



scottish sports *futures*



Our Response 2020 / 2021

Impact Report 2020/2021

Changing Lives Through Sport



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Introduction

Welcome to our 2020/21 Annual Impact Report!

We were all set to start delivery on our exciting new strategy in April 2020. We had funding in place, exciting partnerships and collaborations secured, and a re-organised team with a regional infrastructure ready and raring to go. This all in perfect synchronisation as COVID lockdown restrictions and the pandemic gripped the world.

To say I am proud of how we, and our partners, have consulted, adapted, changed, responded, and continued to work with young people would be a gross understatement. Our COVID response has been agile, based on need, rapid, and responsive.

We now have teams embedded in Fife and North Ayrshire, alongside our Glasgow and National Teams, and our Education Through CashBack (ETC) programme which is delivered across the country. We have continued to support young people and families with food, IT, activity packs, online engagement, and “walk and talks”, as well as face-to-face delivery when restrictions have allowed. Our team have been working hard, building local relationships and partnerships to ensure we have effective referral pathways and routes into and out of our provision. We thank each partner for your shared vision and values and the feeling we are in this together.

Some of the stories we have heard and the reality for our young people and families has been harrowing, and we know that our target demographic have been amongst those worst affected. Our team have shown incredible resilience in responding to this need. Together with our board, we have been focussed on mental health, wellbeing, and support for all. I believe we are coming out of this stronger but with the realisation we will need to continue listening, being adaptive, and always delivering our services with Love, Care, and Empathy.

I would also like to extend special thanks to our partners at sportscotland for lending us the very wonderful Dougie Millen to cover as CEO during my maternity leave this year.

In what has been a difficult year for everyone across the world, it has been no different for us here at SSF. However, we adapted in the face of adversity and were able to continue successful delivery of outreach online sessions to many young people, families and partner organisations.

This year we continued to support those we work with in focusing on not only sport and exercise but taking extra steps in aiming to improve mental health and wellbeing. As soon as safely possible staff were back on the streets, delivering sports sessions to some of the most deprived areas in Scotland. Yes, this year has been difficult for all but here at SSF we continue to ensure that our staff, volunteers, young people and families are at the heart of everything we do.



Kirsty McNab
CEO



Andrew Marley
Youth Trustee

Our Charity

Our Vision

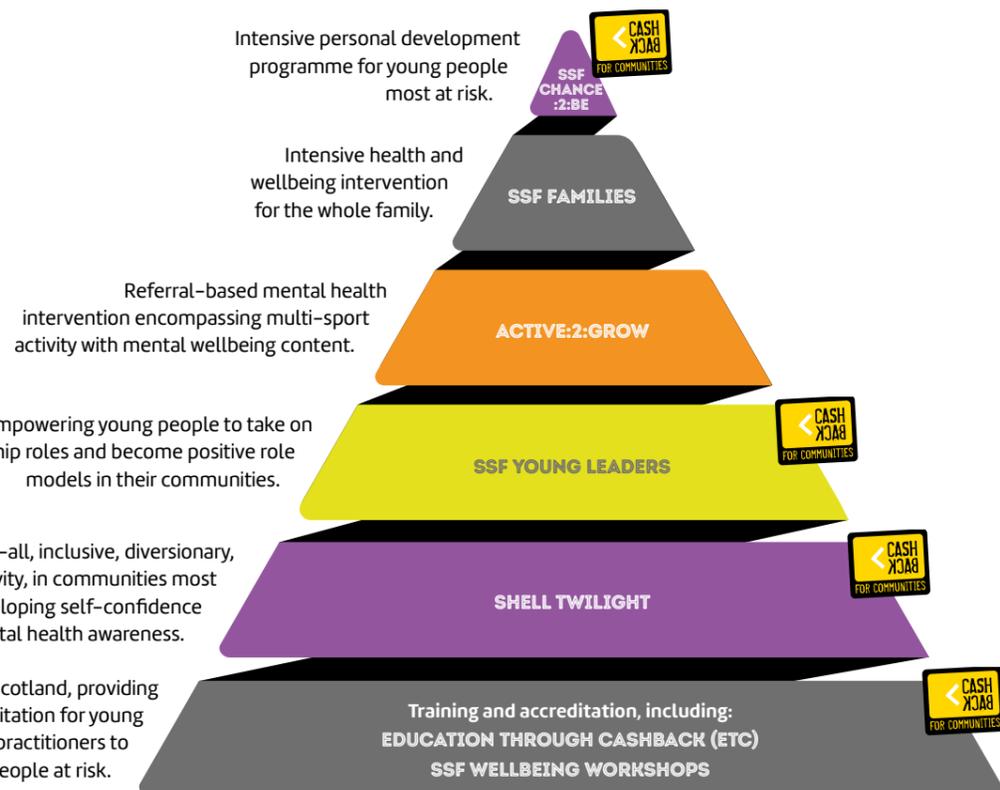
A world where young people have the opportunity to fulfil their potential.

Our Mission

SSF use the power of sport and physical activity to engage with vulnerable and disadvantaged young people and families in Scotland and empower them to be confident, healthy and happy. We do this using our proven and recognised Sport for Change model and its range of person-centred, youth-led programmes that provide positive experiences, inspiring role models, engaging social education, training, and youth volunteering opportunities.

As a result, we seek to encourage a positive change in young people's attitudes and behaviour that enables them to recognise and fulfil their potential, and to make a valuable contribution to their peers and their community.

Our Programmes



Our Outcomes

Developing People	Strengthening Communities	Improving Health and Wellbeing
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Young people improve their health and wellbeing	Young people build resilience and aspirations	Young people have strengthened support networks
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Young people improve their confidence	Young people reduce risk taking behaviour	Young people are more active
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Young people and families develop physical and personal skills	Young people and families build connections with their local community	Young people contribute positively to their communities
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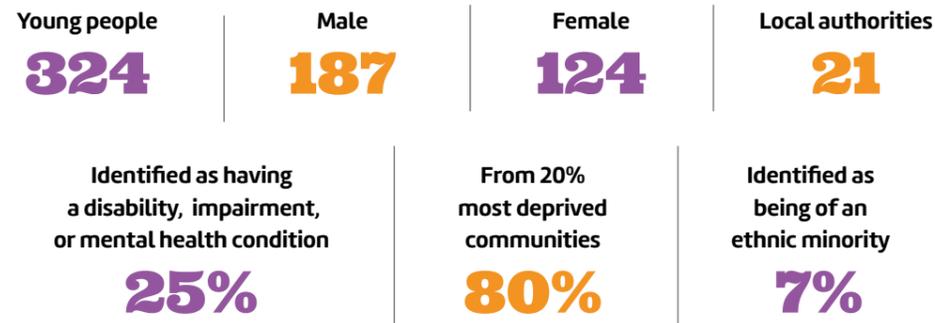
Young people improve their learning, employability, and employment options, and progress to positive destinations	Young people are diverted from criminal behaviour or involvement with the criminal justice system
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CashBack for Communities

Generous investment from CashBack for Communities directly supports the delivery of our SSF Chance:2:Be, SSF Young Leaders, Shell Twilight, and Education Through CashBack (ETC) programmes. With CashBack funding, SSF delivers timely, person-centred support and effective interventions, improving life chances for young people aged 10–24 in areas of deprivation across Scotland. We work intensively to offer the full SSF “triangle” across four local authorities: Glasgow, Fife, Stirling, and North Ayrshire. In addition, through our ETC programme we provide opportunities for young people across Scotland to take part in training and accreditation, as well as upskilling practitioners working with young people most at risk.

Our Year

Participant breakdown and profile



“I think the team at SSF are great at engaging with families and children. The team have a great rapport with the parents/carers and the kids love being part of the programmes.”
SSF Stakeholder

“SSF do amazing with supporting all young people. They go above and beyond for all young people even outside working hours. They are constantly upskilling their young people and providing endless opportunities.”
SSF Stakeholder

“Inclusive organisation with high standards and the best interests of young people at heart.”
SSF Stakeholder

In response to the initial COVID lockdown, we temporarily suspended face-to-face delivery from 16th March 2020. Straight away, we began communication and engagement with our vulnerable young people and families, through online, digital, and phone. We learned from speaking regularly to our participants how COVID was affecting them. They reported being anxious, feeling overwhelmed, and struggling to cope. We responded quickly, devising resources and adapting our services to support them.

Initially, all our delivery had to take place remotely, with staff regularly checking in with our young people and families either online or over the phone. We ran group and individual online sessions, allowing young people to connect with staff and their peers. Opportunities ranged from educational workshops and training to fun activities and quizzes.

Feedback from our young people told us that many lacked the confidence and motivation to be regularly active at home, so they were missing out on the associated benefits. Our Youth Advisory Panel led on the creation and distribution of 150 wellbeing packs, containing sports equipment and other wellbeing resources, to encourage young people to stay active, develop physical skills, and look after their mental wellbeing during lockdown.

Further consultation with partners and with young people themselves also highlighted a need for resources related to mental health and wellbeing, to support young people and families struggling with the impacts of COVID and lockdown. Working in partnership with SAMH and supported by SSF staff, our young Wellbeing Ambassadors converted our “Wellbeing Workshops” to be delivered online. These peer-delivered workshops, which were initially developed by our Wellbeing Ambassadors to be delivered face-to-face, were delivered online to young people throughout Scotland during the pandemic. The workshops cover topics including anxiety, stress, motivation, pressure, and social interactions.

With a need identified to provide young people with online training and learning opportunities, we also converted our six existing SCQF-accredited Education Through CashBack (ETC) modules to an online format. This has allowed young people to continue taking part in accredited learning and receive tangible recognition for their skills development while face-to-face delivery was not possible. We also expanded our ETC offer, creating and piloting a new ETC module: “Mental Health and Wellbeing in Sport and Physical Activity”.



As COVID restrictions were eased, we were able to incorporate safe outdoor face-to-face provision, whilst continuing our digital engagement. We were able to support young people through regular one-to-one “walk and talks”, as well as outdoor small-group sessions.

In Glasgow, we undertook street work consultation with local young people in the Barrowfield, Dalmarnock, and Govan communities. We launched delivery of our Shell Twilight multisport sessions outdoors in Barrowfield and Govan, with our Dalmarnock session due to commence in early 2021/22. We also delivered our Chance:2:Be programme outdoors and in local high schools within the East End.

In North Ayrshire, we recruited and inducted a new group of SSF Young Leaders, as well as re-launching our Shell Twilight session in Irvine, which will be supported by these young volunteers. Following consultation with local partners, including Police Scotland and Fire and Rescue, we identified the Three Towns area to base a further Shell Twilight session and Chance:2:Be programme, with delivery due to start soon.

In Fife, we have conducted extensive consultation with local young people to inform delivery plans which will meet their needs. Alongside local partners, we have laid the ground-work for the launch of our Shell Twilight, Chance:2:Be, and SSF Young Leaders programmes in early 2021/22.

Nationally, we delivered four online Learning Events, which brought together SSF Young Leaders from each of our four key target local authorities – Glasgow, Fife, North Ayrshire, and Stirling. Young people took part in training and learning which will prepare them for their volunteer journey, supporting peers in their local communities.



Through a year of many ups and downs, we are so incredibly grateful to our partners, who have supported us in our continued mission to support young people to fulfil their potential. This includes fellow CashBack partners the Scottish Football Association, Scottish Rugby Union, Basketball Scotland, Rangers Charity Foundation, Achieve More! Scotland, and Police Scotland.

Despite the challenges the past year has brought, our incredible staff and volunteers have continued to go above and beyond, putting their heart and soul into supporting the communities we serve, and placing young people and families firmly at the heart of everything we do.

“They put the interests of the participants first and base everything around them.”
SSF Stakeholder

“[SSF] respect young people as individuals, take them seriously, and listen to them.”
SSF Stakeholder

“The opportunity to work in partnership with SSF and GYIP to deliver the Govan Shell Twilight sessions for young people has given local officers the opportunity to engage and interact positively in the community we serve. The success of the sessions delivered has been due to the expertise and commitment of SSF and GYIP and Community Police Officers have been proud to support this.”
Stephen Joussef, GA Community Policing Team

*For a full breakdown against SSF’s CashBack outcomes please see page 26.

Developing People

“Meeting new people and developing my communication skills which I know will help me massively in the future.”
ETC participant

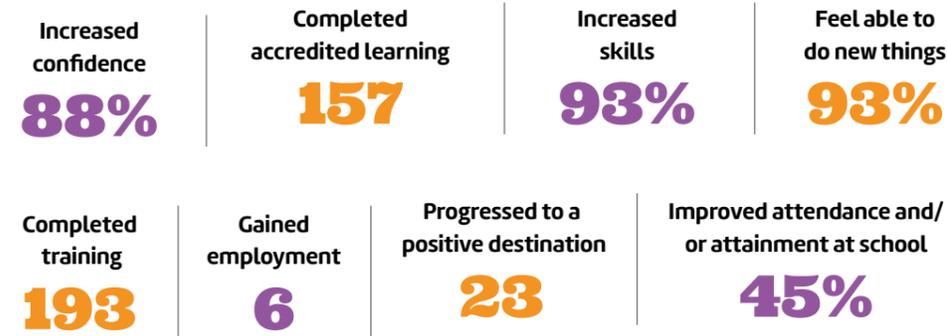
“It has given me more confidence and helped me to work with my peers better.”
ETC participant

“[I learned] how to stay calm in difficult situations.”
ETC participant

“I’ve learned how I can handle confrontation in an appropriate manner and can support others if they’re facing the same situation.”
ETC participant

“Before SSF I had very little confidence and I stuck to one group of friends and one thing planned for my future, but after I started to branch out in more than one ways, trying new things I never even thought about trying before, they really pushed me.”
SSF Young Leader

SSF are committed to developing people and specifically supporting those most at risk and furthest away from positive destinations. We build confidence and resilience, skills and aspirations, and through the power of sport we can improve learning and employment potential.

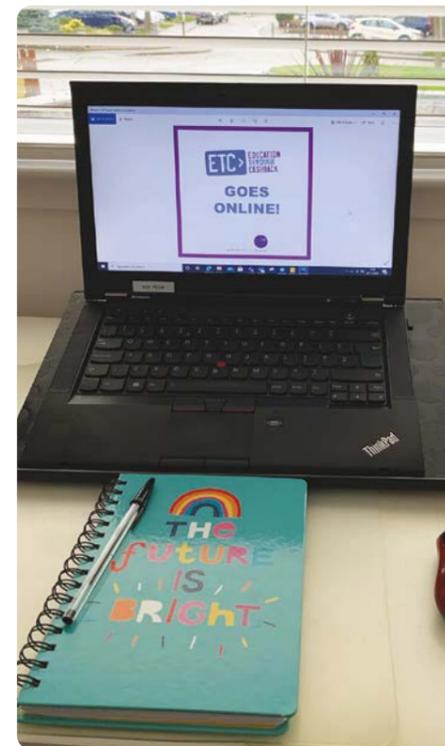


“I used to be shy but you guys really helped with getting more out there and taking part in things.”
SSF Young Leader

“It made me more confident [to] talk in front of a large group of people. This will help me in the future. The job I want I need to be able to [talk] to people in large groups.”
SSF Young Leader

“I learnt that even if things go wrong, it will be fine as we are all in this together and I definitely grew in confidence to know that I can do it even when it challenges / pushes me.”
SSF Wellbeing Ambassador

“My daughter absolutely loved the past two Fridays. Thank you for putting something meaningful on.”
Parent



Improving Health and Wellbeing

Sport and physical activity have a significant role to play in supporting positive mental health and physical wellbeing. We allow young people to take the lead in tackling issues, through our network of programmes and beyond. Our youth work approach means we have been successful at engaging those who need support most.

Positively changed behaviour
86%

Improved resilience
80%

Increased aspirations
83%

Stakeholders reported improved wellbeing in young people
100%

Young people reported improved wellbeing
88%*

*Young people that reported feelings of wellbeing at least one SHANARRI indicator (safe, healthy, achieving, nurtured, active, respected, responsible, and included).

“They have taught me how to be more positive about things I do and how to [feel] more positive about myself.”
Shell Twilight participant

“It made me want to think about plans for the future.”
SSF Young Leader

“I actually feel like I belong there. I feel more included than I ever have.”
SSF Young Leader

“It made me realise how much moving can improve my mood and make me feel more comfortable with new people.”
SSF Participant

“I’ve definitely learned how to manage my own mental health. I understand what I need to do to help myself which I didn’t know how to do before. I’ve also learned how to have a conversation about mental health without feeling awkward or vulnerable.”
SSF Wellbeing Ambassador



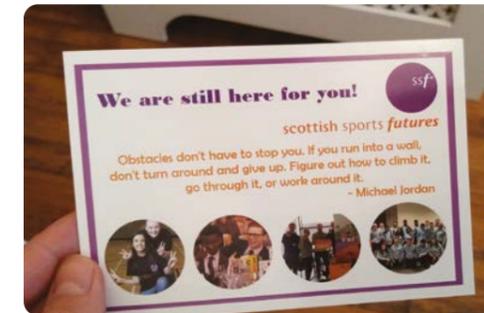
“[I learned] that it’s ok to have wobbles/blips as they do not define us but in fact they just make us stronger.”
SSF Wellbeing Ambassador

“It was pure magic, see having a football at my feet again since not having it from March. It was like falling in love with sport all over again.”
Shell Twilight Participant

“They give young people opportunities to do things and get involved in things they probably thought they never would.”
SSF Stakeholder

“Our daughter really struggles with attending clubs along. I can’t explain how grateful I am to [SSF] for supporting her to integrate. Her self-confidence has flourished, and she loves coming along each week.”
Parent

“This club actually saved me today.”
Shell Twilight Participant



Strengthening Communities

“Meeting new people within my area and getting to learn about opportunities that are available.”
ETC participant

“[I learned] not to just have an opinion on someone without knowing both sides of the story as all young people have different things going on.”
ETC participant

“I plan to take everything that I’ve learned and pass it on to younger people for the cycle to continue!”
ETC participant

“I don’t want to be involved in that; it is just going to get me in trouble.”
Shell Twilight Participant

“I’ve missed this so much, it’s been great to interact with other young people my age”
SSF Participant

Partnership working and collaboration allow SSF programmes to successfully connect young people to their local communities and access meaningful volunteer and leadership opportunities. Our programme delivery and accessible training mean young people feel empowered and have the skills to “give back” and become inspiring role models to their peers.

Completed community focussed awards

33

Improved links with communities

81%

Increased motivation to positively influence their community

75%

Took on a volunteering role in their community

117

Feel more supported by others in their community

78%

Volunteer hours contributed

2,582

Reduced anti-social and/or criminal behaviour

51%*

*Young people that reported they had been involved in anti-social and/or criminal behaviour beforehand, and who reported reductions in either inclination towards or actual participation anti-social and/or criminal behaviour as a result of their engagement with SSF.



“I’m doing okay, I’m still getting into trouble a bit but I’m doing better at just getting my head down and getting on with it. I’m getting on better with [another participant], she has helped me the last few weeks.”

Shell Twilight Participant

“I always knew I wanted to work with children with complex needs and I am volunteering at a swimming club through SSF for children with additional needs and this helped me know it was definitely the right career path for me.”
SSF Young Leader

“MATAAC statistics have shown a big drop in antisocial behaviour around Govan and the surrounding area in the past few months.”
Community Safety Officer

Case Study: Lauren's SSF Journey

Lauren* got involved as a participant at the start of one of our new Shell Twilight sessions. Over the past year and with recurring lockdowns, she has been supported by SSF both within and outwith the session. She was also supported to take part in the SSF Mental Health and Wellbeing workshops, completing the Stress module.

When we asked her what the best thing has been about being involved with SSF, she told us, **“Getting out of the house and socialising with people.”**

Lauren has grown massively in confidence over the past year as part of her involvement in the Shell Twilight session. She is now one of the influencing young people for her peers within the session and takes on responsibility for ensuring the young people are looked after and keep attending the session. She is now more confident about speaking to different members of staff about an array of issues impacting her life and her mental health.

“SSF helped me be more confident and helped me speak out.”

Lauren has built a fantastic relationship and trust with the sessional staff that deliver the Shell Twilight session. Like so many young people across the country, Lauren has felt the impact of COVID lockdowns.

“COVID was absolutely brutal because I couldn't see my pals.”

With the help of SSF staff, both in person and online, Lauren has received constant support over the past year, supporting her to navigate her way through the challenges of COVID. She told us her highlight with SSF has been talking with two of the sessional staff that deliver the session she attends.

“They have supported me by listening to me every week.”

SSF staff have been doing one-to-one support with Lauren on a weekly basis. She has also received support with organising her school diary, mental health, and wellbeing, including going for more walks and being more active. The staff have also supported Lauren to complete a PDP (Personal Development Plan).

Lauren has been identified and referred by SSF staff to our Active:2:Grow wellbeing programme. She will be attending the 50-week programme to help her with increasing her levels of physical activity while also focussing on her mental health and wellbeing. Lauren has a passion for sport and coaching. She is already volunteering with a local football team to coach children, and someday hopes to be a PE teacher. Her passion for sport, especially football, is amazing and with the support and guidance from SSF staff she is on the path to achieve her dreams!

*Names and identifying information have been changed.

Case Study: Kerry Ann's SSF Journey

Kerry Ann got involved with SSF in April 2018 as a participant on our SSF Chance:2:Be programme. After completing the 12-week programme she had gained 7 qualifications, a wealth of knowledge and experience knowledge, and decided to become an SSF Young Leader. As a Young Leader, she volunteered in her community at Pinkston Watersports, and with our Shell Twilight and SSF Families programmes.

After a few months volunteering with SSF, she became an integral part of the team, taking on more responsibility and becoming a sessional member of staff. During COVID restrictions, Kerry Ann has continued to support the delivery of our SSF Families programme to vulnerable young people and families in Glasgow. She has supported both online and face-to-face delivery, as well as inputting into the creation of a new Activity Manual for future sessions.

As well as volunteering and sessional work, Kerry Ann has always been an active participant in all things SSF, throwing herself into every opportunity. We spoke to Kerry Ann about her highlights of her time so far, the staff that have supported her along the way, and her plans for the future.

What has been the best thing about being involved with SSF?

There isn't just one thing that's amazing about being involved with SSF - SSF are amazing in everything they do. They provide endless opportunities and support, if you want to do something in life they always do their best to provide you with that opportunity. The staff are like family, being there with you through not only your best times but also your toughest times. SSF have been a beacon of support for me since I became involved until this day and I am forever grateful.



What has been your highlight with SSF?

My highlight of SSF is when I took part in a 16-day international trip to Germany all from the help of the SSF team. Thanks to SSF who supported me doing the application and provided me with my first passport, I had the amazing opportunity of going abroad and making close friends for life from Scotland, Italy, Germany, and Bulgaria.

Can you tell me a bit about the SSF staff you have worked with and how they have supported you?

Ally has supported me since day one. He was the first member of staff that I met, and thanks to him I was comfortable enough to join the SSF Chance:2:Be programme. Ally has been a huge support through everything, such as helping with applications for employment, college and university. He also gave me the opportunities to go on residential and getting a passport to go to Germany which turned out to be the best time of my life.

Demi has always been there for me no matter what time or day. When I was going through family problems, she was there all the way, making sure I was okay, calling for check-ups, and helping me keep busy instead of sitting around. Preeti was also always a member of staff that I looked up to, supporting me to build my confidence, and if I ever needed any help or support, I knew I could always go to her. Thanks to her I always felt welcome.

Can you tell me a bit about the last year for you during COVID? How did it affect you? How were SSF able to support?

My last year through COVID has been manageable thanks to SSF still providing me with opportunities and keeping me busy or checking in for walk and talks when it was possible. At first during lockdown it was strange as I wasn't doing anything and I missed working with the SSF Families programme, but Drew got me straight back in to help out!

What skills has SSF helped you develop?

SSF had helped me develop so many skills I would need a book to tell you about them but here is just a few basic ones: confidence, coaching, leadership, teamwork, communication, creativity, adaptability, patience, and being generous. I have also felt more able to support and help others, make connections, and take on challenges (pushing my boundaries).

What are your hopes for the future?

My hope for the future is to become a lead worker at the SSF Families Programme, and to hopefully be able to coach at other sessions within SSF too. I'm also heading to University in September to study Community Development. I hope to complete the 4/5 years of this course and then apply for a full-time role within SSF. I would also love to open and manage my own community centre someday. SSF has not just made me think of my future, they have helped guide me through it all, and I am so grateful because today I would not be where I am without them.



Our Finance



2020/21 marked the first year of investment from Phase 5 of CashBack for Communities, and our thirteenth year as part of the CashBack portfolio.

A year of great challenge and uncertainty, this required reprofiling and repurposing of funds in line with changing restrictions and needs. We are extremely grateful to CashBack, as well as all our funders, for their ongoing support and flexibility this year. This has allowed us to remain responsive to need within communities, and to continue supporting vulnerable young people and families most affected during these difficult times.

Funders who specifically matched CashBack investment this year are:

- >> **Bank of Scotland Foundation**
- >> **BBC Children in Need**
- >> **Clyde Gateway**



Social Enterprise

Our social enterprise offering includes our ETC modules, SSF Wellbeing Workshops, and paid-for versions of our other core delivery programmes. The conversion our Training and Accreditation products to a digital delivery format this year has allowed us to remain responsive to need and strengthen the range of services we can provide through social enterprise. Despite restrictions on what we were able to deliver due to COVID, we were able to generate £21,262 through enterprise activity this year.



Fundraising and Corporate Relationships

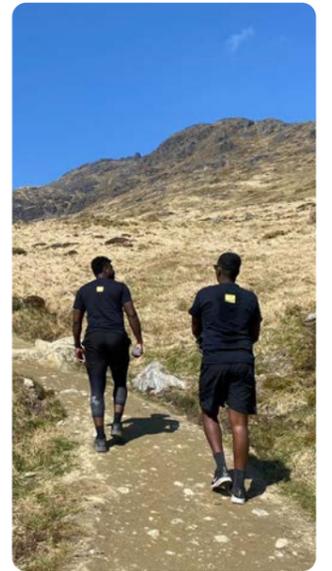
The pandemic has naturally made this year's fundraising efforts more challenging. Many events had to be cancelled or postponed, sadly including our annual Awards Night. However, this has encouraged creative thinking, particularly with online events, with SSF taking part in the 2.6 Challenge and Scotland's Virtual Kiltwalk. Four members of our SSF staff team also took part in a half marathon just one weekend before Christmas! A total of £9,188 was raised this year through fundraising.

Our Charity of The Year partnership with Glasgow University Sports Association was a roaring success, despite working against the social distancing restrictions. The University encouraged their sports teams to raise money by taking part in a 24-hour physical activity challenge for SSF, of course adhering to COVID guidance.

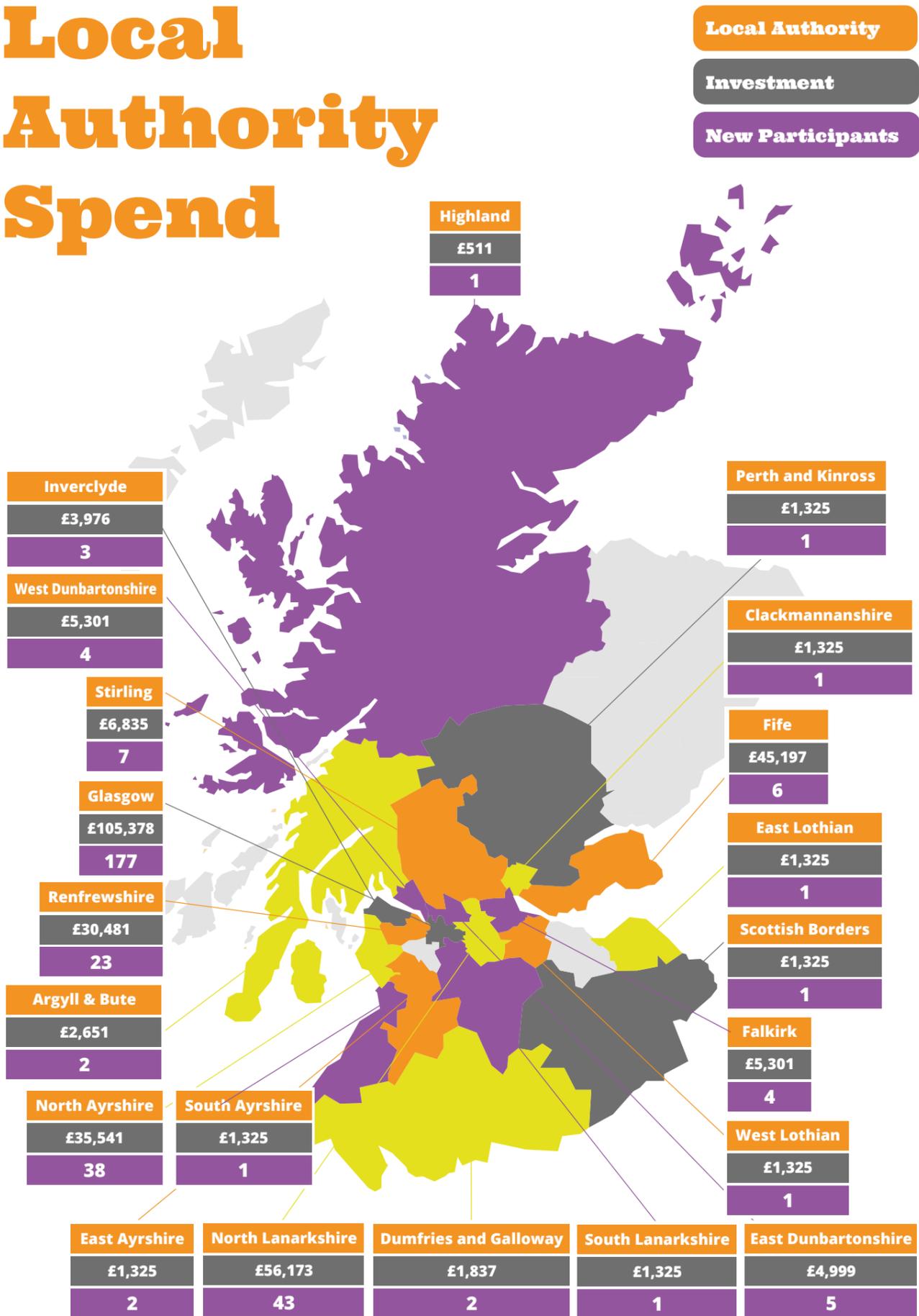
We also remain grateful to Barclay's for their continued support with our fundraising efforts, both financially and through participation on our Fundraising Steering Group.

2020 | 2021

	Actual (£)	Target (£)	Variance (£)
Delivery Staff Costs	215,361	215,361	0
Sessional Costs	4,796	8,296	3,500
Training and Development	11,989	11,946	-43
Delivery – Project resources and materials	24,643	25,295	-652
Delivery – Events	3,963	4,604	-641
TOTAL PROJECT ACTIVITY COSTS	260,752	265,502	4,750
Management and Marketing	42,366	42,366	0
External Evaluation	11,666	11,666	0
TOTAL EXPENDITURE	314,784	319,534	4,750



Local Authority Spend



External Evaluation

We are excited to have partnered with the University of the West of Scotland (UWS), who will undertake external evaluation of our CashBack funded activities for Phase 5. Over the past year, we have worked with UWS to agree the evaluation aims and methods for this piece of work, which are summarised below.

Education Through CashBack (ETC) - Evaluation Aims

- >> How is the learning from delivery of ETC being implemented and used?
- >> How is ETC developing practitioners in the field?

SSF Chance:2:Be - Evaluation Aims

- >> Assess the barriers and catalysts to change that young people who attend this project experience.
- >> Analyse this alongside the supports given to young people to highlight what works and identify gaps in provision.

SSF Young Leaders - Evaluation Aims

- >> Explore the different journeys into Young Leaders from each of the projects (ETC, SSF C2B, Shell Twilight, community), capturing the different areas of delivery.
- >> Identify the "critical" moments and the event/behaviour which acted as catalysts for the young people in becoming an SSF Young Leader.

Shell Twilight - Evaluation Aims

- >> How and in what ways are the diversionary activities benefiting the young people and their communities?

Evaluation Methods

- >> Young person interviews
- >> Staff focus groups
- >> Documentary analysis
- >> Focus groups with young people
- >> Community mapping exercises with young people
- >> Longitudinal case studies of practitioners
- >> E-survey completed by young people

In addition, based on input from our Youth Advisory Panel, we have incorporated the opportunity for young people to be trained as peer researchers to support our external evaluation. For this, 2-4 SSF Young Leaders from each area will take part in a two-day peer researcher training course. This will enable them to engage those involved in the Shell Twilight programme in peer-led photo elicitation interviews. Peer research has many benefits for the researcher and the participants, and we are excited about the unique insight this project will provide.



Our Communications

Highlights

- >> Following the launch of our new website, <https://ssf.org.uk>, we have been sharing regular blog content showcasing SSF's impact and the stories of the young people we work with.
- >> One of our Wellbeing Ambassadors, Amanda Hiddleston, appeared on Clyde 1's 'Catch up With Cat' podcast promoting our Mental Health and Wellbeing programme and her own Mental Health journey.
- >> Three of our SSF Young Leaders were guests on the GH Media Driving Force Podcast – Episode 18.
- >> One of our Wellbeing Ambassadors appeared on ScotGov radio as part of their Clear Your Head Campaign.
- >> As part of our new strategy, we have expanded our Operations Team to include a Marketing and Fundraising Manager. We were also fortunate to host two young people through Community Jobs Scotland, who supported us with social media content.
- >> Taking part in **sportscotland's** monthly #SportHour, connecting with others in the sport and physical activity sector, with our youth advisory panel now taking the lead on creating and posting content.



Key Campaigns

- >> #OurCOVIDResponse
- >> #MeettheSSFteam
- >> Celebrating CashBack for Communities Fund

Social Media Impact

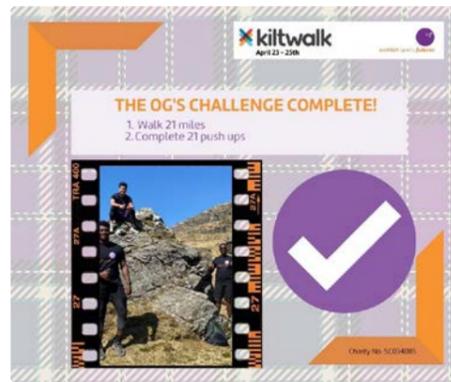
- >> Launch of Instagram – 592 followers
- >> Total Twitter Impressions – 942 200 – 23.2% up from last year
- >> LinkedIn Followers – 504 followers – 29.6% up from last year

Press Coverage

- >> **Daily Record. June 2020.** Scottish Sports Futures Wellbeing Ambassadors supporting West Lothian youngsters during lockdown.
- >> **Irvine Times. May 2020.** Mental health sport initiative marks one year since starting.
- >> **The Inverness Courier. April 2020.** Nairn wellbeing ambassador helping to improve the mental health of people through sport.
- >> **East Fife Mail. March 2021.** East Central Team – Rallying Fife's Young Leaders.
- >> **Inside Strathclyde. March 2021.** A Health and Wellbeing Journey.

Support

We are incredibly grateful to receive continued support from both Loop PR and **sportscotland** around our communications and marketing.



Our Future Plans and Priorities

Looking forward, we will continue to embrace a blended approach to delivery, utilising digital and online platforms, alongside face-to-face activity, to widen our reach. Learning from the past year has highlighted the importance of face-to-face interaction for the young people and families we support, allowing them to build positive relationships and social interactions, and we will strive to provide this important human connection for young people wherever possible. However, where face-to-face delivery is not possible, we have learned to be creative in engaging with young people and families through digital means. In particular, the creation of online versions of our ETC modules has allowed us to expand our reach across Scotland, providing training and accreditation opportunities for those that may not be able to access our existing face-to-face delivery model.

Another interesting piece of learning has been the readiness of young people to embrace outdoor delivery. At some of our session locations, young people have even indicated they would like this to remain the default delivery method moving forward, rather than moving indoors. We want to understand exactly the needs of our young people and so consultation and being youth-led continues to be our priority.

We anticipate our work will continue to be intensive, working with young people with complex needs and challenges, who have been hardest hit by COVID. The pandemic has only intensified the need within communities, the complexity of the issues faced by the young people we work with, and the support required from SSF. We anticipate that even as restrictions begin to ease, the intensity of our work will continue to demand higher staff to young people ratios and are aware that our numbers will be impacted as a result. We will continue to deliver our services with love care and empathy, remaining agile and flexible in our response to the needs of young people most affected by inequality and the pandemic itself.

Communication with our partners and our funders will be a priority. We want to share learning as well as impact, and we continue to seek partnerships with organisations with shared values. What we have learned is that working with those with complex needs requires intensive support. To deepen our impact, we will ensure all our delivery is meaningful and concentrated on ensuring young people achieve all they can. We are also excited about our developing partnerships with Children First and the Violence Reduction Unit. Being trauma informed and responsive is critical to our ability to engage children, young people, and families.

We are operating as a social enterprise and are in the business of changing lives. Therefore, we want to build our portfolio of customers and partners to widen the reach of our training products and programmes. We want to work with schools on the attainment challenge and know our interventions – SSF Chance:2:Be and ETC – make a huge difference to the lives of those young people disengaged from mainstream education.

We now have an excellent model for growth and will explore new local authority areas and communities to expand into, ensuring our triangle of delivery will complement existing provision in these areas.



Our Organisational Development



We are delighted that in the last year we have been able to implement our strategic reorganisation, creating regional teams to enhance our place-based approach to addressing community need. By embracing digital and online technology, we have recruited utilising Zoom.

Though many of the teams have not met in person, our robust approach to training, induction, and development, coupled with a focus on connection and wellbeing has meant they are fully integrated into the organisation. To support this move to digital, strengthen and grow our visibility, and deliver on our ambitious strategy, we are building the Operations Team and have created a new role in Fundraising and Marketing which has proved critical to our success this year.

Our partnership with **sportscotland** has enabled and supported our work with local authority partners, and we have taken time to build excellent foundations, genuine partnerships, and collaborations. This will ensure we will add value, avoid duplication, and work effectively together to create referral pathways into and out of our provision for young people in a joined up and cohesive way. It has also meant we now have operating bases in North Ayrshire and Fife as well as in Glasgow.

Our National Team support each of our focussed areas, and work in collaboration with our Regional Teams and partners to ensure our offer – the SSF triangle of provision – is tailored to be reflective of local need.

Our Training and Accreditation programmes remain available across Scotland. Working with Governing Bodies for Sport and CashBack partners, we are strengthening our offer by including Tutor Training as well as our own direct delivery. We are proud our products have developed based on need and demand to include a module on Adverse Childhood Experiences, and one on Mental Health and the link with Sport and Physical Activity.



SSF Sessional Workers and Volunteers

A note from our Chair

The impact of the global pandemic has been felt by all. The frustrations experienced by those who deliver SSF programmes has been tangible, as they recognise that we serve some of those who have been most severely affected by the restrictions imposed in 2020. All staff members have risen to the challenges presented to them and have, through innovative means, ensured that no-one was left behind at this exceptional time.

Our focus is changing lives through the power of sport, and collectively the SSF team have proven that the delivery method applied to their work ensured positive results and happy destinations for so many.

I cannot understate the hard work and dedication that was required from all this year to ensure success across all our programmes and that is the collective strength that is Scottish Sports Futures. I give thanks to all involved, from the CEO, to those delivering the programmes on the ground, to our Board of Trustees, and to the participants themselves.

To survive and thrive during this time takes exceptional people and we are delighted to have so many of them within the SSF family.



Maureen McGonigle
SSF Chair



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