



annual report & accounts
2010-2011



BACKGROUND

Coaching Highland exists to support the development of coaches and coaching throughout the Highland Council area and this report has been written to demonstrate how we do this and the results of some of our work.



The Directors

Angus Dick

Chair

Dr Elizabeth Barron MBE

Vice Chair

Dougie MacDonald

Peter Bowen

Hugh MacKay

The Staff

Alan Hoseason

Coaching Development Officer

Nia Jones

(to 30/04/10)

Lindsay Campbell

(from 03/05/10)

Sports Leaders Co-ordinator

Elissa Steven

Sports Coaching Administrator

Coaching Highland was incorporated as a Company Limited by Guarantee on 4th February 2005 by

Companies House:

Registered in Scotland No: SC279419.

On 17th April 2007, Coaching Highland was granted charitable status by the

Office of the Scottish Charity

Regulator No: SC038094.

The Company was founded from the voluntary organisation 'Gael Force Ten' which began in May 1995.

During 2010-11, five Directors led the organisation along with three members of staff plus two advisers who represent the two main funding partners: The Highland Council and **sportscotland**. Coaching Highland appreciates the support from these agencies and in particular the additional in-kind support from The Highland Council who assists by providing personnel (1.5 posts to run the organisation) and associated procedural support.

The third post during 2010-11 was funded through our Sports Leaders Award Programme.

More information about our programmes and support services can be found online at our website:

www.CoachingHighland.co.uk



SPORTS AND CO-ORDINATORS

Our core sports programme is awarded to only a few National Governing Bodies and during 2010-11 these included:

- 01 Canoeing**
- 02 Curling**
- 03 Cycling**
- 04 Disability Sport**
- 05 Golf**
- 06 Rugby**
- 07 Sailing**
- 08 Swimming**

We appoint a co-ordinator for each sport who liaises with all the clubs and the relevant National Governing Body.

This allows us to strategically plan how our Scholarship funds will be spent. To do this we write a **Coach Action Plan** for each sport which identifies where our funding on coach education is best utilised.

We would like to take this opportunity to thank our Co-ordinators who undertake a very important role in our core sport programme.

SCHOLARSHIPS

Scholarships are distributed by identifying the needs of the sport throughout the area and spending on these priorities to ensure a good spread of coaches at all levels

Our **Coach Scholarship Programme** is for volunteer coaches from our core sports living in the Highlands and we allocate each sport with £3,000 for the year.

The figures below highlight the number of coaches and the total amount spent on **Coach Scholarships for 2010-11:**

SPORT	No. of Coaches	Scholarships Awarded
Canoeing	34	£2,729
Curling	15	£906
Cycling	10	£1,640
Disability Sport	17	£1,076
Golf	36	£3,020
Rugby	6	£420
Sailing	8	£1,069
Swimming	10	£1,800
TOTALS	136	£12,660

COACH EDUCATION GRANTS



With part funding from sportscotland (up to October 2010), we were able to offer funding for Coach Education Courses for coaches outwith our core sports.

Applicants are asked to apply to their Local Sports Council before seeking the balance from Coaching Highland.

Grants are limited to a maximum of £250 per person and include funding for travel and accommodation.

The outcome of the 2010-11 grants are summarised below:

SPORT	No. of Coaches	Grants Awarded
Aikido	7	£350.00
American Football	1	£37.50
Archery	1	£110.00
Athletics	8	£574.00
Badminton	2	£120.00
Basketball	2	£251.00
Canoeing	18	£1,255.50
Cricket	1	£178.00
Cycling	7	£716.50
First Aid	1	£45.00
Football	8	£149.00
Golf	8	£640.00
Gymnastics	10	£430.00
Hockey	16	£833.00
Ice Hockey	1	£127.50
Netball	1	£131.00
Nordic Walking	1	£250.00
Shinty	5	£252.50
Shooting	3	£277.00
Skiing / Snowboarding	5	£800.00
Squash	4	£655.00
Tennis	3	£672.50
Windsurfing	1	£55.00
TOTALS	114	£8,910.00

CASE STUDY

Amy Clark

Level 4 Trampoline Coach

Coaching Highland is delighted to be able to support coaches like Amy as she has done extremely well and is extremely motivated to gain such a high qualification.

We need to continue encouraging and supporting local people in the Highlands as much as we can to improve opportunities and skills so all can benefit.

Inverness Trampoline Club has been in action for almost two decades and has been lucky to have had the input from a number of enthusiastic volunteer coaches over this time. As a former competitor for the Club, Amy has first-hand experience the positive impact that skilled coaches can have on performers of all levels.

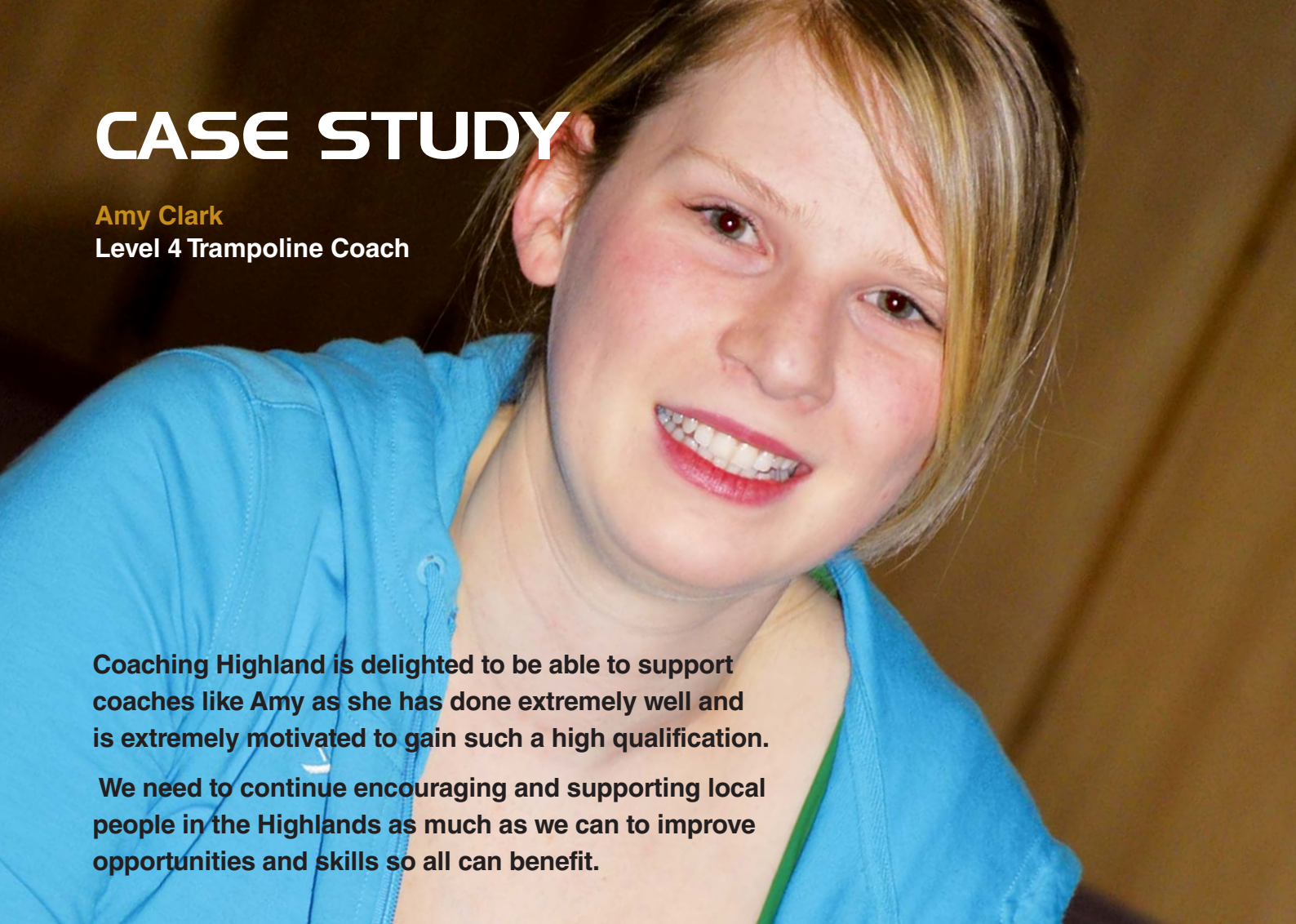
When Amy approached Coaching Highland, the Club's most qualified coach was Malcolm Clark but he had expressed interest in reducing his involvement over the next few years. Due to this, it was imperative that Amy increase her coaching qualification to **Level 4 Senior Club Coach** to allow the Club to continue at the current level. This qualification allows her to help their competitive gymnasts' progress their trampolining skills up to British National Level.

Amy told us, "The course required me to study areas that I previously had little experience in: strength and conditioning; phases of training year; sport psychology; and detailed bio-mechanical and technical analysis of skills. These studies will help me to develop our gymnasts more holistically

than I was previously capable of and I'm now more aware of their needs other than skill development. With the help of another coach we are already beginning to introduce structured strength and conditioning into our sessions.

The Level 4 course was expensive; mainly due to the travel commitments and without the generous funding from Coaching Highland and Inverness Area Sports Council, would not have been able to attend. This has given our Club the ability to continue to progress trampoline gymnasts in Inverness to their full potential when Head Coach Malcolm Clark chooses to step down. I would like to thank both Coaching Highland and the Inverness Area Sports Council for allowing this to happen."

Well done Amy and we wish you and Inverness Trampoline Club all the very best for your ongoing development.



ACTIVE SCHOOL CO-ORDINATOR COURSES



Starting in August 2005, this Coach Education Course Programme was specifically designed to provide free courses and workshops for the 26 full time Primary Active School Co-ordinators (ASCs); the 29 part time Secondary ASCs; PE staff; and all of their volunteers to support community, lunchtime and afterschool sport sessions.

At the end of March 2010, a total of 1,507 volunteers had been trained in a wide variety of coach education courses.

In April 2010 it was decided to change the format of the programme. With Highland split into the North and South areas, an equal allocation of the funding was given to each area. This allowed ASC/PE staff to collectively decide what the needs were for the area and then with assistance from Coaching Highland, organise courses. The remaining funds were available for volunteers within the ASC Programme to book onto pre-existing courses.

The list of courses and numbers benefitting are shown below:

SPORT	Course Title	No. of New Coaches
Badminton	Active Badminton 1&2 and Fun Games Modules	9
Basketball	Training	13
Basketball	Getting Started	7
Boxercise	Instructor	12
Cheerleading	Training	27
Climbing	Climbing Wall Assessment	3
Climbing	Single Pitch Award	1
Disability	Inclusion Training	19
First Aid	Emergency First Aid	11
Football	Early Touches	23
Football	Development Activities	4
Football	Level 2 Coaching Youth Footballers	2
Hockey	Leaders Award	1
Jog Leaders	Jog Leaders Award	3
Netball	Workshop	13
Rugby	UKCC Level 1	3
Tennis	Primary Teachers Training	16
Tennis	UKCC Level 1	1
Zumba	Instructor	2
TOTALS	19 Courses	170

A breakdown of the people attending the above courses is shown here:

PROFESSION	No. of People
Active School Co-ordinator	26
Parent	9
Teacher	52
Pupil	47
Other Volunteer	36
TOTALS	170

SPORTS LEADERS AWARDS PROGRAMME 2008-2011



The key objectives defined at the outset for Year 3 were: to train and qualify a total of 1,000 Sports Leaders spanning across several awards set out on the Sports Leaders UK framework; and provide increased additional activity for 2,360 Primary School children.

In year 3 of the programme, the awards have continued to run as part of school curricular and extra/alternative curricular activities involving both teachers and other qualified community tutors such as Active Schools Co-ordinators.

The results for the 3rd year of the programme have been compiled in the table below, spanning the period from 1st April 2010 through 31st March 2011:

	Courses		Candidates	
	Completed	Targets	Completed	Targets
Level 1 Award In Sports Leadership (SL)	8	9	166	170
Level 1 Award in Dance Leadership (DL)	4	3	18	56
Level 2 Award In Community Sports Leadership (CSL)	6	4	57	75
Day Certificate In Sports Leadership (DCL)	5	12	53	144
Women Get Set Go! (WGSG)	2	1	54	12
Young Leaders Award (YL)	4	3	81	36
TOTALS	29	32	429	493

These awards all continue to provide essential and transferable life skills as well as the fundamental core skills to coach including; communication skills, health & safety, planning and organising events and sports sessions; first aid and games ideas. As well as obtaining a nationally recognised qualification, candidates actively take part in a variety of physical activities themselves thus increasing their own fitness levels.

Many candidates go above and beyond the minimum leadership demonstration required and expand into voluntary work for local clubs or community events.

As part of our ongoing partnership with Sports Leaders UK and as a result of the efficient support mechanisms we operate, Coaching Highland continues to act as a Scottish Local Centre of Community Sports Leadership

Please see the table below for the overall results for 2008-11 displayed by area:

Area	Total Participants	YL	DCL	SL	DL	WGSG	CSL	Tutors	Additional Activity
Badenoch & Strathspey	37	-	14	6	-	-	17	5	139
Caithness	33	-	33	-	-	-	-	1	-
Inverness Area	460	205	36	153	28	-	38	18	1,386
Lochaber	14	-	14	-	-	-	-	5	-
Nairn Area	138	-	65	38	9	17	9	5	784
Ross & Cromarty	533	-	71	391	3	-	68	9	1,758
Skye & Lochalsh	41	-	-	7	-	-	34	1	1,552
Sutherland	57	-	31	-	-	-	26	6	1,283
Malawi - Africa	145	-	101	-	-	44	-	-	80
TOTALS	1,458	205	365	595	40	61	192	48	6,982
3 Year Targets	1,156	96	300	500	36	24	200	30	2,360
% Target Results	126.1	213.5	121.7	119	111.1	254.2	96	160	295.4



In all but a couple of areas, we have significantly surpassed our total programme targets. Our Tutors are indeed committed to offering the awards to the people of the Highlands and clearly see the difference the awards make in their communities.

The awards and qualifications we offer through Sports Leaders UK overlap a number of the pathways in the “Curriculum for Excellence” strategy from the Scottish Government. The award structure fits into most categories of this document through outcomes which need to be achieved as part of the course programme.

This year we purchased whistles on lanyards branded with the Coaching Highland website address which have been presented to candidates for use in their future leadership endeavors and they also serve as a reminder that Coaching Highland is here as a resource for them to develop further as coaches.

As part of our ongoing partnership with Sports Leaders UK and as a result of the efficient support mechanisms we operate, Coaching Highland continues to be appointed a Scottish Local Centre of Community Sports Leadership by Sports Leaders UK.

For the second time, Coaching Highland presented a **Sports Leader of the Year Award - Stephanie Ford was the 2010-11 recipient.** Stephanie has completed the Level 1 Award in Sports Leadership as well as the Women, Get Set, Go! course. She was one of the Sports Leaders selected to go to Malawi with Nairn Academy and is actively involved in volunteering with the local Girls Club and primary schools activities sessions. Elizabeth McDonald, Active Schools Co-ordinator for Nairn nominated Stephanie for this award and highlighted her commitment to the Dreams and Teams Malawi Project.



CASE STUDY

The Benefits of Sports Leaders in Invergordon

Invergordon Academy Rector, Jim Steven strongly believes in the Sports Leadership Award programme as it gives students a focus, helping them become more confident. He speaks of the personal development gained in communication, organisation and preparation skills.

It is evident from speaking to people in Invergordon just how valued the Sports Leaders Award Programme is in their area. Candidates have been participating in the Sports Leaders and Community Sports Leaders courses for years and are always encouraged to get involved and put their leadership skills to work. The PE Department and Active Schools Co-ordinator work hard to ensure the awards are delivered to consistently high standards.

Intent on helping each student get the most out of the Qualifications, Active Schools Co-ordinator Gavin, PE teacher Alison and the other tutors encourage them to volunteer in primary schools and

with local clubs to go above and beyond the minimum voluntary leadership required. Students enjoy the opportunity to help younger pupils participate in sport and appreciate the opportunity to practice their leadership skills.

Alison says: *“The students are nervous before hand, when they begin to deliver to primary school students. Once into their leading groups that’s when they apply what they learn.”*

Speaking with the 2010-11 group of Community Sports Leaders it is clear they enjoy leading sessions for the primary students, Katie told us, “Trying loads of fun games with your classmates and going to Newmore Primary to teach the little ones, that’s good craic.”

OTHER COACH SUPPORT

During the year, Coaching Highland has provided a number of additional support mechanisms for coaches in the Highlands

Highland Coaching Conference

Reflecting on the previous conference, a new programme structure was put in place for this year's event on 31st October 2010 in Dingwall. We hired 2 well known and respected speakers, Gordon Smith & Donald MacNaughton for the morning keynote sessions. The afternoon was split into sports specific sessions relying on our Core Sports Coordinators to organise the workshops. **This format proved very popular with 50 delegates turning up on the day.**

Coaching Resource Centres

After a review of the Coaching Resources Centres; 2 of the centres (Wick Library and Alness Library) were closed. The books are to be catalogued and divided out between the remaining centres at Inverness College and Glenmore Lodge. These centres offer coaching books, manuals, journals, videos and other similar resources to aid coaches' ongoing learning.

In Safe Hands Workshop

This workshop is organised by Children 1st and sportscotland designed specifically for those individuals in clubs undertaking the role of Club Child Protection Officer. It is a three hour workshop focusing on helping clubs to put child protection policies in place. The Safeguarding & Protecting Children course (or equivalent) is a pre-requisite for this workshop. **We organised one course which ten people attended.**

Equipment

We provide a range of equipment free of charge for use by any coach to assist their sessions as well as for use by staff in delivering coach education courses:

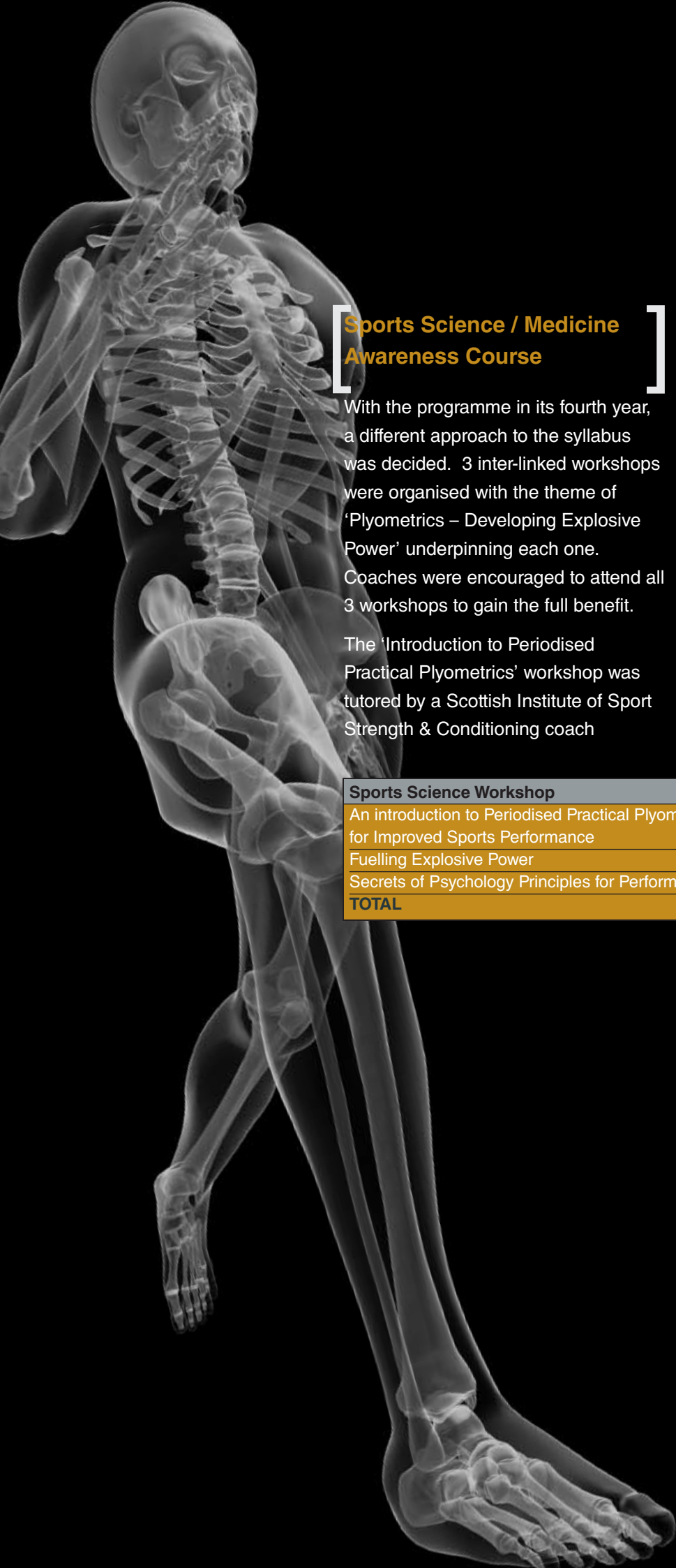
- Laptop with siliconCOACH Pro and timeWARP II video analysis software: **8 bookings**
- Data Projector: **24 bookings**
- Digital SLR Camera: **9 bookings**
- High Def Video Camera: **8 bookings**

This gives a total of 49 bookings. **Online booking is available on our website to ease the booking procedure out with office hours.** A range of **CD ROMs and DVDs** are also available to loan out and can be booked via our website.

Safeguarding & Protecting Children Courses

The Safeguarding & Protecting Children courses are governed by Sports Coach UK and run as three hour long certificated modules. They are designed to protect not only children by ensuring the child's welfare is maintained at all times, but also the coach from allegation by following recommended good practice whilst coaching. More and more National Governing Bodies of sport are stipulating that all qualified coaches must attend this workshop. **Throughout the year Coaching Highland ran eight courses with 120 people attending them.** We run them at a reduced cost and all throughout the Highlands to make access equitable.





Sports Science / Medicine Awareness Course

With the programme in its fourth year, a different approach to the syllabus was decided. 3 inter-linked workshops were organised with the theme of 'Plyometrics – Developing Explosive Power' underpinning each one. Coaches were encouraged to attend all 3 workshops to gain the full benefit.

The 'Introduction to Periodised Practical Plyometrics' workshop was tutored by a Scottish Institute of Sport Strength & Conditioning coach

delivering information on the first principles of the application of plyometrics into periodised planning. The 'Fuelling Explosive Power' gave diet & nutrition advice relating to athletes; from participation to performance. 'Secrets of Psychology Principles for Performance' gave attendees the opportunity to learn about the fundamental principles of sports psychology laws.

An overall total of 21 coaches (12 male/9 female) attended the three workshops covering 11 different sports:

Sports Science Workshop	No. of Attendances
An introduction to Periodised Practical Plyometrics for Improved Sports Performance	18
Fuelling Explosive Power	15
Secrets of Psychology Principles for Performance	19
TOTAL	52

First Aid Courses

To further assist coaches in their learning we organise First Aid Courses which are led by Health & Safety Executive certificated trainers. **This year, we trained a member of staff to become an Instructor.** Lindsay Campbell attended a course in London during November 2010 and has already delivered some courses for the Sports Leaders Awards candidates and is shortly due to run her first open course for coaches.

SUMMARY AND LOOKING AHEAD

The year has again been a tremendous success with literally thousands of people benefiting from the funding, courses, training and resources we have provided. It is testament to all involved that **Coaching Highland was again a finalist for the UK's leading 'Agency in Support of Coaching' which is awarded by Sports Coach UK**

It is therefore with sadness that we must report that Coaching Highland now faces an uncertain future as **sportscotland** stopped funding our work in October 2010. Instead, they are realigning their £40,000 annual grant to put in place a **Regional Coaching & Volunteering Manager** to cover Highland and the islands of Orkney, Shetland and the Western Isles. We are at present utilising our reserves in an attempt to keep our services going while we try to resolve this significant funding shortfall. We are extremely grateful to **sportscotland** for funding our work for many years which has made tremendous impacts on the development of coaches in the area.

We are also working hard to secure funding to continue the **Sports Leaders Award Programme** which was scheduled to draw to a close in April 2011. This is currently proving difficult as the amount of Trust funding available is reduced in most cases. We have agreed to extend our Co-ordinator's contract for six months to continue fundraising activities and this will be extended as and when we have more success with our various funding applications.

Coaching Highland is currently undertaking a significant data management project whereby all databases and records over the last 16 years are being collated into a single database system. The aim of this work is to allow us to better understand the training and funding that each and every coach has benefitted from, which in turn should help us to better plan coach education and development in Highland. With the level of uncertainty about the organisation's role in a changing landscape due to a new Regional Coaching & Volunteering structure led by **sportscotland**, **Coaching Highland has decided to review the impact of its work covering the last 16 years and also to scope options for the future.**

The Research Department of Inverness College UHI has been appointed to conduct this independent review and we anticipate the results to be available after August 2011.

You may be contacted to offer your thoughts and we would urge you to let our researchers know what we have done well, what improvements are required and what else we could be doing to support coaches. We welcome all comments and will be looking diligently at the future of Coaching Highland during 2011/12.

Thank you for your input and we will report as soon as we can as to what will be in store for Coaching Highland in the coming months.

DATA MANAGEMENT PROJECT

When Coaching Highland was established in May 1995, the objective was to provide training and support for sports coaches right across the Highlands. . .

Sixteen years on, we have collated the records of thousands of coaches and have begun to pull together some of the key statistics from our programmes and the table below provides a basic summary. We are about to begin analysing the data in detail to identify what impact our support has had such as: trends on the levels of coaching qualifications we have funded; the specifics of what they are coaching eg. athlete levels across sports plus group sizes and standards; and seek areas for development to inform us how to best manage our support services.

This exercise will be completed by the end of 2011.

PROGRAMME	DETAILS	NOTES
Coach Scholarships	2,260 Coaches	£181,256.37 Total Spend since 1995
Coach Education Grants	472 Coaches	£37,429.23 Total Spend since programme started 2005
Sports Leaders UK Awards	146 Courses 2,465 Candidates 168 Tutors	£279,887.95 Total Spend since programme started 2003
ASC Coach Education Courses	1,677 Qualified Volunteers	Programme started 2005
SCUK Courses	1,353 Coaches	No data recorded pre 2000
Sports Science Courses	236 Coaches	Programme started 2007
First Aid	136 Coaches	Programme started 2004
NGB Courses (Assist)	229 Coaches	No data recorded pre 2003
Equipment Bookings	405 Bookings	Programme started 2004
Website	1,934 Members	275,000 pages viewed per annum

OUR FUNDERS

We welcome any ideas for new or additional ways of supporting coaches. Please contact us to share your thoughts:

**Coaching Highland
by Inverness Leisure
Bught Lane
Inverness IV3 5SS
01463 718009
info@CoachingHighland.co.uk**

Coaching Highland attracted funding support from many funding partners during 2010-11 who we list below and **wish to take this opportunity to thank.**

CORE PROJECT FUNDERS	
The Highland Council	
sportscotland (to October 2010)	
NATIONAL GOVERNING BODIES	
Scottish Canoe Association	
Royal Caledonian Curling Club	
Scottish Cycling	
Scottish Disability Sport	
Clubgolf Highland	
Scottish Rugby Union	
RYA Scotland	
Scottish Swimming	

In addition, Coaching Highland is extremely grateful to the following funders who have made the Sports Leaders Award Project possible which is creating today's sports leaders and through our ongoing support, hopefully tomorrow's coaches:

Gannochy Trust	Richard Fraser Charitable Trust
H.J. Heinz Company Ltd Charitable Trust	The Robertson Trust
Kelly Family Trust	Souter Charitable Trust
Miss M E Swinton Paterson's Charitable Trust	Springboard Charitable Trust
Margaret Murdoch Charitable Trust	Sports Leaders UK
The Moffat Charitable Trust	Sylvia Aitken Charitable Trust
The Pump House Trust	Tay Charitable Trust
Queen's Silver Jubilee Trust	Yorkshire & Clydesdale Bank Foundation
The Highland Council	sportscotland

Coaching Highland gratefully acknowledges the financial and in-kind support from our core funders:

sportscotland
(to October 2010)



A special thanks is extended to the staff, Coaching Co-ordinators, Sports Leaders Tutors and Board of Coaching Highland. We also recognise the excellent work and dedication by the volunteer sports coaches in Highland whom we exist to support.

STATEMENT OF FINANCIAL ACTIVITIES

incorporating the income and expenditure account

For the Year Ended 31 March 2011

	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds 2011 (£)	Total Funds 2010 (£)
Incoming Resources				
Incoming resources from generating funds:				
Voluntary Income	94,445	32,250	126,695	146,047
Investment Income	109	-	109	118
Incoming Resources from Charitable Activities	12,385	16,250	28,635	19,844
TOTAL INCOMING RESOURCES	106,939	48,500	155,439	166,009
Resources Expended				
Charitable Activities	(109,400)	(52,882)	(162,282)	(175,216)
Governance Costs	(3,150)	-	(3,150)	(2,416)
TOTAL RESOURCES EXPENDED	(112,550)	(52,882)	(165,432)	(177,632)
NET Outgoing Resources Before Transfers	(5,611)	(4,382)	(9,993)	(11,623)
Transfer Between Funds	1,901	(1,901)	-	-
NET EXPENDITURE FOR THE YEAR	(3,710)	(6,283)	(9,993)	(11,623)
Reconciliation of Funds				
Total Funds Brought Forward	89,268	6,283	95,551	107,174
TOTAL FUNDS CARRIED FORWARD	85,558	-	85,558	95,551

Trading Address:

Coaching Highland by Inverness Leisure Bught Lane Inverness IV3 5SS

Registered Address:

Macleod & MacCallum 28 Queensgate Inverness IV1 1YN

Company Registration No:

SC279419

Scottish Charity No:

SC038094