



annual report 2001-2002



picking up pace...



SCOTTISH INSTITUTE
OF SPORT

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- Ray Macfarlane
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we aspire to WIN... first and foremost, our athletes will be successful in world competition...

I am pleased to have the opportunity to introduce our fourth Annual Report of the Scottish Institute of Sport.

The Institute completed the move to our new headquarters at Stirling, our preferred choice, in May 2002, and this excellent facility will provide the focus and special environment for our continued work to create sporting winners for Scotland. It will also, I believe, give us the platform and the scope to develop and deliver the key values of the Institute which we highlighted on the previous page of this report and which are part of the bedrock on which Scottish sporting success will be achieved.

We all know the importance of Scotland winning in the world, be it in sport, business, the arts, or in being recognised as a special nation which, though small, can be creative, economically innovative, and socially adept at dealing with the challenges of the 21st century. Sport's special contribution has now been fully recognised in the new First Minister's stated priorities.

I believe that the success which the Institute has already delivered shows the benefits of the focused investment made from sportscotland's Lottery Fund in 1999.



Olympic and Commonwealth Success

We are especially proud in 2002 to recognise the achievement of our winter Olympians in Salt Lake City - great Scots competing for Great Britain - and we celebrate the success of Rhona Martin and her rink in securing Olympic gold for curling. The achievement of Olympic gold is open to few, and we salute the level of ambition and performance they attained to secure this, the ultimate sporting prize.

Three years ago we embarked on the Institute's curling programme. Mike Hay, our Institute curling coach, put together a plan for four rinks with the aim of winning medals at European, World, and Olympic level. This has been achieved for a number of reasons:

- first and foremost, the ambition, attitude, and self-belief of the athletes and their coaches
- secondly, being prepared to innovate as never before, utilising sports science and medicine, strength and conditioning, and the use of video/notational analysis
- thirdly, the attention to detail - leaving nothing to chance.

More recently, Scotland returned from the Commonwealth Games in Manchester with an impressive number of medals (the largest since 1986, when we had the benefits of home advantage and the African boycott) and a string of excellent performances. The world-class achievements of athletes such as Chris Hoy, Graeme Randall, and Alison Sheppard were truly magnificent, and we congratulate, too, all the medal-winners and those athletes who recorded personal bests. They demonstrated that the foundations for future Scottish success are sound and are now set for further development.

As I reflect on our first three years' work, three words summarise the role of the Institute in Scottish sport - **challenge, support, and hope.**

Challenge

We face an enormous external challenge to be successful as a sporting nation. By 2011 Scotland's population will fall below 5 million, and there will be 17 per cent fewer 5-14 year olds. Physical activity currently peaks at the age of 9, and 60 per cent of young women and 40 per cent of young men are currently below recommended levels of physical activity by the time they reach 15.

Any organisation facing these external factors has to be pretty special to achieve its aims. Scotland cannot continue to be branded a physically inactive nation, and it is clear that sport, working closely alongside education and health, has a vital role to play to create the change in our nation's health we all desire. The change required, however, is no small adjustment to the existing tiller. We need new designs, new paradigms, and new changing rooms.

The Institute is one of Scotland's new changing rooms. It is one of our most focused and exclusive organisations, yet it is also one of the most inclusive - the only entry tickets required are talent and ambition.

And to further our own ambition, we will, through our developing alliances with the Victorian Institute of Sport in Australia and Stanford University in the US, ensure that we are constantly outward-looking and - in our aim of being a world-class Institute of Sport - that we continue to learn from others.

Support

The Institute offers a guarantee of world-class support to those athletes and coaches who rise to the challenge. This support is available in many ways but specifically:

- the services of world-class coaches for each sport
- excellent sports science and medicine, co-ordinated as never before through the Institute
- Athlete Career and Education services to produce holistic, well-rounded young people, as well as great athletes
- specialist strength and conditioning advice and services to make our young people faster, fitter, and stronger for world competition
- a network of Area Institutes throughout Scotland - where over 65 organisations have formed partnerships to deliver services to emerging talent.

Hope

Finally, the Scottish Institute of Sport is about hope: hope of more success at Olympic, World, and European level, and hope for the many people who still suffer from lack of self-belief and self-esteem, or find themselves trapped in uncertainty and stress.

Many Scots have great talent. Where we are less than world-class is often in our ambition, our attitude, and our dedication to hard work to achieve goals outside our 'own wee world' or comfort zone. Through the establishment of the Scottish Institute of Sport, **sportscotland** has removed the excuses for failure. We need no longer celebrate glorious defeats.

We look forward to receiving the continued investment through the Scottish Executive and **sportscotland** to develop our work in Stirling, in Scotland, and throughout the world to create even more winners for Scotland. I commend to you this report and the work of the Institute, which it has been my privilege to lead in its early life.

Alistair W Gray
Chairman



creating and nurturing Scottish winners...



Nigel Holl, Liz Mendl, Anne Marie Harrison, Sarah Floate, and Alastair McCall

2003 and beyond: "creating winners" - that is the vision and now you know it can be achieved. The Scottish Institute of Sport is developing a reputation for producing gold medallists and performances when they count. Scotland has tasted success over the last 12 months and that gives us all belief in the magic and importance of a country achieving and sustaining world-class success.

The margins to this success are minimal. We have found the keys and are starting to unlock the formula to what will make a difference for our athletes and our programmes. Our challenge is to do more of it, faster and better!

Anne Marie Harrison
Executive Director

Let's have some answers! The Institute's executive team is put under the spotlight...

Q • In last year's report, the Executive Director talked about the honeymoon being over for the Institute. Given that you now see the organisation focused on delivering rather than creating its range of services, what do you believe are the early indicators that you're getting things right?

There are such indicators, but it's important to stress that word 'early'. We're only a short distance down a long road and we are constantly stressing the need for the Institute to be responsive and committed to continuous improvement.

The best evidence, we'd say, is always that which comes from objective sources. As an example of this, an independent review of the Institute, by Mike Whittingham of Direction Sportive, earlier this year provided positive measured analysis of our performance and concluded that we are "already making a huge impact on the preparation of current and potential high performance sportspersons". Similarly, a survey of Institute athletes in 2002 found high levels of satisfaction with the Institute, particularly in their dealings with Institute staff.

The athletes are also now recognising the benefits of our integrated approach to their support - that is, specialists working together to support one lead or their personal coach. This was particularly well demonstrated by the support for the Curling Team at the Winter Olympics.

Our work is also being respected outside Scotland. The Australian Institute of Sport, for example, visited us to look at our performance analysis programme, there have been a series of visits from staff of the United Kingdom Sports Institute for similar learning purposes, there is recognition that British and English hockey can learn much from the work being done here, and we have Institute staff being invited to play lead roles in UK initiatives.

Ultimately, of course, we will be judged on the performance of our athletes, and we believe that there is clear evidence here that we are making a difference.

Q • With the Institute now established, has your vision or your ambition for the future been altered at all by the realities of your work?

If anything, results from Sydney, Salt Lake City, and Manchester have strengthened our resolve and motivated us to believe that our long-term ambitions are achievable.

Of course, there has been some refining of our deliveries - we don't, for example, now envisage that we can provide all our services to all our athletes locally, and we remain very realistic about continuously developing resources and long-term timescales. But we have a clear vision about our staffing, our structures, and our priorities. Our approach is one of 'significant evolution' as we continue to develop our support for our top athletes and encourage their ambition to be the best in the world. Reality suggests that there is no reason why this cannot be achieved - given expert support and the appropriate resources.

Q • How satisfied are you with the level of achievement of the Institute over the past year, and what are the main strengths and weaknesses which have emerged?

It is the nature of our business never to be satisfied with performance but always to be striving to improve. That applies to the Institute as well as to athletes, so to this end we are establishing a culture which is visionary, responsive, innovative, and professional.

This appears to be beginning to pay dividends.

But we face many challenges. We must communicate better with our athletes and get our message over to decision-makers and the wider Scottish public. We must always be seeking to improve the services and programmes we provide to meet the individual needs of our athletes and to provide them with more individual attention. We must play our part in ensuring that the issue of sports funding for athletes is not over-complex. We must continue to build links and partnerships at Area and National levels. We must guard against spreading our services too thinly: quality is paramount.

Q • Imagine, if you will, that you are writing the annual report one year from now. What are the main achievements that you would like to be recording which you have not had the resources or time to deliver as yet?

First, the establishment of an enhanced coaching structure for all our core sports. This involves a team of lead coach, assistant/technical coach, and apprentice coach, appropriate to the needs of each sport, along with programmes of support for personal and team coaches.

Next would be the creation of sports specific teams for sports science and sports medicine.

We would hope to be able to report that athletes are acknowledging the impact of Institute support to a wide audience - not for self-serving motives but in order that the very purpose of the Institute is understood across a wider community and that young athletes become aware that there is a process which can help them to realise their ambitions.

On the organisational front, we would wish to see resources committed for the next four years, a step that would enable us to implement our vision more effectively, continued clarification of roles as we work with our various partners, and that we put in place a challenging review process for all core sports.

"Results...have strengthened our resolve and motivated us to believe that our long-term ambitions are achievable"

a culture which is visionary, responsive, innovative, and professional



The Institute's Individual Athletes programme supports athletes – nominated by their governing bodies - who have already achieved excellence. The Institute's aim is to enhance the athlete's own programme and assist them to achieve an even greater performance.

Currently 34 athletes - who have achieved a Commonwealth Games medal in 1998, who are ranked in the World top 25 or European top 10, or who are included on a UK World-Class Performance Plan – are on the programme. These athletes are provided with a full range of services (which may be provided outside Scotland) to enhance their existing support.

To ensure an individualised programme of support, track and field, swimming, and equestrian paralympians are also managed through this programme. We have all enjoyed their successes over the past year. Now we look forward to working with their performance directors and personal coaches to integrate all elements of Scottish Institute support within the athletes' yearly plan, in order to assist each individual athlete to achieve his or her full potential.

enhanced and improved performance...

The following is a sample of this individual approach for some of our athletes:

Jim Anderson



For swimmer Jim Anderson, a programme of sports physiotherapy was devised, involving a weekly maintenance session in prevention management. This enabled him to train six times per week without any injuries. There has been no break from training since the start of the sessions and no recurrence of a chronic shoulder problem which he had been suffering. As he prepares for the world championships in November, the programme has enabled Jim to stay injury free while swimming close to his personal bests and his own world record times.

Colin McNeil

During last year boxer Colin McNeil received extensive medical support as part of the programme. Colin had suffered injuries which involved acute trauma to his hand and a repetitive strain injury which was secondary to biochemical dysfunction. Treatment was begun within 24 hours of the injuries being sustained and continued using manual therapy, electrotherapy, and functional rehabilitation.

When further expertise was required, Colin was supported not only by the sports medicine physician and physiotherapist but also by an orthopaedic consultant who organised further investigations. Colin was also seen by a podiatrist, who suggested the use of orthotics. These were provided to give Colin a custom-fitted footbed to control his foot movements and to try to prevent future problems.

As a result of this support, Colin competed in all his planned competitions and training camps and collected a range of gold, silver, and bronze medals in the lead up to the Commonwealth Games.



Lesley McKenna

For the world-ranked number 5 snowboarder, we identified a key area of support essential to her during her needs analysis. This focused on her ability to increase awareness of her body positions in the air and gain more height, which would provide vital points during competition.

An appropriate team - which included Lesley's coach along with the Institute's Athlete Services manager, Sports Science co-ordinator, notational analyst, physiotherapist, motor control advisor, and exercise physiologist - was brought together to devise a plan to support Lesley while she was training and competing away from Scotland and to consider the development of the necessary sensory and physical skills essential for her sport.

This integrated support has seen a programme of core stability devised by the physiotherapist and analysed in snowboarding performance terms by the coach, who films Lesley's training and then sends tapes back to Scotland for viewing by the team. Motor control advice has considered the sensory awareness needed to perform movements upside down in the air, travelling at speed, attached to a snowboard. Some of the key skills have been translated to indoor work on a trampoline to try out new moves aimed at achieving maximum points during competition.



Pam Nimmo

To provide an integrated support plan for squash player Pam Nimmo, the Institute's Athlete Career and Education co-ordinator, Susan Elms (in association with Liz Mendl, Athlete Services manager, Dave Clark, Head Strength and Conditioning coach, and Dr Malcolm Fairweather, Sports Science co-ordinator) evaluated her needs with the aim of providing a range of appropriate services.



Susie Elms
Athlete Career and Education
Co-ordinator

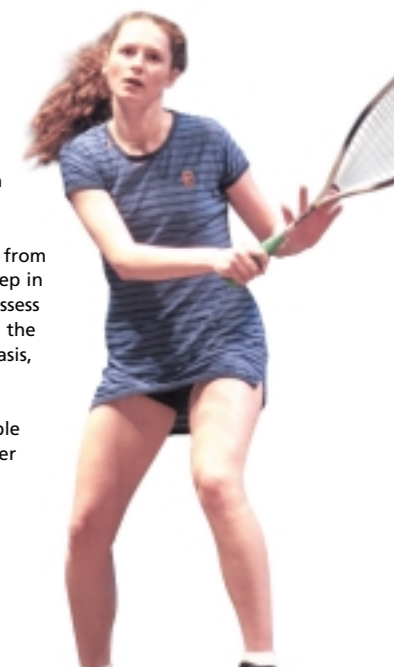
As Pam had previously been ill, which had seriously impaired her ability to train, it was vital to provide a support plan that was specific to meet her needs. To do this, the Athlete Career and Education (ACE UK) programme was put into action, beginning with an assessment to identify Pam's past achievements, current status, and future expectations. This provided an outline of Pam's specific needs and goals, which included re-asserting herself on the world stage and achieving a higher ranking.

Close monitoring and consultation with Dave Clark and the medical experts was then required to ensure that Pam could enter back into a training schedule. Meetings were held with Pam, her father, and Dave Clark to discuss how best to monitor and evaluate Pam's progress, considering she would

be travelling around the world and would need feedback on her training/competition schedule and the effect that was having on her physiologically.

As a result of these discussions, and to ensure we could support Pam when she was away from Scotland, the ACE (UK) programme provided Pam with a laptop to ensure she could keep in touch regularly. This enabled Pam to use a heart rate monitor, download the data to assess her reaction to training, and e-mail information to Dave Clark. This provided Pam with the confidence to know that she was being monitored and could keep in touch on a daily basis, if required.

This was a good example of the ACE (UK) programme providing a specific service to enable an athlete to step back into the world arena, knowing that there was support around her - even if that support was as simple as a laptop to co-ordinate service provision.



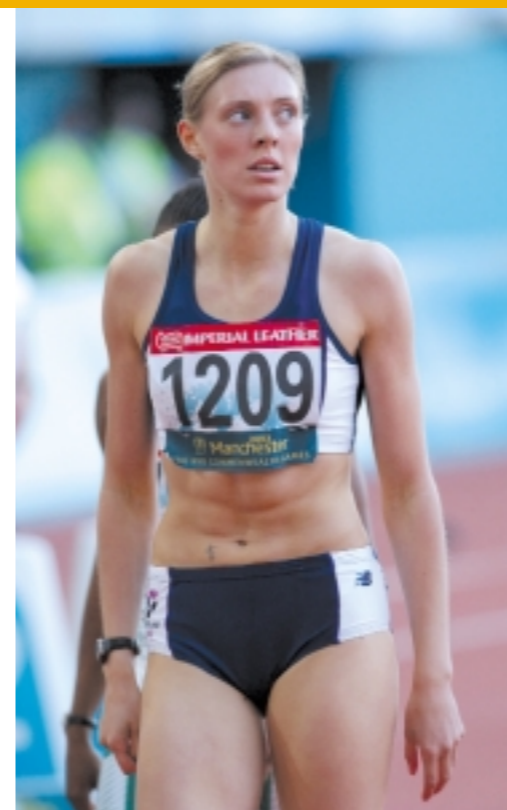
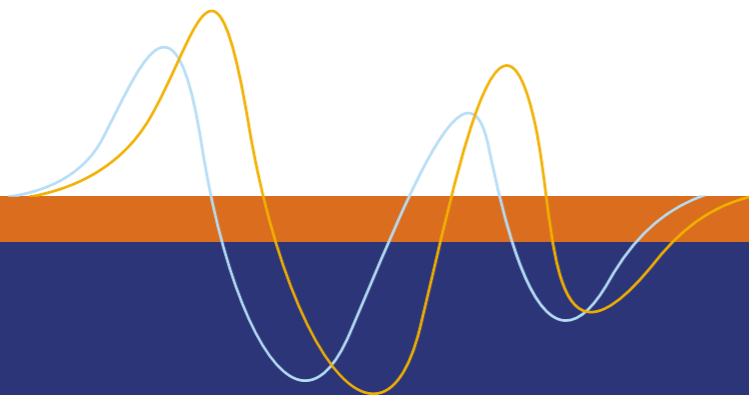


Chris Hoy

The Institute's Head Strength and Conditioning coach, Dave Clark, has played a major role in cyclist Chris's preparations over the past year. At the pre-world championships training camp in Cottbus, Germany, for example, Dave assessed Chris's weight-training technique using video and Silicon coach software and prepared his training programme for the period up to the worlds. Dave was present at the championships to see Chris get an eighth place (the highest ranked British rider) in the kilometre time trial and win a bronze medal in the Olympic sprint along with Craig MacLean and Jason Queally.

Dave also designed individual strength and power development programmes for Chris's training camp in Australia (December 2001 and January 2002), his pre-World Cup (Sydney and Moscow) training cycle (February-April 2002), and his Commonwealth Games training cycle (June and July 2002). At Chris's Manchester base and then again at the pre-Commonwealth Games training camp in Germany, Dave provided further assistance with his programme, monitoring his power training sessions and lifting technique, viewing track training sessions, and conducting a series of strength and power tests.

Chris also consulted Dave on many occasions regarding adjustments to his strength and power training programme, specifically during times when he was unable to train to his maximum.



Meg Stone, who had led the Institute athletics programme for just over two years, resigned and returned to the USA in December. Replacing Meg was not a straightforward exercise – a recruitment campaign resulted in no candidate being offered the position, and alternative structures were required.

Frank Dick OBE, who holds a position on the Board of the Scottish Institute of Sport, agreed to undertake a role of 'athletics consultant' while alternative coaches and roles were investigated.

The athletics programme has always relied upon the dedication of personal coaches working with the athletes, and the success of the athletes in the Commonwealth Games and in other events (for example,

Lee McConnell in the European Championships) is a testament to their dedication and skills.

The High Flyers initiative, whereby a group of young athletes were identified and supported by the Institute alongside their personal coaches, has proved to be a successful and a valuable learning experience. The athletes concerned have, as a whole, produced performances that justify their original selection, and the principle of the Institute supporting younger athletes with talent will be followed through in subsequent plans.

The challenge remains, however – performances were great in Manchester, but performances at world level must be the objective.

Institute Support

SPORTS MEDICINE:

Mandy Belch, Guy Van Herp and Bec Marshall

PERFORMANCE ANALYSIS:

Elite Sports Analysis

COACHING:



Frank Dick
Athletics consultant

Coaching is led by Frank Dick with the national and personal coaches providing an essential support. The High Flyers initiative set out to combine athlete development with elite coach development and support. Athletes are selected because of their talent, but also because of the support and commitment of their personal coaches. The programme aimed to invest in the coaches' development alongside that of their athletes. The aim of the scheme is long term – Melbourne 2006 and beyond.

SPORTS SCIENCE:

The link between gait analysis and effective race technique has been evaluated for a number of athletes.

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms





It's been a golden year for curling, with performances underlining the sport as one of Scotland's most successful. The Institute programme has focused (as previous years) on comprehensive support for selected teams (three men's, three women's). Support for the teams who represented Britain at the Olympic Games was complemented by support for two other leading teams, and for two young teams representing the future. An Olympic gold medal, fourth in the junior world championships, specific support to the world championship winning team, and success on the world curling tour underline a glittering year.

Major Performance Target:

Salt Lake City Olympic Winter Games 2002

Institute Support

SPORTS MEDICINE:

Mandy Belch, Elaine Gillies, Kirsty Grahamslaw, and Bec Marshall

PERFORMANCE ANALYSIS:

Curling was one of the earliest sports to identify a clear role for performance analysis in support of the coaching staff and is integrated with technical coaching – both are provided in competition support and analysis, and preparation analysis. Specialist programmes have also enabled evaluation and development of performance by demonstrating technical and tactical improvements. This service has been provided by Kenny More, Elite Sports Analysis.

COACHING:



Mike Hay
Curling coach

Mike Hay, Cate Brewster, supported by team coaches Russell Keiller and Derek Brown. The year saw the appointment of the first Institute assistant coach, initially to provide support through the eight-month Olympic preparation but now extended to enable greater individual support and attention from Institute coaching staff for all rinks.

Results:

Gold (Team Martin), 5th (Team McMillan)

STRENGTH AND CONDITIONING:

Co-ordinated by Dr Audrey Duncan (Dundee University)

SPORTS SCIENCE:

Dr Malcolm Fairweather, Prof Dave Collins, Peter Clarke, Lino D'Orio, Dr Jane Blackford

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms leads the programme and has provided direct support to a number of Institute curlers. The support covers issues such as media training and awareness through to assisting negotiations with employers for extended leave periods. A crucial aspect relates to communication and relationship between athlete and coach, enabling trust and direct one-on-one support.



The badminton programme exemplifies the challenge faced by many sports in balancing support for the current international performers with maximising talent in future generations of athletes. The 2002 Commonwealth Games provided the performance target, but well in advance of that, change was implemented to ensure greater success at subsequent Games.

The next cycle commences with a full-time assistant coach to support Dan Travers and provide a focus for the fast-tracking of selected young players to senior level. This exciting prospect builds on good foundation work established through Area Institutes of Sport in the past year.

Major Performance Target:

Commonwealth Games 2002 – team bronze, medal in ladies singles and ladies doubles

Institute Support

SPORTS MEDICINE:

Mandy Belch, David Bomaker, Bec Marshall, Heather Sharp, and Sue Warwick

PERFORMANCE ANALYSIS:

The expertise of skill acquisition specialists Dr Malcolm Fairweather and Chris Button have combined with performance analysis input and support from Andy Kerr to address technical skill development for key players. A good example of this is power in overhead shots – the result of the work can be seen on video footage of players competing in the 2002 Commonwealth Games.

COACHING:



Dan Travers
Badminton coach

Dan Travers introduced two unique aspects to the programme during the year. First, a training camp in China to train with Chinese players. Secondly, he subsequently brought two Chinese players to Scotland for four months as final preparation for Manchester 2002.

The training camp offered the chance to compare both technical work and physical preparation. The physical regime was a shock, but not beyond the programme already developed by the Institute for the players. The Chinese technical programme reflected closely that of the Scottish players, and the chance to practise with players of a higher calibre was invaluable.

Results:

Team bronze, quarter-final ladies singles, quarter-final ladies doubles

The invitation to two Chinese players to spend time in Scotland was accepted readily. A different focus, attitude, and commitment were all observed, and the Institute is grateful for their time and efforts.

STRENGTH AND CONDITIONING:

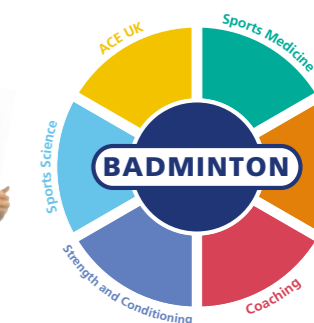
The appointment in the last year of two full-time strength and conditioning coaches has resulted in Michael Favre taking responsibility for the badminton programme development and co-ordination. Michael's role allows him to establish a direct relationship with all the players, prepare specific programmes reflecting their competition programmes, discipline and performance history, and then to monitor and adjust that programme as required. This is monitored by the Institute's Head Strength and Conditioning coach, Dave Clark.

SPORTS SCIENCE:

Mark Glaister, Prof Dave Collins (psychology), Gavin Moir

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms



The hockey programme has undergone a significant shift in emphasis in the last year, with an enhanced focus on support for players with the potential to represent not only Scotland at senior level, but also Great Britain in the Olympic Games. This shift is demonstrated by two categories of player – 16 (Category 1) receive a comprehensive package of support, while Category 2 players (the full senior women's squad) receive a limited package to match and enhance their national squad programme. This shift has resulted in the Institute supporting fewer players (16 in total), thus enabling a greater attention to detail for each player.



Major Performance Target:

To assist players to be selected for the 2004 Olympic Games (and qualification tournaments) for Great Britain. This is supported by a focus on the women's programme, where qualification for World and European Championships, and success in the Commonwealth Games, is vital

Results:

Qualified for World Cup finals (senior women's squad, France, November 2001), 6th Commonwealth Games 2002, Qualified for European Cup in 2003



Institute Support

SPORTS MEDICINE:

Preventative support and injury management have been a focus. The hockey programme physios attend group pitch sessions, providing specific preventative support in combination with the strength and conditioning coach. The role also allows weekly management of injuries, enabling treatment to continue through medical support close to home for the athlete, but to be assessed, monitored, and checked weekly. The programme has enabled Scottish Hockey to dovetail physio support on a similar basis through the senior squad programmes. This programme is led by Kirsty Grahamslaw.

PERFORMANCE ANALYSIS:

Squad and individual support is provided by Ian Donnelly and other staff from Elite Sports Analysis. This support extends to providing in-competition support for squads, most significantly individual performance and video support. This individual support enables players and coaches to view and relate training programmes with match footage, and to compare technical aspects with leading players in

the world. Further technical sessions from Steve Colledge and Dr Malcolm Fairweather have addressed skill acquisition issues.



Steve Colledge
Hockey coach

COACHING:

Steve Colledge leads the programme, and takes individual / small group sessions for Institute players. The programme is supported by the National Coaches, Mike Gilbert (women) and Mathias Ahrens (men).

STRENGTH AND CONDITIONING:

Neil Crosbie co-ordinates the strength and conditioning programme and delivers practical sessions both on the pitch and in the gym. This is supported by the strength and conditioning network across Scotland, which allows access to supervision wherever athletes live and work.

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms



Typical of much of the Institute's team sport work, the rugby programme focuses specialist support on the development of individuals rather than on team development and performance. Scotland's most talented players under the age of 21 benefit from individualised programmes which complement club and international squad coaching. The programme has proved successful, with progression of 12 players to professional contracts, and as with all programmes, takes on new challenges in the year ahead. These include a full-time assistant coach (specialising in strength and conditioning) on secondment from the SRU, and continuation of support to Institute players as they progress into and through professional contracts.

Major Performance Target:

Development of players to professional contracts

Institute Support

SPORTS MEDICINE:

The rugby programme links through chartered physiotherapist Steven Mutch, employed by the SRU, to Liz Mendl, who coordinates the sports medicine programme. Between them, rapid referral to a range of investigations and specialists is arranged to ensure time off the pitch is kept to a minimum. However, effective sports specific rehabilitation is paramount to prevent recurrence of any injury. The aim is to return the player to the game fitter than when they sustained an injury.

COACHING:



Bob Easson
Rugby coach

A feature in many of the Institute programmes, the multi-disciplinary support team meetings in rugby deserve mention. These allow the Institute specialists, under the lead of Head Coach Bob Easson, to 'case-study' and review individual athlete situations and progress. The case-studies allow real integration of specialist support, and ensure all support staff are aware of progress, development, concerns, injuries, and so on.

STRENGTH AND CONDITIONING:

The strength and conditioning programme has been co-ordinated in the past year by Ken McEwan. The appointment of an assistant coach, Scott Crawford, with strength and conditioning specialism will allow a step change in support – from an individualised programme supervised and monitored, but reliant on third-party feedback, to a situation where the strength coach supervises the athletes himself every week. It also allows real integration of technical work and conditioning work, while not losing the specialism required for elite conditioning.

Results:

12 Institute players now professional players

SPORTS SCIENCE:

Led through Edinburgh University. Individual player analysis including:

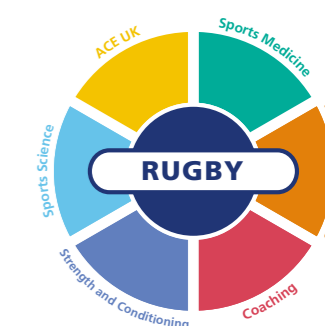
- speed (stride rate length analysis)
- agility
- power input
- body composition/nutritional analysis
- educational/practical sessions addressing individual and generic needs.

ATHLETE CAREER AND EDUCATION (ACE UK):

The ACE UK programme provides much necessary support for the rugby athletes. Decisions about professional contracts, education, balancing rugby and a life outside, impact as much on these athletes as they do for other sports. Two examples demonstrate the essential nature of this work, which is led by Susan Elms.

First, a player who, having been offered a professional contract, required support to take appropriate decisions regarding completion, extending, or suspending a degree programme. This was a key decision given the time requirements to fulfil a professional contract.

Secondly, the opportunity offered by the Scots-Australian Council to enable a young player to undertake a work and playing experience opportunity in Australia was most positive. To support a young player in preparing for such a move, both in regard to living in Australia, starting a career there, and ensuring all possible scenarios are considered, required considerable expertise.





The opening of the National Swimming Academy in Stirling represented a high point in terms of quality and availability of elite facilities. The National Academy provides a focus for much of the programme, but with Institute swimmers also based in Edinburgh and Glasgow, excellent provision exists elsewhere. The programme has continued to provide direct support to Scotland's current leading swimmers, together with fast tracking young talent. The strength lies in a totally integrated approach, with other programmes run by Scottish Swimming. With the Academy and recent Scottish Swimming appointments, this approach will develop further.



Major Performance Target:

Manchester Commonwealth Games – three medals, including one gold

Institute Support

SPORTS MEDICINE:

Seonaid Airth, Diane Jamieson, Bec Marshall, Treena Shaw, and Lindsay Thompson

PERFORMANCE ANALYSIS:

Use of underwater digital technology, together with pool side analysis and debrief of swimmers, has been successfully begun at the National Academy. This approach will be complemented by expert biomechanical analysis, using new facilities at Edinburgh University.

Results:

Five medals: one gold, two silver, two bronze

COACHING:



Chris Martin
Swimming coach

Chris Martin, National High Performance Coach, supported by many personal and squad coaches.

STRENGTH AND CONDITIONING:

Dave Clark

SPORTS SCIENCE:

The swimming programme has led the way in trials of the use of new technology – including that of specialist heart-rate variability technology. This approach allows objective assessment of athlete training states, and allows the National Coach to monitor response to training and enable peaking for events. Further developments include Aquapower technology, addressing stroke-rate and length production within the programme training cycles.



Malcolm Fairweather
Sports Science
Co-ordinator

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms



The football programme began during the year, and developed to a high point with a training camp in Barcelona.

The programme, still in its infancy, is focused on providing individual support to players to complement that work undertaken at club level. The players, all currently in the 17/18 years age group, have been identified as having the potential to represent Scotland at senior level in the years ahead.

The camp in Barcelona represented the first occasion that the Scottish Institute of Sport had collaborated practically with the Victorian Institute of Sport (VIS) in Australia. The camp allowed separate and shared training and development experiences for the Scottish and Victorian players, together with the opportunity for interaction between coaches, medical, and scientific support staff. There was also a competitive edge – four development matches, including three against local youth sides, allowing transfer of individual skills to the context of a full game.

Major Performance Target:

Under development

Institute Support

SPORTS MEDICINE:

Liz Mendl

PERFORMANCE ANALYSIS:

Performance analysis has been central to the support for the programme to date. The use of video data, allowing feedback to players on an individual basis, determines the support of other specialist areas. Kenny More has led this area, and as the programme develops, it is envisaged that this support will extend to players in club matches, with debrief sessions led by Ross Jack, Institute coach, and club coaching staff.



COACHING:



Ross Jack
Football coach

Ross Jack, National High Performance coach, and Stuart Rafferty, assistant coach (Barcelona)

STRENGTH AND CONDITIONING:

Gill Stevenson and Dave Clark

SPORTS SCIENCE:

Dr Malcolm Fairweather. Player profiles addressing technical analysis, speed, agility, and decision-making ability are providing the basis of individual support and the programme for each individual going forward.

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms





This is the first annual report in which judo has appeared, being one of two sports added to the Institute in the summer of 2001. However, judo already had an established relationship with the Institute: a number of individuals had previously benefited from support, and the national coach, Nigel Donohue, had ensured good use of services for those individuals.

Nigel Donohue's employment transferred to the Institute, and a comprehensive programme for 23 players has been established and implemented to good effect.

The development of a National Centre for Judo at Ratho (as part of the National Climbing Centre) offers great opportunities in the year ahead, as does the chance to build on the excellent success achieved in Manchester.

Major Performance Target:
Commonwealth Games, Manchester

Institute Support

SPORTS MEDICINE:

Mandy Belch, Janine Booth, Diane Jamieson, Sandi Lyall, and Lindsay Thompson

PERFORMANCE ANALYSIS:

Led by Kenny More, a database of players has been developed which can be analysed and available at tournaments on a laptop. This enables players to assess their opponents' strengths, weaknesses, and styles once the draw is known. This data is then available between rounds as players progress through tournaments. The database was used to good effect in Manchester.



Nigel Donohue
Judo coach

COACHING:

Nigel Donohue, National High Performance Coach, supported by a strong team of personal and squad coaches

STRENGTH AND CONDITIONING:

Dave Clark

Results:

Nine medals: one gold, two silver, six bronze

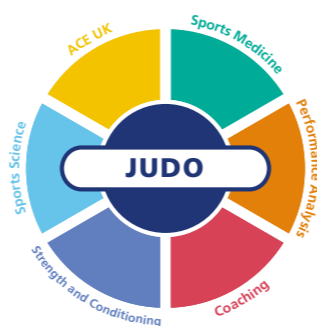
SPORTS SCIENCE:

Sports psychologist Professor Dave Collins has worked closely with the national coach and many of the players for some period of time. This support has been essential to individual and team success, and with Dave part of the team – which included player, coach, psychologist, and performance analyst - in Manchester, this provides an excellent example of integrated support.

ATHLETE CAREER AND EDUCATION (ACE UK):

Led by Susan Elms, the ACE UK Programme has provided support to athletes in judo who have gone through a variety of situations, including injury management, relocation, and retirement.

Support provided may include referral to experts in psychology or sports medicine; access to flexible study paths and career planning options (CV, interview technique and work experience).



Major Performance Target:
Under development

Institute Support

SPORTS MEDICINE

Elaine Gillies and Sue Warwick

PERFORMANCE ANALYSIS:

The use of excellent analysis packages within golf is well established. High-speed cameras and analysis programmes offer an enhanced level of support to players and coaching staff. Elite Sports Analysis's skill and experience will support this work.

COACHING:

Steve McNally, National High Performance Coach, Ian Rae, National Coach, and Karyn Dallas, National Coach

STRENGTH AND CONDITIONING:

Dr Audrey Duncan (Dundee University)

SPORTS SCIENCE:

Led by Dr Malcolm Fairweather, Prof Ron Maughan, Brian Ewing, and Audrey Duncan, a support programme will be implemented to allow preparation ahead of the Eisenhower Trophy (Malaysia, October 2002), which is the first occasion that Scotland will compete at this level. Dr Audrey Duncan joined a training camp and was able to monitor the physical and physiological demands of competing in the likely weather conditions. This data has allowed precise preparation, and will provide a valuable resource for players competing regularly in such conditions.

ATHLETE CAREER AND EDUCATION (ACE UK):

Susan Elms

Golf joined the Institute core sports in the summer of 2001, having previously taken up the option of a limited programme for individual golfers through the Individual Athletes programme. The opportunity of becoming a core sport has enabled a positive shift in thinking, and the programme which is being developed since joining the Institute represents an exciting model.

The National Golf Academy at Drumoig will provide the golfing focus for a programme that will ensure Scotland's most talented golfers in the 17 – 21 years age group can balance elite preparation with academic or vocational training. The programme offers a Scottish alternative to USA-based golf scholarships. The partnership with a number of university and college partners is vital to delivering this programme, and many of these organisations already run excellent scholarship opportunities. This programme will allow the golf aspects to be refined and delivered to the highest levels.

Steve McNally leads the programme as national high performance coach, and works closely with established national coaching staff employed by the Scottish Golf Union and the Scottish Ladies Golf Association.





Profit and Loss account for the year ended 31 March 2002

	2002 £	2001 £
Revenue		
sportscotland Lottery Fund	2,456,811	1,607,391
Other income	1,000	5,000
	<u>2,457,811</u>	<u>1,612,391</u>
Operating expenses		
Staff costs	838,111	673,386
Programme costs	756,479	584,080
Other operating costs	690,251	374,212
	<u>2,284,841</u>	<u>1,631,678</u>
Operating surplus/(deficit)	172,970	(19,287)
Amount unutilised repayable to Lottery Fund	(204,822)	-
(Loss) before interest and tax	<u>(31,852)</u>	<u>(19,287)</u>
Amount unutilised repayable to Lottery Fund	18,356	3,943
(Loss) on ordinary activities for year before tax	<u>(13,496)</u>	<u>(15,344)</u>
Taxation	(2,880)	-
Transfer from capital reserve	16,376	15,344
Result on ordinary activities	<u>-</u>	<u>-</u>

Balance Sheet at 31 March 2002

	2002 £	2001 £
Fixed assets	<u>276,145</u>	<u>255,050</u>
Current assets		
Debtors	78,917	189,089
Cash	623,904	61,772
	<u>702,821</u>	<u>250,861</u>
Creditors: amounts falling due within one year	<u>(734,580)</u>	<u>(282,620)</u>
Net current assets/(liabilities)	<u>(31,759)</u>	<u>(31,759)</u>
Total assets less current liabilities	<u>244,386</u>	<u>223,291</u>
Deferred grants	(205,740)	(164,546)
Net assets	<u>38,646</u>	<u>58,745</u>
Reserves		
Capital reserve	70,405	90,504
Profit and loss account	(31,759)	(31,759)
	<u>38,646</u>	<u>58,745</u>

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 obtained from the Business Manager, Scottish Institute of Sport, Airthrey Road, Stirling FK9 5PH at a cost of £6.

Prior year Profit and Loss Account comparatives have been restated to comply with the current year presentation. This does not have an impact on the stated figures for that year.

The Scottish Institute of Sport accounts were approved by the Institute Board and signed on its behalf on 17th June 2002. The Scottish Institute of Sport's auditors, KPMG LLP, have given an unqualified audit report on these accounts.



**SCOTTISH INSTITUTE
OF SPORT**

Scottish Institute of Sport
Airthrey Road Stirling FK9 5PH
Tel: 01786 460 100
Fax: 01786 460 101
Email: firstname.surname@sisport.com
info@sisport.com
www.sisport.com

Photography: Steve Lindridge, Ideal Images Dan Tuffs Dougie Barnett Allsport Gordon Fraser, SRU Steve Line, squashpics.com Scottish Golf Union



The Scottish Institute of Sport is part of the
United Kingdom Sports Institute network

sportscotland
LOTTERY FUNDED

The Scottish Institute of Sport is a member of the
sportscotland group of companies

Profit and Loss account for the year ended 31 March 2002

The financial statements for the year to 31 March 2001 are detailed on the previous pages. These accounts show the receipt of the year's core funding from the sportscotland lottery fund and a summary breakdown of the main areas of expenditure.

As anticipated in last year's report, expenditure in all principal areas has risen, when compared to the previous year. This is highlighted in the charts below - cost comparisons for the years ended 31st March 2002 and 2001.

Institute Costs to 31 March 2001



- ACE, sports science, sports medicine
- Coaching programmes
- Office and administration
- Capital
- Irrecoverable VAT
- Management and admin staffing

Institute Costs to 31 March 2002



The increase in the number of core sports (operating programmes) to eight during the year and the continuing increase in activity levels of the existing sports contributed to the previously anticipated increase in spend. As a consequence, the ACE UK programme continued to expand from previous levels. As the programmes for the new core sports, judo together with football, were not fully developed within the financial year, and with the implementation of the golf programme, it is expected that there will be a further increase in programme costs in 2002/2003.

As predicted, Sports Science and Sports Medicine programmes continued their development with a combined increase of 177% over the year ended 31st March 2001. The spend in these areas will continue to increase as the programmes for football, golf, and judo are developed.

Capital spend in the year reflected the Institute's commitment to establishing state of the art IT facilities both in Caledonia House and its new headquarters in Stirling which became operational in May 2002. After prolonged negotiations with HM Customs & Excise the Institute will not be able to recover VAT on the majority of its spend and the impact is seen on the graphs shown here. Office and administration costs increased as expected with increased activity in marketing and communications.

