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# SPIRIT OF 2012 IN SCOTLAND: 10 YEARS OF SPORTING LEGACY

JUNE 2024



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AT A TIME WHEN RESOURCES ARE LIMITED BY CHALLENGING FINANCIAL AND SOCIAL CONDITIONS, THE APPROACH WHICH SPIRIT HAVE TAKEN TO DELIVERY CLEARLY ILLUSTRATES THE ROUTE WE NEED TO FOLLOW. IT IS ONLY BY SHARING RESOURCES, KNOWLEDGE AND EXPERTISE BETWEEN ORGANISATIONS AND HAVING A CLEAR AND COMMONLY UNDERSTOOD GOAL THAT WE WILL BE ABLE TO DELIVER THE REAL CHANGE THAT IS NEEDED. SPIRIT HAVE BEEN A FORERUNNER AND I AM GRATEFUL FOR THE EXAMPLE THEY HAVE PROVIDED FOR OTHERS TO FOLLOW IN THE FUTURE.

Maree Todd MSP, Minister for Social Care, Sport and Wellbeing, Scottish Government

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THANK YOU SCOTLAND



# FOREWORDS

## JANE, LADY GIBSON OBE, CHAIR OF SPIRIT OF 2012

2024 is the tenth anniversary of that incredible summer when Glasgow hosted the world in a joyous, inclusive Commonwealth Games, and showed the world that *People do indeed Make Glasgow*. Spirit of 2012 has been delighted to work across Scotland, inspired by that magical summer, to support people becoming more active and help reduce stubborn health inequalities. We know that being physically active is one of the most important ways to support people's wellbeing. Add to the mix quality social time, enabling people to have fun and make friends as they become more physically active, and a workforce that understands and actively seeks to break down the barriers that make it harder for some people to take part as they would like to, and that it takes time and small steps. These are the critical ingredients of the work that Spirit of 2012 has delivered in Scotland – led by Alex Johnston – with a powerful network of sporting and non-sporting partners. I want to thank all of our partners and everyone that has worked on these projects to help take our own small steps to making Scotland more active and connected inspired by the enduring legacy of the Glasgow 2014 Games.

## MAREE TODD MSP, MINISTER FOR SOCIAL CARE, SPORT AND WELLBEING, SCOTTISH GOVERNMENT

The delivery of the 2014 Commonwealth Games in Glasgow was the result of a great deal of hard work and commitment from a whole range of people across Scotland. That the Games were such a success is testament to their enthusiasm and commitment. The event itself was also a springboard for Scotland to renew its emphasis on the importance of physical activity for the health and wellbeing of everyone across the country.

Since 2014, international evidence has increasingly emphasised the importance of even small increases in levels of physical activity. The 2019 Chief Medical Officers Guidelines for Physical Activity noted that 'Some physical activity is better than none: even light activity brings some health benefits compared to being sedentary, while more daily physical activity provides greater health and social benefits' Further, we know that those who do the least activity will benefit most from increasing this by even small amounts.

In working to address these challenges, Spirit of 2012 has played a key role as our partner, sharing our focus on encouraging and supporting the least active to do a little

“ 2024 is the tenth anniversary of that incredible summer when Glasgow hosted the world in a joyous, inclusive Commonwealth Games, and showed the world that *People do indeed Make Glasgow*.”

Jane, Lady Gibson OBE

bit more and identifying and removing barriers that inhibit them. The Changing Lives through Sport and Physical Activity Programme and the Get Out Get Active programme have delivered real change to the lives of the people they touched and their testimony provides a powerful message showing what we can achieve when we create strong partnerships and maintain a firm focus on where the real need lies. Similarly, the Thrive Learning Programme has demonstrated the crucial importance of learning from both our successes and our failures in a systematic way that helps to make real improvement in future work.

At a time when resources are limited by challenging financial and social conditions, the approach which Spirit has taken to delivery clearly illustrates the route we need to follow. It is only by sharing resources, knowledge and expertise between organisations and having a clear and commonly understood goal that we will be able to deliver the real change that is needed. Spirit has been a forerunner and I am grateful for the example they have provided for others to follow in the future.



# IN THE BEGINNING

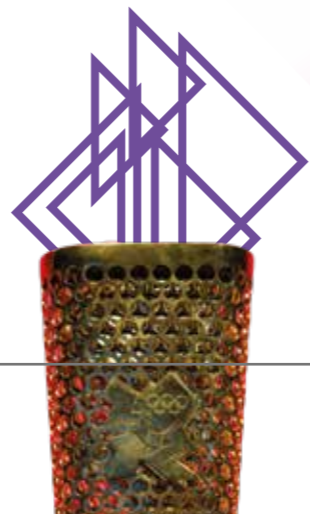


# WHO IS SPIRIT OF 2012?

**Spirit of 2012's story, just like our story in Scotland, begins with an event. 2012 was the year that the London 2012 Olympic and Paralympic Games excited and inspired people up and down the UK, and across the world. That national positivity captured the attention of the BIG Lottery Fund (now the National Lottery Community Fund), who realised that events can have a monumental power and capacity to trigger change.**

Born from the legacy of those London 2012 Games, Spirit of 2012 is more than just a funder or charity. We help fuel community pride, positivity, and wellbeing across the UK. Set up with a £47 million National Lottery endowment, we support projects that foster social unity, champion youth empowerment, and inspire increased participation in sport and physical activity, arts and culture and volunteering. Our work goes beyond simply funding - we also delve into research, evaluate our impact, and share learning and insights. Working in partnership is one of our key priorities.

Over the past ten years, we have become experts in harnessing the power of events. Specifically, we have learned about turning that power into practical and meaningful changes that cultivate thriving, interconnected communities that echo the resilience and unity sparked by those events. Our goal now is to share that expertise as widely as possible as we look back at how we've helped to craft a more joyful, connected, and healthier UK over the past ten years and look forward to better harnessing the power of future national events and unifying moments.



**3.2million**

people have taken part in our events & activities across the UK

**60,000**

We've helped to engage and recruit more than 60,000 volunteers, social action participants and community helpers across the UK

**86,000**

To date, over 86,000 people have taken part in longer-term, regular sport and physical activity and art and culture with our grant funding



# WELCOME TO SCOTLAND 2014 COMMONWEALTH GAMES

**Just two years after London 2012, and less than a year after Spirit of 2012 was founded, the UK was playing host to a second sporting mega event – the Glasgow 2014 Commonwealth Games.**

With all eyes on Glasgow following a very successful Olympic and Paralympics in London, Spirit of 2012 set forth to deliver on our Trust Deed which directed us to:

'...enhancing provision for volunteering and other community activities in the period leading up to, during and after the Commonwealth Games in Glasgow 2014...'

We were excited to get going and support Glasgow 2014 and its legacy. We appointed a new Programme Manager in Glasgow to lead on our work on the ground in Scotland. We quickly established ourselves as a Glasgow 2014 legacy partner with our friends at the Scottish Government and there began a wonderful partnership which is still going strong 10 years later. Together we have worked successfully to take forward the sporting legacy of Glasgow 2014.

Glasgow 2014 helped Spirit of 2012 position itself as a legacy stakeholder and funder not just in Scotland, but across the UK, and it is where our sport and physical activity journey in Scotland begins. As the new kid on the block, we set out to use the power of Glasgow 2014 to influence others and do things a bit differently. London 2012 set a goal to get a million people more active. We were beginning to see that to really shift the dial for health inequalities the emphasis needed to be on the least active.



**We sought to create a Glasgow 2014 sporting legacy which took a long-term approach and:**

- shifted the focus away from participation only.
- strengthened the learning culture within the Scottish sporting system.
- focused on collaboration and working closely with each local partner rather than waiting on results at the end.
- developed and upskilled the sporting system workforce in Scotland.
- supported local experts to learn so they could influence sport and physical activity delivery and policy at both local and national levels.
- reached out to non-sporting organisations and other community-based organisations.
- used the power of sport and physical activity to bring about positive change.

“ The delivery of the 2014 Commonwealth Games in Glasgow was the result of a great deal of hard work and commitment from a whole range of people across Scotland. That the Games were such a success is testament to their enthusiasm and commitment. The event itself was also a springboard for Scotland to renew its emphasis on the importance of physical activity for the health and wellbeing of everyone across the country.

Maree Todd MSP, Minister for Social Care, Sport and Wellbeing, Scottish Government



# HOW WE DO THINGS AT SPIRIT

Spirit has always been a hands-on funder. For us relationships matter and are at the heart of our funding and strategic work in Scotland. We actively communicate and engage with our partners to support delivery, to succeed and to challenge them to really be curious and get under the skin of their impact.

We are an outcomes-based funder with a laser-like focus on reaching the least active, improving their wellbeing and using sport and physical activity to change their lives. We invest in learning as we know this insight can lead to change and improvement. We're not frightened of change as long as it is rooted in evidence.

We are not a 'bums on seats' and 'if you build they will come' funder of sport and physical activity. Why? Because we know often these approaches to delivering sport and physical activity don't work, particularly if you are trying to reach the least active.

We are also interested in developing the sport and physical activity workforce in Scotland so they can embed good practice and support people to achieve sustained outcomes and change.



# SPIRIT OF GLASGOW

Spirit of Glasgow was our first events-based legacy programme which ran before, during and after the Glasgow 2014 Games. It was a £4.5million investment, across sport & physical activity, arts & culture, volunteering and youth development. Our UK wide remit meant we went beyond Glasgow and Scotland delivering across the UK by our partners including:

## BIG BIG SING

Glasgow Life's Big Big Sing project inspired 900,000 hundreds people the length and breadth of the UK to unite in celebration of singing. It was hailed as a major highlight of the Glasgow 2014 Cultural Programme, creating some of the most memorable moments of the cultural celebrations surrounding the Glasgow 2014 Commonwealth Games and putting community singing at the heart of a global event.

## POP UP GAMES AND CAMP GLASGOW

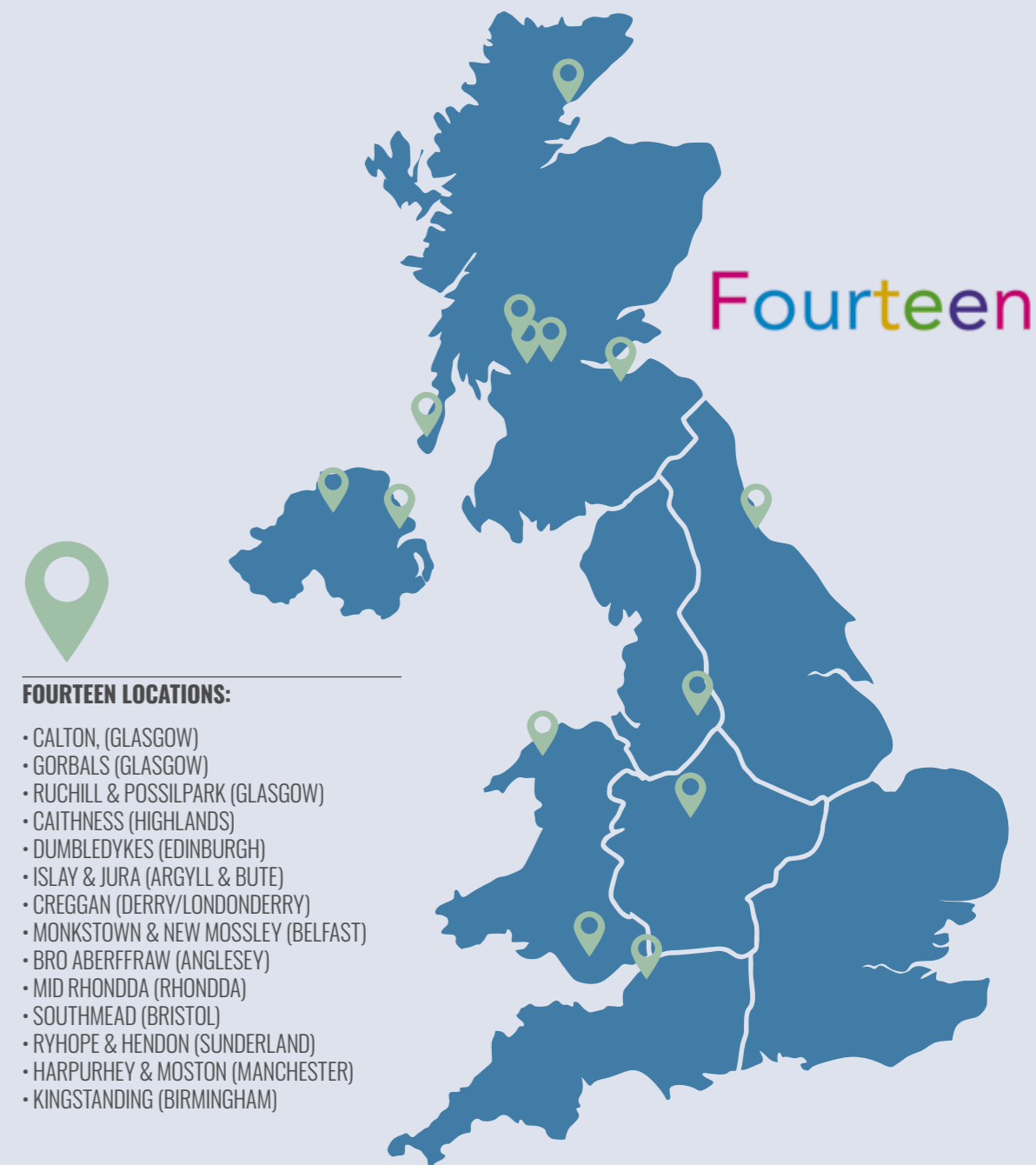
StreetGames brought the Glasgow Commonwealth Games 2014 to local disadvantaged areas and 12,000 people across the UK for young people through pop-up sports clubs. Pop Up Games locations received kit bags, with resources for five different sports that could be used by the community projects over the long term. They also brought disadvantaged 521 young people from the across the UK to Glasgow to take part in a residential camp, Camp Glasgow, and attend the

## OPEN CEREMONIES

Spirit of 2012 and the Big Lottery Fund Scotland (now National Lottery Community Fund Scotland) funded Volunteer Scotland to open up volunteering at the Glasgow 2024 Commonwealth Games to a wider audience. A volunteer support pot was created to make Glasgow 2024 volunteering more inclusive. Spirit's funding focused specifically on volunteering at the open and closing ceremonies of the games and made 2,177 grant awards.

## FOURTEEN

The UK Community Foundations, including Foundation Scotland, and Springboard Opportunities supported 14 communities across the UK to deliver sports & physical activity, arts & culture and volunteering activities with the aim of enhancing social connectedness in those communities. Each community was allocated £250k in funding and decided themselves how they wanted to increase participation and change in each of these areas.



# A SPORTING LEGACY FOR SCOTLAND



**WE CAN CONFIDENTLY AND PROUDLY SAY THAT OUR SPORTING LEGACY WORK HAS MADE SCOTLAND HAPPIER, MORE ACTIVE AND MORE INCLUSIVE THAN WE STARTED.**

## WHAT WE HAVE DONE

For the last 10 years Spirit of 2012 has worked with a broad range of partners through funding, learning and strategic initiatives including:

### Funding

- Changing Lives through Sport and Physical Activity Fund
- Get Out Get Active
- Legacy 2014 Physical Activity Fund
- Sporting Equality Fund

### Learning

- Actify
- Changers programme
- Get Set educational programme
- Tayside and Fife Changing Lives Fund
- Thrive Learning Programme

### Strategic

- Changing Lives through Sport and Physical Activity Partnership
- Scotland's Mental Health Charter for Physical Activity and Sport

**42** 

GRANTS AWARDED

**£3m** 

INVESTED OVER £3M IN SUPPORTING PEOPLE TO BECOME MORE ACTIVE

**30,000** 

SUPPORTED OVER 30,000 PEOPLE ON THEIR ACTIVE JOURNEY





# SUCCESSFULLY REACHING THE LEAST ACTIVE

Large-scale events often set ambitious goals to get more people more active. We believe that the greatest gains are not always to be found in big numbers, or traditional sport, but in supporting the least active to start and sustain their active journeys, focusing on movement in the widest possible sense and emphasising the social, fun side of activities.

Spirit-funded projects focus on removing barriers to participation and unlocking the health, wellbeing and social benefits of sport and physical activity for those who could benefit the most and often miss out. As a result of this focus, we have gathered significant insight into what works in reaching the least active.



## REACHING THE LEAST ACTIVE INSIGHTS:



THE LEAST ACTIVE ARE PEOPLE OFTEN WITH COMPLEX NEEDS.



ACTIVITIES NEED TO BE DESIGNED WITH AND FOR THEM.



THEY OFTEN REQUIRE A BROAD RANGE OF SUPPORT.



“IF YOU BUILD IT, THEY WILL COME” APPROACHES OFTEN DON’T WORK.



THEY WON'T ALWAYS ENGAGE THE WAY YOU WANT THEM TO.



## CASE STUDY

# DRUMCHAPEL CYCLE HUB

Drumchapel Cycle Hub was founded in 2016 with the aim of promoting increased physical activity among inactive members of the local community through cycling, supported by a grant from Spirit of 2012.

The community-led organisation provides bike loan and repair services, along with a variety of learn to ride and guided cycling activities for all community members. The hubs primary emphasis is on creating a fun and inviting environment where residents can enjoy cycling together. More community members are engaging in regular physical activity through cycling, contributing to a happier and healthier Drumchapel.

Drumchapel Cycle Hub illustrates the power of community-led initiatives in promoting physical activity and nurturing social connections. By focusing on accessibility, education and community engagement the hub continues to make cycling an integral part of everyday life in Drumchapel, contributing to a healthier and more connected community.

## What people say:



**I went on my first cycle with the ladies' group and loved it, I was made very welcome and my bike checked over for safety, there is the option to borrow a bike if you don't have your own"**

Lisa Wood, Adult Participant



**When I came out on my first ride, I hadn't been doing much exercise or going out of the house. As such my mental health was deteriorating, I went along to the cycle hub very nervous, the cycle leader was amazing and reassured me. Now 10 weeks on, I've started going out on my own I bought a bike with the help of the hub. I've also been doing other activities in my own time, and it's all down to the cycling building my confidence to then do other things."**

Female Participant, 37 years old with 2 school aged children



# IMPROVING WELLBEING

## TAKING PART IN SPORT AND PHYSICAL ACTIVITY IS GOOD FOR YOUR PHYSICAL, MENTAL AND SOCIAL WELLBEING.

In Scotland, Spirit of 2012 has been working with our Changing Lives through Sport and Physical Activity partners to improve the wellbeing of people and communities.



# CHANGING LIVES THROUGH SPORT AND PHYSICAL ACTIVITY PARTNERSHIP

Spirit of 2012, the Scottish Government, sportscotland and The Robertson Trust are working together to deliver a £2 million plus programme of support and funding called Changing Lives through Sport and Physical Activity (Changing Lives).

This aims to support organisations to use sport and physical activity to intentionally achieve positive change for people and communities in Scotland. It will embed the Changing Lives approach within Scotland's sporting system.

Spirit of 2012 delivered the Changing Lives through Sport and Physical Activity Fund on behalf of the partnership. The £1m Fund supported 17 sporting and non-sporting partnerships across Scotland to intentionally use sport and physical activity to positively change lives and supported around 13,000 people on their active journey.

Evidence from the Fund showed participants had improved their wellbeing with projects showing they helped people to feel healthy, useful, relaxed and optimistic.

## HAS THE PROJECT HELPED YOU FEEL HEALTHY?



Total number N = 159

## HAS THE PROJECT HELPED YOU FEEL RELAXED?



Total number N = 126

## HAS THE PROJECT HELPED YOU FEEL USEFUL?



Total number N = 126

## HAS THE PROJECT HELPED YOU FEEL OPTIMISTIC?



Total number N = 161

## CASE STUDY

# CHANELLE GALLAGHER

YOUTH DEVELOPMENT COORDINATOR, SCOTTISH SPORTS FUTURES



The Wellbeing Ambassadors programme was grant funded by Spirit of 2012 and run by Scottish Sport Futures (SSF) and Scottish Action on Mental Health (SAMH), to develop physical activity and mental health and wellbeing through 20 young Wellbeing Ambassadors. They were recruited and trained around mental health and wellbeing, and then involved in developing and delivering workshops to young people focusing on mental health. The 5 Wellbeing modules created by the ambassadors are now embedded in the work of SSF. Many of the ambassadors have gone on to positive destinations within sport and physical activity and successfully recruited new ambassadors to take forward the programme. Chanelle progressed to be a community coach after the Wellbeing Ambassadors programme and is now a Youth Development Co-ordinator at SSF.

“

I was part of the original Wellbeing Ambassadors programme and have supported this work ever since in different roles. The programme was great, and we worked closely with SAMH, learning so much as we went. The workshops are now delivered across all SSF programmes which is such a great legacy of the work and the effort that went in to designing them.”

– Chanelle Gallagher, former Scottish Sports Futures Wellbeing Ambassador



# MAKING SPORT AND PHYSICAL ACTIVITY IN SCOTLAND MORE INCLUSIVE

**SPIRIT OF 2012 BELIEVES EVERYONE SHOULD HAVE THE OPPORTUNITY TO TAKE PART AND ENJOY SPORT AND PHYSICAL ACTIVITY ON THEIR OWN TERMS.**

This is why we champion genuine inclusion. We have provided vital support to build the confidence of people who are least likely to take part in sport and physical activity and reduce the barriers to participation. We've focused our funding on supporting disabled and non-disabled people to get active together through our Get Out Get Active programme.

Get Out Get Active (GOGA) is more than just a programme. It has become an approach. A place where disabled and non-disabled people can come together to be active. GOGA has influenced and encouraged organisations across the UK to do things differently when it comes to sport and physical activity.

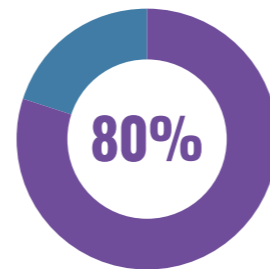
Launched in 2016, GOGA was created to bring disabled and non-disabled people together to be active. We know that disabled people are not one homogenous group, and that disabled and non-disabled people alike want to spend their leisure time with friends and family, being able to be active together, as equals. It is delivered by

Scottish Disability Sport and NHS Tayside in Scotland. The evaluation evidence shows that GOGA strengthens community spirit, increases confidence, and improves mental health for all involved. It increases the demand for, and the accessibility of, activities. Activities are provided by local authorities, sports clubs, and the voluntary sector. The programme's success comes from tapping into people's real-life motivations and values.

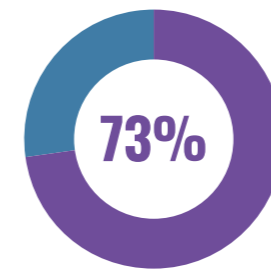


“ Scottish Disability Sport (SDS) has been delighted to work with Spirit of 2012 on the planning and delivery of the Get Out Get Active (GOGA) programme in Scotland. The GOGA programme allowed SDS to adopt flexible approaches and interventions to support inactive people with disabilities to engage and participate in low level physical activity in a safe, social and inclusive environment. GOGA has been highly effective in supporting disabled and non-disabled people to be active together. Our strong partnership with NHS Tayside over the last three years has enabled us to engage with a whole new section of society and has fundamentally changed the way that SDS works at a strategic and operational level.”

– Gavin Macleod, Chief Executive Officer, Scottish Disability Sport



SAID THEY IMPROVED THEIR MENTAL WELLBEING



SAID THEY IMPROVED THEIR PHYSICAL HEALTH



LEAST ACTIVE SEE THE GREATEST ACTIVITY INCREASE FROM ALMOST NO ACTIVITY TO 72 MINUTES OF ACTIVITY PER WEEK AFTER 6 MONTHS



PARTICIPANTS

£750,000

FUNDING FROM SPIRIT



VOLUNTEERS

“ Physical activity is one of the single best things we can do for our health and wellbeing, yet, often, it is undervalued or deemed to be ‘out of reach’ for many. By working with our GOGA team, NHS Tayside is committed to ensuring there is an activity option for all. We strive to engage with local people who are our least active population through fun, inclusive, non-traditional and least threatening forms



of activity. By doing so, we have been able to introduce people to activity and maintain their participation and enjoyment. This absolutely contributes to keeping people well, by improving not only their physical wellbeing, but their social and mental wellbeing too!”

– Ashleigh Henderson, Senior Health Promotion Officer, NHS Tayside



GOGA LOCAL AUTHORITY LOCATIONS:

- ABERDEEN CITY
- ABERDEENSHIRE
- ANGUS
- CLACKMANNANSHIRE
- DUNDEE CITY
- FALKIRK
- FIFE
- MORAY
- PERTH & KINROSS
- STIRLING CITY



# WHAT OUR PARTNERS SAY

Over the last 10 years Spirit has strived to not be your typical funder. We believe in collaboration and genuine partnership working rooted in positive and trusted relationships. We see our partners as the experts in their fields and have championed them to succeed but have not been afraid to have challenging and difficult conversations.



## LET'S HEAR WHAT THEY HAVE TO SAY...



"I first met Spirit of 2012 back at the start of 2015, to discuss how we capitalise on the work delivered during the Commonwealth Games and really drive physical activity levels within the inactive population. The partnership flourished from there and I was struck by the unwavering focus Spirit of 2012 had on learning and evaluation, and their willingness to support projects to try new things, and if they didn't work, being adaptable enough to change course. Spirit of 2012 have become embedded and recognised within the sport and physical activity sector in Scotland, as well as being a trusted partner for Government."

– Andy Sinclair, Head of Active Scotland, Scottish Government



"At sportscotland we strive for an active Scotland where everyone benefits from sport. We are focused on helping the people of Scotland get the most from the sporting system. To achieve this, we work with partners that share our passion and belief in the power of sport and that have expertise in areas we don't. Spirit of 2012 share this passion and belief and have bags of experience in using sport as a force for good! Alex from Spirit of 2012 has helped us to embed the changing lives approach into the sporting system by bringing his years of experience on investing in change and capturing the impact. Over recent years Spirit have helped us learn in various ways - through a Changing Lives Fund that invested in partnerships

between sporting and non-sporting organisations to bring about positive changes across a number of target groups, through their development of the THRIVE Learning Programme that helps practitioners engage the inactive and through sharing their experience by sitting on the operational group charged with embedding the changing lives approach. Spirit of 2012's consistent focus on trying new things and harnessing the learning has been so beneficial to our progress and has informed our approach. Thanks for all your hard work and guidance – it is much appreciated!

– James Steel, Lead Manager, sportscotland



Actify's experience of working with Spirit of 2012 has been a special one. It is based on a shared ambition to better understand the problems we are trying to solve and a willingness to try new approaches. Our relationship with Spirit has been far more than a funding transaction, it's a partnership and a relationship built since 2017 through trust, respect and a long term commitment to building a more active Scotland. It's what these relationships should be.

Spirit's support, both financial and human, has enabled Actify to work closely with Evaluation Support Scotland and partners across the country to investigate what support practitioners need to develop person centred sport and physical activity programmes that are clearly aligned with positive health outcomes for specific population groups. Based on this knowledge, Actify is now very well placed to help organisations to build workforce development plans that align with the needs of the people they want to help, and use the Actify platform to deliver these.

Actify and Spirit also share a commitment to building a learning culture where we seek to: understand

what has worked well, what has not worked so well and to share that knowledge. Without this, we will continue to make the same mistakes for many years, wasting time, energy and money while the population continues to suffer from preventable mental and physical health problems.

As a collective, we are capable of addressing these problems, but we need strong leadership that supports, encourages and funds new ways of doing things. In Actify's experience, Spirit of 2012 has been an outstanding example of this and, along with the Scottish Government, has enabled Actify to support thousands of practitioners across Scotland.

Spirit of 2012 has helped to shape Actify, influenced a shift in culture across the sector and will undoubtedly leave an important legacy in sport and physical activity in Scotland.

– Aidan Gallagher, Chief Executive Officer, Actify



"We express our heartfelt gratitude for the partnership and collaborative efforts that have enriched our journey at KA Leisure. The past decade has been incredible—a genuine privilege, immensely fulfilling, and filled with lots of fun! From the creation of innovative programmes aimed at enhancing mental health and wellbeing through supported physical activity to witnessing first-hand the transformative power of sport to impact lives. Together, we have made a profound impact in North Ayrshire. Our involvement in learning initiatives like the Thrive Toolkit and subsequent learning programme will also continue to guide us in all our future endeavours."

– Laura Barrie, Head of Active Communities, KA Leisure.



Working with Spirit of 2012 helped to transform the impact of Drumchapel Sports in our community. Their support as a funder has extended far beyond financial contributions, the advice and guidance provided by Spirit of 2012 have been invaluable. They supported the complexities of project planning and delivery by sharing their experience and insights, enabling us to refine our approach and maximise our impact.

One aspect that truly sets Spirit of 2012 apart is their commitment to evaluation support. They understand the importance of measuring outcomes and learning from experiences. We have developed evaluation processes that allow us to track our progress effectively and make informed decisions about our programmes.

What truly distinguishes Spirit of 2012 is their approach to learning from mistakes. Instead of viewing failures as setbacks, they encourage us to “fail forward” emphasising the importance of extracting valuable lessons from every



Dougie Millen, Chief Executive, Scottish Sports Futures



experience. Their willingness to explore what went wrong and why has fostered a culture of continuous improvement within our organisation.

As a result of our collaboration with Spirit of 2012 our approach to community impact has undergone a transformation. We are more strategic, more focused and more responsive to the needs of the community we serve.

Working with Spirit of 2012 has not only been a funding partner but a catalyst for positive change within our organisation. Their holistic support and commitment to learning have not only elevated our work but have also empowered us to make a lasting difference in our community.

Grant Morrison, Sport Development Officer, Glasgow Life



**Our TEAM Project uses football to improve the life skills of young people, support them to become more active and brings different people from the community together thanks to Spirit of 2012 funding through the Changing Lives through Sport and Physical Activity Fund. Spirit of 2012 encouraged us to test and learn, be curious and to focus on change which has had a major impact on us as an organisation and how we do things. The project continues to this day and impacts individual lives of young people fostering a sense of belonging and unity at a key time in transition from primary to high school.**

Craig Wilson, Chief Executive, Big Hearts Community Trust

## WHAT WE HAVE LEARNED

**Learning is just as important to Spirit of 2012 as funding. We've always asked our partners in Scotland to explore and learn from what works and what doesn't work. Since the beginning, we have promoted the use of Theories of Change and asked for standardised measures, especially around wellbeing.**

We have encouraged and supported partners to have potentially difficult conversations about how people feel about their lives, their communities, and the people around them, and be responsive to those findings. We have invested in curiosity and learning.

For each of our funds we designed and delivered learning programmes which have sat alongside our funding and provided time and space for partners to come together and learn and share knowledge. We worked with our learning partners Actify and Evaluation Support Scotland and supported the Thrive Learning Programme to help those delivering sport and physical activity to better plan, do and review so they can design and deliver more impactful and inclusive projects and activities.

In 2015, Spirit of 2012 funded 11 projects in Scotland to help people become and remain more active and build a body of evidence on reaching the least active. The key learning was that such outcomes can best be achieved using a person-centred approach and a Plan-Do-Review model.

We created the Thrive Toolkit to share this learning, but soon realised projects needed more interactive support to put it into practice. Spirit of 2012 and the other Changing Lives through Sport and Physical Activity partners therefore funded the development of Thrive Training - three workshops with time built in for reflective practice between modules, and Thrive Lite - an online course of self-directed study that follows the same structure but is particularly suited to volunteers and part-time staff.

169 participants have now completed the full Thrive Training course with a further 444 completing Thrive Lite (including two cohorts of sport coaching students from the University of the West of Scotland).



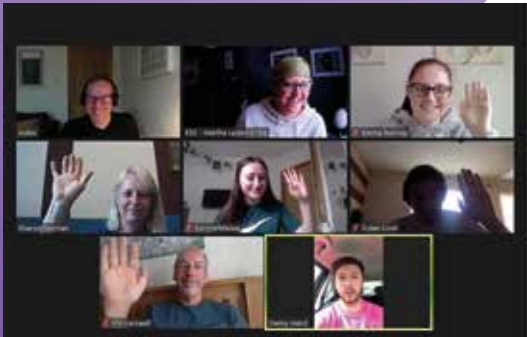
**FEEDBACK HAS BEEN EXTREMELY POSITIVE, WITH PARTICIPANTS REPORTING SIGNIFICANT INCREASES IN THEIR KNOWLEDGE.**

“ [Thrive taught me to] look at what you want to achieve first and then everything flows from there, also review review review, don't be afraid to change things again and again until you get them right.”

– Mari Asher, Fit for Health Development Officer, Edinburgh Leisure

“ It was the simplicity of Thrive that made it fit. When you look at the plan do review stuff, that's now become our mantra. I would have loved to have been using it for the last 30 years... it's so specific yet so flexible.”

– Corgi George, Project Development Manager, Scottish Rugby



**THRIVE**

“ Thrive has enabled us to support the sector as it becomes more alert to the full range of ways it can make a difference to people's lives. It is always exciting to witness the “Ah-ha!” moment as participants see how by improving how they plan, do and review their projects they can learn how to make even more of a difference and share that learning with others.”

– Martha Lester-Cribb, Deputy Director, Evaluation Support Scotland



**CASE STUDY**

**LEISURE AND CULTURE DUNDEE**



Spirit of 2012 has significantly supported my team and the broader services of Leisure and Culture Dundee. Under Spirit's guidance, we've gained deeper insights into the outcomes of our targeted projects and learned effective methods for gathering evidence of their impact.”

– James Fenna, Active Schools Manager, Leisure & Culture Dundee

Since 2015 Spirit of 2012 has been working with Dundee Leisure and Culture to reach the least active in Dundee and support them on their active journey. A key feature of our work has been learning together. Their learning on what works in reaching the least active families informed the development of the Thrive toolkit and subsequent Thrive Learning Programme. Many of their staff have taken part in the Thrive Learning Programme and have used this learning to upskill, adapt their practice and redesign their projects and activities. Spirit has supported their ongoing learning work through outcomes workshops, evaluation planning learning events and 1-2-1 monitoring, evaluation and learning meetings through the Tayside & Fife Changing Lives Fund. Dundee Leisure and Culture, like Spirit of 2012, values learning and using learning to develop their team and design impactful projects and activities.



# SPORT AND PHYSICAL ACTIVITY CAN CHANGE LIVES

A KEY LEARNING FOR SPIRIT OF 2012 IS THAT...



...sport and physical activity can be powerful in bringing about change.'

Positive change from sport and physical activity can happen in areas such as wellbeing, social cohesion, life skills and inclusion.

The power of sport and physical activity to change lives was never been so clear than during the pandemic. Sports clubs and providers showed how they could play a key role in supporting their communities during a period of crisis. They pivoted to new ways of supporting their communities in the absence of participation in in-person sport and physical activity. Many reached out to local non-sporting organisations to work in partnership and provide assistance with doorstep drop offs, providing food and wellbeing packs, delivering online sport and physical activity classes or checking in on neighbours and club members to make sure they were OK.

This reflects the important role that sport and physical activity often plays in our communities. Sports clubs and providers are anchor organisations and are key

parts of our communities. They can successfully contribute to community wellbeing, inclusion and cohesion.

We work in partnership with Scottish Action on Mental Health to improve the mental health of sports clubs and providers in Scotland through the Mental Health Charter for Physical Activity in Sport. Supporting the good mental health of Scotland's sport clubs and providers can only strengthen the wellbeing of Scotland's communities.





# TOP 10 TIPS FOR REACHING THE LEAST ACTIVE

Over the last ten years we have gathered much learning and insight from our Glasgow 2014 sporting legacy work. We are delighted to share with you our Top 10 tips for reaching the least active based on evidence from across our programmes:

## 1 TAKE A PERSON-CENTRED APPROACH

Person-centred approaches work best in reaching and engaging the least active. This does not mean providing individual activities to everyone you work with but listening to people about what they want and designing projects and activities with them. By taking a person-centred approach to the delivery of sport and physical activity you will better understand what motivates people to come and keep coming back.

## 2 BUILD IN SOCIAL TIME AND FUN.

Building social time and fun into sport and physical activity will help you engage the least active. Social time and fun are key motivators for the least active to become and stay active, they are just as important as getting fit and healthy.

## 3 USE SPORT AND PHYSICAL ACTIVITY INTENTIONALLY.

Sport and physical activity can be successfully and intentionally used to bring about positive change for the least active. The evidence is clear and compelling. However, this intentionality needs to be at the heart of the design and delivery of sport and physical projects and activities for them.

## 4 FOCUS ON CHANGE.

Not only do you need to be intentional about the change you want to achieve but you need to focus clearly on this in the planning, doing and reviewing of your projects and activities. Supporting the least active to take part in sport and physical activity can lead to significant gains and benefits in other aspects of their life.

## 5 BECOMING ACTIVE IS A JOURNEY OF SMALL STEPS.

Becoming and staying active is a journey of small steps for people who are the least active. They often lack confidence and suffer from low self-esteem. Taster sessions and social events often work well as first step in engaging and recruiting the least active.



## 6 SMALLER AND INTENSE GROUPS OF PEOPLE WORK BETTER.

Supporting smaller groups of the least active in a deeper way often works better. It helps them build confidence and allows them to feel more included and to make connections. Projects and activities should also build in time for social activities and fun.

## 7 OFFER REGULAR AND SUSTAINED ACTIVITIES.

Our evidence shows us that regular and sustained sport and physical activity participation will result in positive change. For the least active this usually occurs at about 3 to 6 months

## 8 BRING DISABLED AND NON-DISABLED PEOPLE TOGETHER TO BE ACTIVE.

Disabled and non-disabled people can take part in sport and physical activity together. Disabled people are often the least active in our communities. Being active together through sport and physical activity can help disabled people feel more included, reduce isolation and change attitudes and perceptions about disability and ability.

## 9 WORK WITH NON-SPORTING ORGANISATIONS.

Sporting and non-sporting organisations can work well together. Both have their respective strengths in reducing inactivity and reaching the least active. The least active can often be found in other non-sporting organisations in their community. Bringing sporting and non-sporting organisations together widens the net of organisations who see sport and physical activity as a powerful tool to achieve positive change.

## 10 DON'T FORGET GOLDEN NUGGETS!

We call the small things that make the biggest difference Golden Nuggets. In reaching the least active this could be the warm welcome at the leisure centre or the phone call to check in after someone misses a session or class. These small things are often overlooked but our evidence suggest they can have a huge life changing impact.



# THE END



## THE FUTURE OF SPIRIT OF 2012

Until now, funding projects has been Spirit's bread and butter, but, as we look forward to our last two years, we are moving away from that to focus on advocating and influencing change.

We will now be using the expertise we have gained to help shape how the legacy of events is planned for and delivered. As we set out in our Inquiry Report in 2021, we know the UK is a world-leader in delivering events but there is still more we can do collectively to ensure that there is a genuine long-term impact for people and communities. Particularly those that might feel the least connected to the event itself. Further information on our Inquiry can be found on our website.



### CHANGING LIVES THROUGH SPORT AND PHYSICAL ACTIVITY PARTNERSHIP

We are committed to the Changing Lives through Sport and Physical Activity partnership. We will continue to work with our partners to share our changing lives through sport and physical activity learning and to influence others to take a changing lives approach to delivering sport and physical activity in Scotland. We remain committed to developing and upskilling the sectors workforce.



# RUTH HOLLIS CHIEF EXECUTIVE, SPIRIT OF 2012

**Reading this report makes me incredibly proud of the work that Spirit of 2012 has delivered over the last 10 years in Scotland. From that initial spark to work with the 2014 Commonwealth Games to Changing Lives, our work has grown in breadth and depth. As we look to spend out and close by the end of the 2025 our work in Scotland will remain one of Spirit's key achievements. As this report also shows we have not done it alone and it is built on a number of key partnerships.**

We are grateful for the trust placed in us by the Scottish Government to disburse funds on their behalf. At the funding and strategic level we have been delighted to work closely alongside the Scottish Government, sportscotland and The Robertson Trust.

Our learning partners Evaluation Support Scotland, Actify, Research Scotland, the University of Strathclyde and Wavehill, have been an essential part of digging deeper into the learning so we can both say with confidence what works and we leave behind a sporting system that is better at doing and learning from monitoring and evaluation.

However, it really couldn't have been done without all the delivery partners throughout Scotland. Those of you working day in and day out to make people's lives better through sport and physical activity. It has been an honour and privilege to work with you over these past 10 years and to see the fruits of your hard work and commitment – thank you.

We're not closing yet! Over the next 18 months Spirit of 2012 will be working hard in Scotland, and across the rest of the UK, to ensure that events leave an ensuring legacy for the communities that host them, and that sport and physical activity continues to be a powerful tool in changing people's lives for the better.

**“ It has been an honour and privilege to work with you over these past 10 years and to see the fruits of your hard work and commitment – thank you.”**

– Ruth Hollis, Spirit of 2012 Chief Executive





**THANK YOU SCOTLAND OUR IMPACT AND GLASGOW 2024 SPORTING LEGACY WORK WAS MADE POSSIBLE BY ALL OF OUR FANTASTIC GRANTHOLDERS AND PARTNERS WE'VE WORKED WITH OVER THE LAST 10 YEARS. YOU INSPIRE US EVERY DAY.**

**ORGANISATION**

Achieve More Scotland

Actify

Active Communities

Active Stirling

Angus Alive

Basketball Scotland

Big Hearts Community Trust

Bike for Good

British Olympic Foundation

Cairngorms National Park Authority

Changes Community Health Project

Community Leisure UK

Cricket Scotland

Disability Sport Fife

Drumchapel Sports

Dumfries & Galloway Council

Easterhouse Community Sports Hub

Evaluation Support Scotland

Edinburgh Leisure

Falkirk Community Foundation

Fife Council

Fife Disability Sport

Fife Sports & Leisure Trust

Forth Valley College

Forth Valley Disability Sport

Foundation Scotland

Glasgow Life

Grampian Disability Sport

Greenock Morton Community Trust

Inch Park Community Sports Hub

Inspiring Scotland

KA Leisure

LEAP Sports Scotland

Leisure & Culture Dundee

Live Active

Lord Taverners

Midlothian Council

Mor Diversity

MVMT

Netball Scotland

NHS Highland

NHS Tayside

Paths for All

PEEK

Perth and Kinross Health & Social Care Partnership

Public Health Scotland

Research Scotland

Scottish Action on Mental Health

Scottish Archery

Scottish Club Sport

Scottish Disability Sport

Scottish Fencing

Scottish Football Association

Scottish Government

Scottish Squash

Scottish Sports Futures

Scottish Student Sport

Scottish Women Warriors Wheelchair Basketball Club

Scottish Youth Dance

South Lanarkshire Leisure and Culture

Sport Aberdeen

Sported

Sporting Equals

Sporting Memories Foundation Scotland

sportscotland

Street League

Street Soccer Scotland

Streetgames

The Adventure Syndicate

The Fighting Chance Project

The Ripple Project

Spartans Community Foundation

UK Active

University of Strathclyde

University of the West of Scotland

Venture Trust

Volunteer Scotland

Warriors in the Community

West Lothian Council

Youth Scotland

Youth Sports Trust

Z1 Girls Group

# PATH TO PARIS

# PATH TO PARIS



## Join the Path to Paris

To celebrate the Paris 2024 Olympic and Paralympic Games, **Team GB** and **ParalympicsGB** are inviting you on a virtual journey to Paris!

Primary schools, community groups and sports clubs can get on the **Path to Paris** in just a few easy steps!

1. Sign up for Get Set
2. Create a team
3. Get active
4. Log your activity
5. Be in with the chance to win brilliant sporting prizes!



Visit [getset.co.uk/pathtoparis](https://getset.co.uk/pathtoparis) to find out more.

Do you work with young people aged 5-11?

Do you want to support them to get active and feel the benefits of physical activity?

Do you want to inspire the next generation to engage with the Olympic and Paralympic Games?

To celebrate the Paris 2024 Olympic and Paralympic Games, **Team GB** and **ParalympicsGB** are inviting you on a virtual journey to Paris!

Sign up today to access this free programme for 5-11 year olds.



## Scotland's Mental Health Charter for Physical Activity and Sport

aims to improve equality, diversity and inclusion of **mental health and wellbeing** within physical activity and sport communities. The goal is to ensure there is no barrier to engaging, participating, enjoying and achieving in physical activity and sport.

Signing the Charter means clubs or community organisations agree to four commitments:

- > PROMOTE**  
Promote inclusive practices and approaches around mental health and wellbeing.
- > COLLABORATE**  
Actively collaborate with and contribute to the Charter network and wider communities by sharing learning.
- > INCLUDE**  
Embrace inclusion and create a positive and welcoming culture.
- > REFLECT**  
Review and recognise impacts and achievements in supporting people's mental health and wellbeing.



Over the last 5 years we've been working in partnership with Spirit of 2012 to use sport to change the lives of people and communities in Scotland and improve their wellbeing. From the outset, engaging and working alongside Spirit of 2012, was built on strong foundation of shared values and a focus on changing lives of people with greatest need, especially from seldom heard communities. Their continued support to help shape SAMH work around the power of physical activity and sport for our physical, mental and social health is clear. Their openness to share knowledge and insights as a member of Scotland's Mental Health Charter for Sport Steering Group, provided valuable strategic direction and shaped the work we do across the physical activity and sports communities in Scotland.

– Robert Nesbitt, Head of Physical Activity and Sport, Scottish Action on Mental Health (SAMH)

