




SCOTTISH INSTITUTE OF SPORT
High performance expertise





***Ensuring Scotland's best
athletes perform on the
world stage***



2 Chairman's report

4 Executive Director's report

8 Winning - the science of being totally prepared

16 Continuous performance improvement

22 Financial accounts

Celebrating achievement - and building on success

The headline in the 'Melbourne Age' newspaper one sunny morning last Spring said it all: 'Super Scots'.

>> That was all - just two words which summed up everything that we are working to achieve.

In this case, of course, it referred to Chris Martin's outstanding swim team who contributed 12 medals, including six gold, to Scotland's superb total of 29 at the Commonwealth Games.

Those of us who were fortunate enough to be in Melbourne will surely never forget that almost euphoric feeling as virtually every day brought news of another Scottish success. That unforgettable first night in the pool inspired the rest of the team to performances which surpassed even our expectations – and the Institute always aims high.

Scottish Institute of Sport-supported athletes contributed 20 of those 29 medals (22 when we include our Area Institute partners) and in many ways that Melbourne success marks a watershed in our history. Of course, we have had our successes (including Olympic gold) in those first seven years, but Melbourne captured the Scottish public's imagination, and I have found noticeably fewer people in the months since asking me what it is that the Institute actually does!

I am absolutely determined that we will go on to build on that success and have no doubt at all that we have the expertise at every level to produce consistent Scottish success on the world stage.

Our outstanding team of sports specialists, from the fields of coaching, sports science, sports medicine, strength and conditioning, and performance lifestyle, deliver a range of expert services to our coaches and athletes, which will help to ensure that Scottish sportsmen and women have the best possible chance to succeed at the highest level.

As the football managers I know so well love to point out, it is unfair to pick out individual achievements, but, in addition to our Melbourne triumphs, it is hard not to single out David Murdoch's magnificent curling World Championship win so soon after the heartbreak of missing out on a deserved medal at the Winter Olympics, skaters John and Sinead Kerr's top ten place in those same Turin Games, or our wheelchair curlers' silver in the Paralympics.

At the Institute, everything depends on the quality of our people: their expertise, their innovation, their commitment, their dynamism, their strategic planning and delivery, their ability to work across the disciplines to provide tailored services which are right for each individual athlete with whom we work. As a fairly new boy on the block, I still find myself in total admiration of the work they do, and I am delighted to be able to use this

report to commend them and the many supporters – individual coaches, the Area Institutes of Sport, the governing bodies of sport, **sportscotland**, the Scottish Executive, and others – who work in partnership with us.

The year saw the departure of one of the key architects of the Institute's achievements, with our Executive Director, Anne Marie Harrison, returning to her native Australia. She goes, I believe, with a card enthusiastically marked 'job done', for it was her role to bring together the right people, to shape and deliver the right strategy, to invest in expertise, to instil a new belief and winning mentality into the elite level of Scottish sport – all in the cause of providing a quality service which would enable our top sportsmen and women to perform at international level.

I have no doubt that she succeeded in all of these tasks, and that really is an extraordinary achievement. It was fitting that she moved on at a time when there was such a string of sporting success, for she was responsible for putting in place much of the strategy, mechanisms, and processes which enabled it to happen. We thank her wholeheartedly for all her work and the style in which she delivered it. And we wish her all the very best in her future career.

We now look ahead. The Institute has played its role in taking the performance of our athletes on to a new level, but fleeting and occasional success is no good. Our aim, as I mentioned above, is to have our athletes consistently achieve medal success. The key word here is 'consistently' and we have already begun the process – in our planning and strategy – of building on this good year, strengthening our team, developing our partnerships with coaches, Area Institutes, governing bodies and others, drawing on other world-class expertise, refining our own ways of working to ensure the multi-disciplined team approach, and improving the way we communicate. To that end, I am delighted that we have secured the services of Mike Whittingham as Anne Marie Harrison's replacement. Mike is superbly qualified to take us to the next level, and I look forward to working with him in the years ahead.

We have a strong foundation on which to carry out this building exercise and we approach it with passion and commitment. Our nation's sportsmen and women deserve nothing less.



**Dogie Donnelly
Chairman**



Dogie Donnelly

At the Institute, everything depends on the quality of our people: their expertise, their innovation, their commitment, their dynamism.

Investing in expertise to tackle the challenges

Elsewhere in this report, we detail the significant – in many cases, magnificent – achievements recorded by Institute supported athletes at the highest levels of world sport during the year under review.

>> Celebrating achievement is not something for which this nation is renowned. For good or ill, we Scots rail against blowing our own trumpets, but the accomplishments of many sportsmen and women during 2005/06 deserve proper recognition and we make no apology for highlighting their feats here.

Social and economic benefits

Without doubt, they bring a positive sense of well-being to our small country. But more than this, we contend that their high profile achievements on the international stage also bring social and economic benefits through, for example, inspiring youngsters and others to follow a healthy lifestyle (with all the spin-offs this brings), motivating the private sector to sponsor and support sport in a range of beneficial initiatives, and enhancing the international recognition and status of Scotland as a country worth investing in and visiting.

For all sorts of reasons, Scotland needs its heroes, and this year the high-performance athletes in our country have risen to the challenge of providing them.

It is the role of the Institute to prepare these athletes so that they have a winning mentality and can deliver world-class performances at international level. To achieve this demands expertise of the highest order through a range of disciplines: coaching, sports medicine, sports science, strength and conditioning, and performance lifestyle.

Multi-disciplined approach pays dividends

Each of these disciplines has delivered consistently throughout the year, and examples of their work are detailed in the following pages. We believe that a great strength of the Institute over the past few years, however, has been the way in which these disciplines have combined and worked together for the benefit of individual athletes. A multi-disciplined team approach to our service delivery has put the athlete at the centre of our work, with bespoke, integrated programmes being specifically designed to meet each athlete's requirements. This approach is paying real dividends.

Our athletes compete with the best in the world. Likewise, the Institute competes with the best service providers in the world. To ensure that we can deliver a service which is not only world class but can on occasion be seen to head the field in order to support our athletes, we invest in expertise – dynamic, innovative, top-level service providers from different

disciplines who can combine to educate and improve the performances of our athletes. So, during the year, we have continued to strengthen our team wherever possible, for while our athletes recorded many great successes there is always scope to improve and, of course, we have many competing nations who are investing heavily in this field and aiming to be at the top of the performance tree.

The year, then, saw success founded, we believe, on the delivery of an expert service by a team committed to performance.

Strong and distinctive leadership

It also saw the departure of a key member of this team – Anne Marie Harrison – who had served as Executive Director since the Institute's establishment and had been responsible for putting in place so much of our structure, processes, and philosophy. She will not disagree, I hope, when I say that she led this organisation in her own strong and distinctive style, bringing innovation, purpose and focus to our work and our vision. In a recent edition of our magazine, Goldzone, she reflected on her time at the Institute and made some telling points, firstly about the development of the Institute team.

"Our progress and journey towards success is all about people," she wrote. "We have recruited well and contracted wisely both in securing the best possible team and investing in establishing the next generation of coaches, scientists and key support personnel.

"We've formed something that people want to buy into, and through our recruitment processes we have done extraordinarily well in attracting Scots, British and international experts to the Institute."

On the development of our services, she noted they evolved from outsourcing to "cultivating our own internal expertise charged with the responsibility of working with coaches to deliver a performance impact...The principal of integration has become the lynchpin.

"The essence of a coach and support team collectively working to find solutions and identifying the most appropriate training programme on an individual and bespoke basis for each athlete is at the very heart of what we do. When it works well, it is a formula for success. However, it continues to require investment by all parties to 'make it happen'."



John and Sinead Kerr

As we look back over this past year, it is inevitable, given Anne Marie's departure, that we reflect on the bigger story of the Institute under her leadership and pay tribute to the extraordinary contribution she made to this organisation and to Scottish sport in general. In celebrating the achievements of our athletes and our own team, we also celebrate the achievements of Anne Marie, who has left an outstanding legacy and a strong foundation for the future.

Future challenges even bigger

This is also a time to look ahead. A milestone has been reached but the challenges become even bigger as we look to the future. In Anne Marie's Goldzone article, she wrote: "The first eight years of the Institute have gone quickly and great progress has been made. There is clear evidence that the philosophy and structure is working and will lead to sustainable, long-term progress and success. However, it could be said that the journey and real challenges have just begun!"

It is in this well-observed context that we move to a new phase in the Institute's development. In Mike Whittingham we now have in post a new Executive Director who brings a magnificent track record to the organisation. And in Dougie Donnelly we have a chairman who is breaking new ground for the Institute through his knowledge, authority, diplomacy and charisma. The challenges are indeed getting bigger. We look forward to tackling them.

Alastair McCall
Acting Executive Director

***Expert teams delivering
tailored programmes***



Winning – the science of being totally prepared

Preparing athletes to compete at the highest levels in world sport demands a range of services of the highest quality, and again over the past year of the Institute's work, we have delivered such services through teams of experts in the fields of coaching, sports medicine, sports science, strength and conditioning, and performance lifestyle.

>> In last year's report, we highlighted the capacity of the Institute to deliver services which were tailored to individual athletes' needs. This flexible approach to service delivery has again been a feature of the past year. Through individual assessment and close working with athletes' personal coaches and other advisors, we have concentrated determinedly on meeting the demands of athletes through tailored, integrated services.

This process, as in previous years, has been led not by any formula, nor by working within the boundaries of the various disciplines involved, but rather by identifying the relevant issues and addressing them in the most constructive, innovative and performance-focused manner. It is an approach which is multi-disciplined and consistently integrated in its delivery.

The results have been extremely encouraging. In high-profile events such as the Commonwealth Games, in a host of other top-flight competitions, and, we believe, in the quality and vision of the services delivered, the past year has been momentous.

A moment in time

It was a year which, for two reasons, also provided an important 'moment in time'. For a number of years, we have stressed that the work of the Institute could only be fairly judged after a significant period of time. The Turin Winter Olympics and Paralympics, plus the Melbourne Commonwealth Games, were deemed by many to be that time.

And the year saw the departure of our founding Executive Director, Anne Marie Harrison, who had led the organisation from its inception. Such an occasion inevitably causes all associated and involved to take stock.

So in reporting on this, the seventh year under review, we believe that we reached a milestone – the end of what might be termed phase one in the Institute's history.

World-class practitioners producing world-class athletes

Through 2005/06, our aim has been to develop athletes who have a winning mentality and who deliver world-class performances at international level. To produce world-class athletes, we must, in turn, have world-class practitioners in the disciplines in which we operate. A major focus of our operation has to be our own people – their knowledge and their team approach – and we believe that the Institute has now succeeded in establishing a reputation for its expertise, innovation and ways of working whereby we are able to attract an outstanding calibre of coach, sports scientist, strength and conditioning expert, and other supporters and advisers from all corners of the globe. Among the additions to our team during the year have been sports scientist Vanessa Zucco, who joined us from the Australian Institute of Sport; assistant swimming coach Ciaran O'Brien, who already has been selected for the UK Sports Elite coach programme; and New Zealander Matt Lock, who is driving forward a range of marketing and communications initiatives.

The proof of the pudding, of course, is in the eating. In 2005/06, we saw a renewed commitment – given focus through the major Games which fell during the year – to continuously improve our service.

To achieve this aim, we began from a strong foundation of having a team which is not only knowledgeable but also dynamic and committed to working through the disciplines to achieve results.

So, for example, we worked closely with badminton player Susan Hughes and her coach during the year, reviewing her practice conditions, analysing strengths and weaknesses, analysing performance, changing practice behaviour, and providing physiological and psychological support. The work had a significant bearing on her excellent bronze medal performance at the Commonwealth Games. It also provides a model for other athletes in the badminton programme and in Area Institutes.





In the sport of curling – much in the headlines during this Winter Olympic year – our cross-discipline support for the Scottish men's and women's team (representing GB) in their build-up and participation was at its most intense. From coaching to support from our teams in sports science, sports medicine, strength and conditioning, and performance lifestyle, we played a lead role in preparing the athletes for their performances.

An insight into our approach came in the rehabilitation of men's skip Dave Murdoch following his dislocated shoulder during the world championships in April 2005. In May his shoulder was operated on at Ross Hall and the Institute's head physiotherapist, Fiona Shanks, co-ordinated the subsequent rehabilitation programme. Constant feedback from Fiona enabled the Institute's lead strength and conditioning coach for curling, Alan Sinclair, to construct an appropriate programme, and with all this support in place, Dave achieved full fitness by the end of October. In December he was selected as skip of the GB men's Olympic team, and in February the team finished fourth at the Turin Olympics. Two months later, Dave skipped his team to the gold medal at the world championships.

Addressing challenges through strategic planning

Curling's multi-disciplined support during the year was complemented by an example of a different requirement of our delivery service - strategic planning. Looking ahead to the Olympic Games of 2010 and 2014, it appeared that there was a real lack of depth of players in the women's game – almost a missing generation that could take the places of those athletes at the top of the sport at present.

In the year under review, we therefore put in place, in conjunction with the Royal Caledonian Curling Club, an Olympic Futures Project to address this problem. Through this project, five young players who have the potential to represent GB/Scotland (particularly in the role of skip) at a world or Olympic level in approximately four years' time were identified and their talent will be fast tracked. Among the initiatives, the players will be invited to Institute training camps to let them gain experience around senior athletes, a technical and physical programme will be put in place, a targeted competitions programme will be established to expose them to a higher level of curling than they would normally experience, and a leading international coach, as well as a senior Institute player, will provide coaching support at the targeted competitions.

Strategy played its part, too, in what was one of the great success stories of the year – the achievements of Scotland's swimmers at the Commonwealth Games. Swimming coach Chris Martin recognised that the small swimming population in this country could not sustain a model – such as that of the US – which sees a 50 per cent turnover of athletes and instead adopted a strategy of development focused on the swimmer-coach 'unit'. The Institute therefore provided the resource across many disciplines – from medical support and performance lifestyle to swimming-specific strength and conditioning and the many aspects of sports science - to this coach-athlete team.

US-born coach Martin sees this structure as being “unique in all my experience of sport” and believes that this model “allows for the greatest good to be done for the longest period of time”.

Breadth of service

Other sports demonstrate a breadth of service delivery. In the golf programme, for example, we have supported Clare Queen over a number of years and in November 2005 she achieved her European Professional Tour Card, the first Institute player to make this progression. A more recent recruit to the Institute is Krystle Caithness. She joined the golf programme in December 2005 and has since produced a series of excellent results, culminating in victory in the St Rule Trophy and narrowly missing out on selection for the Curtis Cup.

Complementing our work with individual athletes in this sport, we launched a physiology project to measure the cardio-vascular demands in golf and have purchased a ‘trackman’ system which tracks, in real time, the trajectory, speed, distance, and spin rate of a golf ball. This offers the prospect of being able to assess and benchmark players’ shots and put in place measures to assess improvements. The system may also have potential for other sports such as hockey, rugby and football.

In a similarly innovative vein, our sports science team have established a soccer kicking project with Napier University in Edinburgh. Here state-of-the-art 3-dimensional biomechanical analysis is being used to understand kicking behaviour across penalties and free kicks, the goal being to determine what defines excellence in kicking and then to devise a support programme which helps Institute players to develop such excellence. This project is also seen as having real potential for national and international coaching.

CASE STUDY

Bringing dynamic new insights to Scottish sport

As well as strengthening our own team at the Institute, we also draw on the skills of world-leading experts to assist the development of our high performance athletes. A real highlight of this practice has been our working the past year with Sheryl Calder and Yehuda Shinar.

Visual skills expert Sheryl Calder has an illustrious track record, including her continued work with the South African rugby team. She also worked with Sir Clive Woodward and the English rugby team in the build up to, and then throughout, their successful World Cup campaign.

Her skills, particularly in training athletes to develop their peripheral vision while they compete, have been enthusiastically received by our hockey, athletics, and rugby coaches and athletes.

Israeli-based Yehuda Shinar has helped to instil a winning mentality in our athletes, introducing them to the science of winning and teaching them how to ‘think correctly under pressure’. Yehuda, who also works with Sir Clive Woodward, worked over the year with coaches and athletes from rugby, athletics and swimming up to and including the Commonwealth Games. Since then he has continued to work with our hockey, swimming, and rugby coaches and athletes.

Both Sheryl and Yehuda have brought new, dynamic, results-led insights to sport, and we are delighted to have been working with them.



Yehuda Shinar



CASE STUDY

Maximising new technology

Over the past year, we have continued to exploit and maximise the best of new technology in our sector. A particularly strong example of this has been our work with MuscleLab®, a data collection device which monitors muscle activity and enables our strength and conditioning team to evaluate force, power and velocity in strength training.

MuscleLab® has been extremely effective in identifying the progress and effect of strength training programmes, with graphical or numerical evidence being provided which demonstrates how various properties change during a training series.

Further benefits for our athletes have come through its capacity to assess readiness for training and competition after long-haul travel. We have also been able to use MuscleLab® to document and design rehabilitation programmes.

As with golf, the preparation of winners is delivered through different routes, and it is pleasing to report that our work in football, including running efficiency and decision-making technique, resulted in six Institute players making the national under 19 team which qualified for the finals of the UEFA tournament in Poland – the first time in the last 20 years that Scotland has reached this stage of the competition.

Integration – the key to success

As highlighted above, it is the delivery of integrated services to our athletes which we believe is so important in achieving our objectives, and throughout our work during the year examples of such an approach are the norm. For our Paralympic swimmers, for example, exercise physiologist Gemma Smith has been co-ordinating biomechanical and physiological support in an initiative whose unique aspect is the integrated analysis of physiological cost and biomechanical efficiency measures. This analysis is given practical shape through technical development and individualised training programmes. Similar physiological support was also deployed for our rugby sevens players where new methods to analyse warm-up requirements provided a range of insights to the squad. Physiology has also taken its place, along with sports science, performance analysis and physiotherapy, in an integrated support plan for ice dancers John and Sinead Kerr, while integrated support to gymnastics included video analysis, physiology and skills acquisition, and a warm weather training camp in South Africa for our shooters was supported by psychology and physiotherapy.

A strong theme of integration was seen throughout the year in our work with our many partners, including UK Sport, sportscotland, the governing bodies of sport, coaches and other supporters and service providers, and perhaps most significantly of all, the Area Institutes of Sport. Our joint working with this last sector has increased vastly over the past year as the Area Institutes are recognised as providing a first-class service in nurturing and developing sporting talent throughout the country.

In this respect, one of the most important developments of the year has come in the field of strength and conditioning, where the new facility for Institute and Area Institute athletes has moved forward, with a likely launch date of late 2006.

This new centre, at Heriot Watt University (complemented by centres in Stirling and Dundee), will have a price tag of some £380,000. And supporting this development will be a strength and conditioning coaching network, with full-time coaches in each area, plus a number of contracted part-time coaches.

The year, then, has seen the continuation and development of a wide delivery of services. We believe these services are of the highest quality, that they are focused on achieving results for our athletes, and that they display innovation and dynamism. While we may have reached a significant landmark along our journey, we cannot afford to pause for breath. The rest of the world is not standing by in its pursuit of world-class success in sport and if Scotland wishes to compete at this level, it must continue to push new boundaries and aspire to new heights. The Institute is totally committed to playing its role in achieving these aims and looks forward to the next stage of the journey.

CASE STUDY

Balancing sport and a career – and winning gold

The role of the Institute's Performance Lifestyle programme is to provide athletes with a balance in lifestyle to enable them to compete at the highest level. This enables athletes to identify their personal strengths and supports them to integrate career, education, lifestyle, and sporting demands so that they can be successful now and in life after sport.

Illustrating this work this year was the case of shooter Susan Jackson. A high performer in both her work and sport, she felt that the demands of her job were holding her back in achieving her ultimate goal – a gold medal at a major championship. As shooting is a minority sport, focusing on it full-time was not an option for Susan.

A year and a half before the Commonwealth Games she turned to the Institute's Performance Lifestyle Co-ordinator Susie Elms for advice. Susie's aim was to empower Susan in taking back control of her life choices and putting her in the best position to achieve her goal. Susie and the Performance Lifestyle programme were able to construct a tailored schedule for Susan, allowing her to take a year's sabbatical, thus giving her more time to tap into the extensive expertise at the Institute. With this foundation Susan was able to focus on her shooting and in March she was rewarded with the ultimate accolade, a Commonwealth Games gold medal.





***Investment in expertise,
innovation and excellence***



Continuous performance improvement

Our work through all our disciplines and our programmes is geared to prepare Scottish athletes to perform successfully at the highest international level. Of course, when they cross the white line or launch from the starting blocks, these athletes bring their own talents to bear but putting them into that position with the best physical and mental preparation possible is the task we have been set.

>> It is a task which we execute with absolute commitment and determination, seeking always to raise the levels of performance not only of this country's athletes but also our own team of coaches, sports scientists, and sports medicine, strength and conditioning, and performance lifestyle experts. We invest in the expertise of this team with the clear objective of continuously improving the success rate of our athletes in high-performance sport.

The past year, as described in the previous chapter, marked a significant point in the Institute's development. With three major events – the Winter Olympics, the Winter Paralympics and the Commonwealth Games – falling during the seventh year of our operation, this was a real opportunity to assess the effectiveness of our work.

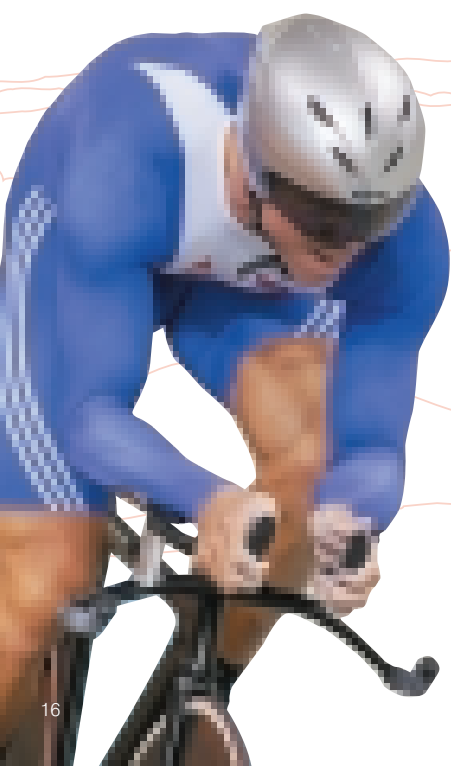
The great fascination of sport is its capacity both to thrill and inspire and yet also to bring us crashing to earth, and it is a wise man or woman who retains a degree of realism and objectivity in the uncertain world of sporting endeavour.

Our role, though, is to minimise the uncertainty and boost the potential for inspiration and, with the support of our many partners, we have seen much from our athletes in 2005/06 to lead us to conclude that a plateau of achievement is now being reached from which new progress can be made.

The results from the year, we believe, are very encouraging. As mentioned previously, we worked closely across all of our disciplines with the men's and women's curling teams in their build up and participation at the Olympics and Paralympics in Turin and the subsequent world championships in Massachusetts. At the Olympics, where Institute athletes and one from the Highland Area Institute made up 43 per cent of the GB team overall, the men's curling team, skipped by Dave Murdoch, missed out in the semi-final to a heartbreaking last stone win by their opponents and finished in fourth place. The women's team, skipped by Rhona Martin, finished in fifth place.

The big success came at the Paralympics, where Frank Duffy skipped his wheelchair curling team (all institute supported athletes) to a silver medal. This marked a unique achievement for GB athletes – the first time that a medal had been won at the Winter Paralympics.

Better was to follow when Team Murdoch took gold at the world championships in April of this year, in the course of which they beat the two teams who had squeezed their rink off the podium at the Olympics. Dave Murdoch thus became only the fourth Scottish skip to win the world championships.



Chris Hoy





Something in the water...

At the Commonwealth Games, many of the headlines were grabbed by the performances of the swimmers. For the Institute, this was the successful completion of a four-year planning cycle which had seen our own teams - in conjunction with our partners - develop, nurture and service Scotland's best.

The list of medal success was truly impressive. Caitlin McClatchey, Gregor Tait and David Carry, all of whom are Institute-supported athletes, took six gold medals between them. Caitlin won the 200m and 400m freestyle; Gregor won the 200m backstroke and the 200m individual medley; and David took the honours in the 400m freestyle and the 400m individual medley.

Other Institute swimmers also medalled. Kirsty Balfour took silver in the 200m breaststroke and bronze in the 100m breaststroke; David Carry, Euan Dale, Andrew Hunter and Robert Renwick won silver in the men's 4x200m freestyle relay; Euan Dale collected an individual silver in the men's 400m individual medley; Todd Cooper, Gregor Tait, Craig Houston and Kris Gilchrist won bronze in the 4x100m medley relay; and Gregor Tait won yet another medal, this time bronze, in the men's 100m backstroke.

These were exceptional performances, and they were matched by those of other Institute athletes in Melbourne. Chris Hoy and Craig MacLean were key members of the gold-winning medal team in cycling's team sprint, with Chris also winning bronze in the men's 1km time trial. In the same sport, East Area Institute-backed cyclist Kate Cullen won bronze in the women's points race.

Our Institute shooters collected two golds - Sheena Sharp won the 50m rifle prone individual and partnered Susan Jackson to victory in the 50m prone pairs rifle - while West Area Institute athlete Chris Baillie took silver in the men's 110m hurdles and Lee McConnell won bronze in the women's 400m hurdles in a new Scottish record time.

Three excellent bronze medals were won by individuals in other sports: gymnast Adam Cox in the horizontal bar, Susan Hughes in the badminton singles, and weightlifter Tommy Yule in the 94kg class. Outwith the medal winners, there was also a particularly fine performance by 800m runner Susan Scott - a new Scottish record and personal best in finishing fourth.

CASE STUDY***Susan Hughes - preparing for the Commonwealth Games***

With eight months remaining until the Commonwealth Games, Scotland's top women's badminton player, Susan Hughes, needed to raise her game if she was to seriously contend for a medal.

Susan's priority needs were to reduce her unforced errors and develop footwork under fatigue conditions while developing her fitness to assist with these aims. Malcolm Fairweather, head of sports science at the Institute, co-ordinated experts and activity that included on-court heart rate and blood lactate testing, speed development through court specific training, and coach-player communication techniques using body language.

Video analysis also played an important role in this work. Particularly beneficial was a purpose-built high-tech overhead camera, which was installed at the All England championships in Birmingham. The information gathered from this camera allowed us to capture and analyse players' court movements and practice behaviour, and gave us clear insights into world-class badminton. With this information, and the help of our support team, we were able to direct practice and support to meet Susan's specific needs.



Most Commonwealth gold medals ever

Scotland's performance at these Games brought us the most gold medals ever, and we were the only home country to increase gold medals from 2002. In finishing sixth in the medal table, we were the second most improved country overall (behind Jamaica). Institute athletes contributed 20 of the 29 medals won, with a further two medallists receiving Area Institute support.

In addition to the medallists, there were six fourth places, 10 fifth places, 33 personal bests (31 in swimming), and both hockey teams finished above their rankings.

Susan Hughes's Commonwealth Games medal for badminton was just one of the success stories from the sport this year. Institute athletes Emma Mason and Imogen Bankier gained number one ranking in ladies doubles on the European circuit in their first year of senior competition, while another young player, Linda Sloan, won the Polish junior singles title.

When it comes to profile, there are very few Institute-supported athletes who have achieved the degree of coverage of tennis player Andy Murray. Over the past year, his very own 'annus mirabilis' in which he rose to number 47 on the world rankings and won his first ATP tournament (beating Andy Roddick and Leyton Hewitt along the way), we have again provided support.

Another high profile athlete is rower Katherine Grainger, now ranked number one in the world and, in a series of recent World Cup events, demonstrating exactly why she

holds this position. We supplied a new training boat for Katherine this year, funded jointly by ourselves and the Scottish Institute of Sport Foundation.

Krystle clear as golfers progress

In golf, three athletes on our programme have achieved excellent results. Scott Henry captured his first senior title at the Scottish Open Amateur Stroke Play Championship, while (as mentioned in the previous chapter), Clare Queen achieved her European Professional Tour Card, a first for Institute players, and 17-year-old Krystle Caithness beat an international field to win the St Rule Trophy. Krystle also qualified for the Spanish Amateur and French Lady Juniors, had top ten finishes in the Helen Holm Trophy and Sherry Cup, and narrowly missed out on Curtis Cup selection.

Judo, meanwhile, saw four of its athletes – Euan Burton, Sarah Clark, Iain Feenan and Michelle Rogers – selected by GB for the prestigious Paris A Tournament, and rugby sevens players Nick de Luca and Colin Gregor were both selected to play for Scotland 'A' in the Churchill Cup in Canada. Other Institute players were in this squad – Alastair Strokosch, Matt Dey, Alastair Dickinson, Fergus Thomson, Andrew Kelly, Callum McRae, Rory Lawson and David Callum. Scotland beat England and Canada at the tournament before losing to New Zealand Maori in the final. Johnny Beattie moved up a level by joining the senior squad's tour to South Africa for the first week before joining the Under 21 team at the World Cup in Vichy, France.

CASE STUDY

Performance analysis support helps Murray's rise through ranks

Recognised as a talented player from an early age, British tennis star Andy Murray's rise to stardom was propelled by his performance at Wimbledon 2005.

Going into the competition, Andy Murray openly commented on his opponent's weaknesses. This was not arrogance but the result of performance analysis support provided to him by the Institute to enable him to study his opponents' game and familiarise himself with their style in order to identify weaknesses to exploit. During the competition, Judy Murray was spotted filming her son's opponents so that she could feed the footage into the Institute-supplied software to analyse their performance and feedback to Andy.

The Institute's performance analysis team also provides support for Andy in training and competition to help ensure he maintains his competitive edge.



Taking on the Olympic champions

Hockey, another team sport supported by the Institute, saw both the men's and women's teams finishing higher than their rankings at the Commonwealth Games. The women's squad has benefited from big gains in fitness levels through the Institute programme and the continued introduction of younger athletes into the senior squad. Excellent performances were recorded against a number of top six nations this year, the highlight being a draw with Olympic champions Germany.

Finally, our work with young footballers in Scotland is showing signs of real success. Six Institute players were selected for the national under 19 team which qualified for the UEFA tournament in Poland. This was the first time in the last 20 years that Scotland

has reached this stage of the competition, an achievement surpassed when the team went on to reach the final of the competition, thus guaranteeing an automatic place in the under 20 event next year.

The year 2005/06 brought some mighty highs. All of us with any interest in sport appreciate the benefits these achievements deliver. But they serve also to spur us on to new efforts in the coming years. As we clear the bar this year through the support provided to our athletes, we know that next year that bar will be set even higher. The work has already begun to attain and surpass that new standard

Since the Institute was established we have seen the following successes from our athletes:



11 World Champions

6 European Champions

2 Olympic Gold medallists

4 Olympic Silver medallists

11 Gold, 9 Silver, 6 Bronze Paralympic medallists

12 Gold, 11 Silver and 18 Bronze Commonwealth Games medallists

5 European Champions

1 Gold and 2 Silver European Youth Olympic medallists

6 Rugby Internationalists

1 British Lion

1 US Junior Tennis Open Champion

1 European Tour Professional

4 Hockey Olympians

Profit and loss account for the year ended **31 March 2006**

	2006	2005
	£000	£000
Revenue	3,999	3,928
sportscotland Lottery Fund	582	218
Other income	<u>4,581</u>	<u>4,146</u>
 Operating expenses		
Staff costs	1,968	1,688
Programme costs	1,742	1,429
Other operating costs	856	897
Loss on disposal of fixed assets	2	2
	<u>4,568</u>	<u>4,016</u>
 Operating profit/(loss)	13	130
Amount unutilised repayable to Lottery Fund	(13)	(166)
Profit/(Loss) before interest and tax	<u>--</u>	<u>(36)</u>
Interest receivable	<u>59</u>	<u>49</u>
Profit/(Loss) on ordinary activities for year before tax	<u>59</u>	<u>13</u>
Taxation	<u>(11)</u>	<u>(9)</u>
Profit/(Loss) on ordinary activities for year after tax	48	4
Transfer from Capital Reserve	--	45
Transfer to Project Reserve	(48)	(49)
Retained profit for financial year	<u>--</u>	<u>--</u>

Balance Sheet

at 31 March 2006

	2006	2005
	£000	£000
Fixed assets	244	287
Current assets		
Debtors	115	133
Cash, Bank and Short Term Investments	673	668
	<u>788</u>	<u>801</u>
Creditors: amounts falling due within one year	(675)	(736)
Net current assets/(liabilities)	<u>113</u>	<u>65</u>
Total assets less current liabilities	357	352
Deferred grants	(244)	(287)
Net assets excluding pension asset	113	65
Pension Asset	5	15
Net assets including pension asset	<u>118</u>	<u>80</u>
Reserves		
Capital reserve	--	--
Project Reserve	113	65
Pension Reserve	5	15
	<u>118</u>	<u>80</u>

Financial Information

The Scottish Institute of Sport accounts were approved by the Institute Board on 27th June 2006. The Scottish Institute of Sport's auditors, KPMG LLP, have given an unqualified audit report on these accounts.

The financial statements for the year to 31 March 2006 are detailed on the previous pages. These accounts show the receipt of the year's core funding from the **sportscotland** lottery fund and other sources and a summary breakdown of the main areas of expenditure.

As in the previous year the Institute's Operating Plan for the period April 2003 – March 2007 formed the basis of programme activity and the spend associated with the plan. Overall spend increased by approximately £435,000 over 2005 in line with expectations partly due to the commencement of a combined initiative with the Scottish Hockey Union to fund and manage the senior men's and women's programmes. All programmes remain within budget levels of spend. The charts below analyse the spread of spend over the year and provide a comparison with 2005.

Income from Lottery and other sources totalled £4.58 million in the year.

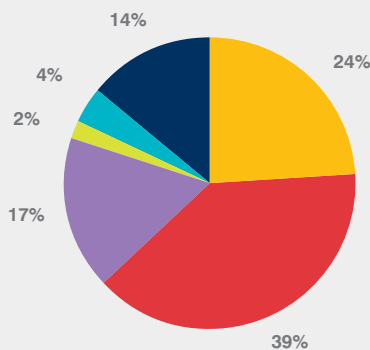
As the charts demonstrate, most of the additional monies received were directed towards increasing activity levels in the core Coaching Programme.

Capital spend was slightly lower than 2005 as additional coaching support equipment had been purchased in the previous period.

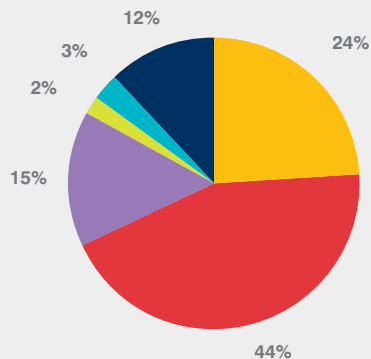
Strong control of costs was again demonstrated during the year with administration costs and management and admin staffing costs being reduced as a percentage of the total spend.

The accounts on these pages are a summary of the Scottish Institute of Sport's accounts. The summary accounts may not contain sufficient information to allow a full understanding of the results and state of affairs of the Scottish Institute of Sport. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be downloaded from the Institute's website at no cost, or obtained from the Business Manager, Scottish Institute of Sport, Airthrey Road, Stirling FK9 5PH at a cost of £6.

Costs to 31st March 2005



Costs to 31st March 2006



- Athlete Services
- Coaching Programme
- Administration
- Capital
- Irrecoverable VAT
- Management and Admin Staffing



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OF SPORT**

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