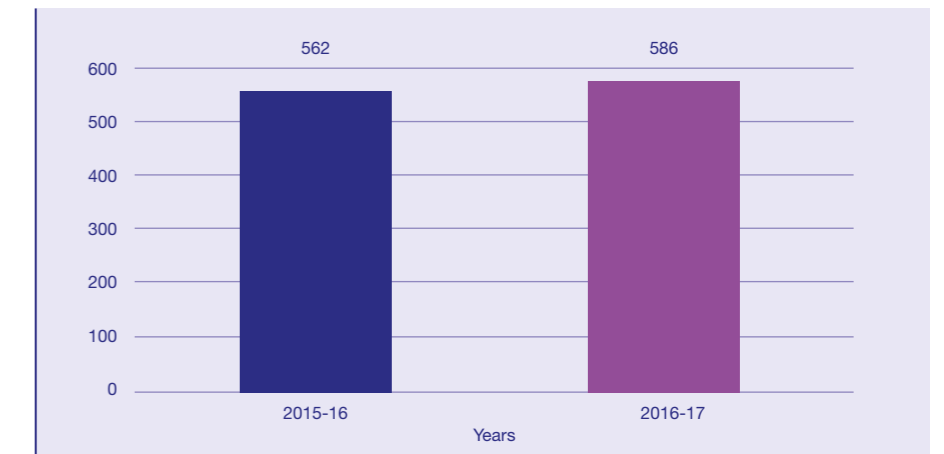
There has been steady progress supporting SGBs to ensure that athletes, coaches and athlete support personnel meet the requirements of our Clean Games Policy as part of preparations for the 2018 Commonwealth Games.

The Clean Games policy requires long-listed athletes to receive educational support and training through two targeted workshops. The majority of Commonwealth Games sports now have operational education plans in place. To date, 147 out of an estimated 491 long-listed athletes have met the Clean Games Policy requirements. We are actively working with SGBs to support education delivery to the remaining athletes this year.

We are looking forward to completing this cycle in 2017-18 by ensuring continued impact and success in 2018 in the Gold Coast.

### Performance sport services to athletes

#### Athletes supported by the sportscotland institute of sport\*



\* Values captured as at 31 March in each year.

#### Financial equivalent of performance sport services provided\*



\* Values captured as at 31 March in each year.

This is the total equivalent of performance sport services provided across Commonwealth sports, Olympic / Paralympic sports and team sports.

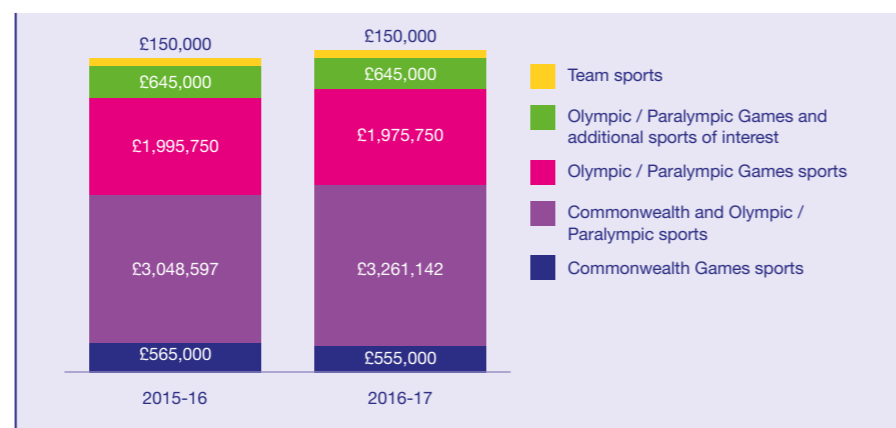
This includes the following disciplines: medical clinical, medical services, nutrition, performance lifestyle, physiology, psychology, sports science and strength and conditioning. This support is in addition to direct investment into SGBs.



## OUTCOMES

### Performance investment into SGBs

#### SGB performance investment, by event\*\*\*



\*\*\* In 2015-16 we erroneously reported a total of £365k investment in Commonwealth sports when actual investment was £565k.

#### SGB performance, days of support provided by sportscotland institute\*\*\*\*

<b>5,481</b>	Days of support provided to Olympic/Paralympic Games sports
<b>6,879</b>	Days of support provided to Commonwealth Games sports
<b>1,340</b>	Days of support provided to team sports

\*\*\*\*There was no change in the corresponding values from 2015-16 as institute support is mutually agreed with SGBs to cover a two-year period. Support levels are then subject to a mid-point review.

### Investment into Commonwealth Games Scotland

The value of sportscotland's investment into Commonwealth Games Scotland in 2016-17 was £163,000, the same as in 2015-16.

### Impact measure 7 - We will have supported Scottish athletes to be selected for UK Sport World Class Programmes and to compete for Team GB in the Olympic and Paralympic Games (Winter and Summer)

During 2016-17 we prioritised the delivery of our headline goals for the 2016 Rio Olympics and Paralympics. At the same we continued to support all our athletes, sports and partners preparing for the 2018 PyeongChang Winter Olympics and Paralympics.

Our Mission PyeongChang 2018 data and processes suggest that we are on track to meet our headline goals for the Winter Olympics and Paralympics in PyeongChang. There is good progress recorded on our delivery to the British Para Ski Association where we are building a strong partnership that we aim to use to open new opportunities for our athletes.

As part of our new sportscotland Athlete Personal Award (SAPA initiative), we provided direct athlete investment to help support living costs and increased training and competition opportunities. We made awards of up to £6,000 to 15 athletes across four Winter Olympic and Paralympic sports. This initiative will continue into 2017-18 to support the final build up and preparation towards the Games.

We continued to foster strategic partnerships with higher education institutions to deliver solutions to support performance outcomes at the Olympics and Paralympics, including:

- **University of Stirling:** Five of the eight Scottish swimming athletes selected for Team GB received tensiomyography (TMG) support, as part of their preparation for the Olympic trials and Rio 2016 across the areas of; warm-up; tapering; individual programming needs; and, recovery interventions. TMG is a non-invasive and real time neuromuscular data capture process that provides knowledge of muscle function, muscle asymmetries and muscle fibre status including state of fatigue, recovery and adaptation.
- **University of Stirling:** Wheelchair curling have piloted eye tracking to develop athletes' visual skills for detecting target information in a reliable and substantial manner. This is based on the requirement for a 'quiet eye' period just prior to stone delivery and helps determine training needs.
- **Sheffield Hallam University:** 'SuperBowl' software upgrades will also support Paralympic Bowls.

There has been steady progress supporting SGBs to ensure that athletes, coaches and athlete support personnel meet the requirements of our Clean Games Policy as part of preparations for the 2018 PyeongChang Winter Olympics and Paralympics. We have also agreed with UK Anti Doping that we will support the delivery of their Clean Sport Policy to GB athletes based in Scotland with the potential to gain selection to the 2018 PyeongChang Winter Olympic and Paralympic Games.

While our immediate focus is on supporting athletes and sports for the 2018 PyeongChang Winter Olympics and Paralympics, we also started preparations for the 2020 Tokyo Olympics and Paralympics. During the autumn of 2016, 35 SGBs presented their new strategic plans covering the four-year period 2017 to 2021. These included their performance aspirations for the Tokyo cycle and beyond.

- 13** medals won by Scottish athletes at Summer Olympics
- 16** Scottish medallists at Summer Olympics
- 48** Scots on Team GB at Summer Olympics

- 17** medals won by Scottish athletes at Summer Paralympics
- 11** Scottish medallists at Summer Paralympics
- 33** Scots on ParalympicsGB at Summer Paralympics

- 92** UK Sport Podium and Podium Potential athletes are based in Scotland receiving specialist expertise and support services as at 31 March 2017. This was the same number of athletes as 31 March 2016.



## OUTCOMES

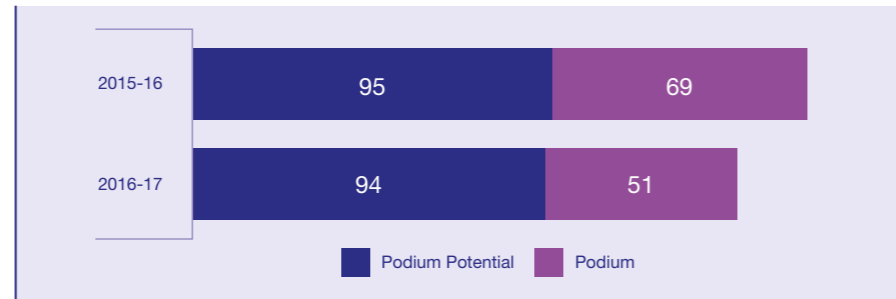
### Percentage of Scottish athletes receiving support from UK Sport Podium and Podium Potential Programmes

**12.4%** Of Scottish athletes received support from UK Sport Podium and Podium Potential Programmes in 2015-16

**12.5%** Of Scottish athletes received support from UK Sport Podium and Podium Potential Programmes in 2016-17

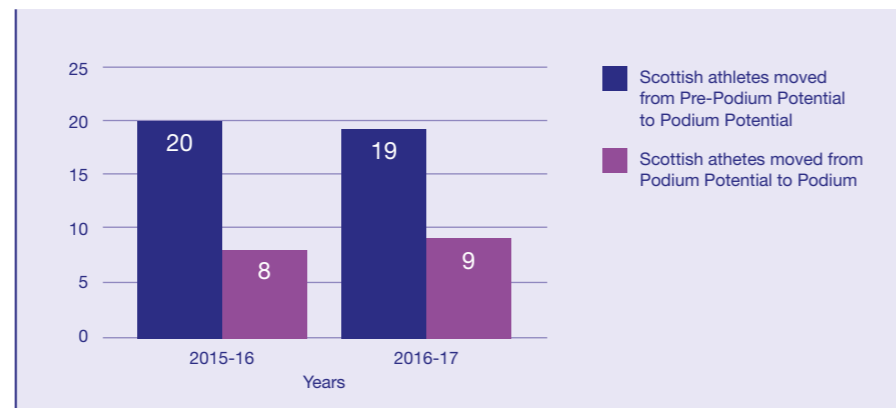
This indicator reflects how well Scottish athletes are supported by UK Sport Podium and Podium Potential Programmes. Despite UK Sport supporting fewer athletes in total across these programmes, Scottish athletes have maintained their share of the support.

### Scottish athletes supported by UK Sport Podium and Podium Potential Programmes\*



\* All values captured as at 31 March in each year.

### Scottish athletes progressing through UK Sport Podium and Podium Potential Programmes\*\*



\*\* All values captured as at 31 March in each year. This graph reflects an increase in the number of Scottish athletes who reached the Podium programme, the highest level of support.

## PEOPLE

You will be supported by quality people who work together to help you achieve your goals.

**Impact measure 8** - We will have used the Coaching Scorecard to drive quality improvement in the development of coaching strategies, ensuring there are more coaches with the right qualifications working in sport, and improving opportunities for those currently under-represented in coaching.

(This impact measure is about working with SGBs to improve coaching strategies, using the Coaching Scorecard amongst other mechanisms including CVPM roles, coaching equalities post, investment into SGB programme support; investment into coach network posts; and UKCC subsidy)

### Number of SGBs supported for coaching by strand

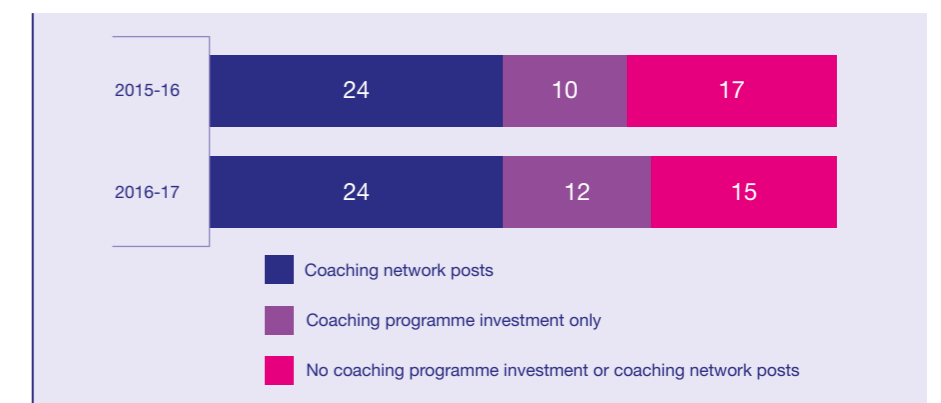
### SGB coaching support

Through our integrated investment to SGBs, we manage and support the planning and delivery of activities to develop coaching and coaches within Scotland. This includes support to Coaching Network posts and delivery of coach CPD programmes. We also provide support through our coaching and volunteering partnership managers, regardless of whether SGBs have a supported coaching network post.

The Coaching Scorecard is a web-based self assessment tool, aligned to the priorities and actions of Coaching Scotland, the strategic framework for the development of coaches and coaching. It aims to help SGBs plan, develop and deliver their coach education and development programmes, and reflect on their progress in delivering against the priorities and actions. We established an internal review process to ensure a consistent, robust and transparent approach to assess each scorecard completion. This has enabled the scorecard to be a useful tool for SGBs to inform and support current and future integrated investment processes.

We continue to encourage SGBs to look strategically at long-term workforce development and ensure coaches are progressing through qualification levels. Our main focus is to provide more emphasis on the quality of the workforce and to encourage SGBs to invest in retaining coaches who are committed to deployment and further training opportunities. For this reason we provide greater flexibility and support to coaches who apply for a subsidy at UKCC Level 2 or above. This year 1,195 candidates achieved Level 2 awards, an increase of 43 from last year and the highest number ever.

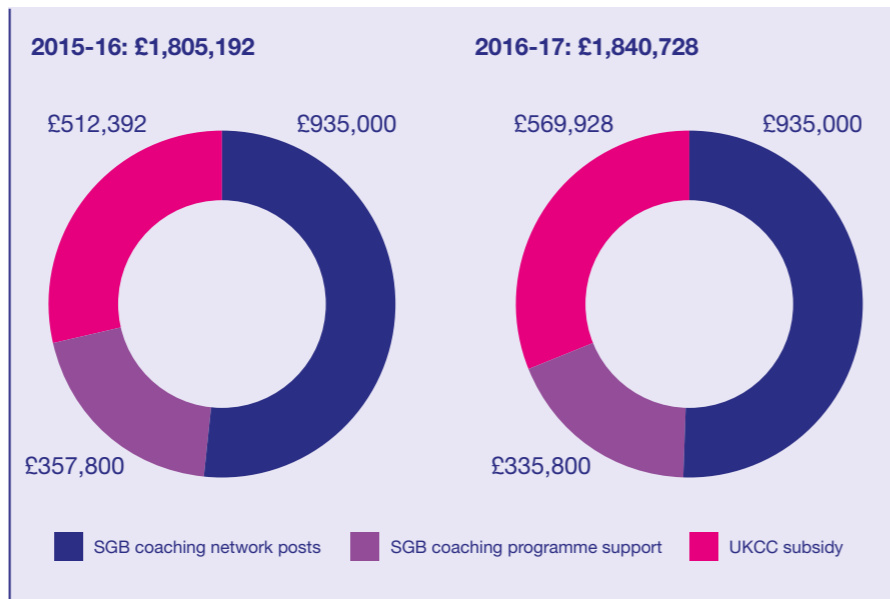
Our partnership with UK Coaching to engage a coaching advisor came to an end in 2017. This post had the over-arching objectives to: provide support for internal staff and SGBs to address inequalities in the coaching workforce; and, to increase the quality and quantity of female and disabled coaches. A key achievement has been the creation of an Inclusive Coach project in partnership with Scottish Disability Sport. This project engaged 14 disabled athletes with either a physical or learning disability on a bespoke learning programme with the support of a dedicated mentor, to transition into coaching roles.



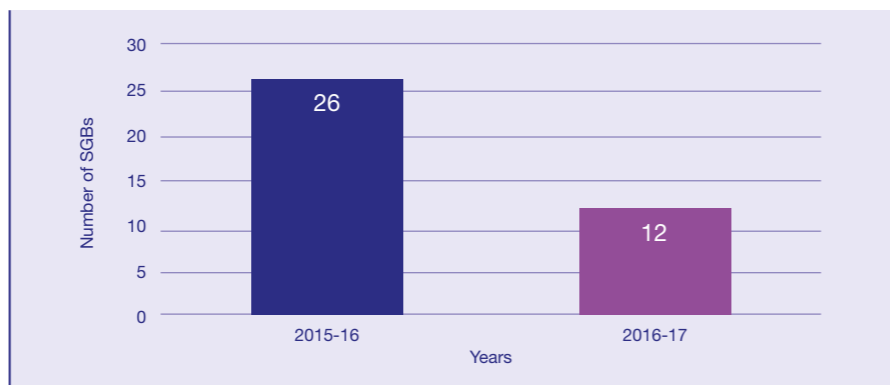


## ENABLERS

### Total investment to support SGBs for coaching by strand



### Coaching Scorecard completions



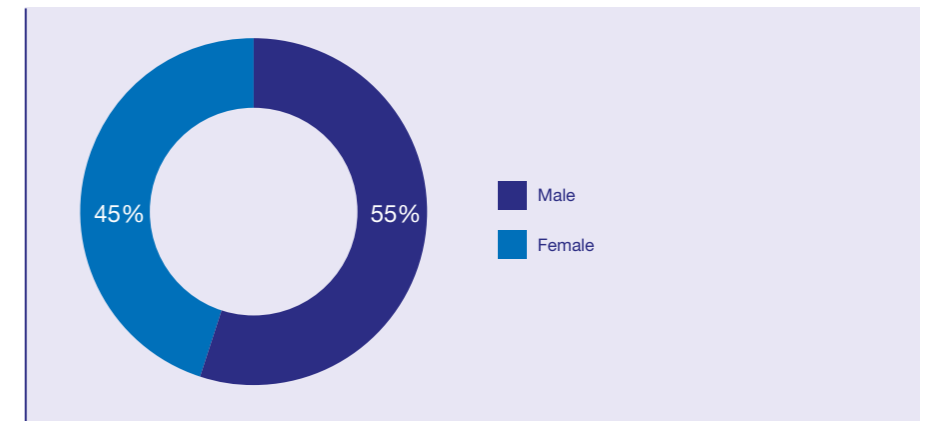
During 2016-17 we started to refresh Coaching Scotland. As a result we advised SGBs to wait until we finished the refresh and updated and aligned the Coaching Scorecard. Any SGBs who were in the process of completing the scorecard during this time were guided to see it through. Consequently the number of scorecard completions dropped from 2015-16; however, this is expected to return to previous levels in future.

### UKCC candidates subsidised by sportscotland\*

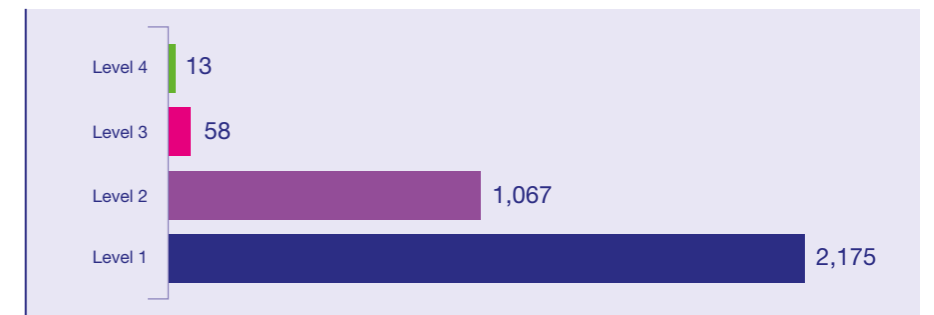
\* UKCC candidates subsidised by sportscotland is the number of applicants who have received an offer letter of support during 2016-17.

**3,313** distinct UKCC candidates subsidised by sportscotland

### UKCC candidates subsidised by sportscotland by gender



### UKCC candidates subsidised by sportscotland by award level

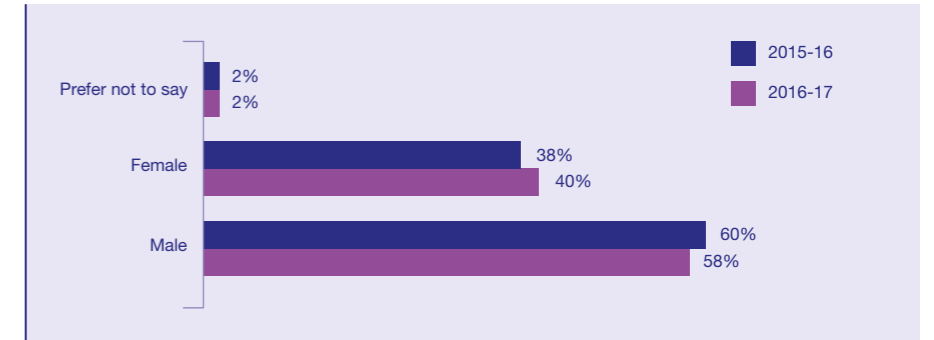


n= 3,313

### Diversity of supported coaches

Data from the Coaching Panel Survey provides information on the diversity of our supported coaches. The survey asked respondents to confirm their gender, age group and whether they have a disability.

### Gender of supported coaches

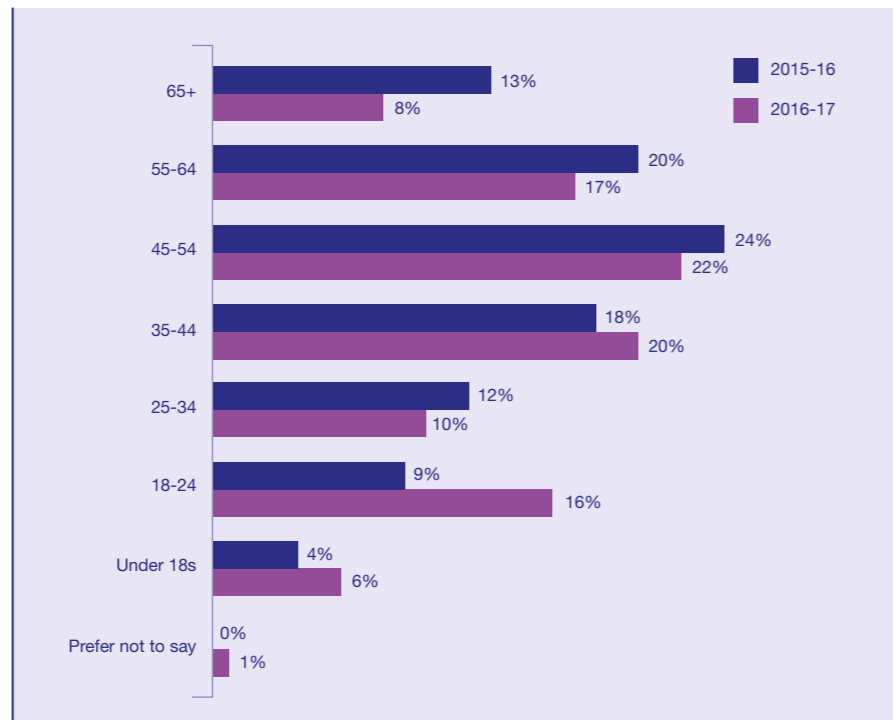


n=682 for 2015-16 and n=540 for 2016-17.



## ENABLERS

### Age of supported coaches



n=682 for 2015-16 and n=540 for 2016-17.

### Supported coaches with a physical / mental health disability

**11%** of supported coaches in 2015-16 had a physical or mental health disability

**13%** of supported coaches in 2016-17 had a physical or mental health disability

n=682 for 2015-16 and n=540 for 2016-17.

**Impact measure 9** - We will have developed and implemented a clear, strategic approach to leadership development for professional staff working in Scotland's sporting system, proactively encouraging diversity in the workforce for sport.

sportscotland has an ambition to have strong, positive leaders in Scottish sport because we believe good leaders will inspire their sporting community and drive productivity in an ethical, sustainable and systematic way. We continue to provide opportunities for leadership development to partner organisations and to sportscotland staff.

### Performance through Leadership

Our internal leadership programme, Performance through Leadership, has been designed to support participants to continuously improve critical performance and leadership behaviours. In March 2016, we commissioned an external evaluation of this programme.

The evaluation found that the content, delivery and learning outcomes for participants have been a success. In most cases, their immediate teams have benefitted from greater confidence to lead and a wider range of skills to do so more effectively. There has also been increased collaboration across the business, improved accountability, a greater sense of empowerment, and more open communication.

There is a positive sense that the culture is changing as a result of this programme but for the participants, and their teams, that have been enthused, encouraged and reinvigorated by the programme, their new skills and approaches need to be reinforced by sportscotland's working environment.

It was recommended that sportscotland explore changes in working practices, processes and structures across the business that would help continue the process of embedding learning and effective leadership.

The next steps are to disseminate the findings more widely and engage the programme participants in the development of an action plan that responds to the evaluation recommendations.

### External leadership

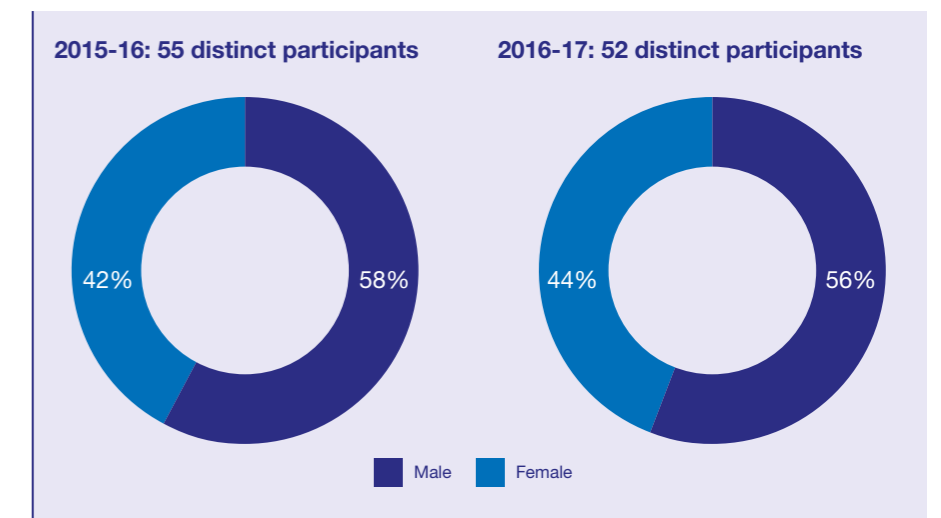
Our current external leadership opportunities comprise of:

- **Leading Edge:** a high level leadership programme for senior CEOs in partnership with the UK home country sports councils and UK Sport.
- **Future leaders:** a mid-level leadership programme for a variety of SGB staff delivered by Plan4Sport.
- **Women's Sport Leadership Academy:** a residential programme for women from partner organisations and sportscotland which aims to increase the confidence and competence of women working in sport in a range of leadership behaviours.

In order to continually improve leadership in our world class sporting system, we are developing a leadership framework for the sector. The framework will provide a single orientation point for leadership, providing a sporting context, a consistency of language and a set of leadership behaviours across the sporting system.

To do this we will consult on a leadership architecture that can be adopted consistently to allow us to systemise leadership skills. In addition we will identify integrated cohorts of local and national leaders of sport, where sportscotland has invested, to collaborate and develop their leadership skills. Once developed this framework will replace the existing leadership opportunities of Leading Edge and Future Leaders.

### External and internal leadership development programmes





## ENABLERS

**Impact measure 10** - We will have provided a range of leadership opportunities to young people so they are encouraged and supported to reach their potential in leadership roles

Our work developing, and supporting the development of, young people as leaders in sport continues to be a priority. We believe that this work will provide a lasting legacy of confident, knowledgeable and experienced young people who throughout their life in sport will strengthen the sporting system. We also see this as a core part of our commitment to ensuring our young people are successful learners, confident individuals, effective contributors and responsible citizens, supporting the Curriculum for Excellence, Getting it Right for Every Child and the National Outcomes in Scotland Performs.

Through our work with young people as leaders in sport, the sports sector and young people themselves gain an improved understanding of the range of roles young people can undertake within the sporting system. We provide training and access to opportunities for young people to gain the skills, knowledge and understanding to perform these roles.

We have identified five key roles for young people as leaders in sport. These roles are integral to building a world class sporting system. The roles are not the only ones that a young person can undertake but they are likely to have the most significant impact on the system. They are:

- young people as ambassadors
- young people as decision makers
- young people as event/competition organisers
- young people as technical officials
- young people as deliverers/coaches

We have created a range of opportunities aligned to these roles, including:

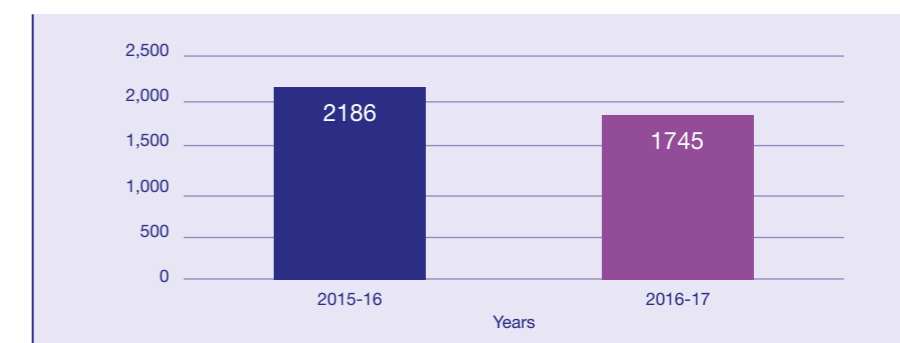
- **Young Ambassadors:** Provision of national training for young people to support and encourage them in their role as Young Ambassadors which is (i) to promote sport, by motivating and inspiring other young people to participate in sport in schools, local sports clubs and in the local community and (ii) influence six key aspects of school sport as aligned to the School Sport Award.
- **Young Decision Makers:** Motivate and engage hub officers to facilitate the involvement of young people as decision makers within hub steering groups / committees.
- **Internship:** Recruit and deploy internship opportunities within sportscotland's sports development team.
- **Competition Organiser Training:** Provision of national training establishing a local network of tutors delivering who are able to undertake locally based training to young people to help support them gain the necessary skills, knowledge and understanding to undertake the competition organiser role.
- **Young people's sports panel:** Recruitment and management of a panel of young people to take on a leadership role in the sporting system. This then consists of consultation and facilitated engagement with the sport panel on the sporting system and on a range of sportscotland business activity.

In partnership with local authorities, Youth Scotland, Youth Sport Trust and YDance, we have also created leadership opportunities specifically aimed at girls and young women:

- **Active Girls Leadership Awards:** Provide opportunities for girls and young women to attend and gain leadership awards in dance and sport which they actively use within their school and community environments delivering to their peers.

### Participants at leadership opportunities\*

*\*There may be multiple counting between opportunities. We have incorporated Active Girls leaders (1,137) into 2015-16 figures increasing this from 1,049 as reported to 2,186. Note data for Active Girls is captured for academic year.*



## PLACES

You will have access to a network of quality places where you can get involved in sport.

**Impact measure 11** - We will have established sportscotland National Sports Training Centre Inverclyde as a fully-inclusive, residential sports facility.

We established National Centre Inverclyde as an inclusive, residential sports facility on time and budget, with public access to the new facilities from the beginning of April 2017. The Centre now provides a unique set of facilities within Scotland and the UK, offering 60 fully accessible rooms with the capacity to accommodate up to 120 athletes of all ages and abilities. It will serve sport at all levels, including: the local community; schools; sports clubs from across Scotland; SGBs; and, sports competitions and related events.

The project was a key priority for sportscotland and required substantial support from a wide range of staff providing different types of expertise. This included dedicated specialist support, primarily using internal staff resources, in: procurement; design and construction; legal; communications; human resources; ICT; project management and administration; specialist nutrition advice to help develop the proposed menus for the catering contract; and, advice on the fit out of the physical preparation area.

During the project we worked within the Scottish Government's supported facilities and businesses framework to put in place contracts for the supply of various goods and services including: uniforms, furniture, beds, signage and branding.

The project governance arrangements received substantial assurance from internal audit and lessons learned during the project will be captured and used to inform future sportscotland project development and delivery.



## ENABLERS

In addition to **sportscotland** funding, plus an extra £6m from the Scottish Government, other funds were secured from North Ayrshire Council to cover the transfer of land for the establishment of a new Largs Schools Campus, to support the golf facility upgrade and ensure 11 years of access to the sports pitches by Campus pupils. Further partnership working will follow as the Largs Schools Campus development nears completion in Spring 2018. Throughout the project we developed a strong partnership with North Ayrshire Council.

### Inverclyde investment

\* As at 31 March 2017. This figure includes a total of £197,181 of equivalent investment in kind of **sportscotland** support (2015-16 £59,609, 2016-17 £137,572)

\*\*This figure includes external funds received from North Ayrshire Council.

**£14m** total cumulative investment to date\*

**£1.1m** of total project budget remaining\*\*

### Impact measure 12 - We will have contributed to the successful completion of Oriam, Scotland's Sports Performance Centre and integrated it within our high performance network.

Oriam has been a key priority for **sportscotland**. The project was successfully completed and opened in August 2016, on time and on budget, delivering a world class environment that will benefit athletes, clubs, the community, SGBs and others.

A critical success factor in the completion of the project was the strong partnership developed between Heriot-Watt University and **sportscotland**. **sportscotland** and the **sportscotland** institute of sport (SIS) provided substantial specialist support in design and construction, management, legal, and planning.

The opening of Oriam presented the opportunity for the rationalisation and relocation of key SIS service delivery areas into the new building. Oriam is now home to the East regional office which can accommodate up to 20 staff across a wide range of performance disciplines. The management of all SIS regional service delivery is carried out through the office and SIS practitioners now work together out of the performance gym, rehabilitation/medical area and hydrotherapy pool. Associated areas such as the conference room have been utilised for a wide range of performance-related events including British Olympic Association medical meetings, and joint UK Sport and SIS high performance environments workshops.

Another positive development has been strengthened relationships between the SIS, Oriam, the Scottish Rugby Union (SRU) and the Scottish Football Association (SFA). Looking ahead there is a greater opportunity for the SIS to work with Oriam to further develop the delivery spaces around the concept of high performance environments. Similarly, the SRU and SFA have both indicated a desire to explore working more closely with the SIS, both in terms of sharing space and around sharing best practice across our respective practitioners.

### Oriam investment

\* As at 31 March 2017. This does not include external investment leveraged from partners at Heriot-Watt University and City of Edinburgh Council.

\*\* This is a final figure and does not change year on year.

**£26.2m** total cumulative investment to date\*

**£300k** of total project budget remaining

**£6.45m** total external investment leveraged from partners\*\*

### Impact measure 13 - We will have made places for sport a more integral part of planning for sport, both locally and nationally.

We are committed to supporting partners to better connect planning for sport with planning for places for sport, considering and integrating facilities across local area plans and sport plans.

We moved our facilities database to the My Sport portal, ensuring our partners can more easily access this valuable source of data. We used this to inform a national run of the Facility Planning Model and shared this work with our partners to enable them to plan for sport more effectively.

**sportscotland** staff support both local and national partners to develop informed and effective strategic and operational plans.

Locally, we continued to lead and facilitate the development of strategies and strategic planning frameworks with seven local authority partners. We are in the early stages of strategy development with four other local authorities. We use strategic planning frameworks to lead the development of local strategies. This is how we incorporate, support and improve the places for sport that contribute to the building of a world class sporting system.

Through the planning process, partners identify high level key priorities which are then underpinned by more detailed plans outlining resource and delivery requirements. Local authority partnership managers and facilities planning colleagues are an integral part of local cross-partner leadership groups responsible for strategy and framework development.

To support SGBs, we have implemented a pod system, which sees the SGB partnership manager, coaching and volunteering partnership manager, high performance manager and facilities colleagues, work together in a coordinated way to support the sport and ensure places for sport are included within strategic and operational plans. Our facilities leads also directly support the SGB where specialist knowledge is required.

### Number of partners with a more integrated approach to planning

- 5** Local Authority partners had a more integrated approach to planning in 2016-17
- 4** SGB partners had a more integrated approach to planning in 2016-17



## ENABLERS

**Impact measure 14** - We will have targeted our resources around the development of places for sport where they can have the greatest impact on participation and progression in sport.

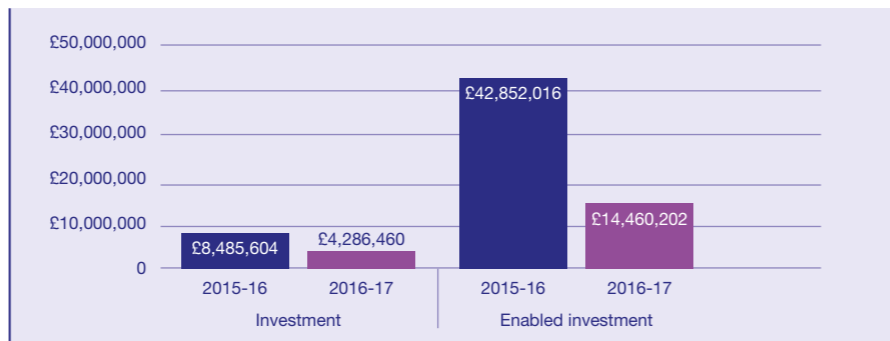
We only invest in projects that can deliver a clear impact on our participation and progression outcomes, and where they are able to demonstrate an impact on our priorities for improvement. We continuously review our approach to investment to ensure we are able to target our available resources effectively.

We have a strong application and assessment process, and ensure our staff and external partners target resources around the development of places for sport where they can have the greatest impact. In addition we only invest in schools when there is a clear link to clubs and use by the community, and we only invest in performance environments where there is a strategic fit with an SGB. This is how we ensure our investment supports the sporting system.

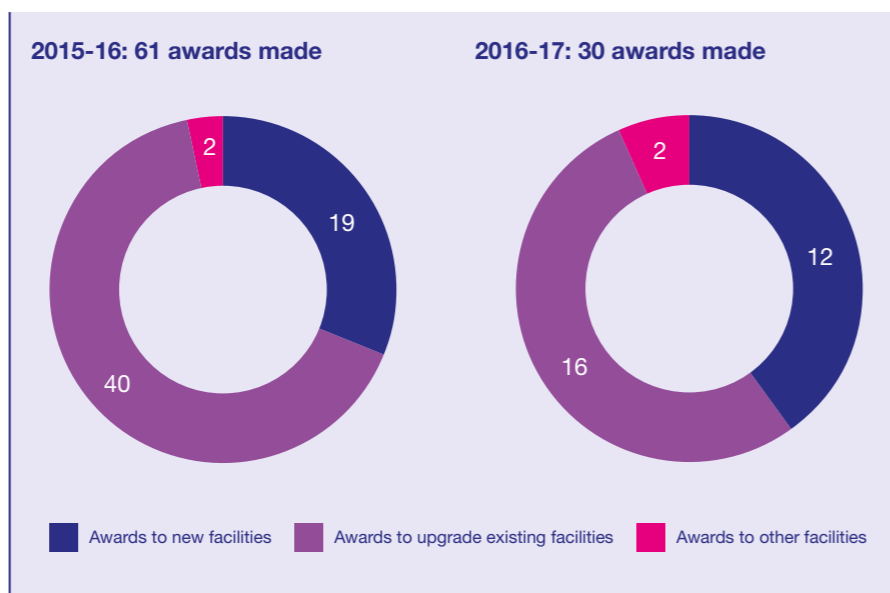
We are currently in the process of moving to fewer investment rounds per annum and strengthening the role of SGBs in the application and assessment process, to ensure we can prioritise and target our available resources more effectively.

### Investment in facilities\*

\* Total investment through awards to facilities for 2016-17 includes 'in principle' commitments. Enabled investment: working together with partners, our investment provides a catalyst for further investment to projects with a clear impact on outcomes.

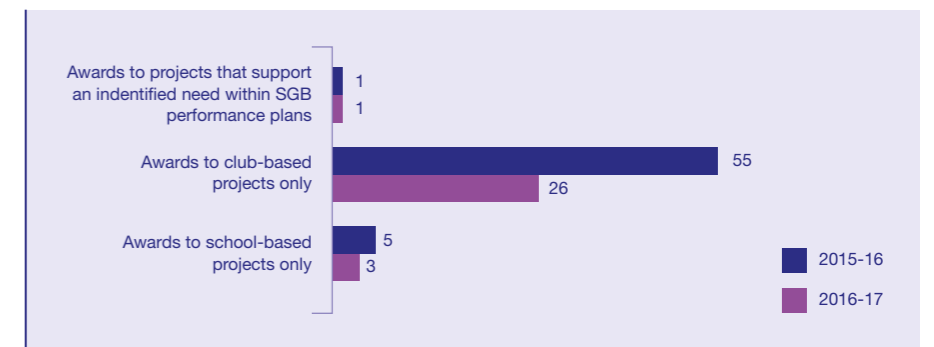


### Investment in facilities by type



### Investment in facilities by environment

n= 61 for 2015-16 and n = 30 for 2016-17.



## PROFILE

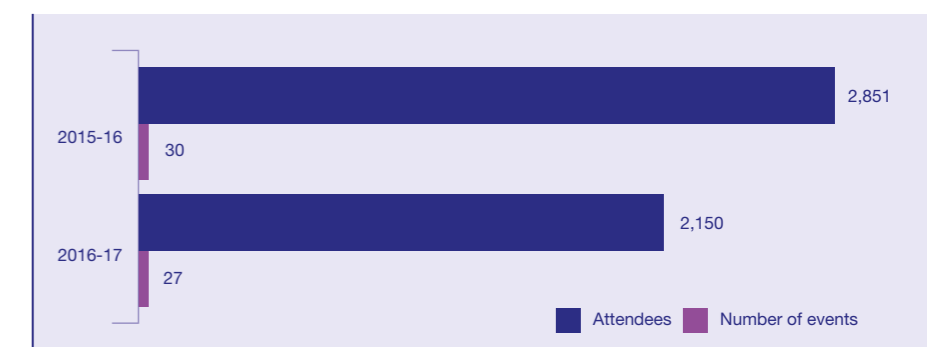
You will see and hear about a range of sporting opportunities and be inspired by the success of Scottish sport.

**Impact measure 15** - We will have celebrated Scottish sport, profiling a wide range of sports and the opportunities for all to get involved, progress and achieve.

We have celebrated Scottish sport, and highlighted opportunities for all to get involved, progress and achieve across the sporting system, through an increasing focus on digital communications. Highlights include:

- Revising the format of Sport First, from a published magazine to an online digital hub for news.
- Facilitating #sporthour, a monthly Twitter conversation for the network about sport in Scotland.
- Introducing Cutting Edge, the blog for high performance.
- Introducing a Performance Live series on Facebook.
- Facilitating two SGB partner events with the BBC.
- Delivering a successful post-Rio event for athletes, young people and CSHs.
- Developing a Facebook group for SGB and local partner communications colleagues, which currently has 63 members.

### Corporate events





## ENABLERS

### Sport First Digital Hub

We launched the Sport First digital hub to coincide with the 2016 Rio Olympics and Paralympics and it received 5,000 views in the first week. This is more than the printed publication would have received in two editions. The theme #CelebrateTheGreat ran through the articles and on to the Athlete Homecoming event held post Games. The event was held at Oriam and brought together the Olympic and Paralympic athletes with young people and CSHs from throughout Scotland.

#### Feedback included:

**“The Q & A with the athletes was fantastic. It made a strong connection with the youngsters and some fantastic ‘real’ insight to what it takes and what it is like to be at the Olympics and medal. A real sense of getting to know Team Scotland”**

SGB CEO

**“This is the first event I think I have been at where there was a real sense of connecting to the athletes of the future and inspiring the next generation”**

SGB CEO

### Strategic relationship with BBC

Another key change in 2016-17 was the development of our strategic relationship with the BBC, which has benefitted our SGB and local authority communications colleagues. We held a successful digital communications training day at BBC Scotland in January. The event was attended by 60 communications colleagues from SGBs and local authorities. The feedback was overwhelming with nearly 100% of respondents stating their skill set had been improved. A follow-up event for this group is planned for the second half of 2017.

#### Feedback included:

**“sportscotland do a great job of supporting us on social media. Continued support and events like yesterday’s would be massively beneficial.”**

**“We are very lucky in that sportscotland is already so good at supporting us in our digital comms. Keep going please!”**

**“I really enjoyed the training.....I know sportscotland work hard at celebrating the success of Olympic and Paralympic athletes...”**

### Local authority Active Schools workshops

During 2016-17 we also delivered 32 local authority Active Schools workshops across Scotland. The purpose of these was to give Active Schools coordinators the tools they need to promote the programme on social media and help raise the profile of sport and sportscotland.

### Collaboration with National Lottery Promotions Unit in Scotland

We also work closely with the National Lottery Promotions Unit in Scotland to create and promote good news stories around sport in Scotland. We recently created a dedicated National Lottery microsite within the sportscotland website to encourage and inspire our partners to tell their stories about how sportscotland and The National Lottery have helped them fulfil their sporting objectives.

*\* Note in 2015-16 we erroneously reported the number of Likes as 1,127,000 instead of 1,127. This was due to a formula error.*

*\*\* This figure includes sports profiled through Sport First / #sporthour / sportscotland website / Facebook and Twitter*

*\*\*\* Note data refers to the period from 1 April 2016 until 16 February 2017 as our recruitment website closed at this point due to the switch to a new HR information system.*

Twitter		Facebook		sportscotland the national agency for sport website	
2015-16	2016-17	2015-16	2016-17	2015-16	2016-17
1,468	1,847	1,127*	1,109	235,816	240,450
Tweets		Likes		Unique users	
4,365,000	5,795,026	1,591,687	3,508,593	-	21
Impressions		Impressions		Sports profiled**	
7,123	10,324	-	25,164	-	37
Mentions		Mentions		Jobs advertised***	
92,355	135,615	-	1,938,632	-	838
Visits to Twitter page		Users Reached		Responses to job adverts***	

A Twitter impression is the number of times a Twitter user is served a sportscotland Tweet in their timeline or through search results. A Facebook impression is the number of times a post from the sportscotland Facebook page is displayed. People may see multiple impressions of the same post e.g. if someone sees a page update in news feed and then sees that same update when a friend shares it. In this instance this would count as two impressions.

**328** media enquiries responded to

**6,338** media hits with a reach of **354,680,000**  
and a total value of **£11,340,000**

Reach represents the number of opportunities to watch, listen, or read about a sportscotland initiative, programme or point of view. Value is calculated through the Advertising Value Equivalent (AVE).

The media data from 2015-16: 796 media hits with a reach of 96,149,354 and a total value of £2,178,277, cannot be compared to 2016-17 data as we moved from a labour intensive, individual collation of only high-quality media activity data onto a new, automated media monitoring platform which collates all media activity.



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## ENABLERS

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**Impact measure 16** - We will have partners reporting positively that **sportscotland** has helped them understand the sporting system and work together to enhance it.

We aim to better equip partners to deliver against agreed outcomes and provide quality services for sport across Scotland. We do this through a dedicated team of managers who work with local authorities, leisure trusts and SGBs to lead, direct and support the development of the sporting system.

We support partners to develop and review their strategic direction for sport, including integrating facilities and pitches plans, and workforce planning. We support the operational delivery of our programmes, including Active Schools, School Sport Awards, school sport competition, Active Girls, community sport hubs, investment and support direct to sport clubs, coach education and coach development.

We continue to provide networking opportunities for Active Schools, sports development and regional managers to share and discuss key priorities and share learning throughout the year.

We provide added value through advice on governance and effective organisation and managing specific advice and guidance through our SGB generic support programme.

This year we delivered interactive workshops on impacts and interventions, our short term evaluation tool, to help officers reflect on their practice and adopt a continuous improvement approach. These were attended by 126 club development officers as part of their quarterly meetings across the five regional sporting partnerships in Scotland. To help the organisation and the sporting system work smarter, we also ran a further series of workshops for sports development staff working for **sportscotland** and local partners to support the use of our online reporting and business intelligence system My Sport and Pathway. This helped to enhance their abilities to use data gathered through MySport and has improved monitoring and decision making.

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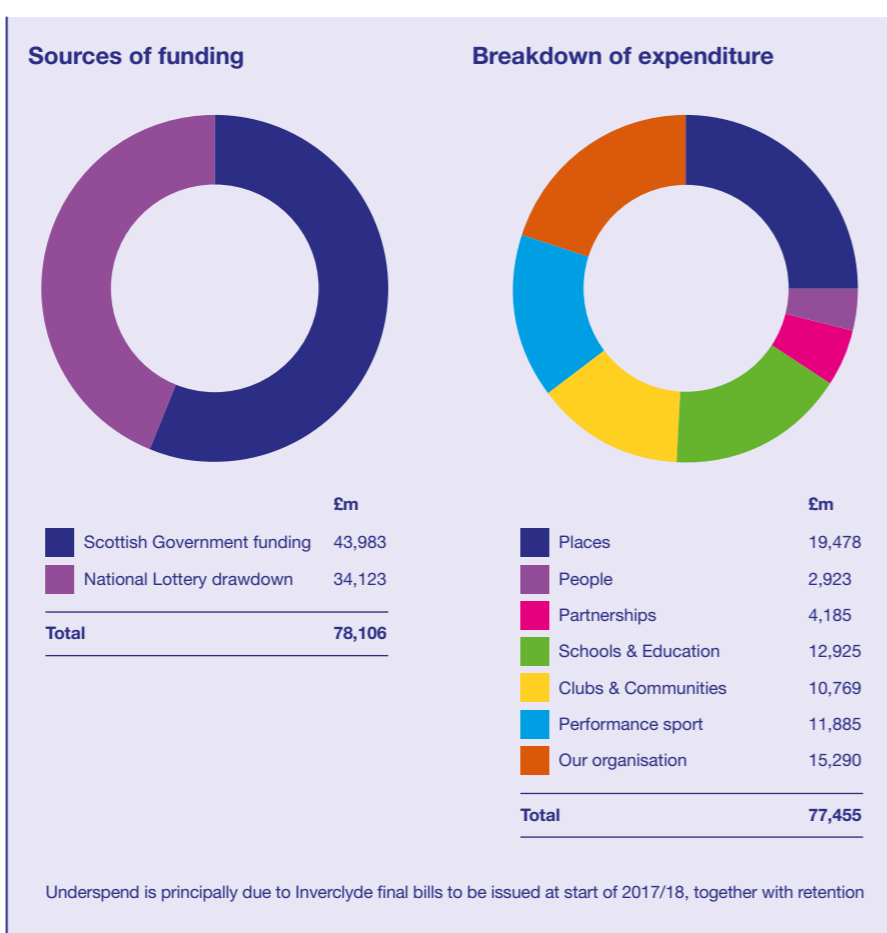
# FINANCIALS

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## FINANCIAL SUMMARY



The following are details of amounts (£) invested in individual sports for the sportscotland financial year ending 31 March 2017

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT*	OVERALL TOTALS 2016-17
Angling	113,000	980	113,980
Aquatics	1,354,349	57,627	1,411,976
Archery	63,865	37,238	101,103
Athletics	1,058,000	48,439	1,106,439
Badminton	813,500	10,831	824,331
Basketball	685,328	34,014	719,342
Bowling	515,000	52,426	567,426
Boxing	713,642	62,000	775,642
Canoeing	443,255	13,900	457,155
Cricket	431,250	51,513	482,763
Croquet	2,000	0	2,000
Curling	532,148	233,358	765,506
Cycling	880,205	15,758	895,963
DanceSport	4,500	0	4,500
Equestrian	220,153	950	221,103
Fencing	142,100	18,419	160,519

SPORT	INVESTMENT DIRECT TO SGB	ADDITIONAL INVESTMENT*	OVERALL TOTALS 2016-17
Football	1,325,000	85,541	1,410,541
Golf	1,298,880	67,591	1,366,471
Gymnastics	868,424	45,750	914,174
Handball	106,481	0	106,481
Hang-gliding / paragliding	1,000	0	1,000
Hockey	948,303	61,689	1,009,992
Judo	520,568	238,213	758,781
Jujitsu	3,000	0	3,000
Karate	35,000	9,828	44,828
Lacrosse	16,200	0	16,200
Modern Pentathlon	71,500	0	71,500
Motor Sports	90,000	9,980	99,980
Mountaineering	243,000	4,116	247,116
Netball	599,932	46,546	646,478
Orienteering	81,396	21,390	102,786
Ramblers	50,000	0	50,000
Rowing	364,447	21,635	386,082
Rugby League	40,000	336	40,336
Rugby Union	901,057	41,839	942,896
Sailing	476,000	145,528	621,528
Shinty	182,996	37,837	220,833
Shooting	75,000	342,116	417,116
Snowsport	361,200	201,200	562,400
Squash	365,835	13,370	379,205
Sub aqua	15,000	0	15,000
Surfing	6,000	9,000	15,000
Table tennis	95,040	20,294	115,334
Tennis	477,981	15,273	493,254
Triathlon	477,064	21,410	498,474
Tug of war	2,500	0	2,500
Volleyball	289,471	72	289,543
Waterski and Wakeboard	61,519	0	61,519
Weightlifting	0	0	0
Wrestling	81,000	0	81,000
Commonwealth Games Council	163,000	0	163,000
Scottish Disability Sport	685,628	63,798	749,426
Scottish Sports Association	72,000	0	72,000
Scottish Student Sport	130,000	0	130,000
Scottish Association of Local Sports Councils	42,000	0	42,000
Multi Sport/ Other	0	146,166	146,166
<b>Total Investment 2016-17</b>	<b>19,595,716</b>	<b>2,307,971</b>	<b>21,903,688</b>

\* Additional investment includes: internally managed performance programmes, athlete personal award, direct club investment, support services and Awards for All.



## APPENDIX: ASPIRATIONAL REPORTING

### Aspirational reporting

We are continuing to refine our performance measurement framework, which describes our impact against the corporate plan. This report has drawn out the indicators against the impact measures. There are additional indicators we will include in the future, particularly for qualitative information, and evidence of impact. This section describes what we are aiming to report, and explains why these indicators are not included in this report.

Some indicators will take longer to gather. For example, our wider evaluations will start towards the end of the corporate plan period, so we can look more in depth at the impact across 2015-19. In a few examples, we need to wait until a project is operational before we collect indicators.

Timing is also an issue. For example, we need to wait until the end of the Commonwealth Games before we can report on our medal count.

Finally, we are still on a journey in developing our indicators, making them more consistent across the business. Some indicators were affected mid year, so we cannot report a consistent figure across this year.

### New indicators

We are now able to report on a number of the aspirational indicators identified last year. These include:

- Age breakdown of distinct participants and playing club members
- Gender breakdown of playing club members affiliated to SGBs
- SGBs supported to understand their pathway
- Distinct participants on coach CPD and gender breakdown
- Coaching Panel Survey results including diversity of supported coaches
- Days of support provided by **sportscotland** institute of sport to SGBs
- UKCC candidates subsidised by **sportscotland** by award level and gender breakdown
- Performance through Leadership evaluation
- Partners with a more integrated approach to planning
- Investment in facilities by environment

### Wider evaluations

These are in-depth analyses of the impact of our work. We will be exploring our contribution to a broad area, rather than a single project: e.g. how has the blend of support we offer affected clubs? The people evaluation is underway, and the schools and education and clubs and communities evaluations are due to be commissioned in July 2017.

### Long-term indicators:

- Commonwealth and Winter Olympic / Paralympic athlete numbers / medals won – This will be collected during the events.
- Oriam, Scotland's Sports Performance Centre – Now that the centre is open (August 2016) we will explore its impact and how it adds value to our high performance network.
- Kirkpatrick evaluation – **sportscotland** has embedded the Kirkpatrick Model to evaluate our training programmes. We collect information on how people reacted to their training, and whether they feel they learned the knowledge skills and behaviours from the training. We will also gather detailed evaluation data to explore impact for a small number of priority projects, focusing on behaviour change and the development of a world class sporting system.
- Indicators for developing projects – We are still developing the work under Impact Measures 4 and 13. We will report further indicators once these projects have progressed further.

Indicators where we have gathered information, but not enough to include in this report:

- Impacts and interventions – We ask the people we fund to describe the interventions they have introduced, the impacts they aim to achieve with these interventions, and then to reflect on their progress. This gathers short term evaluation information, and it encourages reflection and continuous improvement. This is being gradually introduced, and we expect to report on the first round of data across 2017-18.
- Customer feedback / event evaluation surveys – We are introducing a consistent approach to customer feedback and event evaluations. This is already in place for many projects, and we have extracted some highlights against the impact measures.





The **sport**scotland group is made up of **sport**scotland and the **sport**scotland Trust Company (National Training Centres). **sport**scotland incorporates the **sport**scotland institute of sport, the high performance arm of **sport**scotland.

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