



SCOTTISH MOTOR SPORTS

## STRATEGIC PLAN 2015 – 2019

### VISION

To put motor sport at the heart of the Scottish sporting landscape

### MISSION

“To create a framework for clubs and events to increase opportunities for participation across all sectors of society that lead to life-long and fulfilling experiences in motor sport”



MSA



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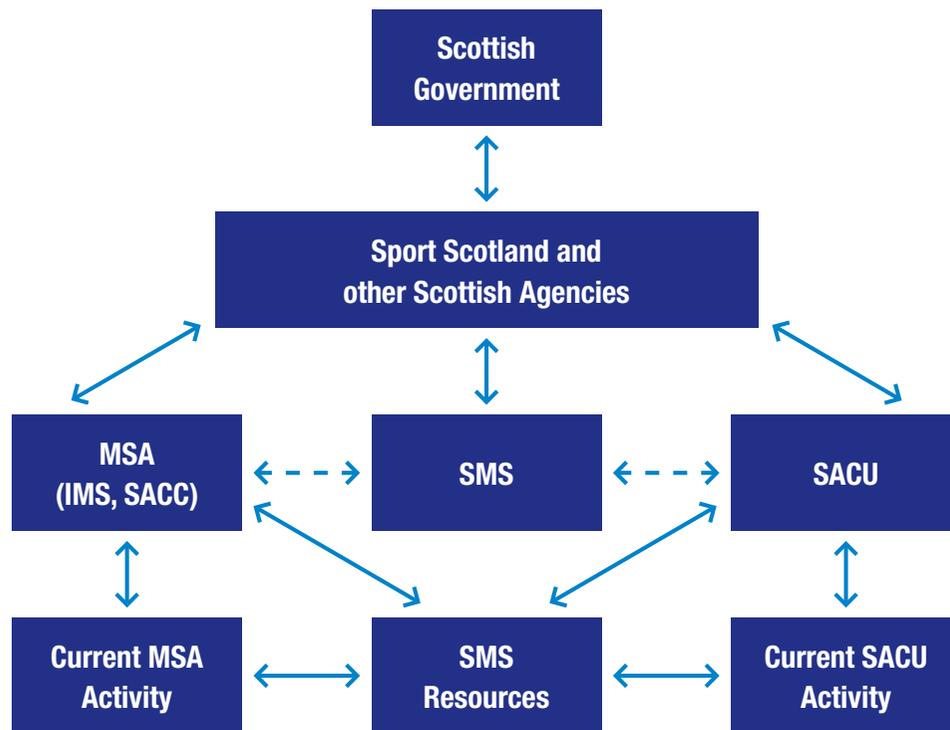
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# SCOTTISH MOTOR SPORT STRUCTURE

The diagram below conveys how it is anticipated all the relevant bodies involved in Scottish Motor Sport will interact.



The diagram demonstrates that the two governing bodies, the MSA and SACU, take clear responsibility for their own sports development and communications with governmental agencies.

“SMS” represents the Scottish Motor Sports committee in the diagram. As outlined in an earlier SMS submission document (Motor Sport: A sport of National Performance Significance to Scotland, November 2012), there are clear synergies between two and four wheel motor sport. SMS therefore consists of a group of individuals appointed by the two governing bodies. It sits in a unique position at the heart of the diagram, with an overview of both two and four wheel motor sport as well as having communication and providing a single point of contact, where appropriate, with Scottish Government agencies. It exists not to regulate or dictate the activities of the governing bodies but to assist with the overall development of the sport through a collective approach to strategy and communications.

The SMS function is, therefore, to provide an overall strategic plan for the support of both two and four wheel motor sport through a close working relationship with the governing bodies and through an in depth consultation process with the Scottish motor sport community and other relevant stakeholders. It is also the role of SMS to monitor the strategic plans overall progress and put future planning requirements in place. In addition to this, SMS should use its unique position to co-ordinate any joint initiatives between two and four wheel motor sport.

SMS has developed the strategic plan in consultation with the two governing bodies, who have ownership of it. The diagram therefore illustrates that the output of this strategic plan – the “SMS resources” – is jointly owned and reports to both governing bodies, to deliver the outcomes of the plan.

# CHAIRMAN'S FOREWORD

That Scottish motor sport has a great, successful tradition is undisputed. The names of Clark, Stewart, McIntyre, McNish, McRae, Hislop, Franchitti and MacKenzie resonate with mental images of success on two and four wheels.

This Strategic Plan is the fruit of effort based upon the combined knowledge and aspiration of the two and four wheel motor sport community. That community harbours a desire for success in future years eclipsing that of the past. This is a road map to take us there.

I commend this plan to all concerned.

**Tom Purves**



# MISSION AND AIMS

**“TO CREATE A FRAMEWORK FOR CLUBS AND EVENTS TO INCREASE OPPORTUNITIES FOR PARTICIPATION ACROSS ALL SECTORS OF SOCIETY THAT LEAD TO LIFE-LONG AND FULFILLING EXPERIENCES IN MOTOR SPORT”**

THE MISSION WILL BE ACHIEVED THROUGH THESE AIMS:

- *Participation – make motor sport more accessible by breaking down barriers (real and perceived) to entry and encouraging opportunities for wider participation*
- *Performance – ensure the provision of support for competitors with the potential to succeed at the highest level and make a positive contribution to their career development*
- *Places & Events – work to ensure there are adequate, safe and accessible places for people to participate in motor sport, as well as identify and attract new flagship events to Scotland*
- *Governance - ensure SMS, MSA and SACU can deliver and support the strategy and that high standards of governance and management are sustained*



# INTRODUCTION

Scottish Motor Sports operates as the strategic body for all two and four wheel motor sport in Scotland. SMS represents and works with the two governing bodies for two and four wheel motor sport, The Scottish Auto Cycle Union (SACU - Motorcycle Sport Scotland) and the Motor Sport Association (MSA). SMS aim to produce a strategy that represents the best interests of the sport as a whole to Government and legislators, through providing a strong collective professional approach to communication across two and four wheel motor sport and other partners as necessary.

This document identifies the four key aims for development in Scottish motor sport which are; Participation, Performance, Places and Events and Governance. The document references the sport's developmental requirements under each heading.

Whilst the plan takes a collective approach to two and four wheel motor sport in Scotland, it is clear that at present both governing bodies are at different stages of development and therefore have different strategic needs. Where necessary, the plan therefore

differentiates the individual strategy requirements of both the MSA and SACU.

The strategic planning requirements have been developed following a substantial nine month information gathering phase. This process began with key external and internal stakeholder meetings (many of which are referenced in appendix 1). These meetings informed the content for a survey, which was aimed at and distributed to the whole Scottish motor sport community, to provide some initial direction for this strategic plan. In addition, a club survey was carried out to provide an accurate understanding of the current club landscape in Scotland. The two governing bodies then provided a list of priorities for the future development of their respective sports, which enabled the creation of this document.

We therefore believe this document represents the, so far as possible, identified developmental needs and aspirations of motor sport within the Scottish sporting landscape.

## FOR REFERENCE

- *Scottish Motor Sports will be referred to as 'SMS' in this document. For clarity, "SMS" refers to the committee.*
- *The governing body for two wheel motor sport, in Scotland, is the Scottish Auto Cycle Union / Motorcycle Sport Scotland, which will be referred to as the "SACU" in this document.*
- *The governing body for four wheel motor sport, in the UK, is the Motor Sports Association, which will be referred to as the "MSA" in this document.*

# PARTICIPATION

## ***Make motor sport more accessible by breaking down barriers (real and perceived) to entry and encouraging opportunities for wider participation***

In order to encourage new participation and maintain existing participation in motor sport, the following areas require development input. These are namely; Clubs, Coaching, Volunteers and Officials, Schools, Higher Education, Marketing and Awareness, and Social Inclusion.

### CLUBS

Clubs are the very heart of motor sport in Scotland and so it is essential that we have a network of strong clubs to help encourage new participants into the sport. Currently, there are 56 MSA registered clubs in Scotland and a total of 1949 competition licence holders. There are 43 SACU clubs, with a total of 1206 competition licence holders, although the recent club survey indicates that there are a substantial amount of non-licenced club members in both two and four wheel motor sport. It is also clear that there are a considerable amount of motor sport activities and clubs that operate outwith the MSA and SACU in Scotland.

Whilst other areas of the strategic plan will contribute to overall increased participation in motor sport activities, many new participants first experience of the sport will be through their local club and so it is essential that Scotland has a strong network of well managed clubs. The recent SMS Club survey highlighted that only 30% of clubs had a development plan for the future.

Furthermore, up until recently, no motor sport clubs were affiliated to Local Sports Councils in Scotland and few communicate with local authorities on subjects such as Schools and Funding.

### COACHING

Up until recently, there has been no formal certification for coaching in UK motor sport. In 2013, the MSA developed a coaching structure in partnership with 1st For Sport (Level 2, 3 & 4) as well as their own 'Entry to Coaching' qualification. At present there are no MSA coaches based in Scotland. The SACU have in 2014 developed and launched their own entry level coaching qualification which is not at present accredited to a National coaching framework.

It is clear that there is support for the development of a coaching network, with 90% of survey respondents feeling it was important to have beginner level coaches in clubs, to help encourage new participants into the sport and retain their interest.

### VOLUNTEERS AND OFFICIALS

Throughout the information gathering process it has been clear that one of the big challenges faced within the sport is sourcing the officials, marshals and helpers to run motor sport events. Some disciplines are affected more than others with circuit racing, for example, having a strong army of volunteers but many Enduro or rally events face a constant struggle to attract a sufficient work force. It has also been noted that Scotland's population of qualified Officials is ageing and so encouraging the training of younger officials is required to ensure the future sustainability of events in Scotland.

### SCHOOLS

The school environment is the first place that many children are introduced to a new sport or activity. The equipment and facilities required to take part in motor sport do not make it a practical activity to be included in most physical education curriculums.

However, it is clear that giving children the opportunity to become aware of and participate in motor sport activity from a young age is of great value. This was backed up by the SMS survey, where a strong 82% of respondents believed it was important for motor sport to have a presence in schools.

Currently, the MSA's Go Motorsport campaign provides motor sport with some school presence. However, its reach in Scotland is very limited and its change of strategy to a focus on Club support means that, in reality, Scottish schools have little exposure to motor sport.

There are lots of opportunities for youth motor sport activities in Scotland. For example: Karting, Junior Rally, Mini Moto's, Junior Motocross. However, there are no real links between these activities and the school environment. Further, the use of simulators and games technology is becoming increasingly important in motor sport and represent a low cost but fun mechanism for engaging young people with the sport. Currently, there is no access to professional motor sport simulators in Scotland.

# PARTICIPATION - CONTINUED

One area where motor sport can deliver real benefits in schools is by delivering an educational message in a fun and digestible way. For example, the MSA's Go Motorsport campaign has produced curriculum materials on risk management that draw on the lessons from the way risk is managed in motor sport, and explores how this can be transferred into students' everyday lives.

At present it is not clear if the Scottish club network is sufficiently equipped to deal with an increase in youth participation in terms of, resource, geographic spread and appropriate levels of governance. It is therefore clear that the club networks capability to handle an increase in youth participation should be established before any new initiatives are implemented.

## HIGHER EDUCATION

At present there are four Higher Education motor sport clubs in Scotland. They take part in various motor sport activities such as Karting, Navigational Rallies and Auto Tests.

However, only one HE club is affiliated to its Educational establishment's Sports Union. This means that motor sport is not recognised by Scottish Student Sport and therefore the clubs get no support to organise a 'Scottish Students Motor Sport Championship'.

SMS believes universities and colleges represent a key opportunity to engage new participants with motor sports and also to encourage

existing competitors to continue their motor sport participation at university or college.

## MARKETING AND AWARENESS

At present, it is a common view amongst the motor sport community that it is inherently difficult to get into the sport and this is partly due to a lack of public awareness and information on how to go about getting involved. It therefore seems obvious that there is value in making the public aware of the volume and quality of motor sport events that take place on a week to week basis catering for spectators, volunteers and competitors alike.

## SOCIAL INCLUSION

Motor sport in practical terms, is a very inclusive sport. It is, for example, one of the very few sports where males and females can compete on equal grounds and where in some cases disabled participants can compete on equal terms with able bodied participants.

Projects such as Kart Force (a project to get injured service men and women involved motor sport) are examples of how inclusive motor sport can be. In the SMS Club Survey, it was clear that ethnic minorities and disabled people accounted for less than 10% of motor sport participants in Scotland. Further, females only accounted for 11% of participants in Scotland.

## SUMMARY OF PARTICIPATION REQUIREMENTS

- *Improve club communications with their local communities and authorities*
- *Improve club governance and management*
- *MSA - increase network of appropriately qualified coaches throughout Scottish clubs and championships*
- *SACU - develop a formal coaching structure*
- *Encourage more volunteers into motor sport and increase marshal / official training opportunities*
- *Increase opportunities for participation in motor sport in schools and ensure the club network can support this increased level of participation*
- *Increase awareness of motor sport in the school curriculum*
- *Improve opportunities for motor sport participation in Higher Education*
- *Increase awareness about how to get started in motor sport and improve the profile of the sport*
- *Make motor sport more socially inclusive by identifying and addressing perceived barriers to participation*

# PERFORMANCE

***Ensure the provision of support for competitors with the potential to succeed at the highest level and make a positive contribution to their career development***

## PERFORMANCE COACHING

Quality performance coaches are a key resource to any elite sports man or woman. However, in motor sport this often seems to be over looked, partly due to the fact that until recently there has been no formal coaching structure. Historically motor sport has had an instructing culture where expert practitioners would advise competitors in the way that they had been successful. A formal coaching structure would create coaches educated in both participation and performance coaching.

## SUPPORT

The recent SMS survey asked respondents to give their views on what they would do to support talented competitors. An analysis of the responses identified that answers based around sponsorship, coaching, mentoring and promotion were the most common.

These identified priorities for talent development could be mostly delivered through an Academy structure. At present, there is no formal structure for supporting talented motor sport competitors in Scotland.

The MSA operates a talent development programme, through their Academy, which educates promising competitors in a number of

key areas such as; physical driving techniques, fitness and nutrition, media skills, and sponsorship skills. Whilst a handful of Scottish competitors have benefitted from involvement in the academy, it is clear that the geographical location of the training (Silverstone) makes it harder for Scottish competitors to attend.

The SACU currently has no performance based academy structure in place, at present.

Finally, it is clear that one of the biggest hurdles for aspiring motor sport competitors is that of funding. By comparison to most other sports, motor sport is undoubtedly expensive, especially at the higher levels. A competitor's ability to secure commercial sponsorship and investment is therefore instrumental to their future career. However, there is currently little support available to competitors on how to go about seeking commercial sponsorship.

## MARKETING

Scotland has an unrivalled track record of success in the world of motor sport, being one of only five countries in the world to have produced World Champions on two, three and four wheels amongst other significant achievements.

Scotland is represented in International motor sport today by a fleet of successful competitors. Recent achievements include Allan McNish's World Endurance Championship title in 2013, Susie Wolff's current test driver role with the Williams Formula 1 team and John McPhee's success in reaching the 2014 Moto2 World Championship.

However, these achievements often go largely un-noticed. Not only does international success represent our nation in a positive light, but positive role models clearly benefit the sport as a whole, creating aspiration among both future elite stars and grass roots participants alike. In the recent SMS survey 93% of participants agreed that it was beneficial to have high profile elite performers for encouraging new people into the sport, so it is therefore essential that SMS draws attention to these successes.

## SUMMARY OF PERFORMANCE REQUIREMENTS

- *MSA – make performance coaching accessible in Scotland*
- *SACU - develop performance coaching*
- *MSA – increase opportunities for Academy support in Scotland*
- *SACU – implement a structure for supporting talent*
- *Equip talented competitors with the necessary skills to obtain commercial sponsorship*
- *Increase awareness of Scottish Success*

# PLACES AND EVENTS

***Work to ensure there are adequate, safe and accessible places for people to participate in motor sport, as well as identify and attract new flagship events in Scotland***

## FACILITIES

As in all sports, facilities are essential to enable participation in motor sport. The survey results and field research have indicated that more and improved facilities are seen as being a major priority amongst the motor sport community, with demand noted particularly in the North and West of the country.

## LAND ACCESS

The majority of motor sport events in Scotland occur outwith permanent venues and so access to land is of significant importance to the sport. Land access, whether for an Enduro in the forest or an Auto Test event in a town car park, has been highlighted as a major difficulty for clubs throughout the country. There are many areas that are suitable for selected, properly-organised, motor sport events. Landowners vary from individual farmers to national bodies such as the Forestry Commission. It is critical that relations between motor sport organisations and land owners are maintained and developed in a pro-active way.

## EVENTS

There are more than 700 motor sport events held in Scotland each year (477 MSA and 226 SACU in 2013), all of which make a valuable contribution to motor sport participation and profile in Scotland. Of these events, there are a handful of “Flagship” events that stand out in terms of their capacity to deliver benefits to motor sport as a whole. Events such as the Scottish Six Day Trials (Fort William), the British Superbikes (Knockhill), the British Touring Car Championship (Knockhill) and the Jim Clark Rally (Scottish Borders) are all fantastic advertisements for motor sport in Scotland.

Scotland’s dramatic landscapes and National motor sport centre at Knockhill, make it an attractive location for many motor sport events. In terms of major International events, Scotland played host to the IRC (Intercontinental Rally Challenge) Rally of Scotland between 2009 and 2011. It is of course important that Scotland continues to build on its motor sport events portfolio.

## SUMMARY OF PLACES AND EVENTS REQUIREMENTS

- *Ensure there are sufficient facilities to support the current and future needs of all motor sport activity in Scotland*
- *Provide support for land access*
- *Support existing events*
- *Work with EventScotland and other agencies to attract and create new high profile International events in Scotland*

# GOVERNANCE

***Ensure SMS, MSA and SACU can deliver and support the strategy and that high standards of governance and management are sustained***

## STRATEGIC PLAN

The governing bodies will take responsibility to ensure that their parts of the strategic planning process are implemented and that progress throughout is monitored and recorded. SMS will monitor the overall progress of the plan and ensure appropriate reporting to relevant government agencies. It is understood the plan may evolve throughout its life.

Through this evaluation process, SMS will also ensure that future planning requirements are given timeous consideration.

## PARTNERSHIPS

SMS has already forged partnerships with many key organisations that could assist in the development of motor sport in Scotland. It is important that SMS maintains these relationships and understands that as the objectives of the Strategic Plan are achieved, the sports reach will extend and new partnerships will be increasingly important.

## COMMUNICATIONS

Despite the proven commonality between all the many different motor sport disciplines, there is currently no common portal or forum for communication in Scottish motor sport. This means there is no

clear channel for disseminating information that may be of common interest to the whole Scottish Motor Sport community, nor is there a single point of contact for agencies or organisations looking to engage with Scottish motor sport.

## SOCIAL RESPONSIBILITY

SMS recognises that motor sport can be perceived as not always providing a positive contribution to society. Primary concerns revolve around emissions and noise but it is recognised that developing technologies create a number of opportunities that can be explored in this area.

Motor sport also has important roles to play in other areas of society, such as:

- Health and physical activity (despite perceptions, motor sport competitors are required to have a high level of physical fitness to participate)
- Road safety
- Risk management
- Economic impact, training and employment
- Science Technology Engineering Maths (STEM) curriculum

## SUMMARY OF GOVERNANCE REQUIREMENTS

- *Monitor and implement the plan effectively*
- *SMS, MSA and SACU should maintain and make new partnerships in relevant areas*
- *Explore avenues to improve communications across Scottish motor sport*
- *Improve motor sports image in society*

# OVERALL CONCLUSION

The above plan has been completed off the back of a substantial amount of research and work. The plan has been developed to identify key developmental requirements and areas for investment. Attached to this plan are the Outcomes which aim to fulfil the requirements set out in this document. The Outcomes Paper is accompanied by a corresponding KPI table.

Through implementing the actions set out in the Outcomes paper, this plan aims to increase opportunities for participation in motor sport through; providing support to clubs on future planning and engagement with local authorities, creating a network of appropriately qualified coaches throughout Scottish clubs and Championships, increasing opportunities for motor sport participation in schools and Higher Education and raising awareness of opportunities for participation in motor sport through strategic marketing activity.

The plan aims to increase support for talented competitors through; creating a network of Scottish performance coaches, localising the delivery of MSA Academy activities, creating a talent structure for Motorcycle sport competitors, providing talented competitors with the skills to seek commercial sponsorship and raising talented competitors profile in the Media through strategic PR support.

The plan aims to improve access to motor sport activities and improve the motor sport Events portfolio through; providing support to clubs and events on land access issues, carrying out an audit of existing motor sport facilities which will enable the creation of a facilities plan for the future and working with EventScotland to attract and create new high profile motor sport events in Scotland.

Finally, SMS aims to ensure motor sport has and sustains high levels of Governance, through; ensuring the strategic plan is monitored and objectives are being met, considering future planning requirements, strengthening existing partnerships with key stakeholders and building new ones, improving communications throughout Scottish motor sport and improving motor sports image in society through marketing campaigns.

In parallel with this plan and the following Outcomes and KPI papers, SMS is developing a financial summary document highlighting the resources required to perform the outputs, together with estimated costs for such resources and this will form the basis of a funding application.

# APPENDICES

## APPENDIX 1 - CONTRIBUTORS

SMS acknowledges the considerable input of the whole Scottish motor sport community to this plan and would especially like to thank those that gave their time to the process. SMS would also like to thank all the contributions from organisations and individuals outside of the Scottish motor sport community. Many of those who have had input in the process are listed below but this is not an exhaustive list.

**Aberdeen and District Motor Club** (*Ian Shiells*)

**Aberdeen Sports Council** (*Dave McDonald*)

**Allan McNish**

**Angling Development Board of Scotland** (*Eric Dawes*)

**Association of Scottish Kart Clubs** (*Carol Blanchard*)

**Bon Accord Motorcycle Club** (*Bill McGregor, Brian Abel*)

**British Universities Karting Championship** (*Will Tew*)

**Dario Franchitti**

**Edinburgh University Motor Sport Club** (*Katie Stimpson, Stephen Walls, Nick Roberts, Sally Skinner, Ross Hughs*)

**EventScotland** (*Emma Wilson, Nadia Cesari*)

**Glenrothes Motor Sport Club** (*Graham Murray*)

**Grampian Automobile Club** (*John Whyte*)

**Highland Car Club** (*Fiona Moir, Niel Moir*)

**Jim Clark Rally** (*Dan Wright*)

**John Cleland**

**Junior Rally / Ecosse Challenge** (*David Barlow*)

**Kart Force** (*Dave Player*)

**Knockhill Racing Circuit** (*Jillian Shedden, Stuart Gray*)

**Melville Motorcycle Club** (*Dave Paton*)

**Quad Racing Scotland** (*Iain Neill*)

**Scottish Association of Car Clubs**

(*Roger Reed, Bruce Lyle, Lock Horsburgh, Peter Weal*)

**Scottish Association of Local Sports Councils**

(*Oliver Barsby, Gail Prince*)

**Scottish Bowls** (*Colin Hutchison*)

**Scottish Enduro** (*Euan Syme*)

**Scottish Motocross** (*Stewart Campbell*)

**Scottish Motor Racing Club** (*Hugh McCaig, Sandy Denholm*)

**Scottish Motorsport Marshals Club** (*Rod Howat, Graham Barrie*)

**Scottish Rally Championship** (*Dave Robson*)

**Scottish Sports Association** (*Kim Atkinson*)

**Scottish Student Sport** (*Stew Fowlie*)

**Scottish Target Shooting** (*Allan Alstead*)

**Scottish Trials** (*Sandy Mack*)

**Sportscotland** (*Rob Hardie, Iain Kennedy*)

**Susie Wolff**

**Tinto park** (*Margaret Allan*)

**Transport Scotland** (*James Simpson*)

**West of Scotland Kart Club** (*Rod Taylor, Iain Brown, Duncan White*)

**Xtreme Karting** (*Barrie Henderson*)

# SMS STRATEGIC PLAN

## OUTCOMES

This document outlines the outcomes for each of the strategic plans four sub headings. These outcomes aim to address the requirements of the strategic plan and are accompanied by a list of corresponding targets and KPI's at the end of this document.

Whilst the plan takes a collective approach to development and many of the outcomes will have multiple contributors, the document states which body will ultimately be responsible for each of the outcomes.

For clarity, 'SMS Resources' refers to the resource that is jointly owned by the governing bodies to deliver the outcomes of the plan (see page 3 of the strategic plan).

## PARTICIPATION

### CLUBS

SMS Resources will produce material to deliver workshops around the country that provide guidance to clubs on future planning and good governance.

SMS Resources will build on existing engagement with Local Sports Councils and develop a regional plan for engaging clubs with their LSC's and local authorities.

### COACHING

MSA will ensure demand for coaching is met by certifying 'Intro to Coaching' level coaches into clubs and Level 2 coaches into major Scottish Championships.

SACU will develop and implement a formal coaching solution for Motorcycle Sport in Scotland.

### VOLUNTEERS

SMS Resources work with organisations such as Volunteer Scotland, to attract new motor sport volunteers.

SMS Resources will create a motor sport volunteers database for Scotland.

MSA will support and assist the development of the existing Scottish Marshals Initiative.

### SCHOOLS

SMS Resources will develop a strategy for increasing motor sports awareness and involvement in schools which will involve:

- Ensuring there is an appropriately equipped club network to handle increased school participation.
- Linking existing junior championships with their local schools, to make children, parents and teachers aware of the opportunities for participation in motor sport.
- Explore opportunities that simulators and games represent for youth participation in motor sport.
- Building relationships with educational authorities in Scotland to increase the delivery channels for motor sport based educational material.

### HIGHER EDUCATION

SMS Resources will develop a student motor sport plan which will involve:

- Increasing the number of student motor sport clubs that are affiliated to their institutions sports union. This will enable motor sport to be recognised by Scottish Student Sport (requires a minimum of four sports union recognised clubs).
- Work with SSS to create an official 'Scottish Students Motor Sport Championship'.
- SACU will expand on existing Trials bike activities with Edinburgh University Motor Sports Club (EUMSC) to facilitate further opportunities for student motorcycle sport participation.

# SMS STRATEGIC PLAN

## SMS STRATEGIC PLAN: **OUTCOMES** - CONTINUED

### MARKETING AND AWARENESS

SMS Resources will create marketing and awareness plan for Scottish motor sport which will involve:

- The production of material that clearly highlights all the different opportunities in Scottish motor sport (competing, volunteering & spectating) and how new participants can get involved.

### SOCIAL INCLUSION

SMS Resources will attend relevant workshops on social inclusion and consider any relevant actions.

SMS Resources will carry out field and desk research to understand what the perceived barriers to participation are for minority groups.

## PERFORMANCE

### PERFORMANCE COACHING

MSA will identify competitors with potential to succeed in each of the major Scottish Championships and make performance coaching available to them (Coaching workforce will initially come from the MSA's existing pool of performance coaches based in England)

MSA will certify Scottish based level 3 coaches to create a Scottish performance coaching workforce.

SACU will develop performance coaching (outcome of coaching structure).

### SUPPORT

MSA will move to a regional approach for the delivery of their Academy material and so Scottish competitors will benefit from the Academy activities being brought to Scotland.

SACU will develop their own syllabus (a lot of which can be derived from the MSA's Academy structure) to enable a national talent development programme for motorcycle sport.

SMS resources will work to produce materials that both governing bodies can use for training competitors on how to obtain commercial sponsorship.

## MARKETING

SMS Resources will build links with National media.

MSA and SACU will each identify a collection of emerging talented performers, from a variety of disciplines, to enable SMS Resources to create a 'Team Scotland' entity. As the vast majority of motor sport events are not of a nation vs nation format, Team Scotland's primary function will be to act as mechanism to raise promising competitor's profile, through linking the competitors to National media and also through appointing a high profile Scottish competitor, such as Dario Franchitti, as a mentor to the team. As a bi-product this new entity should enhance the selected competitor's opportunities for sponsorship and further support.

# SMS STRATEGIC PLAN

SMS STRATEGIC PLAN: **OUTCOMES** - CONTINUED

## PLACES AND EVENTS

### FACILITIES

SMS Resources will conduct an audit of Scotland's existing motor sport facilities, as well as a GAP analysis and consultation with the Scottish motor sport community to establish what the actual demand is and where. This work will enable SMS Resources to produce a facilities plan for the future and to explore investment sources in both the private and public sectors.

### LAND ACCESS

At a National level, SMS will build upon its existing relationships with key Governments bodies, such as the Forestry Commission, to ensure motor sports best interests are represented.

At local level, SMS Resources will provide support to clubs on land access issues through assisting in negotiations with land owners and local authorities and providing guidance on best practice to clubs. This programme of support, at ground level, will in turn help to directly inform dialogue at a National level, thus creating a co-ordinated approach to land access for motor sport in Scotland.

### EVENTS

SMS Resources will work with Event Scotland and other relevant bodies, to coordinate the bidding and staging of new major National and international events in Scotland.

SMS Resources will support existing key events, where necessary, on high level negotiations with government agencies.

SMS Resources will work with event organisers to ensure there is sufficient additional activity surrounding the events to leave a legacy behind for Scottish motor sport.

## GOVERNANCE

### STRATEGIC PLAN

SMS will carry out annual reviews to monitor the plans progress and ensure objectives are being met

SMS will create the new strategic plan

### PARTNERSHIPS

SMS will strengthen existing key partnerships with government bodies

SMS consider there to be particular value in forming closer working partnerships with motor sports that are not regulated by the SACU or MSA. For example; Speedway, Stock cars and corporate Karting venues. SMS resources will therefore work to build partnerships in these areas.

SMS resources will seek to form partnerships in Industries where clear synergies exist between motor sports. For example; the engineering and motor trade sectors.

### COMMUNICATIONS

SMS Resources will develop one common database for all Scottish motor sport and a central web portal to enable common marketing material and information to be disseminated in a simple and co-ordinated fashion.

### SOCIAL RESPONSIBILITY

SMS Resources will seek to utilise the strengths of motor sport to deliver socially responsible messages to the Scottish public. Examples of such would be the recent advert featuring David Coulthard promoting safe driving on country roads.

# TARGETS

SMS STRATEGIC PLAN: **OUTCOMES** - CONTINUED

## TARGETS

Having considered the impact of these outcomes, the plan sets the following long term targets to be completed by 2019:

- *The MSA, SACU and SMS Resources collectively aim to have increased participation (competition licence holders) in Scottish motor sport by [10%]*
- *SMS Resources aim for [50%] of clubs to be members of their relevant Local Sports Councils*
- *MSA aim to have certified [55] 'Intro to Coaching' level Coaches, [9] Level 2 coaches and [2] Level 3 coaches*
- *SMS Resources aim to have [10] Sports Union recognised student motor sport clubs*
- *SMS Resources aims for Scotland to have hosted [2] new major International Events*

# KPIs

## SMS STRATEGIC PLAN: KPIs

	2015/16	2016/17	2017/18	2018/19
PARTICIPATION	<ul style="list-style-type: none"> <li>[20%] of clubs are members of Local Sports Councils</li> <li>Club Workshop Material completed</li> <li>[25] MSA 'Intro to Coaching' coaches certified</li> <li>Student strategy completed</li> <li>4 new Student motor sport clubs created</li> <li>Motor sport recognised by Scottish Student Sport</li> <li>Increase licence holders to [3244] (currently 1949 MSA plus 1206 SACU = 3165 total)</li> </ul>	<ul style="list-style-type: none"> <li>[30%] of clubs are members of Local Sports Councils</li> <li>Club workshops begin</li> <li>[10] new MSA 'Intro to Coaching' coaches certified</li> <li>[3] MSA Level 2 Coaches certified</li> <li>SACU: implement coaching structure</li> <li>Volunteers database created</li> <li>Schools strategy completed</li> <li>Scottish Students motor sport Championship developed</li> <li>[2] new Student motor sport clubs created</li> <li>Marketing and awareness strategy completed</li> <li>Increase licence holders to [3323]</li> </ul>	<ul style="list-style-type: none"> <li>[40%] of clubs are members of Local Sports Councils</li> <li>[10] new MSA 'Intro to Coaching' coaches certified</li> <li>[3] new MSA Level 2 Coaches certified</li> <li>Increase volunteers in database by [5%]</li> <li>[2] new Student motor sport clubs created</li> <li>Research into Social inclusion completed</li> <li>Increase licence holders to [3402]</li> </ul>	<ul style="list-style-type: none"> <li>[50%] of clubs are members of Local Sports Council</li> <li>[10] new MSA 'Intro to Coaching' coaches certified</li> <li>[3] new MSA Level 2 Coaches</li> <li>Review Coaching impact</li> <li>Increase volunteers in database by [3%]</li> <li>[2] new Student motor sport clubs created</li> <li>Increase licence holders to [3482]</li> </ul>
PERFORMANCE	<ul style="list-style-type: none"> <li>MSA: championships that will receive performance coaching support identified and "scouts" allocated in each</li> <li>Sponsorship training material completed</li> </ul>	<ul style="list-style-type: none"> <li>MSA level 3 coach made available [4] times per year to each of the allocated championships.</li> <li>SACU talent structure implemented</li> <li>Team Scotland launched and 2016 team selected</li> </ul>	<ul style="list-style-type: none"> <li>MSA level 3 coach made available [4] times per year to each of the allocated championships.</li> <li>[1] MSA level 2 coaches complete level 3 certificate in Scotland</li> <li>Team Scotland 2017 selected</li> </ul>	<ul style="list-style-type: none"> <li>MSA: Scottish Level 3 workforce carries out performance coaching</li> <li>[1] MSA level 2 coaches complete level 3 certificate.</li> <li>Team Scotland 2018 selected</li> </ul>
PLACES AND EVENTS	<ul style="list-style-type: none"> <li>Plan for logistics and delivery of Land access support completed</li> </ul>	<ul style="list-style-type: none"> <li>Audit of existing motor sport facilities completed</li> <li>Land access support plan implemented</li> </ul>	<ul style="list-style-type: none"> <li>GAP analysis completed</li> <li>Consultation with internal stakeholders on facilities completed</li> <li>[1] new major International events in Scotland</li> </ul>	<ul style="list-style-type: none"> <li>Facilities plan completed</li> <li>[1] new major International event in Scotland</li> </ul>
GOVERNANCE	<ul style="list-style-type: none"> <li>Year 1 review of strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 review of strategic plan</li> <li>Database completed</li> </ul>	<ul style="list-style-type: none"> <li>Year 3 review of strategic plan</li> <li>Web portal completed</li> </ul>	<ul style="list-style-type: none"> <li>Year 4 review of strategic plan</li> <li>New strategic plan completed</li> </ul>