

annual report 2002/03

more people

more active

more often

sportscotland

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More people, more active, more often

We are the national body for sport in Scotland, dedicated to increasing participation by all - from primary school children to people of a mature age and from absolute beginners to elite athletes. Our aim is to help everyone in Scotland enjoy sport's many benefits.

We cannot achieve this alone, and we rely on working in partnership with public, private and voluntary organisations who can contribute to increasing the nation's participation in sport. As a non-departmental public body, we also work very closely with

the Scottish Executive, advising Scottish Ministers and implementing Scottish Executive policy for sport and physical recreation. In 2002/03 we invested approximately £48 million of government grants and lottery funds.

Together with our partners, we play a leading role in driving forward Sport 21, the national strategy for sport. We have structured our organisation to reflect the strategy and have three delivery teams working in the areas of widening opportunities, developing potential and achieving excellence.

We play a major role in raising the profile of sport and highlighting the benefits of sport in society. We also run three national sport centres and in 1998 set up the Scottish Institute of Sport to manage much of our elite sport responsibilities.

All of this work can be distilled down to the simple objective of working with our partners to see '*more people, more active, more often*'.



Chairman's address



I am delighted to introduce the **sportscotland Annual Report for 2002/03**, a year which has provided both **sportscotland** and **Scottish sport** with **significant challenges and successes**.

This is a positive time for Scottish sport but the context in which we and our partners work is ever-changing. We must however all be mindful of our partnership commitment to Sport 21: 2003-2007 which must remain the main focus of all our efforts.

Sport 21

Sport 21 was originally introduced in 1998. As the national strategy for sport in Scotland, it provided a vision for Scottish sport which all of us could work to achieve. Four years into Sport 21, it was considered timely to review it - firstly to measure its impact, and secondly to update it so that it continued to inform and drive the delivery of sport in Scotland. The review involved a year-long consultation with partners and the updated strategy, Sport 21: 2003-2007, was launched in March 2003.

The revised strategy still holds to the original three core visions. Sport 21 still envisages a nation

where sport is more widely available to all; where sporting talent is recognised and nurtured; and where world class sporting performances are consistently achieved. To help make those visions a reality, Sport 21: 2003-2007 has established one overarching objective: for 60% of adult Scots to take part in sport at least once a week by 2020. The updated strategy also sets eleven supporting targets to be achieved by the year 2007.

Crucially, the revised plan is a contributor to the Scottish Executive's Physical Activity Strategy. This will ensure that Scottish sport's activities complement the nation's drive to increase physical activity and contribute to the improvement of the health of the nation.

National Facilities Strategy

Recently we welcomed the Scottish Executive's strategy for a regional network of multi-sport training facilities throughout Scotland, which we have been developing with them. The total cost of these new facilities will be between £75 million and £90 million and the Scottish Executive have announced a contribution of approximately £30 million towards the overall cost. The successful development of these exciting new facilities for sport in Scotland will involve partnerships with public and private stakeholders. Not only so that funds are available to build the new facilities but crucially to ensure the income will be available to secure long term sustainability.

The network of six regional facilities will have indoor multi-sport training facilities at their core, complemented by a new national arena. The strategy will also include two versatile municipal stadia.

The process to invite applications is now underway. Only effective partnership working will help us to complete this important project. It is a major development for Scottish sport, and is one of our priority areas for the years to come.



Facing the challenge of Sport 21: (from left to right) Rhona Martin MBE, Des McNulty MSP, Dr Elaine Murray MSP, Frank McAveety MSP, Alastair Dempster - Chairman of **sportscotland**, and Chris Hoy.

Funding for sport

The Scottish Executive recently also announced that it will make available significant new funding during 2003-2007, primarily to develop our programmes for sport co-ordinators in both primary and secondary schools. This investment is particularly welcome as it helps us expand our activities in this important area.

Scottish Institute of Sport

sportscotland recently committed £16 million over the next four years to continue the development of the Scottish Institute of Sport. This investment will ensure that the Institute continues to help our athletes shine on the world stage.

I am delighted that our athletes are receiving focused support as they prepare for events such as the Olympic Games in Athens in 2004, the Winter Olympics in Turin in 2006 and the Commonwealth Games in Melbourne in 2006. We will continue to support the Institute's progress and I am confident that the Institute will make a major contribution to assisting **sportscotland** in delivering its Achieving Excellence objectives.

EventScotland

In November we welcomed the Scottish Executive announcement of £10 million

funding for a new organisation working within VisitScotland tasked with making Scotland one of the world's leading events destinations. EventScotland's remit covers all types of events - both sporting and cultural. Undoubtedly sporting events such as the Ryder Cup in 2014 will play an integral part in the organisation's future strategy. **sportscotland** will be mindful that our own support for sporting events is in line with the new organisation's strategy.

Ministerial change

Throughout the year we enjoyed significant help and support from both Mike Watson MSP, Minister for Tourism, Culture and Sport and his Deputy, Dr Elaine Murray MSP. I would like to thank them for their efforts in developing sport in Scotland, and to welcome Frank McAveety MSP as the new Minister for Tourism, Culture and Sport. We look forward to continuing to work in partnership with the new Minister and the Scottish Executive.

sportscotland team

I would also like to thank my fellow board members for their dedication throughout the year and to acknowledge the service given by Alan Grosset and Fiona Reid, who stepped down from the Council this year. I would particularly like to thank Alan for his efforts as the Vice Chairman of the

Council over many years. He has made a very significant contribution to sport in Scotland and I am sure will continue to do so in future.

Also, I would like to praise the continued enthusiasm and dedication of Ian Robson and his team in progressing the organisation's work during 2002/03. Despite all of the changes which have been implemented in recent years, much has been achieved and I am grateful for their efforts to promote and develop sport in Scotland.

I am very aware that the achievements in this report can be attributed not only to **sportscotland** but to all of our partners. Our organisation depends on close working relationships with the Scottish Executive, Scottish Governing Bodies of sport, local authorities, the Institute Network and all our other partners. I am committed to continuing to work through partnerships in the future.

Alastair Dempster
Chairman of **sportscotland**



Chief Executive's report



At **sportscotland**, we have a very clear purpose: to work with partners to increase participation in sport at all levels. We want 'more people, more active, more often'.

Throughout the year we have been working towards that goal in partnership with many people, including the Scottish Executive, Scottish Governing Bodies of sport, the 32 Scottish local authorities, the Institute Network, Social Inclusion Partnerships, volunteers and talented athletes, to name but a few. This report describes some

of the progress made by adopting a partnership approach, and I would like to highlight one or two key areas here.

Commonwealth Games

Last August, the Commonwealth Games were held very successfully in Manchester. It was rewarding to see Scots challenging for and gaining significant medal success, particularly because so many of these athletes are supported by **sportscotland** and/or the Scottish Institute of Sport. Success at this level is a catalyst to participation by young Scots: the more role models we create, the more young Scots will emulate their heroes and heroines.

Scottish Sports Hall of Fame

The impact of heroines and heroes was further highlighted in November 2002, when we were delighted to welcome the first 50 inductees into the Scottish Sports Hall of Fame. A partnership project with the National Museums of Scotland, it honours Scotland's great sporting men and women and sets out to inspire champions in future generations. The inaugural ceremony boasted legends such as Sir Jackie Stewart, Denis Law, Gavin Hastings, Louise Aitken Walker, Jimmy Johnstone, Sir Chay Blyth, John Greig, David Wilkie, Alan Wells, Belle Robertson, Jim Watt and Willie Carson. Along with many others, these great sports people proudly received their awards from the First Minister Jack McConnell MSP and the then Minister for Tourism, Culture and Sport, Mike Watson MSP.



The first 50 inductees of the Scottish Sports Hall of Fame with the First Minister and the then Minister for Tourism, Culture and Sport.

Making sport habitual for young people

At the opposite end of the sporting spectrum, our schools programmes continued to progress with our local authority partners. It is great to know that over 90% of secondary schools in Scotland now have a School Sport Co-ordinator to increase levels of participation in extra curricular activity. The Active Primary School pilot programme also continued to develop and is now being extended. We look forward to developing this bedrock for participation in the coming years. Both of these programmes will make a significant contribution to the Scottish Executive's Active Schools programme.

sportscotland Lottery Strategy Review and the sportscotland Corporate Plan 2003-2007

The Chairman has already mentioned the review of Sport 21 during the course of last year, and I thank all the partners involved in that process. Having the guidance of a reviewed strategy has enabled us to examine the way we distribute National Lottery funds to sport in Scotland. This examination has taken the form of an open consultation with partners. In turn this has also helped us

to develop our own Corporate Plan for 2003-2007. Together these documents will ensure that **sportscotland's** role in leading the delivery of Sport 21: 2003-2007 is clear.

Through our consultations, partners will be aware of the decline in lottery resources available to us. Last year I reported on the balances held on our behalf by the National Lottery Distribution Fund (NLDF). This year we have reduced the level of uncommitted funds held on our behalf by the NLDF to £12,966,982 at 31 March 2003 (from £17,593,172 at 31 March 2002). We will continue to be prudent with all of the resources available to us.

Integration

One of the most exciting developments in putting together the **sportscotland** Corporate Plan for 2003-2007 is the integration of both lottery and exchequer programmes. This integration will simplify the way we can discuss investment and support for partners, provided we are all working to the complementary targets of Sport 21: 2003-2007 and our own Corporate Plan. This improved engagement with partners is very

encouraging and in turn will greatly benefit Scottish sport. Undoubtedly, an integrated approach offers best value for money for Scottish sport as we work together to deliver on the objectives set out in Sport 21: 2003-2007.

Last year we tackled many challenges and made a great deal of progress. I hope you find that this document gives you a stimulating overview of the impact our work is having, and I look forward to working with you all to increase Scotland's future participation in sport.

The team

I would also like to take this opportunity to pay tribute to the tireless energy and commitment of **sportscotland** staff during what has been a year of change, opportunity and challenge.



Ian Robson
Chief Executive



More facilities, more participation, more access, more players



Widening opportunities

The widening opportunities team's work is about making it possible for every single person in Scotland to lead a healthy lifestyle and take part in sport. It's about working with local authorities and their local partners, to overcome obstacles to participation – whether those barriers are a result

of disability, economic disadvantage, social exclusion or anything else. Children and young people are a particular focus to this work in the drive to develop a culture of lifelong participation and our aim of 'more people, more active, more often'.



School sport

sportscotland continues to invest in the **Active Primary School Co-ordinator** programme, promoting healthier lifestyles for primary school-aged children by getting them 'more active, more often' in a fun and safe environment. Since its launch in August 2002, the programme has expanded considerably and now involves 295 primary schools in Scotland. At its heart is the Active Primary School Co-ordinator, who co-ordinates physical and sporting activities for primary schools. The programme also aims to create a natural pathway for children to continue their involvement in physical activity and sport when they move from primary to secondary school.

"I've worked on lots of activities over the year including: a mixed hockey festival involving 215 Primary 7 pupils; additional coaching sessions in hockey, rugby and handball; and after school and community clubs offering 'Basic Moves' sessions for both pre-school and primary school pupils. These complement the pilot programmes that have been introduced into Primary 1 curriculum time."

June Murray, Active Primary School Co-ordinator for East Lothian

The **TOP programme**, in partnership with the Youth Sport Trust, is now being delivered in 29 local authorities across Scotland. Last year three additional local authorities received awards to help them implement the programme, both in schools and in the local community. The programme complements the Active Primary School Co-ordinator programme by funding specialised sports equipment for primary school-aged children and training for community leaders. The total value of the commitment to the TOP programme in 2002/03 was £160,533 through the **sportscotland** Lottery Fund.

The **School Sport Co-ordinator** programme entered its fourth year. It is having a significant impact on the quality and quantity of out-of-school-hours sport: participation levels have risen from 17% to 24% since its introduction. Last year 47 awards totalling £2,510,635 were made through the **sportscotland** Lottery Fund. The programme is now implemented by 90% of secondary schools throughout Scotland, across 30 local authorities.

"Having a School Sport Co-ordinator on board at Whalsay has brought much more structure and variety to the school's sports programme. The number of pupils taking part in physical activities outwith curriculum time has risen considerably. This can be largely attributed to the introduction of new lunchtime clubs and after-school coaching sessions covering a wide range of sports. The work of PE staff, the local leisure centre and community clubs has been complementary to this."

Charles Hutchison, Acting Head Teacher, Whalsay School, Shetland



An estimated 5,000 children from 28 of Scotland's local authorities took part in the 2002 **BAA Scottish Airports Youth Games**. The Games were held in Aberdeen, Edinburgh and Glasgow, giving young people the chance to be a champion for the day. BAA Scottish Airports continued its support for the Games with an investment of £65,000.

Out-of-school sport

Over 5,000 young people took part in the **BP Tourfest** programme last year. Supported by a BP investment of £50,000, the BP Tourfest encourages development of youth sport in Scotland. The programme involves more than 50 events in 12 sports including a multi-sport disability programme. It's delivered through a partnership between **sportscotland**, local authorities and Scottish Governing Bodies of sport.

The **Junior Club Development** pilot programme develops activity for young people in their local community. This year the programme assisted 40 clubs in 15 local authorities working across 12 sports.

sportscotland is committed to ensuring a safe environment for all children's sporting activities. In **partnership with Children 1st**, **sportscotland** has developed a template for policy and procedures for Scottish Governing Bodies of sport and other organisations. The template covers all the relevant areas of child protection which a sports organisation should address. It also gives step-by-step guidance on how to put the advice into action.

The **Royal Mail Ready, Willing and Able for Sport** programme is a partnership between **sportscotland**, Scottish Disability Sport and the Royal Mail. The Royal Mail invested a further £30,000 this year, creating opportunities for people with a disability to participate in sport both at a local and national level.



Donald Dewar Leisure Centre, Drumchapel

Community sport

The **sportscotland** Lottery Fund made 48 awards to schools, community facilities and swimming pools under the **Sports Facilities** programme. The awards totalled £7,559,127 and helped provide new and upgraded facilities across Scotland.

Delight in Drumchapel

The community of Drumchapel celebrated the opening of the Donald Dewar Leisure Centre in March 2003. £1.5 million of the £4.2 million total cost was awarded through the **sportscotland** Lottery Fund. The state-of-the-art facilities include an indoor sports hall, dance studio, fitness suite and changing facilities – welcome additions to the existing swimming pool and pitches that are so popular with the people of Drumchapel.

“These new facilities offer a real incentive for the people of Drumchapel to participate in a wide range of different sports activities. And the after-school clubs and activities provide a positive alternative for the younger people in the community.”

Councillor John Lynch, Convenor of Cultural and Leisure Services, Glasgow City Council

Small community groups and clubs shared £1 million through the **Awards for All** programme. Of the 317 awards made, 82 were to organisations in 21 different Social Inclusion Partnership (SIP) areas. The money will improve access to sport and physical activities for people in these communities.

The pound-for-pound sponsorship initiative **SPORTSMATCH** invested in 80 grassroots sports projects over the year, allocating funds of £173,000. The initiative encourages local businesses to sponsor sport in Scotland by matching sponsorship money on a pound-for-pound basis.

Double impact

East Kilbride Girls Football Club received £1,000 sponsorship from two local community-based businesses last year. Useful in itself, but even more so after the award was matched pound-for-pound by a **SPORTSMATCH** award. The total amount received by the club was used to fund additional coaching sessions for the Under-13 team, to acquire new training equipment and to buy coaching videos and books.

“We have been able to introduce coaching sessions for our younger players, helping us to develop our match players of tomorrow. Without the type of financial support we receive through **SPORTSMATCH and sponsors, the club would find it difficult to survive.”**

James Donachie, Club Secretary, East Kilbride Girls Football Club



Through the **sportscotland** Lottery Fund and the **Social Inclusion Partnership** programme, we have awarded more than £1.3 million to 33 different projects. The programme aims to provide additional opportunities for people living in Social Inclusion Partnership areas to participate in sport and physical recreation and improve their quality of life.

Health improvement through sport

Paisley Partnership received a **sportscotland** Lottery Fund award of £115,348 to fund the 'Health Improvement Through Sport' project (HITS) in partnership with the SIP and local health agencies. The award contributed to the employment costs of a HITS Project Co-ordinator, responsible for co-ordinating coaching in athletics, golf, football and basketball for primary-aged children in 32 schools throughout Renfrewshire.

Delivery of the programme involved agencies and personnel from health, education and sport, to bring about a higher quality of life and improved self-esteem for local children.

“Our research shows that over the past three years, HITS has made a positive impact on the lives of its participants and their families. We think it works because it delivers important and serious messages in a fun way. This approach has proved so successful that the local authority has piloted a similar programme to other non-SIP schools within the Renfrewshire area. Funding from sportscotland has secured the future of the project allowing even more children to reap the benefits of physical activity and a healthier lifestyle.”

Ian Simpson, Acting Chief Executive of Paisley Partnership



More coaches, more skills, more support, more progress



Developing potential

The developing potential team has a wide-ranging role to give everyone a pathway to progress in sport to their own level, regardless of age, ability or background.

To create these pathways the team works closely with the Scottish Governing Bodies of sport, local authorities, coaches and volunteers.



Scottish Governing Bodies (SGBs) of sport

53 SGBs received sportscotland investment through the Development Grant Aid programme. The overall investment was £3,077,751.

“Scottish Swimming has benefited from both sportscotland Development Grant Aid and lottery funding across a number of programmes and initiatives. It has allowed the sport to deliver across the three Sport 21 visions by professionalising its infrastructure to support and underpin the work of the many volunteers. The employment of coaches linked to the Scottish Institute of Sport has seen a commensurate improvement in the sport’s standards. We were proud to see 23 Scottish athletes represent Great Britain in swimming, diving, water polo and open water in the summer of 2003 with medals attained at World, European Junior and European Youth Olympic level. Within Widening Opportunities, the launch of the National Swimming Award will hopefully ensure swimming is an entitlement in Scotland and allow all youngsters to access a pathway within the sport.”

Paul Bush, Chief Executive, Scottish Swimming

“The majority of our Development Grant Aid is used to support professional staff at Scottish Gymnastics who work hard to develop the sport in Scotland. We have also been able to use the investment to develop and launch a National Gymnastics Award Scheme, a Coaching Foundation License and to develop and train the volunteer network in the sport.”

Mike Roberts, Chief Executive, Scottish Gymnastics

“Development Grant Aid helps us develop our membership and increase participation in table tennis. For example, in partnership with Dumfries and Galloway Council and Dumfries Table Tennis Club, we were able to co-fund a Development Officer to develop grassroots table tennis with primary schools, people with disabilities and over-50s groups. The Development Grant Aid investment also allows us to financially support eleven volunteer Development Co-ordinators throughout Scotland and to support our own administration of the sport. Projects like this have enabled us to grow the number of players affiliated from 2,661 in 2001/02 to 3,560 in 2002/03.”

David Clifford, Chairman, Table Tennis Scotland



As part of the ongoing **organisational development of SGBs**, **sportscotland** worked in partnership with Netball Scotland, the Scottish Volleyball Association and Scottish Gymnastics to appoint staff for senior management roles. With our help, a total of 16 SGBs have now worked towards a professionally-led management structure.

“Since joining Scottish Volleyball I have been able to conduct a root and branch review of everything we do to ensure that we align all our programmes to delivering on Sport 21. The emphasis of our work has changed. The perspective is now, ‘How can Scottish sport be enhanced and developed through Volleyball?’, rather than purely, ‘What is best for Scottish Volleyball?’ Our staff and volunteers are fully committed to delivering on our business plan which in turn will ensure that we will help achieve Sport 21 targets.”

Kenny Barton, Chief Executive, Scottish Volleyball Association

Through ongoing assistance from **sportscotland’s** Financial Legal Advisory Panel, six more SGBs were supported in becoming **companies limited by guarantee**, making a total of 22. This status provides greater security for members, volunteers and management boards.

As part of a rolling programme of governance support for SGBs, **sportscotland** has facilitated **‘Fit for Purpose’ audits** with eight SGBs. These audits are a management tool that helps SGBs to:

- prioritise activity
- identify risks
- provide assurance in terms of security and investment.

sportscotland is also providing ongoing support at the conclusion of the audits.

We continue to provide training and development opportunities through the **Training Matters** programme. Last year we organised 12 different training and development courses, attended by 190 staff and volunteers from SGBs, local authorities and local sports councils. Staff from seven SGBs and two local authorities also participated in a Management Development course over a nine-month period.



Coach education and development

As a result of the **Coaching Network**, 14 SGBs now have a professional officer with a remit for coach education and development, as do seven local authorities and two regional partnerships.

The **Coach Development Workshop** programme successfully delivered a total of 231 workshops involving 3,453 individual coaches. A key focus was Good Practice and Child Protection.

Developing the potential of young people

The **Junior Groups** programme supports young people to fulfil their sporting potential and to assist them to make the transition from junior to senior competition. In 2002/03 **sportscotland** awarded the following through the **sportscotland** Lottery Fund:

- a total of £1,026,682 to 28 Scottish Governing Bodies of sport to support junior national squad athletes
- a total of £247,660 to support 995 talented young athletes across 13 local authority areas.

To date 66 athletes have progressed through the Junior Groups programme onto the **sportscotland** Talented Athlete Programme.

“As a result of the Junior (Regional) Groups Award, SportTayside has been able to support over 300 talented young athletes across nine sports. The funding has given the youngsters the opportunity to receive quality coaching and competition opportunities and support in areas such as sports science, nutrition and strength and conditioning.”

Councillor Joy Mowatt, Convenor, Sport Tayside Partnership



The **Sports Leadership Programme for Young People** was devised in partnership with Volunteer Development Scotland through the nationwide initiative Millennium Volunteers. The aim of the programme is twofold:

- to create a pool of tutors from within schools who can assist School Sport Co-ordinators
- to introduce senior pupils to volunteering in sport.

During 2002/03, over 50 young people were involved in the programme, gaining skills in organisation, communication, planning and improving games and activities. Over 30 of these pupils gained a governing body award or certificate in sports leadership or first aid.

In February 2003, the First Minister and Colin Montgomerie launched '**clubgolf**', a new national junior golf strategy to give every nine year old child in Scotland the opportunity to try the game. In partnership with the Professional Golfers' Association, a Coach Education Manager has been appointed. Five out of the six planned Regional Managers have now also been appointed to co-ordinate the delivery of the strategy at a regional level.

Regional facilities

The **sportscotland** Lottery Fund awarded a total of £1,895,794 to three regional facilities: the Nicolson Lewis Sports Centre re-development in the Western Isles; the Kinlochleven Land Development Trust Carbon Bunker Development (The Ice Factory); and The Chris Anderson Stadium in Aberdeen.



More medals, more champions, more trophies, more heroes



Achieving excellence

International success in sport inspires the nation and provides role models for children. Achieving excellence requires investment in many areas; from grassroots through to talented athletes. Our achieving excellence team primarily works with Scottish Governing Bodies (SGBs) of sport, the Scottish Institute of Sport and the Area Institutes of Sport (together making up the Institute

Network), the Commonwealth Games Council for Scotland, UK Sport and talented athletes. Together we develop long-term plans and invest in training and competition programmes, coaching, sports science, sports medicine and facilities, to sustain success on the world stage.



The Talented Athlete Programme

Through the **sportscotland Talented Athlete Programme** (TAP) and the Lottery Fund, 434 athletes received £2,306,533. Athletes on the programme are surveyed: last year 61% of the athletes were competing on a higher level than the previous year and 71% had improved on their personal best performance during the period.

“TAP funding gave me greater access to coaching, enabling my coach to travel to examine my progress in training on a more regular basis. It also bought me time with my coach to develop my own personal training programme and proved an invaluable support when I was recovering from injury. Overall the funding helped me to focus on my training and consequently my development as a weightlifter.”

Tommy Yule, Weightlifter, 2002 Commonwealth Games
Bronze Medallist

In November 2002, the achieving excellence team **piloted a new approach** to the Talented Athlete Programme for Scottish Athletics. The aim of the pilot was to apply the TAP award flexibly, in a way that best suited athletics as a whole and individual athletes' particular stage of development. The pilot implements time/distance/points criteria for athletes aged 16 years upwards at Scottish International level, taking into account World Class Performance Programme standards. Through the Lottery Fund, **sportscotland** awarded a total of £193,968 to 60 athletes as part of the process. Positive results are expected following the current athletics season but more particularly at the Commonwealth Games in 2006.

Coaching

High quality coaching is vital to the performance of Scotland's developing sports people. With this in mind, twelve awards totalling £53,922 were made through the **Performance Coach Development** programme. This **sportscotland** Lottery Funded programme provides financial support to assist coaches currently working with national standard athletes (senior and junior) to develop their coaching knowledge and skills against an agreed programme of development opportunities.



Two new awards and two supplements to existing commitments were made through the **sportscotland** Lottery Fund for the **sportscotland National Coach** programme last year – a total of £382,826. This allowed the governing bodies for boxing, women's football, squash and athletics to develop international success through the employment of expert coaches. During the year, the programme employed 14 National Coaches across 13 sports.

“Having dedicated coach resource for the national squad athletes provides a really solid base for the team to work from. A full-time focus on training and preparation for international events has stretched the athletes both in terms of their performance and their aspirations for success. We're working at being not only the best in Scotland, but the 'best in the world'. The squad are looking forward to the opportunity to compete at the 2006 Commonwealth Games.”

Darren Smith, National Coach, triathlonscotland

Strength and conditioning

There is growing awareness of the role strength and conditioning plays in athlete performance. During 2002/03, following the success of the previous year's project, **sportscotland** hosted three more four-day **Strength and Conditioning Workshops**, bringing the total since the project's inception to seven. Since 2000, 146 participants have attended across 18 sports, including athletes and coaches on the UK Sports Institute's World Class Performance programme.

Facilities

2003 saw the opening of a world class **National Badminton Academy** at Scotstoun Leisure Centre in Glasgow. The £3.5 million facility was funded by the **sportscotland** Lottery Fund (awarded through the Scottish Institute of Sport programme) and Glasgow City Council. It will be used by athletes of all levels from grassroots through to elite performers. It is also the training base for Scotland's national badminton squad.

Events

The **sportscotland** Lottery Fund **Major Events** programme made three awards to provide invaluable support for major sporting events in Scotland. During the year a total of £112,213 was invested in the Euro 2008 Feasibility Study, the World and European Archery Championships 2002 and the Tissot Mountainbike World Cup 2002.



Scottish Institute of Sport

One of the three key visions of Sport 21 is of Scotland as a country achieving and sustaining world class performances in sport. To help achieve this, **sportscotland** established the **Scottish Institute of Sport** in 1998. The Institute provides support to athletes in the areas of sports medicine, sports science, performance analysis, career education, coaching, and strength and conditioning. The Institute has been funded over its inaugural five year period by lottery funding distributed by **sportscotland**.

Each of the Institute programme sports* has a lead coach; this has been extended to include assistant coaches in badminton, curling and rugby, as well as the newly introduced Apprentice Coaches for athletics and judo. At the end of March 2003 there were 194 athletes on Institute programmes.

Of the 27 medals won by Scotland in the Institute programme sports at the 2002 Commonwealth Games, 20 were won by **Institute athletes**. Other Institute successes this year included:



Chris Hoy and **Craig McLean** became cycling World Champions.



Lee McConnell won a 400m silver medal at the 2002 Commonwealth Games and a bronze medal at the 2002 European Championships.



Alison Sheppard was ranked no.1 in World Cup standings for the 50m freestyle.

Area Institutes of Sport

Each of the six **Area Institutes of Sport** has developed significantly over the last 12 months, providing support for a total of 335 athletes. The introduction of canoeing (slalom), cycling, snowsports, squash, tennis and triathlon at Area Institute level has increased athlete numbers and diversity.

In December 2002 the role of Area Institute Co-ordinator was formalised. The Area Institute Co-ordinator is responsible for ensuring good communication across the Area Institutes of Sport, the Scottish Institute of Sport, Scottish Governing Bodies and **sportscotland**.

* Institute programme sports are athletics, badminton, curling, football, golf, hockey, judo, rugby and swimming.



Commonwealth Games success

The seventeenth Commonwealth Games took place in Manchester during July and August 2002. The Bank of Scotland Scottish Team boasted 207 Scots, 102 of whom received financial support through **sportscotland's** Talented Athlete Programme. A further 66 were supported through membership of the Scottish Institute of Sport. In recent years **sportscotland** has financially supported and enjoyed a close working relationship with the Commonwealth Games Council for Scotland (CGCS), which organises the Scottish team and provides technical and financial support, planning and key personnel to support the team at the Games.

The final results saw Scotland leave Manchester with 6 Gold, 8 Silver and 16 Bronze medals, an overall total of 30. A total of 48 athletes won medals (team medals only count as one in the medal tally). Of these, 39 were supported by **sportscotland**, either through the Scottish Institute of Sport, the Talented Athlete Programme or the Commonwealth Games Enhancement Fund.

The final medal table saw Scotland in tenth place. The table below highlights significant progress since Kuala Lumpur in 1998.


All Scottish medallists from the Commonwealth Games have had support at some point in their careers from the **sportscotland** funded programmes.

Excellence achieved

Year	Sports	Countries	Competitors	Medals Available	Gold	Silver	Bronze	Total Medals
1998	15	70	149	651	3	2	7	12
2002	17	72	200	895	6	8	16	30
% change	13%	3%	34%	37%	100%	300%	128%	150%

“Only Gold was acceptable to me, anything else would have been failure. Having taken up the sport at 12 and competed from the age of 15, I knew this was my last ever competition and I was desperate to leave the competitive arena with that medal around my neck. For me it was a dream end to my career. Like many athletes I was very single minded and stubborn, however I always appreciated the support I received during my career which helped me to be a winner.”

Graeme Randall, 2002 Commonwealth Games Gold Medallist

A monochromatic blue-toned photograph of a person on a sailboat. The person is leaning over the side of the boat, holding onto the rigging. A surfboard is mounted on the deck in the foreground. The background shows the sea and a cloudy sky.

More expertise, more activities, more training, more services



National Centres

The **sportscotland** National Centres contribute to the work of each of the three teams described on the previous pages. As centres of sporting excellence, they work with Scottish Governing Bodies of sport, schools, colleges, clubs and local communities to offer their facilities to the widest possible audience. They offer residential and non-residential courses for all kinds of people, from keen amateurs to national squads. And they do a

great deal to deepen Scotland's pool of expertise, coaching the coaches through advisory services, sports tuition as well as offering training in the theory and practice of outdoor sport.

The three **sportscotland** National Centres bring together two of Scotland's greatest assets – its people and its natural environment.



sportscotland National Centre Glenmore Lodge

From its base at the foot of the Cairngorms, Glenmore Lodge offers over 150 courses in mountaineering, rock climbing, kayaking, canoeing, sea kayaking, hill walking, navigation, first aid and mountain and river rescue.

During 2002/03 the centre worked closely with several national governing bodies, and athletes from various sports, to train numerous private and public sector organisations using world class best practice. Working with the Cairngorm Partnership Initiative, we also launched the Affordable Health & Fitness programme, offering personal advice about fitness and healthy lifestyles.

Taking a leading role in the UK, we introduced a programme of courses in the emerging field of 'adventure ecology'. The courses are designed to create a greater understanding of the relationship between humans and the natural world and how outdoor activity can be integrated with healing therapies.

We are also able to use our specialist skills to promote social inclusion, enabling participation by those who may not normally have access to sport. For example, March 2003 saw the UK's first

winter outdoor course for the visually impaired, supported by a market research project undertaken in partnership with the University of Stirling. In 2002/03 we also shared not just our expertise but even our people, through staff secondments to temporary development and advisory roles with the Scottish Canoe Association, the British Canoe Association and Scottish National Heritage. One of our paddlesport instructors also captained the Scottish Kayak Surf Team to second place, a national best, in the Home Internationals.

Finally, we offer vital practical assistance in our capacity as an advisory service for mountain and watersports safety issues. This year we appointed a full-time member of staff to co-ordinate the work of the Scottish Avalanche Information Service, which saw a significant rise in usage over the year. Fourteen of our staff were also honoured to receive a jubilee medal for their hands-on services to mountain rescue.

These are just a few of the ways in which we brought the mountains to the people of Scotland last year.



sportscotland National Centre Cumbrae

Situated on the island of Great Cumbrae in the Firth of Clyde, **sportscotland** National Centre Cumbrae is Scotland's national training centre for watersports. We run a complete range of residential and non-residential courses for all types of participants from keen amateurs to national squads. These include windsurfing, diving, dinghy sailing, cruising, powerboating and sea kayaking.

The centre is in use all year round, but our programme of work changes from season to season. In the winter months the facilities are used primarily for training by the national sailing squads, although we continue to offer courses in powerboating as well as accommodating groups of hardy winter divers.

During the summer season, the centre operates seven days a week and, as part of the Scottish Sailing Institute, is Scotland's

international venue for sailing events. In August, for example, we hosted the National Laser Championships, which involved 250 single-handed dinghies of various levels. Through our continued involvement with the Scottish Sailing Institute, we also supported the Fife Regatta.

We constantly strive to improve our facilities and are delighted that development continued last year. We now have a new training and games room with weight training facilities, a sauna and a new bar in the lounge area. We also took delivery of a new cruising boat which can cater for all levels of sailing experience.

It's been a varied year for Cumbrae. We can now offer more to everyone from first-time sailors to national squad members.



sportscotland National Centre Inverclyde

We continue to play a role in widening opportunities, developing potential and achieving excellence in a wide range of indoor and outdoor sports. Many of the Scottish Governing Bodies of sport use our facilities to train national squads, coaches and individual players and we are a regular venue for major national and international championships.

This year we hosted a number of events, seminars and conferences including: the Home Nations Junior Hockey Championships; the Euro Nations Senior Archery Championships; the Scottish Veterans Badminton Championships; the 'MOD' Gaelic speaking festival; the Scottish Veterans Table Tennis Championships; and the Strength and Conditioning '02 seminars. During 2002/03, we were also delighted to accommodate Scottish Commonwealth Games squads.

During the year we have offered all kinds of elite-level training to individuals, teams and coaches. These courses were organised in partnership with a number of organisations, including the Scottish Governing Bodies of sport, local sports councils, athletes from the Scottish and Area Institutes of Sport and Disability Scotland.

Our facilities were not only used by top sports people. Other groups also reap their benefits in a safe and supportive environment: for example clubs, schools and colleges, professional and voluntary organisations, businesses and the community. We've developed our links with local School Sport Co-ordinators to further encourage schools to use our facilities. Alongside 24,000 residential student days the centre provided over 22,000 visitor sessions for the local community over the year. For advanced students, James Watt College for Education is based onsite, delivering NC and HND leisure studies courses so that athletes can train, live and receive an education at the centre.

Over the year the centre has benefited from continued investment from the Scottish Executive and **sportscotland**. This has allowed us to improve our facilities, accommodation and support services in line with British Olympic Association recommendations. We now have new equipment for the fitness suite, an extension of the dining room, a new lecture area and upgraded accommodation. We're therefore able to offer a wider and better service to play our part in making 'more people, more active, more often'.

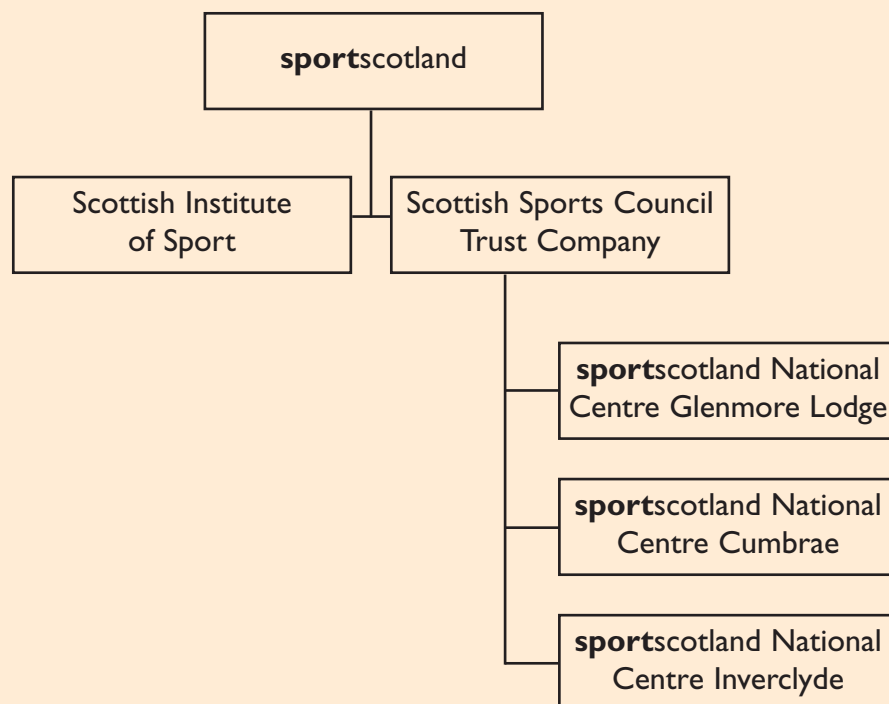
Extract from accounts

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Organisational structure

The **sportscotland** structure and operating units are shown below.



sportscotland is the licensed distributor for the Lottery Sports Fund in Scotland.

Extract from accounts

sportscotland

Group income and expenditure account for the year ended 31 March 2003

	2003	2002
	£000	£000
Income		
Grant-in-aid	16,375	13,031
National Lottery Fund	3,498	2,493
Income from activities	2,330	2,113
Other operating income	378	638
	22,581	18,275
Expenditure		
Sports development and capital grants	12,586	8,413
Staff costs	4,725	4,516
Other operating charges	5,839	6,093
	23,150	19,022
Operating deficit	(569)	(747)
Interest receivable	68	77
Corporation tax	(8)	(3)
Interest payable on finance lease	0	(2)
Loss on revaluation of assets	(1,762)	(82)
Notional costs added back	358	788
Deficit for the year transferred to general fund	(1,913)	31

The accounts on this page are a summary of the sportscotland Group Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the sportscotland Group. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH12 9DQ.

The sportscotland Group accounts were approved by Council and signed on its behalf on 30 July 2003. sportscotland's Appointed Auditor, KPMG LLP, has given an unqualified audit report on these accounts. The group accounts were laid before the Scottish Parliament under reference SE/2003/254.

Extract from accounts

sportscotland

Group balance sheets at 31 March 2003

	Group		sportscotland	
	2003	2002	2003	2002
	£000	£000	£000	£000
Fixed assets				
Tangible assets	13,182	13,678	6,868	6,479
Current assets				
Stocks	22	18	0	0
Debtors	490	488	141	218
Bank and cash-in-hand	1,340	1,579	730	887
	1,852	2,085	871	1,105
Creditors: amounts falling due within one year	(2,810)	(2,618)	(1,867)	(1,617)
Net current liabilities	(958)	(533)	(996)	(512)
Total assets less current liabilities	12,224	13,145	5,872	5,967
Creditors: amounts falling due after one year	0	(1)	0	0
Provisions for liabilities and charges	(27)	(28)	(27)	(28)
Deferred grant	(7,646)	(6,943)	(1,024)	(924)
	4,551	6,173	4,821	5,015
Financed by				
Revaluation reserves	4,068	3,777	4,038	3,762
General fund	483	2,396	783	1,253
	4,551	6,173	4,821	5,015

The accounts on this page are a summary of the sportscotland Group Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the sportscotland Group. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH12 9DQ.

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Extract from accounts

The Scottish Sports Council Trust Company

Profit and loss account for the year ended 31 March 2003

	2003	2002
	£000	£000
Revenue		
Donations from sportscotland	1,610	1,376
Income from activities	2,330	2,112
Other operating income	45	132
	3,985	3,620
Operating expenses		
Staff costs	1,228	1,128
Other operating costs	2,518	2,328
Loss on revaluation of fixed assets	1,762	27
Depreciation	248	313
	5,756	3,796
Operating (loss)	(1,771)	(176)
Interest receivable	1	1
Interest payable on finance lease	–	(2)
Retained (loss) for the financial year	(1,770)	(177)

The accounts on this page are a summary of the Scottish Sports Council Trust Company Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the Scottish Sports Council Trust Company. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH12 9DQ.

The Scottish Sports Council Trust Company Accounts were approved by Council and signed on its behalf on 30 July 2003. The Scottish Sports Council Trust Company Appointed Auditor, KPMG LLP, has given an unqualified audit report on these accounts.



Extract from accounts

*The Scottish Sports Council Trust Company***Balance sheet as at 31 March 2003**

	2003	2002
	£000	£000
Fixed assets	5,876	6,923
Current assets		
Stocks	22	18
Debtors	241	234
Cash at bank and in-hand	96	68
	359	320
Creditors: amounts falling due within one year	(320)	(310)
Net current assets	39	10
Total assets less current liabilities	5,915	6,933
Creditors: amounts falling due after more than one year	–	(1)
Deferred grants	(84)	(89)
Net assets	5,831	6,843
Reserves		
Capital contribution	6,227	5,654
Revaluation reserve	30	14
Profit and loss account	(426)	1,175
	5,831	6,843

The accounts on this page are a summary of the Scottish Sports Council Trust Company Accounts. The summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the Scottish Sports Council Trust Company. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Director of Finance, Caledonia House, Edinburgh EH1 2 9DQ.

The Scottish Sports Council Trust Company Accounts were approved by Council and signed on its behalf on 30 July 2003. The Scottish Sports Council Trust Company Appointed Auditor, KPMG LLP, has given an unqualified audit report on these accounts.

Extract from accounts

sportscotland National Lottery Fund

Income and expenditure account for the year ended 31 March 2003

	2003	2002
	£000	£000
Income		
National Lottery Fund proceeds	23,318	26,190
sportscotland	187	127
Interest receivable	84	109
Other operating income	36	262
	23,625	26,688
Expenditure		
Grants paid and committed during the year	3,312	2,128
Net grant commitments	34,800	14,445
Staff costs:		
direct	1,342	1,045
indirect	<u>96</u>	<u>31</u>
	1,438	1,076
Depreciation	39	56
Other operating charges:		
direct	898	1,098
indirect	<u>18</u>	<u>6</u>
	916	1,104
	40,505	18,809
Operating (deficit)/surplus before tax	(16,880)	7,879
Notional costs	146	228
Corporation tax	(15)	(22)
(Decrease)/increase in fund	(16,749)	8,085

The accounts on this page are a summary of the **sportscotland** National Lottery Fund accounts. The accounts, prepared and presented pursuant to the National Lottery etc. Act 1993, section 35, were laid before the Scottish Parliament (SE/2003/217) and House of Commons (HofC 1056) on 17 September 2003.

The **sportscotland** National Lottery Fund accounts were approved by Council and signed on its behalf on 18 June 2003. **sportscotland** National Lottery Fund's Appointed Auditor, G Woolman ACA, has given an unqualified audit report on the statutory accounts. The foregoing summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the **sportscotland** Lottery distribution activities. A copy of the statutory accounts, which contain the detailed information required by law, can be obtained from the Stationery Office.



Extract from accounts

sportscotland National Lottery Fund**Balance sheet at 31 March 2003**

	2003 £000	2002 £000
Fixed assets		
Tangible assets	144	172
Current assets		
Investments - balance held in NLDF	78,850	72,928
Debtors	68	275
Bank and cash-in-hand	209	4,463
	79,127	77,666
Creditors: amounts falling due within one year	(33,769)	(33,753)
Net current assets	45,358	43,913
Provisions	(28,289)	(10,123)
Total assets less current liabilities	17,213	33,962
Represented by		
Revaluation reserve	13	13
General fund	17,200	33,949
	17,213	33,962

The accounts on this page are a summary of the sportscotland National Lottery Fund accounts. The accounts, prepared and presented pursuant to the National Lottery etc. Act 1993, section 35, were laid before the Scottish Parliament (SE/2003/217) and House of Commons (HofC 1056) on 17 September 2003.

The sportscotland National Lottery Fund accounts were approved by Council and signed on its behalf on 18 June 2003. sportscotland National Lottery Fund's Appointed Auditor, G Woolman ACA, has given an unqualified audit report on the statutory accounts. The foregoing summary account may not contain sufficient information to allow a full understanding of the results and state of affairs of the sportscotland Lottery distribution activities. A copy of the statutory accounts, which contain the detailed information required by law, can be obtained from the Stationery Office.

Extract from accounts

The Scottish Institute of Sport

Profit and loss account for the year ended 31 March 2003

	2003	2002
	£000	£000
Revenue		
sportscotland Lottery Fund	3,384	2,457
Other income	—	1
	3,384	2,458
Operating expenses		
Staff costs	1,112	838
Programme costs	1,364	757
Other operating costs	877	690
	3,353	2,285
Operating profit/(loss)	31	173
Amount unutilised repayable to Lottery Fund	(18)	(205)
Profit/(Loss) before interest and tax	13	(32)
Interest receivable	12	18
Profit/(Loss) on ordinary activities for the year before tax	25	(13)
Taxation	(8)	(3)
Transfer from Capital Reserve	15	16
Retained profit for financial year	32	—

The accounts on these pages are a summary of the Scottish Institute of Sport's accounts. The summary accounts may not contain sufficient information to allow a full understanding of the results and state of affairs of the Scottish Institute of Sport. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Business Manager, Scottish Institute of Sport, Airthrey Road, Stirling FK9 5PH at a cost of £6.

The Scottish Institute of Sport accounts were approved by the Institute Board and signed on its behalf on 20 June 2003. The Scottish Institute of Sport's auditors, KPMG LLP, have given an unqualified audit report on these accounts.

Extract from accounts

The Scottish Institute of Sport

Balance sheet as at 31 March 2003

	2003	2002
	£000	£000
Fixed assets	438	276
Current assets		
Debtors	116	79
Cash	514	624
	630	703
Creditors: amounts falling due within one year	(631)	(735)
Net current assets/(liabilities)	(1)	(32)
Total assets less current liabilities	437	244
Deferred grants	(382)	(206)
Net assets	55	38
Reserves		
Capital reserves	55	70
Profit and loss account	–	(32)
	55	38

The accounts on these pages are a summary of the Scottish Institute of Sport's accounts. The summary accounts may not contain sufficient information to allow a full understanding of the results and state of affairs of the Scottish Institute of Sport. A copy of the audited accounts which contain the detailed information required by law and under best practice guidelines can be obtained from the Business Manager, Scottish Institute of Sport, Airthrey Road, Stirling FK9 5PH at a cost of £6.

The Scottish Institute of Sport accounts were approved by the Institute Board and signed on its behalf on 20 June 2003. The Scottish Institute of Sport's auditors, KPMG LLP, have given an unqualified audit report on these accounts.

Financial Summary

The following are details of amounts spent directly on individual sports for **sportscotland's** financial year ending 31 March 2003.

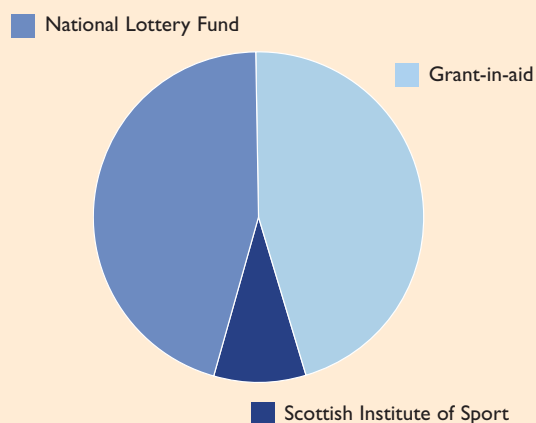
Sport	Grant Aid to the	Other investment to	Total	Total
	Scottish Governing Body	the sport through	2002/03	2001/02
	2002/03	sportscotland	2002/03	2001/02
	£	programmes	£	£
		2002/03		
Angling	22,500	27,930	50,430	231,042
Archery	6,000	23,022	29,022	30,249
Athletics	290,664	309,608	600,272	690,330
Badminton	167,040	1,858,911	2,025,951	426,733
Basketball	137,536	30,087	167,623	173,681
Billiards/Snooker	–	3,757	3,757	–
Bobsleigh	–	8,470	8,470	–
Bowling	11,000	247,511	258,511	138,161
Boxing	33,485	108,610	142,095	100,087
Canoeing	115,973	76,088	192,061	157,629
Cricket	205,036	121,031	326,067	437,945
Croquet	1,500	30,004	31,504	2,881
Curling	18,167	113,779	131,946	377,468
Cycling	56,000	334,370	390,370	146,461
Dance & Movement	47,500	–	47,500	77,300
Equestrian	16,500	165,870	182,370	204,645
Fencing	23,000	45,768	68,768	75,764
Football	285,336	1,204,639	1,489,975	1,836,360
Golf	212,000	706,428	918,428	936,781
Gymnastics	86,560	109,270	195,830	202,553
Hang/Paragliding	1,000	–	1,000	1,000
Hockey	264,987	274,669	539,656	994,568
Ju-jitsu	2,000	–	2,000	3,838
Judo	140,000	107,786	247,786	384,916
Karate	12,725	25,534	38,259	36,330
Lacrosse	19,500	–	19,500	47,479
Motorsport	–	128,739	128,739	136,381
Mountaineering/Climbing	52,000	114,220	166,220	1,126,328
Netball	31,932	2,312	34,244	25,665
Orienteering	29,560	68,929	98,489	75,631
Parachuting	–	–	–	1,525
Pentathlon	–	6,267	6,267	–
Rowing	15,000	144,879	159,879	941,676
Women's Rugby	–	53,029	53,029	–
Rugby Union	581,800	125,948	707,748	741,519
Rugby League	9,000	–	9,000	–
Sailing	127,000	218,121	345,121	212,894
Shinty	57,600	15,400	73,000	108,645
Shooting	52,250	52,941	105,191	103,396
Ice Sport/Skating	–	22,168	22,168	45,436
Snowsport	69,248	92,274	161,522	182,573
Squash	77,000	147,211	224,211	369,525
Sub Aqua	15,275	–	15,275	15,000
Swimming	329,860	857,739	1,187,599	2,759,258
Table Tennis	54,404	46,258	100,662	86,271
Tennis	62,000	539,310	601,310	228,812
Triathlon	8,000	155,014	163,014	119,556
Tug of War	2,000	340	2,340	21,171
Volleyball	167,646	125,607	293,253	365,145
Waterskiing	20,000	16,826	36,826	39,227
Windsurfing	–	26,974	26,974	–
Weightlifting	–	29,659	44,212	59,126
Wrestling	3,000	44,212	32,659	31,201
Scottish Disability Sports	72,000	26,061	98,061	69,603
Scottish Sports Association	30,000	6,500	36,500	29,920
Multisport (eg. Facilities, Active Primary School programme, Coaching Network, etc.)	–	14,130,157	14,130,157	14,162,231
	4,042,584	23,130,237	27,172,821	29,771,916

Financial Summary

Grant-in-aid, Scottish Institute of Sport and **sportscotland** Lottery Fund support

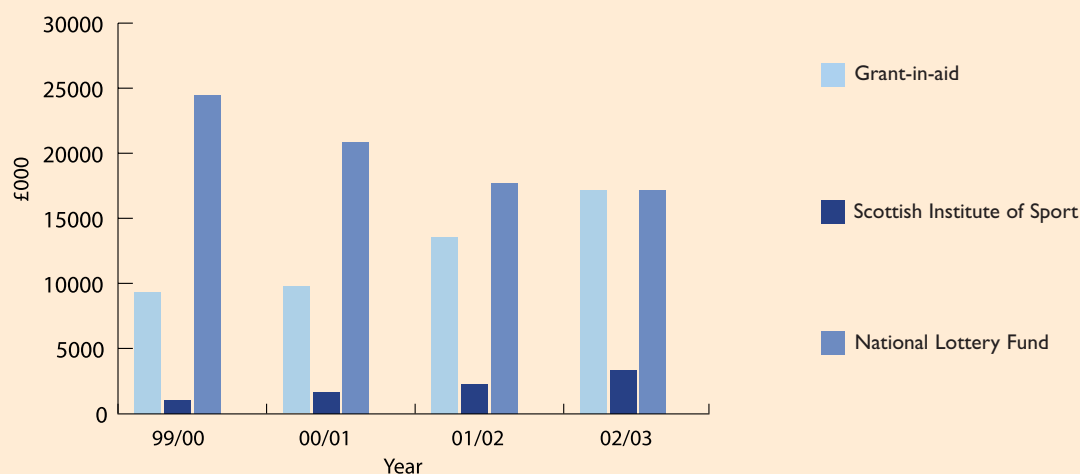
The figures identified below represent funding contribution from all sources directed to Scottish sport by the **sportscotland** Group during the year.

2002/03 Sport Funding (£000)



	2002/03
Grant-in-aid Fund	17,180.0
Scottish Institute of Sport	3,353.0
National Lottery Fund	17,145.0
	37,678.0

2000 - 2003 Sport Funding (£000)



	1999/00	2000/01	2001/02	2002/03
Grant-in-aid Fund	9,354.8	9,759.6	13,534.3	17,180.0
Scottish Institute of Sport	1,061.3	1,631.7	2,268.5	3,353.0
National Lottery Fund	24,447.4	20,832.7	17,750.0	17,145.0
	34,863.5	32,224.0	33,552.8	37,678.0

sportscotland Board Members 2002/03

Alastair Dempster – *Chairman*

Alan Grosset – *Vice Chairman (until November 2002)*

Ian Mason

Louise Martin

Fiona Reid (*until December 2002*)

Ritchie Campbell

Wai-yin Hatton

Dr Linda Leighton-Beck

Prof Nanette Mutrie

Alan Jones

Atholl Duncan

Fraser Wishart

Kim Atkinson (*from January 2003*)

Steve Grimmond (*from January 2003*)

John Gilmour – *Scottish Executive Assessor*

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Ian Robson – *Chief Executive*

Iain Robertson – *Director of Finance and Support Services*

Stewart Harris – *Director of Widening Opportunities*

Colin Pearson – *Director of Developing Potential*

Ashley Howard – *Director of Achieving Excellence*

John Kent – *Principal of **sport**scotland National Centre Inverclyde*

Bob Smith – *Principal of **sport**scotland National Centre Cumbrae*

Tim Walker – *Principal of **sport**scotland National Centre Glenmore Lodge*

Scottish Institute of Sport

Alistair Gray – *Chairman*

Anne Marie Harrison – *Executive Director*

Commercial supporters

We wish to acknowledge and thank the following companies for their support during the last year.



Bank of Scotland supported the Scottish Team's preparations for the 2002 Commonwealth Games in Manchester. Bank of Scotland also deserves special recognition for its commitment to Scottish sport by sponsoring programmes involving over 20,000 young people during the year.



Royal Mail continued to support the Royal Mail Ready Willing and Able programme. In 2002/03 the programme again focused on developing the infrastructure within Scottish sport, enabling disabled people to participate at all levels.



BP sponsored the tenth year of the BP Tourfest programme – over 40 sports events involving more than 5,000 youngsters throughout Scotland.



BAA Scottish Airports again sponsored the Area Youth Games in Edinburgh, Glasgow and Aberdeen. The Games involved over 5,000 youngsters from 28 local authority areas.

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sportscotland | Caledonia House | South Gyle | Edinburgh | EH12 9DQ
Tel 0131 317 7200 Fax 0131 317 7202

sportscotland **National Centre Glenmore Lodge** | Aviemore | Inverness-shire | PH22 1QU
Tel 01479 861256 Fax 01479 861212

sportscotland **National Centre Cumbrae** | Isle of Cumbrae | Ayrshire | KA28 0HQ
Tel 01475 530757 Fax 01475 530013

sportscotland **National Centre Inverclyde** | Burnside Road | Largs | Ayrshire | KA30 8RV
Tel 01475 674666 Fax 01475 674720

The Scottish Institute of Sport | Airthrey Road | Stirling | FK9 5PH
Tel 01786 460100 Fax 01786 460101

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more people

more active

more often

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