SPORT AND PHYSICAL ACTIVITY STRATEGY

Providing opportunities for people of all ages and abilities to participate in sport and physical activity and develop an active lifestyle
Executive Summary

This updated strategy reflects the successes of our service over the past three years and identifies the challenges we face in the second half of this strategic direction for sport and physical activity within the Council. Our service continues to excel beyond its humble resources, and the external pressures of a period when sport has a high profile, and a high prospect of encouraging an active lifestyle for all our residents makes it important to have a clear, achievable but ambitious set of targets for the duration of this strategy.

We have retained the SIX aims of our initial strategy – Increased PARTICIPATION, Active LIFESTYLES, High standards in COACHES and COMPETITION, support for VOLUNTEERS and CLUBS, achieve SOCIAL INCLUSION through sport and to EMBED sport in the Community Planning Partnership. We believe we have demonstrated through some Key Successes that we are taking the right approach to use our resources in the best way, to the advantage of our people across Argyll and Bute.

The 2012 London Olympics and the Glasgow 2014 Commonwealth Games both have legacy ambitions and Argyll and Bute has benefitted from this ambition through increased project funding. Whilst welcome, this is short term funding, and the vulnerability of our service remains whilst sport and physical activity and all its parts remain a non statutory service within local authorities.

Working to Joint Targets

The Scottish Government both directly and through the national agency for sport, sportscotland, have ambitious targets to tackle inactivity, poor health, social deprivation and antisocial behavior. Additionally, they have set ambitious targets to co-incide with the 2014 Glasgow Commonwealth Games, Ryder Cup and Year of Homecoming. As mentioned above some of these bring short term funding for programmes and we have integrated these within our own local strategy for sport and physical activity. Our first section outlines these areas and helps explain the background to our service delivery. Section Three gives a broad explanation of all service who contribute to the development of sport and physical activity within the Council.

Key Successes

As a non statutory service within the Council, we have had to absorb reductions in budget, staff and investment, but this has made us move focused on partnership working, identifying opportunities and resources. Our short list of Key Successes over the past four years is testament to this approach, and keeps the profile of sport high in our community. Our bread and butter programmes of supporting people to develop themselves, their clubs and facilities have delivered success and will continue to do so through programmes such as Active Schools, Football development and Coaching Champions. Developments on income generating programs such as the ABC Learn to Swim Scheme and Gym Memberships are now delivering quality services as proved by the excellent increase in numbers using our facilities.

Action Plan 2012-2015

Our revised action plan for the next three years recognizes our limited resources and realistically outlines what we want to achieve, while retaining a high level of challenge and ambition. We believe that closer working both within our service and with our external partners will enable us to deliver a focused, progressive and responsive set of programmes leading up to the 2014 Year of Scottish Sport and beyond.

July 31, 2012
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1. Introduction

Argyll and Bute is an area of outstanding beauty and varied landscapes, covering the second largest geographical area of any Scottish local authority. Covering about 7,000 sq kilometres, it is a land of contrast and diversity with six towns, remote rural communities and 25 inhabited islands.

Geography, changing population demographics, local economic circumstances and diverse communities with their expectations and needs all bring challenges to provide sport and physical services and opportunities to 89,200 (2010 midyear estimates) people. Life in rural and island areas often places additional pressures on people, for example dependence on the car, higher fuel costs and the distance to basic services such as hospitals, supermarkets, schools (including after school clubs) and sport facilities. Excluded or deprived individuals and households are much less visible in rural areas.

Despite the population dispersal of Argyll and Bute which makes access and provision of sport and leisure facilities very difficult to provide universally, adult participation rates in Argyll and Bute are generally above the national average across most demographic groups and sports (sportscotland 2008). Transport plays a major role in an area where many residents rely on buses or ferries for transportation, and although car ownership levels are well above the national average it is often difficult for young people to reach the towns to participate in structured sports and activities. Improving transport links is critical to improving access to leisure services and the quality of life for the residents.

The unique qualities of the natural environment of Argyll and Bute make it one of the best areas in Britain to promote active lifestyles. Over the past four years we have greatly increased access to and enjoyment of ours hills, seas, inland loch and rivers, forests and beaches by our local young people through the very successful Stramash programme. Whilst we cannot realistically provide indoor leisure and sport facilities in all areas we can develop, promote and protect our natural resources for active use.
Section 2

Strategic Overview

Putting the case for Sport and Physical Activity in context against National and Local policies and plans.
This strategy supports the Council’s overall vision of “Realising our potential together” and the values which underpin what we do and how we do it.

- We involve and listen to our customers and communities
- We take pride in delivering best value services
- We are open, honest, fair and inclusive
- We respect and value everyone
Facts about Argyll and Bute and Participation in Sport
(Scottish Government 2010 and sportscotland 2008)

In overall terms it can be seen that:
- Monthly overall participation rates for adults in Argyll & Bute were 76% versus 72% Scotland wide
- The monthly figures excluding walking 2+ miles were 53% versus 51% Scotland wide
- Argyll & Bute sits in the top quartile of Scottish local authorities, in terms of monthly participation in sports.

The impact of gender on participation, whilst less considerable than some other factors, monthly participation for males was 58% compared to 42% female (56% male versus 44% female Scotland wide) demonstrating a more significant gender split at local level.

Age specific data shows the following monthly participation rates (2008 figures):
- 73% for 16-24 year olds (Scotland = 68%).
- 58% for 25-34 year olds (Scotland = 59%).
- 54% for 35-54 year olds (Scotland = 49%).
- 36% for 55+ year olds (Scotland = 28%).

The social class dimension was underlined by the fact that monthly AB participation in Argyll & Bute (67%) was almost double the equivalent rate for the DE group (36%).

Monthly participation rates (2008) indicate that:
- participation in the AB group (67%) was higher than the national rate of 60%; and
- participation in the DE group (36%) was higher than the national rate of 32%.

Limiting long-term illness and/or disability (LLTI) impacts on participation to the extent that the monthly rate for adults without an LLTI in Argyll & Bute was 56% compared to only 37% for those with a limiting long-term illness and/or disability. The equivalent figures for Scotland were 53% and 25% respectively.

Participation rates in sports vary relative to levels of deprivation. The rates for the most deprived 15% of areas under the Scottish Index of Multiple Deprivation (SIMD) 2006 were: Within SIMD = 44% (Scotland = 34%); and Outside SIMD = 51% (Scotland = 49%).

Volunteer activity
- In Argyll & Bute, almost 4 in 10 (39%) of adults had undertaken some form of voluntary activity during the previous year; this was a higher proportion than the national rate of 30%.
- The rate for sports-related voluntary work (15%) was higher than that for the country as a whole (14%).
- In Argyll & Bute 46% of participants were members of a sports club for at least one of their sports, compared to the national figure of 40%. (based on 2008 figures)

Participation rates in Argyll & Bute were generally above the national average across most demographic groups and sports.
The Potential for Sport (sportscotland 2008)

The Scottish Government, through sportscotland have produced a document “The Potential of Sport” written in the context of the sport’s contribution to the Single Outcome Agreement and the Government’s Strategic Objectives. Sport is unique, as no other recreational activity has the same potential to contribute to a Wealthier and Fairer, Smarter, Healthier, Safer and Stronger, Greener Scotland. The following information highlights its importance.

Wealthier and Fairer

- Sport-related consumer expenditure (excl. gambling) of £1.3 billion/year represents 2.7% of total consumer expenditure in Scotland.
- Sport-related employment exceeds 45,000 jobs, accounting for around 2% of total employment in Scotland.
- Sporting events and sports tourism attract millions of visitors every year and profile Scotland as a destination of choice.

Smarter

- Participation in sport raises our self-confidence, self esteem and social skills.
- Sports programmes and PE in schools are proven to raise educational attainment and improve attendance and punctuality.
- Sports leadership and coaching qualifications as well as college and university courses, develop the skills of thousands of individuals throughout Scotland every year.
- Sport is the largest volunteering activity in Scotland. Nearly 150,000 adults volunteer in sport weekly, with 30% of the adult population doing so every year.

Healthier

- Sport as a form of physical activity significantly reduces the risk of heart disease, stroke, obesity, diabetes, osteoporosis and cancer.
- Sport benefits our mental health treating clinical depression, anxiety, stress and schizophrenia and generally making people feel better.
- Sport can provide a tool for the NHS in the treatment of many conditions including drugs rehabilitation. It also makes financial sense - a 1% increase in physical activity rates would save an estimated £3.5 million a year through reduced admissions for coronary heart disease, stroke and colon cancer.

Safer and Stronger

- As a diversionary activity, sport successfully attracts young people away from crime and anti-social behaviour, with programmes recording 37% drops in crime.
- Sport contributes to rehabilitation of offenders and drug users by improving self-confidence and self-efficacy, and developing personal and social skills.
- More than one million people, a fifth of adults in Scotland, are members of at least one of Scotland’s 13,000 sports clubs, many of which provide community hubs, bringing people together and generating social capital.
- Sport breaks down barriers not only by bringing communities together, but through Scottish performances on the world stage, it brings the nation together and generates national pride.

Greener

- Participating in outdoor sports and recreation can increase individuals’ respect for our natural resources and promote sustainable access to them.
- Sporting facilities, such as golf courses, can provide opportunities to enhance biodiversity. Investment in sports facilities has led the way in developing and making use of environmentally sensitive techniques.

Sport promotes a more active nation, more likely to take up active means of travel such as walking or cycling.
National Context

sportscotland’s Corporate Plan “Developing and supporting a world class sporting system” sets out the vision for Scotland where sport is a way of life and support is offered to develop a world class sporting system at all levels (see diagram above).


Argyll and Bute’s Sport and Physical Activity Strategy encompasses all of these aims, set within a local context.
Local Context

The Argyll and Bute Community Planning Partnership’s Single Outcome Agreement (SOA) 2009 complements the long term vision of Argyll and Bute as a Leading Rural Area comprising three main themes:

Sport and Physical Activity has a major role to play in reaching many of the outcomes outlined in the SOA.

Argyll and Bute Council’s Corporate plan also centres on these three themes and the Council’s four Strategic Objectives of:

- Working together to improve the potential of our people
- Working together to improve the potential of our communities
- Working together to improve the potential of our area
- Working together to improve the potential of our organisation

Recognising the increasing problems posed by obesity Argyll and Bute’s Sport and Physical Activity Strategy will incorporate the aims of the NHS Highland and Argyll and Bute Healthy Weight Strategy to improve the health and wellbeing of the people of Highland and Argyll and Bute by working towards targets which improve diet and physical activity levels.

The number of overweight and obese people living in the area has risen in recent years to a level where it has serious implications for the lives of individuals, the health systems and also the local economy.’ (NHS Highland 2009)

There are a myriad of strategies and plans which aim to improve health, well being, sporting advantage and social inclusion through physical activity. The most important aspect of these is that partnership working is encouraged and promoted to maximise the use of resources and deliver the best and most cost effective service possible. All of these aims can be enhanced by an area which supports and encourages its citizens and visitors to be active and healthy, provide first class sport and leisure facilities and schools and protects and encourages access to our vast natural resources.
The relationship between physical activity and mortality rates
Promoting active lifestyles within a rural community will help to address some of the important challenges facing Scotland throughout the coming years. It has been documented in the Department of Health’s 2011 Start Active, Stay Active report that increasing physical activity has the potential to improve the physical and mental health and therefore reduce all-cause mortality and improve life expectancy. The table below outlines some of the key areas of concern and how physical activity can help:

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<tr>
<th>The Big 3</th>
<th>Contributory Factors</th>
<th>Other Factors</th>
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<tr>
<td>CHD (Coronary Heart Disease)</td>
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<tr>
<td>There are over 270,000 people in Scotland living with coronary heart disease</td>
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<td>Regular activity can decrease the risk of a heart attack by up to 30%</td>
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<td>Cancer</td>
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<td>Breast cancer incidence has increased by 8% over the last decade</td>
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<td>Regular exercise can lower the risk of breast cancer by up to 30% and breast cancer by up to 20%</td>
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<td>Stroke</td>
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<td>There were a reported 4767 deaths from Cerebrovascular Disease in Scotland in 2010</td>
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<td>Regular exercise can lower the risk of having a stroke by 20-30%</td>
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<td>Diabetes</td>
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<td>There are nearly 200,000 people in Scotland living with diabetes</td>
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<td>Regular exercise increases insulin sensitivity and helps manage blood sugar levels</td>
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<td>Obesity</td>
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<td>Since 1996 the prevalence of obesity in 16-64 year olds has increased from 16% to 27% in men and from 17% to 28% in women</td>
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<td>Three in ten men and women in Scotland have raised blood pressure</td>
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<tr>
<td>NICE Guidelines suggest 45 to 60 minutes of moderate activity a day in order to stop gaining weight</td>
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<tr>
<td>HBP (High Blood Pressure)</td>
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<td>Three in ten men and women in Scotland have raised blood pressure</td>
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<tr>
<td>There is clear evidence that physical activity reduces the risk of depression and cognitive decline in adults and older adults.</td>
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<td>Regular exercise can lower your systolic blood pressure by an average of 5 to 10 millimetres of mercury (mm Hg)</td>
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<tr>
<td>M-Health (Mental Health)</td>
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<td>There are 99,139 people living with COPD in Scotland - this figure is expected to rise by 33 per cent over the next 20 years</td>
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<td>Regular exercise has shown to increase functional capacity by up to 70-80% after six weeks of training</td>
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<td>COPD (Chronic Obstructory Pulmonary Disease)</td>
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<tr>
<td>Muskulo-skeletal Health</td>
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<td>There are 250,000 people in Scotland with osteoporosis the combined cost of hospital and social care for patients with a hip fracture is £192million</td>
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<tr>
<td>Regular resistance training can increase in bone density levels by 1-2% in people diagnosed with osteoporosis</td>
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### Early Years (under 5s)

1. Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.

2. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.

3. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

### Children and Young People (5–18 years)

1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.

2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.

3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

### Adults (19–64 years)

1. Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more — one way to approach this is to do 30 minutes on at least 5 days a week.

2. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.

3. Adults should also undertake physical activity to improve muscle strength on at least two days a week.

4. All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

### Older Adults (65+ years)

1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.

2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more — one way to approach this is to do 30 minutes on at least 5 days a week.

3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.

4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.

5. Older adults at risk of falls should incorporate physical activity to improve balance and coordination on at least two days a week.

6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

### References

- Department of Health (2011) Start Active Stay Active
- British Heart Foundation (2011) Coronary heart disease statistics in Scotland
- ACSM Current Comment (2010) Exercise for Persons with Chronic Obstructive Pulmonary Disease

July 31, 2012
Section 3

What the Council Does

A walk through all Council services that provide sport and physical activity opportunities
3. What the Council Does

**ARGYLL AND BUTE COUNCIL PRESENTLY PROVIDES AND ENABLES PHYSICAL ACTIVITY AND SPORT THROUGH A WIDE RANGE OF DIRECT SERVICES, PARTNERSHIP WORKING AND SUPPORT TO EXTERNAL PROVIDERS, COMMUNITY GROUPS AND VOLUNTARY SECTOR ORGANISATIONS.**

In the provision of the whole range of services, activities and community involvement undertaken by the Council for sport and leisure services we work in partnership with others, with the aim of:

- Obtaining best value for the resources provided
- Enhancing the quality of the services provided
- Accessing external funding
- Sharing experience and best practice
- Enabling activity the Council does not provide
- Bringing together key agencies to meet shared objectives

Partnerships have been formed with a wide range of local and national organisations, including:

- sportscotland
- Local sports clubs
- Community Enterprise facilities
- NHS Highland
- National Governing Bodies of Sport
- Forest Enterprise
- Outdoor Activity Centres
- Scottish Natural Heritage
- Scottish Government
- Stramash

Detail of all the sport and physical activities provided by Community Services – Leisure and Youth Services which includes Active Schools, Sport Development and Leisure Services is contained in the annual reports and service plans for each area of work. In addition to this other services within the Council and the wider community provide an extensive range of sport and physical activity opportunities which greatly enhance the well being of all of our citizens.

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Sports Development

The majority of our work involves the development of opportunities for people. From organising sports coaching courses, to developing strategic plans for specific sports, the service works in partnership with internal and external bodies to develop recognised opportunities for sport and physical activity. A number of Governing Bodies of sport recognise the development potential that lie within Argyll and Bute and have invested in development staff in partnership with the Council. From 2011 the Scottish Government initiative driven by sportscotland – Community Sports Hubs – has been an active element of our work. A planned network of Community Sports Hubs has been agreed and investment secured to provide both human and financial resources over four years.

Sports Partnerships

Sports such as football, shinty, rugby, swimming and golf have experienced encouraging development of their sport through our partnership approach. Success in terms of participation levels, standards of coach education and qualifications have risen annually, and more people have been encouraged to get involved in volunteering in communities. Other joint working with national bodies such as sportscotland, NHS Scotland, Children 1st and Sports Coach UK have expanded local opportunities in sport as well as develop clubs and coaches who reflect best practice in sport.

Sportscotland Partnership

A new initiative we are actively involved in is the Coaching and Volunteering partnership across the West Region of Scotland managed by sportscotland. This work brings together 13 local authorities, split into three workable sub-areas with our area being North (Argyll and Bute, West Dunbartonshire, East Dunbartonshire, North Lanarkshire and South Lanarkshire). The partnership identified 10 Commonwealth games sports across the region where investment has been made by sportscotland in Regional Development Officers to encourage governing bodies of sport to work closer to grass roots sport in clubs, support coaches and volunteers and help grow sport. Community Sports Hubs is a new programme being delivered in a phased way across Argyll and Bute within our partnership with sportscotland. The programme encourages similar aims to our strategy by getting people into sport, improving quality and encouraging community ownership.

Physical Infrastructure

The infrastructure for sport and physical activity in Argyll and Bute needs to be of a quality and quantity to encourage participation and assist the development of performance in sport. The development of NPDO schools, the 2006 Playing Fields Strategy and the provision of quality indoor sports facilities such as Aqualibrium, Atlantis Leisure and Riverside have been fundamental to the development of sporting opportunities. The 2011 Sports Facility and Pitches Strategy which was a comprehensive piece of work conducted over a two year period builds on this good work and identifies the next steps.
Some of the main recommendations of the strategy are:

- Access to major sports facilities within the NPDO estate requires consideration to ensure the growth of sport and opportunity.
- Pricing and booking of sports facilities requires a more consistent approach and should be better co-ordinated and linked to the development of sport.
- Capital planning for new and existing sports facilities upgrading requires forecasting in line with lottery funding opportunities. Similarly, sports pitches and natural playing fields require a long term maintenance and upgrade plan to ensure high quality facilities and funding opportunities are realized.

**Sports Coaching**

Without doubt one of the best successes of the service in recent years has been the development of opportunities for people to become qualified in sports coaching. This has been through the various partnerships we have established, but the main vehicle has been the Coaching Champions programme which has seen over 1500 new qualifications gained in the past five years.

This annual programme is delivered in partnership with sportscotland and Argyll College and in 2012 gained the prestigious Inspire Mark accreditation from the London Organising Committee of the 2012 Olympic and Paralympic Games for ‘exceptional and innovative projects inspired by the 2012 Games’.

Support for coaches is also seen as critical to ensure their continued involvement in clubs, Active Schools activity and voluntary organisations. The 2013 target of establishing a Coach Mentoring Programme is under way with nine coaches from across sport being accepted into the West Region Coaching Talent Programme who will form the core of our Mentor group.

Recognition is another valuable tool to retain volunteers and encourage others, and a new partnership with sportscotland for 2012 will launch the Sports Coach Awards which also act as a feeder for the Scottish Coach of the Year Awards.

Closer working with staff in Leisure Centres has resulted in the qualification of new coaches who can offer sports courses through our centres, leading to a growth in participation and the development of new clubs and competition in the area.
Active Schools

We believe that increasing participation opportunities for children is critical to a lifetime's involvement in sport and to future sporting performances. Active Schools is a government/sportscotland funded programme with the aim of:

- Increasing the number of children and young people participating in school and community sport, and
- Building capacity through the recruitment, retention and development of a network of volunteers to deliver sport in schools and the wider community

**Priorities and outcomes:**

- Recruit, retain and develop a network of volunteers, coaches, leaders and teachers who in turn deliver opportunities in school and community sport.
- Increase the number of young people engaging in volunteering as sport leaders and coaches in both school and community settings.
- Increase the quality and range of activities offered before and after school and during lunch.
- Increase participation amongst under-represented groups including girls, less active young people and young people with a disability
- Develop effective pathways between school and sport clubs to support the transition from school to community sport.
- Work in partnership with education and sports development staff to develop an integrated approach across physical education, school sport and sport in the wider community.
- Motivate and inspire school aged children to participate in sport by delivering programmes designed to maximise engagement with London 2012, Glasgow 2014 and the Ryder Cup in 2014. Programmes include Bank of Scotland NSSW, Young Ambassadors, Sport Relief and clubgolf.
- Support the development and delivery of sportscotland led initiatives including Positive Coaching Scotland.
Active Schools plan and co-ordinate programmes with a variety of partners/agencies

The team work with a range of internal partners (such as Education, Sport Development, Leisure and Youth Services, Transportation, Social Work and Children and Families). Externally we work with a range of local and national agencies, community clubs and organisations, Social Enterprises and Governing Bodies of Sport to name a few. These partnerships allow us to increase the range and quality of extra-curricular school and community based opportunities available to young people.

Extra-Curricular Programme
To increase the number of opportunities available for school children to be physically active, Active Schools work with schools to continue to increase the number of extra-curricular clubs running across the authority. We have over 700 extra-curricular clubs within Primary and Secondary schools across the 3 terms supported by some 600 volunteers. In many cases we link with National Governing Bodies, local clubs, Sports Development, Leisure Services and leisure trusts in order to enhance opportunities and where possible, create pathways to local community clubs.

Volunteer Development
Volunteers are at the heart of our work in Active Schools. Without their support, the majority of activities couldn’t happen. There are over 600 people who kindly give up their time to help volunteer across a range of sports/activities within Argyll and Bute including parents, teachers, other school staff, students, community coaches and senior pupils. We’re proud to have one of the largest volunteer networks in the country and an extensive CPD/development programme and support is offered to further develop skills and qualifications both locally and within the annual Coaching Champions Weekend.

Sports Leadership is now in place for young people across all Secondary Schools. Pupils gain nationally recognised qualifications in leadership/sport, develop lifelong skills and build confidence.

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**School-Club Links**
As a team we promote sporting pathways for young people to allow them to engage in sport and physical activity from pre-school and into adult life. In Argyll and Bute we have a school-club link scheme that offers a number of different tools for both schools and clubs to continue to strengthen their relationships, encourage participation and as a result increase membership of community sports clubs. For clubs starting out “Clubstart” offers templates, top tips, child protection guidance, key contacts and advice on funding i.e grants such as Awards for All, Glasgow 2014, sportsmatch etc.

**Active Play**
Active Schools support the development of leadership skills for pupils in upper primary through our Active Schools Buddy Programme. In 2004 we developed the Active Play resource pack and training package so that young people could lead fun and safe games in the playground. We’ve also helped schools access grant funding to develop playgrounds/install climbing walls.

**Fit for Girls**
This is a national programme led by sportscotland/Youth Sport Trust and backed by Government investment. It is targeted at girls aged 11-16 to encouraging them to adopt more active lifestyles. Training was delivered to PE departments and Active Schools Co-ordinators so that specially tailored activities could be developed for girls both in school and outside the curriculum. Over the past three years female participation has increased in Argyll and Bute secondary schools by 10%.

**Clubgolf**
Clubgolf is designed as a safe and exciting introduction to the game of golf. This is also a national government programme which offers primary 5 pupils an excellent pathway from curricular delivery into local golf clubs where youth sections are delivering clubgolf coaching programmes. Schools receive a free resource bag and lesson plans in order to deliver the programme and we offer subsidised places on the national clubgolf coach education programme.

**Competitions/Festivals**
Throughout the year Active Schools work in partnership with school staff, Sports Development Officers and community sports club to organise and deliver various sporting events for primary and secondary pupils. These festivals bring a number of schools together to participate and
compete in a range of different sports. This provides a great focus and motivation for pupils to work towards and a real sense of pride representing their school.

The highlight of the secondary events calendar is the Secondary School Games which takes place during National School Sport Week in June. More than 600 first and second year pupils gather together to compete in 14 sporting activities across Oban and Lorn.

**Holiday Programmes**

Each year we organise holiday programmes across Argyll and Bute. We provide a range of different affordable activities from traditional sports to dance and surfing and work with a number of different partners including NHS, Sports Development, Youth Services local sports clubs/leisure facilities and providers.
**Leisure Services**

The aim of Leisure Services within Argyll and Bute is to provide customers of all ages with accessible, well-equipped, inclusive health and fitness programmes that are delivered with the utmost professionalism in a safe environment. The service as a whole aims to maintain and develop the provision to help improve the overall health, fitness and general wellbeing of the community in order to assist Argyll and Bute to realise its full potential while achieving best value for our customers.

Leisure Services offer a wide range of facilities across Argyll and Bute under the banner of the ABC Leisure Club. The club is made up of the following range of facilities that cater from live entertainment to a varied range of sports and fitness programmes:

**Swimming and Fitness**

The ABC Leisure Club has been developed to enable members of one facility to access other facilities across the service. The Club currently has over two and a half thousand members as well as an estimated ten thousand users who pay as they go all of which have the opportunity to use the following services:
Swimming Pools – all four pools offer an aquatics programme that caters for all individuals from the casual swimmer to the competitive club members

Fitness Gyms - there is provision of up to date well maintained equipment within all of the gyms across the service. Users can enjoy a wide range of fitness programmes that cater for all individual goals and wants.

Cafe/Bistro – Leisure Services have two excellent cafes within the Aqualbrium (bistro) and the Riverside Swim and Health Centre both of which passed environmental health inspections and have won healthy eating awards due to their menu choices.

Halls and Theatres

Halls and Theatres cater for a wide range of activities such as meeting rooms, sports clubs, live entertainment, weddings and conferences. Over the past couple of years Leisure Services has successfully delivered a wide range of events such as the Labour Party Conference and the Royal National MOD. The service has also delivered live international music acts such as Blur, Ocean Colour Scene and Primal Scream, as well as comedy acts such as Kevin Bridges, Bill Baily and Al Murray.

Specialised Programmes

Swimming Development – Leisure Services has developed in partnership with Scottish Swimming the ABC Learn to Swim Programme. The scheme is a nationally recognised programme with over 1500 children across the service being taught to swim by qualified level 1 and 2 teachers. The programme also has links to our Rookie Lifeguard Programme which teaches children the importance of lifesaving and first aid skills.

Fitness Classes – Our class programme offers a wide range of fitness classes from specialised programmes like: core stability, circuit training, kettle bells, spinning and Powerplate, to mainstream classes such as the very popular Zumba and Pilates.

ArgyllActive – ArgyllActive is a scheme which offers health care professionals the chance to refer patients, who need exercise, to specialised fitness classes. The scheme caters for clients who have a number of health issues, for example: diabetes, high blood pressure, MS, osteoporosis, heart conditions and/or mental health issues. The scheme currently offers an 8 week rolling programme which looks at increasing the amount of exercise the referral is taking while encouraging behaviour change.
Schools – Leisure Services currently either assist or are responsible for teaching the schools swimming curriculum for a number of primary schools across the service. In Aqualibrium this service also encompasses different sports sessions within the PE curriculum.

**Partnerships**

We work in partnership with a number of organisations in order to ensure that our service complies with industry standards for quality and health and safety:

- **Scottish Swimming Partnership** – to ensure that our ABC Learn to Swim Scheme which has over 1500 children learning to swim meets swim school approval

- **QLM (Quality Leisure Management)** – QLM are industry leaders in Leisure Management consultation and assist Leisure Services to ensure that health and safety and industry standards are in place at all times

- **NHS Highland** – we work closely in partnership through our exercise referral scheme, ArgyllActive to ensure that exercise referral criteria are met at all times

- **Register of Exercise professions (REPs)** – our instructors are all trained to the highest possible standards for the task they are going to undertake. All instructors are signed up to REPs and comply with the REPs code of conduct in order to give fitness instruction or advice

- **RLSS (Royal Lifesaving Society)** – our facilities are signed up to RLSS approved training centre status in order to run lifeguard training and courses to lifeguards and members of the public who wish to develop the lifeguarding skills
**Education**

Argyll and Bute Council recognise the key role schools have to play in providing high quality PE, Sport and Physical Activity. Physical Education offers a unique opportunity for all children to receive a range of experiences developing core skills that support physical activity in later life. The Council is committed to improving the health and well being of our young people and is making a major contribution by adopting a whole school approach to Health Promotion.

Support is also provided by the Active Schools team, in conjunction with a number of internal and external partners to ensure a high quality learning environment by:

- **Building a sustainable volunteer network and infrastructure in schools and the wider community**
- **Providing pathways for lifelong participation**
- **Using a targeted approach to increase participation amongst hard to reach groups**

In March 2012 The Scottish Government announced its intention to support local authorities in reaching the target of providing at least two hours or two periods of PE. Sportscotland has identified an additional £3.4 million to be distributed to authorities over the next two years to help deliver the pledge. This will be supplemented with a further £2.4 million package of national developments led by Education Scotland to increase the support available to local authorities and teachers.

Each local authority will work in partnership with Sportscotland and Education Scotland to agree an action plan which will help support delivery of their commitment. Within Argyll and Bute a working group has been formed within Education Services in partnership with Active Schools to plan the roll out of this national initiative and provide an integrated and progressive set of opportunities for our young people to become physically literate.

At the time of updated this strategy matters were at a very early stage and although the general aims of raising standards and access to physical education and sport are included in the action plan, there are no detailed targets set.
Youth Services

Youth Services work closely in partnership with secondary schools and other youth work providers in Argyll and Bute to deliver formal and informal learning activities to young people aged 12 to 25. Our aim is to offer young people the opportunities, support and information they need to become successful learners, confident individuals, effective contributors and responsible citizens.

Key outcomes for the service include increasing the involvement of young people in volunteering and youth democracy activities, increasing achievement levels, supporting young people at difficult transitional stages, providing a range of opportunities for young people and improving the health and well-being of young people. Youth service’s youth workers are actively involved in the delivery of Curriculum for Excellence activities and Opportunities for All.

Health and well-being and physical activity, particularly with targeted groups such as young women and disengaged young people, underpin many of the programmes and activities delivered by Youth Services.

Duke of Edinburgh Award

The Duke of Edinburgh Award has been helping young people reach their full potential in Argyll and Bute for 21 years with local groups operating across the authority. The Award Scheme in Argyll depends on committed adult volunteers who give their time and effort to ensure that young people get the opportunity to participate in the Service, Skills, Physical Recreation and Expedition sections. The Physical section encourages young people to improve their own physical fitness through participation and improvement in physical activity, whilst the Expedition ensures that young people get outside and complete a journey by their chosen means of transportation i.e. foot, cycle, sail, canoe etc.

Young Scot

In partnership with Youth Services, Young Scot provides young people, aged 11 - 26, with a mixture of information, ideas and opportunities to help them get the most of their lives. The services provided are intended to enable all young people to make informed decisions and choices, turn their ideas into action and take advantage of the opportunities available to them. Have them develop confidence and knowledge to take their place as active citizens in their communities- locally, nationally and globally.

Young Scot offers incentives, information and opportunities to young people aged 12 to 26 to help them make informed choices, play a part in community life, and make the most of their leisure and learning. Discounts are available with the Young Scot card, which among other items, offers reduced or free entry for leisure facilities and assistance with transport to increase access.
Social Enterprise & Voluntary Sector

Argyll and Bute Council works with three independent Social Enterprises to deliver sports and leisure facilities to residents and visitors in MacTaggart Leisure Centre, Bowmore, Atlantis Leisure, Oban and Mid Argyll Community Pool, Lochgilphead. Support is given to each of these three companies in financial terms as well as advisory through sports development and each relationship differs with the scale and range of services offered.

Stramash Social Enterprise is a successful outdoor sport and adventure company based in Oban which started life as part of our sports development service. We are proud that it has flourished and grown as a free standing social enterprise offering a unique service across not only Argyll and Bute, but Scotland. Our relationship with Stramash continues through programmes such as Coaching Champions and other sports development initiatives in a similar vein to the other social enterprises.

The Council is committed to working in partnership with the voluntary sector to improve the quality of life for the community and build on the strong working relationships that already exist in a spirit of mutual respect and trust. It is recognised that the voluntary sector is active in all aspects of community life and plays a key role in providing opportunities and encouraging local people to participate as ‘active citizens’ within their communities.

In Argyll and Bute, more than three in ten (35%) adults had undertaken some form of voluntary activity during the previous year; this was a higher proportion than the national rate of 26% and 24% of adults in Argyll and Bute undertake some sports-related voluntary work - the national average is 14%.

(sportscotland 2008)

Ensuring sustainable community activity is essential for sports development. Advice and guidance is provided by the Council to organisations and clubs as they explore opportunities for income generation and try and ensure long term success and viability, this includes staff support, access to facilities, access to training and use of other resources. We have assisted a great number of organisations, large and small, throughout Argyll and Bute to access funding, particularly lottery funding, for projects with a sport and physical activity link.
Events and Tourism

Argyll and Bute hosts a number of sports events on an annual basis from world class to local community based. Each has its own purposes and merits, but all have common advantages of impacting on the economy of the area, attracting people to the area and raising the profile of sport in Argyll and Bute.

The natural environment and vibrant community spirit in Argyll and Bute combine to create special events and competitions which are enjoyed by residents and visitors alike. Through this strategy we aim to highlight opportunities to attract events, grow sports participation within the area through encouraging sports events and ensure that the contribution to the economy and community is enhanced.

The three year Events and Festivals Grant Fund from 2012-2015 has identified four sports events for investment – Tiree Wave Classic, West Highland Yacht Week, Tarbert Series and Camanachd Cup Final. Other financial support is given through the Third Sector Grant Fund on an area basis, and local organisers are assisted to source funding from outwith Council sources such as lottery and commercial sponsorship.

The recent advent of Community Sports Hubs is seen as a potential investment area for local sport in events to meet the aims of the programme by raising participation levels and supporting the growth of clubs and new sport.
Partners in our Success over the past three years

- Stramash • Active Schools • Football Development
- Rugby Development • Shinty Development • Coaching Champions • Excellence Awards (Council and CoSLA)
- Games for Scotland • Events and Festivals • Olympic Torch Relay
Section 4

Key Successes . . .

A summary of what we have delivered from the 2005 SPA Strategy – and what we still need to do.

Here is a BRIEF summary of our successes over the past three years of this Strategy

| Active Schools | • An increase of participant sessions within the extra-curricular programme of 23,167 (23%) equalling 123,657 total participants  
• Between 2009 and 2012 more than 500 inactive and hard to reach pupils are now active as a result of targeted programmes delivered in partnership with a number of agencies.  
• Between 2009 and 2012 742 volunteers/coaches have attended 88 coach education courses through Active Schools/Coaching Champions Programme |
| --- | --- |
| Leisure Services | • Development of the **ABC Learn to Swim Scheme** in partnership with Scottish Swimming —over 1200 children currently being taught to swim in the 4 pools  
• Facility Usage - **Membership** increased from 1842 members to 2677 = 45% increase  
• **Argyllactive** exercise on referral scheme – procedures have now been agreed with NHS Highland and training opportunities and instructors identified – scheme now in place in Mid Argyll Sports Centre (MASC) and Aqualibrium.  
  o 134 referrals in total for Aqualibrium and MASC – 44 still attending = 33%  
  o British Heart Foundation – funding approved for defibrillator for MASC |
| Sports Development | • **Coaching Champions Programme** - numbers attending have increased by 438 (73%). In 2012 it was awarded the prestigious London 2012 Organising Committee Inspire Mark – “for exceptional and innovative projects inspired by the 2012 Games.” The event has also gained a COSLA Bronze Award and an APSE Healthy Accolades Award.  
• **SFA Quality Mark Awards for Argyll and Bute Clubs** - A great deal of work by our Football Development Officers in partnership with the SFA and local football clubs has led to a number of these successfully gaining the SFA Quality Mark accreditation.  
• **ABC Clubmark** - Our club accreditation programme, was launched in 2012 and sets out standards of operation that clubs wishing to join the programme are expected to meet. These include child protection and volunteer recruitment policies, membership of governing body of sport, and Positive Coaching training for coaches  
• **Games for Scotland** – three years of successful partnership with Eventscotland to highlight Glasgow 2014 Commonwealth Games |
| Youth Services | • 175 young people participating in the **Duke of Edinburgh Award Scheme** in 2011 with 7 achieving Gold Awards, 11 Silver and 24 Bronze |
Section 5

Vision and Aims

Our vision, shared by others, has six aims that will contribute to BETTER Health, LONGER lives and STRONGER Communities.
Our Vision

Provide opportunities for people of all ages and abilities within Argyll & Bute to participate in sport and physical activity and develop an active lifestyle.
<table>
<thead>
<tr>
<th>Aim</th>
<th>Expanded Aim</th>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lifelong Participation</strong></td>
<td>Raise lifelong participation levels in sport and physical activity across Argyll and Bute</td>
<td>Building an infrastructure of services, programmes, staff and volunteers who can promote and drive involvement in sport and physical activity is at the core of our services. The Scottish Government sportscotland, have ambitious targets to co-incide with the 2014 Glasgow Commonwealth Games, Ryder Cup and Year of Homecoming.</td>
</tr>
<tr>
<td><strong>Active Lifestyles</strong></td>
<td>Promote Active Lifestyles in our programmes, services and facilities across all age ranges. Including Council support to the third sector. Liaise with Scottish Government, sportscotland, NHS Highland and others to maximize the wider benefits to our residents.</td>
<td>Evidence that physical activity improves the quality of life for all ages is compelling and the more if can be encouraged as a part of a day to day lifestyle the better and longer life people enjoy. Ensuring our business and service planning reflect this long term aim is crucial, as is our support for the third sector including Social Enterprises, grants, events etc. National targets for health and activity have impact locally meaning services and programmes we offer should reflect and embrace these.</td>
</tr>
<tr>
<td><strong>High Standards in Coaching and Competition</strong></td>
<td>Recognise opportunities to develop pathways through sport for the population by developing coaching and raising standards in competition. Work with sportscotland, local authority partnerships, governing bodies of sport and further education to develop our people as excellent coaches, officials and players and develop clubs and teams to take advantage of opportunities at higher levels.</td>
<td>Consistently high standards in sports coaching and coaches is crucial for the success of our service, whether they are our own staff, partners or volunteers. Partnership work with sportscotland and neighbouring local authorities and further education will help develop such consistency and quality. Similarly, driving up the standard of competition and consequently the quality of sport in our area will develop opportunities for athletes, teams and clubs to achieve higher goals at regional, national and international level. Within the voluntary sector there is vast experience in coaching, organizational management and innovation. Developing a Mentor Programme to share these skills will help accelerate the development of young and inexperienced coaches and volunteers.</td>
</tr>
<tr>
<td><strong>Support Volunteers and Clubs</strong></td>
<td>Promote and support voluntary and community involvement in the provision of sport and physical activity</td>
<td>Development of sport and physical activity relies on a strong voluntary network. We recognize the value of this work and continue to offer opportunities for volunteering, training, support and deployment through our services. We also promote recognition through awards and accreditation schemes.</td>
</tr>
<tr>
<td><strong>Sport and Social Inclusion</strong></td>
<td>Encourage the use of sport and physical activity as a means of achieving social inclusion</td>
<td>Working across service boundaries and with external organisations we can educate professionals working in the social inclusion sector to recognize the value of sport and physical activity to improve the quality of life, tackle antisocial behavior and offer new opportunities.</td>
</tr>
<tr>
<td><strong>Sport embedded in Community Planning</strong></td>
<td>Improve health and wellbeing of our citizens and communities with sport and physical activity is embedded in Community Planning Partnership</td>
<td>Sport and Physical Activity is recognized at National level as a legitimate contributor to community development. The ability to improve its contribution at the local table requires to be tackled through education, liaison and recognition of what we can offer through better partnership working.</td>
</tr>
</tbody>
</table>
time for sports
Section 6

Action Plan

This Plan shows what we will do, how we will make it happen and when we will deliver between now and 2015.
## Lifelong Participation

<table>
<thead>
<tr>
<th>Main Outcomes</th>
<th>Activities to achieve outcome</th>
<th>Target</th>
<th>Target Date</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increased participation levels for girls and women</strong></td>
<td>Deliver training to Council staff and partners Deliver female only programmes in localities</td>
<td>10% increase on baseline figure of 47% participation</td>
<td>March 2013</td>
<td>Active Schools</td>
</tr>
<tr>
<td><strong>Improved participation pathways from school to the wider community</strong></td>
<td>Roll out Active Schools School/Club programme</td>
<td>80 school club links in place</td>
<td>June 2012</td>
<td>Active Schools</td>
</tr>
<tr>
<td></td>
<td>Develop Community Sports Hubs to support and strengthen local clubs</td>
<td>Deliver Community Sports Hubs as agreed with sportscotland</td>
<td>March 2015</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td>Develop ABC Clubmark to raise standards of clubs and develop consistent quality.</td>
<td>Issue accreditations as follows;</td>
<td>March 2015</td>
<td>Leisure Services</td>
</tr>
<tr>
<td></td>
<td>Work with external partnerships to develop existing clubs and identify opportunities for new clubs</td>
<td>Participate in relevant external partnerships. 1 in 2012 (RYA Scotland Area Development Group)</td>
<td>December 2013</td>
<td>Leisure Services</td>
</tr>
<tr>
<td><strong>Develop an integrated physical activity programme for nursery aged children</strong></td>
<td>Rollout Active Schools/Early Years/ Football CPD training programme across all nurseries</td>
<td>50 staff trained</td>
<td>September 2012</td>
<td>Active Schools</td>
</tr>
<tr>
<td></td>
<td>SFA Mini Kickers programme introduced to early years centres</td>
<td>5 centres per year</td>
<td>March 2015</td>
<td>Football Development</td>
</tr>
<tr>
<td></td>
<td>Identify Leisure Services programmes to provide early years development</td>
<td>Complete facility programmes</td>
<td>March 2013</td>
<td>Leisure &amp; Sports Development</td>
</tr>
<tr>
<td><strong>Promote and support new and existing groups and programmes for older and inactive people across Argyll and Bute</strong></td>
<td>Link Argyllactive exercise on referral programme to clubs/programmes in the community.</td>
<td>4 clubs/programmes per year</td>
<td>March 2013</td>
<td>Leisure &amp; Sports Development</td>
</tr>
<tr>
<td></td>
<td>Identify new club/activity to support in communities e.g. Nordic Walking Clubs (Tarbert/Lochgilphead)</td>
<td>4 clubs/programmes per year</td>
<td>March 2013</td>
<td>Leisure &amp; Sports Development</td>
</tr>
</tbody>
</table>
### Active Lifestyles

<table>
<thead>
<tr>
<th>Main Outcomes</th>
<th>Activities to achieve action</th>
<th>Target</th>
<th>Target Date</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Sports Facilities and Pitches Strategy recommendations</td>
<td>Identify key priorities for Leisure Services and manage change in both capital and revenue budgets</td>
<td>Prepare Capital Plan and present to Asset Management Board</td>
<td>September 2012</td>
<td>Leisure Services</td>
</tr>
</tbody>
</table>
| Develop clear and transparent access and pricing systems for sports facilities, pitches and school facilities | Review booking systems  
Consolidate sports facility prices across all services  
Identify opportunities to access school estate for sport | Proposals submitted for consideration of 2013/14 Budget Committee | November 2012     | Leisure Services  |
|                                                                                   | Ensure consistent approach to bookings, charges and concessions across Argyll & Bute           | Condition of grant for Service Level Agreements 2013/14                | November 2012     | Sports Development |
| Develop Argyllactive programme                                                  | Work in partnership with NHS Highland to develop programme and ensure quality delivery     | 3 year agreement with NHS Highland to financially support Argyllactive programme | March 2013        | Leisure Services  |
|                                                                                   | Link Argyllactive to Leisure Services programmes and SLA funded services                    | Develop formal links between Argyllactive Programme and facility programmes | March 2014        | Leisure Services  |
| Develop links with outdoor sports programmes and providers                     | Retain links with Stramash Outdoor and work with other interest groups to highlight sport and physical activity opportunities | Link potential partnerships to Community Sports Hub                    | March 2015        | Sports Development |
| Provide Sport & Physical activity programmes for all age groups within Argyll & Bute | Investigate new class and session opportunities for those age groups not currently participating in physical activity | 5% increase in session/class participation across facilities          | May 2013          | Leisure & Sports Development |
## High Standards - Coaches and Competition

<table>
<thead>
<tr>
<th>Main Outcomes</th>
<th>Activities to achieve action</th>
<th>Target</th>
<th>Target Date</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase the number of performance coaches</strong></td>
<td><strong>Develop Coaching and Volunteering Plan</strong></td>
<td>Complete Plan</td>
<td>December 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td><strong>Develop Coaching Talent and Mentor Programmes</strong></td>
<td>Complete Programme</td>
<td>December 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td><strong>Continue to evolve opportunities for coaching through Coaching Champions and similar programmes</strong></td>
<td>Coaching Champions 2013</td>
<td>February 2013</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td><strong>Work with sportscotland and West Region Coaching Team to develop and refine coaching plan</strong></td>
<td>Ongoing involvement in North Area and West Region Fora</td>
<td>September 2013</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td><strong>Promote and organise annual Coaching Awards in partnership with sportscotland</strong></td>
<td>Host 2012 awards</td>
<td>June 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td><strong>Improve local pathways to develop talented athletes</strong></td>
<td><strong>Continue development of training camps in target sports</strong></td>
<td>Sports Development Plans for partner target sports – football, rugby and shinty</td>
<td>Ongoing, 2013</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td><strong>Revise Sports Gold Card for talented athletes to ensure maximised opportunities</strong></td>
<td>Review current uptake and demand</td>
<td>December 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td><strong>Improve inclusion within sports coaching in Argyll &amp; Bute</strong></td>
<td><strong>Maintain Active Schools and Sports Development programmes to support inclusion in sport, including disability sport training courses to upskill coaches and teachers</strong></td>
<td>Work with Disability Sport to identify need and opportunity for promising athletes</td>
<td>December 2012</td>
<td>Active Schools</td>
</tr>
<tr>
<td></td>
<td><strong>4 disability sport clubs in place and training delivered to 6 areas of Argyll &amp; Bute to encourage inclusion</strong></td>
<td>4 disability sport clubs in place and training delivered to 6 areas of Argyll &amp; Bute to encourage inclusion</td>
<td>June 2013</td>
<td>Active Schools</td>
</tr>
</tbody>
</table>
## Support volunteers and clubs

<table>
<thead>
<tr>
<th>Main Outcomes</th>
<th>Activities to achieve action</th>
<th>Target</th>
<th>Target Date</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify training opportunities in sport and physical activity</strong></td>
<td>Work with Scottish Sports Academy to offer apprentice placements in Argyll &amp; Bute through Leisure Services</td>
<td>Retain minimum of 2 places per year</td>
<td>June 2013</td>
<td>Leisure &amp; Sports Development</td>
</tr>
<tr>
<td></td>
<td>Develop database of coaching material for coaches, vocational training, existing staff and coaches and link to Coach Mentor Programme</td>
<td>Implement database</td>
<td>December 2013</td>
<td>Leisure &amp; Sports Development</td>
</tr>
<tr>
<td><strong>Develop training opportunities for volunteers in sports clubs and organisations</strong></td>
<td>Develop Coaching and Volunteering Plan</td>
<td>Complete coaching and volunteering plan</td>
<td>December 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td>Link development to roll out of Community Sports Hubs</td>
<td>Contained within individual CSH Plans</td>
<td>Annually to 2016</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td>Develop updated reward and recognition programme linked to concessions, charges, ABC Clubmark</td>
<td>Part of C&amp;V Plan</td>
<td>December 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td><strong>Build a sustainable volunteer network</strong></td>
<td>Utilise Active Schools database to identify training needs/gaps in provision</td>
<td>470 volunteers delivering extracurricular clubs</td>
<td>June 2013</td>
<td>Active Schools</td>
</tr>
<tr>
<td></td>
<td>Provide Sportscoach UK and Children 1st training for clubs/organisation</td>
<td>250 volunteers supporting school-club links</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deliver minimum four workshops per annum. As well as Coaching Champions</td>
<td>April 2013</td>
<td>Sports Development</td>
</tr>
</tbody>
</table>
## Sport achieving social inclusion

<table>
<thead>
<tr>
<th>Main Outcomes</th>
<th>Activities to achieve action</th>
<th>Target</th>
<th>Target Date</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify means to support sport and physical activity in rural and island communities</strong></td>
<td>Maximise use of Active Schools club links programme, extra-curricular development and outreach holiday programmes</td>
<td>Outreach programmes delivered and supported in all 10 clusters</td>
<td>March 2015</td>
<td>Active Schools</td>
</tr>
<tr>
<td><strong>Improve sports provision in areas of social economic disadvantage</strong></td>
<td>Work with Youth Services and other partners to develop Sport Inclusion Plan</td>
<td>Implement and deliver Sport Inclusion Plan</td>
<td>October 2013</td>
<td>Youth Services</td>
</tr>
<tr>
<td><strong>Provide assisted places on all courses to remove financial exclusion</strong></td>
<td>Review charges, concessions and programmes to ensure accessibility on courses</td>
<td>Submit proposals for consideration to 2013/14 Budget Committee</td>
<td>November 2012</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td>Work with other services, internal and external to identify funding for people to attend courses</td>
<td>Develop database of grants and support</td>
<td>April 2013</td>
<td>Sports Development</td>
</tr>
<tr>
<td><strong>Ensure equity in sport</strong></td>
<td>Adopt Sportscotland Code of Equity where appropriate</td>
<td>Link to ABC Clubmark and Government Bodies SLA’s</td>
<td>March 2013</td>
<td>Sports Development</td>
</tr>
<tr>
<td></td>
<td>Continue work with Children 1st at Local Authority Safeguarding Children in Sport Forum</td>
<td>Appoint Argyll &amp; Bute representative</td>
<td>March 2013</td>
<td>Sports Development</td>
</tr>
</tbody>
</table>

July 31, 2012
**WHO’S WHO**

**ACTIVE SCHOOLS**

**MANAGER – NICOLA HACKETT**

**CO-ORDINATORS – DALE KUPRIS, JANE SINCLAIR, JILLIAN GIBSON, BARBARA WHYTE, WILL WRIGHT, MARTIN CALDWELL, LINDSAY MITCHELL, CLAIRE MUNN, SHONA RAMSAY, FRANCES HARDIE, LINDSAY RAMSAY, SEAN MCNEE, STUART MCCABE AND KAREN MCCORKINDALE**

**SPORTS DEVELOPMENT**

**COMMUNITY SPORT LEAD MANAGER – WILLIE YOUNG**

**DEVELOPMENT OFFICERS – FOOTBALL, MARTIN RAE – SHINTY, EUAN MCMURDO – RUGBY, ALLAN WRIGHT**

**LEISURE SERVICES**

**MANAGER – JIM ANDERSON**

**DEVELOPMENT OFFICER – PAUL ASHWORTH**

**MANagers – LORNA WHYTE AND MARIUS HUYSAYMER**

**SENIOR MANAGEMENT**

**DIRECTOR – CLELLAND SNEDDON**

**HEAD OF SERVICE – DONALD MCVICAR**

**LEISURE & YOUTH SERVICES MANAGER – MURIEL KUPRIS**

**SPOKESPERSON FOR SPORT, ARGYLL AND BUTE COUNCIL – COUNCILLOR DOUGLAS PHILAND**