

Safer Communities Directorate
Safer Communities Division

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Stewart Regan
Chief Executive
The Scottish Football Association Ltd
Hamden Park
Glasgow
G42 9AY

20 October 2014

Dear Mr Regan,

CASHBACK FOR COMMUNITIES-OFFER OF GRANT TO THE SCOTTISH FOOTBALL ASSOCIATION

The Scottish Ministers in exercise of their powers under the Educational Development, Research and Services (Scotland) Grant Regulations 1999 hereby offer to give to The Scottish Football Association (Scottish FA) ("the Grantee") a grant of up to **£2,250,000** payable over the Financial Years 2014 – 15, 2015 – 16 and 2016 - 17, in connection with the project described in Annex A ('the Project') to deliver outcomes in Annex B and subject to the following terms and conditions:

1. Definitions and Interpretation

1.1 In these Conditions, the words and expressions set out in Schedule 4 shall have the meanings ascribed to them in that Schedule.

1.2 In these Conditions unless the context otherwise requires, words denoting the singular shall include the plural and vice versa and words denoting any gender shall include all genders.

1.3 The headings in these Conditions are for convenience only and shall not be read as forming part of the Conditions or taken into account in their interpretation.

1.4 Except as otherwise provided in these Conditions, any reference to a clause, paragraph, sub-paragraph, schedule and annex shall be a reference to a clause, paragraph, sub-paragraph, schedule and annex of these Conditions.

2. Purposes of the Grant

2.1 The Grant is made to enable the Grantee to carry out the Project.

2.2 The Grant shall only be used for the purposes of the Project and for no other purpose whatsoever.

2.3 No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party.

2.4 The main objectives / expected outcomes of the Grant are set out in Annexes A and B.

2.5 The main targets / milestones against which progress in achieving objectives / expected outcomes should be measured are set out in Annex B.

2.6 The eligible costs for which the Grant can be claimed are as set out in Schedule 1.

2.7 The eligible costs exclude:

- Organisational administrative and staff salary costs, unless part of the delivery costs;
- Travel and subsistence costs except for young people, unless part of the delivery costs;
- Capital equipment such as vehicles, computer and other IT equipment including software or development costs;
- Appearance fees;
- Consultancy fees (except in delivery of external evaluation)
- Recoverable VAT

3. Payment of Grant

3.1 The Grant shall be paid by the Scottish Ministers to the Grantee in accordance with the terms of Schedule 1 attached.

3.2 In advance of any payments of the grant the Grantee is required to submit a Grant Claim Form to Scottish Ministers in accordance with the template in Schedule 2.

3.2 The Grantee shall within 6 weeks following the end of each Financial Year in respect of which the Grant has been paid submit to the Scottish Ministers a statement of compliance with the Conditions of the Grant using the form of words provided in Schedule 3. The statement shall be signed by the Grantee's Chief Executive.

3.3 In the event that the amount of the Grant paid by the Scottish Ministers to the Grantee at any point in time is found to exceed the amount of the expenses reasonably required by the Grantee in connection with the Project, the Grantee shall repay to the Scottish Ministers the amount of such excess within 14 days of receiving a written demand for it from or on behalf of the Scottish Ministers. In the event that the Grantee fails to pay such amount within the 14 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand from the date of the written demand until payment in full of both the sum and the interest.

3.4 The Scottish Ministers shall not be bound to pay to the Grantee, and the Grantee shall have no claim against the Scottish Ministers in respect of, any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable Financial Year as set out in Schedule 1, unless otherwise agreed in writing by the Scottish Ministers.

4. Inspection and Information

4.1 The Grantee shall keep the Scottish Ministers fully informed of the progress of the Project in the form of quarterly and annual project reports and shall submit them in accordance with Annexes C and D which shall be on the basis of the Scottish Government financial years 2014- 15, 2015-16 and 2016-17. Details shall include actual expenditure to date compared with profiled expenditure and any change to estimated expenditure for the financial year and/or the Project as a whole, the reasons for any such changes and progress in achieving objectives / outcomes. Scottish Ministers reserve the right to vary the style and format of the templates from time to time in which case the Grantee shall be bound to use the latest version of the template provided by Scottish Ministers.

4.2 Revisions to targets / milestones against which progress in achieving objectives / outcomes are monitored will be subject to the written agreement of the Scottish Ministers.

4.3 The Grantee shall, within 2 months of completion of the Project, submit an end of project report, in accordance with Annex E, to the Scottish Ministers summarising the outcomes and performance of the Project and how it has performed against the targets and milestones contained in Annex B. Such a report shall include such statistical and other information relating to the impact of the Project as shall be required by the Scottish Ministers.

4.4 The Grantee shall also provide any other information that the Scottish Ministers may reasonably require to satisfy themselves that the Project is consistent with the Agreement. The Grantee shall provide the Scottish Ministers with prompt access to any information they reasonably require to ensure compliance with these Conditions.

4.5 The Grantee shall keep and maintain for a period of 6 years after the expenditure occurs, adequate and proper records and books of account recording all receipts and expenditure of monies paid to it by the Scottish Ministers by way of the Grant in respect of the Project. The Grantee shall afford the Scottish Ministers, their

representatives, the Auditor General for Scotland, his/her representatives and such other persons as the Scottish Ministers may reasonably specify from time to time, such reasonable and appropriate access to those records and books of account as may be required by them at any reasonable time in response to a written request for such access from the person seeking it. The Grantee shall provide such reasonable assistance and explanation as the person carrying out the inspection may from time to time require.

4.6 In the event of the Grantee becoming aware of or suspecting any irregular or fraudulent activity that may have any impact on the Project or the use of the Grant, or any part of it, the Grantee shall immediately notify the Scottish Ministers of such activity and provide such other information as the Scottish Ministers may reasonably require in relation to the impact on the Project and the use of the Grant.

4.7 The Grantee shall evaluate and report on the outcomes in accordance with the requirements of the Evaluation Action Plan contained in Annex F.

4.8 The Grantee shall upload project information onto the CashBack database on a quarterly basis in accordance with the requirements more particularly described in Annex G.

4.9 The Grantee shall submit an Equalities Action Plan (EAP) to Scottish Ministers in advance of the commencement of the Project in accordance with Annex H. The Grantee shall also submit, an updated version of the plan in accordance with Annex H with each Annual Report submitted in accordance with Annex C.

4.10 The Grantee shall submit, along with each quarterly report submitted in accordance with Annex D, details of forthcoming activities or events which may be suitable for the Scottish Ministers to attend.

4.11 The Grantee shall register with the shared learning resource known as the CashBack Academy and, where appropriate use it to share information with other organisations.

4.12 The Grantee shall provide information to both the Scottish Ministers' Communication partners and the Scottish Ministers' delivery partners for the CashBack programme and, where appropriate provide updates on the Project to them. The Grantee shall also provide the CashBack communication and delivery partners with such reasonable and appropriate access to information on the Project which in the opinion of Scottish Ministers they may reasonably require.

5. Confidentiality and Data Protection

5.1 The Grantee will respect the confidentiality of any commercially sensitive information that they have access to as a result of the Project.

5.2 Notwithstanding the above, the Grantee may disclose any information as required by law or judicial order. All information submitted to the Scottish Ministers may need to be disclosed and/or published by the Scottish Ministers. Without prejudice to the foregoing generality, the Scottish Ministers may disclose information

in compliance with the Freedom of Information (Scotland) Act 2002, any other law, or, as a consequence of judicial order, or order by any court or tribunal with the authority to order disclosure. Further, the Scottish Ministers may also disclose all information submitted to them to the Scottish or United Kingdom Parliament or any other department, office or agency of Her Majesty's Government in Scotland, in right of the Scottish Administration or the United Kingdom, and their servants or agents. When disclosing such information to either the Scottish Parliament or the United Kingdom Parliament it is recognised and agreed by both parties that the Scottish Ministers shall if they see fit disclose such information but are unable to impose any restriction upon the information that it provides to Members of the Scottish Parliament, or Members of the United Kingdom Parliament; such disclosure shall not be treated as a breach of this Agreement.

5.3 The Grantee shall ensure that all requirements of the Data Protection Act 1998 are fulfilled in relation to the Project.

5.4 To comply with section 31(3) of the Public Services Reform (Scotland) Act 2010, the Scottish Ministers publish an annual statement of all payments over £25,000. In addition, in line with openness and transparency, the Scottish Government publishes a monthly report of all payments over £25,000. The Grantee should note that where a payment is made in excess of £25,000 there will be disclosure (in the form of the name of the payee, the date of the payment, the subject matter and the amount of grant) in both the monthly report and the annual Public Services Reform (Scotland) Act 2010 statement.

6. Disposal of Assets

The Grantee shall not, without prior written consent of the Scottish Ministers, dispose of any asset funded, in part or in whole, with Grant funds within 5 years of the asset being acquired or developed. During that period the Scottish Ministers shall be entitled to the proceeds of the disposal – or the relevant proportion of the proceeds based on the percentage of grant funding used in connection with the acquisition or improvement of the asset against the whole proceeds. The Scottish Ministers shall also be entitled to the relevant proportion of any proceeds resulting from any provision included as a condition of sale. Recovery by the Scottish Ministers shall not be required where the value of the asset is less than £1,000.

7. Publicity

The Grantee shall, where reasonably practicable, acknowledge in all publicity material relating to the Project the contribution of the Scottish Ministers to its costs. The Scottish Ministers may require to approve the form of such acknowledgement prior to its first publication.

8. Intellectual Property Rights

8.1 The Grantee hereby grants to the Scottish Ministers a non-exclusive, worldwide, perpetual and royalty free licence to make use of and exploit, including the right to adapt and amend, all intellectual property which has been generated in connection with the Project including the right to grant further royalty free sub-licences.

8.2 The Grantee shall ensure that nothing contained in any materials produced or submitted to the Scottish Ministers by the Grantee or anyone acting on its behalf nor the reproduction of such materials, shall constitute an infringement of any third party copyright or intellectual property right and shall indemnify the Scottish Ministers against all actions, proceedings, claims and demands made by reason of any such infringement.

9. Default and Recovery etc. of Grant

9.1 The Scottish Ministers may re-assess, vary, make a deduction from, withhold, or require immediate repayment of the Grant or any part of it in the event that:

9.1.1 The Grantee commits a Default;

9.1.2 The Scottish Ministers consider that any change or departure from the purposes for which the Grant was awarded warrants an alteration in the amount of the Grant;

9.1.3 The Grantee fails to carry out the Project;

9.1.4 In the Scottish Ministers' opinion, the progress on the Project is not satisfactory; or

9.1.5 In the Scottish Ministers' opinion, the future of the Project is in jeopardy;

9.2 If, in the Scottish Ministers' opinion, the Grant or any part of it is state aid and they consider that they are required to recover such sum in order to ensure compliance with their obligations under EU law Scottish Ministers may require immediate repayment of the Grant or any part of it together with interest at such rate and on such basis as may be determined from time to time by the Commission of the European Union.

9.3 The Scottish Ministers may withhold the payment of the Grant if at any time within the duration of the Agreement:

9.3.1 The Grantee passes a resolution that it be wound up, or a court makes an order that the Grantee be wound up, in either case otherwise than for the purposes of reconstruction or amalgamation, or circumstances arise which would enable a court to make such an order or the Grantee is unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986; or

9.3.2 Where the Grantee is an individual, if a petition is presented for the Grantee's bankruptcy or the sequestration of his estate or a criminal bankruptcy order is made against the Grantee; or the Grantee makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignment for the benefit of creditors, or if an administrator or trustee is appointed to manage his affairs; or

9.3.3 A receiver, manager, administrator or administrative receiver is appointed to the Grantee, or over all or any part of the Grantee's property, or circumstances arise which would entitle a court or a creditor to appoint such a receiver, manager, administrator or administrative receiver.

9.4 In the event that the Grantee becomes bound to pay any sum to the Scottish Ministers in terms of clause 9.1, the Grantee shall pay the Scottish Ministers the appropriate sum within 30 days of a written demand for it being given by or on behalf of the Scottish Ministers to the Grantee. In the event that the Grantee fails to pay the sum within the 30 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand, from the date of the written demand until payment in full of both the sum and interest.

9.5 Notwithstanding the provisions of this clause 9, in the event that the Grantee is in breach of any of the Conditions, the Scottish Ministers may, provided that the breach is capable of a remedy, postpone the exercise of their rights to recover any sum from the Grantee in terms of clause 9 for such period as they see fit, and may give written notice to the Grantee requiring it to remedy the breach within such period as may be specified in the notice. In the event of the Grantee failing to remedy the breach within the period specified, the Grantee shall be bound to pay the sum to the Scottish Ministers in accordance with the foregoing provisions.

9.6 Any failure, omission or delay by the Scottish Ministers in exercising any right or remedy to which they are entitled by virtue of clauses 9.1 to 9.3 shall not be construed as a waiver of such right or remedy.

10. Assignment

The Grantee shall not be entitled to assign, sub-contract or otherwise transfer its rights or obligations under the Agreement without the prior written consent of the Scottish Ministers.

11. Termination

The Agreement may be terminated by the Scottish Ministers giving not less than 3 months' notice in writing from the date of the notice being sent.

12. Corrupt Gifts and Payments of Commission

The Grantee shall ensure that its employees shall not breach the terms of the Bribery Act 2010 in relation to this or any other grant. The Grantee shall ensure that adequate controls are in place to prevent bribery.

13. Continuation of Conditions

These Conditions shall continue to apply for a period of 5 years after the end of the Financial Year in which the final instalment of the Grant was paid.

14. Compliance with the Law

The Grantee shall ensure that in relation to the Project, they and anyone acting on their behalf shall comply with the relevant law, for the time being in force in Scotland.

If you wish to accept the offer of this Grant on the whole terms and conditions as set out in the offer of Grant, the annexed Schedules and the Annex, you should sign and date both copies of the Grant acceptance below and return one copy of the offer of Grant and Schedules and Annex to:

Scottish Government,
CashBack for Communities Team
Community Safety Unit,
Area 1W,
St Andrews House,
Regent Road,
Edinburgh,
EH1 3DG

You should retain the second copy of the offer of the Grant, Schedules and Annexes for your own records.

Yours Sincerely,

Wendy Wilkinson
Deputy Director Safer Communities Division

GRANT ACCEPTANCE

On behalf of The Scottish Football Association, I accept the foregoing offer of Grant by the Scottish Ministers on the whole terms and conditions as set out in the letter and Schedules 1 to 4 and Annex A to H hereto. I confirm that I hold the relevant signing authority.

Signed:
[Authorised

PrintName: SMRECAN

Position in Organisation Person Signing:

CEO

Date: 2-3 0

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Place of Signing: &LAS&<::>v--1

Signed: O(Jvv'dvV^o'-Qvvu

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Witness Address: cjo H-AMP t: - PAAK , c, u..._ "SG, O, C'-(--2.. 91AY,

This is the Schedule 1 referred to in the foregoing Offer of Grant from the Scottish Ministers to the Scottish Football Association dated 20 October 2014

SCHEDULE 1

PAYMENT OF GRANT

1. The total Grant of up to £2,250,000 shall be payable by the Scottish Ministers to the Grantee as set out in the following paragraphs on receipt of a completed claim for Grant in the form set out in **Schedule 2 and compliance with the other obligations placed on the Grantee in the Offer of Grant.**
2. The Grantee must utilise at least 85% of the Grant on project activity and other such reasonable support costs for young people in delivery of the project.
3. The Grantee may spend up to 10% of the Grant on administrative aspects of delivering and marketing the project. In addition, up to 5% of the Grant may also be spent on external evaluation.
4. The total Grant shall be payable over the Financial Years 2014 to 2017. The Grant for each financial year has been allocated as follows:

	Amount	Payment Date
Payment 1 (2014/15)	£ 477,399	Paid in quarterly instalments
Payment 2 (2015/16)	£ 845,457	Paid in quarterly instalments
Payment 3 (2016/17)	£ 927,144	Paid in quarterly instalments
Total -	£2,250,000.00	

The Scottish Ministers shall not be bound to pay any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable Financial Year, unless otherwise agreed in writing by the Scottish Ministers.

5. The Grantee shall provide a quarterly profile of expenditure of the Grant before the start of each Financial Year. Any change to the profile or to the overall costs of the Project shall be notified to the Scottish Ministers at the earliest opportunity via the claims for Grant and monitoring reports.
6. With every Grant Claim form submitted the Grantee shall provide details of all expenditure related to the previous quarter's activities and each claim shall be for an amount equal to the estimated amount of the Grant required to meet the reasonable and proper costs and expenses of the Grantee in connection with the Project until the next claim is due to be submitted.

7. Each claim shall be submitted together with such explanatory or supplementary material as the Scottish Ministers may from time to time require whether before or after submission of the claim. Without prejudice to this provision, prior to any Grant payments being made, the Grantee must:

- Submit Quarterly and Annual Reports as applicable in accordance with Annex C and D.
- Upload project information onto the CashBack database on a quarterly basis in accordance with the requirements more particularly described in Annex G.

8. On receipt of each claim (and any required documentation and information), the Scottish Ministers shall determine the amount of expenditure which they consider the Grantee shall reasonably and properly incur in connection with the Project. The determination shall be based on the information provided by the Grantee in accordance with this Schedule. The Scottish Ministers will endeavour (but shall be under no obligation or duty) to pay the amount determined to the Grantee within 4 weeks of receiving a claim and any required documentation and information relevant to the claim.

9. In order to facilitate the accrual of expenditure of the Grant for the Financial Year the Grantee shall, where appropriate, advise the Scottish Ministers in writing by mid-April the amount of the Grant actually expended up to and including 31 March.

This is the Schedule 2 referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

**SCHEDULE 2
GRANT CLAIM FORM**

Organisation: The Scottish Football Association

Bank details: [Name and address, sort code, account number]

Project: - CashBack for Communities-

Total agreed grant for [ADD YEARS IN FIGURES]: [£ ADD AMOUNT]

Latest forecast of expenditure of grant for [dates]: [Amount]

Grant claimed to date: [Amount] We hereby claim a grant of [£] in respect of the above period in accordance with the terms and conditions of the offer of Grant [ADD DATE] and the Schedules and Annexes attached thereto.

Completed by:

Position:

Contact Details:

Date:

Items of Expenditure: Please list in the table below all discrete items of expenditure relevant to the above period and the type of documentary evidence that will be made available on request to substantiate each amount.

A	B	C	D
Item	Amount (£)	Paid Invoice [YIN]	Other (please specify, e.g. certificate of payment in kind)
TOTAL*			

* Note the total should add up to the total expenditure claimed for the period.

This is the Schedule 3 referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

SCHEDULE 3

STATEMENT OF COMPLIANCE WITH CONDITIONS OF GRANT

CashBack for Communities – The Scottish Football Association – CashBack Development Awards

This is to confirm that the Grant claimed by the Scottish Football Association in relation to the Project during the financial year ending [ADD DETAILS] was properly due and was used for its intended purposes in accordance with the terms and conditions of the Grant. This statement is supported by the records of The Scottish Football Association.

Signed:

Name in block capitals:

Position:

Date:

This is the Schedule 4 referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

SCHEDULE

4

DEFINITIONS

"Agreement" means the agreement constituted by the Scottish Ministers' invitation to apply for a grant, the Grantee's Application, these Conditions and the Grantee's acceptance of these Conditions;

"Conditions" means these grant conditions;

"Default" means:

- (a) Any breach of the obligations of either party under this Agreement (including, but not limited to, any breach of any undertaking or warranty given under or in terms of this Agreement);
- (b) Any failure to perform or the negligent performance of any obligation under this Agreement;
- (c) Any breach of any legislation; or
- (d) Any negligence or negligent or fraudulent mis-statement or misappropriation of grant, or any other default,

In all cases by either party, its employees, agents or representatives;

"Financial year" means a period from 1 April in one year until 31 March in the next;

"Grant" means the grant offered by the Scottish Ministers to the Grantee as specified in the Award Letter, as varied from time to time in accordance with these Conditions;

"Grantee" means the person, organisation or body to which the Grant will be payable as specified in these Conditions. Where two or more persons, organisations or bodies are the Grantee, references to the "Grantee" are to those persons, organisations or bodies collectively and their obligations under the Agreement are undertaken jointly and severally;

"Intellectual Property Rights" means all rights of ownership, including all copyrights and other intellectual property rights in books, leaflets and other printed and published materials in whatever form including all reports and any such published materials stored in or made available by means of an information technology system and the computer software relating thereto and all patents, trademarks, registered designs and other rights in the nature of intellectual property;

"Project" means the purpose for which the Grant has been awarded as described in the Offer of Grant"

"Payment" means each of the payments specified in Schedule 1 hereto.

"Investment period" being the period over which the grant is paid as specified in Schedule 1.

This is the Annex A referred to in the foregoing Offer of Grant from The Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX A

CASHBACK PROJECT SUMMARY:

CashBack for Communities Scottish FA

The CashBack Scottish FA Programme will use football as a tool for diversion and development for young people. The Programme will deliver a portfolio of projects that will provide opportunities for and generate social, cultural, educational, health and economical outcomes for young people and their communities across Scotland.

The CashBack SFA Programme will develop the following themes: high participation initiatives, Volunteer Development activities, social and academic development projects and Equalities initiatives. The overriding objective of the Programme is to engage with a wide, diverse and vulnerable groups of young people in the 10-25 year old age group. The Programme will increase opportunities for young people to take part in football and will provide pathways to positive destinations such as volunteering, accredited learning and employment through specific projects (below) as well as providing a range of participatory and community activities.

The Portfolio

The CashBack Scottish FA Programme will deliver a portfolio of the following projects:

- School of Football
- Volunteer Development
- Equality in Football
 - o Girls' and Women's Football
 - o Football Equity (Ethnic Minority)
 - o PAN Disability Football
- Midnight Leagues
- CashBack 7s

Access

We will provide the range of CashBack projects in each of the 32 local authorities, engaging with communities classified within the top 15% identified in the Scottish Index of Multiple Deprivation (SIMD). The projects will target the most in need such as the unemployed, those classified by Community Safety as 'most likely to offend', groups classified in the Equalities Act 2010 as those with 'protected characteristics' and unskilled youths recognised qualifications. We will do this through on going liaison with key stakeholders in local authorities such as Community Safety Partnerships, Police Scotland, Schools, BME organisations, youth organisations and organisations working with disabled people. and other local organisations working with young people.

To further ensure the Programme attracts the key target audience it will be publicised widely in the local area, with a particular focus on publicising the Programme with local youth groups and organisations working with young people facing disadvantage. Specific local partners for raising awareness of the Programme

and targeting participants will be identified as part of the implementation planning of the Programme. As the governing body for the most widely played sport in Scotland the SFA has a range of key contacts within schools, local authorities, grassroots and professional clubs, other sporting organisations and commercial enterprises who we will seek to work in partnership with in order to maximise our impact. We will work closely with independent evaluators and industry experts to ensure we deliver the stated outcomes of the projects.

Outcomes

The main intended outcomes for the CashBack SFA Programme, with related performance indicators are detailed below. The outcomes have been prioritised to highlight the outcomes that have the most relevance to the programme and those that are most aligned to purpose and aims of the programme and where football activities can make the biggest impact for young people. Participation, progression pathways and confident communities are areas of focus.

Priority	Outcome	Indicator
1.	Greater confidence and self-esteem amongst participants	Responses collated from questionnaires and case studies
2.	Increased participation by difficult to engage and equality groups	Increase in individual participation across the appropriate protected characteristics
3.	More participants have achieved accreditation for their learning	Achievement rate of young people completing Dynamic Youth Award in School of Football Project Achievement rate of young people completing the SQA Referee awareness course Number of people registered as completing coach education courses
4.	More participants progress into positive destinations	Amount of people progressing from CB funded coach education into other football activities Number of coaches progressing to 1.2 and further coach education courses Amount of referees progressing to next level of qualification Attendance figures of School of Football pupils vs the rest of the school Number of young people completing the SQA Referee course that have progressed to employment via refereeing
5.	Participants have influenced opportunities available to them in their community	Development of quarterly development forums across key areas such as equality groups and other clubs.
6.	Increased participation in a positive activity	Annual individual attendance figures across projects

7.	Participants demonstrate new skills and positive changes in behaviour	Number of people engaging in the 1.1 coach education courses Amount of games refereed by SQA graduates Collection of case studies
8.	Sustained participation in positive activities	Retention rate of participants (e.g. 68% in Midnight Leagues) Retention rate of clubs and teams in registered football Number of coaches progressing to 1.2 and further coach education courses Amount of referees progressing to next level of qualification
9.	Sustained participation in community based activity	Participants evaluated taking part in at least 5hrs of sport per week Amount of registered players with clubs year on year

The Projects

The CashBack SFA Programme will deliver the following projects.

School of Football (SoF)

This is a social and academic development scheme using daily football coaching in place of one school subject per day during curriculum time at S1 and S2. The participants will also go through an accreditation scheme in the ASDAN certified Dynamic Youth Award, developed by Youth Scotland. The pupils will work at their own pace towards the achievement supported by the coach and their peers.

The structure and content of the initiative will support the participants' journey towards a number of outcomes however the project focuses particularly on the following:

- Diversion / Protection: Away from anti-social behaviour (ASB) or negative environments
- Progression Pathways: Continuing with school, Further Education, Community Volunteering etc
- Engagement: Development of social skills and confidence

The support network that revolves around the pupils from key stakeholders such as Teachers, Scottish FA staff, club coaches, LA staff and parents/guardians is key to progressing the young person in the best possible way. The project is designed to bring all of this together to give everyone involved the best opportunity to develop themselves and build the foundations of a bright and positive future.

Outcomes	Indicators
SoF pupils will have greater confidence and self-esteem	90% of data gathered from questionnaires will show improved performance and relationships with peers
SoF pupils will demonstrate new skills and positive changes in behaviour	84% of data gathered from questionnaires will show improved

	behaviour and relationships with peers 94% positive perceptions of key people in schools such as Guidance and Head Teachers
SoF pupils will achieve accreditation for learning	90% of SoF achieve accreditation from Youth Scotland for Dynamic Youth Award
The SoF pupils will have a sustained participation in community based activity	75% of data gathered from questionnaires to will show pupils involved in at least 5hrs physical activity per week 86% of players in SoF will be registered at a football club
More SoF pupils will progress into positive destinations	A higher average attendance in the SoF class versus the rest of the school year Analysis of the current destinations of ex SoF pupils in 84/5/6

*Indicators show target at end of project in 2017

Volunteer Development (including SQA Referee Personal Development Award)

This project will provide coach education for groups of and individual young people who will be supported towards attaining a coaching qualification. By funding a volunteer to complete a level 1 qualification there is a requirement for that individual to provide at least 4 hours support in community activities. One-off festivals, regular coaching at a club or simple administration support can be included. The project will target 16 to 25 year olds, organisations specialising in youth unemployment, Further Education/Higher Education institutions and equality groups.

Encompassed within this project is a new additional qualification, SQA Referee Personal Development Award. This SQA approved course will be delivered at High Schools over a 13 week period. Candidates who successfully complete the course will be accredited/qualified to referee school football games and can receive official payment for doing so.

The project focusses on the following outcomes:

- Progression Pathways: Signposting into clubs or other volunteer / employment opportunities
- Engagement: With community by giving back and refereeing school football matches
- Confident Communities: Young people are providing quality coaching and opportunities to develop themselves and those in communities as players, coaches, referees or volunteers

Outcomes	Indicators
More volunteers will achieve accreditation for their learning	5604 young people will complete a coach education course 1800 young people will complete SQA Referee course
Volunteers will develop confidence in their skills and develop aspirations for further learning and development	1404 young people will complete courses beyond that of the '1.1' entry level course 40 young people will move to the next level of the Referee development ladder
Volunteers will sustain their participation in positive activities	30% of CB funded coaches will return to do another course beyond that of level 1.1 (new measurement - targets to be re-evaluated after each year) 12 young people from Street Soccer coach education provision will be used at Scottish FA events as volunteers
Volunteers will have sustained 60% improvements in confidence and self-esteem	60% of participants involved in the scheme will report improvement in confidence

*Indicators show target at end of project in 2017

Equality in Football

Scottish FA research into equalities in grassroots football conducted in 2012 clearly identifies there is a need for the game to be more accessible to a wider demographic in Scotland. Our equalities programme will seek to address these barriers, real and perceived, via education and community empowerment.

The Equality in football project has three elements. The project will appoint 6 Girls' and Women's Club Development Officers (GWEDO) and 6 Football Equality Officers (FEO) to deliver the programme as well as the creation of a PAN Disability development league across the country.

Girls and women's football/equities will develop the grassroots game in communities for those who fall into the 9 protected characteristics as defined by the Equalities Act 2010. Gender, Age, Race, Religion and Belief and LGBT will be key target groups. Increasing participation, developing infrastructure, promoting pathways into the sport and reducing barriers to participation are key outcomes for this project.

A PAN Disability project will establish a League creating bi-monthly competitions for young players with a range of disabilities. The project will be a 7 aside festival format using venues across the country to ensure local access for all participants. Local coaches will receive free coach education to assist with player development. The league will be open to youths and adults, males and females. The Scottish FA will use its extensive network of contacts to publicise and support participation.

The project focusses on the following outcomes:

- Participation: Creating new opportunities for all and increasing current participation trends in protected groups
- Progression Pathways: For all involved into existing participation opportunities either as a player, coach, referee or volunteer
- Engagement: From a variety of communities with new OR existing opportunities and addressing issues that can hinder participation and development
- Confident Communities: To create an atmosphere of community empowerment to see the game of football as an accessible and enjoyable experience for the long term.

Outcomes	Indicators
Football Equity	
Increased participation by <u>en a e and equality groups</u> difficult to	600 new participants identified and directed into activit
Greater confidence amongst participants self-esteem	75% of current participants will show an improvement in confidence as a result of their involvement in the ro-ect
Participants will demonstrate new skills and positive changes in behaviour	330 young people from an EM background complete a coach education course

Increased community based interaction	36 Clubs will have completed workshops in equality
Sustained participation in community based activities	36 newly established clubs/groups will retain their delivery of football after 3 years
Increased supportive social networks and feelings of belonging	75% of participants will show an improvement as a result of their involvement in the scheme
Participants have influenced the opportunities available in their community	6 Regional EM Football Development Forums will be created
Better community integration and cohesion	75% of participants will show and improvement as a result of their involvement in the scheme.
Girls' and Women's Football Development	
Increased participation by difficult to engage and equality groups	Increase of 3030 individual female players Increase of 360 new coaches in the game
Increased opportunities for new experiences or activities for participants	Increase in new clubs by 48 Increase in new teams by 177
Greater confidence and self-esteem amongst participants More participants have achieved accreditation for learning	60% improvement in confidence from participants involved in the scheme Increase of 360 new coaches
Participants have influenced the opportunities available to them in their community	Case studies from positive work achieved as a result of club led regional forums
Sustained participation in community based activities	80% of players will be retained as registered players at a club from season to season
Disability	
Increased participation by difficult to engage and equality groups	1200 attendances will be achieved at the festivals
Participants are more active in community based	500 young people will be involved in regular club activity
Participants develop positive peer networks and relationships	75% of participants will show an improvement since their involvement in the project
Sustained participation in positive activities	90% retention rate at the events
Sustained participation in community based activities	19450 total number of attendances at club based activity after 3 years

*Indicators show target at end of project in 2017

Midnight Leagues

The Midnight Leagues (MLs) is a programme of football activity on evenings and weekends for 12-16 year old boys and girls. It is a 5v5 format delivered at sport centres, schools, community halls, Multi Use Games Areas (MUGAs) and astro turfs predominantly on Friday nights. Venues are identified in most cases in collaboration with Community Safety Partnerships with the promotion taking place in schools. With over 90 venues and 4000 young people involved every year the simple participation scheme has been a significant diversionary activity for young people as well as a strong contributor to developing grassroots football.

The project focusses on the following outcomes:

- Participation: Giving 12 -16 year old boys and girls the opportunity to play regularly
- Diversion / Protection: Creation of a safe and healthy environment for young people to play and engage with their peers
- Confidence: Young people feel more confident as a result of taking part

Outcomes	Indicators
Increased participation in a positive activity	4800 young people involved
Increased opportunities for new experiences or activities for participants	100 Venues offering the MLs over 32 Local Authorities
Increased involvement in pro-social and healthy activities	55% of participants will demonstrate an increase in physical activity 70% will make new friends as a result of the MLs
Increased opportunity for continued activity by sign posting to other provision	30 young people from the project will complete coach education qualifications 75% of young people will take part in football beyond the project
Greater confidence and self-esteem among participants	79% of young people will show an improvement as a result of the scheme.
Sustained participation in positive activities	60% annual retention rate of young people in the scheme
Sustained improvements in self-esteem and confidence	74% of young people will feel more responsible 89% of young people will make new friends 66% of young people will be more physically active
More participants progress into positive destinations	30 young people from the project will complete coach education 20 young people who played in the league will be involved in its delivery as a coach

*Indicators show target at end of project in 2017

CashBack 7's

CashBack 7's is a series of football events that will be delivered across the country creating opportunities for local high schools to take part in a competition format that has a pathway for participation culminating in a national finals event. 81 Boys and 81-3 Girls are the key target groups. The programme will compliment other CashBack funded projects by providing the opportunity for volunteering and for volunteers from senior schools to go on to receive coaching and to undertake 8QA refereeing Personal Development Award.

The project focusses on the following outcomes:

Outcomes	Indicators
Increased participation in a positive activity	Increase to 4200 young people participating
Participants develop positive peer networks and relationships	45% of participants experience positive peer networks and relationships
Sustained participation in positive activities	80% of schools currently involved participate year on year
Participants demonstrate new skills and positive changes in behaviours	60 Volunteers from the CashBack funded initiative will volunteer at events across the country
Increased supportive social networks and feelings of belonging	50% of young people indicate an improvement since their involvement in the scheme

*Indicators show target at end of project in 2017

Evaluation

An evaluation plan has been developed and is attached in Annex F. The plan articulates many outcomes both quantitative and qualitative and ensures that all appropriate evidence is collected with appropriate indicators aligned to relative outcomes for each project strand.

Robust plans are now in place for regular data capture that will track the progress of each project and delivery of their identified outcomes, including equalities outcomes.

The following tools/documents will be used in evaluating progress against key outcomes.

- Evaluation plan: Outcomes and associated indicators are detailed with timescales and young people responsible for delivery of each.
- Logic Model: Detail is provided of each activity strand, priority plans of short, intermediate and long term outcomes, and relevant indicators
- Balance scorecard: Quarterly update to include financial data, organisational development and outcomes and indicators
- Scottish FA Regional Intranet: Statistical measurement tool
- Scottish FA Registration database: Players database
- Case studies, including longitudinal case studies (positive destination outcomes) will be completed quarterly
- Regular use of questionnaires and surveys
- Forums / Focus groups

The evaluation process will take place at regular periods throughout the next 3 years. In addition to this an independent external evaluator will be commissioned at the start of the programme to provide appropriate support and guidance and to perform independent evaluation of the programme. Young people who participate in the CashBack SFA programme and its projects will be formally consulted and programmes refined and redeveloped to meet their expressed needs and wishes. Feedback will be routinely collected throughout the programme through surveys and focus groups and will be used to inform future delivery with formal opportunities to contribute to programme review and development through yearly and post-activity

evaluations.

Equalities

The Scottish FA is committed to ensuring that football in Scotland is open to all, and that barriers, real and perceived, are removed, particularly in relation to those groups currently under represented who traditionally may not have seen football as accessible. Our commitment to equality in all that we do is part of our organisational strategic plan, 'Scotland United – 2020 Vision', and as such, is an integral part of the wider strategy of the Scottish FA. The Scottish FA has an Equity Action Plan. As part of that ongoing organisational commitment, an Equalities Action Plan (attached in Annex H) has been developed for the CashBack SFA Programme.

The Equalities Action Plan will be supported and monitored by the Equity Implementation and Monitoring Group and the Equity Sub Group. The Equalities Action Plan will be reviewed regularly by the project manager and by the Equity Implementation and Monitoring Group twice a year. The plan will be developed further over the period 2014-2017 as necessary in order to ensure equalities outcomes for all protected groups are fully accounted for and impacted positively by the CashBack SFA Programme.

The following employees that sit on the Equity Sub Group are either directly funded or involved in managing CashBack related projects:

- Donald Gillies - Project Manager
- Hala Ousta - Football Equity Officer
- James Docherty - Football Equity Officer
- Paul Fitzpatrick - Football Equity Coordinator
- David McArdle - Disability Development Manager (project only)
- Danny Bisland - Head of Girls' and Women's Football (project only)

An Equalities impact Assessment has been completed for the previous CashBack activity between 2011 to 2014 and this will be used as a fundamental tool which will underpin the Action plan to monitor and report on equalities monitoring outcomes, barriers to access and corrective action to be undertaken.

CashBack Partnerships

Developing and maintaining strong and productive relationships with stakeholders will be key to success of the CashBack SFA Programme. It is anticipated that opportunities will arise to establish a range of partnerships throughout delivery of the Programme. These may include commercial partners that will support sustainability, closer working relationships with local authorities and other specialist organisations such as Street Soccer Scotland.

The CashBack Scottish FA Programme has established such a partnership with the Cashback Street Soccer Scotland Change programme and will provide 8 free coach education courses that will support young people going through that CashBack Programme.. Every year approximately 80 young people will receive a formal coaching qualification which Street Soccer Scotland will use to assist with the

positive progression of those participating in the Change Programme. The Scottish FA, via its Player and Coach Development Officers will deliver the courses and in addition look to utilise the candidates at further events in the same way Street Soccer will deploy them at their own events.

It is anticipated that this partnership working will bring mutual benefit and add value to respective CashBack programme. The CashBack outcomes that this partnership will support are as follows:

Outcomes	Indicators
More participants have achieved accreditation for their learning	Participant numbers will increase to 112 by year 3 completing the coach education courses
Sustained participation in positive activities	8-12 Volunteers from Street Soccer coach education courses to be used as volunteers at Scottish FA events.

This is the Annex B referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX B

DETAILS OF PROJECT ACTIVITIES, OUTCOMES AND BUDGET

Scottish FA Logic Model 2014/15 to 2016/17 Index of Project Outcomes

PROJECT	SHORT TERM OUTCOMES	INTERMEDIATE OUTCOMES
School of Football	4,8,9,10	23,20
Volunteer Development (coach education)	5,10,11	15,17,20
- SQA Referee Personal Development Award	1,9,10,11	15,20,22
Equality in Football		
- Girls' and Womens' Football	2,3,8,10	22,23
- Equity	2,8,9,14	15,19,22,27
- Disability	1,2,12,13	15,23
Midnight Leagues	1,3,5,6,8	15,17,20
CashBack 7's	1,6,9,13	15,19

SHORT TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG TERM AND NATIONAL
PARTICIPATION 1 Increased participation in positive activity 2 Increased participation by difficult to engage and equalities groups 3 Increased opportunities for new experiences or activities for participants	CONFIDENT COMMUNITIES 15 Sustained participation in positive activities 16 Sustained improvements in health and well-being 17 Sustained improvements in self-esteem and confidence 18 Sustained improvements in awareness of the benefits of play,	Our young people are successful learners, confident individuals, effective contributors and responsible citizens We live longer, healthier lives

<p>4. Increased opportunities to develop interests and skills</p> <p>5. Increased opportunities for continued participation by linking up and sign posting to other provision</p> <p>DIVERSION/PROTECTION</p> <p>6. Increased involvement in structured pro-social and healthy activities</p> <p>7. Participants have places to go where they feel safe and comfortable</p> <p>PROGRESSION PATHWAYS</p> <p>8. Greater confidence and self-esteem among participants</p> <p>9. Participants demonstrate new skills and positive changes in behaviours</p> <p>10. More participants have achieved accreditation for their learning</p> <p>11. Participants develop confidence in their skills and develop aspirations for further learning and development</p> <p>ENGAGEMENT</p> <p>12. Participants are more involved in community-based activities</p> <p>13. Participants develop positive peer networks and relationships</p> <p>14. There is increased community-based interaction</p>	<p>interactive, physical and social activities</p> <p>19. Increased supportive social networks and feelings of belonging</p> <p>20. More participants progress into a positive destination: such as learning in a non-school setting, further and higher education, pre-employment training, volunteering, personal development opportunities and employment</p> <p>21. Increased horizons and improved outlook amongst participants</p> <p>22. Participants have influenced the opportunities available to them in their community</p> <p>23. Sustained participation in community-based activity</p> <p>24. Reduced levels of crime and anti-social behaviour</p> <p>25. Improved perception of the community as a place to live</p> <p>26. Increased community esteem and capacity to shape local development</p> <p>27. Better community integration and cohesion</p>	<p>We have improved the life chances for children, young people and families at risk</p> <p>We live our lives free from crime, disorder and danger</p> <p>We have strong resilient communities where people take responsibility for their own actions</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need</p>
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SCHOOL OF FOOTBALL SECTION

Activity	Short Term Outcome	Intermediate Outcome	Long Term Outcome																																												
<ul style="list-style-type: none"> Social and academic development programme Daily coaching used to develop and transfer skills gained back into the classroom Coaching delivered by Scottish FA licenced coach Session takes place of 1 period of curriculum time class every day Project is delivered to S1 and S2s Pupils engage in Dynamic Youth Award over the course of their two years in the scheme 	<p>8. Greater confidence and self-esteem among participants</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> Case Studies Annual Evaluation <p><i>Improved confidence</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>14/15</td> <td>15/16</td> <td>16/17</td> </tr> <tr> <td>%</td> <td>90</td> <td>90</td> <td>90</td> </tr> </tbody> </table> <p>% Participants involved feel improvement in confidence {2012/13: 90%}</p> <p><i>Peer relationships improved</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>14/15</td> <td>15/16</td> <td>16/17</td> </tr> </tbody> </table>	Year	14/15	15/16	16/17	Year	14/15	15/16	16/17	%	90	90	90	Year	14/15	15/16	16/17	Year	14/15	15/16	16/17	<p>23. Sustained participation in community based activity</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> Case Studies Annual Evaluation <p><i>More physically active</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>14/15</td> <td>15/16</td> <td>16/17</td> </tr> <tr> <td>%</td> <td>80</td> <td>82</td> <td>84</td> </tr> </tbody> </table> <p>% Participants involved in Shrs more physical activity (2012/13: 79%)</p> <p><i>Registered at clubs</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>14/15</td> <td>15/16</td> <td>16/17</td> </tr> <tr> <td>%</td> <td>82</td> <td>84</td> <td>86</td> </tr> </tbody> </table> <p>Registered players at clubs {2012/13: 82%}</p>	Year	14/15	15/16	16/17	Year	14/15	15/16	16/17	%	80	82	84	Year	14/15	15/16	16/17	Year	14/15	15/16	16/17	%	82	84	86	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> Levels of educational attainment Number of young people going into positive destinations Longer term Case Studies <p>We live longer, healthier lives</p>
Year	14/15	15/16	16/17																																												
Year	14/15	15/16	16/17																																												
%	90	90	90																																												
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Year	14/15	15/16	16/17																																												
%	82	84	86																																												

	%	80	82	84
% of young people who feel peer relationships have improved {2012/13: 79%}				
9. Participants demonstrate new skills and positive changes in behaviour				
<i>Indicators:</i>				
<ul style="list-style-type: none"> • Case Studies • Annual Evaluation 				
<i>Behaviour improved</i>				
Year	14/15	15/16	16/17	
%	80	81	82	
% Participants involved feel behaviour has improved (2012/13: 77%)				
<i>Head Teachers and positive impact</i>				
Year	14/15	15/16	16/17	
%	90	92	94	
% of Head Teachers who believe the project has a positive effect on social skills {2012/13:88%}				
10. More participants have achieved accreditation for their learning				
<i>Indicators:</i>				
<ul style="list-style-type: none"> • Case Studies • Annual Evaluation 				
<i>Still involved in school at 54</i>				
Year	14/15	15/16	16/17	
%	75	77	79	
% Participants previously involved still in				

20. More participants progress into a positive destination: such as learning in a non-school setting, further and higher education, pre-employment training, volunteering, personal development opportunities and employment

Indicators:

- Case Studies
- Attendance statistics of SoF participants compared to rest of school average
- Annual Evaluation
 - o Destinations of current 54, 55,56 and school leavers from previous years of the scheme (running since 2008/09)

Indicators (Measured in columns to left):

- Improving mental well-being (confidence and self-esteem)
- Amount of physical activity done by participants following completion of SoF
- Longer term Case Studies

We have improved the life chances for children, young people and families at risk

Indicators (Measured in columns to left):

- Improving mental well-being (confidence and self-esteem)
- Number of physical activity done by participants in general
- Levels of educational attainment
- Number of young people in positive destinations beyond school
- Longer term Case Studies

school in 54 (2012/13: 71%)			
<i>SoF pupils sitting and passing exams</i>			
Year	14/15	15/16	16/17
%	93/95	93/95	93/95
<i>% of Participants sitting exams and passing in 55 (2012/13: 93% and 95% pass rate)</i>			
<ul style="list-style-type: none"> <i>% Of young people achieving Youth Scotland 'Dynamic Youth Awards' (2013/14: N/A new scheme)</i> 			
Year	14/15	15/16	16/17
%	75	77	79

VOLUNTEER DEVELOPMENT SECTION

Activity	Short Term Outcome	Intermediate Outcome	Long Term Outcome																						
Volunteer Development <ul style="list-style-type: none"> Deliver free coach education to the following groups: <ul style="list-style-type: none"> 16-25 year olds Organisations specialising in youth unemployment schemes FE/HE Institutions Equality groups In return for this, these groups will provide a minimum number of hours of voluntary service to 	10 More participants have achieved accreditation for their learning <i>Indicators: Achieving set outputs each and every year</i> <table border="1"> <thead> <tr> <th>Course</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>1.1</td> <td>1400</td> </tr> <tr> <td>1.2</td> <td>300</td> </tr> <tr> <td>1.3</td> <td>90</td> </tr> <tr> <td>Gk</td> <td>40</td> </tr> <tr> <td>Phys.</td> <td>20</td> </tr> <tr> <td>C-Lic</td> <td>12</td> </tr> </tbody> </table>	Course	Target	1.1	1400	1.2	300	1.3	90	Gk	40	Phys.	20	C-Lic	12	15 Sustained participation in positive activities <i>Indicator: % of CBfunded coaches returning to do course beyond that oDevel 1.1</i> <table border="1"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>% Coaches Returning_</td> <td>15%</td> <td>20%</td> <td>30%</td> </tr> </tbody> </table> 2013/14: New measurement <i>Street Soccer: Individuals used as vols in Scottish FA events</i>	Year	2014/15	2015/16	2016/17	% Coaches Returning_	15%	20%	30%	Our young people are successful learners, confident individuals, effective contributors and responsible citizens <i>Indicators (Measured in columns to left):</i> <ul style="list-style-type: none"> Number of young people aged 16-19 have attained more than 1 coaching qualification in 3 years longer term Case Studies
Course	Target																								
1.1	1400																								
1.2	300																								
1.3	90																								
Gk	40																								
Phys.	20																								
C-Lic	12																								
Year	2014/15	2015/16	2016/17																						
% Coaches Returning_	15%	20%	30%																						

<ul style="list-style-type: none"> Develop 'community champions' who will act as ambassadors for key groups such as EM, females and those with disabilities Use volunteers who have undertaken coach education in Scottish FA grassroots events 	<p><i>Street Soccer Indicator: Number of Street Soccer participants achieving accreditation</i></p> <table border="1"> <tr> <td>Year</td> <td>2014/15</td> <td>2015/16</td> <td>2016/17</td> </tr> <tr> <td>Indic.</td> <td>80</td> <td>96</td> <td>112</td> </tr> </table> <p>2013/14: New measurement</p> <p>11. Participants develop confidence in their skills and develop aspirations for further learning and development</p> <p><i>Indicator: Achieving target of 468 individuals through courses beyond that of level 1.1</i></p>	Year	2014/15	2015/16	2016/17	Indic.	80	96	112	<table border="1"> <tr> <td>Indiv.</td> <td>4</td> <td>8</td> <td>12</td> </tr> </table> <p>2013/14: New measurement</p> <p>17. Sustained improvements in self-esteem and confidence</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> Questionnaires <p><i>Confidence target</i></p> <table border="1"> <tr> <td>Year</td> <td>2014/15</td> <td>2015/16</td> <td>2016/17</td> </tr> <tr> <td>%</td> <td>50</td> <td>55</td> <td>60</td> </tr> </table> <p>(New measurement)</p>	Indiv.	4	8	12	Year	2014/15	2015/16	2016/17	%	50	55	60	<p>We have improved the life chances for children, young people and families at risk</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> Number of coaching courses delivered to key groups with participants in top 15% of SIMD
Year	2014/15	2015/16	2016/17																				
Indic.	80	96	112																				
Indiv.	4	8	12																				
Year	2014/15	2015/16	2016/17																				
%	50	55	60																				
<p>Activity</p>	<p>Short Term Outcome</p>	<p>Intermediate Outcome</p>	<p>Long Term Outcome</p>																				
<p>SQA Referee Development</p> <ul style="list-style-type: none"> 13 Week SQA Referee Personal Development Award 2 Units per course SCQF Level 7 (Advanced Higher) Pass or Fail course Pupils will go through training over that period with regards to laws of the game and basic understanding of refereeing Pupils will be qualified to referee school games upon completion of programme School staff given induction to 	<p>1. Increased participation in a positive activity</p> <p><i>Indicators: Participants engaged in the course</i></p> <table border="1"> <tr> <td>Year</td> <td>2014/15</td> <td>2015/16</td> <td>2016/17</td> </tr> <tr> <td>Partic</td> <td>600</td> <td>600</td> <td>600</td> </tr> </table> <p>2013: 290 engaged</p> <p>9. Participants demonstrate new skills and positive changes in behaviour</p> <p><i>Indicators: Number of games refereed by course participants</i></p> <table border="1"> <tr> <td>Year</td> <td>2014/15</td> <td>2015/16</td> <td>2016/17</td> </tr> </table>	Year	2014/15	2015/16	2016/17	Partic	600	600	600	Year	2014/15	2015/16	2016/17	<p>15. Sustained participation in positive activities</p> <p><i>Indicator: Number of participants moving to the next level on the referee development pathway</i></p> <table border="1"> <tr> <td>Year</td> <td>2014/15</td> <td>2015/16</td> <td>2016/17</td> </tr> <tr> <td>Partic.</td> <td>30</td> <td>35</td> <td>40</td> </tr> </table> <p>2013: 14</p> <p>20. More participants progress into a positive destination: such as learning in a non-school setting, further and higher education, pre-employment training, volunteering, personal development</p>	Year	2014/15	2015/16	2016/17	Partic.	30	35	40	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> Number of young people who have gained part time employment as a result of obtaining the SQA Award Long term case studies <p>We have strong, resilient communities where people take responsibility for their own actions</p>
Year	2014/15	2015/16	2016/17																				
Partic	600	600	600																				
Year	2014/15	2015/16	2016/17																				
Year	2014/15	2015/16	2016/17																				
Partic.	30	35	40																				

project and training on ongoing delivery	Partic	TBC	TBC	TBC	opportunities and employment	Indicators (Measured in columns to left):		
	2013: N/A (New measurement TBC end 14/15 and target amended)						Indicator: SQA refs generating income from refereeing	
	10. More participants have achieved accreditation for their learning							
	Indicators: % Participants completing at least 1 unit of the course						2013: N/A (New measurement TBC end 14/15 and target amended)	
	Year	2014/15	2015/16	2016/17				
Partic	60%	64%	68%	Indicator: Number of participants moving to the next level on the referee development pathway				
2013: 55%				Year	2014/15	2015/16	2016/17	2013: 14
11. Participants develop confidence in their skills and develop aspirations for further learning and development				Partic.	30	35	40	
Indicator:				22. Participants have influenced the opportunities available to them in their community				
<ul style="list-style-type: none"> Course questionnaires 				Indicator: Case Studies				
				<ul style="list-style-type: none"> Number of young people who have utilised their referee qualifications in their local communities 				

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Activity	Short Term Outcome	Intermediate Outcome	Long Term Outcome																																
<p>Football Equity</p> <ul style="list-style-type: none"> • 5 Football Equity Officers (FEOs) and 1 Football Equity Coordinator employed to grow the game for Ethnic Minority communities • Staff will work to understand the barriers, real and perceived, for EM communities • Develop opportunities for <ul style="list-style-type: none"> o Participation for children, youths and adults o Community groups o Teams o Clubs o Coaches and Volunteers • FEOs will embed work programme in rest of Scottish FA core work to build understanding internally and sustainability 	<p>2. Increased participation by difficult to engage and equalities groups</p> <p><i>Indicator: New participants per annum</i></p> <table border="1" data-bbox="618 373 1099 445"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Partic.</td> <td>200</td> <td>200</td> <td>200</td> </tr> </tbody> </table> <p>2013: 1436 Participants</p> <p>*Purpose of Participation to push to dubs(captured in "Players")</p> <p>8. Greater confidence and self-esteem among participants</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Case Studies <ul style="list-style-type: none"> o Groups o Individuals • Survey <ul style="list-style-type: none"> o Done in 2012 due to be refreshed in 2015 <p><u>Confidence question</u></p> <table border="1" data-bbox="618 975 1099 1046"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>65</td> <td>70</td> <td>75</td> </tr> </tbody> </table> <p>9. Participants demonstrate new skills and positive changes in behaviour</p> <p><i>Indicator: People from an EM background engaging with our level 1.1 coaching courses</i></p> <table border="1" data-bbox="618 1337 1099 1409"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Vols</td> <td>100</td> <td>110</td> <td>120</td> </tr> </tbody> </table> <p>2013 Coaches: 111</p>	Year	14/15	15/16	16/17	Partic.	200	200	200	Year	14/15	15/16	16/17	%	65	70	75	Year	14/15	15/16	16/17	Vols	100	110	120	<p>10. Sustained participation in positive activities</p> <p><i>Indicator: How many clubs have been retained in delivery each year</i></p> <table border="1" data-bbox="1133 411 1621 483"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Retention</td> <td>12</td> <td>24</td> <td>36</td> </tr> </tbody> </table> <p>2013: New measure.</p> <p>19. Increased supportive social networks and feelings of belonging</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Case Studies <ul style="list-style-type: none"> o Groups o Individuals • Survey <ul style="list-style-type: none"> o Done in 2012 due to be refreshed in 2015 <p>22. Participants have influenced the opportunities available to them in their community</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Operational forums • Case studies of outcomes from 6 EM football forums <p>27. Better community integration and</p>	Year	14/15	15/16	16/17	Retention	12	24	36	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> • Number of 16-19 year olds from EM background have continued to use their coaching experience after course completion • Long term case studies <p>We have strong, resilient communities where people take responsibility for their own actions</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> • Number of clubs that have been established over 3 years that are run by volunteers • Case studies showing the affect that the community forums have had in 3 years
Year	14/15	15/16	16/17																																
Partic.	200	200	200																																
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Retention	12	24	36																																

Indicator:

- Case Studies
 - Groups
 - Individuals
- Survey
 - Done in 2012 refreshed in 2015 due to be

14. There is increased community based interaction

Indicator: Number of QM Clubs completing the EM Workshop and recruiting players and teams from EM backaround

Year	14/15	15/16	16/17
Clubs	6	12	18

Case Studies

cohesion

Indicator:

- Case Studies
 - Groups
 - Individuals
- Survey
 - Done in 2012 due to be refreshed in 2015

Community cohesion question

Year	14/15	15/16	16/17
%	N/A	65	75

Questionnaire not delivered until 2015

Activity	Short Term Outcome	Int Outcome	Long Term Outcome																																								
<p>Girls' and Women's Football</p> <ul style="list-style-type: none"> • 6 Girls' and Women's Club Development Officers (GWCDOs) employed to grow the game • Create new clubs and teams • Develop clubs by providing support in the following areas: <ul style="list-style-type: none"> o Infrastructure o Player recruitment o Coach Development o Player Development • Recruit and train new volunteers • Promote and signpost new players to teams 	<p>2. Increased participation by difficult to engage and equal ities groups</p> <p><i>Indicator:</i></p> <table border="1" data-bbox="633 373 1115 488"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Players</td> <td>7010</td> <td>8020</td> <td>9030</td> </tr> <tr> <td>Coaches</td> <td>1160</td> <td>1320</td> <td>1440</td> </tr> </tbody> </table> <p>2013 Players: 6000 2013 Coaches: 1080</p> <p>3. Increased opportunities for new experiences or activities for participants</p> <table border="1" data-bbox="633 735 1115 850"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Clubs</td> <td>45</td> <td>61</td> <td>77</td> </tr> <tr> <td>Teams</td> <td>507</td> <td>566</td> <td>625</td> </tr> </tbody> </table> <p>2013 Clubs: 29 2013 Teams: 448</p> <p>8. Greater confidence and self-esteem among participants</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • <i>Cose Studies</i> • <i>Player Evaluations:</i> <ul style="list-style-type: none"> o <i>Confidence</i> o <i>Health</i> o <i>Social Development</i> <p><i>Question on improved confidence</i></p> <table border="1" data-bbox="633 1318 1115 1388"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Coaches</td> <td>N/A</td> <td>55%</td> <td>60%</td> </tr> </tbody> </table>	Year	14/15	15/16	16/17	Players	7010	8020	9030	Coaches	1160	1320	1440	Year	14/15	15/16	16/17	Clubs	45	61	77	Teams	507	566	625	Year	14/15	15/16	16/17	Coaches	N/A	55%	60%	<p>22. Participants have influenced the opportunities available to them in their community</p> <p><i>Cose Studies</i></p> <ul style="list-style-type: none"> • <i>Forums</i> • <i>Development meetings</i> <p><i>Growth of clubs teams</i></p> <p>23. Sustained participation in community based activity</p> <p><i>Indicators:</i></p> <table border="1" data-bbox="1149 703 1630 810"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Retention rate</td> <td>70%</td> <td>75%</td> <td>80%</td> </tr> </tbody> </table> <p>2013: N/A New measurement</p> <p><i>Cose Studies</i></p> <ul style="list-style-type: none"> • <i>Forums</i> • <i>Development meetings</i> • <i>Growth of clubs / teams</i> 	Year	14/15	15/16	16/17	Retention rate	70%	75%	80%	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> • Number of females that have gone through coach education beyond that of entry level 1.1 • Long term case studies from players and volunteers involved in girls' football as a result of the GWCDO <p>We live longer, healthier lives</p> <ul style="list-style-type: none"> • Number of players involved in the game for more than 3 years due to clubs created and developed by GWCDOs • Longer term case studies <p>We have strong, resilient communities where people take responsibility for their own actions</p> <ul style="list-style-type: none"> • Number of clubs that have been established as a result of the GWCDOs that have continued to operate • Case studies re: local forums run by GWCDOs and impact on communities
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Questionnaire not planned until Season 2015

10. More participants have achieved accreditation for their learning

Indicator:

Year	2014	2015	2016
Coaches	1160	1320	1440

2013: Coaches 1080

Activity	Short Term Outcome	Intermediate Outcome	Long Term Outcome																																																
<p>Disability Football</p> <ul style="list-style-type: none"> • Bi monthly events for footballers with a wide range of disabilities • 7 a side format • Multiple venues across the country • Free coached education for team coaches • Adult, youth, male and female participants 	<p>2. Increased participation by difficult to engage and equalities groups</p> <p><i>Indicator: Annual statistics</i> <i>Number of Individuals attending league Programme</i></p> <table border="1" data-bbox="622 512 1113 587"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Ind</td> <td>400</td> <td>400</td> <td>400</td> </tr> </tbody> </table> <p>2013: 0</p> <p>12. Participants are more involved in community based activities</p> <p><i>Indicator: Annual statistics</i> <i>Number of Individuals attending Club based activity</i></p> <table border="1" data-bbox="622 874 1113 949"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Ind</td> <td>450</td> <td>475</td> <td>500</td> </tr> </tbody> </table> <p>2013: 437</p> <p>13. Participants develop positive peer networks and relationships</p> <p><i>Indicators: National league Annual evaluation questionnaire Figure needs to go in here</i></p> <p><i>Question of confidence:</i></p> <table border="1" data-bbox="622 1305 1113 1380"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>70</td> <td>73</td> <td>75</td> </tr> </tbody> </table>	Year	14/15	15/16	16/17	Ind	400	400	400	Year	14/15	15/16	16/17	Ind	450	475	500	Year	14/15	15/16	16/17	%	70	73	75	<p>15. Sustained participation in positive activities</p> <p><i>Indicator: Annual statistics</i> <i>% of participants returning to the event each year</i></p> <table border="1" data-bbox="1142 512 1632 587"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>80</td> <td>85</td> <td>90</td> </tr> </tbody> </table> <p>2013: New event</p> <p>23. Sustained participation in community based activity</p> <p><i>Indicator: Annual statistics</i> <i>Number of total attendances to club based activity</i></p> <table border="1" data-bbox="1142 911 1632 986"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Part</td> <td>19150</td> <td>19300</td> <td>19450</td> </tr> </tbody> </table> <p>2013: 19031</p> <p><i>Indicator: Annual statistics</i> <i>Number of hours delivered within club based activity</i></p> <table border="1" data-bbox="1142 1198 1632 1273"> <thead> <tr> <th>Year</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>Hours</td> <td>2110</td> <td>2160</td> <td>2200</td> </tr> </tbody> </table> <p>2013: 2060</p>	Year	14/15	15/16	16/17	%	80	85	90	Year	14/15	15/16	16/17	Part	19150	19300	19450	Year	14/15	15/16	16/17	Hours	2110	2160	2200	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p><i>Indicators (Measured in columns to left):</i></p> <ul style="list-style-type: none"> • Case studies from players who have been involved in the new activity for 3 years <p>We live longer, healthier lives</p> <ul style="list-style-type: none"> • Number of players who did not have previous playing experience prior to the project but have been involved for 3 years. • Case studies from players who have used the project to join clubs and further activity and have remained there for 3 years or more
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Hours	2110	2160	2200																																																

MIDNIGHT LEAGUES SECTION

Activity

- Da 0 011ana
- Evening and weekend programme of 5 aside football centres
 - Majority of events take place over 10 weeks between January and March
 - Programme of activity designed for 12-16 year old boys and girls
 - Takes place across all 32 Local Authorities
 - Additional events celebrating young leaders in the programme in October / November

Short Term Outcome

oasea oartioat OO

Indicator: Annual statistics

Year	14/15	15/16	16/17
Ind.	4700	4750	4800

2013/14: 4661

3. Increased opportunities for new experiences or activities for participants

Indicator: Venues

Year	14/15	15/16	16/17
Venues	94	96	100

2013: 92

S. Increased opportunities for continued participation by linking up and signposting to other provision

Indicator: No. of young people through coach education involved in Mls

Year	14/15	15/16	16/17
Ind.	10	20	30

2013: N/A new measure

Intermediate Outcome

oa Do Oa OO

activities

Indicator: % Annual retention rate of participants

Year	14/15	15/16	16/17
%	60	60	60

2013: 63% attending for minimum 2yrs

17. Sustained improvements in self-esteem and confidence

Indicators: Compare year to year an Ml Annual evaluation questionnaire³

2013 Selected Findings

Becoming more responsible

Year	14/15	15/16	16/17
%	70	72	74

69.6% reported they were becoming more responsible

Made new friends

Year	14/15	15/16	16/17
%	85	87	89

84% had made new friends 13/14

Long Term Outcome

D oeo01e are success

learners, confident individuals, effective contributors and responsible citizens

Indicators (Measured in columns to left):

- levels of educational attainment via Coach Education
- Number of young people in training or work via the Mls
- longer term Case Studies

We live longer, healthier lives

Indicators (Measured in columns to left):

- Improving mental well-being (confidence and self-esteem)
- Number of physical activity by participants beyond the Mls
- longer term Case Studies

Longer term Case Studies

³ 2013 Stirling University Midnight League evaluation

Indicator: % of young people take part in football outside of project

Year	14/15	15/16	16/17
%	75	75	75

2013: 79%

*Indicator: Case Studies (2013 Example) **

6. Increased involvement in pro-social and healthy activity

Indicators: M L Annual evaluation questionnaire (Physical activity and new friends questions

Year	14/15	15/16	16/17
% (Phys)	55	57	59
% (Friends)	70	72	74

2013: Phys -54%/Friends -66%

8. Greater confidence and self-esteem among participants

Indicators: M L Annual evaluation questionnaire²

Improvement in confidence

Year	14/15	15/16	16/17
%	75	77	79

73.6% Survey participants reported they were becoming more confident individuals in 2013/14

More physically active

Year	14/15	15/16	16/17
%	62	64	66

62.8% said they were more physically active since joining the league 13/14

Indicator: Case Studies,

20. More participants progress into a positive destination: such as learning in a non-school setting, further and higher education, pre-employment training, volunteering, personal development opportunities and employment

Indicator: No. of young people through coach education involved in M Ls

Year	14/15	15/16	16/17
Ind	10	20	30

2013: ~~N/A~~ new measure

Indicator: No. of coaches involved in delivery of M Ls that have actually participated in M L's as a player

Year	14/15	15/16	16/17
Ind	10	15	20

2013: ~~N/A~~ new measure

Indicator: Case Studies,

¹2013 Midnight League Case Studies

²2013 Stirling University Midnight League evaluation

CASHBACK 7'S SECTION

Activity	Short Term Outcome	Intermediate Outcome	Long Term Outcome																																								
<ul style="list-style-type: none"> • Secondary school events for u13 boys and 13-15 year old girls • Every secondary school in Scotland invited to take part • 7 aside competition taking place between January and June each year • Local event winners progress to regional events where winners progress to national finals 	<p>1. Increased participation in a positive activity</p> <p><i>Indicators: Participants taking E_art</i></p> <table border="1" data-bbox="600 427 1137 501"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Partic</td> <td>43004000</td> <td>44004100</td> <td>44004200</td> </tr> </tbody> </table> <p>2013: 3900</p> <p>9. Participants demonstrate new skills and positive changes in behaviours</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Number of volunteers working at events that have CashBack funded coach education qualifications <table border="1" data-bbox="600 858 1104 932"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Vol</td> <td>20</td> <td>20</td> <td>20</td> </tr> </tbody> </table> <p>2013/14: New measurement</p> <p>13. Participants develop positive peer networks and relationships</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Finals day questionnaires <p><i>Peer relationships question</i></p> <table border="1" data-bbox="600 1281 1111 1355"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>35</td> <td>40</td> <td>45</td> </tr> </tbody> </table> <p>2013/14: New measurement</p>	Year	2014/15	2015/16	2016/17	Partic	43004000	44004100	44004200	Year	2014/15	2015/16	2016/17	Vol	20	20	20	Year	2014/15	2015/16	2016/17	%	35	40	45	<p>15. Sustained participation in positive activities</p> <p><i>Indicator: Number of schools continuing in the fProject from year to year</i></p> <table border="1" data-bbox="1171 467 1648 541"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>70%</td> <td>75%</td> <td>80%</td> </tr> </tbody> </table> <p>2013: New measurement</p> <p>19. Increased supportive social networks and feelings of belonging</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> • Finals day questionnaires compared year on year <p><i>Increased feelings of belonging question</i></p> <table border="1" data-bbox="1171 922 1648 995"> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/11</th> </tr> </thead> <tbody> <tr> <td>%</td> <td>40</td> <td>45</td> <td>50</td> </tr> </tbody> </table> <p>2013/14: New measurement</p>	Year	2014/15	2015/16	2016/17	%	70%	75%	80%	Year	2014/15	2015/16	2016/11	%	40	45	50	<p>We live longer, healthier lives</p> <ul style="list-style-type: none"> • Case studies from staff at schools who have continued to enter teams into the competition in every year of the scheme
Year	2014/15	2015/16	2016/17																																								
Partic	43004000	44004100	44004200																																								
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CASHBACK FOR COMMUNITIES PROGRAMME

Financial Information

Proposed Project Budget

	Total Funds Available	Grant request from CashBack for Communities		
		Year 1	Year 2	Year 3
INCOME				
Request from CashBack Programme	2,250,000.00	545,618.79	818,841.51	885,539.70
Match Funding - Guaranteed	731,205.16	322,901.72	307,901.71	100,401.74
Other Income - target				
General (local investment)	120,000.00	10,000.00	10,000.00	100,000.00
Corporate sponsorship	217,500.00	-	50,000.00	167,500.00
Total Income	3,318,705.16	878,520.51	1,186,743.22	1,253,441.44
EXPENDITURE				
	Total Funds Required	CashBack for Communities Contribution		
		Year 1	Year 2	Year 3
Project Activity (no less than 85% of CashBack funding)				
School of Football	334,383.50	111,461.17	111,461.17	111,461.16
Midnight Leagues	96,000.00	32,000.00	32,000.00	32,000.00
Volunteer Development	113,517.00	36,839.00	36,839.00	39,839.00
Equailty in Football	863,296.65	100,851.64	381,222.51	381,222.51
CashBack 7s	24,000.00	-	12,000.00	12,000.00
Staffinn	591,191.65	131,375.92	197,063.88	262,751.84
Total Project Activity	2,022,388.80	412,527.73	770,586.56	839,274.51
other Project Costs				
Manaaementand Marketnri luoto 10% of CashBack fUnclinn\	188,611.20	52,870.40	62,870.40	72,870.40
External Evaluaifion (uo to 5% of CashBack fUndinol	39,000.00	12,000.00	12,000.00	15,000.00
Total other Project Costs	227,611.20	64,870.40	74,870.40	87,870.40
Total Expenditure	2,250,000.00	477,398.13	845,456.96	927,144.91

This is the Annex C referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX C

Annual Report

Summary

Overview of project and progress in period:-

Finance

Financial data including actual expenditure and how that compared to forecast expenditure at the start of the year. Annual reports should also include overall expenditure broken down to local authority level. Financial costs should be broken down as appropriate, to reflect min/max % spend agreed at outset including:

- Delivery costs (min 85%)
- Evaluation (max 5%)
- Management and marketing costs (max 10%)

Outcomes

- Report against identified project outcomes from Grant Offer Letter including evidence of impact being achieved
- Qualitative reporting with case studies to illustrate outcomes (min 4 per annual)

Outputs/Indicators

- Achievements – against indicators agreed in Logic Model
- Activity numbers (Annual Reports should reflect summary of the quarterly reports)

Organisational development

- Summary – describe briefly, include relevant governance and key personnel issues

Equalities information

- EQIA to be updated in annual report
- Equalities information and progress against action plan from Grant Offer Letter

Evaluation Plan .

- Progress against Evaluation Plan agreed in Grant Offer Letter
- Summary of external evaluation/ self-evaluation findings
- Summarise lessons learnt and actions taken

Communications

- Media activity/events/social media updates
- Details of any collaborative partnership working with other CashBack Partners

Future

- Future plans/Priorities

Appendices to be attached to reports

- Balanced Scorecard completed for previous year.
- Logic Model

Timescales for Reporting (to be completed by Partners and submitted to Delivery Team)

- Annual report – within 6 weeks of year end

This is the Annex D referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX D

Quarterly Report

Summary

Overview of project and progress in period:-

Finance

Financial data including actual expenditure and how that compared to forecast expenditure at the start of the quarter. Financial costs should be broken down as appropriate, to reflect min/max % spend agreed at outset including:

- Delivery costs (min 85%)
- Evaluation (max 5%)
- Management and marketing costs (max 10%)

Outcomes

- Report against identified project outcomes from Grant Offer Letter including evidence of impact being achieved
- Qualitative reporting with case studies to illustrate outcomes (min 1 per quarterly report)

Outputs/Indicators

- Achievements – against indicators agreed in Logic Model
- Activity numbers.

Organisational development

- Summary - describe briefly, include relevant governance and key personnel issues

Equalities information

- Quarterly report to include equalities information and progress against action plan from Grant Offer Letter

Evaluation Plan

- Progress against Evaluation Plan agreed in Grant Offer Letter
- Summary of external evaluation/ self-evaluation findings
- Summarise lessons learnt and actions taken

Communications

- Media activity/events/social media updates
- Details of any collaborative partnership working with other CashBack Partners

Future

- Future plans/Priorities

Appendices to be attached to reports

- Balanced Scorecard completed for previous quarter with cumulative year to date data completed
- Logic Model

Timescales for Reporting (to be completed by Partners and submitted to Delivery Team)

Quarterly report - within 6 weeks of quarter end

This is the Annex E referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX E

End of Project Report

Summary

Overview of project and progress in period:-

Finance

Financial data including actual expenditure and how that compared to forecast expenditure at the start of the project. Financial costs should be broken down as appropriate, to reflect min/max % spend agreed at outset including:

- Delivery costs (min 85%)
- Evaluation (max 5%)
- Management and marketing costs (max 10%)

Outcomes

- Report against identified project outcomes from Grant Offer Letter including evidence of impact being achieved
- Qualitative reporting with case studies to illustrate outcomes (min 4 to be included in End of Project Report for last year of project 2016/17.)

Outputs/Indicators

- Achievements – against indicators agreed in Logic Model

Organisational development

- Summary – describe briefly, include relevant governance and key personnel issues

Equalities information

- End of Project Report to include equalities information and success against delivering action plan from Grant Offer Letter

Evaluation Plan

- Delivery success against Evaluation Plan agreed in Grant Offer Letter
- Summary of external evaluation/ self-evaluation findings
- Summarise lessons learnt and actions taken

Future

- Future plans/Priorities

Timescales for Reporting (to be completed by Partners and submitted to Delivery Team)

- End of Project report – within 2 months of project end

End of Project Report will effectively be year 3 report (2016/17) but should detail the Financial and Outcome/Indicator details for each of the 3 years of the project

This is the Annex F referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX F: EVALUATION ACTION PLAN

Evaluation Plan

The Portfolio of projects will be subject to external evaluation by an independent research body. The following plan gives a description of the elements that will encompass the ongoing evaluation over the next 3 years. Outcomes, indicators, evaluation methods and responsibilities will all be covered. Continual monitoring and improvement of the portfolio of projects is of the utmost importance to the Scottish FA and the people these initiatives are designed for. The processes and timetable for implementation is shown in the following tables.

Evaluation planning timetable

Action	Responsibility	Timescale
Initial planning meeting with evaluator and Donald Gillies	Donald Gillies Evaluator	September 2014
Evaluation programme meeting - agree logic model and evaluation action plan	Safer Communities Directorate Inspiring Scotland Donald Gillies	October 2014
Develop / Agree evaluation tools	Evaluator Donald Gillies	October 2014
Establish baseline assessment methods	Evaluator Donald Gillies	October/November 2014
Agree monitoring and evaluation timetable	Safer Communities Directorate Inspiring Scotland Donald Gillies Evaluator	October/November 2014

Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening) – Annex B details quantitative indicators	How to collect information about the indicator	Who will do this	When and where info will be collected
Increased participation in positive activity	Annual individual attendance figures	Registers form activity input into Scottish FA regional extranet on a quarterly basis	Football Development Officers Referee administrator SSFA	Approximately one month after each quarter end. Info collected from each venue
Increased opportunities for new experiences or activities for participants	Increase in the amount of venues that the event is taking place at.	Event information submitted on a quarterly basis and entered onto the Scottish FA regional extranet	Football Development Officers	Collated at the start of the year and updated approximately one month after each quarter end. Info collected from FDOs at Hampden park
	Amount of new clubs and teams created each year	Information input into the regional extranet	Girls' and Women's Club Development Officers	Approximately one month after each quarter end. Collected from each regional office
Increased opportunities for continued participation by linking up and signposting to other provision	% of young people through coach education that have been involved in the Bank of Scotland Midnight Leagues	Information to be passed to CashBack coordinator as each young person attends a coach education session.	Football Development Officers	Ongoing. Info collated from the FDOs and coaches at the local venues.

Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Increased opportunities for continued participation by linking up and signposting to other provision	% of young people that take part in football outside of the project	Annual evaluation questionnaire completed at BoS Midnight League sessions	Football Development Coaches coordinated by Football Development Officers	Quarter 3 (sept-dec). Info will be interrogated at Stirling University (Bos fund 50% of the evaluation and have chosen Stirling Uni as research partners) and collected from event venues
	Amount of people through coach education that are deployed into other football provision	Collected at the time of the candidate registering a place on a CashBack funded course	Football Development Officers and all CashBack funded staff	Collected approximately one month after each quarter end.
Greater confidence and self-esteem amongst participants	Direct questions asked within questionnaire.	Annual evaluation questionnaire completed at Bos Midnight League sessions	Football Development Coaches coordinated by Football Development Officers	Quarter 3 (sept-dec). Info will be interrogated at Stirling University (Bos fund 50% of the evaluation and have chosen Stirling Uni as research partners) and info collected from participants at local events
	Positive stories of young people making choices that demonstrate a	Annual evaluation questionnaire completed at BoS Midnight League sessions	Football Development Coaches	Throughout the year. Collated at Hampden Park. Collected from

	positive attitude e.g. joining a club, volunteering at a session etc...	Ongoing information requested from FDOs	coordinated by Football Development Officers	participants at the venues.
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Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Participants demonstrate new skills and positive changes in behaviour	Positive stories of young people making choices that demonstrate a positive attitude e.g. joining a club, volunteering at a session etc...	Annual evaluation questionnaire completed across most projects. Ongoing information requested from FDO's and all Cash Back funded staff	Football Development Officers, All CashBack funded roles.	Throughout the year. Info collected from event locations
	Participants engaging with 1.1 coach education courses	Information will be input into the regional extranet.	Regional administration staff and FDOs.	Collected approximately one month after each quarter end.
	Amount of games refereed by course participants	Collected from referee database	Referee administrators	Approximately one month after each quarter end. Info collected from each game.
More participants have achieved accreditation for their learning	Case studies of young people gaining accreditation beyond the Scottish FA's sources. Number of people registered each year as having completed coach education.	Ongoing information requested from FDO's and all CashBack funded staff. Information updated on the coach education database	Player and Coach Development Officers, FDO's	Collected approximately one month after each quarter end. Case studies are gathered throughout the year. Information collected from LAs
	Amount of young people	Statistic to be monitored and	Player and Coach	June each year. Info

	achieving Youth Scotland 'Dynamic Youth Awards'	reported at the end of each academic year	Development Officers	collected from event locations
	Participants who complete the referee development course	Progress of each candidate recorded by delivering referee	Referee Administrator	June each year. Collected nationally from each coordinator
Increased participation by difficult to engage and equalities groups	Amount of individuals from a protected characteristic taking part in events.	Information input into the regional extranet. Participant details gathered at event or registration of team.	Football Equity Officers, Girls' and Women's Club Development Officers Disability Development Manager	Collected approximately one month after each quarter end.

Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
There is increased community based interaction	The amount of Quality Mark clubs completing the Equalities Workshop and engaging with teams and players from an EM background	Football Equity Officers record each event and players and teams integrating with others	Football Equity Officers	Collected approximately one month after each quarter end. Collected regionally.
Participants develop confidence in their skills and develop aspirations of further learning and development	Amount of coaches and referees that complete courses beyond that of entry level.	Information entered into the regional extranet	Regional Administrators and FDOs Referee Administrators	Collected approximately one month after each quarter end. Collected regionally.

Participants are more involved in community based activities	Number of people from a disability background attending club based activity each year	Players registered at disability events (6 per year). Names then matched with regional extranet player database to find matches. ncrease or decrease in figures will be recorded	Disability Development Manager	Collected approximately one month after each quarter end.
Outcome {change or difference you want to make)	Indicators {how you know the outcome is haoening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Participants develop positive peer networks and relationships	Questions revolving around relationships and networks in evaluation	Questionnaire will be carried out at the National League event and CashBack 7s National final	Disability Development Manager SSFA	Collected at the end of each years events (Disability - November) (CashBack 7s - June)

Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Sustained participation in positive activities	Retention rate of participants in events	Info entered onto regional extranet	FDOs, All CB funded staff	Approximately one month after each quarter end. Collected from each LA and regionally.
	% of new teams and clubs that have continued into the new season	Info entered into regional extranet	FDOs, All CB funded staff	
	% of coaches who have returned to do a new coach education course each year	Info entered into regional extranet	FDOs, All CB funded staff	
	Amount of participants moving on to next level of qualification in referee pathway	Info entered into referee regional extranet	Referee regional administrators	
Sustained improvements in confidence and self-esteem	Comparison of results from each year's evaluation questions specific to this topic	Obtained from participants at event venues	FDOs, Coaches and All CB funded staff	Annually collected from LAs and regions.
	Case studies that have demonstrated longer term choices that have resulted in positive destinations (employed as coach, volunteering, still with a club etc...)	Obtained from participants at event venues and coach coordinators who know the attendees.	FDOs, Coaches and All CB funded staff	Collected on an ongoing basis throughout the year locally and regionally.
More participants progress into a positive destination: such as learning in a	% of young people through coach education that have taken part in CB activities such as MIs and	Report to be run on 16 year olds through coach education that live within 5 miles of event venues	FDOs and all CB staff enter info on coach education and	Report can be run at any point throughout the year from Hampden Park. Coach education

non-school environment, further and higher education, pre-employment training, volunteering, personal development and employment	SoF		events	info entered locally and regionally.
	Attendance figures of SoF group compared to rest of school	Figures obtained from schools after interrogating school registers	Player and Coach Development Officers	Info entered locally and interrogated regionally. Info available annually, June.
	Case studies of those who have gained employment because of Cash Back	Community scheme staff to monitor regularly and highlight instances to CashBack coordinator	FDOs, all CB funded staff and CashBack coordinator	Quarterly sourced from LA and regional sources.
	Amount of income revenue received by referees from SQA Award after refereeing games	Collected through the regional referee extranet.	Referee administrator	Quarterly sourced at Hampden Park.
	Amount of participants moving on to next level of qualification in referee pathway	Info entered into referee regional extranet	Referee regional administrators	Quarterly sourced at Hampden Park.

Outcome (change or difference you want to make)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Sustained participation in community based activity	Participants are involved in Shrs or more of physical activity every week	Evaluations in the School of Football project	Player and Coach Development Officers	End of each scholastic year (June) data collected from Schools
	Amount of players that are registered with a club year on year from CB projects	Cross match the participants names from CB projects with the player database to get a % split	Scottish FA T department alongside CB Coordinator	Approximately one month after each quarter period. Info gathered from registers

				locally
	Retention rate of players in CB projects	Match the players' names from database from year to year to obtain %	Scottish FA T dept and CB Coordinator	CB funded staff to enter data quarterly onto regional extranet from local areas.
	Case studies gathered from CB activities that promote pathways such as forums and development meetings	CB funded staff will report development meetings and other circumstances where sustained participation is apparent	All CB funded staff	Ongoing throughout the year. Local and regional sources will provide this.

Outcome (change or difference you want to)	Indicators (how you know the outcome is happening)	How to collect information about the indicator	Who will do this	When and where info will be collected
Participants have influenced the opportunities available to them in their community	Case studies gathered from CB activities that promote pathways such as forums and development meetings	CB funded staff will report development meetings and other circumstances where sustained participation is apparent	All CB funded staff	Ongoing throughout the year. Local and regional sources will provide this.
Increased supportive social networks and feelings of belonging	Case studies that demonstrate people working together, new relationships being built and active engagement with community such as volunteering or refereeing.	CB funded staff will report development meetings and other circumstances where sustained participation is apparent. Questionnaire will be delivered for Equalities project with specific questions in this area	All CB funded staff	Ongoing throughout the year. Local and regional sources will provide this. Questionnaire for 2016/17 in Equalities project to be collected from local communities
Better community integration and cohesion	The amount of Quality Mark clubs completing the Equalities Workshop and engaging with teams and	Football Equity Officers record each event and players and teams integrating with others	Football Equity Officers	Collected approximately one month after each quarter end. Collected regionally.

	players from an EM background			
	Case studies of new clubs and teams developed that include boys, girls, disabilities and EM groups	All CB staff will be requested to be aware of these outcomes and identify such circumstances when they occur.	All CB Funded staff and FDOs	Case studies collected through the year from local sources.

This is the Annex G referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX G

CashBack Monitoring and Reporting Database

The Scottish Football Association will provide the CashBack Delivery Partner with the required data and information for the Monitoring and Reporting Database each quarter within 4 weeks of the end of the relevant quarter in accordance with the requirements specified below.

The required data fields are:

Basic Information

Ref	Field Name	Requirement	Notes on Completion
	Grantee Name	The name of the organisation receiving the grant	Mandatory field. This is a text field with no format.
	Start Date	This is the first date that the funding covers	The information must be entered in a date format
	End Date	This is the last day that funding covers.	The information must be entered in a date format.

Finances

Ref	Field Name	Requirement	Notes on Completion
	Total CashBack funding	The total funding as set out in your grant.	Number format to 2 decimal places

	Date of Drawdown	Enter the date of each grant claim sent to the Scottish Government. A date should be entered for each grant claim.	The information must be entered in a date format
	Amount (£)	Enter the amount of each payment authorised by the Scottish Government. A monetary value should be entered for each payment received	Number format to 2 decimal places
	Comments	This field can be used to store limited information relating to any date/payment.	Optional. This a free-text entry field with no format for including short relevant comments only.

Yearly Reports

Ref	Field Name	Requirement	Notes on Completion
	Financial Year	All relevant financial years should be entered.	Select from drop down menu
	Local Authority	All relevant local authorities should be entered	Select from drop down menu
	Core Staff Salary (£)	The financial implication associated with core staff dealing with CashBack programme within the grantee organisation	Number format to 2 decimal places
	Marketing Projected/Actual	The projected and actual spend allocated to marketing at a grantee level, for each financial year and local authority.	Number format to 2 decimal places
	Evaluation Projected/Actual	The projected and actual spend allocated to marketing at a grantee level, for each financial year and local authority.	Number format to 2 decimal places
	Management Projected/Actual	The projected and actual spend allocated to marketing at a grantee level, for each financial year and local authority.	Number format to 2 decimal places

	Project Projected/Actual	The projected and actual spend allocated to marketing at a grantee level, for each financial year and local authority.	Number format to 2 decimal places
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Projects

Ref	Field Name	Requirement	Notes on Completion
Yearly Reports			
	Project Name	Enter the name of all relevant projects	This a free-text entry field with no format to provide a short description of individual projects
Basic Information			
	Start Date	This is the date that the project commenced	The information must be entered in a date format
	End Date	This is the last day that project finished	The information must be entered in a date format
	Objective	Add all objectives identified for the project/s	Select from list
	Outcomes	For each objective, select the related agreed outcomes for the project/s	Select from list
	Indicator	For each objective/outcome, enter relevant indicator	Free text – you should refer to your agreed indicators as agreed with the Delivery Team performance Advisor or as specified in grant conditions.
Finances			
	Cashback Fundina (£)	The amount of agreed CashBack funding for the project as set out in arant conditions.	Number format to 2 decimal places
	Is the Project funded by Cashback only?	Enter appropriate response to question	Yes/No
	Are the Match Funding details available?	Enter appropriate response to question	Yes/No

	In Kind (£)	If the project receives funding from another source, add monetary value by in kind or cash.	Number format to 2 decimal places
	Cash (£)		Number format to 2 decimal places
Yearly Reports			
	Financial Year	Include all relevant financial years	Select from drop down menu
	Local Authority	Include all relevant local authorities	Select from drop down menu
	Ward	Include all relevant wards	If ward unknown, enter postcode and look up ward. See Ref 29 Postcode for more detail. Postcode field should be used to look up the ward if this is unknown. If you do not have postcode or the ward, select "unknown ward LA" which you will see listed within the lists section of the template.
	Postcode	Enter the postcode to look up relevant ward.	
Facilities:			
	3G Rugby Pitch	This is for facilities projects only. Enter the value of projected and actual spend in local authority and ward for the relevant facility type.	Number format to 2 decimal places
	3G Football Pitch		Number format to 2 decimal places
	3G Pitch Other		Number format to 2 decimal places
	Community Development		Number format to 2 decimal places
Quarterly Reports			
	Quarter	Enter all relevant quarters	Select from drop down menu
	Objective	Enter all relevant Objectives	Select from drop down menu
	Outcome	Enter all relevant Outcomes	Select from drop down menu
	Result/Progress	Enter the result or progress agreed	Enter appropriate free-text
	Project Staff Salary	Enter value of all relevant project staff salaries	Number format to 2 decimal places

	Local Authority	Enter all relevant local authorities	Use list of Local Authorities
	Actual Spend	The actual spend on the project in the stated quarter by local authority.	Number format to 2 decimal places.
	Ward	Include all relevant wards	See Ref 28 above
	Postcode	Enter the postcode to look up relevant ward.	See 29 above.
	Progression Pathway	Enter the relevant progression pathways achieved by individuals participating in the project in this quarter	Use Progression Pathway drop-down list
	No of people achieved Pathway	Enter the number of people who achieved the relevant progression pathway	Enter whole number
	Attainment Opportunities	Enter the relevant attainment opportunities achieved by individuals participating in the project in this quarter	Use Attainment Opportunity drop-down list
	No of people achieved the attainment opportunity	Enter the number of people who achieved the relevant progression pathway	Whole number
	Number of Sessions (Projected)	Enter the number of projected and actual sessions being held for this project in the stated quarter.	Whole numbers
	Number of Sessions (Actual)		
	Session Hours (Projected)	Enter the total number of hours which sessions were projected to be run and the actual number of hours run, for the project in the stated quarter.	Whole number
	Session Hours (Actual)		

	Number of New Volunteers	The number of volunteers in the project for the stated quarter who have not undertaken the role before	Whole number
	Number of Existing Volunteers	The number of volunteers in the project for the stated quarter who have previously undertaken the role	Whole number
	Individuals	Enter the number of individuals targeted for the quarter and the actual number of individuals engaged, broken down by age and gender. There is no need to enter both individuals and attendance detail - one or the other	Whole number
	Attendances		
	Number in Audience	If the project had a mass crowd/audience, for example a specific launch event, enter the number (or nearest estimate) of people in the audience.	Whole number
	Ethnicity	Based on actual attendance, enter the number in each category of ethnicity and disability.	Whole number If a known response is zero, please enter 0. If the value is unknown, please leave blank and comment within the relevant validation error.

This is the Annex H referred to in the foregoing Offer of Grant from the Scottish Ministers to The Scottish Football Association dated 20 October 2014

ANNEX H

CashBack Scottish FA Programme - Equalities Action Plan

The Scottish FA is committed to ensuring that football in Scotland is open to all, and that barriers, real and perceived, are removed, particularly in relation to those groups currently under represented who traditionally may not have seen football as accessible. Equality in all that we do is part of our organisational strategic plan, 'Scotland United – 2020 Vision', and as such, is an integral part of the wider strategy of the Scottish FA. The Scottish FA is committed to working towards a fair and equal society in which differences are recognised, understood and valued; a society in which stigma and discrimination are addressed and those that discriminate against others are challenged. As such, a robust approach is taken on equality and diversity. This approach is fully in line with all relevant legislation including the 2010 Equality Act which replaced all previously existing anti-discrimination laws (such as the Disability Discrimination Act 1995) and prohibits discrimination against people with "protected characteristics". Protected characteristics are identified as follows:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- gender;
- sexual orientation

This commitment will be fully adopted throughout the CashBack SFA Programme. The following Equalities Action Plan aligns to and compliments the overall SFA Equity Action Plan has been amended for CashBack related outcomes with the complete plan remaining with

the Association. Created in 2012, it will continue to be taken forward, supported and monitored by the Equity Implementation and Monitoring Group. A small project team, the Equity Sub Group was established to coordinate and deliver the requisite interventions of the Equity Action Plan. The Equity Action Plan will be reviewed by the Equity Implementation and Monitoring Group twice a year, and will be developed further over the period 2014-2017 in order to affect a positive impact delivery of our programmes.

The following employees that sit on the Equity Sub Group are either directly funded or involved in managing CashBack related projects:

- Project Manager
- Football Equity Officer
- Football Equity Officer
- Football Equity Coordinator
- Disability Development Manager (project only)
- Head of Girls' and Women's Football (project only)

An Equalities Impact Assessment has been completed and will be used and updated throughout the programme to ensure the programme is fully accessible, inclusive and meets the needs of all participants. Through the use of this impact assessment we have identified a number of key actions that are required to ensure the Programme meets our aims in terms of accessibility. These are described below;

CashBack Scottish FA Programme Equalities Action Plan 2014 -2017

Ref	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
		General	Annual Review of EQIA and equalities monitoring data including	EIMG	September 2014, September 2015, September 2016	

all protected

			characteristics			
16	The Scottish F.A. supports the education and work of the charities 'Show Racism the Red Card' and 'Show Bigotry the Red Card'.	General	16a. Member of Scottish F.A. staff tasked with supporting the work undertaken with regard to Racism and Bigotry on behalf of the charity	AY	April 2014 and ongoing	Atta Yaqub represents the Scottish FA on the SRtRC steering group.
	Appropriate information and support are in place so that members of staff gain a full understanding of their equity obligations in terms of acceptable behaviour and action.	General	Induction programme to include equity training across all protected characteristics. Needs analysis training to be conducted for all relevant stakeholders with reference to all	ESG	September 2014 and ongoing	

			protected characteristics		
4	Increase in the amount of registered players from EM communities	Race	4a. FEOs to work with regions to improve local EM community awareness of clubs, participation centres, coaching courses, player pathways and available facilities	FEC/FEOs	March 2017 and ongoing
			4b. FEOs to create new opportunities for participation via projects such as Midnight Leagues and other informal 'play'	FEC/FEOs	March 2017 and ongoing
			4c. Refer key people within	FEC/FEOs	March 2017 and ongoing

			clubs to Club Development Managers in order to develop teams and clubs		
5	Increase in the amount of coaches and volunteers from a EM background	Race	5a. Establish a starting statistic for coaches and volunteers from an EM community involved in Scottish FA volunteering and coaching	FEC/FEO/RS (COM/FOO)	March 2017
			5b. Consult with people from the EM community to understand their requirements in order that they can undertake a coach education course	FEM/FEO/RS (COM/FOO)	March 2015

6	Increase in the number of Referees from a EM background	Race	5c. Create bespoke opportunities for people from a EM background to access coach education	FEM/FEO/RS (COM/FOO)	March 2017 and ongoing	
			5d. Direct the coaches to clubs, or assist with their involvement in new teams, or clubs	FEM/FEO/RS (COM/FOO)	March 2017 and ongoing	
			6a. Work with the Referee department to obtain a starting statistic	FEO / JFL / SMcL	July 2014	Complete with plans for continued monitoring
			6b. Referee Recruitment and Education Officers to work with DG to improve recruitment within EM	FEO / JFL / SMCI	March 2017 and ongoing	

			groups			
			6c. Work with the Referee Development department to promote the Refereeing pathway and education course	FEO / JFL / SMcI	March 2017 and ongoing	
			6e. Work with Referee department to identify talent to work with, mentor and progress	FEO / JFL / SMcI	March 2017 and ongoing	
Ref	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
7	EM groups represented in 'Scotland United' promotional campaign	Race	7a. Work with Commercial department to ensure reference to ethnicity is represented in all materials used	AR / AG / Regions / FEM / FEO	March 2014 and ongoing	Ongoing progress with multiple evidence of diversity in promoting programmes

			7b. Establish distribution options in order to communicate the campaign and its key messages to stakeholders from EM	AR / AG / Regions / FEM / FEO	April 2015 and ongoing
			7c. Evaluate the campaign in order to ascertain the impact of the campaign in terms of enquiries re playing, and the registration of players from the EM community	AR / AG / Regions / FEM / FEO	March 2017
8	Increase in the number of footballers with disabilities participating within the	Disability	Sa. Increase awareness of the opportunities that are currently available for	DDO	March 2017 and ongoing

	game.		those with disabilities to access football		
			Sb. Increase participation numbers within the football programme for those with disabilities	ODO	March 2017 and ongoing
			Sc. Develop new and existing opportunities for those with disabilities to actively participate in	ODO	March 2017 and ongoing
9	Programme of training and competition for footballers with disabilities developed	Disability	9a. Establish separate Senior Summer Leagues for those with Learning Disabilities and Mental Health	ODO	March 2017

		9b. Work in partnership with all regions to engage with wheelchair, Visually impaired/Blind and Deaf football participants	DDO / CDM	March 2017 and ongoing
		9c. Encourage 5% of clubs to enrol and achieve the required criteria in order to achieve disability status within the Quality Mark Scheme	DDO / CDM / EPM	March 2017

█	█	█	█	█	█
Ref.	Outcome	Context	Actions	Responsibility	Target Date
					Progress

10	Developed and sustained pathways allowing footballers with disabilities to maximise their potential.	Disability	10a. Provide all appropriate disability specific clubs with information regarding national team structures and classification	ODO/SOS	March 2017 and ongoing
			10b. Ensure that all coaches working with international squads are appropriately qualified	ODO/SOS	March 2017
			10c. Continue to attend and when appropriate host the Home Nations National Championships	ODO/SOS	March 2017 and ongoing
			10d. CPISRA Squad to maintain current ranking of 7th in the World	ODO/SOS/CDC	March 2017
11	Awareness raised and effectively communicated the pathway	Disability	11a. Promotion of relevant news stories on Scottish F.A. website and	ODO	March 2017 and ongoing

	for football for those with disabilities throughout Scotland		distribution through appropriate media channels		
			11b. Ensure that key stakeholders are provided with regular updates regarding outcomes and programme developments	ODO	March 2017 and ongoing
			11c. Creation of half yearly Scottish FA Disability Newsletter to be issued to key stakeholders in Disability Sport	JD	March 2017
12	Increased the number of registered players within the formal football structure.	Age	12a. Continue to partnership with LAs and SPUSFL clubs to provide school, community and holiday activity e.g. TESCO Bank	JD	March 2017 and ongoing

		12b. Link with SAFA to incorporate un-affiliated football	JD	March 2017
		12c. Link with SAFNSWF to provide over 35s leagues – summer activity	JD	March 2017
		12d. Encourage grassroots clubs, LAs to provide opportunities for veteran players - Models of good practice at Glasgow or SPL 'Fit Fans'.	JD	March 2017 and ongoing
		12e. Utilise Mars 'Just Play' programme to provide a pathway to club/registered football	JD	March 2017 and ongoing
		12f. Link with Scottish University Sport to incorporate student football	CE	March 2017

Ref.	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
13	Developing elite youth players.	Gender	13. Scottish FA (Cashback) Schools of Football programme to continue to have a higher than average % of females in the programme than in youth football as a whole	DG	Annually	
20	Increase in the number of female registered players within the formal football structure	Gender	20a. Establish 6 Girls'/Women's Club Development Officers	DG/DB	October 2012	Complete and all 6 in place
			20b. Support the education and development of the CDO's by attending a weeklong conference in Cyprus where workshops will be delivered to the officers with regard to how	JF/DB/DG	March 2017	

		12b. Link with SAFA to incorporate un-affiliated football	JD	March 2017
		12c. Link with SAFA/SWF to provide over 35s leagues – summer activity	JD	March 2017
		12d. Encourage grassroots clubs, LAs to provide opportunities for veteran players - Models of good practice at Glasgow or SPL 'Fit Fans'.	JD	March 2017 and ongoing
		12e. Utilise Mars 'Just Play' programme to provide a pathway to club/registered football	JD	March 2017 and ongoing
		12f. Link with Scottish University Sport to incorporate student football	CE	March 2017

13	Developing elite youth players.	Gender	13. Scottish FA (Cashback) Schools of Football programme to continue to have a higher than average % of females in the programme than in youth football as a whole	DG	Annually	
			20a. Establish 6 Girls' ANomen's Club Development Officers	DG/DB	October 2012	Complete and all 6 in place
20	Increase in the number of female registered players within the formal football structure	Gender	20b. Support the education and development of the CDO's by attending a weeklong conference in Cyprus where workshops will be delivered to the officers with regard to how	JF/DB/DG	March 2017	

Ref.	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress

			figures		
22	Whilst always ensuring that all appointments are made on merit the Scottish FA encourage applications from the EM community	Race	22a. For coaching positions and the role of events coordinator establish a mentoring programme for individuals within the EM community	JF/DP/ DB/ G/WCDOs	March 2017 and ongoing
23	Scottish FA has promoted and facilitated female coaches progression in the grassroots game	Gender	23a. Establish 3 women only coaching courses per annum at Level 1	JF/DP/ DB/ G/WCDOs	March 2015
			23b. Deliver 1 level 4 youth course to coaches working specifically in the girls/women's game	DB/AS/ DG/WCDOs	March 2015

Ref.	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
24	The Scottish FA has promoted Coach Education and Development/Positive Role Models in the women's game	Gender	24a. Establish positive role models using National 'A' squad players to support the delivery of female specific activity link to the word programme of the Club Development Officers for G/W Football. This project to be support by UEFA through HatTrick III funding_	DB/AS/ G/WCDOs	March 2017 and ongoing	
			24b. Positive role models project to be linked to Champions in School	DB/CDOs	March 2017 and ongoing	
			24c. Provide education and development	DB/CDOs	March 2017	

			opportunities for the role models in conjunction with Winning Scotland Foundation - 2 courses		
			24d. Establish a Women's Coaching Network in each of the six Scottish FA regions	JFL/SMcL	March 2017
25	Scottish FA support the education and development of female Referees	Gender	25a. Work to increase the proportion of female referees to 2.2% on existing overall number of Referees in Scotland	JFLNC	March 2015
			25f. Work to increase the proportion of female Referees to 4% on existing overall number of Referees in Scotland	JFL	March 2017

Ref. **Outcome** **Strategic Objective** **Actions** **Responsibility** **Target Date** **Progress**

26	Scottish FA supported the education and development of female Referees	Gender	26a. Introduce scholarships for 5- 10 female Referees	JFUSMcL	March 2017
			26b. Deliver minimum 3 female seminars & investigate and create female School of Excellence – Stirling University. - Two academies took place in 2011, third academy before end of season 2012. - Establish a seminar for the Celtic nations to be hosted at Stirling University. - Two female Referees attended Orlando Disney Tournament. www.scottishfa.co.uk/insidefootball	JFUSMcL	March 2017
			26c. Four coaching academy sessions per annum	JFL/SMcL	March 2017
			26d. Establish more Cat 4A Female Referees. Cover 40% of all female matches with Female Referees	JFL/SMcL	March 2017
			26e. Cover 60% of all female matches with female Referees. Increase representation from ethnic	JFL/SMcL	March 2017
			26f. Establish 3 Category 3 Referees, potentially leading to a Cat 3SAR and cover 70% of all female matches.	DG / FEO / DP	March 2017
27	Supported more	Race	27a. Work to improve the awareness of the coach education	DG / FEO / DP	March 2017 and ongoing

	licensed coaches in our CPD programme		pathway within EM communities.			
			27b. Work with new diverse community networks to identify key people to mentor and work with those who will go forward to Licence level	DG / FEO / DP	March 2017 and ongoing	
			27c. Use database to obtain a starting statistic for licenced coaches from an EM background	DG / FEO / DP	April 2014 (revised to Aug 16)	Due to legal issues on data protection we are still seeking to overcome this.
28	Coach Education includes education with regards to working with players from diverse cultures	Race	28a. Develop new resource in conjunction with BEMIS to be delivered by Course tutors	ODO/SOS	March 2017	

Ref.	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
29	Raised the standard of Football coaching available to players with disabilities by	Disability	29.a Provide tutor training programme for 2 new deliverers	DDO/SDS	March 2017	
			29.b Provide Disability In-service for FOO	SMcUJF/DDO	March 2017	

	continuing the delivery of the Coaching Footballers with Disabilities Certification course.				
30	The Scottish FA has supported the education and development of Referees with a disability.	Disability	30a. Ensure that 2 ASL/SEN/ASN Schools each year are invited to be part of the SQA Referee Development Award programme.	SMcL/JF/000	March 2017
			30b. Referee Recruitment and Education Officers to work with ODO to establish a clear Refereeing pathway to improve recruitment of Referees with a Disability	SMcL/JF/000	March 2017
			30c. Provide funding for Referees with a disability to be appointed to operate within the Scottish F.A. /SOS Learning Disability Schools Leai:iues	SMcL/JF/000	March 2017
			30d. Audit the number and geographical location of registered Referees with a disability	JD	March 2017
31	Supported the coach education and development	Age	31g. Link to Scottish F.A. Volunteer strategy to ensure that opportunities are provided for all ai:ie i:irouos	JD	March 2017
			31h. Provide elite coaches with opportunities to enhance CPD.	JD	March 2017

	of those aged beyond 25 years old	31i. Support players to become actively involved in coaching -will provide continuity and pathways.	JD	March 2017
		31j. Establish opportunities for older players to continue in the game.	DB/ GWDO	March 2017

Ref.	Outcome	Protected Characteristic	Actions	Responsibility	Target Date	Progress
33	Develop positive strategies to increase participation of LGB&T people in the Game	Sexual orientation, gender re-assignment	33d. Evaluate the current criteria for the Scottish FA's club accreditation scheme - Quality Mark and to include within Legacy level a statement that the club is committed to inclusion of LGB&T players, coaches and volunteers within the club	PF/DB/PCS	March 2017	
			33e. Review and explore with Positive Coaching Scotland the inclusion of LGB&T issues within their workshops to look at barriers and opportunity	PF/DB/AC	March 2017	
			33f. Engage with key organisations and stakeholders to support LGB&T organised events and activities	PF/DB/AC	March 2017 and ongoing	

		33g. To monitor and evaluate the outcomes of the LGB&T Plan against the Scottish FA's Equity Plan	PF/DB/AC	March 2017	
		33h. Review research by the FA/RFL and other organisations on hate crime and homophobic offences to shape any future Scottish FA policy around this area	AC	March 2017 and ongoing	
		33i. Develop a Diversity Calendar for 2014 to add to the Staff Intranet and available to Staff	AC	April 2014	Complete and to be updated annually

Abbreviations

AC - Annika Crisp, HR Business Advisor

AG - Andy Gilchrist, Regional Manager

AGD - Andy Gould, Head of Regional Development

AR - Andrea Rennie, Brand Manager

AS - Anna Signeul, National Coach (Women & Girls)

ASL - Additional Support Learning

ASN - Additional Support Needs

BEMIS - Black and Ethnic Minority Infrastructure in Scotland

CD - Communications Department

CDM - Community Development Manager

CDO - Club Development Officer

CE - Chief Executive

CP – Cerebral Palsy
DDO - Disability Development Officer
DB - Darryl Broadfoot, Head of Communications
DG - Donald Gillies, Football Development Manager
DP - Donald Park, Head of Coach Education
EDO - Equity Development Officer
EIMG - Equity Implementation and Monitoring Group
EM - Ethnic Minority
ESG – Equity Sub Group
FDD - Football Development Department
FEC - Football Equity Coordinator
FEO - Football Equity Officer
GNVCDO - Girls' & Women's Club Development Officers
HRO - HR Department
JAG – Joint Action Group
JO - James Docherty, Football Equity Officer
JF - Jim Fleeting, Director of Football Development
JFL - John Fleming, Head of Referee Development
JS - Jacqui Sinclair, HR Admin Assistant
LO - Learning Difficulty
MW - Mark Wotte, Performance Director
PC.DO - Player and Coach Development Officer
ROD - Referee Development Department
RM - Regional Manager
RS – Regional Support
SA - Security Advisor
SAFA - Scottish Amateur F.A.
SOS – Scottish Disability Sport
SEN - Support Educational Needs
SFA – Scottish F.A.

SFL - Scottish Football League

SMcL - Steven Mclean, Referee Recruitment & Education Manager

SPL - Scottish Premier League

SWF - Scottish Women's Football

TFCUS - The Football Coordination Unit Scotland

TD – Tom Docherty, Lifestyle & Education Officer

1T - Trevor Thomson, Digital Designer

VC – Viv Coady, Head of HR

Membership of Equity Implementation and Monitoring Group

Annika Crisp, HR Business Advisor

Darryl Broadfoot, Head of Communications

David McArdle, Disability Development Officer

Donald Gillies, Football Development Manager

Jim Fleeting, Director of Football Development

John Fleming, Head of Referee Operations

Danny Bisland, Head of Policy Development - Girls' ANomen's Football

Stewart Regan, Chief Executive

Viv Coady, Head of HR

Membership of Equity Sub Group

Annika Crisp, HR Business Advisor

Corrie Campbell, Girls' ANomen's Club Development Officer - West Region

David McArdle, Disability Development Officer

Donald Gillies, Football Development Officer

Hala Ousta, Football Equity Officer

James Docherty, Football Equity Officer

Paul Fitzpatrick, Football Equity Co-ordinator

Danny Bisland, Head of Policy Development - Girls'/Women's Football

Steven Mclean, Referee Recruitment & Education Manager



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