

# **REACHING HIGHER**

# **BUILDING ON THE SUCCESS OF SPORT 21**



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#### \_O1 PREFACE

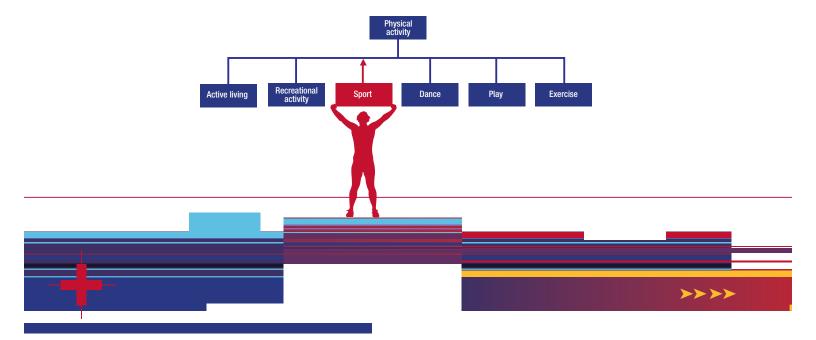
This strategy sets out the long-term aims and objectives for sport until 2020 and plans for its delivery and evaluation. It has been produced following a scheduled review of *Sport 21*: 2003-2007. However, this is the first time Scottish Ministers have led the review and is a demonstration of their commitment to sport and its development. At a meeting of the *Sport 21* National Implementation Forum in October 2005 the Minister for Tourism, Culture and Sport was clear that *Sport 21* must move into a new phase to secure delivery, ensure that all the key partners understood their responsibilities and required actions, and put in place a simple and straightforward system of evaluating impact.

The review process commenced in January 2006 and was led by Chris Robison from the Scottish Sports Association, who was seconded for the period of the review to the Scottish Executive. The process was managed by a small group comprising senior representatives from **sport**scotland, COSLA, sports governing bodies and local authority interests and was chaired by the Scottish Executive.

An outline of the strategy, including the priorities for change, was endorsed by Scottish Ministers in August 2006 and subsequently discussed at the First Minister's Sport Summit held the following month.

The First Minister's Sport Summit explored how sport in Scotland could be strengthened to ensure that the opportunities offered by a London Olympics and Paralympics, and hopefully a Glasgow Commonwealth Games, could be extended across the population. The First Minister has made clear his commitment to the enhancement of sport in Scotland from grassroots level through to the performance of our elite sportsmen and women.

The First Minister's Sport Summit was attended by key people in Scottish sport including some of our elite sportsmen and women and recent Commonwealth Games medallists. The First Minister's Sport Summit fully endorsed the principles and focus of the draft sport strategy, while workshops examined the proposed national priorities and outcomes and provided useful feedback.



Key points which emerged included the need:

- > for greater clarity of roles across the sporting sector and between various organisations particularly in relation to the player pathway;
- > to strengthen links between sports governing bodies and share resources, knowledge and expertise;
- > to invest in club development including innovative approaches to ensure greater coverage;
- > to improve coach education;
- for new approaches to the provision of sports facilities including making greater use of the school estate, co-location and responsive programming and opening hours;
- > to provide a wide range of sporting opportunities at an early age;
- for schools to provide quality physical education and extra-curricular sporting activities particularly in secondary schools; and
- for support and encouragement to be given to parents, teachers and volunteers who are highly influential in encouraging and sustaining young people's involvement and development in sport.

Each of these was checked against the emerging strategy to ensure that it reflected the day's discussions. The strategy is, of course, only the first stage in the Executive's long-term plans for sport in Scotland and the dialogue must continue if we are to address the key issues facing sport development.

The First Minister was greatly encouraged by the discussions at the Sport Summit and the positive feedback on the draft strategy. For the first time, people from across the sport sector had come together and recognised their separate yet collaborative role in developing sport in Scotland. In response, the First Minister undertook to ensure that the Scottish Executive would hold an annual sports conference.

Reaching Higher also builds on the work of Sport 21 and takes account of the significant opportunities that are emerging for sport in Scotland.

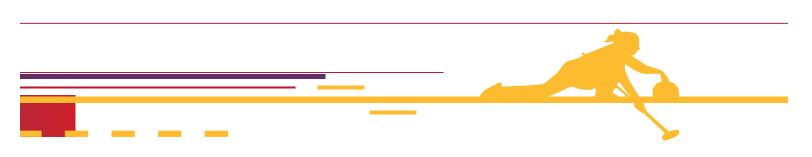
*Sport 21* has been instrumental in delivering a number of key successes for the development of sport:

- > the introduction of the Active Schools programme;
- > the establishment of the Scottish Institute of Sport network;
- > the professionalisation of sports governing bodies; and
- a building programme for national sports facilities;

The strategy sets out:

- > a vision for Scotland as a sporting nation;
- > the importance of sport for individuals, communities and the nation;
- > the national outcomes and priorities for sport;
- > the roles and responsibilities of the key delivery agencies:
- > principles for planning and delivery; and
- > the monitoring and implementation framework.

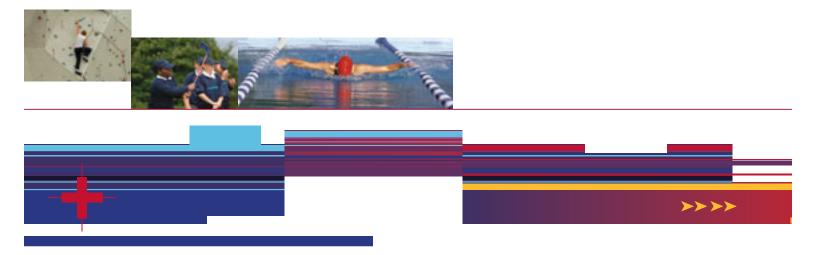
The strategy for physical activity "let's make Scotland more active", locates sport as one element of the wider physical activity spectrum. While this strategy, recognises the wider agenda within which sport operates, it focuses solely on the development of sport.



## **\_02 MINISTERIAL FOREWORD**



These are exciting times for sport. Over the next few years, we have a once in a lifetime opportunity to transform Scotland into a truly sporting nation, and leave a legacy of sporting excellence to inspire our children and our children's children.





The 2012 London Olympics and, hopefully, a 2014 Scottish Commonwealth Games, will provide a fantastic focus for young Scots athletes and inspire many others – young and old – to participate in sport. Now is the time for us to ensure that we use these opportunities to create a strong culture of sport for future generations.

Reaching Higher, upholds the vision and values of *Sport 21*. It is, however, a new approach — a strategy that is right for its time. It is a strategy which will help us get the very best out of the opportunities offered by 2012, 2014 and other sporting events to be held in Scotland in coming years.

Reaching Higher aims to achieve this by providing a clear roadmap for everyone involved in the delivery of sport at local, regional and national levels, and sets out how we will assess progress. It also recognises that different approaches are needed for different sports and for different communities around Scotland.

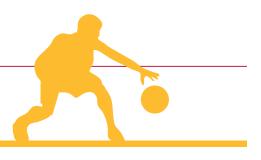
The Scottish government will provide the leadership that a strategy of this kind needs. But, of course, our success will depend on the contribution of our partners in **sport**scotland, local authorities, sports governing bodies and elsewhere.

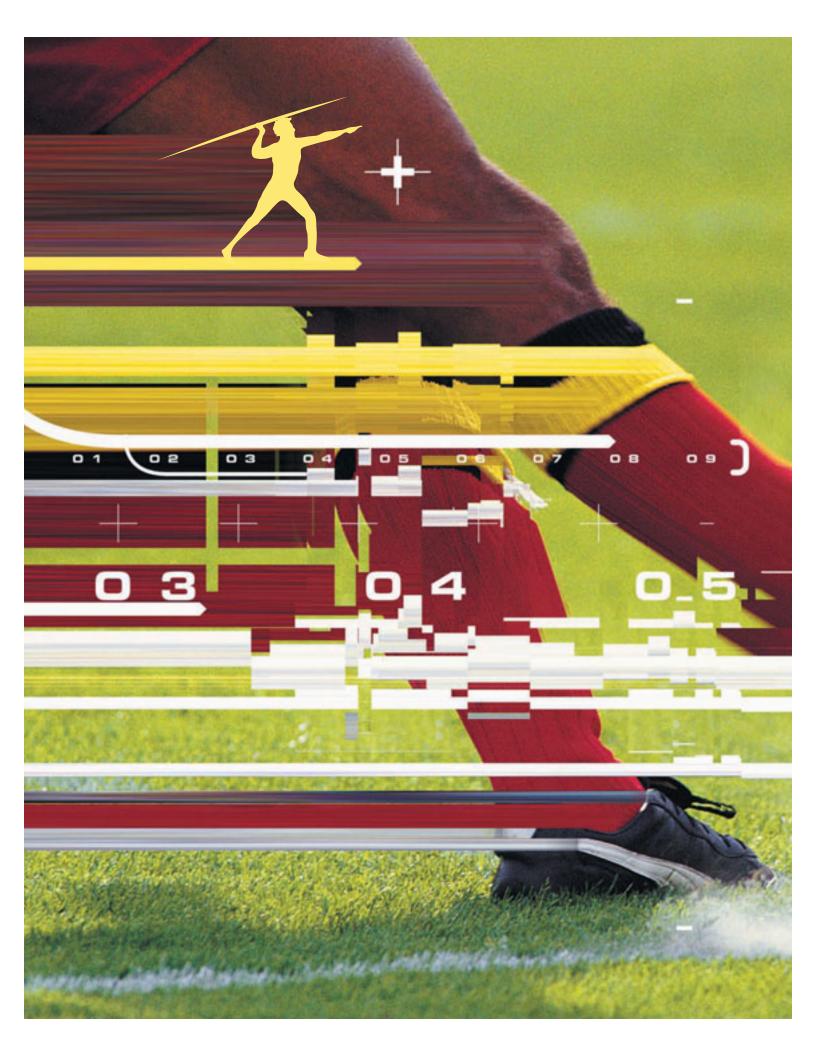
We must work together if we are to meet these challenges and make the most of the opportunity before us.

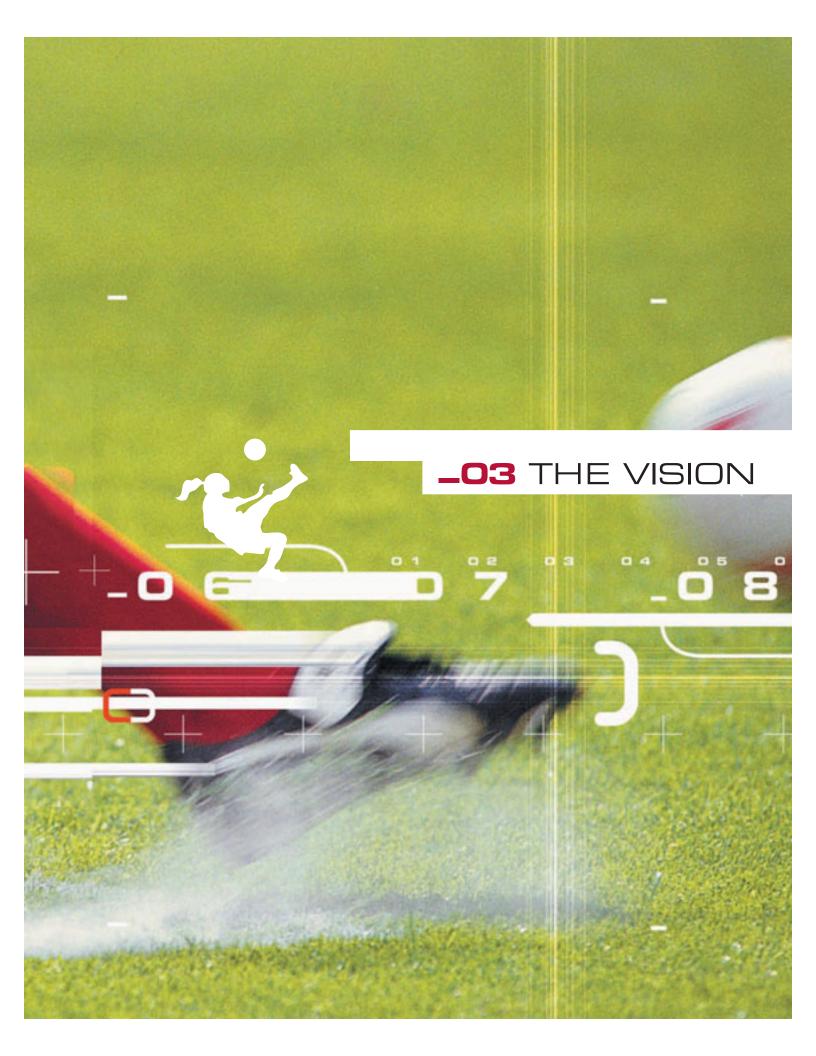
We must all work together to make Scotland a truly sporting nation.

Patricia Ferguson MSP

Minister for Tourism, Culture and Sport









Reaching Higher focuses on the promotion, delivery, playing and enjoyment of sport. Key to this is developing a culture where sport is valued for the pleasure and quality it brings to people's lives and for the pride and recognition it brings to our nation.





We want a country where our sports organisations work in partnership towards a common goal and where our coaches, volunteers and sports administrators are well trained and their contribution is respected and valued. We must reinvigorate our efforts in delivering the *Sport 21* vision of a Scotland where:

- > sport is more widely enjoyed and available;
- > sporting talent is recognised and nurtured;
- > world class performance is achieved and sustained.

#### This means:

- everyone having access to affordable, high quality community sport facilities and advice and guidance;
- children enjoying sport in and out of school and staying involved throughout their lives;
- individuals being able to move from sport to sport according to their changing lives, ability and capacity;
- > talent being recognised early and developed to its full potential;
- a world-wide reputation as a successful sporting nation; and
- a world class reputation for hosting a range of sporting events.

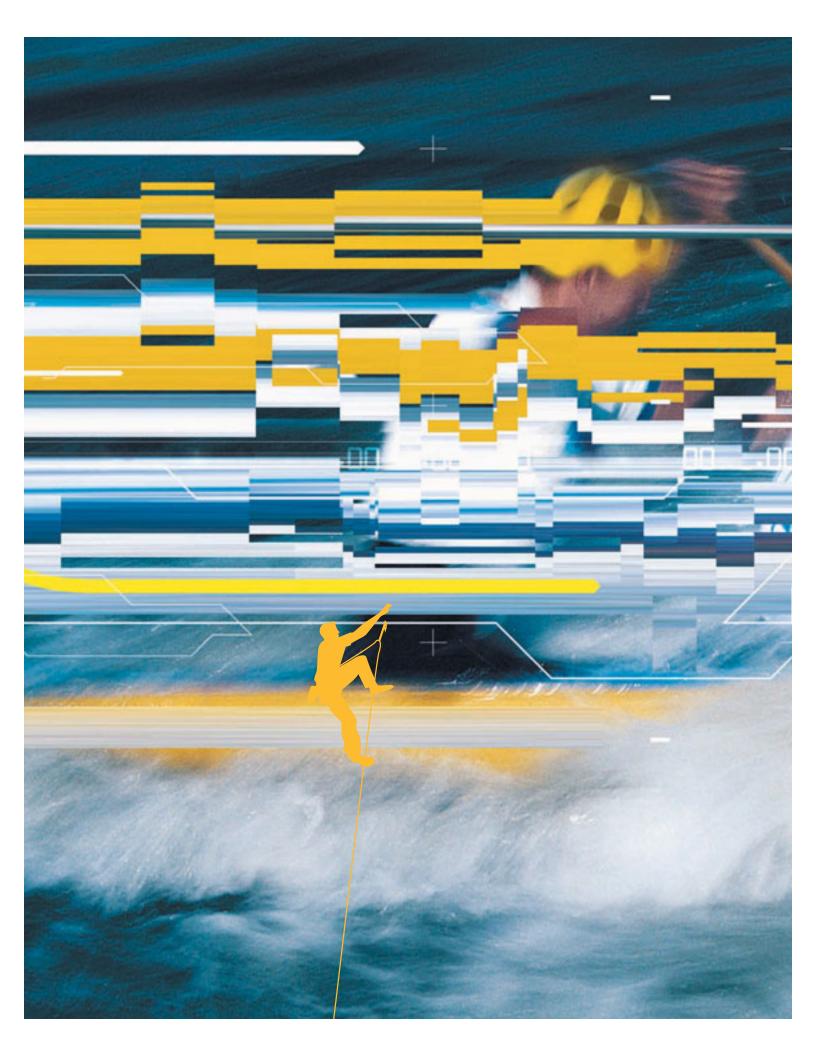
This is a vision for everyone in Scotland regardless of age, sex, disability, social background, race, religion or sexual orientation. There should be no barriers to participating in sport or to developing and achieving an individual's potential. Key agencies must give consideration to equity and ensure they identify and break down barriers. We must build a Scotland where opportunity, quality and success are expected **and** delivered.

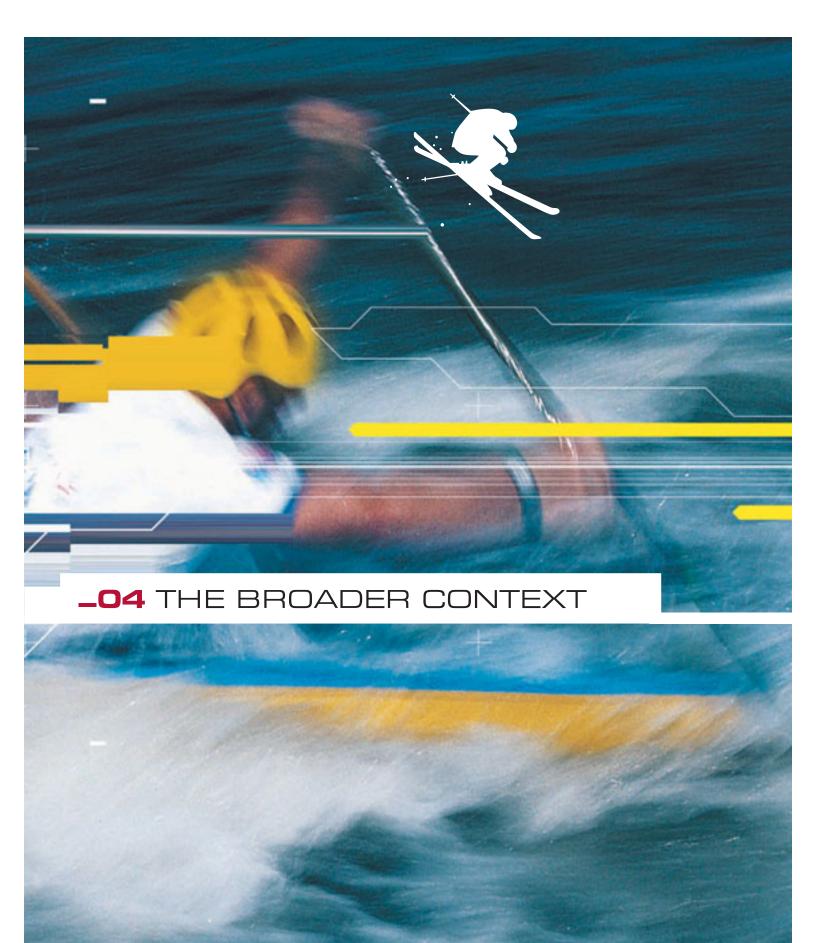
While *Reaching Higher* is primarily about the improvement and development of Scottish sport, it must be recognised that sport has the potential to contribute to and complement work in a range of other areas. These include:

- > physical wellbeing, including tackling obesity;
- mental wellbeing, contributing to improved self esteem and confidence;
- > building strong, vibrant and cohesive communities;
- closing the opportunity gap and increasing participation amongst the most disadvantaged groups;
- providing diversionary activities particularly in the most disadvantaged communities;
- supporting rural communities by providing a forum for social interaction and in attracting visitors;
- promoting sustainable forms of transport such as cycling and walking;
- > promoting volunteering; and
- > enhancing the economy and tourism opportunities.

Investment in sport can achieve this vision of wide ranging benefits for individuals and communities. For all of us it means *Reaching Higher*.







Policy for sport is devolved to the Scottish Parliament and administered by the Scottish Executive. This affords us autonomy in developing our own policies and initiatives and allows us to build on the nation's strong sporting tradition.

As the home of golf, shinty and curling, Scotland has much to offer the world and the recent expansion of outdoor adventure sports has further promoted the country as an exciting and challenging location for sport tourism. The nation, however, tends to measure its sporting achievements largely in terms of the success of our football and rugby teams. While we celebrate excellence in other sports the feel good factor is transient and is not embedded in the nation's psyche. For a small nation we regularly perform above expectations but this is not consistently recognised. We need to extend the enthusiasm afforded to football and rugby across other sports.

It is widely acknowledged that it is easier to secure a lifetime commitment to sport if children are stimulated in a range of sporting activities at an early stage. Our education system has a world-wide reputation but sport is too often not an integral part of young people's development and this must be addressed. This was raised as an important issue at the First Minister's Sport Summit in September 2006 particularly in relation to secondary schools and identified as a challenge which will need to be addressed at national and local levels. A Curriculum for Excellence embraces a broader delivery agenda for all of our children and this provides significant opportunities for sport. Sport can be used as a delivery method for a range of educational outcomes and experiences to develop the four capacities of successful learners, confident individuals, responsible citizens and effective contributors. This increased profile for sport can be used to embed participation in physical activities as a core ingredient of a child's healthy lifestyle. Local authorities, sports governing bodies and others involved in sports provision must demonstrate exciting approaches to working with school aged children in school, family and community contexts and reflect in those approaches a responsiveness to the diversity of needs.





While our rugby and football teams have the opportunity to compete internationally under the flag of St Andrew, the majority of our sportsmen and women's experience of representing their country is at the Commonwealth Games allowing us to showcase, every four years, our talent in a range of sports. The Games are a focus of Scotland's elite athletes programme. However, we need to recognise and take account of the wider UK context. Our elite sportsmen and women also compete as part of the British team in the Olympic and Paralympic Games and at a wide range of other major championships, supported by UK Sport. We must respond sensitively to the challenges facing those sportsmen and women who qualify for Scotland and UK teams. While *Reaching Higher* does not address the detail of these relationships, key sporting agencies can only benefit from working together and sharing expertise with our UK partners. Scotland and the rest of the UK also have goals and aspirations most particularly to build on the opportunities of a London Olympic and Paralympic Games in 2012. Government, sport councils and sports governing bodies must work together if we are to deliver a successful London Olympic and Paralympic Games which provide a sporting legacy for the whole of the UK.

There are synergies between sport and a number of other services such as culture, health improvement, youth work, community learning and children's services. While this strategy is about the development of sport, it is important that links are made with other relevant strategies. There are many parallels between the frameworks for developing sport and culture. Increasing participation, sustaining commitment and supporting excellence are shared challenges and there are analogies between the development of the player pathway in sport and culture's escalator model. The Scottish Executive has recognised these links and commissioned work to gather data on

participation across sport and culture. We are also sharing expertise in developing procedures to monitor and evaluate progress towards the achievement of our respective strategies.

With an ever changing world, sport must also adapt to the advances and advantages that modern technology provides. The increased use of IT provides a range of opportunities to modernise and streamline many of the services that support the development and delivery of sport. Co-ordinated databases, shared resources and the effect of the world wide web can improve the delivery of member services, marketing and promotion to all sectors of the sporting community. Many sports governing bodies and local authorities are currently using this to great effect with on-line membership, web-based advice, good practice guidance for clubs and their volunteers, and the sharing of information through interactive forums. There are further developments with greater use of mobile phone technologies that will provide further innovative and cost effective methods of communication. This technology must be embraced and its potential maximised.

Public sector reform provides opportunities to break down barriers across organisations, sectors, geographical boundaries and sports to take account of sporting needs, aspirations and provision. This means organising sport provision around citizens' needs and aspirations, driving up quality and encouraging innovation, reducing bureaucracy, joining up services and strengthening accountability.







If we are to achieve our vision, the challenge will be to deliver two key outcomes:

- > Increasing participation
- > Improving performance

Major sporting events such as the Olympic, Paralympic and Commonwealth Games provide electrifying experiences for competitors and spectators. If such events are to provide an enduring legacy, they must be used as catalysts for change. Having sparked the public's interest, we must be ready to promote and provide opportunities to try out a range of sports and to sustain regular participation.

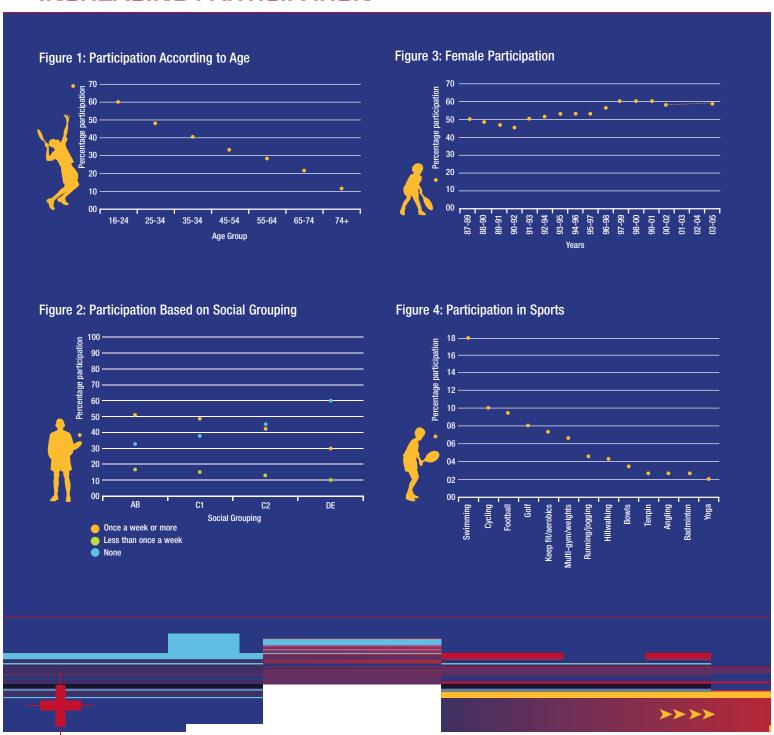
We must turn spectator interest into participation. This will expand the pool of sporting talent from which Scotland's elite performers emerge. We must therefore have the necessary infrastructure in place in advance of these events. This must include provision for those seeking to develop their skills and a pathway for those who have the potential to become elite sportsmen and women.

While this is a demanding agenda, we should not forget that Scotland has already made significant progress towards meeting these challenges.





### **INCREASING PARTICIPATION**



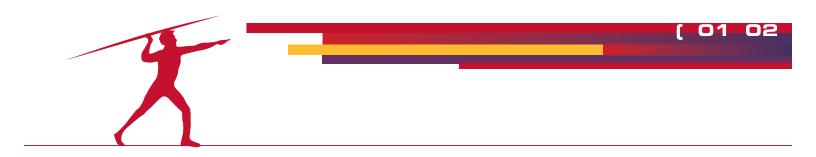
Increasing participation is critical to the achievement of our vision. However, there is some way to go towards achieving the 2020 challenge of 60% of Scotland's adult population participating in sport at least once a week.

#### THE CHALLENGES

Across many western societies participation in sport is in decline as people's lifestyles and leisure preferences change. Today's children live in a world of competing distractions. Their leisure time is dominated by the potential of 24-hour entertainment from a games machine or computer. We can no longer take it for granted that young people will choose sport as a leisure option. Additionally, increased pressures on time and an ageing population are resulting in a significant decline in participation in sport. Parental support and encouragement can be vital to a young person's commitment to sport and instrumental to their success. However, this can be demanding in time and resources and parents may find this difficult to sustain.

Despite the health and social benefits of participating in sport, research shows that 50% of our population do not take part in any form of sport or physical recreation (excluding walking) with women participating significantly less than men<sup>2</sup>. People with a disability, who equate to one in five of our population, are also less likely to participate in sport<sup>3</sup>.

Statistics reveal that participation declines with age at key transition points from primary to secondary school, from school into further education or work, on starting a family and with the onset of ill health.



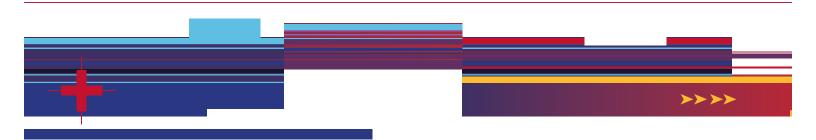
Participation is influenced by social class and declines in line with socio-economic grouping <sup>5</sup>. There is also significant geographical variation across Scottish communities, with a 21% difference between those local authority areas with the highest and lowest participation rates <sup>6</sup>. This variation cannot be explained by socio-economic factors alone, for example in the west of Scotland, participation is significantly lower than the rest of the country across all socio-economic groups. It is essential that the rationale for these variations is explored.

Girls are more likely to drop out of sport and are doing so at an earlier age. The decline is steep with 94% of girls aged 15 and under participating in sport (98% boys) but in the 16+ age group participation rates stand at 59% against 68% of young men.

Now more than ever, we cannot afford to be complacent about sport or to take our sporting heritage for granted. The profile of popular sports is also undergoing change, with a decline in the popularity of team sports and a rise in participation in individual sports such as swimming, cycling and climbing. Young people seem to be attracted to new sports such as mountain biking, skateboarding, snowboarding and surfing. We need to encourage non-participants to give sport a try in ways that are enjoyable, sociable and fun. As stressed at the First Minister's Sport Summit, it is important to give young people opportunities to experience a range of sports from an early age.

If we are to increase participation levels it is vital that we understand why sport does not feature in many people's lifestyles. Barriers to participating in sport include:

- > Lack of time;
- > III health or low level of fitness;
- > For many girls and women the very image of sport as male-orientated and dominated, is off putting;
- > Women with children may have little leisure time and no child-care provision;
- Some people fear intimidation on the basis of their sexuality or race and others may not find the sporting environment welcoming;
- A negative experience of sport, even at an early age, can influence participation for life;
- Many disabled people face problems in accessing sporting facilities;
- > There are cultural barriers for some religious groups and this can be especially so for women, for example, Muslim women;
- > A lack of transport is often an issue particularly in rural and disadvantaged communities;
- > Poor quality facilities and access, can also have an impact;
- > A lack of clubs and volunteers to generate sporting opportunities in communities.



#### THE AGENDA FOR CHANGE

We all have a role in making sport more accessible, desirable and enjoyable. We need to ensure that the sporting community:

- Strengthens the sporting infrastructure in Scotland's priority areas by supporting and developing community capacity in respect of club development, coaches, volunteers and community sports leaders;<sup>8</sup>
- > Identifies and engages with non-participants including parents;
- > Encourages parents to support their child's sporting development;8
- Addresses low levels of participation particularly from hard-to-reach groups;
- > Delivers experiences which are enjoyable and supported by well trained coaches;<sup>8</sup>
- > Implements and monitors equity and diversity policies;
- > Develops and improves the basic movement skills and fitness levels of our children through the school curriculum, after-school and community based provision for children and families with a focus on fundamentals and having fun;<sup>8</sup>
- > Secures delivery of extra-curricular sports programmes;8
- > Develops the role of Active Schools in the wider community and strengthens links to clubs;<sup>8</sup>
- > Identifies and addresses the needs of individuals, particularly at points of transition within their lives;
- > Supports employers, private sector providers and clubs to widen opportunities to participate in sport;
- > Addresses particular needs of an ageing population;

- > Develops and supports well organised clubs which provide an inclusive, enjoyable and developmental environment;
- > Adopts a positive attitude to providing an image of sport and an environment that encourages an equitable membership;
- > Adopts a policy of inclusive membership regardless of ability;
- > Promotes and contributes to research and evaluation.

If we are to increase participation levels and reach the 2020 target of 60% of adults taking part in sport at least once a week, we need the commitment of **sport**scotland, local authorities, sports governing bodies, sports clubs, schools, further and higher education, employers and many others. Section 7 sets out the actions key agencies need to address. Progress will be monitored and evaluated (Section 8) but we must regularly assess impact and share best practice if we are to meet the 2020 challenge.



#### IMPROVING PERFORMANCE

Reaching Higher is not simply a strategy for getting more people involved in sport; it is also about addressing the challenge of improving performance at all levels.

While sporting success on the world stage makes a vital contribution to national pride, improving individual performance at any level, even slightly, is just as important. For any participant, raising their skill level brings personal satisfaction and enjoyment and raises self esteem.

#### THE CHALLENGES

Despite being a small nation, Scotland has, over the years, been able to boast a number of world class sportsmen and women. With an ever-increasing number of smaller nations now taking part in international sport and using it to promote their country, the environment is extremely competitive. While we have achieved success at events such as the Melbourne Commonwealth Games, we are not consistently world class in many sports.

Against a backdrop of falling participation, the pool from which future stars may emerge is shrinking. With a greater range of sports available – from the traditional to the specialist and the extreme – spotting those with potential and guiding them onto the most appropriate development pathway can be challenging. There is some way to go before a player pathway is available in all sports and in the interim, potential high level performers may be slipping through the net.

We have not always been clear about how we develop our sporting potential. With a reduction in competitive school sport and a lack of formal connections between schools, clubs and other sports providers it can be difficult for parents, teachers and others to offer advice and direction. This is further exacerbated by the fragile club structure and the shortage of full-time coaches. There is







significant variation across our communities in terms of the number of accessible, well run, supportive sporting clubs providing quality opportunities for all. Feedback from the First Minister's Sports Summit was clear that these are significant challenges that must be addressed.

It is vital that clear pathways for progression are developed for each sport based on sound understandings of skill and development needs. A long term player development framework has been developed and needs to be extended across the country to every sport. The First Minister's Sport Summit expressed the need for greater clarity of roles across the sporting sector and between various organisations involved in providing the player pathway.

#### THE AGENDA FOR CHANGE

An essential element of improving Scotland's sporting performance will be to roll out an integrated series of pathways to improve the sporting performance at all levels. This will undoubtedly place significant demands on coaches, teachers, sports clubs, sports governing bodies and local authorities. We must ensure that:

- > long term player development concepts are integrated into the planning and delivery of sporting opportunities;
- > clear performance plans are in place which highlight how partners will work together linking to UK plans where appropriate;

- there are effective links and partnerships between those organisations delivering the pathway;
- support is provided to coaches, teachers, schools and clubs about talent identification and the opportunities available to support progression;<sup>8</sup>
- > strong pathways are developed between schools and clubs through the Active Schools programme;<sup>8</sup>
- > effective workforce development planning identifies coaching requirements throughout the pathway;<sup>8</sup>
- there are accessible, quality facilities which support competition and training;
- competition programmes are developed which expose those with potential to appropriate national and international opportunities.<sup>8</sup>

We need to build on achievements and it will be important for sports organisations and individuals to routinely evaluate their work, assess its impact and share experiences with others in the sector.



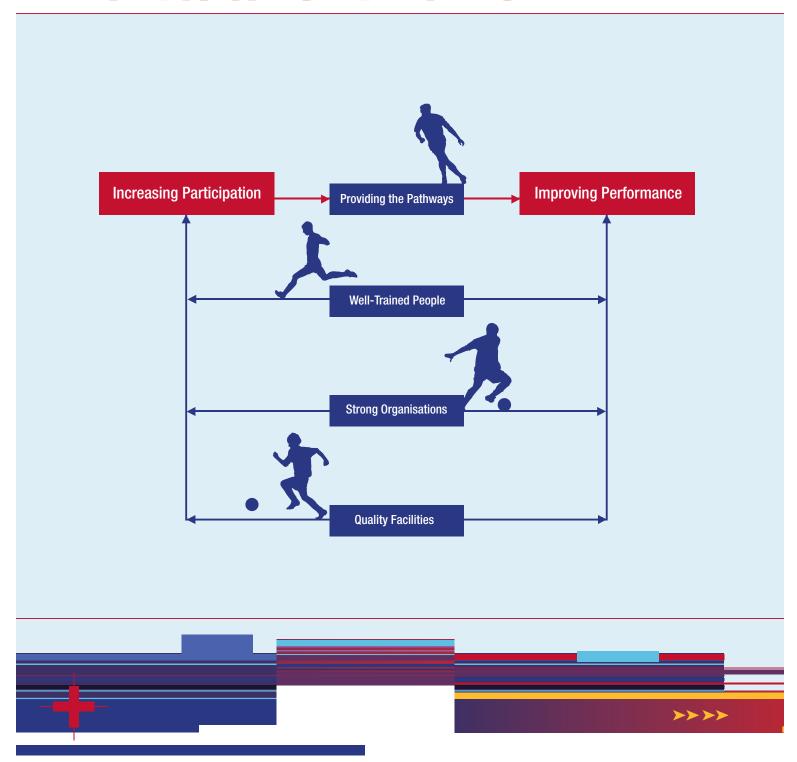






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# **NATIONAL OUTCOMES AND PRIORITIES**





To achieve the national outcomes of increasing participation and improving performance, we need strong foundations to underpin and sustain change.

Reaching Higher sets out four national priorities which we believe will build and sustain a sporting infrastructure enabling it to deliver the national outcomes. These priorities are:

- well-trained people;
- strong organisations;
- quality facilities;
- providing the player pathways.

These are the building blocks, the components that when put together will help us rise to the challenges and enable us to reach higher. We should not underestimate their importance, the need for new approaches and partnership working.

These priorities are separate, yet completely interdependent. Achieving them must be the aim of everyone involved in the planning and provision of sport. Together, we must deliver:

- > strategic leadership, planning and support;
- effective plans within a community planning framework to tackle participation issues amongst target groups and to support player development pathways; and
- > sport specific plans that lead the development of their sport and address the vision and challenges of this strategy.

Success is dependent upon national agencies, sports governing bodies, local authorities, schools, clubs, parents and participants working together.

The principles of long term player development must run throughout the pathway. It has equal importance at all levels of development and should underpin sport development planning.





### **WELL-TRAINED PEOPLE**

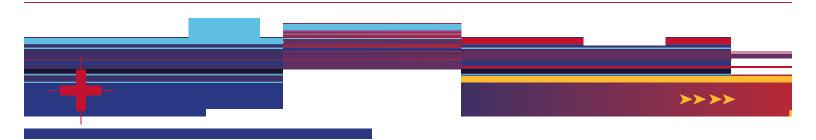
People are our most important resource.

Well-trained, motivated, confident and capable coaches, officials, volunteers and professional staff are core to the delivery of our vision.

Without their expertise people will not get enthused and involved and our sportsmen and women will not reach their potential.

#### THE CHALLENGES

Scotland has a shortage of coaches and an unstructured approach to their deployment. Recent research shows that there are approximately 90,000 coaches in Scotland of which 84,000 are volunteers. Only 38% of UK coaches claim to hold a formal qualification in a sport they coach. The importance of coaching and increasing and sustaining participation in sport was discussed at the First Minister's Sport Summit and it was agreed that Scotland needed to build a professional infrastructure of paid and voluntary coaches. We need to develop and expand the pool of skilled and inspirational coaches at every level. Whether they work with young people on the fundamentals of sport or help our high performance sportsmen and women prepare for international competition, their contribution is of equal importance. The number of coaches in Scotland is insufficient for a nation with sporting ambitions and there are no formal coaching career structures. MORI research into coaching in the UK presents a picture of Scottish coaching lagging behind other UK, European and Commonwealth countries. Scottish sport is reliant on volunteer coaches who, though highly committed, are too often overburdened and under supported. If we are to have the right coach, in the right place, at the right time, we need to build a professional infrastructure of paid and voluntary coaches. We also need them to be able to respond to and work in a variety of situations and be prepared to work with people who may not have approved clothing and who do not initially respond to rigid rules and structures. It is important also that they are supported in working with people from different backgrounds so that they can be confident in that engagement and bring the best out of those they coach.





Volunteers are at the heart of Scottish sport and the First Minister's Sport Summit agreed that they play a vital role in encouraging and supporting people's involvement in sport. It is no longer acceptable to expect them to operate effectively or stay motivated without access to quality and affordable education, training and support. We need to develop new structures which must accommodate the needs of volunteers. It is vital that no unnecessary barriers are put in place which might discourage people from volunteering. We will take this forward through work to implement the Scottish Executive's vision for the voluntary sector and our volunteering strategy.

The key delivery agencies also rely on high quality professional staff to drive forward sport. However, research 10 shows that college and university courses do not always equip young people with the skills and knowledge to do the job. We need to review continuing education provision for existing staff and as in the case of volunteers, ensure that new arrangements are responsive to the changing demands of sport.

#### THE AGENDA FOR CHANGE

If we are to rise to these challenges, we must:

- > promote nationally and locally the value of working and volunteering in sport and demonstrate the personal satisfaction, self esteem and potential for development to be gained;
- work with national and local volunteering agencies to support and develop our volunteers and disseminate good practice in sports volunteering;

- > work to remove barriers to volunteering;
- manage the balance between voluntary and paid staff and promote understanding and respect for their respective contributions;
- work with further and higher education and the sector skills council to build a professional infrastructure of paid and voluntary coaches:<sup>8</sup>
- coaches must be empowered through training, support and the development of career paths to enable them to help participants in all their diversity to develop their skills and reach their potential;<sup>8</sup>
- support innovative approaches to coaching such as peer coaching for young people;
- > celebrate the contribution of volunteers and support excellence in recruitment and retention;<sup>8</sup>
- ensure that sports organisations are committed to motivating and developing their volunteers as well as their paid staff;
- > review continuing education provision for existing staff and volunteers, ensuring that new arrangements are responsive to the needs of the workforce; and
- > build a strong career pathway in sport which will allow volunteers to move into, and out of, paid employment.





Scottish sport needs its organisations to be fit for purpose and able to work in partnership if we are to meet the dynamic and changing needs of sport.

#### THE CHALLENGES

Just as there are a multitude of different sports and activities, there are many organisations and agencies involved in their delivery. From the Scottish Executive, **sport**scotland and sports governing bodies, to local authorities, schools and individual clubs each has a role to play in promoting and delivering this strategy.

There has been a lack of a co-ordinated focus around roles, remits and responsibilities. This was identified at the First Minister's Sport Summit which recommended the need for greater clarity of roles in the sporting sector. In some cases, this has caused uncertainty, duplication of effort and competing priorities within and across organisations. There is a need for well-managed, co-ordinated planning, delivery, monitoring and evaluation backed by strong leadership and governance.

One of the most significant challenges arises because most clubs and some sports governing bodies are small, independent voluntary organisations totally reliant on volunteers. As they are key to the delivery of sport we must work alongside them and provide the support they require to help them fulfil their potential and deliver our vision. The First Minister's Sport Summit identified the need for increased support to be provided for club development and innovative approaches to be developed, such as multi-sport clubs.

Clubs are central to our aspirations for sport. Building the capacity of sports clubs to recruit and develop their players is critical to sustaining participation, identifying talent and developing the player pathway.



#### THE AGENDA FOR CHANGE

- Key agencies should set high standards of leadership and ensure a clear understanding and commitment within their organisation of their role and responsibility for delivering the two national outcomes;
- Key agencies should ensure their work aligns with that of other organisations. Key agencies should lead in developing and implementing effective consultation, planning and co-ordination and ensure that resources are allocated against plans which are regularly evaluated and reviewed;
- > Key agencies should share knowledge, expertise and best practice across all sports organisations and promote partnership working;
- > Clubs need to be forward-thinking if they are to increase participation and improve performance and need to be guided and supported in adopting new approaches;
- Clubs should be encouraged and supported to operate in a democratic, transparent and ethical way with sound financial procedures;
- > Key agencies should work together to strengthen club infrastructures particularly in areas where structures are weak or non existent;
- Consideration should be given to development of satellite clubs and the development of new sports clubs from within communities which fill gaps in provision and meet local needs;

- > Stronger links are required with the education sector to link physical education within schools to the wider sports development agenda. This is particularly important in relation to physical literacy which underpins long term participation and contributes towards long-term player development;
- Community sport should link to the wider community development agenda to ensure that the intrinsic value of sport is recognised in the community planning and community regeneration context;
- > The modernisation of sports governing bodies should continue across the full range of sports;
- Local authorities should co-ordinate the delivery of the strategy in their area through joint work with local sports councils, schools, clubs, the private sector and sports governing bodies.





Quality facilities are fundamental to the strategy's delivery. The availability, accessibility and quality of facilities influence whether people take part in sport, which sports they enjoy, how often they participate and how well they perform.

The quality of national facilities also influences our ability to attract major events to Scotland. It is not just built facilities and pitches, but our natural resources which must be utilised to good effect.

#### THE CHALLENGES

Research<sup>11</sup> has revealed the extent of the ageing stock of built facilities and highlighted that significant investment is required. However, it is questionable as to whether we really need all our existing facilities. This view was endorsed at the First Minister's Sport Summit. We must be more imaginative in the refurbishment, design and location of new buildings so they meet the needs of a wide range of sports and are sufficiently flexible to meet changing trends. Facilities should also be sustainable in financial and environmental terms.





Sport is diversifying and patterns of demand changing. We need a new approach to the provision of sports facilities and must recognise the potential benefits in working with private sector providers and on a cross-council basis. The quality and mix of facilities needs to be balanced to support the planned increase in participation, enhance sporting performance at all levels and must comply with legislative requirements including equality. We should also further enhance use of the school estate by ensuring letting policies, contracts and budgets facilitate rather than hinder community access. There was general consensus at the First Minister's Sport Summit that the school estate is an under-utilised resource and that schools be open for community use with a particular emphasis on providing affordable access for sports clubs. The Summit called for sport and education to work more closely together at national and local levels to facilitate change.

Scotland's natural environment provides new and exciting outdoor sporting opportunities. Our National Parks are such examples of places where people have fantastic opportunities to enjoy an exceptional range of outdoor sporting and recreational opportunities, within parameters recommended by the Scottish Outdoor Access Code. We should work in partnership with Scottish Natural Heritage, the Forestry Commission and others to identify more locations and promote their use. However, care needs to be taken to ensure that the integrity of the natural environment and the enjoyment of other users is not compromised.

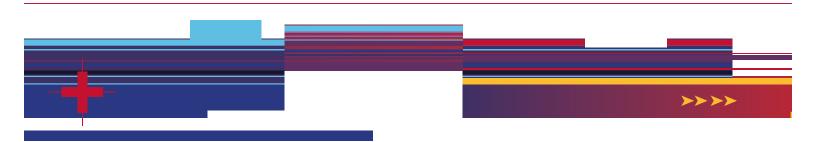




#### THE AGENDA FOR CHANGE

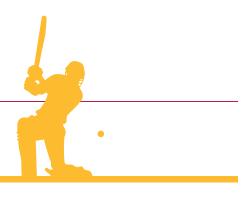
- Key agencies should adopt a strategic approach to facility development and explore potential partnerships with the private sector;
- Co-location, sharing facilities and costs with other providers, should be taken into account when planning and preparing funding strategies;
- Key agencies should plan for an adequate supply and quality of outdoor sports pitches with a range of appropriate surfaces to accommodate the demands of different users and sports;
- Planning authorities should plan positively for new development for sport. Where a need has been identified for new indoor or outdoor facilities within an area, the development plan should identify sites where they can be appropriately located;
- Planning should take into account community needs for a range of sports facilities including multi-use sports centres, the school estate, clubs, private sector facilities and the natural environment as well as changing demographics and patterns of use. These should form part of the local authorities open space strategy;
- Key agencies should improve planning for community access particularly in relation to the school estate, and the opportunities presented by co-location with other public services. These could include libraries, health centres, arts and cultural facilities, as well as training and employment centres;

- Best practice in the design, build and maintenance of indoor and outdoor sports facilities which meet equity, environmental and aesthetic needs, should be disseminated;
- Buildings should be well designed and built to high standards with maintenance contracts which secure their upkeep and refurbishment;<sup>8</sup>
- Consideration should be given at the design stage to addressing the requirements of participants, talented players and elite performers within the new facility;
- Pricing, programming and marketing should focus on the need to increase levels of community use, sports and player development;<sup>8</sup>
- > Facility planning should take account of issues such as opening hours and transport links;
- Facility planning should also take into account the importance of linking opportunity and need, particularly in relation to disadvantaged communities;
- Investment decisions should be based on a strategic assessment of current supply and the longer-term needs taking account of changing patterns of demand and demographics;
- The planning of national and regional sports facilities should take into account the needs of the sports governing body plans as well as the preparation of athletes for London 2012 Olympic and Paralympic Games and the 2014 Commonwealth Games bid plans;





- > Existing stadia provision and any need for improved or new facilities should be taken into account in the preparation of the Development Plan. It may be appropriate to identify facilities of national importance in the National Planning framework;
- Key agencies should work in partnership with environmental organisations to maximise access to the natural environment. Providing a diverse range of sporting opportunities is desirable but access should be balanced against the need to protect our environment;
- > Key agencies need to review contracts with leisure trusts and private sector companies to ensure they meet the requirements of this strategy;
- > Key agencies should consider innovative solutions to address sustainable and appropriate provision of indoor facilities.



## PROVIDING THE PATHWAY

For many, participating in sport will not in itself bring sufficient personal satisfaction and they will want to improve their skills and reach their potential. It is vital that key agencies work together to ensure that opportunities exist and are easily accessed.

A successful player development pathway starts with ensuring our youngest children develop basic movement skills such as agility, balance, co-ordination and speed. These sporting fundamentals will be the catalyst to a lifelong commitment to sport as they instil a basic ability to enjoy most sports. For those with the ability and desire, the player pathway is the escalator which can lead to elite performance.

Successful pathways will support those:

- > wishing to participate recreationally;
- > looking to transfer from one sport to another;
- > wishing to develop their full potential;
- > with the ability to reach the elite level.

#### THE CHALLENGES

If we are to deliver integrated pathways, a wide range of agencies, including schools, local authorities, clubs, regional partnerships, sports governing bodies and the Institute of Sport network need to work more closely. This may require some organisations and individuals to adopt new attitudes and work practices. It is not viable for different sports to compete for the same children and provide them with skills relevant only to that sport. Too often this has resulted in young people finding they do not have the skills to enable them to enjoy other sports and as a consequence, their commitment and interest fades. Young people are likely to try a number of sports before they determine which best suits their abilities and lifestyles. The First Minister's Sport Summit identified the importance of young people being given opportunities to experience a range of sports from an early age. It is incumbent on coaches and clubs to ensure they teach the competencies fundamental to most sports. The challenge begins in school where children can learn the basic skills required to enjoy lifelong participation.





It is schools and clubs that should ensure talent is identified and directed to the most relevant sporting opportunities. This will require strong links between schools and clubs, teachers, coaches and parents. They are key to ensuring potential talent is identified and appropriately developed. The important role parents, teachers, coaches and volunteers play in encouraging and supporting young people's development in sport was endorsed at the First Minister's Sport Summit. However, it is important that young people are not subjected to an excessive training and playing regime albeit inadvertently by being asked to represent their school, club and district/region as this can have a negative impact on their performance but also their commitment to sport. It may be necessary to support the development of pathways from school to community particularly in areas where there is little or no existing traditional sports infrastructure. Consideration should be given to the development of new types of sports clubs, for instance, satellite club development or the development of new community sports organisations which are tailored to the needs and interests identified by communities.

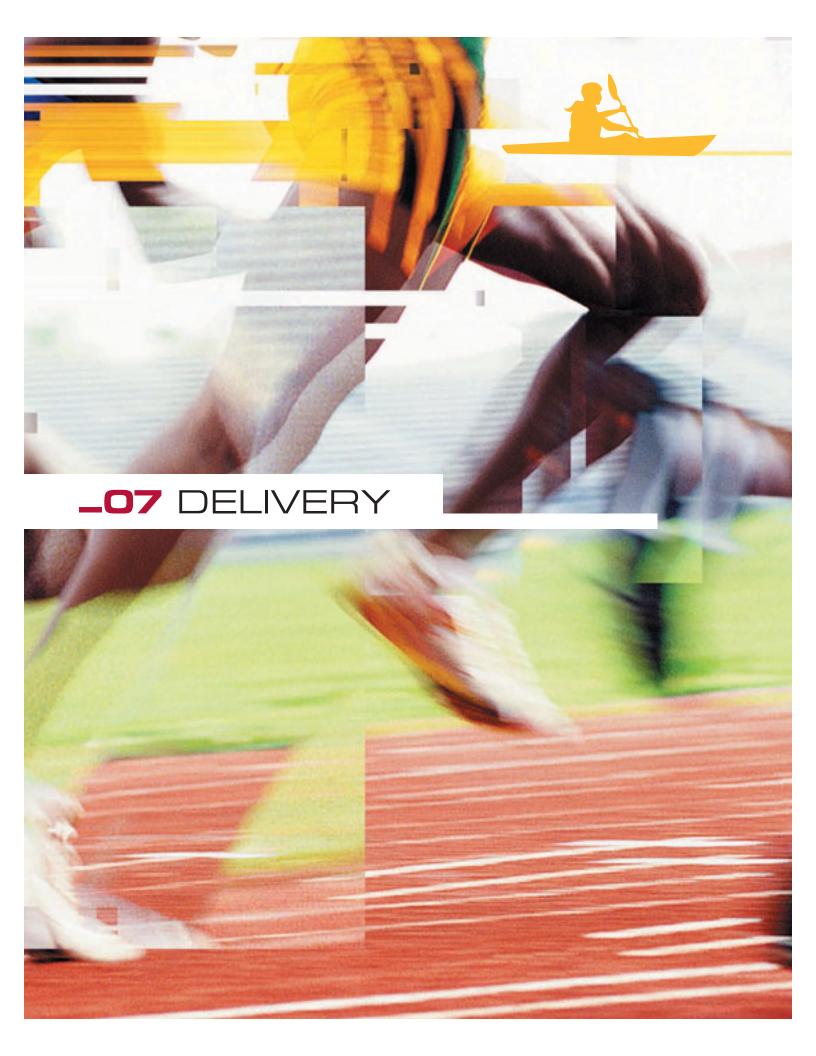
### THE AGENDA FOR CHANGE

- > Key agencies need to understand their role in delivering the player pathway, the links they need to make to other organisations and the commitment that should be made to putting long-term player development principles before short-term results;
- > Sports governing bodies should identify an appropriate pathway for their sport and the actions required for delivery, based on the principle of long-term player development. Plans should link to their UK counterparts, where appropriate;
- > We need to ensure the further development of PE within all schools. The Active Schools programme should be maintained within all primary schools, expanded within secondary schools and to the wider community;<sup>8</sup>

- Reinforce the principles of long-term player development by ensuring all young people have an opportunity to develop the basic skills required to enjoy sport;
- Local authorities should continue to engage with their communities and ensure that this engagement is broad and inclusive. They should take into account the community planning context and ensure there are opportunities and programmes which will support skill development. This should be undertaken in partnership with sports clubs;
- > Further and higher education should provide opportunities for sports participation and develop an environment which encourages participation and supports the development of excellence;
- > Employers can fulfil an important role in promoting participation amongst employees;
- Local authorities, their community planning partners and sports governing bodies should seek to work with the private sector to secure the opening of their facilities to the public and for high performance training sessions;
- > Key agencies need to work together to maximise private sector sponsorship in support of pathways;
- Key agencies need to work with sports clubs to support and expand their role in communities and in the development of their members;<sup>8</sup>
- > Sports governing bodies, supported by other key agencies, need to review and where necessary expand development programmes which facilitate progress to Area Institute level;
- > We should continue to invest in the Institute Network to support the development of talented young people across a range of sports. The Scottish Institute of Sport should continue to work closely with sports governing bodies at the top end of the sport-specific pathway.



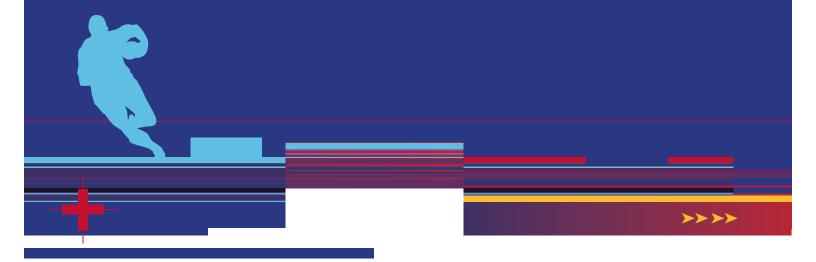




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## SCOTTISH SPORT - A TEAM APPROACH

This section outlines the delivery framework and clarifies the specific roles and responsibilities of key agencies. While the Scottish Executive, **sport**scotland, local authorities with their community planning partners and sports governing bodies will be largely instrumental in delivering this strategy, there are a number of other organisations which can make a significant contribution.





The increasing range of leisure facilities provided and operated by the private sector has the potential to expand opportunities within our communities. There is considerable potential for work with the private sector to deliver a range of services. The private sector has long been a sponsor of major sporting events. At a local level the Scottish Executive funded Sportsmatch programme, run by sportscotland, assists in the delivery of private sector sponsorship into grassroots sport. Employers can be extremely influential in promoting a sporting ethos. They can make a major contribution by encouraging and enabling staff to develop their sport skills whether as participants, volunteers or coaches. Employers increasingly recognise the resultant benefits to the workforce and in turn their business.

Research indicates that commitment to sport can be diluted or lost at transition points in a individual's life. A significant stage is the move into work or further and higher education. Many colleges and universities offer a range of sporting opportunities and this needs to be maintained and developed. The recently formed Scottish University Sport (SUS) has a critical role to play both in increasing participation and improving performance. Links between SUS, sports governing bodies and local authorities are essential. The sports ethos needs to be reinforced within the sector and seen as an integral aspect of continuing education.

Organisations such as the Scottish Association of Local Sports Councils and the Scottish School Sport Federation can support and enhance the work of the key agencies and we hope that *Reaching Higher* will assist in strengthening their role and the vital contribution they make to sport.

The umbrella organisation for sports governing bodies, the Scottish Sports Association, will need to support its members in making the necessary changes to implement this strategy. To ensure best value, the Scottish Sports Association needs to facilitate joint working between sports governing bodies. It will be particularly important to support smaller governing bodies in the transition to the new arrangements.

## **DELIVERY PLANNING FRAMEWORK**

If we are to deliver our vision for sport we need sports organisations to commit to **Reaching Higher** and to implement the necessary changes to their planning and delivery procedures. This needs to be undertaken on three levels — local, regional and national.

#### LOCAL PLANNING

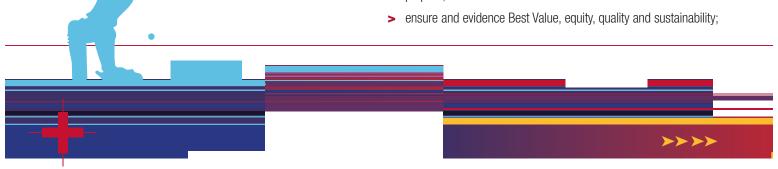
Partnership working and community engagement underpin community planning and provide the context for the designing, prioritising, delivering and monitoring of local sports objectives. Links to other strategies such as those for education, health, equality, youth work and culture will be necessary if we are to achieve our vision for sport and meet the requirements of Best Value.

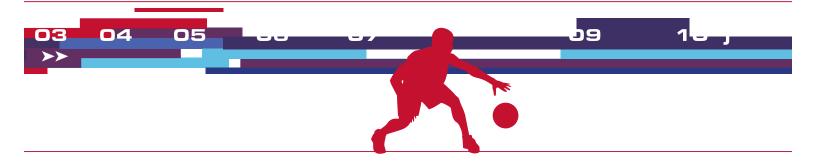
It is for local authorities and their community planning partners to determine the detail. Some may consider stand alone sport plans or integrate sport within wider frameworks. Whatever the approach, they should identify gaps in provision and participation, build on earlier success and link to the work of other key sports agencies.

Decisions will need to be taken about how to address the four national priorities — well-trained people, strong organisations, quality facilities and providing the pathway.

In developing their sports planning framework, local authorities and their community planning partners should demonstrate how they intend to:

- > gather and analyse qualitative and quantitative evidence to identify priorities;
- > consider the results of the local authorities open space strategy;
- > engage with communities and stakeholders;
- > identify shared priorities and outcomes;
- > resource and deliver outcomes:
- bring together the variety of local delivery agencies to a common purpose:





- secure the leadership of elected members in determining priorities and outcomes and in ensuring accountability of all partners to the communities they serve;
- > link to other related policy areas; and
- scrutinise, self-assess and peer-review the delivery outcomes effectively and collaboratively.

#### **REGIONAL PLANNING AND DELIVERY**

Regional planning and delivery provides an effective mechanism for maximising resources. Scottish sport already has a strong regional infrastructure and many sports governing bodies operate regional training, competitions and development.

Area Institute Partnerships bring together local authorities, sports governing bodies, universities and others to deliver services for our developing sportsmen and women. Two regional sports partnerships aimed at strengthening the player pathway are being piloted in Tayside & Fife and Central. The First Minister's Sport Summit endorsed the important role the Area Institutes fulfil in supporting the development of the player pathway.

There is much to gain from partnership working and delivery at a regional level. In delivering this strategy, partners should consider the following:

- > the planning and resourcing of shared regional facilities and infrastructure through regional development strategies;
- > the development of concordats to formalise arrangements across boundaries, sectors and partnerships;
- > joint funding for sport specific programmes;

- > links with the private sector; and
- > links with the voluntary and community sectors.

#### NATIONAL PLANNING AND DELIVERY

Sports governing bodies are responsible for putting in place a planning, delivery and scrutiny framework for their respective sports. This framework should address:

- > engagement of key stakeholders;
- > developing the evidence base;
- engaging with, and listening to, the views of stakeholders (participants and non-participants, paid and volunteer coaches and officials) and the needs of communities;
- processes for identifying priorities and outcomes;
- approaches and actions; and
- > self-assessment and peer review.

Leadership and support is essential to direct the implementation of the strategy. This is the role of the Scottish Executive supported by **sport**scotland. This will include:

- > leadership and support to key partners;
- monitoring and evaluation procedures;
- programmes for research and evidence gathering; and
- dissemination of best practice and regular progress reports.

## **ROLES AND RESPONSIBILITIES**

The roles and responsibilities of key agencies are set out in the following tables. It is crucial that their work is developed and delivered in conjunction with wider sporting partners.

#### **SCOTTISH EXECUTIVE**

> ROLE	> ACTIONS
> Promote the value of sport	<ul> <li>Promote sport within wider Government agendas including health and education</li> <li>Raise the profile of the benefits of sport and volunteering in sport by considering making best use of available promotion tools including press, publicity, Ministerial speeches</li> <li>Work to raise the profile of sport in conjunction with major sport events such as the Olympic, Paralympic and Commonwealth Games</li> <li>Promote sports participation within the Scottish Executive</li> </ul>
> Provide a lead on policy and direction for the national strategy	<ul> <li>Promote the national strategy for Sport</li> <li>Lead on the development and implementation of a monitoring and evaluation process and consider opportunities for linking with other public service models.</li> <li>Publish guidance on monitoring and evaluation process.</li> <li>Publish national planning guidance on the protection and enhancement of sporting facilities</li> <li>Determine a research policy in partnership with sportscotland</li> </ul>
> Primary funding agency for Scottish sport	<ul> <li>Provide strategic direction and funding for local authorities</li> <li>Provide strategic direction and funding for sportscotland</li> </ul>
> Ensure co-ordination within departments for cross-cutting agendas	<ul> <li>Input into the school curriculum review to address the provision of physical literacy within PE<sup>8</sup></li> <li>Work with local authorities to deliver the Review Group on Physical Education recommendation to provide 2 hours' quality physical education for every child every week<sup>8</sup></li> </ul>
	<b>&gt;&gt;&gt;&gt;</b>

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# > ROLE > ACTIONS > Work on place of competitive sport within schools8 > Work on the use and suitability of schools in providing for the sporting needs of the wider community8 > Provide guidance to PE staff with respect to talent identification and signposting to appropriate coaching provision within local sports clubs8 > Link with the implementation of the National Physical Activity Strategy > Work with further and higher education and the sector skills council to build a professional infrastructure of paid and voluntary coaches8 > To maintain close dialogue with partners and ensure policy alignment across the Scottish > Work in partnership with Glasgow City Council and the Commonwealth Executive in order to secure a winning bid which delivers Scottish Executive priorities Games Council for Scotland on > Ensure that all parts of the Scottish Executive are able to take advantage of the Scotland's bid for the 2014 opportunities which bidding to host the Commonwealth Games in Glasgow in 2014 **Commonwealth Games** provides in delivering wider Scottish Executive policies > Ensure that all parts of the Scottish Executive are able to take advantage of the > Ensure that Scotland contributes to opportunities which London 2012 provides in delivering wider Scottish Executive policies and benefits from London 2012 > Provide the link with the UK Government and London Organising Committee for Olympic Games LOCOG on London 2012 matters

**>>>** 

#### SPORTSCOTLAND

# > ROLE > ACTIONS > Providing advice and strategic > Prepare and implement corporate plans which set out the contributions **sport**scotland will direction on sports policy in Scotland make towards the delivery of the strategy > Provide advice to Scottish Executive, Parliament and other stakeholders > Work with the Scottish Executive in determining its research programme Work with the Scottish Steering Group on London 2012 to maximise the benefits to Scotland from the London 2012 Olympic and Paralympic Games **Investing Scottish Executive resources** > In line with corporate plans prepare annual business plans, which outline how sportscotland investment will contribute to the national strategy in line with national priorities > Work in partnership with local authorities to further develop Active Schools and other investment programmes > Work with Communities Scotland and Community Planning Partnerships to regenerate communities through Regeneration Outcome Agreements, supported by the Community Regeneration Fund and other partner resources > Support implementation of the Equity Standard > Work with partners to develop a regional sporting infrastructure Invest in sports governing bodies and the Institute Network to deliver that strategy Lead the implementation of the sports partnerships programme Lead the development of the long term player development model in partnership with sports governing bodies > Produce and oversee the implementation of a volunteer management policy > Develop and implement a coaching development strategy > Support the implementation of the UK Coaching Certificate > Invest in a programme of sports governing body organisational development > Provide national leadership on club development including delivery of the Help for Clubs website8

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> ROLE	> ACTIONS
	<ul> <li>Invest in the National and Regional Facilities Strategy</li> <li>Monitor and evaluate in line with guidance from the Scottish Executive</li> </ul>
> Distributing lottery funds for sport in Scotland	> Prepare lottery strategies to guide how funds will be invested to support the national strategy in line with national lottery distribution policy directions and requirements
> Providing leadership and support to partners in Scottish sport	<ul> <li>Produce guidance to support the development of operational plans</li> <li>Work with local authorities to support their planning for sport and ensure any sportscotland investment is aligned to these plans</li> <li>Work with sports governing bodies to develop operational sport plans and agree integrated investment aligned to these plans</li> </ul>
> Initiating and developing programmes and ways of working to support the visions of the strategy	<ul> <li>Consult on, develop and pilot ways of working based on evidence and best practice</li> <li>Work with partners to build a professional infrastructure of paid and voluntary coaches</li> <li>Work with partners to develop a flexible framework for the training and professional development of volunteers</li> <li>Promote arrangements to celebrate the contribution of volunteers</li> <li>Work with local authorities and sports governing bodies to build a strong career pathway within sport which will allow volunteers to move into and out of paid employment</li> </ul>
> Supporting the Scottish Executive in implementing and monitoring the strategy	> Quality assure and equality impact assess sports governing body plans

### **LOCAL AUTHORITIES**

# > ROLE > ACTIONS > Strategic planning and partnership > Lead and facilitate strategic sports planning as part of the wider corporate, and working community planning arrangements of local authorities and where appropriate cross-boundary planning arrangements > Ensure that as part of strategic sports planning, a comprehensive approach is adopted to the planning of sports facilities and playing pitches which encompasses the full range of provision including the school estate, clubs, private sector and countryside alike8 > Ensure that the planning of local authority sports facilities forms part of corporate asset management strategies, considers life-cycle maintenance implications, and the full range of investment planning options including multi-service venues and consideration of potential sources of funding > Establish appropriate sports partnership working arrangements in conjunction with the local sports council, other key agencies and services and the voluntary and community sector, to help steer the development and implementation of strategic sports planning arrangements<sup>8</sup> > Work to help the Scottish Steering Group on London 2012 to maximise the benefits to Scotland from the London 2012 Olympic and Paralympic Games > Develop a strategic approach to the provision of facilities in line with the Community > Develop a strategic approach to the provision and management of sports Plan, the Operational Plan and School Estate Management Plan<sup>8</sup> facilities • liaise with **sport**scotland for national overview and sports governing bodies to ensure these align with other plans • link with estate management plans ensure playing fields are incorporated within plans • prepare an open space audited strategy to feed into the Development Plan **>>>**

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# > ROLE > ACTIONS > Provide appropriate facilities in accordance with the strategy • allocate finance towards the build and maintenance of facilities • use guidance from **sport**scotland • manage against the operational plan management of the school estate and maximise community use<sup>8</sup> consider quality and accessibility • input on the use and suitability of schools in providing for the sporting needs of the wider community Consider the use of natural facilities. recognise the changing nature of participation and growth of outdoor and adventure activities Consider partnerships with private clubs for facility use > Increasing participation > Strengthen the sporting infrastructure in Scotland's priority areas by supporting and developing community capacity in respect of club development, coaches, volunteers and community sports leaders > Establish a local sports forum – the starting point for this could be an existing organisation (Local Sports Council) and enhance/develop as required > Develop and support local infrastructure – working with all partners in that area from local sports councils to colleges and universities > Support the development of pathways from school to community with particular emphasis in areas where there is little or no existing traditional sports infrastructure and where either satellite club development or the development of new community sports organisations may be required > Consider allocating professional support to assist the volunteer structure > Consider the provision of a wider sports programme within schools

## LOCAL AUTHORITIES (CONTINUED)

# > ROLE > ACTIONS > Support and develop local partners in delivering sport particularly clubs and local sports council/forum<sup>8</sup> develop links with private sector providers Consider creating clubs where none exist<sup>8</sup> > Identify categories of non-participants and develop and target policies which will stimulate an interest > Apply locally-responsive community development and innovative approaches to widening and increasing participation > Consider the sporting needs of an ageing population > Develop and support innovative, cross-council policies which increase participation • working with trusts, local clubs and sports governing bodies to maximise participation > Consider the benefits of hosting events, both major international events (in which they may be one of many partners) and regional events (in which they may be the lead agency) – identify within sports plans > Implement the single Equity Scheme, including roll out of the Equity Standard > Equity in Sport actions are to be integrated and implemented within local authority strategic plans, including the Race, Gender and Disability Equality Schemes > Strengthening pathways and > Identify local and regional pathways in conjunction with sports governing bodies improving performance and determine how they can be strengthened to increase participation and improve performance at elite levels > Work in partnership with governing bodies and local clubs to strengthen pathways between school and community-based sport > Work in partnership with neighbouring community planning partnerships, sports governing bodies, further and higher education, and the Institute Network to strengthen pathways between school and community sport and performance sport **>>>**

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> Support development of a well-trained workforce	<ul> <li>Encourage and support talent identification and nurturing within school and communit sport settings as part of a wider "escalator model" to develop sporting talent</li> <li>Examine demographics and ensure account is taken of ageing population and the need to ensure their continued commitment and participation</li> <li>Support capacity building within clubs, in partnership with sportscotland and sports governing bodies</li> <li>Assist in the delivery of sportscotland's coaching strategy working with sports governing bodies and other partners</li> </ul>
	governing bodies and other partners
	<ul> <li>Identify opportunities for work placements, secondments and exchanges</li> <li>Manage the balance between voluntary and paid staff to promote understanding and respect for their each other's contribution</li> <li>Support identification of current and future workforce needs to inform national strateg</li> <li>Promote the value of working and volunteering in sport<sup>8</sup></li> <li>Develop local approaches to recruitment and retention of volunteers in support of school and community sport</li> <li>Encourage and support the motivation and development of volunteers and paid staff</li> <li>Review continuing education provision for staff and volunteers and ensure arrangements are sufficiently flexible and responsive to their needs</li> <li>Work with Councils for Voluntary Service (CVS) and Volunteering Centres in supporting volunteers</li> </ul>
> Monitor implementation	<ul> <li>Monitor and evaluate in line with guidance from the Scottish Executive</li> <li>Support research, survey and data collection</li> </ul>

## **SPORTS GOVERNING BODIES**

> ROLE	> ACTIONS
> Provide strategic leadership and direction	<ul> <li>Develop an operational plan, working with local authorities and other partners, which will:         <ul> <li>develop and implement a player pathway</li> <li>develop and deliver the coaching pathway</li> <li>develop an appropriate competition programme</li> <li>develop a single performance plan taking account of the Commonwealth Games, where appropriate</li> </ul> </li> <li>Work in partnership with other UK and British sports governing bodies to implement</li> </ul>
	UK Sport World Class Performance Plans, where appropriate
	> Implement the Equity Standard
	> Develop a facilities strategy taking into account:
	<ul> <li>partnerships with other sports governing bodies who can share facilities</li> <li>the need to maximise the use of national facilities</li> <li>local authority facility strategies</li> </ul>
> Ensure appropriate governance is in place	> Ensure appropriate governance is in place
	<ul> <li>Develop the governance and management roles of the board or management committee, their sub committees and organisational structures</li> </ul>
	> Support and develop good governance within associated clubs
	> Ensure organisational development plans are in place which take account of:
	<ul> <li>efficient government policies</li> <li>financial management controls which support long term financial stability</li> <li>forward planning</li> <li>process review</li> <li>governance</li> </ul>
> Support development of a	> Deliver <b>sport</b> scotland's coaching strategy
well-trained workforce	> Promote the value of working and volunteering in sport
	> Develop a volunteering strategy, including support for volunteers

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> ROLE	> ACTIONS
	<ul> <li>Consider development training for staff and volunteers to include continuing professional development, mentoring, exchanges, work placements and secondment opportunities</li> </ul>
	> Manage the balance between voluntary and paid staff to promote understanding and respect for each other's contribution
	> Encourage and support the motivation and development of volunteers and paid staff.
> Ensure support and services are available for members	> In partnership with local authorities, consider how best to support clubs
	➤ Work with local authorities to strengthen club infrastructures particularly in areas where structures are weak or non-existent <sup>8</sup>
	> Work with clubs to assist in production of volunteer management policy
	> Contribute to local volunteer award schemes
	Provide advice and support to clubs on range of issues including best practice, governance, funding and facilities <sup>8</sup>
	<ul> <li>Consider participation needs of members, taking account of demographic trends</li> </ul>
> Provide a competition programme for the sport	> Consider the benefits of hosting events
	> Develop a competition programme
	International and national events (in which they may be one of many partners) and regional events (in which they may be the lead agency)
	> Ensure competition programmes are identified within sports plans
> Select and manage national teams	> Produce and manage national performance plans linked to UK World Class plans
and supporting pathways	<ul> <li>Organise and manage national teams and supporting regional squad structures to underpin Commonwealth aspirations and UK world class plans</li> </ul>
	> Publish selection policies, including selection policies for all squads and events
> Monitor implementation of plans	> Monitor and evaluate in line with guidance from the Scottish Executive



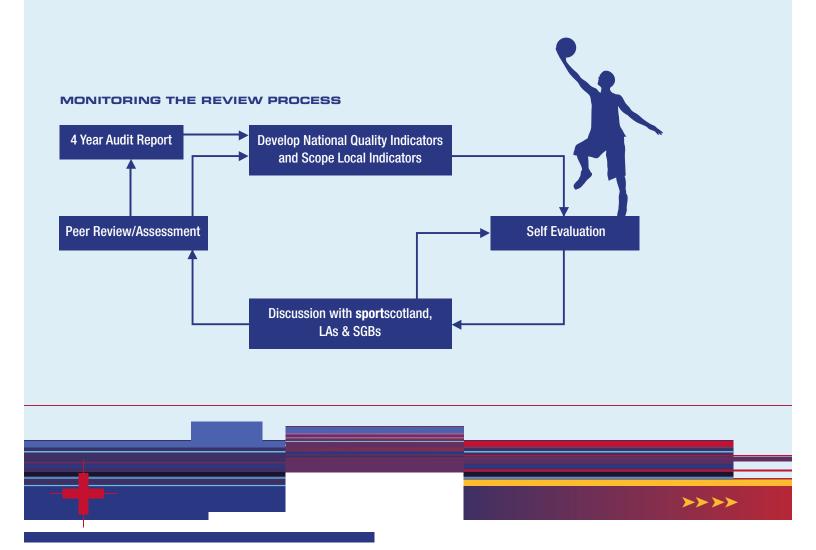
**\_08** MONITORING

AND EVALUATION





To develop and sustain a vibrant culture in which we value and actively participate in sport we must continually assess and evaluate the impact of what we do and how well we do it.





The 11 targets of *Sport 21* were aspirational but like many national targets they have proved difficult to measure. They take no account of local variations, fail to acknowledge what achievements have been made and where action is required.

The Scottish Executive will assume responsibility for gathering statistical data on participation rates in sport using the Scottish Household Survey. This will allow us to measure progress towards the 2020 Vision of 60% of adult Scots participating in sport at least once a week. We will also work with **sport**scotland to measure progress towards improving performance in Scottish sport. We will publish reports on progress towards achieving the national outcomes which will include national and local statistics and will work with the Chartered Institute of Public Finance and Accountancy (CIPFA) and Audit Scotland on their national overview of sport.

We will develop a framework which will allow everyone involved in developing and delivering sport to monitor and evaluate progress. This will be consistent with the European Foundation for Quality Management Excellence Model which supports continuous improvement. We will develop the framework with the full involvement of our key partners and aim to draw on existing models and link to other policy areas where appropriate.

The framework will measure:

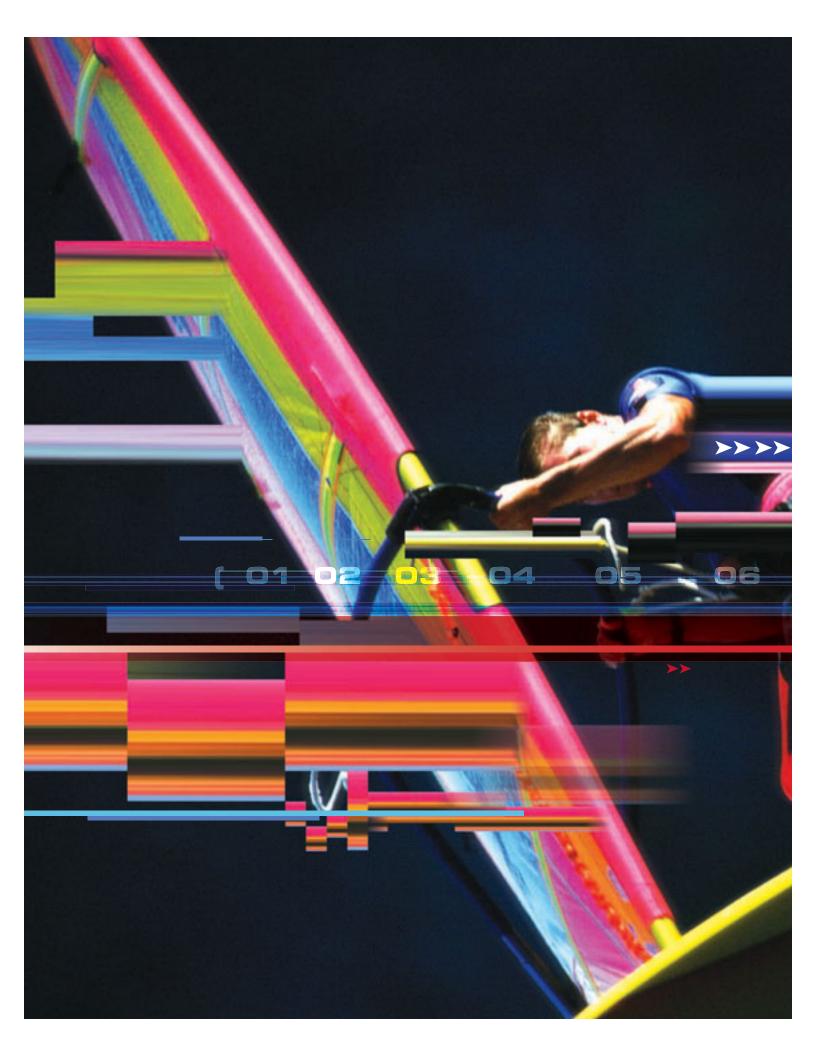
- the national outcomes of increased participation and improved performance; and
- > progress towards delivery of the national priorities.

Three key questions will be at the heart of the process of evaluation:

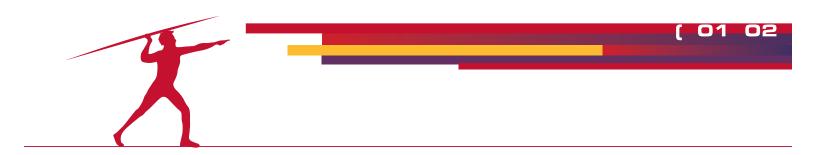
- > How are we doing in delivering the national outcomes and national priorities?
- > How do we know?
- > What are we going to do now?

This focus on outcomes, impact and performance sits alongside the commitment for **sport**scotland and local authorities to deliver continuous improvement under Best Value. These principles apply equally to sports governing bodies and other organisations in receipt of public funding. It is the responsibility of all key partners to ensure quality assurance is embedded in the way they think and work.









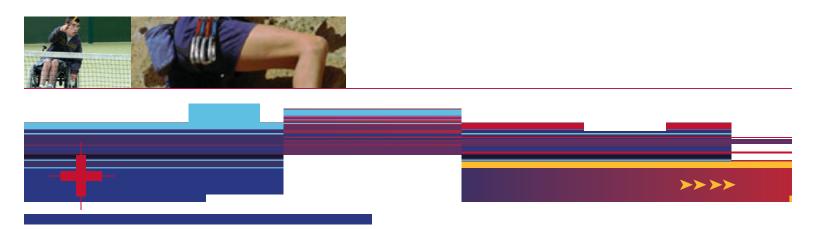
This strategy has highlighted the challenges ahead.

We need to reach higher to ensure we involve all sections of our communities to promote and develop the value of sport.

The First Minister's Sport Summit endorsed the need to ensure that we have sufficient, committed and well-trained professionals together with the infrastructure to facilitate and encourage the development of sportsmen and women at all levels. Within this strategy's four national priorities to deliver well-trained people, strong organisations, quality facilities and develop the player pathway, we have the building blocks to enable us to reach higher.

We all have a role to play to achieve this vision. The Scottish Executive and **sport**scotland will lead and support the strategy. Sports governing bodies, local authorities, schools, universities, colleges and the private sector should adopt and implement the strategy's requirements. Ultimately it is about working together and being part of a shared vision for sport in Scotland.

Sport contributes to our lives in so many ways, improving health, strengthening communities, providing employment and helping the economy. Sport can lift the spirit of the nation and raise individual self esteem. It can challenge, inspire and entertain. **Above all, sport matters.** 





## **ENDNOTES**

- 01 let's make scotland more active: A strategy for physical activity. Physical Activity Task Force; February 2003
- 02 sportscotland Research Update; Population and Participation Profile; Key Equity Figures; November 2006
- 03 sportscotland Research Update; Population and Participation Profile; Key Equity Figures; November 2006
- **04 sport**scotland research awaiting publication
- **05 sport**scotland Research Update; Population and Participation Profile; Key Equity Figures; November 2006
- 06 sportscotland Area Variations Report; December 2006
- **07 sport**scotland Research Update; Population and Participation Profile; Key Equity Figures; November 2006
- **08** Key recommendation from the First Minister's Sport Summit 12 September 2006 (Scottish Executive, 2007)
- **09** Coaching Scotland Report; **sport**scotland 2002
- **10** Sport 21 Workforce Needs (Skills Active; 2005)
- 11 The 'Ticking Time Bomb' report (sportscotland; 2001) and National Audit of Sports Facilities (sportscotland; 2006)



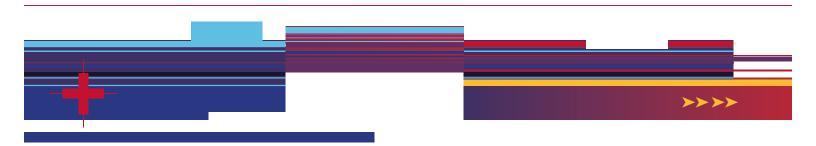
The role of the First
Minister's Sport Summit
in the revision of Sport 21

#### SHAPING THE STRATEGY

The preface to this document set out the background to the revision of *Sport 21*. *Sport 21* was produced following extensive consultation with the sport and sport-related sectors through a series of road-shows, seminars and meetings across the country. Given that the principles of *Sport 21* have been carried forward into the revised strategy, consultation on *Reaching Higher* focused on the changes required to deliver our plan for sport including the definition of clear roles and responsibilities for the Scottish Executive and each of our key partners.

It was important to have a clear appreciation of the obstacles to delivering previous sport strategies. It was also imperative to understand the changes required to make sport an integral aspect of people's lives, ensure that talent is nurtured, and our sportsmen and women reach their potential.

Members of the group which guided the drafting process each had a unique perspective of the challenges which need to be overcome. We are extremely grateful for their contribution. Many others were consulted and opportunities were available through **sport**scotland's website for anyone wishing to contribute to the process. Views and insights were carefully considered and while contributors may not find specific references to their views in the strategy, their input has been invaluable and has helped to shape the strategy's recommendations.





The First Minister was keen to ensure that the direction and thrust of the strategy would address the many concerns people have shared with him on the development of sport participation and our talented and elite performers. While Scotland achieved unprecedented success at the Melbourne Commonwealth Games this was not the case for every sport. The First Minister was keen to explore how future investment in sport could be used to greater effect from grassroots to the elite level across a wide spectrum of sporting activities. On his return from Melbourne, the First Minister announced his intention to hold a summit to enable Ministers and the Executive to engage those key to the development of Scottish sport and to secure their views and advice on the development of the revised strategy. The Sport Summit was held on 12 September 2006 in Stirling Management Centre and was attended by over 50 athletes, coaches, managers, administrators and decision makers involved in Scottish sport.

#### THE FIRST MINISTER'S SPORT SUMMIT

The Sport Summit provided a unique opportunity for the sport sector to engage in, and contribute to, the development of the strategy. Delegates were given an extract from an early draft of the strategy setting out Ministers' priorities for sport: the challenges; agenda for change; and an outline of the roles and responsibilities key partners would need to fulfil to secure change. They were invited to consider the paper and be ready to contribute to workshops on two of the six priorities. Presentations at the Summit expanded on the issues the strategy sought to address and participants were invited to challenge, propose changes and additional issues to be addressed by the strategy.

The Summit attendees were very positive about the focus and direction of the draft strategy but wanted key areas of the document strengthened and expanded. Points raised during the course of the day were carefully considered and the strategy reflects this process. Some issues such as attitudes to winning, the delivery of multi-purpose sports clubs and inter-school competition are challenging and provoke different responses and ideas. The strategy provides a vehicle through which these and other concerns can be progressed.



#### KEY ISSUES FROM THE SPORT SUMMIT

#### Recommendation

It is important to give young people opportunities to experience a range of sports from an early age. Schools have a vital role to play in providing quality physical education and extra-curricular sporting activities. There was general agreement that there was a need to improve provision particularly in secondary schools.

#### **Action Taken**

These points are specifically addressed in the sections on Increasing Participation and Providing the Player Pathway as well as in the Roles and Responsibilities of the Scottish Executive and Local Authorities.

#### Recommendation

Sports clubs are key to encouraging people to make a lifelong commitment to sport but the quality and spread of clubs is variable. A focused approach to club development was considered essential and new innovative approaches should be developed such as developing multi sport clubs.

#### **Action Taken**

These points have been addressed in the section on Strong Organisations and in the Roles and Responsibilities of Local Authorities and Sports Governing Bodies.

#### Recommendation

The school estate is an under-utilised resource. Schools should be open for community use with a particular emphasis on providing affordable access for sports clubs. PPP contracts must incorporate community access. Sport and Education need to work together at national and local level to secure change.

#### **Action Taken**

The sections on Quality Facilities and the Roles and Responsibilities of the Scottish Executive and Local Authorities were strengthened to reflect this issue.

#### Recommendation

New approaches required in the provision of sports facilities. Co-location, responsive programming of events and opening hours can increase use, profitability and sustainability.

#### **Action Taken**

The Quality Facilities section and the Roles and Responsibilities of Local Authorities have been revised to address these issues.

#### Recommendation

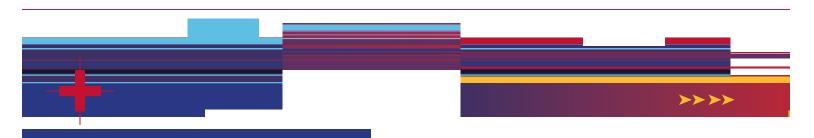
Parents, teachers and volunteers play a vital role in encouraging and supporting children's involvement in sport. Their contribution must be recognised and supported as they are highly influential in encouraging young people to progress in sport.

#### **Action Taken**

These important points are now reflected in the sections on Increasing Participation, Improving Performance and Providing the Pathway.

#### Recommendation

It is important to expose young people to competition within a supportive environment. Competition improves the skills of participants, it helps them find and sustain a level of competition appropriate to their abilities. Competition is often an incentive for coaches to develop their skills which in turn raises standards.





#### **Action Taken**

Competition is important within a supportive environment but an infrastructure is required within schools, clubs and sports governing bodies before this can be progressed. This is reflected in the Improving Performance section and needs to be reconsidered when progress has been made in developing the infrastructure necessary to deliver a meaningful experience.

#### Recommendation

Coaches must have skills commensurate to their level of operation. Ensuring they have the right blend of skills and experience is crucial. Many coaches have tapped into The Institute of Sport Network's knowledge and skills exchange but this could be widened.

#### **Action Taken**

The development of coaching and coaches is reflected throughout the strategy and particularly in the sections on Increasing Participation, Well-Trained People, Agenda for Change, Delivery Planning Framework, National Planning and Delivery and in the Roles and Responsibilities of the **sport**scotland. While the suggested role of the Institute of Sport Network has not been incorporated into the strategy this kind of support network has been considered by **sport**scotland in its review of coaching and will be addressed in its forthcoming coaching strategy.

#### Recommendation

Identifying potentially talented athletes is vital and teachers and coaches are well placed to help but need to have the necessary skills.

#### **Action Taken**

The sections on Increasing Participation, Improving Performance and Providing the Pathway have been expanded to address this issue.

#### Recommendation

Relationships and links between sports governing bodies should be strengthened and resources, knowledge and expertise shared.

#### **Action Taken**

This is a key aspect of securing strong organisations and has been highlighted in the Strong Organisations and Delivery sections of the strategy.

## **ANNEX B**

Review of Sport 21: Steering Group Remit and Membership

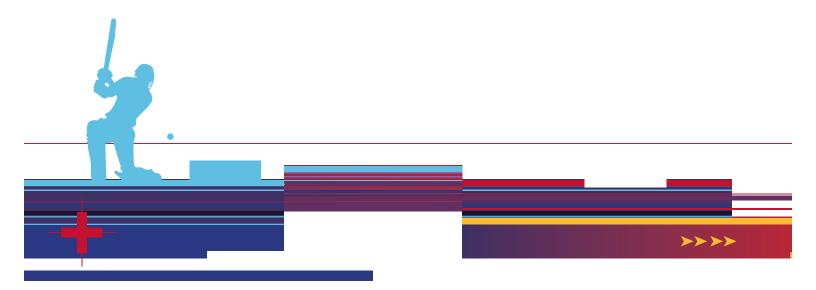
#### STEERING GROUP REMIT:

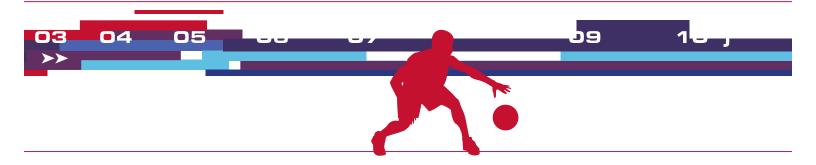
Scottish Ministers' remit for the review was to build on the established vision for the development of Scottish sport but take into account the need to secure legacies from the 2012 Olympics and paralympics and, if successful, a Glasgow 2014 Commonwealth Games.

The review of *Sport 21* focused on the production of a national delivery plan for sport including the definition of clear roles and responsibilities of each of the key partners.

*Sport 21* targets were to be revised and consideration given to future priorities, principles and milestones.

The Steering Group was asked to focus on the following key areas: how grass roots sport can be better sustained and developed; coaching; human resources, skills and training for work and volunteering in sport; and access to facilities.





#### STEERING GROUP MEMBERSHIP:

Francesca Osowska Scottish Executive, Head of Sports Division (Chair)

Stewart Harris Chief Executive, sportscotland

**Councillor Eric Gotts** Confederation of Scottish Local Authorities, Arts & Leisure

lan Hooper Culture & Sport, Glasgow City Council

Bruce Robertson OBE Director, Education, Culture & Sport, Highland Council

Bill McInnes Chair, Scottish Basketball

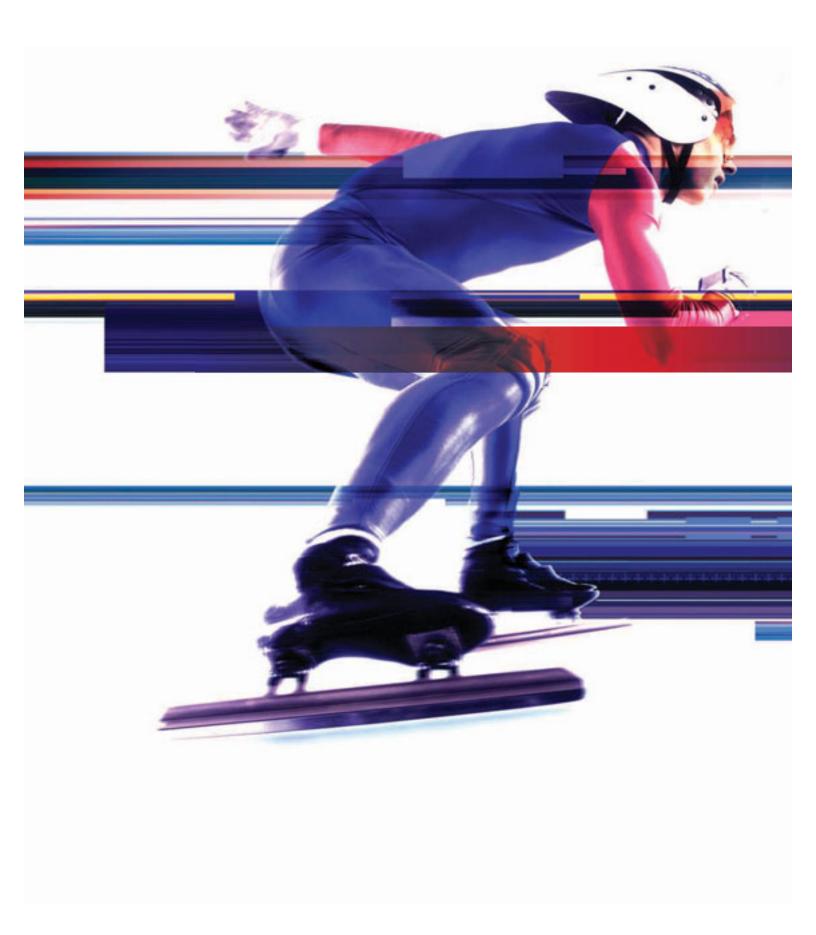
Mike Roberts Chief Executive, Scottish Gymnastics

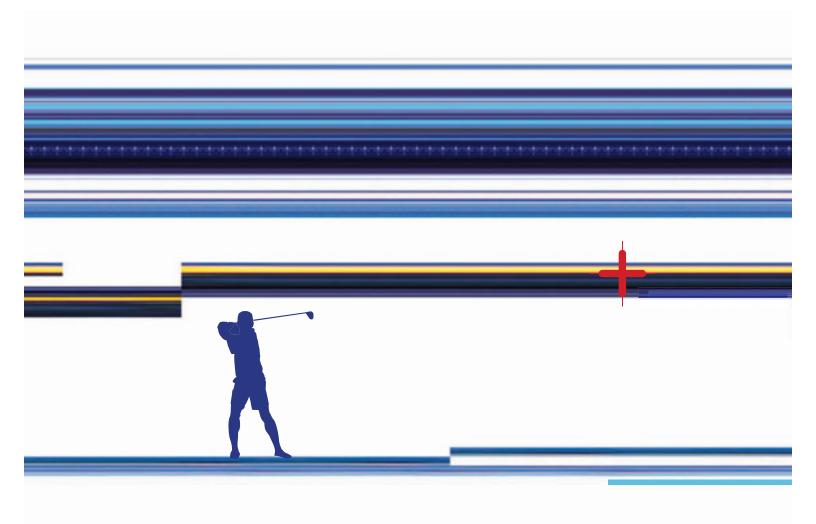
**Stephen Wright** Board Member, **sport**scotland and Director, hitsport

Eamon John Healthy Living Manager, East Lothian Council

Stephanie-Ann Harris Head of Parks and Sport, City of Edinburgh Council









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RR Donnelley B47501 02/07

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ISBN 978-0-7559-5162-8

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