



**SPORT FOR ALL:
INFORMING SCOTLAND'S SPORTING CULTURE**

THREE-YEAR STRATEGY

2019-2022

THE OBSERVATORY FOR SPORT IN SCOTLAND

THREE-YEAR STRATEGY

2019-2022

Contents

| | |
|--|----|
| Strategic Focus and Balance | 3 |
| OSS Values, Vision, Mission and Role | 4 |
| Outcomes - What OSS will do | 5 |
| Supportive and supported | 6 |
| APPENDIX 1 – National and International strategy and guidelines..... | 7 |
| APPENDIX 2 – Reference Documents | 10 |

Introduction

This is the Observatory for Sport in Scotland's Three-Year Corporate Strategy. It is the overarching document of a suite of documents which sets out the organisation's vision, plans and activities over the coming three years.

Strategic Focus and Balance

Scotland's only independent think-tank for sport, the Observatory for Sport in Scotland (OSS) exists to help stakeholders across Scotland increase sport participation for ALL; for every person in Scotland, irrespective of age, ability, background and geography.

This strategy builds on the foundation work of the OSS led by Charlie Raeburn and Marie McQuade from 2015 to 2018 which pulled together the many ideas, forums and areas for development identified by individuals and organisations across Scotland, and places them in a cohesive, forward-looking strategy able to question, inform and support the needs of stakeholders across Scotland's sport and community landscape.

How do we do that?

- The OSS uses high-quality scientific research around sport, recreation and movement to identify problems and trends, fill knowledge gaps and educate.
- We provide platforms for discussion and debate, which enable people to come together and shape sustainable solutions for a more active culture for all in Scotland.
- We work with national and local government, sport bodies and many partners across communities to enhance the quality of practice and policy, to increase and widen participation, and improve the health and wellbeing of the Scottish population now and through future generations.

This strategy seeks to strengthen the OSS' place as a trusted and credible partner at the heart of that Scottish landscape, supporting the Scottish Government, sportscotland, local authorities, sport bodies, communities, universities and the wider research sector, the Third Sector and corporate world.

Our stakeholders are many and varied, from health, education, sport and civic society. We work with everyone who shares our passion to strengthen the physical and mental health of every member of our population through improved access to regular sport and recreational sporting activity¹ and to understand how that will help to tackle the national crisis in physical and mental health².

Key to success are our relationships with and understanding of the many individuals who deliver community sport on the ground, day in, day out, while our ability to fund and draw on academic research across Scotland and globally, supported by institutes and think-tanks across the world, helps us to share data and insights that have genuine impact on sport participation for all ages in our society.

¹ Sport and/or recreational sporting activity are two terms which are linked but which for the purposes of this strategy will be stated as 'community sport', an umbrella term which seeks to cover "traditional sports" (hockey, athletics, swimming, football, curling etc) and a wide range of modern 'sporting' activities such as gym classes, cycling, walking groups and so on.

² The Mental Health Foundation Scotland warned in its 2018 report 'Make It Count', that children's mental health is becoming a crisis in Scotland with 8,000 children with severe mental health problems waiting to see a specialist at the end of June 2018 and 2,116 of them waiting for more than 18 weeks. The 2018 Active Healthy Kids Global Alliance (AHKGA) report stated that more than 100,000 children and young people in Scotland have obesity and physical inactivity has reached crisis levels, with many children not moving enough to maintain healthy growth and development.

OSS Values, Vision, Mission and Role

Our Vision

A healthier Scotland where every person can access sport and its wider benefits for life.

Our Mission

To inform, influence and support stakeholders and communities to increase and widen participation in all forms of sport activity, and help to arrest Scotland's physical and mental health and wellbeing problems.

Our Values

Ambition. Collaboration. Quality. Independence. Informed. Sustainable.

The Four Pillars

The OSS strategy 2019-2022 is founded on four key pillars, which seek to create an effective balance in supporting, shaping and influencing the Scottish population to be more active and ensuring the OSS remains an effective and reliable long-term partner.

- **Evidence and Analysis** – The core proposition at the heart of the OSS is a commitment to identify and share the valuable academic research, evidence and analysis that can bring confidence or challenge to policy and decision-making. Our Research Advisory Board has experienced researchers from across the UK and globally, and works closely with Scottish universities and other partners to conduct, commission, map and analyse relevant research, and communicate it effectively to different audiences.
- **Influence** – A key role for OSS is as a 'think-tank', enabling, stimulating and supporting discussion and debate that influences change. With strong relationships across national and local government, sportscotland, sport bodies, communities, clubs and individuals, we aim to help partners shape policy that creates long-term, sustainable improvement in health and wellbeing across Scotland's population.
- **Organisation** – The OSS is a strong, independent organisation with clear governance that enables the voluntary board of 12 Trustees to set strategy and oversee key decision-making. The Executive Director and support staff are tasked to progress OSS' aims and objectives with specialist support from a series of advisory boards of volunteers drawn from research, business, government, sport, education and media backgrounds.
- **Sustainability** – Committed to remaining independent of political parties, sports and other interests, OSS is funded philanthropically, by individuals, trusts and foundations, and corporate bodies who share our vision for a healthier, happier and more active Scotland. This strategy, and the accompanying fundraising, communications and business plans, outline how we will drive income and become a sustainable organisation, able to provide long-term support to our many partners.

Outcomes - What OSS will do

Evidence and Analysis

KPI: By 2022, OSS will have published three major reports or surveys and at least 20 papers that provide accurate and informative pictures of sport participation in Scotland, identify problems and solutions; and be regularly quoted as a reliable source across government and the wider sport and community landscape.

Key outcomes:

- Accessible library of existing and planned research into community sport and activity across Scotland;
- Strong OSS University Forum engaging all Scottish universities, and other relevant institutions and researchers from Scotland and around the world, producing series of published research and analysis;
- National Sport Survey and ongoing series of papers published in association with key partners;
- New models of/guide to local authority sport delivery and facility management researched, debated across sector and published in association with local authorities, trusts and community organisations.

Influence

By 2022, OSS will have grown to over 1000 engaged supporters, 50 key partnerships from government to community levels and be a regular, respected contributor to the sport for all debate in Scotland.

Key outcomes:

- Key relationships formed with civil servants and Ministers in government and politicians across parliament, and with sportscotland, sport bodies, media and the charity and business sectors, and contributions to partner documents/forums invited as standard;
- Key partnership formed with NHS Scotland around research and evidence linking sport and health;
- Active community forums engaging stakeholders in the North, West, East and South of Scotland;
- Quarterly think-tank events and national conference launched;
- Regular media coverage of research and events across print and broadcast.

Organisation

By 2022, OSS will be a strong charitable organisation with a staff of five people supported by a diverse board and forum structure that involves a wide range of stakeholders and engages with all regions of Scotland.

Key outcomes:

- Strong governance structure with engaged, pro-active and diverse board and advisory groups across universities, business, media, community sport and physical education;
- Good succession planning involving skilled and enthusiastic new members from diverse backgrounds;
- Knowledgeable staff providing clear direction;
- Clear and regular communication with stakeholders.

Sustainability

By 2022, OSS will have raised over £1M to support its development and fund research across key project areas that have provided a tangible impact on increasing sport participation and improving health and wellbeing.

Key outcomes:

- New stewardship, corporate membership and major donor programmes developed, and new income generated to funding target of £700,000 (taking OSS' total income from 2015-2022 to over £1m);
- High quality, robust and costed 'Case for Support' papers produced for all projects;
- New income streams created through providing research and analysis services to a range of public and private partners, without conflicting independent status;
- Core staff increased to five, with administrative, senior research and events/communications roles filled.

Supportive and supported

OSS cannot and will not seek to achieve these goals in isolation nor with a single intervention. Success in the shape of a strengthening sporting culture for all will be achieved only through strong partnerships where the OSS is a trusted supporter of stakeholders and their aims.

With that collegiate approach, the OSS will help to drive a high standard of academic research, evidence and tools to enable those delivering community sport to implement effective policy and practice, increase the number of people of all ages experiencing the multi-layer physical, mental and emotional benefits of sport, and widen the benefits for society as a whole.

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APPENDICES

APPENDIX 1 – National and International strategy and guidelines

- Scottish Government Outcomes Framework 'A More Active Scotland'
- Chief Medical Officers' physical activity guidelines
- UNESCO 2030 Agenda for Sustainable Development

Scottish Government Active Scotland Outcomes Framework

Vision: A More Active Scotland

Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal - it really doesn't matter how people get active, it just matters that we do.

Being physically active contributes to our personal, community and national wellbeing.

Our vision is of a Scotland where more people are more active, more often.

National Outcomes

| | | | | | | | |
|-----------------|--------------------|-------------------------|--------------------|-------------------|-----------------------|------------------------|-----------------|
| Business | Employment | Research and Innovation | Young People | Early Years | Healthier | Inequalities Tackled | Life Chances |
| Safe from Crime | Sustainable Places | Resilient Communities | Environment Valued | National Identity | Impact on Environment | Older People Supported | Public Services |

Active Scotland Outcomes

| | | |
|---|---|---|
| We encourage and enable the inactive to be more active | We encourage and enable the active to stay active throughout life | We develop physical confidence and competence from the earliest age |
| We improve our active infrastructure – people and places | We support wellbeing and resilience in communities through physical activity and sport | We improve opportunities to participate, progress and achieve in sport |

Equality: Our commitment to equality underpins everything we do

Physical activity benefits for adults and older adults

-  **BENEFITS HEALTH**
-  **IMPROVES SLEEP**
-  **MAINTAINS HEALTHY WEIGHT**
-  **MANAGES STRESS**
-  **IMPROVES QUALITY OF LIFE**

REDUCES YOUR CHANCE OF

| | |
|--------------------------------|-------------|
| Type II Diabetes | -40% |
| Cardiovascular Disease | -35% |
| Falls, Depression and Dementia | -30% |
| Joint and Back Pain | -25% |
| Cancers (Colon and Breast) | -20% |

What should you do?

For a healthy heart and mind

To keep your muscles, bones and joints strong

To reduce your chance of falls



| VIGOROUS | | MODERATE | | REDUCES YOUR CHANCE OF | | TO KEEP YOUR MUSCLES, BONES AND JOINTS STRONG | | TO REDUCE YOUR CHANCE OF FALLS | |
|---|---------------|---|--------------|---|-----------------|--|-------------------|---|----------------|
|  | RUN |  | WALK |  | TV |  | GYM |  | DANCE |
|  | SPORT |  | CYCLE |  | SOFA |  | YOGA |  | TAI CHI |
|  | STAIRS |  | SWIM |  | COMPUTER |  | CARRY BAGS |  | BOWLS |

MINUTES PER WEEK

75 OR 150

VIGOROUS INTENSITY
(BREATHING FAST, DIFFICULTY TALKING)

MODERATE INTENSITY
(INCREASED BREATHING, ABLE TO TALK)

OR A COMBINATION OF BOTH

BREAK UP SITTING TIME

2 DAYS PER WEEK

Something is better than nothing.
Start small and build up gradually:
 just 10 minutes at a time provides benefit.
MAKE A START TODAY: it's never too late!

UNESCO 2030 Agenda for Sustainable Development

‘Sport plays an important role in the achievement of 2030 Agenda for Sustainable Development as an enabler. The UNESCO strategy explicitly acknowledges the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.’

SUSTAINABLE DEVELOPMENT GOALS



APPENDIX 2 – Reference Documents

- A Fairer and Healthier Scotland NHS Health. Scotland 2012-2017
- A More Active Scotland 2014
- A More Active Scotland, where the five key themes can all be addressed by Trusts:
- Achieving our potential: A framework for tackling poverty and income inequality in Scotland Scottish Government/COSLA
- Active and Healthy Ageing: An Action Plan for Scotland (2014-2016)
- Active Schools
- Curriculum for Excellence: Health and wellbeing
- Global Recommendation on physical activity for health WHO 2010
- Investments that work for physical activity 2011
- Let's Make Scotland Active, Scottish Government 2003
- National Performance Framework
- National Walking Strategy
- NHS Health Scotland – A Fairer, Healthier Scotland
- Report on health inequalities, Scottish Parliament, Health and Sport Committee 2015
- Scottish Health and Inequalities Impact Assessment Network (SHIAN): Community Venues and Facilities for Sports, Leisure and Culture – Impacts on Health: A Guide
- Scottish Health Survey 2014
- Single Outcome Agreements
- Sport and Leisure Services in Scottish Local Authorities Report for VOCAL & SPORTA 2017
- Sporting Chance – Sport Strategy for Children and Young People
- Sport for Life – a new corporate strategy for sportscotland 2019
- Start active, stay active
- Supporting young People's Health and Wellbeing Scottish Government 2013
- Take life on
- The Toronto Charter for Physical Activity: A Global call to action WHO 2010
- UNESCO 2030 Agenda for Sustainable Development
- WHO Global Strategy for diet and physical activity
- WHO Physical Activity Strategy for the WHO European Region 2016-2025
- Youth Sports Strategy