

# Investment in SGBs and Local Authorities

Sport for life

**sportscotland**  
the national agency for sport

## Introduction

This paper sets out how we invest in Scottish Governing Bodies of Sport (SGBs) and Local Authorities. This includes principles, outputs, outcomes and measuring progress.

## Strategic context

Our corporate strategy, Sport for Life, sets out our vision of an Active Scotland where everyone benefits from sport. Our mission is to help the people of Scotland get the most from the sporting system.

**sportscotland** work together with a wide range of organisations to enhance the sporting system for everyone in Scotland.



The system visual illustrates how resources are invested by various partners to promote sport and develop the people and places that create sporting opportunities which are delivered in the schools and education, clubs and communities and performance sport environments.

## Guidance

It helps everyone see where they fit in and how they contribute. As a result, people in Scotland take part in sport at the level they choose which has an impact on activity levels, health and other aspects of society and the economy.

### How we invest

We support and invest in individuals, programmes and organisations that contribute to the Active Scotland outcomes. Our investment in them is not an entitlement. Partners make a crucial contribution to these outcomes. We make a strategic decision on how we invest in partners, based on:

- **An integrated plan** showing how they contribute to the Active Scotland outcomes
- **Principles** that guide our decisions
- **Outputs** that the partner will deliver
- **Measuring progress** that the partners can collect and provide robust data for
- **Evidence** that the partner can deliver, and has delivered on previous outputs
- **Conditions** that partner need to comply with.

## Principles

We want to use the best approach to deliver the benefits of sport to the people of Scotland. To do this, we are guided by six principles. We expect the organisations we invest in to commit to these principles as:

**Inclusive:** We understand the barriers people face and proactively address them so everyone has the opportunity to get involved in sport and physical activity.

*Inclusion underpins everything we do. Everyone should be able to benefit from sport. We will lead the sporting system to be more inclusive. This means helping people and organisations throughout the system to find out who doesn't take part, why, and develop a sports offer that works for them.*

**Accountable:** We plan well, we measure our performance and we are accountable for delivering outcomes.

*We will develop output-based plans that are robust, sustainable and realistic. We will be clear about what we are trying to achieve. We will measure our performance against output. We will take action when we are off track.*

**Responsive:** We adapt what we do based on how we're doing and what's happening around us.

*In a changing world we need to be aware of what's happening and adapt when needed. This means we need to find ways to help keep our nation active, by responding to changes in how people want to take part in sport and making the most of emerging technologies to support them at whatever level they choose to be involved.*

**Person-centred:** We listen to people and put their voices at the heart of our thinking.

*We want to get closer to the people of Scotland and their communities. We will listen to what matters to them, so we can help the system understand and meet their needs. We will find suitable ways of delivering sport. We will create the right experience across all the touchpoints in the sporting environments.*

**Collaborative:** We develop and strengthen partnerships and collaborations across the public, voluntary and private sectors.

*Partnerships are critical for sport to deliver against the Active Scotland outcomes. This means the right combinations of partners using the right ways of partnership working. Each organisation should prioritise partnerships that can have the most impact. For us, that may mean we look for new partners as well as ask more of existing ones. We will continue to work with partners to achieve shared outcomes, and align our partnerships with local, regional and national needs.*

**World class:** We do everything to the highest possible standard, while seeking to continuously improve.

*Our ambition is for **sportscotland** and the sporting system to continuously improve. We believe taking part and progressing in sport should be a great experience for everyone. Opportunities should be underpinned by positive cultures, high ethical standards and good governance. We will continue to work with our partners to develop people and leaders in sport, building the right capabilities and capacity. We will be smart and efficient in how we use our resources.*

## Investing in Scottish Governing Bodies

### What we invest

We use the investment process to agree what investment and support each SGB requires. There are a number of ways we can support SGBs.

- **Direct investment** into the SGB.
- **In-kind investment** by SIS to SGBs who can deliver performance outputs.
- **Additional investment** into the sport such as Direct Club Investment, Awards for All and the Sports Facility Fund.
- **Additional support** through our staff expertise, expert resource, advice and guidance.

### Effective organisation

It is important that SGBs are strong organisations, with effective:

- Financial management
- Organisational stability
- Leadership
- Viability
- Planning and policy implementation.

We use the SGB development audit to measure the effectiveness of management and Boards. We use the audit recommendations and the SGB Governance framework to agree specific targets.

SGBs need to have an up to date policy framework covering:

- equality
- anti-doping
- safeguarding
- sports betting.

This should be supported by action plans where appropriate.

## Outputs

SGBs contribute to the Active Scotland outcomes by delivering a set of outputs. All of these are underpinned by inclusion.

Development output	Description
<b>Membership</b>	Retaining and, where applicable, increasing membership through an innovative, progressive and systematic approach to development.
<b>Pathways</b>	Providing opportunities for all to participate, progress, be retained within the sport at the level they choose.

<b>Competition and events</b>	Partners developing appropriate environments for participants to learn, progress and compete at their respective age and stage of the pathway.
<b>People</b>	Partners collaboratively developing a sufficient, suitably qualified workforce. People need the right skills, knowledge and experience, to meet the needs of the full range of participants and environments within their sport.
<b>Inclusion</b>	Partners developing a clear understanding of the barriers to participation within their sport and applying a systematic approach to widening access, including a focus on ways of increasing the number of inactive people who become active.

<b>Performance output</b>	<b>Description</b>
<b>Olympic and Paralympic games</b>	Representation on teams
	Contribution to medals
<b>Commonwealth Games</b>	Team Scotland medals
<b>UK Sport Programmes</b>	Successful athlete contribution to World Class Podium / Podium Potential funded programmes
<b>International Performance</b>	Significant and sustained international success

## Measuring progress

We use a range of approaches to help us measure progress against our SGB investment and the SGB outputs

- annual targets to help us measure how an SGB is progressing against the investment outputs
- Data on the number of people taking part
- Surveys to show our collective impact on the Active Scotland outcomes
- Case studies and other examples which help us tell the story.

This information helps us understand impact and informs our decisions.

## Investing in Local Authorities

### What we invest

We use the process to agree the investment and added value we provide to each LA. There are several ways we can support LAs

- **Direct investment** into the LA to deliver against and support **Active Schools, Community Sports Hubs, coaching and volunteering**
- **Additional investment** into organisations within the local area such as Direct Club Investment, Awards for All and the Sports Facility Fund
- **Additional support** through our staff expertise, training, advice and guidance.

### Local Authorities contribution to the system for sport

Local Authorities (LA's) and their local partners make a significant contribution to developing sport in partnership with **sportscotland**. LAs are the major financial investors in sport and physical activity across Scotland and are responsible for up to 90% of the funding available. **sportscotland** investment to LAs is therefore aimed at adding value to existing local provision and not replacing it.

As the national agency for sport, **sportscotland** provides leadership, guidance and support to LAs regarding their contribution to the sporting system. This adds value to the focus of their work and their wider role in developing sport and physical activity locally across the 3 environments of schools and education, clubs and communities and performance sport.

### Local Authority Outcomes

We acknowledge that LAs have a wide range of outcomes that they are required to meet in line with Community Planning and their Local Outcome Improvement Plans (LOIP's).

Clear and focused outcomes for sport will provide stronger strategic direction and support for the development of local sport.

The LA Partnership Agreement identifies shared national and local outcomes for sport. Each agreement has long term outcomes and priorities detailed within an annual action plan. The partnership agreement is underpinned by annual plans aligned to each area of investment. The plans include outputs and targets.

### Measuring progress in LAs

We use a range of approaches to help us measure progress against our LA investment

- annual targets to help us measure how the LA is progressing
- Data on the number of people taking part
- Surveys to show our collective impact on local and national outcomes
- Case studies and other examples which help us tell the story.

This information helps us understand impact and informs our decisions.

