



SCOTTISH MOTOR SPORTS

STRATEGIC PLAN 2016 – 2020

VISION

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

MISSION

“To evolve a framework for clubs and events to increase opportunities for safe and equitable participation across all sectors of society leading to life-long, fulfilling experiences and success in motor sport”



MSA



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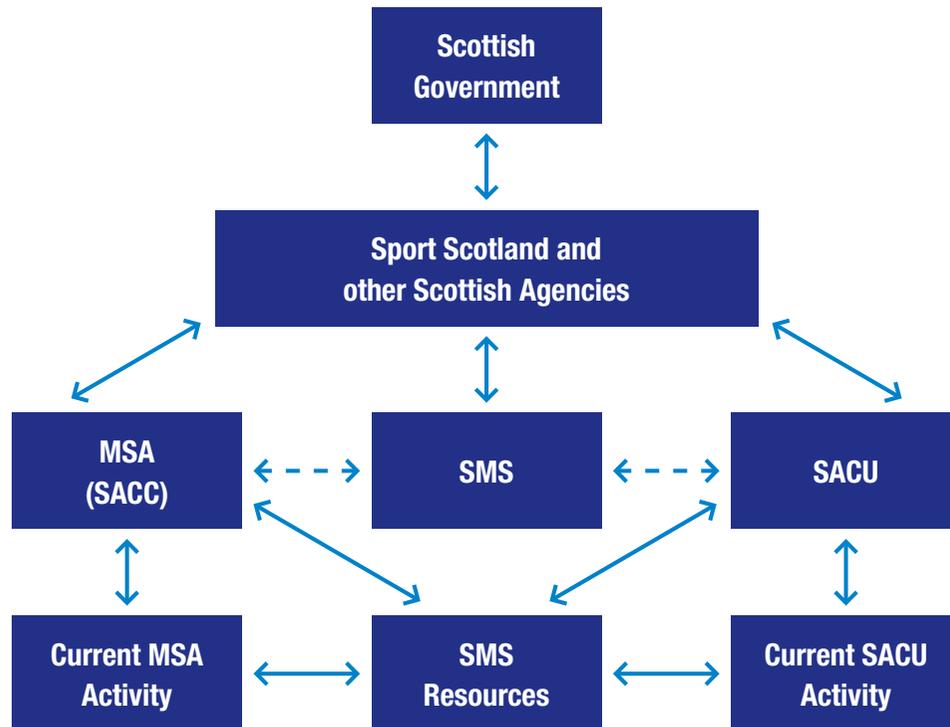
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SCOTTISH MOTOR SPORT STRUCTURE

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



The diagram demonstrates that the MSA and SACU, the bodies that govern and control, 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 recognised 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 recognised 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 recognised 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 recognised 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 recognised bodies, to deliver the outcomes of the plan.

All initiatives detailed in the plan will be run to recognised body standards.

*The Scottish Association of Car Clubs (SACC) is one of the MSA's 13 regional associations around the UK and exists to represent Scottish clubs best interests - on sporting and non-sporting matters - to the MSA. The SACC is the channel for SMS communications with 4 wheel clubs in Scotland and also provide support in the delivery of development initiatives.

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. Indeed, SMS has already produced a heritage document that details our successes (Motor Sport: A sport of National Performance Significance to Scotland, November 2012).

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.



Marino Franchitti



Colin McRae

Tom Purves

Dean Macdonald
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EXECUTIVE SUMMARY

INTRODUCTION

Scottish motor sport has a long and successful tradition. This document sets out a plan to secure this well into the future. The mission is “to evolve a framework for clubs and events to increase opportunities for safe and equitable participation across all sectors of society leading to life-long, fulfilling experiences and success in motor sport”. The mission will be achieved through four specific aims:

PARTICIPATION

Make motor sport more accessible by breaking down barriers to entry and encouraging opportunities for wider participation

Active clubs are essential to the sport. SMS will deliver guidance to help clubs remain strong and to support them in promoting the sport, especially to new participants. The sport will continue to develop and improve coaching practice to retain and develop competitors at all levels. An effective youth promotion plan will be deployed through schools, colleges and universities. SMS will carry out research to better understand what the real and perceived barriers to participation are for minority groups. Sourcing the officials, marshals and helpers needed to run motor sport events is a major challenge. A volunteer strategy will increase the number of volunteers and also reward and upskill these volunteers.

PERFORMANCE

Support competitors with potential to succeed at the highest level and make a positive contribution to their career development

Performance structures like the existing MSA Academy will be further developed to meet the needs of Scottish based competitors. To measure the effectiveness of performance structures, a ‘Performance Matrix’ will be used and success will be publicised. Performance pathways will be promoted to appropriate parties. SMS will investigate options to offer support to top level competitors to recover from injuries.

PLACES & EVENTS

Ensure there are adequate, safe and accessible places to participate in motor sport, and to attract new flagship events to Scotland

Access to facilities is a major priority. SMS will conduct an audit of existing motor sport venues, complete a GAP analysis and produce a plan for the future to include building on existing relationships with key Government bodies, such as the Forestry Commission, and providing support to clubs at local level to secure new and existing venues. SMS will also work towards staging new major national and 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

The recognised bodies will ensure that their parts of the strategic planning process are implemented and that progress is monitored and recorded through existing key partnerships with government bodies, closer working relationships with motor sports not directly regulated by the SACU or MSA and effective partnerships in industries where clear synergies exist. Local club development and improved communication are keys to this.

CONCLUSION

The plan identifies key developmental requirements and areas for investment. Overall, this document represents a realistic and achievable strategy that focusses on incremental change over the next four years. However, delivering the outcomes within this plan and hitting the agreed targets will undoubtedly make very positive steps towards achieving the vision of ‘putting motor sport at the heart of the Scottish sporting landscape’.

MISSION AND AIMS

“TO EVOLVE A FRAMEWORK FOR CLUBS AND EVENTS TO INCREASE OPPORTUNITIES FOR SAFE AND EQUITABLE PARTICIPATION ACROSS ALL SECTORS OF SOCIETY LEADING TO LIFE-LONG, FULFILLING EXPERIENCES AND SUCCESS 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.

THESE AIMS ARE UNDERPINNED BY THE FOLLOWING COMMITMENTS:

- SMS recognise the ongoing and high profile motor sport safety agenda. We will work with key partners to not only implement recommendations but to work towards putting Scotland on the map as a worldwide leader in motor sport safety.
- SMS recognise that the safeguarding of young persons and vulnerable adults is of paramount importance and are committed to ensuring the welfare of young participants in motor sport.



INTRODUCTION

Motor sport is often associated with wealth, glamour and highly paid professionals. This is a perception that is arguably conceived, in part, from the worldwide profile and success of Formula One. However, for the sport as a whole, this implies a false impression of wealth. Indeed, many people find it surprising to hear that there is no trickle down of funding to the lower echelons of the sport from the multi billion pound business that is Formula One. In reality the world of Formula One is worlds away from the club motor sport enjoyed by so many in Scotland and throughout the UK. Here the majority of motor sport is enjoyed by amateur participants on tracks, hill sides or in the forests and this does not encapsulate many people's perceptions of either glamour or wealth!

Unlike many other sports - that have been heavily reliant on public funding streams - motor sport has been very successful as a self-sustaining sport over the years. However, it is accepted that this self-sustaining approach has meant that operations are marginal, particularly in grassroots motor sport and this has undoubtedly impacted on the sports overall development. We want to change this and recognise that investing in development and growing our membership will make our sport more financially viable in the long run.

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 recognised bodies for two and four wheel motor sport, The Scottish Auto Cycle Union (SACU - Motorcycle Sport Scotland) and the Motor Sport Association (MSA / SACC).

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 and corresponding outcomes 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 recognised 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 and states which body will ultimately be responsible for each of the outcomes.

The strategic planning requirements have been developed following a substantial information gathering phase. This process began with key external and internal stakeholder meetings (many of which are referenced in appendix 2). 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 recognised bodies then provided a list of priorities for the future development of their respective sports, which enabled the creation of this document. It is acknowledged that this is a living document that will constantly evolve with new developments coming from either of the recognised bodies or world governing bodies.

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 group.*
- *The controlling 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.*
- *The MSA's regional association for Scotland is the Scottish Association of Car Clubs and will be referred to as "SACC" 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, Higher and Further Education, Schools, Access 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 65 MSA registered clubs in Scotland with an estimated total membership of 6095 and a total of 2093 competition licence holders. There are 32 SACU clubs, with a total membership of 2227 and a total of 1194 competition licence holders. In addition, 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 'Intro 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 the sport, its clubs and 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.

Further, it is no secret that the sport could simply not exist without the good will and enthusiasm of the volunteers that work tirelessly to make events happen. However, it is also recognised that - at present - there are not suitable structures in place to reward this dedication.

SMS acknowledge the ongoing high profile safety agenda and fully commits to supporting the recognised bodies in the delivery of safety initiatives.

HIGHER AND FURTHER EDUCATION

SMS believe 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. For this reason, SMS has already done a considerable amount of work engaging with existing student motor sport clubs but also with Formula Student Teams (an engineering initiative that requires students to design, build and race a car), who often have an interest and desire to participate in the sport but lack the knowledge on how to go about it.

In 2015, SMS ran a student motor sport event, at Knockhill racing circuit, that attracted over 70 students teams from 5 different universities. This event was a success on all accounts and there was a clear desire from the participants to take part in similar events in the future.

At present, there are four Higher and Further Education motor sport clubs in Scotland, to our knowledge. They take part in various motor sport activities such as karting, navigational rallies and auto tests.

However, only two Higher and Further Education clubs are affiliated to their 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'.

Further, most of the clubs and Formula Student Teams don't have any association or support from their local motor sport club. This means students miss out on opportunities to participate in other organised motor sport events and also risk leaving their educational establishment without knowledge of the wider club structure that exists in Scotland and throughout the UK.

PARTICIPATION - CONTINUED

In addition, one of the most accessible means for students to get involved in motor sport is through marshalling (which also holds benefits for their CV) and so closer links between local clubs and student clubs would be a beneficial step for the recruitment of marshals.

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 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.

There are lots of opportunities for youth motor sport activities in Scotland. For example: karting, junior rally, trials, 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.

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.

ACCESS AND AWARENESS

Motor sport offers participants a variety of entry points through the various different disciplines available. For this reason, motor sport can be perceived as a complex sport to get involved in. Further, people often hold misconceptions around the costs to get involved in the sport and are often unaware of the grass roots disciplines, such as auto testing and trials, which offer very cost effective and rewarding entry points into motor sport.

Due to the volume of disciplines, there is no highlighted pathway of progression for participants starting in the sport and there has also not been much in the way of research to understand how/if participants move from discipline to discipline.

SMS also recognise that life style has changed significantly in recent years and understand that there is a need to help clubs to adapt the way they deliver motor sport to suit modern life choice models.

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.

However, SMS recognise the nine protected characteristics and understand that it is important to identify perceived and real barriers to participation for all. In the SMS Club Survey, it was clear that ethnic minorities and those with a disability 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 to help with both the retention of existing participants and encouraging new ones*
- *SACU – develop a formal coaching structure to help with both the retention of existing participants and encouraging new ones*
- *Encourage more volunteers into motor sport and increase marshal / official training opportunities*
- *Improve opportunities for motor sport participation in Higher and Further Education*
- *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*
- *Increase the awareness of the entry level disciplines and increase opportunities for new people to try them*
- *Make motor sport more socially inclusive by identifying and addressing real and perceived barriers to participation*

PARTICIPATION OUTCOMES

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 work towards certifying 'Intro to Coaching' level coaches into clubs.

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

VOLUNTEERS AND OFFICIALS

SMS will create a volunteer strategy that looks to:

- Increase the number of volunteers in motor sport.
- Recognise, reward and upskill the volunteer work force.
- Ensure volunteers are equipped with skills that are appealing to employers and for other volunteering opportunities.

HIGHER AND FURTHER EDUCATION

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

- Increasing the number of student motor sport clubs in Scotland.
- 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).
- Linking student clubs up to a suitable local club that can offer opportunities for students to participate in their events and also help support the student clubs to run their own events.
- Work with SSS to create an official 'Scottish Students Motor Sport Challenge'.
- SACU will expand on existing Trials bike activities with Edinburgh University Motor Sports Club (EUMSC) to facilitate further opportunities for student motorcycle sport participation.
- Running the annual Scottish student Motor Sport event.

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.

ACCESS AND AWARENESS

SMS Resources will select four MSA clubs and four SACU clubs to work with closely, to deliver 'taster sessions' around the country that focus on giving the public the opportunity to participate in grass roots motor sport.

To make it easier to communicate suitable and attainable entry points into the sport, SMS have articulated a participation pathway, below, for both 2 and 4 wheel motor sport. The pathway will be underpinned by quality coaching and SMS Resources will work closely with selected clubs to coordinate its delivery to new participants.

MSA Pathway:

Taster session > Club competition > Scottish competition > British competition > European competition > World competition

SACU Pathway:

Trials / Enduro Taster session > Club competition (Trials, Enduro, Motocross or Road Race) > Scottish competition > British competition > European competition > World competition

*It is accepted that new participants do not have to follow this pathway but by working closely with selected clubs across the country to advocate this model then we believe we can begin to make motor sport more accessible, to more people.

PARTICIPATION OUTCOMES - *CONTINUED*

SMS Resources should gather data that identifies any patterns in the way participants move from discipline to discipline, to help us understand how we might evolve the pathway in the future.

SMS Resources will produce 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 carry out field and desk research to understand what the real and perceived barriers to participation are for minority groups. The aim of this research is to objectively assess what the clubs and recognised bodies need to do to break down any barriers to participation.

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

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

MEASURING PERFORMANCE

Unlike many other multi discipline sports, like cycling or swimming, motor sport does not have a recognised benchmark of success for competitors, such as Olympic medals.

As detailed in the ‘Support’ section below, the MSA now have relatively well established talent development structures and whilst the SACU are slightly further behind in this regard, they too are working towards solutions to support talented competitors. There is therefore a requirement to be able to measure the success of such initiatives through competitor performance.

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. It is important to recognise the cross over benefit of coaching, as discussed under the participation heading.

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 specifically. In addition, it has been identified that there is no support for competitors who sustain injuries (more common for SACU competitors) that side-line them from competition.

The MSA operates a talent development programme, through their UK wide Academy, which educates promising competitors in a number of key areas such as; physical driving techniques, fitness and nutrition, media skills, and sponsorship skills. The MSA Academy have successfully run ‘Performance Master Classes’ in Scotland and there is a clear desire from competitors to have access to more of these.

Whilst a handful of Scottish competitors have benefitted from involvement in the academy squad, 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.

Finally, it is clear that one of the biggest challenges for aspiring motor sport competitors is 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 limited support available to competitors on how to go about seeking commercial sponsorship.

PERFORMANCE PATHWAY

It is acknowledged that if structures are implemented to support talent development then there should be clear pathways articulated for both 2 and 4 wheel motor sport so that the ladder of progression is transparent to competitors and clubs alike.

RECOGNITION OF PERFORMANCE

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 well represented in International motor sport. 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 the 2014 and 2015 Moto3 World Championship.

However, outside of the sport, 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.

PERFORMANCE - CONTINUED

SUMMARY OF PERFORMANCE REQUIREMENTS

- *SMS – recognise benchmarks for measuring competitor performance*
- *MSA – make performance coaching accessible in Scotland*
- *SACU – develop performance coaching*
- *SMS – seek a solution for supporting top competitors who sustain injuries that threaten their career advancement*
- *MSA – increase opportunities for Academy support in Scotland*
- *MSA – increase opportunities for competitors to take part in Performance Master Classes*
- *SACU – implement a structure for supporting talent*
- *SMS – Equip talented competitors with the necessary skills to obtain commercial sponsorship*
- *SMS – Increase awareness of Scottish Success*
- *MSA – articulate performance pathway in Scotland*
- *SACU – create building blocks to enable the articulation of a performance pathway in Scotland*

PERFORMANCE OUTCOMES

MEASURING PERFORMANCE

SMS Resources will create a 'Performance Matrix' working with MSA and SACU to set targets based on competitor performance that will in turn measure the success of the performance structures put in place to support talented competitors.

PERFORMANCE COACHING

MSA will identify major Scottish championships to receive performance coaching.

MSA will identify competitors with the potential to succeed in each of the identified Scottish Championships and make performance coaching available.

MSA will certify Scottish based level 2 coaches to create a Scottish performance coaching workforce and also look to identify a National coach.

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

SUPPORT

SMS will investigate options to offer support to top level competitors to recover from injuries.

MSA will work towards a regional approach for the delivery of their Academy material and look to run Academy activities in Scotland.

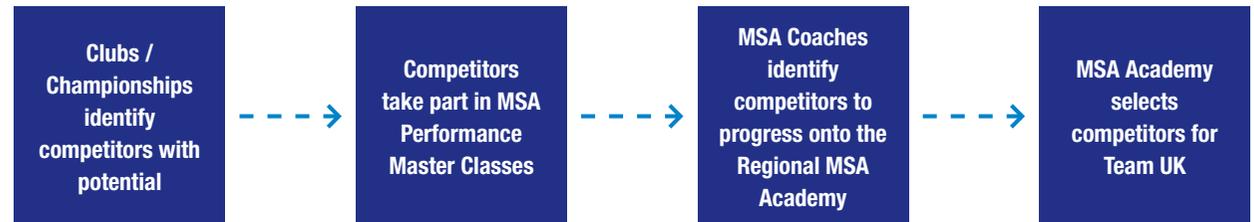
MSA will run Performance Master Classes in Scotland.

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 recognised bodies can use for training competitors on how to obtain commercial sponsorship.

PERFORMANCE PATHWAY

The following Performance Pathway has been identified for MSA:



The following Performance Pathway has been identified for SACU:



*For the MSA: this pathway will ultimately be aligned to the UK wide strategy but is based on the desire to move to a regionalised Academy structure

*For the SACU; first, the building blocks must be put in place (i.e appropriate coaching and academy structures) to enable the implementation of the pathway.

RECOGNITION OF PERFORMANCE

MSA and SACU will each identify a pool of emerging talented performers for their respective talent development programmes. SMS will work to raise these competitors' profiles through linking them to National media and also through appointing a high profile Scottish competitor, such as Allan McNish, as a mentor to the group. As a bi-product this should enhance the selected competitor's opportunities for sponsorship and further support.

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 many sports, facilities are essential to enable participation in various motor sport disciplines. 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. There are also cases where clubs have a desire to develop and expand their facilities but lack professional support to help execute their vision and access relevant funding streams.

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 around 700 motor sport events held in Scotland each year (435 MSA and 156 SACU in 2014), 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 not only fantastic advertisements for motor sport in Scotland but fantastic advertisements for 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 clear that motor sport events hold a significant economic benefit for Scotland throughout the country. A recent study commissioned by Dumfries and Galloway council indicated that motor sport events in the area generated in excess of £590,000, whilst in the north of the country the Scottish Six Day Trial is estimated to be worth £1.5 million to the local area. In total, it is estimated that motor sport events are worth well in excess of £4 million to the Scottish economy as a whole. This estimation is based on EventsScotland figures for high profile motor sport events only. It does not recognise the impact of the hundreds of smaller events that occur throughout the country.

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 practical support to clubs who have a desire to develop existing facilities*
- *Provide support for land access*
- *Support existing events*
- *Create opportunities for new high profile national and international events in Scotland, working in conjunction with EventScotland and other agencies.*

PLACES AND EVENTS OUTCOMES

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.

SMS Resources will provide professional support to clubs who have a desire to develop a facility in a way that will create a positive impact for the sport. This will involve support with planning and identifying appropriate funding streams.

LAND ACCESS

At a National level, SMS will build upon its existing relationships with key Government 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 and land owners. 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 EventScotland 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

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

STRATEGIC PLAN

The recognised 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.

SUSTAINABILITY

As stated in this document already, there is an issue with ageing officials in motor sport and so there is a need for succession planning to ensure the sustainability of the sport. Further, it is important that SMS are aware of external influences that affect the motor sport, to safeguard its future.

Operationally, motor sport has been very successful as a self-sustaining sport over the years and equally there have been significant investments into the sports development through the MSA Academy and the Go Motorsport campaign. However, it is clear that allocating more budget to development would provide the opportunity to grow membership and in doing so make the sport more financially robust in the long term.

For this reason, SMS are seeking investment from Sportscotland to help fast track the development process and grow membership, amongst other outcomes. However, regardless of Sportscotland investment, it is important that the sport is sustainable in the future and that steps are made to grow development budgets for both the MSA and SACU.

SOCIAL RESPONSIBILITY

Motor sport can make positive contributions to society in a number of areas, such as:

- Health and physical activity (motor sport competitors benefit from having a high level of physical fitness to participate)
- Road safety (through providing ambassadors, role models and training)

- Risk awareness and management (for example; 'The Grid' risk management tool)
- Economic impact
- Training and employment
- School curriculum material. (For example; STEM and 'The Grid')

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*
- *SMS should support clubs with succession planning*
- *MSA and SACU should look to generate more significant development budgets*
- *Recognise the importance of delivering value to society and continue to grow these opportunities*

GOVERNANCE OUTCOMES

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 create a stakeholder engagement plan that will:

- Strengthen existing key partnerships with government bodies.
- Look to form closer working relationships with motor sports that are not directly regulated by the SACU or MSA. For example; Speedway, Stock cars and corporate Karting venues.
- Look to form partnerships with industries where clear synergies exist between motor sports. For example; the engineering and motor trade sectors.

COMMUNICATIONS

SMS Resources will work with the recognised bodies to promote motor sport in Scotland and improve internal communications.

SUSTAINABILITY

SMS will carry out club development activities to support clubs in succession planning and the overall sustainability of their activities.

Both MSA and SACU are non-profit making bodies and so all surpluses are channelled into: Operations, Training, Development or Reserves. Both the MSA and SACU are committed to investing into the future development of the sport.

SMS will look to obtain commercial sponsorship.

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.

OVERALL CONCLUSION

The plan has been completed following a substantial amount of research and work and has been developed to identify key developmental requirements and areas for investment.

Through implementing the actions set out in this plan, SMS aim 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 and Further Education and raising awareness of opportunities for participation in motor sport.

The plan aims to increase support for talented competitors through; creating a matrix for measuring performance, creating a network of Scottish performance coaches, localising the delivery of MSA Academy activities, creating a talent structure for Motorcycle sport, creating performance pathways, 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; understanding the demand for facilities and working to improve the future provision of facilities, providing support to clubs and events on land access issues and working with EventScotland to attract and create new high profile motor sport events in Scotland.

Finally, this plan 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 opportunities to deliver our social responsibilities, whilst making investments into the future development of the sport.

In parallel with this plan and the following Targets and KPI's, SMS has developed an investment Plan 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.

Overall, we believe this document represents a realistic and achievable strategy that focusses on incremental change over the next four years. However, delivering the outcomes within this plan and hitting the following targets will undoubtedly enable us to make very positive steps towards achieving our vision of 'putting motor sport at the heart of the Scottish sporting landscape'.

TARGETS

Having considered the impact of these outcomes, the plan sets the following long term targets to be completed by 2020:

- *Increase membership by 10%*
- *50% of clubs to be members of their relevant Local Sports Councils*
- *Certify 45 'Intro to Coaching' level coaches and 16 'Level 2' coaches*
- *6 new Sports Union recognised student motor sport clubs*
- *Attract major national and international events to Scotland*

KPI's

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
PARTICIPATION	<ul style="list-style-type: none"> • 20% of clubs are members of Local Sports Councils • Club Workshop Material completed • Clubs selected to work closely with SMS Resources to deliver Go Motorsport 'taster sessions' and become pioneers for the participation pathway • 4 Go Motor Sport taster sessions run • Student plan completed • 2 new Student motor sport clubs created • 2 new student clubs affiliated to their sports union • 2 new student clubs linked to local SACU / MSA club • Run annual Scottish students motor sport event • Increase membership to 8,530 (currently 6095 MSA plus 2227 SACU = 8322 total) 	<ul style="list-style-type: none"> • 30% of clubs are members of Local Sports Councils • 12 club workshops delivered • 8 Go Motorsport taster sessions run • 25 MSA 'Intro to Coaching' coaches certified • SACU: implement coaching structure • Schools strategy completed • Scottish Students motor sport Challenge developed • 1 new Student motor sport club created • 2 new student clubs affiliated to their sports union • 2 new student clubs linked to local SACU / MSA club • Motor sport recognised by Scottish Student Sport • Run annual Scottish students motor sport event • Volunteer Strategy Completed • Increase membership to 8,738 	<ul style="list-style-type: none"> • 40% of clubs are members of Local Sports Councils • 18 club workshops delivered • 16 Go Motorsport taster sessions run • 10 MSA 'Intro to Coaching' coaches certified • 1 new Student motor sport club created • 1 new student club affiliated to their sports union • 2 new student clubs linked to local SACU / MSA club • Run annual Scottish students motor sport event • Research complete on competitors participation path • Increase membership to 8,946 	<ul style="list-style-type: none"> • 50% of clubs are members of Local Sports Council • 22 club workshops delivered • 22 Go Motorsport taster sessions run • Research into Social inclusion completed • 10 MSA 'Intro to Coaching' coaches certified • All student clubs are linked to a local MSA / SACU club • 1 new student club affiliated to their sports union • Run annual Scottish students motor sport event • Increase membership to 9,154
PERFORMANCE	<ul style="list-style-type: none"> • MSA: championships that will receive performance coaching support identified • MSA: 8 coaching days for identified Championships • MSA: Run 2 Performance Master Classes • 4 MSA Level 2 Coaches certified • Sponsorship training material completed 	<ul style="list-style-type: none"> • 4 MSA Level 2 Coaches certified • MSA: 16 coaching days for identified Championships • MSA: Run 4 Performance Master Classes • MSA: Scottish Academy implemented • MSA Performance pathway implemented • Run 2 Sponsorship training workshops 	<ul style="list-style-type: none"> • 4 MSA Level 2 Coaches certified • MSA: 20 coaching days for identified Championships • MSA: Run 6 Performance Master Classes • SACU talent structure implemented • Run 2 Sponsorship training workshops 	<ul style="list-style-type: none"> • 4 MSA Level 2 Coaches certified • MSA: 24 coaching days for identified Championships • MSA: Run 6 Performance Master Classes • SACU Performance pathway implemented • Performance Matrix for MSA & SACU complete • Run 2 Sponsorship training workshops
PLACES AND EVENTS		<ul style="list-style-type: none"> • Plan for logistics and delivery of Land access support completed • Facilities Audit started 	<ul style="list-style-type: none"> • 1 new major International event in Scotland • Facilities Audit complete 	<ul style="list-style-type: none"> • Facilities plan completed • 1 new major International event in Scotland
GOVERNANCE	<ul style="list-style-type: none"> • Year 1 review of strategic plan 	<ul style="list-style-type: none"> • Year 2 review of strategic plan • Stakeholder engagement Plan complete 	<ul style="list-style-type: none"> • Year 3 review of strategic plan 	<ul style="list-style-type: none"> • Year 4 review of strategic plan • New strategic plan completed

APPENDICES

APPENDIX 1- SUCCESS TO DATE

Having only been established in 2011, SMS is a relatively new body. However, in this time, the SMS group have achieved a number of successes, which are detailed below:

- SMS created a submission document and prepared a successful case that summarised the significance of motor sport to Scotland. This resulted in SportsScotland recognition and investment for motor sport.
- Recruited a full time National Development Officer in November 2013
- Carried out comprehensive desk and field research into the development requirements of motor sport in Scotland. This included a survey that generated 572 responses from a diverse range of people holding an interest in Scottish motor sport.
- Created a comprehensive funding guide for Scottish clubs. This highlights and explains the various public and private funding streams available to Scottish clubs and participants.
- Created a social media guide to help clubs use social media channels more effectively
- Created a 'Motorsport and Education in Scotland' guide, which details all the various motor sport initiatives that are available to school pupils and students in Scotland. This is currently being reviewed by the SQA.
- Created a 'Young Competitor Guide', that highlights the various scholarships and opportunities that are available to career minded competitors.
- Identified Local Sports Councils as being a good way for motor sport clubs to engage with local communities and authorities but found that almost no Scottish clubs were affiliated to their local Sports Council. We therefore, coordinated a meeting between six Aberdeenshire based clubs and Aberdeen City Sports Council. This resulted in two clubs affiliating with local sports council.
- Organised meetings with eight different student clubs / teams and built relationships with each to establish SMS as a point of contact in Scotland for Higher and Further Education.
- Facilitated the opportunity for two student clubs to receive an introduction to Trials bikes at the Bob MacGregor Trials Academy (never before had students had any formal link to motorcycle sport in Scotland).
- Organised and coordinated Scotland's first ever inter University Motor Sport challenge at Knockhill Racing Circuit. Over 70 students from five different universities took part in various challenges from Karting to an AutoSolo.
- Organised and coordinated the running of two MSA Performance Master Class sessions at Knockhill. MSA coaches delivered class room based workshops to over 30 young competitors on a variety of subjects from fitness and nutrition to Sponsorship skills. This was the first time such an event had been successfully delivered in Scotland.
- Organised and coordinated a 'Go Motorsport' exhibit within the Colin McRae Rally Challenge event at Knockhill. This resulted in 50 new members of the public registering their interest in becoming a marshal and also provided over 40 members of the public the opportunity to sample grassroots motor sport through AutoSolo passenger rides.
- Produced a short film on how to become a motor sport marshal, which was produced to act as a resource for clubs to help them in their efforts to recruit new marshals.
- Created a new website that includes a function to enable people to search for clubs by location or discipline and also a 'social wall' function, which consolidates relevant motor sport news and updates from various different sources and displays it in a presentable format.
- Created and launched a new initiative called the 'GoMotorsport Event Fund' which enables clubs to apply for support to run an event in their local area that aims to increase awareness and participation in motor sport.
- Organised and coordinated an event at Knockhill called 'Go Motorsport Live'. This provided a platform for over 10 different clubs to 'sell' motor sport to the public and attracted over 600 people.

APPENDICES

APPENDIX 2 - 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.

RECOGNISED BODIES

Motor Sports Association

Rob Jones *(CEO)*

Alison Clark *(Regional Development Officer)*

Ben Taylor *(Managing Director of International Motor Sports Ltd)*

Greg Symes *(Academy Manager)*

Jacqueline Campbell *(Rally Safety Programme Lead)*

Jess Fack *(Development Manager)*

Simon Blunt *(General Secretary)*

Tim Swietochowski *(Head of Communications)*

Scottish Auto Cycle Union

Sandy Mack *(Chairman)*

Charles Mackenzie *(Office Manager)*

Iain Barnes *(President)*

Paul Carlyle *(former Chairman)*

SMS Group

Chairman:

Tom Purves

Members:

Allan McNish *(World Endurance Champion & Multiple Le Mans 24 hour winner)*

Bruce Lyle *(MSA Council member)*

Charles MacKenzie *(Office Manager for SACU)*

George Donaldson *(Former World Rally Championship team manager)*

Hugh McCaig *(Chairman of the Scottish Motor Racing Club)*

Jillian Shedden *(Director at Knockhill)*

Nadia Cesari *(Events Manager at EventScotland)*

Paul Carlyle *(SACU)*

Rob Jones *(MSA Chief Executive)*

Robert Reid *(MSA Performance Director and ex professional Rally Co Driver)*

Rod Taylor *(MSA Kart committee member)*

Roger Reed *(Chairman Scottish Association of Car Clubs)*

Rory Bryant *(National Development Officer)*

Sandy Denholm *(Representative of the Scottish Motor Racing Club)*

Sandy Hodge *(Partnership Manager at SportScotland)*

Sandy Mack *(Chairman of the SACU)*

APPENDICES

APPENDIX 2 - CONTRIBUTORS CONTINUED

OTHER CONTRIBUTORS

Aberdeen and District Motor Club (*Ian Shiells*)

Aberdeen Sports Council (*Dave McDonald*)

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 (*Triple Indy Car Champion*)

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

EventScotland (*Emma Wilson*)

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 (*Double British Touring Car Champion & President of SACC*)

Junior Rally / Ecosse Challenge (*David Barlow*)

Kart Force (*Dave Player*)

Knockhill Racing Circuit (*Stuart Gray*)

Melville Motorcycle Club (*Dave Paton*)

Quad Racing Scotland (*Iain Neill*)

Scottish Association of Car Clubs (*Lock Horsburgh, Peter Weall*)

Scottish Association of Local Sports Councils (*Oliver Barsby, Gail Prince*)

Scottish Bowls (*Colin Hutchison*)

Scottish Enduro (*Euan Syme*)

Scottish Government (*Richard Foggo, Rona Tatler*)

Scottish Motocross (*Stewart Campbell*)

Scottish Motor Racing Club

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*)

Sportscotland (*Rob Hardie, Iain Kennedy*)

Susie Wolff (*Current Formula 1 test driver for Williams*)

Tinto park (*Margaret Allan*)

Transport Scotland (*James Simpson*)

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

Xtreme Karting (*Barrie Henderson*)