

Moving forward together

Annual Review 2007|08



sportscotland

The National Agency for Sport

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

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

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

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



Contents

From the Chair	4
Chief Executive's Introduction	6
Reaching Higher	8
Active Schools Network	10
Coaching	12
Community Sport	14
Performance Development	16
The Scottish Institute of Sport	18
Quality Facilities	22
Strong Partners	24
Strong sportscotland	26
sportscotland National Centres	28
Glenmore Lodge	29
Inverclyde	30
Cumbræ	31
Financial Summary	32
Board	34





Moving forward together

Watching the performance of the British teams in Beijing earlier this year was evidence – if any were needed – of the true value of sport. As we watched our athletes test themselves against the best in the world, the country got behind our Olympians and Paralympians like never before. For those of us with a day-to-day involvement in sport, occasions such as this drive home the truly unique importance and value of sport.

Sport is often justified by its contribution to other areas of Scottish life, such as health, social justice, education and community development. While these benefits are terrific, they are not the reason that we get passionate about sport. At **sportscotland**, we believe in the enjoyment and sense of achievement that sporting participation can bring to

anyone, regardless of age, income, background or level of ability.

Consequently much of **sportscotland**'s investment, support and expertise is designed to help our partners engage people in sport – in particular those who face some of the biggest challenges to become involved.

We also believe in the shared pride that sporting success generates, as we saw so vividly when 50,000 people spilled onto Edinburgh's Royal Mile to welcome Chris Hoy MBE, Katherine Grainger MBE, Ross Edgar and David Florence home from the Beijing Olympic Games.

Our Paralympians also enjoyed a fantastic return to home soil with a special reception at the National Museum of Scotland to celebrate their extraordinary efforts.

With the conclusion of Beijing, the spotlight has now moved on to the 30th Games in London. The bar continues to be raised, both in terms of the physical staging of the Games and the performance of the British teams. London 2012 promises to be an incredible inspiration, not only to the Scottish contingent on the British teams, but to the coaches, officials and volunteers from Scotland who will be involved when London hosts the greatest show on earth.

Two years later, Scotland will host its biggest sporting event in a generation as the Commonwealth Games come to Glasgow. These Games have the potential to deliver substantive improvements across sport in Scotland. From the athletes' perspective, there is the once-in-a-lifetime opportunity to

compete on the international stage on home soil. For the sporting infrastructure, there is the potential to vastly increase the number of volunteers involved in the delivery of sport. From a facilities point of view, the country will gain more world class facilities. And from a participative point of view, there is the possibility of mobilising community involvement in sport.

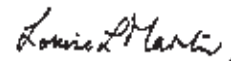
All of this represents a once-in-a-lifetime opportunity to develop sport in this country. As the new Chair of the National Agency for Sport I'm absolutely determined to ensure that **sportscotland** plays a leading role in the team effort required to seize that chance. We need the right investment in sport, we need the right expertise in deploying that investment and we need Scottish sport pulling together to deliver. There can be no doubt that we are always stronger together.

Our future work together has a strong base to develop from. For that, I would like to pay tribute to the work of my predecessors Julia Bracewell OBE and

Dougie Donnelly during their time as Chairs of **sportscotland** and the Scottish Institute of Sport respectively.

Finally, I would like to thank all of you involved in the ongoing delivery of sport in Scotland – the volunteers, coaches, officials, administrators, athletes and participants – for your continued enthusiasm and dedication. You really are the lifeblood of sport in this country. As we look to the future, and the huge potential that exists for sport, you will be the foundation on which Scotland's sporting legacy is built.

I can't wait to continue our work together.



Louise Martin CBE
Chair



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1. Chris Hoy MBE becomes Scotland's most successful Olympian.
2. Aileen McGlynn MBE and her pilot rider Ellen Hunter celebrate on the podium.
3. Scotland's successful Olympians return home to a very special welcome.
4. Stewart Maxwell MP and Louise Martin CBE at the launch of the Fit For Girls programme.
5. Glasgow 2014 will be Scotland's biggest sporting event in a generation.



Change for the better

Whoever coined the phrase “The only constant in life is change” knew what they were talking about. The last year and a half has certainly witnessed a lot of change for **sportscotland** – a new Scottish Government, a subsequent review of the national agency, a merger with the Scottish Institute of Sport, a decision to move headquarters to Glasgow and the decentralisation of the organisation. However, the result is a massive positive for **sportscotland** and, I believe, for Scottish sport.

There is now greater understanding and awareness of how we help sport in Scotland, a clear remit for **sportscotland** within the national strategy for sport, and an endorsement from partners on the value of our work and the way we are working. There is still plenty of work to do and there is no place for complacency, but the results of the review give us confidence in the future.

The merger with the Scottish Institute of Sport will further strengthen the link between participation and performance by creating a strong sporting pathway, and is evidence that the **sportscotland** group will, more than ever, pull together to benefit Scottish sport.

Over the last year, our team have done their utmost to focus on the

job in hand and look after the best interests of Scottish sport. This annual review is testament not only to the progress **sportscotland** staff have been able to make, but to the strength of the partnerships which have been built over the years. The successes highlighted in this document tell the story of what these partnerships are achieving.

This work should be seen in the context of *Our Plan*, sportscotland's corporate plan for 2007-11, which contributes to *Reaching Higher* – the national strategy for sport. Already the progress is significant.

Our Active Schools Network is now established as a cornerstone of school life and is greatly valued by our local authorities. We have helped over 1,200 coaches to achieve UKCC Level 1. We made nearly 300 awards last year to community sport through **sportsmatch** and Awards for All. Around 600 athletes and potential performers are receiving support through the Institute Network. Our investment of almost £32 million in sport facilities last year helped leverage a further £170 million to upgrade and renew our existing facilities or build new ones. Our investment of over £11.5 million in Scottish Governing Bodies continues to help their drive

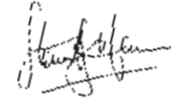
to professionalise their work, and our advice and support helps them to embrace such issues as child protection, equity standards and anti-doping.

As always, progress is down to people. And here I would like to pay tribute to all our partners who are working with us to develop Scottish sport, and the team at **sportscotland** who have continued to deliver throughout a challenging year.

I would like to extend special thanks to Tim Walker who, after 30 years at Glenmore Lodge (12 of those spent as Centre Principal), is standing down. Tim's commitment, energy and positive attitude have been a tremendous benefit to the Centre and to **sportscotland** and he will be greatly missed.

sportscotland as an organisation is energised and ready to play our part in realising the tremendous potential

that exists for Scottish sport. We have passion and we have belief. It's a powerful combination for us to harness together.



Stewart Harris
Chief Executive



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1. **sportscotland** invested almost £32 million in sports facilities last year.
2. We helped over 1,200 coaches to achieve UKCC Level 1.
3. Active Schools is now established in over 2,400 schools around the country.
4. Around 600 athletes and potential performers were supported through the Institute Network.
5. Stewart Harris talks to partners at the VOCAL Conference.

Reaching Higher

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

The next section of this annual review outlines our progress in each of those areas in 2007-08. The section on performance development is followed by a report from the Scottish Institute of Sport, which merged with **sportscotland** in March 2008.



Our principles

Developing a sporting infrastructure

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

Creating effective sporting pathways

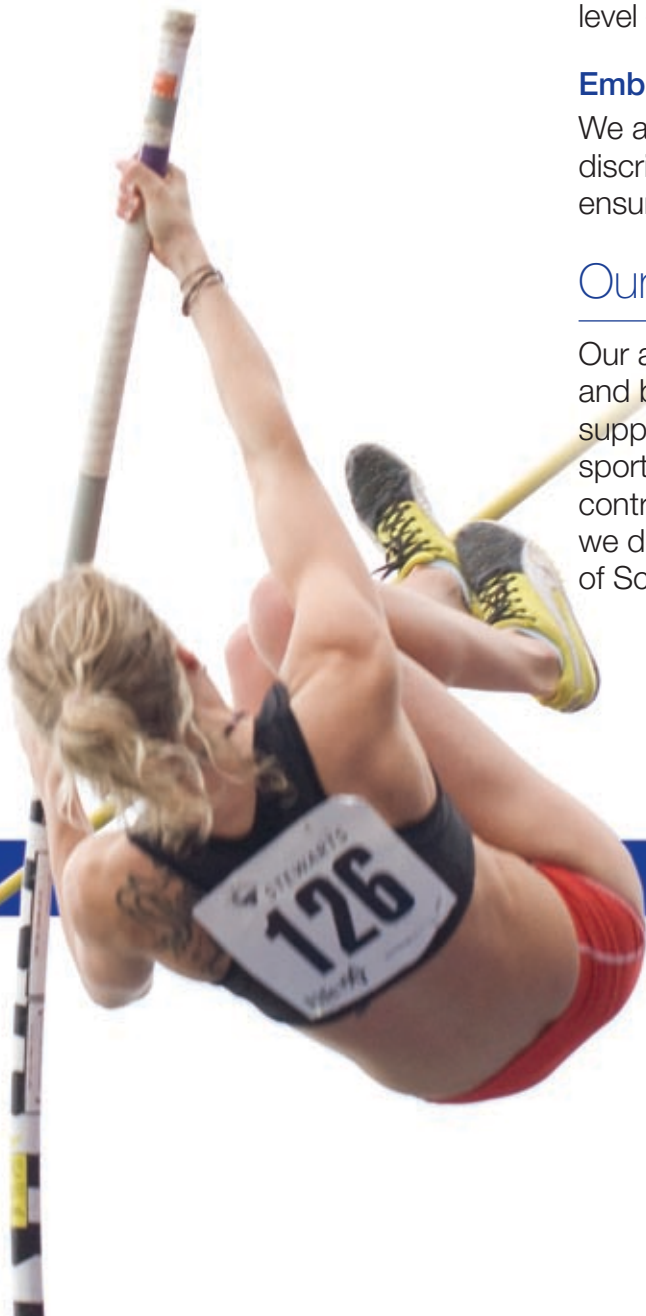
To make sure that anyone can progress their involvement in sport, we work to ensure that there is a pathway which enables them to participate and develop in sport at any level – and for life.

Embedding ethics and equity

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

Our approach

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





Active Schools Network

Active Schools is now a cornerstone of school life across Scotland. In the last year funding was confirmed for 2008-11, we worked with local authorities on deploying Active Schools staff according to local needs, and new Partnership Agreements were put in place to ensure that everyone is working to common goals.

The fundamental aim of the Active Schools Network is to offer all children and young people the opportunities and motivation to adopt active, healthy lifestyles, now and into adulthood.

In December 2007, we were able to confirm that our investment in Active Schools will continue at the current levels until 2011. With this funding in place, we focused on putting in place the 'second phase' of Active Schools.

Since its launch in 2004, the Active Schools Network has been an increasingly important and valued part of school life. We are confident that the next phase

will see its impact extended further into both school and community life.

In planning for this second phase we made two important changes to the way we work with local authorities, both designed to make Active Schools as effective as possible.

The first was to set up a new planning structure for the second phase of Active Schools. Partnership Agreements between **sportscotland** and each local authority set out the national priorities for the Network: targeting inactive groups, volunteering, sustainable pathways and project management. Specific goals and

actions corresponding to these key priorities are then laid out within each local authority's Annual Action Plan.

The second was to work with each local authority on their individual plans to allow them to deploy their Active Schools staff to meet local needs and circumstances. Encouragingly, a number of local authorities have taken this opportunity to expand their network from their own budgets.

Summary of progress

Confirmed funding for the Active Schools Network until 2011.

Worked with each local authority on deployment of staff to meet local needs.

Developed a new planning process, ensuring everyone is working to common goals.

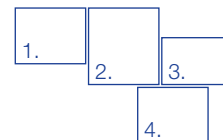
Over 260,000 activity sessions delivered in the first two terms alone, with over 23,000 leaders delivering activity.

Next steps

Work with local authorities to complete Partnership Agreements and Annual Action Plans.

Continue to increase opportunities for all children and young people to be engaged in physical activity and sport.

Continue to strengthen pathways to participation and performance through school-community links.



1. Active Schools Coordinators are responsible for recruiting and sustaining a network of volunteers to help deliver activity.
2. Over 260,000 activity sessions were delivered in the first two terms of the school year 2007-08.
3. Staff are deployed to meet local needs and circumstances.
4. Discussing community links at an Active Schools Managers' Networking Day.



Coaching

All our work in this area is driven by the national delivery plan, Coaching Scotland. Last year saw significant developments in many areas, including skills, forward planning and equity.

Scotland now has four UKCC Delivery Centres, each approved by the Scottish Qualifications Authority to award UK Coaching Certificates. Between them, the four centres have already awarded over 1,200 Level 1 certificates and over 210 Level 2 certificates. The 14 Scottish Governing Bodies (SGBs) delivering have told us that the courses have significantly developed coaching skills and technical knowledge.

We continued to work with SGBs to create coaching workforce development plans. This process has two stages. First, auditing their existing coaching workforce and assessing demand for coaching over the next ten years. Then writing a plan

which looks at the overall goals for their sport and fills any gaps in resources. In 2007-08 we completed workforce development plans for six SGBs. A further two have plans at draft stage, and four more are carrying out their audits.

Volunteer coaches are a vital element of Scotland's overall coaching capabilities. A total of 378 coach workshops were held last year, aimed primarily at volunteers. As a result, 4,592 coaches received additional training and 53 coach educators were also trained.

sportscotland's Coaching Network has a big role to play in Scotland's future

sporting success. It expanded last year with the recruitment of two new Coach Education Development Managers, one in Scottish Cycling and the other covering the Grampian area. The Network now includes 19 SGB Coaching Managers and eight Local Authority/ Sports Partnership Coaching Managers covering 13 local authorities.

Last year we also launched the Women in Coaching programme. This three-year pilot has chosen 30 women with a Level 1 coaching qualification, each of whom will be funded and mentored to develop their skills up to Level 2 or Level 3.

Summary of progress

Four UKCC Delivery Centres established.

Six SGB workforce development plans completed.

4,592 coaches received additional training and 53 coach educators were also trained.

Coaching Network expanded to include 27 Coaching Managers working across 19 SGBs and 13 local authorities.

Next steps

Establish a Performance Coach Development programme for national and sub-national coaches.

Continue to drive the implementation of the UK Coaching Certificate.

Work towards strengthening career paths for coaches.



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1. Coaches battle with the Scottish summer at Pitreavie Athletics Centre.
2. A team talk during football training.
3. Workforce development plans enable SGBs to assess their demand for coaches and plan for the future.
4. The new Women in Coaching programme will fund and mentor coaches to develop their skills.
5. Volunteer coaches play a critical role in the delivery of sport in Scotland.



Community Sport

In 2007-08, our community sport programmes went from strength to strength. Our Awards for All and **sportsmatch** schemes continued to support grassroots projects throughout Scotland, and the Help for Clubs website resource also saw strong growth.

The Awards for All scheme, which invests in grassroots sport, again saw huge demand this year. As a member of the panel, we provided insight and knowledge to help to ensure that awards went where they could make the biggest difference – many of them in hard-to-reach areas. In total, £1 million from **sportscotland**'s Lottery funding was distributed via 186 awards. Beneficiaries came from a wide range of sports.

Another initiative which benefits a variety of sports at grassroots level is **sportsmatch**, through which we aim to match-fund commercial sponsorship of sport, pound-for-pound. **sportsmatch**

invested £312,000 of awards in 2007-08, up by over 10% on the previous year. Altogether, 104 awards were made across 40 different sports. We were also pleased to see that more businesses are extending their agreements for further years – a sign that they see real benefit in their sponsorship of grassroots sport.

We also continued to contribute to sport in the community through our community regeneration programme. Of 838 young people who have now completed a leadership training programme, almost half live in areas of multiple deprivation. Training has been provided through a number of outlets, including coach and

volunteer programmes and Active Schools, and many of the people trained have now gone on to undertake voluntary work in their own communities. As a result of **sportscotland** investment, in excess of 770 volunteers have been recruited and trained and are now coaching in local clubs and community programmes.

We never stop working to improve the Help for Clubs website, regularly updating it in line with feedback from users and partners. As a result, the site is more popular than ever – in 2007-08, page views on the site were up 20% on the previous year, and subscribers to the newsletter went up by over 25%.

Summary of progress

£1 million from **sportscotland's** Lottery funds distributed through 186 Awards for All awards.

£312,000 invested through **sportsmatch**, up by over 10% on the previous year.

Over 770 volunteers recruited and trained as a result of **sportscotland** investment.

Help for Clubs page views up by over 20% on the previous year.

Next steps

Review our investment in community sport to ensure it continues to maximise its impact.

Continue to develop the Help for Clubs website to meet users' needs.

Re-launch **sportsmatch** with increased support to recipients.



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1. Grassroots football at the Glasgow Green Football Facility.
2. www.helpforclubs.org.uk
3. **sportsmatch** match-funds commercial sponsorship of grassroots sport.
4. £1 million was invested into community sport through Awards for All.
5. Community facilities benefit from **sportscotland** funding.



Performance Development

With Glasgow's selection as host of the 2014 Commonwealth Games, our continuing work in performance development has never had greater impetus or focus.

In recent years we have concentrated on developing effective structures and ways of working to support Scottish athletes on the world stage. As a result, our focus in 2007-08 was to continue to build upon the structure and expertise required to support Scottish athletes.

The most important news of the year was clearly the announcement of Glasgow's selection as host of the 2014 Commonwealth Games. Having this world class event on our doorstep is both a challenge and a fantastic incentive as we begin our preparation for a successful home Games for Scotland.

Clearly defined Scottish Governing Body (SGB) athlete pathways are the starting point for our work in the area of

performance development: an SGB performance plan is then developed around this pathway. During 2007-08, 23 SGBs had performance plans in place and a further seven sports had athletes directly supported by a UK plan.

Progress is down to people, and staff are critical to the delivery of these plans. During 2007-08, **sportscotland** invested in 66 full-time equivalent coaches and performance managers to work with the many volunteers and personal coaches to deliver performance plans.

Around 1,000 national-level athletes benefited from **sportscotland** investment into SGBs. Around 200 of those also benefited from support through the Scottish Institute of Sport and around

400 of them received support from the Area Institute of Sport Network. A further 2,200 athletes benefited from investment into regional squads.

The Area Institutes of Sport also continued to increase the number of sports that they support. Athletes from a further ten sports, having been nominated by their SGBs, received support from the Area Institute of Sport Network, taking the total number of sports supported to 27.

One of the indicators of success is the percentage of Scottish athletes gaining support through UK programmes. During 2007-08 this was approximately 10% – a clear sign that, as a nation, we are punching above our weight.

Summary of progress

23 SGBs have performance plans in place and a further seven have athletes directly supported by a UK plan.

sportscotland invested in 66 full-time equivalent coaches and performance managers, working to help to deliver performance plans.

Around 1,000 national-level athletes benefited from **sportscotland** investment.

Approximately 10% of athletes gaining support through UK programmes were Scottish.

Next steps

Support SGBs to finalise and implement their performance plans for future Commonwealth, Olympic and Paralympic Games and other significant sporting events.

Continue to build on the performance infrastructure of coaches, managers and quality programmes for athletes, including provision of support services.



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1. Quality SGB planning for their sport is pivotal to Scotland's success on the world stage.
2. Competing at the Corus Elite Triathlon series at Strathclyde Park.
3. **sportscotland** invested in 66 full-time equivalent coaches during 2007-2008.
4. Around 1,000 national-level athletes benefited from **sportscotland** investment.
5. Around 200 athletes benefited from support through the Scottish Institute of Sport.



The Scottish Institute of Sport

In 2007-08, the Scottish Institute of Sport strengthened and consolidated its operations following the successful merger with **sportscotland**. We now look ahead to the challenges of the next six years, which may turn out to be one of the most exciting periods in the history of Scottish sport.

Like everyone involved in elite sport in Scotland, we were delighted by our successes in the Beijing Olympics and Paralympics. We are now focused on London 2012 and the 2014 Commonwealth Games in Glasgow.

We face that future strengthened by our successful incorporation into **sportscotland** as its high performance arm. This was achieved without losing focus on our main goal of helping Scottish athletes to achieve the best possible performances on the world stage – demonstrated by exceptional performances by Scots as part of the British teams in the Beijing Olympic

and Paralympic Games. In the Olympics, 31 Scots competed, contributing six medals as part of the most successful TeamGB in history. In the Paralympics, the British team included 16 Scots, who between them contributed eight medals.

In 2007-08 we took steps to strengthen our team by recruiting two key specialists: Sue Robson as Lead Physiologist and Tony Stanger as Talent Manager. We also found new ways to integrate the work of different teams, to provide a seamless service to athletes. Some examples of this – and the results – can be seen on the following pages.

We believe that we now have the capacity, flexibility and expertise to lead Scottish high performance sport to a new and higher level. That is our next goal: to help our athletes reach even greater heights in future events, including London 2012 and Glasgow 2014. It will be no easy task, because we are starting from a high base. But what better place to start from?

Mike Whittingham
Director of High Performance,
sportscotland



SCOTTISH INSTITUTE OF SPORT

The high performance arm of **sportscotland**

Strong performances

At the most basic level, our job is to prepare Scotland's best athletes for performance on the world stage. A look at 2007-08 shows that we do that in many different ways. Detailed performance analysis, precise medical treatment, expert coaching, lifestyle advice... all these things and many more contribute to top-level success.

Preparations

Following the Olympic Qualifier tournament, the men's hockey team received feedback from Elite Sports Analysis. This included video footage specifically tailored to each athlete's individual position, providing a precise benchmark against which further progress can be measured. We also developed an integrated 'hockey running

technique' programme, bringing together technical, physiological, medical, and strength and conditioning staff for the benefit of individual athletes.

Elite Sports Analysis also collaborated with high performance swimming coach Chris Martin, providing him with a solution on turns following extensive filming and review of footage with swimmers.

Also in swimming, at training sessions last year we provided physiotherapy support, linked to strength and conditioning work. Featuring advice on postural awareness, Pilates exercises and individualised warm-ups, this helped to enhance performance and reduce the number of injuries.

A new remote method of monitoring adaptation and recovery using heart

rate variability analysis has been developed by exercise physiologist Dr Marek Aneščík. This unique method was successfully used by world judo silver medallist Euan Burton and swimmer Hannah Miley.

2008 Paralympic silver medallist Libby Clegg has been receiving ongoing support from the Performance Lifestyle™ team at the Institute. Libby and her team have been working with us to deal with several key transitions, including working with a new coach at a training venue; sitting her Highers; leaving school; finding suitable accommodation to live independently; and preparing for her first Paralympics.

Our physiotherapy team's innovative approach to athlete assessment helps to highlight athletes' weaknesses before they become problematic, and 2007-08



saw a reduction in training days missed. The team also worked closely with the strength and conditioning department to integrate injury rehabilitation and prevention programmes. This helped athletes return to successful competition more quickly.

We worked with ice dance to enhance the programme for John and Sinead Kerr by providing physiotherapy and performance training.

Performances

Scotland won the 2007 European Hockey Trophy in Lithuania, thereby gaining promotion to the 2009 European Championships.

10 Scottish athletes reached the 2008 TeamGB swim team. In doing so, they met a goal which was set in the Scottish Institute of Sport's early years, following the 2000 games in which only one Scot competed in swimming.

Team Murdoch captured the European Curling Championships in December 2007 and claimed a silver medal at the world championships in April 2008. Team Wood won a European silver in December 2007, with Team Eve Muirhead producing an outstanding performance to win the World Junior Championships in March 2008.

Paralympic swimmer Mhairi Love's integrated support team (coaching, sports medicine, physiotherapy and physiology and psychology) helped her end a challenging run of injuries and qualify for the 2008 Beijing Paralympics.

Our sports medicine team was able to investigate golfer John Gallagher's wrist pain and prescribe surgery. In his first competition back, he won the Scottish Amateur Championship.

The Belgian Badminton Open, a top event in the European Badminton

Union calendar, produced Scottish finalists in three events. Andrew Bowman captured the men's doubles in partnership with new GB partner Martyn Lewis; Susan Hughes was runner-up in the ladies' singles; and Watson Briggs and Jillie Cooper were runners-up in the mixed doubles event.

Raising the bar

We helped Scottish athletes to prepare for some spectacular performances in 2007-08. Our focus now is on reaching even higher levels of performance towards 2012 and 2014.

Summary of progress

Increased and targeted support around Scottish athletes going to Beijing.

Merger completed: the Scottish Institute of Sport is now the high performance arm of **sportscotland**.

Responding to the various needs of our clients and partners, developed strategic and operational plans to deliver high performance objectives.

Explored top-line targets for Glasgow 2014, and began to explore resources required to meet them.

Development of and support for British high performance programmes in Scotland.

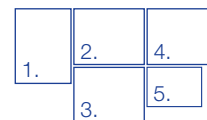
Next steps

Establish agreed targets and performance planning for Glasgow 2014.

Design initiatives across talent, people development, innovation, sports and event programmes.

Form a strong working partnership between British Swimming, Scottish Swimming and the Scottish Institute of Sport as part of the Intensive Training Centre at the University of Stirling.

Increase the impact of the Scottish Institute of Sport Network across Scotland by strengthening the performance pathways through the Area Institutes of Sport.



1. Sinead Kerr undergoing physiological testing by Vanessa Zucco and Dr Marek Aneščík.
2. Euan Burton undergoing physiological testing by Vanessa Zucco and Andrew Kirkland.
3. Mhairi Love undergoing physiological testing by Gemma Smith.
4. Chris Hoy MBE working with strength and conditioning coach Dave Clarke.
5. Kelly Wood receiving nutrition support from Adelle Purbrick.

Opposite: Scottish Institute of Sport-supported athlete David Florence on his way to Olympic silver in Beijing.



Quality Facilities

In 2007-08, we continued to invest heavily in Scotland's sporting facilities at all levels. We also worked closely with partners to develop sports facilities strategies and we embraced the broader responsibilities created by the new Scottish Planning Policy.

Our investment is aimed at addressing the strategic needs of Scottish sport. In 2007-08, we invested almost £32 million in 39 different projects. This investment leveraged a further £170 million from partners such as local authorities, clubs and universities. Many of the funded projects were at community level, including upgrades of sports halls, swimming pools, pitches and facilities for a wide variety of different sports including mountain biking and shinty.

Four large projects accounted for £27 million of our investment: Stirling Sports Village, Stirling; Scotstoun Stadium, Glasgow; the Regional Sports Centre at Ravenscraig; and the National Indoor Sports Arena and Velodrome to be built in the east end of Glasgow.

The last of these is a key venue in Glasgow's plans for hosting the 2014 Commonwealth Games. We worked closely with both the Glasgow 2014 Bid Team and Culture and Sport Glasgow to develop the proposals for sports facilities. We are continuing to provide input and support to implement the venue plans for 2014.

We made good progress against the National and Regional Sports Facilities Strategy last year. By the end of March 2008, three of the seven stage two projects were on site. Two others were at tender stage, while the remaining projects were at detailed design stage. We were also pleased to see the completion of 21 projects in which we had previously invested. These include the indoor athletics training centre at

Pitreavie, the upgrading of pitches at Aulton in Aberdeen and the extension to the National Tennis Centre at the University of Stirling.

In November 2007, the Scottish Government issued revised planning guidance on open space and physical activity – Scottish Planning Policy 11 (SPP11). This guidance extended **sportscotland's** role in the protection of outdoor sports facilities – from playing fields to other facilities such as bowling greens and tennis courts. We were closely involved in the production of SPP11 and welcome the strengthening of the planning system to protect and improve Scotland's sporting facilities.

Summary of progress

Invested almost £32 million in 39 different facilities projects, which leveraged a further £170 million in investment from partners.

Worked closely with the Glasgow 2014 Bid Team on the proposals for sports facilities.

Of the seven National and Regional Facilities projects at stage two: three were on site; two at tender stage; and two at detailed design stage.

Extended role for **sportscotland** in the protection of outdoor sports facilities.

Next steps

Review our capital investment programme to ensure that it continues to meet the priority needs of Scottish sport and supports club development as effectively as possible.

Continue to provide advice and support to partners, ensuring a planned approach to provision which delivers a network of quality and accessible facilities at local, regional and national levels.



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1. **sportscotland** now has a bigger role to play in the protection of outdoor sports facilities.
2. We invested almost £32 million in Scotland's sporting facilities.
3. This investment leveraged a further £170 million in support from partners.
4. Glasgow Ski and Snowboarding Centre was one of many facilities to benefit from **sportscotland** investment in 2007-08.



Strong Partners

Partnership working is a principle which underlies all of our work. Over the last year, **sportscotland** has continued to work with, invest in and support our key partners in their delivery of sport.

In 2007-08 we invested over £4 million directly into Scottish Governing Bodies (SGBs) specifically to support and develop their infrastructure. This funding went directly into supporting staff and volunteers, to enable sport to develop.

In addition to our financial support, we continued to help the development of SGBs by providing them with expert resource in HR, finance and legislation. We also provided SGBs with tailored support across a number of areas including volunteering policies, strategic planning, interim senior positions and production of sporting pathways. And we worked with the Scottish Sports Association on policies affecting SGBs, including changes to immigration laws.

Over the last year we have worked to make sport more fun, fair and accessible to everyone. We provided support to 24 SGBs to work towards the Equity Standard: A Framework for Sport. 13 SGBs have now attained the foundation level and a further two have reached the second level. Together with UK Sport, we also published guidance on equality legislation for SGBs.

Of the funded SGBs with a competition structure, 90% had signed up to the National Governing Bodies' anti-doping agreement by the end of March 2008. Of the funded SGBs with junior members, 100% had signed up to the Child Protection Accord.

We continued to bring together local authorities and SGBs through our pilot

Sports Partnerships programmes in Tayside & Fife and Central. Regional sport-specific plans, developed in line with SGB national plans, are now in place for all ten sports within the partnerships.

This year saw the conclusion of the Girls in Sport and Physical Activity pilot programme, a training programme for PE staff and Active Schools Coordinators designed to engage girls and young women in physical activity (as shown in the picture above). As a result of the success of the pilot, which was run in partnership with the Youth Sport Trust, we secured over £500,000 of additional Government funding for the programme to be rolled out nationally under the name Fit For Girls.

Summary of progress

Over £4 million invested to support SGBs in the development of their staff and volunteer networks.

24 SGBs supported to work towards the Equity Standard: A Framework for Sport.

90% of qualifying SGBs signed up to the anti-doping agreement.

100% of SGBs with junior members signed up to the Child Protection Accord.

Over £500,000 of funding secured for the Fit for Girls programme.

Next Steps

Work with local authorities to include sport within their Single Outcome Agreements.

Continue to support SGBs in developing procedures to promote equity.

Continue to develop a regional infrastructure for Scottish sport.

Work with SGBs to ensure their plans are clear, with robust monitoring in place.



1.	2.	4.
	3.	

1. Each SGB and local authority has a dedicated **sportscotland** Partnership Manager.
2. We work with and bring together key organisations in Scottish sport, supporting them to develop and deliver their plans for sport.
3. We provide partners with tailored support across a number of areas including strategic planning.
4. The Fit For Girls programme provides training for Active Schools Coordinators and PE teachers.



Strong sportscotland

We are always trying to improve, to create a stronger organisation which is better placed to deliver for Scottish sport. Indeed, this work never ends. In 2007-08 we made further progress.

We introduced an equity training programme for all staff, and provided additional support to staff working to support SGBs through the Equity Standard and to those carrying out equity impact assessments. In December 2007 we ourselves achieved the second level of the Equity Standard.

We further reduced our impact on the environment through the implementation of our Environmental Management System.

We reduced energy consumption by 2.4% and decreased our CO₂ emissions from business travel by 4%. Both of these results are ahead of the 2% targets.

In January 2008, the Scottish Government announced the outcome of its review of sportscotland: the retention of the national agency, its merger with the Scottish Institute of Sport, the relocation of its headquarters to Glasgow and plans to decentralise the way the organisation operates.

By March, the formal integration of the Scottish Institute of Sport was completed, and the two organisations had legally merged. Work had also begun on initial project plans for the move to an interim headquarters in Glasgow.

Summary of progress

Completed the legal merger with the Scottish Institute of Sport.

Achieved the second level of the Equity Standard.

Reduced energy consumption by 2.4% and CO₂ emissions from business travel by 4%.

Next steps

Implement the relocation to Glasgow.

Extend decentralisation of **sportscotland**.

Complete equity training with all staff, including those at the National Centres and the Scottish Institute of Sport.

Review our plans to maximise our contribution to the Scottish Government's National Performance Framework.

Retain and recruit a team that can drive the organisation forward for the future.



1.	2.
	3.

1. We further reduced our impact on the environment.
2. The organisation's move to Templeton Business Centre in Glasgow is scheduled to take place in 2009.
3. In December 2007 we achieved the second level of the Equity Standard.

sportscotland National Centres

2007-08 was an exciting year for the **sportscotland** National Centres. Inverclyde was revitalised by increased investment and its management team merged with that of Cumbrae, with significant benefits to both operations. Glenmore Lodge, meanwhile, entered its 60th anniversary year with a wide variety of improvements to both facilities and courses.

Having been appointed as official pre-Games training camp venues, all three Centres are looking forward to London 2012 as an enormous opportunity.



Glenmore Lodge

A busy year at Glenmore Lodge saw upgraded facilities, new courses and our appointment as a 2012 training camp venue, creating opportunities for years to come.

It was a special year for Glenmore Lodge as the Centre entered its 60th anniversary year. We marked this with several celebrations and, perhaps best of all, the opening of a spacious new accommodation block. We invested over £1 million (a combination of sportscotland and Highlands and Islands Enterprise funding) to demolish the old south wing and replace it with a modern facility designed around the needs of our users.



We also put a great deal of energy into providing low-cost training courses for members of university mountaineering clubs around Scotland. The two-day courses are provided in partnership with the Mountaineering Council of Scotland and are partly funded by the Catherine Smith Memorial Trust. They have proved extremely popular and we have already

trained hundreds of students from all over Scotland.

In the last year we were appointed as an official training camp venue for mountain biking, road cycling and triathlon for the 2012 Olympics. We also made the decision to take our catering provision in-house, allowing

us to be more cost-effective and improve the quality and choice of food we provide.

More income generated, more instructors, coaches and leaders trained, and more bed-nights sold: 2007-08 was a successful year for Glenmore Lodge.

Summary of progress

Entered 60th anniversary year and opened spacious new accommodation block.

Trained 6.9% more instructors, coaches and leaders.

5.5% increase in income generated, 8.3% increase in the number of bed-nights sold.

Next steps

Deliver our most ambitious ever programme – over 170 different types of courses in 2009.

Host the Winter Climbing Meet with the British Mountaineering Council and the Mountaineering Council of Scotland, attracting top climbers from all over the world.

Increase the number of instructors, coaches and leaders trained or assessed by a further 3%.

Inverclyde

2007-08 was a milestone year for Inverclyde with significant investment to develop our activities and a move to shared management with our sister Centre at Cumbernauld. The Centre also entered its 50th anniversary year.

After management at Inverclyde and Cumbernauld was combined, we reviewed our operating systems and asked ourselves how we could re-organise them to provide the best possible client service. As a result of that review, we are now even more focused on our clients' needs, and better able to meet them.

Throughout the year, **sportscotland** invested £594,000 to ensure that the Centre is accessible to all. **sportscotland** also invested £146,000 in capital projects to improve facilities.

We continued to work closely with the Scottish Governing Bodies (SGBs) on elite training, coach education, team-building and player improvement. Work in all of those areas is helped by the fact that more overseas squads are coming to the Centre to train, giving Scottish teams



a valuable opportunity to compete with them.

In addition to the development of our provision in elite sport, we saw increased interest in sport and activity generated by Active Schools, with more schools wanting to use the Centre for week-long residential courses.

In March 2008, James Watt College extended their lease for a further five years. This is an encouraging sign that we are continuing to meet their needs by providing an ideal venue for students to prepare for a career in the leisure industry. During 2007-08, the Centre delivered 18,539 student days.

Summary of progress

Combining management with Cumbernauld led to significant efficiency gains.

sportscotland invested £740,000 in capital and operating investment.

63,000 community visitors throughout the year.

1,250 instructors participated in SGB awards.

Next steps

Deliver a programme of activity celebrating our 50th anniversary.

Become UK Coaching Certificate-accredited.

Attract 2012 Olympic and Paralympic teams to use the Centre for pre-Games training.

Develop contacts with Commonwealth Games countries ahead of Glasgow 2014.

Develop access contracts with SGBs.

Cumbræ

Like Inverclyde, Cumbræ benefited from efficiency gains when the two management teams were merged. In 2007-08, the Centre introduced new courses across the full range of skill levels. It also received capital investment to improve equipment.

Ahead of the 2008 season we offered 14 new watersports courses, with these additions reflecting current industry trends. The rapid growth in watersports in Scotland has seen skills levels rise, so we now offer more high-level qualifications. At the very pinnacle sits our new 18-week Professional Yachtmaster course.

Our new programme also features some more contemporary sports, such as windsurfing, canoeing, sea angling and sea kayaking. We worked with the Royal Yachting Association (RYA) and RYA Scotland to develop and run courses in race management. We also helped the RYA to run events across the UK, and to prepare the officials who will be needed for the 2012 Olympics.

sportscotland agreed to fund the Sailing Development Manager post within the



Scottish Sailing Institute, giving us the opportunity to attract UK and international sailing competition and training. This builds on the successful partnership between the RYA, RYA Scotland, Largs Yacht Haven, Largs Sailing Club, North Ayrshire Council, Scottish Enterprise Ayrshire and the National Centres Inverclyde and Cumbræ.

In 2007-08, **sportscotland** continued the boat replacement programme, a capital investment project to maintain equipment at the level expected of a national facility.

Throughout the year, **sportscotland** invested £321,000 to support the Centre's operations and £127,000 in capital investment.

Summary of progress

Offered 14 new watersports courses.

sportscotland invested £448,000 in capital and operating investment.

Delivered 9,125 student days and hosted 1,250 school children.

Next steps

Improve accommodation facilities.

Develop 'Destination Cumbræ' as an island location for school groups during the winter months.

Develop new 'professional level' courses.

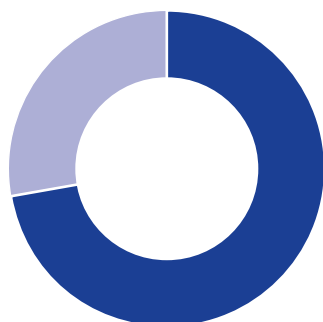
Work with the Scottish Sailing Institute and RYA Scotland on race management for 2012.

Attract 2012 Olympic and Paralympic teams to use the Centre for pre-Games training.

Financial Summary

The following are details of amounts (£) invested in individual sports for the **sportscotland** financial year ending 31 March 2008.

Sport	Investment Direct to SGB	Other investment into sport*	Total 2007-08
Angling	18,450	6,000	24,450
Archery	20,000	517	20,517
Athletics	657,743	592	658,335
Badminton	371,969	2,030	373,999
Basketball	275,000	500	275,500
Bowling	126,500	75,864	202,364
Boxing**	-	4,722	4,722
Canoeing	317,438	40,764	358,202
Cricket	316,947	22,708	339,655
Croquet**	-	-	-
Curling	391,500	2,424	393,924
Cycling	415,678	6,721	422,399
DanceSport**	-	1,028	1,028
Equestrian	187,113	22,516	209,629
Fencing	52,760	-	52,760
Fitness League**	-	-	-
Football	1,272,800	178,086	1,450,886
Golf	951,073	162,073	1,113,146
Gymnastics	361,525	10,225	371,750
Handball**	-	115	115
Hang gliding / Paragliding**	-	-	-
Hockey	645,384	19,813	665,197
Judo***	392,408	750	393,158
Jujitsu**	-	-	-
Ice Hockey	-	6,073	6,073
Karate	48,564	36	48,600
Lacrosse**	-	-	-
Modern Pentathlon	5,705	-	5,705
Mountaineering / Climbing***	267,450	69,187	336,637
Netball***	355,155	19,880	375,035



Sources of funding

- Scottish Government funding
- National Lottery funding

£million

£46.257
£17.589

Total

£63.846

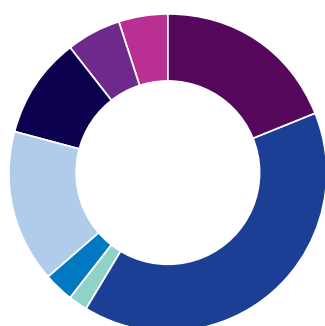
Sport	Investment Direct to SGB	Other investment into sport*	Total 2007-08
Orienteering	71,000	3,075	74,075
Roller Hockey	-	1,294	1,294
Rowing	71,463	27,500	98,963
Rugby League**	-	-	-
Rugby Union	752,500	134,534	887,034
Sailing	337,080	118,693	455,773
Shinty	107,145	6,007	113,152
Shooting	140,000	-	140,000
Skating	-	-	-
Snowsport	217,500	192,225	409,725
Speed Skating	-	500	500
Squash	272,040	2,255	274,295
Sub Aqua**	-	-	-
Swimming	818,000	2,780	820,780
Table Tennis	59,255	2,725	61,980
Tae Kwon Do	5,000	-	5,000
Tennis	303,000	229,891	532,891
Triathlon	147,345	9,225	156,570
Tug of War**	-	-	-
Volleyball**	-	7,000	7,000
Waterskiing	40,213	1,628	41,841
Weightlifting	-	445	445
Wrestling	41,000	4,498	45,498
Scottish Disability Sport	250,750	11,900	262,650
Scottish University Sport	35,000	-	35,000
Children First***	247,500	-	247,500
Commonwealth Games Council	110,000	-	110,000
SSA	55,000	-	55,000
Multi Sport****	-	47,465,850	47,465,850
	11,531,953	48,874,649	60,406,602

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

** Investment into SGB for 2007-08 financial year included in **sportscotland** annual review 2006-07.

*** More than one year investment.

**** e.g. Active Schools Network investment, sports and community facilities, pilot sports partnerships and investment into National Centres.



Breakdown of expenditure

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

Total

£million

£12.931
 £26.749
 £1.331
 £2.144
 £10.399
 £6.936
 £3.808
 £3.285

£67.583

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

Board

Louise Martin CBE, Chair
(term commenced February 2008,
appointed Chair June 2008)

Julia Bracewell OBE, Chair
(term ended February 2008)

Ian Beattie

Carolan Dobson

Atholl Duncan

John Fraser
(term ended August 2008)

Sir Bill Gammell
(term commenced February 2008)

Steven Grimmond

Wai-yin Hatton

Mike Hay MBE
(term commenced February 2008)

Dr Linda Leighton-Beck

Kim McAully

Graeme Marchbank

David Sole OBE

Stephen Wright

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The **sportscotland** group is made up of **sportscotland** and the **sportscotland** Trust Company (National Centres). **sportscotland** incorporates the Scottish Institute of Sport, the high performance arm of **sportscotland**.



www.nationalcentrecumbrae.org.uk



www.glenmorelodge.org.uk



www.nationalcentreinverclyde.org.uk



www.sisport.com

sportscotland documents are available in a range of formats and languages. Please contact our communications team for more information.

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